

# 2025-2028



INFORMATION TECHNOLOGY DEPARTMENT

# STRATEGIC PLAN

*City of Bexley, Ohio*





# STRATEGIC PLAN SUMMARY

The City of Bexley is a diverse and thriving community. For our City government to remain effective, our Information Technology (IT) Department must continue to deliver a vital, integral service for more than 115 full time and 100 additional seasonal employees across eleven unique City departments. The purpose of the IT Department is to provide efficient, accurate, reliable, secure, and cost-effective technology for the City in alignment with the City's strategic goals and objectives. To achieve these goals, we embrace and implement technology solutions that improve business response to our citizens, streamline internal business processes, and enhance high quality City services.

Beginning in 2025, we are providing a Strategic Plan that will map out our approach to meet and stay ahead of the challenges of major emerging technology needs and trends facing the City in the next three years. It will guide us as we define, develop and maintain a portfolio of technology solutions that can effectively be supported to meet business expectations, ensure continuous improvement, and serve the citizens.

This strategic plan reviews the City's need for technology, our ability to accommodate those needs, and a collaborative prioritization of technology efforts. We want to quantify existing efforts into raw, measurable data, using a centralized process to enhance collaborative efforts from departments and the IT Department. We will steer our approach to executing this strategic plan including our analysis of our department's strengths and weaknesses via internal and external review. We will then detail our long-term goals and objectives and convey some initiatives that will help us achieve success in these areas.

Looking forward, we will continue to standardize our IT service and delivery through governance processes and procedures. We recognize that the future is filled with change and we will continue to replace antiquated equipment with modern technologies, maintain alignment with City's strategic goals and objectives, restructure the IT Department, and continue to focus on our core mission. To successfully accomplish this, we recognize these essential elements: management support, open collaboration, and energized partnerships with our fellow departments and vendors.

## DEPARTMENT MISSION

“To provide efficient, accurate, reliable, secure, and cost-effective technology for the City of Bexley in alignment with the City's strategic goals and objectives.”



# ACTION ITEMS BY YEAR

## PRE-2025 ACTION ITEMS

### Phase: Planning

- Develop IT Department Mission Statement (Complete)
- Intern Program Beta
  - First IT Department Intern hired in October 2024
- Reshape Reactionary "Mindset"
  - Shift IT Culture in the City as a whole to a more proactive and process-based model

## YEAR ONE: 2025 ACTION ITEMS

### Phase: Gather Data & Initial Analysis

- SWOT Analysis
  - Perform a Strengths, Weaknesses, Opportunities, Threats analysis
  - Undertaken internally, with a vendor, and with another local public organization
- Police CAD-RMS System Software Upgrade
- Ticketing System Development and Implementation
- Begin setting specific Goal Development and call out Milestones/Deliverables
- Continue to develop Intern Program
- Documentation and associated deliverables
- Develop Regional Co Op Program
  - IT version of 'shadowing'
  - Compare/contrast other organizations IT "best practices"



- Finalize Cyber Incident Plan
  - Tabletop exercise
  - Full Scale exercise
  - Continue to Implement Ohio Cyber Reserve Program of Action and Milestone Report
- Create Formal Business Continuity Plan
  - Partner with Bexley Emergency Operations to Develop Continuity Plan across departments
- Begin Implementing Sustainable IT Program
  - Utilize Resources from SMART Columbus

## YEAR TWO: 2026 ACTION ITEMS

### Phase: Develop Data-Based Departmental Strategy

- Begin Resource Direction Based on Ticketing Data
  - This could lead to a potential ask from City Council for additional IT resources
- Formalization of Ticketing System
  - IT related communication based on 2025 implementation
  - Process improvement based on Lessons Learned from 2025
- Create Metrics for Department-Based Budgeting
  - Leverage ticketing data and implement cost center availability w/ vendors
  - Goal is to assign approximate IT Cost Per Position (Will need to work with HR on this)
- Implement Continuing Education Requirements for IT Staff
  - Set minimum goal for CE Credits/Units per Year
  - Measured as part of Annual Personnel Evaluation
- Intern Program Formalized
  - Program has written process for onboarding, assignments, and evaluation
  - Goal: Local colleges ask us for opportunities, not the other way around
- "Testing" Documentation At A Regular Cadence
  - Checklists and check the checker system implementation with routine IT tasks
- Finalize Business Continuity Plan
  - Extension of Cyber Incident Plan





## YEAR THREE: 2027 Action Items

### IT-As-Operations Strategy Implemented

- IT Departmental Head (Director?) Begins Formal Oversight of Certain City Operations
  - Data-driven management consulting
  - This time has been created by day-to-day task transition to Interns or possibly a Level 1 IT Tech
- Tri-Annual Review of City Partnerships
  - 911/CAD RMS
  - Explore other opportunities to leverage shared resources to achieve common goals across region with other municipal partners
- Present a Deliverable for Cyber Security
  - Show specifics for what incidents have been mitigated
  - Present tangible, measurable information in an easy-to-understand format
- “Nurture” The Now Mature Intern Program
  - Regular communication/gatherings with Intern Alumnus
- IT Department Head/Operations Manager/Director Certificate Program
  - John Glenn leadership certificate would be ideal
  - This can only happen with careful work previous two years to re-allocate tasks to other resources
  - This is a Continuing Education goal that can happen in 25/26/27
- Socialize Cyber Plan With Other Municipalities
  - Leverage relationships built from Co Op Program established in 2025
  - Formalize exercise schedule cadence with Partner Communities
  - In the spirit of regional cooperation