



Franklin County Data Center

# 2019 Annual Report

Auditor Michael Stinziano,  
Chief Administrator

Adam Frumkin, CIO





## A Message from Secretary Stinziano

Thank you for the opportunity to serve as your Franklin County Auditor and the Secretary of the Franklin County Automatic Data Processing Board.

As a new administration and county leadership, I am pleased to collaborate with all members of the data board on behalf of the residents and businesses of the county. I strongly believe the opportunity lies before us to elevate the county and the Data Center and improve services to county taxpayers.

To that end, I am excited with the continued partnership that I have with Adam Frumkin, Chief Information Officer of the Data Center, who I appointed in March of 2019. Together, we look forward to providing the County with effective services through the Data Center in 2020.

Partnered together, we are committed to working with each agency to better understand their individual needs and ensure that we continue to provide outstanding customer service and innovative technology solutions.

I look forward to an active 2020 and beyond.

Michael Stinziano  
Franklin County Auditor  
Secretary and Chief Administrator of the  
Automatic Data Processing Board





In 1967, the population of Franklin County was approximately 800,000<sup>1</sup>, IBM created the floppy disk, GPS became available for commercial use, and ISACA was organized focusing on information governance, control and security.<sup>2</sup> In October 1967, pursuant to the provisions of Sections 307.84 to 307.846 of the Ohio Revised Code (O.R.C.), the Franklin County Board of Commissioners established an Automatic Data Processing Board (Board). During the Board's first meeting, the three

members in attendance initiated communication to all Franklin County agencies to request an inventory of all automatic data processing equipment and notify them not to "enter into any agreements for any additional automatic Data Processing equipment without prior approval of the Board."<sup>3</sup>

Today, the population of Franklin County is estimated to exceed 1.3 million<sup>4</sup> and technology has become an integral part of our daily lives and almost every function within Franklin County government. The eight-member Board governs the acquisition and use of a complex array of technology solutions, focusing on information security and providing quality services to the people and businesses of Franklin County.



Operating under the authority of the Board, the Franklin County Data Center (Data Center) is administered by the Franklin County Auditor and provides centralized, shared, and customized technology services, a centralized information technology infrastructure, data privacy and security management, and makes recommendations to the Board and its partner agencies.

This operations report, submitted in compliance with the provisions of section 307.845 of the O.R.C, provides a report of the operations, revenue, and expenditures of the Data Center during 2019.

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<sup>1</sup> <https://population.us/county/oh/franklin-county/>

<sup>2</sup> <https://www.computerhope.com/history/1967.htm>

<sup>3</sup> Franklin County Automatic Data Processing Board meeting minutes dated October 19, 1967

<sup>4</sup> <https://www.census.gov/quickfacts/fact/table/franklincountyohio/PST045218>

# 2019 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



Edward J Leonard

Franklin County Board  
of Elections, Director



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, Director

## 2019: A Year of Change

On March 11, 2019, Franklin County Auditor Michael Stinziano took office. A innovative leader, Auditor Stinziano sought to improve the functionality and operations of not only the Auditor's office but that of the Franklin County Data Center as well. After an extensive search for a Data Center CIO Auditor Stinziano Appointed Adam Frumkin on March 25, 2019. Auditor Stinziano and CIO Frumkin created a shared vision to bring technology modernization to Franklin County.

Under the direction of CIO Frumkin, the Data Center immediately began work on implementing new strategies to realize this new shared vision. Open and honest feedback was sought from Board members and partner agencies to understand past short-comings, future expectations, and suggestions. Hardware, software, applications, processes, contracts, and procurement were analyzed to determine total cost of ownership (TCO), operational effectiveness, and technical debt throughout the County.

As a result of those conversations, the Data Center implemented the following changes during 2019:

1. Legacy technology was reviewed to determine TCO, technical debt, and how to best move forward with a modern, effective, and cost-efficient solution that provides real business value to the agencies, courts, boards, and the people, and businesses of Franklin County that we serve.
2. Business relationship managers (BRM) were implemented to act as a liaison between the Data Center and our partners, driving collaboration, creativity, innovation, and value to ensure that technology meets business needs and results in better services to the people and businesses of Franklin County.
3. Communication regarding maintenance schedules, technology outages, project status, project and operating costs, and challenges was improved.
4. Security trends, financial and project status reporting returned as part of our monthly reporting to the Board.
5. Through collaboration, transparency and honoring commitments, the Data Center began providing services to agencies that had sought out other technology providers and expanded both the number of and volume of services offered while remaining within the baseline budget.
6. Developed a Data Analytic team to analyze raw data in order to draw conclusions to be utilized in data driven decisions throughout the County.
7. Increased accountability to the Board and our partners by ongoing, honest feedback.
8. Established a set of core values (as listed on the following page).

