



# DTSC Cleanup Program Strategic Plan and Program Enhancement Work Plan

Improving Efficiency, Accountability, Transparency and Consistency to Provide  
More Effective and Responsive Cleanup Decisions for California Communities



DEPARTMENT OF TOXIC SUBSTANCES CONTROL

# Cleanup Program Strategic Plan

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# PART I: Cleanup Program Strategic Plan

## Introduction

The Site Mitigation and Restoration Program’s 2022-2026 [Strategic Plan](#) (Plan) reflects our commitment to the core values of quality, professionalism, integrity, and to using the best available science in our decisions. It describes the [outcomes](#) the public can expect in clear, measurable terms. Through this Plan we underscore the Department of Toxic Substances Control’s (DTSC) service to California by protecting people and the environment from harmful chemicals and revitalizing communities, including increased opportunities for jobs and housing.

The Site Mitigation and Restoration Program (Program) helps communities across the state by cleaning up contamination. Nearly one in three people in California live within one mile of a site where DTSC works. Forty-six percent of these sites are in [environmental justice communities](#).

This Plan includes [goals](#), [objectives](#), [tactics](#), and [key performance indicators](#) that we will use to evaluate and improve the Program’s progress. Successful implementation of the Plan will improve our level of service and meaningful engagement with communities, businesses, and other stakeholders. It will increase our efficiency, accountability, transparency, and consistency.

Implementation will enhance our skills, use of the best available science, work to foster [racial equity](#) and recruitment of high-performing staff with shared vision of how communities and cultures shape our work and how our work can provide greater benefits to communities.

We will continuously assess our performance and improve our processes to better address priorities. We will enable the public to track our progress through DTSC’s external website. This Plan represents our vision for the future as we work towards our goals to achieve the DTSC’s [Mission](#) and meet the changing needs of our state, people, and the environment.

## Mission and Strategic Planning Goals

**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.

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**The Program’s Mission** is to protect the people, communities, and environment from harmful chemicals by conducting and overseeing the evaluation and cleanup of contaminated properties throughout the state of California.

The Program is a science-based organization. Our use of scientific principles underpins our mission to protect people, communities, and the environment. This Plan outlines many actions the Program will take to increase the efficiency and consistency of our decision making. The implementation of these actions must always be conducted while ensuring we continue to rely on scientific principles when we craft cleanups that protect people, communities, and the environment.

This Plan includes five long-term strategic goals—broad statements of what we plan to achieve and that give definition to our Mission—for the duration of the Plan:

- We will provide high-performing program management.
- We will improve our talent management.
- We will promote healthy fiscal management.
- We will enhance a pro-active site identification and enforcement program.
- We will develop innovative site mitigation programs.

## **Strategic Objectives and Tactics**

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 tactics that will be used to meet the objectives. The tactics may be short- or long-term actions or activities. For the duration of this Plan, objectives may be updated or refreshed annually, and may change based upon competing priorities and resources. The architecture of the Plan provides continuity and allows for flexibility and adaptability in a changing environment.

## **Measuring Progress**

The Strategic Plan’s goals, objectives, and tactics will include associated key performance indicators, or KPIs. These KPIs are specific targets that measure the success of our progress toward objectives and goals. DTSC is committed to transparency and the Program will communicate progress on a performance dashboard featured on DTSC’s website. The periodic reporting of KPIs will allow the Program to be held accountable, and the information will be

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used to determine whether adjustments to, or addition of action items will be necessary to reach established targets.

This Plan contains ten Primary KPIs and nine Secondary KPIs. Program will track Primary KPIs and make them available to the public through a dashboard on DTSC's website. Program will qualitatively assess Secondary KPIs and decide whether to include additional Primary KPIs in the second year of this Plan. Decisions to add additional Primary KPIs should be accompanied by an assessment of whether to deprioritize an equal number of Primary KPIs. The purpose of any revision should be to better demonstrate Program's progress in achieving its mission and the goals of this Plan and future Strategic Plans. Importantly, the timing to implement goals and objectives will be based on available resources and balanced against competing priorities.

## **Managing the Strategic Plan**

The Program managers (i.e., Deputy Director, Division Chiefs and Branch chiefs and Unit Supervisors, as appropriate) will meet quarterly to discuss progress, address issues, set and adjust priorities, and make strategic decisions. The Program has created a [Project Management and Performance Enhancement Team](#) (PET) to work with other staff members to plan and implement each strategic goal. The Program Enhancement Work Plan Section VI describes how the team will function. Ultimately, successful implementation of this Strategic Plan will require teams of cross-functional Program staff who will develop work plans for each action needed to achieve each goal.

Many of the goals and objectives in this strategic plan require cross-program coordination across DTSC, as well as within the Program. Cross-program coordination is key to success. The Program must coordinate with DTSC's programs that work on environmental justice and tribal affairs, enforcement, financial assurance, public participation, cost recovery, contracts, information technology and others. Effective coordination is crucial for efficient decision making, which supports many of this plan's strategic goals.



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### Goal One: High Performance Management

The Program will continue to enhance and develop our processes to make consistent, timely, and transparent decisions.

#### Objectives

1. Staff performing the same activities use the same decision-making processes in all branches.
2. Stakeholders are provided with opportunities for an improved understanding of cleanup and decision-making processes through access to relevant information.
3. Environmental justice considerations are formally integrated into site mitigation activities and help to provide clarity on applying limited cleanup resources.
4. Resources and processes are aligned to effectively meet program needs.
5. Safeguard public health, revitalize communities, and protect environmental quality by ensuring site assessment, cleanup, and long-term operation and maintenance activities are completed efficiently and effectively.

#### Tactics

1. Continue the PET Team to develop a Program project management model and tools, train staff in project management processes and tools, monitor progress, and track accomplishments.
2. Create a Program Policy and Guidance Review Team with subject matter experts from all regions to prioritize policies and guidance documents for review and revision, ensure updated policy and guidance documents are accompanied by process diagrams, develop a policy for public review and comment on policies and guidance documents, establish a central location for policies and guidance documents, and develop a staff training plan for process and policy implementation and updates. The review of policy and guidance documents will use scientific principles and legal requirements and be consistent with the mission, goals and objectives expressed in the Program's strategic planning documents. This review will also utilize the policy for public review and comment on policies and guidance documents following its adoption. The Program Policy and Guidance Review Team will implement the following actions:

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- a. Policy and Guidance Review Team is formed
  - b. 100% of Program policies and guidance are prioritized for revision.
  - c. 15% of policies and guidance are reviewed and revised, as needed, every year.
  - d. 100% of revised Cleanup Program policies and guidance include a review for and the appropriate inclusion of Environmental Justice considerations, process streamlining, and other relevant issues.
  - e. Within 60 days of completing a revision, a one-page summary and flow-diagram (process map) is distributed to staff and made publicly available.
  - f. Within 180 days of a substantial revision, training is provided to Cleanup staff, and 80% of staff attend training.
  - g. Post one-page summaries of revised policies and guidance and flow diagrams to an external website within 60 days of finalizing the summaries.
3. Develop clear expectations, roles and responsibilities and job aids to enhance consistency and expedite decision making.
  4. Reevaluate delegation of authority table. The purpose of the reevaluation is to delegate decision making to the appropriate level by balancing consistent and expeditious decision making.
  5. Reevaluate administrative approval processes to enhance efficiencies.
  6. Reorganize the Program to align with program needs and priorities.
    - a. Evaluate resource needs by completing workload study.
    - b. Complete reorganization based on workload study.
  7. Develop focused and meaningful [metrics](#) to track and communicate progress in completing site assessment, cleanup, and long-term operation and maintenance activities.
  8. Use existing statutes and regulations that provide Program with an efficient, effective, and transparent decision-making process to cleanup sites.
  9. Establish a librarian(s) to maintain Program's websites responsible for cataloguing guidance documents and technical publications, updates, and postings, and to establish and maintain data governance.
    - a. Hire a librarian with strong IT and teamwork skills and the ability to revise and enhance systems and procedures.

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10. Division Chiefs will discuss consistent procedures to implement policies and guidance at regular Branch Chief coordination calls to ensure consistent implementation.
11. Provide the public with summaries of the status of sites within their communities to inform them of the progress on investigations and cleanups.

### Key Performance Indicators

#### Primary KPIs

1. Cleanup sites have an approved final remedy within two years of documenting a completed site characterization in EnviroStor: 40% in 2019, 60% in 2020, and 80% in 2021.
2. Cleanup sites where remedy implementation is completed within two years of documenting a final remedy approval in EnviroStor: 40% in 2019, 60% in 2020, and 80% in 2021.
3. Accelerate the pace of [Corrective Action](#) cleanups that protect public health and the environment and return sites to beneficial use in their communities:
  - a. By July 1, 2022, DTSC will bring groundwater migration under control at an additional 7 sites subject to the U.S. Environmental Protection Agency's metrics developed pursuant to the federal [Government Performance and Results Act](#) (GPRA) for cleanup work conducted under the [Resource Conservation and Recovery Act](#) (RCRA).
  - b. By July 1, 2022, DTSC will complete remedial construction at an additional 29 GPRA sites.

#### Secondary KPIs

1. By July 1, 2023, DTSC will complete 90% of planned cleanup decision documents (e.g. [Remedial Action](#) Plans, [Removal Action](#) Work Plans, [Statement of Basis](#) and Records of Decisions) in the fiscal year.
2. By July 1, 2024, DTSC will complete 100% of [protectiveness determinations](#) for five-year reviews needed that fiscal year at sites with remedies that require such reviews.
3. By July 1, 2023, at 95% of the Inactive Action Required Status sites, DTSC will determine whether to administratively close, prioritize for assignment or assign as Active Status.

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The Program notes that voluntary cleanups comprise a significant percentage of projects staff work on each year and that project proponents complete these cleanups voluntarily. Absent the Program finding conditions that may present an imminent or substantial threat to public health or the environment or identifying some legal requirement, the Program cannot force a project proponent to complete such a cleanup.

## Goal Two: Improve Talent Management

Recruit, develop, and retain a well-qualified workforce capable of meeting our mission.

### Objectives

1. Program recruits, develops, and maintains a highly diverse and effective workforce committed to meeting the Program's mission.
2. Program staff possess required technical and administrative knowledge, skills, and abilities for the different stages of their career.
3. Program fosters [cultural competency](#) and racial [equity](#) and promotes a shared vision of how California's diverse communities and cultures shape our work and how our work can provide greater benefits to communities.

### Tactics

1. Create a [Strategic Human Capital Plan](#) that aligns Cleanup Program's human capital strategy to Program's mission, goals, and objectives. Plan will include:
  - a. A [career ladder](#) for each classification.
  - b. Mentoring, knowledge transfer and [succession planning](#) processes.
  - c. Evaluating and incorporating [diversity](#) and [inclusion](#) principles.
2. In coordination with DTSC's Human Resources Office, each regional office will develop a recruitment strategy for hiring college graduates, individuals with advanced degrees, and professionals, and will share information about qualified candidates across the Program, as well as maintain and promote a repository of recruitment information (i.e. flyers, talking points, Program description).

