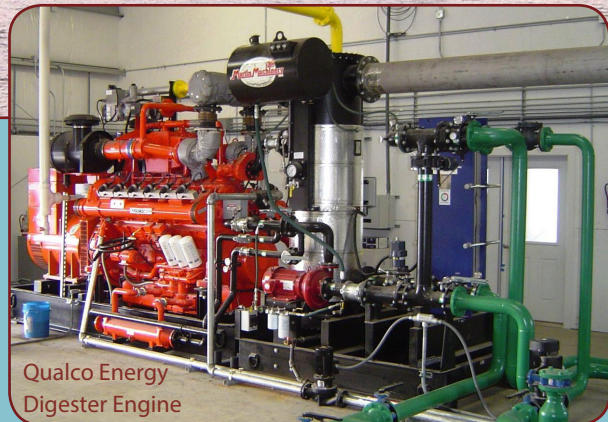




WASHINGTON STATE Governor's Office for Regulatory Innovation and Assistance

Annual Report Fiscal Year 2013

Mystery Bay



Qualco Energy
Digester Engine

Publication and Contact Information

This report is available on the Office for Regulatory Innovation and Assistance (ORIA) website at www.ora.wa.gov/about/history.asp.

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The Small Business Liaison Team, facilitated by ORIA, meets monthly to discuss how state agencies can assist small businesses. Photo courtesy of ORIA's Jeanne Fulcher.

Pictures on cover, top to bottom: Mystery Bay in Jefferson County, courtesy of ORIA's Alan Bogner; and Qualco Energy anaerobic digester engine, photo by Andgar Corporation.

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Message from the Director

I am pleased to present the 2013 Annual Report for the Governor's Office for Regulatory Innovation and Assistance (ORIA). I invite you to learn about the many exciting projects and accomplishments that ORIA staff have engaged in, serving many of Washington State's citizens and businesses. ORIA is committed to improving the ease of doing business in Washington State. This is our hallmark. Cutting time, reducing costs, clarifying regulatory requirements, and developing innovative approaches for problem resolution, both short and long term, defines our mission.

During 2013, ORIA, in partnership with federal, state, tribal, and local governments, provided in-person assistance, consultation, facilitation, and coordination for high profile projects and small businesses, assisting them through regulatory and business license processes. The skillful work, valuable services, and contributions from ORIA's staff played an essential role in many accomplishments in fiscal year 2013. A few highlights include the following:

- ▶ AstaReal Technologies, a subsidiary of Fuji Chemical Industry. ORIA and Washington State Department of Ecology worked diligently to assist AstaReal Technologies through federal, state, and local permit requirements to meet their construction timelines. This resulted in the company locating its manufacturing facility in Moses Lake. Construction began in 2012 with expected completion in 2014. The facility is expected to provide up to 45 jobs.
- ▶ Skagit River I-5 Bridge Collapse and Temporary Reconstruction. ORIA provided coordination, facilitation, and oversight for regulatory partner agencies in support of permit streamlining for the temporary replacement of the I-5 Bridge. It took less than four weeks from the date of the initial bridge collapse to complete permits and erect a temporary structure.
- ▶ Awarded the 'Waterways Management Award' from the National Association of Boating Law Administrators for the Mystery Bay Management Plan and process.
- ▶ Received the Governor's 'Smart Community Award' for the South Port Townsend Bay Management Plan, which was modeled after the Mystery Bay plan.

ORIA's workload continues to increase as its reputation for regulatory process resolution grows and the network of regulatory partners, ready to collaborate and assist new and established businesses, expands. We expect continued growth as we develop and implement on-line assistance technology tools, which will increase the number of business applications and facilitate new business growth.

It is a pleasure to present this annual chronicling of the many accomplishments and successes brought about through the great work of ORIA's Regional Assistance Leads, Information Center staff, Information Technology staff, and our many regulatory partners at the federal, state, and local levels, including the Small Business Liaison Team representing 26 state agencies.



Jesus Sanchez, Director



Executive Summary

The Governor's Office of Regulatory Assistance became the Office for Regulatory Innovation and Assistance (ORIA) in 2013. We continue to assist customers and improve regulatory systems, as defined by our statutes in the Revised Code of Washington Title 43 Chapter 43.42 (RCW 43.42). In this report, we summarize work performed by ORIA staff in fiscal year 2013 (July 2012 through June 2013) in the following sections:

► Mission Performance

- **Assist Customers** – We supported a variety of customers, including private industry and government agencies, by convening and facilitating meetings for complex projects and regulatory processes. ORIA projects and staff were also recognized with national and state awards.
- **Improve Systems** – We worked toward improved regulatory systems through small business networks, information technology applications, and on the Skagit River I-5 Bridge collapse, where permit streamlining involved multiple agencies working in close coordination to address a transportation disaster.

