

IDAHO DEPARTMENT OF ENVIRONMENTAL QUALITY

STRATEGIC PLAN

2019-2022



VISION FOR THE FUTURE

MISSION STATEMENT

To protect human health and the quality of Idaho's air, land, and water

VISION STATEMENT

An Idaho where the quality of our environment enhances healthy living and supports thriving communities

DIRECTOR'S MESSAGE

I am pleased to present the Idaho Department of Environmental Quality's (DEQ's) strategic plan for fiscal years 2019–2022. This forward-looking plan outlines the goals, objectives, and specific measures the agency will use to protect and improve human health and the environment.

Over the last year, we closely examined our agency-wide work processes and through a concentrated strategic planning effort established new and improved goals and objectives to drive the work that we do. We also looked at our performance measures to ensure we are capturing the results and collective impact of that work. We believe our efforts to find meaningful performance measures will show more effectively the value of our work to protect air, land, and water in the state and benefit the people of Idaho.

In our new path forward, objectives and strategies may change in response to fiscal, regulatory, and environmental realities, but our core functions and services will remain:

- Manage air quality to ensure compliance with federal health-based standards

- Protect soil and water from hazardous, solid, and mining wastes, and petroleum contamination
- Manage, mitigate, and remediate waste-contaminated areas
- Protect public health and the environment at and around the Idaho National Laboratory
- Maintain and improve surface and ground water quality
- Ensure delivery of safe and reliable drinking water from public water systems
- Prevent, prepare for, and respond to public health emergencies
- Encourage and empower Idaho citizens, businesses, and communities to be environmentally responsible

The Idaho Pollutant Discharge Elimination System (IPDES) program continues to build capacity. The memorandum of agreement between the United States Environmental Protection Agency (EPA) and DEQ was signed in May 2018, and EPA's approval letter for IPDES phased-in implementation was signed on June 5, 2018. DEQ plans to start Phase 1 municipal permit approval on July 1, 2018, and

Phase 2 industrial permit approval on July 1, 2019.

To centralize and consistently track compliance of consent orders and compliance schedule agreements agencywide, DEQ recently developed the Statewide Enforcement Tracking System (SETS). SETS is used to track the milestones associated with administrative and civil enforcement actions to ensure compliance and increase transparency. The system allows staff to more easily manage cases and allows DEQ to track compliance rates by division, region, and program. SETS is currently being implemented.



John Tippetts, Director

In an ongoing effort to improve safe working practices, DEQ's Safety Policy, Safety Program Plan, and General Safety Manual were revised to reflect current safety practices, policies, and agency needs.

Continuous improvement is an ongoing focus for the agency, and this year, our senior management team has been discussing ways to further implement lean principles into our work at DEQ. We use the kaizen method as a long-term approach to systematically target and incrementally change processes to improve efficiency and quality within the agency. This method brings experts together to examine

processes in detail and determine output improvements and engages all staff in suggesting and implementing changes that create continuous improvement. In water reuse permitting, a kaizen was conducted several years ago, and it was time to reevaluate the effort. A group met to review the current permitting process and determine ways to more fully implement kaizen-identified improvements.

Facilitated by the Environmental Council of States, DEQ was recently partnered with Utah in a program that matches states interested in process improvement. Utah has a head start in its efforts to improve efficiencies and is eager to share resources with us. We look forward to working with Utah's process improvement team.

In 2019, we will continue to work toward fulfilling DEQ's core functions to the best of our abilities by using our financial resources efficiently and effectively. Over the next 4 years, we will also challenge ourselves in implementing the new agency-wide performance measures, tracking and reporting our progress, and showing our commitment to positively impacting the environment and Idaho's citizens.

YOUR DEQ

The Idaho Department of Environmental Quality (DEQ), established by the Idaho Environmental Protection and Health Act (Idaho Code §39-101 et seq.), protects human health and the environment.

DEQ implements and enforces delegated federal programs under the Clean Air, Clean Water, Safe Drinking Water, and Resource Conservation and Recovery Acts, and state environmental laws and rules. This regulatory responsibility covers activities that ensure Idaho's air, land, water, and citizens are protected from the adverse impacts of pollution.