# 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.

In addition to meeting with the Board and partner agencies, Data Center senior leadership worked to reevaluate why the Data Center exists, our purpose and passion individually and as an organization, and whether we are making a difference under the Golden Circle framework<sup>5</sup>. A core Why statement and following How and What statements were established to unify the Data Center around our most fundamental purpose and goals.

## Why

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

## How

Our Technology will focus on business needs and be reliable, secure, and cost-effective.

## What

We provide cost-effective, business-driven technology solutions backed by a reliable and secure IT infrastructure.

<sup>5</sup> Golden Circle. <https://simonsinek.com/commit/the-golden-circle>

## 2019: A Year of Change

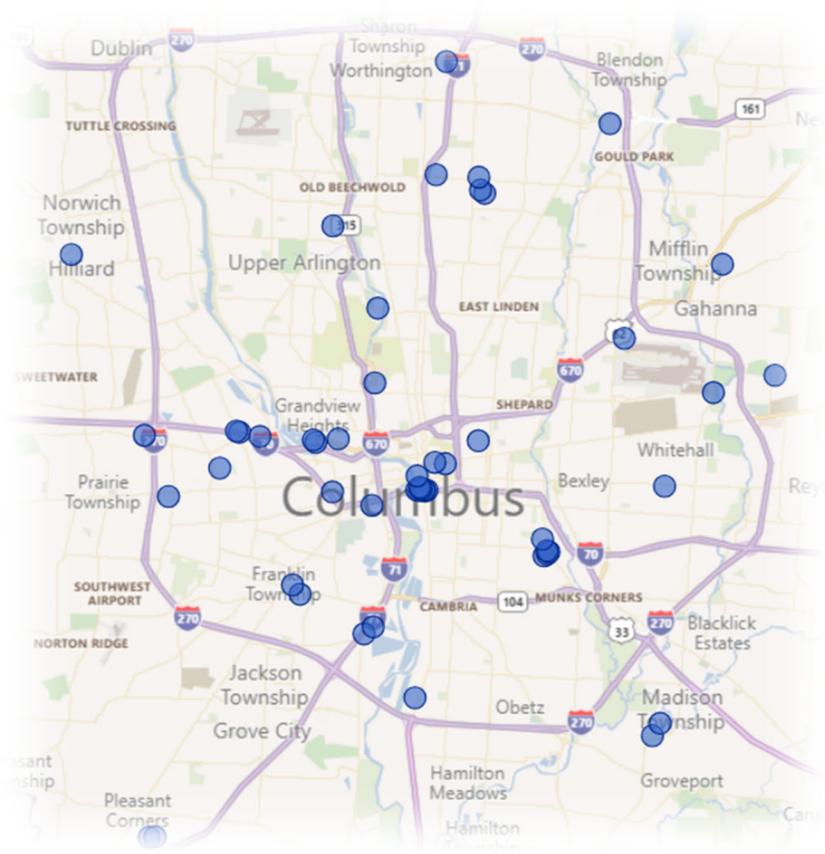
As a result of those changes and the direction provided by Auditor Stinziano and CIO Frumkin, 2019 saw many accomplishments:

- 1 Modernization of email and office productivity software (last updated in 2013) through the implementation of Microsoft® 365 cloud-based technology, providing improved email, collaboration, document access, data loss prevention, and security services throughout Franklin County. Through the collaboration of a countywide steering committee, the 365 implementation and an operating system upgrade for over 4,000 people was completed in just a three-month period.
- 2 Discontinued managed service agreement (MSA) for infrastructure support from a third-party vendor and returned to an employee-centered support model, creating four new technology jobs in the County, implementing 24X7 monitoring software, and setting aside funds for supplemental contracted services if required at a cost less than the MSA.
- 3 Renegotiated service contracts for the secondary data center, internet service provider, content management database support, and staff augmentation services to increase service levels and reduce cost.
- 4 Completed the consolidation of the Recorder's domain into the Franklin County Data Network, providing greater reliability and security while reducing technical debt. Began the consolidation of the Auditor's domain, with completion expected in 2020.

