

State of Delaware

Department of Natural
Resources and
Environmental Control

Division of Air Quality



*Annual
Title V Fee
Committee
Status Report*

Calendar
Year
2013

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This report meets the requirements of 7 Del. C Chapter 60, Subchapter VIII, Section 6097(j)

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Introduction

Title V is an air pollution control program, based in federal law, designed to standardize air quality permits and the permitting process for major sources of air emissions across the country. The name "Title V" comes from Title V of the 1990 Federal Clean Air Act Amendments, which required that the U.S. Environmental Protection Agency (EPA) establish a national operating permit program. Accordingly, EPA adopted regulations [Title 40 of the Code of Federal Regulations, Chapter 1, Part 70 (Part 70)] which required states and local permitting authorities to develop and submit a federally enforceable operating permit program for EPA approval. As a result, the State of Delaware developed 7 **DE Admin. Code** 1130.

Section 502(b) of the 1990 Clean Air Act Amendments requires that all sources subject to the permitting requirements under Title V of the 1990 Clean Air Act Amendments pay an annual fee, sufficient to cover all reasonable (direct and indirect) costs required to develop and administer the permit program. These requirements were incorporated into 7 Del. Code Chapter 60, Subchapter VIII. These fees must be reviewed periodically (currently every three years) before the authorization expires to consider adjustments. In the State of Delaware, these annual fees cover both "Major Sources" and "Synthetic Minor" sources. EPA defines a Major Source as a facility that emits, or has the potential to emit (PTE) any criteria pollutant or hazardous air pollutant (HAP) at levels equal to or greater than the Major Source Thresholds (MST). The MST for criteria pollutants may vary depending on the attainment status and non-attainment classification (e.g. moderate, serious, severe, extreme) of the geographic area in which the facility is located. Sources may also elect to take voluntary limits to reduce their PTE to below the MST. These sources are called Synthetic Minor sources.

The Title V revenue is intended to ensure a stable level of support for the technically complex activities undertaken by the Department of Natural Resources and Environmental Control (the Department) to ensure both protection of human health and the environment and a reasonable level of service to customers seeking permits and other services. The services provided by the Department supported wholly or partially by this Title V fee revenue are summarized in a later section of this report called "Program Accomplishments" and include:

- Permitting activities;
- Compliance activities;
- Enforcement activities;
- Planning activities;
- Emission inventory activities;
- Air monitoring activities;
- Small Business Ombudsman activities; and
- Other special accomplishments.

These activities and the fees required to support this work are consistent with the EPA guidance for Title V programs. This report is intended to provide a reasonable amount of accountability over those activities and the fees assessed.

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Title V Fee Committee

Delaware Statute established the Title V Operating Permit Program Advisory Committee¹ (also known as the Title V Fee Committee) herein and specified that the membership of this committee include certain emitting business interests as well as members of the public and non-governmental organizations. The purpose or charter of the Title V Fee Committee is to assess whether the fees collected pursuant to 7 Del. Code Chapter 60, Subchapter VIII are adequate to ensure the effective implementation of the Program and to make recommendations to remedy or improve any deficiencies or elements of the Program.

The Title V Fee Committee has been operating for several years, and by working together, has expanded its scope to include renegotiating the Title V fee structure periodically prior to expiration to ensure that the financial needs of the Division of Air Quality and other Title V requirements are being met while the payment burden is distributed fairly across the Major Source and Synthetic Minor facilities. In order to do this, the Division of Air Quality estimated the cost of the Title V Program through a detailed Workload Analysis. The results of the Workload Analysis then set the basis for the total Title V revenue that needs to be collected annually for the next three years. Once the revenue target is set, the Title V Fee Committee works with the Major and Synthetic Minor Sources to determine how the fees will be distributed fairly. See <http://www.dnrec.delaware.gov/Air/Pages/Title-V-Fee-Committee-Information.aspx> for the Workload Analysis that was used during the 2011 round of fee negotiations.

The current Title V Fee Schedule, which was supported by the Title V Fee Committee, was presented to the Delaware General Assembly through House Bill 186. It was passed by the House on June 22, 2011, was passed by the Senate on June 30, 2011, and was signed by the Governor on July 13, 2011. This Title V Fee Schedule applies to Calendar Years 2012, 2013, and 2014. It can be found in 7 Del. Code Chapter 60, Subchapter VIII and is available at: <http://delcode.delaware.gov/title7/c060/sc08/index.shtml>.

The Title V Fee Committee met three times in 2013:

- During the July 11, 2013 meeting the Title V Fee Committee reviewed the Calendar Year 2012 Title V Status Report and discussed the path forward for negotiating the 2015 through 2017 Title V Fees.
- During the September 11, 2013 meeting the Division of Air Quality provided data requested by the Title V Fee Committee members during the July meeting and proposed a potential revenue goal.
- During the December 13, 2013 meeting the Title V Fee Committee members presented a proposed fee schedule.

The materials from each of these meetings are available for review at:

<http://www.dnrec.delaware.gov/Air/Pages/Title-V-Fee-Committee-Information.aspx>.

¹ 7 Del. Code Chapter 60 Subchapter VII § 6099 requires that the Committee "...include, but not be limited to, the Secretary of the Department of Natural Resources and Environmental Control, or the Secretary's duly appointed designee; the Director of the Division of Air Quality, or the Director's duly appointed designee; 2 members who will represent stationary sources; 1 to be a member of the Chemical Industry Council; a member of the Delaware State Chamber of Commerce; a member representing a public utility; 2 members of a nationally affiliated or state environmental advocacy group; and the chairpersons of the House and the Senate Natural Resource Committees. The Secretary of the Department of Natural Resources and Environmental Control shall serve as the Chair of this Committee."

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Title V Fees are billed annually in December for the next calendar year. Title V bills for Calendar Year 2013 were mailed in December 2012. Facilities can choose to pay their bill in one payment or in quarterly payments. If the facility chooses to pay their bill in one payment, it is due by February 1st. If the facility chooses to pay their bill in quarterly payments, the payments are due on February 15th, May 15th, August 15th, and November 15th. If a facility does not pay their bill, they will be sent three reminders. The third reminder is sent certified mail. If after the third reminder the facility still does not pay their bill, enforcement action will be taken.

Please note that the new Title V Fee Structure for Calendar Years 2012-2014 contains a clause for late payments. Section 6097(h) states “Any delinquent subject source shall be subject to a 2% compounding monthly interest rate for each month overdue. Subject sources delinquent for more than one year may be subject to permit cancellation.” These late fees were first charged to four sources in 2013 for sources that were delinquent on their 2012 bill. This late fee clause was added during the 2011 Title V Fee Schedule negotiations to address the rising number of facilities who have been delinquent on their payments.

Overall Program Costs

See Table 1 for a summary breakdown of Calendar Year 2013 Title V Costs.

Table 1: 2013 Title V Costs

Salary	\$2,299,456.30
Travel	\$9,010.75
Contractual ²	\$356,675.04
Supplies	\$78,941.62
Additional Support Services ³	\$407,664.87
Small Business Ombudsman Program ⁴	\$96,454.72
Total	\$3,248,203.30

Fees Collected

Title V fees are billed on a calendar year basis (January 1 through December 31), but are spent on a state fiscal year basis (July 1 through June 30). In addition, the calendar year revenue includes interest gained on the Title V account and quarterly payments made by some facilities that were billed in the previous calendar year but not paid until the current calendar year. This makes comparing revenue and expenditures difficult.

In 2013, 77 active Synthetic Minor and 57 Title V facilities were billed. A total of \$3,901,504 was billed. Of the total amount billed, \$3,756,738 was for new 2013 fees and \$144,766 was for back fees. As of December 31, 2013, \$3,742,250 in fees was collected. The difference of \$162,254 was the result of 7 non-payments and the quarterly billing collections. Any back fees that are collected in the future will be counted towards the

² Items covered under the “Contractual” category include: Legal Assistance, support to the Office of Information Technology, Fleet charges (vehicle rental), building rent, utilities, vendor payments, temp services, and the upkeep of some air monitoring equipment.

