

# PERFORMANCE REPORT 2016 – 2017

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## Governor's Office for Regulatory Innovation and Assistance

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September 2017

ORIA- 17- 002

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# Director's Message

A blitz of introductory discussions with legislators and economic development organizations was one of my first priorities after Gov. Jay Inslee appointed me Director in February, 2017. One thing became immediately and abundantly clear: The Governor's Office for Regulatory Innovation and Assistance (ORIA) is the most essential agency that nobody knows about.

How often have you heard someone relate an experience about an opportunity for government to work better, smarter, and easier for its citizens? Over the past biennium the ORIA team has provided thousands of citizens and businesses with that very thing – better service and outcomes from government. That's our everyday.

We work on these improvements from all angles. The tip of the spear is providing knowledgeable, personal on-call help for individuals to understand and meet their regulatory needs. Connecting across state and federal agencies through efforts like our Small Business Liaison Team helps identify and capitalize on opportunities for cohesion across government functions. Helping solve complex projects and problems, and working toward regulatory systems improvements is how we move the needle within the big picture.

Scanning across the horizon of where this agency has come and where we might go next, I see many accomplishments to celebrate and tremendously exciting potential for the future. Moving forward we will focus on partnerships that expand the reach of ORIA's services. Washington State is filled with innovative, entrepreneurial people who are imbued with an ethic of service to our communities and helping others. We will seek out these people and organizations, pick important problems and initiatives, and leverage our collective energy and know-how toward making a difference for our state.

Thank you for taking the time to learn about our organization and our accomplishments. I am proud to present our performance report for the 2016-17 biennium. I thank the members of our team and emeritus Director, Jesus Sanchez, for their dedication to helping the people of our great state.

Aaron Everett  
Director

# Executive Summary

The 2016-17 biennium was one of significant accomplishments, change and opportunity for ORIA. The organization celebrated the achievements and service of Director Jesus Sanchez, who spent three years leading the agency and concluded his tenure in June, 2016. The agency relied upon the experience of Kelly Craig, longtime regulatory improvement consultant, as Acting Director. Aaron Everett was appointed ORIA Director by Gov. Jay Inslee in February, 2017.

## Assisting Customers

One of ORIA's core services is a free on-call Information Center which helps citizens and businesses understand and navigate Washington's regulatory processes. The Information Center responded to 2,384 inquiries for environmental, regulatory, licensing and business start-up information – business permitting, assistance operating a small business, and help with permit applications were the leading subjects. An interactive live chat feature was added to ORIA's website to help reach more customers.

ORIA's Regulatory Innovation Center helps people with more complex problems and projects, usually involving multi-jurisdictional permitting. The Regulatory Innovation Center team worked on dozens of projects ranging in size from the Gateway Pacific Coal Terminal, to helping an individual homeowner with complex permits to replace an existing slide gate dam on a small man-made lake. In all, ORIA contributed to eleven complex or ongoing large-scale projects, and twenty four smaller-scale requests.

## Improving Systems

Beyond helping on an individual or project basis, a critical and challenging part of ORIA's mission is to improve the overall regulatory environment across government.

This biennium ORIA launched an initiative designed to find ways of reducing the time, cost and frustration that businesses experience in regulatory processes, while continuing to uphold the standards established in state laws. Six state agencies – the Departments of Ecology, Labor and Industries, Employment Security, Licensing, Revenue, and the Liquor and Cannabis Board – partnered together to pilot an internationally recognized method of identifying and resolving high-cost, low-value elements, pinch points, and inefficiencies in specific regulatory processes. A significant initial effort has been completed and work will continue into the FY 17-19 biennium.

ORIA began working alongside the Washington State Office of Minority and Women's Business Enterprises, Department of Enterprise Services, and Department of Commerce to meet Gov. Jay Inslee's goal of increasing access among small and diverse businesses to state contracting opportunities. As the work of the state Business Diversity Subcabinet moves forward, providing enhanced technical assistance for small businesses is a leading priority that ORIA is proud to contribute toward.

Enacted and funded in the 2017 legislative session, HB 1120 charged ORIA with working among state agencies and business associations to develop resources to support better implementation of the Regulatory Fairness Act. Work has already been initiated and ORIA will produce initial tools by December, 2017.

