



2024 – 2029 STRATEGIC PLAN UPDATE

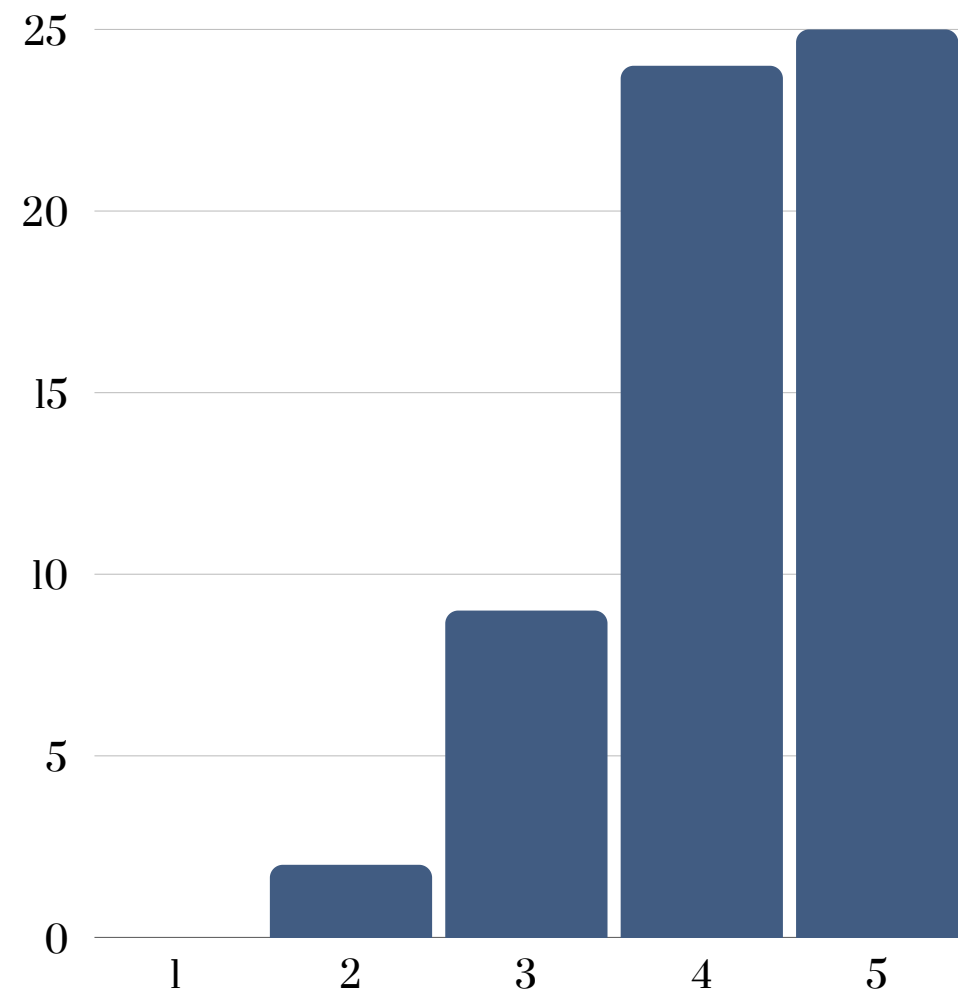
MAY 7, 2024

JESSICA DANG

STRATEGY & PERFORMANCE MANAGER

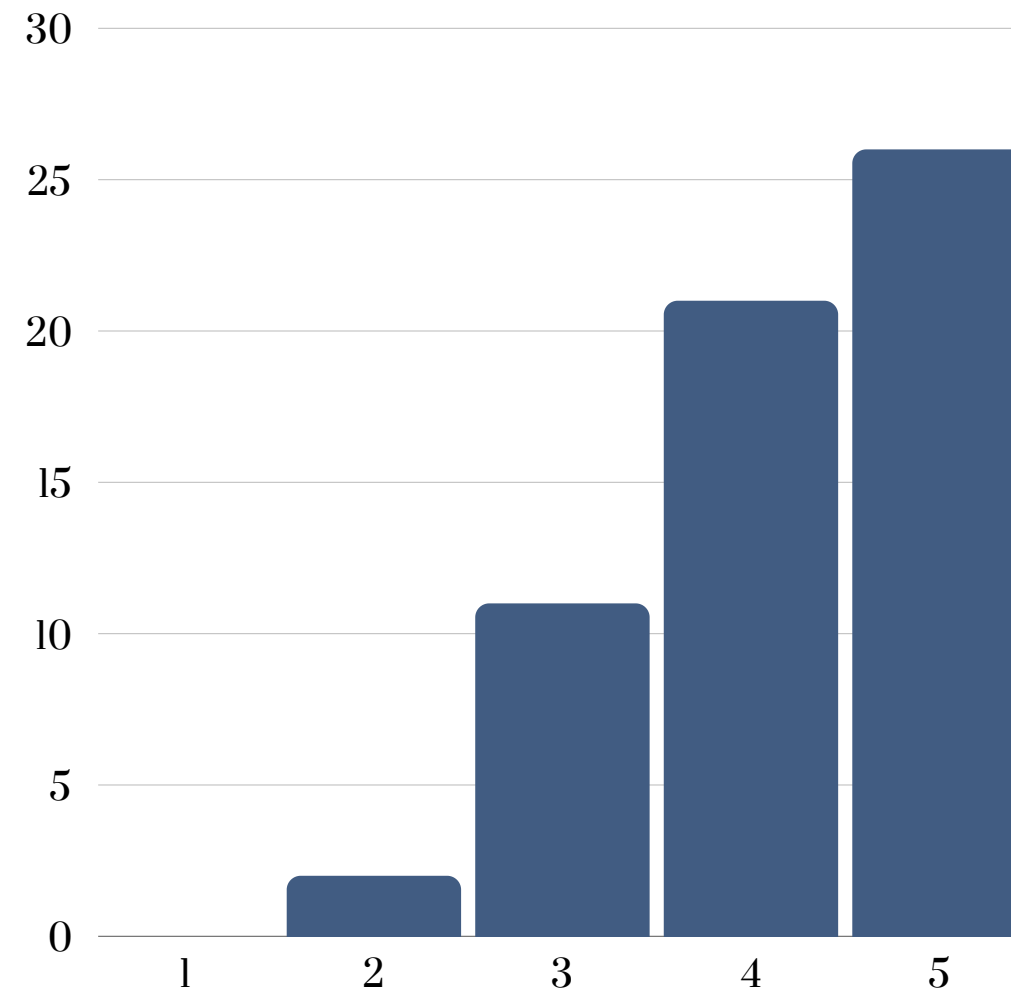
WASHINGTON STATE LIQUOR AND CANNABIS BOARD

I see how **my work** contributes and connects to the goals, objectives, and strategies in this plan.



