
*NASCIO 2019 State IT Recognition Awards
Business Process Innovations*



AzLEAP

Every IT Journey Starts with a LEAP

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Executive Summary

After more than 100 years of operating on paper and utilizing legacy technology systems, Arizona State Land Department (ASLD), one of Arizona's first agencies to be commissioned, aligned itself with the vision of Governor Ducey's "government at the speed of business," cloud-first strategy and Arizona Management System (AMS) process improvement initiatives.

ASLD's Commissioner Lisa Atkins developed a high-level vision for this project, Land Electronic Application Processing (LEAP), which touched each division of this complex agency. ASLD manages the assets and resources of more than 9.2 million acres of state trust land for the benefit of a multi-generational, perpetual trust. ASLD employs less than one hundred people who are charged with managing trust assets, processing applications, and providing internal and external support services. Several times a year ASLD holds auctions to sell parcels of land. The proceeds of these auctions are sent to trust beneficiaries and often raise millions of dollars.

Prior to the Project LEAP transformation, to process for purchasing a parcel of land was daunting and archaic. The customer would come to ASLD's central office in Phoenix, pick up a paper application, fill it out, attach appropriate documents, and then mail it in with a check for the application fee. At that point, the customer would wait an average of 250 days for the application to be processed, all the while not knowing the status of the application unless a phone call was made to the agency.

Internally, the process was complex and had many opportunities for points of failure. Once the submitted application was received, it would make an epic journey of 1.5 miles in the centralized ASLD building alone. It would be physically handed off over 130 times and make over 30 floor changes. If the customer wanted to know the status of an application during its journey, they would call ASLD, where staff would physically try and locate the file to determine the application status.

This legacy process for handling applications had not significantly changed for well over 20 years. Ineffective and frustrating to both customers and staff, the process was rife with instances of overwork, rework, soiled processes and insufficient communication. Application files would often sit waiting in mail bins, on someone's desk or would get lost entirely.

To begin the process of transforming legacy processes, such as the example above, within the entire department, ASLD put together a team that consisted of agency leadership, subject matter experts, division management and consultants to create a scalable solution that targeted a substantial, positive return on investment for the agency and would immediately and positively impact customer and staff experiences. This group ultimately set and fulfilled Project LEAP's ambitious project goal: within six months, launch a new Salesforce organization, digitize paper workflows, migrate current customer accounts and set up a new space to track non-application projects.

Project LEAP's team completed this massive undertaking within the six-month target, on time and on budget. Approximately 30 unique application types were simplified, standardized and digitized to a branded web-portal with a modern customer-centric look and feel.

Since LEAP's completion, ASLD has been focused on bringing even more processes into its Salesforce.com solution. Today, customers of ASLD can now submit applications electronically with a "choose your own adventure" type approach, upload any necessary documentation, interactively select the parcel of land, and pay for their application fee online. Once applications are submitted, customers can see the real-time status of those applications. Additionally, if a customer has an instrument with ASLD such as a lease or a permit, they can also check the status of those as well.

Aside from application processing centered on Salesforce Service Cloud and Communities, the cloud solution also includes integrations to a legacy ERP system, a document management solution, and geographic information system. Several custom apps were also developed that provide project tracking for the Commissioner's Office, Real Estate, Planning and Engineering and Trespass work units.

LEAP was a monumental project, but the results of an improved customer experience, efficiency of staff time and the positive return on investment will leave behind a transformative legacy.

Project Narrative

Concept

Prior to the implementation of Project LEAP (Land Electronic Application Processing), customers were required to submit paper applications in person or via mail. They lacked visibility into the status of their applications and requests, leading to a significant volume of phone calls, in-person visits and longer wait times. Applications were also processed in a sequential fashion that increased information silos and delays in processing.

With the customer and employee experience in mind, ASLD saw an opportunity to innovate the way it was providing services with a significant transformation to the digital world.

