



A LOOK BACK

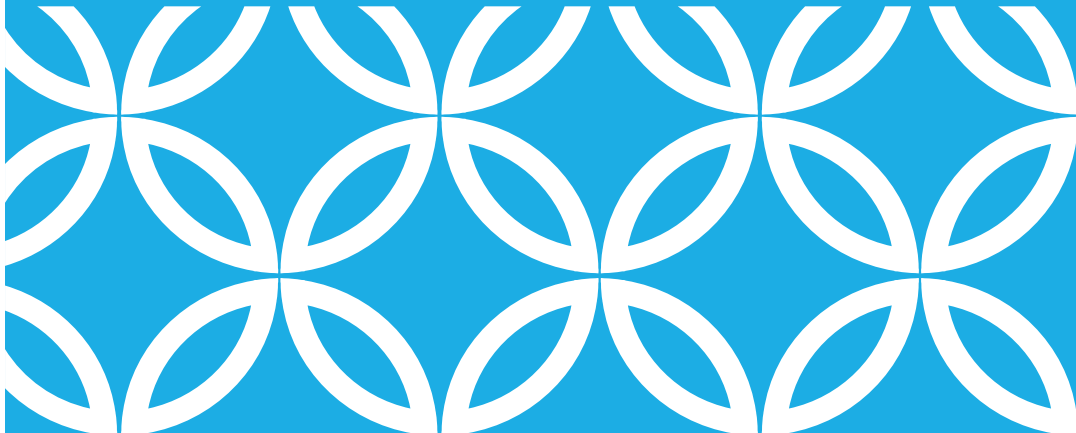
2025 was a pivotal year for the Licensing and Regulation Division. We laughed, we cried, and we thrived.

HOW WE STARTED: THE FIRST QUARTER

It was business as usual...licensing, rulemaking, legislative session.



6 bills impacting Licensing passed, including agency request legislation clarifying MAST requirements.

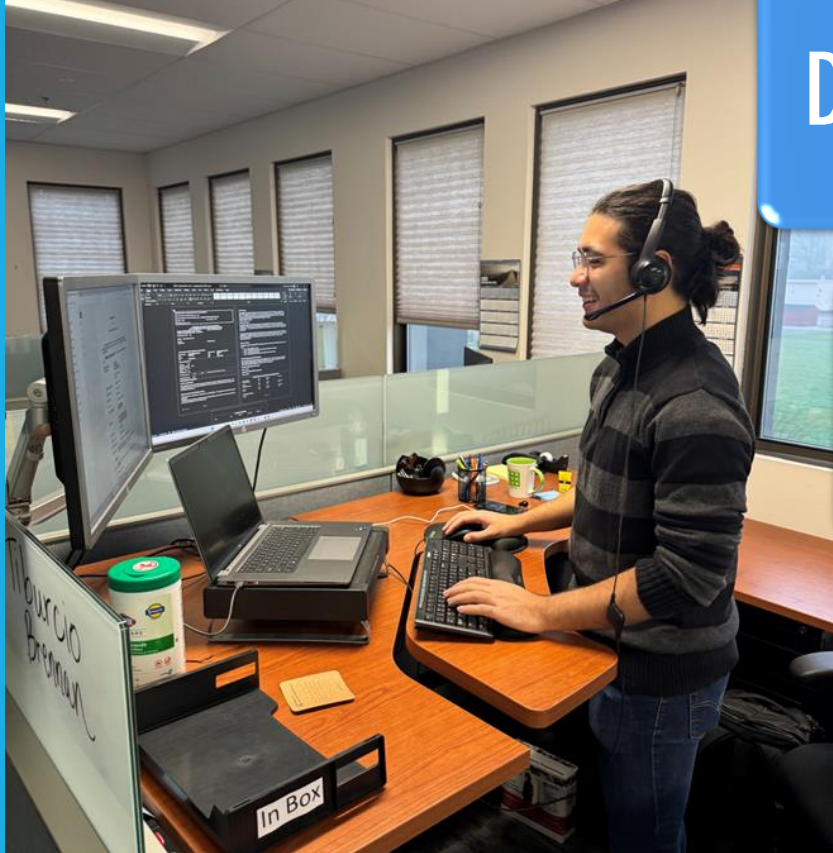
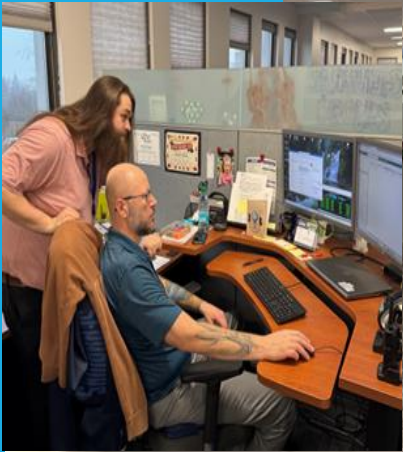


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t View Communication Actions Window Help
K090005 Regulatory Information 14:41:15 05/22/24
User: RNI Management Systems System: WSLCB


License Information Print Processes
1. Inquiries 11. Print Major Documents/Reports
2. Update/Inquire/Print Validation Tables 12. Update/Print Other Small Databases
3. Assign License Numbers 13. Record Counts and Annual Reports
4. Update LICENSE Databases 14. Beer/Wine Labels
5. Update PEOPLE Databases 15. Reprint 60 Day Temp Transfer Permit Services
6. Update CORPORATE Databases 16. View/Update Tickle file
7. Add SPECIAL OCCASION License 17. Leave Menu