³ Items covered under “Additional Support Services” include: Information Technology (\$32,149), Enforcement Coordinator (\$6,481.50), the Environmental Crimes Unit (\$340,210.02, and Accounting (\$28,824.45).

⁴ Items covered under the “Small Business Ombudsman Program” include the salary and expenses of 1.3 FTEs.

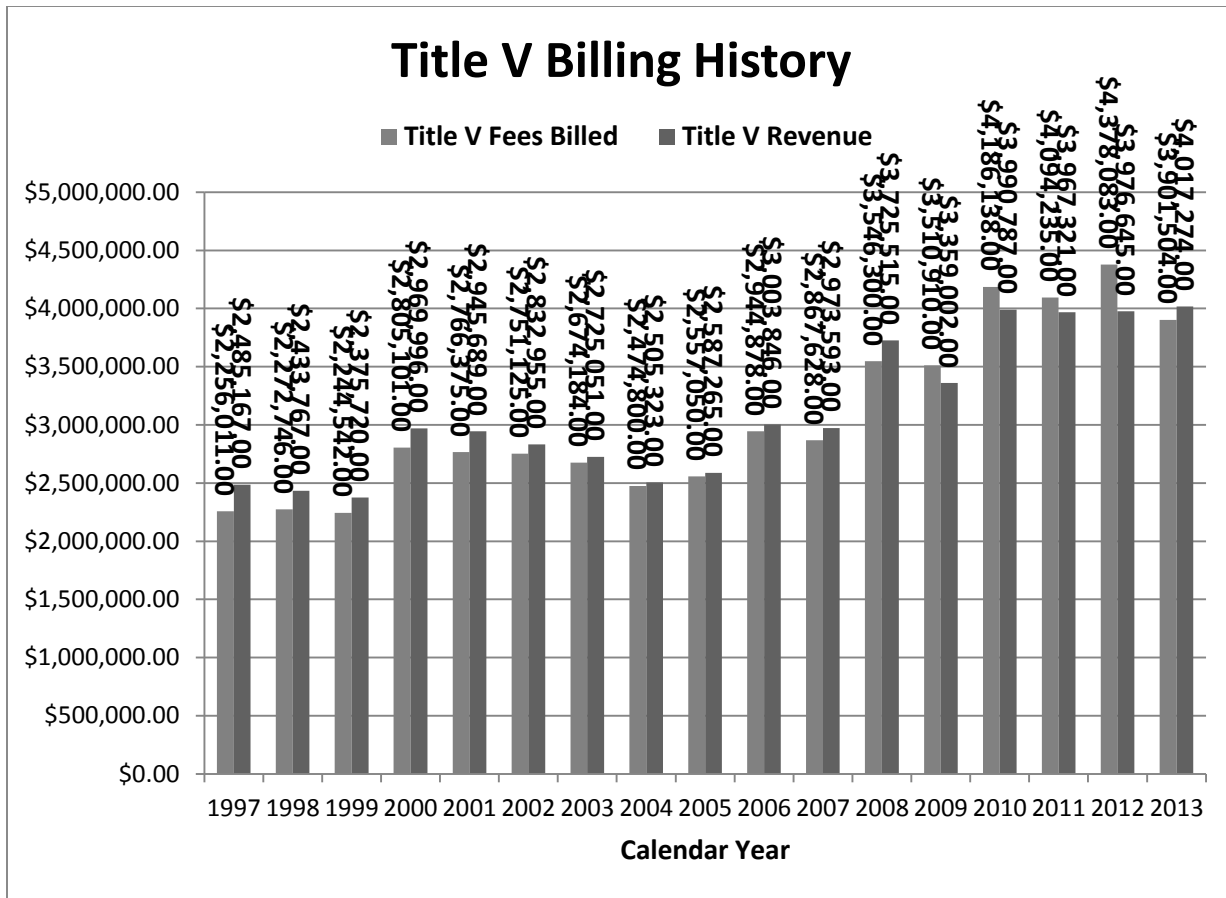
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2014 revenue. Please note that the total 2013 revenue is greater than the amount collected due to interest gained on the account and some back fees that were collected in 2013.

The total Calendar Year 2013 Title V revenue was \$4,017,274. See Figure 1 for a history of Title V billing and revenue since 1997.

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Figure 1: Title V Billing and Revenue History



On December 31, 2013, the Title V carryover balance was \$3,947,277. See Table 2 for the 2014 carryover prediction.

Table 2: 2014 Title V Carryover Balance Projection

	2014 Prediction
Total Revenue	\$3,761,242
Total Expenses	\$3,313,167
Δ Revenue - Expenses	\$448,075
Carryover Balance	\$4,395,352

Please note that the 2014 revenue prediction was based upon the total amount of fees billed for 2014. The 2014 expenses prediction was based upon the 2013 expenses plus a 2% cost of living adjustment.

Current Staffing Levels

The Division of Air Quality's end of calendar year 2013 staffing level was 88% and 8 positions were vacant. As mentioned in the 2012 Title V Status Report, to streamline the organizational structure at the Branch level, realign programs supporting similar objectives, and provide additional staff support to all employees and programs, DAQ implemented several organizational changes in 2012. See Table 3 for a breakdown of the staffing levels for the Branches and Groups within the Division.

Table 3: Division of Air Quality Staffing Levels

Branch	Authorized	Occupied	Staffing Level
Director	1.0	1.0	100%
Analytical Support Group	3.0	2.0	66%
Operations Support Group	3.5	2.5	71%
Administrative Group	6.0	5.0	83%
Engineering & Compliance Branch	24.5	23.5	96%
Planning Branch	30.0	26.0	87%
Total	68.0	60.0	88%
Temporary Positions	2.0	1.0	50%
Seasonal Positions	1.0	0	0%

During 2013 three full-time employees and one temporary employee separated or retired from the Division and three additional employees were hired. See Table 4 for a list of hiring actions taken in calendar year 2013.

Table 4: Calendar Year 2013 Hiring Actions

Date	Name	Source	Position	Branch	Funding
3/11/2013	Whitney Diehl	External	Engineer I	Eng/Comp	Title V
5/20/2013	Mohamed Mellaouch	External	Engineer I	Eng/Comp	Title V/Reg 2
12/30/2013	Jordan Matthews	External	Engineer I	Eng/Comp	Title V/Air Grant

Please note that in 2008 the DAQ (then the Air Quality Management Section) was authorized to have 76 full time positions. The DAQ is now authorized 68 positions as the result of the October 9, 2009 Department of Natural Resources and Environmental Control's State of Delaware imposed overall personnel cap.

Program Accomplishments

Title V Permitting Activities

The Division of Air Quality is responsible for all permitting activities at Title V and Synthetic Minor facilities. In calendar year 2013, the following permitting activities were accomplished:

- 17 Title V Permit Renewals were issued;
- 17 Title V Permit Amendments were issued;

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- 4 Public Hearings for Title V Permits were held;
- 6 Synthetic Minor Construction Permits were issued;
- 13 Synthetic Minor Operating Permits were issued
- 27 Federally Enforceable Construction Permits were issued; and
- 2 Federally Enforceable Operating Permit Amendments were issued.

The Division of Air Quality is required to issue Title V Renewal Permits within 18 months or 547 days of determination of receipt of a complete application as defined by 7 **DE Admin. Code** 1130. In calendar year 2013, the Division of Air Quality issued Title V Permit Renewals within 548 days of application receipt on average. The shortest amount of time to issue a Title V Permit Renewal was 272 days, while the longest amount of time was 2,047 days. If the two permits with extended issuance timeframes are excluded from the averages, permits were issued in an average of 354 days and the longest timeframe was 593 days.

