

State of Idaho
Department of Environmental Quality

2004-2008 Strategic Plan



Director's Message

Dear Reader,

I am proud to present this year's Strategic Plan for the Department of Environmental Quality (DEQ). Unlike past years, this plan is based on programs that have challenged us to implement a budget-reduction strategy because of the economic difficulties faced by Idaho. As in any business, economic downturns mean decisions must be made as to where resources will be allocated and what actions can be delayed or eliminated. This plan describes where those decisions have been made.

The strategic planning process is based on placing a high priority on protecting the public health of our citizens as well as protecting the quality of our environment. DEQ has continued to work with our partners with whom we share responsibility for preserving and protecting our environment to streamline our processes and reduce the costs of program delivery. In the coming years, we will continue to seek opportunities to reduce program costs to the public through enhancing

partnerships and effectively using the available resources to achieve our mission.

The programmatic directions contained in this plan will aid in utilizing our resources to address our most pressing environmental problems. I am committed to a constant reevaluation of our programs so that improvements in effectiveness and efficiency can be realized. We can overcome some of the economic challenges through concentrating on priorities.

I am proud of how DEQ has addressed environmental issues even under reduced resources. This demonstrates that the systems we have worked hard to put in place are now paying dividends. I am committed to improving these systems so that we can realize more efficiencies while continuing to provide high quality environmental services. Please join us in improving and preserving Idaho's outstanding environment.



C. Stephen Allred, Director
Department of Environmental Quality

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Introduction

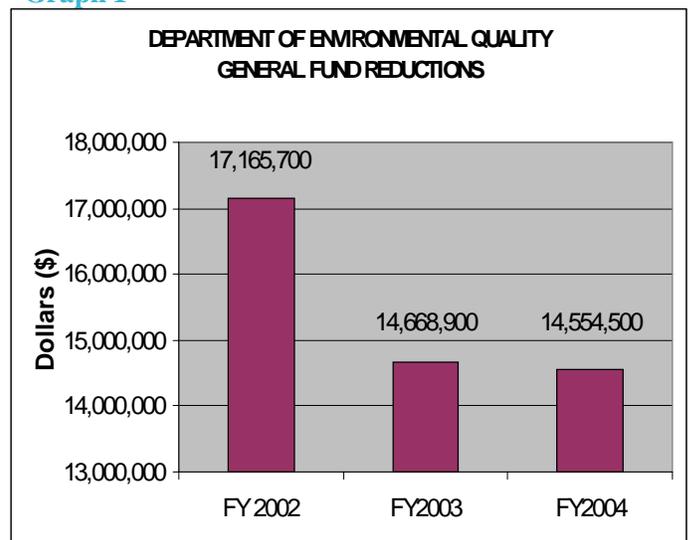
The Strategic Plan for the Department of Environmental Quality (DEQ) emphasizes the direction being taken to increase the effectiveness of the programs in protecting the public health and the environmental resources of Idaho.

DEQ, like all of state government, has seen budget reductions that limit services that can be provided to our customers. While we have had to delay, reduce or eliminate certain activities, essential services have been maintained. Our general funds have been reduced by approximately 2.61 million dollars since FY 2002 (Fiscal Year-July to June), a 15% reduction. In the Reductions in General Funds graphs throughout this document, FY 2004 dollars represent base appropriations and do not include increased appropriations for Attorneys General, Controllers, benefits and insurance costs. (See Graph 1 below.)

In order to cope with the reductions, DEQ has reduced travel and training by employees, reduced publication costs, and has not filled vacant positions. Efforts in some programs have had to be suspended or eliminated while insuring that public health is not threatened.

Because of the events of the past several years, DEQ has increased security efforts to ensure that our employees have a safe environment in which to work. The increased threat of bio-terrorism has prompted security training to be provided to public water and wastewater systems in order to protect our infrastructure from sabotage and to protect the health and safety of our citizens.

Graph 1



DEQ continues to increase the use of electronic systems to reduce our operating costs and increase our efficiencies. The development of the Enterprise Information Management System (EIMS) will bring more timely and accurate information to our staff and to our customers. This system will be developed with money from one-time grants. We are also increasing the utilization of electronic communication to reduce our transaction costs.

DEQ has moved forward with the Coeur d'Alene Basin project. The Basin Environmental Improvement Project Commission is now actively pursuing cleanup projects within the Basin. The selenium project in eastern Idaho is progressing on schedule. DEQ successfully issued all of the Title V air quality permits, except for the INEEL permit, which was put on hold at the request of the EPA. DEQ is also implementing a compliance assurance program, as required by the Clean Air Act. We continue to meet the court ordered TMDL schedule and are improving and integrating implementation funding for this effort.