# Assisting Customers

## Information Center

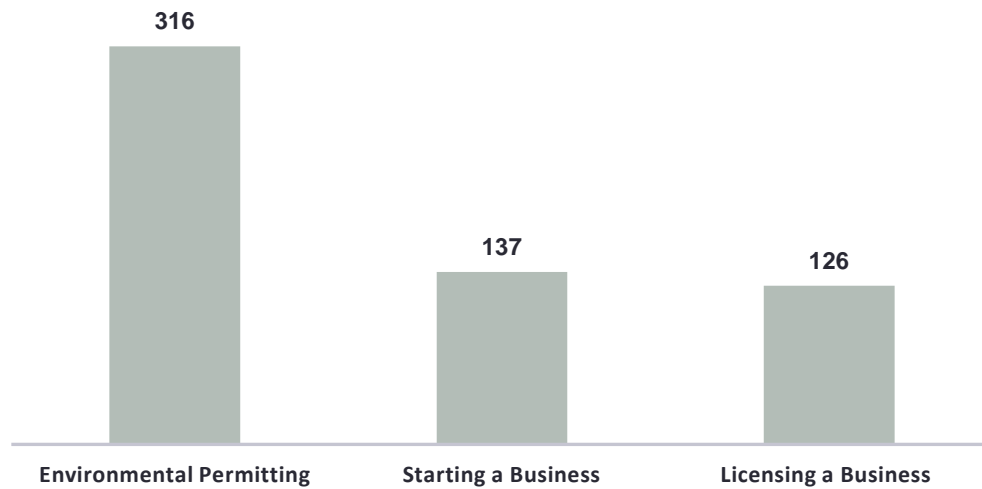
The ORIA Information Center provides free help for citizens and businesses to understand and navigate Washington's regulatory processes. The Information Center answers questions about local, state and federal permits and regulatory requirements and researches project-specific questions. The Information Center also connects customers to the experts at regulatory agencies, or refers more complex projects to the Regulatory Innovation Center for additional assistance.

In Fiscal Years 2016 and 2017, ORIA responded to 2,384 inquiries about environmental, regulatory, licensing, and business requirements. ORIA's responses required researching the questions, connecting the customer with the right subject matter expert, and following through to ensure the customer was satisfied with the assistance received. The most common questions received were about basic permit requirements, such as "which permit do I need for....". More specifically, people trying to start a new business or who have questions about business regulations and environmental permits, were the most frequent customer inquiries. The word cloud below displays some of the most common questions ORIA helps people answer.



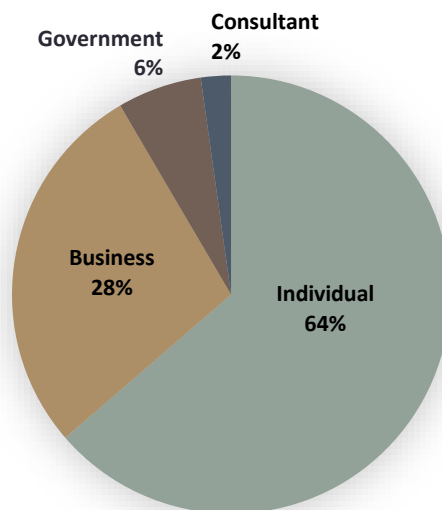
The chart below shows the top three types of information requested from the Information Center in fiscal years 2016 and 2017.

**Top 3 Types of Information Requested – FY 2016 & 17**



The chart below shows the types of customers who most frequently contacted the Information Center in fiscal years 2016 and 2017.

**Customer Type FY 2016 & 17**

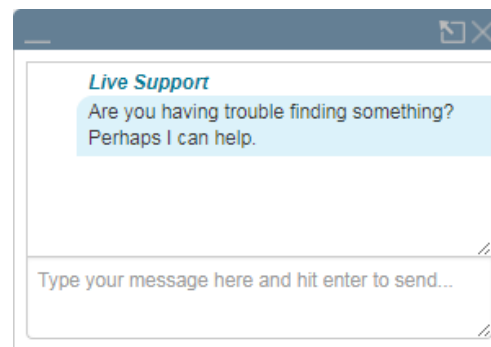


The ORIA [website](#)<sup>1</sup> is maintained by the Information Center team and provides a variety of information on regulatory issues related to businesses and environmental permitting. During the last biennium (fiscal years 2016-17) there were 442,018 page views. Most of this traffic came from customers viewing the [Small Business Guide](#)<sup>2</sup> section of the ORIA website which provides details on how to plan, start, run,



grow, and close a business in Washington State. More details about the Small Business Guide are outlined in this report under the section titled “[Small Business Liaison Team](#)”.

In addition to responding to phone call and email inquiries, the Information Center implemented “Pro-active Live Chat” on the ORIA website in the spring of 2017. This new feature allows ORIA to identify customers lingering on a web page and then pro-actively initiate a chat request as an offer to assist the customer. For example, if a customer is viewing a web page looking for information or just lingering, one of the Information Center team members will initiate a chat asking if they can assist (similar to a clerk in a store finding someone in an aisle and asking if they can help find what the customer is looking for). The customer can choose to ignore the Chat request or respond with a question. Engaging the customer while they are actively browsing the ORIA website has been very successful. In the short time this has been implemented it has quickly become a very popular way for customers to engage ORIA. The “Chat” below shows one recent interaction.