As part of the Value Stream Mapping efforts for the Synthetic Minor permitting program, the Division of Air Quality has committed to issuing Synthetic Minor permits within 3.3 to 4.7 months or 102 to 145 days. A permit issuance range was chosen for Synthetic Minor permits because of the varying complexity of these permits. In calendar year 2013, Synthetic Minor permits were issued within 210 days from receipt and 83 days from the Technically Complete determination on average.

When a Title V source is constructing new equipment, the source may choose to have these permits issued using the “Federally Enforceable” process. This process requires that a draft permit be advertised for 30 days and that a proposed permit be sent to EPA for a 45 day review period. This process mirrors the path for issuing a Title V Permit, Permit Renewal, or Significant Permit Modification. If a construction permit or operating permit amendment follows these procedures, the permit can be incorporated into the Title V Permit using the Administrative Amendment process upon completion of construction of the new source. During calendar year 2013, the Division of Air Quality issued 29 Federally Enforceable permits in an average of 155 days. The shortest time period to issuance was 64 days and the longest was 378 days.

Please note that the while the Engineering & Compliance Branch has introduced efficiencies to improve permitting timeframes and reduce rework, as the Branch continues to operate with a reduced staffing level, instances where permit timeframes exceed the permit issuance range may occur.

Title V Compliance Activities

Many Title V related compliance activities are undertaken by the Division of Air Quality each year. These activities include on-site compliance evaluations or inspections, stack tests and relative accuracy test audits (RATAs), and report reviews. In calendar year 2013, the following compliance activities were undertaken:

- 65 on-site compliance evaluations were conducted at Title V facilities;
- 101 stack tests and RATAs were conducted at Title V facilities;
- 182 report reviews were conducted for Title V facilities;

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- 39 on-site compliance evaluations were conducted at Synthetic Minor facilities;
- 20 stack tests were conducted at Synthetic Minor facilities; and
- 20 report reviews were conducted for Synthetic Minor facilities.

Title V Enforcement Activities

If the compliance activities described above indicate that a facility is not in compliance with requirements, the Division of Air Quality will pursue enforcement action against that facility. Enforcement actions may take the form of Notices of Violation, Administrative Orders, Consent Decrees or Agreements, or Stipulated Penalties. In some cases, the Department takes no further action depending upon specific circumstances such as whether the violation was self-reported, minor, isolated and corrected quickly. In other cases, the Department seeks and generally obtains substantial fines and penalties. For a complete description of enforcement activities, see the Department of Natural Resources and Environmental Control's "Compliance and Enforcement Response Guide" available at:

<http://www.dnrec.state.de.us/dnrec2000/Admin/Enforcement/Guide/CandEGuide.htm>. In calendar year 2013, the following enforcement activities were completed (please note that this does not include pending enforcement activities):

- 13 Notices of Violation were issued to Title V facilities;
- 3 Administrative Order was issued to a Title V facility;
- 0 Stipulated Penalty Demand Letters were issued to Title V facilities;
- 0 Consent Decrees were issued to Title V facilities;
- 4 Notices of Violation were issued to Synthetic Minor facilities; and
- 1 Administrative Order was issued to a Synthetic Minor Facility.

Title V Planning Activities

There are many planning activities associated with the Title V program. These activities include, but are not limited to:

- Preparing State Implementation Plan (SIP) revisions, including the extensive ozone, fine particulate matter (PM_{2.5}) and visibility SIPs, to ensure progress in attaining and maintaining ambient air quality standards and meeting visibility goals;
- Developing and maintaining comprehensive criteria pollutant and air toxics emission inventories; and
- Developing and maintaining air pollution control regulations in accordance with State and Federal requirements.

The Planning Branch of the Division of Air Quality accomplished the following Title V related planning activities in calendar year 2013:

- State Implementation Plan (SIP) Activities:
 - Submitted to the EPA a CAA 110 infrastructure SIP that addressed the 2010 1-hour SO₂ NAAQS.

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- Submitted to the EPA a SIP revision that provided a comprehensive mid-course review of Delaware's progress towards 2018 regional haze goals.
- Submitted to the EPA a SIP revision to sunset the requirements of 7 **DE Admin. Code** 1139, and demonstrate the requirements of 40 CFR 51.121 to continue to be met through other means.
- Regulatory Development Activities:
 - Submitted to the EPA an amendment to 7 **DE Admin. Code** 1125, Requirements for Preconstruction Review, to expand the area where offsets may be obtained to the same area that significant contributes to ozone nonattainment in Delaware.
 - Revised 7 **DE Admin. Code** 1147, CO₂ Budget Trading Program, consistent with the 2012 RGGI program review.
 - Submitted to the EPA a revision to 7 **DE Admin. Code** 1108, Sulfur Dioxide Emissions from Fuel Burning Equipment.
 - Revised the following regulations under Executive Order 36:
 - 7 **DE Admin. Code** 1101, Definitions and Administrative Principles;
 - 7 **DE Admin. Code** 1103, Ambient Air Quality Standards;
 - 7 **DE Admin. Code** 1104, Particulate Emissions from Fuel Burning Equipment;
 - 7 **DE Admin. Code** 1114, Visible Emissions;
 - 7 **DE Admin. Code** 1130, Nitrogen Oxides (NOX) Budget Trading Program;
 - 7 **DE Admin. Code** 1143, Heavy Duty Diesel Engine Standards.
 - Finalized amendment to 7 **DE Admin. Code** 1138, Emission Standards for Hazardous Air Pollutants for Source Categories for Chromium Electroplating and Anodizing Operations (6.0)
 - Finalized amendment to 7 **DE Admin. Code** 1128, Emission Standards for Hazardous Air Pollutants for Source Categories for Plating and Polishing Operation (Section 10.0)
- Other Title V Related Activities:
 - Continued to assist the Delaware DAG in a legal challenge of EPA's non-attainment boundaries for the 0.075 ppm 8-hour ozone NAAQS;
 - Petitioned the EPA under CAA 176A to add the States of IL, IN, KY, MI, NC, OH, TN, VA and WV to the Ozone Transport Region.
 - Continued to work with EPA and Ozone Transport Commission (OTC) states to address and mitigate the impact of upwind emissions on Delaware's ozone air quality problems.
 - Submitted to the EPA a letter pursuant to CAA 107(d) that recommends the entire State of Delaware be designated as attainment for the 2012 annual 12 µg/m³ PM_{2.5} NAAQS, along with a comprehensive TSD that supports the recommendation.
 - Initiated actions for the entire State of Delaware to participate in EPA's PM Advance program.

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- Established a moveable air monitoring platform (MMP) to aid in the conduct of short term studies in areas of concern where no permanent monitoring station is located.
- Finalized and actively implemented Delaware's 2012 Air Toxics Strategic Plan (ATSP), which covers the period 2013 through 2017; and finalized the 2014-2018 Air Toxics Strategic Plan;
- Finalized and submitted to the National Emission Inventory System Delaware's 2012 periodic emissions inventory.
- Submitted to the EPA a comprehensive technical support document and plan to Support a Designation of Attainment for the 2010 1-hour Sulfur Dioxide (SO₂) NAAQS.
- Submitted comments to the EPA on several rule proposals that include, proposed rule, 78 FR 12460, "State Implementation Plans: Response to Petition for Rulemaking; Findings of Substantial Inadequacy; and SIP Calls to Amend Provisions Applying to Excess Emissions During Periods of Startup, Shutdown, and Malfunction," proposed implementation rule for the 8-hour ozone NAAQS, 78 FR 34178, proposed rule, "Approval and Promulgation of Air Quality Implementation Plans; Maine; Oxides of Nitrogen Exemption and Ozone Transport Region Restructuring," 78 FR 47253, and proposed rule entitled "Approval and Promulgation of Implementation Plans; Kentucky; 110(a)(1) and (2) Infrastructure Requirements for the 2008 8-Hour Ozone National Ambient Air Quality Standards."
- Submitted to the EPA, in accordance with 40 CFR Section 58.10(a), an annual air monitoring network plan.
- Substantially completed and documented Delaware's 2010 greenhouse gas emissions inventory. This will be finalized in 2014.
- Challenged EPA's final rule titled "National Emissions Standards for Hazardous Air Pollutants for Reciprocating Internal Combustion Engine; New Sources Performance Standards for Stationary Internal combustion Engines; Final Rule."