► Program Performance

– ORIA products and services continued to be popular and widely used by a variety of customers within and beyond Washington.

► Recommendations for System Improvements

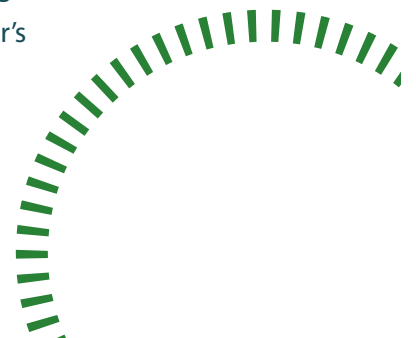
– ORIA used Lean methods and information technology solutions to identify and address 'pinch points' in environmental permit and business license processes.

Office Overview ORIA works with local, state, and federal agencies on environmental permitting; assists the Washington State Department of Commerce on issues related to small business regulations and infrastructure permitting; and supports a team of small business liaisons from 26 state agencies. You can view ORIA's mission, vision, values, and organizational chart at www.ora.wa.gov.

In addition to meeting the requirements of [RCW Chapter 43.42](#), ORIA responds to direction from the Governor and to Executive Orders:

- [06-02](#) on Regulatory Improvement.
- [09-07](#) on Natural Resource Reform.
- [10-05](#) on Small Business Service.
- [12-01](#) on Regulatory Reform and Small Business Assistance.

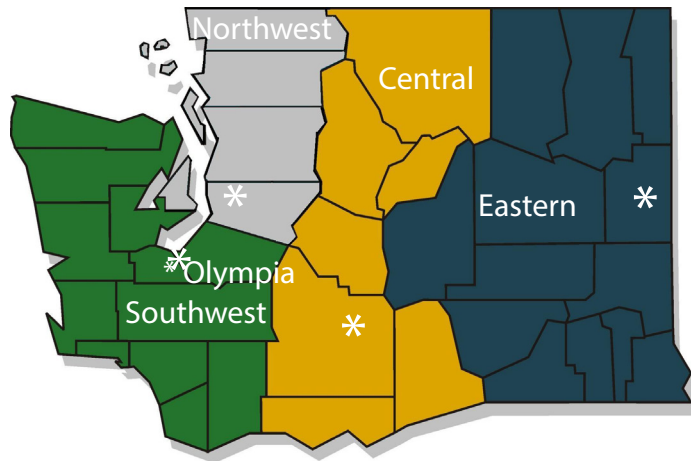
In the last section, **Facing the Future**, we discuss new projects that will further ORIA's goals to assist customers and improve regulatory systems. ORIA's new Director works closely with Governor Inslee on new initiatives for Washington, and ORIA staff support local and regional initiatives addressing regional infrastructure and new state laws. ORIA will be revisiting our vision, mission, and strategic plan to align these with new direction from the Governor's Office.



Mission Performance

Assist Customers

The Governor's Office for Regulatory Innovation and Assistance (ORIA) provides active assistance to businesses, government agencies, and the general public for permitting, licensing, and other regulatory processes. ORIA staff are located in five offices in Washington:



headquarters in Olympia and regional offices in the southwest (Lacey), northwest (Bellevue), central (Yakima) and eastern (Spokane) regions (Figure 1).

The projects described below represent the breadth and scale of assistance that ORIA staff provided in fiscal year 2013.

Figure 1. Map of ORIA regions.

South Port Townsend Bay and Mystery Bay Management Plans, Jefferson County

In the early 2000s, areas of Puget Sound experienced increasing conflict between shellfish growers and a growing population of moored and anchored boats. In Jefferson County, two areas were particularly affected: Mystery Bay and South Port Townsend Bay. In summer of 2008, with no resolution in sight, a large portion of Mystery Bay west of Marrowstone Island closed to commercial shellfish harvesting due to excessive numbers of boats in the bay and subsequent risk of pollution in shellfish beds. A similar closure threat existed for South Port Townsend Bay. The closure posed serious implications for Washington's coastal economy since the shellfish industry contributes \$110 million annually and provides thousands of family-wage jobs.

The Mystery Bay stakeholder group, formed to address these conflicts, decided to try something new and contacted ORIA to facilitate a solution process. ORIA had achieved success with a similarly contentious issue in Moses Lake, and came recommended by the Washington State Department of Natural Resources. Within two years of ORIA's involvement, a successful management plan for Mystery Bay was developed and praised by stakeholders, including the boating community. The management plan and process won the 'Waterways Management Award' from the National Association of State Boating Law Administrators (www.nasbla.org/i4a/pages/index.cfm?pageid=4211).

