
Department of Toxic
Substances Control

Strategic Plan

2020-2024

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Director's Note



The Department began work on this Strategic Plan last year. Through the hard work and commitment of our staff and stakeholders, we created this five-year road map that emphasizes measurable outcomes.

This plan sets DTSC up for long-term success and provides opportunity for continued conversations around our vision – which is a California that is free from hazardous substances. Californians have the right to live in a healthy environment. We take that seriously and look forward to driving that change.

This plan provides stability and direction for our Department and staff and establishes achievable expectations for our stakeholders and the communities we serve. It provides a framework for deeper discussion as priorities change and resources become available. It can be modified should a board be put in place, and it is able to expand DTSC's mission.

In the meantime, my focus is on implementing this plan in order to hold us accountable to our goals:

- Building Strong Partnerships to collaborate with all stakeholders
- Promoting Environmental Justice to prevent harm and protect the most vulnerable
- Delivering High-Performing Programs and Services effectively and on time
- Enhancing our Organizational Health so that we are more inclusive, productive, and accountable

- Improving our Fiscal Stewardship through greater transparency, fortified by secure and reliable funding

To accomplish these goals efficiently and transparently will be a massive step toward achieving our vision. Success will be measured regularly through Key Performance Indicators (KPIs) that our stakeholders will be able track on our website. This plan is more than a statement of values – it is a promise to be who we were designed to be. A reliable and trustworthy steward of California’s environment. We are committed to this plan and prepared to be held accountable for our progress.

In the time since this plan was developed, the world has been upended by the COVID-19 pandemic, and the future is unclear for us all. Even as conversations continue to unfold around the state’s economic health, DTSC’s work remains crucial: to reduce the impact of hazardous chemicals on all Californians and our environment. I remain committed to persevering in the faithful execution of this Strategic Plan to underpin and augment our Mission, and I look forward to continued conversations around our long-term vision for DTSC’s role in the state’s environmental health.

I look forward to engaging with you on this journey, and I encourage you to gauge our results through the Strategic Plan dashboard on our website.

Meredith Williams, Ph.D.
Director

Introduction

DTSC's Mission is to protect California's people, communities, and environment from toxic substances, to enhance economic vitality by restoring contaminated land, and to compel manufacturers to make safer consumer products.

This DTSC 2020-2024 Strategic Plan reflects our shared Vision of all of California living and thriving in a healthy and safe environment, and our commitment to our Core Values. The Plan includes goals, objectives, and actions developed based on feedback obtained through months of engagement with the public.

There are communities in California that lack access to clean air, water, land, and the basic resources needed to lead healthy lives. Through this Plan we underscore DTSC's service to California to ensure our environment and our communities are protected from toxic harm.

Throughout the Plan we focus on our outreach, responsiveness, communications, and engagement, guided by environmental justice principles and actions, to expand opportunities and remove barriers for those who have historically been marginalized.

As we implement this Plan, we will increase transparency and accountability, and we will enable the public to track our progress on the specific actions and performance measures through DTSC's website.

We will also create and enhance partnerships that focus on community-based and indigenous-led solutions, and we will increase effective communications and use our legal authorities alongside analytical tools to support just outcomes.

We will provide support to California business so that they comply with California hazardous waste laws, operate safely, and protect the environment. We will create a level playing field through strong enforcement against business that don't comply.

Implementation of this Plan will improve communication, partnerships, and business processes, which will in turn support better compliance with hazardous waste laws and regulations and point us toward a future with fewer toxic substances in commerce and reduced hazardous waste.

As we collectively work towards our goals, we will continue to collaborate with communities and partners to ensure we deliver on DTSC's Mission to meet the changing needs of our state and people, and to ensure all Californians are thriving in a healthy environment.

Our Core Values

The foundation of this Strategic Plan is our set of shared Core Values. These values will be reflected in our interactions with each other, our stakeholders, and the communities we serve.

Respect

- Support each other's worth and dignity, regardless of background, abilities, or beliefs.
- Be aware of and honor others' rights and feelings.
- Value others' experiences, viewpoints, and personalities.
- Encourage others' growth and development.

Leadership

- Energize teams and create a sense of direction, purpose, excitement, and momentum for DTSC's Mission.
- Cultivate a culture where team members know their purpose and roles in delivering on DTSC's Mission.
- Champion a culture of learning, continuous development, and accountability.
- Foster employee engagement through regular communication and interaction.

Teamwork

- Create a positive work environment and work collaboratively to achieve results.
- Leverage diverse and individual strengths among employees.
- Champion respect, recognition, and praise within the team.
- Build trust and follow through on our commitments.

Quality and Professionalism

- Strive for excellence in skills and delivery of services across all the Department's career paths.
- Be responsive.
- Encourage and support innovation, ideas, and approaches to continuously improve services and other deliverables throughout DTSC.
- Deliver services according to realistic milestones, adhere to measurable performance objectives, and follow through on them.

Diversity, Equity, and Inclusion

- Actively promote diversity. Diversity is the presence of differences.
- Foster inclusiveness among DTSC employees and the people and communities we serve. Inclusion means truly inviting diversity.
- Challenge systems and processes that contribute to inequity. Equity is about promoting justice and fairness.

Integrity

- Be honest and accountable to ourselves, our colleagues, and communities.
- Set high standards for individual behavior and commit to them, even in difficult situations.
- Learn from mistakes and losses; seize the opportunity to improve.

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Our Organization

DTSC was established to protect Californians against threats from hazardous waste and restore properties affected by environmental contamination to productive use. DTSC investigates and cleans up existing contamination, regulates the management of hazardous waste, and challenges manufacturers to find and use safer chemicals in consumer products. This work is performed by scientists, engineers, toxicologists, chemists, geologists, attorneys, criminal investigators, public engagement specialists, information technologists, and administrative staff that DTSC employs in 10 offices throughout the state.