- Environmental monitoring assesses conditions and ensures health-based standards are met.
- Permits are issued to facilities that manage wastes or release pollutants to limit the amounts to safe levels.
- Inspections of pollution sources and responses to complaints ensure compliance with environmental regulations and standards.
- Remediation removes or neutralizes contaminants in soil, ground water, and surface waters. Compliance is voluntary or enforcement action may be taken.
- Oversight includes cleanup, pollution reduction, and drinking water and wastewater infrastructure improvements.
- Outreach and education facilitates compliance with environmental requirements.

To accomplish our environmental and human health protection mission, DEQ works collaboratively with federal and state agencies; the Board of Environmental Quality; city, county, and tribal governments; businesses; community organizations; and Idaho citizens.



Protect



Enhance



Support

AGENCY PERFORMANCE—ACCOUNTABILITY AND COMMITMENT

Idaho statute requires each state agency to develop a strategic plan to establish performance commitments and assess progress toward achieving agency goals (Idaho Code §67-1903). Based on the state fiscal year (July 1–June 30), the plan covers a 4-year horizon, starting with the year the plan is developed.

- Our goals describe the broad environmental and/or human health conditions the agency is trying to achieve and how we want to serve Idaho’s citizens.
- Our objectives are the incremental steps we will take to achieve each goal.
- Our performance measures tell us how we know we are making progress.



This strategic plan provides Idaho’s legislature with planning and performance commitments and accounts for the statutory authority granted to the agency and its appropriated annual budget.

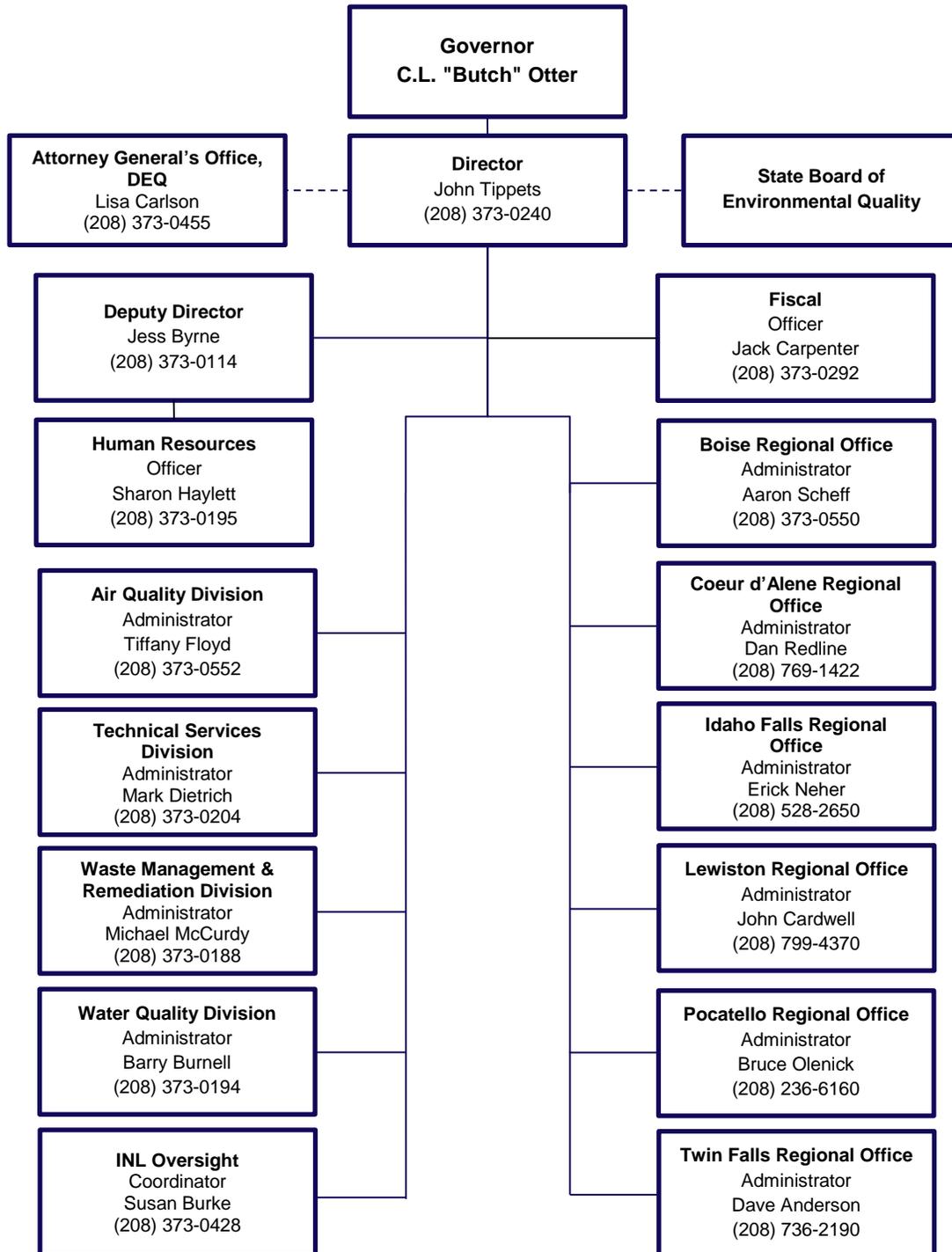
For over a year, DEQ examined how we measure and communicate our performance as an agency. All staff were involved in this effort, and as a result, we determined new agency-wide performance measures. DEQ selected seven agency-wide benchmark performance measures that reflect environmental or public health outcomes to track and report progress in achieving our agency’s mission of protecting public health and the environment.