Title V Emission Inventory Activities

The Emission Inventory Group is part of the Planning Branch of the Division of Air Quality. The Emission Inventory Group is charged with preparing all necessary inventories of emissions from all sources of air pollution in the State, including stationary sources, area sources, and mobile sources. The information gathered by the Emission Inventory Group is used in many of the planning activities described above. Emissions include criteria air pollutants, air toxics, and greenhouse gases.

The Emission Inventory Group accomplished the following Title V related activities in calendar year 2013:

- 2012 Inventory – Collected point source data through the annual reporting cycle that takes place in the February through April timeframe;
- 2012 Inventory – Submitted point source data for the large Type A sources (as defined by the Air Emissions Reporting Rule) to EPA's EIS by the December 31 deadline; and

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- The on-line emissions reporting system, known as the State and Local Emissions Inventory System (SLEIS), was used by facilities to submit 2012 data in 2013.

Title V Air Monitoring Activities

The Air Monitoring Group of the Division of Air Quality conducts several Title V related activities including:

- Measuring ambient concentrations of selected air pollutants and selected meteorological parameters; and
- Conducting source emission evaluations with the portable analyzer.

The ambient air monitoring program receives funding from several sources to accomplish its monitoring objectives. The Title V program supports approximately 45% of the personnel costs in the program. In Calendar Year 2013, the Air Monitoring Branch accomplished the following Title V related activities:

- Measured the ambient (outdoor) concentrations of the criteria air pollutants along with selected weather parameters. The monitoring network consists of 10, fixed-site monitoring locations;
- Conducted special studies to address citizen concerns, to evaluate the need to relocate or add additional fixed sites, or to measure the impact of a particular air pollution source; and
- Routinely monitored selected hazardous air pollutants (air toxics) including metals, volatile organic compounds, and carbonyls;

Title V Small Business Ombudsman Activities

The Small Business Assistance Program (SBAP) within the Department of Natural Resources and Environmental Control (DNREC) is a free service available to all new and existing small businesses located in the State of Delaware. Title 7, Chapter 60, § 6097, states that the fee schedule must result in the collection and retention of revenues sufficient to cover permit program costs including supporting the ombudsman established pursuant to the Small Business Stationary Source Technical and Environmental Compliance Program (“SBTCP”) to assist sources covered by the SMTCP in determining and meeting their obligations under the Title V Operating Permit Program. The SBAP can help small businesses understand their environmental requirements and help them comply in the easiest and most effective way. The SBAP is a non-regulatory program. The Ombudsman is part of the SBAP which was created through the Clean Air Act Amendments of 1990. The SBAP consists of 1.3 staff members. This includes the Ombudsman who manages the SBAP and an administrative assistant who is shared amongst several programs within DNREC. Please note that in Calendar Year 2013 the Small Business Ombudsman position was vacant until March 24, 2013 when the new Small Business Ombudsman, Michelle Jacobs, started.

The SBAP provides the following services:

- Serves as small businesses initial contact within DNREC;

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- Provides specific information for small businesses detailing how to comply with environmental regulations specific to their industry;
- Helps small businesses fill out permit applications, forms and other required paperwork;
- Conducts environmental assessments at small businesses and discusses compliance;
- Keeps abreast of developing regulations and current issues impacting small businesses and shares that information with small businesses through workshops, newsletters, trade association meetings, mailings, websites, and other methods;
- Provides feedback to the Division of Air Quality from small businesses;
- Helps resolve permitting and compliance disputes and cuts red tape;
- Seeks funding opportunities for special programs that benefit small businesses; and
- Serves as the Manager of the Regulatory Advisory Service.

The SBAP also serves on the following committees:

- Title V Fee Committee (as needed); and
- Delaware Envirothon Planning Committee.

In Calendar Year 2013 the Small Business Ombudsman conducted the following activities:

- Conducted 5 Regulatory Advisory Service (RAS) meetings;
- Attended EPA's annual 507 program training held in Chicago;
- Coordinated the Department's response to a Governor's Office request for a list of all licenses and permits potentially necessary for business operations;
- Coordinated the Incinerator Ban Applicability Status Decision process for four applicants.
 - One under legal review;
 - Two under technical review;
 - One on hold due to numerous environmental violations by the applicant.
- In conjunction with the Division of Air Quality staff, coordinated Certified Emission Repair Technician Training in all three counties to address the proper processing of Delaware Emissions Repair Waiver paperwork;
- Participated in outreach events:
 - Make-a-Splash Water Festival
 - Delaware Envirothon;
 - Dentsply Caulk's Annual Environmental, Health and Safety Fair.
- Acted as the Department's Registrar and reviewed all regulations as they were proposed and went through the development process. A total of 35 Start Action Notices initiating the process were approved, and of those, 24 completed the process;
- Participated in EPA's 507 Program Newcomer's Training webinar;
- Communicated with representatives of local Chambers of Commerce, Trade Associations and the Delaware Economic Development Office.
- Provided permit and compliance assistance through phone calls, e-mails, and site visits:
 - 1 compliance assistance site visit;

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- 41 phone calls made and received;
- 332 e-mails sent and received.

The Division of Air Quality Strategic Plan

In 2012 DAQ began developing a Strategic Plan that involved reviewing how the Division is currently operating and outlining goals for the future. This Strategic Plan was based upon DAQ's vision and mission. The Strategic Plan used the "Balanced Scorecard" approach to review DAQ's goals from four separate perspectives:

- The Customer Perspective;
- The Resource Management Perspective;
- The Internal Processes Perspective; and
- The People Perspective.

