

Governor's Office for Regulatory Innovation and Assistance



Performance Report

2014–15

Governor's Office for Regulatory Innovation and Assistance

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MESSAGE FROM THE DIRECTOR

I'm proud to present the Governor's Office for Regulatory Innovation and Assistance (ORIA) Performance Report for fiscal years 2014 and 2015. I invite you to read about our accomplishments as we fulfilled our new mission and continued to serve many of Washington state's citizens and businesses.

Part of our new mission supports the 2013 change that added the word "Innovation" to our office name to reflect Governor Inslee's interest in pursuing innovative solutions. We created the Regulatory Innovation Center in 2014 to support this new mission.

The Innovation Center used Lean methodology to facilitate cross-jurisdictional process and system enhancements to improve the regulatory experience for businesses. One example involved value stream mapping exercises with the Office of Minority and Women's Business Enterprises (OMWBE). The team identified 25 recommendations to increase efficiency and quality of the OMWBE state certification application process.

ORIA also met its goal to attract and keep businesses in our state. Washington now has the largest carbon-fiber plant in the world, in part because of ORIA's facilitation and the leadership of federal, state and local regulatory agencies. ORIA continues to advocate for economic development through efficiencies and coordination by using a team of public servants to make Washington better for community members and businesses.

In 2015, we established an advisory council to strengthen inter-jurisdictional collaboration and project coordination among federal and state agencies during the application and environmental review periods. Through strong partnerships, effective communication and coordination from ORIA, the advisory council formed guiding principles and developed a regulatory framework in which to operate. We expect to formalize the Advisory Council for Inter-jurisdictional Regulatory Collaboration in September 2015. The states of Oregon and Idaho are evaluating the program and considering replicating this concept.

At ORIA, we are committed to holding high standards for customer service and quality work. I am confident in the value our mission adds to the citizens of Washington.



Jesus Sanchez, Director

EXECUTIVE SUMMARY

The Governor's Office for Regulatory Innovation and Assistance (ORIA), created in 2002 by the Washington State Legislature, was initially called the Office of Permit Assistance. In 2003, the Legislature changed the name to Office for Regulatory Assistance and expanded its duties to include small business assistance and a full range of regulatory support, including a focus on improving processes and systems. In 2013, its name was changed to the Office for Regulatory Innovation and Assistance, with an added focus on collaboration and innovation.

ORIA continued to fulfill its mission in fiscal years 2013–14 and 2014–15 (July 2013–June 2015). This report summarizes work performed by ORIA staff in the following areas:

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, and by providing assistance to customers and business owners on environmental, regulatory and licensing questions.
- » **Improve Processes** – We worked toward improved regulatory systems through small business networks, IT applications and innovative solutions.

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 IT solutions to identify and address 'pinch points' in environmental permit and business license processes.

FACING THE FUTURE

The focus of ORIA's work will remain consistent with our mission and vision to assist customers and improve regulatory systems. Through current and planned projects, we are committed to reducing time, cost and frustration for individuals and groups doing business in Washington.

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. View ORIA's mission, vision, culture statement and organizational chart at www.oria.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

[12-01](#) on Regulatory Reform and Small Business Assistance

[13-04](#) on Results Washington

MISSION PERFORMANCE – ASSISTING CUSTOMERS

HELP PEOPLE NAVIGATE WASHINGTON'S BUSINESS AND ENVIRONMENTAL REGULATIONS

ORIA provides assistance to businesses, government agencies and the public for permitting, licensing and other regulatory processes. The projects featured below represent the breadth and scale of assistance provided by ORIA in fiscal years 2013–14 and 2014–15.

VANTAGE-TO-POMONA TRANSMISSION LINE PROJECT

Access to clean, affordable hydropower is important for making Washington a competitive place to do business. Maintenance of environmental and cultural resources is crucial to keeping this state sustainable.

ORIA balanced both these priorities when assisting the Vantage-to-Pomona transmission line proposal. Sponsored by Pacific Power, the project proposes connecting the Pomona Heights substation in Yakima County to the Vantage substation in Grant County with a 230-kilovolt transmission line. While this would strengthen the regional electric grid, it would also cross land in four counties that is managed by the Bureau of Reclamation, the U.S. Army, the Washington State Department of Natural Resources (DNR), the Washington State Department of Transportation (WSDOT) and private stakeholders.

