

Franklin County
Data Center



2025 Strategic
Business Plan



Ensuring technology
supports services
throughout Franklin
County



Our Board

The Franklin County Automatic Data Processing Board is a body of elected and appointed officials that operate under the authority of the Ohio Revised Code §307.84 - §307.846.

Automatic Data Processing Board Members

Franklin County Auditor Michael Stinziano serves as the Board Secretary and Administrator of the Data Center.

Franklin County Court of Common Pleas Judge, Christopher Brown

Franklin County Recorder, Daniel J. O'Connor

Franklin County Commissioners, John O'Grady

Franklin County Clerk of Courts, Maryellen O'Shaughnessy

Franklin County Board of Elections Deputy Director, David R. Payne

Franklin County Treasurer, Cheryl Brooks Sullivan

Franklin County Board of Elections Director, Antone White

Technology that Supports Franklin County in 2025 and Beyond

Franklin County boards, courts, and agencies use technology in every process and service performed today. Through innovation, services can be provided remotely, information is obtained faster, and processes are more efficient than ever.

With innovation comes great responsibility. We continue to focus on reducing risk and increasing availability on the systems our team members have come to rely on while still investing in service expansion.

The Data Center submits this three-year strategic business plan based on what we know today and expect over the next three years. However, new needs will arise that will impact this plan. The Data Center will remain agile and responsive to these needs, updating this plan and the technology required to meet those needs in the future.

We have indicated throughout the plan what we expect to accomplish in 2025 and the items that require funding. The Data Center will continue to work with County Administration and OMB to identify funding and plan technology that will lead our county into the future.



Adam Frumkin, CIO
Franklin County Data Center



Our Vision

The trusted enterprise technology service provider.

Our Mission

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

Who We Are

Our diverse team of 97 engineers, analysts, project managers, business analysts, programmers, and leaders are dedicated to providing innovative, secure, and reliable technology solutions that positively impact our community.

We are a group of continuous learners who take advantage of ongoing training and certification programs during work and personal time. As a team we hold 231 certifications and attend over 10,500 hours of training annually.

We are respected subject matter experts in our field, providing guidance to peers and speaking at conferences and training seminars such as the Ohio Digital Government Summit, Ohio Digital Leadership Summit, NACo webinars, Shark Bytes, Ohio Cyber Planning Committee, Tanium Converge, CompTIA PTI Virtual CIO and Tech Summit.

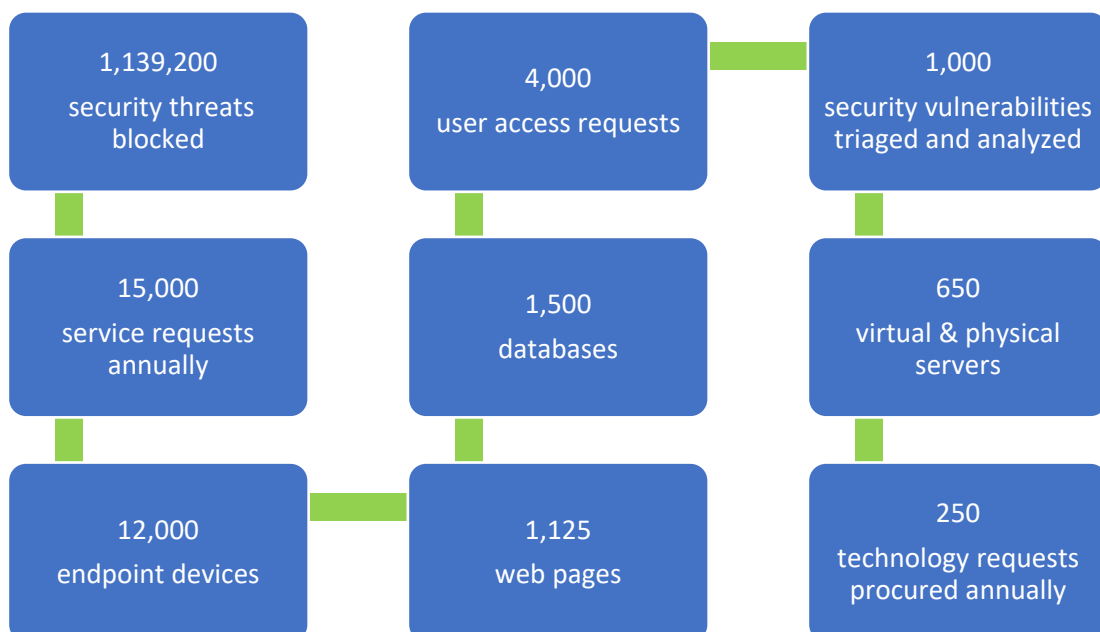
What We Believe

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 deserves secure, reliable, efficient, and effective services delivered through innovative technology that is easily accessible and understood.

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.

What We Do – FCDC By the Numbers



Franklin County Data Center Core Services

Technology Security

- Cyber insurance compliance
- Data loss prevention
- Email security management
- Identity access management
- Governance risk management
- Multi-factor authentication
- Security incident response
- Security training & consultation
- Single Sign-on authentication
- Security audits
- Security engineering
- Solution risk assessments
- Tabletop exercise facilitation
- User access certifications
- Vendor risk assessments

Procurement Services

- Compliance & approval
- Leveraging enterprise pricing
- Technology contracts or RFPs
- Technology procurement
- Vendor management

Helpdesk support

- 24x7 on-call support services
- Incident management

Network Management

- Campus connectivity
- Firewall & security management
- Installation & configuration
- Monitoring & optimization
- VPN setup & management
- WiFi

