LEGEND

-- Complete | -- Incomplete | -- Due on or before March 31, 2016 | -- Due April 1- June 30, 2016

Goal	Action	Task	Target Completion	Completed
ACCOUNTABILITY, SUPERVISORY & ORGANIZATIONAL STRUCTURE				
2	1	Review current supervisory structure to evaluate whether there is a clear reporting structure in place to ensure accountability of all staff. Update or modify current structure, including the project manager system, as necessary.	Complete/ Ongoing	4/1/2014
2	2	Permitting Office review all duty statements for Permitting staff. Update or modify duty statements, as necessary, to ensure roles and responsibilities are clearly defined. * Management should communicate any changes or additions to prior duty statements directly to affected staff.	7/15/2014	8/6/2014
2	5	To ensure good project management. EnviroStor is to be used by the Permit Writer, in conjunction with the supervisor, at the beginning of the Permitting process to develop a project-specific management plan that identifies major tasks and sets a timeline for completion for each. As noted in Goal 1, through the development of the revised PROCESS FLOW CHART and its COMPANION DOCUMENT, additional accountability measures should be integrated into the project specific management plan, including: * Sign-off standards for key permitting process steps. * A process for making any alterations in the steps which includes tracking the dates of alteration (to track performance) and documentation of the justification for the change, where applicable. * Establish regular intervals to review the process.	12/31/2014	12/31/2014
2	7	Permitting Office should write expectation memos for all staff. * Permitting Office should also update memos as necessary. * Permitting supervisors should reference expectation memos in annual performance evaluations.	9/30/2014	9/30/2014
2	8	Permitting supervisors should meet regularly (e.g. bi-weekly) with every staff member to discuss project status.	Completed/ Ongoing	
2	9	Permitting senior staff should meet regularly (e.g., bi-weekly) to coordinate on overall program issues and to help ensure consistency.	Completed/ Ongoing	
2	10	Participate in regular meetings with US EPA and report back to permitting staff and management: * National Permit Writer's Conference Call * US EPA Region 9 – DTSC Permit Section Managers meeting * GPRA Meeting.	Completed/ Ongoing	
10	6	Project Renewal Plan: Develop and post project plan for each renewal.	9/30/2014	10/20/2014

LEAN SIX SIGMA PHASES 1 AND 2				
1	3	Create a Permitting Technical Review Project Team that will define steps in the technical review process and define the process inputs and outputs. Utilize appropriate data in EnviroStor and the CPS review to measure the technical review process inputs, set up and validate the data measurements system and determine the baseline for the percent of technical reviews that are currently being completed within 13 months.	3/24/2014	3/24/2014
1	4	Analyze the measured input data to determine which inputs are the sources of variation that have a significant impact on the technical review time.	4/30/2014	4/30/2014
1	5	Identify and implement solutions to reduce the sources of variation, reduce the technical review time, and analyze new data to validate the improvement.	5/30/2014	7/10/2014
1	6	Implement controls to assure that the improved technical review time is maintained. Focus on creating a control plan with a sustaining and continuous improvement strategy.	7/15/2014	7/10/2014
1	7	Segregate permit types into categories based on a discrete characteristic (e.g. industrial classification code of the facility or complexity of technical review). For each category, define and scope the objective, identify the primary metric, identify the suppliers and customers, and define the process inputs and outputs. * Evaluate the impact of an applicant submitting a part B application more than 180 days prior to expiration of permit. * Evaluate the impact of all applicants submitting permit applications using mandatory standard Part B Permit Application format with defined minimum quality and content requirements. Evaluate the impact of applicants in each defined category submitting applications using mandatory standard Part B Permit Applications customized to the specific facility category.	9/15/2014	10/23/2014
1	8	Measure the administrative and public review process inputs, create and validate the data measurement system and determine the baseline for administrative and public review processing times for each permit category.	10/15/2014	10/24/2014
1	9	Compare average proposed time period with CPS report hypotheses from an appropriate period of time.	10/30/2014	12/26/2014
1	10	If initial target time limits cannot be reasonably achieved, identify the appropriate targets for each permit category.	11/15/2014	12/26/2014
NOD PROCESS IMPROVEMENT/ LSS PHASE 3				
3	4b	Revise Chapters 10 (Preparation of Notice of Deficiency) and 12 (Technical Review after Facility Response to NOD) of the "Permit Writer's Manual for Storage and Treatment Facilities" pertaining to the two phases of the Technical Review process.	6/30/2016	
5	5a	Create a team of people from Permitting, OLA and Enforcement to draft guidance that details how Notices of Deficiency (NODs) fit into the statutory and regulatory requirements to initiate a denial or revocation of a permit. * Define the exact types of documents and deficiencies that trigger a formal NOD.	3/31/2016	3/29/2016
5	5b	Draft guidance that details how Notices of Deficiency (NODs) fit into the statutory and regulatory requirements to initiate a denial or revocation of a permit. * The guidance should identify the specific responsibilities or roles the permit writer, permitting unit chief, branch chief and other relevant parties have in the issuance of NODs and the denial or revocation process.	6/30/2016	

