



The Honorable Michael Stinziano
Automatic Data Processing Board Secretary
Data Center Chief Administrator



Franklin County Data Center 2023 Strategic Business Plan

Adam Frumkin, Chief Information Officer



Franklin County
Data Center

Through collaboration and innovation, provide cost-effective business-driven technology solutions that enable our partner agencies to offer services to the residents and businesses of Franklin County

A Message from Franklin County Auditor Michael Stinziano

Your Franklin County Data Center provides award-winning, cutting edge, and reliable digital solutions which enable agency partners to provide superior service to the residents and businesses of Franklin County.



Over the past year, the Data Center has excelled by using the latest technology to empower county employees to meet the needs of our community as we navigated the challenges of the COVID-19 pandemic.

The impeccable services and dedicated staff of the Data Center were vital to enabling the flexible workforce of Franklin County to adapt to the change of operations necessary to ensure the health and wellness of agency workers and those they serve.

As we look to the future, the Data Center continues to innovate to provide even more reliable and secure information technology services. From using data analytics to enable data-driven decisions, to expanding mobile and electronic government services, the Data Center is transforming how we do business.

As your Franklin County Auditor, I look forward to a new year of secure, reliable, and cost-effective technology solutions provided by the Franklin County Data Center that will continue to serve the public agencies, residents, and businesses of Franklin County.

A handwritten signature in blue ink, which appears to read "M. Stinziano".

Michael Stinziano

Franklin County Auditor

Automatic Data Processing Board Secretary

Franklin County Data Center

What We Believe

We believe that by providing exceptional technology solutions, agencies can provide better services to the residents and businesses of Franklin County.

We believe every resident of Franklin County deserves secure, efficient, and effective services delivered through innovative technology.

We believe that the Data Center's most important resource is our people and that our diverse and inclusive environment is a key to our success.

We believe that we are a critical part of ensuring that every citizen receives the services and resources to not only survive but thrive.

Mission

Through collaboration and innovation, provide cost-effective business-driven technology solutions that enable our partner agencies to offer services to the people and businesses of Franklin County.



Where Do We Go From Here?

Franklin County is seen as the largest urban county in the Midwest with steady growth and a leader in technology innovation and delivery. Our peers consider the Franklin County Data Center a leader in strategic technology delivery.

Our focus in 2023 will be to continue the fundamental transformation of how the Data Center does business. We will integrate people, processes, technology, information, and governance in a way that fully supports the needs of the county, our partners, and the residents and business of Franklin County while addressing the ever-evolving technology changes and challenges.

To meet the daily operational needs of the county, the Data Center needs to first focus on maintaining and upgrading the current infrastructure for both current and new technology that is being used and implemented in the County's expanding technology environment.

While doing this, it is important to understand that Cybersecurity is an ever-changing landscape that requires continual review and expansion in our program, services, and technology. Cybersecurity continues to emerge at a rapid pace and security threats grow increasingly sophisticated daily specifically focused on governmental entities.

These focuses will ensure that the Data Center has a strategic blueprint that is the backbone of our current and future success in delivering business-driven technology that is reliable, expandable, and secure.

Our plan was developed through the collaboration of the Data Center in discussions with our partner agencies within the county and with county administration. The result: a focused, mission-driven, achievable plan that positions our technology environment to address the critical areas of people, culture, innovative technologies, cybersecurity, governance, and accountability.



A handwritten signature in blue ink, appearing to read 'Adam Frumkin', written over a horizontal line.