Through planning our efforts for the coming years, DEQ will concentrate resources on those activities that most benefit the environment and provide the needed services to our customers. This may mean reducing our efforts in less critical areas. We will share some of the needed work with our partners, such as the U.S. Environmental Protection Agency, which will take a larger role in some programs in order for DEQ to concentrate on other needed activities.

We will continue to support efforts of other agencies to protect and enhance environmental quality. Through identification of which departments are best equipped to deal with a problem, efficient use of resources within government and reduced costs to our citizens will be realized.



Sandpoint

Air Quality Division

The Air Quality Division is responsible for the preservation of Idaho's air quality and the protection of public health through the regulation of air pollution of concern. The Air Quality Division performs monitoring and data collection, permitting, technical assistance, and, when necessary, compliance or enforcement activities. The Air Quality staff work with local communities, industry and other local, state, and federal agencies on a regular basis to develop and implement plans to improve air quality in the state.

Programs within the Air Quality Division include:

- Stationary Source Program focuses on issuing permits and providing technical assistance to facilities and industries that emit air pollution as a regular part of their business processes.
- Mobile and Area Source Program provides expertise and guidance to local communities and citizen groups to monitor and regulate air pollution sources that impact large geographical areas, such as smoke from agricultural, prescribed, or wildfire burning, motor vehicle emissions or dust from roads or other open land.
- Monitoring, Modeling, Emission Inventory Program provides the monitoring, data collection and analysis to support the division's other two programs.

Five-Year Plans

A major effort will be undertaken to modify and improve the permitting programs within the Air Quality Division. Over the next five years, the permit program will develop a single application that will serve all permit actions. This will require the present regulations to be revised to allow for a single application that can serve the permit-to-construct program, the Title V program, and the Tier II program. Advice from stakeholders will be requested during the process to ensure the changes are understood and supported.

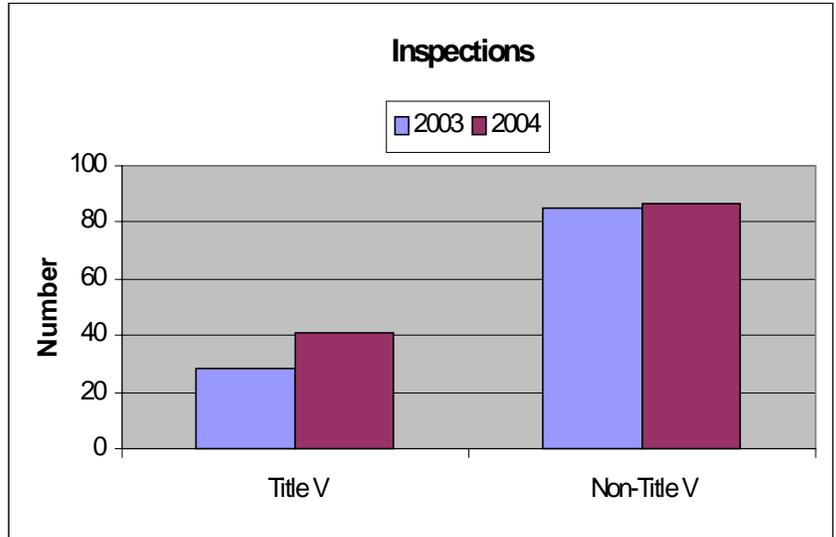
The permit program will develop a stable and flexible funding mechanism that will allow for adjustment of expenditures while providing stable long-term funding for the program. DEQ will seek innovative and cost-effective ways of implementing the program while meeting the needed environmental results.

The Department will also develop the needed policies and process to ensure that the permit program is consistent and the permitting process is applied uniformly. Compliance activities will focus on gaining environmental improvement rather than procedural or paper violations.

