Any facility within Delaware that emits more than ten (10) pounds of air contaminants per day must have a natural minor permit prior to construction and operation. Delaware has more than 5,000 facilities requiring such permits. Facility owners requested, and were unable to get, a predictable timeframe when their permit request would be issued. Air Quality Management realized they were spending a majority of the permit process time getting the applications completed.

As of August, 2005:
- About 50% of applications did not contain all the general information (administrative) required.
- About 90% of applications were technically incomplete.
- Incomplete applications resulted in a large backlog and an unpredictable process timeframe.
- Permit writers were spending the majority of their time getting information from the applicants so they could complete the application.
- Applicants were purposely submitting incomplete applications in order to get in the queue.

The project team wanted to change:
- Establish a first-in/first-out system.
- Return incomplete applications if applicants fail to respond to requests for information.
- Create a permit tracking board to show progress.
- Develop new user-friendly application using input from the customer.
- Increase application completeness with new application form.
- Hold training sessions for the facility owners.

What the project team wanted to change.

As of August, 2005:
- The Value Stream Mapping (VSM) process reduced rework time and issues with applications while maintaining the actual engineer analysis time.
- Facility owners now have a more predictable timeframe for their permit application process.
- More facility owners are submitting complete applications.
- Increased the communication and interaction between the facility owners and the program, as well as within the Air Quality Management team.
- The backlog of applications went from 199 to 0.

The majority of problems stemmed from permit applications.
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