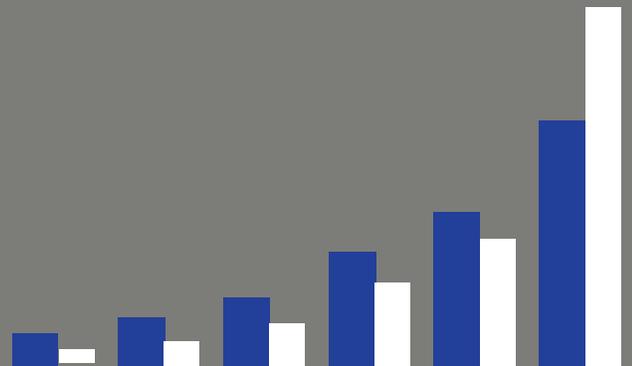




Washington State  
Liquor Control Board

Washington State  
Liquor Control Board  
**Strategic Plan**  
**2013-15**



# Notes

# Table of Contents

<b>Vision, Mission, Goals, Values</b> .....	<b>2</b>
<b>Achieving Results</b> .....	<b>3</b>
<b>GOAL:</b> Provide the highest level of public safety by continually assessing, analyzing, improving and enforcing laws, regulations and policies as well as ensuring they are easy to understand, effective and reflect today’s dynamic environment. ....	<b>3</b>
<b>STRATEGY:</b> Create a retail liquor licensing/regulatory model that is flexible to the business community, easy to administer yet provides effective public safety controls.....	<b>3</b>
<b>STRATEGY:</b> Align regulation of manufacturing and distribution tiers with federal permit requirement.....	<b>3</b>
<b>STRATEGY:</b> Enhance the LCB’s effectiveness in addressing liquor and cannabis-related public safety issues.....	<b>3</b>
<b>STRATEGY:</b> Implementation of Initiative 502, an act that authorizes the Liquor Control Board to regulate and tax cannabis for persons twenty-one years of age or older.....	<b>4</b>
<b>GOAL:</b> Educate and engage licensees, the public and other stakeholders in addressing issues related to alcohol, cannabis and tobacco.....	<b>4</b>
<b>STRATEGY:</b> Enhance coordination and collaboration of statewide efforts.....	<b>4</b>
<b>STRATEGY:</b> Educate and engage media, stakeholders, communities, general public.....	<b>4</b>
<b>STRATEGY:</b> Continue and expand education and information for licensees.....	<b>5</b>
<b>GOAL:</b> Recruit, develop, retain and value a highly competent and diverse workforce capable of responding quickly and effectively to challenges in the regulatory and business environment.....	<b>5</b>
<b>STRATEGY:</b> Develop a successful mid-management training/succession program that will address shifts in leadership, key/mission critical and technical roles, resulting in a stream of qualified and diverse candidates to fill vacancies. ....	<b>5</b>
<b>STRATEGY:</b> Build an employee development and retention culture by setting clear expectations around work and behavioral standards that result in the agency being viewed as an employer of choice.....	<b>5</b>
<b>STRATEGY:</b> Promote a workplace that keeps employees safe and reduces agency liability through an integrated program of risk management, safety and wellness.....	<b>6</b>
<b>GOAL:</b> Create a culture that fosters excellent customer service, open communication, transparency, accountability, data driven decisions, and business initiated process improvement including the use of integrated technology.....	<b>6</b>
<b>STRATEGY:</b> Implement a continuous process improvement culture that focuses on performance, accountability, and best practices.....	<b>6</b>
<b>STRATEGY:</b> Use technology to effectively support business processes.....	<b>6</b>

# Vision, Mission, Goals, Values

## Vision, Mission, Goals, Values

### Vision

Improving public safety for Washington communities.

### Mission

Promote public safety by consistent and fair administration of liquor and cannabis laws through education, voluntary compliance, responsible sales and preventing the misuse of alcohol, cannabis and tobacco.

### Goals

- Provide the highest level of public safety by continually assessing, analyzing, improving and enforcing laws, regulations and policies as well as ensuring they are easy to understand, effective and reflect today's dynamic environment.
- Educate and engage licensees, the public and other stakeholders in addressing issues related to alcohol, cannabis and tobacco.
- Recruit, develop, retain and value a highly competent and diverse workforce capable of responding quickly and effectively to challenges in the regulatory and business environment.
- Create a culture that fosters excellent customer service, open communication, transparency, accountability, data driven decisions and business initiated process improvement including the use of integrated technology.

### Values

- Respect and courtesy
- Professionalism and integrity
- Open communication
- Internal and external accountability
- Measurable and meaningful results
- Public trust and stakeholder involvement
- Continuous improvement

# Achieving Results

**GOAL:** Provide the highest level of public safety by continually assessing, analyzing, improving and enforcing laws, regulations and policies as well as ensuring they are easy to understand, effective and reflect today's dynamic environment.

**STRATEGY:** Create a retail liquor licensing/regulatory model that is flexible to the business community, easy to administer yet provides effective public safety controls.

## Key Objectives/Activities:

1. Provide a value map of the current liquor licensing processes to identify obstacles as well as points of "value added".
2. Evaluate MAST and Special Occasion licenses together with banquet permits from a regulatory risk and efficiency perspective.
3. Identify and implement short term efficiencies.
4. Develop legislative strategy for short (2014) and long term. Develop technology strategy for implementing regulatory reform for liquor licensing and in consideration of including the cannabis regulatory program.
5. Prepare supplemental decision package and agency request legislation for 2014 legislative session.
6. Engage stakeholders to gain support for legislative strategy.
7. Update strategic plan to reflect long term legislative strategy.