Adam Frumkin, CIO

Franklin County Data Center

Critical Needs

EFFICIENT AND
EFFECTIVE DIGITAL
AND ELECTRONIC
SERVICES

MAINTAIN THE
CURRENT
INFRASTRUCTURE

INFRASTRUCTURE AND
SUPPORT FOR NEW
TECHNOLOGY

EXPAND SECURITY
PROGRAM AND
SERVICES

APPROPRIATE STAFF
TO SUPPORT FRANKLIN
COUNTY TECHNOLOGY

The residents and businesses of Franklin County deserve exceptional governmental services. As the largest county in Ohio and the only large urban county in the Midwest with steady growth, we have many reasons to be proud. But we know that while our county prospers, that is not a reality for many individuals and families. ***The Franklin County Data Center believes that we are a critical part of ensuring that every citizen receives the services and resources to not only survive but thrive.***

Information technology is the backbone of these services. Today our partners have immediate access to almost any information needed, they can perform tasks faster, communicate better, and use data to make business-driven decisions. But with these conveniences comes responsibility and critical needs that the Franklin County Data Center must address to ensure we are reducing risk, maintaining and expanding our infrastructure as needed, and remaining innovative in our technology solutions.

Over the last three years, the Data Center's responsibility for these services has increased with the addition of many new core services and expanded capacity and scope of existing services.

We must provide modern, reliable, and secure technology.

As the centralized technology provider for our partners including agencies, courts, boards, and programs, the Data Center must respond with effective and secure solutions that promote electronic government that best meets the needs of our community. The expansion of electronic and digital solutions that make working with your government easier is critical at this time.

The Data Center must deploy, secure, and provide ongoing infrastructure and support for new applications and technology platforms such as Body-Worn Cameras, Web-Based ERP, a Computer Aided Dispatch 911 System, Computer-Assisted Property Appraisal System, Evidence Tracking, Dog Licensing and Care, multiple case management systems, multiple ticketing systems and many more. The Data Center will need to expand current compute and storage environments, upgrade the data network and implement new security measures to meet this critical need as additional technology is required.

As mentioned, with the convenience of innovation comes responsibility. Today the critical need to reduce the risk associated with privacy, data and processes is larger than ever. As security threats such as shadow IT, spyware, phishing schemes, SQL injections, and ransomware continue to increase, maintaining a security information technology infrastructure where data and processes are safe remains a critical need. Addressing this need includes educating our Franklin County team to be active participants in keeping data and systems safe from bad actors and expansion of vital security programs and services.

Strategic Initiatives

MAINTAIN

Technology is an essential part of almost every service provided to the residents and businesses of Franklin County. Today residents, businesses, and partner agencies have immediate access to almost any information needed, tasks are able to be performed faster, and communication is better. The Franklin County Data Center provides the reliable and secure backbone that facilitates this technology. A backbone that has doubled in size in the last five years.

Maintaining this extensive and complex infrastructure of 7,000 end-point devices, 2,500 network devices, 600 servers, 350 applications, and 100 databases requires ongoing maintenance, upgrades, and enhancements. In 2023, the Data Center will address and resolve over 14,000 service requests for support submitted by our 44 partner agencies, courts, or boards. In addition to these service requests and the routine maintenance of monitoring security, functionality, and capacity of systems, documenting trends and patterns, adding and deleting users from systems and modifying rights, backing up data, deploying new servers, deploying weekly and monthly software updates, upgrading systems and software as necessary, replacing defective equipment, and decommissioning hardware and software which have reached end-of-life and ensuring proper disposal, the Data Center must allocate resources to eight large maintenance projects. These projects are required to maintain the reliability of the infrastructure while reducing the risk of a catastrophic security event.

1. Upgrade server operating systems that have reached end-of-life (EOL):

The typical lifespan of Microsoft server operating system software is three to five years. Once it reaches end-of-life, support is no longer available and security updates are no longer provided creating both a functional and security risk to not only the technology on the server but to the entire Franklin County Data Network. This project includes the operating system upgrade for approximately 200 servers during 2023. 1,600 hours of Server Engineer resources will be required for the 2023 portion of this project. The Data Center will upgrade 125 servers by 12/31/2023.

