

Department of Liquor Licenses and Control

Director: John Cocca
A.R.S. § 4-111

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.

FY 2019 Strategic Plan
Prepared By: Jeffery Trillo
Date: 08/31/2018

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 violations. State liquor laws are found 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, originating *February 2018*, promises to connect the broad array of participant groups to a central system and provide for essential processes online. This impacts the speed of business, department performance, and economic opportunities. System rollout and enhancement, plus new continuous improvement ideas are required.

As developing practitioners of the Arizona Management System (AMS), staff potential to improve performance results is strong. A commitment to continuous improvement through AMS, plus leveraging and developing talent is needed to lean out processes plus optimize resources.

The number of licensed businesses compared to department staff makes securing public safety challenging. At FY18 close, there were 14,562 active licenses and 35 employees. To set safety policy, enforce laws, and protect children and families, innovative solutions and mobilizing partnerships are needed.

<i>All dollars in thousands</i>		General Fund	Other Appropriated	Non-appropriated	Total
FY 2019 Enacted		0	3,086,000	1,262,900	4,348,900
Goal 2	Funding Issue 1		47,800		47,800
	Funding Issue 2		---		---
Goal 3	Funding Issue 3		35,000		35,000
	Funding Issue 4		69,600		69,600
Goal 1	Funding Issue 5		197,200		197,200
FY 2020 Request		\$ 0	\$ 3,435,600	\$ 0	\$ 4,698,500
	<i>\$ Change</i>	<i>\$ 0</i>	<i>\$ 349,600</i>	<i>\$ -</i>	<i>\$ 349,600</i>
	<i>% Change</i>	<i>0%</i>	<i>10%</i>	<i>0%</i>	<i>8%</i>

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Goals	Goal Performance Indicator(s)	Objectives FY 2019
1: Enrich technology tools and opportunities	# of agency services offered on-line	A) Beginning November 2018, grow customer e-license system use to 15% for those who are existing customers with an email address on record
	# of system tools improved	B) Increase the number of licensing services offered on-line from 3% to 60%
	# of license jobs done in public portal	C) Identify five (5) licensing system enhancements and implement
		D) By October 1, 2018, create e-licensing webpage with tool link and FAQs to enrich customer use of new licensing system
2: Accelerate agency performance	AMS-driven continuous improvement wins	A) Identify five continuous improvement wins (from anywhere across the agency) and implement
	Employee engagement scores	B) Seek outside professional development training for 30% of civilian staff
		C) Provide avenues to increase Licensing Section effectiveness by addressing workload and time impacts
		D) Create standard written work for resolving license renewals with outstanding compliance actions by March 31, 2019
3: Promote and act to create safe communities	Sales of alcohol to underage persons	A) When notified by Arizona DPS of a collision, investigate 100% of licensees in wrong way driver cases on Arizona freeways wherein a Title 4 violation is a contributing factor, significant injury or death occurred, and a direct causal link exists between a licensed entity and the driver of the responsible vehicle
	Over service	B) Complete investigative breakthrough project efforts to reduce the sale of alcohol to persons under 21 by 50% by December 31, 2018
	Acts of violence	C) Execute 235 youth outreach and education training deliveries targeting abstinence of alcohol