



Department of Toxic Substances Control

2011-2016 Strategic Plan



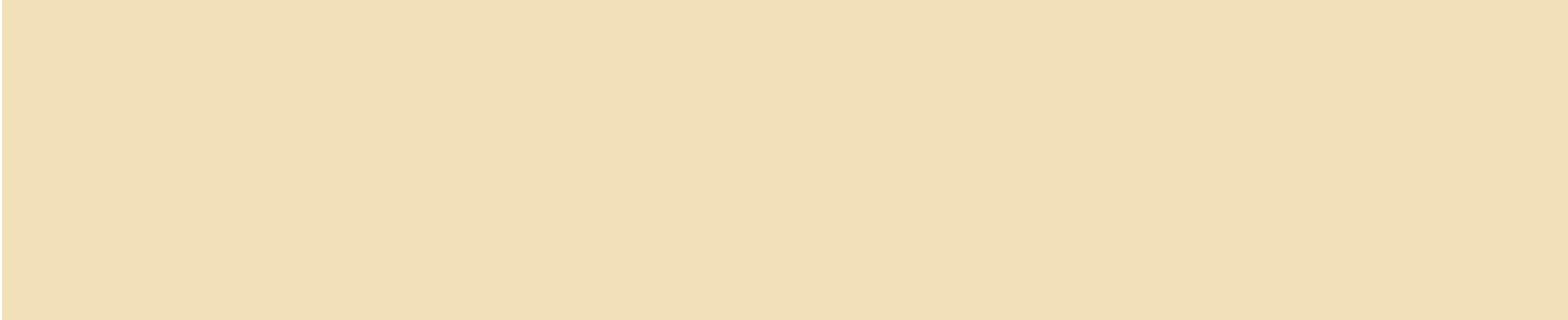


Table of Contents

Letter from Director	4
Acknowledgements	5
Summary	6
Goals	7
DTSC Overview	8
Strategic Planning Process	9
Mission, Vision, Guiding Principles	14
DTSC Values.	15
Goals, Objectives, Strategies	16
Next Steps	19

A Message From the Director of The Department of Toxic Substances Control



As the new Director for the Department of Toxic Substances Control (DTSC), I am impressed with the level of effort DTSC invests in its Strategic Planning and Performance Management processes. Throughout my tenure within public agencies I have found the strategic planning process to be invaluable, providing an organized method to translate an organization's overall purpose into real, substantive actions. It also provides a powerful platform for collaboration, an opportunity for all parts of the organization to brainstorm ideas, and come to a common understanding of direction and mission.

During this time of cutbacks and hiring freezes it is critical that the organization evaluates its strengths and identify key opportunities for improved performance and focus. Clearly, we must carry out our responsibilities in a manner that instills confidence in those we work with, the people we serve and our colleagues within Government. I have every confidence that DTSC, as an organization, will continue to improve the way we accomplish the work outlined in the strategic plan. I am also confident that when this strategic plan is combined with the critical work described in our operational plans we will earn the respect of our stakeholders and protect the public health and environment of California.

The plan that follows defines our goals and the array of objectives and strategies that will enable us to meet them. I want to commend everyone in DTSC who contributed to the drafting of this document. This process involved all levels and all geographic locations of DTSC; it truly was a team effort. I am consistently impressed with the quality and dedication of the staff at DTSC and your spirit of genuine inquiry.

I am proud to lead DTSC in achieving its mission. As part of the DTSC family, you should all be proud as well.

A handwritten signature in black ink that reads "Deborah Raphael". The signature is written in a cursive, flowing style.

Deborah Raphael
Director

Acknowledgements

While the DTSC Executive Team is ultimately responsible for the strategic plan, there are many individuals on staff who contributed to its development and continue to actively support the process.

The Strategic Planning Leadership Team was established in January 2011, and its members immediately took on the tasks associated with the annual plan revision and updating efforts. This was done in addition to their regular work and all performed admirably. The team is comprised of:

Donn Diebert , Team Leader	Office of Legislative and Regulatory Policy
Adrienne Howze	Administrative Services/Financial Planning
Dylan Clark	Enforcement and Emergency Response
Karl Palmer	Pollution Prevention
Manpreet Kaur	Administrative Services/Human Resources
Maria Aliferis-Gjerde	Office of Legislative and Regulatory Policy
Steve Lavinger	Cleanup – Brownfields and Environmental Restoration
Susan Houghton	External Affairs

Rick Brausch, Deputy Director of Legislative and Regulatory Policy provided support and advice as the Team Sponsor.