2. Analyze, migrate, upgrade or replace the applications on those 200 servers:

Each of the EOL servers contains one or more applications or databases and an operating system cannot be upgraded without taking into account the applications and databases running on the server. This project includes the analysis of each item residing on the EOL servers, and collaboration with the partner agency and third-party vendor of the application to design, deploy and test a plan to migrate, upgrade or identify and deploy an alternative solution. 6,100 hours of Project Management, Business Relationship Management, Server Engineer, Database Administration, and Application Programming resources will be required for the 2023 portion of this project. The Data Center will resolve applications on 125 servers by 12/31/2023.

3. Upgrade SQL Servers that have reached End-of-Life (EOL):

The typical lifespan of Microsoft SQL Server software is ten years. Once it reaches end-of-life, support is no longer available and security updates are no longer provided creating both a functional and security risk to not only the technology on the server but to the entire Franklin County Data Network. This project includes the upgrade of 8 SQL Servers. 200 hours of DBA resources are required for the 2023 portion of this project which is dependent on project number four below. The Data Center will upgrade four SQL servers by 12/31/2023.

4. Analyze, migrate, upgrade or replace the databases on those servers:

Each of the EOL SQL servers contains one or more databases and software cannot be upgraded without taking into account the databases running on them. This project includes the analysis of 150 databases that reside on the EOL servers. The Data Center will collaborate with the partner agency and third-party vendor of the database to design, deploy and test a plan to migrate, upgrade or identify and deploy an alternative solution. 3,000 hours of Project Management, Business Relationship Management, and DBA resources will be required for the 2023 portion of this project. The Data Center will resolve 75 databases by 12/31/2023.

5. Upgrade the Franklin County Data Network core switch environment:

High-capacity network switches sit at the center of the Franklin County Data Network core layer, serving as the gateway to our internal network and external internet. The current network core equipment and software have reached end-of-life and must be replaced. This project will deploy a pair of network cores. 800 hours of project management, network engineering and third-party professional services will be required for the 2023 portion of this project. The Data Center hopes to deploy both switches by 12/31/2023 depending on supply chain constraints.

6. Upgrade the telecommunication system with VOIP SIP:

The current Mitel Voice over Internet Protocol (VoIP) phone system utilizes legacy technology no longer supported by manufacturers. The system should be upgraded to a Session Initiation Protocol (SIP) voice service. Unlike legacy PRI or copper-based circuits, SIP technology operates through an internet connection and enables end-to-end communication through voice, video, and chat providing a better experience to all users. This project will design, procure and deploy SIP services, new physical servers, virtual border gateways, SIP-based connectivity services, and Mitel licensing. 850 hours of Project Management, Business Relationship Management, Communication, and Collaboration Engineering, and professional services will be required to complete deployment by 12/31/2023.

7. Franklin County Data Network Upgrades:

Deployment of approximately 800 cloud-based Body-Worn Cameras (BWC), increased use of Software as a Service (SaaS) applications, and the increased reliance on technology for almost every service offered in Franklin County has resulted in a need to expand the Franklin County Data Network (FCDN) with faster and more resilient connections. A network that is resistant to single-carrier outages and offers current-generation cabling, switching, and Wi-Fi. This project will be completed in three major phases. Phase 1 is a pilot deployment of faster private circuits, new internet circuits, and firewalls with SD-WAN features for three locations associated with the BWC pilot. Dependent on supply chain constraints, we hope to complete this phase in 2022. Phase 2 consists of other Sheriff locations and Phase 3 is the balance of County locations. Due to the size of this project, supply chain constraints, and reliance on third-party partners the scope, requirements, and timeline are not yet known. The Franklin County Data Center will continue to work with County Administration as project specifics are confirmed.

8. Expand services to our partner agencies, courts, and boards:

Contemporary technology operations, support, and security require specialized skills and knowledge. Centralized support services provide these specialized skills in the most cost-effective manner. The Data Center is committed to providing centralized technology services to our partner agencies including reducing shadow technology, consolidating domains and networks, and providing exceptional support. This project will expand our ability to provide support for day-to-day operations and select applications and services to up to four additional partner agencies and will require an additional 14,000 hours of Desktop, Server Engineering, Network Engineering, Digital Platform Engineering, and Relationship services.