"ORIA was instrumental in providing the leadership that facilitated the crafting of a streamlined and coordinated environmental review and siting process between multiple federal, state and county agencies to advance the development of a critical infrastructure project in central Washington. This is 'good government' at its best!"

Roberta (Robin) B. Estes
OR/WA BLM FERC Hydropower Coordinator
and Project Manager
Bureau of Land Management



Vantage Bridge carrying Interstate 90 over Columbia River.

The Bonneville Power Administration is working with Grant and Yakima counties on the environmental impact statement for this project. ORIA helped coordinate action between these agencies and helped draft a negotiated agreement letter between Yakima County and WSDOT. ORIA staff continues to support this project, including through the permitting phase.

WANAPUM DAM

In February 2014, Washington's reliance on the Columbia River's water resources was brought into clear focus after a crack was detected in Wanapum Dam. The crack required the Grant County Public Utility District to draw down water levels 26 feet to examine the damage. This resulted in a cascade of potentially significant impacts for a variety of stakeholders. Native American heritage sites and irrigation intakes were exposed as water receded, threatening cultural resources and area agriculture. The recreation economy was threatened as boat ramps and docks were exposed. And the Chinook salmon runs were jeopardized by compromised fish ramps.



Cracked Columbia River dam

ORIA led the state in adapting to emergency conditions as solutions involved multiple regulatory agencies and permits to prevent environmental degradation and loss of cultural resources. Permit timelines conflicted with looming deadlines for agriculture and recreation seasons. ORIA and regulatory agencies, including the Army Corps of Engineers, Washington State Department of Fish and Wildlife, Department of Archaeology and Historic Preservation, area tribes and the Washington State Department of Ecology worked together to balance the needs of all who rely on the environment and water from the Columbia River.

ORIA conducted weekly conference calls with stakeholders and shared information with regulatory agencies to avoid more damaging consequences. Permit facilitation allowed tribes to protect their cultural resources; streamlined work permits did not interfere with agricultural irrigation at a crucial time in the growing season; and agency coordination facilitated obtaining fish ladder extensions. The multi-agency cooperation and responsiveness allowed safety to take priority with the Wanapum Dam crack while environmental and economic soundness were maintained.

"ORIA played a pivotal role in coordinating the multiple-agency response and in encouraging collaboration between agencies to expedite permitting and coordinated staff response. Once the wheels were clearly on the right track, they pulled back and let the agencies do their work and provide the services needed to solve the problem."

"The water was provided when needed, and regulations were complied with. It was a win-win for sure."

James S. Brown
Regional Director
Washington Department of Fish and Wildlife

REGULATORY HANDBOOK

The ORIA Regulatory Handbook details common permits required in Washington. Previously, the handbook contained only environmental permits. As directed by legislation passed in 2014 (House Bill 2192) requiring 14 state agencies to provide ORIA with permit processing times, the handbook was expanded to include business permits.

The handbook provides:

- » In-depth information about permits, approvals and licenses.
- » Details on the “why” and “when” of each permit.
- » The cost of each permit.
- » Links to state and federal statutes that authorize each permit.
- » Information on state Environmental Policy Act and the National Environmental Policy Act processes.

The handbook can be accessed at: <http://apps.oria.wa.gov/permithandbook/>.

BMW CARBON FIBER

Washington now has the largest carbon-fiber plant on the planet, in part because of ORIA’s facilitation and the leadership of federal, state and local regulatory agencies. With ORIA acting as mediator between the carbon-fiber company and permitting agencies, BMW completed the permitting process in an environmentally sound way — and even announced plans to expand.

In 2009, SGL Automotive Carbon Fibers chose Moses Lake as the location for a state-of-the-art carbon fiber factory. The availability of cheap, clean hydropower with a strong distribution capacity made Moses Lake the most competitive location among domestic and international options. Carbon fiber is a durable, lightweight product with multiple applications and is especially useful in fuel-efficient car making. For this reason, demand at the Moses Lake site increased as SGL became the exclusive carbon fiber provider for the BMW i series.

“ORIA acted as a mediator; as a neutral party with a strong focus towards pulling the team together to succeed. With its knowledge of the regulatory entities and business-friendly approach, ORIA was able to ask pertinent questions and provide support to businesses to assist with seemingly contradictory legal requirements.”