DEQ’s FY2019 performance commitments.

Benchmark Performance Measure	FY 2019 Target
Reduce number of unhealthy days based on the Air Quality Index (AQI) throughout the state.	0 days (based on 25 days in unhealthy range in CY2017)
Increase the percentage of assessed rivers and streams supporting beneficial uses.	35%
Reduce the number of known contaminated sites.	247 sites (10% reduction from current 275 sites)
Increase the percentage of complete permit applications and facility plan and specification submittal packages on initial submittal.	82%
Increase the compliance rate of inspected facilities.	82%
Increase the percentage of permits issued before deadline.	81%
Conduct one kaizen per year.	1 event

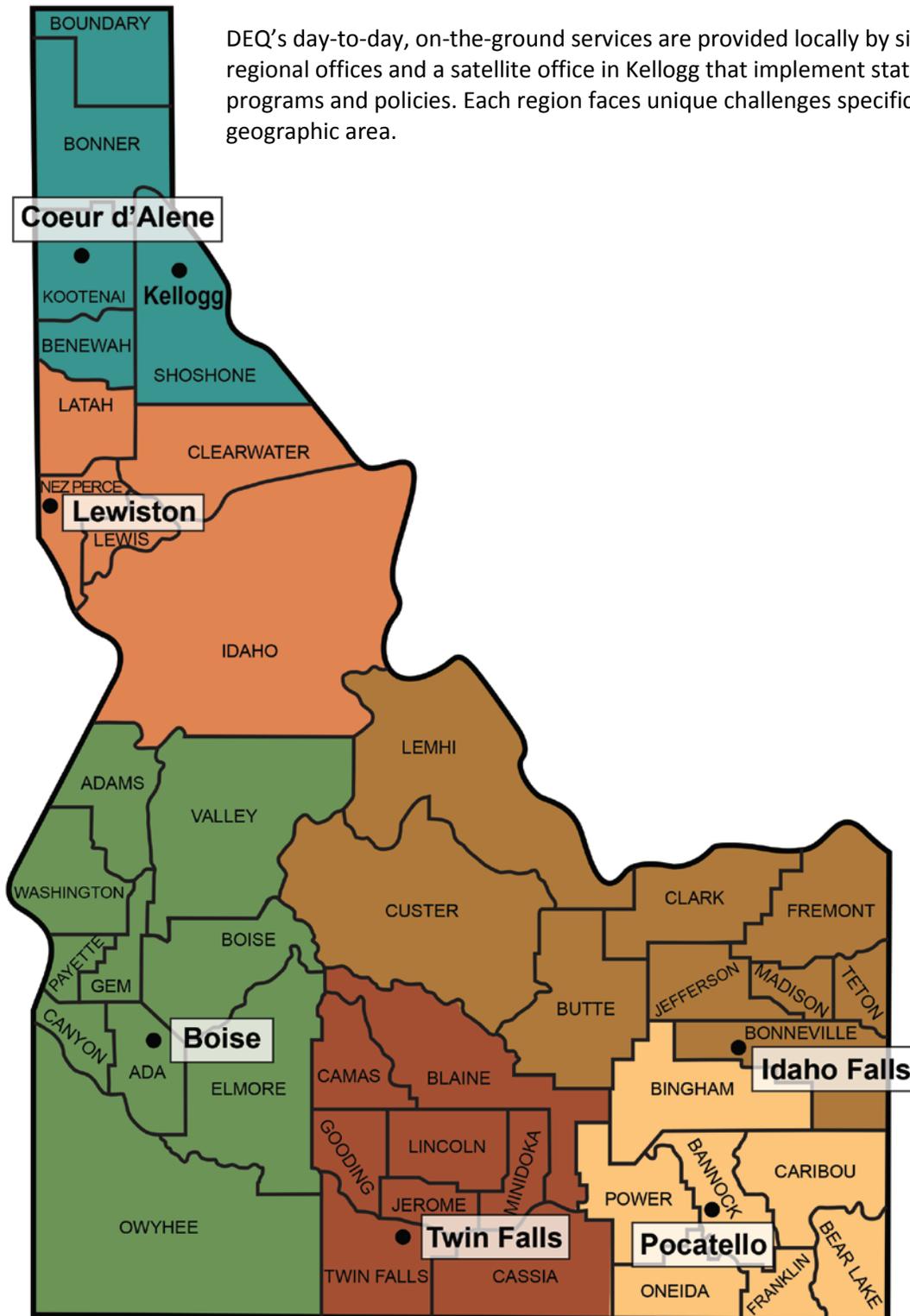
AGENCY SUPPORT—STATEWIDE

DEQ is headquartered in Boise and has four divisions, six regional offices, and a satellite office focused on developing and administering programs and policies.



REGIONAL OFFICES

DEQ's day-to-day, on-the-ground services are provided locally by six regional offices and a satellite office in Kellogg that implement statewide programs and policies. Each region faces unique challenges specific to its geographic area.



GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1—MAKE RECOGNIZABLE AND MEASURABLE ENVIRONMENTAL IMPROVEMENTS

Objectives—Air quality

- 1.1 By August 2018, complete PM Advance Program action plan for Salmon, and by January 2019, engage St. Maries in participating in the voluntary PM Advance Program.
