



ARIZONA DEPARTMENT OF LIQUOR LICENSES AND CONTROL

**5 Year
Strategic Plan**

October 1, 2012

Mission Statement (what we do)

To protect public safety and support economic growth through the responsible sale and consumption of liquor, while efficiently licensing qualified applicants.

Vision Statement (future - what we want to be)

Our agency continuously improves human resources, operations, and communications to achieve a level of public service and safety that exceeds expectations.

Values (guiding principles)

Integrity: We insist on honest, fair, and trustworthy behavior at all times.

Responsibility: We challenge ourselves to continually improve our liquor industry knowledge, to readily respond to business needs and regulatory requirements, and to be accountable for our every word and action.

Courtesy: We treat others politely and with respect. We honor the individual rights of others and the significance of community.

Teamwork: We collaborate and build partnerships with employees, stakeholders, and enterprises that are essential to the effectiveness and cost-efficiency of this agency.

Knowledge: We welcome opportunities for intellectual collaboration.

Areas of Focus

We ensure **compliance** with A.R.S. §Title 4.

We support the **economic growth** of the State of Arizona.

We excel in **customer service**.

Goals (long term, on-going achievements that don't normally change as often as strategies)

Employees: To recruit, develop, and retain talented individuals and support their commitment to excellence.

Effectiveness/Reliability: To use communications, training, and teamwork to achieve optimal results.

Teamwork: To build lasting internal and external partnerships that promote public safety and the State's economic success.

Innovation: Use knowledge, resources, experience, and leadership to produce outcomes that exceed expectations.

Agency Summary

DEPARTMENT OF LIQUOR LICENSES AND CONTROL

Alan Everett, Director
602-542-9020
A.R.S. Title 4

Mission:

To protect public safety and support economic growth through the responsible sale and consumption of liquor while efficiently licensing qualified applicants.

Description:

The Department of Liquor Licenses and Control regulates all businesses dealing with spirituous liquor. The Department processes complaints, police reports, and civil violations regarding licensees. The Department investigates all allegations against licensees, whether criminal or civil, and in collaboration with the Attorney General's Office prosecutes before civil and criminal courts within the State. Further, the Department interacts with the Governor's Office of Highway Safety to educate underage youth and reduce underage drinking. The Department meets on a regular basis with the Arizona Licensed Beverage Association, Arizona Beer and Wine Association, Arizona Grocers Association, Arizona Hotel and Motel Association, Arizona Restaurant Association and various civic organizations statewide. Finally, the Department is responsive to all Arizona citizens who are served and affected by the licensees.

Program Summary

ADMINISTRATION

Pearlette Ramos, Assistant Director
602-542-9021
A.R.S. Title 4

Mission:

To ensure all Divisions in the Department of Liquor Licenses and Control operate in a cost-effective and efficient manner, all operational activities conform to statutory requirements and other guidelines and staffing is provided to the State Liquor Board.

Description:

Daily departmental operations include audits of series 11 and 12 licenses, communications, budget preparation, human resources, payroll, accounting for and distribution of revenues, accounts payable, accounts receivable, accounting for all authorized non-reverting funds, purchasing, records retention and information flow. The program also provides personnel to staff the State Liquor Board, a separate quasi-judicial body appointed by the Governor. The division maintains a relationship with governmental agencies as well as all businesses dealing with spirituous liquor.

- Goal 1: To ensure timely payment of invoices
Percentage of invoices paid within 30 days
- Goal 2: To ensure timely and accurate reporting of revenue and expenses
Reports completed by the 15th of every month
- Goal 3: To set hearings before the State Liquor Board in a timely manner
Percent of hearings set within the statutory time frame
- Goal 4: To perform restaurant audits expeditiously
Number of days to complete an audit
- Goal 5: To recruit, develop and retain talented staff and support their commitment to excellence.
Encourage personal and professional growth by providing at least 3 training opportunities to all employees

Program Summary

INVESTIGATIONS

Joe Vernier, Deputy Director
602-542-9076
A.R.S. Title 4

Mission:

To maintain a working relationship with both licensees and the law enforcement community to obtain the maximum compliance with state statutes and rules.

Description:

The Investigations Division conducts random liquor inspections to ensure licensees are complying with A.R.S. Title 4 and all departmental rules and regulations; provides training and assistance to local law enforcement agencies thereby enhancing their ability to enforce liquor laws; investigates and processes all civil complaints received concerning liquor-related violations; provides criminal background checks to all individuals associated with liquor licenses in Arizona; liaisons with the Department of Public Safety, city and town police departments, sheriff's offices, and other local law enforcement agencies; conducts covert operations alone and in collaboration with police agencies investigating for hidden ownerships; maintains an investigative database which is accessible to police agencies; and meets with the United States Attorney's Office, Gaming, the FBI, and the Arizona Attorney General's Office. The Compliance Section receives actionable reports of violation and attempts to resolve them informally.

- Goal 1: To conduct routine liquor inspections and investigations of as many licensed establishments as possible to ensure compliance with the Arizona Liquor Laws, Rules and Regulations.
Number of investigations completed resulting in compliance actions
Number of random liquor inspections completed
- Goal 2: To process investigative complaints quickly and efficiently
Average number of calendar days to complete an investigative complaint
- Goal 3: To conduct Title 4 training for police officers as well as business associates
Number of training classes conducted
- Goal 4: To resolve compliance cases so that fewer cases go to hearing
Number of compliances cases sent to hearing

Program Summary

LICENSING

Connie Wagner
602-542-9055
A.R.S. Title 4

Mission:

To serve applicants, licensees and the public by processing and retaining documents associated with liquor-licensed businesses operating in the state of Arizona.

Description:

The Licensing Division assists new applicants and existing licensees in the preparation and processing of applications, renewals, forms, and fee collection required to lawfully operate a liquor-licensed business; analyze and verify business structure and ownership required for licensure, route documents to cities, towns, counties for local approval and recordkeeping requirements; maintains a database used to respond to public records requests, website license queries, and records retention requirements.

- Goal 1: Track number of newly issued licenses, transferred licenses and renewal transactions to measure increase/decrease in annual license activity
Number of licenses processed
- Goal 2: Demonstrate quality and efficiency in customer service when processing documents
CSR maintain an 85% or better accuracy in processing documents
- Goal 3: To maintain accurate document history on license files
Percentage of errors found in imaged documents
- Goal 4: Tract surveys for customer service satisfaction
Percentage of customers rating service as excellent and good

Resource Assumptions						
	FY 2012 Appropriation	FY 2013 Appropriation	FY 2014* Appropriation	FY 2015** Appropriation	FY 2016 Appropriation	FY 2017 Appropriation
Full Time Equivalent	45.5	45.2	47.2	49.2	49.2	49.2
General Fund						
Other Appropriated Funds	2,815,600	2,850,400	3,048,800	3,254,000	3,254,000	3,254,000
(2012 27 Pay Period	75,000					
Non-Appropriated Funds	842,700	885,200	875,200	875,200	875,000	875,000
Federal Funds	113,500					
Total Agency Funds	3,846,800	3,735,600	3,854,000	4,139,200	4,139,200	4,139,200

*FY 2014 appropriation is dependent upon a budget request of \$198,400 being granted in order to hire two new investigators.

**FY 2015 appropriation is based on hiring two investigators in 2014 and two additional investigators being hired in 2015. \$205,200 was requested for FY 2015.