Server/Compute Management

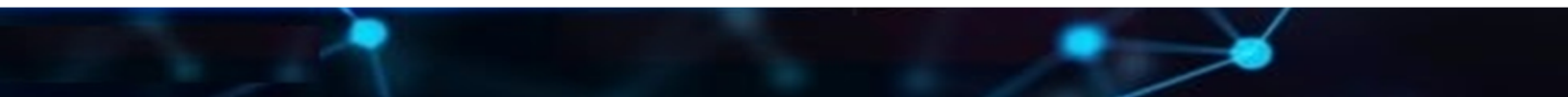
- Capacity & performance planning
- High availability architecture
- Performance monitoring
- Patch management & updates
- Server setup & configuration
- Virtualization services

Data

- Capacity & requirement planning
- Protection, backup, & recovery
- Ransomware protection
- High availability databases

Cabling Services

- Structured cabling installation
- Cable management
- Testing & certification



Telecommunication

- Collaboration rooms
- Voicemail services
- VoIP phone services

Endpoint Management

- Device deployment
- Device management
- Device life-cycle management
- Device application management
- Device encryption
- Mobile device management
- Warranty repair

Digital Services

- Digital information & services
- Public surveys & analytics
- Resident newsletter services
- User research & consulting
- Website development & hosting

Document & Content Management

- Digital signatures
- Document generation & routing
- Document imaging & storage
- Document workflow solutions
- Remote ID verification

Planning & Consulting

- Workstation connectivity planning
- Technology budget assistance
- Technology planning assistance
- Virtual CIO services
- Strategic planning

Custom Application Development

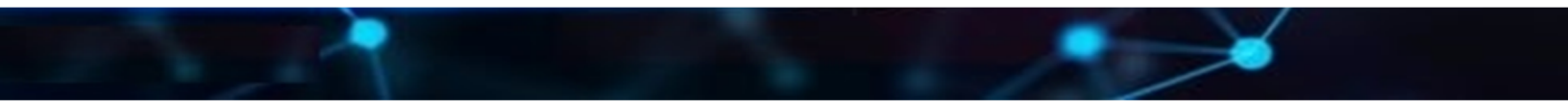
- Application design & development
- CI/CD services
- Code repository
- Low code/no code solutions
- Workflow application services

Collaboration & Workflow Solutions

- Project management solutions
- Knowledge management solutions
- Service management solutions
- Work management solutions

Data Analytics

- Automated report design
- Business analytics dashboards
- Data evaluations (source, quality & architecture)



Infrastructure Roadmap

	2024	2025	2026	2027	2028	2029
<u>iSeries Platform</u>						
iSeries operating system	◆	✓		✓		✓
iSeries P10 Power System (2)		✓		➤	◆	
Data Domain backup & recovery	✓					
New back-up & Recovery		➤	◆			
<u>Compute</u>						
2003 Operating Systems	◆					
2008 Operating Systems	◆					
2012 Operating Systems			◆			
2016 Operating Systems				◆		
2019 Operating Systems		✓	➤			
UCS expansion	✓	➤	◆	➤	◆	➤
Pure storage expansion		➤	◆		✓	
Fault Tolerance		✓				
Evaluate vCenter environment		✓				
Cloud data backup solution	✓	➤	◆			
<u>SQL Database Environment</u>						
Modernize SQL environment	◆					
2008 SQL databases	◆					
2012 SQL databases		◆				
2014 SQL databases	➤		◆			
2016 SQL databases	➤		◆			
2017 SQL databases		➤				
2019 SQL databases		➤				
<u>Network</u>						
Core Switch upgrade	➤	◆				
Replace 3850 series switches	✓	➤	◆			
Modern WIFI throughout County		◆				
Modern SD-WAN countywide	➤					
Modern SD-WAN at 345 S. High		✓				

	2024	2025	2026	2027	2028	2029
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Telecommunication





Modernize faxing infrastructure	➤	◆				
Update Mitel Contact Center	➤	◆				
Modern Phone POC	➤	◆				
Mobile phone mgt expansion		➤	◆			
Intune mobile device management	➤			◆		
Mitel phone system upgrade		➤	◆			
Modern telecommunication solution	✓	➤		◆		

Endpoint Devices

POC VDI, remote endpoint		➤	◆			
Modernize Endpoint management	➤	◆				
Windows 10 OS to Windows 11	➤	◆				
Windows 11 OS to Windows 12		✓				

Misc.

