

*Unified Program Administration  
and Advisory Group*

# Unified Program Strategic Plan 2018-2022







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## **Executive Summary**

In 1993, the Legislature enacted Health and Safety Code Chapter 6.11 directing the Secretary of the California Environmental Protection Agency (CalEPA) to establish, by January 1, 1996, a “unified hazardous waste and hazardous materials management regulatory program” (Unified Program). This year marks the 22nd anniversary of establishment of the Unified Program and the collaboration between CalEPA and the Certified Unified Program Agencies (CUPA) Forum for strategic planning and cooperative problem solving in the field of hazardous material regulation and enforcement. As for prior strategic plans, the collaboration known as the Unified Program Administration and Advisory Group (UPAAG), has developed the 2018-2022 Strategic Plan to:

- Incorporate an update of the previous 2012 Strategic Plan to identify successes, missed opportunities and maintain continuity of efforts.
- Identify key issues and challenges facing the Unified Program as well as gaps or barriers in existing statutes, regulations and program implementation.
- Assess and apply the resources available to key stakeholders to increase the efficacy and functionality of the Unified Program.
- Evaluate the program against new statutory and regulatory requirements.
- Identify and recommend opportunities to align current operations with the goals of an effective organization, including updating statutes and regulations if the Unified Program can evolve to become more effective.

The Unified Program has a unique governance structure. CalEPA oversees the implementation of the six regulatory program elements as a whole, including periodic evaluation and certification of individual CUPAs’ performance. State Program Agencies have the responsibility of maintaining regulations, setting program element standards, working with CalEPA to achieve optimal consistency, and providing technical assistance to the CUPAs. CalEPA and the State Program Agencies also work closely with U.S. EPA to ensure harmony with federal environmental requirements. CalEPA has currently certified eighty-one CUPAs and a number of subordinate participating agencies (PAs) to implement the Unified Program at the local level.

UPAAG develops and executes five-year strategic plans, of which this is the fourth, to guide the Unified Program’s continuous long-term improvement. Interim reviews and assessments are essential means of monitoring progress and making interim course corrections when warranted. UPAAG typically reviews specific program tasks, action items and assignments at its quarterly meetings. Beginning in 2019, UPAAG will review the Strategic Plan holistically each May to assess the progress of goals and to ensure we are meeting objectives in accordance with agreed-upon priorities and work plans.

## 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 CalEPA in the implementation of the Unified Program and are responsible for setting the standards for each of the six Unified Program elements, indicated with bullets, in table below:

State Program Agencies with Unified Program Responsibilities	Unified Program Element
CalEPA H&SC Sec. 25404 et. seq.	Overall development and administration of the Unified Program, CUPA certifications and CUPA performance evaluation standards
Governor’s Office of Emergency Services (Cal OES) H&SC Sec. 25500 et. seq.	Hazardous Materials Release Response Plan (Business Plan) California Accidental Release Prevention (CalARP) Program
Department of Toxic Substances Control (DTSC) H&SC Sec. 25100 et. seq.	Hazardous Waste Management Generators Onsite Hazardous Waste Treatment (Tiered Permitting)
CAL FIRE- Office of the State Fire Marshal (OSFM) CFC Sec. 5001 et. seq., H&SC Sec. 25270 et. seq.	California Fire Code: Hazardous Materials Management Plans (HMMP) Hazardous Materials Inventory Statements (HMIS) Aboveground Petroleum Storage Act (APSA) Program
State Water Resources Control Board (State Water Board) H&SC Sec. 25280 et. seq.	Underground Storage Tank (UST) Program

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. Once certified, these local agencies are referred to as Certified Unified Program Agencies (CUPAs). 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 Unified Program elements. Collectively, CUPAs and PAs are known as Unified Program Agencies (UPAs).

## **Structure of the Unified Program Administration and Advisory Group (UPAAG)**

CalEPA's Unified Program Policy Group (UPPG) and the California CUPA Forum Board (CUPA Forum Board) work in cooperation through the Unified Program Administration and Advisory Group (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 fulfillment of these responsibilities.