*"The Franklin County Data Center has placed an increased emphasis on customer service, innovation, and collaboration. My level of confidence in the work currently being performed by the Data Center is high. Overall, County Administration has experienced a heightened level of professionalism and accountability under the leadership of Adam Frumkin as Chief Information Officer".*

*Kenneth N. Wilson, MPA,  
County Administrator.*

- 5 Began the consolidation of multiple Geographic Information System Mapping (GIS) systems into one enterprise solution that will be utilized by 11 different agencies.
- 6 Through a concentrated effort of cultural change, reduced employee turnover to 12%, down from 28% in 2018 and 39% in 2017. Utilizing the savings realized from increased operational effectiveness and technical debt reduction, hired 18 value-added positions including additional application development, data analytics, governance and risk management positions.
- 7 Provided support to over 9,000 devices, 200 applications, and 5,000 users in 54 locations throughout Franklin County.



## Cybersecurity



The Data Center continues the aggressive evaluation and implementation of security policies, procedures, hardware, and software to protect the confidentiality, preserve the integrity, and promote the availability of data for the agencies, boards, and courts of Franklin County and the people and businesses that depend on their services.

In 2019, eight technology security projects were successfully accomplished:

- 1 Facilitated County-wide security awareness training to promote employee understanding of the risks and consequences of threats like malware and phishing campaigns and the importance of stringent password and authentication requirements.
- 2 Increased physical security controls in the infrastructure and operations area, including updating and auditing security best practice policies and procedures and the installation of physical deterrent and monitoring items.
- 3 Implemented federated identity management to allow linked electronic identities across multiple enterprises, thus allowing employees to access multiple domains or applications with a single sign on.
- 4 Implemented the Ohio Secretary of State directive associated with the Protect 2020 campaign to increase cyber security for the 2020 election.

*“Make no mistake -- our enemies, both foreign and domestic, are working every single day to break into our computer systems. We have to be prepared, and with the creation of Ohio’s Cyber Reserve we will be ready to fight back. By unanimously passing this legislation, Ohio is a big step closer to where we need to be as we get ready for the 2020 elections and protect Ohio’s critical infrastructure.”*

*Ohio Secretary of State  
Frank LaRose on SB 52 10/2/2019*

- 5 Implemented multi-factor authentication (MFA), adding another layer of security. MFA is an authentication method in which a computer user is granted access only after authenticating their identity by successfully presenting two or more pieces of evidence, known as factors, to an authentication mechanism.
- 6 Implemented Identity Management solution resulting in a reduction of over 300 server desk tickets for password resets within the first 5 months of operation. The same solution has replaced a manual spreadsheet driven process that was being utilized to validate network access with agency IT leadership to ensure that only those that need network access have active accounts. Reducing the county's risk exposure via accounts that are no longer needed.
- 7 Implemented a next generation firewall designed to prevent unauthorized access to or from the Franklin County Data Network. The system provides a fully integrated, threat-focused, comprehensive firewall solution with unified policy management of firewall functions, application control, threat protection, and malware protection from the network to the endpoint PCs.
- 8 Expanded Franklin County's Data Loss Prevention (DLP) practice of detecting and preventing breaches, transfers, retrieval, or unwanted destruction of data, including personally identifiable information (PII), attorney-client privileged information, credit card information (PCI), and protected health information (HIPPA).

*"In the lead up to the 2020 Presidential Election the Franklin County Board of Elections along with the other 87 BOEs in Ohio were required to implement a cybersecurity directive from the Ohio Secretary of State. This was not going to be easy and would require a lot of man hours to complete. We relied heavily on the Franklin County Data Center to get the cybersecurity directive implemented and completed.*

*I can't say enough about the partnership we have with Adam Frumkin, Nikki Milburn and the entire staff at the Franklin County Data Center. The Franklin County Data Center sets the Gold Standard for what a Data Center should be."*

*David Payne*

*Deputy Director*

*Franklin County Board of Elections*

## Centralized and Customized Technology

**1** Expanded the enterprise virtual server environment, upgraded the point-in-time backup and recovery system, and increased internet bandwidth to increase compute availability and speed and to accommodate an increased demand for services by both existing partner agencies and agencies requesting to move to the Franklin County Data Network, Franklin County's centralized technology solution. This capital investment accounted for 7% of 2019 expenditures and will decrease both financial and labor requirements in the next three years and into the future.