27. Add WINE ASSOCIATION License 18. AS/400 Query
8. Refund & BLS JV Processes 19. Regulatory Adhoc Reports
9. License Number SWITCH 20. AS/400 User Tasks
10. Delete Processes 39. Get Next New License Number
40. Agents Processes
50. Licensing Workflow
90. Signoff

Selection or command
==>
F3=Exit F4=Prompt F9=Retrieve F12=Cancel
F13=Information Assistant F16=System main menu

MA + B 04/056
```



LEEADS



Licensing, Education, Enforcement
and Administrative Data System

Development

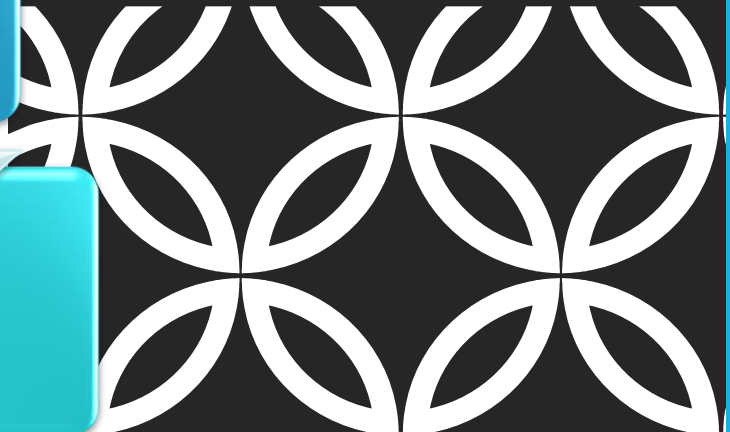


Testing



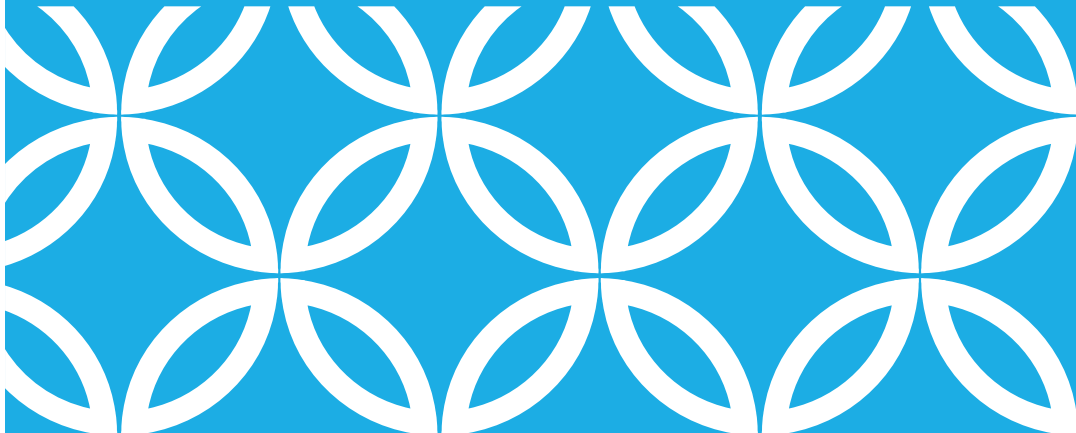
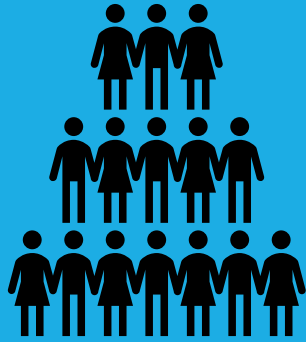
Training

On March 31, 2025, the Licensing world changed with the introduction of LEEADS.



A Look Forward: Licensing Division Vision

**ONE TEAM
ONE SYSTEM
ONE EXPERIENCE**



Becky Smith
Division Director

Kaitlin Bamba
Deputy Director

Nicola Reid
Deputy Director



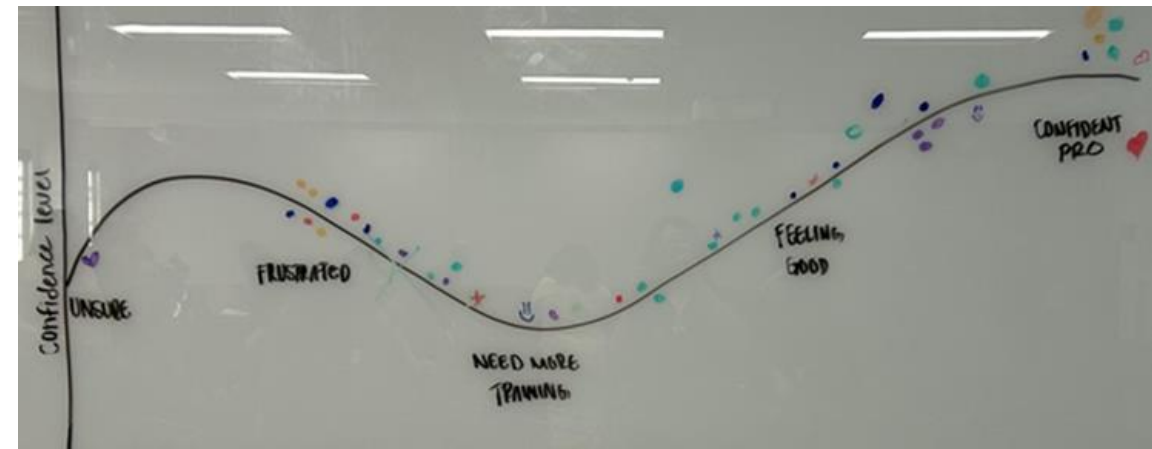
SYSTEMS MASTERY & CUSTOMER EXPERIENCE

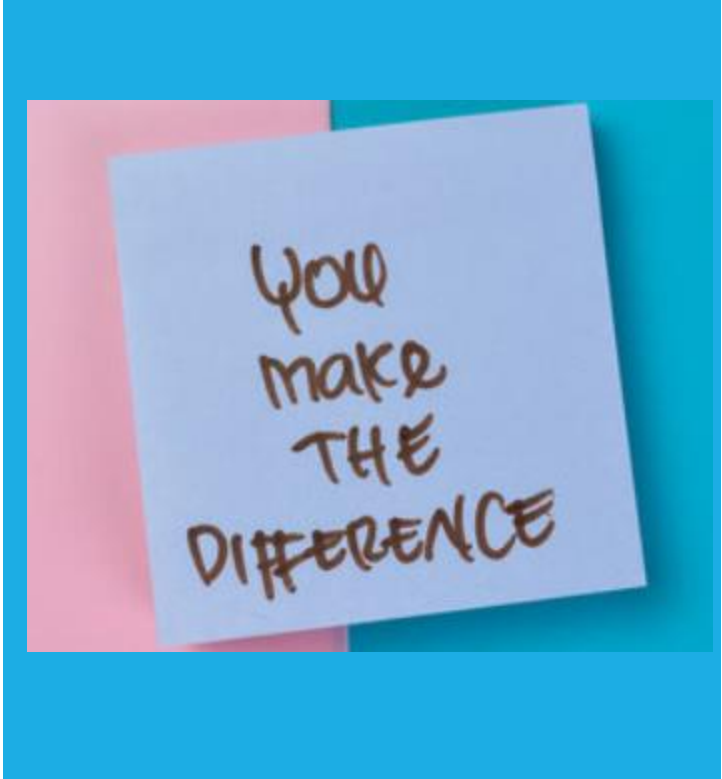
Brandon helped me personally yesterday ... great to work with and I really wanted to recognize his efforts.



