

Vision: We envision being a leader in state liquor licensing and enforcement, focused entirely on delivering exceptional services that meet customers needs and enrich the communities we serve.

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 maintains key partnerships in and outside government with emphasis on youth education and outreach addressing underage drinking.

Executive Summary: We endeavor to realize the Governor’s vision to deliver “government at the speed of business,” applying effort in key areas tied to our mission.

Technology improvements present the greatest accelerator to success. A new licensing system, implemented in *February 2018*, connects stakeholders to a central system and provides for essential services online like never before. This impacts the speed of business, department performance, and economic opportunities. Continuous improvement assessment of system deliverables to date identified numbers of areas for further enhancement to optimize outcomes.

A commitment to continuous improvement through the Arizona Management System (AMS) has proven instrumental for leveraging and developing talent necessary to lean out processes plus optimize resources. Continued application of AMS to analyze processes is certain to result in further process improvement wins.

The number of licensed businesses compared to department staff makes securing public safety challenging. At FY19 close, there were 14,812 active licenses and 35 employees. To set safety policy, enforce laws, and protect children and families, innovative solutions and mobilizing partnerships are needed.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	21 st Century Business - enrich technology tools and opportunities	2016	Replaced 26-year old data management system in February 2018 with new e-license tool. Spent remaining fiscal years 2018 and 2019 with staff and industry on user integration training and identifying system enhancements. Created and implemented e-license user orientation and FAQ page on agency website.
2	Accelerate agency performance	2016	Reduced the number of days to issue a new license. Updated agency forms to retain only value added content. Standardized license application processing methods to improve agency effectiveness. Reduced the number of days to complete a site inspection. Increased professional training opportunities for civilian employees.
3	Promote and act to create safe communities	2015	Reduced the number of days to resolve a citizen complaint. Reduced the sale of alcohol to persons under 21. Increased prevention activities to promote abstinence of alcohol among those under 21. Collaborated with other state agencies on addressing wrong way driver fatality cases on freeways.

Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	Enhance e-license system capabilities to meet consumer interests and promote employee effective use of time	Enhance key e-license system tools	Obtain state information technology office approval for enhancement work. Engage state procurement personnel on contract creation and vendor negotiations, as required. Collaborate with vendor on successful completion of project milestones. Implement enhancements.
2	Review and update special event liquor license application tools and processes to meet consumer interests and promote employee effective use of time	Reduce the percentage of special event applications received by the agency at 9 days or less prior to the event date	Gain affected industry groups consensus on goal to improve license process methods and tools. Identify representative exploratory stakeholder group to participate. Review and address numbers of pain points as identified and within scope of the stakeholders to impact based on resource limits. Implement changes. Assess impacts. Adjust plan if needed.
2 and 3	Re-engineer restaurant and motel license audit process to promote licensee compliance as prescribed by A.R.S. § 4-213	Reduce the time to process an income audit	Identify representative exploratory stakeholder group to participate. Review and address numbers of pain points as identified and within scope of stakeholders to impact based on resource limits. Communicate changes to impacted industry. Implement changes. Assess impacts. Adjust plan if needed.