INNOVATE

Expand the current infrastructure to support new initiatives and platforms while continually providing innovation that allows our partner agencies to support every resident, every day. In 2023 the Data Center must:

1. Upgrade the existing infrastructure to support the new 911 computer-aided dispatch services (CAD):

The new more reliable, secure and effective CAD system will require an infrastructure with additional resources. This project will upgrade the existing infrastructure to facilitate the successful deployment of the upgrade.

2. Provide and support an enterprise ticketing system solution:

Expand the current Data Center ticketing system to replace the end-of-life procurement solution, implement service efficiencies and deploy a ticketing system to five agencies awaiting a solution.

3. Review and make recommendations associated with county DR and COOP:

Technology is a critical part of the services provided to the residents and businesses of Franklin County. In the event of a disaster, those services can become even more vital. This project will evaluate and update the current disaster recovery and continuity of operations plans.

4. Expand electronic government including electronic signatures:

Using innovation and industry best practices promote the use of technology to reduce technical debt and make current processes more efficient for the residents and businesses of Franklin County.

5. Deploy and migrate to a new web content management system and update county websites and promote a *One County* perspective:

Many services and communication with the residents and businesses happen through county websites. This project will replace the legacy web content management system and deploy a solution that supports a user-friendly, resident-centered approach.

SECURE

Expand information security measures and our cyber security position to reduce the risk of security threats such as shadow IT, spyware, phishing, SQL injections, and ransomware. In 2023 the Data Center must:

1. Establish a cloud security program:

Security risk increases when we do not have the same visibility into infrastructure and security habits as when a solution is hosted on-site. This project would increase visibility into a vendor's security and environment which houses Franklin County technology solutions and data.

2. Increase security for countywide data at rest:

Data loss prevention is an important part of the Franklin County Information Security program. Data at rest is defined as data that is not actively moving from device to device, network to network, or email to email. It is data that is stored on endpoints, servers, application clouds, network shares, or other storage solutions. This project would identify and define the type, location, and regulation then determine the controls necessary to mitigate risk.

3. Increase third-party security and process flow:

To reduce the risk associated with the effects of a security breach of a third-party vendor this project would address five common risks associated with third-party reliance. Regulatory and compliance, financial, operational, reputational, and strategic.

