Governor's Office for Regulatory Innovation and Assistance

Permit Timeliness Report

2016

WASHINGTON STATE

September 2016

Governor's Office for Regulatory
Innovation and Assistance

Questions or Comments

Governor's Office for Regulatory Innovation and Assistance
Information Center
800-917-0043 / 360-725-0628
help@oria.wa.gov

To access this document electronically, visit:

www.oria.wa.gov/ORIA-2016-PermitTimelinessProgressReport.pdf

Governor's Office for Regulatory Innovation and Assistance

Contents

Introduction

The Permit Timeliness Project is in response to three key actions taken by Washington State since December 2013. Actions include:

1. State Auditor Office's (SAO) December 2013 report 1010778 "Regulatory Reform: Improving Permit Timeliness[1]"

2. Cabinet agencies officially responded[2] in December 2013 to the SAO's performance audit report, with proposals to mitigate the findings. The current status of agencies' action items are tracked to completion on Results Washington's website[3].

3. RCW 43.42A[4] "State Agency Business Permit Management Systems (House Bill 2192 2013-14[5]) "Promoting economic development through enhancing transparency and predictably of state agency permitting and review processes"

This is the second of four reports for this project, and it meets the Revised Code of Washington (RCW) mandates. The Governor's Office for Regulatory Innovation and Assistance (ORIA) prepared this comprehensive report by compiling progress report templates submitted by the 14 agencies.

Between January 1, 2015 and December 31, 2015, agencies tracked 151 permit types inventoried and identified in the SAO Performance Audits: Recent Reports[6]. Agencies tracked 448,290 individual permit applications and provided ORIA with annual summary results for each permit tracked. Links to this data are on agency and ORIA web pages, enabling businesses to plan their activities and make sound business choices. Agencies use this data as they implement Agency Permitting Plans.

State Auditor's Office Performance Audit Report 1010778: Regulatory Reform: Improving Permit Timeliness

The Washington State Auditor's Office (SAO) issued the report Regulatory Reform: Improving Permit Timeliness[1] in December 2013.

This performance audit made four key recommendations:

1. For all identified permits, each regulatory agency will:

   a. Measure the time it takes to make permit decisions,

   b. Provide estimates of the time required to process applications and

   c. Report to the Legislature the percentage of permits identified that have the processing time on the website or application form.

2. Agencies will develop and publish online performance measures and targets for improvement.

3. The Governor's Office, or delegate, will compile effective permit process streamlining practices of Washington's regulatory agencies based on their reports to the legislature, as well as from other research on best permitting practices from around the country, and produce a report by December 31, 2014.

4. Agencies will provide, for all permits, information to applicants on their websites.

RCW 43.42A (House Bill 2192, 2013-14)

RCW 43.42A[4] codified HB 2192, providing further direction to agencies, the Office of the Chief Information Officer (OCIO) and ORIA for 2016, 2018 and 2020 reporting. The legislature found that providing citizens and businesses with better information about permit decisions would assist planning and decision-making, promoting economic development. Accessible permit performance data helps citizens hold government accountable for customer service and timeliness. Tracking the time it takes to issue permits equips agency leaders with key information that helps improve overall project schedules, allocate resources and identify opportunities to better serve the public.

Actions in response to the performance audit and RCW 43.42A

The audited cabinet agencies developed an action plan to address the issues identified in the SAO Report[1]. Results Washington tracks the completion on behalf of the Governor.

Overview of Process

Agencies, OCIO and ORIA continued work begun in 2014. We used a common template to collect and report information on permit timeliness and improvement efforts. Tracking systems were in effect for almost all permits. A new feature this year was a central repository for hosting all performance data in one online location. The ORIA Regulatory Handbook[7] was adapted to pull in specific permit timeliness results from the central repository where appropriate.

For this report, two key measures were added: application completion time and permit decision time. Application completion time is the time elapsed from the initial submission of an application by an entity seeking a permit to the time at which the agency as determined that the application is complete. Permit decision time is the time elapsed from receipt of a complete application to the agency's issuance of a decision approving or denying the permit. The RCW requires reporting of both average and maximum times and provides direction on how agencies should calculate averages.

For this report, improvement efforts were also reported. Agencies reported any special efforts undertaken to reduce timelines, improve assertiveness efforts and other activities to improve permitting.

2015 Accomplishments

- Agencies reported 2015 performance data to ORIA as specified in RCW 43.42A.020(4)(a)[8].

- OCIO and ORIA established Central Repository[9] of summary results, hosted on Data.wa.gov[10].

- Agencies established links from their websites to the ORIA website in accordance with RCW 43.42A.030[11].

- Agencies and ORIA collaborate to update performance data and assistive information in the ORIA Regulatory Handbook[7] in accordance with RCW 43.42A.030[11]. The handbook provides details about permit requirements and links to regulatory agency websites. It is searchable, with references to local, state and federal permits as well as the State Environmental Policy Act and the National Environmental Policy Act processes.

- ORIA provides links on ORIA website[12] to the Central Repository[9] and the ORIA Regulatory Handbook[7].

- ORIA's 2015 comprehensive progress report reflects information provided by the 14 agencies.

- The Permit Timeliness Portal[13] was established to host information and templates.

Key Results and Findings

In 2015, fourteen agencies reported summary data for 151 identified permits, consisting of 448,290 applications. The results demonstrate that agencies can issue timely permits. It is important to note that agencies do receive applications without the appropriate fees and documentation or with missing information. This results in a request for information to the customer, slowing down processing time. Further, for some permits, agencies cannot issue a decision until the agency receives information from other agencies (federal, state, or local) or until a public comment period is completed. The slowing down of processing time for these reasons does affect the average and maximum application completion times.

Reporting by Participating Agency

All participating agencies established two links to ORIA's website, enabling the public to find permit timeliness data and other permit information. One link leads to the Central Repository[9]and one link leads to the ORIA Regulatory Handbook[7].

Table 1 - Reporting by Participating Agency

Participating Agency	Total Permit Types	Linked from Agency to ORIA Regulatory Handbook	Linked from Agency to ORIA Central Repository	Total Applications
Agriculture (WSDA)	13	Yes	Yes	9,675
Archaeology & Historic Preservation (DAHP)	1	Yes	Yes	69
Ecology (ECY)	41	Yes	Yes	2,284
Fish and Wildlife (WDFW)	6	Yes	Yes	3,218

Participating Agency	Total Permit Types	Linked from Agency to ORIA Regulatory Handbook	Linked from Agency to ORIA Central Repository	Total Applications
Gambling Commission (GMB)	6	Yes	Yes	11
Health (DOH)	12	Yes	Yes	6,694
Labor & Industries (LNI)	10	Yes	Yes	170,436
Licensing (DOL)	4	Yes	Yes	613
Liquor & Cannabis Board (LCB)	15	Yes	Yes	37,674
Natural Resources (DNR)	13	Yes	Yes	6,920
Parks and Recreation Commission (PARKS)	2	Yes	Yes	163
Revenue (DOR)	1	Yes	Yes	61,449
Transportation (WSDOT)	20	Yes	Yes	148,365
Utilities & Transportation Commission (UTC) *	7	Yes	Yes	719
Statewide Total				448,290

Data source: Reporting agencies.

  * UTC tracked Common Carrier Permit and Freight Broker Permit together.

Permits with Processing Timelines Tracked

Agencies were able to track permit timeliness for 82% of all eligible permit types. Of the remaining 18%, seven agencies did not receive any applications for 22 permit types; 4 permit types had partial, unreliable or difficult to report data; and 1 permit type was automatically issued and cannot be tracked. See the individual agency reports below for details.

Processing Times Published

As reported by the agencies, 96% of all permit types had processing times published and 4% did not have processing times published. See the individual agency reports below for details.

Permits Targeted for an Improvement

As reported by the agencies, 27% of all permit types were targeted for improvement. See the individual agency reports below for details.

Improvement Efforts

Together agencies targeted a total of 44 permits as opportunities for improvement. The following list highlights some of the improvements implemented by participating agencies:

- WSDA: Used Lean to reduce the average time from receipt of complete application to issue of permit from 52 calendar days to 14 calendar days.

- DAHP: Created standardized and amendment forms.

- ECY: Provided electronic applications with offers of electronic submittals.

- WDFW: Used Lean to reduce retyping of information by staff.

- GMB: Used My Account to submit application on-line.

- DOH: Used batch and strategic scheduling to increase customer satisfaction and employee engagement and responsiveness.

- L&I: Added instructions with the permit form.

- DOL: Doubled down on requesting missing information by using a letter, email or phone call.

- LCB: Improved application process for new permits resulting from new legislation.

- DNR: Targeted a permit with unavailable information for improvement to ensure all data tracking completed by next reporting cycle.

- PARKS: Clarified a permit interaction with other agency activities and clarified a fee assessment.

- DOR: Removed access to a fillable printable form to encourage faster on line processing and reduce likelihood of incomplete applications.

- WSDOT: Found a new, interactive database system to replace a system that will soon have no technical support.

- UTC: Delegated signature authority to reduce waiting time for signatures.

Permits Most Improved and Permits Most in Need of Improvements

Beginning with this 2016 report, ORIA must identify permits with processing times and decision times that are most improved and most in need of improvement based on the data collected under RCW 43.42A.020[8]. In order to make those determinations, there must be baseline data to compare with new updated data to identify any changes and trends that occur over time.

Trends cannot be identified without additional sets of processing and decision times – a single data point cannot establish a trend. With the data reported currently for 2015, ORIA and the participating agencies have established a baseline that can be compared with future data for subsequent reports. In future reports, with the help of participating agencies, ORIA can identify permits with processing times and decisions times that are most improved and most in need of improvement because there will be multiple years of data to identify and validate trends. The next report in 2018 will begin to establish potential trends by comparing 2015, 2016 and 2017 processing and decision times.