**2** Implemented System Center Configuration Manager (SCCM) software, facilitating remote deployment, management, patching, upgrading, and analysis of thousands of computers over 54 locations.

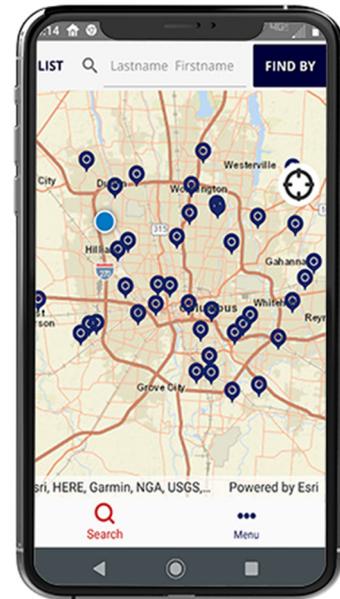
**3** Migrated the Franklin County Recorder's stand-alone domain into the Franklin County Data Network, increasing both reliability and security for their business processes and data.

**4** Modernized the SQL reporting service Microsoft® SSRS and Power BI, enabling the connection of multiple data sources, analysis of large amounts of data, and the production of modern reports and visualizations that can be viewed by email, through a web portal, or on mobile devices.



**5** Upgraded 1,174 personal computer (PC) operating systems to ensure successful security updates. These security updates protect not only the individual computer, user, and their data, but also the Franklin County network of computers linked together. The project also included the replacement of 305 PCs that were deemed end-of-life because they were unable to run the current operating system.

6 Redesigned the Franklin County Auditor’s mobile application, allowing quick and easy research of Franklin County real estate properties, property values, transfer histories, taxes, and photos. Research can be accessed by address, owner, parcel, or interactively on a map.



7 Negotiated cost, service agreements, terms and conditions, and termination clauses to reduce the risk associated with software as a service (SaaS) delivery of software in collaboration with the Board of Commissioners Purchasing Department, the Office of Prosecuting Attorney Ron O’Brien, and our partner agencies. While the current trend of SaaS as an application delivery model has some advantages, it also poses additional control, security, DLP, data access, vendor viability, and cost stability risks.

8 The Data Center provided support to the Franklin County Board of Elections support for two elections including election cycle support beginning one month prior to the elections, on-site election support, coordination of Geographic Information System Mapping (GIS), and account access control and data for the media. The Data Center also collaborated with the Board of Elections to negotiate the contract for the new voter registration system reducing cost and increasing efficiency and security.

9 Collaborated with the eGovernance board to successfully negotiate the contract and statement of work for the implementation of the Courts new Case Management System, to replace the 29-year-old legacy system.

