

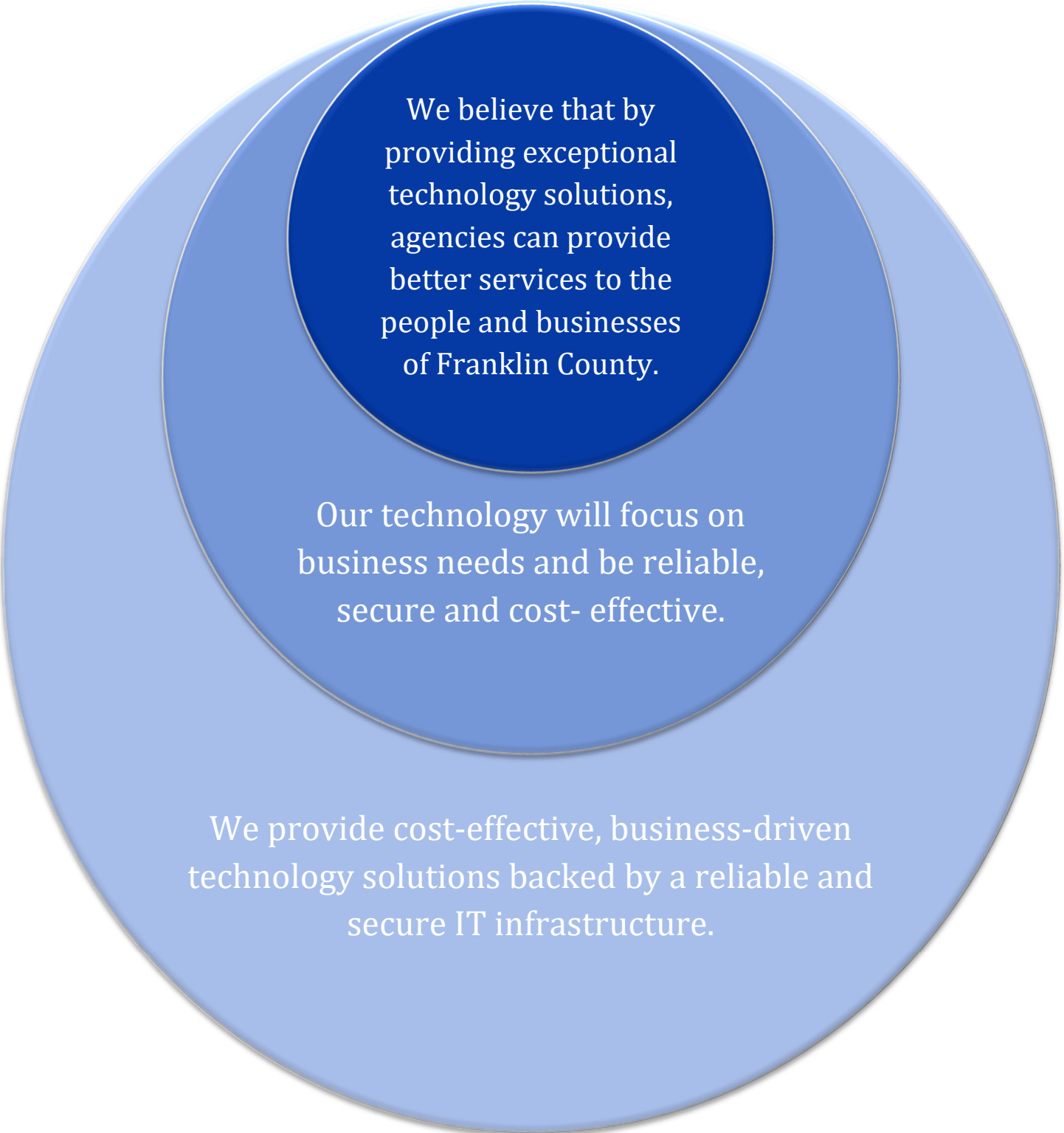


# Franklin County Data Center Strategic Business Plan 2021

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Auditor Michael Stinziano, Chief Administrator  
Adam Frumkin, Chief Information Officer  
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We believe that by providing exceptional technology solutions, agencies can provide better services to the people and businesses of Franklin County.

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

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

# A MESSAGE FROM AUDITOR STINZIANO



The goal of establishing the very best public service and making our community the best place to live and work continues. The Franklin County Data Center has a clear responsibility in achieving these goals.

