

EXHIBIT NO. 1

WS
5-11-10

CITY COUNCIL WORK SESSION

**REPORT ON
INFORMATION TECHNOLOGY
EFFICIENCY AND EFFECTIVENESS STUDY
and TORPEDO FACTORY ART CENTER GOVERNANCE PROPOSAL**

TUESDAY, MAY 11, 2010

5:30 PM

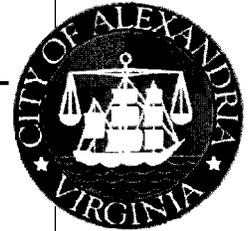
CITY COUNCIL WORK ROOM

AGENDA

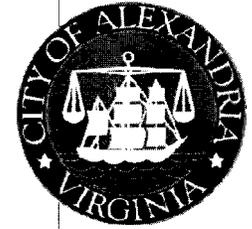
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|------|--|---|
| I. | Welcome and Opening Comments | Mayor William D. Euille |
| II. | Introduction of Report | Tom Gates, Assistant City Manager |
| III. | Report Presentation/Findings | Adam Rujan, Principal
Plante & Moran |
| IV. | Discussion | Members of City Council |
| V. | Presentation of Torpedo Factory
Art Center Governance Recommendations | Tom Gates, Assistant City Manager |
| VI. | Discussion | Members of City Council |

Individuals with disabilities who require assistance or special arrangements to participate in the City Council Work Session may call the City Clerk and Clerk of Council's Office at 703-746-4500 (TTY/TDD 838-5056). We request that you provide a 48-hour notice so that the proper arrangements may be made.

WS
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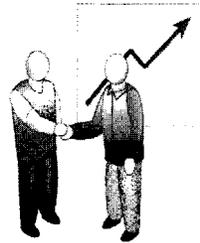
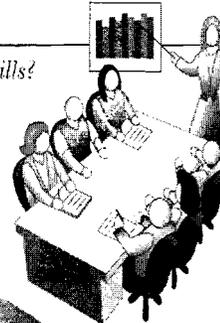
City of Alexandria, VA
Information Technology Assessment
May 11, 2010



Project Approach

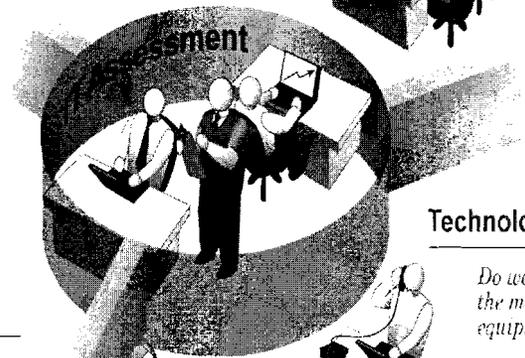
Organization

Do we have the correct number of staff with the right skills?



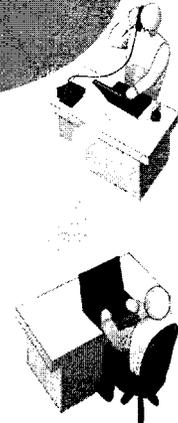
Administration

Do we properly manage and administer the technology we have?



Technology

Do we procure and support the most appropriate equipment and systems?





Project Approach

Organization

Governance:

- Organization structure:
- Organization benchmarks
- Succession planning
- Staff compensation

Support:

- Staff complement
- Staff development
- Job descriptions
- Staff competencies
- Performance evaluations
- Recruiting
- External service providers
- User liaisons
- Steering Committee role
- Service Level Agreements

User Satisfaction:

- Responsiveness
- Effectiveness
- Communication

IT Leadership:

- Technical
- Business
- Behavioral

Administration

Delivery:

- Project Mgmt approach
- Service level agreements
- Problem reporting
- Helpdesk Administration
- Network / workstation management
- Software deployment
- Performance reporting
- Vendor management
- Methods / tools
- Application development
- Patch management
- Outsourcing
- Operating procedures

IT Strategy:

- Long range planning
- Project prioritization
- Technology procurement
- Budgeting
- Project portfolio mgmt
- Business case development
- Standards

Policy:

- User policies & procedures
- IT policies & procedures
- Business continuity planning

Security Management

Technology

Internet:

- Remote access
- Web site & security
- Content mgmt
- Web strategy

Data:

- Data ownership
- Data integrity
- Data security
- Data warehousing
- Data backup

Network (LAN/WAN):

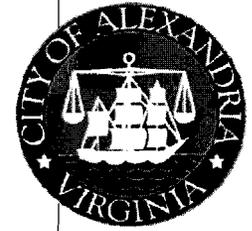
- Servers
- NOS
- Cabling
- Network electronics
- Storage
- Security