With the help of the Arizona Department of Administration's office of Strategic Enterprise Technology ASLD contracted MSS Technologies to assist with project and change management and MST Solutions (MST) to drive the digital transformation and legacy migration. After the first team defined the scope of the transformation and overall vision of the project, the Salesforce integrator, MST Solutions, held four weeks of discovery sessions to focus on reinvention of process, what matters to the end-customer and operational efficiency. The result was a scope of work that provided immense financial ROI while mitigating and avoiding costs. This was the first step in onboarding to a platform-driven approach to application development and a way to offset overhead in security, storage and other costs and risks. By starting with the land and lease application process the agency would improve its most popular customer-facing processes, provide self-service and reduce administrative costs.

Exemplar

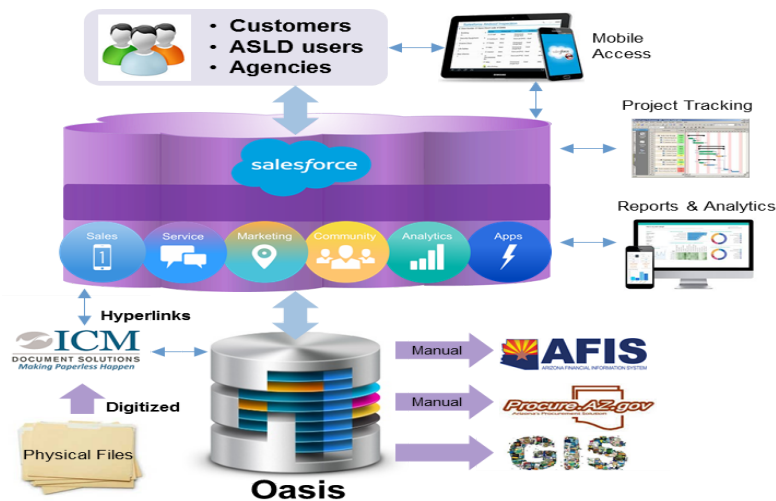
Fixing the airplane while flying it is no easy task. Because of the large number of systems and complex processes that this transformation would touch, it was important that we had a well-planned and scalable approach to the architecture of the new system and a clearly defined understanding on how we wanted to approach the execution of integrating several systems while setting a roadmap for further

business process and application migration. Partnering with ADOA’s central IT governance body, Arizona Strategic Enterprise Technology Office (ASET), Arizona State Land Commissioner Lisa Atkins developed a high-level vision for this project:

- Ability to understand the status of a project or application at any time.
- User friendly interface that is easy to navigate
- An electronic workflow that accurately standardizes tasks and activities
- A formalized project tracking system to manage backlog, track activities and provide historical data
- Standardized data to ensure all relevant information is available in real time
- Robust metrics and reporting capabilities with self-service and dashboard features

The ASLD IT division and project management team, together with agency leadership, division subject matter experts and a local Salesforce consulting firm (MST) further refined this down to a vision for what we wanted this new platform to do initially:

- Establish an electronic workflow of the fifteen most used applications to accurately standardize tasks and activities
- Formalize a project tracking system to manage backlog, track activities and provide access to historical data
- Standardize & integrate data into our business ERP, document repository and geographic information systems
- Create robust metrics and reporting capabilities with self-service and dashboard features to track each step of the application process
- Digitize current in-process paper files to consolidate all applications into one paperless system
- Complete the initial phase within a six month implementation timeline



As a result of this vision, MST Solutions and ASLD convened to bring the platform transformation to life. Immediately, the project team, ranging from subject matter experts, IT staff, end-users and managers was assembled. This team spent time understanding the project scope while scheduling and developing the guiding principles for the project. These principals revolved around efficient use of resources with a customer-centric focus to ensure we hit the mark on key needs and pain points, with an iterative development approach to the transformation.