- 1.2 By December 2018, implement targeted outreach efforts throughout the state on the benefits of changing out old noncertified woodstoves.

Performance Measure

Reduce number of unhealthy days based on the Air Quality Index (AQI) throughout the state.

Benchmark—0 days (based on 25 days in unhealthy range in CY2017)

This performance measure is determined by any single air monitor reaching unhealthy (red) air quality levels statewide at any time during the calendar year. If multiple air monitors reach unhealthy air quality levels on the same day, it is still counted as 1 day.

Air Quality Index (AQI) Values	Levels of Health Concern	Colors
<i>When the AQI is in this range:</i>	<i>...air quality conditions are:</i>	<i>...as symbolized by this color:</i>
0 - 50	Good	Green
51 - 100	Moderate	Yellow
101 - 150	Unhealthy for Sensitive Groups	Orange
151 - 200	Unhealthy	Red
201 - 300	Very Unhealthy	Purple
301 - 500	Hazardous	Maroon



Air Quality—

DEQ is committed to working with local communities to meet the National Ambient Air Quality Standards and to develop the best state and local solutions for controlling pollution and protecting air quality.

Objectives—Water quality

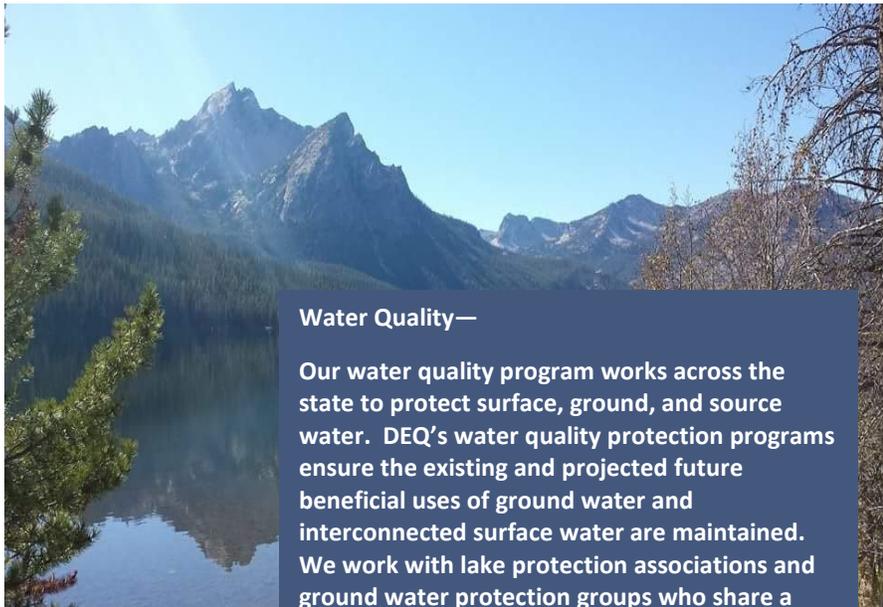
- 1.3 By October 2018, redirect Clean Water Act §401 certification resources to §404 permit site evaluations and inspections for §401 certification conditions and requirements.
- 1.4 By December 2018, regionally prioritize impaired waters to focus state and federal resources based on cost per pound pollutant removed or the greatest decrease in pollutants causing the impairment.

