



Using Data to Enhance Enforcement Efforts

Washington State Liquor Control Board
Chief Justin Nordhorn and Deputy Chief Steve Johnson

Overview

- ▶ Data helps guide decision making, enhances your story, and improves performance management
- ▶ Fostering a culture embracing data driven decisions is essential



Two Primary Agency Goals

- ▶ Provide the highest level of public safety by continually assessing, analyzing, improving and enforcing laws, regulations and policies as well as ensuring they are easy to understand, effective and reflect today's dynamic environment.
- ▶ Create a culture that fosters excellent customer service, open communication, transparency, accountability, data driven decisions, and business initiated process improvement including the use of integrated technology.

Data: What to Measure

- ▶ Compliance rates and progress
- ▶ Reduction of overservice, monitored in part by DUI reporting and collision data
- ▶ Complaint investigations
- ▶ Appropriate resource deployment
- ▶ Tobacco tax compliance
- ▶ Violation tracking to include
 - ▶ Compliance rates
 - ▶ Recidivism rates
 - ▶ Due process statistics

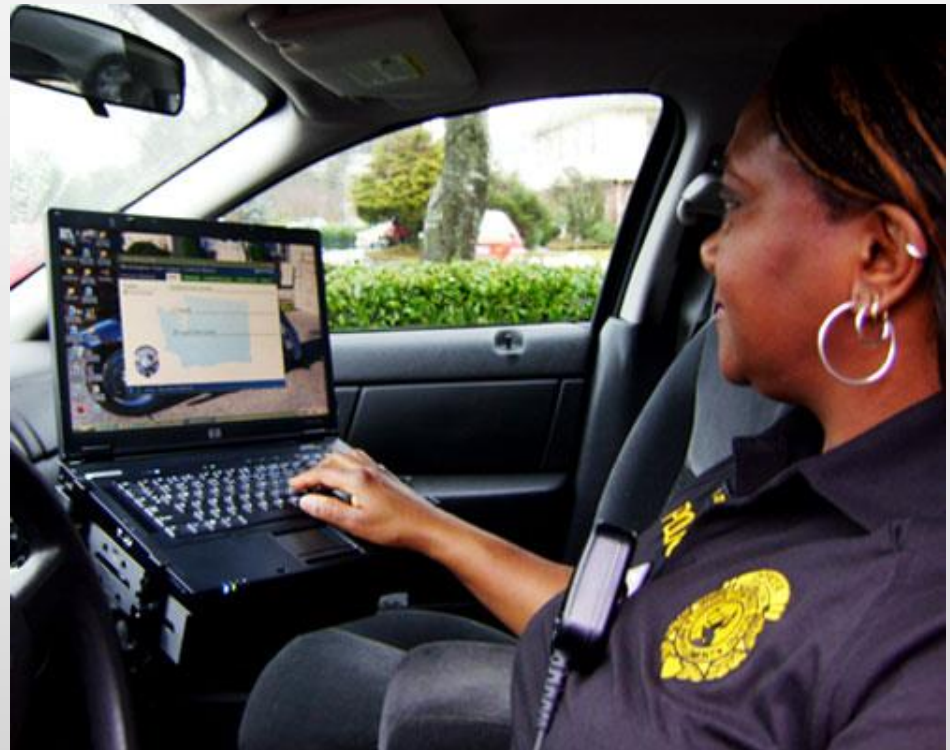


Data Sources

- ▶ **Internal Tracking**
 - ▶ Inspection frequency
 - ▶ Violation trends by type of license or offense
 - ▶ Compliance rates

- ▶ **Partner Agencies**
 - ▶ Department of Revenue
 - ▶ Department of Health
 - ▶ WA State Patrol
 - ▶ Local law enforcement

- ▶ **Research and Trends**
 - ▶ Healthy Youth Survey
 - ▶ OJJDP
 - ▶ NHTSA



Adding Meaning

▶ Performance Management

- ▶ GMAP
- ▶ Results Washington
- ▶ Set targets and goals
- ▶ Measure outcomes and results

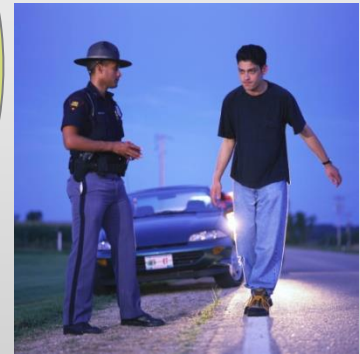
▶ Lean Six Sigma

- ▶ Reduce waste (non-value added activities)
- ▶ Eliminate variation
- ▶ Data driven approach to improving processes
- ▶ DMAIC: Define/Measure/Analyze/Improve/Control
- ▶ Continuous process improvement

