



Goal One: Strong Partnerships

We will collaborate with stakeholders to make informed decisions about issues that affect their communities, businesses, and the environment.

What is this goal about?

- DTSC works directly in communities to clean up hazardous substances. We work with businesses to ensure they manage, store, and transport hazardous substances safely. We work with manufacturers to drive the development of safer products.
- In all these engagements, DTSC depends on the shared expertise of other government entities, nongovernmental organizations, the businesses we regulate, and community partners to make well-informed decisions that consider diverse viewpoints.
- To make the right decisions, we must continue to strengthen these partnerships and develop trust.

What are the objectives?

This goal has four main objectives:

- **Objective A:** We will be transparent and cultivate public understanding of our work by meeting with stakeholders and providing them with opportunities to be involved early in our processes. We will provide clarity to communities, regulated businesses, and other stakeholders about our processes and involve them in our decision-making.

For details on the actions to achieve this objective see pg. 3 of the draft strategic plan

- **Objective B:** We will provide access to clear, relevant and timely information. This includes providing information in plain language, increasing information available in languages other than English, providing easily searchable and accessible online information, and connecting the public with knowledgeable and responsive staff. This will help our partners understand what we are doing, why we are doing it, and how to be part of the process.

For details on the actions to achieve this objective see pg. 4 of the draft strategic plan

- **Objective C:** We will strengthen government partnerships to find coordinated solutions that prevent and address contamination in air, soil, and water. We will do this by leveraging resources, sharing data and expertise, and using complementary legal authorities.

For details on the actions to achieve this objective see pg. 5 of the draft strategic plan

- **Objective D:** We will build capacity to consistently, effectively, and respectfully engage tribal nations and communities. By engaging tribal governments and communities in the development of policies, programs, and projects, we will deepen our understanding of and responsiveness to the current realities of tribes in California.

For details on the actions to achieve this objective see pg. 5 of the draft strategic plan

How will we measure our progress?

The **Key Performance Indicators** for this goal are:

- By December 2020, 100% of stakeholder requests will be acknowledged within 10 calendar days and provided with either a complete response or timeline when they can expect a complete response.
- By December 2019, determine the number of DTSC's existing scientific partnerships and establish goals to increase them by December 2020.
- By September 2019, determine the number of cross-governmental partnerships convened and establish goals to increase them by December 2020.
- By January 2021, 100% of DTSC projects will begin assessing tribal outreach activities within 10 days of project initiation.

Goal Two: Environmental Justice

We will prevent harm while working to protect and restore California's most vulnerable and environmentally burdened communities.

What is this goal about?

- There are communities in California that lack access to clean air, water, land, and the basic resources needed to lead healthy lives. DTSC will be guided by environmental justice principles and actions to expand opportunities and remove barriers for those who have been historically marginalized.
- A more equitable California is one in which no single community bears an unfair burden of pollution, and in which all communities have access to healthy places to live, work, and play. In order to grapple with environmental inequities, we must start by recognizing that past local, state, and federal government decisions led to unfair distribution of pollution across our state.

What are the objectives?

Goal Two has four main objectives:

- **Objective A:** We will meet our civil rights obligations and improve access to resources. This process starts with asking communities and tribes how we can best partner in ways that are appropriate, respectful, and helpful. This will result in open dialogue with affected communities to Foster understanding of roles, responsibilities, and capacities, and will improve public involvement in the technical and procedural aspects of environmental decision-making.

For details on the actions to achieve this objective see p. 8 of the draft strategic plan

- **Objective B:** We will train staff on tribal histories and indigenous environmental justice, so that DTSC can engage directly and effectively with tribal nations and communities. Through better understanding the history of tribal nations, along with federal and state laws, DTSC can better support tribes in protecting their cultural resources, public health, and environment.

For details on the actions to achieve this objective see p. 8 of the draft strategic plan

- **Objective C:** Recognizing community knowledge – including traditional, local, and indigenous knowledge – helps grow partnerships and results in government better serving communities. This type of knowledge is based on the observations and personal experiences of community members, and often yields a more holistic approach to defining and solving problems. DTSC will integrate community knowledge and other forms of environmental justice research and data into our decision-making.