Some permit decisions are more complex. Permitting decisions may involve multiple agencies, required reports (for example, engineering reports) and statutorily required public comment periods (which can be a minimum of 35 days.) For these reasons, evaluating the effectiveness of the permitting process involves considering predictability, clarity, and customer feedback, not just length of time. These additional factors may influence whether or not a permit process is in need of improvement. ORIA will work with the participating agencies to evaluate trends and other factors to identify permits that are most improved and those that need improvement.

Next Steps

The fourteen agencies and ORIA will continue permit improvement efforts and reporting in accordance with RCW 43.42A[4]. The following are commitments from ORIA and the agencies to continue permit improvement and tracking.

1. Agencies will report new performance data to ORIA by March 1 of 2018 and 2020.

2. Agencies will continue to post estimates of application completion and permit decision times by March 1 for the previous calendar year (no sunset date).

3. Links from agencies' web sites to the ORIA website[12] will remain in place.

   • Information includes permit assistance, performance data and assistive tools.

   • This information appears in the ORIA Regulatory Handbook[7].

4. ORIA will publish and post Comprehensive Progress Report and make them available to the Governor and economic development committees of the House of Representatives and the Senate by September 30 in 2018 and 2020.

   • ORIA will identify permits with processing and decision times that are most improved and those that are most in need of improvement, as indicated by performance data.

   • Agencies may include a statement describing any process improvements the agency had identified for implementation in order to improve processing and decision times.

See the ORIA Permit Timeliness Portal[13] for additional information on this project.

Individual Agency Reports

Each agency's progress report below includes three tables:

- The first table shows permits tracked by the agency, which includes the inventoried permits and whether processing times were measured, whether processing times were published and if the permit was targeted for an improvement.

- The second table shows permit performance data, which includes the inventoried permits, number of applications received and performance data. The performance data includes the average and maximum application completion times, average and maximum permit decision times, and the average and maximum total processing times.

- The third table shows the permit improvements, which includes a narrative summary of improvement efforts for the target problem/opportunity, results and lessons learned.

Agencies had varying abilities to track and report information as seen in the tables on the following pages. In some cases, an agency did not measure processing time because no applications were received during the reporting period.

Due to rounding, some totals may not correspond with the sum of the separate figures.

Agriculture

http://agr.wa.gov/fp/forms/formsbyalpha.aspx

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Collective Experimental Pesticide Use Permit	No*	Yes	No
Cottage Food Operations Permit - New	Yes	Yes	Yes
Cottage Food Operations Permit - Renewal	Yes	Yes	Yes
Equine Certificate Of Veterinary Inspection and Interstate Movement Permit	Yes	Yes	No
Equine Semen/Embryo Import Permit	Yes	Yes	No
Experimental Pesticides Use Permit - Aquatic Sites	Yes	Yes	No
Experimental Pesticides Use Permit - Terrestrial Sites	Yes	Yes	No
Feeding and Grazing Permit (Pasture to Pasture)	Yes	Yes	No
Permit to Import	Yes	Yes	No
Plant Sale Permit	Yes	Yes	No
Seed Labeling Permit	Yes	Yes	Yes
Special Poultry Permit	Yes	Yes	No
Special Sale Permit	Yes	Yes	No
Total	**12 Yes (1 No)**	**13 Yes (0 No)**	**3 Yes (10 No)**

Time Period: January 1, 2015 - December 31, 2015.

* No applications received during reporting period.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Collective Experimental Pesticide Use Permit	0	No applications received in 2015				
Cottage Food Operations Permit - New	44	36.8	125	7.6	55	44.4
Cottage Food Operations Permit - Renewal	56	2.4	25	1	1	3.4
Equine Certificate Of Veterinary Inspection and Interstate Movement Permit	291	1	1	1	1	2
Equine Semen/Embryo Import Permit	27	1	1	1	1	2
Experimental Pesticides Use Permit - Aquatic Sites	2	11.5	17	2	3	13.5

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Experimental Pesticides Use Permit - Terrestrial Sites	20	6	17	2.8	5.5	8.8
Feeding and Grazing Permit (Pasture to Pasture)	109	1	1	1	1	2
Permit to Import	8,812	1	1	1	1	2
Plant Sale Permit	87	4.4	32	1	1	5.4
Seed Labeling Permit	153	27	180	4.1	35	31.1
Special Poultry Permit	7	7.5	27	38.8	106	46.3
Special Sale Permit	67	11	49	2.4	33	13.4
Total	9,675					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic	Seed Labeling Permit
Target Problem/ Opportunity	During the first stages of our Lean process we formulated the following target statement: Currently the average time from receipt of application to issuance of permit is 52 calendar days. To increase customer satisfaction and further comply with HB 2192, our target is by March 31, 2016, to issue all permits within 14 calendar days of receiving a completed application.

Improvement Efforts		
	Results	To reduce the average time from receipt of application to issuance of the Seed Labeling Permit, we did the following: We condensed customer contact information into one excel worksheet, instead of three separate workbooks. This reduced confusion on who had been contacted, who is no longer doing business, and who had submitted the application and accurate payment. It also reduced the amount of time it took to update information.

We created a merged word document containing all the permits to be issued in 2016. These permits were auto populated with the date of issuance, the customer's name and address, as well as the permit number. Instead of entering the data for each permit one at a time, all we had to do was open the merged document, search for the customer's permit, and then print their permit when it was time to send it out.

We decided that it would be beneficial to send the applications this season by December 15, and by email rather than snail mail. This enabled the customers to send in their applications sooner, and saved the program money in supplies. Additionally, we began receiving the applications during December, which is a slower time of year for our work, which enabled us to process the applications quickly.

We also reformatted the seed labeling permit application. The new application is much easier to read and understand. It also includes the calculation customers needed to use to determine their assessment fees.

Instead of waiting for a customer's check to clear in Olympia, we issued their permit as soon as we received the check in our Yakima office with accurate payment. This reduced the wait time for permits drastically.

Previously, mailing labels were pre-printed before the season began. It was time consuming to keep track of the labels as well as updating them if any changes were made. Now, we do not print address labels until the permit is complete and ready to be sent to the customer. Additionally, we use a Dymo Label Printer, which can print labels individually rather than by the sheet, saving time and money. |
| | **Lessons Learned** | The Lean tools helped us focus on improving and finding efficiencies in each step of the permitting process. |

Permit Name/Topic		Cottage Food Operations Permit - New & Renewal
Target Problem/ Opportunity		The Cottage Food Operations Permit was established in 2012. Applicants are often people who are operating a business for the first time and not familiar with the laws and regulations around food safety and the role of regulatory agencies. The target problems and opportunities included: (1) The number of recipes and labels submitted with each application averaged 45. Each recipe must be reviewed for each ingredient, so reviewing an average of 45 recipes was very time consuming; and (2) All Permits expired on the same date (January 31st) no matter when the permit was issued. This resulted in a renewal workload that was condensed into one time of the year causing backlogs.
Improvement Efforts	Results	WSDA conducted rule making to improve the process including: (1) Limited applications to 50 recipes, but allowed applicants to submit 1 master recipe along with any variations. Each master recipe, no matter how many add-in variations it has, only counts as 1 recipe toward the 50-recipe cap; and (2) Changed the permit expiration date so that each permit will expire one year from the date it was issued. The change to limit applications to 50 master recipes streamlines the reviewing process while allowing applicants the flexibility to add variations. The change to the renewal date spreads the renewal application review out over the year to improve review workload. In addition to the rule changes, WSDA changed the application review process to integrate it into the existing application review process for other types of food businesses regulated by WSDA. This change will help streamline the hand-off between the application reviewers and the inspectors. In addition, WSDA has maintained the outreach to applicants including classes for applicants and one-on-one application reviews at locations across the state.
	Lessons Learned	In any new process such as the Cottage Food Operations Permit process, we need to be flexible and continue to look for opportunities to improve the process to find efficiencies. Continued outreach to customers and maintaining online tools to help applicants complete their application are extremely important to help applicants through the process. Online tools include sample applications, sample floorplans and labels, a video, and a step-by-step guide.

Archaeology & Historic Preservation

http://www.dahp.wa.gov/programs/shpo-compliance

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Archaeological Site Alteration and Excavation Permit	Yes	Yes	Yes
Total	1 Yes	1 Yes	1 Yes

Time Period: January 1, 2015 - December 31, 2015.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Archaeological Site Alteration and Excavation Permit	69	7.6	249	45.1	69	52.7
Total	69					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/ Topic	Archaeological Site Alteration and Excavation Permit	
Target Problem/ Opportunity	WAC 25-48-70 requires that DAHP give affected Tribes and other Stakeholders 30 full days to comment on permit applications. Therefore, all permit processing times reflect the external comment time, and not solely DAHP staff processing time. The Permit Process is somewhat complex because it involves removing, or otherwise altering, sensitive cultural resources and archaeological sites, including human remains and burials. Consultation and coordination during the review process is personalized and can involve site visits and meetings with Tribal representatives. It is not an over-the-counter permit.	
Improvement Efforts	Results	All Permit processing times include the 30-day external stakeholder and Tribal comment period. To understand the actual time DAHP spends processing permit applications, the Maximum Number of Calendar Days should be reduced by 30 days. The current permit process works well, but DAHP is considering creating standardized forms for smaller projects to make activities and tasks easier to disclose and discern by the applicant and the reviewers, hence shortening time spent applying, reviewing and commenting. DAHP will also create an amendment form, for when a permit needs to be adjusted. Finally, DAHP is developing an online project submittal dashboard, which will include an "EPermit" application process, in which applications can be uploaded and status updates can be observed at any time by the applicant or commenting parties.
	Lessons Learned	Not Reported