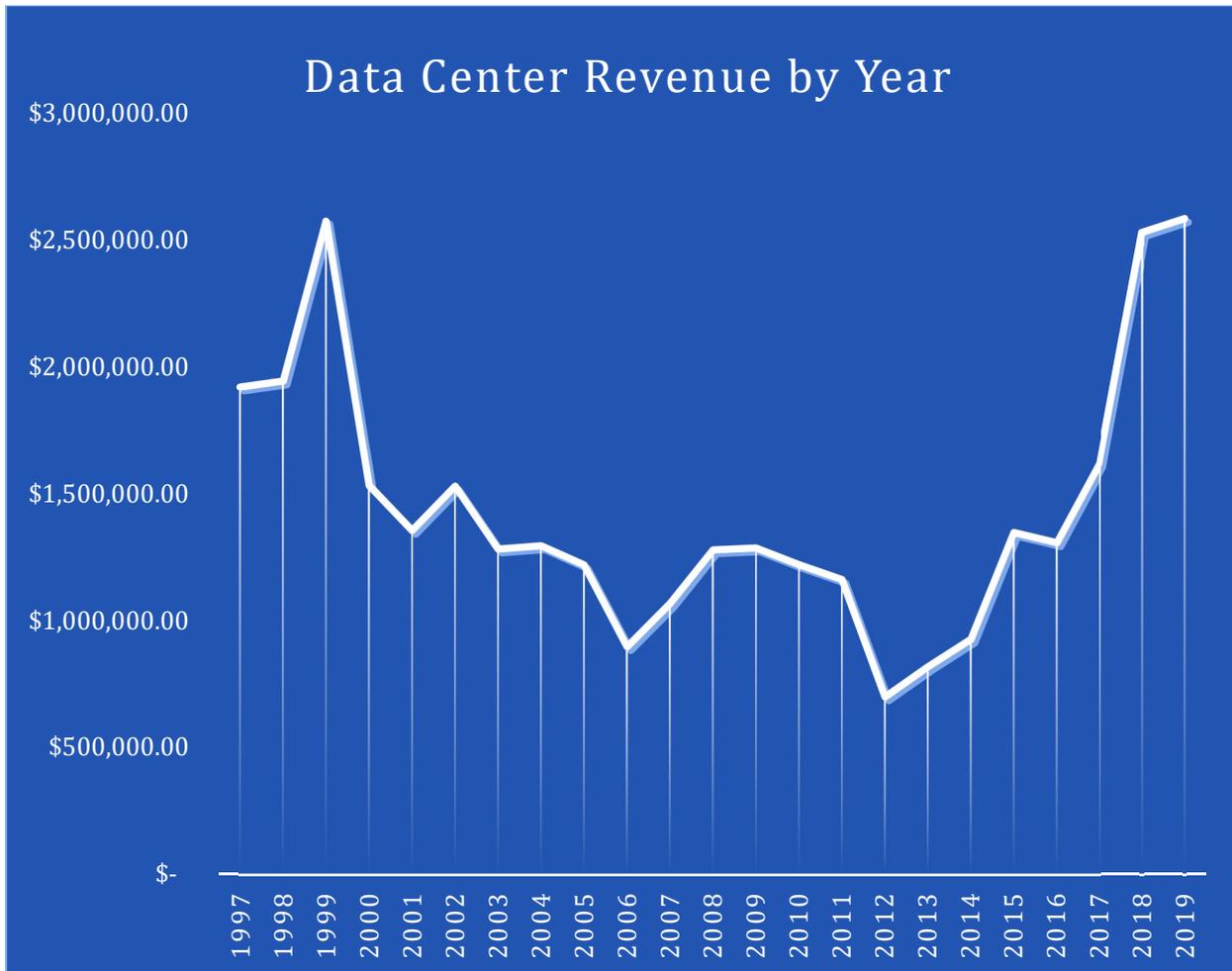
*“The Franklin County Data Center is a collaborative and engaged partner that strives to meet the needs of the agencies it supports. In the case of the 10th District Court of Appeals, the Franklin County Data Center consistently exceeds expectations.”*

*Douglas W. Eaton  
Court Administrator  
Ohio Court of Appeals for the 10th Appellate District*

## 2019 Franklin County Data Center Revenue

The Data Center, working closely with the Board of Commissioners Office of Management and Budget and a third-party accounting firm who aids in the determination of rates, bills certain non-general fund agencies and programs for technology resources utilized. This allows Franklin County to recover funds from state, federal, grant, and levy sources, benefiting the people and businesses of Franklin County.

With the expansion of services being provided, the Data Center estimates that revenue will continue to increase by about 10% per year.



2019 revenue totaled \$2,585,296.36 or 107.7% of the revised budget. This was an increase of 2% when compared to 2018.

Source of Revenue	Revenue
ADAMH	29,123.56
Auditor-Real Estate	965,649.02
Board of Developmental Disabilities	78,755.86
CASA (Court Appointed Special Advocates)	8,102.10
CBCF (Community Based Correction Facility)	6,624.82
Central Ohio Community Improvement Corp	12,081.23
Child Support Enforcement Agency	378,199.74
Children Services	608,917.87
Clerk of Court	7,085.50
Court of Common Pleas	13,867.36
Domestic Relations	10,003.18
Economic Development and Planning	414.45
Emergency Management Agency	41,782.15
Engineer	13,013.73
Guardianship Board	11,274.58
Human Resources-Benefits Program	21,074.95
Jobs and Family Services	46,635.87
Law Library	4,463.54
Metro Parks	7,071.30
MORPC	6,484.26
Office on Aging	11,389.40
Probate Court	4,393.17
Prosecuting Attorney	911.79
Public Defender's Office	133,300.44
Public Facilities Management	165.78
Public Health	112,419.12
Recorder	6,601.65
Sanitary Engineering	37,454.16
Soil and Water	2,838.00
Treasurer	1,492.02
Total Interfund Services, Charges & Licenses	\$ 2,581,590.60
Miscellaneous Revenue and Refunds	3,705.76
Total Data Center 2019 Revenue	\$ 2,585,296.36

## 2019 Franklin County Data Center Expenditures

The Data Center received a total approved operating budget with transfers and adjustments of \$15,589,504 for 2019 and expended \$15,063,807 or 96.6%.