CalEPA's Unified Program Manager chairs UPPG, comprised of managers from each State Program Agency: CalOES, DTSC, OSFM and the State Water Boards. UPPG's purpose is to coordinate Unified Program policy and practice at the State level. UPPG ensures that the latest regulations for all six program elements, and best practices for their implementation, are incorporated into the Unified Program.

CUPA Forum Board provides a single statewide representative organization of CUPAs and PAs to consolidate and improve local Unified Program implementation efforts. The CUPA Forum strives to achieve consistency, consolidation, and coordination in the implementation of the Unified Program in an efficient and effective manner. CUPA Forum Board issue coordinators oversee the efforts of Technical Advisory Groups (TAGs), which primarily address technical issues and develop resolutions to propose to the CUPA Forum. A TAG Strike Team is established when a focused effort is needed to address urgent issues.

### **UPAAG Vision Statement**

State and local agency members collaborate to protect public health and safety from hazardous material and hazardous waste releases, restore and enhance environmental quality, and sustain economic vitality through effective and efficient implementation of the Unified Program.

### **UPAAG Mission Statement**

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. The chart below depicts the relationships between UPPAG, UPPG and CUPA Forum Board.

## Opportunities, Challenges, Goals and Objectives

Together as a UPAAG workgroup, UPPG and CUPA Forum Board representatives continuously assess near-term and future needs for further refining and improving statewide implementation of the Unified Program. Based on recent achievements and the assessment of future opportunities, challenges and needs, UPAAG has established the following seven goals to compose the 2018-2022 iteration of the UPAAG Strategic Plan. The Strategic Plan recognizes and details opportunities associated with each goal and provides a framework of objectives and specific, measurable tasks appropriate to meeting the challenges of each goal over the five-year planning horizon.

Priority	Goal
1	Emphasize State and local collaboration and consistency in implementing the Unified Program.
2	Review and enhance the CUPA Performance Evaluation process.
3	Develop and implement methodologies and tools for prioritizing local program implementation based on risk and cumulative impacts to public health and safety.
4	Develop exceptionally trained and skilled Unified Program personnel for employment at state and agencies.
5	Improve the capabilities and functionality of the California Environmental Reporting System (CERS) for current and future needs.
6	Enrich and curate CERS data to make informed decisions that advance the Unified Program goals, objectives and public safety.
7	Minimize and mitigate the impact of local disaster emergency response on essential Unified Program functions at the local level.

## Goal 1: Emphasize State and local collaboration and consistency in implementing the Unified Program.

### Opportunities and Challenges

There are many government agencies with different regulations and policy frameworks in the Unified Program. Managing the Unified Program efficiently and effectively requires collaboration, communication and consistency.

### Objectives

<b>1.1</b>	Maintain a collaborative process to prioritize local, state and federal activities to ensure efficient and effective CUPA planning and program implementation.
<b>1.2</b>	Use CUPA, federal, state and local partnerships to govern the Unified Program effectively.
<b>1.3</b>	Develop and apply improved practices and processes for effective communication.

### Objective 1.1: Maintain a collaborative process to prioritize local, state and federal activities to ensure efficient and effective CUPA planning and program implementation.

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
1.1.1	Include a standing agenda item to quarterly UPAAG meetings for each State Program Agency and the CUPA Forum Board to report on the status of their top three program priorities. Agenda items include: State Program Agency expectations of CUPAs What State Program Agencies need from CUPAs to implement each priority Impacts identified for each priority What CUPAs need from State Program Agencies to implement each priority	UPAAG Co-Chairs	Quarterly	August 2018	December 2022
1.1.2	Develop and implement a plan to communicate the activity, sequence, and message to the regulated community, industry and other stakeholders (regulated businesses and organizations, consultants, etc.)	UPAAG	8 months	August 2018	March 2019
1.1.3	Monitor and improve communication plans as necessary, as State Program Agencies and CUPAs implement priority activities. Regularly review communication plans to improve coordination for each initiative so that participants understand details of each.	UPAAG	Semi-Annually	August 2019	December 2022