Ecology

http://www.ecy.wa.gov/permit.html

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Baled Agricultural Residue Interim Spot Burn Permit	Yes	Yes	No
Burn Permit - Agricultural Field	Yes	Yes	No
Burn Permit - Agricultural Pile	Yes	Yes	No
Burn Permit - Spot Burn Permit	Yes	Yes	No
Air Operating Permit	No*	Yes	No
Air Quality Notice of Construction (NOC) Permit	Yes	Yes	No
General Order of Approval for Asphalt Plants	Yes	Yes	No
General Order of Approval for Auto Body Shops	Yes	Yes	No
General Order of Approval for Concrete Batch Plants	Yes	Yes	No
General Order of Approval for Dairy Manure Anaerobic Digesters	No*	Yes	No
General Order of Approval for Gas Fired Emergency Electrical Generators	No*	Yes	No
General Order of Approval for Perchloroethylene Dry Cleaners	No*	Yes	No
General Order of Approval for Small Boilers Using Natural Gas, Propane, or Diesel Fuel	No*	Yes	No
General Order of Approval for Stationary or Portable Rock Crushers	No*	Yes	No
Burn Permit - Land Clearing	Yes	Yes	No
Burn Permit - Special	Yes	Yes	No
Permit to Burn Flood and Storm Debris	Yes	Yes	No
Prevention of Significant Deterioration (PSD) Air Quality Permit	Yes	Yes	No
Dangerous Waste Treatment Storage Disposal Facility - New Permit (Part A)	No*	Yes	No
Dangerous Waste Treatment Storage and Disposal Facility - Modification (Part B)	Yes	Yes	No
Biosolids Management Permit	Yes	Yes	No
NPDES Aquatic Mosquito Control Permit	Yes	Yes	No
NPDES Aquatic Plant and Algae Management Permit	Yes	Yes	No
Concentrated Animal Feeding Operation General Permit	No*	Yes	No
NPDES Construction Stormwater General Permit	Yes	Yes	Yes
NPDES Fresh Fruit Packing General Permit	Yes	Yes	No
NPDES Industrial Stormwater General Permit Coverage	Yes	Yes	Yes
NPDES Irrigation System Aquatic Weed Control General Permit	Yes	Yes	No
NPDES Boatyard General Permit	No*	Yes	No
NPDES Sand & Gravel General Permit for Portable Facilities	Yes**	Yes	Yes
NPDES Sand & Gravel General Permit for Non-Portable Facilities	Yes**	Yes	Yes
State Wastewater Discharge Permit to Discharge Industrial Wastewater to a Publicly-Owned Treatment Works (POTW)	Yes	Yes	No
State Wastewater Discharge Permit to Discharge Industrial Wastewater to Ground Water by Land Treatment or Application	No*	Yes	No
NPDES Upland Fin-Fish Hatching and Rearing General Permit	Yes	Yes	Yes
Industrial NPDES Individual Permit	Yes	Yes	No
NPDES Water Treatment Plant General Permit	Yes	Yes	Yes

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Reservoir Permit	Yes	Yes	Yes
Water Right Change	Yes	Yes	Yes
Dam Construction Permit	Yes	Yes	No
Water Right, New	Yes	Yes	Yes
401 Water Quality Certification	Yes	Yes	Yes
Total	31 Yes (10 No)	41 Yes (0 No)	10 Yes (31 No)

Time Period: January 1, 2015 - December 31, 2015.

* No applications received during reporting period.

** NPDES Sand & Gravel General Permit for both portable and non-portable are not distinguishable in Ecology's tracking database.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Baled Agricultural Residue Interim Spot Burn Permit	8	1.0	1	1.0	1	2.0
Burn Permit - Agricultural Field	400	1.0	5	1.0	1	2.0
Burn Permit - Agricultural Pile	206	1.0	7	1.3	7	2.3
Burn Permit - Spot Burn Permit	202	1.0	5	1.0	1	2.0
Air Operating Permit	0	No applications received in 2015				
Air Quality Notice of Construction (NOC) Permit	46	65.0	341	54.0	153	119.0
General Order of Approval for Asphalt Plants	2	3.5	6	25.0	33	28.5
General Order of Approval for Auto Body Shops	2	12.5	24	82.5	153	95.0
General Order of Approval for Concrete Batch Plants	3	35.0	50	13.0	28	48.0
General Order of Approval for Dairy Manure Anaerobic Digesters	0	No applications received in 2015				
General Order of Approval for Gas Fired Emergency Electrical Generators	0	No applications received in 2015				
General Order of Approval for Perchloroethylene Dry Cleaners	0	No applications received in 2015				
General Order of Approval for Small Boilers Using Natural Gas, Propane, or Diesel Fuel	0	No applications received in 2015				

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
General Order of Approval for Stationary or Portable Rock Crushers	0	No applications received in 2015				
Burn Permit - Land Clearing	47	1.6	6	1.0	1	2.6
Burn Permit - Special	111	1.3	7	1.0	1	2.3
Permit to Burn Flood and Storm Debris	2	1.0	1	1.0	1	2.0
Prevention of Significant Deterioration (PSD) Air Quality Permit	3	44.3	92	163.3	310	207.6
Dangerous Waste Treatment Storage Disposal Facility - New Permit (Part A)	0	No applications received in 2015				
Dangerous Waste Treatment Storage and Disposal Facility - Modification (Part B)	5	108.0	225	80.0	130	188.0
Biosolids Management Permit	21	119.0	1,673	107.6	1,436	226.7
NPDES Aquatic Mosquito Control Permit	3	1.0	1	60.0	60	61.0
NPDES Aquatic Plant and Algae Management Permit	2	1.0	386	225.5	386	226.5
Concentrated Animal Feeding Operation General Permit	0	No applications received in 2015				
NPDES Construction Stormwater General Permit	847	41.9	799	7.5	577	49.4
NPDES Fresh Fruit Packing General Permit	1	82.0	82	1.0	1	83.0
NPDES Industrial Stormwater General Permit Coverage	49	17.3	1,473	40.7	267	58.0
NPDES Irrigation System Aquatic Weed Control General Permit	1	4.0	4	46.0	46	50.0
NPDES Boatyard General Permit	0	No applications received in 2015				
NPDES Sand & Gravel General Permit for Portable Facilities	11	93.8	258	5.2	267	99.0
NPDES Sand & Gravel General Permit for Non-Portable Facilities	0	Included in "NPDES Sand & Gravel General Permit for Portable Facilities" above				
State Wastewater Discharge Permit to Discharge Industrial Wastewater to a Publicly-Owned Treatment Works (POTW)	2	3.0	5	504.5	864	507.5

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
State Wastewater Discharge Permit to Discharge Industrial Wastewater to Ground Water by Land Treatment or Application	0	No applications received in 2015				
NPDES Upland Fin-Fish Hatching and Rearing General Permit	1	482.0	482	11.0	11	493.0
Industrial NPDES Individual Permit	2	153.0	209	432.5	536	585.5
NPDES Water Treatment Plant General Permit	1	5.0	5	84.0	84	89.0
Reservoir Permit	1	1	1	8,289	8,289	8,290
Water Right Change	129	19	155	702	4,363	721
Dam Construction Permit	3	145.3	244	26.0	74	171.3
Water Right, New	118	9	5,337	1,321	8,289	1,330
401 Water Quality Certification	55	61	365	97	361	158
Total	2,284					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic	Customer Survey - permit applicants (participants included only those customers who submitted a permit application between April 2012 and March 2014)	
Target Problem/ Opportunity	Ecology has identified the Survey of Permitted and Inspected Customers ("Customer survey") as one method for identifying improvements to our permit processes. Goals of the survey are to: 1. Quantify customer satisfaction with the quality of our services (courteousness, helpfulness, responsiveness and professionalism). 2. Obtain customer opinion about the clarity, timeliness and predictability of our permitting processes and regulatory requirements. To gain a better understand of customer feedback related to timeliness Ecology analyzed responses to the following questions in the survey: • Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application • Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision • Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely • Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable	
Improvement Efforts	**Results**	2014 agency-wide survey results (related to permit timeliness) are as follows (survey respondents 1,294): • Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (94%) • Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (80%) • Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (78%) • Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (74%) Visit our customer survey website at: http://www.ecy.wa.gov/quality/survey/CurrentSurvey.html
	Lessons Learned	Ecology analyzed the 2014 Customer Survey results and developed action items to respond to areas where improvements will assist permitted and inspected customers. We learned that improvements were needed in how we communicated information related to the permit application and compliance processes. As a result, we are focusing on improving web pages, guidance material, etc. No action items specifically targeting permit timeliness were identified based on the 2014 results.

Permit Name/Topic	NPDES Industrial Stormwater General Permit coverage NPDES Sand & Gravel General permit for Portable and Non-portable Facilities NPDES Water Treatment Plant General Permit NPDES Upland Fin-Fish Hatching and Rearing General Permit
Target Problem/ Opportunity	Provide electronic application, renewal, discharge monitoring reports (DMRs) and other document submittal processes for general permits. As permits come up for issuance or renewal the agency's plan is to offer electronic submittal.