For details on the actions to achieve this objective see p. 9 of the draft strategic plan

- **Objective D:** We will identify cumulative impacts in the communities we serve, and will incorporate solutions to better protect vulnerable groups. DTSC's decisions must consider the cumulative impacts of pollution, health disparities, and other social vulnerabilities in affected communities in pursuing environmental justice. We will be accessible, reliable, and responsive where community concerns are being voiced.

For details on the actions to achieve this objective see p. 9 of the draft strategic plan

How will we measure our progress?

The **Key Performance Indicators** for this goal are:

- By December 2019, assess stakeholder satisfaction with DTSC participation and responsiveness in environmental justice task forces and IVANs and establish goals for improvement by December 2020.
- By June 2020, assess the number of grants, loans, and other resource investments in vulnerable communities and tribes, and increase that number by 25% by June 2023.
- 100% of DTSC programs utilize cumulative impact, community vulnerability, and environmental justice criteria DTSC decision-making by December 2023.

Goal Three: High-Performing Programs and Services

We will hold ourselves accountable to our commitments, acknowledge where improvements are needed, and work to continuously improve our programs and services to earn the respect of our stakeholders.

What is this goal about?

- We will continue to improve on the delivery of our core services, including cleanup oversight, enforcement actions, inspections, permit decisions, protection against toxic products, regulations development, and emergency response.
- To accomplish this, we must find ways to improve the efficiency of our work and update antiquated internal business processes.

What are the objectives?

Goal Three has five main objectives:

- **Objective A:** Accelerate decision-making by implementing streamlined processes for regulation development, permitting decisions, enforcement actions, site cleanups, and safer consumer products prioritization.

For details on the actions to achieve this objective see p. 12 of the draft strategic plan

- **Objective B:** Improve processes and tools to enable staff to meet program objectives.

For details on the actions to achieve this objective see p. 12 of the draft strategic plan

- **Objective C:** Streamline workload and data tracking to improve resource management and project planning.

For details on the actions to achieve this objective see p. 13 of the draft strategic plan

- **Objective D:** Use a systematic governance process to prioritize DTSC's programs and services and ensure their alignment with strategic priorities and available resources.

For details on the actions to achieve this objective see p. 13 of the draft strategic plan

- **Objective E:** Use the best available scientific methods, engage experts across scientific disciplines, and provide clear and accessible scientific information (risk communication, technical reports, and data presentation).

For details on the actions to achieve this objective see p. 14 of the draft strategic plan

How will we measure our progress?

The **Key Performance Indicators** for this goal are:

- 90% of inspection reports to permitted e-waste, transporter, storage, and disposal facilities are completed within 30 days of the completed inspection, beginning in 2019.
- 90% of formal enforcement actions are referred, issued, or resolved within 240 days of inspection or complaint investigation, beginning in 2019.
- 99% performance evaluation score is achieved by the Environmental Chemistry Laboratory when participating in proficiency testing of independent chemical samples, beginning in 2019.
- 100% of permitted facilities have financial assurance mechanisms in place before receiving a hazardous waste permit, beginning in 2019.
- Three rulemakings are initiated for Priority Products in 2019.
- 95% of all project managers complete DTSC program-specific project manager training by December 2020.
- 40% of cleanup sites in 2019, 60% in 2020, and 80% in 2021 have an approved final remedy within two years of site characterization completion.
- 40% of cleanup sites in 2019, 60% in 2020, and 80% in 2021 begin remedy construction within two years of final remedy approval.
- 40% of corrective action cleanup sites in 2019, 60% in 2020, and 80% in 2021 have financial assurance mechanisms within 90 days of DTSC's approval of the corrective measures implementation workplan.
- 90% of hazardous waste facilities have a compliance history Violations Scoring Procedure score by 2020.
- 20% of hazardous waste facility closure, post-closure, and corrective action cost estimates are reviewed on a five-year cycle by 2021.
- 90% of hazardous waste facility permit decisions are completed within two years of application by December 2023.

Goal Four: Organizational Health

We will foster an inclusive, productive, and accountable work culture.

What is this goal about?

- Employees contribute to an organization's Mission when they are provided the resources necessary to perform their jobs, training to foster personal and professional growth, and clear expectations with feedback on performance.
- Leadership and staff each play a vital role in advancing DTSC's Mission in service to California's environment and communities.
- The following objectives and actions will help create an organizational culture dedicated to excellence, accountability, and performance.