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3. Provide hiring supervisors training, guidance, and funding to use alternative websites to advertise positions. Trainings will be conducted in coordination with DTSC's Human Resources Office and the Office of Environmental Equity.
4. Recruitment and hiring practices will conduct outreach to institutions and associations with a significant percent of underrepresented populations and use tools to reduce [implicit bias](#) and promote cultural competency and racial equity.
5. Program managers will seek opportunities to have qualified regional representation for DTSC statewide teams.
6. Develop curriculum for [core competencies](#).
7. Provide training on core competencies (e.g., Project management, writing, etc.). This training should include the review and updating of the existing Project Manager training developed in 2013.
8. Provide routine and timely written communication with staff regarding staff performance and to aid in annual performance evaluations.

## Key Performance Indicators

### Primary KPIs

1. 95% of all Project Managers complete DTSC program-specific Project Manager training by December 2023. Program-specific training refers to Project Manager training developed for the Program, including the curriculum developed in 2013.
2. Supervisors provide [Individual Development Plans](#) and [career training ladders](#) to new hires within 90 days of hire date and to 100% of staff annually thereafter.
3. 100% of hiring processes will use anonymous hiring packets by December 2022.
4. 100% of hiring managers will complete implicit bias and cultural competency training by December 2022.

### Goal Three: Healthy Fiscal Management

Program will use cost efficient and transparent fiscal practices and work to secure reliable funding and resources to support our mission.

#### Objectives

1. Enhance fiscal transparency.
2. Match resources with commitments.
3. Reduce invoice disputes and unreimbursed costs.
4. Reduce delays in contracting, procurement and acquiring resources.
5. Optimize the use of funds while minimizing the use of public money to pay for investigations and cleanups.

#### Tactics

1. Create [Cross-Regional Work Group](#) to:
  - a. Write simplified guide for developing accurate cost estimates.
  - b. Distribute the guide for staff and place on internal and external website.
  - c. Develop and provide internal training on creating cost estimates.
  - d. Create a desk manual for scheduling, accurately estimating, and tracking site expenditures.
  - e. Develop Project Manager tool for managing schedule, budget, tasks, etc.
  - f. Develop task level budget tracking.
  - g. Train staff on task level budgeting.
2. Include Project Managers in the billing process when it will not delay invoice preparation and it will enhance fiscal transparency for Project Managers and billable parties.
3. Provide daily logs and invoices to billable parties, as appropriate. (i.e., Determine from billable parties when securing signatures on the reimbursement agreement if the entity also wants copies of the daily log.
4. Deputy Director and Division Chiefs develop a resource allocation work plan to ensure adequate coverage of work in all offices and to reduce indirect costs and conduct resource analysis based on workload standards.



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5. Ongoing training is provided to cleanup staff in best practices for Daily Log input; Supervisors to follow up one-on-one with staff and routinely check staff Daily Log entries.
6. Expand ongoing standing work group between Program and DTSC's Budgets and Contracts Development Units. Group shall meet monthly, with quarterly meetings attended by Division Chief and Budget Chief. The group's goal is to clarify or define processes for various contracts, estimate timelines for needed work, plan contracting needs, and ensure timely processing of Site Mitigation procurements.
7. Audit estimates versus actual project costs.
8. Work with DTSC Chief Financial Officer to develop and share routine updates on program budget to Division and Branch Chiefs.
9. Implement cost recovery audits to ensure established procedures are followed.
10. Provide training to Project Managers on different types of contracts.
11. Audit the adequacy of financial assurance instruments and ensure this information is included in EnviroStor.

## Key Performance Indicators

### Primary KPIs

1. Technical staff are 80% direct billable.
2. 100% of Corrective Action cleanup sites have required financial assurance mechanisms within 90 days of DTSC's approval of the [corrective measures implementation work plan](#).

### Secondary KPIs

1. Actual hours are within +/- 20% of the estimated hours for 95% of the project tasks completed (Actual Hours v Planned Hours).
2. 5% reduction in unreimbursed costs each year for the life of this Strategic Plan. (FY 2018 – 10.7%)
3. 5% reduction in number of sites with greater than \$1,000 in unreimbursed costs each year for the life of this Strategic Plan. (FY 2018 – 24%)

### Goal Four: Proactive Site Identification and Enforcement Program

A pro-active site identification and enforcement program which identifies high threat sites and holds responsible parties accountable.

#### Objectives

1. Identify, evaluate, and prioritize contaminated sites for action to protect public health and environment. Utilize a formal procedure to establish statewide consistency in site prioritization process.
2. Prioritize site cleanup activities to investigate and remediate the most impacted and Environmental Justice communities.
3. Take legally enforceable actions to compel responsible parties to fully characterize sites and implement timely response actions.
4. Intervene proactive and early to prevent further expansion of impacts.
5. Seek funding sources to evaluate and clean up contaminated sites (e. g., orphan sites).

#### Tactics

1. In cooperation with the Office of Criminal Investigation and Enforcement and Emergency Response Division, develop innovative procedures to track and escalate enforcement activities against intransigent parties.
2. Develop a site discovery program and potentially responsible party search capabilities to expand the cleanup enforcement program, with an emphasis on the use of clear criteria to identify sites in Environmental Justice communities.
3. Create a site intake process to triage incoming sites.
4. Streamline process for site investigation and cleanup (Lean and [RCRA FIRST](#) tools).
5. Develop and implement a prioritization tool viewable in DTSC's project management database that provides an accurate picture of Cleanup priorities that includes community vulnerability.

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6. Update the Program Enforcement Manual and create job aids and training material that map critical processes and provide checklists to track completion of key actions.
7. Train appropriate staff on enforcement tools available for the Program, including the use of [Supplemental Environmental Projects](#) (SEPs) in the settlement of enforcement actions.
8. Institute quarterly coordination meetings with Office of Criminal Investigation, Enforcement and Emergency Response Division, and the Permitting Division to promote standardized and proactive enforcement efforts. Such methods include, but are not limited to, U. S. Environmental Protection Agency's policies on RCRA FIRST and [Enforcement First](#) for Remedial Action at [Superfund](#) Sites.
9. Routinely coordinate with external parties.

### Key Performance Indicator

#### Primary KPI

1. Number of potentially responsible party commitments (i.e. orders and consent agreements) to perform or pay for the cleanup of contaminated sites.

#### Secondary KPI

1. Amount of money allocated to investigate and cleanup of sites with no viable responsible party.

## Goal Five: Innovative Site Mitigation Programs

Global leadership in applying science and engineering for environmental solutions.

### Objectives

1. Serve as nationally recognized leaders in applying and developing best practices in site mitigation and restoration to facilitate efficient and effective site investigation and remediation.
2. Program promotes and adopts innovative science for efficient, scientifically defensible, and effective site investigation and remediation.

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### Tactics

1. Sponsor, develop, promote, fund, and encourage technical training. These trainings should include a full complement of needed technical skills, including site background research, multi-media sampling, source identification, source control, mitigation tactics and treatment technologies.
  - a. The Human and Ecological Risk Office (HERO) will implement internal 'Read-Across' webinars and trainings [HERO-II], Adverse Outcome Pathway webinars and trainings [HERO-III], National Computational Toxicology Program ToxCast Database webinars and trainings [HERO-IV], and Systematic Review Process webinars and trainings [HERO-V]. See Appendix A for a more complete description of these trainings.
2. Encourage, sponsor, and fund participation in national and state groups such as the Interstate Technology and Regulatory Council (ITRC) as well as the Association of State and Territorial Solid Waste Management Officials (ASTSWMO) and Groundwater Resources Association of California (GRAC).
  - a. [Technical Services Branches](#) staff attend, participate or present at national or regional scientific associations meetings, such as Society of Toxicology, Society of Environmental Toxicology and Chemistry, Society for Risk Analysis, Genetic and Environmental Toxicology Association, and Association for Environmental Health and Sciences, Princeton Courses, Environmental Systems Research Technology (ESRI), and Geological Society of America.
3. Partner with academia and other organizations to prevent and solve scientific and engineering problems, generating reference or guidance documents to support the implementation of solutions.
4. Integrate [Lean](#) methodology to streamline processes, including Program and risk management.
5. Train Project Managers on innovative project management skills and activities.
6. Routinely coordinate with state, regional and Federal regulatory agencies.
  - a. Establish regular meetings of Technical Services Branches with federal agencies, such as U.S. Environmental Protection Agency Region 9.

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7. Create a DTSC speaker and conference network. (DTSC expert identification).
8. Train staff on public speaking and presentation skills, including active listening, communicating empathy, and providing responsive information in dynamic public environments.
9. Promote the assessment and use of innovative mitigation and remedial technologies and methodologies. Keep information updated to ensure its usefulness across time.

### **Key Performance Indicators**

#### Primary KPI

1. Number of references or guidance documents created or revised to support the implementation of innovative solutions to investigate and cleanup contamination.

#### Secondary KPIs

1. Number of articles that DTSC Technical Services Branch and Program staff author or contribute to during a year.
2. Number of external work groups that DTSC staff participate in that promote scientific innovation in protecting public health and the environment.

# PART II: Cleanup Program Enhancement Work Plan

## Executive Summary

This Cleanup Program Enhancement Work Plan (Work Plan) is founded on our core values of quality, professionalism, and integrity. DTSC's Site Mitigation and Restoration Program (Program) designed the actions in this Work Plan to enhance the efficiency, accountability, transparency and consistency of our decision-making and processes. The goal is to achieve more efficient, transparent, and effective cleanup decisions for California communities. This includes engaging and informing community members regarding decisions that impact their communities.

The Program currently works on roughly 1,800 sites across the state. Nearly one in three people in California live within one mile of a site where DTSC is investigating or cleaning up contamination. Forty-six percent of these sites are in [Environmental Justice communities](#). Our success in cleaning up sites protects people and revitalizes communities. We must increase our effectiveness to help address the significant need for cleaning up sites across the state.

The Center for Creative Land Recycling estimated that California has up to 212,000 contaminated sites. (Corynn Brodsk, Center for Creative Land Recycling, How Many Brownfields Does California Have? (2007)) Contaminated areas include former industrial properties, school sites, military bases, small businesses, and landfills. The Program investigates at sites with suspected contamination and, when found, implements cleanups to restore these sites to productive uses. While overseeing approximately 1,800 hazardous substance release sites at any given time, Program completes an average of 125 cleanups each year. We must increase our effectiveness in cleaning up sites to help safeguard and revitalize more communities.