Performance Measure

Increase the percentage of assessed rivers and streams supporting beneficial uses.

Benchmark—35%

Derived from DEQ's 2014 Integrated Report, this performance measure includes river miles from assessed rivers and streams that support beneficial uses.



Water Quality—

Our water quality program works across the state to protect surface, ground, and source water. DEQ's water quality protection programs ensure the existing and projected future beneficial uses of ground water and interconnected surface water are maintained. We work with lake protection associations and ground water protection groups who share a common interest in protecting the quality of Idaho's water resources and public health.

Objectives—Waste management and remediation

- 1.5 By July 2019, implement outreach to provide information to site owners and operators about DEQ's cleanup and remediation options.

Performance Measure

Reduce the number of known contaminated sites.

Benchmark—247 sites (10% reduction in the current 275 open contaminated sites [2,548 historic contaminated sites])

This performance measure includes leaking underground storage tanks and general remediation sites. Contaminated site closure is complete when contaminant concentrations meet acceptable risk-based or other approved criteria through assessment or remediation activities. This performance measure excludes sites under the Comprehensive Environmental Response, Compensation, and Liability Act (Superfund), including *mega sites*, such as the Idaho National Laboratory and Bunker Hill, Department of Defense cleanup sites, hazardous waste sites, and solid waste facilities.



Waste Management and Remediation—

DEQ monitors and controls the generation, treatment, storage, and disposal of wastes and regulates the management of petroleum products in underground storage tanks. When contaminants are released into the environment, we respond to the release and ensure proper cleanup actions are taken to protect human health and the environment.

GOAL 2—PROVIDE FIRST-CLASS CUSTOMER SERVICE AS A TRUSTED SOURCE FOR ENVIRONMENTAL LEADERSHIP

Objectives—Permit applications and plans and specifications complete

- 2.1** By July 2019, reorganize permit application materials on the website so they are readily accessible and user friendly.
- 2.2** By June 2019, provide examples of quality permit applications and facility plan and specification submittal packages on the website.

Performance Measure

Increase the percentage of complete permit applications and facility plan and specification submittal packages on initial submittal.

Benchmark—82%

This performance measure is based on wastewater reuse applications, IPDES applications, drinking water and wastewater plan and specification submittals, air quality permit applications, and hazardous waste permit applications.

Objectives—Compliance of inspected facilities

- 2.3** By December 2019, implement a consistent process for conducting permit handoffs with facility personnel across all programs.
- 2.4** By June 2019, develop one technical assistance workshop per year to deliver informational material on application submittals, rules, and regulations.

Performance Measure

Increase the compliance rate of inspected facilities.

Benchmark—82%

This performance measure is based on 5-year averages across programs. Each program measures compliance differently. Annual updates will be made to the benchmark.

“We believe we provide a valuable service to the people of the state of Idaho...we work for the people of Idaho, not against them.”

John Tippetts, DEQ Director

GOAL 3—FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT

Objectives—Permits issued before deadline

- 3.1 By June 2019, deploy a web page to electronically track permit progress.
- 3.2 By June 2019, prepare a list of general permit conditions to assist in understanding air quality permit requirements.

Performance Measure

Increase the percentage of permits issued before deadline.

Benchmark—81%

This performance measure includes air quality permits to construct, water quality reuse and IPDES permits, and hazardous waste permits. With startup of the IPDES Program, DEQ will inherit a permit backlog that will require 1-to-2 permits cycles (5–10 years) to meet the national goal of 90% current permits.