5	6	Revise the Permit Writer's Manual chapters discussing NODs to give more succinct guidance on the process of notifying the facility of deficiencies and the consequences for repeated NODs. * Ensure the Permit Writer's Manual and Companion Document reference the applicable regulations and statutory provisions.	6/30/2016	
PERMIT WRITER'S MANUAL/ COMPANION DOCUMENT/ GUIDANCE				
1	1	Develop a PROCESS FLOW CHART of the current DTSC permitting process. Using the current process develop a revised flow chart so that it is a comprehensive overview of each significant step in the permitting process, including: * Create in EnviroStor a project management timeline signed by permit writer and supervisor. * Reduce and eliminate "grey areas" in process. Include new processes to identify EJ environmental concerns and enhance public engagement. Also include coordination with CEQA and Public Participation much earlier in the permitting process.	6/30/2014	10/20/2014
1	2a	Develop a Process Flow Chart "COMPANION DOCUMENT" that: * Identifies typical obstacles and alternative approaches to help resolve such obstacles at various points in the permitting process. * Reference specific instructions, templates and other documents contained within the Permit Writer's Manual that may be applicable at various points in permitting process:	6/30/2016	
1	2d	Update or develop guidance materials to support the Technical Review process flow. This should include clear and written decision-making criteria associated with each section, and processing check sheets to match the process steps on the Part B flowchart. California statutes and regulations, as well as U.S. EPA materials should be used as a reference, if applicable. Include policies, guidance or decision documents developed to document decisions resolving contentious issues, disputes and lack of certainty in the statutes and regulations.	6/30/2016	
1	2e	Develop a complete standard Part B Permit Application model document with robust guidance and instructions to permit applicants establishing minimum content and quality standards for each section.	6/30/2016	
1	2f	Develop policy or regulation requirement that all permit applications must comply with the model document format and meet the minimum content standards or be rejected.	6/30/2016	
1	2g	Develop guidance that the permit writer should utilize when conducting an initial review of the technical components of the application to determine whether the technical portions of the application are complete before the substantive Technical Review of the application begins. The permit writer must prepare a cover sheet to identify whether the initial application is complete, e.g., prepare a checklist.	6/30/2016 (a) admin checklist converted to Excel tool (b) update admin checklist	
1	2h	Update and utilize Appendix A of the Permit Writer's Manual for Storage and Treatment Facilities (a 177 page Permit Completion Checklist for Part B of a full RCRA permit) for use in the Technical Review process.	6/30/2016	