Applications:

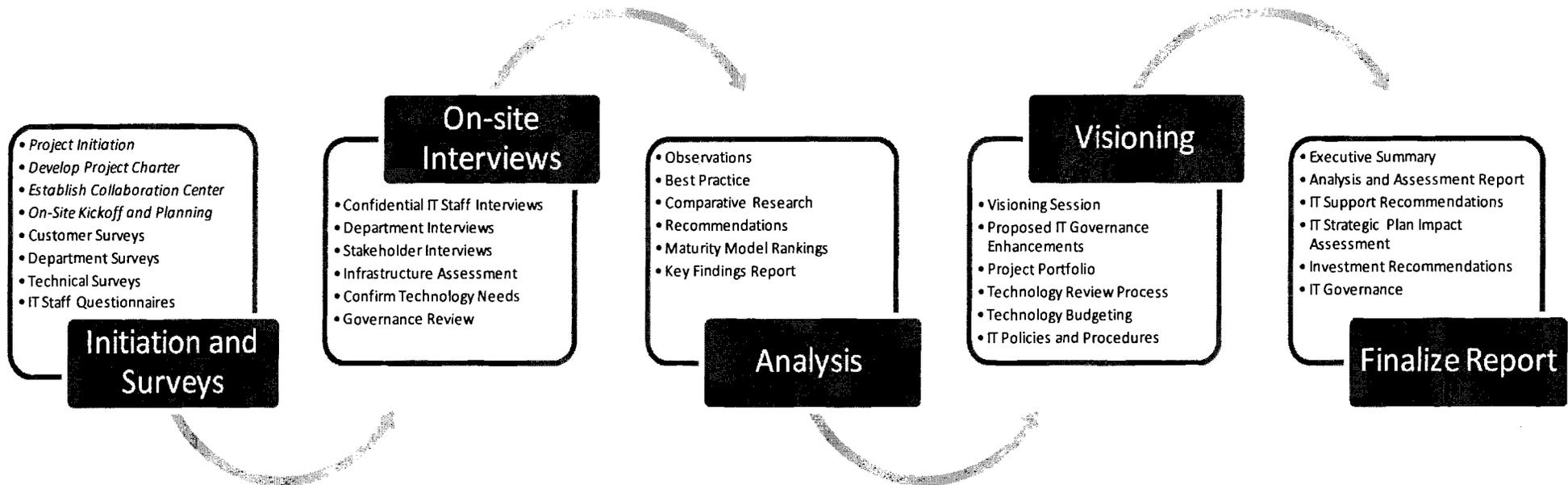
- Software applications
- Security
- Reporting
- Interfaces
- Databases
- Platforms and tools

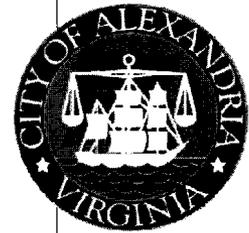
End-User Computing:

- Workstation strategy
- Office automation
- Operating system
- Refresh



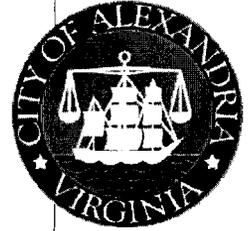
Project Approach





Major Findings

- **Strong IT investments over time**
 - Infrastructure – robust, reliable
 - Applications – high user satisfaction
- **Best Practices evident**
 - ITSC, IT Plan, Social Media, Liaison Program, etc
 - Recognized leader by peers, industry
- **Strong Central IT Team**
 - Strong skill set evident
 - IT Support – very high user satisfaction