What are the objectives?

Goal Four has four main objectives:

- **Objective A:** We will recruit, develop, and retain a highly diverse and effective workforce committed to professional excellence and delivering DTSC's Mission.
For details on the actions to achieve this objective see p. 16 of the draft strategic plan
- **Objective B:** We will improve internal communication channels to enhance employee engagement with consistent, timely information. We will facilitate methods for DTSC staff to communicate their innovative ideas and perspectives about program improvements, and to provide feedback on management effectiveness.
For details on the actions to achieve this objective see p. 17 of the draft strategic plan
- **Objective C:** Ensure employee field, lab, and office safety and promote employee health, safety, and well-being by implementing best practices to minimize employee illnesses and injuries. We will support employee health and well-being with improved policies and procedures to support worker safety.
For details on the actions to achieve this objective see p. 17 of the draft strategic plan
- **Objective D:** Build a professional, inclusive workplace where staff feel heard, supported, and valued. Enhance staff's capacity to be inclusive in their delivery of programs and services to diverse communities.
For details on the actions to achieve this objective see p. 18 of the draft strategic plan

How will we measure our progress?

The **Key Performance Indicators** for this goal are:

- 100% of new employees will complete the DTSC New Employee Orientation within three months of appointment by December 2019.
- 100% of managers and supervisors are implementing two or more strategies identified in DTSC's Workforce Succession Plan by December 2019.
- 100% of employees will receive a performance review and individual development plan each calendar year.
- Increase by 10% employee survey response scores in communications and decision-making, leadership and strategic direction, and employee satisfaction relative to 2016 Organizational Health Assessment survey.
- 100% of employees will complete required safety training.
- 10% increase in DTSC employees who agree with the following statement by June 2020:
 - "I have adequate time to take advantage of job-related training and advance my skills." (baseline 45% in 2016 Organizational Health Assessment)
- Increase by 10% of employees who agree with the following statement by June 2020:
 - "I understand the value of diversity and inclusion at DTSC." (baseline 83% in 2016 Organizational Health Assessment)
- Increase by 10% of employees who agree with the following statement by June 2020: o "DTSC employees are treated fairly at work without discrimination." (baseline 72% in 2016 Organizational Health Assessment)
- Conduct at least two specialized safety skills classes in Northern and Southern California by December 2019.
- Develop a baseline of injury incident rates related to distracted driving and situational awareness. (due March every year)
- 100% of supervisors and managers receive training on California Department of Human Resources leadership competencies each year.

Goal Five: Fiscal Stewardship

We will implement our Mission using cost-efficient and transparent fiscal practices. We will work to secure reliable funding for our Mission.

What is this goal about?

- To deliver our Mission, we must strategically plan for DTSC's budgetary needs and work with regulated businesses to create a sustainable funding model that is aligned with our statutory and strategic priorities.
- We will seek to establish a fee system which facilitates revenue forecasts and minimizes overhead costs associated with fee collection.
- We will work with stakeholders to establish a fee system with adequate flexibility to respond to changing statutory mandates.

What are the objectives?

Goal Five has three main objectives:

- **Objective A:** We will implement a strategic budget planning process that prioritizes resource allocation.
For details on the actions to achieve this objective see p. 20 of the draft strategic plan
- **Objective B:** We will work with stakeholders to develop a financial model that ensures DTSC programs and services are funded to support core activities and strategic initiatives, and that is flexible enough to provide for future changes in statutory requirements.
For details on the actions to achieve this objective see p. 21 of the draft strategic plan
- **Objective C:** We will improve our financial management tools to ensure careful stewardship of budgeted resources to meet operational needs.
For details on the actions to achieve this objective see p. 21 of the draft strategic plan

How will we measure our progress?

The **Key Performance Indicators** for this goal are:

- 100% of funding spent aligns with DTSC strategic priorities.
- 5% reduction in unreimbursed costs each year.
- 5% reduction in the number of sites with unreimbursed costs each year.
- 100% of available federal funds used each year.
- 100% of Lead Acid Battery Cleanup Fund account appropriations used each year.