This Work Plan supports the goals, objectives, and tactics in the Program's Strategic Plan 2022 to 2026 Strategic Plan. The Program designed our Strategic Plan, in turn, to support the mission, goals, objectives and tactics of DTSC's Strategic Plan. DTSC's Strategic Plan recognizes the necessity of finding ways to improve the efficiency of our work and update our internal business processes.

This Work Plan includes a focus on [performance and accountability measures](#), such as Key Performance Indicators (KPIs) to measure Program's progress in achieving the goals and objectives in our Strategic Plan. This is an established approach to managing and tracking the



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success of a program's activities. The U.S. Environmental Protection Agency (U.S. EPA) uses this approach, as do other state environmental protection agencies across the nation with large cleanup programs, such as New Jersey, and cleanup programs that have embraced a process improvement culture, such as Arizona.

Consistent with DTSC's Strategic Plan, this Work Plan adopts and enhances many successful tools that the Program has used in the past. It is focused on assisting staff members who have devoted their lives to help achieve the Program's mission of protecting the people, communities, and environment of California from harmful chemicals by cleaning up contaminated sites. The Program has worked on several key initiatives over the last several years to strengthen our capacity to protect public health, increase transparency and efficiency and promote the use of the best available science. Appendix B contains a list of these initiatives that we have completed or have recently worked on.

This Work Plan's will be successful when it aids the Program, including project managers, Technical Services Branches (i.e., Geological Services Branch, Human and Ecological Risk Office, and Engineering and Special Projects Office) in tandem with the Office of Environmental Equity, Office of Legal Counsel, Contract Development Unit, and other staff deliver more efficient and transparent cleanup actions for California communities. The Work Plan's [outputs](#) must help managers focus on mentoring, coaching, quality assurance, and overall management; spend less time producing project documents; and provide staff with effective tools and clear expectations to excel at their jobs producing quality project documents and oversight of project work.

This Work Plan is a living document that is designed to be implemented over several years. The staff who work to deliver on the Program's mission will need to assess and adjust the implementation of these enhancements over time. The goal of implementation is always to enable the Program to deliver more effective cleanup decisions and actions.

Recognizing the importance of enhancement our performance, the Program has already started to implement actions described in this Work Plan. We have created the PET Team called for under Goal 6 of this Work Plan. This team is comprised of staff from every regional office and is led by a Branch Chief, Javier Hinojosa. The team has started to implement the Program reorganization called for under the Work Plan's first goal by surveying staff on their views regarding how the Program is currently organized and how it can be reorganized to accomplish the first goal described in this Work Plan. The objective is to realign resources with needed

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work, which may result in some staff focusing more on some site types and some redistribution of work across regional offices.

The team is also working to implement actions called for under other goals. Staff trainings on [Lean processes improvements](#) have already started. More advanced Lean trainings in Southern and Northern California are anticipated, with the focus on implementing efficiencies in the Program. The team is also implementing [task-level budgeting](#) to better track work outputs. A new [software dashboard](#) is being created that consolidates budget, project planning, and key metrics to enhancement project management and transparency. The team will also implement other goals, including clarifying roles and responsibilities across the Program.

Program is also developing a shared vision for communities and cultures that will shape our work to provide greater benefits to people in underserved communities. Cleaning up dangerous chemicals in communities can reduce the environmental health threats that can harm communities already overburdened by multiple sources of pollution. Recognizing this important intersection between the Program's work and historically marginalized communities provides a basis to help promote racial equity. Consistent with this vision, Program is drafting a Framework for Racial Equity that describes near-term and long-term actions we will take to reduce implicit bias and enhance cultural competency across the program. We are also strengthening our recruitment and hiring processes to use racial equity tools and trainings. Later actions will build on these initial efforts.

Enhancements will be implemented as resources are available, and Program management will prioritize other enhancements for implementation as the initial enhancements are completed. Program management includes the Deputy Director and Division Chiefs, in consultation with Branch Chiefs, as appropriate. Program management will weigh the time and resources needed to implement the enhancement, resources available to devote to implementation, staff interest, expected benefits and other factors when prioritizing enhancements for implementation. The PET Team or other teams as described in this planning document will implement the enhancement. The Program will also track the effectiveness of the enhancements.

Staff must work to implement the recommendations in this document without any new resources. When management created the PET, we sought to centralize work to reduce staff conducting non-billable work, and we estimated the hours needed to conduct the prioritized work and perform the associated trainings. Management will track staff time associated with

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the implementation of the enhancements contained in this plan to identify and address potential impacts on staff time and resources to complete other needed work. Management will also use contract funds provided to Program to pay for third-party contractors to assist, as appropriate, in implementing the enhancements. In some cases, Program management may need to redirect vacant resources to fulfill resource needs described in this Work Plan.

The Program's investments of time and staff resources are designed to provide for more efficient and transparent cleanup decisions over time. These investments allow the Program to more effectively address the backlog of needed work.

Ultimately, this Work Plan is designed to protect California's people and environment from harmful effects of toxic substances by restoring contaminated land and water resources. This will help create an environment where children and families thrive, communities are revitalized, schools are built on land safe for students and teachers, homes and businesses are safe for families and workers.

I. **Reorganize Program Staff into Units that Focus Work on Specific Site Types to Better Align Resources with Needs, while Sharpening Expertise, Enhancing Efficiency and Promoting Consistency**

**Goal:** Better align Program resources with needs, while increasing staff expertise, efficiency and consistency in overseeing, investigating and cleaning up contaminated sites by reorganizing units and staff that focus on particular types of sites (e.g., military, schools, corrective action). This will help to promote specialized skills development for the processes, public engagement and outreach activities, and documents and standards applicable to those sites.

**Recommended Actions**

A. **Existing and Projected Staff Resource Needs to Address Different Types of Sites:** The current structure of the Program is the result of structural changes that fragmented work among different people in different offices. This restructuring was a deliberate effort to create independent organizational structures in regional DTSC offices. Subsequent to this restructuring, projects and work were assigned based on available resources. The reorganization is intended to more thoughtfully align work with staff expertise, resources, and Program priorities within a more efficient and effective organizational structure.

To this end, the work should include analyzing EnviroStor, statutory mandates and other factors to estimate current and potential workload by site type for the Program. Some sites can also include subsets of sites that pose unique challenges and require specialized expertise to manage efficiently (e. g. sites controlled by the Department of Defense, complex groundwater contamination sites, abandoned mine lands and sites contaminated with emerging contaminants). The following laws authorize the Program to investigate and cleanup contamination that results in the Program’s workload.

1. **State Hazardous Waste Control Account** (Chapter 6.5 of Division 20 of the Health and Safety Code): State-led investigations and cleanups of sites caused by the release or potential release of hazardous substances, including at Department of Defense facilities, which account for a number of such sites in California.

U.S. EPA has also delegated implementation of federal authorities over hazardous waste investigation and cleanups to DTSC. These authorities exist under the Resource Conservation and Recovery Act (42 U.S.C. Section 9601 et seq.). DTSC uses these

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authorities to oversee corrective action (i.e., investigation and cleanup activities) required to address the release of hazardous waste. These sites generally include facilities that were or are permitted to manage hazardous waste, as well as facilities that were subject to interim status.

2. **The Federal Comprehensive Environmental Response, Compensation and Liability Act or “Superfund”** (42 U.S.C. Section 9601 et seq.): Generally, these sites include U.S. EPA led investigations and cleanups of sites caused by the release or potential release of hazardous substances. U.S. EPA lists many of these sites on the federal “Superfund” or [National Priorities List](#) (NPL). NPL sites can include those with private, state, and federal responsible parties. At federally listed sites, U.S. EPA is the lead federal oversight agency and DTSC is the lead state oversight agency. At NPL sites without a viable responsible party to pay for a cleanup, the state pays for 10% of the cost of constructing the cleanup and 100% of the long-term operation and maintenance costs.
3. **State Superfund** (Chapter 6.8 of Division 20 of the Health and Safety Code): DTSC uses state law to oversee and conduct investigations, cleanups and operation and maintenance activities at sites in California contaminated by hazardous substances. Program uses the same general process as U.S. EPA does when overseeing or conducting activities under the federal law.
4. **California Land Reuse and Revitalization Act** (Chapter 6.82 and 6.83 of Division 20 of the Health and Safety Code): State agreements to provide funding, oversight and liability protections for Bona Fide Prospective Purchasers, Innocent Landowners and other authorized entities that want to investigate or cleanup sites for the purposes of reuse or redevelopment.
5. **Schools Site Evaluation and Cleanup Program** (Ed. Code, Section 17210, 17210.1, 17213.1, and 17213.2): DTSC is responsible for assessing, investigating, and cleaning up proposed school sites. All proposed school sites that receive State funding for acquisition or construction are required to go through a rigorous environmental review and cleanup process under DTSC’s oversight.
6. **Lead-Acid Battery Recycling Facility Investigation and Cleanup Program** (AB 142 [Garcia, C.] Chapter 860, Statutes of 2019): DTSC is responsible for identifying, characterizing, and cleaning up lead contamination that is reasonably suspected to have been caused by the operation of a lead-acid battery recycling facility

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- B. **Assess Staff Experience Working on Different Types of Sites:** Assess staff expertise and prioritize sites by resource needs to accomplish near-term and long-term investigation and cleanup activities.
- C. **Design an Optimum Organizational Structure for the Program:** Program staff will craft alternatives to reorganize work assignments to better align staff resources with programmatic needs. Staff will analyze available data and provide their best professional judgement on different alternatives for reorganizing the Program. The alternatives could consider a variety of approaches, including the creation of more subject matter groups to maintain consistency, the creation of groups by common media types and technologies, the centralization of quality control and guidance development and centralized teams of managers and subject matter experts to support especially complex projects.
- D. **Perform a SWOT Analysis and Make Any Needed Adjustments:** Staff will analyze the initial proposal's strengths, weaknesses, opportunities, and threats (SWOT). They will use this SWOT analysis as the basis for making recommendations to modify the initial reorganization proposal.
- E. **Select an Approach to Implement Programmatic Reorganization:** Program will work with DTSC management to select and implement, as appropriate, an approach for reorganizing the Program in a way that better aligns resources with needed work and that enhances programmatic expertise, efficiency and consistency. This may include organizing some staff to focus more on different types of sites while other staff may focus on certain media or remedial technologies. Practical matters of workload balancing and career satisfaction will also be considered.

Enhancing staff expertise, efficiency and consistency can occur in many ways. For example, creating a Staff Rotation Program that enables staff to better understand the work and needs of other functional units can enhance efficiencies and create a more team-oriented environment.

This initiative must be a transparent process with information flowing freely to Program staff and other DTSC offices that work on sites. Staff should see draft organizational charts and have discussions with supervisors and managers about the rationale for the modifications.



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- F. **Audit Effectiveness:** Conduct periodic audits of the Program's outputs and processes and staff views to provide useful feedback on staff engagement, Program enhancements, resource needs and other information that can aid management decision making.

