

Innovation and Assistance Strategic Plan (2012- 2017)

The Washington State Governor's Office for Regulatory Innovation and Assistance (ORIA):

Mission

The Governor's Office for Regulatory Innovation and Assistance (ORIA) helps people navigate Washington's environmental and business regulatory systems and works with our partners to improve those systems through innovative solutions.

Vision

People, Community and Businesses have easy access to all required information, personal assistance and can experience government as helpful, reasonable and responsive.

Culture Statement

We are public servants that embrace and encourage innovative approaches that foster collaboration and teamwork. Everyone contributes to the discovery of solutions through open communication. Our innovative environment encourages continuous learning and values honesty, respect and credibility while serving our customers.

As we work to achieve this mandate, ORIA embraces the following organizational values:

- **Communication.** We foster honest and clear discussions that encourage people to speak openly and to listen within a framework of respect and trust.
- **Partnership.** We promote effective working relationships between local, state and federal agencies and the customers they serve, including tribal governments, working as a team to find balanced and comprehensive solutions.
- **Respect.** We recognize and value diverse backgrounds and divergent perspectives and welcome the free exchange of ideas.
- **Leadership.** We provide innovative leadership to formulate new approaches, support creative thinking and deliver durable, effective results.
- **Change.** We embrace change and its challenges as we seek flexible, creative, workable solutions.
- **Excellence.** We take personal responsibility for doing what needs to be done, continually seeking opportunities for improvement, and celebrating organizational and individual success.
- **Neutrality.** We are impartial, informed facilitators who help ensure all parties have equal access to information, understand relevant rules, and can engage effectively in regulatory processes.
- **Transparency.** We operate in an open and straightforward manner and share information fully to promote collaboration and accountability.

Strategic Goals and Key Performance Indicators

Goal 1- Assist our customers

ORIA provides consistently high quality service that meets customer needs.

Typical Implementation Activities

- We answer basic questions from customers about environmental permitting, natural resource agency processes, and business regulations.
- We develop and maintain fact sheets, guides, and other online information so customers can find needed information that clarifies existing environmental and business regulations.
- For more complex projects, we ensure customers receive clear answers from expert agency staff, and we provide additional services including convening and facilitating multi-agency and multi-party meetings, identifying local, state and federal requirements or permits, and providing on-going project coordination and management.
- We work to increase awareness and use of ORIA services and tools by doing outreach to key audiences and building strong partnerships with agencies, governments, and other stakeholders.
- We assist with training and education for customers involved in business and permitting processes.

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Key Performance Indicator

Customer Satisfaction

We gather information on customer satisfaction using a variety of feedback and measurement techniques and tools including online and telephone surveys, written evaluations, interviews, and project debriefing sessions. We regularly assess the feedback we receive and make changes as appropriate to improve our services.

Goal 2- Identify and support regulatory system improvements

Because ORIA helps people navigate existing regulatory systems, we have a unique perspective on how regulatory systems function and interact. Therefore, ORIA is uniquely situated to help identify and support improvements to regulatory systems.

Typical Implementation Activities

- Support regulatory improvement activities called for in executive orders, as directed by legislation, or as requested by partner agencies by leading or participating in groups to simplify or modernize regulations and agency practices.
- Help design and develop new or improved technology resources, tools and approaches that simplify regulatory interactions, processes and agency or customer transactions.
- Solicit ideas for regulatory improvement and work with the small business liaison team to ensure follow up.
- Report annually to Governor, Legislature, and partner agencies on ideas and activities related to regulatory improvement.

Key Performance Indicator

Making a Difference

Continued demand for ORIA participation on system improvement teams or projects is one indicator that ORIA makes a difference. We track demand by monitoring trends in the numbers of projects, activities, work groups and tools that ORIA leads or works on each year. We track outcomes from regulatory improvement ideas collected by ORIA, because outcomes make a difference. ORIA also regularly solicits formal and informal feedback on the outcomes from our work.

Goal 3- Strengthen the organization

ORIA's success depends on our ability to be good at what we do and agile in responding to new demands. We must capitalize on individual strengths, balance workloads across regions and work groups, expand individual and organizational capacities, and build a culture of innovation.

Typical Implementation Activities

- Increase cohesion and foster creativity among staff by sharing information about individual projects, work plans, accomplishments and help needed.
- Develop a technology plan for the office that positions ORIA to promote and make best use of new technologies.
- Stay in close contact with the Governor's senior staff, executive cabinet members, and key agency and policy office partners to assist in implementing new initiatives that improve Washington's regulatory system.
- Periodically evaluate ORIA operations and organizational performance to determine where improvements, training, staff resources, or innovation are most needed.

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Key Performance Indicator

Organization and Work Plan Assessment

ORIA will develop, implement and regularly assess progress on an annual ORIA work plan. ORIA will also gather and assess input from internal and external sources about organizational capacity, leadership, ORIA's customer focus, strategic planning, finances, staff engagement and satisfaction, knowledge management, information technology management, and the durability of the results or outcomes the office produces.

Key Performance Indicator

Organization and Work Plan Assessment

ORIA will develop, implement and regularly assess progress on an annual ORIA work plan. ORIA will also gather and assess input from internal and external sources about organizational capacity, leadership, ORIA's customer focus, strategic planning, finances, staff engagement and satisfaction, knowledge management, information technology management, and the durability of the results or outcomes the office produces.

Statutory Duties

The statutory duties of the Office for Regulatory Innovation and Assistance are found at RCW Chapter 43.42 and include the following:

- Offering specific and general project coordination services, including coordination with federal agencies and tribal governments to the extent practicable.
- Maintaining and furnishing information about all types of regulatory requirements through a service center and a website.
- Conducting project scoping and verifying that project proponents have needed information to proceed with permit applications.
- Assisting in the resolution of conflicts or inconsistencies in permit or licensing requirements.
- Providing information about permit turnaround times, submittal requirements, estimated schedules, and estimated costs.
- Working closely with the business licensing services and agencies.
- Helping local jurisdictions comply with the local project review act, RCW 36.70B.
- Providing information to local jurisdictions about best practices, how to communicate with state agencies and get early involvement from the state, and how to effectively assess and communicate project timelines and costs.
- Managing and promoting cost reimbursement and fully coordinated projects.
- Providing a biennial report on the performance of the office and including recommendations on system improvements to the Governor and the Legislature.

Executive Orders

In addition to statutory responsibilities, a number of executive orders direct the office to lead or support a range of additional regulatory improvement activities including the following:

- Lead a team of small business liaisons.
- Promote multi-agency permit teams.
- Work with a variety of agencies to develop and improve the state's online presence and regulatory processes that affect small business.
- Establish an online presence where businesses and citizens can submit suggestions for regulatory improvements and request information or assistance.
- Engage in ongoing regulatory improvement activities with local, state and federal agencies to make permitting, licensing, and regulatory processes easier and more effective.
- Report annually to the Governor.

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