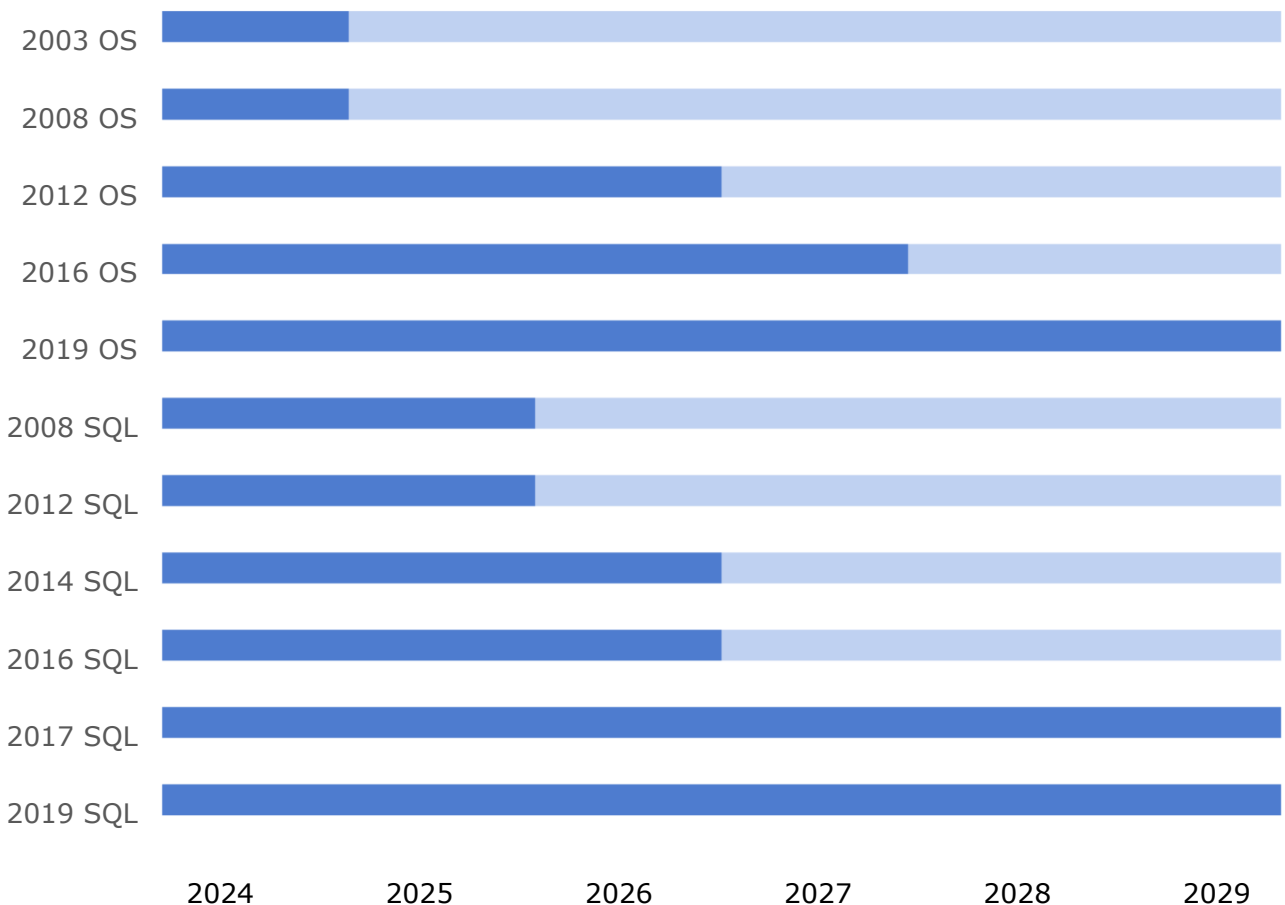
Migrate or isolate Sheriff legacy servers	◆					
Data center location analysis			◆			
Office on Aging to centralized service	◆					
Auditor to centralized service	◆					
Enterprise asset management program		➤	◆			

Life Expectancy 
 Evaluate Technology 
 Project Start 
 Project Complete 

Enterprise Compute Environment

The Data Center maintains an extensive compute environment that supports over 706,000 GB of data, 650 virtual servers, and 1,500 databases. Ensuring the infrastructure meets the county's growing needs requires continuous monitoring, strategic planning, expansion, and innovation.

1. The Data Center will continue to upgrade server operating systems and SQL environments that have reached end-of-life. The project requires a strong collaborative effort between the Data Center, partner, and third-party vendor to perform the following:
 - Application evaluation
 - Application upgrade
 - Application replacement
 - Application decommission



2. The Cisco UCS integrates computing, networking, and storage to increase efficiency, enhance application performance, and reduce cyber risk in a reliable centralized virtual server environment. The environment expanded faster than expected to accommodate the Sheriff's Computer Aided Dispatch (CAD 911) project, Recorder and Auditor, domain migrations, the OnBase upgrade, dedicated print and file servers for agencies, Auditor GIS expansion, and security solution enhancements.

The Data Center is requesting funding to deploy a just-in-time expansion of the UCS solution over the next three years. The expansion will permit the expanded use of security software, continued complete failover of

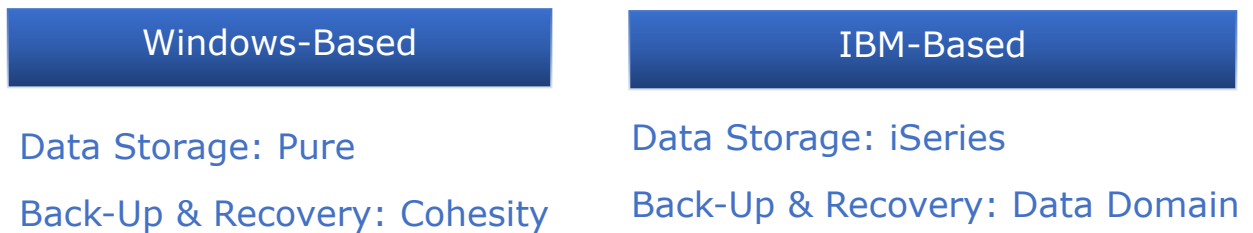


computing at the primary and secondary data centers, an upgrade to the vCenter virtual dashboard tool, planned computing expansion, and domain/infrastructure consolidations. The expansion will also address the UCS blades reaching end-of-life in 2026.

3. The Data Center has identified a need for a solution to provide point-in-time recovery for the Microsoft 365 suite of products. Microsoft's native data protection for data stored in 365 does not offer backup services that create isolated point-in-time recovery and does not meet the data protection policies established for Franklin County's on-premises data. The Data Center evaluates possible solutions and will submit a funding request once a solution and deployment plan is finalized. The software or service solution will align Microsoft 365 data protection to the Franklin County on-premises standards for Exchange Online, SharePoint Online, OneDrive, and other M365 applications. We expect that both the request and deployment will take place in 2025.

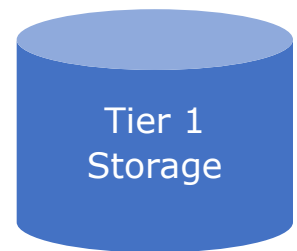
4. The Data Center has successfully migrated multiple agencies to centralized technology infrastructure, leveraging the county's substantial investment in resiliency, redundancy, scalability, and security. This migration work requires specialized experience and temporary but focused resources. The Data Center has requested funding for consulting services to assist with consolidating and migrating technology services.