A project plan and customer personas were developed. This enabled a long-range and near-term view into project activities and deliverables that made efficient use of resource time and effort. This also provided clarity on the customers who ASLD served and their traits, needs and pain points that needed to be addressed to ensure adoption and satisfaction. After the project team defined customer personas and wrote the project plan the next step was to begin development and change management activities. This was a critically important step as the team understood the importance of reaching out to customers, constituents and internal employees to keep them informed of what is happening, why and what the benefits were to come. Without this measure, the transformations success may not have been possible.

Project LEAP's development phases unfolded in a successful manner by employing an agile scrum development methodology with a hybrid waterfall approach during the discovery phase of the project. Through deep-dive sessions where requirements were gathered and cross-functional team members participated in joint design, current state analysis and process mapping, data definition and team building, all project members came away from discovery equipped with knowledge and buy-in of the direction the agency was headed. This was the fuel that enabled the successful build, testing, training and adoption of the system.

After additional deep dives and a depth of detailed requirements across application types, routing processes and customer interaction points, MST Solutions put together a design that was vetted with the agency through workshops and demonstrations of data models and wireframes. From there, development of the system began, and the five SMEs participated in sprint rituals such as backlog grooming, user story writing, sprint demos and user acceptance testing. Through this iterative method the SMEs picked up subject matter expertise on the new system as it was built. They provided the fine-tuning feedback that resulted in the initial version of the platform.

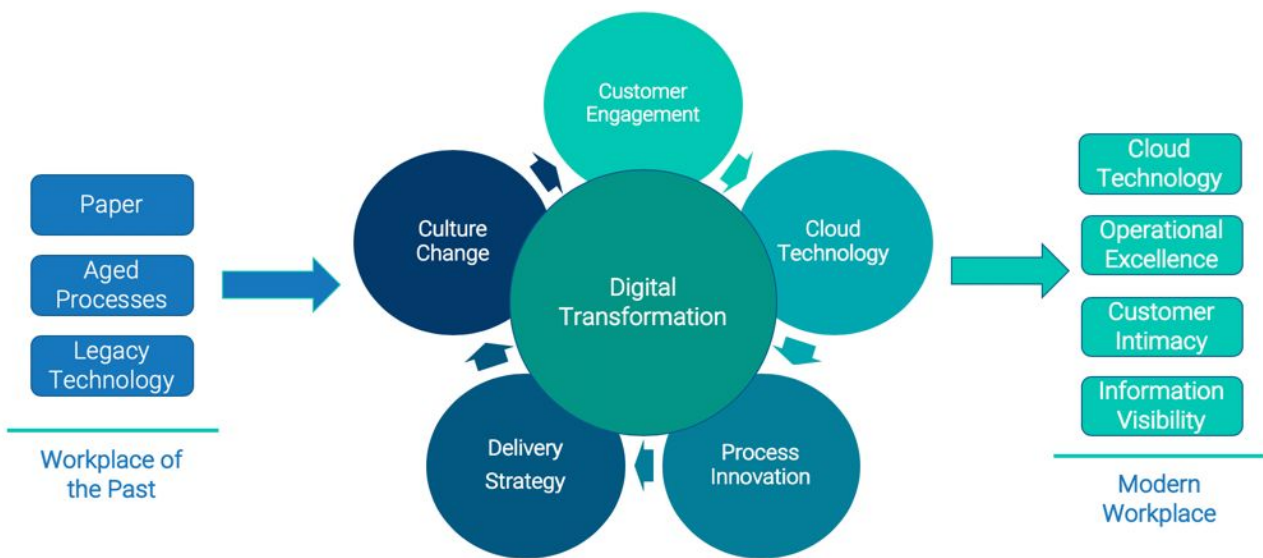
Equally important, this team was charged with training their work units and organization with the new system. Because of their heavy and frequent involvement and ownership, the train-the-trainer workshop and the subsequent trainings were highly successful. To this very day, the SMEs continue to be stewards for the system and champion continuous improvement and innovation on the platform.

