1.1.a: Increase the number of Lean projects from 321 to 400 by the end of December 2013

Liquor Control Board Public Disclosure Project
With the passage of Initiative 502, legalizing marijuana, we saw a dramatic surge in the number and complexity of public records requests from businesses and the public.

People weren't getting the information they sought in a timely way, and the agency was potentially exposed to fines.
2012 – 2014 Requests

- Outstanding
- Opened
- Closed

Graph showing the trend of requests from January 2012 to May 2014.
What we did about it

Lean Improvements

- Mapped our current process
- Added data to website
- Implemented visual management
Website Data

More Data Available to the Public on Website

List of Marijuana Applicants
   - Directed customers to agency website *before* filing a records request

List of Retail Marijuana Lottery results
   - Press Release notified public
Website Data

- October to December increased 1856%, April to May increased 472%
- Lottery results received 18,946 page views on first day
Specific Results Achieved

Less days to process more requests

- Before Lean (Jan '13 – Aug '13): 14.31 business days
- After Lean (Sept '13 – May '14): 6.44 business days

Greater % of requests completed day received

- Before Lean: Same day completion 21%
- After Lean: Same day completion 44%
Specific Results Achieved

Top 10% Longest Requests – Average Business Days to Complete

Before Lean: 61
After Lean: 20
Customer Feedback

“Recently contacted your offices regarding a request for public records. The initial woman I spoke with was Missy Norton– friendly, knowledgeable and a genuine representative of customer service. What a surprise to have it by day’s end. You should be very proud of these team members. I have been commenting on their efficiency and positive attitude to many associates.” – Marijuana Applicant

“Thanks for the prompt response, as always.” – Seattle Times Reporter

“Wow! Holy crud that was crazy fast. Do you guys have a program that generates these fast or did you do this one by one?” – Requester
Employee Experience

Missy Norton – Records Manager
  – Immediate and tangible changes
  – Focus on other aspects of position, which in turn help improve Public Records

Alison Chadez – Public Records Coordinator
  – Clear directions and expectations
  – Opportunities to expand job responsibilities
## Action Plan

<table>
<thead>
<tr>
<th>Problem / Opportunity</th>
<th>Strategy</th>
<th>Details</th>
<th>Lead</th>
<th>Status</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify additional data that the public has an interest in and that we can make available online.</td>
<td>Work with Communications Division, Marijuana Licensing Unit, and IT to anticipate next milestones that will create a swell of public interest.</td>
<td>Analyze public records requests to identify trends in requests for information that we may be able to make available online.</td>
<td>Risk Management</td>
<td>On Track Reviewing data</td>
<td>7/1/14</td>
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<tr>
<td>Records stored in legacy systems can be time consuming to locate and retrieve, increasing the time it takes to respond to Public Records Requests.</td>
<td>Records Manager working with all divisions to complete a records inventory and to identify issues in records management and to research the causes of those issues.</td>
<td>Feasibility study currently in progress for developing a contract for new licensing and enforcement case management system.</td>
<td>Support Services</td>
<td>On Track Workgroup actively meeting</td>
<td>9/15/14</td>
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<td>New records are being created from Marijuana Licensing and Enforcement. Old Records are no longer being used from Retail Liquor Sales.</td>
<td>Lean Activity</td>
<td>Identify records coordinators, complete records inventory, analyze results of inventory and make recommendations to leadership.</td>
<td>Risk Management</td>
<td>On Track Records郭ordinators identified, inventory of records in process</td>
<td>9/1/14</td>
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