

State of Washington
Joint Legislative Audit & Review Committee (JLARC)



**Office of Regulatory Assistance
Sunset Review**

Report 10-9

October 20, 2010

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alternative formats for persons with disabilities.*

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The Joint Legislative Audit and Review Committee (JLARC) works to make state government operations more efficient and effective. The Committee is comprised of an equal number of House members and Senators, Democrats and Republicans.

JLARC's non-partisan staff auditors, under the direction of the Legislative Auditor, conduct performance audits, program evaluations, sunset reviews, and other analyses assigned by the Legislature and the Committee.

The statutory authority for JLARC, established in Chapter 44.28 RCW, requires the Legislative Auditor to ensure that JLARC studies are conducted in accordance with Generally Accepted Government Auditing Standards, as applicable to the scope of the audit. This study was conducted in accordance with those applicable standards. Those standards require auditors to plan and perform audits to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. The evidence obtained for this JLARC report provides a reasonable basis for the enclosed findings and conclusions, and any exceptions to the application of audit standards have been explicitly disclosed in the body of this report.

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Committee Approval

On October 20, 2010, this report was approved for distribution by the Joint Legislative Audit and Review Committee.

**Office of
Regulatory
Assistance
Sunset Review
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STATE OF WASHINGTON
JOINT LEGISLATIVE AUDIT
AND REVIEW COMMITTEE

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REPORT SUMMARY

The Sunset statutes direct that, absent specific action by the Legislature, the Office of Regulatory Assistance (ORA) will cease to exist on June 30, 2011. These statutes require JLARC to review the activities of the Office. This JLARC sunset analysis recommends that the Legislature continue the operations of ORA and suggests a different method of evaluating ORA's ongoing performance.

Legislature Created ORA to Make Permitting Processes Easier to Navigate

The Office of Regulatory Assistance (ORA) is to provide a range of assistance and coordination to those seeking environmental permits or business licenses. Administered by the Office of the Governor, with 14 staff and estimated expenditures of \$2.1 million in Fiscal Year 2010, ORA's functions regarding permits and licenses fall into three areas: supplying information, providing assistance and coordination, and improving regulatory processes.

ORA has a varied customer base. For example, an individual seeking information on what is required to build a private dock may visit ORA's website or call ORA's Information Center. A company seeking to obtain the permits required to build a 982-acre solar power complex may request ORA's active assistance in determining what permits are required and in coordinating the agencies involved in issuing those permits.

In providing these services, ORA is required by statute to develop ways of improving permitting processes while not limiting the authority of permit agencies to make permit decisions. In short, ORA is to help individuals and businesses understand what is needed to obtain permits and licenses, to assist them in permitting processes when requested, and to improve the efficiency of permitting processes all while not compromising the ability of agencies to fulfill their statutory duties.

The Legislature Has Frequently Changed ORA's Responsibilities As It Seeks to Improve Permitting Processes

Since ORA's creation in 2002, the Legislature has both refined and added to ORA's role.

In 2003, the Legislature changed the organization's name from the Office of Permit Assistance to the Office of Regulatory Assistance and added to ORA's duties. In 2007, the Legislature extended the sunset date of ORA from 2007 to 2011 and refined its duties. In 2009, the Legislature again refined duties, changed reporting requirements, and established a new fully coordinated permit process, a type and level of assistance not previously provided. In 2010, the Legislature created new multi-agency permit teams, another new service.

Answering a Sunset Review's Four Basic Questions

By statute, a sunset review must focus on four questions:

1. **Compliance with legislative intent.** ORA complies with statutes such as providing information and assistance. However, for new areas such as the fully coordinated permit process, JLARC is not able to evaluate compliance with intent because sufficient time has not passed between the Legislature defining the duty and this sunset review.
2. **Efficiency.** The number of requests to ORA for information and the number of permit applicants seeking ORA's assistance are increasing; however, ORA's size, the nature of its work, and the Legislature's adding of duties makes measuring its efficiency a challenge.
3. **Meeting performance goals and targets.** ORA has improved its goal and target setting since JLARC's 2007 review. However, ORA's reporting on whether or not it has met stated goals and targets is inconsistent over time.
4. **Duplication of services.** ORA's role of independence and its ongoing duty to improve regulatory processes distinguish ORA's role from those of other organizations, public or private.

