



TOWNSHIP OF JEFFERSON

County of Morris

Municipal Building

1033 Weldon Road, Lake Hopatcong, New Jersey 07849

Tel: (973) 697-1500 Fax: (973) 697-8090

February 4, 2010

Dr. Aaron Shenhar
CEO, The Technological Leadership Institute
Founder, SPL WIN

Dear Aaron:

I am writing to share with you the continued successes Jefferson Township has enjoyed by employing your "Strategic Project Leadership" framework. Using your project management model has enabled our City to effectively align our business mission and strategy while efficiently delivering services to our taxpayers. Previously completed projects, shown as liabilities on the balance sheet, have now been leveraged to show a return on investment. Most municipal government projects are considered traditional, low-tech in nature and have well established standard implementation practices. We first implemented the SPL process during the Revaluation of property values completed in 2006. The background of the project was as follows:

A consent order, filed in NJ Superior Court between the State of NJ and Jefferson Township, was agreed upon and signed on May of 2002 that a township wide revaluation would be completed by January 1, 2006. The township consists of 44 square miles with 9,325 parcels of property and an annual operating budget of \$50M (2005) funded through property taxation.

Using your framework to establish a "Project Charter" and "SPL Initiation Document" and then to manage the project, generated the following successful results.

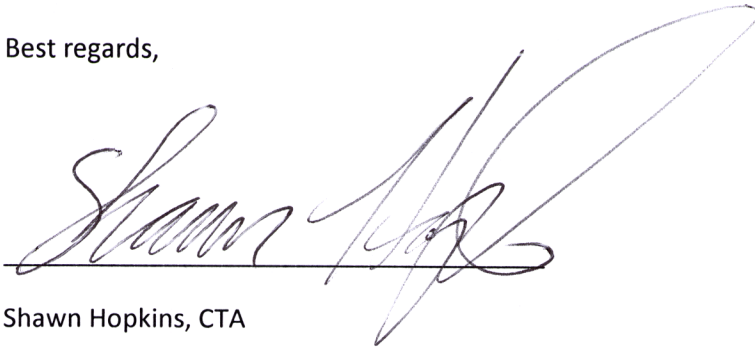
- Completed on time and within Budget
- Returned values to within statutory compliance
- Increased equalized property value by \$500M+
- Reduced effective tax rate by 16%
- Error rate of 0.18% based on cumulative appeal loss over two year period
- Deliverables of enterprise wide database and digital mapping

We have recently followed this project up with a Reassessment for 2010. The rapidly declining real estate market and fiscal restraints placed on government budgets have forced us to revisit the valuations put into effect in 2006. Because of the long term analytical strategy enacted during the initial project and the technology integration identified as deliverables in the original Strategic Project Leadership Plan; we have been able to leverage the revaluation project as an asset and create some remarkable efficiencies and savings. The following results were realized:

- Developed, first of its kind in NJ, web application for delivery of integrated property information
- Mitigated risk in loss of \$8.5M in tax refunds
- Saved \$328K in project cost
- Saved \$180K in future costs regarding next revaluation
- Integrated systems from multiple layers of government saving \$200K in development cost

The Strategic Project Leadership plans enacted for both of these projects have shown that Jefferson has been able to transform "government inaction" to "government in action". Your project management framework is truly a valuable and necessary business tool for any industry as demonstrated by the examples I have outlined above. We value your contribution and look forward to the continued evolution of your work and in educating future business leaders on the value of project leadership.

Best regards,

A handwritten signature in dark ink, appearing to read "Shawn Hopkins", is written over a horizontal line. The signature is stylized with a large, sweeping loop at the end.

Shawn Hopkins, CTA

Chief Technology Officer, Jefferson Township