Key Performance Indicators



- Youth Access
- DUI and Overservice
- Complaints
- Violations
- Education



Public Safety Risk Factors

- ▶ Time of day
- ▶ Day of week
- ▶ Activity
- ▶ Time of year
- ▶ Police calls



- ▶ Citizen concerns
- ▶ DUI data
- ▶ Frequency of checks
- ▶ Youth survey
- ▶ Social culture (example – WSU)

WSLCB: Our Data Driven Decisions

▶ Public Safety

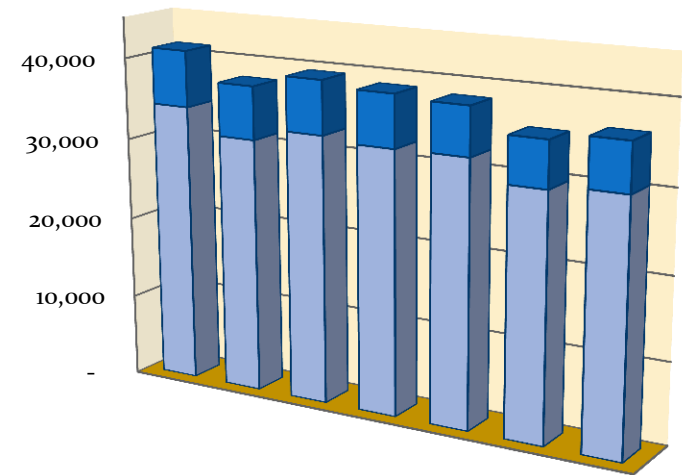
- ▶ Overservice and impaired driving reduction
- ▶ Locations of Strategic Interest
- ▶ Resource deployment

▶ Resource Acquisition

- ▶ 2012 decision package
- ▶ Legislative achievement

▶ Policy Change

- ▶ Law enforcement training
- ▶ Enhancing officer authority



	2005	2006	2007	2008	2009	2010	2011
■ DUIs With Accidents	6,861	6,485	6,549	6,380	5,867	5,585	5,841
■ DUIs-No Accidents	34,283	31,233	32,787	32,242	32,327	29,810	30,440