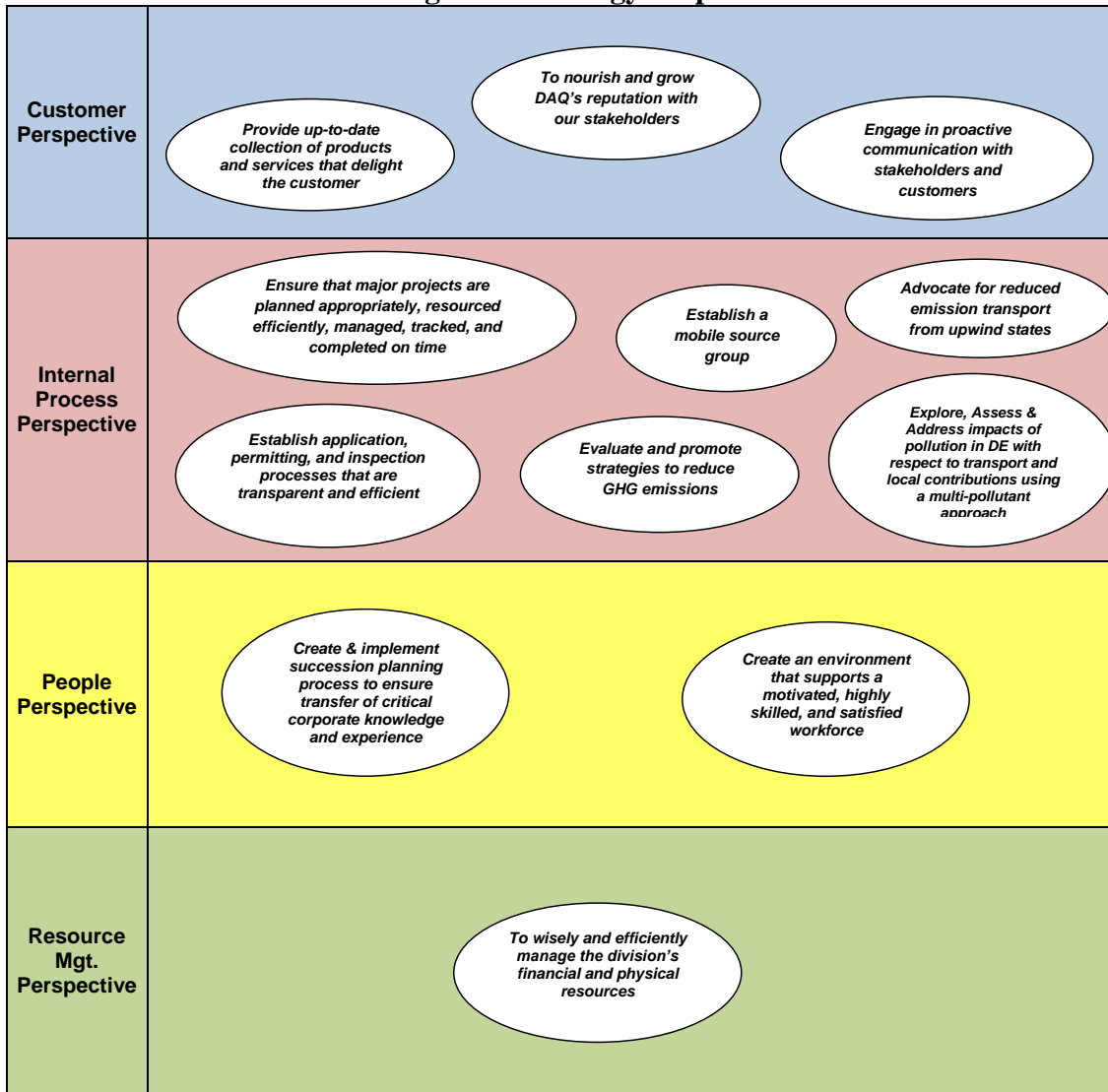
The Balanced Scorecard approach resulted in a strategy map outlining DAQ's goals. This strategy map is shown in Figure 2.

To reach the goals outlined on the strategy map, DAQ developed Air Action Plans for the individual activities required to achieve these goals. Each Air Action Plan includes a goal statement, objectives, a schedule of activities that must be conducted to complete the Air Action Plan and performance measures to ensure that the Air Action Plans are being completed. The Air Action Plans listed in Table 5 were developed as a result of the strategic plan:

During Calendar Year 2013 DAQ completed two of the Air Action Plans and initiated the majority of the plans. The most important tool completed in Calendar Year 2013 was the DAQ Intranet. This intranet system provides a customized desktop tool for each employee within DAQ. All DAQ announcements, discussions, meeting minutes and important documents are stored on this intranet site. It also includes DAQ's project management tool which tracks progress on each Air Action Plan and acts as a repository for all materials developed for each project.

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Figure 2: Strategy Map



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Table 5: DAQ Air Action Plans

Project ID Number	Project Name	Project Status	Percent Complete	Project Purpose
13-02	Customer Satisfaction	Inactive	21%	Improve customer satisfaction by: 1. Completing employee satisfaction AAP, 2. Using technology to convey information, 3. Listening to the needs of our customer, 4. Standardizing processes and policies, 5. Creating friendly/informative ways to reach out the customer/employee.
13-03	DAQ Desk Reference	Inactive	0%	Create a DAQ desk reference to ensure select products are on time and have high quality through: standard procedures, easy access, and user friendliness.
13-04	DAQ Unified Values	Active	44%	Through teamwork create and support a values based culture by: 1. Continuously improving DAQ work environment 2. Requiring 100% of DAQ staff to understand, follow and be held accountable to core values 3. Continuously improving internal communication between leadership, staff and all sections.
13-05	DAQ Website	Active	65%	To promote and expand open communications with all DAQ customers through a user-friendly internet site that is relevant, accessible, and well maintained.
13-07	FSF Repository	Inactive	0%	Through partnership with Accounting, develop an efficient and responsive DAQ budget process that provides leadership oversight, accurate information, expenditure tracking, decision-making tools, and forecasting.
13-08	GHG Strategies	Inactive	75%	Develop an annual GHG inventory and control strategies to promote the reduction of GHG emissions.
13-09	Independent Research	Inactive	0%	Promote staff to initiate research, investigation, and data exploration and analysis to fill knowledge gaps, discover linkages, and solve problems.
13-11	Intranet	Completed	100%	Create a technology-based desktop tool that consolidates and communicates necessary information.
13-12	LEAN	Inactive	0%	Identify, evaluate, and continuously improve key processes using Lean techniques.

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Project ID Number	Project Name	Project Status	Percent Complete	Project Purpose
13-13	Mobile Sources	Active	21%	Get the funding and authorization to hire two additional positions to create the mobile sources group.
13-14	Moveable Monitoring Platform	Active	93%	To measure Air Pollutants of interest using the DAQ Movable Monitoring Platform.
13-15	Multi-Pollutant Modeling	Active	22%	Develop Multi-Pollutant Modeling Capabilities and Resources.
13-16	Multi-Pollutant Permitting	Inactive	0%	Create a system to develop and implement control strategies based on modeling, monitoring, or community complaints.
13-17	Online Submittal	Inactive	0%	Evaluate and implement an online submittal system.
13-18	Outreach	Inactive	0%	Develop an Outreach Strategy that: 1. Promotes DAQ's mission/functions, 2. Encourages understanding and cooperation with community at-large, 3. Develops shared responsibility for outreach within DAQ, 4. Streamlines the outreach process.
13-19	Ozone Transport	Active	37%	Identify and get upwind states to reduce emissions of NOx and VOCs to achieve Delaware Ozone attainment.
13-20	Performance Planning	Active	88%	Develop an effective performance evaluation system that allows employees to : 1. Set clear standards and expectations, 2. Provides effective performance feedback, 3. Provides opportunities for performance improvement, 4. Gives employees fair and honest appraisals, 5. Links to recognition, rewards, and professional growth.
13-21	Performance Tracking	Active	90%	Ensure that all major DAQ activities are measured and assessed. Incorporate presentations and discussions of performance measures in internal communication practices upon completion of strategy planning.
13-22	Project Management	Completed	100%	Establish a project management system to apply to projects of significant scope/complexity.
13-23	Purchasing Process	Active	24%	Evaluate and improve the current purchasing process to create efficient procedures.

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Project ID Number	Project Name	Project Status	Percent Complete	Project Purpose
13-25	SME and CV	Inactive	0%	Provide opportunities to showcase the specialized knowledge of our employees.
13-26	Staff Participation	Inactive	0%	Provide opportunities to showcase the specialized knowledge of our employees.
13-27	Training	Active	20%	Create and implement a comprehensive training system for DAQ staff that: 1. Develops employee skillsets to DAQ needs/requirements, 2. Integrates and aligns with the LMS, 3. Is organized in 3 tiers (orientation, technical, professional), 4. Affords opportunity to create a values-based training program that supports and compliments DAQ business practices, standards, and values.
13-28	Transparent Permitting	Active	65%	Meet all permitting, inspection, and enforcement metrics immediately by: 1. reemphasizing and recommitting to VSM processes, 2. tracking performance, and 3. holding people accountable to performance measures.
13-29	Succession Planning	Active	41%	Develop a succession plan for all DAQ staff that links our operational training, staffing requirements, and provides the opportunity for professional development and growth.
14-01	Electronic Permit Submittal and Tracking	Active	17%	Create an electronic permit processing system that: 1. interfaces with current DAQ systems, 2. Incorporates online application and payment submittal, 3. Holds people accountable to process and required timeframe, (note: people are internal and external) 4. Incorporates LEAN techniques.
14-02	Creating the Right Environment	Active	0%	To create an environment where professional teams are driven by common values and goals.

