

Fixing the Foundation: Restoring Public Trust in DTSC



Department of Toxic
Substances Control

In early 2012, DTSC launched the "Fixing the Foundation" initiative to address issues that threatened DTSC's ability to achieve its mission and to ensure accountability. The following Work Plans cover the period from April 2013 to April 2014. Black indicates completed action items; grey indicates ongoing work. [Click here](#) for a summary report on actions taken from April 2013 to April 2014. Work Plans for the next six and 12 months will be posted in August 2014. The process for rebuilding DTSC will continue to be transparent.

| WHAT WILL WE DO? | Phase 1 | Phase 2 | Phase 3 |
|---|---------|---------|---------|
| (1) Staff Engagement | | | |
| (1.a) Implement sustainable solutions that promote accountability and encourage frank and open internal discussion at DTSC. | ● | ● | |
| (2) Cost Recovery | | | |
| (2.a) Develop a set of comprehensive procedures to maximize DTSC's recovery of past, present and future cleanup costs. | ● | ● | ● |
| (2.b) Evaluate unbilled and uncollected costs, and pursue collection of cleanup costs to the maximum extent possible. | ● | ● | ● |
| (2.c) Replace DTSC's current cost recovery billing system with the more effective state Financial Information System. | ● | ● | ● |
| (2.d) Incorporate tracking codes and closeout processes into DTSC's EnviroStor data system in order to improve the site cleanup cost recovery system. | ● | ● | ● |
| (2.e) Develop a Cost Recovery page in EnviroStor to enable Program, Legal, collections and Cost Recovery unit staff to track cost-recovery information related to specific sites. | ● | ● | ● |

Fixing the Foundation: Restoring Public Trust in DTSC



Department of Toxic
Substances Control

In early 2012, DTSC launched the "Fixing the Foundation" initiative to address issues that threatened DTSC's ability to achieve its mission and to ensure accountability. The following Work Plans cover the period from April 2013 to April 2014. Black indicates completed action items; grey indicates ongoing work. [Click here](#) for a summary report on actions taken from April 2013 to April 2014. Work Plans for the next six and 12 months will be posted in August 2014. The process for rebuilding DTSC will continue to be transparent.

| WHAT WILL WE DO? | Phase 1 | Phase 2 | Phase 3 |
|--|---------|---------|---------|
| (3) Site Cleanup | | | |
| (3.a) Seek adequate funding to cover federal Superfund match and state "orphan" site cleanup efforts where no viable responsible party can be identified. | ● | ● | ● |
| (3.b) Ensure that public money will not be used to pay for long-term cleanup projects where the responsible party files for bankruptcy or refuses to fund work, by improving the Financial Assurance system within the Site Cleanup program. | ● | ● | ● |
| (3.c) Ensure that long term monitoring and tracking of cleanup and corrective action projects effectively protects the public and the environment. | ● | ● | ● |
| (3.d) Take quick and effective enforcement actions when responsible parties underperform during cleanup projects. | ● | ● | ● |
| (4) Permitting/Enforcement | | | |
| (4.a) Improve the efficiency and consistency in enforcing state hazardous waste laws and make the enforcement program's information and processes more accessible to the public. | ● | ● | ● |
| (4.b) Improve efforts to ensure hazardous waste permits are protective, timely, legally defensible and enforceable. | ● | ● | ● |
| (4.c) Establish clear guidelines on key decision points within the enforcement process to ensure enforcement actions result in timely settlements with appropriate penalties and corrective actions. | ● | ● | ● |
| (4.d) Improve public confidence in permit decisions. | ● | ● | ● |

Fixing the Foundation: Restoring Public Trust in DTSC



Department of Toxic
Substances Control

In early 2012, DTSC launched the "Fixing the Foundation" initiative to address issues that threatened DTSC's ability to achieve its mission and to ensure accountability. The following Work Plans cover the period from April 2013 to April 2014. Black indicates completed action items; grey indicates ongoing work. [Click here](#) for a summary report on actions taken from April 2013 to April 2014. Work Plans for the next six and 12 months will be posted in August 2014. The process for rebuilding DTSC will continue to be transparent.

| WHAT WILL WE DO? | Phase 1 | Phase 2 | Phase 3 |
|--|---------|---------|---------|
| (4) Permitting/Enforcement (continued) | | | |
| (4.e) Establish clear priorities for the enforcement program. | ● | ● | ● |
| (4.f) Establish clear priorities for the permitting program. | ● | ● | ● |
| (4.g) Ensure that CUPAs properly and effectively implement the hazardous waste program. | N/A | ● | ● |
| (4.h) Ensure groundwater monitoring at local disposal facilities is protective of human health and the environment. | ● | ● | ● |
| (4.i) Maintain a strong Financial Assurance program at all permitted facilities that reflects the actual cost of closure and post-closure work, and update the estimates every five years. | ● | ● | ● |
| (4.j) Fully integrate the new Hazardous Waste Management Program. | ● | ● | ● |
| (4.k) Implement a new information technology system that improves the availability and usability of hazardous waste management data. | ● | ● | ● |
| (4.l) Share all enforcement data with the public through the EnviroStore public web site. | ● | ● | ● |
| (4.m) Emergency Response Planning. (Work Plan being developed.) | | | |
| (4.n) Metal Recycling Initiative. (Work Plan being developed.) | | | |

