



Case Study: Organizational Assessment and Deployment Services, Arizona Department of Real Estate

CHALLENGE

The Arizona Department of Real Estate (ADRE) was seeking to implement a new Licensing and Case Management solution. More specifically, the Department wanted to assess its current business processes, compare them with industry best practices, and develop a roadmap for improving the end-user experience for State employees and the general public.

PROBLEM

The Real Estate Licensing and Case Management solution enables State employees to manage the real estate licensing process, conduct audits and investigations against licensees, enforce disciplinary actions, and communicate with licensees. The system also allows licensees to update their records, apply for additional licenses, renew existing licenses, manage associates hired by their brokerage, and comply with ongoing audits, investigations, and disciplinary actions. Members of the public can use the system to access information about real estate salespeople and brokers, file a request for investigation, apply for payment, or submit a complaint against or on behalf of a Homeowners Association.

The original system was built over a 27-year period and was nearing the end of its useful life. ADRE wanted to not only upgrade the legacy system but to:

- Streamline the licensing and permits process and standardize staff operations
- Establish customer expectations, minimize waste, set achievable responses, and increase transparency
- Identify and assess the gap between the existing system and the desired future state
- Determine feasibility and scope, validate costs, and identify benefits and risks associated with a new system
- Identify roadblocks to implementation and develop strategies to mitigate them
- Create a roadmap that provides practical guidance for the procurement and implementation of an automated cloud-based licensing solution
- Develop a Statement of Work (SOW) to drive the procurement process



SOLUTION

ADRE hired netlogx, an expert in business process reengineering and procurement support, to guide the Department through the system analysis process and SOW development. In **Phase One: Process Improvement Engineering**, netlogx:

- Defined the project's vision, goals, and scope by holding a Visioning session with strategic-level project stakeholders to review long-term goals, current issues, desired future state, potential hurdles, scope, and the needs of project stakeholders
- Reviewed the existing documentation to create draft process flows for business process mapping sessions. We have found that the process documentation conversations are more productive when we begin with drafts of the current processes
- Documented the current state through a series of mapping sessions, where the netlogx Business Analyst displayed the process maps while the Project Manager guided the participants through a discussion of the current process and identified areas for improvement. The Business Analyst made live updates during the conversation
- Employed an internal tool to identify comparable agencies that conducted similar procurements to compare current models and implementation approaches and establish a basis for requirements
- Re-engaged with business process mapping participants to document the desired future state using the current state findings. These meetings focused on solutioning opportunities for improvement, mitigating risks, and improving capabilities to better meet the needs of internal users and external customers
- Created a Transformation Roadmap incorporating the information from the discovery process to define the high-level goals and requirements of the future system as well as the estimated costs and timeline associated with the implementation
- Presented our findings to stakeholders to review our recommended approach and to confirm organizational direction
- Updated existing or created new Standard Operating Procedures (SOPs) and forms needed to implement the new processes



SOLUTION (Continued)

In **Phase Two: Develop Statement of Work**, the netlogx team:

- Mapped the preliminary requirements collected during Phase One to ADRE's vision, stakeholder needs, and current and future state process maps to ensure that the list of requirements addressed all steps of the processes. This also allowed us to identify any gaps or duplicates in the requirements
- Conducted requirements elicitation sessions with each stakeholder group to identify the system functionality needed to achieve the Department's stated goals
- Developed the SOW, which will serve as the cornerstone of ADRE's future procurement efforts

RESULTS

At the project's conclusion, netlogx presented a fully documented SOW to ADRE, enabling the Department to proceed with the procurement of a new Licensing and Case Management solution. All of the Department's current processes were documented, and SOPs were created or updated to outline the new processes. netlogx also created a Transformation Roadmap leveraged by the department to request and obtain additional funding from the State legislature to support the procurement and implementation of the new system.

HIGHLIGHTS

- netlogx conducted eighteen (18) process mapping sessions and created 83 process maps
- netlogx created seventy (70) desired future state processes incorporating the identified areas for improvement
- netlogx used our in-house tool to identify five (5) comparable agencies that implemented similar systems
- netlogx created or updated eighty (80) documents representing new processes and forms/applications to support new processes designed to improve the customer experience and quality of services through greater efficiencies and effectiveness
- netlogx developed a fully defined SOW and associated solution requirements for ADRE to use in the procurement of a new system
- netlogx developed a Transformation Roadmap to guide ADRE through the implementation of a new system