Conclusion: The Legislature Needs a Better Feedback Loop for ORA Than Sunset Reviews

The Legislature continues to refine and add additional tasks to ORA's role. A better feedback loop than sunset reviews is needed to inform the Legislature about what is working and what is not working with this ongoing effort to make permitting processes easier to navigate.

Report Recommendations

Recommendation 1

The Legislature should continue ORA and not set another sunset date.

ORA has complied with parts of statute. However, there are duties that have been added to ORA where it is simply too early to evaluate compliance. JLARC does not propose a fourth sunset review as we do not think that another sunset review for this agency is the best approach to providing the Legislature with information on performance.

Recommendation 2

To improve information on ORA's performance, ORA should include in its biennial reports information on what is, and what is not, working as the Office implements the tasks defined for it by the Legislature.

The Legislature has frequently refined and added to ORA's duties as it attempts to improve permitting and licensing processes. Information on what is and what is not working will help this refinement and expansion.

Recommendation 3

ORA should improve its reports to the Legislature so that its performance in meeting targets stated in one year can be clearly tracked over following years.

It is difficult to follow, from one year to the next, whether or not ORA met targets it established in previous years. Consistency in reporting will allow easier tracking performance across years.

REPORT DETAIL

The Legislature Created the Office of Regulatory Assistance to Make Permitting Processes Easier to Navigate

ORA Established in 2002

The Legislature created the Office of Regulatory Assistance in 2002 to address potential conflict, overlap, and duplication in Washington's environmental permits. Although the Legislature recognized a need for strict environmental regulation, it was also concerned that the increasing number of permits and requirements would create conflict, overlap, and duplication. The new office was to build on the work of the earlier legislative effort to assist applicants with permitting: a Permit Assistance Center within the Department of Ecology.

The Legislature directed ORA to provide information regarding environmental and land use laws, assist permit applicants in complying with such laws, and coordinate permit processing for large projects when requested by applicants. The bill creating the office (E2SHB 2671) stated that all such services were to be provided without abrogating or limiting the authority of the permit agencies to make permit decisions.

ORA's Current Duties Fall Into Three Key Areas: Information, Assistance/Coordination, and Improvement

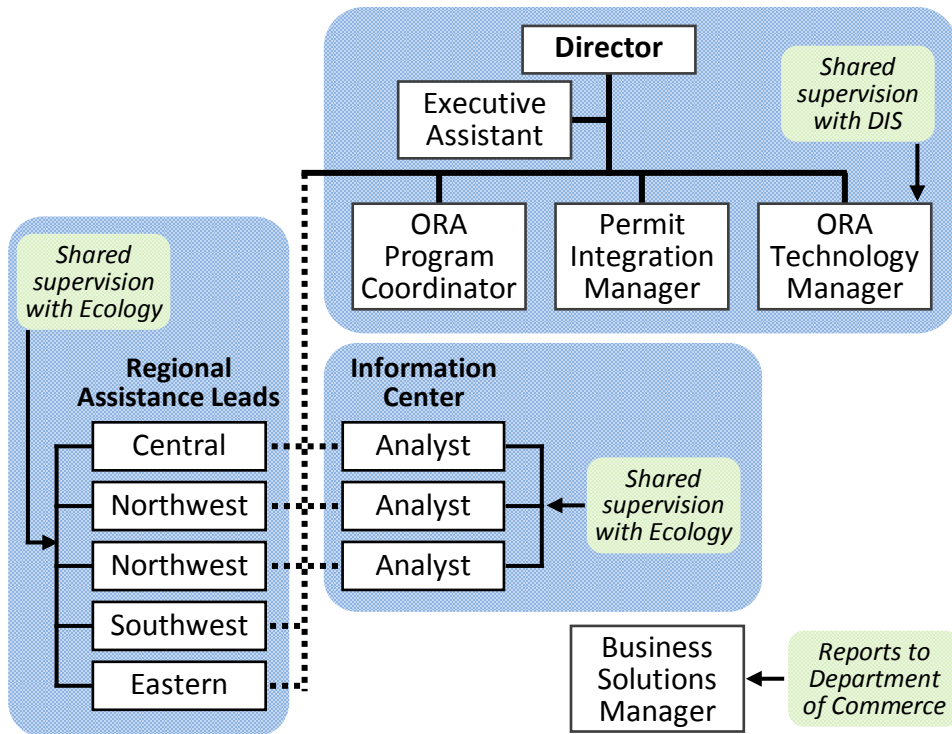
The Legislature has refined and made additions to ORA's statutes since 2002 (this is discussed in detail later in the report). Currently, ORA's duties fall into three key areas:

- **Information:** Statute directs ORA to make information available on permits and business licenses, through handbooks, a website, and operation of a service center.
- **Assistance and coordination:** Statute directs ORA to provide more active assistance (beyond just general information) to project proponents who request it. Statute also provides detail on project scoping and defines what is meant by a fully coordinated permit process. The Legislature also defined a cost reimbursement process, a means for project proponents of major projects to pay for ORA and agency assistance and coordination efforts. In the 2010 Legislative Session, the Legislature established a new multi-agency permit team (MAP) approach. This approach will bring staff from multiple agencies to dedicate themselves to the permit decisions for a specific project. Project proponents are to pay for the costs for the MAP teams through the cost reimbursement process.
- **Improvement:** The Legislature has specifically charged ORA with identifying ways to improve the regulatory system and to measure overall system performance.

The Legislature assumes a broad customer base for ORA. ORA is to ensure that citizens, businesses, and local governments have access to clear information regarding regulatory processes for permitting and business regulation. Project proponents and business owners are to be provided active assistance for permitting, licensing, and other regulatory procedures required for specific projects.

ORA has 14 staff, with estimated expenditures in Fiscal Year 2010 of \$2.1 million. The organization chart in Exhibit 1 illustrates the major components of ORA’s structure: the Information Center; providing assistance through regionally based staff; and administration. The supervision of ten of the 14 positions is shared with other organizations, such as the regional assistance leads whose supervision is shared with Ecology.

Exhibit 1 – Office of Regulatory Assistance Organization Chart



Source: Office of Regulatory Assistance.

The Legislature Has Frequently Changed ORA’s Responsibilities as It Seeks to Improve Permitting Processes

Since 2002, the Legislature has made a number of changes to ORA’s statutes, which are codified in Chapter 43.42 Revised Code of Washington.

2003 Changes: A Change in Name, Directed to Establish Website

The Legislature changed the name from the Office of Permit Assistance to the Office of Regulatory Assistance. In addition to the name change, the Legislature directed ORA to develop a website with information on rule making, permit requirements, economic development programs available to businesses, and state and local agencies regulating or providing assistance to businesses. “Industrial Projects of Statewide Assistance” was added to projects where ORA could provide scoping services (SHB 1550, SSB 5761).

2007 Changes: ORA Extended to 2011, Directed to Identify Best Practices

Based on the recommendations of a JLARC sunset review, the Legislature changed the sunset date for ORA from 2007 to 2011. The effect of this change was to continue the operations of ORA for another three years, pending this JLARC sunset review.

The Legislature specified that ORA is to ensure the equitable delivery of assistance regardless of project type or scale and identified the type of information that should be supplied to permit applicants. The Legislature also directed ORA to help local jurisdictions by providing information about best practices in complying with permit timelines (2SSB 5122, ESB 5508).

2009 Changes: Duties Refined, New Service Added

The Legislature made numerous refinements and additions to ORA's statutes in 2009 (SHB 1730, ESSB 5473) including:

- **Changed intent language**, with an emphasis on improving the regulatory system;
- **Defined ORA's services more specifically** to reflect current practices, such as acting as a central point of contact for project proponents and providing general coordination services;
- **Specified that a project proponent may request project scoping** to identify issues and information needed for proponents and agencies;
- **Established a new fully coordinated permit process**, a comprehensive coordinated permitting assistance approach, based on a written agreement between the project proponent, ORA, and the participating agencies;
- **Refined the cost reimbursement process**, which was established to recover from a proponent the reasonable costs incurred by ORA and agencies in carrying out requirements of statute. The agreements must identify with as much specificity as possible the tasks of each agency and the maximum costs for work conducted under the agreement. With the changes, agreements must now specifically include a schedule stating the estimated time for initial review, an estimated number of revision cycles, an estimate of billable hours, and the rate-per-hour; and
- **Changed "Industrial Projects of Statewide Significance" to "Projects of Statewide Significance."** These projects are eligible for specific designation and treatment by ORA and other government entities to expedite their permitting processes.

