

Vision: We are the leader in state liquor licensing and enforcement, focused entirely on delivering exceptional services that meet customers needs and enrich the communities we serve. Our Philosophy is pro business and open commerce.

Mission: To protect public safety and support economic growth through the responsible sale and consumption of liquor, and to efficiently license qualified applicants.

Agency Description: The Department licenses and regulates the production, distribution and sale of alcoholic beverages throughout the state of Arizona.

In instances involving allegations against licensees, the Department investigates complaints, develops police reports, and enforces civil and criminal laws. State liquor laws are in Arizona Revised Statutes, Title 4 with supporting rules in Arizona Administrative Code, Title 19.

The Department is primarily focused on enforcing laws relating to underage drinking, over service, acts of violence, and impaired/wrong way driver incidents.

Executive Summary:The Department endeavors to realize the Governor's vision to deliver *government at the speed of business* applying creative efforts in key areas tied to its mission.

Technology improvements and leveraging technology present the greatest accelerators to success. We provide customers a new business experience wherein the Department is virtually open for business 24/7, and customers are able to complete many essential business tasks online like never before. This impacts the speed of business, department performance and economic opportunities. More is planned on the the horizon in the coming years.

A commitment to continuous improvement through the Arizona Management System (AMS) has proven instrumental for leveraging and developing talent, eliminating waste in processes, and optimizing resources. Continued application of AMS to analyze processes is certain to result in further process improvement wins.

Leadership has aggressively conducted outreach programs and collaborated with members of the liquor industry, community and other stakeholders in an effort to continuously improve the Department and to build strong long lasting business relationships. The re-introduction of reverted and revoked liquor licenses back into the marketplace will increase economic growth for businesses and the state of Arizona.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improving IT technology tools	2021	Modified the new e-license tool to meet Alcohol To Go requirements in 2021-2022. The Department moved the website to a new web host on a Government server which is provides better security in 2022. New automations are in place that provide hourly data updates to the website and intranet for the end users in 2022. More enhancements are anticipated as we explore new technology in ColdFusion.
2	Improve workplace environment	2022	In FY2022, aggressive recruitment and retention tactics filled many vacant positions thus increasing work production and decreasing the workload for many employees in the licensing and investigations sections. New office space in Tucson and Flagstaff, renovating the Phoenix office, pay adjustments given to some employees in FY2022, year end bonuses and anticipated raises in FY2023, are all improving employee moral. Additional positions requests in future budgets and staffing them will be a priority in FY2023 and beyond.
3	Simplify Title IV, administrative rules and Department policies	2022	# " ko " " = " # u 8 7 u 7 8

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	Implement program requirements specific to HB 2773 Alcohol-To-Go, Mixed Cocktails To Go, and Contracted Delivery Driver provisions.	<ul style="list-style-type: none"> Phase 1 - % of project plan milestones timely competed to meet legislative implementation date of October, 1, 2021. Phase 2 - % of project plan milestones timely completed to meet full implementation of program requirements. 	<ul style="list-style-type: none"> Develop project plan based on deliverables and dates from the bill language and vendor availability. IT e-license project to create electronic systems capability for alcohol-to-go licensing. Empanel representative employee group to participate. Engage external resource support: procurement, legal, risk, technology, accounting, industry authors, professional services vendors, and e-license system vendor. Execute project plan.
1	Implement information technology improvements.	<ul style="list-style-type: none"> % of annual milestones completed. 	<ul style="list-style-type: none"> Assess the IT infrastructure. Plan and design. Procure systems. Install systems. Conduct applicable internal user training.
2	Reduce customer error rate on application forms at the initial point of submission.	<ul style="list-style-type: none"> % of customers accurately completing forms. 	<ul style="list-style-type: none"> Update forms by eliminating multi-use forms and replace with single use forms drafted by staff. All forms are to include instructions. Empanel external stakeholder group for input on proposed forms. Update forms. Develop and implement communication plan for rollout of forms to industry members. Publish forms, assess results, and adjust forms where needed.
2,3	Reduce the compliance case adjudication timeframe.	<ul style="list-style-type: none"> # of days to adjudicate a compliance case. 	<ul style="list-style-type: none"> Map current Compliance processes with key deliverables. Utilize assessment tools to challenge assumptions, question current process steps. Explore avenues showing opportunities for improvement. Involve stakeholders for input. Test. Retain process steps resulting in metric improvements. Update Compliance process flow map and document standard work.
2	Improve customer service and operational abilities.	<ul style="list-style-type: none"> % of unfilled employee positions. 	<ul style="list-style-type: none"> Post listings for job openings on the state's jobs website. Encourage employee outreach to recruit diverse and talented people. Fill identified and budgeted vacant positions in the Licensing section for the new alcohol-to-go program, Information Technology, Investigations and Administrative sections.