Objectives—Kaizen implementation

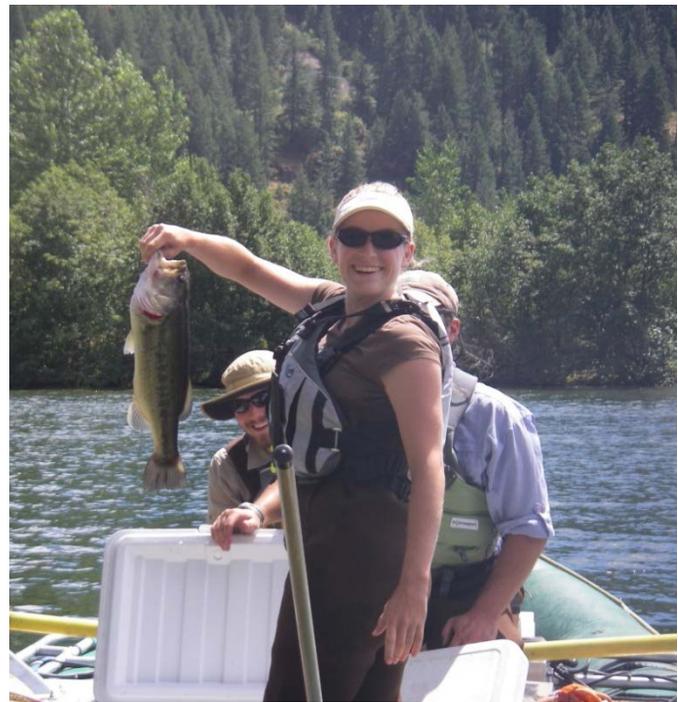
- 3.3 By December 2018, deploy an intranet repository page to host kaizen-based standard operating procedures, presentations, and other informational materials to stimulate and support process improvement efforts throughout the agency.
- 3.4 By June 2019, certify at least one kaizen expert at the “Green Belt” level to provide in-house kaizen expertise.

Performance Measure

Conduct one kaizen each year.

Benchmark—1 event

The kaizen method is a long-term approach to systematically target and incrementally change processes to improve efficiency and quality within the agency. This method brings experts together to examine processes in detail and determine output improvements and engages all staff in suggesting and implementing changes that create continuous improvement.



EMERGING ISSUES AND OPPORTUNITIES

On a 4-year horizon, issues may arise that are short-term or may lead to a shift in the agency's focus and priorities. By anticipating future challenges, DEQ will be better positioned to adjust if needed, while continuing to support our core functions and services. Emerging issues and opportunities are identified below.

Volkswagen settlement

Volkswagen agreed to settle the 2016 lawsuit alleging it manufactured diesel cars sold and operated in the United States beginning in 2009 with systems intended to defeat emissions tests, which resulted in vehicles emitting nitrogen oxide (NOx) at levels up to 40 times the amount allowed under the Clean Air Act. Settlements were reached for 2.0- and 3.0-liter diesel vehicles. Under the settlements, Volkswagen must fund a \$2.92 billion Environmental Mitigation Trust used to offset the air pollution emitted by vehicles violating the Clean Air Act. Named a designated beneficiary in January 2018, the State of Idaho can potentially receive \$17.3 million from this trust. As required by the trust, Idaho developed a Beneficiary Mitigation Plan summarizing how the state allocation of mitigation funds will be distributed among eligible mitigation projects to reduce NOx emissions. The mitigation plan was submitted to the trust in May 2018, and the project application period will open in summer 2018. Projects will be evaluated based on criteria outlined in the mitigation plan, which includes the ability to replace diesel emissions sources with cleaner technology to reduce excess NOx emissions caused by violating vehicles. For qualifying projects, DEQ will request funding from the trust and begin awarding projects by December 2018.

Underground storage tank program

In 2017, the Idaho legislature approved rules allowing DEQ to collect tank fees. Rules on administering the tank fees and new federal regulations became effective March 24, 2017.

DEQ will continue to educate Idaho's underground storage tank owners and operators on the new rules, update inspection and training software to reflect the new rules, and apply for state program approval with EPA by October 13, 2018.



New and expanding mining projects

Interest continues in mining projects across Idaho. The length of time associated with mine permitting and development creates long-term but sporadic demands on DEQ staff. Mines in closure or after reclamation and remediation require DEQ's attention primarily for ongoing water quality impacts. These impacts result in staff and financial resource constraints that make it difficult for DEQ to provide the technical and permitting services required. DEQ is coordinating internally across programs and offices to ensure efficient use of resources. DEQ

is also continuing to use cost recovery agreements when possible.

