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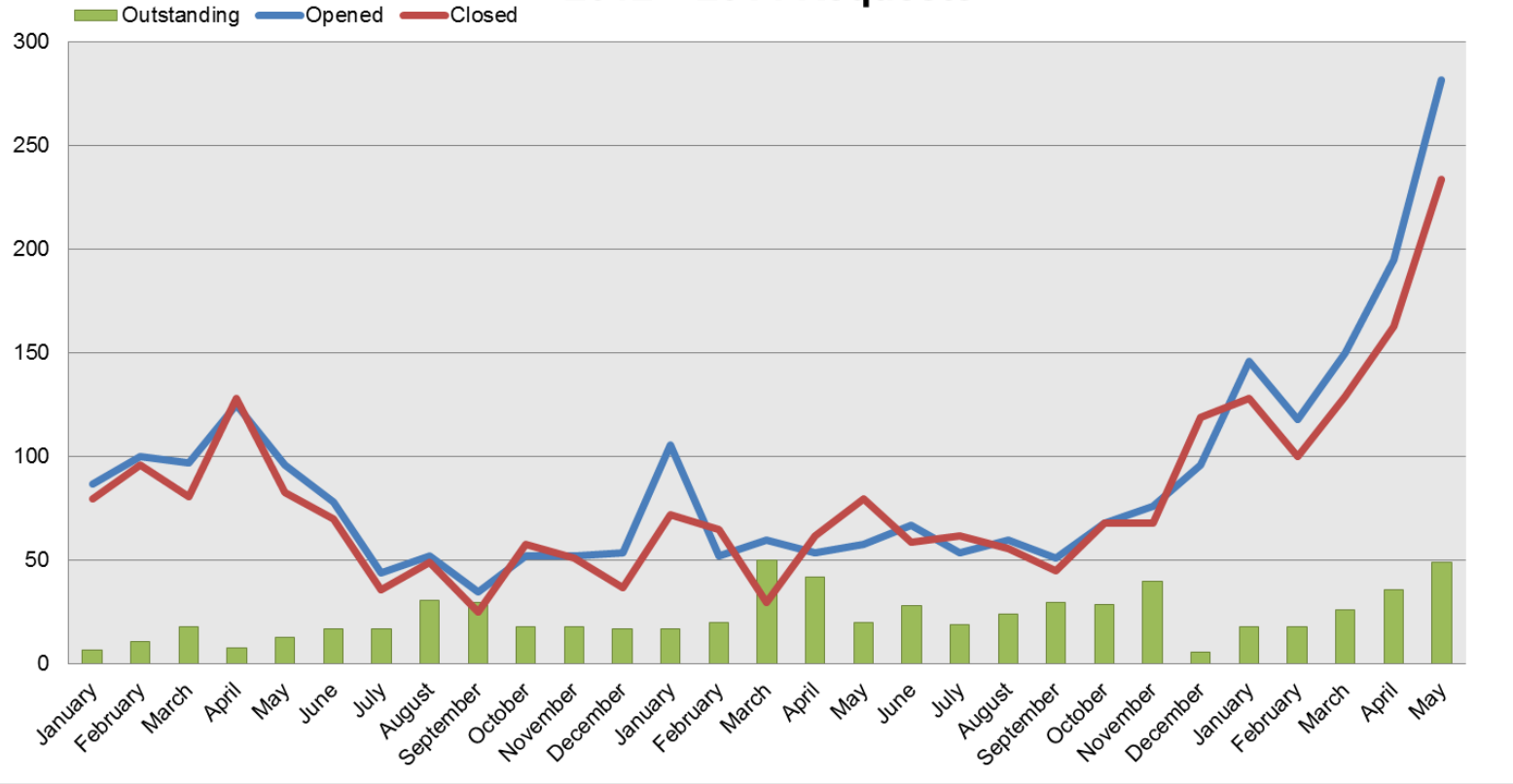
## 1.1.a: Increase the number of Lean projects from 321 to 400 by the end of December 2013

