



## **2018 Arizona NASCIO Award Nomination Arizona Statewide e-Licensing Platform**

**Category:** Emerging & Innovative Technologies

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## **Executive Summary:**

The Arizona Department of Administration (ADOA) launched the new Arizona e-Licensing application built on the Salesforce platform. This application is being used across thirteen regulatory boards and one executive agency to manage forty-eight different license types ranging from barbers to post-secondary educational institutions. The Arizona eLicensing system consolidates and replaces several fragmented legacy systems that included applications based on Microsoft Access and MicroPact CAVU. It also replaces many paper-based process with digital capabilities as Arizona shapes the future of digital government.

The eLicensing system provides a single platform to manage all licensing and enforcement processes. The centerpiece of this solution is a brand-new public facing Arizona e-Licensing portal which allows citizens and business entities to apply for new licenses, renew/reinstate their licenses, and submit license requests to the board for review and approval. The portal also allows multiple designated representatives from a single business to apply for and renew a business license.

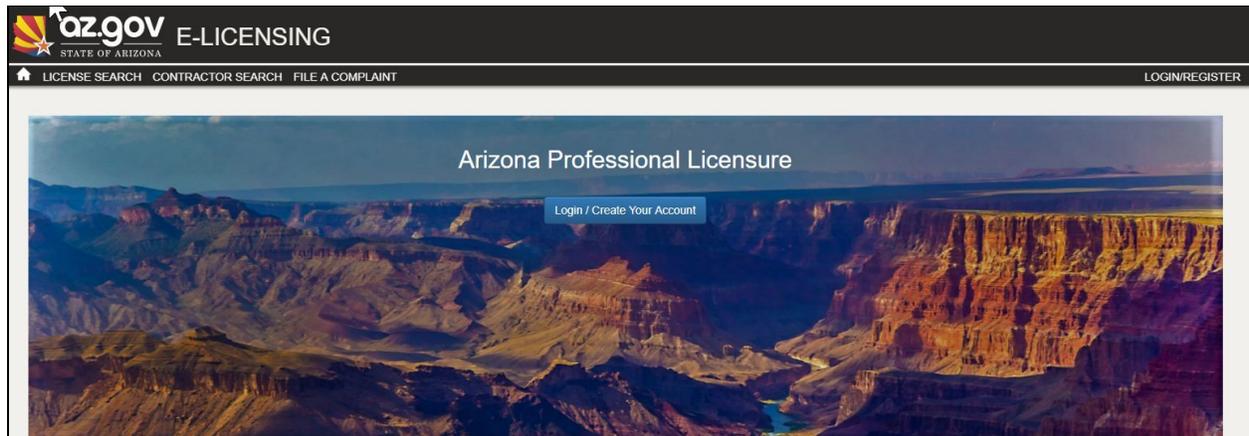
Public safety and transparency are also enhanced with this solutions. Citizens are able to search for licensees and determine if any compliance or disciplinary action has been taken against a licensee. This transparency is great for the citizens in a digital government model and also improves compliance as licensee and businesses know that this information is transparent and available 24x7 in a digital government model.

The new e-Licensing application has also helped boards to gain efficiencies by moving applications from a paper-based application to a digital application where all individual, business, and license information is available within one view. The system also automates key tasks such as expiration date calculations and license number assignments that are prone to manual errors. Keeping licensing and enforcement data within the same application reduces the need for data entry, especially during renewals, and allows boards to share relevant information between departments. Integrations were built to validate business information, background checks, and exam results to remove data entry and improve data quality. Throughout the end to end process, the eLicense system automates key communications to the licensee informing them of each step of the license review and approval process in addition to providing a single workflow. This way the experience on the portal and the communications to licensees are always synchronized.

Collecting payments and tracking revenues are also improved through an online shopping cart type of experience, licensees can pay for transactions across license types with one payment. Collecting renewals is timely as most licensees receive their renewals through electronic notifications, and simply go to the portal to update information and renew with very few clicks, reducing the number of late renewals and reinstatements required. The system also allows for licensees to maintain only one account to manage multiple license types across multiple regulatory boards with a single user experience. The accounting entries are collected and distributed to the appropriate accounting entries for each board through configuration and rules that are managed with clicks, not code.

The new e-Licensing application has also provided advantages for the State of Arizona's IT footprint. The cloud-based Salesforce platform has reduced the need to manage multiple systems and is upgraded automatically three times a year with new features that are immediately available for use. Salesforce's point and click configuration and use of third party applications has reduced the application development time. The Arizona e-Licensing system utilizes BasicGov software which provides many

licensing and permitting specific functionalities without having the need to build custom code. The Arizona e-Licensing system has also established itself as the future platform for all licensing needs for the State with additional boards and commissions being on-boarded within the near future.



