

**Washington State
Liquor Control Board
Strategic Plan 2005-2007**

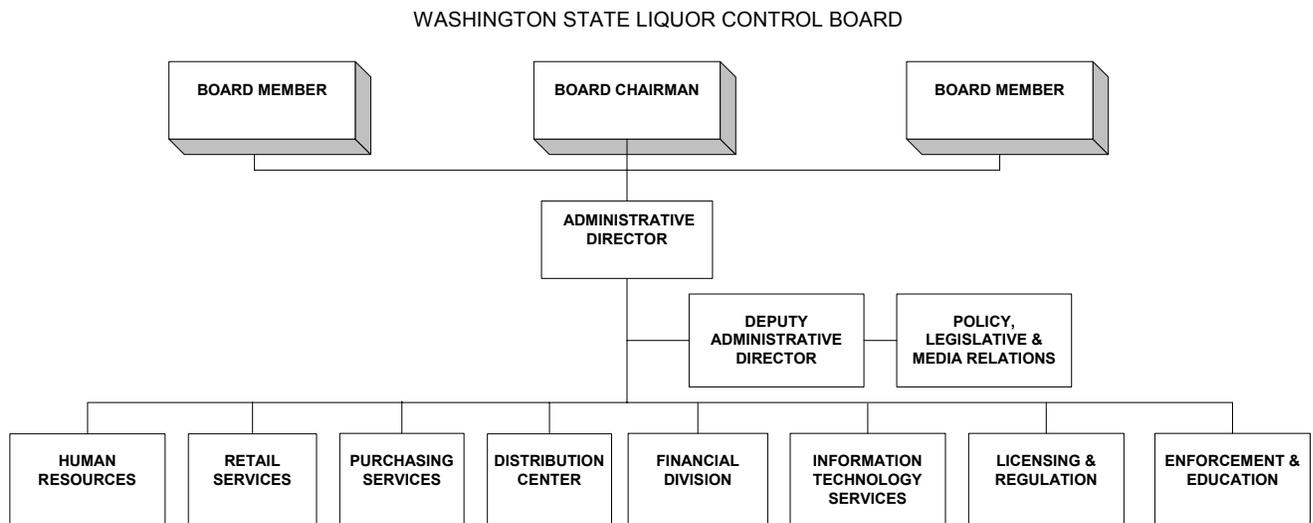
Administrative Support

Several divisions provide administrative support for the entire agency, enabling the wholesale and retail operation, licensing and enforcement to carry out the balanced mission of revenue generation and public safety. These divisions are:

- **Human Resources**
- **Information Technology Services**
- **Financial**
- **Policy, Legislative and Media Relations**

Human Information Technology Services, Financial and Policy, Legislative and Media Relations provide centralized support to the agency's front-line divisions. Consequently, the goals, objectives and strategies provided in this section of the Strategic Plan are of great importance in building an adequate foundation to support growth.

Some of the attached objectives and strategies overlap, to a small degree, with objectives listed in the previous three sections. Investments in Core Technology capability, for example, could be seen as benefiting all of the other technology proposals in the plan.



Goal/Objective/Strategy

| | |
|---------------------------------|---|
| Goals: | Goals 1-5 are supported by the following objective/strategy. |
| Objective: | Implement a phased improvement of Core Technology capability . |
| Strategy: | Identify and invest in proven business practices and systems. Deliver effective technology services and protect public resources. |
| Background: | <p>The retail and wholesale business operation must be able to collect, store, retrieve, analyze and distribute key sets of data to operate successfully. Access to this data is needed in real time to permit the agency to make informed decisions in response to changes in the marketplace. Similar capabilities are needed to support licensing, enforcement and administration. The agency's business information system is 30 years out of date. It was not designed to support a \$600 million annual retail operation.</p> <p>The agency's customers and stakeholders expect <i>continually improving</i> services – including faster transactions, online access to business information, easier exchange of information and quicker responses to inquiries through the use of current technology – rather than <i>merely sustaining</i> retail and public safety services.</p> |
| Solution: | Establish enterprise-level policies, strategies and methods for the design and installation of a new business system to include full system development, maintenance, security and support. Meet statewide and agency business requirements by planning and implementing technology, processes and resources supporting established standards. |
| Stakeholders: | Customers, licensees, the public, elected officials, industry partners, staff, employees and state agencies |
| Partners: | DIS, OFM, DOL and the State Patrol |
| Lead Division: | Information Technology Services |
| Participating Divisions: | All divisions |
| Start: | In progress |
| Finish: | Ongoing |