5. Franklin County's enterprise data storage environment consists of four solutions. Each solution is duplicated for business continuity:

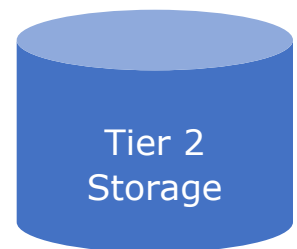


Pure Storage is a flash storage solution with a data deduplication rate of about 2.5, low latency, and high availability. System capacity is considered 80% since performance is impacted at that utilization.

Franklin County segments the solution into two tiers. Tier 1 is reserved for critical workloads that require additional performance, such as databases and SQL jobs. Based on what we know today, the capacity of Tier 1 should be sufficient through 2029.

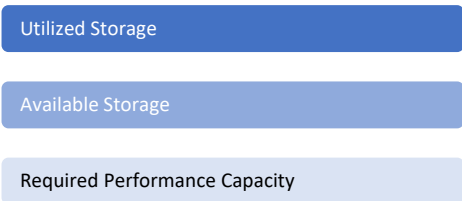
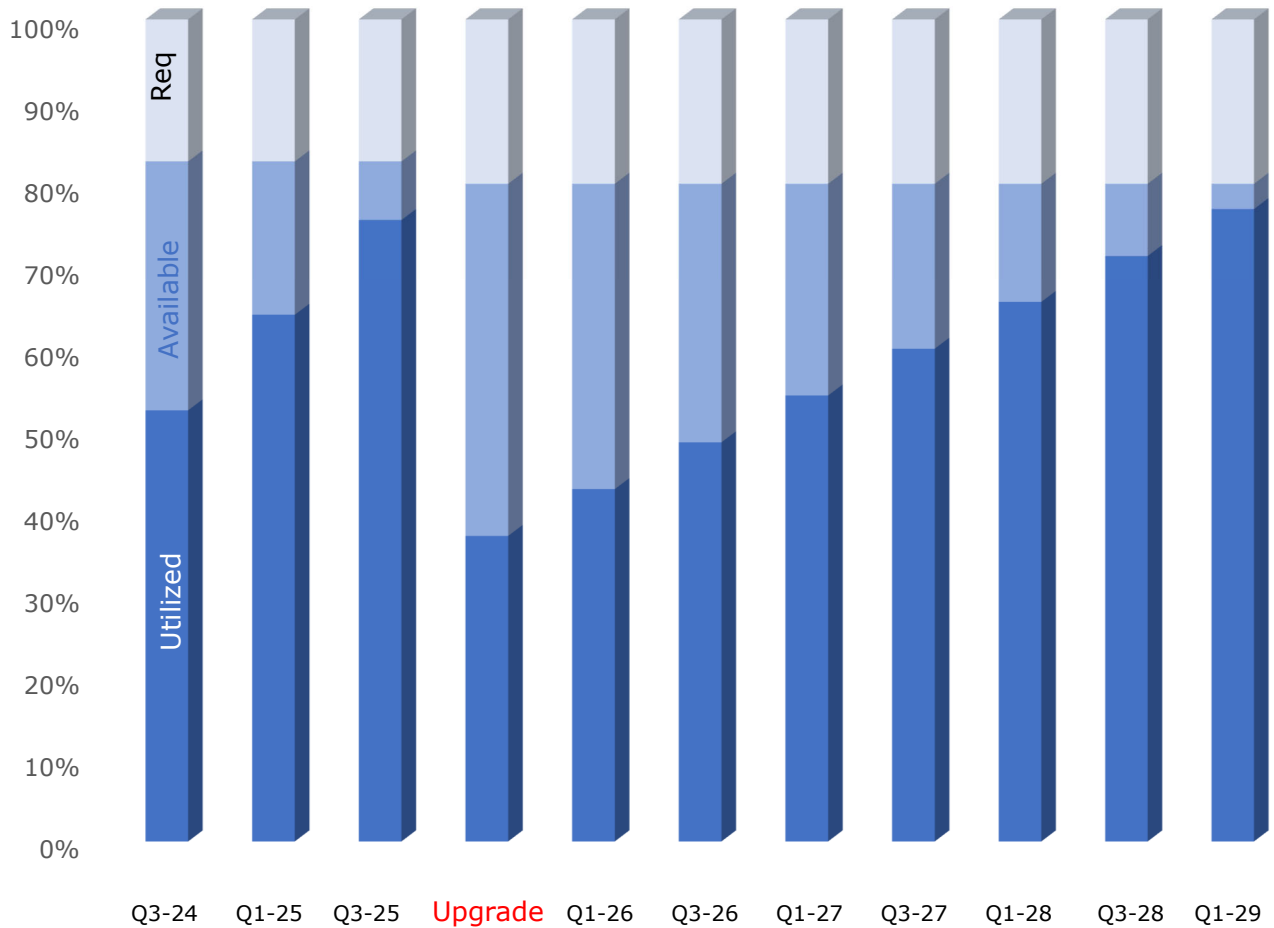


Tier 2 is general storage used for data and media. The Sheriff's CAD 911 project, partner consolidations, and increased media storage have significantly increased tier 2 storage requirements. Based on current utilization and planned growth, the solution is anticipated to reach capacity in late 2025. Funding is requested in the 2025 budget to increase capacity at both data centers by 482 terabytes (TB), with procurement and deployment planned for Q1-Q3 2025.



Based on current requirements and trends, the expansion should meet storage requirements through early 2029. A revaluation is scheduled for Q2 2027.

The graph below demonstrates anticipated growth and available storage through 2029 with the 2025 upgrade.



Laptop & Desktop Endpoint Devices

The Data Center provides endpoint device lifecycle management, including procurement, deployment, maintenance, replacement, and disposal assistance. Based on the 3,685 FCDC-managed devices, the Data Center anticipates an annual cost of \$1,110,000 to replace devices that have reached their end of life.

