

TCBA developed Business Activity Fact Sheets for the more than 300 business types requiring licensing and registration; prepared CSR telephone scripts and Training Manuals; and trained DCRA personnel to assume responsibility for the Master Business License telephone information center.

2. Functional Support of the OCP Express Help Desk

TCBA was tasked to manage, operate and maintain a functional support of OCP Express Help Desk. The Help Desk was to provide continuous implementation services to support the Office of Contracting and Procurement's (OCP) deployment of the customized PRISM OCP Express Purchase module. TCBA's Help Desk supported functional problems that OCP and its end user population had with the new automated system. The Functional Support PMIS Help Desk operated under the guidance of a dedicated Help Desk Manager. TCBA provided contracting and procurement professionals who were knowledgeable and trained in the new system.

As a part of the Help Desk's overall communications program, TCBA established two primary goals:

1. To provide information and assistance to Users,
2. To build public relations for the application and its utilization with the 14 cut-over Agencies.

The key messages conveyed were: (a) ease in accessing the Help Desk; (b) availability of continual assistance, and (c) "hand holding" on-the-job instruction for the application for all Users regardless of their comfort level and experience within an automated environment.

ORGANIZATIONAL DESIGN

1. Span of Control Assessment and Benchmark Study

TCBA conducted an overall assessment of the District of Columbia Office of the Chief Financial Officer's span of control which included the evaluation of 17 of the primary agency-level CFO operations and management performance. In concert with the assessment, TCBA also conducted a benchmark study of five other government jurisdictions and compared the DC CFO organizational structure, span of control, performance standards, business processes, number of transactions, timing and personnel requirements, performance measures, as well as methods of training and internal communications with the CFO operations of these comparable jurisdictions.

The OCFO assessment entailed extensive interviews with each of the Districts' 17 agency-level CFOs, controllers, and managers of accounts payable, account receivables and payroll departments. The assessment revealed management staff, transaction and performance efficiencies as well as deficiencies within the agency.

TCBA provided a detailed findings report on each agency assessed and recommendations for reorganization of the OCFO structure to improve span of control; streamline and standardize A/P and A/R procedures and reconciliation requirements; and establish a performance management program.

2. Best Practices Research and Blueprint Development for a Shared Service Center

TCBA was engaged by the District of Columbia's Office of the Chief Financial Officer to provide a plan to restructure Agency-level CFO into five Cluster groups. Each cluster group would be managed by an Associate Chief Financial Officer and would operate a Shared Service Center for Accounts Payable, Accounts Receivable and Payroll administration. Our review included the following:

- Establishing a CFO structure that parallel's that of the Deputy Mayors of the District;
- Establishing a CFO structure that provides directions, information and controls systemically using the capabilities of SOAR;
- Providing financial staff to advise Directors on planning and budget matters;
- Providing financial managers with data on current status and systems and controls that preclude unauthorized expenditures; and
- Streamlining "back-office" financial operations by working toward a consolidation of accounting operations.

PROGRAM/OPERATIONAL ASSESSMENT

1. Organization and Management Process

TCBA is working on a contract with the Financial Management Division (FMD) of the U.S. Department of Agriculture's Farm Service Agency to:

- Assess the efficiency and effectiveness of FMD in managing and using its human resources;

- Reduce duplication of effort and gaps in services;
- Align the organizational structure to become more customer oriented;
- Identify management processes that need to be improved or redesigned to improve effectiveness and efficiency at the existing organizational levels;
- Improve communications and reporting among Divisions and to the Office of the Director;
- Recommend optimum resource allocations across functions; and
- Develop an organization structure improvement plan, including detailed implementation steps.

2. Procurement Process Review and Redesign

TCBA was engaged by the City of Atlanta to review the procurement functions of the City and recommend actions to reduce the cost and to improve the efficiency, effectiveness and transparency of existing procurement processes. Atlanta's purchasing operations had come under increasing pressure as a result of the City's growth, increased contracting demand, and lack of continuous improvement efforts. The project included:

- A comprehensive review of the procurement process;
- Development of a blueprint for change;
- Development of a business case for change with quantitative and qualitative benefits of proposed changes;
- A detailed implementation plan for the proposed changes; and
- An agenda for legislative and administrative change.

TCBA reviewed existing practices, developed benchmarks based on other comparable jurisdictions, and made recommendations for reorganizing, consolidating,