CORE PROGRAMS:

Hazardous Waste Management Program

Hazardous waste is waste with a chemical composition (or other properties) that makes it capable of causing illness, death, or some other harm to humans and ecosystems. DTSC has several roles in regulating more than 100,000 entities to prevent the mismanagement or release of hazardous waste into the environment. The Hazardous Waste Management Program manages permitted hazardous waste facilities to make sure they are protective of communities and the environment, and conducts inspections to make sure facilities are following the rules. The program undertakes policy initiatives to reduce hazardous waste generation, and enforces the statutes and regulations relating to hazardous waste, hazardous materials, and universal wastes. It investigates complaints of illegal storage, treatment, or disposal of hazardous waste and assists local law enforcement agencies with investigations and enforcement activities. Program staff also assist in responding to emergencies, such as wildfires, involving the release of hazardous materials.

Site Mitigation and Restoration Program

The Center for Creative Land Recycling estimates that there are as many as 200,000 properties throughout the state—including former industrial properties, school sites, military bases, small businesses, and landfills—that are believed to be contaminated with some level of hazardous waste. The Site Mitigation and Restoration Program investigates sites with known or suspected contamination and, when contamination is found, ensures removal or control to reduce hazardous releases and restore these sites to productive use and then manages their cleanup. The program oversees approximately 1,700 contaminated sites at any given time through enforcement orders, voluntary oversight agreements, and taking action with state funds. The program completes an average of 125 cleanups each year.

Safer Consumer Products Program

The U.S. Environmental Protection Agency has identified 40,655 chemicals in commercial use and, in many cases little study has been done on the safety of chemicals in the products we use. The Safer Consumer Products Program is charged with accelerating the quest for the use of safer chemicals in consumer products. To do this, the program requires manufacturers of products that contain chemicals deemed to pose risks to human health or the environment to search for safer ingredients.

SUPPORT PROGRAMS:

Office of Administrative Services

This office is responsible for providing DTSC with administrative support services for all DTSC's programs, including human resources, training, facilities, fleet administration, file management, and a health and safety program.

Environmental Chemistry Laboratory

DTSC's two labs in Berkeley and Pasadena perform environmental analytical chemistry, product testing, and biomonitoring. Scientists identify and measure concentrations of toxic chemicals in many different media including air, water, soil, hazardous waste streams, consumer products, and biological or human tissues.

Office of Communications

This office manages the DTSC media relations program, website, and employee communications; promotes DTSC events and meetings; aids in writing and editing DTSC reports; produces graphics and videos; and manages DTSC social media platforms.

Office of Environmental Equity

The Office of Environmental Equity manages three programs: Environmental Justice, Public Participation, and Tribal Affairs. Staff support meaningful community engagement, promote environmental justice and equity considerations in decision-making, and conduct government-to-government consultation with tribes. By integrating these three programs throughout DTSC, we strive to be part of achieving a healthy California for all.

Office of Environmental Information Management

This office supports DTSC's information technology needs, including software and hardware acquisition, standardization, and training. The office also provides network and user support services and develops and supports various information technology applications critical to DTSC's work.

Office of Financial Planning and Contracting Services

This office manages DTSC's finances and purchases and helps establish contracts to aid DTSC programs in the important work they do. The office also prepares the annual Governor's Budget for the Department, then develops and reports on the operating budget once it is enacted.

Office of Legal Counsel

The Office of Legal Counsel (OLC) supports DTSC's Mission by providing legal support for each of DTSC's three core programs. OLC also represents all of DTSC's programs in complex civil, administrative, legislative, regulatory, and policy matters, and works in partnership with the CA Department of Justice, Office of the Attorney General to represent DTSC in litigation.

Office of Legislation and Regulatory Review

This office analyzes and recommends actions on all state and federal legislative proposals and coordinates DTSC's regulation adoption efforts. The office also serves as the primary liaison between DTSC's programs, the California Legislature, Office of Administrative Law, and external interest groups.

Office of Performance Management and Program Review

This office coordinates efficiency improvements; conducts systematic and data-driven reviews of programs and services; assists the Executive Office in identifying and controlling risks; and manages and tracks implementation of the Strategic Plan.

Office of Civil Rights

This office is responsible for providing and maintaining a workplace free from unlawful discrimination, harassment, inappropriate conduct, or retaliation. The office provides a variety of services for DTSC employees including equal employment opportunities, reasonable employment accommodations, a forum for alternative dispute resolution, the Bilingual Services Program, the Employee Assistance Program, and the Upward Mobility/Career Development Program.

Mission, Vision, and Strategic Plan Goals

WHAT WE DO

DTSC's Mission is to protect the people, communities, and environment of California from harmful chemicals by cleaning up contaminated sites, enforcing hazardous waste laws, and compelling the development of safer products.

WHY WE DO IT

DTSC's Vision is all of California thriving in a healthy environment.

GOALS

DTSC will meet its Mission by working toward five long-term strategic goals—broad statements of what we aim to achieve which give definition to our Mission and Vision—for the duration of the Strategic Plan:

- We will build **Strong Partnerships** to collaborate with all stakeholders.
- We will promote **Environmental Justice** to prevent harm and protect the most vulnerable.
- We will provide **High-Performing Programs and Services** to deliver on our Mission effectively and on time.
- We will enhance our **Organizational Health** to be inclusive, productive, and accountable.
- We will improve our **Fiscal Stewardship** to use transparent fiscal practices and secure reliable funding.