David Hilario provided editorial assistance and David Grealish performed graphic design.

The work of generating objectives and strategies was accomplished through the committed efforts of staff workgroups formed for the goals. Workgroup members, led by the Strategic Planning Leadership Team, finalized the draft objectives and strategies for concurrence by the DTSC Executive Team.

Workgroup members were:

Goal II-1: Bruce LaBelle, Carmelita Lampino, Christie Bautista, Corey Yep, David Rist, Keh-Chuh Ting, Mohinder Sandhu, Maria Durand, and Patrice Bowen. *Workgroup Leaders:* Karl Palmer and Dylan Clark

Goal II-2: Barbara Cook, Bruce LaBelle, Charlotte Fadipe, Donn Diebert, Keh-Chuh Ting, Michael Pfister, Patrice Bowen, Paul Kewin, Richard Hubbell, Sue Laney, and Thomas Cota. *Workgroup Leaders:* Manpreet Kaur and Steve Lavinger

Goal II-3: Aaron Robertson, Alfredo Rios, Alfredo Zanoia, Antonia Becker, Barbara Cook, Bruce LaBelle, Charlie Ridenour, Cheryl Artega, Corey Yep, Jose Lara, Jules Stein, Karen Matthews, Keh-Chuh Ting, Maria Soria, Paul Kewin, Ray Leclerc, Ryan Atencio, Sara Benson, Shannon Similai, Sue Laney, and Trina Gonzalez. *Workgroup Leaders:* Maria Aliferis-Gjerde and Susan Houghton

Summary

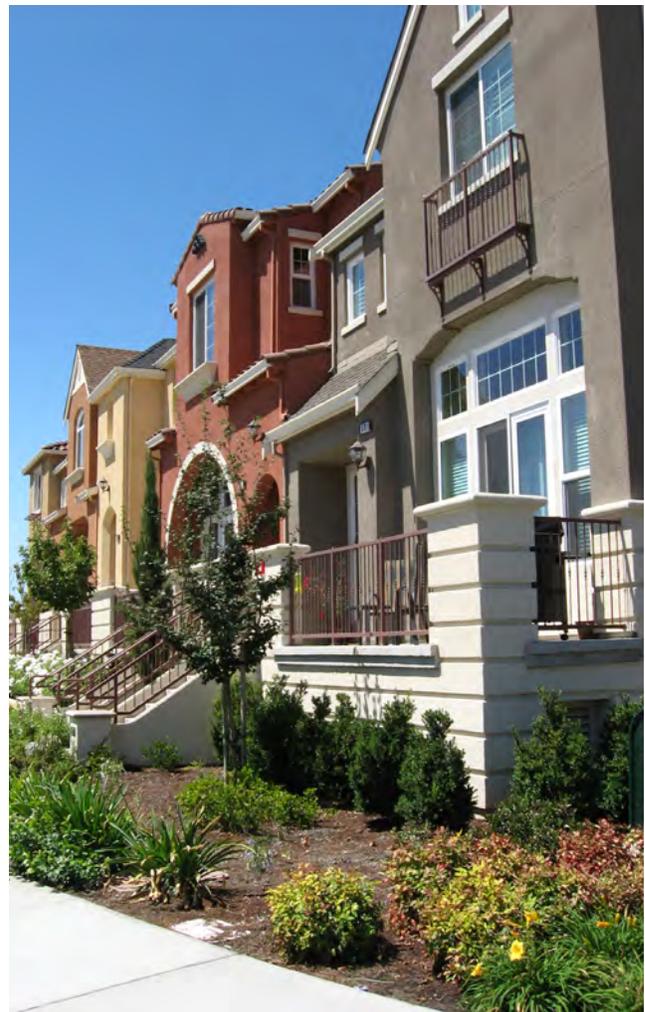
DTSC is the organization within the California Environmental Protection Agency that is responsible for protecting California against threats to public health and the environment through hazardous waste regulation, contamination cleanup, and pollution prevention. DTSC is also a leader in identifying potential new pollutants, and works with businesses to reduce their hazardous waste and toxic materials use through process changes, product changes or handling changes.