Annual Activities

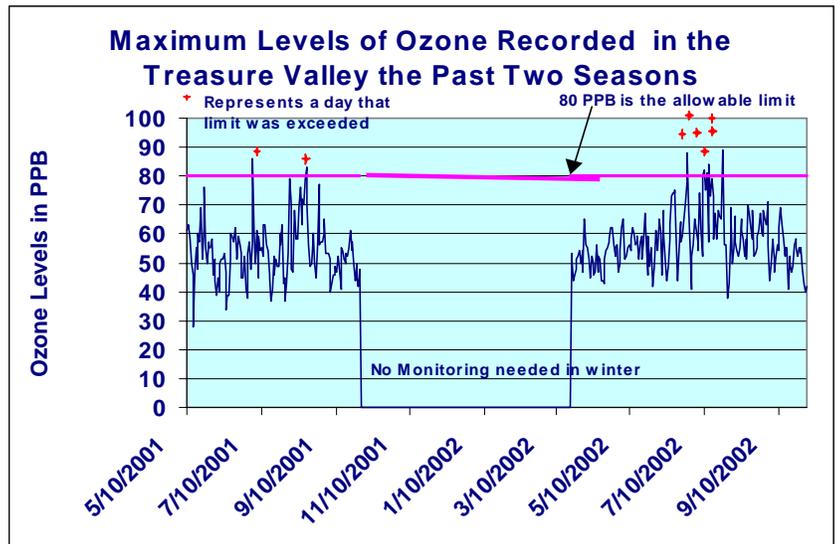
This year, the Air Quality Division will implement the Title V comprehensive inspection program. It is anticipated that 41 inspections will be conducted. These inspections may require multiple visits to the facilities, as well as a complete file search. In addition, 85 inspections of non-Title V facilities will be conducted. Graph 2 demonstrates the emphasis being placed on inspections.

Graph 2



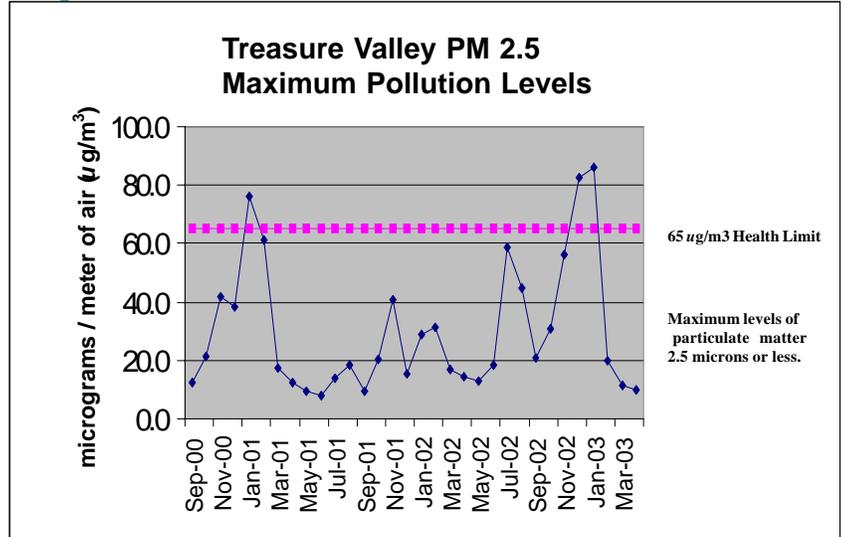
Developing and implementing plans to prevent airsheds of the state from deteriorating to the extent they may be designated as non-attainment is a high priority for the state and DEQ. During the summer of 2002, the Treasure Valley experienced elevated ozone levels which exceeded National Ambient Air Quality Standards (NAAQS). The formation of ozone, or what has become to be known as “smog”, occurs when certain pollutants are subjected to high temperatures. (See Graph 3.)

Graph 3



During December of 2002, the Treasure Valley experienced air quality problems because of a buildup of small particulate matter in the valley. This occurs when the valley experiences an inversion condition and warm air traps cooler air in the valley allowing pollution levels to build up. (See Graph 4 for Particulates.)

Graph 4



Air Quality Division (Continued)

Both ozone and particulate matter can irritate the respiratory system and create health problems for susceptible populations.

These excursions, during which the airshed exceeded NAAQS, demonstrate the need for a proactive preventative program. DEQ, in cooperation with local agencies and governments, has been developing plans to address these problems. DEQ believes that plans implemented at the local level work best to resolve these types of air quality issues.

Annual Activities:

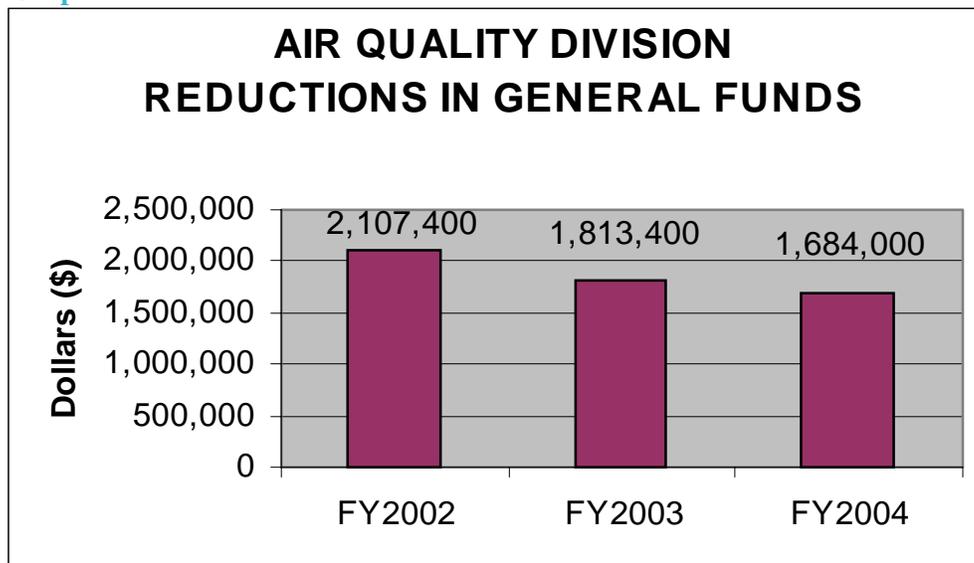
- Maintain 55 air monitoring sites.
- Issue 91 permits.
- Conduct 126 inspections (85 of non-Title V facilities).
- Investigate approximately 600 complaints.