OBJECTIVES AND ACTIONS

Each goal is supported by medium-term objectives that may take two to three years to achieve. Objectives are measurable and have tangible outcomes. Nested under the objectives are shorter-term actions that will take approximately six months to two years to accomplish. Actions are one-time efforts that lead to accomplishing the objectives. For the duration of this Strategic Plan, objectives will be updated or refreshed annually. As actions are completed, more prioritized actions will be added. The architecture of the Plan provides continuity and allows for flexibility and adaptability as circumstances change.

MEASURING PROGRESS

The Strategic Plan's goals, objectives, and actions will include associated key performance indicators, or KPIs. These KPIs are specific targets for measuring our progress toward our objectives and goals. DTSC is committed to transparency and will communicate progress on a performance dashboard featured on DTSC's website. The periodic reporting of KPIs will allow the public and our staff to hold DTSC accountable, and the information will be used to determine whether adjustments to, or the addition of, action items will be necessary to reach established targets.

MANAGING THE STRATEGIC PLAN

To be successful, the Strategic Plan requires governance and a management framework within which clear decisions are made and implemented. A Strategic Governance Committee, made up of DTSC's Executive Team and other individuals from management, will meet on a regular basis to discuss progress, address issues, set priorities, and make strategic decisions. DTSC will appoint an executive sponsor for each strategic goal. The sponsor's role will be to build a goal team that will be responsible for implementing the actions that support the goal objectives, monitoring and reporting on KPIs, and providing updates to the Strategic Governance Committee. The goal teams will be composed of cross-functional DTSC staff who will develop workplans for each action to ensure that the action is delivered on time. The Strategic Governance Committee will also ensure that DTSC's Strategic Plan is aligned with the overarching goals of the California Environmental Protection Agency's strategic plan and seek synergies where aligning efforts of all CalEPA's boards and departments will have a greater combined effect.

Goal One: Strong Partnerships

STAKEHOLDER ENGAGEMENT

In this Plan we use the term “stakeholder,” but it is not one-size-fits-all. Our relationships and responsibilities vary with the different stakeholders that we serve, support, protect, and regulate. However, our stakeholders share some universal expectations. For example, all our stakeholders expect us to:

- Be responsive
- Listen, learn, and engage
- Maintain a public service mindset
- Operate using our legal authorities and policy mandates
- Provide regulatory certainty through transparency and consistency
- Enforce laws against those that do not comply
- Protect the public trust

You will see the term stakeholder throughout the document. We have tried to use this term when we mean it in a universal way, and, when appropriate, to be more specific about different types of stakeholders.

Stakeholders have had an opportunity to provide input into the goals, objectives, and actions. DTSC will provide regular updates about the Plan, implementation efforts, and progress toward KPIs on DTSC’s website.

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

SUMMARY

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 and to reduce toxic substances in commerce, and ultimately, hazardous waste. In all of 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.

Trust develops when we engage stakeholders early in our processes, share information, and hold each other accountable for our commitments. To this end, we will seek to meet with residents about decisions that affect their communities, listen to different perspectives that improve our understanding of issues, and work harder to establish open lines of communication. We will work with regulated businesses to clarify their responsibilities, facilitate compliance, and enforce laws. We will provide all stakeholders with tools to contribute information that DTSC will use in decision-making, and we will provide clear explanations of how we reached those decisions.

OBJECTIVES AND ACTIONS

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, tribes, and other government stakeholders about our processes and involve them in our decision-making.

Prioritized Actions

1. Embed public engagement in all DTSC programs through the following actions:
 - a. Create internal training programs on public participation, environmental justice, and tribal affairs which will be mandatory for all project leads and made available to all staff. (December 2020)
 - b. Ensure all project planning documents include and clearly scope public engagement activities. (December 2021)
2. Expand opportunities for community members to meet with DTSC and participate in our decision-making through the following actions:
 - a. Work with our local partners to identify meeting spaces that community members can access, and schedule meetings at times community members can attend. (December 2020)
 - b. Work with our local partners to design and distribute materials in advance of workshops and meetings to ensure that everyone has the information they need to fully participate. (December 2020)
 - c. Identify meetings that DTSC staff can attend to learn more about the communities in which we work, and where staff can exchange information with the community about how DTSC works. (December 2020)
3. Help stakeholders stay informed and knowledgeable about how to engage in regulatory proposals and decisions, and be transparent on how their input is incorporated into DTSC's decision-making through the following actions:

- a. Develop and update Safer Consumer Products, Hazardous Waste Management, and Site Mitigation and Restoration program stakeholder engagement lists with key attributes and interests. (December 2020)
 - b. Solicit and track stakeholder feedback through surveys, personal contacts, and meetings. (December 2020)
 - c. Develop and implement a strategy for informing the public about how laboratory data are collected and how the quality and usability of data are determined. (July 2021)
- B. We will provide access to clear, relevant, and timely information. This includes providing information in plain language, making more 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.**

Prioritized Actions

1. Improve our community engagement by adopting best practices. Develop metrics that more accurately indicate improvements in community trust, our follow-through on commitments, and strength of relationships. (December 2021)
 2. Improve our response time in acknowledging stakeholders' requests through better tracking and setting performance metrics. (October 2020)
 3. Update DTSC's civil rights and language access guidance and increase the availability of information in languages other than English. (December 2020)
- C. We will strengthen government partnerships to find coordinated solutions that prevent and address contamination in air, soil, and water. Because many environmental problems span multiple responsible agencies, we will do this by leveraging resources, sharing data and expertise, and using complementary legal authorities.**

Prioritized Actions

1. Collaborate with local, state, federal, and tribal agencies to bring a more holistic approach to problem solving and integrate these solutions into projects. (December 2022)
2. Partner with scientists and technical staff at other agencies to share best practices for quality assurance and internal peer review. (December 2022)

3. Partner with researchers on an ongoing basis to identify ways to apply emerging science to our work. Examples include visiting scholars, joint research grants, regular guest lecturers, and participation in professional societies. (December 2021)
4. Commit to a stronger Biomonitoring California effort for assessing human exposure to current contaminants and chemicals of emerging concern. (December 2023)
5. Work with communities and agencies to adopt a community-based science program that helps communities gather, understand, and use environmental information and data. Help communities understand how DTSC can use this information. (December 2022)

D. We will build capacity to consistently, effectively, and respectfully engage tribal nations and communities. By engaging tribal governments and indigenous 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. We will train staff on tribal histories and indigenous environmental justice so that DTSC can engage directly and effectively with tribes. With increased understanding of 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.