## II. Measure Progress, Achieve Goals and Track Outputs

**Goal:** Develop mechanisms to measure progress, achieve goals and track outputs including those described in the Program's Strategic Plan, annual [performance and accountability commitments](#), external-facing and internal KPIs and a Program [Operational Plan](#).

### Recommended Actions

- A. **Survey Current Practices:** Survey Program management and U.S. EPA for the tools and processes used to enhance staff performance and promote staff accountability. Query Program Managers to identify staff with specialized credentials or who completed training to enhance project management and increase accountability of team members.

Enhancements to project management can include existing systems to promote more effective project management decision making. For example, U.S. EPA uses [Value Engineering](#) to aid decision making on complex project. Value engineering analyzes the function and costs of the materials and services used to construct and maintain a remedy. Where Value Engineering or other methodologies can be used to more effectively and efficiently protect public health and the environment, the survey of project management tools and processes should consider adopting such approaches.

- B. **Enhance Current Practices:**

1. **Integrate Survey Results into Best Management Practices:** Create a [Best Management Practices](#) document based on the survey results and store the document in a location accessible to staff. Evaluate management and staff on their adoption of best management practices and use this assessment when conducting Performance Appraisals and making performance and accountability commitments.
2. **Identify Performance and Accountability Measures**
  - a. **Review U.S. EPA KPIs:** Review U.S. EPA's Superfund Program Implementation Manual for external and internal KPIs to incorporate, as appropriate, into the

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Program's accountability measures. Establish appropriate goals and outcomes that will indicate stages of success for cleanup activities.

- b. **Identify Available and Needed Data:** Identify data currently collected and needed to support externally facing and internal KPIs.
- c. **Finalize KPIs:** Finalize KPIs that measure progress in goal and outcome attainment for the Program. KPIs may need to account for sites of different sizes and complexities.
- d. **Establish Annual Performance and Accountability Commitments:**
  1. Each Fiscal Year produce a document that describes for the coming year the Program's performance and accountability commitments to accomplish and track external-facing and internal KPIs.
  2. Begin updating the document upon initial issuance of the Governor's budget and finalize the commitments within two months after DTSC finalizes its budget.
- e. **Re-Initiate Operational Planning:** Re-initiate operational planning, with each Branch Chief contributing information that will be integrated into the Program's consolidated Operational Plan covering a two-year planning cycle. The Operational Plan should:
  1. Provide an overview of the Program's purpose, financial and human capital resources, resource needs, human capital development opportunities, administrative schedules, management information on existing and planned projects and Program accountability commitments.
  2. Link the Program's strategic goals and objectives to goals and objectives for Program staff in each branch. This includes describing commitments, outcomes, KPIs, clear thresholds for determining the accomplishment of commitments, outcomes and KPIs, and an explanation of how the strategic plan's objectives will be operationalized over a two-year period.
- f. **Strategic Human Capital Plan:** Develop a Strategic Human Capital Plan that aligns the Program's human capital strategies (i.e., the hiring, retention, training,

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knowledge transfer, skills development...) with the Program's mission, goals, and outcomes. The plan is part of the Program's roadmap for [continuous improvement](#) and the framework for transforming its culture and operations. The plan will describe how the Program will analyze, invest, and manage its human capital programs, and include:

1. A framework of human capital policies, programs, and practices to achieve our shared vision based on DTSC's Strategic Plan.
  2. Building a world-class, performance-based organization by recruiting, motivating, and retaining a high-performing workforce. A critical aspect of this planning initiative will be to assess the needs of and threats to a high-performing workforce and to focus resources on filling those needs and overcoming identified threats. The plan will also focus on growing strong leaders by improving competencies and increasing accountability.
  3. Incorporating diversity, [equity](#), and inclusion competency questions into Program's management hiring processes to ensure that all supervisors and managerial candidates provide evidence of their commitment to these values. Diversity means the active promotion of differences. Equity means to promote justice and fairness, and to challenge systems and processes that promote injustice. Inclusion means fostering inclusiveness among DTSC employees and the people and communities we serve.
  4. Managers and staff participating in Race, Equity and Diversity trainings to enhance awareness of cultural diversity and examine personal attitudes and biases towards people with disabilities.
  5. Integrating racial equity, cultural competency, and implicit bias trainings across the Program's actions to recruit and retain high-performing staff.
  6. A clear strategic direction with clear human capital management goals and outcomes; strategies and objectives for accomplishing the goals; an implementation plan; a communication and change management plan; and an accountability system.
- g. **Program Accomplishment and Performance Tracking Management Sheet:**  
Develop and utilize KPIs tracking sheet to measure progress in meeting goals and

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achieving outcomes. The outcome of these efforts is intended to provide staff with a consistent set of expectations on their work output; management with tools and data to allocate resources and assist staff in completing their projects; and greater internal and external transparency on the Program's outputs. This should allow managers to spend more time managing, staff to focus on key work products and the public to understand the extensive and valuable work the Program performs.

### III. Clarify Roles and Responsibilities and Quickly Resolve Internal Disputes

**Goal:** Clarify roles and responsibilities and procedures to quickly and definitively resolve internal technical and procedural disputes that impede timely decision-making and project completion.

#### **Recommended Actions**

- A. **Survey Current Practices:** Survey Division, Branch and Unit Chiefs and U.S. EPA on their current practices of assigning roles and responsibilities and resolving technical and procedural disputes between staff. Program will work with representatives from the Office of Environmental Equity, Office of Legal Counsel, Office of Communications, Office of Environmental Information Management, Contracts Development Unit and other DTSC staff to produce this study, as appropriate.
  
- B. **Enhance Current Practices**
  - 1. **Integrate Survey Results into Best Management Practices:** Create a Best Management Practices document based on the survey results and store the document in a location accessible to staff. Evaluate management and staff on adoption of best practices during periodic performance appraisals.

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### 2. **Consistently Use a Roles and Responsibilities Management Tool (i.e., a DARCI Accountability Grid):**

#### a. **Develop DARCI Accountability Grid:** DARCI Accountability Grids describe the roles and responsibilities of individuals who work on a project. DARCI stands for:

- Delegator - the person who holds the ultimate power over a project or the decision-maker for the specific project element or task,
- Accountable - the single person responsible for making the project, project element, or task happen,
- Responsible - people responsible for working on a project and accomplishing the project element or task,
- Consulted - people solicited for input on the project element or task, and
- Informed - people kept apprised of the project element or task.

Develop example DARCI accountability grids for offices and Program activities.

Program staff and staff from other DTSC programs that work on cleanup project will develop the DARCI accountability grids.

#### b. **Issue a Memo to Staff on Use of DARCI Accountability Grids:** Draft a memo that describes the application of the DARCI accountability grids to various projects. Management and staff will be evaluated on the use of the grids and this assessment will be included in periodic performance appraisals.

#### c. **Rollout DARCI Accountability Grid to Staff:** Use a Branch Chief's meeting with video conference to roll out the expectations regarding the use of DARCI accountability grids. Have Program management and staff from other parts of DTSC that work on cleanup activities attend the meeting to present material and answer questions.

### 3. **Review and Consider Revisions to the Program's Delegation Memo:** Review delegation memo to identify whether and, if so, how it enhances or inhibits staff initiative, clear roles and responsibilities and timely decision-making. Modify document as needed to enhance staff initiative, promote clear roles and responsibilities, and make timely decisions. The Memo should seek to promote timely decisions by utilizing staff subject matter expertise in creating and reviewing documents. Timelines should be included for the resolution of disputes between staff. Consider periodic review to determine when further revisions are needed.

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4. **Review Existing Guidance on Dispute Resolution:** Review existing guidance, including [Federal Facility Agreements](#) that contain information on resolving technical and process-oriented disputes. Modify the guidance as needed to enhance timely decision making and project completion and to address bottlenecks in decision-making processes.
5. **Create and Use a Dispute Resolution Tracking System:** Create an on-line form to track the resolution of technical and process-oriented disputes and to identify conditions that help to expedite resolutions, which can be compiled into a Best Management Practices document stored in a location accessible to staff.

## IV. Enhance Consultation and Coordination with Communities

**Goal:** Enhance consultation and coordination with community partners, businesses, and other stakeholders to make better-informed decisions when cleaning up contaminated sites.

### Recommended Actions

- A. **Internal Training Programs:** Require all project managers to participate in training programs on public participation, environmental justice, and tribal affairs to hone their ability to effectively communicate with a diversity of community members and to help coordinate efforts across DTSC staff who work on sites.
- B. **Early Internal Coordination:** Program staff should ensure early coordination with public participation and other staff at initial scoping meetings for projects to determine when community engagement and other activities should begin.
- C. **Expand Public Consultation and Coordination Opportunities:** Assist Public Participation Program staff to expand opportunities for community members to meet with DTSC and participate in our decision-making processes by undertaking the following actions:
  1. Work with our interested community members to identify meeting spaces that community members can access, and schedule meetings at times community members can attend;
  2. 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; and



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3. Identify and encourage meetings that DTSC staff can attend to learn more about the sites and communities in which we work, and where staff can exchange information with the community about DTSC processes.

## V. Improve Document Planning, Tracking and Feedback

**Goal:** Improve the timeliness and quality of Program documents.

### Recommended Actions

- A. **Survey Current Document Development and Management and Feedback Practices:** Survey Program management and U. S. EPA on current processes for planning and tracking work on key documents. Query Managers about staff with specialized credentials or who have taken training to enhance their writing skills.
- B. **Enhance Current Practices**
  1. **Integrate Survey Results into Best Management Practices:** Create a Best Management Practices document based on the survey results and store the document in a location accessible to staff. Evaluate management and staff on adoption of the best management practices during periodic performance appraisals.
  2. **Develop On-Line Document Tracking System:** Develop and use an on-line tracking system with [workflows](#) that capture staff responsible for drafting, editing, reviewing, and approving key documents. The system should contain projected timelines for producing, editing, and finalizing the document to promote accountability. The system should also include a function for reviewers to provide feedback to document producers. Managers should use the system to identify skills development opportunities and writing resources for staff.
  3. **Utilize a Cloud-Based Service for Document Review and Approval:** Use a cloud-based system for document review and finalization. The system should allow staff to comment and revise text, track modifications to the document, lock text in documents and perform other document editing activities.
  4. **Hire Technical Writers to Enhance the Quality of Written Products:** Hire technical writers to assist in document review and mentorship. Introduce technical writers at

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Branch Chief's meetings and describe how to utilize the Technical Writer's skills in document review and mentorship.