4. Operation and vulnerability management:

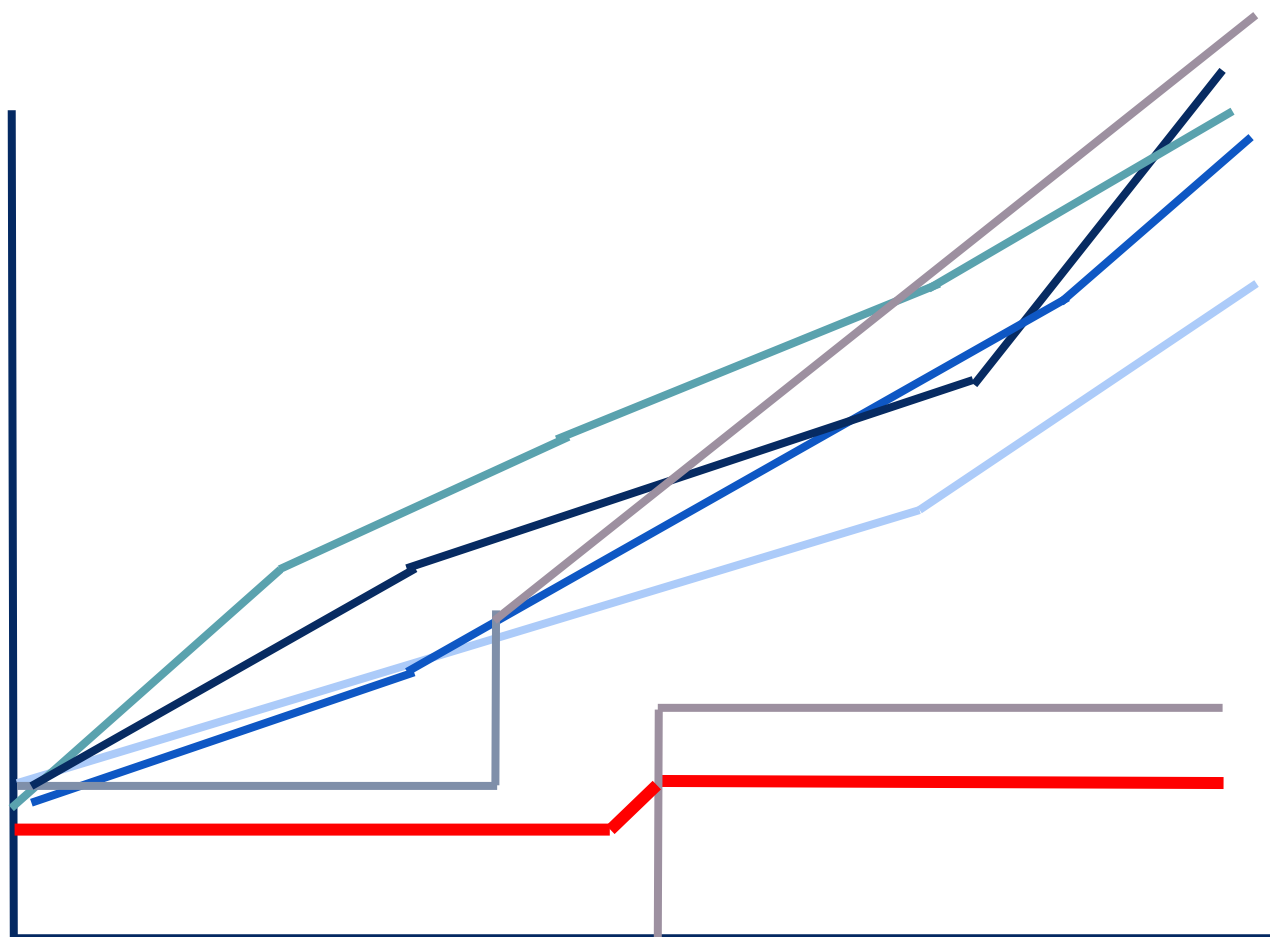
Vulnerability management assists in safeguarding against breaches through identification, prioritization, and remediation. This project would utilize a new resource to perform scans, review results, and collaboration with solution owners for remediation.

5. Upgrade the mail flow security solution:

The current email filter devices are outdated and do not perform the wide variety of security services required and now available. This project would replace the existing technology with an innovative and effective solution.

In order to achieve our mission, address the critical needs of Franklin County, and successfully complete our strategic initiatives, the Data Center must properly staff for success. Franklin County is the largest county in Ohio. When compared to U.S. counties with similar populations, areas, and services, the Franklin County Data Center is understaffed. This has resulted in a struggle to maintain the diverse and complex technology infrastructure that supports Franklin County and the services it provides. It also makes it difficult to respond to new projects and demands. Too often an active project is placed on hold, sometimes for long periods of time, when a competing priority or risk surfaces. The Data Center must adequately staff the team in a manner that permits deployment of new initiatives, response to urgent security and technical needs, and maintenance of the existing infrastructure. An infrastructure that has more than doubled in the last five years.