Prioritized Actions

1. Adopt a tribal consultation policy that outlines principles, values, and guidance for interactions with tribes. This policy will call for early and consistent tribal engagement to help us better support tribes in protecting their cultural resources, environment, and health. (March 2020)
2. Increase the number of tribal engagement activities for new and existing projects, sites, and regulatory activities. (December 2021)
3. Partner with tribes to establish an ongoing training program that includes cultural and historical awareness and best practices for interacting with tribal nations and communities in our everyday work. (December 2021)
4. Better integrate cultural resources management expertise in our tribal engagement activities. (December 2021)

E. We will partner with regulated businesses, provide them with current information, and educate them on their responsibilities to comply with hazardous waste statutes and regulations. This type of partnership increases compliance, reduces violations, and helps better protect communities and the environment.

Prioritized Actions

1. Expand, improve, and encourage California Compliance School training for hazardous waste transporters and electronic-waste handlers. (June 2022)
2. Update and create new fact sheets to help Californians comply with laws and regulations that protect people, communities, and the environment from harmful chemicals. (June 2022)
3. Assist the California Compliance School in establishing online learning opportunities for hazardous waste training courses for Certified Unified Program Agencies and the regulated community. (June 2023)

F. We will be proactive in communicating clear requirements and expectations for businesses seeking a permit or permit renewal. This involves providing clear expectations for the content of permit applications, providing concise descriptions of the permitting process, and clarifying the rules and requirements applicable to their operations.

Prioritized Actions

1. Establish and sustain a point of contact with businesses to answer questions about regulatory requirements. (July 2020)
2. Contact all permittees approaching the end of their authorization periods to remind them of the expiration date and include helpful information about submitting a renewal application. (July 2020)
3. Meet with all permit holders approaching the end of their authorization periods to discuss any changes in planned operations, DTSC's expectations for the content of the permit application, and what to expect in the permitting process. (July 2020)
4. Meet with all new permit applicants to discuss planned operations, DTSC's expectations for the content of the permit application, and what to expect in the permitting process. (July 2020)

G. We will leverage stakeholder knowledge to gather useful information and inform decisions in the Safer Consumer Products program. We will also ensure stakeholders have access to clear, relevant, and timely information, and that they understand the basis for SCP decision-making.

Prioritized Actions

1. Establish an online SCP Program Project Dashboard for key SCP projects that:
 - a. Provides information on the scope, schedules and status of projects.
 - b. Provides links to the CalSAFER web portal.

- c. Identifies outreach efforts, comment periods, information sources, supporting documents for decision-making and opportunities for stakeholder engagement (workshops, webinars, etc.) (July 2020)
2. Develop communication assessments and plans. Implement a communication strategy, including outreach for SCP events, regular program status updates through newsletters and listserv announcements, up-to-date web content, and fact sheets providing technical assistance. (June 2020)
3. Actively engage with key stakeholders throughout the regulatory process and reiterate how SCP decisions are made and where such decisions are posted. Establish a system, including conducting focused surveys, to track and address stakeholder feedback. (December 2020)

GOAL 1 KEY PERFORMANCE INDICATORS

- 100% of stakeholder requests are acknowledged within 10 calendar days, and provided with a complete response or a timeline for when they can expect a complete response by December 2020.
- 100% of DTSC projects begin assessing tribal outreach activities within 10 days of project initiation by January 2021.
- 100% of permit holders receive reminder letters at least 18 months prior to the expiration date of the permit.
- 100% of permit holders meet with DTSC at least 15 months prior to the permit expiration date.
- 100% of projects undertaken by SCP identify relevant stakeholders and solicit information, comments, and event attendance each year.
- SCP program staff attend and speak at six relevant professional, technical, industry, trade association, and governmental conferences and meetings per year.
- Determine the number of DTSC's existing scientific partnerships and establish goals to increase them by December 2020.
- Determine the number of cross-governmental partnerships convened and establish goals to increase them by December 2020.

Goal Two: Environmental Justice

KEY TERMS: DTSC ENVIRONMENTAL JUSTICE GOAL

Community knowledge: Information and expertise based on the observations and personal experiences of community members, which often include historical perspectives, and yield a holistic approach to defining and solving problems.

Community science: A process in which the public voluntarily leads or participates in scientific processes to address real-world problems in their own communities. This may include formulating research questions, conducting scientific experiments, collecting and analyzing data, interpreting results, and developing technologies and applications to solve complex problems.

Community vulnerability: A heightened risk of a community experiencing negative impacts from exposure to pollution, based on the aggregated effect of factors such as barriers to health care, unemployment, linguistic isolation, and other factors.

Cumulative impacts: Exposures, public health or environmental effects from the combined emissions and discharges, in a geographic area, including environmental pollution from all sources, whether single or multi-media, routinely, accidentally, or otherwise released. Impacts will take into account sensitive populations and socioeconomic factors, where applicable and to the extent data are available (CalEPA Interagency Working Group on Environmental Justice, 2005).

Environmental equity: An approach that recognizes the disparities in the distribution of environmental benefits and burdens within and across communities, and seeks to meet individual and community needs. To promote environmental justice, we must challenge existing disparities and the decision-making processes that keep historic injustices and present-day barriers in place. As a broader concept, an equity approach involves “leveling the playing field” and working to correct and address systemic barriers.