Steve Swanson
Vice President Operations
SGL Automotive Carbon Fibers



With expansion came significant new environmental air quality concerns. ORIA acted as a mediator between SGL and various permitting agencies. ORIA negotiated among the compliance challenges of the company, the environmental concerns of agencies and the interests of the people of Washington. With this collaboration, SGL completed the permitting process and announced plans to expand in May 2014. To date, SGL has invested approximately \$300 million in plant expansion and created 165 full-time jobs.

CARLTON FIRE RAIN GAUGE

In the summer of 2014, a large number of wildfires occurred in north central Washington. The first fire began on July 8, and on July 14, a lightning storm started many more, including the Carlton Complex fire. This became the largest fire in state history, burning 370 square miles. Governor Inslee declared a state of emergency and activated the Washington National Guard. Another large lightning-caused fire, the Chiwaukum Complex, ignited on July 15 near Leavenworth. ORIA assisted multiple federal, state and local jurisdictions on both fires through coordination, communication and collaboration to maximize firefighting response.

The National Oceanic and Atmospheric Administration's (NOAA) early flash flood warning system helped ensure human safety after the north central Washington fires. Part of this warning system was rain gauges that provide an early warning for deforested areas at risk for flash flooding.

ORIA's staff assisted the Washington State Department of Ecology's (ECY) Environmental Assessment Program (EAP) with installing rain gauges from late August through mid-November 2014. ORIA prepared permits to allow rain gauges to remain installed for a longer period of time than the emergency installations under which they were first installed. ORIA staff helped estimate costs for installation, operations and maintenance, and helped coordinate conversations with NOAA, ECY, Okanogan Conservation District and other agencies. Staff tracked installation sites, locations, ownerships and permitting contacts for the rain gauge sites and helped coordinate satellite phones for use during EAP and Okanogan Conservation District installations.



Working model of a rain gauge: Rain gauges provide an early warning when a deforested area is at risk for flash flooding. (rain gauge photo for Ecology's sf-299 application)

MISSION PERFORMANCE – IMPROVING SYSTEMS

WORK WITH OUR AGENCY AND BUSINESS PARTNERS TO IMPROVE REGULATIONS AND REGULATORY PROCESSES

Another of ORIA's mandates is to improve the function and effectiveness of regulatory processes for businesses operating in Washington. During fiscal years 2013–14 and 2014–15, we worked on projects that responded to economic development, environmental and multi-jurisdictional needs. Some are highlighted below.

BOEING 777X – ENVIRONMENTAL PERMIT PAVES WAY FOR START OF BUILDING CONSTRUCTION

In 2013, Governor Inslee asked the city of Everett to convene a task force with Snohomish County and various state agencies, including the Department of Ecology, to define the permitting process and identify permit challenges. The Governor designated the project as a project of statewide significance, and as such, positioned ORIA as lead of the task force. ORIA's role was to identify local, county, state and federal permitting requirements for the environmental review process to construct the 777X Composite Wing Center. The new building will provide capacity for assembling the carbon fiber wings and for tooling and other support infrastructure.

ORIA's efforts began in July 2013, and included preparation of a permitting matrix outlining possible permit requirements for five potential sites in Everett and Snohomish County associated with Boeing infrastructure. A key project milestone of the task force was reached in September 2014, when a prevention of significant deterioration permit was obtained. This had required significant collaboration between Boeing and the Department of Ecology, in conjunction with ORIA. This allowed construction of the building's foundations to begin seven weeks earlier than anticipated.

OFFICE OF MINORITY AND WOMEN'S BUSINESS ENTERPRISES

ORIA facilitated a regulatory process improvement project for OMWBE. The project scope was updating Chapter 326-20 of the Washington Administrative Code and improving the process businesses use to obtain OMWBE state certification. This part of the code has not been updated since 1992.

ORIA staff conducted informational interviews with firms recently state certified by OMWBE. Interviewees answered a series of questions related to customer experience and opportunities for improvement.



OMWBE staff lead by ORIA staff work together in a value stream mapping exercise.

The team identified approximately 25 recommendations to increase efficiency and the quality of the state certification process. Staff reduced the process lead time from a maximum of 86 days to a maximum of 34 days, a 61 percent reduction. Implemented, these recommendations make the process more meaningful to the customer, optimize agency resources and redirect staff workload.

PERMIT TIMELINESS (HOUSE BILL 2192)

Passed in 2014, House Bill 2192 requires 14 state agencies to provide ORIA with permit processing times. Each agency that issues permits must track and record the time it takes to make permitting decisions and make the information available to the public. The legislation tasked ORIA with facilitating this project among the regulatory agencies, the State Auditor's Office and Results Washington.