1.1.4	Develop a format for open communication between industry representatives, the regulated community, and regulatory agencies (CUPAs and state agencies) regarding concerns of implementation of the Unified Program. The format should include various methods of communication and media, including those similar to the Industry Roundtable meeting at the Annual Training Conference and the CERS Business User Group.	UPAAG	9 months	April 2019	December 2019
1.1.5	Review the Strategic Plan annually to determine progress for meeting each goal. Dedicate adequate time the day before the May UPAAG meeting each year for review of the Strategic Plan. Lead executive groups or steering committees will provide progress updates on the status of each respective objective and task.	UPAAG	Annually	May 2019	May 2022

**Objective 1.2: Use CUPA, federal, state and local partnerships to govern the Unified Program effectively.**

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
1.2.1	Discuss approaches to achieving best practices with local, state and federal partners as they relate to implementation of each program element.	UPAAG	6 months	August 2018	December 2022
1.2.2	Schedule discussions to identify different understandings and approaches to enforcement based on different CUPA organizational cultures. Discuss how different approaches affect Unified Program partners.	UPAAG	6 months	August 2018	January 2019
1.2.3	Coordinate enforcement approaches that consult, include and inform partnerships.	UPAAG	8 months	August 2018	March 2019
1.2.4	Identify means for easier reference to shared best practices using Unified Program, State Program Agency and CUPA Forum Board websites cooperatively, and continue to present those at training workshops, webinars and conferences.	UPAAG	12 months	August 2018	July 2019
1.2.5	Continue to assess emerging statutes, regulations, technologies, and best practices, and plan for impacts on the Unified Program.	UPAAG	Quarterly	August 2018	December 2022

**Objective 1.3: Develop and apply improved practices and processes for effective communication.**

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
1.3.1	Establish a communication workgroup to review current practices and approaches to communication.	UPAAG	3 months	June 2018	August 2018
1.3.2	Develop a communication plan that addresses how to communicate various information, what sequence, to whom and how. NOTE: For consistency, the Communications Workgroup will consider the DTSC Lean Six Sigma Workgroup recommendations scheduled for completion in July 2018.	Communications Workgroup	9 months	November 2018	July 2019
1.3.3	Disseminate the communication plan widely so all know how to coordinate communication.	Communications Workgroup	3 months	August 2019	October 2019

**Goal 2: Review and enhance the CUPA Performance Evaluation process.**

**Opportunities and Challenges**

The process of conducting CUPA Performance Evaluations has undergone various revisions in recent years and each state agency has experienced turnover in evaluation staff, resulting in various levels of experience among the evaluation team. CUPA Performance evaluation guidance documents and tools currently in use need updating and revision, and additional guidance needs to be developed. Establishing improved methods for training and mentoring evaluators will enable a desirable and collaborative approach toward the interaction among CalEPA and each state agency as well as with CUPAs, leading to the implementation of a greater constructive evaluation process.

**Objectives**

<b>2.1:</b>	Develop a collaborative approach to conducting CUPA Performance Evaluations.
<b>2.2:</b>	Revise the Unified Program Evaluation Manual with an updated set of criteria used by State Program Agencies and CUPAs for performance evaluations.
<b>2.3:</b>	Establish evaluation process training for State Program Agency evaluators and CUPA inspectors.

