



## Princeton

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### Office of Information Technology, Robert McQueen, CIO

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TO: Robert Brushci  
Kathy Monzo

FROM: Robert McQueen, CIO

DATE: December 10, 2013

SUBJ: Strategic Information Technology Plan

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As part of our Capital Plan, I would like to have a Strategic Information Technology plan done for our town. This plan would provide a framework for strategic IT investments and management for the next three years. The primary goal of IT is to support the business objectives of the Town and to facilitate departmental efforts to provide efficient and effective services to the citizens, businesses, and visitors of Princeton. This plan will offer comprehensive view of Town accomplishments over the past five years, as well as examine the current state of technology in Princeton. This plan will provide holistic view of the organization and its current and future technology investments, thereby ensuring proper scoping of future plans and expenditures. Princeton has never had a technology strategic plan done. and this plan will create a road map for our future endeavors.

I have reached out to Rutgers school of Government and currently they do not do strategic plans for technology. This was previously handled by a division of New Jersey Institute of Technology, however this division is being shut down December 31, 2013, and they will no longer be doing strategic plans for technology.

Therefore I researched other options, and Dr. Shannon Tufts from the University of North Carolina school of Government has recently done a strategic plan for our neighboring town of Franklin Township. I have spoken with their Director of Information Technology, who was very impressed with the plan that was completed for them by Dr. Shannon Tufts, and are currently in the process of updating their plan with Dr. Tufts.

Dr. Shannon Tufts is the director of the Center for Public Technology at the University of North Carolina's School of Government. In 2010, Dr. Tufts was selected as one of the nation's Top 25 Doers, Dreamers, and Drivers by Government Technology magazine.

Dr. Tufts received her Ph.D. in Public Administration with a concentration in Public Sector Information Systems from North Carolina State University in 2003. She received her M.P.A. from UNC Charlotte in 2000 and her B.A. from UNC Chapel Hill in 1997. All of Dr. Tufts qualifications are in the attached proposal.

I have attached a proposal for the scope of work with Dr. Tufts for the creation of a Strategic Plan. I would recommend we enter into this agreement with Dr. Tufts for a not to exceed amount of \$20,000. I would like to have this on the Council agenda for the December 27<sup>th</sup> 2013 meeting.

I will be happy to answer any questions that you may have.

**RESOLUTION AUTHORIZING CONTRACT AWARD BY PRINCETON**

**WHEREAS**, Princeton wishes to enter into an agreement for the creation of a Strategic Information Technology Plan for the Town and;

**WHEREAS**, Dr. Shannon Tufts, University of North Carolina School of Government Faculty member has been awarded the Contract and;

**WHEREAS**, the Strategic Plan will cost \$20,000.00 and the appropriate monies are provided in the Information Technology Capital Budget and;

**NOW, THEREFORE, BE IT RESOLVED** by the Mayor and Council of Princeton, New Jersey authorizing the Administrator to purchase the above Strategic Information Technology Plan from Dr. Shannon Tufts.

I, Linda S. McDermott, Clerk of Princeton, County of Mercer, State of New Jersey, do hereby certify that the foregoing is a true copy of a resolution adopted by the Mayor and Council of Princeton at its meeting held December 27, 2013.

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Linda S. McDermott, Clerk

13-344

## **Proposal for the Creation of a Strategic Information Technology Plan for the Town of Princeton, New Jersey**

This is a proposal for the Town of Princeton, NJ, to provide professional services related to the creation of a Strategic Information Technology Plan by Dr. Shannon Tufts, UNC School of Government Faculty Member (herein referred to as "Contractor").

### **1. Statement of Work:**

The Strategic Information Technology Plan for Princeton will provide a framework for strategic IT investments and management for the next three years. The primary goal of IT is to support the business objectives of the Town and to facilitate departmental efforts to provide efficient and effective services to the citizens, businesses, and visitors of Princeton. The plan will offer comprehensive view of Town accomplishments over the past five years, as well as examines the current state of technology in Princeton and its peer local governments. Department technology efforts and ongoing activities will be reviewed for consistency with the strategic plan.

This plan is a necessary first step prior to implementing other major initiatives, like disaster recovery, as it will provide a holistic view of the organization and its current and future technology investments, thereby ensuring proper scoping of future plans and expenditures. The plan also provides a foundation for an enterprise-wide approach to the management of information technology.

The steps involved in the development of a Strategic IT Plan include:

- Establish satisfaction baseline through use of surveys distributed to all Town employees. In addition, satisfaction data will be collected during supplemental interviews.
- Create and implement a kick-off event to inform key stakeholders about the appropriate role and value of technology in local government.
- Establish current status review through the use of interviews and focus groups with each department head and selected end users in the Town.
- Conduct issue identification sessions with selected staff once initial interviews and surveys have been completed.
- Conduct needs definition session with selected staff.
- Review current IT Department staffing levels and structure to determine areas of assets and areas for improvement.
- Conduct interviews with IT Department staff to gather their input on staffing and organizational structure.
- Conduct best practices research, utilizing both public and private sector IT department structures, to determine ideal staffing and structures.