Other Special Accomplishments

In addition to the standard activities described above, the Division of Air Quality also participates in many special projects. These special projects may or may not be Title V related. However, the results of these projects often impact Title V activities. In calendar year 2013, the Division of Air Quality participated in the following special activities:

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- Participated in DAQ management and administration activities including:
 - Continued workforce and succession planning activities to address the long-term management of our workforce demographics (retirement eligible population) and continuing budget cuts;
 - Updated the Division Continuity of Operations Plan (COOP) and participated in a Department level COOP exercise. The plan depicts specific actions required to continue critical operations and services in the event of an emergency that may render our primary operating facilities unusable.
 - Continued work with the Division Safety Council. The Safety Council puts safety in the hands of employees. This team of volunteers is creating a culture of safety and leading the Division in all efforts to Promote, Prevent, and Protect our people and resources.
- Participated in outreach activities including:
 - For a third year, DAQ worked with the Delaware Envirothon Committee supporting high school level environmental education, integrated Air Quality as a key topic/study area for the 2012 Delaware Envirothon Competition. The Division of Air Quality is a Gold Sponsor for the Envirothon program supporting the Delaware and North American Envirothon International Competition;
 - Educational programs and public outreaches addressing conserving energy;
 - Educational programs or public outreaches addressing school-related anti-idling requirements;
 - Educational information and public outreach on open-burning restrictions;
 - Ozone Action awareness outreach; and
 - Asthma awareness outreach.
- Participated in Cancer Consortia activities;
- Continued to provide compliance assistance and oversight to auto body shops, dry cleaners, and gasoline delivery vessels for state and federal air regulations;
- Continued to track and provide oversight on vapor recovery tests of regulated gasoline dispensing facilities;
- Provided advanced modeling support including:
 - Provided advanced modeling support to the Engineering & Compliance Branch when additional modeling was needed to issue permits;
- Participated in Mobile Source Activities including:
 - Continued monthly participation with Metropolitan Planning Organizations (WILMAPCO and Dover/Kent MPO) Technical Advisory Committee;
 - Meeting with the Transportation Conformity Inter-Agency Consultation Workgroup to discuss SIP planning for PM_{2.5} and Ozone Attainment;
 - Participated in Vehicle Inspection and Maintenance Activities;
 - Developed mobile budgets for PM_{2.5};
 - Conducted a Phase II Remote Sensing Study;
 - Participated on the Clean Air Council Delaware Diesel Difference;
 - Continued implementation and evaluation of a new vehicle remote sensing program to provide data to 1) evaluate the effectiveness of our vehicle inspection and maintenance program, and 2) develop strategies to further reduce mobile source related emissions; and

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- Continued to identify and quantify emissions associated with new residential development in Delaware through the PLUS Process.
- Provided support to the Coastal Zone program for conducting technical reviews of Coastal Zone applications;
- Supported the Manufacturing Efficiency Grants Program; and
- Coordinated with the Energy and Climate Division on energy policy issues.

Source Hours for the Previous Calendar Year

The Title V fee schedule is based upon two components, the Base Fee and the User Fee. The Base Fee is calculated from the total hours spent working on the facility for the previous five years. The User Fee is calculated from the facility’s most recent baseline year emission inventory report. The Title V Fee Schedule for Calendar Years 2012 through 2014 is provided in Table 6 below:

Table 6: Calendar Year 2012 through 2014 Title V Fee Schedule

Fee Type	Category	Category Description	2010 and 2011 Fee
Base Fee	A	> 6,000 Hours	\$243,000
Base Fee	B	5,001 – 6,000 Hours	\$95,000
Base Fee	C	4,001 – 5,000 Hours	\$82,000
Base Fee	D	3,001 – 4,000 Hours	\$71,000
Base Fee	E	2,001 – 3,000 Hours	\$50,000
Base Fee	F	1,501 – 2,000 Hours	\$37,000
Base Fee	G	1,001 – 1,500 Hours	\$25,000
Base Fee	H	667 – 1,000 Hours	\$16,000
Base Fee	I	334 – 666 Hours	\$8,000
Base Fee	J	0 – 333 Hours	\$5,000
Base Fee	K	New Sources that Have Applied for a Permit After January 1, 2011	\$6,000
User Fee	1	> 2,000 Tons	\$175,000
User Fee	2	1,001 – 2,000 Tons	\$50,000
User Fee	3	501 – 1,000 Tons	\$30,000
User Fee	4	201 – 500 Tons	\$14,000
User Fee	5	101 – 200 Tons	\$6,000
User Fee	6	51 – 100 Tons	\$4,500
User Fee	7	26 – 50 Tons	\$3,000
User Fee	8	0 – 25 Tons	\$2,000
User Fee	9	New Sources that Have Applied for a Permit After January 1, 2011	\$3,000

The Base Fee for each facility is obtained by creating reports from the Division of Air Quality timekeeping system. For a detailed description of how a facility’s Base Fee was calculated, please contact Paul Foster at (302) 323-4542.

In order to help facilities track their Title V Fee Bill, the hours spent working on each Title V and Synthetic Minor facility are presented in Appendix A for Calendar Years 2009 through 2013. Each Title V and Synthetic Minor facility’s 2011 Base Year Emission Inventory is also included.

Appendix A

Company Name	Status	2013 Hours	2012 Hours	2011 Hours	2010 Hours	2009 Hours	5 year total (2013 through 2009)	2011 CO Emissions (TPY)	2011 NO_x Emissions (TPY)	2011 PM₁₀ Emissions (TPY)	2011 SO₂ Emissions (TPY)	2011 VOC Emissions (TPY)
3D Fabrications	SM	20	16	2	17.5	8.5	64.0					
A.I. DuPont Hospital for Children	TV	200.5	336.25	444	306.5	401.3	1688.5	0.91	6.24	0.33	0.95	0.60
Aero Technologies LLC	TV	111	185	51.5	110	126.5	584.0	0.05	0.11	0.01	0.00	1.78
Air Liquide Industrial US LP	TV	72	358.5	50.25	15.5	11.0	507.3	0.13	0.00	0.00	0.00	0.06
Allens Harim Foods, LLC	SM	20	42.5	67.25	17.5	3.5	150.8	1.74	2.09	0.01	0.01	0.11
Ameresco Delaware Energy - Central	TV	96.25	92.5	15	NO DATA	NO DATA	203.8	117.10	23.50	6.40	8.50	3.91
Ameresco Delaware Energy - Southern	TV	286.5	123	45	NO DATA	NO DATA	454.5	221.10	38.90	11.90	34.40	6.17
American Air Liquide - Glasgow	SM	32.5	128.75	123.5	9	11.0	304.8					
Amtrak Wilmington	TV	245	158.25	36	134	95.0	668.3	3.24	3.86	0.30	0.02	2.42
Arlon, Inc.	SM	114.5	16.5	41.25	178	48.5	398.8					
Astra Zeneca - Newark	SM	44.5	81	16	23.75	34.5	199.8					
AstraZeneca Pharmaceuticals, LLC	TV	226	218.25	119	81	205.0	849.3	6.85	6.85	0.16	0.15	0.51
BASF Corporation	TV	86.5	839	312.25	346.75	328.0	1912.5	23.90	10.51	2.06	0.17	24.01
Bayhealth - Milford Memorial Hospital	SM	71	44.5	30	76.25	74.8	296.5					
Bayhealth Medical Center - Kent General Hospital	SM	57.5	107.75	83.75	196.75	75.5	521.3	3.57	2.52	0.03	0.03	0.24
Bilcare Research	SM	NO DATA	88.5	57.5	71	0.5	217.5					
Bracebridge Corp (Bracebridge)	SM	27.75	45.25	35.75	8	20.5	137.3					
Bracebridge Corp (Christiana)	SM	NO DATA	13.5	44	17.5	11.5	86.5					
Bracebridge Corp (Deerfield)	SM	NO DATA	6.5	44.5	11.5	17.5	80.0					