Goal/Objective/Strategy

Goals: *Goals 1-5 are supported by the following objective/strategy.*

Objective: **Secure, Dedicated, Centralized Training Resources**

Strategy: Develop, implement and sustain an agency-wide employee training program.

Background: Agency employees and administrators have identified training as a top priority. Historically, training efforts have been 'start and stop.' Changes in leadership, loss of a centralized training manager position, cuts to the training budget and shifts in agency priorities all have contributed to the current poor state of training.

Certain training is mandated by statute, executive order, collective bargaining agreement and policy. Fulfilling these training requirements will lower the agency's risk level and reduce time spent on tort claims, lawsuits, and disciplinary actions.

It has been especially difficult to provide training to geographically dispersed employees. Continuing training for field staff, including retail and enforcement employees, is needed to meet the goals of the agency's balanced mission.

Solution: Dedicate resources for centralized agency-wide training activities in the Human Resources Division. Develop an agency-wide training program for required, relevant training; assist other divisions in providing necessary training; track, monitor and report training; coordinate in-house training; provide career path counseling; and arrange for external training.

Stakeholders: WSLCB employees, bargaining units, customers, licensees, the public, elected officials, Governor's Office, Legislature, OFM, industry representatives and special interest groups

Partners: LCB bargaining units

Lead Division: Human Resources

Participating Divisions: All divisions

Start: In progress

Finish: June 30, 2007

Goal/Objective/Strategy

Goals: *Goals 1-5 are supported by the following objective/strategy.*

Objective: **Create a Performance-Based Culture**

Strategy: Implement Washington Works.

Background: The Personnel System Reform Act of 2002 represents the biggest change to civil service in 40 years. This legislation overhauls civil service, expands collective bargaining, and allows competitive contracting. Washington Works refers to the coordinated effort of implementing these three aspects of the Reform Act. Civil service reform refers primarily to streamlined civil service rules, a new human resources management system (HRMS), and the move to performance management. The Departments of Personnel (DOP) and General Administration (GA) are leading the majority of Washington Works, and determine most timeframes for compliance. However, agencies are responsible for implementing performance management. Agencies must demonstrate to DOP that they are sufficiently prepared to switch to performance-based pay.

Solution: Ensure LCB leadership understands and adequately prepares for the changes, including infrastructure and systems. Assign lead staff for implementation of key provisions. Develop and implement communications plan that provides accurate and timely information to agency staff. Develop and implement transition and training plan for civil service reform.

Stakeholders: LCB employees, DOP, OFM, GA, labor organizations and AGO

Partners: DOP and GA

Lead Division: Human Resources

Participating Divisions: All divisions

Start: In progress
Finish: June 30, 2007

Goal/Objective/Strategy

Goals: *Goals 1-5 are supported by the following objective/strategy.*

Objective: Increase **public, employee and stakeholder understanding of and support for the WSLCB.**

Strategy: Develop and implement a comprehensive communication plan.

Background: To achieve rapid progress, the WSLCB needs the full support of its employees, its customers, stakeholders, elected officials and the public. Better-informed constituents make better advocates. The agency has lacked a comprehensive set of tools and a strategy to communicate more effectively with these important constituent groups. The agency has a strong story to tell. It needs to articulate that story and deliver it more effectively. This will earn greater support for the agency and will increase its ability to raise higher levels of revenue for the state and increase public safety.

Solution: Develop a set of communication strategies and target key constituent groups with key agency messages; create effective two-way communication processes to maximize feedback and involvement; improve agency internal communication; and create a consistent, high-quality visual identity for the agency.