**Objective 2.1: Develop a collaborative approach to conducting CUPA Performance Evaluations.**

	<b>Task</b>	<b>Lead</b>	<b>Estimated Time for Completion</b>	<b>Estimated Start Date</b>	<b>Estimated Completion Date</b>
2.1.1	Define areas of the performance evaluation process that are resource intensive for state agencies and CUPAs, such as preparation, conduct, response to, and follow-up with deficiency corrective actions.	CalEPA and State Program Agencies	6 months	May 2018	October 2018
2.1.2	Define and clarify the mission and purpose of the performance evaluation process.	CalEPA and State Program Agencies	6 months	May 2018	October 2018
2.1.3	Identify modifications to the current performance evaluation process to improve efficiency and effectiveness.	CalEPA and State Program Agencies	12 months	January 2018	December 2018
2.1.4	Develop practices, procedures and guidance that outlines the current performance evaluation process.	CalEPA and State Program Agencies	6 months	May 2018	October 2018
2.1.5	Develop and implement metrics for measuring success in program elements of the performance evaluation process.	CalEPA and State Program Agencies	3 months	October 2018	December 2018
2.1.7	Define guidelines for information and facility file requests used to conduct CUPA performance evaluations.	CalEPA and State Program Agencies	4 months	August 2018	November 2018
2.1.8	Review, update and revise the following documents to reflect the NEW Evaluation Process: Summary of Findings Report (PRELIMINARY and FINAL) Evaluation Survey for CUPAs CUPA Performance Evaluation Manual Deficiency Library	CalEPA and State Program Agencies	4 months	August 2018	November 2018
2.1.9	Present NEW Evaluation Process to the Evaluation Workgroup.	CalEPA and State Program Agencies	1 month	December 2018	December 2018

2.1.10	Review, update, revise and develop Performance Evaluation guidance documents for CUPAs to reference for improving the existing implementation of the Unified Program, such as: Inspection and Enforcement Plan Self-Audit Various policies and procedures developed by the CUPA to implement Unified Program processes, including: public notification, financial management, data management, etc.	CalEPA and State Program Agencies	Continuous	January 2019	December 2022
2.1.11	Implement the new evaluation process beginning with the 2019 Evaluation Schedule.	CalEPA and State Program Agencies	Continuous	January 2019	December 2022

**Objective 2.2: Revise the Unified Program Evaluation Manual with an updated set of criteria used by State Program Agencies and CUPAs for performance evaluations.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
2.2.1	Identify existing CERS reports currently used, including specification of the report parameters.	CalEPA and State Program Agencies	2 months	August 2018	September 2018
2.2.2	Identify the need for any new CERS reports.	CalEPA and State Program Agencies	2 months	August 2018	September 2018
2.2.3	Review and revise existing CERS reports.	CalEPA and State Program Agencies	2 months	October 2018	November 2018
2.2.4	Create new CERS reports as necessary, including specifying the report parameters.	CalEPA IT staff	2 months	October 2018	November 2018
2.2.5	Modify existing CERS reports as necessary, including specifying the report parameters.	CalEPA IT staff	1 month	December 2018	December 2018

**Objective 2.3: Establish evaluation process training for State Program Agency evaluators and CUPA inspectors.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
2.3.1	Identify training modules for a training program.	UPPG, CUPA Forum Board	6 months	August 2018	January 2019
2.3.2	Develop training materials for each module.	State Program Agencies, CUPA Forum Board	12 months	February 2019	January 2020
2.3.3	Identify instructors and attendees.	State Program Agencies, CUPA Forum Board	6 months	February 2020	July 2020
2.3.4	Implement the training program.	State Program Agencies, CUPA Forum Board	Continuous	August 2020	December 2022

**Goal 3: Develop and implement methodologies and tools for prioritizing local program implementation based on risk and cumulative impacts to public health and safety.**

**Opportunities and Challenges**

Local programs and participating agencies must enforce a wide range of regulations and inspect diverse entities. CUPAs can better serve to protect public health, safety, and the environment by prioritizing activities based on risk or cumulative impacts associated with certain facilities, businesses types, business practices, and industry sectors. Developing and implementing criteria for flexibility in performance-based inspections within mandatory, CUPA-level inspection and enforcement plans is a key component of the Regulatory Performance Initiative.

**Objectives**

- 3.1:** Develop overall concept for risk prioritization.
- 3.2:** Communicate the risk-based inspection concept to key stakeholders to gain support for implementation.
- 3.3:** Create legislative language to adopt the risk-based inspection concept.