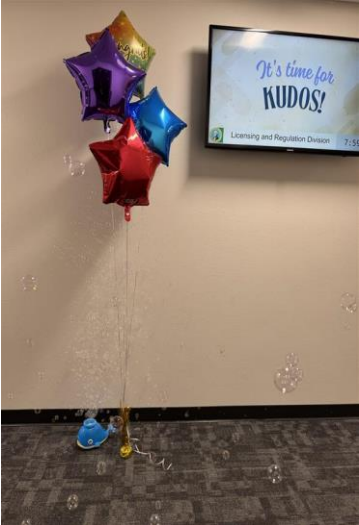
...an excellent experience and went a long way towards lowering the dread level of “working with the government”. Jim and the other staff really gave the impression that they are there to work with you, not make things difficult for you, and made me look forward to working with them again. I know people in your line of work don’t get to hear the upsides as often as the complaints, so I felt it was important to share my experience.

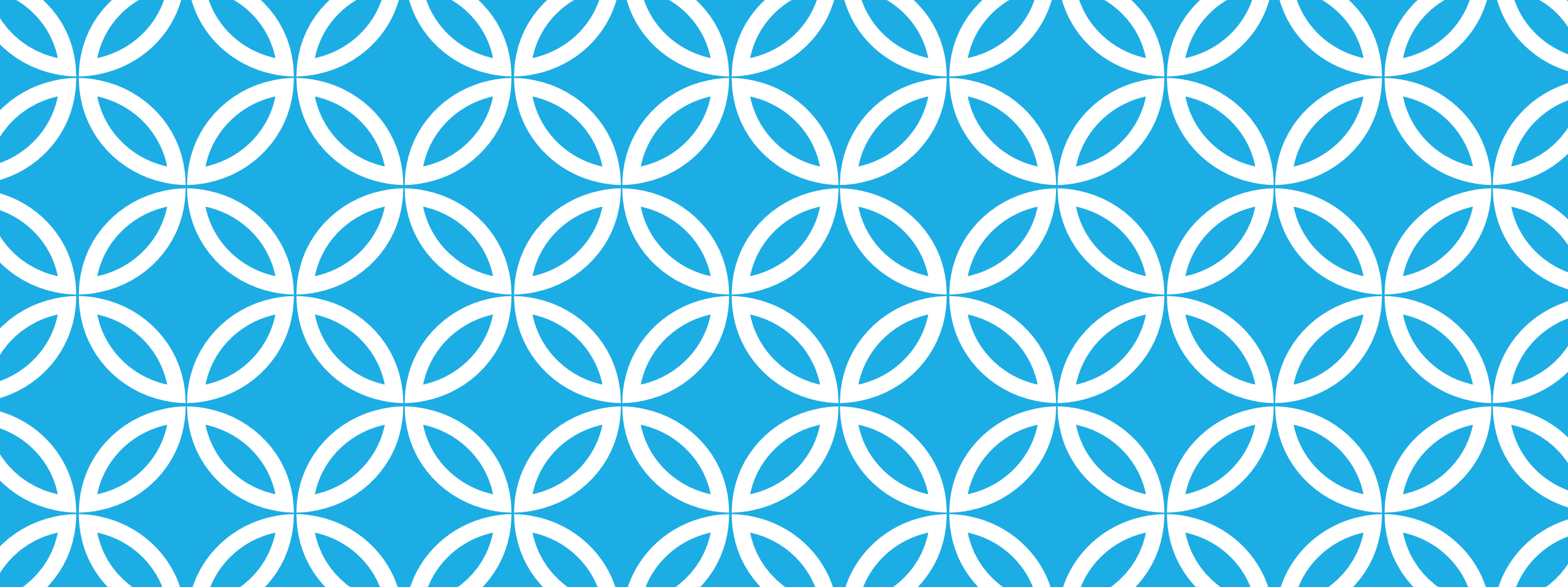
I just wanted to express what a fantastic job the RVP team and Marisa have been doing in rethinking their outreach and revising their materials and website content...they have been an absolute delight to work with.





DIVISION UNITY & HUMAN-CENTERED CULTURE





POLICY & EDUCATION

Desiree Monroy

POLICY & EDUCATION HIGHLIGHTS

In 2025, the P&E team grew with the addition of the new 1515 project team.