**Live Support**  
Are you having trouble finding something? Perhaps I can help.

**Visitor**  
I am trying to start a new business in Seattle  
I need to speak to someone to help me

**Rachael**  
what kind of questions do you have? are you wanting to know what licenses/permits are required? or are you looking for more like mentoring?

**Visitor**  
all of that.

**Rachael**  
what type of business are you looking at starting? i have an email that i send to customers that is essentially a checklist which includes contact information for each of the agencies and links to additional information, if you would like me to send that i just need your email and type of services you are planning to provide

**Visitor**  
I am trying to start my own business in Seattle in the next few months and I need to meet with someone who can walk me through everything. My business is a concierge staffing company and what I do is recruit, hire and train people to become a top notch concierge and find them positions all over Seattle, Bellevue and Redmond area.

**Rachael**  
Thank you - i will go ahead and pull the information together and send it right out  
Do you have any other questions or anything else i can help you with?

**Visitor**  
That was all! Thank you so much!

**Rachael**  
you are very welcome

**System assistant** rachael (rachael.lindstedt@gov.wa.gov) has closed the chat!  
Visitor has left the chat!



ORIA is committed to providing support and assistance to business owners during all stages of business development so they can pursue their dream. The following stories are just a few examples of the assistance recently provided by ORIA.

### Helping an Aquaculture Farmer Navigate Washington's Licensing and Permitting Process

Farming sturgeon requires a big commitment of resources. It is done in a controlled environment where all inputs such as food and water quality are strictly monitored. In the fall of 2016, a customer contacted ORIA with details about running a Recirculation Aquaculture System (RAS) for a sturgeon fish farm. Recirculation aquaculture uses mechanical and biological filters to reuse water in a farm's production process. This method can be used for any species grown in land-based aquaculture, conserving water, protecting the environment, and helping the business grow long-term.

This customer was on a quest to run his own land-based sturgeon fish farm with the desire to bring the farmed fish to market. ORIA staff provided the customer with points of contact for federal and state agencies where permitting and licensing were required. Staff also provided the customer with direct links for the permit process, which included detailed business licensing information and references for multiple federal and state agencies.



***“I appreciated ORIA’s help and replies to all my questions. The information I received was extremely detailed, containing links and precise contact information that helped further my quest for fish farming!”***

- George Calugaruon

## Helping Connect a Local Artist to the Community

Having completed a professional career, this customer was now focusing on opportunities to call attention to her art work. This talented local artist decided it was the right time to begin making her art accessible to the public. Feeling a bit hesitant about the process of licensing her art business, Scherer-Abear reached out to ORIA for assistance.

ORIA staff helped this customer by providing a link to the Small Business Guide, a list of direct contacts for both state and local agencies, and other website links to assist in navigating the business licensing requirements.



***“ORIA was instrumental in moving my art business forward, and providing specific information relating to business licensing and the tax registration process”.***

- Patti Scherer-Abear

## Helping a Manufacturing Company Relocate into Washington State

In early 2017, a property management firm contacted ORIA seeking information and assistance for their client, a small manufacturing company. The company was planning to relocate to Washington and had questions on required permitting and licensing for the manufacturing high-grade materials for powder coating stainless steel pet food dishes. ORIA staff provided a better understanding of what federal and state agencies would help with regulatory questions and assisted with the required business permits and licensing regulations. Additionally, ORIA provided the points of contact for agencies specific to the regulatory review of manufacturing site location.



***“I appreciated how ORIA reached out to the different agencies to help our client determine what would be required for them to move their business from California to Washington State. Your assistance saved us time and research”.***

- ORIA Customer

# Regulatory Innovation Center

The ORIA Regulatory Innovation Center helps a broad range of people and industry navigate Washington’s environmental and business regulatory systems. They provide technical assistance on complex environmental and business permitting issues, rules, and regulations. In addition, the Regulatory Innovation Center facilitates workgroups and coordinates across agencies and governments. They provide mediation to help resolve regulatory project issues about permit requirements. Sometimes improving and simplifying Washington’s overall regulatory systems is necessary. The Regulatory Innovation Center works with agencies to improve regulatory processes so government can work better for citizens, as described in the [Improving Systems](#) section of this report.

The Regulatory Innovation Center provided expertise on a wide variety of projects during the biennium, which are highlighted throughout this report. They assisted with 24 small scale projects ranging from how to treat wastewater from craft breweries to how to land fiber optic cable from across the Pacific Ocean onto Washington State’s coastline.