Services Provided v Resource Over Five Years



Full-Time Team Members

Hosted Servers

Hosted Databases

Service Tickets

Applications Supported

Endpoint Devices Deployed and Maintained

Telecommunication Services

Managing For Results Structure

BOARD CHIEF ADMINISTRATOR
AUDITOR MICHAEL STINZIANO

FRANKLIN COUNTY
AUTOMATIC DATA
PROCESSING BOARD

CHIEF INFORMATION OFFICER
ADAM FRUMKIN

PROGRAMS

INFORMATION
SECURITY
SERVICES

INFORMATION
TECHNOLOGY
SERVICES

TECHNOLOGY
SUPPORT
SERVICES

Franklin County Automatic Data Processing Board



Michael Stinziano

Franklin County Auditor
Secretary & Chief
Administrator



Cheryl Brooks Sullivan

Franklin County Treasurer



Kim Brown

Franklin County Court of
Common Pleas, Judge



Daniel J. O'Connor Jr.

Franklin County Recorder



John O'Grady

Franklin County
Commissioner



Maryellen O'Shaughnessy

Franklin County Clerk of
Courts



David Payne

Franklin County Board
of Elections, Deputy Director



Antone White

Franklin County Board of
Elections, Director

Information Security Services

Purpose

Information Security Services designs, implements and deploys the essential technology and business processes to secure the Franklin County Data Network. Consultative guidance is also provided to county agencies that do not utilize the Franklin County Data Network.

O.R.C. Mandate

O.R.C. 307.84

Core Principle

Provide Efficient, Responsible & Fiscally Sustainable Government

Linkage to Core Principle

Manage the processes, tools, and policies necessary to prevent, detect, document, and counter threats to digital information by leveraging premier IT security tools and highly trained, dedicated security staff.

Services

1. Security Engineering and Technology
2. Identity and Access Management
3. Security Operations
4. Data Loss Prevention
5. Security and Risk Education
6. Vendor Security Assessments

2023 Strategic Initiatives

1. Establish a cloud security program
2. Increase security for data at rest
3. Increase vendor management security including auditing vendor process flows
4. Increase operation and vulnerability management solutions
5. Upgrade the mail flow security solution

Inputs

1. New Technology Implementation
2. Partner agency business needs
3. External threats

Immediate Outcome

To be the premier IT services provider; we will work with our partners to provide sound solutions that not only meet the needs of today but also those of tomorrow. It is through these interactions and communications that the Franklin County Data Center will grow and establish itself as a trusted partner in IT services.

Intermediate Outcome

To be recognized as the premier IT services provider to our partners that enables them to leverage our services to fulfill their mission with confidence and ease.

Ultimate Outcome

Become the trusted enterprise technology provider of Franklin County.

Outputs and Key Performance Indicators

1. Perform quarterly policy reviews and updates to better secure systems and ensure regulatory compliance.
2. Annual security training provided to Franklin County employees

Primary Contact

Chief Information Officer

Responsible Employees

Chief Information Officer, Chief Information Security Officer

Information Technology Services

Purpose

Provide reliable and cost-effective information technology infrastructure and enterprise solutions that meet the technology needs of Franklin County agencies.

O.R.C. Mandate

O.R.C. 307.84

Core Principle

Provide Efficient, Responsible & Fiscally Sustainable Government

Linkage to Core Principle

Information Technology Services will provide reliable, cost-effective technology that meets the business needs of Franklin County agencies.

Services

1. Network & Connectivity
2. Server/Storage Administration
3. Database Administration
4. Help Desk and Endpoint Device Services
5. Enterprise Software Solutions
6. Website Development and Maintenance

2023 Strategic Initiatives

1. Upgrade EOL operating systems/SQL and retire, migrate or replace applications
2. Upgrade network core switches and network environment
3. Upgrade telecommunication environment to VOIP SIP
4. Update disaster recovery and continuity of operations plans
5. Expand electronic government including electronic signatures
6. Deploy and migrate to a new web content management system
7. Update websites to a *One County* perspective

Inputs

1. Project Requests
2. Technical mandatory initiatives such as End of Life (EOL) and End of Support (EOS)
3. Partner agency business needs

Immediate Outcome

Implement cost-effective business and data-driven technology services built upon a reliable and secure IT infrastructure.

Intermediate Outcome

Reduce existing technical debt while offering additional services to meet the growing technology needs of Franklin County.

