

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 of this system and supporting tools in the years to come will be sure 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 FY20 close, there were 14,744 active licenses and 37 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. Completed eight (8) system enhancements in FY 2020, plus built an additional eight (8) web-based licensing tools orphaned in the new e-license system project.
2	Accelerate agency performance	2016	In FY 2017, reduced the # of days to issue a new license and updated agency forms to retain only value added content. Next, standardized license application processing methods to improve staff effectiveness. In FY 2019, reduced the # of days to complete a site inspection, which had direct impact on days to issue a license. Also increased professional training opportunities for civilian employees. In FY 2020, created a web-based audit tool that simplified annual reporting for licensees and saved staff time through automation.
3	Promote and act to create safe communities	2015	In fiscal years 2016 and 2017, reduced the # of days to resolve a citizen complaint. In FY 2018, tackled reducing alcohol sales to persons under 21. In 2019, increased prevention activities to promote abstinence of alcohol among those under 21, plus collaborated with other state agencies on addressing wrong way driver fatality cases on freeways. In FY 2020, created the web-based audit tool shown in Strategy 2. The nexus here was about remediating restaurateurs not in compliance with state restaurant licensing laws.

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	Retain or expand on COVID-19 inspired business solutions (telework, online tools, etc.)	a) % of COVID-19 solutions retained	<p>Empanel representative employee group to participate. Gather business change items stemming from COVID-19 office closure. Conduct analysis for each item. Decide on: retain, modify or reject. Implement. Measure.</p> <p>Repeat process for other continuous improvement ideas stemming from COVID-19 changed business practices above.</p>
2	Reduce customer error rate at the initial point of submission	a) Customer success rate in accurately completing forms	<p>Empanel stakeholder group to participate. Develop process, structures and responsibilities. Separate licensing forms into families. Update forms and instructions. Review. Test. Adjust. Test and adjust again however many times necessary. Implement form change at family level. Measure.</p> <p>Repeat process for online e-license system forms.</p>
3	Timely resolve COVID-19 complaints	<p>a) % of high risk complaints resolved within timeframes</p> <p>b) % of moderate risk complaints resolved within timeframes</p> <p>c) % of low risk complaints resolved within timeframes</p>	<p>Triage COVID-19 complaints and assign to response <i>Priority</i> category based on risk assessment. Log complaint. Assign to an investigator. Send complaint letter to licensees in priority categories 2 and 3. Investigate. Decide. Act. Follow up if warranted.</p>