### 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



# What we did about it

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## Lean Improvements

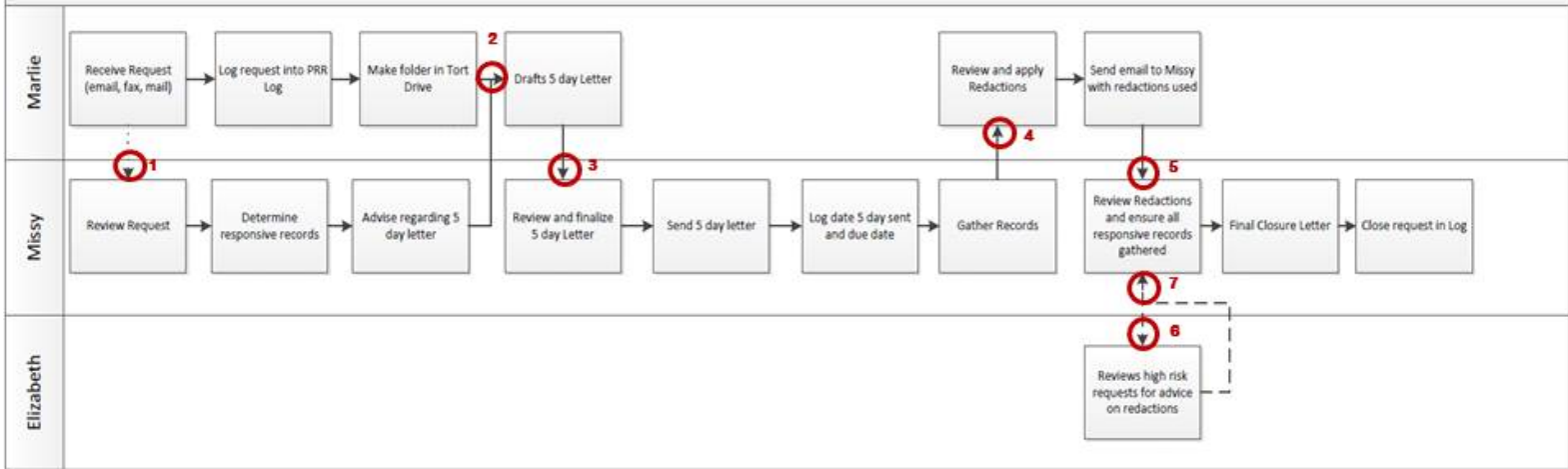


Mapped our  
current  
process

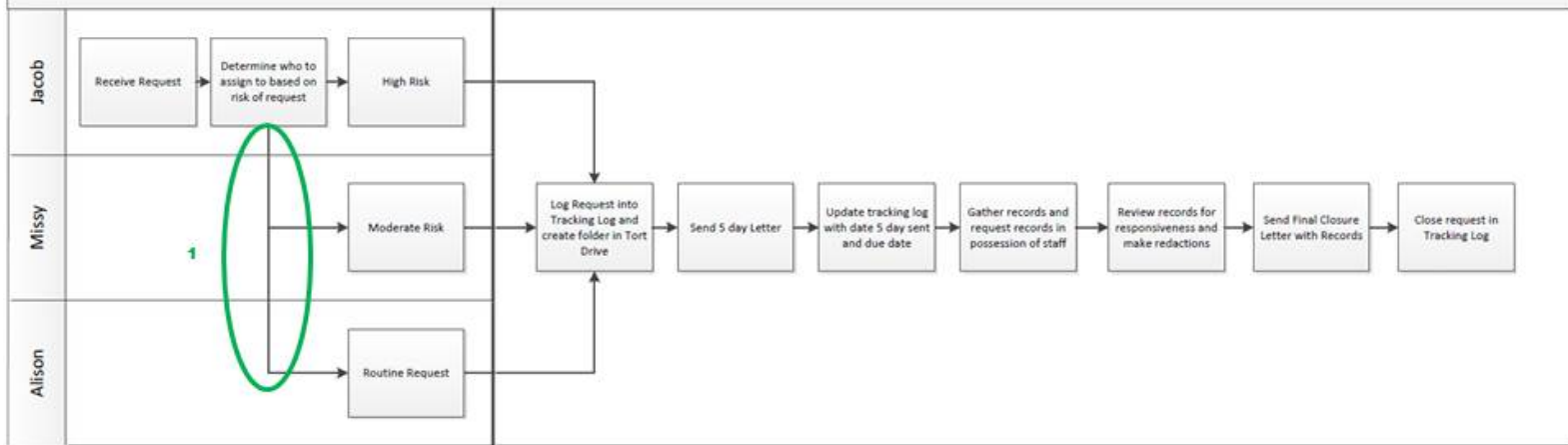
Added data  
to website

Implemented  
visual  
management

Current Public Records Process



Future State - Public Records Process



# Website Data

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## **More Data Available to the Public on Website**

