



Washington State Liquor and Cannabis Board



WSLCB Enforcement and Education Division

Strategic Plan

Inclusive Dates 2022 - 2026

The Strategic Plan of the Washington State Liquor and Cannabis Board Enforcement and Education Division is intended to serve as a guide for our role in regulating and supporting a safe and vibrant marketplace in the State of Washington. This plan outlines the objectives, priorities, and strategies for 2022 – 2026: One Future.

Chandra Wax, Director

ENFORCEMENT AND EDUCATION

Mission

The mission of everyone associated with the Washington State Liquor and Cannabis Board Enforcement and Education Division is to consistently contribute to our state's international reputation as a safe place to live, work, conduct business, play, learn and visit.

We accomplish our mission through providing the highest quality education, enforcement, and support services as is possible within the resources provided to us.

We are recognized as a go-to resource throughout the state, as professional, compassionate, responsive, fostering community partnerships, and as adding value in return for the funds with which we are entrusted.

Vision

Collaborative relationships. Transparent Communication. Informed stakeholders.

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Introduction

As the Director of the WSLCB Enforcement and Education division, it is my pleasure to share with you our 5-year Strategic Plan: 2022-2026 One Future.

This guiding document provides division goals supported by key activities and strategies that will guide us as we move forward. The plan aims our work toward the mission of the agency and incorporates our plans for how we will work with our partners to provide the highest quality education, enforcement, and support services as is possible within the resources provided to us. This is my vision for our future; while how we get there may change from year to year based on the resources we are provided and other influencing factors, where we are going is clear. While the division's main goals are compliance, and preventing youth access and diversion, we remain committed to employee development, and community and industry partnerships.

I invite you to review our Strategic Plan initiatives with an understanding that this is a living document and it belongs to each of you. By helping to identify ways we can improve, you have been instrumental in the design of a better tomorrow.

YOU serve as a constant reminder that our division's greatest assets are the hearts and minds of the people of the WSLCB Enforcement and Education division.

Chandra Wax, Director



*Chandra Wax,
Enforcement and Education
Division Director*



2021 Enforcement and Education In-Service Training at Lake Chelan

Our Team Rules

We believe that our team rules, when understood, accepted and implemented by all employees will continue to transform our organizational culture.

1. We do not speak negatively about other team members behind their backs nor do we second-guess the decisions of others.
2. We do not tolerate anyone else speaking negatively about others behind their backs or second-guessing their decisions.
3. We give each member of our team the benefit of their positive intent.
4. We practice and experience humility.
5. We treat each other with dignity and respect.
6. We listen sincerely, present, recognize and acknowledge ideas, challenges, and feelings while promoting a productive discussion.
7. We sustain an environment where employees feel recognized for their contributions.
8. We are trustworthy; honest and forthright.
9. We are committed to the success of the team through continuous process improvement and problem-solving strategies.

Strategies

A “strategy” is not an objective nor is it a task or activity. It is a general approach toward achieving objectives, not an objective unto itself. These are operational guidelines for decisions and behavior choices. Some of our Strategies include:

- Each year we propose our resource requirements for three years ahead and always in the context of our Mission, Vision and Long-Range Objectives.
- We support the mission statement of our Board and local legislative bodies.
- We believe in decentralizing decision-making as deeply throughout our division as possible.
- Everyone in our division is proactive rather than reactive.
- We share information freely. We are transparent and genuine; no secrets, no surprises.
- We are a learning division rather than a trained organization.
- We embrace change; adjust and keep moving.
- We establish relationships with other agencies and divisions so there are no boundaries to safety, regulation, education, and compliance.
- Everyone in our division will be competent in distinguishing between “symptoms” and real problems.
- Everyone in our division knows the difference between a mistake and willful misconduct.
- Our policies are values-driven rather than established in reaction to past or prospective challenges.
- Every employee understands and accepts that they have a personal obligation to have a positive impact on our division’s culture.
- We define success before we act rather than afterwards.

Long-Range Strategic Objectives and Success Measures

The Enforcement and Education Division of WSLCB believes that setting short-term, mid-term and long-term objectives keep us accountable for moving our mission and vision forward. Using historical internal performance data as well as industry data, we have developed the following long-range objectives and success measures. The next section reflects where our short-term focus will be for the next three years.