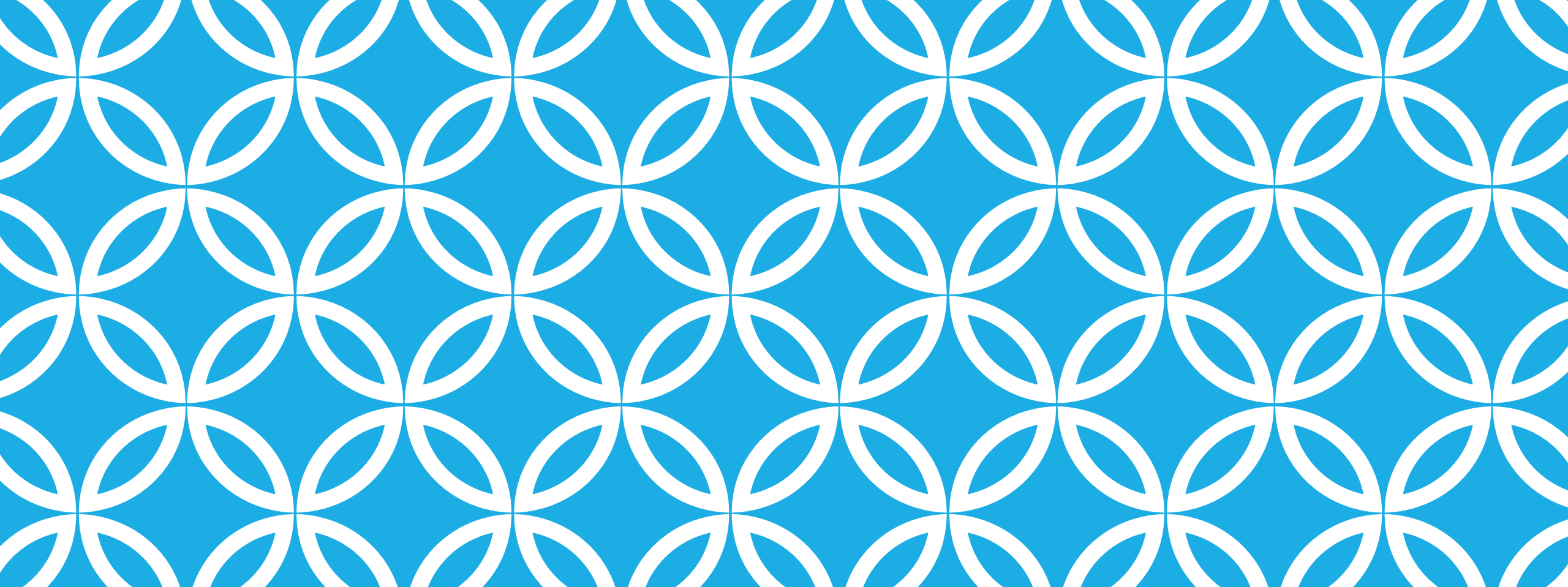
Kudos to **Kalynn** for leading this new team, creating processes, implementing the program, and conducting outreach!



P&E CONT.....

- **MAST/RVP:** Applause for **Brandon** for leading the MAST and RVP programs this past year.
- **Training Team:** 39 LEEADS training sessions, 21 instructor-led training PowerPoints, 44 process flow maps, 76 job aids, onboarding 12 new hires and 17 internal transfers.
- **External communication:** Cheers to **Marisa**, who translated IT speak so we could all understand LEEADS. Updated 40+ LCB webpages, created 15 Portal user guides, Portal Registration redesign, SurveyMonkey transition.
- **Other duties as assigned:** Shout out to **Ryan, Andrew, and Doug** who completed 58 liquor files, and supported data cleanup, along with Brandon.
- Kudos to **Jayme and Renee** for their support of the Social Equity team with letters and indexing.
- Props to **Lynelle and Renee** for showing their superstar status by helping reconcile with over 800 entries in the Exception Queue.





LIQUOR UNIT

Mistie Jones

SEASONS OF CHANGE — HOW FAR WE'VE COME

Everyone required to use portal
Capped caseloads at 40
Backlog of applications

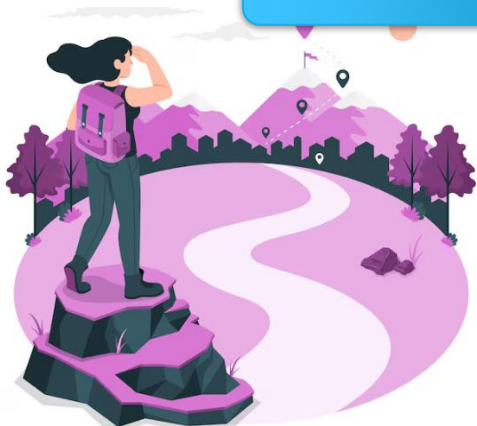


No more help outside the unit