1	11	Upon director approval, implement revised review process. Integrate recommendations from these (LSS) efforts with updates to the permitting process flow chart (Goal 1 Actions 1 and 14) and intra-departmental coordination (Goal 4 Action 1) and other efforts (Goal 1 Actions 3 through 10 – Lean Six Sigma and related improvements) for director approval and subsequent roll out.	12/31/2015	12/30/2015
1	14	As changes are made to the permitting process resulting from the implementation of actions contained in the Permitting Enhancement Work Plan, the detailed Permitting Process Flow chart should be revised to reflect those enhancements. The revised Flow Chart can then provide the basis for consideration of future enhancements to further improve the permitting process. Conduct a formal review of the permitting process flow to incorporate process enhancements.	10/31/15 (Flow chart review/ revision) 6/30/2016 update	
2	3	Memorialize current Peer Review process to create written guidelines, including: * Description of deliverables that are reviewed. * Roles and responsibilities of Peer Reviewers. * Develop a checklist or form to allow Peer Reviewers to create an Administrative Record (e.g. Track what was reviewed, what standards were applied, etc.) for every peer reviewed Permitting deliverable. * The process should be implemented through an EnviroStor work request procedure.	12/31/2014	12/31/2014
2	4	Prepare a list of documents and other deliverables that require Permitting supervisor sign-off before other programs conduct their reviews. * Coordinate this list with input from each program involved (e.g. OLA, CEQA). * Work requests could be made pending in EnviroStor until the supervisor concurs with the request.	6/30/2015	7/3/2015
2	6	Review the existing checklist for the Administrative and Technical review phases to accomplish the following: * Modify or update to ensure clear and complete identification of each point of the process. * Ensure it includes necessary detail, including clear points in the Administrative and Technical Permitting Process to track the completion of all required phases of review. * Train staff on the updated checklist.	3/31/2015	4/9/2015
3	4a	Revise Chapters 9 (Technical Review) and 11 (Corrective Action) of the "Permit Writer's Manual for Storage and Treatment Facilities" pertaining to the Technical Review process.	6/30/2015	6/30/2015
3	5 a	Amend Chapter 3 titled "Receive Application" of the Permit Writer's Manual to: * Evaluate whether to remove terminology pertaining to a "Notice of Deficiency," since that phrase should only be used when reviewing a permit's technical completeness.	6/30/2015	2/10/2015

3	5 b	Amend Chapter 3 titled "Receive Application" of the Permit Writer's Manual to: * Determine the location of Appendix 3.1 which is an "Administrative Completeness Review Checklist." DTSC records currently show this appendix is not available. * Revise the guidance in both of these documents to clarify the steps that Permitting staff should take when the application is repeatedly incomplete or insufficient. * Improve the guidance by better articulating: o When the Activity Fee becomes due upon submission of a repeatedly insufficient application for a permit or permit modification. o When to inform the applicant about the fee, the amount of the fee and the applicant's right to enter into a reimbursement agreement.	6/30/2015	6/24/2015
3	6	Revise the Permit Writer's Manual for Closure of Storage, Disposal and Treatment Facilities to discuss partial unit, full unit and full facility closures.	3/31/2016	3/30/2016
3	7	Prepare separate Permitting Staff checklists for partial unit, full unit and full facility closures.	3/31/2016	3/30/2016
3	11	Create written guidelines that reflect existing requirements and practices requiring permit writers to conduct early site visits. * The visit should confirm accuracy of site, facility and operational descriptions provided by Part B Application. The visit should help to define the scope of the permit, including items to be regulated under the permit. * This visit should be included in the revised permitting flow chart required in Goal No. 1. • Beta test the early site visit and develop a Champion within the Office of Permitting to serve as the technical lead for questions and guidance on the early site visit	12/31/2014 6/30/2015 (Beta test)	12/31/2014
5	8a	Create a process to update and modify the existing protocols to: • Calculate when financial assurance (for closure, post closure and corrective action) is adequate. DTSC, as beneficiary, can require the facility to pay all applicable costs. This will ensure the protection of human health and the environment. • Ensure that closure, post closure and corrective action requirements are met before financial funds are released.	6/30/2015	6/30/2015
5	8b	Create a process to update and modify the existing protocols to: • Coordinate Disclosure Statement information management and review. Apply the information in "Disclosure Statements," concerning past environmental violations, compliance orders, convictions and judgments, and any enforcement actions to help ensure permit decisions fully protect public health and the environment.	6/30/2015	12/28/2015
5	9	Evaluate whether specialized staffing of financial responsibility unit needs to be expanded.	12/31/2014	12/31/2014
6	1	Require reviewers of draft permits (e.g., peer reviewers, supervisors, OLA, Enforcement) to certify that they have reviewed draft permit for clarity and specificity necessary to draft accurate CEQA project description and enforce permit conditions.	6/30/2015	

