



WASHINGTON STATE  
**Governor's Office of  
Regulatory Assistance**

# Strategic Plan

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**2009 - 2011**

# Publication and Contact Information

This report is available on the Office of Regulatory Assistance (ORA) website at [www.ora.wa.gov](http://www.ora.wa.gov)

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# Mission

The Governor's Office of Regulatory Assistance helps people navigate Washington's environmental and business regulatory systems while working with our partners to improve those systems so they produce better results and reflect our values.

# Vision

Citizens and businesses have easy access to all required information, can get personal assistance when needed, and experience government as helpful, seamless, reasonable and integrated when they interact with regulatory systems.

# Values

ORA's legislative mandate declares that: "Washington State has a vibrant and diverse economy that is dependent on the state maintaining high environmental standards. Further, the legislature finds that a complex and confusing network of environmental and land use laws and business regulations can create obstacles to sustainable growth. The office of regulatory assistance is created to work to continually improve the function of environmental and business regulatory processes...."

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

- **Communication.** We facilitate communication and creative problem-solving to achieve better outcomes.
- **Partnership.** We work as a team with agencies and stakeholders to find balanced and comprehensive solutions.
- **Respect.** We recognize and value diverse backgrounds and divergent perspectives.
- **Leadership.** We provide innovative leadership and facilitation to break down barriers and deliver effective results.
- **Change.** We embrace change and its challenges as we seek flexible, creative, workable solutions.
- **Excellence.** We seek opportunities for improvement and celebrate organizational and individual success and development.

# Goal 1. Assist our customers

## Objective 1.1

Work closely with ORAs partner agencies to provide personal assistance to customers as they navigate environmental and business regulations and processes.

### Strategies

- 1.1.1 Respond verbally or electronically to customers who have questions about environmental permitting, natural resource agency processes, or business regulations.
- 1.1.2 For more complex projects, provide a range of in-person assistance as appropriate which may include:
  - identification of environmental permits and requirements.
  - consultation and coordination between applicant and agencies.
  - negotiation and implementation of cost reimbursement agreements.
  - preparation and facilitation of multi-agency meetings.
- 1.1.3 Create stronger partnerships with permit assistance staff in local government offices to share environmental best practices, increase awareness of the services provided by the ORA Information Center, and to better coordinate permit processes for applicants.

### Performance measures for objective 1.1:

- Total number of inquires for assistance.
- Total number of project milestones completed.

## **Objective 1.2**

Make current regulatory systems easier to understand by providing and promoting services and tools that clarify processes and requirements.

### **Strategies**

- 1.2.1 Regularly update print and electronic materials such as the permit handbook, the ORA.wa.gov and Business.wa.gov websites, permitting fact sheets, schematics, and other guidance documents.
- 1.2.2 Create new materials to:
  - clarify changes in regulatory systems and requirements
  - respond to new technology or development trends such as seen recently in alternative energy projects.
- 1.2.3 Provide training and education to citizens, businesses, and partners to assist with regulatory systems, tools and ORA services.
- 1.2.4 Identify assistance needs by participating in outreach activities with key audiences including local, state, and federal agencies, the business community, permit applicants, and tribal governments.
- 1.2.5 Reach out to our local, state and federal government partners to share best practices, lessons learned, and effective collaborative approaches through seminars, workshops, meetings, and web-based tools and materials.

### **Performance measure for objective 1.2:**

- Number of outreach sessions provided to government partners, businesses and citizens.
- Satisfaction ratings for regulatory assistance.

## Goal 2. Improve the system

### Objective 2.1

Gather and analyze information about regulatory system performance and, with partner agencies, determine the general value and feasibility of changes.

#### Strategies

- 2.1.1 Use ORA's Regulatory Improvement List to gather and track information about suggested changes to regulatory systems.
- 2.1.2 Conduct project debriefing sessions and interviews to understand challenges and possible efficiencies in permitting processes.
- 2.1.3 Conduct outreach with local, state and federal agency staff to understand their processes and regulations in order to identify potential regulatory improvements.

#### Performance measure for objective 2.1:

- Number of new regulatory improvement ideas added to the improvement list.

### Objective 2.2

Lead and facilitate regulatory improvement activities.

#### Strategies

- 2.2.1 Maintain strong partnerships with regulatory agencies to accomplish multi-agency or system improvements.

2.2.2 Facilitate discussions, multi-jurisdictional workshops and workgroups around existing processes or emerging systems that need clarification or improvement.

**Performance measure for objective 2.2:**

- Number of regulatory improvements completed or resolved.

**Objective 2.3**

Improve the availability and use of information technology and online tools.

**Strategies**

2.3.1 Lead the management and development of incremental improvements to the ORA.wa.gov, Business.wa.gov and EPermitting.wa.gov websites in partnership with their participating agencies.

2.3.2 Monitor satisfaction of visitors as they use Business.wa.gov and ORA.wa.gov websites after implementation of usability test recommendations.

2.3.3 Expand use of the online pre-application functions of the Integrated Project Review and Mitigation Tools system (iPRMT) starting with Puget Sound region before expanding statewide.

2.3.4 Increase usage of the Joint Aquatic Resources Permit Application (JARPA) throughout the state.

**Performance measures for objective 2.3:**

- Satisfaction rating of ORA website.
- Satisfaction ratings of Business.wa.gov.
  - Existing business owners.
  - Prospective business owners.
- Number of new local jurisdictions and ports using iPRMT.