ORIA facilitated meetings with state agencies to improve permit predictability, clarity and timeliness. Agencies ensured permit assistance information was designed in a customer-friendly manner, was easy to access and simple to use. To maintain up-to-date information, each agency must provide ORIA a report by March 1, 2016.

Visit these links for more details:

- » Results Washington, Office of the Governor – [Performance Audit Action Items](#)
- » Washington State Auditor's Office – [Regulatory Reform: Improving Permit Timeliness](#)
- » Washington State Auditor's Office – [Agency responses](#)



Permit Timeliness Team Meeting

PACIFIC NORTHWEST REGIONAL INFRASTRUCTURE TEAM

The Pacific Northwest Regional Infrastructure Team is a federal and state coordinating effort, established by Presidential Executive Order [13604](#), and launched by the U.S. Department of Interior with representatives from Oregon and Washington. Since 2013, ORIA has served as the Governor's Office representative for our state. ORIA supports and facilitates the team with representatives from other state agencies with regulatory and policy roles on interstate infrastructure projects, including energy and transportation.

The team has enhanced partnerships between state and federal agencies in the region, better aligning permitting processes where both state and federal agency permitting and review responsibilities exist. To date, two regionally significant energy transmission projects have greatly benefited from the team's involvement to help remove barriers to infrastructure development in policy areas shared by federal and state priorities:

- » **Boardman-to-Hemingway Transmission Project** – The Idaho Power Company proposed to build an approximately 300-mile, 500-kilovolt transmission line from Boardman, Oregon, to the Hemingway Substation near Melba, Idaho. The project, if constructed, would relieve pressure on the transmission system, improve reliability in delivering electricity, provide more energy capacity to meet electricity demand in Oregon and Idaho, and provide service to wholesale customers.
- » **Vantage-to-Pomona Heights Transmission Project** – Pacific Power proposed an approximately 65-mile, 320-kilovolt transmission line from its Pomona Heights substation east of Selah, Washington, to the Bonneville Power Administration's Pomona Heights substation east of Wanapum Dam on the Columbia River. The proposed project addresses energy demand in the Yakima area.

PROGRAM PERFORMANCE

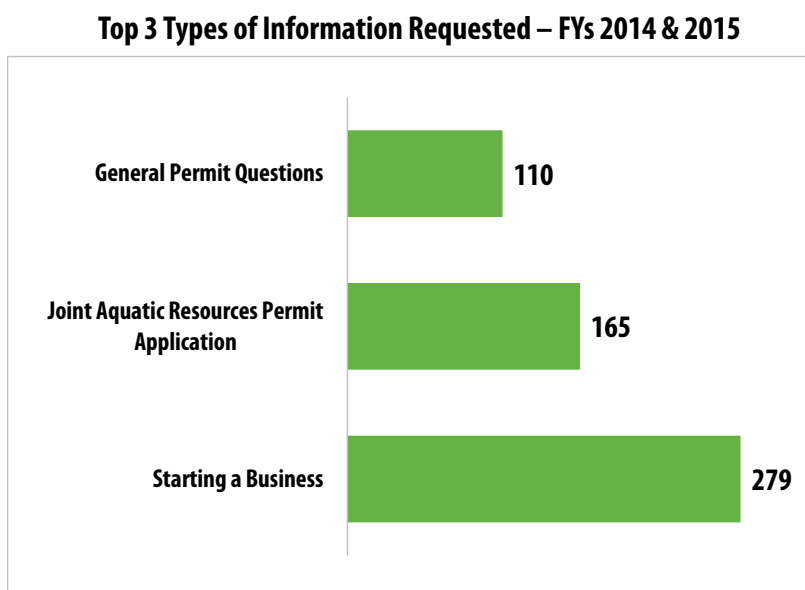
INFORMATION CENTER

The ORIA Information Center helps citizens and businesses understand and navigate Washington's regulatory processes. Staff answers questions about local, state and federal permits and regulatory requirements and research project-specific questions. Staff also connects callers to the right people in local, state or federal agencies.