Improvement Efforts	Results	• DMR and document submittals are currently available options for all general permits. • 63% of permittees (individual and general permits) are now registered to submit discharge monitoring reports (DMRs) and other documents online. • Using the online system permittees now get immediate confirmation and a copy for their record when they submit online. • Through the DMR system, data submitted by permittees is now available to the public (on the web) within 24-hours. • We receive better quality data. • New application electronic submittal is now available for the NPDES Industrial Stormwater General Permit, NPDES Sand & Gravel General Permits, NPDES Upland Fin-Fish Hatching and Rearing General Permit and NPDES Water Treatment Plant General Permit. • The data entry system pre-populates the permittees existing information for renewals in the database.
	Lessons Learned	We need to be flexible to adjust the system to respond to problems identified with electronic submittals. Using a test version with customers (Sand & Gravel permit) helped identify issues early on that, if possible, could be addressed before final implementation of the online system for these permits. We use video tutorials to help people through the online system. They have been really well received and are available on Ecology's YouTube site. Example videos: How to reapply online: Filling out the Non-Portable Renewal Application: https://www.youtube.com/watch?v=fvycdr9wd3Q This video shows permittees who have fixed sites (i.e., non-portables) how to fill out the online renewal application, also called a Notice of Intent (NOI), for the Sand & Gravel General Permit. How to reapply online: Filing out the Portable Only Renewal Application: https://www.youtube.com/watch?v=B7BGPSw2Ezw This video shows permittees who move from site to site with their equipment (i.e. portables) how to fill out the online renewal application, also called a Notice of Intent (NOI), for the Sand & Gravel General Permit.

Permit Name/Topic		Construction Stormwater General Permit
Target Problem/ Opportunity		Opportunity - Evaluate the timeliness of these permit decisions. We set a target timeframe for when a decision is made.
Improvement Efforts	Results	Target: Permit applicants receive coverage in 45 days or less as measured from receipt of a complete application to the date the coverage letter is mailed. Results to date: 2015 Annual results - Program reports an annual average of 8.2 days. Ecology will continue to monitor to ensure we stay within the target.
	Lessons Learned	Not Reported
Permit Name/Topic		Construction Stormwater Permits
Target Problem/ Opportunity		Average number of days it takes to make a final decision on construction stormwater permits (receipt to final decision) (target is 60 days - OFM measure-001554).
Improvement Efforts	Results	The average for 2015 was 53.2 days - Ecology will continue to monitor to ensure we stay within the target.
	Lessons Learned	Not Reported
Permit Name/Topic		Reservoir Permit
Target Problem/ Opportunity		Opportunity: Improve information for reservoir permit customers. We will revise the Reservoir Permit information in the ORIA Regulatory Handbook housed on their website and make updates to related information on the Ecology Website.
Improvement Efforts	Results	Work is scheduled to be complete by June 2016.
	Lessons Learned	Not Reported

Permit Name/Topic		Water Rights - New, Change, Reservoir
Target Problem/ Opportunity		Ecology previously identified places where the water rights application process could be improved including eliminating unnecessary steps and decreasing the time required to issue decisions within Ecology's statutory authority.
Improvement Efforts	Results	Ecology is now implementing improvements identified in Lean workshops, including a pre-application process, standard fiscal process for collecting water right fees, and same-day notification of application receipt to regional offices through RSS feeds. As a result of implementing these and other changes, Ecology has had a 17% reduction in the water right application backlog. For more information: http://www.ecy.wa.gov/programs/wr/hq/trackdecision-2016.html.
	Lessons Learned	We have learned that providing information to applicants before they apply helps both the applicant and the agency. The applicant has a better understanding of limitations and expenses, and we receive a better, more robust application when one is submitted. Applicants also better understand the risks associated with submitting non-refundable fees, and the anticipated processing timeframes associated with each permit. The standardized fiscal process generates less work for Ecology fiscal staff resulting in faster processing for Ecology regional office staff working to meet the legally required five-day response time.
Permit Name/Topic		401 Water Quality Certification
Target Problem/ Opportunity		Number of days it takes to make a final decision on 401 water quality certifications (OFM Measure - 001456 Target is 275 days).
Improvement Efforts	Results	Ecology made 55 decisions in 2015 with an average of 183 days per decision - Ecology will continue to monitor to ensure decision times remain within the target of 275 days.
	Lessons Learned	Not Reported

Fish and Wildlife

http://wdfw.wa.gov/licensing/

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Fish Stocking Application Permit - (Finfish)	No*	Yes	No
Fish Transport Application Permit - (Finfish)	Yes	Yes	Yes
Hydraulic Project Approval	Yes	Yes	No
Scientific Collection Permit (SCPs)	No**	Yes	Yes
Shellfish Import Application Permit - (Shellfish - Import Permit)	Yes	Yes	Yes
Shellfish Transfer Application Permit - (Shellfish)	Yes	Yes	Yes
Total	4 Yes (2 No)	6 Yes (0 No)	4 Yes (2 No)

Time Period: January 1, 2015 - December 31, 2015.

* Partially known. Standard processing time for this permit is 30 days or less.

** Partially Collected: "Receipt to Complete" time not captured, but "Complete to Decision" time was captured.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Fish Stocking Application Permit - (Finfish)	197	Application and decision times are not currently being tracked Standard processing time for this permit is 30 days or less.				
Fish Transport Application Permit - (Finfish)	207	15.5	51	1	3	16.5
Hydraulic Project Approval	2,334	8.1	449	25.9	374	34.0
Scientific Collection Permit (SCPs)	307	Not tracked		19	31	Indeterminate
Shellfish Import Application Permit - (Shellfish - Import Permit)	41	1	1	30	30	31
Shellfish Transfer Application Permit - (Shellfish)	132	1	1	30	30	31
Total	3,218					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic	Scientific Collection Permit (SCPs)	
Target Problem/ Opportunity	The Department's Licensing Division asked their Executive Management Team (EMT) for a Lean project to reduce the amount of staff time needed to process Scientific Collection Permits (SCP).	
Improvement Efforts	**Results**	Prior to the Lean project, our licensing staff took, on average, 2 hour 44 minutes to "handle" (touch or do something with) a single SCP throughout the entire process to issue a SCP. After the Lean project which resulted in some process changes, our licensing staff took, on average, 1 hour 7 minutes to handle a single SCP (a 97 minutes/SCP handling time savings). The key change was to adjust the process so the licensing staff didn't have to re-type information from one document (such as an application request) to another document (the permit, itself). The improvement team also simplified the application form and combined it with the permit document into one form.
	Lessons Learned	Look for improvement in areas where the current process requires re-typing information from one document (such as an application request) to another document (the permit, itself).

Gambling Commission

http://www.wsgc.wa.gov/licensing.aspx

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Manufacturer of Gambling Equipment/Paraphernalia Special Sales Permit	No*	Yes	Yes
Permit for Nonprofit Organizations to Conduct Bingo at Agricultural Fair	Yes	Yes	Yes
Permit for Persons to Operate Bingo Games Only During and Upon the Site of Bona Fide Agricultural Fairs (Commercial Business)	No*	Yes	Yes
Punch Board / Pull-Tab Service Business Permit	No*	Yes	Yes
Recreational Gaming Activity Permit (Commercial Business)	No*	Yes	Yes
Recreational Gaming Activity Permit (Nonprofit)	Yes	Yes	Yes
Total	**2 Yes (4 No)**	**6 Yes (0 No)**	**6 Yes (0 No)**

Time Period: January 1, 2015 - December 31, 2015.

    * No applications received during reporting period.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Manufacturer of Gambling Equipment/Paraphernalia Special Sales Permit	0	No applications received in 2015				
Permit for Nonprofit Organizations to Conduct Bingo at Agricultural Fair	2	7	7	6	7	13
Permit for Persons to Operate Bingo Games Only During and Upon the Site of Bona Fide Agricultural Fairs (Commercial Business)	0	No applications received in 2015				
Punch Board / Pull-Tab Service Business Permit	0	No applications received in 2015				

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Recreational Gaming Activity Permit (Commercial Business)	0	No applications received in 2015				
Recreational Gaming Activity Permit (Nonprofit)	9	5	14	3	6	8
Total	11					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic		Manufacturer of Gambling Equipment/Paraphernalia Special Sales Permit
Target Problem/ Opportunity		Availability of application online
Improvement Efforts	Results	None
	Lessons Learned	Not Reported

Permit Name/Topic		Permit for Nonprofit Organizations to Conduct Bingo at Agricultural Fair
Target Problem/ Opportunity		Availability of application online
Improvement Efforts	Results	None
	Lessons Learned	Not Reported

Permit Name/Topic		**Permit for Persons to Operate Bingo Games Only During and Upon the Site of Bona Fide Agricultural Fairs (Commercial Business)**
Target Problem/ Opportunity		Availability of application online
Improvement Efforts	**Results**	None
	Lessons Learned	Not Reported
Permit Name/Topic		**Punch Board / Pull-Tab Service Business Permit**
Target Problem/ Opportunity		Availability of application online
Improvement Efforts	**Results**	None
	Lessons Learned	Not Reported
Permit Name/Topic		**Recreational Gaming Activity Permit (Commercial Business)**
Target Problem/ Opportunity		Availability of application online. More options for accepted forms of payment.
Improvement Efforts	**Results**	Applications can now be submitted online through My Account. Permittees have the ability to pay by ACH debit and credit. The permittees can also print their permit themselves.
	Lessons Learned	Not Reported
Permit Name/Topic		**Recreational Gaming Activity Permit (Nonprofit)**
Target Problem/ Opportunity		Availability of application online. More options for accepted forms of payment.
Improvement Efforts	**Results**	Applications can now be submitted online through My Account. Permittees have the ability to pay by ACH debit and credit. The permittees can also print their permit themselves.
	Lessons Learned	Not Reported

Health

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Drinking Water Operating Permit	Yes	Yes	No
Large On-Site Sewage System Operating Permit	Yes	Yes	No
Radioactive Air Emission Approval to Construct a New Facility or Modify an Existing Facility	Yes	Yes	No
Radioactive Air Emission License to Operate New Facility	Yes	Yes	No
Recreational Water Contact Facility Construction Permit	No*	Yes	No
Recreational Water Contact Facility Operating Permit	Yes	Yes	No
Water Recreation Facility Construction Permit	Yes	Yes	No
Shellfish Export Certificate	Yes	Yes	No
Shellfish Operation License	No	Yes	Yes
Tribal Bait Harvest Site Certificate and Bait Harvest Permit	No*	Yes	No
Waterworks Operator Certification	Yes	Yes	No
Water System Construction and Operation Approval	No*	Yes	No
Total	**8 Yes (4 No)**	**12 Yes (0 No)**	**1 Yes (11 No)**

Time Period: January 1, 2015 - December 31, 2015.