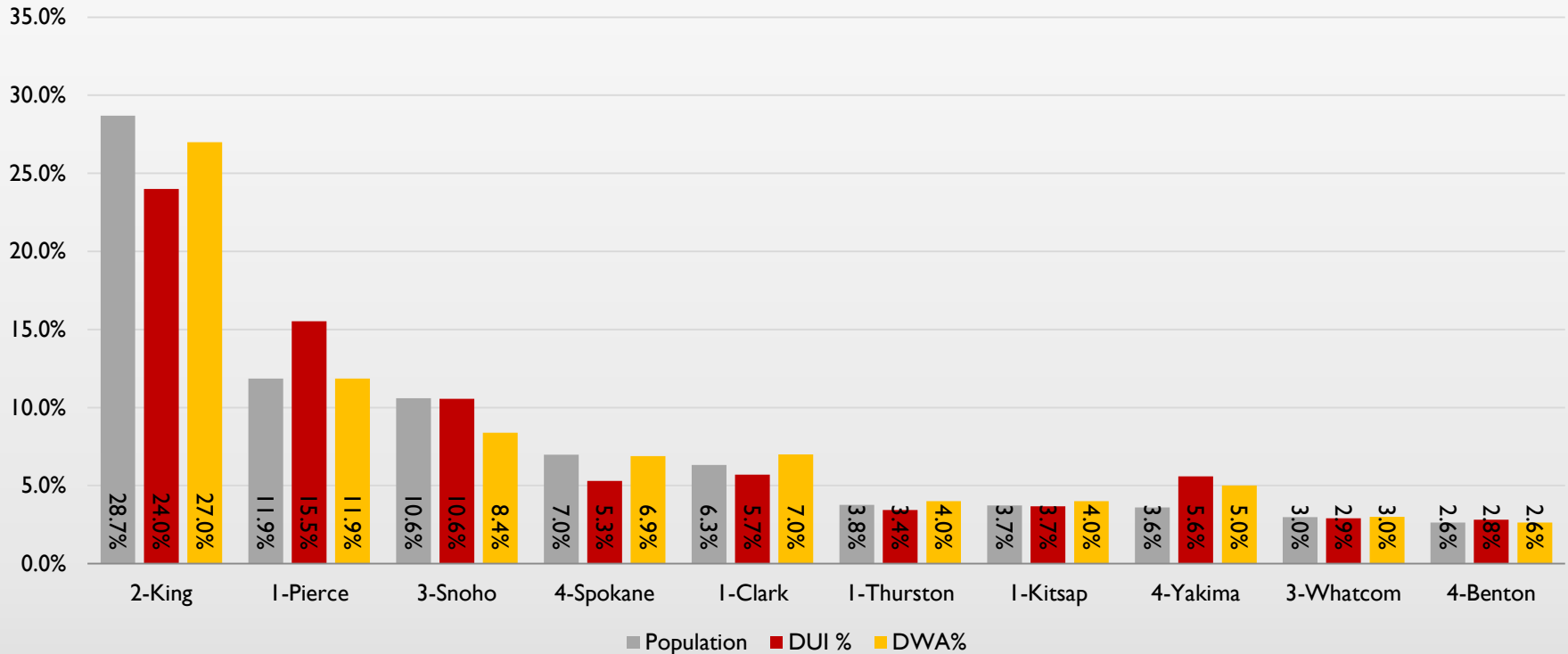
Overservice and Impaired Driving

Top 20 Worst Offenders

License Tradename	City	DUI Count
MCCLLOUDS SALOON	Bremerton	64
JAZZBONES	Tacoma	54
J.R.'S DISCONTINUED	Marysville	38
WAYNE'S INN BAR & GRILL	Puyallup	38
YELLA BEAK SALOON	Enumclaw	36
LADY LUCK'S COWGIRL UP STEAKH. & SALOON	Tacoma	36
BRICKHOUSE BAR AND GRILL	Vancouver	36
MUNCHBAR/PIANO BASH	Bellevue	35
MASA	Tacoma	34
MUCKLESHOOT INDIAN CASINO	Auburn	29
JAKE'S ON 4TH	Olympia	28
THE PARLOR, BELLEVUE'S BILLIARDS & SPIRITS	Bellevue	23
TOMMY C'S	Port Orchard	23
THE JET BAR & GRILL	Mill Creek	22
SNOQUALMIE CASINO	Snoqualmie	22
SUQUAMISH CLEARWATER CASINO	Suquamish	21
LATITUDE 84	Tacoma	21
BUMPY'S	Puyallup	21
JEZEBELS BAR & GRILL	Olympia	21
JOKER'S COMEDY CLUB	Richland	20

CY 2012 DUI Collision Data

Top Ten Counties



Counties Over-Represented in DUIs & DUIs w/ Accidents:

Region I – Pierce, Clark

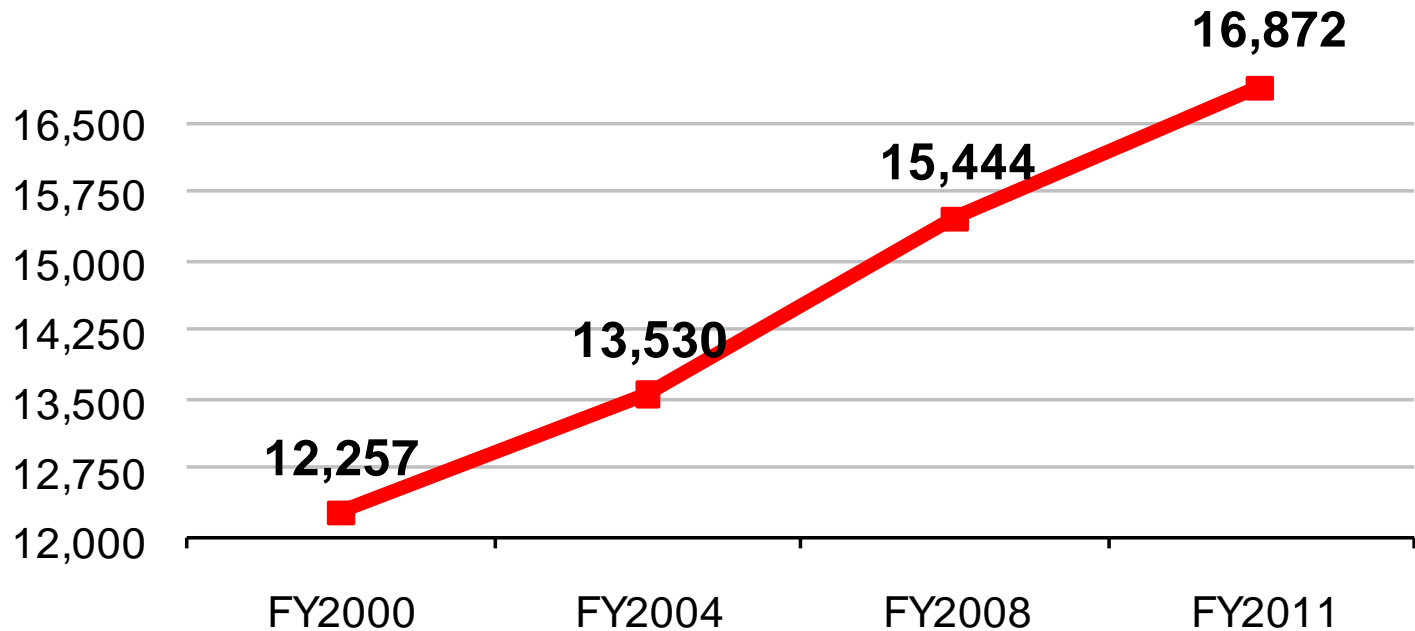
Region 4 – Yakima, Benton, Grant, Adams

2012 Decision Package

- ▶ Staffing/emergent workload indicators
- ▶ State population
- ▶ New liquor license types
- ▶ Licensee growth
- ▶ Sports/Entertainment
- ▶ Special Occasion licenses
- ▶ Community events
- ▶ Three Tier Task Force recommendations
- ▶ DUI referrals
- ▶ Compliance checks
- ▶ Alcohol Impact Areas
- ▶ Smuggling
- ▶ Officer safety and risk factors
- ▶ Law enforcement support and expectations
- ▶ Strategic deployment of staffing resources

