



Strategic Plan 2019-2024

Vision

Safe communities for Washington State

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

From the Board and Agency Director

This plan represents our agency roadmap for the coming five 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 Washington State Liquor and Cannabis Board (WSLCB) employees understand, support, and are inspired to implement. This plan will drive our everyday efforts to carry out our agency mission while striving for excellence in all that we do.

Jane Rushford, Board Chair

Ollie Garrett, Board Member

Russell Hauge, Board Member

Rick Garza, Director



Officers Beth Horne, Lucy Peterson and Sergeant Susan Anderson at the “Women in Law Enforcement Career Fair.”



Licensing Specialist Jonathan Reinier leads a discussion on the Licensing and Regulation Division’s program map.

Goals and Strategies

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

- Pass legislation ensuring enforcement scope of authority is the same for alcohol, cannabis, tobacco, and vapor product laws by 2019.
- Enhance access and utilization of research information to guide policy decisions and priorities by December 2019.
- Design and implement a proactive initiative to enhance collaboration with state agencies on common health and public safety issues by June 2020.
- Improve medically-compliant cannabis availability in the market including patient access, legislative and rule revisions for patient incentives and consumer confidence by July 2020.
- Improve financial investigations process by identifying additional tools and providing training for licensing and enforcement by June 2021.
- Strengthen the LCB’s ability to monitor and enforce lab integrity processes through the implementation of a lab license, Dept. of Ecology accreditation program, and improved staff expertise by 2023.
- Create opportunities and legislation for LCB officers to assist licensees with illegal patron conduct by 2024.

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

- Design and implement a budtender education program that includes tracking methods for measuring outcomes by January 2021.
- Create and implement a plan to enhance education via targeted messages using easy-to-access formats and training tools for licensees, local law enforcement and external customers to promote public safety compliance and safe communities by August 2021.
- Improve access to regulatory information by increasing the number of data sets made publicly available by December 2022.
- Identify and address gaps in public health education efforts for consumers, young adults and under-represented populations by June 2024.
- Solicit feedback from small business customers and licensees including communities of color, veterans, people with disabilities and other diverse groups regarding our processes and develop and implement a plan to address identified barriers by 2024.

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

- Implement DEI (diversity, equity, inclusion) strategies into the agency culture including hiring practices, training and workplace programs and activities by December 2019.
- Enhance modern workforce strategies with an emphasis on telework for headquarters and improve availability of workspaces to increase cross-divisional and team collaboration by December 2019.
- Integrate use of organizational change management into our culture including cross-divisional training and resources by June 2020.
- All current supervisors and managers will complete the leadership development curriculum by August, 2020 and new supervisors and managers within a two-year period after hire.
- Strengthen and offer programs for our employees that support their health and well-being such as infants in the workplace, wellness activities, tuition reimbursement, and the safety program by June 2020.
- Build a succession plan to include strengthening the LCB mentoring program and creating a job shadow program and a developmental assignment program by July 2021.

4 Ensure operational excellence.

- Develop an enterprise security program and reduce critical security findings by 50 percent by June 2019.
- Develop and implement agency project governance and project standards and ensure staff training by December 2019.
- Implement an enterprise content management system including records-related training for all employees by June 2020.
- Develop an active data management initiative to support the categorization, classification and security of LCB data by June 2020.
- Build customer self-service capacity by increasing the number of online services available to our constituents from 19 to 30 by November 2020.
- Prioritize and support the successful completion of key transformation initiatives including the systems modernization and tax and fee projects by April 2022.

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

Stay up to date with all of the WSLCB news and activities on our website at:

lcb.wa.gov

Information on how to connect to our media tools can be found there.

- **Twitter**
- **Newsletter**
- **Webinars**
- **Email Notifications (listserv)**