* No applications received during reporting period.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Drinking Water Operating Permit	3,396	1	1	48.5	98	49.49
Large On-Site Sewage System Operating Permit	376	16.5	56	6.2	29	22.6
Radioactive Air Emission Approval to Construct a New Facility or Modify an Existing Facility	360	29	52	43	97	72
Radioactive Air Emission License to Operate New Facility	2	30	38	33.5	66	63.5
Recreational Water Contact Facility Construction Permit	0	No applications received in 2015				
Recreational Water Contact Facility Operating Permit	31	23	41	1	1	24

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Water Recreation Facility Construction Permit	14	14.6	36	18.3	65	32.9
Shellfish Export Certificate	2,022	1	1	1	5	2
Shellfish Operation License	133	Not tracked				
Tribal Bait Harvest Site Certificate and Bait Harvest Permit	0	No applications received in 2015				
Waterworks Operator Certification	360	2	3	5	10	7
Water System Construction and Operation Approval	0	No applications received in 2015				
Total	6,694					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic		Drinking Water Operating Permit
Target Problem/ Opportunity		To optimize efficiency, batch permit printing has been implemented. The dates were strategically determined to ensure the renewal application was received by applicants 120 days prior to their permit's expiration.
Improvement Efforts	Results	Increased efficiency, minimized time waste (waiting) and increased customer satisfaction.
	Lessons Learned	The dates were strategically determined to ensure the renewal application was received by applicants 120 days prior to their permit's expiration.

Permit Name/Topic		Large On-Site Sewage System Operating Permit
Target Problem/ Opportunity		To optimize efficiency, batching and strategic scheduling (quarter assignment) based on customer type – such as schools and seasonal developments) has been implemented. The Department of Health provides renewal applications to permit holders 75 days in advance of the permit expiration. Their response is due 30 days before permit expiration.
Improvement Efforts	Results	Customer-centered processes increase customer satisfaction and employee engagement and responsiveness.
	Lessons Learned	Batching and strategic scheduling (quarter assignment) based on customer type – such as schools and seasonal developments) has successfully optimized efficiency.
Permit Name/Topic		Recreational Water Contact Facility Construction Permit
Target Problem/ Opportunity		Paper plan review effected timeliness and record management.
Improvement Efforts	Results	Please note: Zero (0) permits received from July 1 through December 31, 2015. Process improvements already undertaken: 1) Repair of database used to record plan reviews and subsequent "action" steps. 2) Beginning process to start doing plan reviews in an electronic format, some hardware already in place. 3) Developed and maintained a database "desk manual" to assist support staff in navigating the above mentioned database.
	Lessons Learned	Increased staff efficiency when recording project "events," resulting in cleaner information to present for semi-annual reports. Electronic plan review would allow for a faster turnaround time for plans in review, also resulting in less (paper) plans needing to be stored and maintained by DOH.
Permit Name/Topic		Recreational Water Contact Facility Operating Permit
Target Problem/ Opportunity		Paper applications effected cost effectiveness.
Improvement Efforts	Results	Please note: All Recreational Water Contact Facility Operating Permits are received (and, therefore, processed) in the first half of the year (January 1 through June 30). Process improvements already undertaken: 1) All operating permit renewal documents provided electronically. 2) Renewal information pre-printed on application materials. 3) Developed a spreadsheet to track all operating permits and record "expiration" dates for equipment, allowing us to give the facility a year to prepare for needed capital investments.
	Lessons Learned	Electronic applications have eliminated the cost of printing and mailing individual renewal notices.

Permit Name/Topic		Water Recreation Facility Construction Permit
Target Problem/ Opportunity		Paper plan review effected timeliness and record management.
Improvement Efforts	**Results**	Process improvements already undertaken: 1) Repair of database used to record plan reviews and subsequent "action" steps. 2) Beginning process to start doing plan reviews in an electronic format, some hardware already in place. 3) Developed and maintained a database "desk manual" to assist support staff in navigating the above mentioned database.
	Lessons Learned	Increased staff efficiency when recording project "events," resulting in cleaner information to present for semi-annual reports. Electronic plan review would allow for a faster turnaround time for plans in review, also resulting in less (paper) plans needing to be stored and maintained by DOH.
Permit Name/Topic		Shellfish Export Certificate
Target Problem/ Opportunity		A Shellfish Export Certificate fee increase was passed in January 2016 to facilitate same-day service of Shellfish Export Certificates during business hours.
Improvement Efforts	**Results**	This improvement in permit timeliness was requested by the commercial shellfish industry and the Department of Health began meeting this new processing timeframe by February 2016.
	Lessons Learned	Shellfish Export Certificates were processed within two business days. This timeline is available on the Department of Health's website.
Permit Name/Topic		Shellfish Operation License
Target Problem/ Opportunity		The Office of Environmental Health and Safety transitioned to a new database system for issuing shellfish operation licenses and conducting shellfish inspections.
Improvement Efforts	**Results**	Following this transition, we initiated a quality improvement process for our shellfish operation licensing in January 2016.
	Lessons Learned	We will report on that process and lessons learned in the next reporting cycle.

Permit Name/Topic		Tribal Bait Harvest Site Certificate and Bait Harvest Permit
Target Problem/ Opportunity		N/A
Improvement Efforts	Results	No requests were made during this reporting period.
	Lessons Learned	N/A

Permit Name/Topic		Waterworks Operator Certification
Target Problem/ Opportunity		Paper applications effected cost effectiveness, record management, overall timeliness, and customer satisfaction
Improvement Efforts	Results	The Waterworks Operator Certification program at DOH is currently undertaking one of the first pilot projects in state government to utilize Enterprise Content Management software. The goals of this effort include the following: eventually allow the applicant to submit application materials and process payments electronically using an online interface. (We estimate the elimination of the use of paper and traditional mail handling alone will save the applicant one to two weeks waiting time.)
	Lessons Learned	• Increased efficiency in staff time involving workflow for the application intake, review and approval, and the certification issuance processes. This will also reduce the waiting time for the applicant. • Providing electronic filing of historical records thus eliminating storage and archiving of paper files. This will simplify the process for records retention, records requests and access for future review.

Permit Name/Topic		Water System Construction and Operation Approval
Target Problem/ Opportunity		N/A
Improvement Efforts	Results	This is not a permit, license, or certification but rather a major coordinated effort that consists of design plans and approvals over years (rather than months) or from the date of application to completion. Reporting is not feasible in a short amount of time, especially the time allotted. However, the first phase of design plans that is reviewed by our engineers is successfully accomplished within either the 30 or 45-day period (a high-performing standard set and maintained internally).
	Lessons Learned	N/A

Labor & Industries

http://www.lni.wa.gov/TradesLicensing/LicensingReq/PermitsInspect/default.asp?&source=FF

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Amusement Ride or Structure Operating Permit	Yes	Yes	No
Boiler/Pressure Vessel Installation or Reinstallation Permit	Yes	Yes	No
Construction Elevator Installation (Hoist) Permit	Yes	Yes	No
Electrical Work Permit	Yes	Yes	No
Elevator Installation Permit (new, renewal and alterations)	Yes	Yes	No
Elevator Installation Variance Permit	Yes	Yes	No
Factory Assembled Structure Permit	Yes	Yes	No
Minor Work Permit	Yes	Yes	No
Permit to Operate Radio Signal System in Designated Area "Talkie-Tooters"	Yes	Yes	No
Rental Boiler Operating Permit	Yes	Yes	No
Total	**10 Yes (0 No)**	**10 Yes (0 No)**	**0 Yes (10 No)**

Time Period: January 1, 2015 - December 31, 2015.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Amusement Ride or Structure Operating Permit	1,396	1	8	1	1	2
Boiler/Pressure Vessel Installation or Reinstallation Permit	1,579	1	1	1	3	2
Construction Elevator Installation (Hoist) Permit	67	10	63	10	63	20
Electrical Work Permit	132,547	1	1	1	1	2
Elevator Installation Permit (new, renewal and alterations)	159	11	143	11	143	22
Elevator Installation Variance Permit	64	26	148	26	148	52
Factory Assembled Structure Permit	9,189	1	1	1	1	2
Minor Work Permit	25,386	1	1	1	1	2
Permit to Operate Radio Signal System in Designated Area "Talkie-Tooters"	30	5	8	5	8	10

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Rental Boiler Operating Permit	19	1	1	1	1	2
Total	**170,436**					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic	Amusement Ride or Structure Operating Permit	
Target Problem/ Opportunity	Assistive Tools – Step-by-step instructions for permit and inspection processes. Need to determine tools for customers to assist in completing the permit (examples, checklists, models, etc.). Processing Time - Developed standard language: "Allow 3 days for a response. Accuracy and completeness speeds up the processing time. Posted the permit processing information on the agency web site.	
Improvement Efforts	**Results**	Improved visibility of permit processing times for customers.
	Lessons Learned	Not Reported
Permit Name/Topic	**Boiler/Pressure Vessel Installation or Reinstallation Permit**	
Target Problem/ Opportunity	Assistive tools - Instructions for "what the owner/user needs to do" to obtain a permit and "what L&I will do" after it is submitted. Link within the permit form to step-by-step instructions for completing the permit form (Word doc). Checklists provided for different types of boilers. Processing Time - Developed standard language for processing time: "Allow 24 hours for a response. Accuracy and completeness speeds up the processing time. Posted the permit processing information on the "Forms & Publications" web page.	
Improvement Efforts	**Results**	Improved visibility of permit processing times for customers.
	Lessons Learned	Not Reported