1. The Data Center anticipates that the trend from desktop to laptop devices will continue, enabling teams to be agile and increasing business continuity. Current breakdown:
 - 63% laptops
 - 37% is desktops
2. The Data Center will continue extending laptop maintenance to four years.
3. The Data Center will continue to stock standard laptop devices for rapid deployment and use.
4. The Data Center is exploring the benefits and risks of offering Endpoint Devices as a Service in 2026. A recommendation will be provided in preparation for the 2026 budget season.
5. In 2027, additional expenses for the Sheriff's Office's Toughbook replacements are recommended. The Data Center can also provide timely device deployment in partnership with Fleet Management.
6. Franklin County must be able to adjust to a natural, manmade, or cyber disaster. As part of the FCDC's efforts to enhance the County's position on continuity of operations, reliability, and scalability, funding has been requested for a proof of concept of cloud-based Virtual Desktop Infrastructure (VDI) services, with potential full deployment in 2026.

Estimated annual replacement costs:

2025
\$1.11M

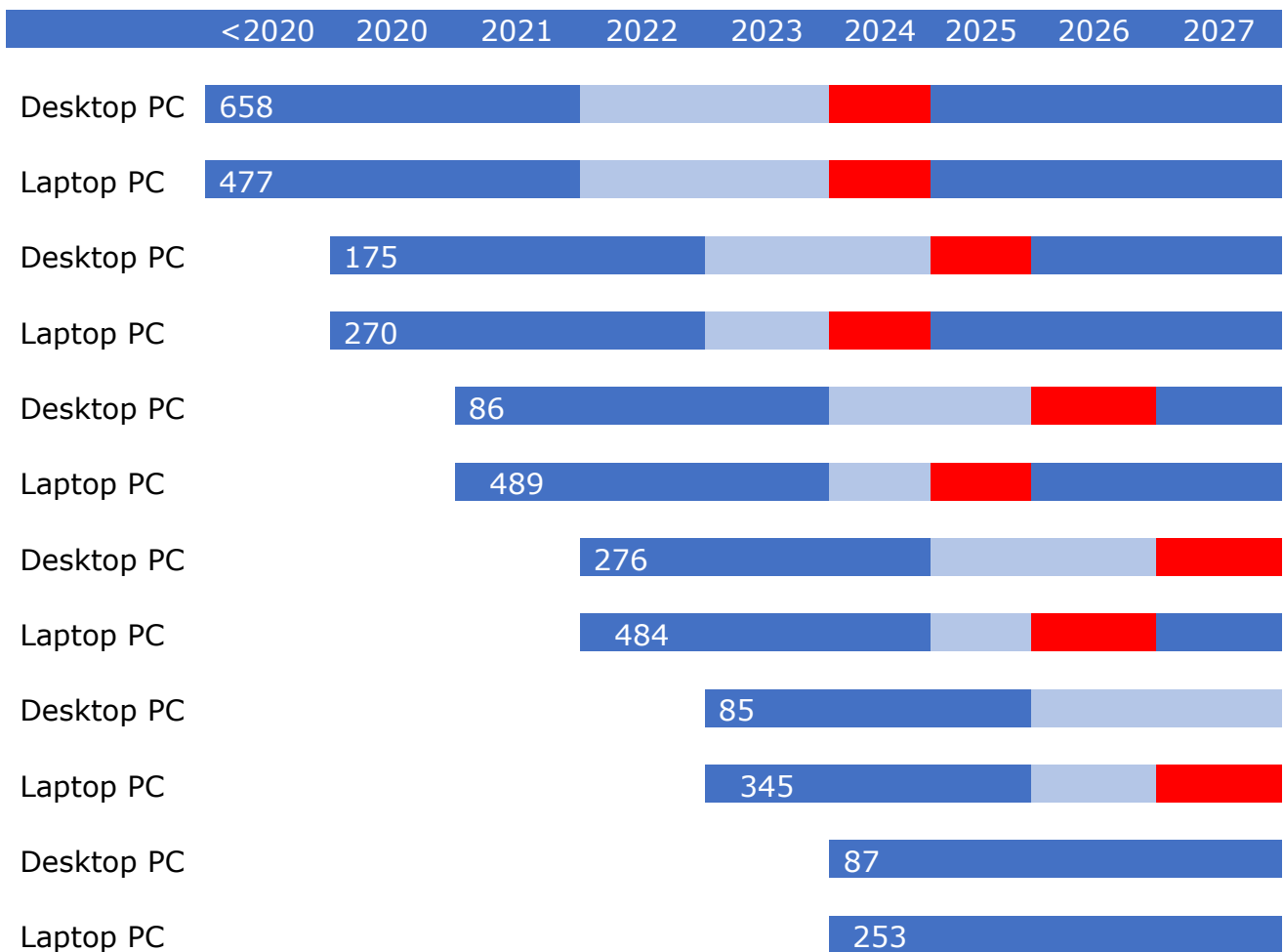
2026
\$1.00M

2027
\$1.80M

Devices Analysis by Manufacturer and Device Type

The chart below indicates the lifecycle of FCDC-managed endpoint devices in September 2024 and the anticipated replacement date.

- dark blue indicates devices covered by warranty
- light blue indicates anticipated useful life, but the warranty has expired
- red indicates anticipated replacement.