### 5. Customized Writing Curriculum

- a. **Develop Specialized Writing Curriculum:** Work with DTSC's Training Office to develop a writing curriculum customized to the Program's specific products and designed to enhance Program staff's plain language writing skills. DTSC's Office of External Affairs and the Public Participation and Tribal Affairs Programs should be included in the customization effort.
- b. **Train Staff on Curriculum:** Contract out for trainers to help develop the curriculum and train staff using the curriculum. Periodically revise and enhance the curriculum.
- c. **Utilize Software Aids:** Program trainings can include the use of computerized software to aid staff in refining their plain language writing skills.

6. **Accountability for Improved Writing:** Hold managers and staff accountable for demonstrating the skills presented in the writing curriculum through one-on-one meetings and periodic performance appraisals that notes writing strengths and writing techniques in need of improvement.

## VI. Prioritize, Design, Support and Track Implementation of Existing and New Program Enhancements

**Goal:** A Project Management and Performance Enhancement Team to lead prioritizing and implementing, as well as sustaining and tracking the use of existing Program initiative and enhancements.

### Recommended Actions

- A. **Project Management, Continuous Process Improvement and Auditing:** Charter a Team sponsored by the Deputy Director and lead by a Branch Chief. The Team will consist of four to six people with credentials and experience in project management, continuous process improvement and auditing.

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### B. Prioritize, Design, Support and Track Implementation of Program Enhancements

#### 1. Prioritize Existing and New Enhancements Using Agile Project Management

**Methodology:** The Team will employ [Agile project management](#) methodology to review, prioritize and implement existing and new Program enhancement initiatives. Agile is an incremental project planning and delivery methodology that prioritizes tasks using available resources. It emphasizes adjusting implementation in response to changing circumstances and Program needs.

2. **Develop a Tracking System for Program Enhancements:** The Team will develop KPIs, schedules and a tracking system to measure delivery of Program enhancements.

3. **Realign Resources for High Priority Initiatives:** Program Managers will realign human and financial resources to work on the highest priority initiatives.

4. **Create Materials to Support Implementation of Enhancements:** The Team will develop templates, job aids and processes that promote a culture of continuous process improvement. Program Managers will realign human and financial resources to work on the highest priority initiatives.

5. **Project Management and Performance Enhancement Team Assists in Implementation and Tracking Progress on Initiatives:** The Team will assist staff in implementing and tracking progress on completing work on the initiatives.

## VII. Program Policy and Guidance Review Team

**Goal:** Prioritize policies and guidance documents for review and revision on a rolling basis to ensure the Program uses high-quality, up-to-date documents that are based on the best available science and that promote efficient decision-making processes.

### Recommended Actions

A. **Develop a Program Policy and Guidance Review Team:** Charter a Program Policy and Guidance Review Team sponsored by the Deputy Director and led by a Branch Chief. The Team will consist of approximately six subject matter experts from every region of the Program with credentials and extensive Program experience. The Team is responsible to develop a work plan that identifies the process, activities and schedule that will be used to ensure the Program's Policies and Guidance are prioritize, reviewed and modifies consistent

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with the Program's Strategic Plan, including KPIs. These policies and guidance documents include procedural (i.e., Departmental Procedural Memorandum) and substantive policies and guidance documents.

### B. Prioritize and Track Review and Revision of Policies and Guidance

1. **Review Existing Procedures for Policy and Guidance Creation and Review:** The Team shall first review existing procedures for creating and reviewing policy and guidance documents and apply the best available procedure for undertaking these actions.
2. **Prioritize and Schedule Work Based on Greatest Programmatic Benefit:** The Team shall provide the Deputy Director with a prioritized list of policies and guidance documents they propose to review and revise over the course of a two-year period.
3. **Develop a Tracking System for Guidance Review and Revision:** The Team will develop KPIs, schedules, and a tracking system to measure delivery of reviews and revisions.

- C. **Create Materials to Support Consistent and Timely Decision-making:** The Team will develop templates, job aids and processes to promote consistent and timely decision-making in the application of the Program's policies and guidance documents. Put these documents into a location accessible to staff. Consult with other groups regarding systematic methods for managing the official repository of approved guidance and policy (e.g., Permitting Division).

## VIII. Planning and Tracking Project Completion

**Goal:** Build on staff's project management skills and tools to improve project management and expedite project delivery.

### Recommended Actions

- A. **Survey Current Practices:** Survey Program management, U.S. EPA and professional associations for project management tools and processes, including budgeting and billing practices. Tools should include current milestones in EnviroStor and required activities to accomplish each milestone. Query management on staff with specialized credentials or who have taken training to enhance their project management skills.

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### B. Enhance Current Practices

1. **Integrate Survey Results into Best Management Practices:** Create a Best Management Practices document based on the survey results and store the document in a location accessible to staff. Evaluate management and staff on their adoption of best management practices and use this assessment when conducting periodic performance appraisals.
2. **Implement Monthly and Annual Project Planning Job Aids for Sites:** Implement on-line job aids for project Managers to plan site activities. Templates shall be tailored for each site type.
3. **Implement a Software “Dashboard” Tool to Enhance Project Management Scheduling, Scope and Cost Accuracy**
  - a. **Determine Required and Desired Functions:** Review functionality of off-the-shelf project management software tools to determine applicability to Program needs.
  - b. **Create Work Group to Assist in Developing and Using the Tool:** Task the PET with developing and implementing a work plan to provide inputs that describe the Program’s functionality requirements for the tool, including projected and completed outputs, budget, schedule (i.e., schedules for individual projects and project schedules by branch and program to identify bottlenecks), hours, workflow, and other relevant information.
  - c. **Transparent Prioritization Tool:** Develop and implement a prioritization tool viewable in DTSC’s project management database that provides an accurate picture of cleanup priorities that includes community vulnerability.
  - d. **Develop a Proof of Concept for a Project Management Software Tool for the Program:** Develop a [Proof of Concept](#) that describes Program’s project management needs to determine which software tool fulfills those needs.
  - e. **Secure a Project Management Software Tool:** Procure the software tool that meets the Program’s project management needs. While project managers will be the primary users of this dashboard, providing other DTSC staff who work on sites with Program should also be able to access relevant information to inform them about a project’s status and assist them in conducting needed work.

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- f. **Integrate Key Performance Indicators (KPIs) into the Software Tool:** Integrate KPIs from the relevant database systems to allow project managers and Program Managers to track progress on dashboards.
  - g. **Train Program Staff to Use the Software Tool:** The team will also develop a rollout and training program to ensure staff are trained on the effective use of the tool.
  - h. **Maintain and Enhancement Software Tool:** The Program will work to maintain and enhance the software tool over time.
4. **Implement Workflow Boards to Transparently Track Incremental Progress of Key Cleanup Projects**
- a. **Track Status on Key Sites with Workflow Boards:** [Workflow board](#) are visual tools for managing projects that graphically display the sequence of a processes from beginning to completion and that visually track progress over time. The process can be displayed with time periods to complete each phase of a process, and actions can be spread out evenly over time or occur in short burst of work to match resource availability and other factors. The tool should identify key phases for investigating and cleaning up different site types. Management and staff will be trained to use workflow boards to transparently track incremental progress on key projects. Staff will continue to use EnviroStor to establish annual commitment dates. Staff will use these workflow boards to more transparently track incremental progress and identify and address issues delaying such progress for timely management support.
  - b. **Hold Regular Staff Meetings to Update Workflow Boards:** Management and staff will hold regular (i.e., bi-weekly or monthly) status update meetings to track incremental progress on the workflow boards, identify and apply best management practices and overcome delays to project progress.
5. **Implement Task-level Budgeting, Contracts Provisions and Cost Estimates**
- a. **Create a Work Group to Implement Task-based Budgeting:** Charter a Cross-Regional Work Group sponsored by the Deputy Director and led by a Branch Chief. The Work Group will consist of four to six people with credentials from professional disciplines across DTSC staff and experience in every region.
  - b. **Prioritize and Implement Tasks Needed to Utilize Task-Based Budgeting across the Program:** The Work Group will prioritize and implement tasks needed to successfully

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implement task-based budgeting across the Program, including in contract provisions and project cost estimates. The tasks include, but are not limited to the follow:

- **Use Appropriate Codes:** Identify and utilize appropriate codes for tracking staff time on projects.
  - **Track Billable Hours on Timesheets:** Timesheets can show the billable rate for the month for each staff member.
  - **Create Desk Manual and Job Aids:** Create a desk manual and other job aids for scheduling, accurately estimating, and tracking site expenditures. This manual should describe how project managers are included in the billing process and project management tools to assist in managing schedule, budget, contracts, tasks, etc.
  - **Provide Budget Information to Program Managers:** Work with DTSC's Chief Financial Officer to develop and share audits and routine updates on the Program budget to Division and Branch Chiefs.
- c. **Develop an Audit and Tracking System for Task-Level Budgeting:** The Work Group will create a schedule to conduct routine audits of estimated versus actual costs and with DTSC's Chief Financial Officer to develop and share audits and routine updates on the Program budget to Division and Branch Chiefs. The Work Group will also develop KPIs and a tracking system to measure the accuracy and transparency of Program estimates and activities.
- d. **Regularly Evaluate Orphan Sites:** Regularly evaluate state orphan sites to continuously improve clean up strategies, the short- and long-term effectiveness of remedies and reduce the toxicity, mobility, or volume of contamination.

## IX. Apply Lean Principles to the Program's Decision-making Processes to Increase Efficiency, Productivity and Predictability

**Goal:** Infuse Lean principles and processes in the Program's technical, public facing, and administrative activities to expedite decision making and improve the value of the Program's outputs.

### Recommended Actions

- A. **Identify Barriers to Efficient Decision-making:** Hold facilitated discussions on best practices for organizational decision making, historical obstacles to effective decision making and resultant impacts on internal and external stakeholders. These discussions should include Program staff, Technical Services Branches, and other staff from other DTSC programs that work on sites.
- B. **Use Lean Principles and New Decision-Making Strategies to Improve Processes:** Program Divisions will each complete one process improvement initiative, focusing on either:  
1) better outcomes for the public through more efficient decision-making on an investigation or cleanup document; or 2) better outcomes for staff by expediting administrative processes. These efforts can include Program staff, Technical Services Branches, and other staff from other DTSC programs that work on sites. The initiatives shall be followed by after action reports that include lessons learned and recommendations for subsequent Lean process improvement initiatives. The use of Lean process improvements will help the Program make legally sound and technically defensible decision in a timely fashion.
- C. **Hold Staff Trainings on the Use of Lean Principles and Tools:** The Program will contract for Lean white belt trainings for staff. Lean White Belt training will provide Program staff, Technical Services Branches and other staff from other DTSC programs that work on sites with an overview of Lean tools and techniques used to identify value-added activities and eliminate waste to improve outcomes within the Program and for the public.
- D. **Ensure Accountability:** Evaluate management and staff on adoption of Lean process improvements during periodic performance appraisals.