### List of Marijuana Applicants

- Directed customers to agency website **before** filing a records request

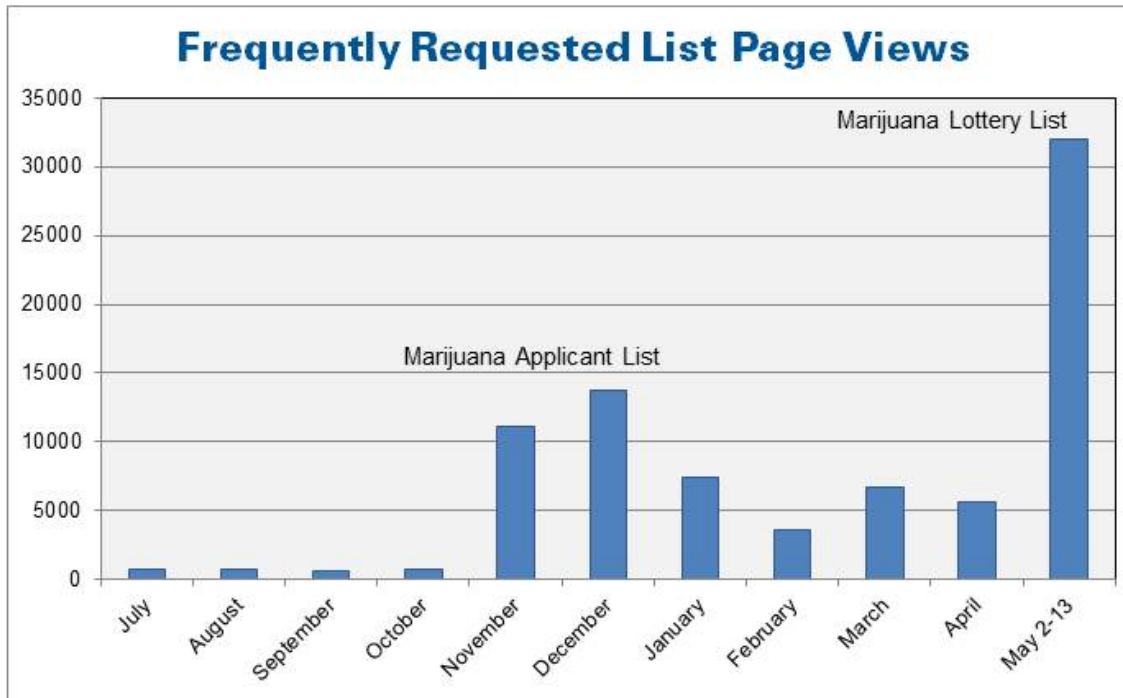
### List of Retail Marijuana Lottery results