Environmental justice: Refers broadly to a social justice movement that was developed in response to environmental racism, which is commonly defined as the disproportionate impact of environmental hazards on people of color. Many of these hazards are linked to land use practices that concentrated polluting facilities in or near communities of color. Government agencies have developed statutory and policy definitions to address environmental justice issues. For example, in California law, environmental justice is defined as the fair treatment and meaningful involvement of people of all races, cultures, incomes, and national origins with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies. See Cal. Gov. Code, § 65040.12, subd. (e).

Environmental justice community: A community that is burdened by multiple sources of pollution and is disproportionately vulnerable to the effects of pollution.

Environmental justice principles: Refers to the 17 principles developed by delegates to the First National People of Color Environmental Leadership Summit held in Washington, DC in 1991. The principles focus on preventing harm, affirming fundamental rights, and self-determination. They are available to view at: <http://www.einet.org/ej/principles.html>.

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

SUMMARY

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.

Under this goal, DTSC will convene conversations where community and indigenous voices can be heard by decision-makers, and where honest dialogue can take place. We will create and enhance partnerships that focus on community-led solutions. We will increase effective communications and use our legal authorities alongside analytical tools to support just outcomes. DTSC will pursue environmental justice to improve environmental and public health outcomes now and for generations to come.

OBJECTIVES AND ACTIONS

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. We will promote open dialogue with affected communities to better understand their needs, proactively pursue opportunities to meet those needs, and openly share our limitations. We will improve access to technical information and expand public involvement in environmental decision-making.

Prioritized Actions

1. Develop a staff training program on DTSC's civil rights and language access guidance. This will ensure language access and civil rights compliance across all DTSC's programs and activities. (June 2021)

2. Develop and publish draft regional public engagement strategies that include regular opportunities to communicate with staff and executive leadership. (June 2020)
3. Gather expert community and workforce development input to develop a white paper for promoting local hiring and training across projects where DTSC provides oversight. Strategies in the white paper may include policies for local hiring requirements in contracts and services and seeking resources to support training programs tailored to community needs. (June 2021)

B. We will integrate community knowledge and other forms of environmental justice research and data into our decision-making. Recognizing community knowledge—including traditional, local, and indigenous knowledge—helps grow partnerships and results in government serving communities better. 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.

Prioritized Actions

1. Partner with community-based organizations to develop and deliver community science curriculums for the Department and communities and identify priority areas for community science education and initiatives. (December 2022)
2. Draft policies that guide acceptance of community data in support of DTSC's decisions. (December 2022)
3. Develop and share a draft workplan for public input on priority areas for addressing environmental equity and environmental justice. This workplan will identify opportunities for policy and legal analysis, examination of resources, development of program action plans, and training. (December 2020)

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

Prioritized Actions

1. Publish a report that summarizes DTSC's participation in regional environmental justice task forces and IVAN (the Identifying Violations Affecting Our Neighborhoods

environmental monitoring system). DTSC will share this report with task forces and ask for recommendations on we can improve our participation. (February 2021)

2. Host stakeholder roundtables on implementing cumulative impact, community vulnerability, and environmental justice criteria for use in cleanup activities. These roundtables will include communities, scientists, academia, nonprofit organizations, tribes, and local governments. (December 2022)
3. Publish a regulatory framework for implementing cumulative impact and community vulnerability criteria for use in permitting decisions consistent with Senate Bill 673's Permit Protections for Vulnerable Communities project. (September 2020)
4. Propose regulations on cumulative impact and community vulnerability criteria for use in permitting decisions. (July 2021)
5. Increase the number of grants, loans, and other resource investments in vulnerable communities through collaboration with local, state, federal, and tribal partnerships. These resource investments may come through DTSC's direct resources or through facilitating effective partnerships with others. (June 2023)

GOAL 2 KEY PERFORMANCE INDICATORS

- 100% of DTSC programs utilize cumulative impact, community vulnerability, and environmental justice criteria for DTSC decision-making by December 2024.
- By June 2021, establish goals for improving DTSC's participation and responsiveness in environmental justice task forces and IVAN, and demonstrate improvements by June 2022.
- Develop time and quality metrics and methods for measuring community engagement outcomes by December 2020.
- By June 2021, assess the number of grants, loans, and other resource investments in vulnerable communities and tribes through direct and facilitated partnerships, and establish goals to increase that number by June 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.

SUMMARY

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. This will support better compliance by businesses, and communities will have more confidence in the work we do. To accomplish this, we must update antiquated internal business processes and find ways to improve the efficiency of our work, such as:

- Continuing to examine the decision-making processes in our core programs to improve their timeliness by alleviating bottlenecks and eliminating procedures that don't add value.
- Improving our technology and facility infrastructure to ensure programs have the necessary foundation and tools to deliver essential services.
- Upgrading old paper-driven processes to online, automated platforms that streamline our workflow across programs.
- Conducting workload studies to measure resource requirements for delivery of core services.
- Using a strategic process to rank priorities and adjust resource allocation to align with prioritized workload.
- Collaborating with experts and using the best science available to make decisions.