Permit Name/Topic		Rental Boiler Operating Permit
Target Problem/ Opportunity		Assistive Tools - Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.). Processing Time - Developed standard language for processing time: "Allow 24 hours for a response. Accuracy and completeness speeds up the processing time. Posted the permit processing information on the agency web site ("Forms & Publications).
Improvement Efforts	Results	Currently, there are only a few companies in the state of Washington that use this permit for rental boilers, so feedback on improvement efforts is not likely.
	Lessons Learned	Not Reported
Permit Name/Topic		Electrical Work Permit
Target Problem/ Opportunity		Assistive Tools - Instructions within the permit form for how to complete the permit. Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.) Corrected web usability issue within the permit form. Program needs to improve visibility of contact information on web site for permit questions.
Improvement Efforts	Results	Improved usability of agency web site for customers.
	Lessons Learned	Not Reported
Permit Name/Topic		Elevator Installation Permit (new, renewal, and alterations)
Target Problem/ Opportunity		Assistive Tools - Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.). Processing Time - No processing time. Developed standard language: "Allow 30 days for a response. Accuracy and completeness speeds up the processing time." Posted the permit processing information on the "Forms & Publications" page. No program contact information on the dedicated "permits and fees" web page. Posted contact information on the web page for inquiries. Program web page dedicated to "Permits and Fees" does not include the permit information or processing times. Revised the web page by listing all elevator permits, links to access the permit forms, and processing times.
Improvement Efforts	Results	Improved web site usability for customers. Improved visibility and accessibility of permit information for customers. Program contact information is more easily accessible for customers with permit questions.
	Lessons Learned	Regularly review the program web pages with program managers and staff to ensure all information is listed and kept up-to-date.

Permit Name/Topic		Construction Elevator Installation (Hoist) Permit
Target Problem/ Opportunity		Assistive Tools - Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.) Processing Time - No processing times. Developed standard language: "Allow 2 weeks for a response. Accuracy and completeness speeds up the processing time." Posted the permit processing information on the program (Forms & Publications) web page. No program contact information on the dedicated "permits and fees" web page. Posted contact information on the web page for inquiries. Program web page dedicated to "Permits and Fees" does not include the permit information or processing times. Revised the web page by listing all elevator permits, links to access the permit forms, and permit processing times.
Improvement Efforts	Results	Improved web site usability for customers. Improved visibility and accessibility of permit information for customers. Program contact information is more easily accessible for customers with permit questions.
	Lessons Learned	Not Reported
Permit Name/Topic		Elevator Installation Variance Permit
Target Problem/ Opportunity		Assistive Tools - Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.) Processing Time - No processing times. Developed standard language: "Allow 4-6 weeks for a response. Accuracy and completeness speeds up the processing time." Posted the permit processing information on the program web site (Forms & Publications). No program contact information on the dedicated "permits and fees" web page for questions. Program web page dedicated to "Permits and Fees" does not include the permit information or processing times. Revised the web page by listing all elevator permits, links to access the permit forms, and permit processing times.
Improvement Efforts	Results	Improved web site usability for customers. Improved visibility and accessibility of permit information for customers. Program contact information is more easily accessible for customers with permit questions.
	Lessons Learned	Not Reported

Permit Name/Topic		Electrical Class B Permit
Target Problem/ Opportunity		Permits are sold in books of 20 at an L&I office only. Instructions are provided on the program web site.
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported

Permit Name/Topic		Factory Assembled Structures Permit
Target Problem/ Opportunity		Assistive Tools - Pre-inspection checklist, SAW Instructions, instructions for how to complete the permit on the form. Processing Times - No processing times. Developed standard language for processing time: "Allow 2-3 weeks for a response. Accuracy and completeness speeds up the processing time." Posted on the agency web site.
Improvement Efforts	Results	More clearly defined the processing time of permits for customers.
	Lessons Learned	Not Reported

Permit Name/Topic		Minor Work Permit
Target Problem/ Opportunity		Assistive Tools - Instructions for how to hire a teen, work permit process, rules and requirements. Links to DOR website, forms, publications, etc. Processing Time - Developed standard language for processing time and posted on the web site: "Allow 2-3 business days for a response to online applications. Accuracy and completeness speeds up the processing time."
Improvement Efforts	Results	More clearly defined the processing time of permits for customers.
	Lessons Learned	Not Reported

Licensing

http://www.dol.wa.gov/listoflicenses.html

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Cremated Remains Disposition	Yes	No	No
Crematory	Yes	No	No
Taxi (Vehicle for Hire)	Yes	Yes	Yes
Tow Truck	Yes	Yes	Yes
Total	**4 Yes (0 No)**	**2 Yes (2 No)**	**2 Yes (2 No)**

Time Period: January 1, 2015 - December 31, 2015.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Cremated Remains Disposition	52	1.2	4	1.2	4	2.4
Crematory	29	1	1	1	1	2
Taxi (Vehicle for Hire)	516	28	125	1	1	29
Tow Truck	16	24	56	1	1	25
Total	**613**					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic		Taxi (Vehicle for Hire)e
Target Problem/ Opportunity		Our supporting agency receives a high number of applications. For Hire applications are often received without appropriate fees and documentation; this results in a request for information to the customer, slowing down processing time. Information entered into database is often not accurate. Our staff has limited access to supporting agency's database with no ability to correct information that has been input incorrectly.
Improvement Efforts	**Results**	Some of our staff have been granted full access to the supporting agency database, providing ability to make corrections. Additional full access requests have been submitted. We have also instituted a "pending certificate" that allows applicants to operate while documentation is being processed.
	Lessons Learned	We were able to improve customer satisfaction and reduce the amount of phone calls received inquiring on status of application. This is measured by staff experience and not data.
Permit Name/Topic		**Tow Truck**
Target Problem/ Opportunity		Applications are received with incomplete/missing documentation. Prior to applications being received by our section, they are processed at a supporting agency. Currently the supporting agency is transitioning to a new operating system; this is causing delay in their processing time.
Improvement Efforts	**Results**	When staff creates letter to request missing documentation, staff also emails or calls applicant. This action reduces mail delivery times, allowing documentation to be received more timely. A flow chart was added to our website to plain talk the application process and what documentation is needed.
	Lessons Learned	We are able to help expedite application processing time by reaching out to customers via email or phone. Even with plain talk of application on website, applications are still received with incorrect or missing documentation. There will continue to be a delay in receiving applications from the supporting agency until their operating system transition is complete. Our section might face similar challenges in the future as we are also transitioning to a new operating system.

Liquor and Cannabis Board

http://liq.wa.gov/licensing/licensing-services

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Banquet Permit	No	Yes	No
Class 1 - Alcohol Permit	Yes	Yes	No
Class 2 - Alcohol Permit	Yes	Yes	No
Class 4 - Serve Employee & Guest	Yes	Yes	No
Class 5 - Alcohol Permit	Yes	Yes	No
Class 6 - Alcohol Permit	Yes	Yes	No
Class 8 - Trade Show permits	Yes	Yes	No
Class 9 - Trade Show permit/donation for delegates	No*	Yes	No
Class 10 - International Trade Show permit	No*	Yes	No
Class 11 - Bed & Breakfast Permit	Yes	Yes	No
Class 15 - Allowing students between 18-20 to taste but not consume alcohol.	Yes	Yes	No
Class 16 - Spa/Salon Permit	Yes	Yes	No
Raffle Permit	Yes	Yes	No
Special Permit for Winery	Yes	Yes	Yes
Special permit for Distilleries	Yes	Yes	Yes
Total	**12 Yes (3 No)**	**15 Yes (0 No)**	**2 Yes (13 No)**

Time Period: January 1, 2015 - December 31, 2015.

* No applications received during reporting period.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Banquet Permit	36,813	Automated online process				
Class 1 - Alcohol Permit	9	2.5	5	5.2	14	7.7
Class 2 - Alcohol Permit	447	2.5	5	8.9	14	11.4
Class 4 - Serve Employee & Guest	4	4	6	13.5	45	17.5
Class 5 - Alcohol Permit	106	2.5	5	8.6	14	11.1
Class 6 - Alcohol Permit	26	2.5	5	9.3	14	11.8
Class 8 - Trade Show permits	86	2.5	5	4.9	14	7.4
Class 9 - Trade Show permit/donation for delegates	0	No applications received in 2015				
Class 10 - International Trade Show permit	0	No applications received in 2015				

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Class 11 - Bed & Breakfast Permit	2	4	6	30	45	34
Class 15 - Allowing students between 18-20 to taste but not consume alcohol.	12	2	3	3.7	14	5.7
Class 16 - Spa/Salon Permit	14	2.5	5	9.6	14	12.1
Raffle Permit	113	2.5	5	4.1	14	6.6
Special Permit for Winery	34	1	1	1	14	2
Special permit for Distilleries	8	1	1	1	14	2
Total	37,674					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic		Special Permits for wineries and distilleries
Target Problem/ Opportunity		New permits as of legislation 2015 and we are working on improving the application ourselves.
Improvement Efforts	Results	Not reported
	Lessons Learned	Not reported