Ultimate Outcome

Become the trusted enterprise technology provider of Franklin County.

Outputs and Key Performance Indicators

1. Maintain system availability at 99% with less than 87 hours (1%) of unscheduled downtime
2. Retire four legacy applications, procedures or systems

Primary Contact

Chief Information Officer

Responsible Employees

Chief Information Officer, Chief Technology Officer

Technology Support Services

Purpose

Ensure cost-effective business-driven technology solutions that enable our partner agencies to offer services to the people and businesses of Franklin County.

O.R.C. Mandate

O.R.C. 307.84

Core Principle

Provide Efficient, Responsible & Fiscally Sustainable Government

Linkage to Core Principle

Ensure cost-effective technology solutions that enable efficient, responsible, and fiscally sustainable government operations.

Services

1. Agency Collaboration, Communication, and Relations
2. Automatic Data Processing Board Preparation and Presentation
3. Financial Management
4. Human Resources
5. Information Technology Procurement Oversight
6. Information Technology Risk Management and Governance
9. Technology Inventory, Deployment and Charge-back
10. Program and Project Management

2023 Strategic Initiatives

1. Expand staff with highly skilled and diverse individuals while retaining current highly effective staff members.
2. Utilize a uniform and standardized methodology, process, and tools which include milestones and budgetary information for projects.

Inputs

1. Ohio Revised Code (O.R.C.)
2. County
3. Partner agency business needs

Immediate Outcome

Provide and govern efficient, responsive, and fiscally sustainable technology that enables the effective delivery of services.

Intermediate Outcome

Provide cost-effective and data-driven technology that is utilized by our partner agencies and beyond to provide service to the people and businesses of Franklin County and ultimately, the State of Ohio.

Ultimate Outcome

Become the trusted enterprise technology provider of Franklin County.

Outputs and Key Performance Indicators

Monthly reporting for Data Center and enterprise projects

Monthly financial and procurement reporting for the Automatic Data Processing Board

Primary Contact

Chief Information Officer

Responsible Employees

Chief Information Officer, Chief Operations and Communication Officer, Chief Financial Officer, Human Resource Director

Core Values

People: We understand that our most important resource is our people.

Operate: We operate in a transparent and professional manner built on trust, respect, unity, and honored commitments.

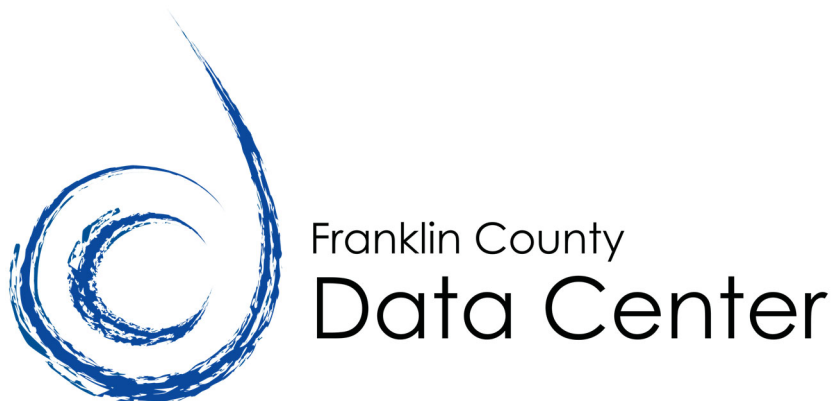
Relationships: We invest in collaboration and partnership by dedicating resources, time, and effort to building lasting relationships with our partner agencies.

Responsible: We are good stewards of our resources and are accountable to one another.

Character: We recognize great personal character as well as work results, understanding that “how we do it” is as important as “what we do”.

Focus: We understand that information technology is evolving. We continually seek improvement and implementation of industry best practices.

Diversity: We embrace diversity and inclusivity as key components of our success.





Franklin County
Data Center

datacenter.franklincountyohio.gov