



# Strategic Plan 2017-19

## From the Board and Agency Director


This plan represents our agency roadmap for the coming two years, where we will place resources and how we will apply strategies for success.

### Engaged Employees


These objectives, strategies, and tactics come directly from staff and offer a clear plan that WSLCB employees understand, support, and are inspired to implement. This plan will drive our everyday effort to carry out our agency mission while striving for excellence in all that we do.

### Highlights

- Expand enforcement authority to appropriately address public safety issues and improve investigations;
- Expand our online communication and outreach strategies to allow for broader stakeholder participation at Board hearings and educational events;
- Simplify the complexity and number of existing and new licensing regulations using Lean principles; and
- Evolve our performance-based culture to ensure sustainability, promote efficiency, and achieve our desired results.

  
Jane Rushford, Board Chair

  
Ollie Garrett, Board Member

  
Russell Hauge, Board Member

  
Rick Garza, Director

## Mission

Promote public safety and trust through fair administration and enforcement of liquor, cannabis, tobacco, and vapor laws.

## Goals

- Ensure the highest level of public safety by continually improving and enforcing laws, regulations, and policies that reflect today's dynamic environment.
- Inform and engage licensees, the public, and stakeholders in addressing issues related to our mission.
- Promote a culture that inspires and values a highly-motivated, competent, and diverse workforce that establishes the WSLCB as the employer of choice.
- Ensure operational excellence.

## Values

- Respect and courtesy
- Professionalism
- Open communication
- Accountability and integrity
- Continuous improvement and meaningful results
- Customer focus

# Vision

# Safe communities for Washington State

# Goals, Strategies, Key Objectives and Activities

## Goal Number One

Ensure the highest level of public safety by continually improving and enforcing laws, regulations, and policies that reflect today's dynamic environment.

### Strategy:

Ensure safe social outlets, responsible retail businesses, and legal operations for engaging in restricted product manufacturing, distribution, and sales.

### Key Objectives/Activities:

#### Expand enforcement scope of authority to:

- Appropriately address public safety issues occurring in an officer's presence.
- Ensure legal licensed operations by conducting complete and thorough criminal investigations associated with business operations.
- Enhance partnerships with local law enforcement.

#### Enhance education via targeted messages in an easy to access format to:

- Licensees related to public safety compliance.
- Local law enforcement related to WSLCB's role in reducing public safety incidents.
- Increase public awareness of WSLCB's role and value in ensuring safe communities.

### Strategy:

Reduce complexity of laws and regulations.

### Key Objectives/Activities:

- Examine licensee regulatory life cycle and review and improve workflows.
- Examine feasibility of establishing a permit requirement for cannabis licensee employees.
- Utilize researched-based information to guide policy decisions and priorities.
- Clarify rules and regulations making them well-defined, understandable, and enforceable.

## Goal Number Two

Inform and engage licensees, the public, and stakeholders in addressing issues related to our mission.

### Strategy:

Increase transparency through greater availability of data, timely communication, and clear understanding of priorities and expectations.

### Key Objectives/Activities:

- Strengthen stakeholder, public, and business partnerships that increase compliance and elevate public health and safety.
- Enhance education and outreach on legislation and rules to the public, stakeholders, and media.
- Improve access to Board meetings and education activities through expanded use of webinars and online feedback tools.
- Improve public access to performance and regulatory information by bolstering communication through online data and visuals.
- Promote best practices and successes drawn from regulatory and enforcement field activities and efforts.



Photo from the WSLCB Responsible Sale of Liquor, Cannabis, Vapor and Tobacco Products video produced in 2016 and viewable on the WSLCB Website at [lcb.wa.gov](http://lcb.wa.gov).

## Goal Number Three

Promote a culture that inspires and values a highly-motivated, competent, and diverse workforce that establishes the WSLCB as the employer of choice.

### Strategy:

Ensure that the proper resources and tools are available to support the workforce.

### Key Objectives/Activities:

- Provide training and development that connect to career opportunities.
- Build staff expertise through inter-divisional project work teams.
- Empower leaders to coach and mentor employees to identify problems and facilitate change.
- Analyze and address recruitment and retention.
- Educate and engage employees on legislation, rules, and policies.



WSLCB employees participated in the 30th Annual YMCA Spring Run Public Agency Challenge.

## Goal Number Four

Ensure operational excellence.

### Strategy:

Advance a performance-based culture.

### Key Objectives/Activities:

- Adopt and promote problem-solving methodologies and other tools such as Lean.
- Ensure projects have a clear business case, scope, schedule, and budget.
- Seek input from subject matter experts, end-users, and customers.
- Continue to build and align management systems such as huddles, fundamental mapping, and results reporting.
- Develop and utilize the WSLCB Project Governance to select, scope, and prioritize enterprise change initiatives.
- Ensure that facilities and equipment meet the needs of our agency.
- Build interdivisional coordination and teamwork.

### Strategy:

Optimize revenue collection.

### Key Objectives/Activities:

- Implement new traceability and tax/fee systems.
- Increase opportunities for online payments.

### Strategy:

Improve utilization of technology to increase efficiencies.

### Key Objectives/Activities:

- Invest in technologies that better meet customer and operational needs.
- Expand access to online services.
- Create and maintain data standards that increase usability and ensure security across applications.
- Move to configurable cloud-based solutions that increase up-time, expand flexibility, and decrease agency risk.
- Continue to move toward a paperless work environment and automated workflows.

# Our Story

In 1933, the Steele Act created the Washington State Liquor Control Board (WSLCB) to regulate the importation, manufacture, distribution, and sale of alcohol. In July 2015, the name was changed to the Washington State Liquor and Cannabis Board to reflect new oversight of medicinal and recreational cannabis.

The three-member Board, appointed by the Governor, is charged to promote public safety and trust through the fair administration and enforcement of liquor, cannabis, tobacco, and vapor laws. The Board conducts their business through public meetings and work sessions with stakeholders, sets agency policy and budget decisions and adjudicates contested license applications and enforcement actions on agency licensees.

Significant changes in the agency's business have occurred over the years. Through the innovative leadership of the Board and its staff, the WSLCB has become a proven leader in public safety, adaptability, transparency and accountability that reflects today's dynamic environment.

Key changes included:

- The 2011 voter-enacted Initiative 1183 privatized the sale and distribution of spirits in the state. Within six months, the WSLCB successfully transitioned from a control state to an open state where liquor is distributed and sold by the private sector.
- In 2012, voter-enacted Initiative 502 directed the WSLCB to implement a legal recreational cannabis market. Through WSLCB's leadership and innovation, Washington State built from scratch a comprehensive system of producing, processing, and retailing recreational cannabis to persons over age 21. The agency adopted rules and became the regulator that issues the licenses and enforces the law. The first retail recreational cannabis store opened as planned in the summer of 2014.
- To further public safety and align the medical cannabis market with the state-regulated recreational market, Senate Bill 5052 was signed by Governor Jay Inslee in 2015. This bill mandated that all medicinal cannabis dispensary sales be under the same regulatory framework as recreational cannabis retail outlets by July 2016.

These changes in state and agency priorities have been met head on by the WSLCB and created a culture of empowerment, open communication, and leading by example. The agency's workforce is committed to public service and continuously seeks ways to improve processes to exceed customer expectations.

## Follow us

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[lcb.wa.gov](http://lcb.wa.gov)

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