**Objective 3.1: Develop overall concept for risk prioritization.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
3.1.1	Develop a clear definition of goals and objectives for the process, including definition of CUPA compliance program prioritization, with respect to effective allocation of inspection and enforcement resources.	UPRPI Workgroup	6 months	May 2018	October 2018
3.1.2	Engage State Program Agencies to review and provide comment on the proposed risk-based inspection concept.	UPRPI Workgroup	2 months	August 2018	September 2018
3.1.3	Develop local agency model programs.	UPRPI Workgroup	6 months	July 2018	December 2018
3.1.4	Survey and report on risk-based programs of other states and agencies	UPRPI Workgroup	6 months	July 2018	December 2018
3.1.5	Develop and submit legislative and regulatory justification for the risk-based inspection concept (UPRPI).	UPRPI Workgroup, UPAAG	3 months	September 2018	November 2018

**Objective 3.2: Communicate the risk-based inspection concept to key stakeholders to gain support for implementation.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
3.2.1	Provide outreach regarding the risk-based inspection concept to the public, including environmental groups, environmental justice groups, business groups and the regulated community.	UPRPI Workgroup	3 months	September 2018	November 2018
3.2.2	Consider feedback provided by the public.	UPRPI Workgroup	2 months	December 2018	January 2019
3.2.3	Present UPAAG with any feedback that would likely impact or result in changing the risk-based inspection concept previously approved by UPAAG.	UPRPI Workgroup	1 month	December 2018	December 2018
3.2.4	Make any necessary amendments to the risk-based inspection concept based on feedback provided by the public.	UPRPI Workgroup	4 months	November 2018	February 2019

3.2.5	Obtain UPAAG approval of revisions to the risk-based inspection concept, if any revisions exist.	UPPRI Workgroup	1 month	March 2019	March 2019
3.2.6	Communicate the final risk-based inspection concept (RPI) to key stakeholders (businesses, state executives, and Legislature, labor and community organizations), the regulated community and Unified Program regulating agencies.	UPAAG	3 months	March 2019	May 2019

**Objective 3.3: Create legislative language to adopt the risk-based inspection concept.**

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
3.3.1	Create legislative language for adopting the risk-based inspection concept approved by UPAAG.	Legislative and UPPRI Workgroups	3 months	October 2018	December 2018
3.3.2	Evaluate potential legislative support for an authorizing statute.	CUPA Forum Board	5 months	October 2018	February 2019

**Goal 4: Develop exceptionally trained and skilled Unified Program personnel for employment at state and agencies.**

**Opportunities and Challenges**

As experienced personnel retire or leave, CUPAs and State Program Agencies will need trained and skilled staff for ever-more complex enforcement and implementation of Unified Program regulatory requirements. Local CUPA and state agency programs must continuously recruit and train new staff, and provide ongoing training, to provide services that maintain the expected standards of the Unified Program.

**Objective**

<b>4.1:</b>	Conduct ongoing assessment of the Training Framework.
<b>4.2:</b>	Evaluate the effectiveness and accessibility of various training delivery methods.
<b>4.3:</b>	Develop statewide certification programs for CUPA inspectors and State Program Agency evaluators.
<b>4.4:</b>	Develop a statewide registration program for CUPA personnel.
<b>4.5:</b>	Support the Unified Program training culture.

**Objective 4.1: Conduct ongoing assessment of the Training Framework.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
4.1.1	Develop process and determine frequency for reviewing and updating the Training Framework	Training Steering Committee	3 months	August 2018	October 2018
4.1.2	Perform gap analysis to determine if all Knowledge, Skills and Abilities (KSAs) have associated existing courses in the Training Framework.	Training Steering Committee	6 months	October 2018	March 2019
4.1.3	Review statutes and regulations to determine if revisions to the Training Framework are necessary.	Training Steering Committee	Continuous	April 2019	December 2022
4.1.4	Revise the Training Framework.	Training Steering Committee	6 months	July 2019	December 2019
4.1.5	Develop metrics to evaluate the implementation of the Training Framework.	Training Steering Committee	6 months	January 2020	June 2020
4.1.6	Develop a communication/outreach strategy for implementing the Training Framework.	Training Steering Committee	6 months	July 2020	December 2020
4.1.7	Implement the Training Framework	Training Steering Committee	Continuous	January 2021	December 2022