2010 Changes: Establishment of Multi-Agency Permit Teams

The Legislature created a new service for ORA to provide in 2010: **Multi-Agency Permit Teams**, known as MAP. Modeled after a similar approach used for transportation projects, statute states that the teams are to draw from and extend the benefits of proven permit streamlining solutions to future projects to aid the state's economic recovery. The teams are to be staffed by personnel from the Washington Department of Fish and Wildlife, the Department of Natural Resources, and the Department of Ecology and managed through a team leader from ORA. ORA is to develop the teams and to use cost reimbursement to pay for the operations of the teams. Statute defines the core services of the teams to include: pre-application coordination services, a permit advisory and

coordination service, an integrated, unified decision-making service, and a mitigation coordination service to help applicants and regulatory agencies collaborate on mitigation obligations (2SSB 6578).

Answering a Sunset Review's Four Questions

Sunset Reviews Generally

The 2007 legislation discussed above included a requirement for a sunset review, as did the legislation creating ORA in 2002. The Washington Sunset Act (Chapter 43.131 Revised Code of Washington) establishes the process for conducting sunset reviews.

When an entity is subject to a sunset review, the entity terminates unless the Legislature acts to reauthorize the entity's existence. This means that ORA will no longer exist after June 30, 2011, unless the Legislature acts to renew the statutes that establish and define ORA's duties.

As directed by statute, in the year prior to ORA's sunset, JLARC conducts a program and fiscal review of the agency or program scheduled to sunset.

This is the third JLARC sunset review of ORA and its predecessor, the Permit Assistance Center. In prior reviews:

- **1995:** JLARC recommended that Ecology's Permit Assistance Center be continued. However, the Legislature did not take action, and the statute lapsed.
- **2007:** JLARC recommended that the Office of Regulatory Assistance be continued, with a new sunset date in 2011. The review included recommendations for ORA to remedy the lack of information available to demonstrate its performance and compliance with statutory duties.

By statute, a sunset review focuses on four questions.

Question One: Does ORA Comply With Legislative Intent? Yes, But Too Early to Tell for New/Refined Services

For a number of areas, such as providing information, project assistance, and project scoping, JLARC found compliance with legislative intent. For example:

- To comply with the mandate to develop a service center and a website, ORA developed the Information Center, which answers requests for information on permits and licenses. A website was developed that includes information on permits, including detailed schematics on the process for obtaining specific permits.
- To comply with the Legislature's direction to offer assistance and act as the central point of contact for a project proponent in communicating about defined issues, ORA has established regional assistance lead positions. Based in four offices around the state, the leads serve as a central point of contact for project proponents.
- To comply with the Legislature's direction to provide project scoping for project proponents, ORA and the regional assistance leads have established a checklist that includes information on what permits are required, specific information needs that might be required to obtain the permits, and the anticipated time it might take to obtain permits.

However, in a number of important areas, such as the fully coordinated permit process and multi-agency permit teams, it is too early to make a determination on compliance. The Legislature recently added these duties in 2009 and 2010.

The history of ORA is one of frequent refinement and addition to its duties by the Legislature. The addition of these new duties, where it is too early to analyze compliance, is consistent with this history.

During the course of this sunset review, ORA identified two areas where the Office is having difficulty implementing statute: 1) establishing cost reimbursement agreements, and 2) a 2009 directive to measure overall system performance. The Office should communicate such difficulties directly to the Legislature outside of the sunset review process.

Question Two: Is ORA Operating Efficiently? The Number of Requests for Information and Number of Projects is Going Up; However, the Size and Nature of ORA Makes Measuring Efficiency a Challenge

Based on information from ORA's tracking systems, the number of requests for information is going up. The number of projects where project proponents have requested ORA's assistance has also increased. However, there are three key challenges in measuring the efficiency of how the Office responds to this increased workload: its size, the nature of its work, and the changing nature of what is required of ORA.

- **Size:** The Information Center, which accounts for many of the readily measurable "outputs" of the organization (such as requests for information) currently has three FTEs. JLARC analyzed the number of requests for information over a two-year period, with the number showing a steady increase, growing from 133 per month in Fiscal Year 2008 to 171 per month in Fiscal Year 2010. However, during part of this two-year period, one of the three positions was vacant. One position out of three substantially changes the denominator in the calculation of "calls per staff" that might be used to test efficiency. In addition, regional staff (positions are referred to as regional assistance leads) also respond to requests for information included in the two counts.
- **Nature of ORA's Work:** In addition to Information Center staff, there are five field-based regional assistance leads. ORA tracks data on how many projects they have begun working on in a given month and on the number of projects completed. However, ORA states that there are substantial differences between projects; one project proponent may require more assistance than another. This makes a simple workload measure such as projects-per-FTE incomplete. For instance, the number of permits required of projects and the complexity of those permits, and therefore the time required of staff, can vary.
- **Changing Requirements of ORA:** The Legislature often refines or changes year-to-year what is required of ORA, making it difficult to measure efficiency over time.