**Concept:**

Early in 2017, the State of Arizona began evaluating a number of potential licensing solutions to replace the fragmented silos of legacy systems that the approximately thirty different regulatory boards currently used. Each board and commission was responsible for maintaining their own licensing systems causing redundant IT overhead and redundant people to manage the systems. Many of the systems were also based on tools that did not support capabilities that citizens have come to expect in the private lives such as online submissions and payment and mobile compatibility. Most boards were still using paper-based applications, and licensees still needed to submit simple requests to the board such as an address change or employer change using manual methods such as a phone call or email. The vision was for the new solution to become the single platform for all professional licensing needs for the state.

In their research, the state of Arizona realized they needed help with more than technology. Business processes, data standards, reporting, shared services, digital engagement models and user experience all had to improve to achieve the vision. In April of 2017, the State of Arizona selected Deloitte Consulting to implement the new Arizona eLicense solution. The partnership between the State, Deloitte, Salesforce, and BasicGov offered several advantages:

- The Salesforce platform was simple to setup and offered many configurable tools such as workflows and process builder to build the required application logic and data validations to support the eLicense system. Native capabilities including email communications, reporting, and dashboards were built into the platform. Salesforce Communities also offered a built-in capability for public user and licensees to access the system.

- Native API capabilities within the platform helped facilitate integrations with third parties. This helps improve the citizen experience by authenticating their data during an application process or automatically receiving data rather than relying on applicants to provide information.
- The Salesforce ecosystem of AppExchange solutions offers many third-party tools that would prevent the need for custom code to build out key licensing capabilities. One such application, BasicGov, provides core capabilities that are essential to licensing such as rules engines, document sequencing, payments cart, accounting and many of the core supporting transactions.
- Deloitte brought a number of accelerators to the table from previous licensing projects, shared services experience, human centered design capabilities, and other assets that really helped our silos of people, processes, data, and technology to come together and create a unified experience for our employees, citizens and business communities.

To minimize risk and ensure that all necessary functionality was developed, the Arizona e-Licensing team used a hybrid-agile approach which incorporated traditional elements of the waterfall approach with an iterative design and build phase. During the requirements gathering phase, the Arizona eLicense team used an innovative Deloitte accelerator to help with requirement gathering needs called the eLicense Playbook which helped easily collect the application inputs and business logic to build each license type. Most of these inputs were gathered prior to sprint design/build sessions which allowed an almost fully functioning application to be shown at the beginning of sprints. This approach accelerated application development and helped reduce the potential design gaps between requirements and build. It also quickly built confidence with our teams to see their processes enabled and adapted in a very agile manner.

### **Significance:**

In phase 1, after detailed discussions, thirteen regulatory boards and one executive agency were selected to be part of the first phase: Podiatry, Athletic Training, Private Post-Secondary Education, Physical Therapy, Psychology Board, Dispensing Opticians, Respiratory Care Examiners, Nursing Care, Barbers, Acupuncture, Occupational Therapy, Optometry, Funeral Directors, and Registrar of Contractors. A total of 48 license types were implemented encompassing 120,000 licensees and 130 staff users.

The State of Arizona e-Licensing application was a significant priority for the State of Arizona CIO, Morgan Reed. His goal was to make the professional and business licensing services offered by the different boards and regulatory agencies available through a centralized online portal, and at any time. The new Arizona e-Licensing application ([https://elicense.az.gov/ARDC\\_HomePage](https://elicense.az.gov/ARDC_HomePage)) is live and delivers on his vision to provide a digital experience that allows citizens to self-service their licenses at any time while providing a consistent user experience across all devices and platforms, and reducing operational costs through consolidated systems, processes, data standards, reporting and organizational alignment to service citizens and businesses.

The Arizona boards and regulatory agencies are able to serve its clients more efficiently by providing the following functionality:

- **Public License Lookup:** License lookup is available through the application publicly, and the users are able to search if a business or professional is an active license holder. This is helpful for all agencies, or external entities like Hospitals to validate the licenses for the nurse practitioners.

In addition to this, the system provides an avenue to the general public to validate if a Physical Therapist for example is a valid license holder within the state.

Welcome

## New License Applications

The license application process is very simple. Instructions for each stage of the license application will explain what information is necessary too move forward to the next stage of the application process.

Click the "+" icon to begin the application process.

Click the following link for application and license status descriptions: [Status Legend](#)

[Click Here to Apply for New Licenses](#)  
  
(Not for Renewals)

**Quicklinks**  
[Edit Profile](#)  
[Manage Businesses](#)  
[Manage Addresses](#)

- **Application Process Wizard and Dashboard:** The application is a configurable wizard with 5 key sections – Personal Information, Background, Questions, Attachments, Review + Submit. Each of the key sections are configurable which provide the flexibility to configure the fields, questions, attachment submissions and application review without a lot of custom code. After completion of the wizard the user has the option to print a dynamic PDF document with their application documentation. The dashboard provides a full end-to-end detail about their current (*active and inactive*) licenses, and provides the ability to conduct service requests, or renew their licenses from one central spot.