Reductions

Due to budget holdbacks and reductions over the past 2 years, as shown in Graph 1 below, the Air Quality Division

- Delayed the development of air quality plans for the Treasure Valley, Portneuf Valley, and Clearwater airsheds. This is placing DEQ in a reactive posture instead of a proactive one. This could lead to designation of some areas as non-attainment that could have significant economic and health impacts to the areas.
- Delayed or eliminated the forecasting of air quality conditions in some areas of the state. These forecasts alert the public to any potential problems that could be encountered with air quality and allows the public to curtail strenuous activities when conditions are unhealthy.

Graph 5



Waste Management and Remediation Division

DEQ Waste Management and Remediation Division programs protect surface and ground water and public health by ensuring the proper handling of waste and the remediation of contaminated sites. The goal of remediation is to reduce risks posed by contaminated areas to acceptable levels. DEQ evaluates how to cost-effectively reduce threats to human health and the environment, depending on the type and amount of contamination. DEQ monitors and approves strategies for cleanup, confinement, recycling and destruction of hazardous substances or contaminated materials. Common sources of contamination are leaking underground storage tanks (LUSTs), past mining practices, chemical spills and illegal waste disposal.

Permitting of waste management activities provides specific standards that facilities are required to abide by. The standards required by the permits have been determined to safeguard human health and the environment. DEQ issues permits for hazardous waste management treatment, storage and disposal facilities; for cyanidation operations at mining facilities; and assists health districts and local governments in siting, permitting and facility design reviews for solid waste management facilities.

DEQ inspects facilities that manage or generate hazardous or solid waste, and facilities that conduct ore processing by cyanidation. Inspections are designed to ensure that facilities are complying with all applicable waste management regulations and/or permit requirements. Complying with these requirements reduces the likelihood of health and environmental damage will result from the waste management activities.

Programs within Waste include:

- [Solid Waste Program](#)
- [Hazardous Waste Program](#)
- [Remediation Program](#)
- [UST/LUST Program](#)
- [Defense, Energy, Multisites](#)

Five-Year Plans

DEQ has developed a Risk-Based Decision Making (RBDM) guidance for the remediation of contaminated soil and ground water. RBDM looks at the intended use of a facility to determine what level of cleanup is needed based on what level of risk is acceptable. DEQ will be expanding RBDM for use in all applicable programs that oversee remedial activities. This consistency across programs will give the regulated community more options in developing remedial action plans for contaminated facilities, and will allow for more consistent cleanup targets across remediation programs.

Waste Division (Continued)

Additional 5-year priorities include:

- Develop a fully functional Brownfields program to efficiently return contaminated real property to productive use.
- Complete all yard remediation in the Coeur d'Alene Basin.
- Determination through an EPA Record of Decision that Lake Coeur d'Alene is no longer considered for actions under CERCLA.
- All significant tire piles in the state removed or under control via well-defined and monitored county permits.
- Reduce total Leaking Underground Storage Tank (LUST) sites by 50%.
- Ensure that solid waste landfill capacity throughout the state is monitored and maintained.
- Achieve a fully integrated strategy for tank farm closure and remediation of contaminated soils at the INEEL Tank Farm.
- Achieve a final remediation strategy for removal of all buried transuranic waste from the INEEL Subsurface Disposal Area.

