



**STRATEGIC PLAN
2022 - 2027**



A handwritten signature in blue ink that reads "Jason Boetzer".

Jason Boetzer

Assistant Secretary
Local Program Coordination
and Emergency Response



A handwritten signature in black ink that reads "Marjorie Terrell".

Marjorie Terrell

San Mateo County CUPA
& CUPA Forum Chair



CONTENTS

04

MESSAGE FROM THE
CHAIRS

05

UNIFIED PROGRAM
OVERVIEW

07

GOVERNANCE STRUCTURE

09

STRATEGIC PLANNING
PROCESS OVERVIEW

10

DEFINING OUR PLAN
ELEMENTS

12

STRATEGY MAP

13

STRATEGIC GOALS

14 Attracting and Retaining Highly
Skilled Staff

16 Using Technology to Achieve
Strategies

18 Ensuring Consistent,
Comprehensive and Equitable
Enforcement

20 Educating and Influencing
Stakeholders

22 Leveraging Budgets and
Resources



A MESSAGE FROM THE UNIFIED PROGRAM ADMINISTRATIVE AND ADVISORY GROUP (UPAAG) CHAIRS

We are proud to present the California Unified Program Strategic Plan for Calendar Years 2022 – 2027. This is the 29th anniversary since the signing of SB 1082 which established the Unified Hazardous Waste and Hazardous Materials Management Regulatory Program-Unified Program. This milestone and strategic plan are a testament to past accomplishments and a catalyst for continuing the vision of the Unified Program. After months of bold conversations and thought-provoking work sessions based on assessment of current initiatives and previous goals, we completed the Strategic Plan with a new mission and vision for our work in the State of California.

Our plan continues a tradition of strong partnerships between local, state, and federal agencies, along with engaging our stakeholders. The strategic goals and objectives form a roadmap for the Unified Program to achieve the mission and vision. The Unified Program Administration and Advisory Group (UPAAG), which comprises of CalEPA, Unified Program State Agencies, U.S. EPA and the California CUPA Forum Board will lead the implementation and set forth the governance structure. The strategic plan reaffirms UPAAG’s leadership cultivating and promoting the Unified Program throughout California and the cohesive collaboration with all partners.

For more than 29 years, the Unified Program has served Californians by consistently and equitably implementing hazardous material and hazardous waste programs to protect and enhance public health and the environment. To date, these programs have established a history of environmental protection and innovation across the state. With approximately 115,000 inspections conducted annually and approximately 3,700 enforcement actions across the State, we have witnessed a reduction of hazardous material/waste releases from regulated facilities. However, much work remains to consistently and equitably implement the Unified Program to protect and enhance public health and the environment and maintain the state’s economic strength.

Here in California, we must continue to lead by example through innovation, resilience, and an emphasis on environmental justice. We will use our enforcement authority to hold violators accountable and achieve robust deterrent-based enforcement and compliance programs trusted by the general public. In all our work, we will prioritize efforts in the most vulnerable communities.

We are under no illusions that our efforts will be without challenge; thus, our planning document is a flexible one, allowing us to be responsive to those challenges while still adhering to the plan’s goals. Our thanks again to everyone who engaged in this strategic planning process, shaping the contents of this plan, and enabling the roll out of a dynamic guide for the future. We welcome your continued participation.



UNIFIED PROGRAM OVERVIEW

The Unified Program protects California’s environment and public health from hazardous materials and hazardous waste by ensuring adherence to established regulatory standards throughout the state that are consolidated, coordinated, and consistent relative to the implementation and enforcement of environmental and release prevention programs.

The following state agencies collaborate with California Environmental Protection Agency (CalEPA) in the implementation of the Unified Program and are responsible for setting the standards for each of the six Unified Program elements.

STATE AGENCIES

UNIFIED PROGRAM RESPONSIBILITIES

CalEPA

Overall administration and management of the Unified Program and the California Environmental Reporting System (CERS)

Hazardous Materials Release Response Plan (Business Plan) Program (H&SC Sec. 25500 et. Seq)

California Accidental Release Prevention (Ca-IARP) Program (H&SC Sec. 25500 et. Seq)

Department of Toxic Substances Control (DTSC)

Hazardous Waste Generator and Onsite Waste Treatment (H&SC Sec. 25100 et. Seq)

CAL FIRE - Office of the State Fire Marshal (OSFM)

California Fire Code: Hazardous Materials Management Plans (HMMP) and Hazardous Materials Inventory Statements (HMIS)

Aboveground Petroleum Storage Act (APSA) Program (H&SC Sec. 25270 et. seq.)

State Water Resources Control Board (State Water Board)

Underground Storage Tank (UST) Program (H&SC Sec. Board 25280 et. seq.)