The solution developed for Mystery Bay was creative, effective, and sustainable, and the management plan became a model that was

"From my perspective, [ORIA] services have been incredibly helpful in achieving win-win situations (like Mystery Bay). I think if more agencies knew about them, they would be overwhelmed with requests."

- Wade Alonzo, Washington State Parks

used to develop the 'South Port Townsend Bay Management Plan.' This plan received the Washington Governor's 'Smart Community Award' for 2013 (www.commerce.wa.gov/Services/localgovernment/GrowthManagement/Growth-Management-Planning-Topics/Smart-Growth/Pages/Success-Stories.aspx).

Boeing 777X, Snohomish County

Boeing will soon launch a new version of the 777 airplane, the 777X, and is evaluating where the airplane and its anticipated carbon fiber wings will be assembled. Governor Inslee and local and state government leaders recognized that a new 777X facility in Washington could provide job creation and increased tax revenues to communities and the state.

Permitting is a major challenge to siting a new facility. Federal, state, and local jurisdictions require approximately 20 permits to develop an aerospace facility building pad. Governor Inslee asked the City of Everett to convene a task force, with Snohomish County and various state agencies, to define the permitting process and identify permit challenges. ORIA was asked to take the lead in preparing a permitting matrix that would describe possible permit requirements for five potential sites in Everett and Snohomish County that are associated with existing Boeing infrastructure. The task force also pursued the designation of 'Project of Statewide Significance' for the Boeing 777X project. This will be the first time since the Legislature created the tool in 1997 that a project has ever been so designated. Today, the City of Everett, Snohomish County, and various state agencies stand ready to provide an expedited permit review process, which may significantly reduce the time required for regulatory review.



ORIA's Alan Bogner receiving Waterways Management Award for the Mystery Bay Management Plan. Photo courtesy of the National Association of State Boating Law Administrators.

Navy Electromagnetic Measurement Ranging System, Kitsap County

ORIA provided multi-agency meeting facilitation for a number of projects proposed at Naval Base Kitsap-Bangor. A recent project was the Navy's proposal to build an Electromagnetic Measurement Ranging System to monitor electromagnetic signatures of Trident submarines entering and leaving Hood Canal. ORIA facilitated two complex meetings convened by the Navy and attended by federal, state, local, and tribal representatives. The meetings allowed attendees to discuss and comment on the purpose and need for the proposed project and on the draft environmental assessment report.

Other Naval Base Kitsap-Bangor projects that involved ORIA included the Explosives Handling Wharf-2 and the Land-Water Interface and Service Pier Extension, both in support of Trident submarines.

Gateway Pacific Terminal Multi-agency Permit Team, Whatcom County

ORIA continues to support the multi-agency review and regulatory processes for the Gateway Pacific Terminal, proposed for the Cherry Point industrial area in Whatcom County. As three regulatory agencies, the U.S. Army Corps of Engineers, Whatcom County, and Washington State Department of Ecology, moved into the environmental impact review phase under national and state environmental policy acts, ORIA coordinated and facilitated multi-agency meetings.



The proposed project garnered unprecedented public and media attention, with public scoping meetings conducted throughout the state, from Bellingham to Spokane, and over 125,000 written comments submitted on project scope. The co-lead agencies will conduct detailed environmental studies over the next few years, and ORIA will continue to facilitate multi-agency communications to support an efficient environmental review. ORIA also manages a cost reimbursement contract for the project involving five state and regional regulatory agencies that allows cost recovery for government regulatory work.

Echo Bay Gold Exploration, Okanogan County

Exploration and mining for gold and other precious and industrial metals has been ongoing in north-central Washington since 1896. In July 2010, the Kinross Gold Corporation, and its subsidiary Echo Bay Minerals Corporation, submitted the Buckhorn Mountain Exploration Project Plan of Operations. The review and approval of such plans involve the U.S. Forest Service, U.S. Department of the Interior, Bureau of Land Management, and Washington State Department of Natural Resources. The permit application included a proposal to construct up to 72 miles of new drill roads, 675 drill sites, and 965 exploration holes over five years. ORIA facilitated meetings and communications between the agencies and Echo Bay Minerals Corporation, and manages a contract to recover costs for ORIA and the Washington State Department of Ecology.

