



IT STRATEGIC PLANNING

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WHAT IS A STRATEGIC PLAN?

- A management tool used to set priorities, focus energy/resources, strengthen operations, ensure common goals, identify agreed-upon outcomes and modify the organization's direction in response to a changing environment.



IS YOUR IT STRATEGIC PLAN

- A formal, written plan
- An informal consensus
- Written on a bar napkin
- A figment of your imagination




TO PARAPHRASE YOGI BERRA...

**“If you don’t know where you are going
...you can’t get there from here”**



WHY DO ONE?

- Align technology with organization goals
 - Obtain admin/department buy-in
 - Effectively manage expensive resources
 - Enhance communication
 - Enhance IT service levels
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FOUR BASIC QUESTIONS

- Where are we now?
- Where do we want to be?
- How big is the gap?
- What needs to be done?




THE PLANNING PROCESS

- Conceptual
- Analytical
- Planning
- Monitoring/evaluation



DEVELOPING THE PLAN

- Define the planning process
 - Identify organization mandates
 - Clarify mission and value statements
 - Develop goals/objectives
 - Assess the organization (SWOT)
 - Identify roadblocks
 - Make recommendations/cost estimates
 - Review/adopt the plan
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WHO SHOULD DEVELOP THE PLAN?

- **Outside consultant**
 - ✓ Expertise
 - ✓ Unbiased
 - ✓ Cost
- **In-house staff**
 - ✓ Local knowledge
 - ✓ Cost

WHY DO PLANS FAIL?

- Excessive focus on technical detail
- Lack of suitable management
- Failure to align with organizational goals
- Unrealistic expectations




PRINCETON CASE STUDY

ROBERT MCQUEEN, CGCIO


**CHIEF INFORMATION OFFICER
PRINCETON, NEW JERSEY**


WHY PRINCETON NEEDED A STRATEGIC PLAN

Consolidation of Princeton Borough and Princeton Township


- No thought by Consolidation Committee as to what departments may need additional staffing
 - Technology was handled differently by the two independent towns
 - Transition created a “Wish List” in technology needs from Council, residents, staff etc.
 - Decision making was done by CIO with input from administration
 - Software
 - Hardware
 - Policies
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PROCESS FOR PRINCETON

- **Identify best agency to complete Strategic plan**
 - Wanted someone with local government experience
 - Wanted a vendor who had done this type of plan in New Jersey
 - Looked at other municipalities who had a plan done, and review their plan
 - **CIO made recommendation for a vendor, approved by administration**
 - **The consultant conducted onsite interviews with**
 - Council
 - Administration
 - OIT Staff
 - Department Managers
 - Select Citizens (Who requested to part of the process)
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- **Documentation was requested by the consultant, such as**
 - Annual operating budget
 - Capital budget
 - Accomplishments within the last 5 years for OIT
 - Future projects
 - Staffing
 - **Strategic plan was written and presented to Council for adoption**
 - **Council Accepted the plan, however they would not adopt the plan**
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NEXT STEPS

- Council established an IT Steering Committee (Governance Council) to review plan for adoption by the Mayor and Council
 - IT Steering Committee met on several occasions and reviewed the plan as a whole. They then focused on the Priorities within the plan for projects. Changes were made based on the Town's needs
 - The IT Steering Committee took the plan back to Council for adoption
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- **Additional concerns were raised by council which included**
 - Cost associated with the plan
 - Mission Statement “The Town of Princeton’s IT Department is responsible for achieving excellence that is unparalleled in local government by providing leadership in implementing, supporting and delivering technology solutions aligned with organizational goals and objectives. “
 - Budget recommendations within plan - The plan recommended that 2% of general fund budgets be spent on technology.
 - Staffing recommendations
 - Term “Strategic Plan”
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- The IT Steering Committee and the consultant met to review all of Councils concerns.
- The recommendation was made to change the name of the Strategic Plan, to “Technology Review and Options”.