Additionally, the following table lists ongoing and larger scale projects that the Regulatory Innovation Center helped with during the last biennium:

Customer	Regulatory Innovation Center Activity
City of Quincy	Participated in ongoing regular meetings with the City of Quincy, consultants and regulatory agencies as the city looked to integrate residential and industrial water management for sustainable water supplies.
Gateway Pacific Terminal	Managed the Gateway Pacific Terminal cost-reimbursement agreement and associated interagency agreements. Facilitated executive level quarterly meetings to keep lines of communication open with SSA Marine, WA State Department of Ecology and Whatcom County during the SEPA process.
HiTest Sands	Opened lines of communication with the county and HiTest Sands because of a project of statewide significance determination to construct a silicon smelter production facility northeast Washington. HiTest Sands is continuing to evaluate site selection and other feasibility considerations, and ORIA will continue to assist.
JARPA Workgroup	Continued to work jointly across local, state and federal agencies to update and maintain Joint Aquatic Resources Permit Application (JARPA) form.
Pacific Raceways	Pacific Raceways requested two executive meetings to discuss the potential SEPA determination for their project and whether to proceed. ORIA coordinated one meeting between Pacific Raceway and King County, the SEPA lead, and a second meeting between Pacific Raceway and the WA State Department of Ecology.
<a href="#">Permit Timeliness</a>	Continued to work jointly across 14 state agencies to collaborate on Permit Timeliness and to publish comprehensive progress reports.
Shellfish Interagency Permit Team	Participated in regular Shellfish Interagency Permit Team meetings and engaged growers through interviews about stakeholder needs and priorities.
Sierra Pacific Industries	Worked with Sierra Pacific Industries to resolve project issues and provided technical assistance for the redevelopment of the Simpson Lumber Mill in Shelton.

Significant Legislative Rules	Continued to work jointly across 10 state agencies to report on the effects of Significant Legislative Rules.
SVZ	Assisted SVZ, a producer and supplier of fruit and vegetable ingredients for leading food companies, with water permit information to help expand their business. Their expansion proposal became a catalyst for the City of Othello to address regional water issues.
Yakima Specialties	Provided information on environmental permitting and other regulatory processes needed for Yakima Specialties to construct a biomass boiler.

The Regulatory Innovation Center is committed to providing expertise to individuals and industry. The following stories are just two examples of impacts made by ORIA.

### Helping Property Owners Navigate Permitting Requirements

Peter Templin is a homeowner and board member of the Lake Marcel Community Club. He requested permitting assistance to replace a slide gate on a dam for Lake Marcel, a small private lake. The Regulatory Innovation Center helped him learn what local, state and federal permits he would need.



Lake Marcel, photo courtesy of Peter Templin

***“The material you provided gave us guidance we would not have had otherwise. I am appreciative of your assistance.”***

- Peter Templin

### Partnering with Local Jurisdictions to Help Guide New Businesses

The Port of Bellingham requested technical assistance to help attract a bolt and galvanizing facility to Whatcom County. The Regulatory Innovation Center provided information about the environmental permitting and other regulatory requirements needed to construct and operate such a facility.



***“The work you did was fantastic! I appreciate both the timeliness and thoroughness of the information ORIA provided. The company I am working with gained a solid understanding of what is required for their project to move forward. Hopefully, we’ll be able to continue to work with ORIA in the future.”***

- John Michener, Port of Bellingham

# Improving Systems

## Testing New Methods for Red Tape Reduction

If state government can find ways to reduce the time, cost and frustration that businesses experience in regulatory processes, while continuing to uphold the standards established in our laws, everybody wins. The ORIA Regulatory Innovation Center partnered with the Departments of Ecology (ECY), Employment Security (ESD), Labor and Industries (LNI), Licensing (DOL), and Revenue (DOR), and the Liquor and Cannabis Board (LCB) to test one option for how that could be accomplished.

What was needed was a way to break regulations into manageable components so the administrative consequences for business could be evaluated. Then those consequences could be measured in a consistent way. From this baseline, one could identify high-cost, low-value elements, pinch points and inefficiencies. The focus was not on the regulations' policy objectives, but rather the activities that must be undertaken to comply with regulations. ORIA estimated the cost of doing business by using an internationally recognized method called the Standard Cost Model.

The process began with the most important step: talking to the customers. ORIA and the six participating state agencies identified regulations to be reviewed and interviewed subject matter experts and business owners about their experiences complying with those regulations.

- ECY used the model to evaluate the process of completing well construction notices of intent prior to construction for a fee-based water wells or a resource protection wells. This included reports to document the construction or decommissioning of these wells.
- ESD used the model to evaluate the process of setting up an account for employers who pay unemployment insurance taxes.
- LNI used the model to evaluate the process of providers requesting pre-authorization from LNI to provide specific treatment to injured workers for allowed worker's compensation claims. These services can include occupational therapy, physical therapy, mental health treatment and other services.
- DOL used the model to evaluate the process of private security guard licensure. This included measuring the costs of complying with rules and laws for initial applicants, renewals, and license transfers for individual private security guards, as well as companies.
- LCB used the model to evaluate the process of the liquor license application processes. If a business deals with the importation, manufacture, distribution or sale of alcohol in Washington State, it is required to have a liquor license.
- DOR used the model to evaluate the property tax exemption process for churches and other nonprofit organizations in Washington.

