



ARIZONA MANAGEMENT SYSTEM SUCCESS REPORT

DEPARTMENT OF FINANCIAL INSTITUTIONS

Merger Results in Cost Savings and Faster Licensing Lead Times for Arizona Appraisers



The 2008 financial crisis resulted in a 32% decline in the number of licensed real estate appraisers operating in Arizona, which in turn meant reduced fee revenue to support the self-funded Arizona Board of Appraisers. To save costs, the board merged and collocated with the Department of Financial Institutions in July 2015 to form a separate Real Estate Appraisal Division within the department. Numerous administrative and operational benefits have resulted in an **annual cost savings of \$92,000** from reduced personnel costs, building rent and other improvements, such as establishing digital licensing and communication processes. Nearly 60% of the division's receipts were processed by credit card in 2016. The **appraisal program is now sustainable without having to raise fees**, and the division operates with greater transparency and faster decisions for better licensing lead times.