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STATE OF ARIZONA

[DASHBOARD](#) [LICENSE SEARCH](#) [CONTRACTOR SEARCH](#) [FILE A COMPLAINT](#) [SERVICE REQUEST](#) To, Jonathan 

Personal/Business Info  Background  Questions  Attachments  Review

### Answer the following questions.

#### Good Moral Character

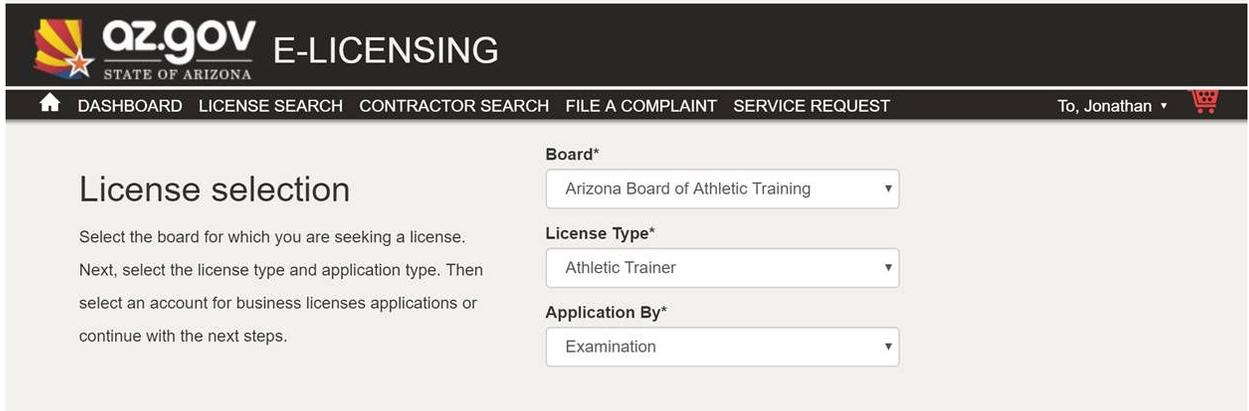
1) Have you ever had any application for any professional license refused or denied by any licensing authority?

2) Have you ever been refused or denied the privilege of taking an examination required for any professional licensure?

3) Have you ever voluntarily surrendered any athletic training license?

 [SUPPORT](#) [REGISTRATION GUIDE](#) [PRIVACY NOTICE](#) [WWW.AZ.GOV](#)

- **Framework Driven Questions and Submissions:** Salesforce and BasicGov based eLicense application has enabled the State of Arizona eLicense application to dynamically generate questions and submissions / attachment requests based on the board and license types example eligibility questions or background questions. Users ineligible to apply for a professional or business license can know the pre-requisites beforehand, and are able to provide their background information through the dynamic application.



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### License selection

Select the board for which you are seeking a license.  
Next, select the license type and application type. Then select an account for business licenses applications or continue with the next steps.

**Board\***  
Arizona Board of Athletic Training

**License Type\***  
Athletic Trainer

**Application By\***  
Examination

- **Delegated eLicense Administrator:** The State of Arizona eLicense application allows delegated administrators to login and pay for their delegates licenses and manage them. This feature is very powerful when it comes to business licensing, as an example providing the ability for a salon owner to manage their own individual license, and their salon license. The user does not need to login through 2 separate accounts to manage the licenses, which in turn means easier, faster and effective self-service. Additionally, the boards and agencies get a 360 degree view of their licensee, and can manage their data appropriately.
- **Workflow determination through Integrations:** In the legacy e-Licensing applications, the agency and board staff had to manually look up information in external systems to process a license application or a renewal which delayed the overall lifecycle of the licensing and permitting processes. The new application provides all the capabilities to do all sorts of real-time and batch interfaces to share and receive information from external sources. This not only has automated the various business processes like background checks, or corporation standings but enabled the end customer to get a transparent view of their application state.

**Impact:**

By pursuing a single, enterprise solution the state has already been able to generate a savings of ~\$3M to date across it's current customer base. The new e-Licensing application enhances the citizen experience while reducing the overall maintenance burden on the State. The system provides a fully automated application process with corresponding business workflows to automate license issuance, renewals, and reinstatements. Disciplinary modules such as complaint intake, inspections, and compliance allow all board functions to be performed within the same system. The platform allows for self-service capabilities for license verification and management, and licensees can see the status of their application in real-time. Additional boards have already shown interest in joining the new eLicense platform. As of mid-May (one week after the project go-live), 300 initial license applications have been submitted and 500 license renewal applications have been processed. We anticipate these metrics to grow exponentially as the system continues to scale across the state of Arizona, processing as many as 80k customer interactions over the course of 12 months with the initial phase 1 agencies.

*" The launch of the new Enterprise e-Licensing solution is a demonstration of how agencies, regardless of size or mission, can partner together, share resources, and accomplish together what few have accomplished alone and for reduced costs. A group of small regulatory Boards partnered with ADOA ASET with the mind-set of creating the foundation of an enterprise solution that can transform the way we do business and sustain itself into the foreseeable future. The eLicensing system capabilities will increase service speed, make our employees more efficient, and save the State and our citizens money. As the system expands to other agencies, the savings and efficiencies will only continue to grow."*

*Charles Brown, Executive Director, Arizona State Board of Physical Therapy*