ORIA helped agency partners populate the model with the data gathered during interviews. The data was then analyzed to determine which activities required the most time and out of pocket cost for businesses.

Once the most burdensome activities were identified, ORIA and agency partners reviewed all the opportunities for improvement, including suggestions from business owners. Agency partners then began implementing improvements and communicating the results with businesses.

The Governor's supplemental budget included funding to continue the pilot project, but ORIA did not ultimately receive funding from the legislature. ORIA is evaluating options to revisit the early outcomes with individual agencies for follow-up in the 2017-19 biennium.



***“Thank you for taking the time to come talk with us about the issues businesses face. You were very humble and quite accepting of every subject we touched on. I would hope in the future the state hires more people such as yourself who care about the people you serve.”***

- Donald Tardiff on being interviewed about the challenges he faces as a business owner.



# Small Business Liaison Team

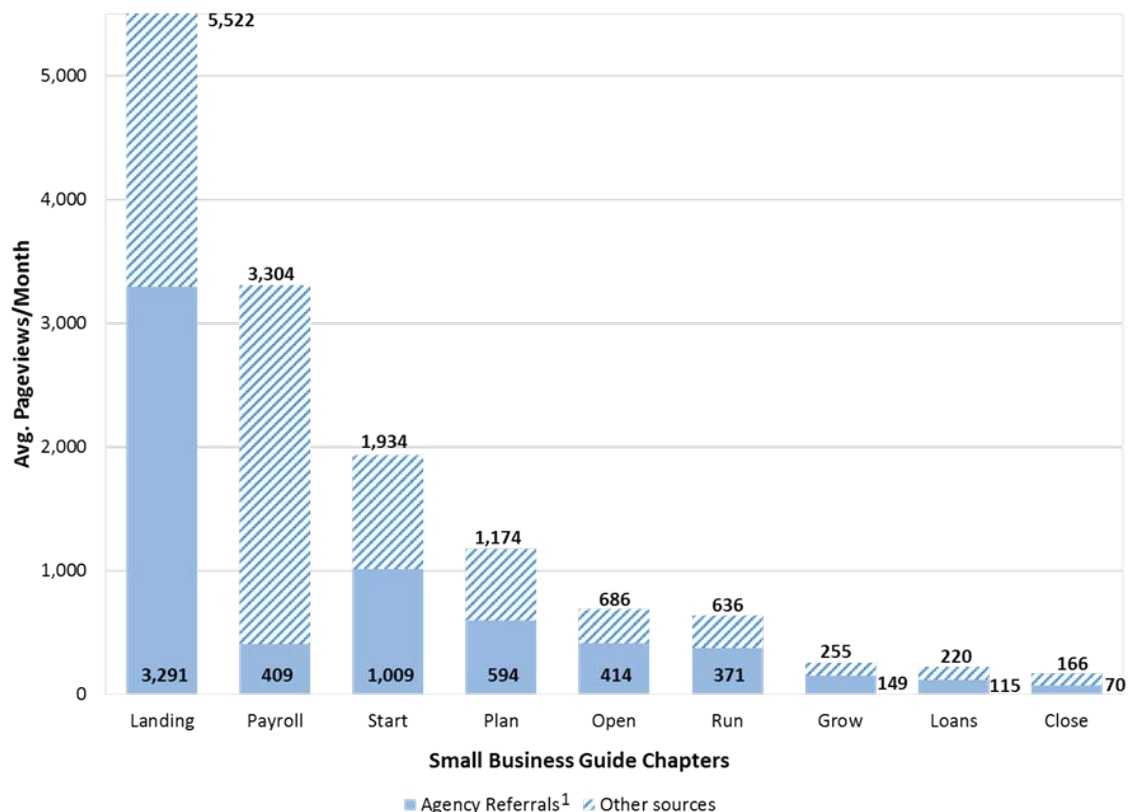
Executive Order 12-01 formalized and expanded the Small Business Liaison Team (SBLT). The SBLT is comprised of representatives from 27 state and federal agencies collaborating to make it easier to do business in Washington State. ORIA facilitated monthly SBLT meetings and organized subgroups to develop outreach programs, solicit ideas for regulatory improvements, and assist in the development of new business tools.

Subject matter experts from the SBLT member agencies continue to improve the Washington Small Business Guide (SBG) by reviewing and updating the guide on a quarterly basis. ORIA coordinates the revision process, integrates the changes, and publishes the SBG in [HTML](#)<sup>2</sup> and as a [PDF](#)<sup>3</sup> for download and offline viewing or printing. The HTML version of the SBG is viewed on average over 13,000

times each month on the ORIA website. The chart below shows the average number of times each month the various chapters of the SBG are viewed. The SBLT member agencies included links to the SBG on their websites. The lower portion of each bar in the chart indicates the number of page views that occurred as a result of someone clicking one of these links – in other words a referral from another agency<sup>1</sup>.