There is a set of core duties where activity can be measured, such as Information Center calls, website hits, and the projects of the regional assistance leads. Such reporting, when routinely provided, may not answer the efficiency question, but it would provide workload information to the Legislature.

Question Three: Is ORA Meeting Its Performance Goals? A Qualified Yes

ORA's annual and biennial reports provide a variety of information on what it has accomplished in the previous year and what it hopes to accomplish in the future. However, it is difficult to trace in ORA's reports—from one year to the next—statements of measurable, desired performance or targets and whether ORA has met those targets. In addition, trends over time are not consistently portrayed, making it difficult to track performance over multiple years.

ORA's annual and biennial reports should contain trend reporting that allows comparisons between statements of goals and performance targets and the achievement of those goals and targets in the years that follow.

JLARC acknowledges that ORA is in the business of appropriately reacting to project proponent requirements. Establishing certain workload goals may be difficult as workload may be difficult to forecast. In such instances, “after-the-fact” reporting may be appropriate.

Question Four: Duplication of Efforts of Others? No, ORA's Role Is Unique

When the Legislature originally established the Office, its intent was to establish its independence from permitting agencies. This is one of the changes the Legislature made from the earlier Permit Assistance Center, which was part of the Department of Ecology.

Permitting agencies may provide some services similar to ORA, but such services may not appear to be independent.

In addition, statutes state that ORA is created to continually improve the function of environmental and business regulatory processes by identifying conflicts and overlaps in the state's rules, statutes, and operational practices. This requires a review of the activities of all those involved in permitting processes.

While some functions provided by other agencies and the private sector (such as private sector firms providing project management services) may have some similarities to the work of ORA, at its core ORA must **continually** work with other agencies to **improve** regulatory processes.

Of note in ORA's duties to improve regulatory processes is its direct reporting relationship to the Governor. No other state agency or private sector firm has the same role or is structured to use that reporting relationship expressly to identify and implement processes to improve permitting.

The level of independence required, combined with the need to look “across” processes and “across” the activities of agencies makes ORA's role unique.

Report Conclusion: The Legislature Needs a Better Feedback Loop for ORA Than Sunset Reviews

The theme that repeated itself as JLARC reviewed ORA and answered the four sunset review questions is the Legislature's ongoing adding and refining of ORA's duties. ORA can be characterized as an evolving effort by the Legislature to make regulatory processes work better.

This leads JLARC to conclude that what is needed for the Legislature is a better feedback loop than sunset reviews. The focus and timing of sunset reviews does not provide ongoing information on

the activities of an organization. Rather than analyzing ORA every three to five years, the Legislature needs routine information from ORA on what is, and specifically what is not working as ORA works to improve permitting processes.

Report Recommendations: Continue Office, Improve Performance Reporting

Recommendation 1

The Legislature should continue ORA and not set another sunset date.

JLARC is able to establish ORA's compliance with parts of statute. However, there are duties that have been added to ORA where it is simply too early to evaluate compliance. JLARC does not propose a fourth sunset review as we do not think that another sunset review for this agency is the best approach to providing the Legislature with information on performance. Frequent added and refined duties indicate both the Legislature's interest in the organization continuing its duties and the need for more routine information on performance.

Legislation Required:	Yes. Absent specific action by the Legislature, ORA will cease to exist on June 30, 2011.
Fiscal Impact:	Existing costs would continue if Office is continued
Implementation Date:	2011 Legislative Session

Recommendation 2

To improve information for the Legislature to evaluate ORA's performance, ORA should include in its biennial reports information on what is, and what is not, working as the Office implements the tasks defined for it by the Legislature.

The Legislature continually refines and adds to ORA's duties as it attempts to improve permitting and licensing processes. Information on what is and what is not working will help this refinement and adding process.