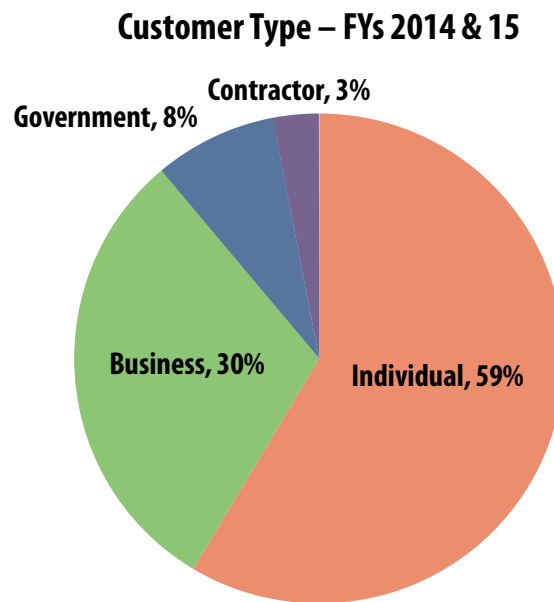
Information Center Facts

Between July 1, 2013, and June 30, 2015, ORIA responded to 1,786 direct calls for information on environmental, regulatory, licensing and business start-up inquiries as well as general questions. The average time spent working with each caller was 30 minutes. This time included researching questions, connecting the caller with the right subject-matter expert and following through to ensure the caller was assisted satisfactorily through the process.

The chart below shows the top three types of information requested by phone from the Information Center in fiscal years 2013–14 and 2014–15.



The chart below shows the types of customers who most frequently called the Information Center in fiscal years 2013–14 and 2014–15.



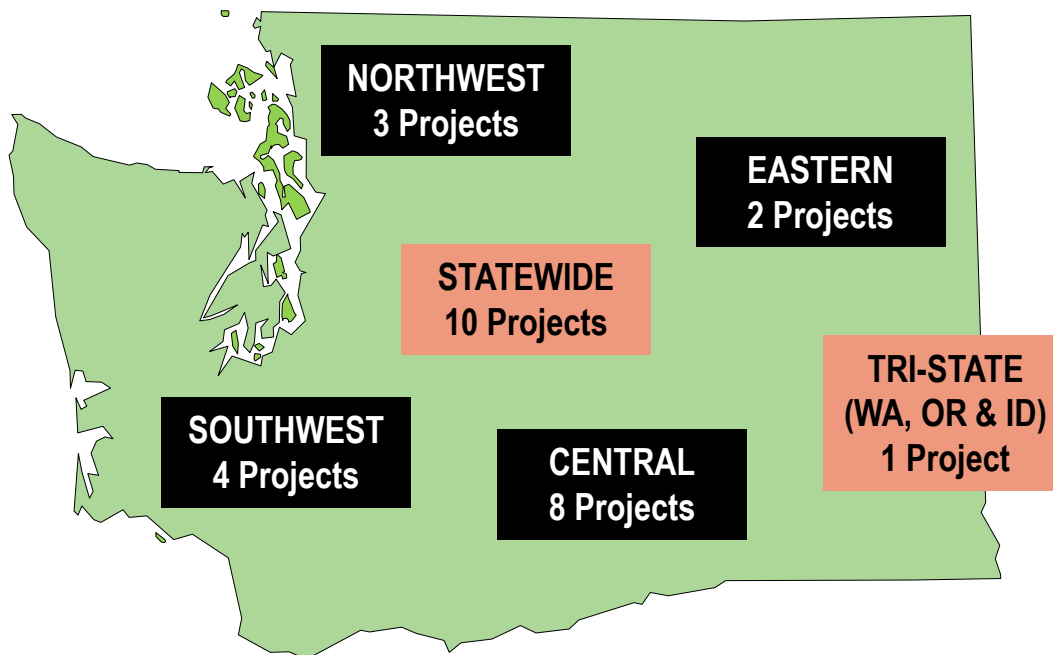
In addition to responding to calls and requests for assistance, ORIA staff maintains ORIA's [website](#) with information for small businesses and environmental services in addition to other regulatory requirements. The Small Business Guide, Permit Handbook and Project Questionnaire continue to be popular among the thousands of visitors to the site each year.

For fiscal year 2014, the ORIA website experienced 126,386 page views. That number increased to 219,187 page views in fiscal year 2015.

INNOVATION CENTER FACTS

Fully staffed in September 2014, the ORIA Regulatory Innovation Center helps people, businesses and industry navigate Washington's permitting requirements. The Innovation Center also partners with other federal, state, local and tribal agencies to achieve regulatory improvements.