**STRATEGY:** Align regulation of manufacturing and distribution tiers with federal permit requirement.

## Key Objectives/Activities:

1. Gather data on what activities are performed at existing Washington wineries.
2. In coordination with the industry, develop proposed legislation to better align our regulatory model to that of the TTB.
3. Review distillery, brewery and distribution licensing requirements to determine alignment with TTB requirements.

**STRATEGY:** Enhance the LCB's effectiveness in addressing liquor and cannabis-related public safety issues.

## Key Objectives/Activities:

1. Develop decision package to increase Enforcement field staff based on a reasonable licensee/officer ratio.
2. Explore enhanced Enforcement Officer authority.
3. Engage stakeholders, licensees and local law enforcement in order to reduce incidence of DUI and over service.
4. Enhance coordination and collaboration with local law enforcement and others to address the risks associated with the use of alcohol and cannabis.
5. Monitor social outlets based on risk.

**STRATEGY:** Implementation of Initiative 502, an act that authorizes the Liquor Control Board to regulate and tax cannabis for persons twenty-one years of age or older.

**Key Objectives/Activities:**

1. Establish a project teams for rulemaking, policy/legal decisions, communications, licensing structure and procedures, education of licensees, enforcement procedures, staffing, tax collection and auditing, budget impact and tax distribution, contracting, research, and employee safety.
2. By 2012-2013 establish all policies and procedures to regulate, license and tax cannabis use for persons twenty-one years of age and older.
3. Implement the law in a way that reduces the use of cannabis by minors.
4. Implement the law in a way that undercuts the illicit marketplace.
5. Develop strategies and agency request legislation to modify the provisions of initiative 502 as necessary to address obstacles to the implementation of a controlled cannabis market place.

**GOAL:** Educate and engage licensees, the public and other stakeholders in addressing issues related to alcohol, cannabis and tobacco.

**STRATEGY:** Enhance coordination and collaboration of statewide efforts.

**Key Objectives/Activities:**

1. Participate in statewide collaborative efforts.
  - Washington State Coalition to Reduce Underage Drinking (RUaD)
  - Target Zero (Traffic Safety Commission efforts)
  - Strategic Prevention Enhancement Consortium
  - Washington Impaired Driving Advisory Council (WIDAC)
  - Statewide efforts on the Healthy Youth Survey
2. Improve coordination with other law enforcement agencies.
3. Include licensee associations and groups to collaborate on statewide education and prevention efforts.

**STRATEGY:** Educate and engage media, stakeholders, communities and the general public.

**Key Objectives/Activities:**

1. Enhance outreach to local governments to gain better understanding of licensing/enforcement procedures.
2. Communicate core public safety mission to media and general public through multiple channels, such as website, news releases, feature articles, etc.
3. Work with prevention partners and other stakeholders to proactively address both current and emerging issues.

**STRATEGY:** Continue and expand education and information for licensees.

**Key Objectives/Activities:**

1. Plan and develop an on-line program to view complaints, violations, enforcement actions and neighborhood risk factors.
2. Enhance outreach to the manufacturing and distribution tiers
3. Increase face-to-face time with applicants and licensees.
4. Assess and improve the effectiveness of the MAST and Responsible Vendor programs.

**GOAL:** Recruit, develop, retain and value a highly competent and diverse workforce capable of responding quickly and effectively to challenges in the regulatory and business environment.

**STRATEGY:** Develop a successful mid-management training/succession program that will address shifts in leadership, key/mission critical and technical roles, resulting in a stream of qualified and diverse candidates to fill vacancies.

**Key Objectives/Activities:**

1. Ongoing assessment of the right people in the right job.
2. Deploy sustainable business practices.
3. Provide advancement opportunities.

**STRATEGY:** Build an employee development and retention culture by setting clear expectations around work and behavioral standards that result in the agency being viewed as an employer of choice.

**Key Objectives/Activities:**

1. Recruitment
2. Development and retention
3. On boarding
4. New employee orientation
5. Work-life balance
6. Build credibility

**STRATEGY:** Promote a workplace that keeps employees safe and reduces agency liability through an integrated program of risk management, safety and wellness.

**Key Objectives/Activities:**

1. Sustain a proactive Safety Committee supported by management.
2. Foster a work environment that places the highest value on health and welfare of employees, customers and community.
3. Instill a sense of ownership in our employees to embrace excellence in all aspects of safety with emphasis on accident and loss prevention.

**GOAL:** Create a culture that fosters excellent customer service, open communication, transparency, accountability, data driven decisions and business initiated process improvement including the use of integrated technology.

**STRATEGY:** Implement a continuous process improvement culture that focuses on performance, accountability, and best practices.

**Key Objectives / Activities:**

1. Create and implement an agency-wide process improvement framework that promotes employee involvement, generates improvement ideas and events, and communicates results.
2. Identify core agency processes and prioritize for process improvement including licensing and enforcement, information technology services, succession planning, disaster planning (COOP) and other operational areas.
3. Provide training and support in process improvement including Lean, service management and Baldrige Criteria.
4. Utilize the Baldrige Criteria framework for periodic quality assessments and improvement opportunities in leadership, strategic planning, customer focus, information analysis, workforce focus, process management and business results.

**STRATEGY:** Use technology to effectively support business processes.

**Key Objectives / Activities:**

1. Determine priorities: Assess strategy and business plans.
2. Establish Enterprise Business Architecture Plan.
  - Ongoing review and approval to changes by Agency Governance.
3. Improve processes and support systems.
  - Assess business processes.
  - Improve (build, buy, retire, consolidate, change) business processes.
  - Improve (build, buy, retire, consolidate, change) business support systems.
  - Migrate off of the I Series.



## **Mission**

**Promote public safety by consistent and fair administration of liquor and cannabis laws through education, voluntary compliance, responsible sales and preventing the misuse of alcohol, cannabis and tobacco.**