**Small Business Guide Average Page Views  
February 2016 through June 2017**



1. Agency Referrals does not include referrals from encrypted agency websites (i.e., HTTPS).



ORIA also makes the SBG available to other agencies for inclusion in their website (e.g., [business.wa.gov](https://business.wa.gov)<sup>4</sup>) through a system-to-system interface called an Application Program Interface (API). It is estimated that this service resulted in more than 23,000 additional page views per month in the Fiscal Year 2017. Combined, the Small Business Guide was viewed online over 36,000 times per month in Fiscal Year 2017.

The SBG is now available in six different languages: English, Spanish, Russian, Korean, Vietnamese, and Chinese; Russian was added in the spring of 2017. Based on feedback from customers, the SBG is expanded as needed; for example, in 2016, a new section on how to properly close a business due to death was added.

The SBLT continues to participate in multiple outreach events, including the Business Partnership Forum hosted by Department of Enterprise Services. This annual event helps businesses understand steps needed to do business and to network with the public sector. These connections translate into concrete assistance for Washington business owners. For example, due to previous outreach and established network connections, the Thurston County Chamber referred Troy Kirby to the ORIA Information Center. Troy asked the Information Center, “Why can't there be a temporary UBI/Business License that I can use to get a Federal EIN quickly? I need all of this before I can open a bank account and get started with my business and waiting up to 10 days for the paper work from the state is a big delay.” The Information Center connected Troy to the SBLT member from Department of Revenue to discuss his needs and concerns. Although he was not able to get his license quicker, it created the opportunity for him, the Thurston County Chamber, several SBLT members and five local businesses to meet and discuss their experience with the state of Washington. This helped create a shared understanding about processes and opportunities for improvement.



***“Working with the small business liaison team was a fantastic experience. They were very measured and thorough in their answers back to any questions that I had. I feel that this type of engagement is not only a benefit to me as a small business owner, but as a taxpayer, and helps alleviate some of the red-tape issues by bringing together potentially negative experiences that I’ve had so that other future business owners don’t experience them as well. Definitely a program worth keeping as well as enhancing.”***

**- Troy Kirby, business owner of Tao of Sports, LLC**

# Partnering for Business Diversity

ORIA recently began working alongside the Washington State Office of Minority and Women's Business Enterprises (OMWBE), Department of Enterprise Services (DES), and Department of Commerce (COM) to meet Gov. Jay Inslee's goal of increasing access among small and diverse businesses to state contracting opportunities. Washington's diversity is one of its greatest economic and cultural strengths, yet for goods and services contracts and public works projects only 2.8 percent of the \$5.7 billion that the state spends with the private sector is with small businesses owned by women, minorities or veterans.

***“Washington’s diversity is one of its greatest economic and cultural strengths. Successful small businesses led by women, minorities and veterans help make our economy and our families more resilient. Our rate of finding these talented and qualified contractors must improve.” – Gov. Jay Inslee***

Inslee formed the Business Diversity Subcabinet in 2015 to address this challenge, led by DES. The Subcabinet has since completed the foundational work of listening to the community, getting better data and drawing up a roadmap for change.

As this work moves into a second phase, providing enhanced technical assistance to small and minority, women's and veteran-owned businesses is a priority of the Subcabinet – together we are developing the tools to make doing business with state government easier and more accessible. Alongside OMWBE, ORIA will co-convene a task force, leverage the work of the existing Small Business Liaison Team, and develop targeted, enhanced assistance based on the Small Business Guide.

# Washington Leads the Way on Autonomous Vehicles

Gov. Jay Inslee signed an executive order in June, 2017 to support safe testing and operation of autonomous vehicles (AVs). The executive order established a vision to maintain Washington State's leadership role in developing AV technology. Over twenty AV technology companies—both established companies and start-ups have a presence in Washington State.

***“Washington state is already a leader in Autonomous Vehicle technology, and we’re seen as an early-adopter that welcomes innovation, and the safe testing and operation of AVs. AVs could help save countless lives, reclaim time spent in traffic, improve mobility and be an important tool in our efforts to combat climate change.” – Gov. Jay Inslee***

Governor Inslee's order directed key cabinet agencies, including ORIA, to support safe testing and operation of AVs through an interagency workgroup and pilot programs. Since its signing, companies have begun participating in the pilot programs and the workgroup has initiated its discussions. The interagency workgroup was directed to assess state government's role in cultivating the safe development of automated technology in vehicles on public roads. The workgroup will also examine emerging automated transportation technology in other modes, including freight, aviation, transit, passenger rail, marine vessels and ferries, as well as points of convergence with connected, shared and electric vehicles. Based on the results of pilot programs, the workgroup will propose changes or clarifications to State policies, rules or statutes for the Governor's consideration that would facilitate the expanded safe operation of autonomous vehicles on public roads. ORIA is proud to be among the agencies contributing to AV technology's exciting role in a safe and prosperous future for Washington's citizens, environment, and economy.