The total project area is approximately 9,170 acres, with the amount of disturbed area about 500 acres. Federal and state agencies are preparing a draft environmental impact statement in compliance with national and state environmental policy acts, and other relevant federal and state laws and regulations. Cooperating agencies include the Washington State Departments of Fish and Wildlife, Ecology, and Archaeology and Historic Preservation, and the U.S. Army Corps of Engineers.

AstaReal Technologies, Grant County

In July 2012, ORIA began assisting AstaReal Technologies, a subsidiary of Fuji Chemical Industry, while they performed due diligence to identify a location for a manufacturing facility. The company plans to produce an antioxidant used in food supplements. In September 2012, AstaReal selected a site in Moses Lake over sites they examined in Sweden and Iceland. ORIA and the Washington State Department of Ecology worked diligently with the company on permitting in order to meet construction timelines. ORIA assisted the company in navigating federal, state, and local permit requirements, and agency confidentiality agreements. The company received one required permit and will likely have a second before the end of 2013. AstaReal Technologies began construction in June 2013, 11 months after ORIA first met with them, and anticipates completing construction in 2014. The facility is expected to provide up to 45 jobs.

Anaerobic Digesters, Statewide

ORIA continued to assist applicants proposing to develop anaerobic digester facilities, which have expanded beyond dairy digesters to include compost facilities and wastewater treatment plants. ORIA worked with PacifiClean Environmental, a company considering Kittitas or Grant Counties to site a new facility, and WISErg, in King

“We are now in Moses Lake and we are happy to tell you that our construction starts tomorrow. Our project received strong supports from various departments in [Washington] and we think that [ORIA’s] kind arrangement was the key role.”

- Takashi Doguchi, CEO, AstaReal Technologies

County. PacifiClean Environmental is developing an organic processing facility, and WISErg is refining an organic digester facility to compost food waste from a grocery store chain.

ORIA also provided support to anaerobic digester efforts as follows:

- ▶ Sponsored a booth at the Future Energy Conference, November 13-14, 2012.
- ▶ Collaborated with the Washington State Department of Commerce on a handout, 'Biogas Roadmap for Washington State.'
- ▶ Prepared permit process information for the Qualco Energy renewable natural gas feasibility report for a proposal in Snohomish County.
- ▶ Prepared permit process information for Promus renewable natural gas project proposed in Yakima County.

ORIA contributed regularly to the Washington State Department of Agriculture's quarterly anaerobic digester meetings and the Washington State Department of Commerce's monthly bioenergy meeting.

Improve Systems

Another of ORIA's mandates is to improve the function of environmental and business regulatory processes. During fiscal year 2013, we worked on projects that spanned emergency response and technology support, convening key parties to improve integration and timing of regulatory processes. A few projects are highlighted below.

Skagit River I-5 Bridge, Skagit County

On May 23, 2013, the Skagit River I-5 Bridge collapsed, creating a significant regional transportation disaster affecting 71,000 vehicles daily. Governor Inslee directed ORIA and Washington State Department of Transportation to spearhead the repair, and support permit streamlining for replacing the bridge. Working with the Department of Transportation, ORIA coordinated with staff at Washington State Departments of Ecology, Natural Resources, and Fish and Wildlife, and the U.S. Army Corps of Engineers, to support issuance of necessary permits for a temporary bridge. ORIA also contacted the Swinomish Tribe to ensure that the Tribal Chair and environmental staff were apprised of human health and environmental issues related to the project. Tribal representatives appreciated ORIA's communications on behalf of state agencies and indicated their support of the emergency repairs.

The permitting team met several times during the deconstruction of the damaged bridge and construction of a temporary bridge, while the ORIA Director provided daily updates to the Governor. The temporary bridge replacement was completed by June 19, 2013, less



Top: Skagit River I-5 Bridge collapse. Bottom: Completed temporary replacement of the Skagit River I-5 Bridge. Photos courtesy of the Washington State Department of Transportation.

than four weeks from the date of the bridge collapse. Multi-agency work continues for the permanent bridge replacement, which is anticipated to be complete in October 2013.

Mudslide Work Group, King and Snohomish Counties

The Mudslide Work Group is a public-private team working to address landslides, which have regularly closed rail lines between the Cities of Seattle and Everett. The team includes staff from Washington State Departments of Transportation, Ecology, and Natural Resources; the National Oceanic and Atmospheric Administration; BNSF Railroad; Sound Transit; Amtrak; and Cities of Mukilteo and Everett. The Work Group's goal is to reduce the number of landslides along the rail corridor between Seattle and Everett, which have disrupted more than 800 freight and passenger train trips since 2009.

Many landslides result from improper drainage of properties on bluffs above the train tracks, so the Work Group is targeting property owners along the rail corridor for education and outreach. They developed written materials and workshops on landslide prevention, and ORIA is supporting the team on education and permit streamlining concepts.