OBJECTIVES AND ACTIONS

- A. We will accelerate decision-making by implementing streamlined processes for regulation development, permitting decisions, criminal investigations, site cleanups, and prioritization of products for which safer alternatives should be sought.**

Prioritized Actions

1. Implement Violations Scoring Procedures to evaluate violations and assess compliance history for permitted hazardous waste facilities. (Ongoing)
2. Revise DTSC's rulemaking process to ensure consistency of format and content, clarify roles and responsibilities, and establish clear internal review requirements. (December 2020)
3. Implement improvements in Safer Consumer Products project processes and tools to improve efficiency, minimize delay, enhance communication, and incorporate ongoing process improvements. (December 2020)
4. Leverage Green Ribbon Science Panel expertise to review Safer Consumer Products prioritization progress and program maturation since adoption of the framework regulations. (December 2021)
5. Improve referral time of Office of Criminal Investigation civil and misdemeanor cases to the Attorney General, district attorney, or city attorney's office to within 180 days from the date a violation was determined. (June 2020)
6. Improve referral time of Office of Criminal Investigation felony cases to the Attorney General, district attorney, or city attorney's office to within 365 days from the date a violation was determined. (June 2020)
7. Implement a streamlined cost estimate review process to ensure all legally required financial assurance mechanisms are in place. (June 2020)
8. Audit financial assurance requirements data to ensure all facilities and sites have up-to-date, required financial assurance instruments, and ensure this information is included in EnviroStor. (June 2020)
9. Implement three of the permitting process improvements identified in the 2015 Permitting Improvement Workplan. (June 2022)
10. Implement visual project management to track progress and quickly identify and address issues causing site cleanup project delays. (March 2020)

B. We will improve processes and tools to enable staff to meet program objectives.

Prioritized Actions

1. Identify technology to support administrative processes (e.g., online forms, electronic approvals and submissions, and improved intranet). (June 2020)
2. Apply Lean Six Sigma and other process improvement methodologies to selected administrative processes (human resources, contracting, procurement, fiscal services, etc.) to streamline processes. Establish a baseline timeline for services and set improvement targets. (December 2020)

3. Identify inconsistencies and inefficiencies in project management practices and develop a process improvement plan. (June 2020)
4. Update policies and procedures to ensure quality, reliability, and accountability when procuring consultant, architectural, and engineering services, managing contracts, and accepting data and reports submitted to DTSC by vendors. (December 2020)
5. Ensure project planning procedures include key support programs, services, and expertise. (December 2020)

C. We will streamline workload and data tracking to improve resource management and project planning.

Prioritized Actions

1. Establish a data governance framework for data architecture, management, and standards to support critical business processes, manage risks, and establish transparency through analytical measures. (December 2021)
2. Monitor and ensure full implementation of DTSC Lean Six Sigma projects in pilot, control, and implementation phases to meet their established targets and timelines. (July 2020)
3. Evaluate and streamline a system for tracking activities and labor hours used to recover costs from responsible parties. (June 2021)
4. Implement a comprehensive Laboratory Information Management System in DTSC's Environmental Chemistry Laboratory to ensure its data are secure and of maximum use to DTSC. (June 2022)

D. We will use a systematic governance process to prioritize DTSC's programs and services and ensure alignment with strategic priorities and available resources.

Prioritized Actions

1. Create business process improvement plans for each core program, with clear performance measures to ensure accountability. These plans will be established each fiscal year. (July 2020)
2. Create and implement program-level strategic plans aligned with this Strategic Plan. (July 2020)
3. Use baselines established through workload studies to align resources with strategic priorities. (December 2020)

4. Establish a governance process for facility management to ensure programs have adequate infrastructure to perform functions that are aligned with DTSC mandates and goals. (December 2020)
5. Conduct monthly governance meetings to track progress toward strategic objectives and actions; adjust plans and resources in response to emerging priorities and changing conditions. (ongoing)

E. We will use the best available scientific methods, engage experts across scientific disciplines, and provide clear and accessible scientific information in our risk communication, technical reports, and data presentations.

Prioritized Actions

1. Engage in scientific studies and collaborate with researchers and other governmental organizations on an ongoing basis to support the state's chemical management policies. Establish memoranda of understanding, if needed, to share data with other organizations and create staff-level working groups to coordinate collaboration. (December 2020)
2. Improve staff access to emerging science and scientific articles. (July 2020)
3. Implement a process to ensure use of plain language in scientific documents and communications. (June 2020)
4. Identify special projects for applying emerging science to DTSC's work. (June 2021)
Projects may include:
 - a. Source attribution studies.
 - b. Fate and transport modeling and model verification of chemicals in the natural and built (anthropogenic) environment.
 - c. Research and characterization of potential hazardous waste streams, including PFAS, cannabis and associated pesticides, and pesticide use at school sites.
 - d. Strategy for investigating and addressing chemicals of emerging concern.
5. Enhance the services of the DTSC Environmental Chemistry Laboratory (June 2023):
 - a. Develop a system for prioritizing, tracking, and managing laboratory projects (December 2020)
 - b. Expand the number of chemicals and matrices that the Environmental Chemistry Laboratory can test:
 - i. Build in-house database libraries of chemicals to screen samples.
 - ii. Develop processes and procedures for identification and reporting of unknown or tentatively identified compounds.

- c. Strengthen the technical competencies of staff and explore new technologies and innovations.
- d. Develop training modules for DTSC staff on laboratory techniques and quality control and quality assurance requirements.
- e. Apply for extramural grants to increase research capacity.
6. Promote information sharing within scientific communities and the general public (June 2020):
 - a. Provide opportunities for visiting scholars and graduate students to work in DTSC's Environmental Chemistry Laboratory.
 - b. Organize and participate in scientific meetings, symposiums, and forums.
7. Develop policies and procedures for use of split samples, blind samples, and lab and field audits, and for data verification, validation, and usability assessments. (December 2020)

F. We will streamline DTSC's voluntary cleanup process to efficiently support the return of brownfields to productive use in a timely manner, while maintaining rigorous decision-making that protects communities and the environment.

Prioritized Actions

1. Improve the process for reviewing and approving investigation and cleanup decision-making documents associated with brownfields. (December 2020)
2. Encourage and support brownfield renewal through the disbursement of loans and grants to address environmental conditions that may deter such renewal. (ongoing)

G. We will streamline enforcement to improve DTSC's ability to hold violators of Hazardous Waste Control Laws accountable.