Major Findings

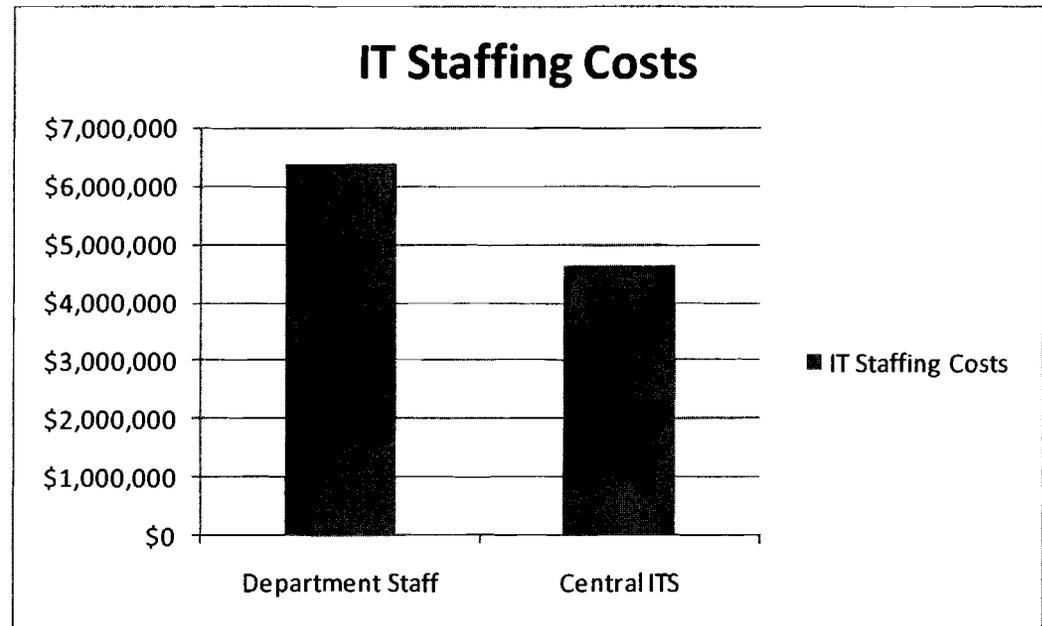
- Highly decentralized approach to IT, pendulum effect

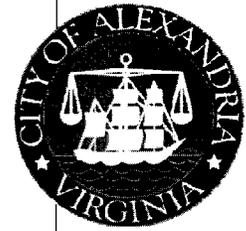
Advantages

- User Responsive
- Business Awareness
- Local Prioritization
- Rapid Deployment

Challenges

- Uneven Service Delivery – Particularly “enterprise applications” (e.g. Web Services, Permitting, GIS, etc)
- Higher Costs – Redundant applications, duplicate services
- Governance Challenges – Strategy, ROI

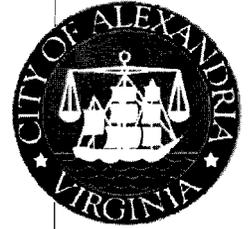




Major Recommendations

1. Enhance IT Governance

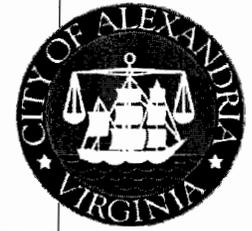
- **Modify role of ITSC from budgeting to include policy**
 - Approve IT strategy, update annual plan and budget
 - Set priorities and policy
 - Establish Return on Investment (ROI) project criteria
 - Sponsor all major enterprise projects, activate and de-activate ad hoc committees
- **Establish CIO position**
 - Standing chair of ITSC/engage City Council
 - Formulates policy, promulgates rules for ITSC approval
 - Monitor ROI, project accountability
 - Strengthen IT Liaison and ad hoc committee programs



Major Recommendations

2. Strengthen ITS "Enterprise" capabilities

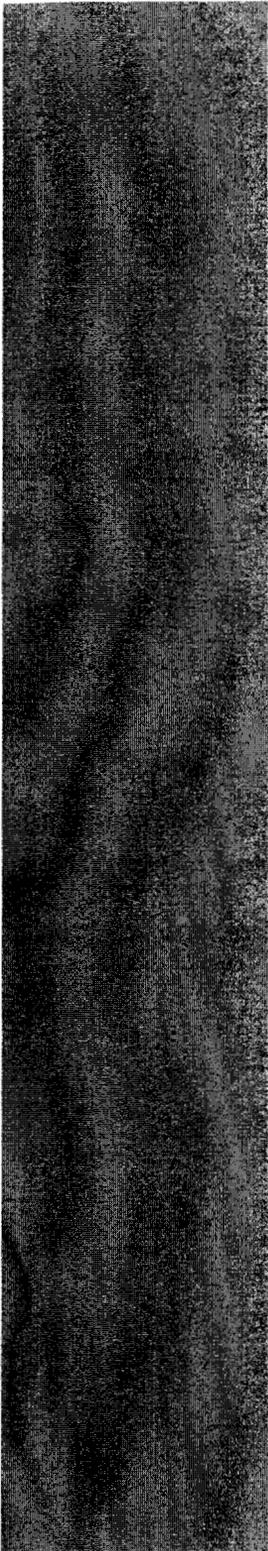
- Implement formal Project Portfolio Management (PPM) system, integrate with budgeting process
- Establish Project Management Office (PMO)
 - Additional 2 – 5 staff (invest or re-assign)
 - Manage PM, PPM, Department Liaison
 - Create Business Analysis Program
- Strengthen Technical Support
 - Technical Standards
 - Central Software Licensing/Warranty Support
 - Disaster Recovery



Major Recommendations

3. Consolidate Select IT Functions

- Create a consolidated Tier 1 Help Desk (currently 25 staff directly involved – city – wide): Anticipate Cost Savings, service improvement
- Web Development – Consolidate programming/technical aspects into Central IT: Anticipate service improvements Citywide, technical enhancements
- Geographic Information Systems – Create a GIS 5 year plan. Based upon plan outcomes, consider realigning GIS organizationally. Anticipate greater usage (higher ROI) of GIS technologies.