**Objective 4.2: Evaluate the effectiveness and accessibility of various training delivery methods.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
4.2.1	Identify existing training delivery methods. The following should be considered: Inspector succession planning/training Implementation of various training delivery methods (classroom training, webinars, videos, etc.) A Mentoring program Joint inspections with U.S. EPA, state agency staff and/or CUPA staff or inspectors where each are given the opportunity to ask questions in the field as inspections are conducted and various issues are encountered	Training Steering Committee	3 months	January 2019	March 2019
4.2.2	Explore new technology for training delivery methods.	Training Steering Committee	3 months	April 2019	June 2019
4.2.3	Determine effectiveness of each training delivery method.	Training Steering Committee	Continuous	July 2019	December 2022
4.2.4	Apply most effective and efficient training delivery methods to Unified Program related training.	Training Steering Committee	3 months	October 2019	December 2019
4.2.5	Implement new training delivery methods.	Training Steering Committee, State Program Agencies, CUPAs	Continuous	January 2020	December 2022

**Objective 4.3: Develop statewide certification programs for CUPA inspectors and State Program Agency evaluators.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
4.3.1	Hazardous Materials Certification Workgroup to develop specific criteria for a training certification program.	Hazardous Materials Certification Workgroup (CUPA Forum Board)	12 months	May 2018	April 2019

4.3.2	Provide interpretive outreach to stakeholders (regulated businesses and organizations, consultants, etc.)	CUPA Forum Board	4 months	December 2018	March 2019
4.3.3	Complete the first cycle of the training certification program.	CUPA Forum Board	3 years	July 2018	July 2021

**Objective 4.4: Develop a statewide registration program for CUPA personnel.**

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
4.4.1	Establish a Registration Workgroup to develop specific criteria for the statewide registration program.	UPAAG	1 month	March 2019	March 2019
4.4.2	Develop a statewide registration program.	Registration Workgroup	9 months	May 2019	January 2020
4.4.3	Provide interpretive outreach to stakeholders (regulated businesses and organizations, consultants, etc.)	Registration Workgroup	6 months	January 2020	June 2020
4.4.4	Develop proposed legislation.	Registration Workgroup	10 months	January 2020	October 2020
4.4.5	Consider feedback provided by stakeholders (regulated businesses and organizations, consultants, etc.)	Registration Workgroup	6 months	February 2020	July 2020
4.4.6	Identify, develop and recommend any needed statutory or regulatory language to affect changes.	Registration Workgroup	3 months	October 2020	December 2020

**Objective 4.5: Support the Unified Program training culture.**

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
4.5.1	Expand the "Train the Trainer" program. Explore additional vendors for the "Train the Trainer" program. Enable State Program Agency staff to participate. Conduct the "Train the Trainer" program	CUPA Forum Board	6 months	January 2019	June 2019
4.5.2	Create a commitment and expectations policy for training volunteers to ensure succession planning occurs.	CUPA Forum Board	4 months	September 2018	December 2018
4.5.3	Share the trainer commitment and expectations policy with UPAAG and Training Steering Committee	CUPA Forum Board	4 months	December 2018	March 2019

## Goal 5: Improve the capabilities and functionality of the California Environmental Reporting System (CERS) for current and future needs.

### Opportunities and Challenges

Electronic reporting systems require significant CUPA and PA resources to maintain functionality. Unified Program Agencies (UPAs) use various database platforms and/or system versions to meet CERS electronic reporting requirements. There may be a more effective and efficient means of meeting current and future requirements to electronically report Unified Program information to CERS, in order to comply with state and national regulatory requirements.

### Objectives

<b>5.1:</b>	Examine functionality and efficiency of CERS and local CUPA business processes and database systems.
<b>5.2:</b>	Examine the concept of a CUPA management tool using data from CERS.