Reductions

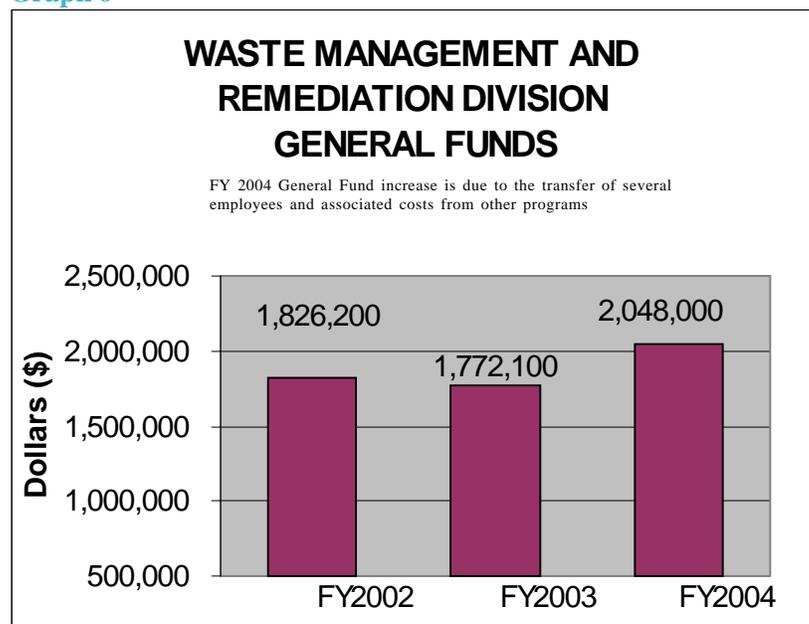
Budget reductions and holdbacks over the last two years have, as shown in Graph 6 below, the Waste Division

- Reduced resources for the remediation of contaminated sites. This will significantly delay completion of remedial activities at approximately six sites per year. Delays cause contamination to remain in the ground longer, which results in the contamination spreading, which in turn increases the remediation costs and further delays cleanup.
- Delayed Coeur d'Alene Basin study. Study could have supported the use of log-yard waste for topsoil amendment and the development of plot plans for residential area remediation.
- Discontinued the Above Ground Storage Tank program.

Annual Activities

- Evaluate the effectiveness of current Coeur d'Alene Basin programs to maintain human health protections.
- Oversee the completion of 54 LUST cleanups.
- Conduct 218 inspections of facilities that manage or generate hazardous waste.
- Conduct 52 inspections of solid waste management facilities.

Graph 6



Water Quality Division

Water quality in Idaho is an important part of our State's natural beauty and environment. The Water Quality Division is responsible for management and protection of Idaho's water quality as established by federal and state law. The Water Quality programs work to maintain, improve, or remediate water quality.

Programs within Water Quality include:

- Surface Water Program, including TMDLs, Water Quality Assessment and Standards, 303(d)
- Ground Water Program
- Safe Drinking Water Program
- Waste Water Program
- Grant and Loan Program for drinking water and waste water projects
- Integrated Watershed Program, including 319 funding

Five-Year Strategy

The focus of the Water Quality Division in the next 5 years will be on the integration of all water programs at the watershed level as the way to meet or achieve water quality goals in Idaho. The underlying basis for this approach is that watersheds are the basic unit used to define and gauge water quality and it is at that level that the water programs can be most effective. This strategy promotes and requires coordination of planning, information,

expertise, and activities across programs to treat the watershed as a system.

For example, in the Surface Water Program, the implementation of Total Maximum Daily Loads (TMDLs) provides a natural driver for comprehensive and effective cooperation and planning within a watershed. Ground water protection in watersheds is an integral part of achieving public health and environmental quality goals. In this way, DEQ has a common interest with communities and other entities within the watershed to make the most efficient use of limited resources while maintaining progress in water quality.

Annual Activities

During state Fiscal Year 2004, the Water Quality Division continues to concentrate on TMDLs. The Water Quality Division will be involved in the development of TMDLs in seven hydrologic units. DEQ will also oversee TMDL implementation by engaging involved parties and providing technical assistance to help meet designated load allocations.

In addition, the Surface Water Program and Regional Offices will be working closely with designated management agencies and stakeholders to develop the needed TMDL allocations, as per Idaho's eight-year, court-imposed schedule.

Water Quality Division (Continued)

DEQ has completed assessments of drinking water sources for public water systems in Idaho. The Drinking Water Protection Unit, formerly referred to as the Source Water Assessment Program, is transitioning to facilitation and technical assistance to help water systems develop plans to protect their sources of drinking water. Information obtained from the source water assessments will be used in plan preparation.

In implementing Water Quality's 5-year focus this year, efforts will be concentrated on achieving a comprehensive, integrated approach to water quality, including coordinated planning at the watershed level and implementation as a priority. This will enhance the level of integration and coordination with regards to planning, resources, prioritization, and implementation across the water programs.