Today, 44 projects are in the Innovation Center, 28 of which are active, 10 on hold and six pending. Projects may be placed on hold status due to issues such as financial considerations, environmental impacts or other required studies. Pending projects are typically those that ORIA was contacted to assist with in the early phases of design, development or project location. The team closed several projects due to completion or an elimination of the need for ORIA assistance. Locations of the 28 active projects are shown in the following graphic:



VOLUNTARY COST REIMBURSEMENT SERVICES

ORIA may enter into voluntary cost-reimbursement agreements with applicants to recover its costs. These expenditures may be related to permit coordination or processing, environmental review, technical studies, or other reasonable and necessary direct and indirect costs that arise from agency coordination and processing of permits.

ORIA continues to work on these voluntary cost reimbursement projects in fiscal years 2014 and 2015:

Project	County	# of Agencies
Gateway Pacific Terminal	Whatcom	5
Holden Mine Reclamation	Chelan	4
Echo Bay Gold Exploration	Okanogan	2

SMALL BUSINESS LIAISON TEAM

Executive Order [12-01](#) formalized and expanded the Small Business Liaison Team (SBLT). ORIA facilitated monthly SBLT meetings among 26 participating state agencies. Subgroups developed outreach programs, solicited ideas for regulatory improvement, assisted in the development and training of new business tools, and helped create an approach for an integrated enterprise system for business interactions with state agencies.

The SBLT has improved the [Washington Small Business Guide](#), which now includes a new chapter on payroll to help business owners understand pay requirements and tax responsibilities; a translation in Vietnamese; and an English version in HTML for Web-friendly viewing. The Small Business Guide draws, on average, 7,000 page views per month.

The SBLT also participated in multiple outreach events, including the first Korean small business event put on by the Korean Chamber of Commerce. Korean business owners established new connections with business liaisons in state agencies on the SBLT team.



First Korean small business event put on by the Korean Chamber of Commerce

EZVIEW

EZview continues to be a safe, secure information hub for local governments and their stakeholders to exchange information. ORIA developed this cloud-based software application with support from the Association of Washington Cities and the Washington State Association of Counties. EZview allows for ease and transparency for permit mapping and notification for project approvals. It provides project collaboration to improve decision-making efficiency and promotes greater transparency through public accessibility.

"EZview is a great platform for communicating projects to stakeholders and is very easy to use. I use the project notification tool feature to notify stakeholders of the work we are doing in water under the General Hydraulic Project Approval and it works great. EZview also has an excellent mapping feature for showing where the work is being done."

Tony Carroll, Safety & Environmental Compliance Specialist, Kitsap County Public Works

ePERMITTING

Local, state and federal agencies work with ORIA to update and maintain the [Joint Aquatic Resources Permit Application](#) form. Larger print, more space for answers and helpful links make the application form easier to use. Customers continue to find the site valuable and reliable, and visit it 22,000 times annually.

SEATTLE RESTAURANT PROJECT

ORIA, in conjunction with the Washington State Department of Commerce (COM), the city of Seattle, King County and Seattle Public Health, and the Washington Restaurant Association are working together to improve the regulatory experience of starting and operating restaurants in Seattle. Executive Order [12-01](#) directed ORIA and COM to work with state and local regulatory agencies on a pilot program to streamline processes affecting the food and beverage industry. ORIA, COM, Seattle and King County signed a memorandum of understanding in 2013.

Together, in 2014, the memorandum partners launched the Seattle Restaurant Business online guide. This resource clarifies the city, county, state and federal requirements business owners face as they prepare for their first customers. The partners are now developing long-term processes to ensure all website content is kept current and useful.



In addition to the online guide, ORIA, through its Information Center, and in support of cross-jurisdictional service, assisted customers wanting to know what is required to open up a restaurant. Staff refer customers to resources, including the Seattle Restaurant Business online guide. ORIA also disseminates brochures and information at small business forums and to the SBLT members to distribute to their state agencies and small business contacts.

The ORIA IT team worked with state agencies to ensure that links to the Restaurant Success Guide are made available on their websites.

RECOMMENDATION ON SYSTEM IMPROVEMENTS

Following guidance in [RCW 43.42.010\(4\)\(c\)\(ii\)](#), ORIA provides recommendations on improving environmental permitting processes and other regulatory systems.