Fixing the Foundation: Restoring Public Trust in DTSC



Department of Toxic
Substances Control

In early 2012, DTSC launched the "Fixing the Foundation" initiative to address issues that threatened DTSC's ability to achieve its mission and to ensure accountability. The following Work Plans cover the period from April 2013 to April 2014. Black indicates completed action items; grey indicates ongoing work. [Click here](#) for a summary report on actions taken from April 2013 to April 2014. Work Plans for the next six and 12 months will be posted in August 2014. The process for rebuilding DTSC will continue to be transparent.

| WHAT WILL WE DO? | Phase 1 | Phase 2 | Phase 3 |
|--|---------|---------|---------|
| (5) Administrative Services | | | |
| (5.a) Adhere to personnel allocation guidelines, ensuring that DTSC staff members perform duties consistent with their classifications, and that all personnel appointments are consistent with CalHR policies and guidelines. | ● | ● | ● |
| (5.b) Ensure administrative policies and directives are current. | ● | ● | ● |
| (5.c) Provide timely and useful staff performance appraisals. | ● | ● | ● |
| (5.d) Develop an examination plan that meets DTSC's operational needs. | ● | ● | ● |
| (5.e) Create a training plan that provides staff members with the skills they need to succeed in their jobs and careers. | ● | ● | ● |
| (5.f) Ensure Regional Administrative Officers maintain file rooms in a manner consistent with DTSC's records retention schedule, maximizes utilization of space, and are properly secured. | N/A | ● | ● |
| (5.g) Ensure that DTSC managers and staff are trained so that their decisions are free from conflicts of interest or the appearance of conflicts of interest. | ● | ● | N/A |

Fixing the Foundation: Restoring Public Trust in DTSC



Department of Toxic
Substances Control

In early 2012, DTSC launched the "Fixing the Foundation" initiative to address issues that threatened DTSC's ability to achieve its mission and to ensure accountability. The following Work Plans cover the period from April 2013 to April 2014. Black indicates completed action items; grey indicates ongoing work. [Click here](#) for a summary report on actions taken from April 2013 to April 2014. Work Plans for the next six and 12 months will be posted in August 2014. The process for rebuilding DTSC will continue to be transparent.

| WHAT WILL WE DO? | Phase 1 | Phase 2 | Phase 3 |
|--|---------|---------|---------|
| (6) Budget/Financial Sustainability | | | |
| (6.a) Ensure DTSC maintains a balanced budget in its two major special funds. | ● | ● | N/A |
| (6.b) Reform DTSC's hazardous waste fee system, by streamlining them, making them fairer, and aligning them with DTSC's public policy objectives to encourage source reduction, recycling, polluter-pays concepts and in-state management of hazardous waste. (Work Plan being developed.) | | | |
| (7) Environmental Chemistry Lab | | | |
| (7.a) Clarify priorities, develop stable funding, and update quality management system for DTSC's Environmental Chemistry Lab. | ● | ● | ● |
| (7.b) Replace and update laboratory equipment. | ● | ● | N/A |

Fixing the Foundation: Restoring Public Trust in DTSC



Department of Toxic
Substances Control

In early 2012, DTSC launched the "Fixing the Foundation" initiative to address issues that threatened DTSC's ability to achieve its mission and to ensure accountability. The following Work Plans cover the period from April 2013 to April 2014. Black indicates completed action items; grey indicates ongoing work. [Click here](#) for a summary report on actions taken from April 2013 to April 2014. Work Plans for the next six and 12 months will be posted in August 2014. The process for rebuilding DTSC will continue to be transparent.

| WHAT WILL WE DO? | Phase 1 | Phase 2 | Phase 3 |
|--|---------|---------|---------|
| (8) Office of Communications | | | |
| (8.a) Provide the public with clear information, building trust in department decision-making and an understanding of how DTSC's work benefits the public and the environment. | ● | ● | ● |
| (8.b) Make DTSC's web site and social media tools useful and accessible. | ● | ● | ● |
| (9) Safer Consumer Products | | | |
| (9.a) Implement the Safer Consumer Products Regulation, reducing chemicals of concern that could result in adverse public health and environmental impacts. | ● | ● | ● |
| (9.b) Develop a data system that supports the Safer Consumer Products Regulation. | ● | ● | ● |