EARLY RESULTS

- **Communication - Council now has a liaison on the IT Steering Committee, so therefore Council is aware of what is going on within the Technology department**
- **Staffing**
 - Half time Temporary Tech support position was made a full time permanent position.
 - Shared service agreement with School district and library to hire a Senior Network Engineer to be shared by all three entities
- **CIO is not the “Bad guy” – all projects are reviewed by the IT Steering Committee, who determines the final outcome**


CASE STUDY

JUSTIN HEYMAN


TOWNSHIP OF FRANKLIN

3 YEAR STRATEGIC INFORMATION
TECHNOLOGY PLAN AND UPDATE


MAIN OBJECTIVES OF INITIAL PLAN

- Provide Strategic direction for investment of limited Information Technology dollars
 - Act as an outside audit of Information Technology Operations
 - Provide open forum for departmental communications
 - Provide structure and purpose to IT Steering Committee
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OUR PROCESS

- Meet with IT Department Staff and Top Level Officials
 - SWOT Analysis
 - Full Staff Survey – Needs and Satisfaction
 - Departmental Interviews
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PLAN STRUCTURE

- Executive Summary and Overview
 - Service Aligned IT Investment Strategy Overview (Strategic Context)
 - Accomplishments
 - Services and Survey Findings
 - Strategic Investment Recommendations
 - External Operations
 - Internal Operations
 - Conclusion
 - Appendixes as needed
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GOAL ALIGNMENT CHARTS

Technology Investments	Ensure a community network of basic human services and infrastructure	Promote an interactive & transparent system of governance	Stimulate planning and economic development efforts , maintain balanced local economy	Invest in quality Township facilities, a diverse work force, and technology	Create, preserve, and protect sustainable natural environment	Ensure a high quality of life and lifelong learning
Social Media for Citizen Engagement: utilize social media for citizen engagement, including summaries of Council meetings, advance information related to hot topics, etc						
Shared Services Agreements: The Township should create shared services agreements with Princeton, as well as the library and possibly the school system						
Inventory & Asset Management: The Township should invest in an Inventory and asset management system with barcode or RFID capabilities						

INITIAL STUDY OUTCOMES

- Comprehensive Customer Service Metrics
 - Quick Wins Identified and resolved
 - Major Pain Points Identified
 - Tiered Project Plan Created
 - Staffing Needs clearly outlined
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MAJOR ISSUES AND RECOMMENDATIONS IN THE PLAN

- Major Staffing Concerns
 - Some benchmarks low as compared to peer governments
 - Poor communication with customer departments
 - Lack of Top Level Administrative support and Authority
 - Lack of proper IT Structure
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SO NOW WHAT?



RESULTS 4 YEARS LATER

- Increase from 47.6% to 77% in satisfaction with regards to rate of change
- 13% Increase in regards to overall customer resolution satisfaction
- Creation of “real” IT Department
- Creation of IT Director position within the Township

A SEAT AT THE TABLE!



IT VALUE PROGRESSION

Internal Efficiency &
Effectiveness

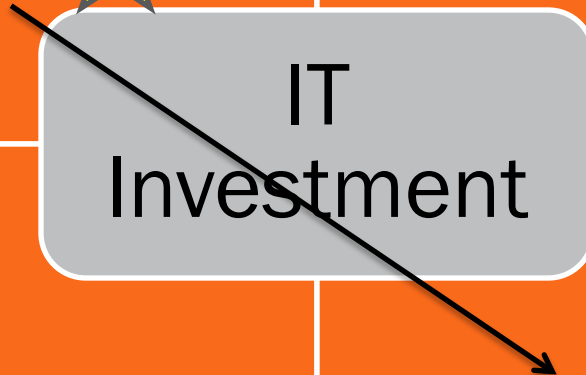
Change Agent and
Driver of Innovation



IT
Investment

Utility Services

Business Leader and
Trusted Advisor



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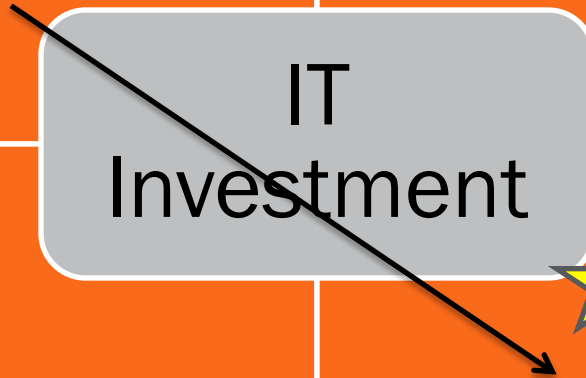
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REFERENCES

New Jersey GMIS www.njgmis.org

Port of Los Angeles IT Strategic Planning RFP

www.portoflosangeles.org/proposals/RFP_IT_Strategic_Plan.pdf

City of Kirkland, WA IT Strategic Plan RFP

www.slideshare.net/Mike97/kirkland-wa-rfp-information-technology-strategic-plan

North Carolina State University IT Strategic Plan

<http://oit.ncsu.edu/itstratplan>

Franklin Township, NJ IT Strategic Plan

Princeton, NJ IT Strategic Plan

GMIS International www.gmis.org