The Strategic Plan is based on feedback received through an Environmental Scan that looked at the economic, social, and technological trends and activities and how they affect DTSC's ongoing activities. We also base the plan on a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis and stakeholder feedback.

The Strategic Plan focuses our attention on a few key factors that affect the Department. These include the need to reduce hazardous chemicals in products,

partner with green industry to foster safer technologies, the desire to improve DTSC's process to become more simplified and efficient, and a focus on communities disproportionately affected by toxic harms.

The DTSC Strategic Planning Process and the Performance Measurement System are essential components of the Performance Management Initiative and are crucial to driving work processes linked to measuring performance.



Agnews brownfield
redevelopment
project in Santa Clara

Our Goals

Goal 11-1:

Protect California from toxic harm to improve the quality of life for communities, businesses, and consumers and preserve the environment.

Goal 11-2:

Restore land and water to protect human health and the environment, and to facilitate efficient reuse and redevelopment.

Goal 11-3:

Strengthen our effectiveness, efficiencies, and capabilities to better serve stakeholders.



DTSC Overview

As part of the California Environmental Protection Agency, DTSC was established to protect California against threats to public health and degradation of its environment by regulating hazardous waste; cleaning up existing contamination; and preventing pollution by working with businesses to reduce their hazardous waste and toxic materials use. DTSC is also a leader in identifying potential new pollutants that may harm the public or the environment.

DTSC is a major contributor to the well-being of environmental, social and economic systems of the state. In 2009, DTSC was authorized to lead the governmental role for the Green Chemistry Initiative and pursue that role by encouraging environmentally friendly design, manufacturing, packaging, and distribution of products. While the initiative is still in its infancy, DTSC has sponsored Green Chemistry seminars, continues to conduct scientific research with and through academic and industry partnerships, and is working closely with partner state agencies like the Office of Environmental Health Hazard Assessment (OEHHA).



Emergency Response in action after the San Bruno gasline fire

In 2007, DTSC began its Environmental Justice (EJ) Enforcement Initiative by bringing together governmental entities and communities disproportionately affected by toxic harm close to industrial sites; transportation corridors; and toxic materials use, handling, treatment and disposal areas. Through the Initiative, DTSC staff taps into community intelligence regarding environmental problems; collaborates with other government officials to research and investigate cases, and reports back to community members. DTSC leadership balances the impact of any site mitigation within EJ communities because it may have an effect on the economic well-being and health of that community. The goal is to restore the environment of communities without creating major repercussions on the local economy which may rely on the very industry which could potentially cause harm to public health and the environment.

California has vast amounts of land that is unproductive as a result of contamination from toxic materials and chemicals. DTSC's efforts return these properties, known as brownfields, to productive use. Examples of some of the 100,000 brownfields throughout the state include Treasure Island, a 400-acre property in the San Francisco Bay, and one of several U.S. Navy facilities being cleaned up throughout California. The Navy, which operated at the island from 1942 to 1997, is working with DTSC to clean up radioactive waste and perchloroethylene in groundwater in preparation for a \$6 billion redevelopment project. The City of San Francisco plans 8,000 homes, a green business district, farms, and open space at Treasure Island. The Navy plans to complete its cleanup by 2016.

The City of Emeryville provides a citywide example of DTSC's role in brownfields cleanups and economic development. In the 1980s, the city realized that its



Orvieto apartment project rises from a former brownfield

ambitious redevelopment goals faced formidable obstacles. More than half of the city's 285 acres of commercial and industrial property were contaminated. Since then, city government and business leaders have worked with DTSC to create an enviable new economy by cleaning up a majority of the properties. These cleanups, beginning in the late 1980s, accelerating in the 1990s and continuing today, provide a statewide and nationwide model for restoring existing communities rather than building new ones on valuable farmland. Most of the formerly contaminated acreage now provides space for new housing, office buildings, shopping districts, and job centers. Every dollar spent cleaning up a brownfields site generates an additional seven dollars of economic activity within five miles of the site. Redevelopment not only makes a site usable; it has a positive spillover effect in the immediate surrounding area.