6	2	Formally articulate the objectives and purposes of the permitting program based on law and ensure that these objectives are disseminated and understood by the permitting staff.	12/31/2014	12/31/2014
GUIDANCE MANAGEMENT				
1	2b	Develop guidance to identify when reference documents need to be updated (e.g. changes in law or policy, new type of regulated industry or waste, etc.).	6/30/2016	
1	2c	Identify individuals who are responsible for updating, modifying and adding guidance documents.	6/30/2016	
3	1	Create a SharePoint site searchable library that contains all documents pertaining to the Permitting Program including, but not limited to, Permit Writer's manuals (two manuals exist for different types of facilities), Fact Sheets, templates, model documents, policies, procedures, checklists and links to all relevant information. The information must be up to date and organized in a logical and intuitive manner. (See GOAL 1, Actions 12 and 13.)	Completed Ongoing	12/18/2014
3	2	Require Permitting staff to become familiar with the SharePoint site library contents and to regularly refer to and use the approved models, manuals, policies, procedures, templates and checklists.	Ongoing	12/18/2014
3	3	Identify a clear process to review and regularly update all documents, information and links on the SharePoint library site. This review should include all Permit Writer's manuals used. Determine if all are necessary and if so, determine if any guidelines should be created to ensure standard use of the manuals.	12/31/2014	12/31/2014
CROSS-PROGRAM COORDINATION				
4	1a	Add to the Permit Writer's Manual a procedure establishing consistent and clear triggers that permitting will use to involve the following DTSC programs: * Office of Legal Affairs * CEQA Unit * Enforcement and Emergency Response * Brownfields and Environmental Restoration (including toxicology) * Financial Responsibility * Geologic Services Unit The Procedure should include the following: * A process for resolving disputes between the Permitting Office and the other DTSC program. * Identify situations when permit writers accompany inspectors on compliance inspections of permitted facility. * A process for work requests between Permitting Office and other DTSC program. The Procedure should correspond with the PROCESS FLOW CHART, when applicable.	6/30/2015	6/30/2015

4	1b	Add to the Permit Writer's Manual a procedure establishing consistent and clear triggers that permitting will use to involve the following DTSC programs: * Public Participation and Community Relations * Office of Communications The Procedure should include the following: * A process for resolving disputes between the Permitting Office and the other DTSC program. * Identify situations when permit writers accompany inspectors on compliance inspections of permitted facility. * A process for work requests between Permitting Office and other DTSC program. The Procedure should correspond with the PROCESS FLOW CHART, when applicable.	Draft by 12/31/15 (to allow for development of new PP processes). 6/30/16 final after the public input is completed.	
4	2	Identify experienced staff from the affected DTSC programs to be involved in the development of the Procedure.	9/30/2014	9/20/2014
4	3a	Establish a process to ensure regular coordination and communication between Permitting Office and other programs on projects affecting both programs. * Refine coordination to help ensure effectiveness and train staff.	6/30/2015 (All programs except PP)	6/30/2015
4	3b	Establish a process to ensure regular coordination and communication between Permitting Office and other programs on projects affecting both programs. * Refine coordination to help ensure effectiveness and train staff.	6/30/16 (PP scheduled separately to allow for development of new processes pursuant to UC Davis contract)	
4	4	Develop training for implementation of intra-agency coordination.	12/31/2015	12/31/2015
PERMITTING ADVISORY AND RESOLUTION COMMITTEE (PARC, PREVIOUSLY TECHNICAL ADVISORY GROUP)				
1	12	Create a Technical Advisory Group (TAG) within the Permitting Program that contains experts from various disciplines who are tasked with using and updating the COMPANION DOCUMENT and using their expertise to identify and help address permitting roadblocks. * The decisions of the TAG should be integrated into the COMPANION DOCUMENT and be used in written guidance, best management practices and policy documents to help refine and strengthen the department's approach to permitting decisions. The TAG should meet on a regular basis to discuss and resolve issues that are raised by the Project Managers. (See GOAL 3, Action 1).	5/31/2015	6/15/2015