Questions?

Adam Rujan
Partner

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800.544.0203



COA Contact Us: Alexandria Archaeology Museum/Torpedo Factory Oversight

Vincent LaPointe to: william.euille, frank.fannon, kerry.donley,
alicia.hughes, council, delpepper, paulcsmedberg,
rose.boyd, jackie.henderson, elaine.scott,
rob.krupicka

05/09/2010 11:26 PM

Please respond to Vincent LaPointe

WS
S-11-10



Time: [Sun May 09, 2010 23:26:10] Message ID: [21478]

Issue Type: Mayor, Vice Mayor, and Council Members
First Name: Vincent
Last Name: LaPointe
Street Address: 507 Queen St
City: Alexandria
State: VA
Zip: 22314
Phone: (703) 549-0531
Email Address: vclapointe@comcast.net
Subject: Alexandria Archaeology Museum/Torpedo Factory Oversight

09

May 2010

Mr. Mayor, Mr. Vice Mayor, and Members of Council,

The

Alexandria Archaeological Commission (AAC) has reviewed the Torpedo Factory Study. The AAC finds the Study's comments regarding the Alexandria Archaeological Museum, Lab, and Staff Offices, located on the third floor of the Torpedo Factory, conflicting and representing a source of confusion for possible future plans for the building. While the study correctly identifies the current location on the 3rd floor it indicates that the exhibit space would be appropriate for the first floor. However floor plans with recommendations for future use do not show Alexandria Archaeology or the Museum on any floor. We are concerned that this disconnect could result in the reallocation of the museum, office, and lab

spaces with no future provision for relocation. Additionally recently the AAC has learned that the Council is investigating the formation of an oversight or governance committee for the Torpedo Factory.

Although

the Torpedo Factory Study gave a cursory glance at tourist visitor numbers to the Alexandria Archaeology Museum located on the third floor, the AAC believes the economic impact of these visitors was not adequately researched or represented in the Study. According to the Study's own numbers there were nearly 34,000 visitors to the Museum in 2009. According to Alexandria's Visitor's Bureau, tourists spend, on average, \$200 per visit to our city. Thus, the Archaeology Museum generates an additional \$7 million in added economic activity to city businesses such as shops, restaurants and hotels annually. Spending by the city on this city-owned treasure, located in a city-owned facility, is minute when compared to the value of the economic activity it generates. In addition to the added economic activity, each visitor to the Museum, according to the Visitor's Bureau, added approximately \$6 to city coffers in the form of taxes paid directly to the City, for a total of over \$200,000 in 2009.

Separate

from the considerable economic revenue generated to the city by the Archaeology Museum at the Torpedo Factory, is its value to the Alexandria

Comments: School System as a learning tool unavailable to most other school children in the area. The Torpedo Factory Study makes a short reference to school visits to the Museum but fails completely to properly ascertain the socio-economic impact that this valued resource has on the costs the city faces in educating its youngest citizens.

If Moving the

Archaeological Museum, lab, and offices to another location is under serious consideration, the AAC believes it important to note that such a move entails more than finding a location sufficient to house the lab, staff, and museum exhibits. Given the success of the museum in drawing visitors in its present location any new location should be chosen with an

eye to visitor not only resident access. Additionally any such move will involve great expense and necessarily a need for a great deal of fundraising.

The AAC would like to request the following actions be taken: First and most important as Alexandria Archaeology is a current occupant with a major stake in the Torpedo Factory that it is important that Archaeology be given a voice as a member of any oversight or governance committee. Secondly if Council is seriously considering relocating the Offices a of Alexandria Archaeology and the Archaeology Museum that a study be commissioned utilizing appropriate consultants to determine the best location, cost analysis, and appropriate course of action that such a move would entail.

The Archaeology Museum, Lab, and Offices of Alexandria Archaeology have enjoyed its present location since 1984 and were among the first tenants located in the refurbished Torpedo Factory. . From the earliest inhabitants 13,000 years ago, colonial America, Maritime Commerce, the Civil War, to Freedmen's Cemetery and the Civil Rights era Alexandria has a rich history portrayed by its archaeology. The location of the Museum on the Waterfront assures visitors and residents alike of a non-commercial experience and provides an excellent ready introduction to the city and its history. Lets not lose this history on the waterfront!

Sincerely,
Vincent C. LaPointe, Vice

Chair
Alexandria Archaeological Commission