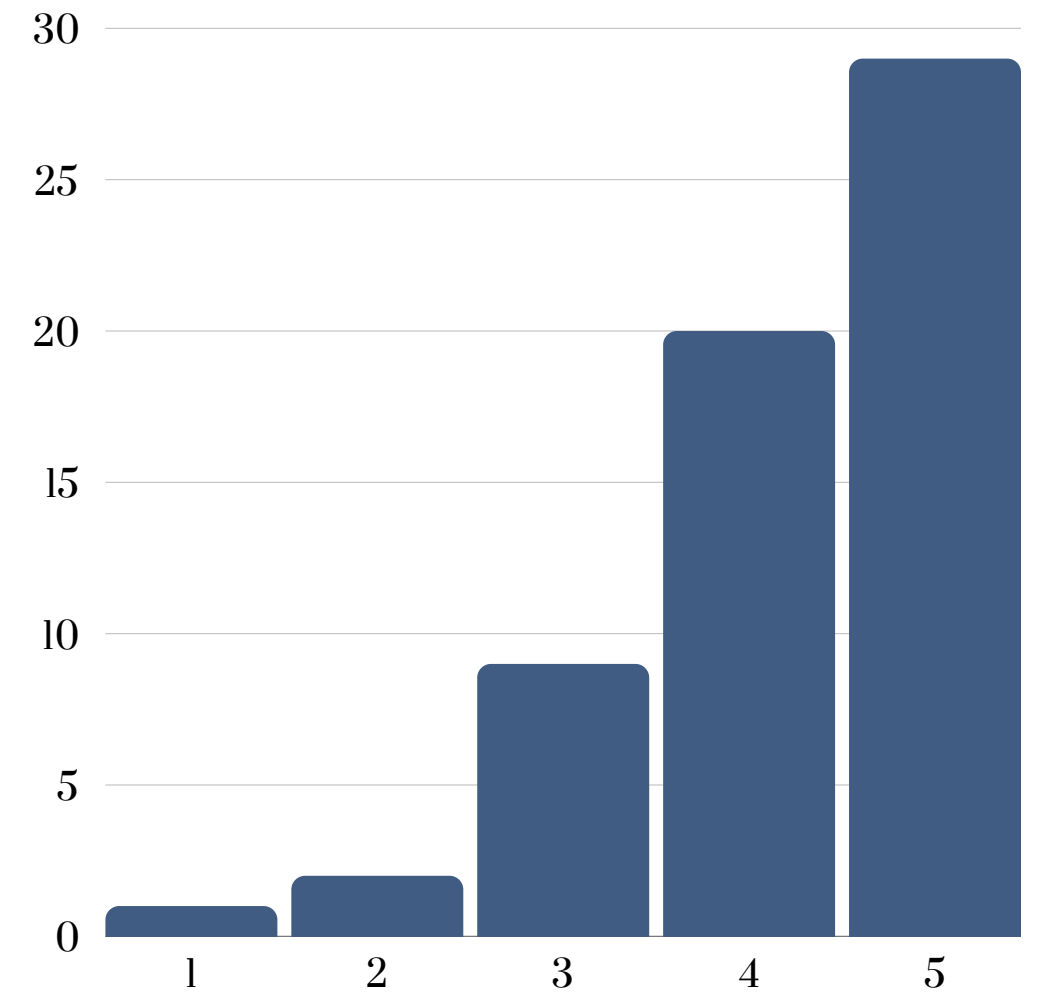
4.20 AVG

I see how **my teams' work** contributes and connects to the goals, objectives, and strategies in this plan.



4.18 AVG

This plan is simple to follow and understand.



4.25 AVG

THEMES

What about this plan excites you?

- Simplicity
- Updated values
- Inclusive
- Achievable
- More people focused
- Leadership development
- Modernized process

Do you have any concerns with this plan?

- Implementation & Change Management
- Selecting the right measures
- Failing to have proper technology and processes to achieve plan
- Missing resource/project effort links





VISION

Safe communities for Washington State

MISSION

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



We are professional and dedicated public servants.

These values are the foundation of our culture and guide our interactions with each other and the communities we serve.

RESPECT

We are inclusive, treating everyone with courtesy and dignity, ensuring equity for all.

OPEN COMMUNICATION

We practice transparency, invite input, listen to understand, and share accurate and timely information.

ACCOUNTABILITY AND INTEGRITY

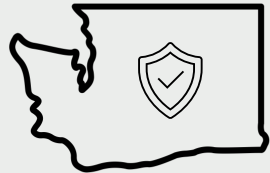
We hold ourselves to the highest ethical standards and follow through on our commitments.

CONTINUOUS IMPROVEMENT AND MEANINGFUL RESULTS

We seek creative solutions to provide better outcomes by evolving our processes, systems, and services.

PEOPLE FOCUSED

We put those we serve and each other at the center of our work.



Goal One

All Washington communities have the highest level of public health and public safety

OBJECTIVES

We have strong partnerships with communities and provide education resulting in improved public health outcomes

Regulated products are furnished, sold, used responsibly, and accessed through legal markets

STRATEGIES

Establish relationships with other organizations and across divisions so there are no barriers to public health, public safety, regulation, education and compliance

Provide services that have a positive impact on youth access, adult misuse, and diversion

Inform and educate our customers and communities in a coordinated and consistent way



Goal Two

Our services are accessible and responsive to the needs of communities, partners, and our customers

Objectives

Timely delivery of quality services

Prioritize our efforts and allocate resources effectively to support key initiatives

Strategies

Incorporate employee and customer feedback to continuously improve our processes and systems

Modernize business processes to increase transparency, improve user experience and reduce risk

Use a predictable, repeatable framework for making agency decisions and aligning goals with attainable resources



Goal Three

We have a culture of trust, belonging, and valuing people

Objectives

Provide opportunities for personal, professional, and organizational growth

We are inclusive of industry and community members when making decisions about our work

Strategies

Prioritize and invest in employee holistic wellness and professional development

Promote leadership development at all levels

Consult industry and community representatives when creating rules

Engage with regulated industries and the communities we serve



- ✓ Agency Rollout
- ✓ Action Planning
- ✓ Quarterly Updates
- ✓ Progress Reports





Strategic Plan Development Workgroup

Julie Graham	Director's Office
Mallori Hays	Director's Office
Jim Weatherly	Director's Office
Kandace Jaeger	Enforcement and Education
Captain Magerl	Enforcement and Education
Kimberly Ames	Finance
Dawn Russell	Human Resources
Jillian Murphy	IT Services
Nicola Reid	Licensing



QUESTIONS?