1	13	Develop a process whereby permit writers who have encountered roadblocks in the permitting process can bring their issues before the Technical Advisory Group to reach a decision on how to move forward when a particular permit is stalled. * Decisions of the TAG should be memorialized in the DTSC SharePoint electronic library. * Create a management committee can be created to make consensus decisions on particular permit problems. If and when decisions are made that could apply more broadly, they should be documented in a decision memo and posted in the SharePoint library so that the decision can be considered and applied to similar problems in the future.	6/30/2015	2/5/2016
3	9	Create a Technical Advisory Group within the Permitting Program that contains experts from various disciplines who are tasked with using and updating the COMPANION DOCUMENT and who apply their expertise to identifying and helping to address permitting roadblocks. The decisions of the group should be integrated into the COMPANION DOCUMENT and be used in written guidance, best management practices and policy documents to help refine and strengthen the department's approach to permitting decisions.	5/31/2015	6/15/2015
3	10	Develop a process whereby permit writers who have encountered road blocks in the permitting process can bring their issues before the Technical Advisory Group to reach a decision on how to move forward when a particular permit is stalled. * The permit writer should conduct an initial cursory review of the technical components of the application to determine whether the technical portions of the application are complete before the substantive Technical Review of the application begins. * The permit writer must prepare a cover sheet to identify whether the initial application is complete (e.g. prepare a checklist). * Where needed, a management committee can be created to make consensus decisions on particular permit problems.	6/30/2015	2/5/2016
TECHNOLOGY IMPROVEMENTS IN PERMITTED UNITS				
5	1	Establish a basis for proposing regulations that use technology selection and risk assessment protocols to meet public health and environmental protection requirements that apply to permits. * Create implementation materials for new regulations. * Focus on enhancing transparency on the control technologies and practices that meet applicable protectiveness standards and that facilitate expeditious permitting decisions.	6/30/2016	
IMMINENT AND SUBSTANTIAL DANGER				
5	2	Draft guidance on the use and application of "imminent and substantial" authorities to permitted facilities. Assemble a group of experienced legal, permitting, toxicology and enforcement personnel to clarify the process for making an "imminent and substantial" determination.	12/31/2014	12/31/2014
5	3	Where applicable, incorporate the "lessons learned" from dealing with these scenarios into permit writer training, manuals and the companion document.	6/30/2016	
5	4	Establish a simple process that the OLA, Permitting and Enforcement personnel can use to keep this "lessons learned" list updated as new scenarios occur.	6/30/2016	

VIOLATIONS AS BASIS FOR PERMIT DENIAL				
5	7	Create a team consisting of experts from Permitting, OLA and Enforcement that is tasked with drafting guidance to add to the Permit Writer's Manual that describes the violations that justify a basis for revocation or denial of a permit.	12/31/2014 (assemble team)	12/31/2014
ENVIRONMENTAL JUSTICE AND PUBLIC PARTICIPATION				
3	8	Revise the Permit Writer's Manual and the Closure Manual to designate when courtesy notification of local government agencies is recommended in the permitting and closure process, and when corrective action is planned.	12/31/2015	12/30/2015
7	1	DTSC should post a quarterly summary of permit activity at each facility DTSC's webpage using information from EnviroStor. * Evaluate EnviroStor and determine how to generate report with desired fields. * Establish work codes to use with Summary as part of PROCESS FLOW CHART.	12/31/2014	12/31/2014
7	2	Train Permitting staff to utilize the upgraded EnviroStor functions properly and on a timely basis.	12/31/2014	12/31/2014
7	3	Review the current process for consolidating community and stakeholder feedback. Develop recommendations for any necessary revisions to the process for communicating how public recommendations are reflected in the final decision.	5/31/2016	
7	4	Determine if a community workshop process is an effective communications and training tool to educate community members and other stakeholders about the permitting process.	5/31/2016	
8	1	As a component of intra-Department coordination, identify specific points in the permit process and describe scenarios that trigger involvement by other programs, such as Public Participation. Specific points could include: The identification of upcoming priority permits that may have a significant public health or environmental impact. The scoping stage of an application for a new or modified permit or closure of a facility or unit.	6/30/2016	
8	2	With input from Public Participation and Communications, develop recommendations for a new engagement strategy to identify and involve stakeholders earlier in the permitting process in communities where there are multiple sources of pollution and where residents may be more vulnerable to the effects of such pollution. Reference existing state and federal environmental justice guidance documents to help develop tools and methods for: Planning and gathering information. Coordinating within DTSC and with other BDOs. Communicating with community members and the permit applicant. Facilitating meaningful understanding and dialogue within a community on a facility's potential health, environmental and other impacts. Help to build trust and strong relationships that will facilitate better results for community members, facilities and the permitting program. Implementation of recommendations will occur under the leadership of the new DTSC EJ Deputy Director.	6/30/2016	