# Regulatory Fairness Act



*Governor Inslee signs Second Substitute House Bill No. 1120, April 19, 2017.*

In 1982, the legislature found that small business had a proportionately higher burden when complying with state regulations. There was concern for reduced competition and new employment opportunities, and for increased costs of doing business. The legislature enacted the Regulatory Fairness Act (RFA), chapter 19.85 RCW, to reduce disproportionate costs of complying with state rules.

Small business is defined in chapter 19.85.020 RCW as “any business entity, including a sole proprietorship, corporation, partnership, or other legal entity, that is owned and operated independently from all other businesses, and that has fifty or fewer employees.”

In 2017, the legislature passed [House Bill 1120<sup>5</sup>](#), amending the RFA to further minimize disproportionate impacts on small businesses.

Provisions of the bill included:

- Removing RFA applicability to a rule adoption if an agency is able to demonstrate that the proposed rule does not affect small businesses.
- Requiring a proposing agency to consider mitigation options if a proposed rule affects only small businesses.
- Requiring ORIA to act as the central entity to collaborate with and provide support to state agencies in meeting the requirements of the RFA.
- Requiring the state auditor to conduct a performance review of agency compliance with the RFA. The performance review must be completed no earlier than June 30, 2020

ORIA will work jointly across state agencies and business associations to convene a workgroup that shares best practices, identifies standards, and develops online resources to support this bill. ORIA will make online resources available by December 31, 2017.

# Permit Timeliness

Permit Timeliness has helped 14 Washington State regulatory agencies better understand how to improve their permitting processes. In response to a State Auditor's Performance Audit and to chapter 43.42A RCW, these 14 agencies continued to evaluate the customer experience to ensure permit assistance is simple to use, easy to access, and designed in a customer-friendly manner. Agencies continue to report progress to ORIA, who prepares and distributes reports with participation from the State Auditor's Office and Results Washington.



*Photo courtesy of the WA-State Department of Ecology*

***“Permit Timeliness continues to help us understand how to improve our permitting processes, including innovative approaches to permitting. We greatly value the opportunity to partner with ORIA on this important work.” - Polly Zehm, Deputy Director at Washington State Department of Ecology***

Major project milestones in fiscal years 2016 and 2017 included:

- Together, the Office of the Chief Information Officer (OCIO) and ORIA established a central repository using data.wa.gov to host performance data in one online location.
- All agencies established links from their websites to the central repository (in accordance with RCW 43.42A.030) and to the ORIA Regulatory Handbook.
- ORIA collaborated with agencies to enhance the ORIA Regulatory Handbook to include permit timeliness data.
- ORIA published the second of four comprehensive progress reports on September 30, 2016.

For the second comprehensive report, agencies provided summary data for 151 identified permits, consisting of more than 448,000 individual applications. Two key measures were reported for the first time: application completion time and permit decision time. Another component of this report was improvement efforts. Agencies targeted a total of 44 permits for improvement. Many agencies highlighted using lean tools to find efficiencies for their permitting processes. Many agencies developed or improved online interfaces for applications.

Looking ahead, ORIA will continue to work jointly across agencies to collaborate on Permit Timeliness and will publish subsequent comprehensive progress reports by September 30, 2018, and 2020.

For more project information, visit: [Permit Timeliness<sup>6</sup>](#)

## Pacific Northwest Regional Infrastructure Team

The Pacific Northwest Regional Infrastructure Team (PNWRIT) is a federal and state coordinating effort, established by Presidential Executive Order [13604](#)<sup>7</sup>, 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 the state. During this biennium PNWRIT provided support to the Vantage to Pomona Heights Transmission Line project located in central Washington. The project's primary challenges were:

- Navigating the complexities associated with similar, but overlapping state and federal processes, for the National Environmental Policy Act (NEPA) and State Environmental Policy Act (SEPA).
- Agreeing on how to best mitigate for impacts to Greater Sage-grouse and its critical shrub-steppe habitat.
- Balancing conflicts between the Army's Yakima Training Center's mission, archaeological and historic resource concerns, wildlife habitat protection, and agricultural production.

As the Governor's Office representative for the state, ORIA helped the project manager identify the correct SEPA lead. Washington State Department of Transportation was determined the co-lead with Yakima County, which resulted in successfully managing the NEPA and SEPA processes as a single effort. This support resulted in Bureau of Land Management publishing a final Environmental Impact Statement that could be used by all federal and state agencies, and local governments, to inform their decision-making on the project.