Fully staffed
Maintaining caseloads, averaging 30
No more backlog

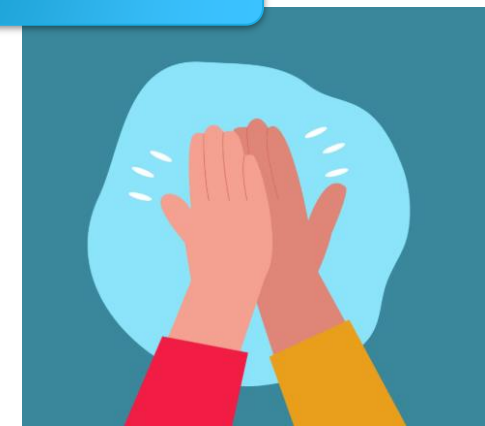
Spring

Summer

Fall



Main contact required to use portal
Gained access to applicants side of portal
Reduced caseloads at 30
Backlog increased
Asked for help from other units
Created 4th team
Continued to hire and train — 5 new gators



ABOVE AND BEYOND



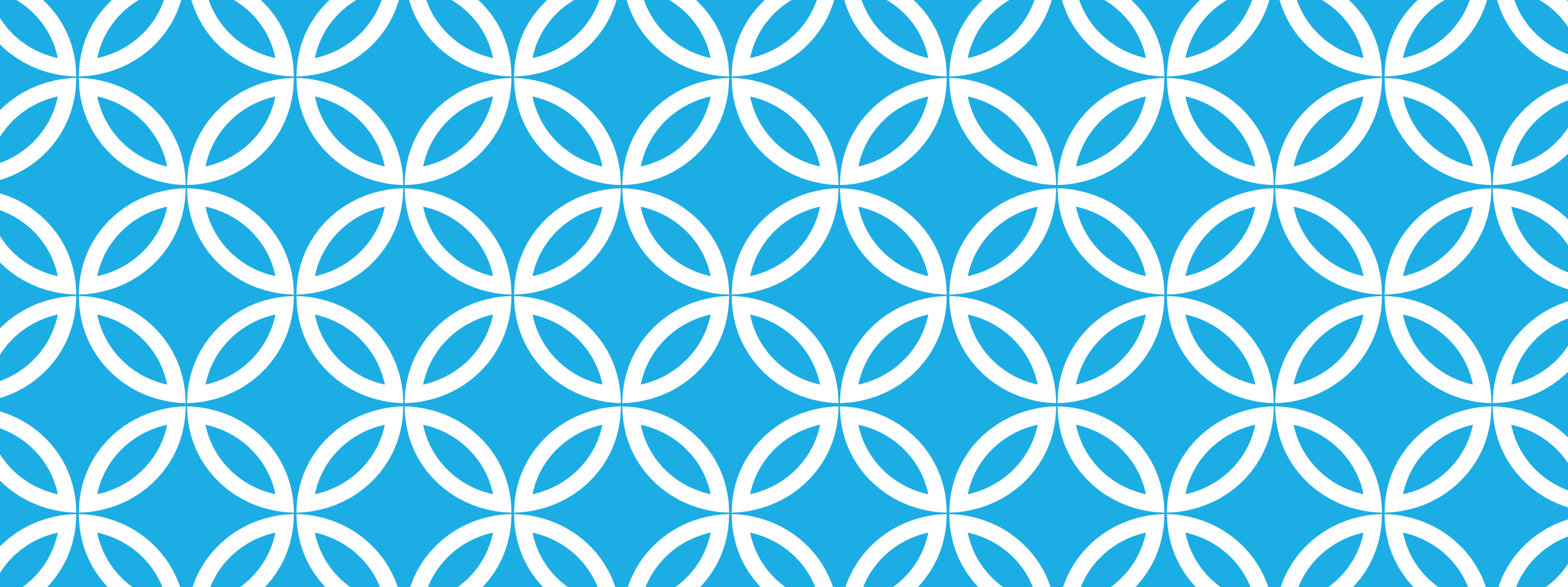
- UAT testing before go-live – **Kaua**
- Mentor helpers – **Emily, Kaytee, Zoila, Richard, Jonathan, Jodi, Jim**
- Met with Accenture – **Michael, Kaytee, Marcy, Kaua, Jonathan**
- SMEs for Change Requests – **Kaytee, Marcy**
- Wellness Committee – **Jim, Marisa**
- CFD – **Richard**
- Learn and process non-retail – **Tiburcio, Richard, Sharlene, Aubrey, Jim, Amanda**
- Training and mentor new gators – **Everyone!**

SUPER-TEAM

- ✔ Created/modified/trained on Dashboards
- ✔ Learned how to build reports and pull data
- ✔ LEEADS troubleshooting experts
- ✔ Crash course in liquor licensing
- ✔ Presented for WWI & Korean Association
- ✔ Participated on DEI council
- ✔ Lead retail consensus meetings
- ✔ SME's for change requests
- ✔ Processed applications
- ✔ Hired and trained new gators



Jeremy, Jasmine, Blake, Che

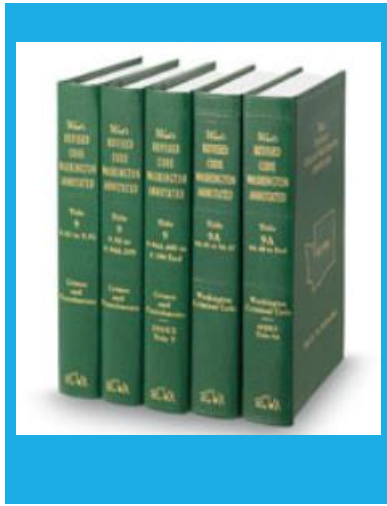