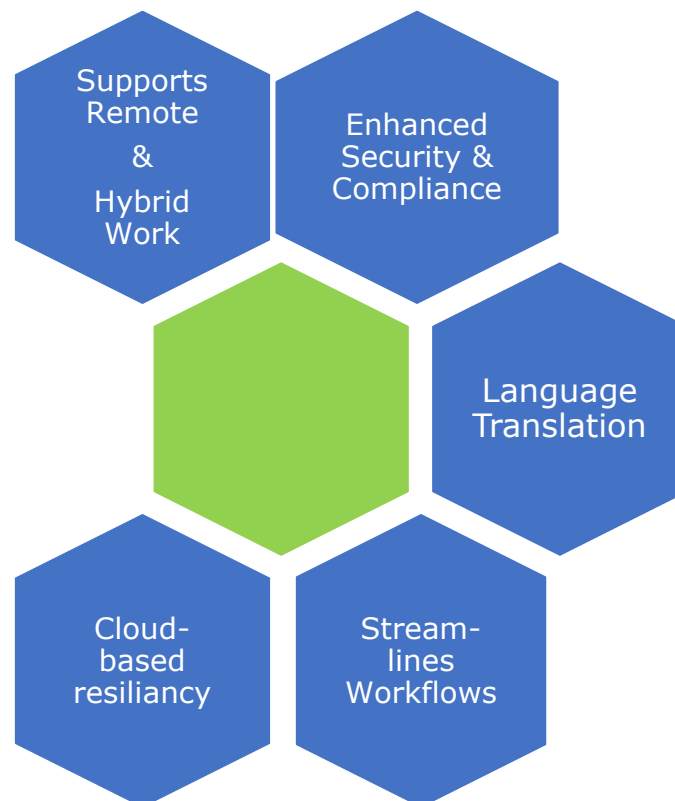


Telecommunication Services

Transitioning from our legacy Mitel phone system to the Cisco Calling and Contact Center offers Franklin County a strategic advantage. Franklin County can achieve a competitive advantage by leveraging advanced cloud-based technologies to enhance communication efficiency and customer service.

Cisco provides a robust, scalable platform with integrated collaboration tools, allowing seamless communication across voice, video, and messaging channels. Additionally, the Cisco Calling Platform provides end-to-end encryption for all text, voice, video, screen, and file sharing as outlined by DHSS and the NSA.

This move modernizes our communication infrastructure and supports remote and hybrid work environments with greater flexibility and reliability, enabling employees to stay connected and collaborate effectively from anywhere. By adopting the Cisco solution, the County will be positioned to take full advantage of state-of-the-art innovative features, such as language translation, streamline workflows, and ultimately drive better interactive outcomes internally and with our residents.

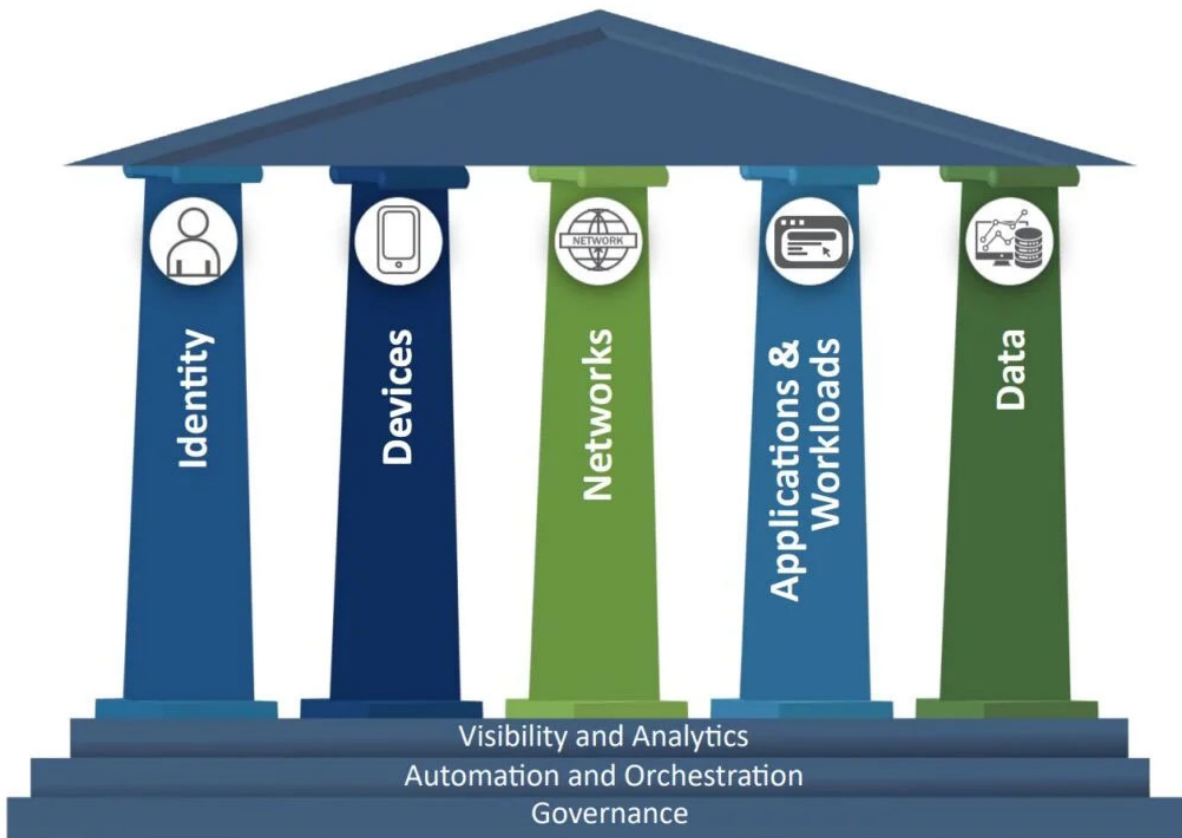


Technology Security Services

Technological innovation has moved technology from an on-premise environment that could be protected by a Defense In Depth strategy to cloud solutions and externally available systems that no longer have a perimeter. Security threats to local government related to extortion, denial of service, and ransomware attacks continue to increase.