Annual activities for the Water Quality Division:

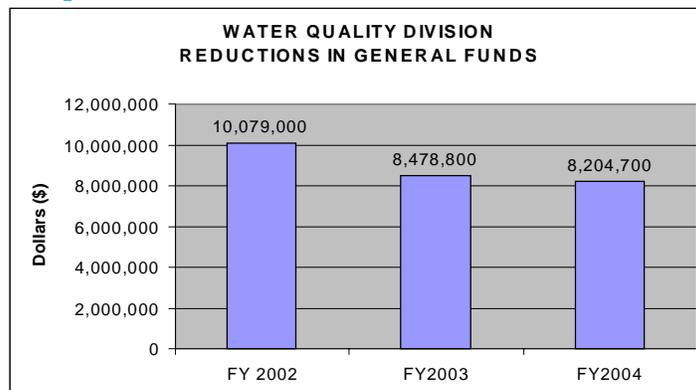
- 84 Drinking water source assessments
- 5 Regional drinking water protection plans and 19 community drinking water protection plans
- 19 Drinking water grants and 10 drinking water loans to be awarded
- 422 sanitary surveys to be performed
- 240 water body assessments to be completed
- 3 Regional drinking water protection plans to be developed
- 16 Watershed enhancement projects to be developed
- 33 Land application permits to be issued
- 50 NPDES inspections

Reductions

As a result of these holdbacks and base funding reductions, as shown in Graph 7 below, the Water Quality Division

- Reduced water quality monitoring and studies.
- Decreased support resources in the Basin Advisory Group (BAG) and Watershed Advisory Group (WAG).
- Reduced money spent on printing activities associated with TMDLs and similar projects.
- Decreased facility planning grants awarded in wastewater.
- Reduced water quality database development.
- Reduced and/or postponed contracts and contract labor.

Graph 7



INEEL Oversight Program

The INEEL Oversight Program (Oversight) monitors the Idaho National Engineering and Environmental Laboratory activities on behalf of Idaho citizens. The Oversight Program maintains an independent environmental surveillance program designed to verify and supplement INEEL monitoring programs. Surveillance activities include an ongoing sampling program for air, water, soil and milk. Oversight is charged with determining how the site affects Idaho's environment, including tracking waste shipments, keeping up-to-date on how facilities are managed, and evaluating how the INEEL is complying with various state agreements and court orders.

Oversight works with other state agencies and local governments in their planning and response to emergencies involving radiological materials, and works to ensure the public receives accurate, timely and understandable information about Department of Energy activities in Idaho.

Five-Year Plans

The State of Idaho has several environmental priorities for the INEEL over the next 5 years. The Oversight Program will continue to monitor and track these activities for Idaho.

5-Year priorities include:

- Continue on-schedule shipments of plutonium-contaminated waste from the INEEL to the WIPP facility in New Mexico for disposal.
- Transfer spent fuel at the INEEL from pools to dry storage and prepare it for removal from Idaho.
- Begin retrieval of plutonium-contaminated waste buried in the major INEEL landfill.
- Clean and close at least five of the INEEL's eleven 300,000-gallon high-level waste tanks.

Annual Activities

- Develop and coordinate state radiological emergency plans.
- Assist and coordinate radiological emergency response training to local/state haz-mat teams and hospitals.
- Participate in INEEL emergency drills and exercises.
- Collect and analyze approximately 2,200 air and radiation samples, 150 soil and milk samples, 220 on-site water samples and 460 aquifer samples.
- Maintain 11 air-monitoring sites around INEEL.
- Monitor operations at 6 INEEL nuclear facilities.

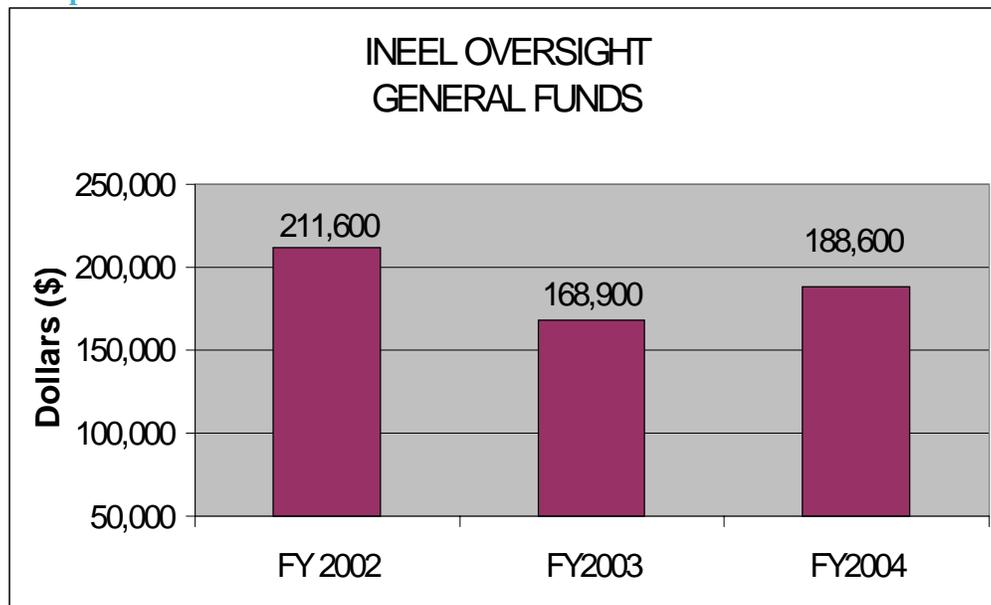
INEEL (Continued)