For example, currently ORA's annual report mentions that no cost reimbursement agreements have been established. The Legislature added services in 2009 and 2010 (Fully Coordinated Permit Process and Multi-Agency Permit Teams) that require cost reimbursement. If cost reimbursement is not working, these two services will not work; the Legislature needs to hear from ORA if and how cost reimbursement needs to be fixed.

Legislation Required:	None
Fiscal Impact:	None
Implementation Date:	Changes should be incorporated into ORA's biennial report due by September 2011, and included in reports thereafter. In addition, ORA should consider including the same information in its annual reports prepared for the Governor.

Recommendation 3

ORA should improve its reports to the Legislature so that its performance in meeting the targets stated in one year can be clearly tracked over following years.

It is difficult to follow, from one year to the next, whether or not ORA met targets it established in previous years. Consistency in reporting will allow easier tracking across years. Goals and performance targets should be consistently labeled with follow-up reporting so that the Legislature can easily determined if performance targets are met.

In addition, ORA’s reports have begun to identify some “core” data which can be reported over multiple years, such as the number of calls to the Information Center, web site inquiries, and projects opened by regional staff. When providing information on these core services, ORA should report multiple year trends and include information indicating staffing levels as these core services were provided.

Legislation Required:	None
Fiscal Impact:	None
Implementation Date:	Changes should be incorporated into ORA’s biennial report due by September 2011, and included in reports thereafter. In addition, ORA should consider including the same information in its annual reports prepared for the Governor.

APPENDIX 1 – SCOPE AND OBJECTIVES

OFFICE OF REGULATORY ASSISTANCE SUNSET REVIEW

SCOPE AND OBJECTIVES

APRIL 21, 2010

STATE OF WASHINGTON



JOINT LEGISLATIVE AUDIT
AND REVIEW COMMITTEE

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Why a JLARC Sunset Review of the Office of Regulatory Assistance?

In 2007, JLARC conducted a sunset review of the Office of Regulatory Assistance (ORA) (Report 07-3). That review found that ORA complied with some—but not all—of its statutory duties. ORA's largest compliance problems were with tracking project information, identifying customer satisfaction, and reporting results to the Legislature.

The 2007 JLARC sunset review made two recommendations:

- 1) The Legislature should repeal the June 30, 2007, sunset date for ORA and consider establishing a future sunset date of 2011; and
- 2) ORA should develop an implementation plan to remedy the agency's lack of information about its activities and to demonstrate the agency's performance and compliance with its statutory duties.

The Legislature followed JLARC's first recommendation and took action in 2007 to extend ORA's termination date to June 2011 (2SSB 5122). In addition, the Legislature has made major amendments to the statutes prescribing ORA's duties since JLARC's 2007 review, for example, SHB 1730 in 2009.

JLARC is now conducting the subsequent sunset review of ORA as directed by 2SSB 5122 (2007). Absent additional specific action by the Legislature, the Office of Regulatory Assistance will cease to exist on June 30, 2011.

Sunset Reviews

The Washington Sunset Act (Chapter 43.131 RCW) establishes the process for conducting sunset reviews.

When an entity is subject to a sunset review, the entity terminates unless the Legislature acts to reauthorize the entity's existence. In the year prior to the termination date, JLARC conducts a program and fiscal review of the entity. The review looks at issues including the extent to which an entity has complied with legislative intent and whether the entity has met its performance targets.

The Office of Regulatory Assistance

Statute established ORA in 2002 (Chapter 43.42 RCW). Administered by the Office of the Governor, ORA is based in part on efforts begun through the Permit Assistance Center in the Department of Ecology in the 1990s. ORA is to:

- Work to continually improve the function of environmental and business regulatory processes by identifying conflicts and overlap in the state's rules, statutes, and operational practices;

- Provide project proponents and business owners with active assistance for all permitting, licensing, and other regulatory procedures required for specific projects.
- Ensure that citizens, businesses, and local governments have access to and clear information regarding regulatory processes for permitting and business regulation.

Sunset Review Scope

This sunset review will examine the operations of ORA as specified in Chapter 43.42 RCW. The review will build on JLARC’s 2007 sunset review, acknowledging any amendments to ORA’s duties since that time, such as changes made in 2009 (SHB 1730) and 2010 (2SSB 6578).

Sunset Review Objectives

Statute specifies the objectives for a sunset review, which include addressing the following questions:

- To what extent has the entity complied with legislative intent?
- 1) To what extent is the entity operating in an efficient and economical manner, with adequate cost controls in place?
 - 2) To what extent is the entity reaching expected performance goals and targets?
 - 3) To what extent is the entity undertaking activities duplicated by another agency or the private sector?