Modeled after the success of the Pacific Northwest Regional Infrastructure Team (PNWRIT), ORIA developed the Advisory Council for Inter-jurisdictional Regulatory Collaboration (ACIRC). The states of Idaho and Oregon are closely looking at this model for possible development in their respective states.

ORIA is working to formally establish strategic framework for permit identification, and project criteria and selection through the ACIRC to better streamline statewide coordination of projects. The advisory council was formed in January 2015 when ORIA hosted a forum where Governor Inslee, key legislative leadership, businesses and organizations shared their unique perspectives, concerns and support to strengthen inter-jurisdictional collaboration and project coordination. ACIRC received a \$30,000 grant from the Western Governor's Association — through PNWRIT — providing administrative support for calendar year 2015.



Participants in a January 2015 multi-agency forum discussed the value of inter-jurisdictional regulatory cooperation. Governor Inslee thanked the group for its work. Forum outcomes led to the creation of the ACIRC.

FACING THE FUTURE

Now, more than ever, Washington is attracting new industries in manufacturing and technology. With this comes more demand for support services and assistance in facilitating and coordinating Washington's regulatory requirements. Understanding what it costs businesses to comply with regulations in Washington is critical for retaining companies that foster economic growth and boost employment.

In addition to maintaining our standard program services, we are committed to:

- » **Reducing time, cost and frustration for businesses in Washington.** Governor Inslee has communicated through his Results Washington platform that reducing time, cost and frustration for businesses in the state is a key priority. ORIA is exploring ways to quantify and understand the cost of doing business in Washington. In collaboration with state agencies and business owners, ORIA is evaluating a model to measure the costs of meeting regulatory requirements.
- » **Strengthening collaboration with inter-jurisdictional teams.** ORIA, as part of the Pacific Northwest Regional Infrastructure Team, will continue support and facilitation of energy-related infrastructure development collaboration in Oregon, Washington and Idaho. The team will continue removing barriers to infrastructure development in policy areas (e.g., regulatory process improvements and species or natural resources mitigation opportunities) shared by both federal and state agencies.

ORIA will carry on facilitating Advisory Council for Inter-jurisdictional Regulatory Collaboration and the establishment of its regulatory framework. Once the framework is established, the advisory council will coordinate projects of statewide significance with a goal of preserving Washington's environmental and cultural resources.

- » **Using innovative solutions.** ORIA will continue to use Lean and other process improvement methodologies to facilitate cross-jurisdictional process and system enhancements to improve the regulatory experience for businesses.

APPENDIX

ORIA website <http://www.oria.wa.gov>

EXECUTIVE SUMMARY

RCW Chapter 43.42 <http://www.app.leg.wa.gov/rcw/default.aspx?cite=43.42>

Executive Order 06-02 on Regulatory Improvement http://www.governor.wa.gov/sites/default/files/xe_order/eo_06-02.pdf

Executive Order 12-01 on Regulatory Reform and Small Business Assistance http://www.governor.wa.gov/sites/default/files/xe_order/eo_12-01.pdf

Executive Order 13-04 on Results Washington http://www.governor.wa.gov/sites/default/files/xe_order/eo_13-04.pdf

MISSION PERFORMANCE – ASSISTING CUSTOMERS

The ORIA Regulatory Handbook <http://www.apps.oria.wa.gov/permithandbook/>

MISSION PERFORMANCE – IMPROVING SYSTEMS

Permit Timeliness (House Bill 2192) - Results Washington, Office of Governor Jay Inslee <http://www.results.wa.gov/sites/default/files/PermitTimelinessPAStatus.pdf>

Permit Timeliness (House Bill 2192) - Washington State Auditor's Office <http://www.portal.sao.wa.gov/ReportSearch/Home/ViewReportFile?arn=1010778&isFinding=false&sp=false>

Permit Timeliness (House Bill 2192) - Washington State Auditor's Office http://www.results.wa.gov/sites/default/files/response_permit_timeliness.pdf

PROGRAM PERFORMANCE

ORIA Information Center http://www.oria.wa.gov/site/alias__oria/378/default.aspx

ORIA Innovation Center http://www.oria.wa.gov/site/alias__oria/727/default.aspx

Washington Small Business Guide <http://www.bizguide.wa.gov>

EZview <http://www.ezview.wa.gov>

ePermitting <http://www.epermitting.wa.gov>

Seattle Restaurant Business online guide <http://www.growseattle.com/restaurant>