Total Expenditures increased 17% when compared to 2018 as a result of four projects costing \$3,447,418 that were successfully implemented during 2019:

1. 305 PCs were replaced, and 1,174 PC operating systems were upgraded to comply with current security requirements.
2. Modernized Microsoft® communication, productivity, and security software, last upgraded in 2013, was implemented to improve email accessibility, collaboration, document access, data loss prevention, and security.
3. The enterprise virtual server environment was expanded to accommodate the increase in demand for computer services by our partner agencies.
4. The data backup and recovery system purchased in 2015 was upgraded, adding additional capacity at a net cost lower than expanding and maintaining the outdated system over a three-year period.

Total baseline expenditures were down 9.6% when compared to 2018 prior to these four projects. This was in part due to the evaluation performed in 2019 to determine the total cost of ownership of current hardware, software, and services, how effectively the items met the Data Center's mission and Why statement, and their impact on technical debt. While the savings will be more fully realized in 2020, 2019 savings include:

A reduction in contracted services in the amount of \$247,355

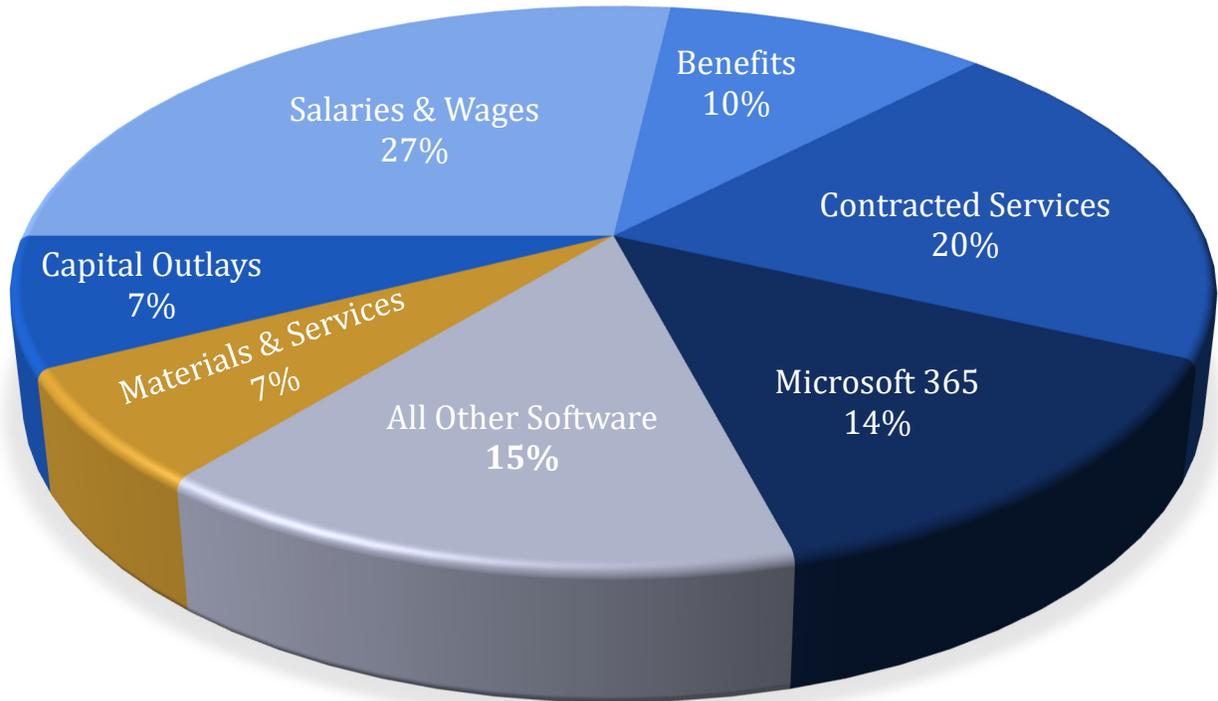
A savings of \$250,179 in security software