Overall, PNWRIT has been very beneficial. The dynamics have allowed steering committee members to quickly elevate specific concerns and to seek definitive issue resolution. The relationships and levels of trust established through this process resulted in meaningful conversations and cooperation on several potential sticking points. Unfortunately when PNWRIT funding ended in 2016, the steering committee disbanded. The group, however, agreed that there may be an appropriate time in the future to reconvene once additional funding is secured.

## Washington Advisory Council for Inter-jurisdictional Regulatory Collaboration

In 2015, ORIA saw a need to ensure better coordination among federal, state and local involved in projects that require inter-jurisdictional permitting. Working with Governor Inslee and key members of the legislature, ORIA formed the Washington Advisory Council for Inter-jurisdictional Regulatory Collaboration (ACIRC) comprised of 10 state and federal agency representatives.

ACIRC's first project was to explore establishing a habitat mitigation exchange or bank. They chose this project because the protection and management of shrub-steppe habitat for sage grouse and other dependent species has been a challenging issue. A training course was conducted, bringing together 65 individuals representing all levels of government (local, state and federal agencies), tribes, private industry, non-governmental organizations, interested private landowners, conservation mitigation bankers and regulators. The goal was to foster collaboration and interest in conservation banking.



## EZview

EZview is a cloud-based software system ORIA developed and maintains. EZview was first made available in the spring of 2013 with support from the Association of Washington Cities (AWC) and the Washington State Association of Counties (WSAC). EZview provides local governments and state agencies with easy to manage websites dedicated to specific projects. These dedicated websites, or “portals”, provide stakeholder communities with current, accurate, and up-to-date project information. All of this is done in the interest of providing transparency and keeping stakeholders informed.

ORIA’s EZview site hosts over 50 projects. Projects range from the Department of Commerce’s Housing Affordability Response Team to numerous flood hazard mitigation projects in the Chehalis Basin, shoreline master program updates, transportation and infrastructure projects, and watershed strategies.

In 2017, ORIA and the AWC began investing to expand the use of EZview among smaller municipalities. ORIA and the AWC are working together to host web-based training on how to use the website’s tools and features, and expand knowledge about its availability and support provided by ORIA.



***“QUADCO, a four-county Regional Transportation Planning Organization, is currently developing a website using EZview. Now, all of the counties, cities, towns, and interested parties that participate in QUADCO can keep informed with this centralized location that has a clean look and is easily navigable.”***

*- Jan Ollivier, Transportation Manager Kittitas County Public Works Department*



## Voluntary Cost Reimbursement Services

Voluntary cost reimbursement services, also referred to as cost reimbursement agreements, allow ORIA to address staffing and capacity limitations that may occur when workload on, or schedule related to, projects exceed the resources ORIA has. RCW 43.42.070 provides the details on cost reimbursement agreements. In brief, ORIA may enter into cost-reimbursement agreements with a project proponent to recover reasonable costs incurred by ORIA. This can include, but is not limited to:

- Furnishing information
- Project scoping
- Facilitating a fully coordinated permit process
- Facilitating multiagency permitting teams

The outcome of a cost reimbursement may not prejudice or predetermine whether decisions will be to approve or deny any required permit or other application. ORIA may give priority to the cost-reimbursement project but may in no way reduce or eliminate regulatory requirements as part of the priority review.

ORIA worked on the following voluntary cost reimbursement projects in the fiscal years 2016 and 2017:

Project	County	Agencies	Customer	FY16- FY17 Contract Amount
<b>Gateway Pacific Terminal</b>	Whatcom	<ul style="list-style-type: none"><li>• Northwest Clean Air Agency</li><li>• ORIA</li><li>• Washington State Departments of:<ul style="list-style-type: none"><li>○ Ecology</li><li>○ Fish and Wildlife</li><li>○ Natural Resources</li></ul></li></ul>	SSA Marine	\$55,376
<b>Holden Mine Reclamation</b>	Chelan	<ul style="list-style-type: none"><li>• ORIA</li></ul>	Rio Tinto	\$34,007

# Referenced Hyperlinks

- <sup>1</sup> **Website**, ORIA website, <http://www.oria.wa.gov>
- <sup>2</sup> **HTML**, Small Business Guide, <http://www.oria.wa.gov/smallbusinessguide>
- <sup>3</sup> **PDF**, Small Business Guide, <http://www.oria.wa.gov/smallbusinessguide-eng-pdf>
- <sup>4</sup> **Business.wa.gov**, Washington Business Hub, <http://www.business.wa.gov/>
- <sup>5</sup> **House Bill 1120**, Regulatory Fairness Act, <http://app.leg.wa.gov/billsummary?BillNumber=1120&Year=2017>
- <sup>6</sup> **Permit Timeliness**, Informational portal, <http://www.oria.wa.gov/?pageid=696>
- <sup>7</sup> **13604**, Presidential Executive Order, <http://www.gpo.gov/fdsys/pkg/FR-2012-03-28/pdf/2012-7636.pdf>