**X. Invest in Staff Core Competencies to Deliver High-Quality Investigation, Cleanup and Operation and Maintenance Activities**

**Goal:** Leverage other Work Plan and Strategic Plan initiatives to ensure 100 percent of Program Managers are trained in innovative and effective project management methodologies and staff in the Technical Services Branches are similarly trained in their core competencies.

**Recommended Actions**

**A. Survey Essential Skills:** Clarify job-required and job-related core competencies for Program Managers and staff in the Technical Services Branches. Review U.S. EPA’s Human Capital Plan to help inform the analysis for core competencies. Conduct a gap analysis informed by the Program’s Work Plan, Strategic Plan and Operations Plan goals and outcomes. Use this analysis to survey staff and Managers on their existing and needed skills to enhance the effectiveness of Program activities, including effectively creating and managing teams.

**B. Enhance Current Practices**

1. **Integrate Survey Results into Best Management Practices for Training:** Create a Best Management Practices documents based on the survey results and store the documents in a location accessible to staff. Evaluate management and staff on utilization of needed skills during periodic performance appraisals.
2. **Re-Initiate Phased-Project Management Trainings**
  - a. Update existing materials for planning and managing project activities during each phase of investigation, cleanup and operation and maintenance. This update should include the Project Manager training developed in 2013.
  - b. Develop a schedule to implement staff trainings.
  - c. Develop and implement a tracking tool to allow Supervisors to track training completions.
  - d. Hold management and staff accountable for the completion of trainings through incorporating training reviews into periodic performance appraisals.
  - e. Include retired annuitants with significant technical skills to assist in trainings.

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3. **Re-Initiate Trainings on Innovative Project Management:** Train staff using project management curricula. Training shall focus on effective project management methodologies and emerging approaches to address contaminants in different media and effectively creating and managing teams.
4. **Project Management Dashboard Training:** A project management dashboard is software that aggregates project data (e.g., projected and completed outputs, budget, schedule, hours, workflow, and other relevant information...) and graphically displays such data. The dashboard is designed to focus on key performance measures for each type of staff working on project.

Staff will assist in develop training materials for a newly procured project management software tool. Supervisors and staff will implement trainings. Training objectives shall focus on tool use, ability for improved coordination, identifying bottlenecks and feedback mechanisms and the ability to foster and share Best Management Practices to overcome common problems during different phases of site cleanups.

5. **Develop and Implement Trainings and Material for Staff in the Technical Services Branches:** Use the Best Management Practices documents and additional training material, as needed, to provide staff in the Technical Services Branches with the skills needed to effectively contribute to innovative site investigation and cleanup activities. Include retired annuitants with significant technical skills to assist in trainings. Appendix A describes an outline of such trainings.
6. **Re-Initiate EnviroStor Trainings:** Develop updated EnviroStor training content that focuses on project and data management, tracking, cost estimates, best management practices, potential bottlenecks, and common problems during different phases of site cleanups.
7. **Develop Mentoring Program by Retired Annuitants and Peers:** Implement a formal mentoring program that pairs experienced peers and retired annuitants with existing staff to transfer knowledge and skills.
8. **Create Desk Manuals to Document Required Processes:** Implement Desk Manuals with step-by-step processes that reflect essential staff functions and processes. Implement checklists for routine processes and other explanatory material to enhance staff

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efficiency and effectiveness. Desk Manuals should be stored on-line with other DTSC guidance and policy documents.

9. **Consolidate Staff Resource Material:** Catalogue existing and future Desk Manuals, checklists, guidance documents and other staff resource material in a location accessible to staff.

## XI. Adopt an “Enforcement First” Cleanup Policy to Reduce Delays and Expedite Investigations and Cleanups

**Goal:** Expedite the implementation of focused problem-solving meetings, transparent timelines, and formal and informal enforcement tools to reduce delays and expedite investigations and cleanups.

### Recommended Actions

A. **Charter an “Enforcement First” Cleanup Policy Development Team:** Charter an Enforcement First Team sponsored by the Deputy Director and lead by a Branch Chief. The Team will consist of people with credentials and experience conducting enforcement under various cleanup laws. The phrase “Enforcement First” means Program using robust and innovative enforcement authorities to ensure Potential Responsible Parties conduct response and corrective actions whenever possible, as well as pursuing other enforcement opportunities throughout the cleanup process. The Team will work with the Office of Criminal Investigation and Enforcement and Emergency Response Division to develop the “Enforcement First” policy. The Team will also update or create policies and procedures to expedite action using this “Enforcement First” policy, especially at sites experiencing delays during investigations and cleanups. The Team will:

1. **Review Data and Create Delay Categories:** The Team will analyze EnviroStor and survey staff to identify common bottlenecks that contribute to delays. The Team will define the bottlenecks using categories. The Team will then categorize sites experiencing delays using these categories.
2. **Enhance the Use of Penalties:** The Team will work with the Office of Legal Counsel to make the use of penalties a routine part of the Program’s work. This will help to deter

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non-compliance with safeguards and ensure that parties responsible for cleaning up sites are held accountable when they do not follow the Program's orders.

3. **Develop a Transparent Policy to Reduce Delays:** The Team will develop policies that establish timelines for action between responsible parties and Program staff to provide predictability and help resolve delays. The policy will establish "triggers" to initiate progressive enforcement tools (i.e., informal and formal).
  4. **Train Staff on Appropriate Use of Supplemental Environmental Projects:** The Team will utilize existing information to train staff on the use of Supplemental Environmental Projects in the settlement of enforcement actions to benefit people in communities or the environment.
  5. **Quarterly Enforcement Coordination Meetings:** The Team will institute quarterly coordination meetings between the Program, Office of Criminal Investigations, Enforcement and Emergency Response Division, Permitting Division, and the Public Participation Program to promote standardized and proactive enforcement efforts.
- B. **Site Discovery and Enforcement in Environmental Justice Communities:** The Team will create a site discovery and intake process to make prioritization decisions on new sites. The process should focus on sites in environmental justice communities. This approach is consistent with DTSC's Strategic Plan Goal that states the department "will promote Environmental Justice to prevent harm and protect the most vulnerable." This process is also consistent with Goal Four, Objective Two of Program's Strategic Plan.
- C. **Evaluate Policy Effectiveness and Implement Enhancements:** The Team will develop KPIs to evaluate policy effectiveness at reducing delays at similar categories of sites and use KPIs analysis to improve policy effectiveness and implement needed change. Evaluate management and staff on adoption of enforcement practices during periodic performance appraisals.

## XII. Promote Accountability through Systematic Performance Appraisals that Provide Timely and High-Quality Feedback

**Goal:** Implement regular feedback by Supervisors and regular managerial audits to help improve staff performance.

### Recommended Actions

A. **Survey Current Practices:** Survey Program management and U.S. EPA on current processes and tools to provide quality performance appraisals to staff. Review CalHR materials and guidance on performance appraisals.

### B. Enhance Current Practices

1. **Integrate Survey Results into Best Management Practices:** Create a Best Management Practices document based on the survey results and store the document in a location accessible to staff. Incorporate the requirement that staff receive an updated performance review before transferring within or out of the Program. Evaluate management and staff on adoption of performance appraisal best management practices during periodic performance appraisals.

2. **Issue Supervisors an Expectation and Resources Memo to Enhance Program Performance Reviews:** Issue an Expectations Memo to all Supervisors that provides direction and guidance on the following issues:

a. **Systematic Recordkeeping:** Supervisors shall regularly note employee strengths and areas for improvement. Provide a template for systematic recordkeeping, excerpts of Cal HR Manual on Performance Appraisals and Cal HR's template on Performance Appraisals and Individual Development Plans.

b. **Qualitative Information on Employee Performance:** Supervisors will provide individualized assessment of employee performance in routine records and performance reviews (i.e., individualized assessments, not cut and paste text). The memo will describe expectations on their performance over a range of actions and issues, but include requirements to clearly convey expectations to staff (e.g. attendance, absences, internal and external communications, teleworking, professionalism on work assignments, and meetings); identify whether staff are

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meeting timelines and metrics for a project (i.e., annual commitments and estimated project timelines); identify unforeseen events that affected timelines and metrics; assess individual's strengths and areas in need of improvement; best management practices for providing staff with assistance in improving their skills and outputs; and accountability, including progressive discipline.

- c. **Update Resources to Reflect New Best Practices:** Develop resources identifying best practices to assist Supervisors in improving their performance review process and content where needed.
- d. **Evaluate Adoption of Best Practices:** Evaluate management and staff on adoption of best practices during periodic performance appraisals.
- e. **Performance Review Audits:** Branch Chiefs, Division Chiefs and the Deputy Director shall audit completion of performance appraisals by subordinate Supervisors every three months. The audit shall include feedback on a random selection of performance appraisals.

## XIII. Recruit and Hire a High-Performing, Diverse Workforce

**Goal:** Recruit a high-performing and diverse workforce committed to professional excellence and delivering on the Program's shared vision for achieving its mission.

### Recommended Actions

- A. **Develop a Shared Vision of Our Work within Communities:** Develop a shared vision of how communities and cultures shape our work and how our work can provide greater benefits to people, including through fostering racial equity and cultural competency and through reducing [implicit bias](#). Cleaning up dangerous chemicals in communities can reduce the environmental health threats that can harm communities already overburdened by multiple sources of pollution. Recognizing this important intersection between the Program's work and historically marginalized communities provides a basis to help promote racial equity.
- B. **Project Our Shared Vision in Materials to Recruit Successful Candidates.** Project this vision in our activities and materials used to recruit and hire new staff in the Program. Integrate this vision into the Program's [Branding](#), which connects hiring Managers and candidates with appropriate competencies, experience, and core values. An effective brand can help to attract and retain talented staff with a shared vision of the Program's benefits to

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communities; increase the number of qualified applicants; and reduce the time and costs associated with hiring as the quality of the candidate pool increases.

- C. **Survey Current Recruitment and Hiring Practices:** Survey management and U.S. EPA to determine the tools and processes they use to recruit and hire staff. Query Program Managers about staff with specialized credentials or training in recruiting or staff who could use assistance to enhance such skills. The survey will include questions on outreach to qualified individuals through university recruitment fairs, professional associations, and past work with local, state, and federal agencies. The survey will also solicit information on hurdles to successful recruitments.
- D. **Develop Best Management Practices Library for Recruitment and Hiring**
  1. **Describe Processes and Timelines for Recruitment and Hiring Activities:** Use the Recruitment and Hiring Practices Survey results to create a Best Management Practices document that describes expected processes and timeline for planning and implementing recruitment and hiring activities. Evaluate management and staff on adoption of the best management practices during periodic performance appraisals.
  2. **Develop an Employee Referral Program for Potential Recruits:** Develop a centralized database where Program staff can refer qualified individuals to websites that contain recruitment material for open positions.
  3. **Broaden Outreach to Underrepresented Students and Professionals:** Conduct recruitment outreach to historically black colleges, Hispanic Serving Institutions and institutions with a significant percent of underrepresented populations in their student body and that have a strong science, engineering, geologist and other relevant disciplines, as well as professional association chapters that focus on underrepresented populations.
  4. **Recruitment and Hiring Resource Library:** The Resource Library will house materials to simplify and facilitate recruitment and hiring activities, including:
    - a. **Automated Job Posting Software:** Utilize software that automatically posts job opportunities on a wide array of social media platforms and job boards.
    - b. **Social Media Marketing Strategies:** Develop recommendations on marketing strategies for different social media platforms.