Stakeholders: Customers, legislators, industry partners, news media; community interest groups, employees, unions, state agencies, criminal justice system, licensees, cities/counties, schools, health care providers and social service agencies.

Partners: Other state communication offices

Lead Division: Policy, Legislative and Media Relations

Participating Divisions: All divisions

Start: In progress

Finish: June 2005

Goal/Objective/Strategy

| | |
|---------------------------------|---|
| Goals: | <i>Goals 1-5 are supported by the following objective/strategy.</i> |
| Objective: | Policy development and regulatory improvement. |
| Strategy: | Develop fair, useable, consistent rules and policies to support the agency's balanced mission. |
| Background: | The agency is in the process of developing a comprehensive set of policies to guide its operations. Policies for key administrative support functions like Human Resources, Risk Management, Accounting and many other critical functions did not exist, were severely outdated or were not applicable agency-wide. New policy development was a top priority of a Comprehensive Management Review undertaken in 2002-2003. |
| Solution: | Continue to conduct a rigorous assessment of existing policies and continue with a division-by-division strategy to develop new policies. A temporary Policy Coordinator is helping agency personnel in each division conduct assessments of current policies and guide the staff in conceiving, writing and recommending new policies using a set of best practices. |
| Stakeholders: | Employees, customers, licensees, industry stakeholders, elected officials, other state agencies, local government and the public. |
| Partners: | GA, OFM, DOP and other state agencies |
| Lead Division: | Policy, Legislative and Media Relations |
| Participating Divisions: | All divisions |
| Start: | In progress |
| Finish: | Ongoing |

Goal/Objective/Strategy

Goal: *Maximize revenues to the citizens of Washington*

Objective: **Reduce WSLCB risk-related losses.**

Strategy: Continue to develop and strengthen an agency-wide risk management program.

Background: The agency's new risk awareness program has reduced losses during the last two years. However, unacceptable levels of exposure continue in the areas of tort claims, human resource practices and job-related injuries.

L&I claims related to in-store job injuries have increased. Insurance premiums for certain job classifications also have increased, especially those for enforcement officers and warehouse workers. If these and other key areas of loss are addressed proactively and aggressively, the agency can achieve even greater reduction in its overall risk exposure.

Solution: The Financial Division will continue to develop and implement a risk management program to reduce tort losses; improve human resource risk management practices; and reduce job-related injury claims. These areas will be addressed through a combination of monitoring, risk awareness education and by establishing policies and procedures to limit risk exposure.

Stakeholders: LCB employees, the public, Governor's Office, Organized Labor, Washington Industrial Safety and Health Act and Occupation Safety and Health Act personnel.

Partners: OFM – Risk Management, Office of Attorney General, Labor & Industries Department of Personnel Finance Division and Human Resources.

Lead Divisions: Finance, Human Resources and WSLCB Safety Office

Participating Divisions: All divisions

Start: In progress

Finish: Ongoing

Goal/Objective/Strategy

Goal: *Modernize existing business systems and improve service delivery.*

Objective: **Improve customer service; store communications**

Strategy: *A Wide Area Network (WAN) is needed to improve customer service, support retail accounting and inventory processes, strengthen core financial operations and increase the effectiveness of organizational communication.*

Background: *The 160 state stores are connected to the agency's main computer system via antiquated dial-up modems. To conduct business over this system, many stores must use their sole phone line, which reduces their ability to communicate with customers, suppliers and agency staff. The processing delays associated with this system result in thousands of customer complaints annually. The lack of system capacity also limits its ability as a communication and training tool.*

Solution: *Funding is needed for a Wide Area Network. Installing a WAN will require infrastructure improvements in the stores. Upgraded computing and networking equipment in IT also is needed to conform to state security policies.*

Stakeholders: *Retail customers, Governor's Office, Legislature, OFM and DOP*

Partners: *Department of Information Services*

Lead Divisions: *Information Technology Services and Retail Services*

Participating Divisions: *Enforcement and Education, Finance and Human Resources*

Start: *October 2003*

Finish: *June 2008*