COMPLIANCE & ADJUDICATIONS

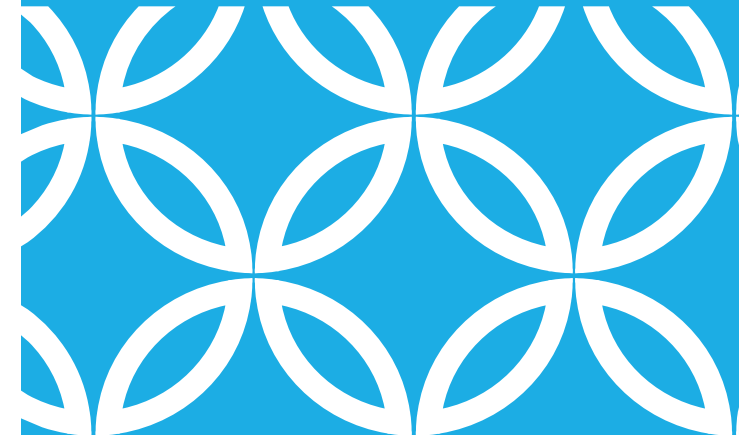
Sarah Davis



PRODUCT PACKAGING AND LABELING



ADJUDICATIONS PROGRAM AND SPORTS AND ENTERTAINMENT FACILITY



TEAM KUDOS



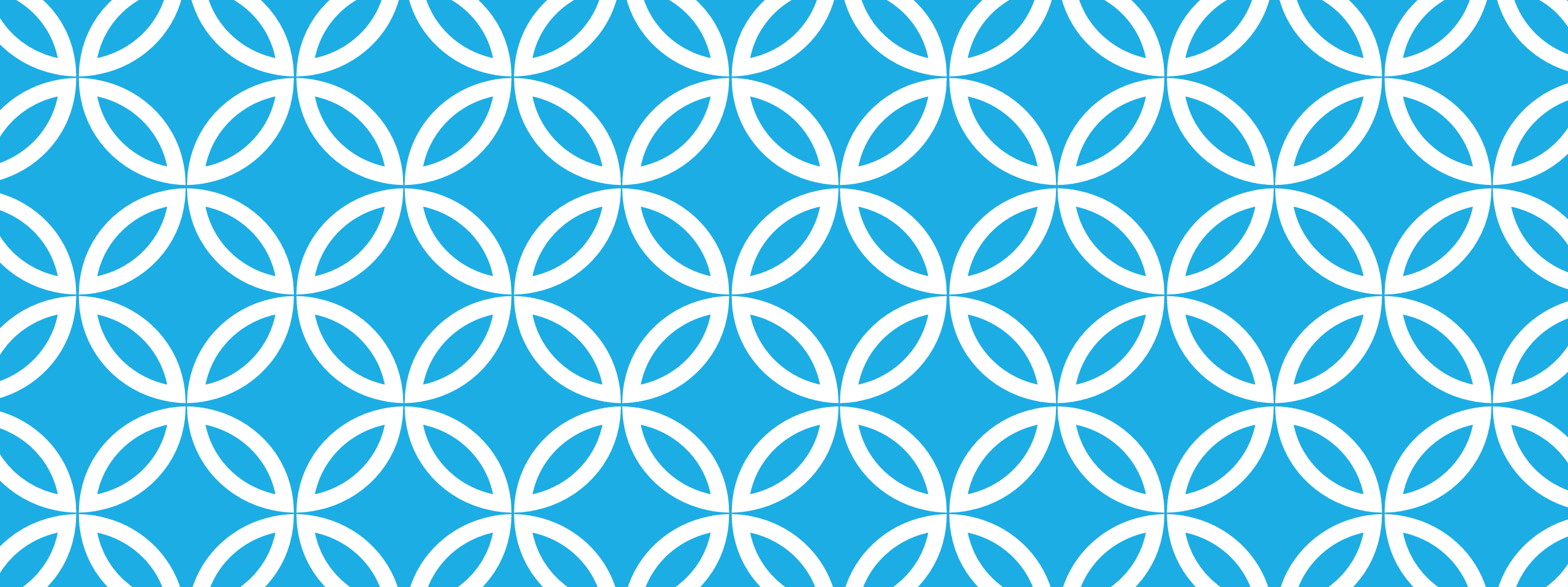
Pilot Projects

LEADS

Licensing Decisions

Peer to Peer Awards

Cross Training



SOCIAL EQUITY IN CANNABIS

Aaron Washington

SB 5080 IMPLEMENTATION

The Second Round



Phase One

Alta Point
Consulting
Third-Party Teaming

Six Education
Videos

Phase Two

Teaming with
Communications

Notification to the
public

Phase Three

Teaming with
Communication

Teaming with IT

Teaming with
Education and
Training



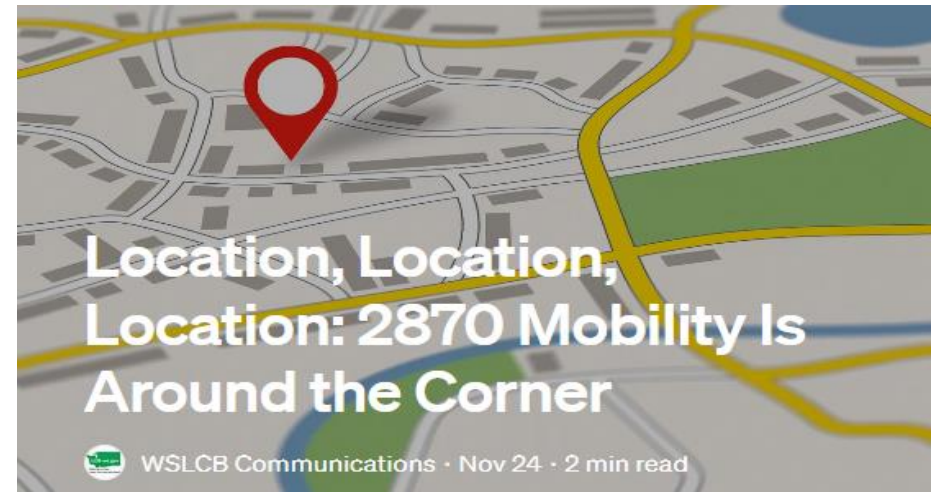
2870 Mobility Procedure

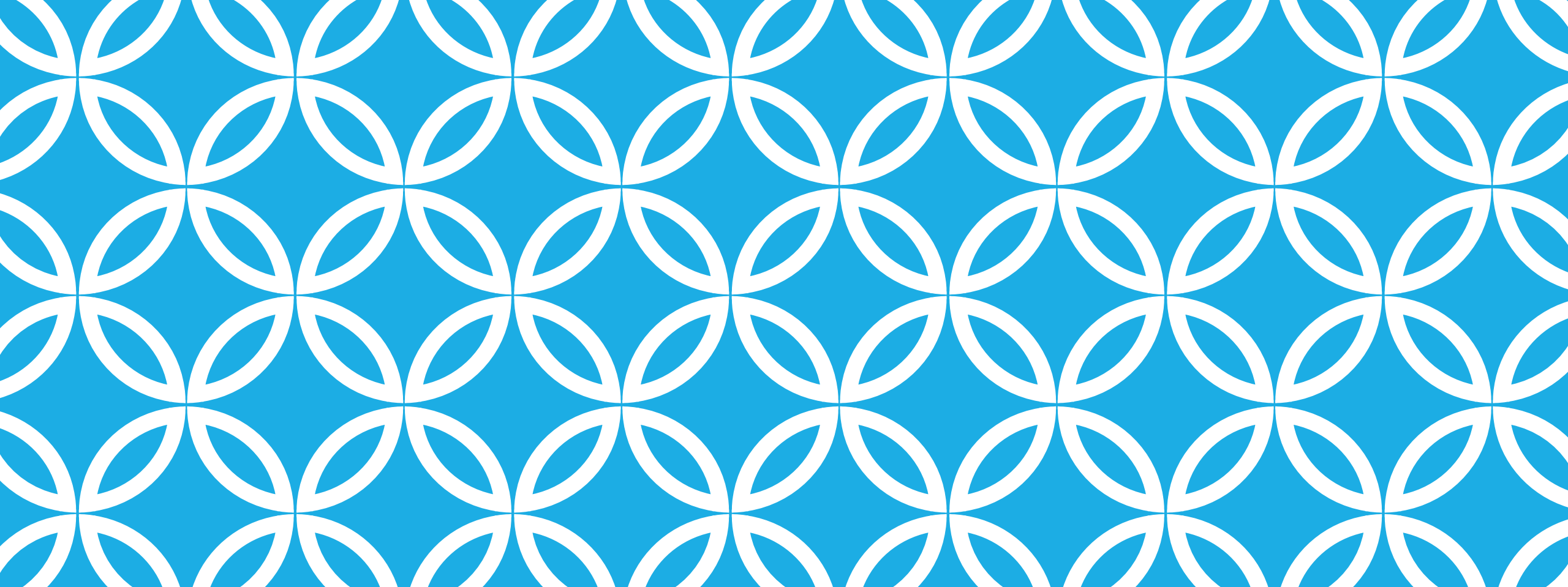
Transfers and Assumptions

Process Change for Incoming BLS
SE Applications

Process Change for Incoming
Third-Party Results

CREATED FOUR PROCESSES





CANNABIS UNIT

2025 Year in Review & Accomplishments

Linda Thompson

A YEAR OF CHANGE & GROWTH



Useful Links

[📄 Comments_Over_100](#)

[LA Contacts](#)

[LEADS Status Guide](#)

[Ports and Tribes LA Contact List](#)

[Licensing Shared Inboxes](#)

[Cannabis Contracts - All Items](#)

[Cannabis Licensing Resource Guide](#)

Quick Actions