WITH CALEPA OVERSIGHT, LOCAL AGENCIES (GENERALLY CITY OR COUNTY ENVIRONMENTAL HEALTH DEPARTMENTS OR FIRE DEPARTMENTS) CARRY OUT COMPLIANCE AND ENFORCEMENT OF THE STANDARDS FOR EACH UNIFIED PROGRAM ELEMENT.

There are eighty-one CUPAs currently responsible for implementing the Unified Program. Within its local jurisdiction, each CUPA may enter a formal agreement with another local agency, referred to as a Participating Agency (PA), to carry out one or more program elements. Collectively, CUPAs and PAs are known as Unified Program Agencies (UPAs).





GOVERNANCE STRUCTURE FOR STRATEGIC PLAN

A governance structure is critical to Strategic Implementation.

Active strategic plan governance fosters a culture of integrity by supporting implementation through both flexibility and accountability. An effective governance structure creates accountability through frequent, consistent reporting. The governance structure must also support flexibility necessary for strategic success in a dynamic and changing environment while maintaining the strategic focus and plan integrity. Finally, the governance structure provides a forum for shared problem solving and resources allocation and prioritization support.

As part of the Unified Program's infrastructure, the Unified Program Advisory and Administrative Group (UPAAG) leads the policy oversight and implementation of the Unified Program through development and execution of a strategic plan, and an orderly application of resources to maximize compliance with regulatory program standards. All Unified Program participants at the local, state, and federal level engage in cooperative development of best practices, with a quality of communication that enhances the inclusion of all agency stakeholders.

CalEPA, Unified Program State Agencies and the California CUPA Forum Board (CFB) work in cooperation through the UPAAG to achieve common goals as set forth in this Plan and to foster effective working partnerships between local, state, and federal agencies. UPAAG serves at the request of the CalEPA Secretary to provide the opportunity to gather, process, discuss, refine, and develop solutions to issues concerning local and statewide implementation of the Unified Program. Steering Committees and various Workgroups established by UPAAG assist in the fulfillment of these responsibilities.

Teams have been established for each strategic goal to implement strategies and tactics to accomplish objectives. Goal stewards have been assigned for each goal and each goal has a steward that represents CalEPA/ Unified Program State Agencies and a steward that represents local agencies to ensure a balanced perspective. This balance in the goal steward team also increases the ability of the goal teams to develop practical tactics thus improving implementation efforts.

At the quarterly UPAAG meeting, each goal steward will report on their team's progress, identify any challenges, and recommend strategic or tactical changes to their implementation plans. UPAAG will provide direction and guidance in support of each goal team. The Governance team will ask for and/or will guide the decision on some of the following:

01 | PERFORMANCE MEASURES

Performance Measures indicate movement towards identified goals. The Strategic Goal Teams will provide updates to the Governance Team on established performance measures. The Teams will also discuss proposed changes to performance measures for Governance approval.

02 | RESOURCE ALLOCATION

The Strategic Goal Teams will address resource allocation needs with the Governance Team who in turn will provide direction and support as possible.

03 | PRIORITIZATION

The Governance Team will provide guidance on the prioritization of various strategic goal activities.

04 | IMPLEMENTATION DECISIONS

The Governance Team will support each Strategic Goal team in the implementation of goal strategies and activities.



STRATEGIC PLANNING PROCESS OVERVIEW

Every five years UPAAG commits to the discipline of strategic planning and this strategic plan marks the fifth such plan. During the planning process, it was determined that given the maturity of the Unified Program, the dynamic and changing state environment, and the evolution of CalEPA's strategic plan it would be important to perform a full strategic planning process.

CalEPA's Unified Program Policy Group (UPPG) and the California CUPA Forum Board (CFB) work collaboratively through the Unified Program Administration and Advisory Group (UPAAG) to achieve common goals and to foster effective working partnerships between local, state, and federal agencies. As such, it was important that the strategic planning process was founded in the practice of collaboration and co-creation. The planning process was initiated and completed with collaboration and shared decision-making as the cornerstone of every step in the process.

To ensure that the Strategic Plan accurately reflects the goals, objectives, and priorities of the Unified Programs as a whole, the process included a committee of over 25 people representing local and state agencies. A series of meetings were held in which each participant was able to actively contribute to the process. Meetings were held in a Zoom environment and collaborative tools such as Mural were used to maximize the opportunity for fluid input and dynamic conversations. The following highlights some of the key activities completed during the collaborative sessions.

- An analysis of the Strengths, Weaknesses, Opportunities, and Threats (SWOT). This analysis incorporated a historical review of Unified Programs, capturing lessons learned, completing an environmental scan, and uncovering underlying challenges to the vision,
- Vision and Mission refinement,
- Strategic Goal identification and the development of corresponding objectives, key performance indicators, and strategies,
- And development of an implementation plan.



