



Case Study: Business Process Consulting, Illinois Housing Development Authority

CHALLENGE

As part of an effort to modernize its business practices and better use the talents of its workforce, the Illinois Housing Development Authority (IHDA) needed to review, refine, and realign operational coordination between three IHDA departments:

- Strategic Planning and Reporting (SPAR)
- Multifamily (MF)
- Asset Management (AM)

PROBLEM

At the project's inception, the IHDA was using a mixture of what were at the time of implementation, "best of breed" software packages and legacy applications. This combination of systems could not be customized to respond to the organization's changing business environment and were also reaching the logical end of their useful life for the IHDA.

As a result, the IHDA wanted to find an integrated software system that provided more flexibility and allowed the agency to become more efficient. In order to achieve this goal, the IHDA needed to:

- Create business process documentation that reflected actual workflows
- Develop user-friendly configurations documenting procedures for:
 - Workflow Management
 - Electronic Data Management
 - System Implementation
 - Documentation and Training
- Define governance roles and responsibilities, including decision-making authority, for Operations, Programs, and Portfolios

SOLUTION

With decades of experience in helping our clients solve operational challenges, netlogx had the business process expertise the IHDA needed to document processes and identify interfaces between each of the three (3) departments. The netlogx team:

- Developed a project plan to complete the work within the allotted two-year period



SOLUTION (Continued)

- Interviewed project leadership and Subject Matter Experts (SMEs) to develop an inventory of processes to be documented in the following areas:
 - Closeout
 - Closing
 - Construction
 - Funding
 - New Program Design and Implementation
 - Operational Management and Occupancy Monitoring
 - Planning
 - Portfolio Analysis
 - Program Administration and Physical Inspections
 - Reporting
 - Strategic Solutions Engagement
 - Transition
- Conducted extensive consultations with internal and external stakeholders to map and summarize business processes within each department and the business processes between departments
- Used Microsoft Visio to develop more than 85 current state business process maps, with key process actors and recommendations addressing identified issues
- Identified gaps and/or redundancies in processes within and between the departments
- Determined industry best practices by consulting with executive leadership and through market research and analysis
- Reported project progress through reports and executive presentations that provided the right information at the right time
- Provided project coordination services, including administrative and Quality Assurance support

RESULTS

netlogx developed a final report incorporating the results of our analysis including over 55 recommendations designed to increase transparency, improve alignment, ensure uniformity (where appropriate), and modernize business processes to establish a cohesive enterprise-wide business practice as a foundation for continuous improvement.

Prior to completion of the final deliverables, netlogx provided a report of the top 20 recommendations that the agency could implement without purchasing additional software, allowing IHDA to immediately begin making improvements to their business processes.



ADVANTAGES

- netlogx was able to leverage project management skills, experiences, and processes to augment the project management team within the IHDA to accommodate changes in staffing and parental leaves
- netlogx' project coordination expertise was instrumental in getting large numbers of meetings scheduled in a remote environment
- netlogx' extensive business process experience enabled the company to identify multiple opportunities for new or improved coordination, collaboration, and communication within and between departments' processes
- netlogx' expertise in conducting business process mapping sessions remotely enabled us to accommodate the schedules of the large number of IHDA stakeholders
- netlogx' process of real-time business process mapping allowed the project departments to see the outcomes of discussions as they were happening and provided an avenue to effect immediate updates
- netlogx developed a complete catalog of process documentation to be used in developing new system requirements, better understand the complexities of intradepartmental communications, and provide training on current business processes
- netlogx kept IHDA senior leadership updated and involved in the process allowing quick resolution of any identified issues and provided summaries to facilitate discussions with staff
- netlogx' final report included recommendations, summaries, processes affected, next steps, and anticipated Return on Investment (ROI), allowing for easier prioritization of projects
- netlogx' efficient approach to process documentation and analysis enabled us to complete the project three (3) months before the deadline