



Summary: The Liquor Control Board, which struggled to cope with a flurry of public record requests about marijuana legalization, is now responding nearly twice as fast as it used to.

Specific results achieved: The average time to complete a request has dropped from nearly 14 days to less than 8. And page views at the agency's "Public Records Frequently Requested Lists" web page has risen from 704 to 13,772. Many requestors can immediately download the information they're seeking.

What the problem was: With the passage of Initiative 502, legalizing marijuana, the state Liquor Control Board has seen a dramatic surge in the number and complexity of public record requests from businesses and the public. Because of that, the average time to fulfill a request had grown to nearly 13.74 calendar days. People weren't getting the information they sought in a timely way, and the agency was potentially exposed to fines.

What we did about it: Using Lean principles, the Liquor Control Board worked with employees to streamline the process, eliminate unnecessary steps and reduce response times. Among the improvements: the addition of a list of marijuana license applicants and a broad effort to direct customers to public records sections of the agency website *before* filing a records request. The units involved included the agency's communications, marijuana licensing, customer service and public records staff.

Next steps: The agency's Risk Management Office will continue to work with other divisions to identify additional information that can be posted to the website so that requestors can immediately access the information they need.

Customer comment: "I 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. She suggested I submit a written request for more detailed information. What a surprise to have it by day's end. Jacob White processed it in record time.

You should be very proud of these team members. I have been commenting on their efficiency and positive attitude to many associates."

Agency director comment: "Our public records team believes in always striving to exceed customer expectations. They anticipate opportunities to proactively provide and publish information so that it's ready and accessible 24/7 when the customer seeks it."

Rick Garza



Addressing Marijuana-Related Public Records Requests

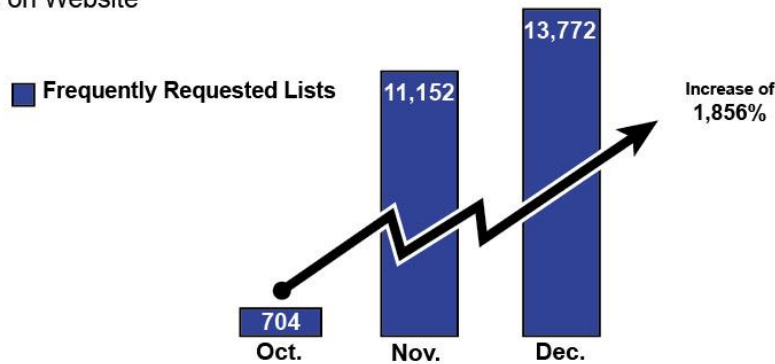
Problem

Public records requests skyrocketed as the media and public tracked marijuana license applications after the license application window opened in November 2013.

Solution

The Marijuana Applicants List was added to the website. LCB staff including Communications, Licensing, and Customer Service were encouraged to direct customers to the public records section of the website instead of filing the request.

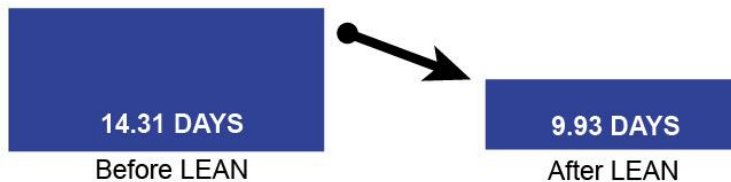
Views on Website



Results

Using lean methodology, the Risk Management Office was able to reduce the number of review hand-offs from 7 to 1 resulting in faster processing time and increased completed requests.

42% Less Days to Process Requests



Over 400% Increase in Completed Requests