DEFINING THE PLAN ELEMENTS

> VISION

The Vision describes the desired end result of performing our mission. It paints the picture of what we endeavor to achieve because of the work we do. It is the unifying, inspiring picture of the impact of the shared work of Unified Programs.

> MISSION

The Mission describes the fundamental purpose of the Unified Programs. It is what we do every day in service of the State of California.

> **STRATEGIC GOALS**

The Strategic Goals are the big areas of strategic focus that will allow us to reach our vision and meet the mission of Unified Program. Each goal is described in its definition and has several objectives.

> **OBJECTIVE**

The Objectives are the outcomes that will help us move towards each Strategic Goal.

> **STRATEGIES AND TACTICS**

The Strategies and Tactics are the implementation activities and steps that will result in the objectives being met. These initiatives, strategies, and tactics will be developed in an ongoing manner to ensure goals are met. An Implementation Strategy paragraph for each strategic goal is included in this plan.

> **KEY PERFORMANCE INDICATORS**

The Key Performance Indicators or Targets are the measures that will mark our progress. The Key Performance Indicators will be established in coordination with the governance structure.



UPAAG STRATEGY MAP

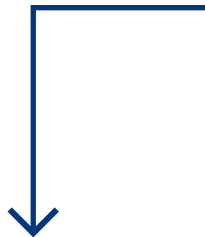
VISION

Healthy people, healthy environment, and healthy businesses to build healthy communities for all Californians.



MISSION

Consistently and equitably implement the Unified Program to protect and enhance public health and the environment.



STRATEGIC GOALS

- Attracting and Retaining Highly Skilled Staff.
- Using Technology to Achieve Strategies.
- Ensuring Consistent, Comprehensive & Equitable Enforcement.
- Educating and Influencing Stakeholders.
- Leveraging Budgets and Resources.



STRATEGIC GOALS





ATTRACTING AND RETAINING HIGHLY SKILLED STAFF

Definition: Attract and retain highly skilled staff to fulfill the mission of the Unified Program.

Objective No 1

Attract and hire qualified staff.

Objective No 2

Retain motivated staff with the expertise necessary to maintain program stability.

Objective No 3

Develop and promote upward mobility and professional advancement.

IMPLEMENTATION STRATEGY

The implementation of this strategic goal requires consideration of the diversity of needs and access to applicants throughout the state. Some of the key implementation steps to achieve the stated objectives include the development of a comprehensive recruitment program with support materials that can be accessed throughout the Programs. Recruitment activities may include the creation of mentoring and coaching programs, internship programs, and other related activities. Retention efforts will be affected based on feedback collected in a survey of current Unified Programs employees and may include activities such as training, certifications, and career development.

KPI/TARGETS

- Qualified candidates to interview for every open position – 3+ candidates for small size or rural UPAs, 4+ for medium size CUPAs, and 7+ for large size CUPAs and State Agencies.
- 75% of State Agencies and UPAs actively engage with Schools, Colleges, and Universities (including school clubs, job/career fairs, and community organizations).
- 2-5 alternative vacancy posting platforms.
- Retention rate of 3 years.
- 90% Managers/Supervisors (State Agencies and UPAs) complete quarterly probation reports within 15 calendar days of due date.
- 75% of UPA staff obtain job-related or Unified Program training (for promotion) each year.



USING TECHNOLOGY TO ACHIEVE STRATEGIES

Definition: Leverage technology and data to promote efficient Unified Program operations/functions resulting in Program consistency and clear communication amongst all stakeholders to support the mission and vision.

Objective No 1

Efficient and effective use of technology within the Unified Program.

Objective No 2

Technology allows for easy, accurate access to quality data and easy access to data that influences the Unified Program decisions.

Objective No 3

Consistent data for all stakeholders supporting collaboration and communication between stakeholders' data resulting in transparency and trust.

IMPLEMENTATION STRATEGY

The Unified Program utilizes multiple technology solutions to support the mission. This strategic goal is focused on leveraging the technology and data across the entire Unified Program. Implementation will include sharing existing best practices and tools, developing new methods and tools for improved communication and collaboration, and streamlining and standardizing practices. The strategic goal will also explore methods to improve access and ensure the accuracy of data within the Unified Programs. Developing open architecture systems and data-sharing platforms are some of the initiatives that will be explored in the advancement of Using Technology to Achieve Strategies.

KPI/TARGETS

- Consistent data in CERS and the local database will result in 90% fewer CME evaluation deficiencies and findings by 2025.
- Consistent data for all stakeholders supporting collaboration and communication between stakeholders' data resulting in transparency and trust by 2026.



ENSURING CONSISTENT, COMPREHENSIVE AND EQUITABLE ENFORCEMENT

Definition: Conducting thorough inspections, consistently identifying and citing violations, and utilizing enforcement tools to ensure equity and compliance throughout California.