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- c. **Centralized Contact Lists of Institutions and Associations:** Create centralized contact lists of individuals at institutions and associations, including those that focus on underrepresented populations.
  - d. **Recruitment Training Material:** Create materials that managers can use at recruitment fairs, to conduct successful interviews and to help overcome common recruitment and hiring hurdles.
  - e. **Anonymize Tools to Reduce Implicit Bias:** Provide hiring managers tools to anonymize candidates' names in hiring packets to reduce the potential for implicit bias to affect hiring decisions.
  - f. **Racial Equity and Cultural Competency Questions in Statements of Qualifications:** Prepare racial equity and cultural competency questions that managers can use for candidates' Statements of Qualifications.
  - g. **Racial Equity and Cultural Competency Screening Questions:** Draft material to apply racial equity and cultural competency in screening criteria.
- E. **Develop and Track Recruitment and Hiring Key Performance Indicators (KPIs) to Improve Practices:** Develop recruitment and hiring process KPIs and track outcomes to build on successful strategies and enhance less successful strategies.

## XIV. Formalize Knowledge Management to Facilitate Succession Planning and Knowledge Transfer

**Goal:** Managers will plan for and implement activities to transfer departing staff's institutional and technical knowledge of key projects and processes to existing staff and implement an [upward mobility program](#) for staff.

### Recommended Actions

- A. **Survey Current Succession Planning Practices:** Survey management and U.S. EPA on current knowledge management tools and processes used in succession planning. Query managers about staff with specialized credentials or who have taken training on knowledge management and succession planning.



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**B. Train Key Staff in Succession Planning:** Nominate change agents to participate in knowledge management and succession planning trainings. Training can include pairing up staff or creating teams of people who will implement the actions discussed in the trainings.

### **C. Facilitate Succession Planning and Knowledge Transfer**

- 1. Documentation of Key Processes:** Develop job aids that describe key procedural requirements, including reporting requirements, record-keeping duties, work-order requests, allocation of responsibilities on completing tasks and budget documentation. These job aids should reflect the results of Lean process improvements.
- 2. Knowledge Transfer Activities:** Describe key information about unique aspects of projects, including responsible parties and other stakeholders, specialized software, enforcement-related issues and anticipated bottlenecks or other information relevant to project management. Create a formal “Memo to File System” to facilitate transferring project managers’ knowledge about sites and Program systems. Develop a uniform project folder structure on the shared drives that allows staff broad access to these documents.
- 3. Integrate Use of Job Aid and Knowledge Transfer Activities into Work Processes:** Evaluate management and staff on their adoption of best management practices and use this assessment when conducting periodic performance appraisals.

**D. Develop and Implement an Upward Mobility Program:** In conjunction with DTSC’s Human Resources Office, Program will develop an Upward Mobility Program. This program is the planned development and advancement of employees from positions in low-paying occupations to entry administrative, technical, and professional positions.

## **XV. Enhance Coordination with State Water Resources Control Board, Regional Water Quality Control Boards and U.S. EPA**

**Goal:** Enhance coordination with state, regional and federal partners to develop effective approaches to mitigate complex, widespread, or emerging contamination issues.

### **Recommended Actions**

**A. Develop Consensus List of Issues with State and Federal Partners:** The Program will develop and circulate a draft issue list containing prioritized items of for discussion to the

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State Water Resources Control Board and U.S. EPA. Program will provide suggested criteria for prioritizing the issues. Program will compile edits to the list and recirculate a consolidated list. Potential initial issues include:

1. Finalization of Vapor Intrusion Guidance and Clearance Criteria
2. Application of DTSC's Toxicity Criteria for Lead
3. Application of DTSC's Toxicity Criteria Rulemaking
4. Sampling for Per- And Polyfluoroalkyl Substances (PFAS) Chemicals (E.G. PFOA, PFOS) and other Emerging Contaminants
5. Characterization and Cleanup of Abandoned Mines
6. Addressing Complex Groundwater Contamination Plumes

**B. Meetings with Federal, State and Regional Partners:** Establish bi-monthly meetings with U.S. EPA, State Water Quality Control Board and Regional Water Quality Control Boards to discuss prioritized issues, coordinate investigation and work and develop unified work plans, where possible.

## XVI. Enhance Coordination with Non-Regulatory External Scientific and Technical Organizations

**Goal:** Enhance coordination with non-regulatory parties to develop and learn about effective approaches to mitigate complex, widespread, or emerging contaminant issues.

### Recommended Action

**A. Continue Coordination with Various Non-regulatory Parties:** The Program will develop and continue working with various non-regulatory agencies (e.g., Association of State and Territorial Solid Waste Management Officials, Groundwater Resource Association of California, Interstate Technology and Regulatory Council, etc.) to enhance talent management and ensure the Program's continued progress and innovation.

### Appendix A: HERO Core Competency Training Outline

The following describes trainings that the Human and Ecological Risk Office (HERO) Toxicologists could undertake to enhance their core competencies to better assist Program in achieving its mission.

1. HERO-I: Enhance the technical capability of the Toxicologists in the implementation of Read-Across Methodology as part of Chemical Hazard Categorization for Program. The goal is to enable Toxicologists to conduct more rapid and annotated categorization of relative chemical hazards. This can be accomplished through webinar trainings on Read-Across Methodology and presentations of chemical hazard estimations and participation in training events and collaborative learning processes with scientific associations experts.
2. HERO-II: Enhance the technical capability of Toxicologists in interpretation and construction of Adverse Outcome Pathways (AOP). The goal is for Toxicologists to provide recommendations for chemicals which have not been tested extensively in 'standard' animal toxicity testing protocols but share an AOP with chemicals for which there is sufficient 'standard' toxicity testing. This could be accomplished through internal training of Toxicologists to develop skills in the construction of AOPs through review of available AOP web trainings.
3. HERO-III: Enhance Technical Capability of the Toxicologists in sorting and interpreting publicly available (e.g., EP National Computational Toxicology Program Tox21 database) High Throughput Toxicity Testing Results. The goal is to enable the Toxicologists to provide enhance and more rapid characterization of potential chemical hazard to Program. This can be accomplished through internal training of the Toxicologists in use of National Computational Toxicology Program ToxCast Database.
4. HERO-IV: Enhance the technical capability of the Toxicologists in data processing and R-based statistical evaluation in support of Program. The goal is to enable Toxicologists to utilize the library of software routines and software packages written in R specifically for environmental evaluation the evaluation and presentation of High Throughput Toxicity Testing results to support of Program. This can be accomplished through internal training of the Toxicologists in the use and development of R-language data exploration and statistical packages.

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5. HERO-V. Enhance the technical capability of Toxicologists in using and applying the methodology, software, and group work-flow available for Systematic Review Process. The goal enables the Toxicologists to organize and gather data on toxicity evaluation of chemicals and crowd source annotated, reproduceable development of data packages that summarize the toxicological information available in support of Program work. This can be implemented by performing internal reviews of comments critical of aspects of the EPA Systematic Review Process for chemicals, participating in trainings of the Toxicologists in the workflow of structured Systematic Review techniques, and attending trainings on the implementation and Interpretation of 'Systematic Review' methodologies.

## Appendix B: Recent Program Enhancement Initiatives

The following pages contains a description of several program enhancement initiatives. This is not a complete list of such initiatives, but a sampling of activities the Program is working on or has recently worked on.

### Site Mitigation and Restoration Program Initiatives List

<u>Initiative</u>	<u>Summary</u>
Dry Cleaning Initiative	Collected and analyzed information on the scope of the threats from solvents used in dry cleaning operations. Drafting proposals to help mitigate threats to groundwater and public health.
Inactive Sites Evaluation/Prioritization & EnviroStor User Enhancement	Review IAR/INE sites, complete evaluation form, prioritize and update status of site as needed. Take action based on status (includes Estor improvements/enhancements). Current enhancements focused on IAR Triage pages moving forward.
Training Plan	Develop a proposed training plan that outlines Project Management roles and responsibilities, knowledge, skills and abilities, performance expectations, training goals, and that promotes staff development and facilitates knowledge transfer.
New Brownfield Unit	Development of a state-wide Brownfield unit to focus on voluntary agreement and grant marketing, manage projects, and to develop and update DTSC's brownfields infrastructure.
Supplemental Vapor Intrusion Guidance	Develop Supplemental Guidance to promote state-wide standard practice and consistency for screening buildings for vapor intrusion and to establish appropriate sampling to protect building occupants from vapors off-gassing from contaminated sources. Training of regulatory staff and public on the new guidance.

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<u>Initiative</u>	<u>Summary</u>
Enhance the Use of SPGIT	The Spatial Prioritization Geographic Information Tool (SPGIT) is a screening tool designed for only regulators to visualize and prioritize potential areas of groundwater impact for a small set of industrial chemicals of concerns.
Enhanced Community Assessment Tool (ECAT)	Draft a workplan to enhance our assessment of community interest in projects and consider community vulnerability in promoting public engagement in cleanup decisions.
Community Air Monitoring Plan (CAMP)	Develop a tool for community members to use air monitoring equipment around sites to provide information regarding the effectiveness of on-site prevention and control measures.
Success Stories Web Page	Develop a tool to provide the public with Project Successes/Status presented on an interactive map.
Voluntary Agreement Project Streamlining	Implementation of guidance, training and protocols to ensure compliance with Lean Six Sigma goals; include the development of Quick Reference Guides, content for Branch Chiefs to use at staff meetings, updating agreement models and template, and developing and implementing trainings to support goals.
Workload Standards Study	Performed analysis to derive initial workload standards.
Standardized Reporting	Proposed have been identified and developed within Schools Branch for roll out to other Division branches.
Site Mitigation Letter/Memorandum Templates	Draft model letter templates identified; key language for VCA letters identified in conjunction with L6S roll out.
California Land Recycling Conference 2.0	A two-day statewide event that brings together public and private leaders from throughout California’s redevelopment industry. The gathering engages regulators and highlight tools and funding sources to advance land reuse.