Active Cannabis License

(Alteration Request, Additional Funding, Add/Remove Retail Medical Endorsement)

[Learn More →](#)

Cannabis Title Certificate

(Apply for a Retail Title Certificate, Title Certificate Registration Transfer, Request to Reinstate Retail Cannabis License from Title Certificate)

[Learn More →](#)

Cannabis Cooperative

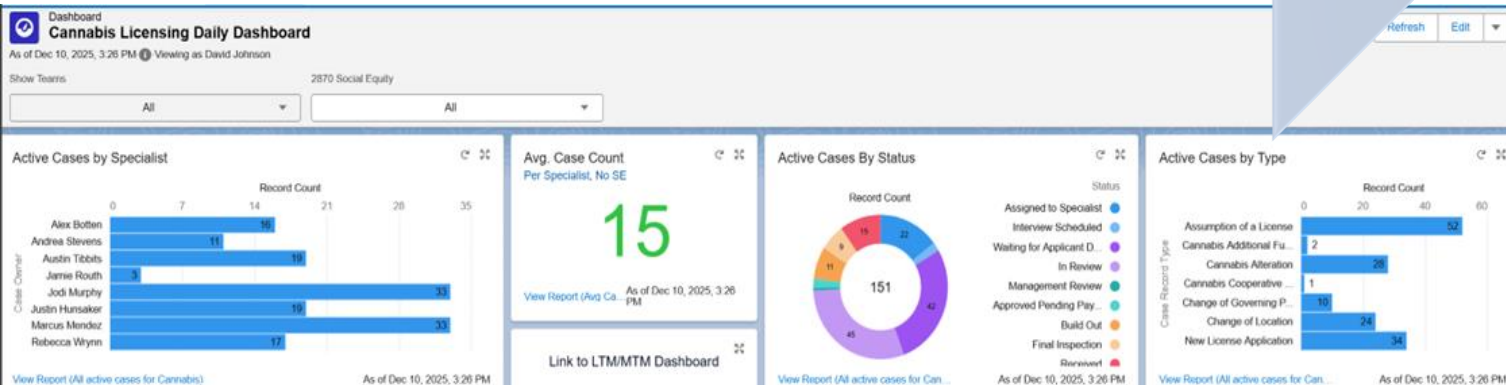
(Renew, Change authorization)

[Learn More →](#)

Change Entity Name and/or Tradename

General Request (pg. 5)

[Learn More →](#)



COMMUNICATION & COLLABORATION

Weekly in-person LEEADS check-ins

Trainings created:

- Retail Title Certificates
- Final Inspections
- Jodi training Videos

Supporting Other Teams

- Processing Liquor Files
- Renewals
- Duplicates
- Training – Navigating LEEADS

Perseverance

- Processed 500 Applications
- Issued 4 SE Licenses

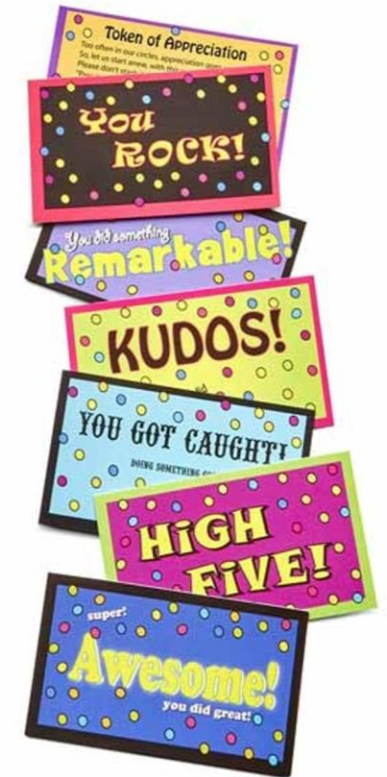
Collaboration

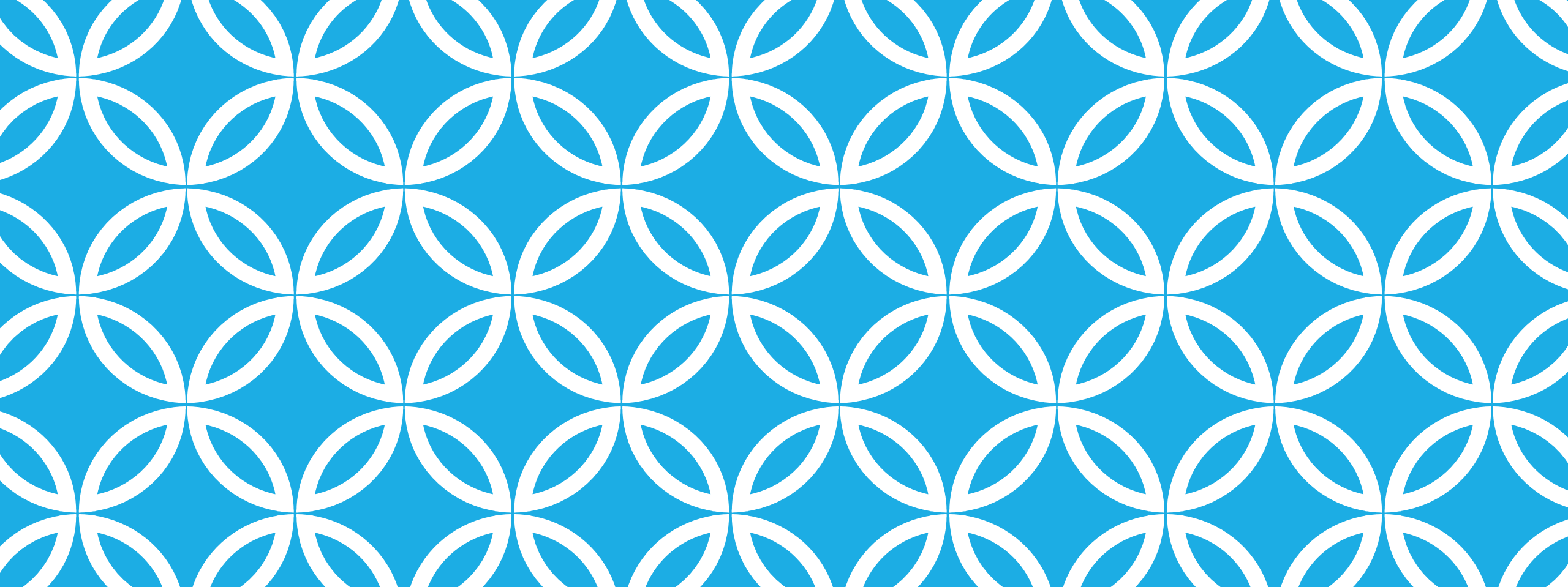
- Social Equity Team
- Team Offsite
- Cannabis Consultants
- Cannabis Enforcement/Licensing Connect
- DOR/BLS
- Training Team
- Website Updates



TEAM KUDOS – LEADERSHIP BEYOND CORE DUTIES

- Sat on Interview Panels
- Participated in Rulemaking Projects
 - Cannabis Advertising – Linda B.
 - Management Contracts – Alex, David