8	3	Develop and implement an enhanced review procedure for facilities in communities where there are multiple sources of pollution and where residents may be more vulnerable to the effects of such pollution. The review could include: * A list of potential environmental health concerns, including locating existing data, studies and facilities (e.g. schools, day care centers and playgrounds) relevant to a particular community. * A list of potential mitigation measures that can be incorporated as permit conditions or in other documents to help address such concerns, or appropriate protocols to convey the lack of a health threat. Provide for correspondence with BDOs requesting that they provide analysis on issues that fall outside of DTSC's jurisdiction. 3a - Perform initial consulting and research to identify approaches used by other state organizations. 3b - Develop a concept for possible public input.	6/30/15 (Initial consulting and research) 6/30/2016 (Proposal for Stakeholder Input)	6/24/15 (initial consulting/ research completed)
8	4	Develop and implement a process to document DTSC's efforts to describe and apply mitigation measures to help address the community's environmental health concerns	6/30/2016	
ENVIROSTOR ACTIONS				
10	1	Expand and Improve Permitting EnviroStor * Expand and improve both internal and public EnviroStor databases.	6/30/2016	
10	2	EnviroStor Project Management * Upgrade EnviroStor capabilities to improve project management and track requests for support services.	3/31/2016	3/31/2016
10	3a	EnviroStor SOPS for Uploading Documents, Tracking Dates; Other System Improvements * Develop standard operating procedures for EnviroStor that define the roles of the project managers and seniors or supervisors for 1) protocols for uploading documents; 2) entering and tracking dates; and 3) requiring document uploads as a prerequisite for entry of milestone dates. * Develop a policy that describes the documents required to be posted to EnviroStor and how and where such documents are to be stored on the database. o Assess whether all documents currently required to be maintained in regional files should also be posted to EnviroStor. * Develop and implement document retention schedules, including automatic archiving of documents.	6/30/2015	10/28/2015
10	3b	EnviroStor SOPS for Uploading Documents, Tracking Dates; Other System Improvements * Improve data sharing capabilities. * Add drawing or GIS tools to identify where sites and units are located. * Enhance supervisor approval and tracking tools. * Make software changes (EnviroStor contractor). * Work with data systems unit and have a contractor test and debug the system.	6/30/2015	7/31/2015
10	4	Utilize EnviroStor to schedule new permit activities. * Utilize EnviroStor to schedule new permit activities including scheduling work requests, meetings (including public meetings and hearings), financial assurance reports and closure and post-closure estimates.	12/31/2014	1/1/2015
10	5	Utilize EnviroStor to Track Project Progress.	Ongoing 6/30/2016	6/30/2015