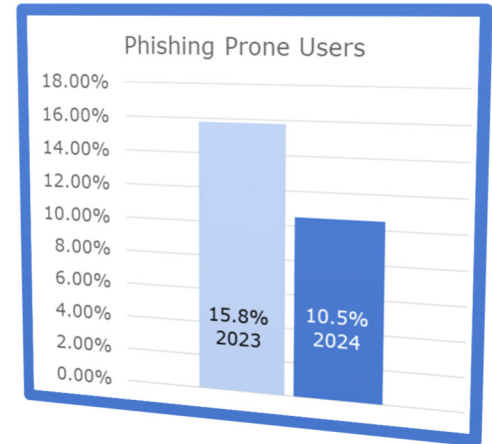
Franklin County must continue to enhance its information security technology program to reduce the risk of a cyber event to the solutions critical to delivering services to its residents. Funding in the 2025 budget has been requested to improve existing solutions and processes to align with the Zero Trust framework.

To continue the maturity growth requires not only Data Center staff to be active in the deployment of capabilities and processes but also the entire Franklin County staff to be active participants in this effort.



Technology Security

1. With a five-point improvement in phishing-prone users in 2024, security awareness training and simulated phishing checks will continue to be offered in 2025. Funding has been requested to expand this effective tool to compliance training in 2025.
2. Security Information and Event Management, or SIEM for short, is a solution that helps detect, analyze, and respond to security threats before they impact operations. Funding has been requested to enhance the SIEM solution by moving it to a 24/7 managed service. This enhancement will take advantage of top-tier SIEM providers' highly skilled, product-trained, and always available staff and reduce the risk of a catastrophic cyber event impacting data or services.
3. The Security and GX Foundry teams will continue the Adobe ColdFusion application migration and mitigation efforts to reduce the risk associated with this legacy platform in the environment. The outdated platform has known security and operational risks that must be addressed to reduce the risk of a cyber event. The Data Center has requested funding for a Business Analyst who will collaborate with partners to identify needs, map processes, and plan for replacements, as well as a Developer who will develop solutions using low-code and no-code solutions.
4. Asset management is one of the top critical controls in a security program. Franklin County does not have a holistic repository of county devices, servers, software, applications, and vendors. Funding for a full-time team member and software to implement an asset management program has been requested in the 2025 budget. If approved, this program would align with the Zero Trust framework.



5. In 2025, the Single Sign On (SSO) and Multi-Factor Authentication (MFA) platforms will be enhanced and expanded beyond the current activity directory domain to the other five directory systems used within the County. A feasibility analysis will be conducted for applications utilized by constituents. This will reduce account breaches while promoting successful collaboration between agencies, courts, and boards.
6. Network segmentation divides a computer network into smaller subnetworks, enhancing security. It allows for better control over traffic flows and isolates network issues, reducing the impact during an incident. Funding for an additional full-time employee was requested to lead this vital effort.

The position would also lead an effort regarding personally owned devices that access the Franklin County Data Network (FCDN). For instance, these devices may or may not have updated malware protection and could contain malware or a virus, allowing a bad actor to be introduced to the county environment.

7. Data Loss Prevention (DLP) involves a combination of people, processes, and technology that detect and prevent the leakage of sensitive data. The DLP Policy establishes the rules surrounding how the data is handled, stored, and transmitted. In 2025, the Data Center will continue to evolve regarding the controls and protection of data in motion.



A funding request for an additional team member was submitted to allow the team to mature how data at rest is governed. They will also work with partners to review legacy processes and apply new tools and systems, resulting in more secure and efficient task processing.

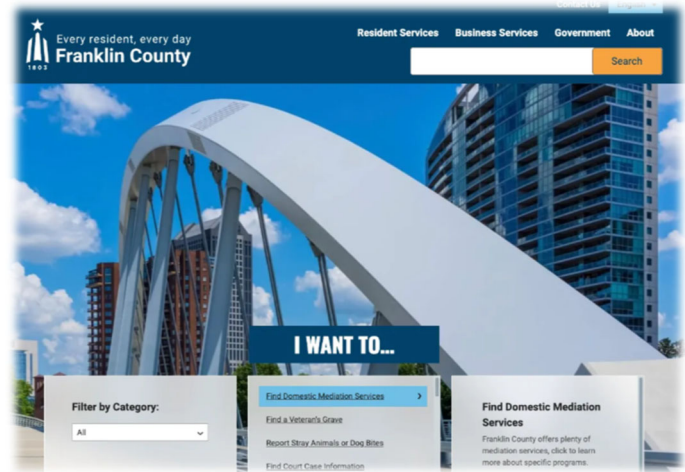
One Franklin County

Imagine needing domestic mediation services, locating a veteran's grave, reporting a stray dog, or looking for information on a court case. Knowing where to go or how to start can confuse or overwhelm residents. One Franklin County is the solution.

One Franklin County is an overhaul of the County's public digital services. It is built to make information and digital services accessible and easy for all residents to use. The platform is constructed thoughtfully, ensuring measurable outcomes. This multi-year project will transition over 40 independent websites currently hosted on a legacy platform into a modern platform. One Franklin County is designed with understandable language and consistency to address real public needs identified by research.

Funding has been requested for team expansion to:

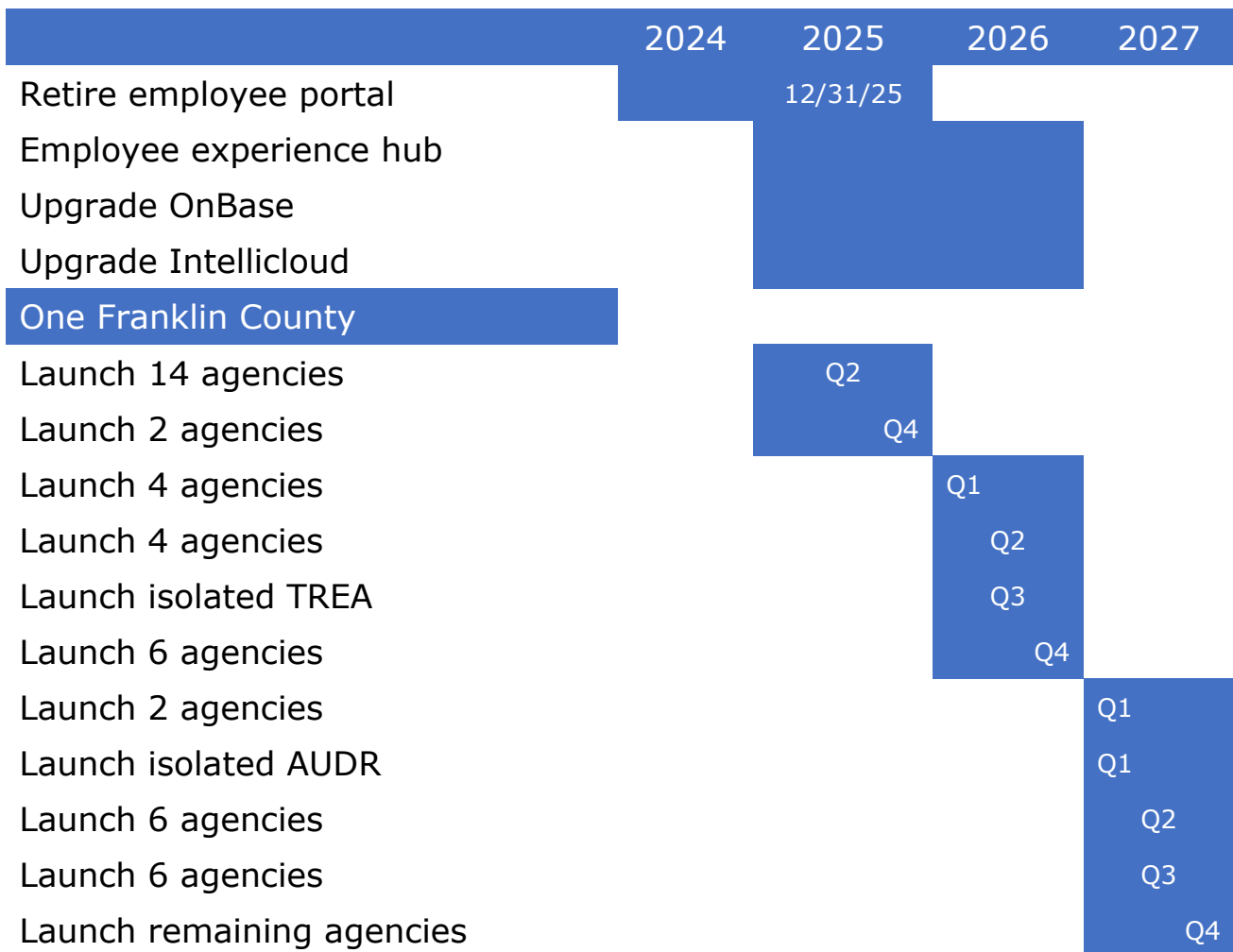
- Organize and lead content creation and curation processes, models, and efforts with participating agencies.
- Perform user experience (UX) research to ensure digital solutions address real-world user needs and meet people where they are.
- Provide product ownership for the GovDelivery and Eventbrite platforms, promoting sound public engagement practices.
- Deploy new public-facing digital services, requiring a designer to assemble low-code apps and other app platforms into workflows that serve needs identified via UX research.
- Digital content development ensures consistent and fresh content while consolidating work so individual agencies do not need to hire their own content specialist.



Government Experience Foundry

In addition to the One Franklin County project, the GX Foundry provides enterprise software support, solution design and development, and custom application development.

1. The legacy employee portal contains known security risks and will be retired in 2025. The Data Center has requested funding to provide a modern employee experience portal to serve as a centralized communication and resource for employees.
2. The Data Center maintains two document management and workflow solutions. Funding has been requested to upgrade both in 2025.



Technology Support Services

The Data Center provides various technology support services, including consulting, technology procurement, project management, business analysis, business relationship management, and technology contract assistance. Some of our 2025 projects:

1. The Data Center provides security, technical, and business reviews of technology procurements before seeking Automatic Data Processing Board approval. The current legacy solution, LINK, contains security and performance risks. It will be replaced with a modern, reliable, and secure system providing a user-friendly interface and data-driven reporting.
2. In 2025, funding was requested for a countywide technology-focused trainer. The trainer would increase the return on investment of countywide technology software like Microsoft Office and other enterprise-level products. This would increase users' efficiency and productivity by fully leveraging the capabilities of our current and future investments.
3. Technical training and events are essential for the Data Center to ensure employees stay current on IT trends, tools, and education. The Data Center requested funding to ensure each team member can continue to develop in their specialty annually. This will increase the effectiveness of our team members and their retention.
4. A funding request for a 2% salary increase has been submitted, allowing the Data Center to continue promoting from within. Retaining top talent remains a challenge and focus as Central Ohio continues to be a technology hub.



During 2025, The Data Center Will:

1. Provide employees and new hires training focused on cultural fluency to further showcase our commitment to our core value of diversity.
2. Achieve an employee retention rate of 88%
3. Move three agencies to a modern phone system by 12/31/2025*
4. Upgrade 25 end-of-life operating systems by December 31, 2025
5. Upgrade ten end-of-life SQL environments by December 31, 2025
6. Deploy Windows 11 to county workstations by 10/31/2025
7. Expand Pure Storage by September 30, 2025*
8. Expand the UCS by October 31, 2025*
9. Replace 500 endpoint devices and donate or salvage the EOL devices
10. Increase successful completion of KnowBe4 security training by partner agencies by 5%
11. Complete three security tabletop exercises by 11/30/2025
12. Deploy an enhanced SSO & MFA solution*
13. Deploy a modern timekeeping and onboarding solution by 6/30/2025
14. Deploy a standard and repeatable intake process by 9/30/2025

* If funded in the FCDC 2025 budget

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