Lake Spokane Bulkhead Removal Project, Spokane County

A landowner along Lake Spokane wanted to replace an old, failing bulkhead with a naturalized, bio-engineered shoreline. The project goals were to demonstrate positive aspects of a naturalized shoreline and identify a streamlined permitting process for future bulkhead removal projects. ORIA worked with local, state, and federal agencies to identify permits, resolve issues with the bulkhead design, coordinate cultural resource review, and facilitate the process to meet tight construction timelines.

One significant issue was the \$5,000 fee associated with Spokane County's shoreline substantial development permit. The high fee threatened to end the project, so ORIA collaborated with the Washington State Department of Ecology and Spokane County and were able to identify an exemption from the shoreline substantial development permit in Washington Administrative Code 173-27-040. The excavation for the project was completed in February 2013 and landscape was installed in April 2013.

EZview, Statewide

EZview is a software application developed by ORIA information technology staff with support from the Association of Washington Cities and Washington State Association of Counties. ORIA staff implemented and enhanced several features of the iPRMT system, which pre-dated EZview in supporting on-line permit assistance. Improvements for EZview included moving the application to the 'cloud,' which made it easily accessible to the public. EZview is used for dedicated websites managed by project owners, such as the Town of Yacolt and Washington State Department of Transportation. These project websites serve as an open hub for many kinds of information



Lake Spokane bulkhead removal final grade. Before photo courtesy of Avista's Meghan Lunney. After photo courtesy of Department of Ecology's Elaine Snouwaert.

"I've been singing [ORIA's] praises to quite a few people for the diligence and effort you show, and for how you streamlined one of the wonkiest processes I've been party to."

- Eric Staggs, Property Owner, Lake Spokane Bulkhead Removal

exchange for state and local governments. Local governments and their stakeholders praised the ease of use and transparency that EZview provides.

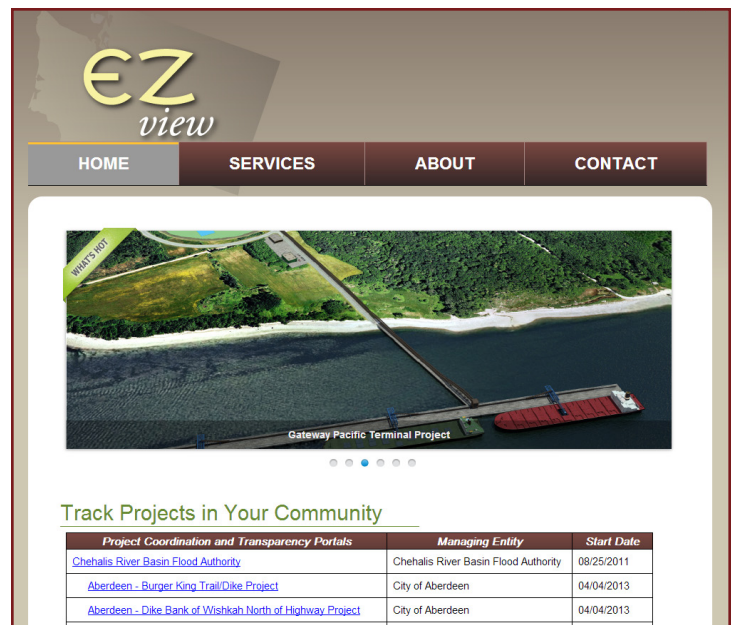
The primary functions of EZview include the following:

- ▶ Permit mapping and notification to improve visibility, transparency, and online reporting for general Hydraulic Project Approvals.
- ▶ Public comment and engagement to efficiently and transparently support the Washington State Department of Transportation's historic resources (Section 106) consultations. The Department of Transportation used EZview on the SR 167 Meridian Street-Puyallup River Bridge Project to allow visitors to share comments, submit questions, review project documents, and request Section 106 participation.
- ▶ Project collaboration to improve decision-making efficiency and promote greater transparency and public accessibility. During decision processes, local government and multi-agency permit teams use EZview's websites to inform and engage stakeholders and project members.
- ▶ Support for public information requests. Because the public site and project documents can be updated regularly, agencies can direct public requests to the website. Having project documentation publicly available may reduce the number of public information requests received.