Significance

With the vision and goals set, the Project LEAP team set about defining what exactly this transformation would mean. Using the salesforce platform would ensure a secure, cloud-based platform that was in line with the direction of the Governor and State CIO offices, while upholding the vision of the ASLD Commissioner. But the platform is only half the picture. Project LEAP was going to be as much about changing legacy processes as it was about getting to the cloud.

Early on, it was clear that entirely new workflows would need to be developed, standardized and simplified. The project team didn't want to just transfer problems from a paper process to a digital one. The team wanted a new process that was no longer sequential and could foster communication between work units. They also wanted reporting metrics for every processing step so that further process improvements could be started, so new processes and reports were created to fulfill this goal.

Another important aspect of the transformation which was scoped & fulfilled was the requirement that all paper applications were digital the day the system went live. This turned out to be one of the more difficult aspects of the transformation, as files were often misplaced, incomplete and unorganized. However, the Project LEAP team devoted extra resources to solving this problem to ensure that ASLD and its customers were using one system to conduct its business once we went live.



This project also had the added benefit of aligning with several statewide initiatives and goals. The Salesforce platform located in a government cloud is FedRAMP certified and in full alignment with the call for increased security across the organization. It also has allowed customers to conduct a large portion of their business online, fulfilling a key call from the Governor's office. Finally, the cloud and collaborative nature of the platform answers a call from ADOA to increase cloud presence and use products at an enterprise level.

Impact

The release of Project LEAP was an important event in the history of the Arizona State Land Department. It represented a fundamental change in the way ASLD conducts business and interacts with its customers. For the past 100 years ASLD has largely conducted business with its customers through

End of Phase 1 Snapshot, September 2017

- 1300 applications located and organized
- 19,000 files uploaded to the ViewCenter document repository
- 20 training classes, 182 attendees
- 1522 scripts and scenarios tested
- 110 closed issues
- 95 future enhancement requirements logged
- 6,600 contact records migrated from ERP to Salesforce
- 145 knowledge articles written
- 58 separate workflows developed

legacy paper applications. Changing that and all the processes tied to it was an enormous undertaking.

We surveyed our customers multiple times before and after the transformation to ensure that we were delivering a product that worked for them. As a result of this approach, customers were well-informed of the pending changes to the application process and were kept informed of the status of their current application – which was a welcomed improvement by customers. Paper applications received by ASLD have fallen by over 95%. Numerous customers have remarked how much they appreciate the ability to see the status of their applications online instead of having to call in or travel to downtown Phoenix.

Perhaps one of the most interesting impactful metrics of this project is the number of requests for developing new processes in the system. When we launched the platform in September of 2017, we had 95 future enhancements that were mostly centered around adding a report or displaying some data from the legacy ERP system. In the short amount of time since, this has shifted to asking to incorporate a

Current Snapshot, Since 2017

- **535** Credit card payments since July, 2018.
- **3203** electronic applications received
- **17** open feedback sessions with users and customers
- **11** open forum workshops
- **315** closed issues
- **208** future enhancement requirements logged
- **15** applications standardized and simplified

paper or offline process into the platform. Users want to be able to track and report on all steps of their work as well as tie these items to other records in the system. This overall increase has as much to do with the vision given by leadership as it has to do with the increased visibility into core business processes by users and customers.

Today, ASLD has seen an overall decrease in foot traffic by 40% and for application specific-traffic the reduction has reached 85%. Information sharing across the agency has increased by 70% while application processing cycle time has reduced by 25%.

Dawn Dillman, Titles and Contracts Section Manager recently said, “Salesforce has revolutionized how we process applications. It allows my team to easily engage and collaborate with our customers.”

This project has allowed ASLD to optimize and strengthen their service delivery capabilities. ASLD is now better connected to their customers which allows them to more easily service and respond to their needs.

The Arizona State Land Commissioner Lisa Atkins said of Project LEAP, “When I started at ASLD four years ago there was no manual for how to run the Department, we would like to leave behind a legacy so that whoever comes next doesn’t have to start from scratch. Project LEAP is a major step in the direction of solidifying business processes and breaking down silos across the Department.”