- Press Release notified public

# Website Data

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



# April 2014 Results

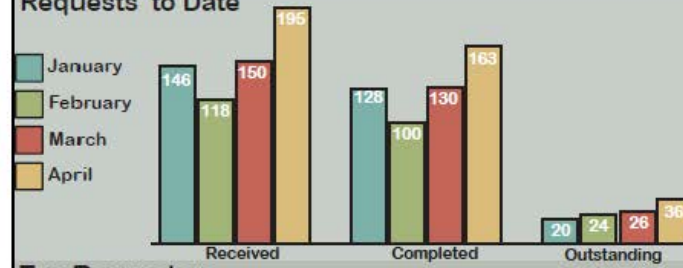
Requests January 2014 to Date: 609

Risk Management Office

## Requests Assigned



## Requests to Date



## Top Requesters



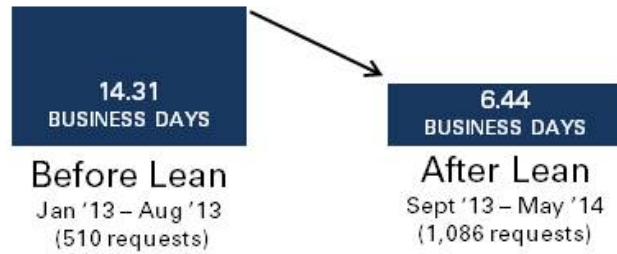
## Top Divisions



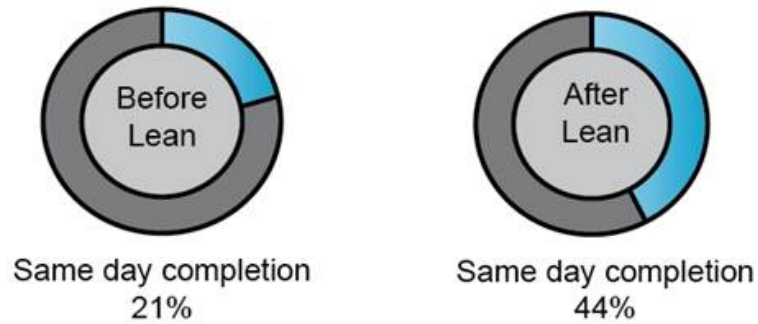
# Specific Results Achieved

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## Less days to process more requests



## Greater % of requests completed day received

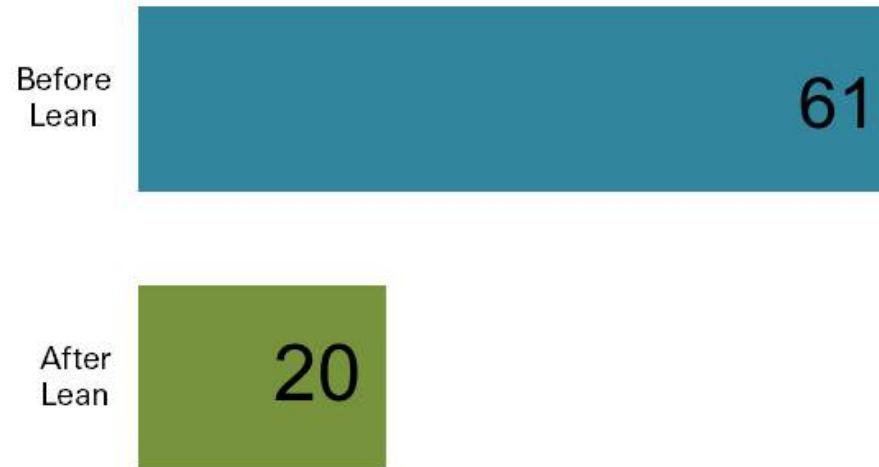




# Specific Results Achieved

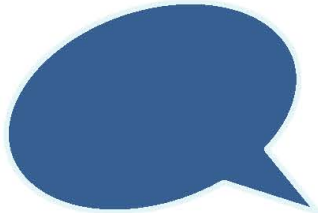
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## Top 10% Longest Requests – Average Business Days to Complete



# Customer Feedback

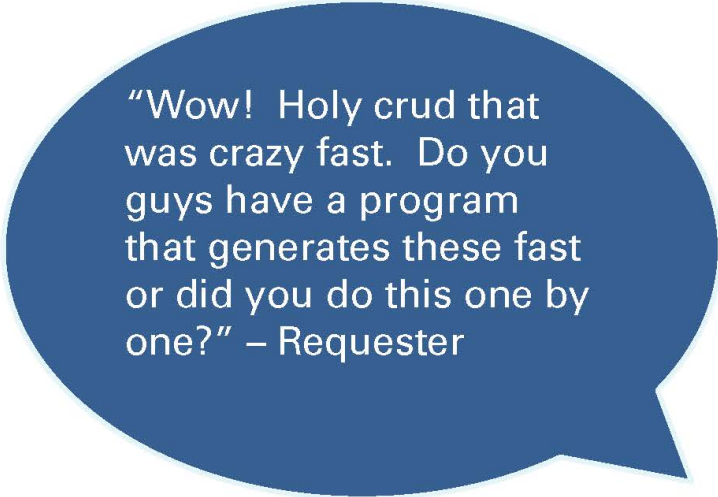
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“Recently contacted your offices regarding a request for public records. The initial woman I spoke with was Missy Norton– friendly, knowledgeable and a genuine representative of customer service. What a surprise to have it by day’s end. You should 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

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## 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

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

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