Prioritized Actions

1. Develop and implement technology solutions, such as obtaining and using field tablets, developing software, and providing enhancements to EnviroStor to accept field data in order to streamline the inspection report process. (December 2021)
2. Implement streamlined penalty assessment and approval processes for administrative enforcement cases. (December 2022)
3. Reduce the number of days to complete inspection reports for hazardous waste generators, transporters, and treatment, storage, and disposal facilities. (December 2020)

4. Reduce the number of days required to complete administrative enforcement actions and refer cases to the Attorney General's Office. (December 2020)

GOAL 3 KEY PERFORMANCE INDICATORS

- 90% of inspection reports on permitted e-waste, transporter, storage, and disposal facilities are completed within 30 days of the completed inspection by December 2020.
- 90% of formal enforcement actions are referred, issued, or resolved within 240 days of inspection or complaint investigation by December 2022.
- 95% performance evaluation score is achieved by the Environmental Chemistry Laboratory when participating in proficiency testing of independent chemical samples by 2020.
- 70% of laboratory projects and analyses are completed within agreed-upon scope and timeframes by June 2021.
- 100% of permitted facilities have financial assurance mechanisms in place before receiving a hazardous waste permit by 2020.
- Three rulemakings are initiated for listing Priority Products in 2020.
- 95% of all the Site Mitigation and Restoration Program's 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.
- 100% of hazardous waste facilities have a Violations Scoring Procedure compliance history score by 2020.
- 20% of hazardous waste facility closure, post-closure, and corrective action cost estimates are reviewed per year by 2021.
- 90% of hazardous waste facility permit decisions are completed within two years of application by December 2023.
- 90% of investigation workplans, reports, and cleanup plans under voluntary agreements are completed within specified, expedited timeframes.
- 90% of annual work commitment goals are met for voluntary agreements each year.
- 100% of contract managers complete Department of General Services' contract management training by December 2020.

- 100% of contract managers complete DTSC's contract manager training prior to assuming responsibility for managing contracts by June 2021.

DRAFT

Goal Four: Organizational Health

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

SUMMARY

Approximately 1,000 employees contribute their time and talents to DTSC's Mission, bringing their scientific expertise and professional and administrative skills to work. Employees contribute to an organization's mission when they are provided the resources necessary to perform their jobs, the training needed to foster personal and professional growth, and clear expectations with feedback on performance. In effective organizations, executives and managers support and build trust with employees by communicating frequently, being transparent, collaborative, and visible, and following through on commitments. Leadership and staff all 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. Success in implementing these actions will position DTSC in the long term to recruit and retain fully engaged, qualified staff who are dedicated to achieving our Mission.

OBJECTIVES AND ACTIONS

A. We will recruit, develop, and retain a highly diverse and effective workforce committed to professional excellence and delivering on DTSC's Mission.

Prioritized Actions

1. Develop and implement program-level recruitment plans. (June 2021)
2. Ensure all supervisory and managerial candidates have the tools to successfully manage personnel and achieve performance goals. (March 2021)
3. Incorporate diversity and inclusion competency questions into DTSC's management hiring processes to ensure that all supervisory and managerial candidates provide evidence of their commitment to diversity and inclusion. (September 2020)
4. Develop and implement a New Employee Orientation Program that communicates DTSC's Mission, Core Values, Strategic Plan, top priorities, and the roles and responsibilities of its core programs. (October 2020)
5. Create onboarding processes in each program that emphasize the value of the program and the employees' contribution toward achieving DTSC's Mission. (December 2021)

6. Develop and implement a workforce succession plan to facilitate knowledge transfer to staff, and to ensure consistent management operations. (September 2020)
7. Develop a technical training plan that includes methods for propagating and applying knowledge gained. (December 2020)
8. Develop and implement improved training for staff who oversee and conduct fieldwork. (December 2020)

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.

Prioritized Actions

1. Develop an advisory panel with representatives from key program areas to inform the content of DTSC News and the DTSC intranet homepage to proactively communicate enterprise information, opportunities for training, important dates, and other milestones. (August 2020)
2. Conduct an annual assessment of internal communication needs and effectiveness of communication channels. (November 2020)
3. Develop innovative ways for the Director and the Executive Team to engage all staff, provide a consistent presence in regional offices, and communicate enterprise campaigns and initiatives. (January—December 2020)
4. Develop a method for receiving and responding to feedback from staff about programmatic and work environment improvements. (December 2020)
5. Develop a method for staff to provide meaningful and constructive feedback to supervisors and managers. (December 2020)

C. We will ensure employee field, laboratory, 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.

Prioritized Actions

1. Develop and implement enhanced safety training on an ongoing basis to ensure a highly competent field workforce and a safe work environment. (December 2021)
2. Enhance the Employee Wellness Program. (July 2020)
3. Expand the monitoring capability to test for unknown air contaminants to improve the health and safety of DTSC field staff. (December 2020)

4. Develop fact sheets and additional communications about distracted driving and situational awareness and make them available to all staff. (September 2020)

D. We will build a professional, inclusive workplace where staff feel heard, supported, and valued. Enhance staff's understanding of what it means to be inclusive in their delivery of programs and services to diverse communities.