### Objective 5.1: Examine functionality and efficiency of CERS and local CUPA business processes database systems.

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
5.1.1	Business Process Modeling (BPM) document: Assess and document existing business processes and understand process requirements to provide business process improvement opportunities.	Data Steering Committee and CalEPA	18-24 months	December 2018	December 2020
5.1.2	CalEPA, UPAs and State Program Agencies to identify areas for improving business processes, improving the functionality of CERS or for amending the data requirements for electronic reporting as proposed CERS enhancements.	Data Steering Committee and CalEPA	18-24 months	December 2019	December 2021
5.1.3	Explore development of an inspection module or other tool to support enhanced inspection data capture, with the capability of creating outputs for regulating agencies and for regulated businesses.	CUPA Forum Board	12 months	December 2018	December 2019
5.1.4	Plan and make interim improvements to CERS and local reporting databases based on evaluation of CERS functionality and assessment of business processes.	Data Steering Committee and CalEPA	24 months	December 2019 2020	December 2022

**Objective 5.2: Examine the concept of a CUPA management tool using data from CERS.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
5.2.1	Document and implement governance structures to prioritize need of management tool, assess and develop business cases and objectives.	Data Steering Committee	12-18 months	January 2019	June 2020
5.2.2	Document and collaborate with UPAs and State Program Agency data owners to identify, define and development of centralized data warehouse in order to support consistently defined data sets and to support data management tool.	Data Steering Committee	24-36 months	January 2020	January 2023
5.2.3	Propose a funding mechanism for proceeding with the development of the data-management functionality of CERS.	Data Steering Committee	6 months	July 2019	December 2019
5.2.4	Obtain agreement among CalEPA, UPAs and State Program Agencies to develop CERS data-management capabilities in addition to data-reporting capabilities.	Data Steering Committee	6 months	January 2020	June 2020

**Goal 6: Enrich and curate CERS data to make informed decisions that advance the Unified Program goals, objectives and public safety.**

**Opportunities and Challenges**

Local programs devote significant resources to collecting data and reporting information to state agencies and other Unified Program partners. Together, all parties must ensure that the information is reliable and valid, and that investment in data collection and analyses are efficient and effective in fulfilling State oversight needs and requirements as well as improving program implementation.

**Objectives**

<b>6.1:</b>	Develop and implement a process to enrich data quality in the California Environmental Reporting System (CERS).
<b>6.2:</b>	Develop and share analytic methodologies for trend analysis of CERS data.
<b>6.3:</b>	Evaluate the needed enhancements for non-data exchange CUPAs.
<b>6.4:</b>	Promote the use and improve the functionality of the CalEPA Regulated Site Portal website and data services.

**Objective 6.1: Develop and implement a process to enrich data quality in the California Environmental Reporting System (CERS).**

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
6.1.1	Develop a data quality enrichment process.	Data Steering Committee	9 months	January 2019	September 2019
6.1.2	Research applicability of QA/QC methods and standards used by State Program Agencies to verify facility-reported data.	Data Steering Committee	12-18 months	January 2019	June 2020
6.1.3	Define QA/QC methods and standards to ensure CERS data is not duplicated and to identify data entry and transfer errors for data reported directly in CERS by business and regulator users and for data transferred to CERS through Electronic Data Transfer (EDT).	Data Steering Committee	24 months	December 2019	December 2021
6.1.4	Define and recommend a priority for the implementation of data QA/QC methods and standards for UPAs, State Program Agencies and regulated businesses.	Data Steering Committee	12 months	December 2020	December 2021
6.1.5	Define how to apply standards to submittals from businesses to CERS.	Data Steering Committee	12 months	January 2021	December 2021
6.1.6	Define standards that should be applied by CUPAs when reviewing and accepting submittals.	Data Steering Committee	12 months	January 2021	December 2021
6.1.7	Assess ways to reduce data entry errors, i.e.: using linkages or tools to standardize submittal choices.	Data Steering Committee	12 months	January 2022	December 2022

**Objective 6.2: Develop and share analytic methodologies for trend analysis of CERS data.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
6.2.1	Identify Unified Program public, state agency and CUPA needs for trend analysis and define the metrics for analysis. Trend analysis should utilize Unified Program data to demonstrate the success and effectiveness of the implementation of the Unified Program to the public.	Data Steering Committee	6 months	July 2020	December 2020
6.2.2	Research and identify methodologies for conducting trend analysis, including measures to track success of implementation of the Unified Program.	Data Steering Committee	6 months	January 2021	June 2021
6.2.3	Perform and report on trend analysis to support and advance Unified Program efficiency and effectiveness.	Data Steering Committee	12 months	July 2021	June 2022