- Conduct best practices research to help guide the Town in the strategic investment in technology. This research will include assessments of current successful strategies and investments in both public and private sector organizations.
- Prepare draft reports
  - Articulate current strengths, weaknesses, opportunities, and threats.
  - Identify current public administration and technology trends that will impact the Town.
  - Highlight success stories within the Town.
  - Identify future projects for the Town (focused on infrastructure, hardware/software, applications, personnel, training, and policies/procedures)
  - Present alternative suggestions for appropriate staffing level and organizational structure for the Town's IT Department to Town Management based on current workloads, resource levels, skill sets, and prioritization of technology investments.
  - Offer commonalities identification between departmental efforts
  - The report will also feature two distinct sections: one section will focus on enterprise technology efforts while the other section will outline key projects warranted for individual departments.
- Conduct review/priority setting sessions with elected officials, senior management team, and selected staff, as jointly determined by the Town Manager, IT Director, and UNC faculty member.
- Prepare final strategic information technology plan and executive summary.
- Present final plan to elected officials, management, and staff, per Town Manager's discretion.

## **2. Proposed Duration of Services:**

The services outlined in this agreement will take place over four to six months. The majority of the face-to-face interviews will be conducted over the course of site visits held over a week or split between two sets of dates (2-3 days each), with the remaining writing and research being conducted offsite.

## **3. Proposed Compensation:**

The total cost for the process and work products described under Section 1. Statement of Work is \$20,000. This amount includes all travel and lodging expenses for the Contractor involved in the Strategic IT Plan creation.

The Town will pay \$7,000 to the UNC faculty member upon execution of the contract, and the balance (\$13,000) upon completion of the Strategic Technology Plan.

**4. Proposed Ownership of Materials:**

The materials produced will become the property of the Town. The Town may grant permission to distribute the materials and information in a manner mutually acceptable to the Town and the contractor.

**6. Proposed Modifications, Extension, and Termination:**

This agreement may be modified or extended by mutual consent of the parties. Either party may terminate the agreement at any time with written notice to the other party. Upon termination, if work has been performed, there will be an associated payment with respect to the percentage of work completed.

## STATEMENT OF QUALIFICATIONS

Shannon Howle Tufts, PhD, is the director of the Center for Public Technology at the University of North Carolina's School of Government. In 2010, Shannon was selected as one of the nation's Top 25 Doers, Dreamers, and Drivers by Government Technology magazine (see <http://www.govtech.com/gt/747367>). Dr. Tufts designed and implemented the first local government Certified Government Chief Information Officers program in the nation, successfully graduated the inaugural class in November 2005, and continues to run CGCIO Certification programs for local and state government IT professionals. She created a National Certified Government Chief Information Officer program in conjunction with GMIS that launched in 2007, in order to serve the growing needs of public sector IT professionals across the nation. Over the past seven years, the CGCIO programs have successfully graduated over 700 public sector IT professionals. In addition, Dr. Tufts has taught hundreds of courses on public and private sector information systems across the US, including IT investment strategies, embracing technology, project management, and stakeholder engagement in technology-enabled government, to a variety of audiences ranging from elected officials to IT staff members. Additionally, she works with private sector companies on using social media to increase their presence with current and potential customers.

Dr. Tufts serves as the faculty liaison to the North Carolina Local Government Information Systems Association (NCLGISA). NCLGISA is composed of local government, state agency, and K-12 school technology professionals, with a membership of over 1300 people. In this capacity, she provides advising services to local governments and state agencies on a variety of topics, including strategic information technology planning, telecommunications planning, security planning, management and technical audits, grantsmanship, RFP/RFI development, software alternatives analysis, infrastructure assessments, human resources, organizational development, procurement and project management, and, policy guidance and articulation. In the past ten years, Shannon has worked with more than 40 municipalities, counties, and state agencies to develop Strategic IT Plans, IT Management Audits, Full Cost Accounting studies, and a variety of other jurisdictional-specific reports based on governmental needs.

Dr. Tufts is intricately involved in a variety of telecommunications efforts across the state of North Carolina. Dr. Tufts assisted on two major proposals for the NTIA Broadband Technology Opportunities Program (a program within ARRA), with both proposals funded. She is also the primary investigator on the impacts of the NTIA BTOP investments across the state of North Carolina (the research is funded with a \$1 million grant from the NC Golden LEAF Foundation). Furthermore, she was a collaborator on a federal grant that successfully funded a county-wide telecommunications project in Greene County, North Carolina. The grant funded a wireless connectivity effort for citizen access, as well as created a wide-spread educational platform to engage the community and involve the citizens in the empowering nature of broadband connectivity. Dr. Tufts also served as the federal evaluator for this project, creating and implementing qualitative and quantitative surveys, interview protocols, and pre- and post-deployment metrics to assess the success of the broadband connectivity effort. Furthermore, she

works with a variety of local governments to improve governmental efficiency and effectiveness through the strategic use of connectivity, including licensed and unlicensed wireless platforms, as well as fiber deployment.

Dr. Tufts has numerous publications on public sector information systems, including *Humanizing IT: Advice from the Experts*, with G. David Garson; "Training for Digital Government," in *Digital Government*; and "E-Government: An Overview," in *Public Information Technology: Policy and Management Issues*. In addition, she offers several monographs and research briefs through her work with the Center for Public Technology.

Dr. Tufts serves on a variety of state and national boards and commissions, including the Higher Education Advisory Council for Hewlett-Packard and the Information Technology Infrastructure Management Association Strategic Advisory Board. Shannon received her Ph.D. in Public Administration with a concentration in Public Sector Information Systems from North Carolina State University in 2003. She received her M.P.A. from UNC Charlotte in 2000 and her B.A. from UNC at Chapel Hill in 1997.

**CLIENT REFERENCE LIST  
(SPECIFIC TO STRATEGIC IT PLAN DEVELOPMENT)**

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