Prioritized Actions

1. Implement the Diversity and Inclusion Work Group's prioritized recommendations through the work of the Diversity and Inclusion Council. (December 2020)
2. Conduct an employee survey that focuses on opportunities to improve DTSC performance in inclusion, communication, accountability, learning, and conflict resolution. (June 2021)
3. Implement training in conflict resolution skills, other emotional intelligence dimensions, and effective communication. (December 2020)
4. Provide training to enhance awareness of cultural diversity. (June 2021)
5. Enhance DTSC's Leadership Academy curriculum to increase skills in building and supporting a diverse, equitable and inclusive workplace. (June 2021)
6. Provide Windmills training that emphasizes examining personal attitudes and biases toward people with disabilities. (December 2021)

GOAL 4 KEY PERFORMANCE INDICATORS

- 100% of new employees will complete the DTSC New Employee Orientation within three months of appointment by December 2021.
- 100% of managers and supervisors are implementing two or more strategies identified in DTSC's Workforce Succession Plan pilot program by June 2021.
- 100% of employees will receive a performance review and individual development plan each calendar year. (Continuous tracking/monitoring to meet annual June target)
- 100% of employees will complete required safety training by December 2020.
- 100% of supervisors and managers receive training on California Department of Human Resources leadership competencies each year.
- 100% of programs, administrative units, and Executive Staff members are covered in the DTSC newsletter and intranet each year. (December 2020)
- 100% of regional offices will receive a write-up in the DTSC newsletter per year by December 31, 2020.
- One regional story per issue in the DTSC newsletter by December 31, 2020.

- Two specialized safety skills classes conducted in Northern and Southern California by December 2020.
- 10% increase in employee survey response scores in Leadership and Managing Change, and in Training and Development, relative to the 2020 DTSC Statewide Employee Engagement Survey by June 2021.
- 10% increase in DTSC employees who agree with the following statements by June 2021:
 - “I feel that change is managed well in my organization (baseline 25% in 2020 DTSC Statewide Employee Engagement Survey)
 - I have a high level of respect for my organization’s senior leaders.” (baseline 52% in 2020 DTSC Statewide Employee Engagement Survey)
 - “My organization keeps me informed about matters that affect me.” (baseline 43% in 2020 DTSC Statewide Employee Engagement Survey)
 - “Overall, I have confidence in the decisions made by my organization’s senior leaders.” (baseline 43% in 2020 DTSC Statewide Employee Engagement Survey)
 - “I receive the information I need to do my job well.” (baseline 62% in 2020 DTSC Statewide Employee Engagement Survey)
 - “Training and development activities I have completed in the past twelve months have helped improve my performance.” (baseline 55% in 2020 DTSC Statewide Employee Engagement Survey)
- Develop a baseline of injury incident rates related to distracted driving and situational awareness. (Conducted annually each March)
- Develop a baseline for responding to feedback utilizing the intranet and video updates (percentage of questions answered that are received through established communication channels through December 2020).

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.

SUMMARY

DTSC will be a responsible steward of fee revenues by being fiscally mindful and transparent with our resources. To deliver on 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.

OBJECTIVES AND ACTIONS

A. We will implement a strategic budget planning process that prioritizes resource allocation.

Prioritized Actions

1. Continue regular fiscal stewardship meetings and create a governance structure for managing resources that accomplishes the following:
 - a. Provides information to enable executives to effectively identify resource needs and manage, monitor, and control program resources. (January 2021)
 - b. Holds executives and managers accountable for expenditures within their purview. (February 2021)
 - c. Aligns resources with statutory mandates and strategic priorities. (July 2021)
2. Establish program-level monthly budget plans and expenditure reviews with Budget Office staff to ensure that program budget plans and expenditures are aligned with appropriations, priorities and this Strategic Plan. (March 2021):
 - a. Develop processes and procedures to centralize the tracking of each program's budget to ensure accuracy and eliminate redundant work.
 - b. Develop an expenditure forecasting model that is tailored to the need of each program, rather than a one-size-fits-all model.
 - c. Assist programs with developing strategies for reallocating resources to address unanticipated demands.

3. Map and link the workflow of Budgets, Contracts, Business Services, Procurement, and Accounting to coordinate our processes, encumbrances, and expenditures across these units. (December 2021)
4. Analyze and create process improvement plans for the following areas that support fiscal management to increase stewardship of public funds. (June 2022)
 - a. Contract and procurement
 - b. Accounting
 - c. Travel requests and reimbursement

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.

Prioritized Actions

1. Fees Unit to meet quarterly with the California Department of Tax and Fee Administration, DTSC Accounts Receivable, and DTSC Programs to discuss reported revenues and forecasting methodologies. (January 2020)
2. Finalize workload analysis to provide transparency on how DTSC is using its resources. (December 2021)
3. Conduct a fiscal analysis that aligns information gained from the workload analysis with the laws and regulations governing DTSC programs. Identify gaps between resources, statutory mandates, and strategic priorities. (June 2022)
4. Conduct outreach with external stakeholders to identify strategies for a sustainable funding model to support delivery of DTSC's programs. (December 2021)
5. Conduct an analysis of revenue collection to identify strategies to reduce costs and improve collection rates. (March 2022)

C. We will improve our financial management tools to ensure prudent stewardship of budgeted resources to meet operational needs.

Prioritized Actions

1. Replace and upgrade the Cost Recovery Management System for recouping DTSC's costs for site cleanup and permitting work. (July 2021)

2. Analyze and optimize regional workload distribution to align regional resources with projects, decreasing staff travel time and associated costs and increasing time spent on project work. (December 2021)
3. Create accurate and predictable revenue forecasting models to increase effective resource planning. (December 2021)

GOAL 5 KEY PERFORMANCE INDICATORS

- 100% of funding spent aligns with DTSC strategic priorities each year.
- 5% reduction in unrecovered costs each year.
- 5% reduction in the number of sites with unrecovered costs each year.
- 100% of available federal funds used over the specified encumbrance period.
- 100% of Lead Acid Battery Cleanup Fund account appropriations used each year by June 2023.
- 100% of contracts reflect fair and reasonable pricing, and contracts are managed to remain within budget each year.
- \$1 million or more in grant/loan funding to assess and clean up properties is approved by June 2022 so they can be returned to productive use for communities across California.