Small Business Liaisons, Statewide

The Small Business Liaison Team (SBLT), formalized and expanded through Executive Order 12-01, includes 26 state agencies. ORIA facilitated monthly SBLT meetings. Subgroups developed outreach programs, solicited ideas for regulatory improvement, developed new business tools, and are creating an integrated enterprise system to help businesses interact with state agencies. Major accomplishments included the following:

- ▶ The online Small Business Guide (www.ora.wa.gov/business.asp), with sections on plan, start, run, grow, and close to help small businesses in various stages of a business lifecycle. Approximately 4,500 unique visitors accessed the guide each month in fiscal year 2013.
- ▶ An online visual 'Roadmap' (www.dor.wa.gov/Docs/Pubs/BusReg/Roadmap.pdf) on how to license and register businesses in Washington. This assists new small business owners in navigating general licensing and registration requirements.
- ▶ Two videos with information on audits and taxes that were created in response to requests from business owners. Videos were prepared by the Washington State Departments of Labor and Industries, Revenue, and Employment Security.



Internet screenshot of EZView's community project listings.

"For someone sitting at home to be able to have the entire sewer plan right there on their computer has been helpful. . . We want to make sure people have all the information they need so that the citizens and their local town government can make an educated decision."

- Mayor Jeff Carothers, Town of Yacolt

- Outreach to small manufacturers, restaurant owners, and related business associations on regulatory changes these industries face.
- Enhancements to ORIA's website (www.ora.wa.gov/) and Access Washington's website for small businesses (www.business.wa.gov/), based on feedback and usability testing from small business owners.

"It's great to know that small businesses in [Washington State] have a most helpful and competent source for necessary information and details."

- Kari Rafello,
The Ewing Group, Inc.

Partnering with state agencies, ORIA is assisting in development of an integrated online system with a one-stop approach that will save time for the business owner as they navigate business license regulations. The SBLT continues to identify how government can better serve businesses and work toward common goals in regulatory reform.

Program Performance

This annual report provides information required for ORIA's program performance, as defined in Revised Code of Washington (RCW) 43.42.010(4)(c).

Voluntary Cost Reimbursement Services

ORIA staff worked on two voluntary cost reimbursement projects in fiscal year 2013: the proposed Gateway Pacific Terminal (Whatcom County) multi-agency permit team, and Echo Bay Gold Exploration (Okanogan County) (Table 1). The Gateway Pacific Terminal project involves cost recovery for five agencies: ORIA; Washington State Departments of Ecology, Fish and Wildlife, and Natural Resources; and Northwest Clean Air Agency. The Echo Bay project involves two agencies: ORIA and Washington State Department of Ecology.

Table 1. Cost Reimbursement Agreement Contracts

Project	Contract Timeframe	Total Contract Amount
Gateway Pacific Terminal	Nov. 2010 to Dec. 2013	\$1,020,211
Echo Bay Exploration	Aug. 2012 to June 2015	\$175,895

Projects, Initiatives, and Trends

Many ORIA projects involve team work over multiple years. In fiscal year 2013, ORIA Regional Assistance Leads began 68 new projects and completed or closed 192 projects, the majority of which were initiated prior to 2013. In addition to a wide variety of project work, ORIA staff participated in 12 outreach events, including conference presentations and booths at statewide conferences.

ORIA works with many local, state, and federal agencies across Washington, and with various associations and ports. A list of ORIA partners is at www.ora.wa.gov/about/ora_partners.pdf.

Information Center Requests

In fiscal year 2013, the ORIA Information Center responded to 1,216 direct requests for information or other assistance. The annual number of calls since 2011 ranged from 1,200 to



1,600. The geographic range of requests included 37 of the 39 counties in Washington, the District of Columbia, and 34 states including California, New York, and Massachusetts.

The top five types of information requested, which accounts for approximately 30 percent of calls, are shown in Table 2. The types of customers that most frequently call the Information Center are reported in Table 3.

Table 2. Top Information Requests

Requested Information	Number of Calls
Joint Aquatic Resources Permit Application	130
Mining - Mineral Prospecting	83
Business - New	53
Information	52
Business - General	48

Table 3. Information Center Customer Types

Customer Type	Percent of Callers
Individuals	56
Private Companies	16
Consultants	6
Local Governments	5
State Agencies	3
Others	14

ORIA Website

The ORIA website (www.ora.wa.gov/) continues to be popular among thousands of customers, with 71,612 visits this fiscal year. It contains information and links for small businesses and environmental services, and we keep it up-to-date to reflect changes to regulations and permits. The Small Business Guide, Permit Handbook, and Project Questionnaire (see below) are also popular features of the website. Website visits jumped from 16,545 to 88,835 between fiscal years 2011 and 2012, which was attributed to posting the Small Business Guide to the ORIA website at the start of fiscal year 2012. The guide has been heavily promoted by ORIA and partner agencies as a resource to businesses.

