

Client:

Arizona State Land Department (ASLD)

State Land:

10,900,000 acres throughout Arizona

Beneficiaries:

13 beneficiaries including K-12 public education and state universities

"Having somebody tell their customer that they're headed down the wrong path and there's a cliff is better than letting your customer travel down that path and actually experience going over the cliff."

ASLD Commissioner



The Client

Arizona State Land Department (ASLD) manages approximately 9.2 million acres of State Trustlands within Arizona. Lands are held in trust and managed for the sole purpose of generating revenues for the 13 State Trustland beneficiaries, the largest of which is Arizona's K-12 education. In FY 2019, Trustland revenues exceeded \$216,000,000.



The Challenge

Since its inception in the early 1900s, Arizona State Land Department (ASLD) has accepted applications and processed land permits on paper. This paper-intensive process lacked efficiency and created delays in responding to client requests. It was high time for a digital operating model.

ASLD had to catch up to the 20th Century and transform their slow-moving paper-based process to a fluid digital operating model aligned with the Department of Administration's 1 VISION 1 VOICE Strategic IT Plan.

ASLD needed to automate the application process for customers leasing parcels of land from the State, applying for recreation permits, and submitting ROW permits. The time required for an application to be approved had to be reduced from months down to weeks.



Our Solution

In 2017, ASLD began a journey that would take them from an entirely manual application process to an up-to-date digital operating model. This digital transformation was an exciting opportunity for ASLD to completely revamp their processes, both internally and externally. MSS Business Transformation Advisory

Deliverables

Leadership

Governance

Accountability

Transformation Plan

Change Management

was engaged to develop the strategy, create the solution, and manage the transformation process of the agency. Key elements to ensure a successful transformation of this magnitude included:

- Providing leadership, governance, and accountability throughout the project
- Developing an execution plan to digitize thousands of paper documents
- Providing a user adoption model including training planning, resistance management, and deployment
- Migrating data from an existing legacy system to a new digital platform
- Documenting Current and Future State functional and technical requirements to be implemented
- Implementing a digital solution platform



The Results

Playing an integral role in assisting ASLD personnel to reach their goals on time and on budget, MSS helped manage and implement procedures to ensure the scanning of hundreds of thousands of documents was completed by the deadline.

MSS guided and supported the IT department while managing the team of vendors tasked with the migration and implementation of data to/from OASIS and Salesforce.com. And, MSS worked with vendors to ensure requirements were documented and common applications were used in the go-live.

The MSS team also provided necessary structure and tracking mechanisms to ensure the on-time delivery of the transformation solution, and advocated for ASLD throughout the entire project, including:

- Agency and team communications
- Readiness assessments
- IT best practices

Utilizing a structured approach to the project, combined with change management, ASLD and MSS successfully completed the digital transformation on time and within budget.