Statewide, DTSC's brownfields cleanup successes range from manufactured gas plants owned by Pacific Gas & Electric Company and Southern California Edison to

113,000 acres cleared for reuse at dozens of closed military bases. DTSC's recent cleanups paved the way for construction of the 92-unit Orvieto Family Apartments in San Jose, created a safer campus for the Raymond A. Villa Intermediate School in Santa Ana, and helped the San Joaquin Regional Rail Commission build a \$58 million maintenance facility for Altamont Commuter Express trains connecting Stockton to Silicon Valley.

In California, more than 100,000 privately- and publicly-owned facilities generate two million tons of more than 800 types of hazardous wastes a year. DTSC encourages the cleanup of these facilities through several programs that offer economic, liability or efficiency incentives.

DTSC also ensures that all new, existing, and proposed public school sites are environmentally safe for California's children. Additionally, DTSC currently investigates, cleans up or provides technical assistance at more than 160 current or former military installations statewide, addressing such unique challenges as residual unexploded ordnance and explosives, and chemical and biological munitions.

Within DTSC, there are three focused, mission-critical business functions.

RESTORING COMMUNITIES

Thousands of California properties, including former industrial plants, military bases, small and large businesses, and landfills have been identified as having chemical contamination from previous land uses. DTSC is actively investigating or cleaning up more than 1,000 sites where releases of hazardous materials to the air (soil gas or direct volatilization to atmosphere), soil, groundwater, and surface water have been documented. Prompt action is

needed at some of these sites to prevent migration of contaminants that can cause human health or environmental impacts. Many of these sites are of high concern because they are near EJ communities or schools.

Cleanup of brownfields sites is a top priority of DTSC. Brownfields restoration benefits communities by making land available for housing, open space, and commercial properties that generate jobs and tax revenues. Cleanups also protect the environment by taking development pressures off undeveloped and open land. Timely investigations and cleanup of brownfields promote economic development and reinvestment in California through post-cleanup development and sustainable reuse.

All proposed school sites that will receive state funding for acquisition or construction are required to go through a rigorous environmental review and cleanup process under DTSC's oversight. This ensures that these properties have been cleaned to a level that protects students and staff who will work and play at the new school.

SAFEGUARDING COMMUNITIES

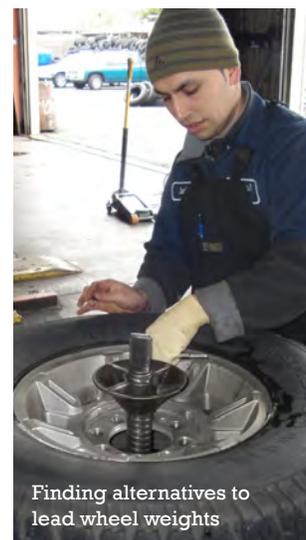
Since 1991, DTSC has been the sole California state agency authorized to implement the Resource Conservation and Recovery Act (RCRA). DTSC has also implemented the Hazardous Waste Control Law (HWCL) within Division 20, 6.5 of the Health and Safety Code. This is the exclusive set of hazardous waste handling requirements in California. DTSC ensures compliance with these statutes by issuing permits, inspecting facilities, and registering hazardous waste transporters. DTSC's primary goal for these facilities is safe management that prevents harm to the public and environment from accidental release of a hazardous waste or material. Enforcement work primarily

involves inspections, monitoring, compliance assistance, training, and investigative activities and quick responses to emergency toxic material situations statewide. DTSC's enforcement staff is among the first on-the-scene personnel to help emergency responders with information on the location of facilities in the area and any hazardous materials at those facilities. Enforcement staff builds relationships at every level of government and with communities to ensure transparency and trust.

PROTECTING FUTURE GENERATIONS

DTSC conducts research and promotes pollution prevention through scientific and engineering innovation, knowledge transfer, and technology diffusion. It is also responsible for the evaluation and demonstration of innovative environmental technologies. The main goal of pollution prevention is to help California businesses reduce their pollution and become better stewards of the environment by instituting business practices that DTSC studies and makes available to them. DTSC

aims to promote and support informed regulatory decision-making, encourage independent research on pollution prevention methods including Green Chemistry approaches, promote the development and adoption of new environmental technologies, and foster continued voluntary source reduction efforts and "cradle to cradle" designs by industry.