The review will include a recommendation of whether to terminate, modify, or continue the Office without modification. Should JLARC recommend modification or termination, the review will include an analysis of the possible impacts of that modification or termination on the Office of Regulatory Assistance.

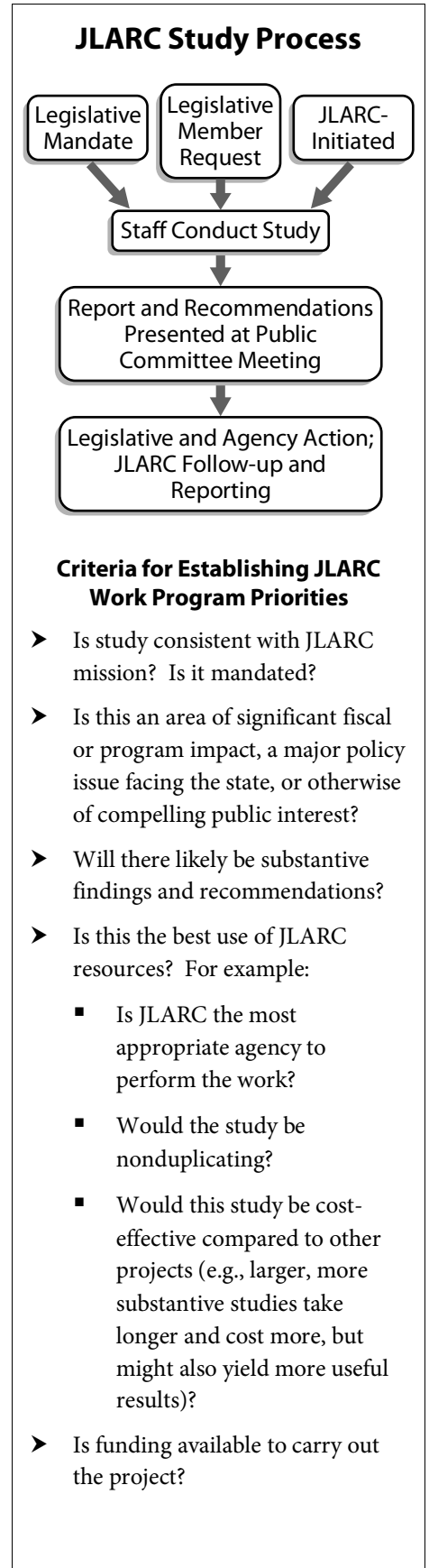
The review will also include evaluation of ORA’s implementation of JLARC’s 2007 recommendation to strengthen ORA’s ability to demonstrate its performance and compliance with statutory duties.

Timeframe for the Study

Staff will present its preliminary report in August 2010 and a final report in November 2010.

JLARC Staff Contact for the Study

John Woolley (360) 786-5184 woolley.john@leg.wa.gov



APPENDIX 2 – AGENCY RESPONSES

- Office of Regulatory Assistance



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September 27, 2010

TO: Ruta Fanning, Legislative Auditor
 Joint Legislative Audit and Review Committee

FROM: Marty Brown *MB*
 Director

**SUBJECT : PRELIMINARY REPORT – OFFICE OF REGULATORY ASSISTANCE
 SUNSET REVIEW**

Thank you for the opportunity to review and comment on JLARC’s preliminary report, “Office of Regulatory Assistance Sunset Review.” The Governor’s Office, Office of Financial Management, and Office of Regulatory Assistance concur with the three recommendations set forth in the report.

Recommendation	Agency Position	Comments
1. The Legislature should continue ORA and not set another sunset date.	Concur	The Office of Financial Management and Office of Regulatory Assistance (ORA) will offer legislation to eliminate the ORA sunset provisions.
2. To improve information on ORA’s performance, ORA should include in its biennial reports information on what is, and what is not, working as the Office implements the tasks defined for it by the Legislature.	Concur	
3. ORA should improve its reports to the Legislature so that its performance in meeting targets stated in one year can be clearly tracked over following years.	Concur	

Thank you again for this opportunity to provide a response to this preliminary report.

cc: Jay Manning, Chief of Staff, Office of the Governor
 Faith Lumsden, Director, ORA