E-permitting

Customers interested in information on the Joint Aquatic Resources Permit Application find help at the e-permitting website (www.epermitting.wa.gov/). This site has experienced high usage over the years, typically with greater than 22,000 visits annually.

Small Business Guide

Accessed by approximately 4,500 each month unique visitors in fiscal year 2013, the online Small Business Guide (www.ora.wa.gov/business.asp) helps people plan, start, run, grow,



and close their businesses. To increase accessibility, ORIA worked with partner agencies to translate the Small Business Guide into Spanish, Korean, and Traditional Mandarin Chinese.

Permit Handbook

The Permit Handbook (www.ora.wa.gov/resources/handbook.asp) contains detailed environmental permit information for common local, state, and federal processes. In September 2012, the Washington State Auditor's Office's report on regulatory reform stated that ORIA's Permit Handbook had 96 entries, which is only a portion of state permit processes. Recommendations included that ORIA could expand and standardize the information in each permit entry as well as increase the number of total entries. As a result, ORIA launched an effort to improve access to regulatory information in the Permit Handbook. With partner agencies, ORIA increased the number of entries from 96 to 124, and updated information for existing entries. For fiscal year 2013, the Permit Handbook had over 87,000 visits, an increase of nearly 11,000 visits from fiscal year 2012.

Project Questionnaire

The Project Questionnaire is one tool used to identify local, state, and federal environmental permits needed for a project or an activity. In fiscal year 2013, ORIA worked with partner agencies to review and add "trigger" questions to make the Project Questionnaire more thorough and easier to use. The questionnaire was visited over 52,000 times in fiscal year 2013. Annual website visits since fiscal year 2011 have ranged up to 57,500.

Recommendations on System Improvements

Following guidance in RCW 43.42.010(4)(c)(ii), ORIA provides recommendations for improvements to environmental permitting and other regulatory systems.

Challenges and solutions identified by ORIA in fiscal year 2013, some using the Lean process, will be carried into 2014 to target program improvements. 'Pinch points' in environmental permitting, those areas where a process slows or is constrained, require continued evaluation that may lead to programmatic changes for process improvements.

Innovations through information technology will be critical to improvements that can yield time and cost savings for our customers. Developing easier to understand environmental regulatory requirements and business license processes will improve business opportunity in Washington State. Projects where 'pinch points' are being worked on now, that will continue in 2014, include the following (see more detailed project descriptions in 'Facing the Future'):

- ▶ **Seattle Restaurant Project:** This pilot project, based upon requirements outlined in Executive Order 12-01, involves the City of Seattle Office of Economic Development, Public Health-Seattle and King County, the Washington State Department of Commerce, and ORIA. The project goal is to improve the experience of starting a restaurant within Seattle. The purpose of this pilot program is to streamline and reduce the number of duplicative and conflicting requirements, decisions, and inspections that affect small business operations. Information technology, in the form of an on-line guide

Regulatory Improvement Suggestions Executive Order 12-01 directed the Small Business Liaison Team to create an online survey to gather ideas on regulatory improvements from businesses and citizens. The survey is available on the ORIA website (www.ora.wa.gov/regulatory/default.asp) and Washington's website for businesses (www.business.wa.gov). ORIA tracks and records submissions, and works with partner agencies to ensure timely responses.

to starting a restaurant business, will play a key role in reducing time for accessing and processing permit data. The effort is intended to help potential restaurant owners navigate the required business licensing and regulatory processes.

- Pacific Northwest Regional Infrastructure Team (PNWRIT): In May of 2013, ORIA, as the Governor's representative on PNWRIT, began participating in a regional effort that included the U.S. Department of Interior and Governor's Office of Oregon. ORIA is supporting coordination and facilitation for a federal-state regional team with regulatory and policy roles in inter-state infrastructure projects, including energy and transportation.

RECOMMENDATION: Continue identifying and mapping regulatory process pinch points to reduce permit process time in environmental regulatory programs, and reduce the complexity of business licenses and processes for small business.

Facing the Future

Results Washington

Governor Inslee launched Results Washington in 2013, his new performance management initiative. Results Washington includes five major goal topics: World Class Education; Prosperous Economy; Sustainable Energy and a Clean Environment; Healthy and Safe Communities; and Efficient, Effective and Accountable Government. The Prosperous Economy initiative outlines the Governor's commitment to improve Washington's business climate as a major signature element of his administration. In collaboration with Washington State Department of Commerce and other state agencies, ORIA will work to identify actions to reduce time and cost of regulatory processes for business owners, and develop a regulatory process index to measure the success of these actions. ORIA will play a significant role in making it easier for companies and businesses to navigate the regulatory and business license processes in Washington.

