

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's top investigative tenets are: impaired/wrong way driver incidents, underage drinking, over service, and acts of violence.

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 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. Three rule packages and new policies and procedures will be created that document workflow and security as recommended by the Auditor General's audit.

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 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, year end bonuses and recent raises, are all improving employee morale.
3	Simplify Title IV, administrative rules and create Department policies	2022	Changes to ARS 4-243 are included in this year's updated liquor laws to clarify what wholesalers can furnish without cost to on-sale retailers. Work has begun on writing the new Alcohol-to-go rules.
4	Promote and act to create safe communities	2022	A new public information officer is scheduled to start with the Department on August 1, 2022. Training on the wrong way driver program to local police departments is planned to begin in 2022.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Implement information technology improvements	<ul style="list-style-type: none"> % of annual milestones completed 	<ul style="list-style-type: none"> Grow existing customer e-license system use by 50% Refresh remaining Department computers to 100% Bring e-license system into CJIS compliance by FY2024 Extend CJIS data to officers' mobile computers by FY2024
2	Reduce employee vacancies	<ul style="list-style-type: none"> % of vacancies 	<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 veterans Fill identified and budgeted vacant positions throughout the Department Fill new positions that were approved in FY2023 budget
3	Complete three (3) rule packages and implement	<ul style="list-style-type: none"> % of each rule package completed monthly 	<ul style="list-style-type: none"> Complete Expedited Rule Package to coincide outdated rules with current laws Complete Substantive Rule Package to add/delete rules Complete Exempt Rule Package for Alcohol to Go as required by law
3	Reduce the compliance case adjudication time frame (Breakthrough)	<ul style="list-style-type: none"> Average # 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 and retain process steps resulting in metric improvements Update Compliance process flow map and document standard work
4	<ol style="list-style-type: none"> Increase officer proficiency in wrong way driver investigations Increase community awareness about wrong way drivers 	<ul style="list-style-type: none"> Number of officers trained Number of communications to the public 	<ul style="list-style-type: none"> Review and update the current training program, then implement to police agencies Hire a public information officer to develop a communications plan through media sources