A decision not to renew a \$100,000 consulting membership

Discontinued consulting project based on initial findings saving \$176,000

A savings of \$9,000 in application development software

## 2019 Expenditures by Category



Description	Expended
Salaries & Wages	4,040,968.14
Benefits & Taxes	1,567,457.17
Contracted Professional & Technology Services	2,900,792.69
Microsoft® 365 Communication, Productivity & Security Software	2,174,511.82
All Other Software	2,260,635.87
Technology Maintenance & Repair Services	334,657.90
Training, Certification & Travel	145,130.38
Office Services	37,220.88
Print Operations Supplies, Paper and Forms	75,777.25
PCs Distributed for Operating System Upgrade Project	206,273.65
Technology Hardware, Repair Parts & Supplies	120,307.31
Office Supplies, Furniture & Appliances	70,999.96
Data Back-up and Recovery Solution with 3 Year Maintenance	873,945.20
Expansion of the Virtual Server Environment UCS	192,687.44
Capital Lease of Two Printers & Controllers for Print Operation	38,508.86
Office Printer	8,470.00
Physical Servers and Network Switches	15,462.30
<b>Total Data Center 2019 Expenditures</b>	<b>\$15,063,806.82</b>

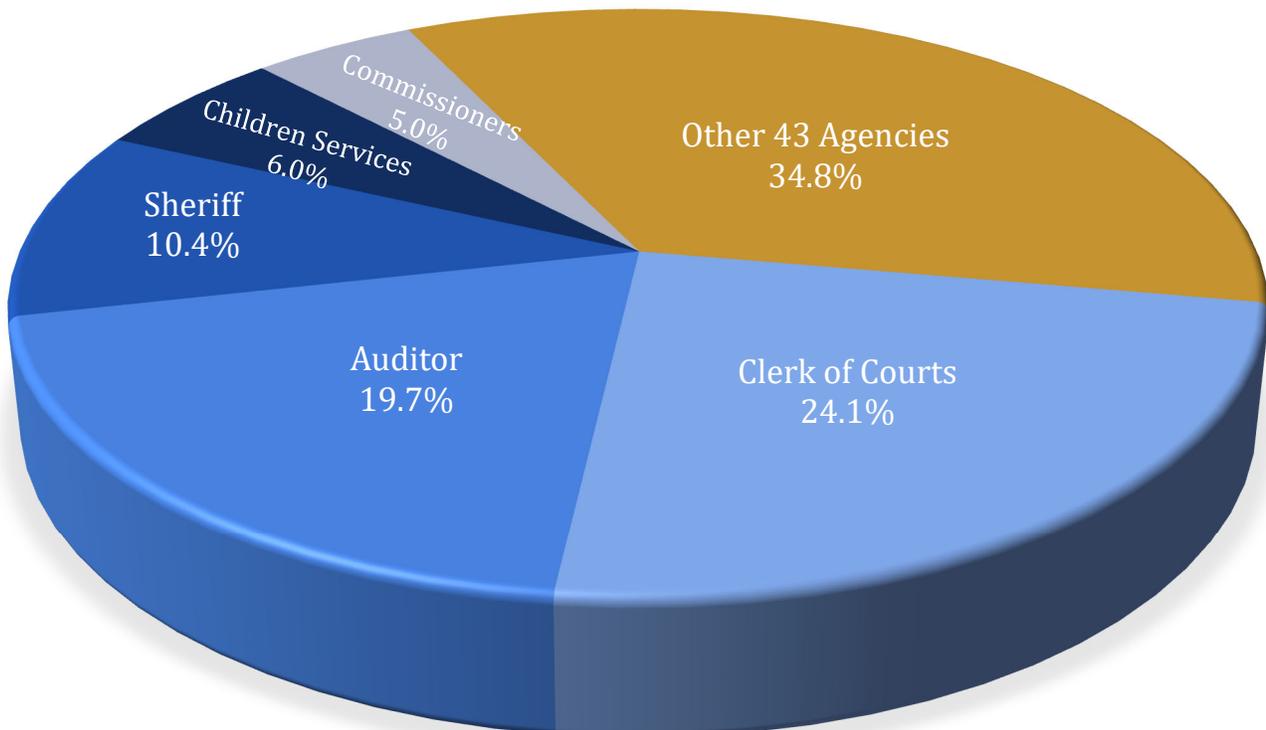
## 2019 Franklin County Data Center Allocations

The Data Center provides technology support to county offices, agencies, boards, and courts, as well as to other legislative authorities through professional services that include a countywide data network, enterprise and custom applications, project management, and specialized services. Resources are tracked, audited, and allocated to the applicable partner through revenue and the Countywide Cost Allocation Plan.