Today's new business growth is in the technology sector, such as entertainment software, and new companies' successes require that they quickly meet market demands. Today's new generation of consumers, clamoring for innovation in entertainment products, play a vital role in driving information technology development and technology software products that will enhance industry competitiveness.

ORIA, along with its many federal, state, and local regulatory agency partners, stands ready to assist new technology companies with innovative approaches to streamline regulatory processes. Our goal is to shorten the time between initial permit application and the marketing of new products.

Seattle Restaurant Project

Executive Order 12-01 directs ORIA and the Washington State Department of Commerce to work with state and local regulatory agencies to streamline processes affecting the food and beverage industry.

In July 2013, a Memorandum of Understanding among the City of Seattle Office of Economic Development, Public Health-Seattle and King County, the Washington State Department



of Commerce, and ORIA was signed. The memorandum defines a collaborative process to improve the permit experience for starting a restaurant within Seattle. Members from government agencies and the Seattle Restaurant Alliance established a core team. A charter outlines the team's respective roles and responsibilities.

The Memorandum of Understanding sets forth certain tasks that state and local agencies will be responsible for during 2013 and 2014. This work will include convening and consulting with a broad working group of agencies that regulate the restaurant industry. Work plan elements include as follows:

- ▶ Targeting process improvements.
- ▶ Creating an online guide to starting and operating a restaurant.
- ▶ Developing a communication and outreach strategy.
- ▶ Collecting and evaluating data.

Pacific Northwest Regional Infrastructure Team

PNWRIT is a federal and state coordinating effort initiated by the U.S. Department of Interior with representatives from Oregon and Washington. The foundation of this effort is explained in federal Executive Order 13604, Improving Performance of Federal Permitting and Review of Infrastructure Projects

(www.whitehouse.gov/the-press-office/2012/03/22/executive-order-improving-performance-federal-permitting-and-review-infr). The policy priorities of the regional infrastructure team

include the following:

- ▶ Identify federal, state, or regional priority projects that have potential for economic growth and job creation.
- ▶ Create proactive solutions that respond to state and regional long-term visions for infrastructure development and help to remove unnecessary barriers that prevent or slow infrastructure development.
- ▶ Explore cross-agency and cross-jurisdiction mitigation opportunities that are ecologically effective and that unify agencies efforts in conserving natural resources.

PNWRIT completed a Declaration of Cooperation in May 2013. ORIA, acting as the Governor's Office representative for Washington, is supporting meeting coordination and facilitation for the team, and is involving other state agencies with regulatory and policy roles in inter-state infrastructure projects, including energy and transportation.

Initiative 502

Initiative 502 regulates the use and sale of recreational marijuana, and empowers the Washington State Liquor Control Board to license marijuana operations. ORIA realized that the Liquor Control Board would need assistance with defining how environmental regulations apply to marijuana growing and processing operations. To help

"I wanted to let you know how much I appreciate your contributions to the Holden Mine inter-agency clean team and process. This is a technically complex, multi-faceted, multi-party, fast-paced project. . . . Your familiarity with other Ecology programs, state and local agencies, and the overall nation-wide permitting processes provides you with perspective into the best path forward."

- Laura Klasner, PE, Washington State Department of Ecology

"Since starting PacifiClean Environmental, a compost processing facility, I can tell you that ORA . . . has been critical with their assistance for our proposed facility, particularly in working with the community and other government agencies."

- James D. Rivard, SRM Development, LLC, PacifiClean Environmental

address these new regulatory issues, ORIA loaned a staff member to the Liquor Control Board for five months, through an interagency agreement, to work on emerging environmental permitting requirements. This approach benefits the state in several ways: it sets an example for agencies to reach beyond their specialties to sister agencies with different expertise, the public benefits from a proactive and transparent process, and the Governor's goal for innovation in regulatory systems is put into action.

"It's refreshing to see genuine help these days. You folks have been FANTASTIC to work with, I really appreciate all the assistance."

- **Chuck Smith, Operations Director,**
White Stone Calcium Inc.

ORIA Vision, Mission, and Strategic Plan

With a new administration and a new director, ORIA will be revisiting our vision, mission, and strategic plan (www.ora.wa.gov/documents/StrategicPlan.pdf). The focus of ORIA's work will remain consistent with the mandates outlined in RCW 43.42, which include assisting our customers and improving regulatory systems. However, with new initiatives from the Governor's Office, ORIA will be developing new strategies to move forward in innovative directions, supporting the work of the Governor and state regulatory agencies to both protect our natural environment and improve quality of life for our residents.

