



WSLCB Policy Development Strategic Plan

Version 1.0

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Introduction

Policy is the broad framework of ideas and values within which decisions are made, and action, or inaction occur. In most cases, governmental entities enact laws, make policies, and allocate resources. Policies developed and made in this context are identified as public policies.

This document provides an overview of the Liquor and Cannabis Board's (LCB) policy development strategic plan.

The goal of this overview is to share how the vision, mission, and goals of the agency are realized to develop policy of national, statewide, and local interest.

LCB employees play an important role in the policy process. These roles may include, but are not limited to conducting policy analysis, communicating findings, developing partnerships, and promoting and implementing evidence-based policy interventions. However, the audience for this document includes LCB employees, licensees, a broad range of industry partners, and many others.

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Vision, Mission, Goals and Values

The WSLCB Agency Policy Workgroup reaffirms the overall WSLCB agency vision, mission and values.

Vision

Safe communities for Washington State.

Mission

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

Goals

- Ensure the highest level of public safety by continually improving and enforcing laws, regulations, and policies that reflect today's dynamic environment.
- Inform and engage licensees, the public and stakeholders in addressing issues related to our mission.
- Promote a culture that inspires and values a highly-motivated, competent and diverse workforce that establishes the WSLCB as the employer of choice.
- Ensure operational excellence.

Values

- Respect and courtesy
- Professionalism
- Open communication
- Accountability and integrity
- Continuous improvement and meaningful results
- Customer focus

Strategies

- **Approach policy development using a “think tank” model:**

What is a think tank?

“Think tanks are designed to provide expertise for policymaking and decision-making...[t]hink tanks are usually goal oriented around a shared focus. Instead of pushing a position regardless of the facts, think tanks typically stand back from the fray and offer insights that might contribute to a discussion of interest to governments or businesses. As *The Economist* puts it, “think tanks aim to fill the gap between academia and policymaking.” ([UNC School of Government](#))

- **Generate knowledge in both national and statewide policy areas:**

- Cannabis policy:
 - National legalization
 - Tier system restructure
 - Direct to consumer sales
 - Medical cannabis (access, consultation program, delivery)
 - Social equity
- Alcohol policy:
 - Outlet density
 - Cocktails to go
 - Social equity
 - E-commerce

- **Share knowledge:**

- Internal workgroup, representative of entire agency
- Strengthen partnerships with federal and state agencies
- Continue to develop and sustain inclusive partnerships: regional, national, local stakeholder groups, agencies, community groups, and others.
- Partner with universities, colleges, subject matter experts

- **Promote public debate and understanding:**

- Host public forums (deliberative dialogue, World Café, etc)
- Share work with Alcohol Advisory Council, Cannabis Advisory Council, public health and prevent community, local governments and communities, CANNRA, NCSLA, NLLEA, others.

- **Develop transformational capacities:**

- Strengthen internal research and analysis abilities
- Sustain an environment that encourages innovative thinking
- Expand and sustain data collection and analysis opportunities
- Develop and encourage critical thinking

Resources

- **Governance and management:**
 - Agency Policy Workgroup
 - Board
- **Monitoring, evaluation and learning:**
 - [Using Evaluation to Inform WSLCB Policy](#)
 - [WSLCB Policy Analysis Tool](#)
 - [WSLCB Policy Analytical Framework](#)
 - [WSLCB Policy Process](#)
- **Existing and future partnerships:**
- **Organizational change:**

External Evaluation

- **Agency Policy Agenda**
 - [2021 WSLCB Policy Agenda \(draft\)](#)
- **Annual reports**
- **Transparency**
 - Development process
 - Inclusive evaluation process
 - Internal and external webpages
 - Quality checks: research and data integrity/veracity/quality
 - Grace and collegiality: “Just because I’ve analyzed your data and come to a different conclusion doesn’t mean your analysis is wrong; it means I’ve interpreted it differently.”