Finding alternatives to lead wheel weights

The Strategic Planning Process at DTSC

In 2007, the DTSC Executive Leadership Team adopted a new process for strategic plan development and deployment as part of its Performance Management system. It was designed to produce a dynamic document that guides the department and is responsive to the constant changes in the environment in which DTSC operates. In early 2010, the Strategic Planning Leadership Team was established to lead the process. In 2011, a Strategic Planning Leadership Team made up of cross-programmatic, multi-disciplinary staff from core and shared services programs continued the process for the 2011-2016 Strategic Plan. With a new director on board, the Strategic Plan update was adjusted to incorporate new initiatives.

The DTSC strategic planning process involves:

- By April of each year, the Executive Policy Team meets to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Input into the analysis



Inspection of facility

is provided through SWOT Analyses by Department Branch Chiefs and Supervisors. Using the Third Quarter Status Report for the current plan, the Executive Team reviews the goals and objectives and determines which need to be carried over into the revised plan. An Environmental Scan is completed to understand external forces: what are the political environment (Federal and State), and economic, social, and technological trends and activities. New goals and objectives are developed using the SWOT and the environmental scan that were completed prior to the meeting. The SWOT analysis and the environmental scan provides DTSC with an opportunity to evaluate its existing objectives in light of new developments and, often times from those discussions, new strategic objectives surface. Once the revised and new goals and objectives receive concurrence by the leadership, they are assigned to workgroups which include staff and Executive Policy Team members led by members of the Strategic Planning Leadership Team.

- The draft objectives and strategies are reviewed by the appropriate program Deputy Director (Deputy) and Assistant Deputy Director (ADD), and Branch Chiefs will have the strategies assigned as part of their annual Performance Agreements. Due dates are identified for the strategies, which will also help determine due dates for the objectives, as well as any new resources needed to complete the strategies.
- In early June, final draft goals and objectives are presented to Executive Leadership for review and concurrence. For this update, the goals and objectives were presented in October.
- The final approved goals and objectives, which become department policy, are posted on the DTSC intranet



Environmental Chemistry Lab

and public website prior to the beginning of the new fiscal year on July 1. As policy, goals and objectives cannot be changed without the approval of the Executive Leadership, the Chief Deputy Director, and the Director. However, program Deputies or ADDs have the ability to make revisions to the strategies unless those changes affect the accomplishment of the objective, in which case the changes must be approved as a policy change.

- Quarterly Status Updates (October, January, April, and July) for each objective are developed and presented to Executives. Proposed changes to due dates, wording, or content of objectives as well as any barriers or

additional resources needed to complete the strategies are considered.

The DTSC strategic plan has a five-year planning time horizon. However, DTSC Executive Leadership recognized that a primary deficiency in the strategic planning process for many state agencies is the production of a static, quickly outdated plan. In order to enable flexibility and the ability to react to new situations and challenges that may not be evident, or even imagined when the plan is developed, Executives adopted a process that has the plan reviewed and revised annually. The revised plan has a new five-year planning horizon, so the process never reaches an end. For example, the 2008-13 Strategic Plan was replaced on July 1, 2009 by the 2009-14 Strategic Plan which was replaced on July 1, 2010 by the 2010-15 Strategic Plan. The intent is to have a consistently current plan that will be positioned to overlap electoral changes in administration and leadership, as well as being responsive to current needs, capabilities, and resources. All goals, objectives, and strategies that have not been achieved or withdrawn by Executive Leadership are carried over from one plan to the next.

Providing clean-up oversight for treated acid mine drainage at Iron Mountain





Mission, Vision, Guiding Principles

Our Mission:

The mission of DTSC is to protect California's people and environment from harmful effects of toxic substances through the restoration of contaminated resources, enforcement, regulation and pollution prevention.