2012 Decision Package

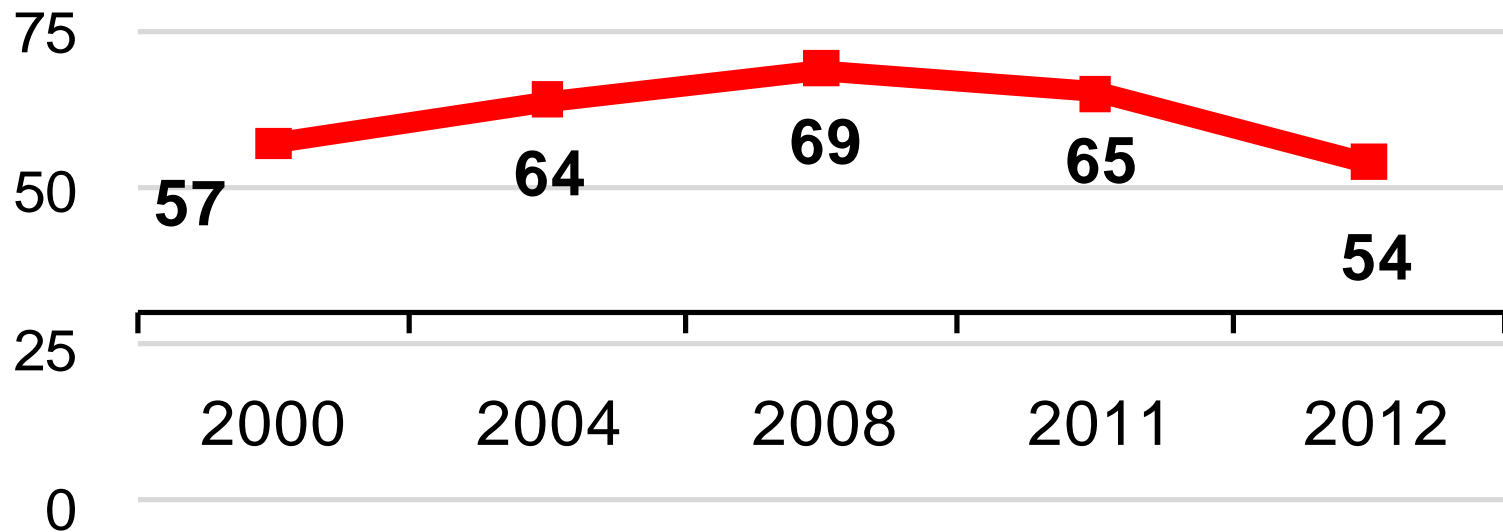
All Liquor Licenses Growth Trend



34.6% Growth Increase over 10 years

2012 Decision Package

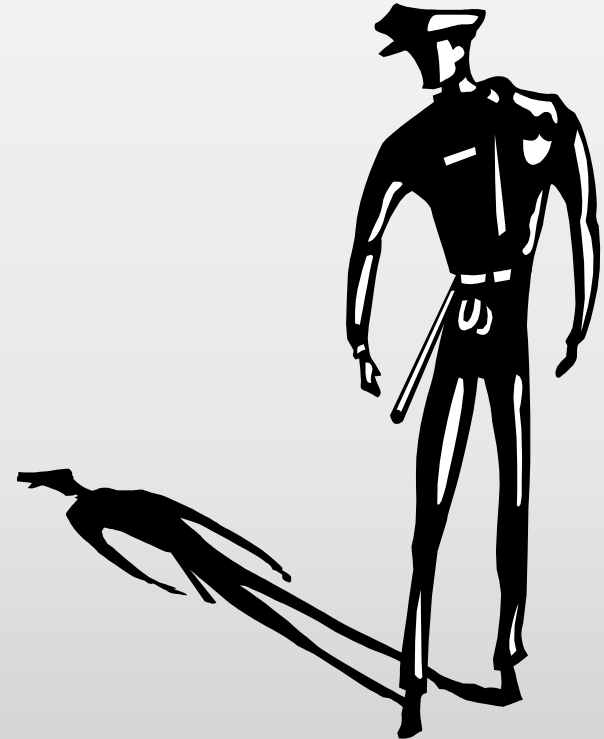
Liquor Enforcement Officer Staffing Trend



21.7% Reduction Since 2008

Enhanced Authority Policy

- ▶ Law enforcement training review
- ▶ Risk assessment
- ▶ Public perception
- ▶ Benchmarking
- ▶ Public safety intervention
- ▶ Applying Lean concepts

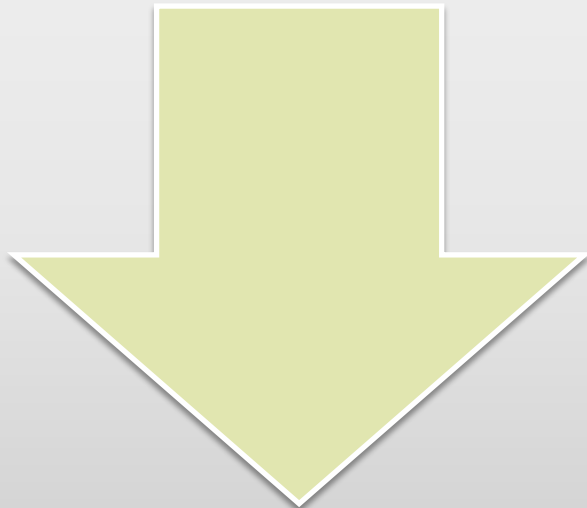


Benchmarking



Full law enforcement authority

- 24 states - full law authority



Limited law enforcement authority

- 11 states – limited authority
- 5 states – no authority

Public Safety Intervention



Future Challenges

- ▶ **Liquor Theft**
 - ▶ Reporting
 - ▶ Data utilization
- ▶ **Tax Evasion**
 - ▶ Tobacco tax
 - ▶ Liquor smuggling
- ▶ **Marijuana legalization**

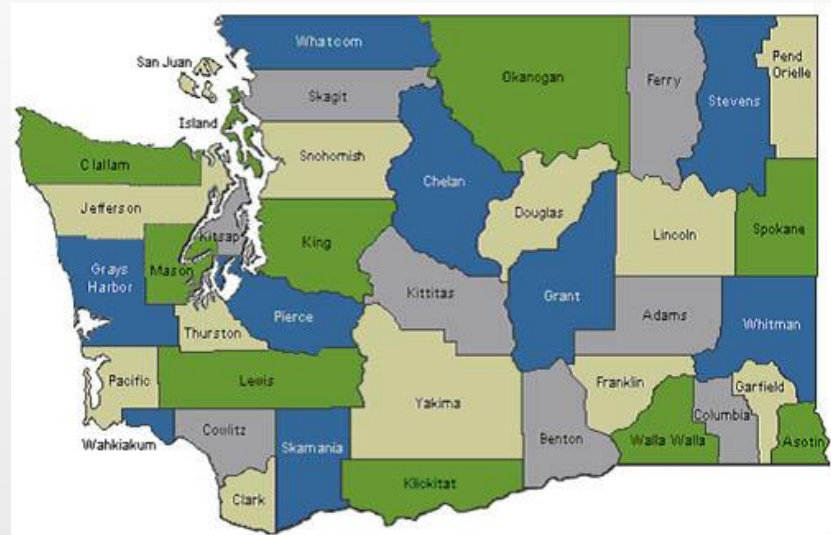


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