Objective No 1

Ensure consistency in conducting inspections and identifying and citing violations for inspectors at UPA facilities.

Objective No 2

Increase compliance and enforcement for violations statewide with an increased focus on vulnerable communities and rural communities.

Objective No 3

Stakeholders are aware of the regulatory process (how and why) and impact/ Stakeholders are involved and engaged in statutory, regulatory, and local ordinance changes.

IMPLEMENTATION STRATEGY

To ensure consistent, comprehensive, and equitable enforcement of Unified Programs thus supporting a healthy and safe California the implementation plan for this goal will identify current obstacles to consistency and goal achievement and work to remove the obstacles. The goal initiatives will include developing a consistent and comprehensive report format and improve enforcement data input into CERS, analysis of data, and communication of data to relevant parties. Finally, the implementation plan includes developing and adopting standards to support inspections, violation identification, and enforcement activities.

KPI/TARGETS

- 90% of UPA inspectors shall attend either the Basic Inspector Academy, Western States Intro to Environmental Enforcement, Western States Intro to Environmental Crimes, or CalEPA approved training equivalent.
- 75% of CUPAs have at least one inspector who has attended the Advanced Environmental Crimes Training Program.
- 50% of CUPA staff shall attend the CUPA Conference annually.
- Within 3 years, review, update and publish all CalEPA's inspection and enforcement guidance documents. (Partner with leveraging resources)
- Baseline: Within the first year, UPA's shall identify the number of non-compliant facilities within vulnerable communities and rural communities.
- Enforcement summary report completed by 12/31/2027.



EDUCATING AND INFLUENCING STAKEHOLDERS

Definition: Sharing information, providing training, and building community trust with all Stakeholders to achieve the mission of the Unified Program. Stakeholders may include elected officials, regulators, and regulated community, public, and community groups.

Objective No 1

Transparency and open communication with stakeholders.

Objective No 2

Stakeholders are aware of the mission, purpose, and objectives of the Unified Program.

Objective No 3

Stakeholders are aware of the regulatory process (how and why) and impact/ Stakeholders are involved and engaged in statutory, regulatory, and local ordinance changes.

Objective No 4

Stakeholders are aware of the Unified Program implementation/enforcement.

Objective No 5

Stakeholders are educated on applicable requirements and compliance.

IMPLEMENTATION STRATEGY

The implementation plan for Educating and Influencing Stakeholders is based on creating stronger relationships and collaboration between interested partners and communities. To build stronger relationships the first step is to increase and improve communication to diverse stakeholders. This will include evaluation of needs and current practices to inform new practices. The plan will focus on ensuring consistency of communication as it relates to regulatory changes and other relevant updates. Establishing appropriate training to support practices and development of a website to serve as a single, cohesive, easily accessible platform about Unified Programs. The Key Performance Indicators for this strategic goal are designed to establish a baseline from which to build upon in the future.

KPI/TARGETS

- Increase website traffic.
- Increase CUPA Conference attendance by non-regulators
- Increase subscription to newsletters and listservs.
- Ensure affected stakeholders are aware of proposed legislation through recognized preferred channels and comments are openly considered.
- Increased compliance with new and existing regulations.



LEVERAGING BUDGETS AND RESOURCES

Definition: Effectively and efficiently innovate, manage, and allocate financial and other resources to support the UP Mission and Vision.

Objective No 1

Improve organizational effectiveness.

Objective No 2

The Unified Programs implementation agencies have adequate resources to be able to implement the program to protect human health and the environment.

Objective No 3

The Unified Programs implementation agencies plan for the anticipated cost of implementing the Unified Program effectively in the future.

IMPLEMENTATION STRATEGY

The implementation plan for leveraging budgets and resources to ensure greater effectiveness and efficiency throughout Unified Programs includes developing unified guidance for annual fee accountability, templates, and processes. Business process improvement efforts will support greater effectiveness and efficient utilization of resources. Because Unified Programs is so diverse, the implementation plan will encompass the analysis of CUPA organizations to better understand the resource requirements and availability. This will include evaluating existing regulations and statutes for efficiency and providing guidance on resources allocation as well as analyzing and addressing the new laws, ordinances, statutes, regulations, and environmental justice priorities. As a part of all efforts, business process improvement efforts will support effective and efficient utilization of resources.

KPI/TARGETS

- Up to 90% UPAs funding source (dept, general fund, grants, etc.) and/or fees are covering costs to implement program by 2027
- Adopt fee accountability standards and develop guidance/tools by 2025
- Expand Rural Reimbursement grants by 2027
- By 2026, share known organizational efficiencies and resources management methods with all stakeholders.



STRATEGIC PLAN 2022 - 2027



CONTACT US



1001 I St, Sacramento,
CA 95814



(916) 327-9559



calepa.ca.gov/cupa/