Our Vision:

Californians enjoy a clean and healthy environment, and as a result of our efforts:

- Communities are confident that we protect them from toxic harm
- Businesses are confident that we engage them with consistency and integrity
- Consumers are confident that we stimulate innovation in the development of safer products

Guiding Principles:

Guiding our institutional and policy activities in conjunction with the Values

- Legally Defensible
- Technically Sound
- Practical
- Meaningful & Protective



DTSC Values

LEADERSHIP

- Sincere, honest, and professional leaders at all levels are able to create a clear vision and communicate how to get there.
- Consistency and fairness are demonstrated and dissenting opinions are welcomed without retribution.
- Transparency is maintained by clearly defined processes.
- Integrity is modeled and expected at every level in the organization.
- The public is shown the value of having an effective environmental protection agency in DTSC.

RESPECT

- DTSC staff is recognized as the most important resource that the department has.
- Each individual's contributions and commitment to work excellence and public service is recognized and valued.
- Employee performance is nurtured through impartial management support and opportunities to learn and grow.
- DTSC strives to cultivate an environment that attracts, retains, harnesses, and leverages the values of diversity within our workforce while extending this value to the communities and public we serve.
- Effective communication is a goal at every level and in all actions – internally and externally.
- DTSC balances outreach and education to the regulated community with enforcement.

TEAMWORK

- DTSC staff work together with an understanding of each other's experience, knowledge, roles, and responsibilities under an effective leadership system.
- Cross-training is encouraged to share knowledge and foster understanding of the contribution of each staff member to the organization.
- Risk taking is supported.

INNOVATION

- Decision making and sound judgment are used for the difficult choices required to get DTSC where it must be.
- DTSC plays an important role in defining future issues and developing innovative solutions.
- DTSC staff are empowered to think outside the box and challenged to suggest ways of improvement, and are supported through training opportunities and networking events with the public, stakeholders, and other agencies.

COMMITMENT

- Protecting public health and the environment is the number-one priority of DTSC.
- DTSC works to ensure environmental justice at all levels.
- DTSC applies the best engineering, geology, and science principles to each unique set of circumstances at each site while ensuring statewide consistency in application of scientific principles.
- Excellence is consistently demonstrated through high-quality work with a commitment to the highest standards.

DTSC 2011-2016 Strategic Plan

Goal 11-1: Protect California from toxic harm to improve the quality of life for communities, businesses, and consumers and preserve the environment.

- Objective 11-1.1: By September 2012, collaborate with California business, industry and academic institutions to promote pollution prevention and green chemistry education, training, research, and development.
 - *Strategy 11-1.1.1: By June 2012, develop environmentally preferable purchasing (EPP) program activities for inclusion in the procurement of products and services by the Department of General Services (DGS).*
 - *Strategy 11-1.1.2: By September 2012, initiate a Pollution Prevention and Green Chemistry Internship Program in collaboration with university partners and industrial manufacturers.*

- Objective 11-1.2: By December 2014, provide information on the safety of consumer products and the chemicals that they contain.
 - *Strategy 11-1.2.1: By June 2013, complete the implementation of presenting data from authoritative sources in the online Toxics Information Clearinghouse to increase the publicly available knowledge about hazard traits, toxicological and environmental endpoints, and other relevant data for chemical substances.*
 - *Strategy 11-1.2.2: By December 2014, expand and improve the functionality of the online Toxics Information Clearinghouse and add new data sources.*

- Objective 11-1.3: By Spring 2013, accelerate the quest for safer products.
 - *Strategy 11-1.3.1: By Fall 2012, adopt regulations that create a systematic, science-based process to evaluate chemicals of concern in consumer products.*
 - *Strategy 11-1.3.2: By Spring 2013, implement the regulations.*

- Objective 11-1.4: By July 2016, identify and address information and data gaps on emerging chemical issues to inform DTSC decision-making.
 - *Strategy 11-1.4.1: By July 2016, identify, measure and form internal and external collaborations to address chemicals of emerging interest.*