**Objective 6.3: Evaluate the needed enhancements for non-data exchange CUPAs.**

Task		Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
6.3.1	Survey CUPAs not utilizing electronic data transfer (EDT) to determine if additional CERS enhancements are necessary.	Data Steering Committee	9 months	January 2020	September 2020
6.3.2	Review survey responses.	Data Steering Committee	3 months	October 2020	December 2020
6.3.3	Determine actions necessary in response to surveys.	Data Steering Committee	6 months	January 2021	June 2021
6.3.4	Prioritize and develop scope and cost of effort for each new proposed CERS enhancement.	Data Steering Committee and CalEPA	6 months	July 2021	December 2021

6.3.5	Proceed with development of CERS enhancements.	CalEPA and CUPA Data Services Vendors	12 months	January 2022	December 2022
6.3.6	Implement CERS enhancements in production environments.	CalEPA and CUPA Data Services Vendors	Continuous	January 2023	Continuous

**Objective 6.4: Promote the use and improve the functionality of the CalEPA Regulated Site Portal website and data services.**

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
6.4.1	Develop and implement changes to the Regulated Site Portal to improve features and functionality with the incorporation of data from additional environmental databases.	CalEPA	15 months	June 2018	August 2019
6.4.2	Develop and update public outreach material to highlight uses and functionality.	CalEPA	6 months	March 2019	August 2019
6.4.3	Present updated outreach to all stakeholders (consultants, attorneys, regulated businesses, etc.).	Data Steering Committee and CalEPA	24 months	September 2019	September 2021

**Goal 7: Minimize and mitigate the impact of local disaster emergency response on essential Unified Program functions at the local level.**

**Opportunities and Challenges**

By statute, UPAs must routinely prepare for local disaster emergency roles and responsibilities, maintain response capabilities, and coordinate regularly with disaster emergency assistance agencies and organizations. In the face of growing disaster response costs and limited state/federal resources to respond to large disasters, CUPAs seek to improve collaboration and training for local mutual aid and disaster assistance. It remains critical for UPAs to ensure the ability to continue to protect environmental health and public safety by maintaining routine Unified Program responsibilities as effectively and efficiently as possible. For both provider and recipient agencies, best practices are necessary to balance response and assistance activities during declared disaster emergencies with continuity of executing Unified Program inspection and enforcement responsibilities as fully as possible.

## Objectives

**7.1:** Help enable local agencies continue to protect environmental health and public safety and maintain Unified Program implementation effectively and efficiently while conducting disaster recovery or rendering Disaster Emergency Assistance (DEA) to other local agencies.

**Objective 7.1: Ensure local agencies are able to continue to protect environmental health and public safety and maintain Unified Program implementation effectively and efficiently while participating in Disaster Emergency Assistance (DEA) for State-declared disasters.**

	Task	Lead	Estimated Time for Completion	Estimated Start Date	Estimated Completion Date
7.1.1	Develop an evaluation process contingency plan for CUPAs that have experienced response demands to state-declared emergencies during the performance review period.	UPAAG Evaluation Workgroup	6 months	January 2019	June 2019
7.1.2	Identify necessary contingency planning for CUPAs in order to enable each CUPA to continue to perform routine Unified Program implementation amidst the establishment of disaster relief and need for supportive assistance in response to the disaster.	Cal OES and CUPAs	6 months	February 2018	July 2018
7.1.3	Determine if and how a state declared emergency disaster temporarily relieves requirements of regulated businesses in the area during the declared emergency.	CalEPA, CCDEH, CUPAs	12 months	August 2018	July 2019
7.1.4	Identify and develop statutory or regulatory revisions needed to alleviate resource/priority conflicts between Unified Program requirements and local emergency response needs.	UPAAG	24 months	August 2019	July 2021



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