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<u>Initiative</u>	<u>Summary</u>
Site Mitigation & Restoration Program - Brownfields Website Updates & Transition	Ongoing updates to Site Mitigation & Restoration Program - Brownfield website.
Brownfield Funding Webinar & Funding/Voluntary Agreement Marketing	Annual state and federal brownfields funding webinar, and coordinating information sharing meetings with local governments and government associations, consultants, and various brownfield stakeholders.
DTSC 128(a) Land Revitalization and Redevelopment Collaborative	A structured forum for the Department of Toxic Substance Control (DTSC) to share information on funding sources and incentives, share program updates, and address barriers to redevelopment. The outcome of the Collaborative is to foster strong partnerships to address environmental issues, promote sustainable redevelopment, enhance economic development, and maximize the efficiency of brownfields investigation and cleanup efforts.
GSB SharePoint	Develop architecture of updated GSB SharePoint site and populate site with appropriate materials to be used as a Branch and DTSC (DTSC) resource.
California Toxicity Value Regulation (HERO)	Provide updates to Human Health Risk Assessment Note 3 Soil, Drinking Water and Air DTSC Risk-Based Screening concentrations and support tables.
Land Use Covenant (LUC) Monitoring	Craft a proposal to enhance monitor at sites with land use covenants which DTSC uploads into the USA North GIS system. At this time, the project needs are anticipated to include a Unit that exists only to respond to notices of excavation received from USA North.
California Toxicity Value Regulation (HERO)	Provide updates to Human Health Risk Assessment Note 3 Soil, Drinking Water and Air DTSC Risk-Based Screening concentrations and support tables.

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<u>Initiative</u>	<u>Summary</u>
Land Use Covenant (LUC) Monitoring	Craft a proposal to enhance monitor at sites with land use covenants which DTSC uploads into the USA North GIS system. At this time, the project needs are anticipated to include a Unit that exists only to respond to notices of excavation received from USA North.
Corrective Action Process Review	Review of the corrective action process/program. The review will include basic funding information and identify impediments to widespread implementation of the RCRA First model.
SRA Desk Manual	Develop a desk manual for the Site Remediation Account management process. Include Budgeting, Cost Estimates, Cost Estimate Report Preparation, Project Fact Sheets and Scoring, Expenditure Plan, and Budget tracking in FI\$Cal.
EnviroStor Enhancement - Remedy Data Collection	Enhancement to EnviroStor to collect specific data during Remedy Selection on Risk, chemicals of concerns, Cleanup Goals, and technology. Then carrying the data through implementation, Operation & Maintenance and Certification.



## Appendix C: Glossary

Terms	Definitions
<a href="#"><u>Agile Project Management</u></a>	Incremental project planning and delivery methodology that prioritizes tasks using available resources.
<a href="#"><u>Best Management Practices</u></a>	A practice, or combination of practices, that is effective and practicable in performing work or completing an activity.
<a href="#"><u>Branding</u></a>	A description of a program's mission, work, culture, impact on communities and businesses, professional benefits, and other attributes in a compelling way to people with the skills to be effective members of a program's team.
<a href="#"><u>Career Ladder</u></a>	The succession of job classifications in which employees may normally gain experience to advance from positions in low-paying occupations into technical, professional, or administrative positions.
<a href="#"><u>Career Training Ladder</u></a>	Training that is designed to assist in the development of career potential and is intended to help provide an opportunity for self-development while assisting in the achievement of a program's mission.
<a href="#"><u>Continuous Improvement</u></a>	Ongoing effort to improve the effectiveness and efficiency of a processes used to deliver services and outputs.
<a href="#"><u>Core Competencies</u></a>	The knowledge, skills, and behaviors needed for individuals to succeed on the job.
<a href="#"><u>Corrective Action</u></a>	A requirement under the Resource Conservation and Recovery Act (RCRA) that facilities that treat, store, or dispose of hazardous wastes investigate and clean up hazardous releases into soil, ground water, surface water and air.

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Terms	Definitions
<a href="#">Corrective Measures</a>	The alternative or alternatives for removal, containment, treatment, and/or other remediation of the contamination based on the media clean up objective established for corrective action.
<a href="#">Corrective Measures Implementation Work plan</a>	An outline of the design, construction, operation, maintenance, and monitoring of all actions taken to implement Corrective Measures.
<a href="#">Cross-Regional Work Group</a>	A work group comprised of individuals from every Department of Toxic Substances Control regional office where Program staff work.
<a href="#">Cultural Competence</a>	Elements that contribute to a government department's ability to become more culturally competent are value diversity, cultural self-assessment, consciousness of the dynamics of cultural interaction, institutionalization of cultural knowledge, and development of adaptations to diversity.
<a href="#">Diversity</a>	Diversity means the active promotion of differences.
<a href="#">Enforcement First</a>	A policy of using enforcement authorities to ensure Potential Responsible Parties conduct removal or remedial actions whenever possible, as well as pursuing other enforcement opportunities throughout the cleanup process.
<a href="#">Environmental Justice Communities</a>	Communities that contain multiple sources of pollution and are disproportionately vulnerable to the effects of pollution.
<a href="#">Equity</a>	Equity means to promote justice and fairness, and challenging systems and processes that promote injustice.

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Terms	Definitions
<a href="#">Federal Facility Agreements</a>	Federal facilities owned or operated by a department, agency or instrumentality of the United States on the National Priorities List are required to enter into a Federal Facility Agreement with U.S. Environmental Protection Agency and state governments, where applicable, that governs the investigation and cleanup of the facility.
<a href="#">Goal</a>	A desired outcome that helps to achieve a mission.
<a href="#">Government Performance and Results Act</a>	A federal law designed to improve government performance management by requiring agencies to engage in performance management tasks such as setting goals, measuring results, and reporting their progress.
<a href="#">Implicit Bias</a>	Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.
<a href="#">Inclusion</a>	Inclusion means fostering inclusiveness among DTSC employees and the people and communities we serve.
<a href="#">Individual Development Plan</a>	A document that establishes personal objectives and develops a plan for achieving professional growth, career mobility and future career changes.
<a href="#">Key Performance Indicators</a>	A quantifiable measure used to evaluate the success of an organization, employee, etc. in meeting objectives for performance.
<a href="#">Lean</a>	A method for eliminating wasteful practices and improving efficiency within a process.
<a href="#">Lean Processes Improvements</a>	A methodology for standardizing and simplifying processes to remove waste and unnecessary steps to provide faster services or goods to specified entities.

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Terms	Definitions
<a href="#">Metrics</a>	A quantifiable measure used to evaluate whether an organization is making progress in achieving its objectives.
<a href="#">Mission</a>	A statement that defines an organization's purpose and motivation for performing its work.
<a href="#">National Priorities List</a>	The list of sites of national priority among the known releases or threatened releases of hazardous substances, pollutants, or contaminants throughout the United States and its territories.
<a href="#">Objectives</a>	A measurable or tangible result that takes three to five years.
<a href="#">Operational Plan</a>	Directs organizational priorities and decisions over the fiscal year in alignment with the organization's strategic plan, budget, legal authorities, etc.
<a href="#">Outcomes</a>	The results of a program's outputs and services.
<a href="#">Outputs</a>	Products and services delivered by a program.
<a href="#">Performance and Accountability Commitment</a>	A staff or organizational commitment to produce a specific number of outputs or achieve a state outcome.
<a href="#">Performance and Accountability Measure</a>	Quantitative assessment of the implementation and outcomes by individual staff or organizations.
<a href="#">Project Management and Performance Enhancement Team</a>	A team led by a Branch Chief, comprised of Program staff from every regional office, and tasked with implementing initial actions under the Strategic Plan and Program Enhancement Work Plan.
<a href="#">Proof of Concept</a>	Evidence that demonstrates a design concept is feasible.
<a href="#">Protectiveness Determination</a>	A determination to determine whether the remedy at a site remains protective of human health and the environment.

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Terms	Definitions
<a href="#">Racial Equity</a>	<p>Race can no longer be used to predict life outcomes and outcomes for all groups are improved.</p> <p>By contrast, racial inequity exists when Race can be used to predict life outcomes, e.g., adverse health outcomes, disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.</p>
<a href="#">RCRA FIRST</a>	<p>U.S. Environmental Protection Agency designed the RCRA FIRST approach to improve the efficiency of RCRA facility investigations and remedy selection at RCRA Corrective Action Facilities.</p>
<a href="#">Remedial Action</a>	<p>An action taken to protect public health or the environment by addressing contamination through the attainment of specific cleanup levels or performance goals.</p>
<a href="#">Removal Action</a>	<p>An emergency, time-critical, or non-time-critical action taken to address threats to public health or the environment from contamination.</p>
<a href="#">Resource Conservation and Recovery Act</a>	<p>A federal law providing the U.S. Environmental Protection Agency, and states delegated by the U.S. Environmental Protection Agency, the authority to control hazardous waste from the "cradle-to-grave," including the investigation, cleanup, and disposal of hazardous waste.</p>
<a href="#">Software Dashboard</a>	<p>Software that aggregates project data (i.e., budget, hours, projected outputs, work completed, in progress and needed) and graphically displays such data.</p>
<a href="#">Statement of Basis</a>	<p>A document or documents that describe the process under RCRA to select measures to contain or clean up hazardous waste from a hazardous waste management facility.</p>

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Terms	Definitions
<a href="#">Strategic Human Capital Plan</a>	A planning document that aligns a program's human capital strategies (i.e., the hiring, retention, training, knowledge transfer, skills development...) with the program's mission, goals, and projected outputs and outcomes.
<a href="#">Strategic Plan</a>	A written document that describes how an organization will make decisions and allocate resources to achieve the organization's missions and goals.
<a href="#">Succession Planning</a>	Proactively identifying and developing current employees with the potential to fill key leadership positions and identifying transferring needed information to such employees.
<a href="#">Superfund</a>	The federal program responsible for cleaning up some of the nation's most contaminated land and responding to environmental emergencies.
<a href="#">Supplemental Environmental Projects</a>	Environmentally beneficial projects that a Defendant agrees to voluntarily undertake in a settlement that the Defendant is not otherwise legally required to perform.
<a href="#">Tactics</a>	One-time efforts that lead to accomplishing objectives.
<a href="#">Task-level budgeting</a>	Building a budget based on the amount of resources needed to accomplish specific types and number of tasks.
<a href="#">Technical Services Branches</a>	Geological Services Branch, Human and Ecological Risk Office, and Engineering and Special Projects Office.
<a href="#">Upward Mobility Program</a>	A program to plan the development and advancement of employees from positions in low-paying occupations to entry technical, professional, and administrative positions.

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<b>Terms</b>	<b>Definitions</b>
<a href="#">Value Engineering</a>	A method to analyze the function and costs of the materials and services to maximize their value when used to construct and maintain a remedy.
<a href="#">Workflows</a>	A sequence of related steps or processes that are necessary to complete a task.
<a href="#">Workflow board</a>	A visual tool for managing projects that graphically display the sequence of a processes from beginning to completion and that visually track progress over time.