- Objective 11-1.5: By January 2014, target pollution prevention, enforcement, and cleanup actions based on public health and environmental harm impacts to communities.
 - Strategy 11-1.5.1: *By June 2012, DTSC programs will evaluate the OEHHA Cumulative Impacts (CI) guidance document for its usefulness and potential application within core programs and determine if the tool can be used as is or if DTSC needs to add parameters for clarification.*
 - Strategy 11-1.5.2: *By September 2012, redraft, finalize and implement a Community Environmental Justice Action Plan.*
 - Strategy 11-1.5.3: *By January 2013, identify a collaborative team of various disciplines from each DTSC program, led by the Enforcement Environmental Justice Coordinator, to carry out pilot projects and initiatives derived from the EJ Action Plan.*
 - Strategy 11-1.5.4: *By August 2013, rank and prioritize violations and responses that address the highest ranking sources of illegal or regulated activities.*
 - Strategy 11-1.5.5: *By September 2013, establish and maintain shared goals and objectives with U.S. EPA and Cal/EPA related to EJ communities and stakeholders.*
 - Strategy 11-1.5.6: *By January 2014, form a new EERP team to develop and apply methods to identify and rank illegal hazardous waste activities causing the greatest potential toxic harm to the public and the environment, and use these methods to annually identify and prioritize inspection and enforcement activities. Selection of activities shall primarily be based on pursuing highest ranked sources of illegal activities, within other program constraints.*

Goal 11-2: Restore land and water to protect human health and the environment, and to facilitate efficient reuse and redevelopment.

- Objective 11-2.1: By December 2014, increase the number of Cleanups to reduce or eliminate threat to public health and environment.
 - Strategy 11-2.1.1: *By December 2013, leverage through new and existing partnerships solutions to eliminate impediments to cleanups.*
 - Strategy 11-2.1.2: *By December 2014, fulfill Governor's direction to streamline and simplify the cleanup process.*

Goal 11-3: Strengthen our effectiveness, efficiencies, and capabilities to better serve stakeholders.

- Objective 11-3.1: By July 2015, extend DTSC capacity through partnerships with other stakeholders and through their information resources to further the implementation of DTSC's mission.
 - *Strategy 11-3.1.1: By July 2014, collaborate with external stakeholders (including other state and federal agencies, CUPAs, DAs, industry, and environmental community groups) to understand their investigative tools, technologies, resources, and data needs that can be used to streamline and increase effectiveness and efficiency of DTSC program activities.*
 - *Strategy 11-3.1.2: By July 2014, re-establish systematic coordination with CUPAs, local DAs, industry and environmental community groups to identify and resolve policy issues and hazardous waste generator program and tiered permitting program implementation issues.*
 - *Strategy 11-3.1.3: By July 2015, the EERP enhancement team will be established to develop training tools and mechanisms for training EERP staff on the use and implementation of the tools identified through the collaborative efforts.*

- Objective 11-3.2: By July 2014, secure laboratory capacity and capabilities to provide defensible scientific data on chemicals of current and emerging concern.
 - *Strategy 11-3.2.1: By December 2013, obtain the advanced instruments, and replace outdated equipment, to achieve and maintain the capability to measure chemicals of interest.*
 - *Strategy 11-3.2.2: By July 2014, provide adequate staffing with the specialized knowledge, skills, and abilities to develop methods and operate advanced instruments.*
 - *Strategy 11-3.2.3: By July 2014, provide specialized laboratory facilities for safe and effective laboratory operations and data quality.*

- Objective 11-3.3: By July 2013, integrate collaboration with California tribes into DTSC processes.
 - *Strategy 11-3.3.1: By July 2013, finalize and implement a Communications Protocol to involve Tribal Governments in DTSC programs and, policy, rulemaking, and guidance development, collaborating with Tribal Governmental representatives, the Governor's Tribal Advisor, and the Cal/EPA Tribal Representative.*

The Next Steps

We must make tangible progress toward the achievement of our vision or that vision is just words that lead nowhere. To do this, we must focus. We must prioritize. We must be accountable. How do we go from enthusiastic words to measurable action? There are four critical steps:

- Operational Plans with specific action-oriented goals, discrete and focused work activities and a balanced set of performance measures for each program
- Resource Allocation that is tied directly to the DTSC budget, aligning priorities with how we spend public dollars
- Monitor Key Indicators to hold ourselves accountable in reporting on progress in achieving the Strategic Commitments
- Periodic Review of the Strategic Plan to insure that it continues to focus DTSC on the issues of most importance to our stakeholders.



Observations during an Environmental Justice tour



Marina Bay brownfield project in San Francisco

Monitoring and dust control during a removal action at the Santa Susana Field Lab





California Environmental
Protection Agency



Department of Toxic
Substances Control