10	7	Improve data quality for active and closed facilities and units in response to the enhancements made in this plan.	Ongoing 6/30/2016	
10	8	Develop metrics to increase staff use of Envirostor.	Ongoing 6/30/2016	
TRAINING ACTIONS				
5	10	Review current permit writers' training requirements for the adequacy of instruction for other relevant laws and regulations. Compile recommendations and develop and implement comprehensive training or provide guidance documents if necessary.	6/30/2015	6/30/2015
9	1	Revise existing and new employee training plan: * Review existing plan. * Propose changes to the existing plan that are need to keep staff current. * Discuss at seniors meeting. * Clearly define the factors demonstrating "proficiency" for a permit writer." * Assess the time needed to train new staff to become proficient permit writers. * Prepare final updated plan including new and existing staff needs. * Review the training plan annually to determine the need for update or revisions. * Consider video conference as an optional delivery method.	6/30/2016 Ongoing	
9	2	Overview of the hazardous waste permitting process: * Develop training module. * Provide 2 training sessions (Sacramento/ Berkeley and Chatsworth) (note: additional training will be needed this year for new incoming BCP staff). * Revise module as needed to address all applicable standards (e.g. groundwater requirements for land disposal facilities and RCRA corrective action portions of permits, and other actions described below), provide annually and update training.	Ongoing	1/30/14 2/7/14
9	3	Financial Assurance: * Develop training module. * Provide 2 training sessions (Sacramento/Berkeley and Chatsworth). * Revise module as needed, provide annually (note: additional training will be needed this year for new incoming BCP staff).	Ongoing	10/15/2014
9	4	Environmental Justice and Public Participation: * Basic overview: prepare and provide 2 sessions. * Permitting-specific issues and strategies: prepare and provide 2 sessions. * Annual update, including latest strategies: prepare and provide 2 sessions.	Ongoing	4/2/2014
9	5	CEQA Process: * Basic overview. * Permitting-specific issues: prepare and provide 2 sessions. * Annual update, including any changes in regulations or procedures: prepare and provide 2 sessions.	Ongoing	12/3/2013, 12/10/2013

9	6	Advanced Closure and Post-Closure Cost Estimate: * Research available cost-estimating software programs, including remedial action cost engineering and requirements (racer) and cost-pro software programs. * Consult with other DTSC programs involved in cost-estimating (e.g., cleanup). * Develop recommendation on software and which staff should be trained and on such software programs.	Ongoing	12/18/2014, 11/19/2014
9	7	Effective Permit Writing: * Research permit writer training programs, including past DTSC programs. * Develop California-specific training course. * Annual update or refresher: prepare and provide 2 sessions.	Summer 2015	12/04/2015
9	8	Project Management: * Coordinate with cleanup program to provide basic training. * Prepare permitting-specific project management requirements to be incorporated as additional module. * Annual update or refresher: prepare and then provide in conjunction with annual permit writer update.	Ongoing	3/15/2016
9	9	General Facility Standards: * Review existing training module. * Update and revise. * Provide training (2 sessions).	Ongoing	10/2/2014, 10/10/2014
9	10	Closure and Post-Closure Plan Review: * review existing training module. * Update and revise to include basic closure and post-closure cost estimating. * Provide training (2 sessions).	Ongoing	11/19/2014, 12/18/2014
9	11	Tank Assessment: * Review existing training module. * Update and revise. * Provide training (2 sessions).	Ongoing	4/30/15 8/18/2015
9	12	Landfill Design: * Review existing training module. * Update and revise. * Provide training (1 session).	Ongoing	2/25/2015
9	13	Permit Modification Process: * Review existing training module. * Update and revise. * Provide training.	9/24/15 So Cal 10/2/2015 No Cal	9/24/15 So Cal 10/2/2015 No Cal
9	14	Racer: * Purchase software. * Train selected staff. * Coordinate training with other DTSC programs, e.g., cleanup.	Completed/ Ongoing	
9	15	Cost-Pro: * Coordinate with US EPA region 9 to provide cost-pro training for selected staff.	Completed/ Ongoing	

9	16	EnviroStor: * Train staff on upgrades as needed (minimum 2 sessions). * Annual update or refresher: prepare and then provide in conjunction with annual permit writer update.	Ongoing	4/22/2014, 4/28/2014
9	17	SharePoint: * Train staff on upgrades as occur and needed (2 sessions completed; need for more sessions dependent on further upgrades). * Train managers on the use of Envirostor short reports to access readily available data as needed. * Annual update or refresher: prepare and then provide in conjunction with annual permit writer update.	Ongoing	2/27/2015
9	18	Develop process to update staff on new processes and procedures.	12/31/2014	12/31/2014
9	19	File Maintenance, Public Records Act ,etc. * Develop a module that addresses proper file maintenance, document retention requirements, Public Record Act and other related issues. * Provide training (2 sessions) * Annual update or refresher, including any changes in regulations or procedures; prepare and provide 2 sessions	Ongoing	11/14/2014, 12/1/2014, 12/8/2014