The Clerk of Courts continues to be the largest consumer of resources, with several large applications that include the Franklin County Justice System (FCJS), Case Information Online, and e-filing. FCJS also serves as the case management system for the Franklin County Courts and is utilized by multiple other agencies including the Supreme Court of Ohio, Franklin County Sheriff, Franklin County Prosecuting Attorney and Franklin County Public Defender.

The Auditor, who assesses property values, oversees weights and measures, licenses dogs, and serves as the county's chief fiscal officer to safeguard money, was the second largest consumer of resources. These resources include an electronic property search and parcel viewer, an update to the levy estimator for elections, a modern mobile app, and the fiscal system utilized by Franklin County Agencies.

### 2019 Technology Allocations by Agency



Agency	Percent Allocation
Clerk of Courts	24.09%
Auditor	19.66%
Sheriff	10.44%
Children Services	5.99%
Commissioners	4.97%
Child Support Enforcement	3.87%
Prosecuting Attorney	3.03%
Board of Elections	2.89%
Purchasing	2.35%
Treasurer	2.18%
Public Facilities Management	1.90%
Court of Common Pleas, Domestic & Juvenile	1.68%
CBCF - Community Based Correction Facility	1.66%
Recorder	1.52%
Probate Court	1.37%
Public Defender	1.29%
Public Health	1.15%
Court of Common Pleas, General Division	1.03%
Coroner	1.02%
Economic Development & Planning	0.96%
Board of Developmental Disabilities	0.79%
Human Resources	0.78%
Veteran's Service	0.77%
Office on Aging	0.73%
Animal Control & Care	0.67%
Job & Family Services	0.46%
Sanitary Engineer	0.41%
Emergency Management & Homeland Security	0.36%
ADAMH	0.34%
Court of Appeals	0.33%
Justice Program and Policy	0.26%
Fleet Management	0.20%
Guardianship Board	0.15%
Engineer	0.15%
Municipal Court	0.14%
Central Ohio Community Investment Corporation	0.11%
Metro Parks	0.09%
CASA - Court Appointed Special Advocate	0.08%
MORPC - Mid-Ohio Regional Planning Commission	0.07%
Law Library	0.06%

## Franklin County Data Center 2019 Employee of the Quarter



Justin Bise



Justin was nominated for his positive attitude, teamwork and exceptional communication.

## Congratulations Franklin County Data Center



Be it day-to-day operations or critical off-hours work, Justin is known for being consistently upbeat and reliable. His knowledge, commitment and professional demeanor have been recognized by agency partners including PFM, the Coroner's office, and the Sheriff's office. He's known for his tactfulness and his keen ability to have transparent, meaningful dialogue without being demeaning or dismissive. His wit and collaborative spirit have really helped to energize the team.



Michelle Halsell



Michelle was nominated for her strong problem solving skills, helpfulness and mentoring.

## Congratulations Franklin County Data Center



Not only does Michelle work diligently to ensure the timeliness and accuracy of her work, she invests her time in helping others to do the same. Michelle's recent successes include real-time updates to FCDC financials, lead contribution to FCDC key performance indicators and her work on the IT plans which was recognized by OMB. Her resourcefulness and her friendly, easy going disposition also contribute to the success of the team.



Josh Miller



Josh was nominated for his excellent customer service skills, leadership amongst peers and outstanding quality of work.

## Congratulations Franklin County Data Center



He demonstrates the true definition of professionalism, which means conducting oneself with responsibility, integrity, accountability, and excellence. Josh quickly resolves the issues at hand and always makes sure that our partners are happy. He is an essential part of our Center of Excellence team and we look forward to watching his continual professional growth with the Data Center.



Ryan Burkett & Nathan Hoy

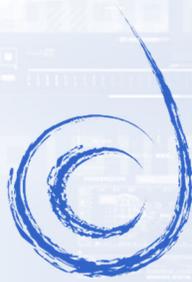


## Congratulations Franklin County Data Center



Ryan Burkett was nominated for the success of the huge Office 365 project.

Nathan Hoy was nominated not only his role with the Office 365 project, but for all of his efforts that lead the successful charge of the Windows 7 upgrade.



Franklin County  
**Data Center**

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[DATACENTER.FRANKLINCOUNTYOHIO.GOV](http://DATACENTER.FRANKLINCOUNTYOHIO.GOV)