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Company Name	Status	2013 Hours	2012 Hours	2011 Hours	2010 Hours	2009 Hours	5 year total (2013 through 2009)	2011 CO Emissions (TPY)	2011 NO _x Emissions (TPY)	2011 PM ₁₀ Emissions (TPY)	2011 SO ₂ Emissions (TPY)	2011 VOC Emissions (TPY)
Calpine - Christiana	TV	15.5	135.5	37	62	117.5	367.5	0.01	0.93	0.17	0.42	0.00
Calpine - Delaware City	TV	15	64.75	7	11.5	44.5	142.8	0.00	0.17	0.04	0.09	0.00
Calpine - Edge Moor	TV	498.5	676.75	244.25	1008.5	790.3	3218.3	110.12	346.24	4.52	83.11	25.02
Calpine - Hay Road	TV	437.75	341	292.5	590.5	634.5	2296.3	166.60	601.80	5.15	11.20	33.46
Calpine - West	TV	16.75	104	11	29	42.8	203.5	0.01	0.40	0.10	0.28	0.00
Christiana Care - Christiana Hospital	TV	405.5	189.5	187.75	14	398.8	1195.5	11.21	14.17	0.09	0.13	0.80
Christiana Care - Wilmington Hospital	SM	90	22.5	NO DATA	30.75	3.0	146.3					
Christiana Materials, Inc.	SM	40	167	55.5	106	61.5	430.0					
City of Dover - McKee Run	TV	158.5	100.25	75.5	94.25	414.0	842.5	11.51	43.92	0.11	0.30	0.75
City of Dover - VanSant	TV	95.5	68.5	42.25	47.5	69.0	322.8	1.09	3.01	0.12	0.50	0.03
Clean Earth of New Castle	TV	128.75	227.75	151.5	310.5	12.0	830.5	4.23	19.63	5.34	6.81	3.32
Coastal Coatings	SM	10	NO DATA	1.5	22	19.0	52.5					
Coker Concrete	SM	122.75	NO DATA	9.5	1	7.0	140.3					
Community Education	SM	30.75	NEW	NEW	NEW	NEW	30.8					
Computer Sciences Corp	SM	35.5	NO DATA	18.5	0.5	30.0	84.5					
Conectiv Thermal Systems	SM	6	36	35	78.5	30.8	186.3					
Contractors Materials LLC	SM	NO DATA	55.5	58	44	38.8	196.3					
Corrado Construction	SM	39.5	29	5	35.25	40.5	149.3					
Croda Inc.	TV	457	354.75	519.5	303.25	416.0	2050.5	25.99	24.29	1.83	0.12	4.49
Dana Railcar Services, Inc.	SM	56	58.5	NO DATA	6	8.0	128.5					

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Dassault Falcon Jet	TV	351.25	91	117.25	107.25	215.0	881.8	0.89	1.07	0.01	0.01	13.52
David A Bramble Inc./Seaford Asphalt Plt (ICM is Leasing)	SM	2.5	23	2	59	122.0	208.5					
Delaware City Refining Company	TV	3108	3517.25	2479.75	3182	4835.3	17122.3	617.34	1071.52	238.01	333.17	302.56
Delaware City Refining Company - Marketing Terminal	TV	126	NO DATA	125	107.75	22.0	380.8	0.11	0.02	0.00	0.00	18.00
Delaware Hospital for the Chronically Ill	SM	102.75	144.75	45	82.25	43.8	418.5					
Delaware Park	SM	NO DATA	7	0.5	84.25	58.3	150.0					
Delaware Recyclable Products, Inc.	SM	78.5	33.75	13.5	91.75	44.5	262.0					
Delaware Solid Waste Authority, Cherry Island	TV	141.25	392.75	646.75	360.75	354.0	1895.5	2.84	1.26	0.61	3.32	7.16
Delaware Solid Waste Authority, Sandtown	TV	143.5	118.75	114	291.75	337.8	1005.8	90.60	4.80	2.00	7.70	1.48
Delaware Solid Waste Authority, Southern	TV	138	228	136.25	206	324.5	1032.8	11.50	0.80	0.30	4.90	4.56
Delaware State University	TV	352	257.25	139.5	68.5	66.0	883.3	2.75	3.45	0.04	0.30	0.18
Department of Corrections - Howard R. Young	SM	27.5	18	NO DATA	27.5	47.3	120.3					
Department of Corrections - James T. Vaughn	TV	166	235.25	126.5	102.25	133.8	763.8	7.25	4.65	0.07	0.08	0.49

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Company Name	Status	2013 Hours	2012 Hours	2011 Hours	2010 Hours	2009 Hours	5 year total (2013 through 2009)	2011 CO Emissions (TPY)	2011 NO _x Emissions (TPY)	2011 PM ₁₀ Emissions (TPY)	2011 SO ₂ Emissions (TPY)	2011 VOC Emissions (TPY)
Department of Veterans Affairs Medical Center	TV	163	275.75	156	57.5	NO DATA	652.3	2.69	3.55	0.03	0.05	0.61
Diamond Materials LLC	SM	154	5.5	37.5	67.5	45.5	310.0	13.35	4.44	4.66	0.46	3.29
Diamond Materials LLC - Roving Crusher	SM	65	58	4.5	72.5	75.3	275.3					
Diamond State Port Corporation	TV	147.5	139.5	192.5	142	6.0	627.5					
Dover Air Force Base	TV	697.25	493.5	568.25	232.6	428.5	2420.1	18.82	23.48	0.67	0.96	22.31
Dover Downs	SM	22.5	2	36	175.25	3.5	239.3					
DuPont Chestnut Run	TV	277.5	258	193.25	206.5	200.0	1135.3	4.71	48.31	7.03	66.97	2.60
DuPont EdgeMoor	TV	378.25	499.5	533.5	396.25	676.3	2483.8	2050.79	27.46	22.20	18.00	99.40
DuPont Experimental Station	TV	627	451.25	586.25	502.25	527.3	2694.0	16.72	179.76	27.47	247.73	8.26
DuPont Red Lion	TV	97.5	142.5	257.5	48.25	231.3	777.0	4.44	23.11	0.70	45.51	1.82
DuPont Stine Haskell	TV	57.5	254.5	78.5	123	205.0	718.5	9.86	9.17	0.53	5.10	2.70
DuPont Wilmington Office Building	TV	161.5	146	67	166.5	340.0	881.0	4.54	5.70	0.09	0.69	0.30
Eastern Shore Natural Gas, Bridgeville	SM	74.25	23.5	6.75	16	9.3	129.8					
Eastern Shore Natural Gas, Delaware City	SM	49.5	116.25	26	53.5	47.8	293.0					
Edgemoor Materials, Inc.	SM	NO DATA	268.25	NO DATA	11.5	126.3	406.0					
Evraz Claymont Steel	TV	1225.25	697	1338.5	1183.75	1482.3	5926.8	346.13	165.85	68.14	42.21	69.23
First State Investors	SM		19	NO DATA	14.5	25.3	58.8					
FMC Corporation	TV	717	656	97.25	50.5	17.5	1538.3	26.36	31.38	19.05	0.19	2.97
Formosa Plastics Corporation	TV	393	248.5	195.75	168.75	146.3	1152.3	21.60	31.95	19.21	0.22	59.45