Hazardous waste program

The 2018 Idaho legislature approved a much-needed update in the form of the Generator Improvements Rule, which makes the hazardous waste generator regulations easier to understand, facilitates better compliance, provides greater flexibility in how hazardous waste is managed, and closes important gaps in the regulations. These updates became effective on March 28, 2018. DEQ will educate Idaho’s hazardous waste generators on the new rules and update materials to reflect the new rules.

Drinking water and wastewater system loan requirements

EPA closely monitors loan pace, but the pace of DEQ’s loan program is impacted by an increasing number of federal requirements. DEQ will explore all available means to reduce the administrative burden on loan recipients.

State-funded agriculture best management practices

The 2018 Idaho legislature approved additional one-time General Fund support for implementing agricultural best management practices and improving water quality in high priority watersheds (\$290,000 with a total appropriation of \$790,000). With the possible reduction of federal \$319 grant support, this new funding source allows DEQ to take advantage of our institutional knowledge and expertise to administer the funds appropriately.

Man-made waters

Idaho’s extensive system of canals and drains supply water to farm fields supporting irrigated agriculture. These canals and drains, or man-made waters, did not exist as water conveyances before construction. Managing the

water quality and protection levels needed in these conveyances are issues evaluated within the National Pollutant Discharge Elimination System (NPDES) and wastewater reuse permitting programs. DEQ is specifically looking at the NPDES-permitted discharges to these waters and how water quality protection should factor into permit limits.

Harmful algal blooms

Several factors, including nutrient imbalance, warmer temperatures, and reduced flow, lead to more frequent proliferation of naturally occurring algae, particularly blue-green algae, in water bodies throughout the state. When high concentrations of blue-green algae occur, they can form a bloom that produces a foul odor or toxins. Blooms that produce toxins present a health risk to humans, pets, and livestock.



DEQ works with the public and natural resource agencies to monitor blooms and determine whether toxins are present. We coordinate with local health districts to warn the public of any potential health risks and identify locations with blooms through the “Recreational Water Quality Health Advisory” website.

CYBERSECURITY

Under the State of Idaho's Executive Order 2017-02, DEQ must implement the first five National Institute of Standards and Technology Cybersecurity Framework Center for Internet Security goals by June 30, 2018. The status of each goal is provided below:

- Completed electronic hardware inventory and control (CSC 1).
- Completed software inventory and control (CSC 2). End-of-life software is removed based on funds available to provide replacements. All other software is patched and up-to-date.
- Software imaging (CSC 3) is taking place. New personal computers use a standard operating system and basic load of software imaging from the current year's hardware and current MS Office versions. Compromised devices are reloaded from the same image. Increased file integrity scans started in FY2018.
- Vulnerability scanning (CSC 4) is taking place. Patches are deployed. Insecurities needing manual fixes are documented, and remediation is progressing.
- Completed administrator management and authentication (CSC 5).

DEQ will continue to improve the agency's cybersecurity by implementing additional security goals and training over the next few years.

CONCLUSION

DEQ reports performance accountability to the state legislature through benchmark performance measures. To develop new, meaningful performance measures, our strategic planning discussions involved all DEQ staff. Our commitment to protecting Idaho's environment and public health is reaffirmed through the work we do and the partnerships and communities we work with. These new

agency-wide benchmark performance measures reflect our commitment to achieving tangible and achievable environmental and public health outcomes for Idaho while driving us to continue to look for ways to improve as we serve as a trusted resource for Idahoans.



Your DEQ—PROTECT, ENHANCE, SUPPORT

While the core of DEQ's work is defined by our air quality, water quality, and waste and remediation management divisions, that work is sustained by support staff in a variety of areas.

INL Oversight—Independently evaluates the effectiveness of the Idaho National Laboratory's public health protection programs.

Technical Services—Provides peer-reviewed scientific and engineering support to DEQ's air, water, and waste divisions and six regional offices.

Pollution Prevention—Empowers businesses and citizens to engage in behaviors that protect public health and preserve Idaho's environment.

Communications and Outreach—Raises awareness and understanding of health and environmental issues through social media and clear, concise documentation.

Fiscal—Manages DEQ's budget and expenditures and facilitates grant applications and funds.

Human Resources—Acts as a liaison between DEQ and Idaho Division of Human Resources and provides compensation and benefits guidance.

Facilities—Oversees buildings and communications systems and maintains vehicle fleet.

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