Natural Resources

http://www.dnr.wa.gov/

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Burn Permit (Silvicultural Burning)	No	No	Yes
Exploration Reclamation Permit	Yes	Yes	No
Forest Practices Approval/Notification - Eastern Washington, Class II	Yes	Yes	No
Forest Practices Approval/Notification - Eastern Washington, Class III	Yes	Yes	No
Forest Practices Approval/Notification - Eastern Washington, Class IV-General	Yes	Yes	No
Forest Practices Approval/Notification - Eastern Washington, Class IV-Special	Yes	Yes	No
Forest Practices Approval/Notification - Western Washington, Class II	Yes	Yes	No
Forest Practices Approval/Notification - Western Washington, Class III	Yes	Yes	No
Forest Practices Approval/Notification - Western Washington, Class IV-General	Yes	Yes	No
Forest Practices Approval/Notification - Western Washington, Class IV-Special	Yes	Yes	No
Geothermal Drilling Permit	No	No	No
Oil and Gas Drilling Permit	Yes	Yes	No
Surface Mining Reclamation Permit	Yes	No	No
Total	**11 Yes (2 No)**	**10 Yes (3 No)**	**1 Yes (12 No)**

Time Period: January 1, 2015 - December 31, 2015.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Burn Permit (Silvicultural Burning)	1,562	Times unavailable for 2015				
Exploration Reclamation Permit	1	30	30	60	60	90
Forest Practices Approval/Notification - Eastern Washington, Class II	124	1	2	5	10	6
Forest Practices Approval/Notification - Eastern Washington, Class III	941	1	2	19	60	20

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Forest Practices Approval/Notification - Eastern Washington, Class IV-General	4	1	2	22	27	23
Forest Practices Approval/Notification - Eastern Washington, Class IV-Special	4	1	2	19	27	20
Forest Practices Approval/Notification - Western Washington, Class II	313	1	2	5	29	6
Forest Practices Approval/Notification - Western Washington, Class III	3,801	1	2	17	60	18
Forest Practices Approval/Notification - Western Washington, Class IV-General	75	1	2	21	30	22
Forest Practices Approval/Notification - Western Washington, Class IV-Special	58	1	2	27	50	28
Geothermal Drilling Permit	0	No applications received in 2015				
Oil and Gas Drilling Permit	1	24	24	30	30	54
Surface Mining Reclamation Permit	36	228	3292	166	534	394
Total	6,920					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic	Burn Permit (Silvicultural Burning)	
Target Problem/ Opportunity	Application completion and permit decision times were unavailable for 2015, but burn permit was targeted for improvement to ensure all data tracking completed by next reporting cycle.	
Improvement Efforts	Results	Not reported
	Lessons Learned	Not reported

Parks and Recreation Commission

http://www.parks.wa.gov

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Commercial Use Permit	Yes	Yes	Yes
Filming and Photography Permit	Yes	Yes	Yes
Total	2 Yes (0 No)	2 Yes (0 No)	2 Yes (0 No)

Time Period: January 1, 2015 - December 31, 2015.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Commercial Use Permit	93	7.5	57	6	23	13.5
Filming and Photography Permit	70	1	71	3.8	20	4.8
Total	163					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic		Commercial Use Permit
Target Problem/ Opportunity		Additional data elements needed for required reporting.
Improvement Efforts	Results	New data elements were introduced to report results. Historically, the date a permit was issued was captured, but not the application received date or the date the application was determined to be complete. These dates are now tracked.
	Lessons Learned	Not Reported

Permit Name/Topic	Commercial Use Permit	
Target Problem/ Opportunity	Clarify when a Commercial Use Permit is required.	
Improvement Efforts	Results	Permit review was conducted and resulted in the determination to continue permit. The review also highlighted the need to further assess the interaction of this permits with other agency activities and the need to look at and consider different ways to assess fees. Target completion date for the additional review is the fall of 2016.
	Lessons Learned	Not Reported
Permit Name/Topic	Commercial Use Permit	
Target Problem/ Opportunity	Clarify the application process.	
Improvement Efforts	Results	Website improvements were made to instructions and are producing good results. Preliminary data shows that a higher percentage of applications received by the agency are fully completed. The agency will continue to assess results with the submittal of additional applications.
	Lessons Learned	Not Reported
Permit Name/Topic	Filming/Photography Permits	
Target Problem/ Opportunity	Decentralized process due to nature of permit. Process review conducted to determine how to centralize tracking.	
Improvement Efforts	Results	Effort to determine how to centralize tracking and collect data for reporting was conducted in June 2015 - resulting in a new centralized reporting process.
	Lessons Learned	Not Reported

Permit Name/Topic	Filming/Photography Permits		
Target Problem/ Opportunity	Clarify information available to customers regarding permit processing and review process.		
Improvement Efforts	**Results**	Review of permit processing and timeframes conducted. As a result, new agency procedures and customer instructions are in development to clarify requirements. Target date for posting new instructions on the website is the fall of 2016.	
	Lessons Learned	Not Reported	

Revenue

http://dor.wa.gov/Content/Home/Default.aspx

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Reseller Permit	Yes	No	Yes
Total	**1 Yes (0 No)**	**0 Yes (1 No)**	**1 Yes (0 No)**

Time Period: January 1, 2015 - December 31, 2015.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Reseller Permit	61,449	1	65	1	160	2
Total	**61,449**					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic		Reseller Permit
Target Problem/ Opportunity		**Problem:** The easy access to a printable reseller permit application caused businesses to use this instead of the online application. This increased the processing time as the forms were incomplete, slower to go to the work queue, and duplicate applications were filed (both on paper and online). **Solution:** Remove access to the printable application from DOR's website. The form is still available upon specific request from a business.
Improvement Efforts	Results	The printable form was removed mid-September 2015. Businesses could still call to request a copy. This reduced the number of paper applications DOR received. DOR monitored feedback from businesses and did not experience any significant concerns. Specifically, there were no concerns related to reduced customer service.
	Lessons Learned	Not Reported

Permit Name/Topic		Reseller Permit
Target Problem/ Opportunity		**Problem:** Certain businesses with a high likelihood of receiving a reseller permit are still required to apply. These businesses wait for DOR to make a determination on their qualifications, with most receiving the permit. **Solution:** Adjust the types of businesses (by NAICS code) included in the auto-issuance process.
Improvement Efforts	Results	DOR expanded the criteria used to determine who is auto-issued a permit. This improvement was completed March 22, 2016.
	Lessons Learned	Not Reported
Permit Name/Topic		Reseller Permit
Target Problem/ Opportunity		**Problem:** Businesses did not have a place on the online application to explain their business activity and clarify their reason for needing a reseller permit. This resulted in businesses being denied the permit initially, but then approved once additional information was provided. Also, some information on the application was not needed to determine if a business qualifies and/or the Department already had that information in their business records. **Solution:** Rewrite online application to adjust questions for clarity and relevance.
Improvement Efforts	Results	This improvement was completed May 4, 2016.
	Lessons Learned	Not Reported

Transportation

http://www.wsdot.wa.gov/business/

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Access Connection Permit	Yes	Yes	Yes
Building Move Permit	Yes	Yes	No
Canadian Weights for SR 9 Heavy Haul Corridor	Yes	Yes	No
Canadian Weights US 97 Heavy Haul Corridor	Yes	Yes	No
Cell Tower Permit - Type F Access - Wireless Communication Site Access permit	No*	Yes	No*
Double Trailer Monthly or Annual	Yes	Yes	No
Empty Apple Bins and Hay Bales Permit	Yes	Yes	No
Farm Implement Permit	Yes	Yes	No
Log Tolerance Permit	Yes	Yes	No
Manufactured Housing Permit Monthly or Annual	Yes	Yes	No
Monthly Annual Fixed Load (3 or 4 axle)	Yes	Yes	No
Monthly or Annual Non-Divisible Permit	Yes	Yes	No
Oversize Overweight Load Permit	Yes	Yes	No
Oversize Overweight Super Load Permit	Yes	Yes	No
Sealed Container for SR 509 Heavy Haul Corridor	Yes	Yes	No
Single Trailer Permit Monthly or Annual	Yes	Yes	No
Temporary Additional Tonnage	Yes	Yes	No
Temporary Fuel Use Permit	Yes	Yes	No
Temporary License Permit	Yes	Yes	No
Tow Truck Class B and C	Yes	Yes	No
Total	**19 Yes (1 No)**	**20 Yes (0 No)**	**1 Yes (19 No)**

Time Period: January 1, 2015 - December 31, 2015.

* No applications received during reporting period.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Access Connection Permit	89	5	15	12	27	17
Building Move Permit	13	1	1	14	42	15
Canadian Weights for SR 9 Heavy Haul Corridor	395	1	1	1	1	1*
Canadian Weights US 97 Heavy Haul Corridor	197	1	1	1	1	1*
Cell Tower Permit - Type F Access - Wireless Communication Site Access permit	0	No applications received in 2015.				

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Double Trailer Monthly or Annual	12,508	1	1	1	1	1*
Empty Apple Bins and Hay Bales Permit	1,083	1	1	1	1	1*
Farm Implement Permit	462	1	1	1	1	2
Log Tolerance Permit	279	1	1	1	1	1*
Manufactured Housing Permit Monthly or Annual	577	1	1	1	1	1*
Monthly Annual Fixed Load (3 or 4 axle)	3,620	1	1	1	1	1*
Monthly or Annual Non-Divisible Permit	18,746	1	1	1	1	1*
Oversize Overweight Load Permit	76,790	1	1	1	1	1*
Oversize Overweight Super Load Permit	9,747	1	1	5	22	6
Sealed Container for SR 509 Heavy Haul Corridor	49	1	1	1	1	1*
Single Trailer Permit Monthly or Annual	1,894	1	1	1	1	1*
Temporary Additional Tonnage	1,087	1	1	1	1	1*
Temporary Fuel Use Permit	7,308	1	1	1	1	1*
Temporary License Permit	13,367	1	1	1	1	1*
Tow Truck Class B and C	154	1	1	1	1	1*
Total	148,365					

* Self-issued permits are issued the same day resulting in the combined Application Completion Time and Permit Decision Time of 1 day.