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Fort Vac	SM	0.25	51	NEW	NEW	NEW	51.3					
Garrison Energy Center, LLC (not operational - no billing)	TV	40.25	567	281	262.5	NEW	1150.8					
GE Energy Ceramics Composites	SM	133.5	163.5	14	10	50.5	371.5					
Handy Tube Corp	TV	323	47.5	73	44.25	110.3	598.0	0.00	0.00	0.00	0.00	6.40
Hanesbrand, Inc.	SM	NO DATA	42.5	NO DATA	0	32.5	75.0					
Hanover Foods	TV	89	257	28.25	36.5	50.8	461.5	2.05	2.63	0.04	0.46	0.13
Harris Manufacturing, Inc.	TV	39.5	37	144.25	18.75	90.0	329.5	0.00	0.00	0.00	0.00	4.94
Harris Manufacturing, Inc. - Glenwood	SM	26	9	81	3.5	15.0	134.5					
Hirsh Industries, Inc.	TV	75.5	33.25	171	231.75	106.5	618.0	1.05	1.25	0.01	0.01	18.26
Honeywell - WWTP	TV	29.5	NEW	NEW	NEW	NEW	29.5					
ICM of Delaware Bay Road	SM	104.75	320.5	563	170	91.5	1249.8					
ICM of Delaware Georgetown	SM	39	50.5	73.75	40.75	166.3	370.3					
IKO Production Wilmington, Inc.	SM	186.25	88.75	64.5	497.25	270.3	1107.0					
ILC Dover, LP	SM	15	40.5	14.5	103	70.3	243.3	0.00	0.00	0.00	0.00	3.33
Indian River Power LLC	TV	553	599.25	971.5	618.25	1073.5	3815.5	171.36	2352.47	663.74	9194.44	17.31
International Petroleum Corp	SM	10.25	31.75	15	102	11.0	170.0					
JP Morgan Chase	SM	4	NO DATA	NO DATA	0	0.5	4.5					
JP Morgan Chase Governor Printz	SM	NO DATA	NO DATA	NO DATA	0	NO DATA	0.0					

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Company Name	Status	2013 Hours	2012 Hours	2011 Hours	2010 Hours	2009 Hours	5 year total (2013 through 2009)	2011 CO Emissions (TPY)	2011 NO _x Emissions (TPY)	2011 PM ₁₀ Emissions (TPY)	2011 SO ₂ Emissions (TPY)	2011 VOC Emissions (TPY)
JP Morgan Chase Stanton	SM	4.5	90	NO DATA	9.5	NO DATA	104.0					
Justin Tanks, LLC	TV	62.5	79.75	55.5	23.25	68.7	289.7	0.04	0.18	0.02	0.22	5.90
Kraft Foods North America Inc. Dover	SM	NO DATA	119.5	99.5	6	76.0	301.0					
Kuehne Company	TV	148	137	331	453	227.5	1296.5	1.12	2.38	0.01	0.01	0.07
Lars Recycling	SM	42.5	NEW	NEW	NEW	NEW	42.5					
Linde, LLC (BOC Gases)	SM	NO DATA	89.5	60.5	245	102.5	497.5					
Magco, Inc.	SM	NO DATA	63.25	NO DATA	14.5	NEW	77.8					
Magellan Midstream Partners	TV	56.5	332.75	457.25	517.75	633.8	1998.0	0.93	1.58	0.18	2.85	38.53
McConnel Johnson, North Market	SM	37.25	14.75	NO DATA	8	0.5	60.5					
Medal, L.P. Air Liquide	SM	98.5	49.5	70.5	4	0.0	222.5					
Metal Masters Foodservice Equipment Corp.	SM	23	13	NO DATA	45.5	136.0	217.5					
Micropore	SM	12	8.5	13	98.5	87.5	219.5	0.00	0.00	0.00	0.00	2.50
Middletown Materials LLC	SM	186.5	38	21.5	41	22.5	309.5					
Mike Davidson Excavating	SM	75	77.75	87	44	112.3	396.0					
Nanticoke Memorial Hospital	SM	22.5	32.5	22	27.75	28.8	133.5					
Noramco Inc.	TV	24	43	28	54	95.5	244.5					
NRG Dover Energy Center	TV	407.25	193.5	496.75	320.25	324.0	1741.8	24.70	273.40	75.54	1274.11	2.05
Orient Corporation of America	SM	42.75	97	159.25	243.25	197.3	739.5					
OSG America	TV	319	321.75	153.5	243.25	394.8	1432.3	0.01	0.07	0.00	0.00	764.35

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Pat's Aircraft LLC	SM	6.5	68	250.75	95	90.5	510.8					
Perdue Agri-recycle LLC	SM	62.75	46.5	87	55.5	271.8	523.5	0.20	15.57	5.19	0.00	0.01
Perdue Farms Inc. - Georgetown	TV	88.5	61	169.25	115.5	63.0	497.3	4.87	7.74	0.54	8.07	0.33
Perdue Farms Inc. - Milford	SM	67	10.5	19.75	26.75	52.0	176.0	4.42	5.58	0.04	0.14	0.29
Perdue Grain & Oilseed LLC (Bridgeville)	SM	148.5	26.25	28.25	73.5	22.0	298.5	4.21	5.23	33.87	1.48	0.28
PGR Holdings	SM	15	4	18.5	102.5	37.0	177.0					
Polymer Technologies	SM	119	127.5	NEW	NEW	NEW	246.5					
Port Contractors	SM	57.5	5	206.5	88.25	54.8	412.0					
Prince Minerals	SM	6.5	26	143.75	133	56.5	365.8					
Printpack, Inc.	TV	59	80.5	192.5	259.75	602.8	1194.5	2.62	3.12	0.02	0.02	44.34
Proctor & Gamble, Dover Wipes	SM	NO DATA	35	54	0.5	16.5	106.0					
R&M Recycling	SM	32	NEW	NEW	NEW	NEW	32.0					
River Asphalt	SM	196.5	39.25	17.5	16	28.3	297.5					
River II LLC	SM	72.75	189	112.25	66	44.5	484.5					
Rohm and Haas Electronic Materials	TV	210	137	185.75	286.5	158.3	977.5	4.69	3.53	0.42	0.05	6.93
Sea Watch International LTD	SM	20.5	19.5	25.5	19.5	32.3	117.3					
Siemens Medical Solutions	SM	92.5	109	0.75	32.5	15.5	250.3					
SPI Pharma Inc.	SM	117.5	79.25	184.25	90.25	79.0	550.3					
St. Francis Hospital	SM	40.5	167	NO DATA	NO DATA	19.0	226.5					
Sunoco	TV	99.25	95.25	373	482.5	411.5	1461.5	110.81	53.60	29.99	23.67	46.07
The News Journal	SM	41.5	69	8.5	15	40.5	174.5					

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Company Name	Status	2013 Hours	2012 Hours	2011 Hours	2010 Hours	2009 Hours	5 year total (2013 through 2009)	2011 CO Emissions (TPY)	2011 NO_x Emissions (TPY)	2011 PM₁₀ Emissions (TPY)	2011 SO₂ Emissions (TPY)	2011 VOC Emissions (TPY)
Transflo Terminal Services Inc.	SM	41.5	49.75	NO DATA	40.25	2.0	133.5					
Tri-County Materials	SM	46.5	NEW	NEW	NEW	NEW	46.5					
University of Delaware, Newark	TV	321.5	378	489.5	264.25	196.0	1649.3	26.17	19.81	0.32	0.23	3.88
Veolia Water	TV	368.25	104	64.25	31.5	224.0	792.0	3.61	4.38	0.09	0.65	0.88
Verisign	SM	NO DATA	57	NO DATA	12	69.0	138.0					
Warren Beasley Power Station	TV	307.5	336.25	428.5	193	104.5	1369.8	6.80	1.73	0.52	0.07	4.27