- Wellness Committee – Marcus
- Logo Focus Group - Marcus
- Met with Accenture – Jodi, David
- UAT Testing before go live – Jamie, Rebecca, Linda B., Justin
- Licensing Resources OneNote – Austin
- Account Cleanup – Andrea, Jodi





CUSTOMER SERVICE

Beth Lehman

IMPROVING EFFICIENCY WITH LEADS

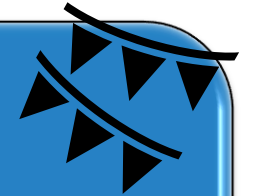
A Focus on Speed & Digital Transformation
this Last Year



Digital
Transformation
Success



Faster Special
Occasion
Licensing



Expedited
Permit
Issuance



Instant Issuance
for Clients



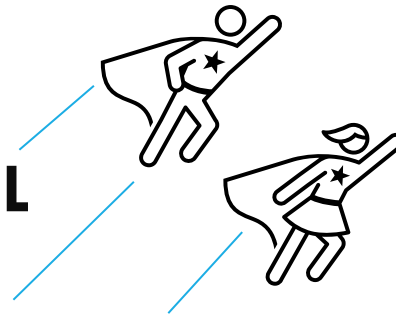


- Improved System Navigation & Search
- Automated Back-End Processes
- Future-Ready Platform

**EMPOWERING OUR TEAM:
BETTER TOOLS, BETTER WORKFLOWS**



NAVIGATING THE CHANGE: TEAM RESILIENCE & RETURN TO NORMAL OPERATIONS GOING FORWARD



Super hearing means no complaint goes unheard.



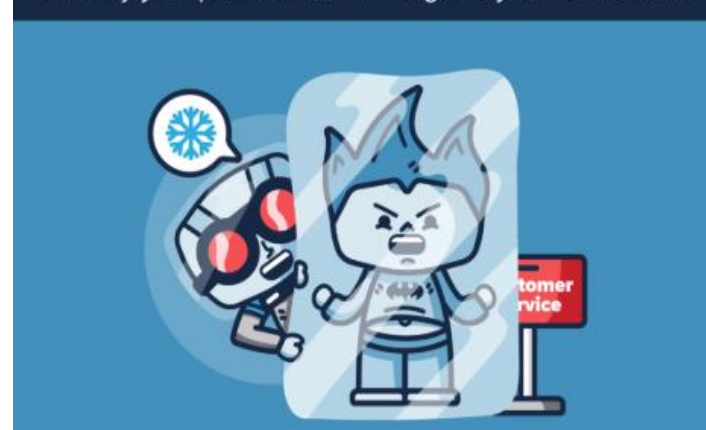
Great at multitasking and scaling large buildings.



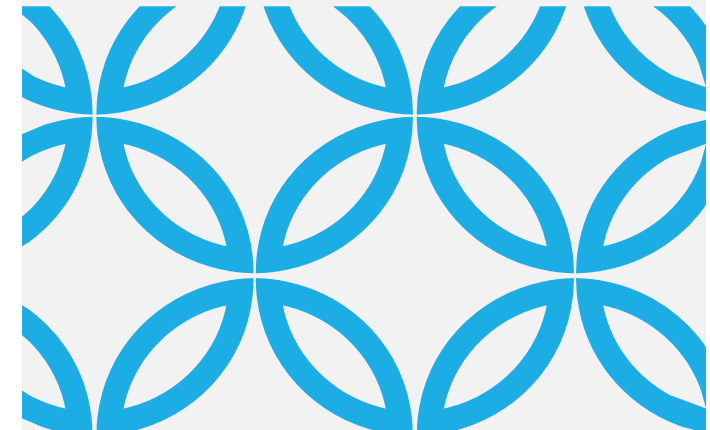
Two great service reps are better than one.



"I'm sorry your product isn't working, but you need to chill."



- **Handling the Post-Launch Volume**
- **Returning to Baseline**
- **Exceptional Queue Management**
- **Special Kudos to Catt DePrez**





THANK YOU

LICENSING DIVISION