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times

Permit Improvements

Permit Name/Topic	Access Connection Permit	
Target Problem/ Opportunity	The Roadway Access Connection Permit System (RAMPS) is a legacy database from the early 1990's. Within the next three years, no technical support will be available. We are now looking for a new, interactive, system which will allow easy retrieval and reporting on permits.	
Improvement Efforts	Results	TBD
	Lessons Learned	TBD

Utilities and Transportation Commission

http://www.utc.wa.gov/regulatedIndustries/transportation/Pages/default.aspx

Permits Tracked by Agency

Permit Name	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Auto Transportation and Bus Certificate	Yes	Yes	Yes
Charter and Excursion Bus Certificate	Yes	Yes	Yes
Commercial Ferry Certificate	Yes	Yes	Yes
Common Carrier Permit/Freight Broker Permit	Yes	Yes	Yes
Household Goods Carrier Permit	Yes	Yes	Yes
Private Non-Profit Bus Certificate	Yes	Yes	Yes
Solid Waste Carrier Certificate	Yes	Yes	Yes
Total	**7 Yes (0 No)**	**7 Yes (0 No)**	**7 Yes (0 No)**

Time Period: January 1, 2015 - December 31, 2015.

Permit Performance Data

Permit Name	Applications Received	Application Completion Time [Receipt to Complete Time] (days)		Permit Decision Time [Complete to Decision Time] (days)		Total Processing Time (days)
		Average[1]	Maximum[2]	Average[3]	Maximum	Average[4]
Auto Transportation and Bus Certificate	3	10.7	23	24	36	34.7
Charter and Excursion Bus Certificate	43	9.0	70	3.5	61	12.5
Commercial Ferry Certificate	1	30	30	1	1	31
Common Carrier Permit/Freight Broker Permit	641	6.0	163	1	8	7.0
Household Goods Carrier Permit	29	20.4	106	1.2	44	21.6
Private Non-Profit Bus Certificate	1	29	29	1	1	30
Solid Waste Carrier Certificate	1	32	32	1	1	33
Total	**719**					

1. As measured by the times tracked for ninety percent of applications, excluding the five percent that took the shortest and the five percent that took the longest.

2. Excluding applications that were withdrawn or never completed.

3. As measured by the times tracked for ninety percent of decisions, excluding the five percent that took the shortest and the five percent that took the longest.

4. Average is the total of the average application complete and average permit decision times.

Permit Improvements

Permit Name/Topic		Auto Transportation and Bus Certificate
Target Problem/ Opportunity		Current applications are online, however, carriers must fill out, print and scan/email, fax or mail to UTC. Links should be provided to other related resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Changing delegation/signature authority to division/section management will reduce time waiting for signatures.
Improvement Efforts	Results	The permit and certificates listed here make up 10% of permits processed during 2015. UTC's Licensing Services received delegated signature authority to reduce time waiting for signatures. Two additional improvements are targeted for 2016, online processing of applications and electronic signatures. Both will benefit carriers by reducing overall processing time.
	Lessons Learned	Involve all decision-makers early on when making policy changes, and, keep them abreast of progress. Further, use Lean methodology to target areas for improvement. Include staff from other sections involved in the process to recognize ways to improve clarity and eliminate unnecessary steps.
Permit Name/Topic		Charter and Excursion Bus Certificate
Target Problem/ Opportunity		Current applications are online, however, carriers must fill out, print and scan/email, fax or mail to UTC. Links should be provided to other related resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Changing delegation/signature authority to division/section management will reduce time waiting for signatures.
Improvement Efforts	Results	The permit and certificates listed here make up 10% of permits processed during 2015. UTC's Licensing Services received delegated signature authority to reduce time waiting for signatures. Two additional improvements are targeted for 2016, online processing of applications and electronic signatures. Both will benefit carriers by reducing overall processing time.
	Lessons Learned	Involve all decision-makers early on when making policy changes, and, keep them abreast of progress. Further, use Lean methodology to target areas for improvement. Include staff from other sections involved in the process to recognize ways to improve clarity and eliminate unnecessary steps.
Permit Name/Topic		Commercial Ferry Certificate
Target Problem/ Opportunity		Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Links should be provided to other related resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Changing delegation/signature authority to division/section management will reduce time waiting for signatures.
Improvement Efforts	Results	The permit and certificates listed here make up 10% of permits processed during 2015. UTC's Licensing Services received delegated signature authority to reduce time waiting for signatures. Two additional improvements are targeted for 2016, online processing of applications and electronic signatures. Both will benefit carriers by reducing overall processing time.
	Lessons Learned	Involve all decision-makers early on when making policy changes, and, keep them abreast of progress. Further, use Lean methodology to target areas for improvement. Include staff from other sections involved in the process to recognize ways to improve clarity and eliminate unnecessary steps.

Permit Name/Topic	Household Goods Carrier Permit	
Target Problem/ Opportunity	Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Links should be provided to other related resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Changing delegation/signature authority to division/section management will reduce time waiting for signatures.	
Improvement Efforts	Results	The permit and certificates listed here make up 10% of permits processed during 2015. UTC's Licensing Services received delegated signature authority to reduce time waiting for signatures. Two additional improvements are targeted for 2016, online processing of applications and electronic signatures. Both will benefit carriers by reducing overall processing time.
	Lessons Learned	Involve all decision-makers early on when making policy changes, and, keep them abreast of progress. Further, use Lean methodology to target areas for improvement. Include staff from other sections involved in the process to recognize ways to improve clarity and eliminate unnecessary steps.

Permit Name/Topic	Private Non-Profit Bus Certificate	
Target Problem/ Opportunity	Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Links should be provided to other related resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Changing delegation/signature authority to division/section management will reduce time waiting for signatures.	
Improvement Efforts	Results	The permit and certificates listed here make up 10% of permits processed during 2015. UTC's Licensing Services received delegated signature authority to reduce time waiting for signatures. Two additional improvements are targeted for 2016, online processing of applications and electronic signatures. Both will benefit carriers by reducing overall processing time.
	Lessons Learned	Involve all decision-makers early on when making policy changes, and, keep them abreast of progress. Further, use Lean methodology to target areas for improvement. Include staff from other sections involved in the process to recognize ways to improve clarity and eliminate unnecessary steps.

Permit Name/Topic	Solid Waste Carrier Certificate	
Target Problem/ Opportunity	Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Links should be provided to other related resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Changing delegation/signature authority to division/section management will reduce time waiting for signatures.	
Improvement Efforts	Results	The permit and certificates listed here make up 10% of permits processed during 2015. UTC's Licensing Services received delegated signature authority to reduce time waiting for signatures. Two additional improvements are targeted for 2016, online processing of applications and electronic signatures. Both will benefit carriers by reducing overall processing time.
	Lessons Learned	Involve all decision-makers early on when making policy changes, and, keep them abreast of progress. Further, use Lean methodology to target areas for improvement. Include staff from other sections involved in the process to recognize ways to improve clarity and eliminate unnecessary steps.

Permit Name/Topic	Common Carrier/Freight Broker Permit	
Target Problem/ Opportunity	Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Links should be provided to other related resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Changing delegation/signature authority to division/section management will reduce time waiting for signatures. Finally, carriers were submitting incomplete/incorrect applications.	
Improvement Efforts	**Results**	The common carrier permit is the majority of our permits processed (90% for 2015). Therefore, we focused on further improving this application in an effort to improve customer clarity. This was the second effort in two years. We added hyperlinks to related agencies, reduced unnecessary information, and shortened the length by 3 pages. In a separate effort, UTC's Licensing Services received delegated signature authority which reduced time waiting for signatures. Two additional improvements are targeted for 2016, online processing of applications and electronic signatures. Both will benefit carriers by reducing overall processing time.
	Lessons Learned	Used Lean methodology to target areas for improvement. Included staff from another section involved in the process to recognize ways to improve clarity and eliminate unnecessary steps.

APPENDIX

Referenced Hyperlink

---

1. **State Auditor Office's (SAO) December 2013 report 1010778:**
    http://www.sao.wa.gov/state/Documents/PA_Regulatory_Reform_2_ar1010778.pdf

2. **Cabinet agencies official response to the SAO's performance audit report:**
    http://results.wa.gov/sites/default/files/response_permit_timeliness.pdf

3. **Results Washington's website:** http://www.results.wa.gov/sites/default/files/PAStatus-Permit-Timeliness-2016.pdf

4. **RCW 43.42A:** http://apps.leg.wa.gov/rcw/default.aspx?cite=43.42A

5. **House Bill 2192 2013-14:** http://apps.leg.wa.gov/billinfo/summary.aspx?bill=2192&year=2014

6. **SAO Performance Audits: Recent Reports:**
    http://www.sao.wa.gov/state/Pages/RegReform.aspx#.Vc0nzE0w9UQ

7. **ORIA Regulatory Handbook:** http://apps.oria.wa.gov/permithandbook/

8. **RCW 43.42A.020:** http://app.leg.wa.gov/RCW/default.aspx?cite=43.42A.020

9. **ORIA Central Repository:** http://www.oria.wa.gov/site/alias__oria/403/default.aspx

10. **Data.wa.gov:** https://data.wa.gov/dataset/Permit-Timeliness-View/a23c-gb7b

11. **RCW 43.42A.030:** http://app.leg.wa.gov/RCW/default.aspx?cite=43.42A.030

12. **ORIA website:** http://www.oria.wa.gov/

13. **Permit Timeliness Portal:** https://www.ezview.wa.gov/?alias=1850&pageid=35714