Reductions

As a result of budget holdbacks and base funding reductions, as shown in Graph 8 below, Oversight

- Postponed work with local governments on non-DOE radiological issues, such as unregulated radiological materials in landfills .
- Reduced travel and site visits.

Graph 8



Administrative Services

Administrative Services (Administration) is composed of three areas: Fiscal Office, Information Resources and Human Resources. The main objective of these groups is to provide high-level support to DEQ's employees and customers.

Programs within Administration include:

- Fiscal Office is accountable for over \$40 million dollars in state general funds, federal grants, fees, and miscellaneous receipts. One of its major functions is to provide information to project managers and others to assure that work activities are conducted to meet budgets and schedules.
- Information Resources is designed to disseminate accurate and timely information to internal and external customers. It ensures external customers have access to air, waste and water information, environmental education, pollution prevention guidance, and small business assistance.
- Human Resources is charged with the responsibility of assuring overall support to employees and management in all aspects of employment-related matters.

Five-Year Plans

Administration's commitment to DEQ's success involves assessing the data needs of our Department as they continue to change. Administration has recognized the amount of data being recorded and the importance of that data being accurate and accessible. Through one-time grants, Administration will begin implementing the Enterprise Information Management System (EIMS) which will access DEQ environmental databases and data systems that track information and bring the information to a single location for users.

This management system will also provide access to policies, procedures and guidance information. The system will access environmental monitoring data, such as sampling results from laboratories, with a geographic search capability. The consolidated reporting of information will lend itself to an increase in quality and accuracy, easier program analysis, and improved timeliness and efficiencies for our programs.

Administration (Continued)

EIMS implementation activities, which will be developed over the next five years, are:

- Environmental Conditions
- Permitting
- Environmental Releases
- Programmatic and Management Knowledge
- Financial and Human Resources
- Performance Reporting
- Electronic Reporting

As the EIMS matures, DEQ will find it relies more and more on the EIMS for communication, access to records, continuity of government (emergency management), and security of information. Information and technology security will be paramount to the maintenance of the Department operations and continuity of government in times of emergency.

The Department will, over the course of the next five years, implement information management security measure enhancements for:

- Network control mechanisms (e.g., router, firewalls and remote access servers).
- Applications access controls (e.g., authentication and sign on, security aware applications).
- Platform access controls (e.g., intrusion detection and compliance management).
- Physical access controls (e.g., site-specific/remote access to critical data via the World Wide Web or access to the State main frame computer system).

Annual Activities

Two of the EIMS activities that Administration will be implementing over FY 2004 will be to create a Facility Data Warehouse and begin the Compliance Monitoring system.

The Facility Data Warehouse will provide identification information of facilities throughout the state along with their environmental interest. When users access information on a facility, they will be able to see which DEQ programs have interacted with that facility.

The Compliance Monitoring system will allow easy access to compliance information. All programs/regions will use this component to track their inspections, violations and/or enforcement activities. The consistency of the stored data will allow for internal use and external reporting determining the compliance status of a facility for all programs.