Objective 1: Board and Stakeholder Relations **Be Responsive to the Board and our Stakeholders**

To ensure that positive, mutually beneficial relationships are maintained with members of our Board and stakeholders that allow for effective response to industry and constituent expectations, Washington State laws, directives and policies

Outcome of Success

- Our Agency Director's Office, Board Chair, and Board members report that they are informed and consulted on pending matters, proposed changes, and major commitments

Objective 2: Leadership and Management Services **Practice Intentional Leadership**

To take positive, decisive courses of action toward agreed-upon results by creating and maintaining an environment which encourages initiative and open, direct communication among and between all employees and stakeholders

Outcomes of Success

- Plans of action and decisions are based on data and feedback
- Decision-making authority is understood and decisions are made at the appropriate level of the organization
- Employees understand, accept, and use our system of planning, reporting, and measuring success
- We maintain a diverse, equitable, and inclusive environment where people choose to work together collaboratively

Objective 3: Operations Services **Pursue Public Safety and Compliance**

To pursue public safety, compliance, and safe and vibrant marketplaces through fair, impartial, and consistent regulation of industries in partnership with stakeholders

Outcomes of Success

- Ensure responsible sales and service and prevent youth access statewide through partnerships with stakeholders
- We work towards preventing diversion statewide
- Ensure compliance with rule and law through use of education and enforcement tools
- We address unlicensed locations in the State of Washington

Objective 4: Administrative Services

We Provide Exceptional Service to Internal and External Customers

To provide employee development opportunities, hire qualified staff that are committed to our mission, be responsive to data and legislation, and provide policy guidance that results in fair, impartial, and consistent regulation of industries

Outcomes of Success

- Employees have opportunities to broaden and improve their skills and abilities
- Plans, policies, and procedures are in compliance with rule and/or law, and meet or exceed the identified, legitimate expectations of the Board, legislation, and stakeholders
- Fair and consistent mitigation of penalties as we partner with stakeholders on the path to compliance
- Recruiting, hiring and promotions are based on demonstrated commitment to our mission, values and long-range objectives

Objective 5: Education and Industry Relationships

Educate and Inform Stakeholders and Staff

Build and maintain a sustainable education and outreach program to support partnership, knowledge, and information access

Outcomes of Success

- Licensees, community members, and law enforcement partners are informed about the work we do in their communities
- Employees are informed about industry, legislative, Board actions and decisions, and agency changes that impact the work they do
- Licensees, community members, and employees have compliance tools and resources that are easily accessible

Objective 6: Partner Services

Partner with Others to Align Resources with Community Needs

We proactively pursue collaborative relationships with WSLCB divisions, other state agencies, and law enforcement partners

Outcomes of Success

- Licensing: Decisions and communications related to stakeholder licensing are consistent and timely
- Finance Services: Responsible and transparent management of the resources with which we are entrusted
- Human Resource Services: Maintain highly qualified and skilled personnel
- Communications Services: Communications resources and services meet the needs of our team members and internal and external stakeholders are informed about things that are important to them

- Policy Team: Adopt, amend, and repeal rules in response to legislation and changes in the industries we regulate
- Information Technology: Technology solutions, resources and services meet the needs of our team members in all regions throughout the state
- Other Agencies: We have established relationships with key stakeholders at the agencies we partner with and manage resources to deliver quality, timely contract services within scope and budget
- Law Enforcement Partners: We have established relationships with law enforcement agencies across the state and they have an understanding of what we do and how we can work together

Annual Operating Objectives: Focus for the Next Three Years	
Year: 2023	Year: 2024
<p>Objective 5: Education and Industry Relationships Educate and Inform Stakeholders and Staff</p> <p>Build and maintain a sustainable education and outreach program to support partnership, knowledge, and information access</p> <p>Objective 6: Partner Services Partner with Others to Align Resources with Community Needs</p> <p>We proactively pursue collaborative relationships with WSLCB divisions, other state agencies, community stakeholders and law enforcement partners</p> <ul style="list-style-type: none"> • Policy Team: Adopt, amend, and repeal rules in response to legislation and changes in the industries we regulate 	<p>Objective 3: Operations Services Pursue Public Safety and Compliance</p> <p>To pursue public safety, compliance, and safe and vibrant marketplaces through fair, impartial, and consistent regulation of industries in partnership with stakeholders</p> <p>Objective 6: Partner Services Partner with Others to Align Resources with Community Needs</p> <p>We proactively pursue collaborative relationships with WSLCB divisions, other state agencies, community stakeholders and law enforcement partners</p> <ul style="list-style-type: none"> • Human Resource Services: Maintain highly qualified and skilled personnel • Communications Services: Communications resources and services meet the needs of our team members and Internal and external stakeholders are informed about things that are important to them

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