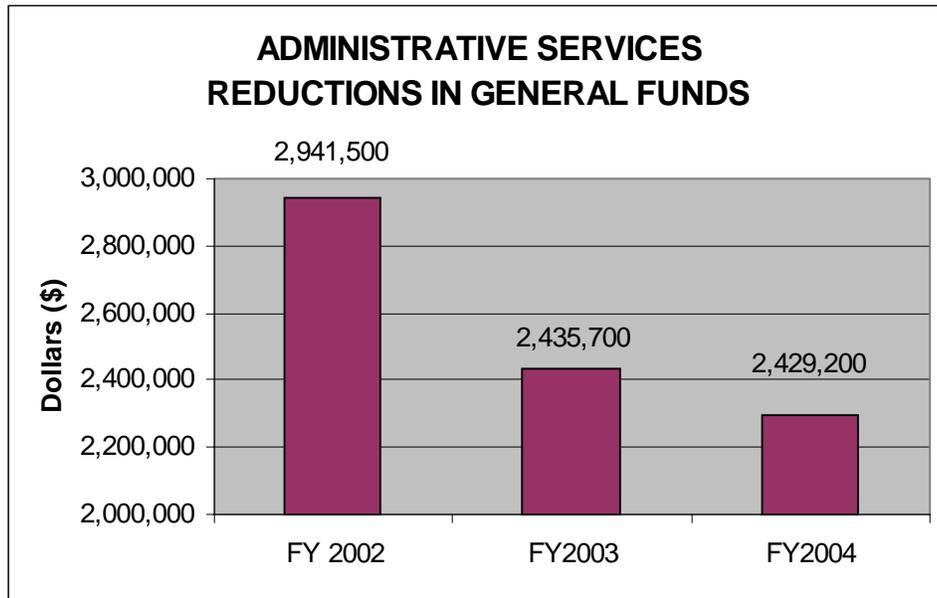
The Department will increase network communication speed and security by installing fiber optics and enhanced fire wall software. These security enhancements will allow improved external access to the network (Department personnel will access from remote locations, as well as communications from and with other agencies.) via Virtual Private Network access while simultaneously improving access security and intrusion protection.

Reductions

Due to budget holdbacks and reductions over the past two years, as shown in Graph 9, Administration

- Reduced travel, training and consumables.
- Reduced infrastructure and network expenses.
- Reduced interagency coordination costs.
- Did not professionally print the Strategic Plan, technical and information manuals.
- Did not renew or held off signing computer support contracts.
- Delayed in filling positions.

Graph 9



Multi-Media Projects

Coeur d'Alene Basin

Past mining and smelting practices created substantial environmental and human health issues in the Coeur d'Alene Basin (Basin). DEQ has worked with local groups and government agencies to develop cleanup plans that meet the environmental and human health objectives in a way that promotes a viable economy in the impacted communities. The Basin's Environmental Improvement Project Commission is tasked with adopting and implementing a Workplan to carry out the Record of Decision for the Basin. Remediation efforts are aimed at removing, stabilizing and cleaning up contaminated soil, and meeting water quality standards in the impacted areas. Key projects for this year will include completing remediation in 100 residential yards, identifying at least one long-term repository for remediation disposal needs in the Basin and accepting a land transfer from the EPA to support local development of the Eagle Crest Golf Course proposal.

Idaho National Engineering and Environmental Laboratory (INEEL)

DEQ works with the Department of Energy (DOE) and other agencies to ensure the INEEL is operated in a manner that protects public health and the environment. The agencies are working together to address problems created by past activities, as well as ensuring INEEL is complying with legal agreements for waste treatment and removal and with all applicable regulations. Ensuring that cleanup activities remain on schedule, permitting or closing hazardous waste management facilities and removing waste from Idaho remain top priorities in the state's oversight of the INEEL. Key activities for the site include the issuance of the INEEL Title V Air Operating Permit, developing a fully integrated cleanup strategy for the INEEL Tank Farm, the full permitting or closure of interim status hazardous waste management units per schedule and developing a strategy for removal of buried transuranic waste from the Subsurface Disposal Area.

Selenium

In 1996, livestock deaths associated with high selenium levels prompted concerns regarding potential human health and ecological effects from past mining operations. In 2000, DEQ took the lead for the southeast Idaho selenium area-wide investigation. DEQ developed a scope of work and project schedule for completing the area-wide investigation. DEQ established an interagency technical group to coordinate activities with other agencies, and a Selenium Area-Wide Advisory Committee to continue to solicit input from involved parties.

DEQ is currently working with mining companies and other agencies to address individual mine sites. Site operators will conduct site investigations, perform risk assessments and conduct remedial activities. This approach will take several years to implement but will result in remediating the effects on the impacted areas. This year, DEQ will complete a regional risk-management guidance, and will complete the area-wide screening of “orphaned” sites. DEQ will conduct long-term water monitoring under a Regional Monitoring Program that is used to evaluate the effectiveness of remedial activities. In the next five years, DEQ will Initiate Corrective Action at Mines where DEQ is the lead department, and will demonstrate the effectiveness of modified best management practices that have been implemented at several sites.

PHOTOGRAPHS:

Front Cover:

(Clockwise/starting right center)

Tin Cup Creek - Pocatello Regional Office

Lost Creek - Idaho Falls Regional Office

Big Wood River - Twin Falls Regional Office

Fawn Creek - Boise Regional Office

Potlatch River - Lewiston Regional Office

South Callahan Creek - Coeur d’Alene Regional Office



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