With this in mind, the Franklin County Data Center strives to provide exceptional technology solutions that enable public offices to provide better services to the people and businesses of Franklin County.

In 2021, we will continue to move toward 21st century and beyond solutions while future-proofing our technology. This includes a future-focused perspective to be more efficient in our daily work while exploring new ideas that eliminate roadblocks and provide quality, cost-effective solutions and processes to all individuals, businesses, and governmental agencies throughout Franklin County.

I look forward to continuing to improve and provide reliable and secure information technology and expand electronic processes and mobile services. We will also utilize data sharing and data analytics to make meaningful data-driven decisions. This will provide new insight and support innovative solutions while transforming how services are delivered.

This is an exciting time for technology, the County and the Data Center as we work to ensure cost-effective, secure, and reliable technology solutions that support the public offices, people and businesses of Franklin County.

A handwritten signature in blue ink that reads "M Stinziano". The signature is stylized and cursive.

Michael Stinziano Franklin County Auditor  
Automatic Data Processing Board Secretary

# 2021 STRATEGIC BUSINESS PLAN

## Vision

The trusted enterprise technology service provider.

## 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.

## What we believe

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

## Critical Needs

1. Technology that allows agencies to provide exceptional service to the people and businesses of Franklin County in a cost-effective and efficient manner.
2. Secure and reliable information technology services.
3. A standard, centralized environment of technology and services throughout the county to increase efficiency and reduce operating costs.
4. Out-of-the-box or enterprise solutions to reduce technical debt and operating cost while increasing performance and future proof County technology.
5. Data analytics that support data-driven decisions throughout Franklin County.
6. Utilization of Key Performance Indicators (KPI) to measure and track performance, gauge opportunities for improvement and adhere to industry best practices.
7. Effective staff retention and recruiting strategies in a competitive IT environment.

## Strategic Initiatives

1. Implement cost-effective business and data-driven technology services built upon a reliable and secure IT infrastructure while reducing technical debt and increasing functionality. *Addresses critical needs 1, 2, 3, 4, 5*

Information Technology is vital to almost every part of County government. Providing technology that meets the needs of our partner agency enables them to provide excellent services to the people and businesses of Franklin County. The requirements and demand for these services increase each day. The Data Center will work to ensure that solutions are innovative, cost effective and reduce technical debt while future proofing County information technology. We are committed to embracing leading edge of technology, being agile in our response, and leading Franklin County to new technology that enhances services our partner agencies provide the people and businesses of Franklin County.

We will develop and maintain a five-year capital improvement plan, a three-year application refresh plan, expand mobile and electronic government, and begin the expansion of services to political subdivisions and other governmental entities while shepherding communications and relations between all agencies.

2. Implement data analytics that results in data-driven decisions across all agencies and ultimately across the state. *Addresses critical needs 5*

With the increase in electronic workflows, processes and data collection, agencies have access to more data. During 2020 the Data Center provided analytical reporting services that enables this large amount of data to be summarized, analyzed and used for data driven business decisions throughout the County. By December 2021 the Data Center will work with partner agencies to assist in identification of data, how data can be used and visualized to make informed decisions.

3. Utilize data driven KPIs to increase performance and efficiency. *Addresses critical needs 1 and 3*

By December 31, 2021 the Data Center will utilize standardized KPIs to track, report and use KPIs to increase performance and efficiency. These KPIs will be reported to staff weekly and to the Automatic Data Processing Board monthly focusing on both achievements and opportunities for improvement. Action will be taken on all items identified as requiring improvement.

4. Create a competitive workforce environment. *Addresses critical needs 7*

The Data Center will work to develop a competitive workforce environment that can meet the technology needs of Franklin County and achieve the Data Center's Vision, Mission and Strategic Goals. During 2021 maintain a turnover rate of less than 10%.

5. Continued replacement of legacy and proprietary software or systems with enterprise and out-of-the-box solutions that reduce technical debt and operating cost while increasing functionality and efficiency. *Addresses critical needs 2,3,4*

The Data Center will continue to replace legacy and proprietary software by replacing a minimum of four legacy systems by December 31, 2021. In order to reduce technical debt, redundant applications and processes will also be reviewed and centralized.

6. Reduce reliance on third-party vendors. *Addresses critical needs 1,2,3,7*

Consistent with the Data Center's Mission to provide cost-effective business driven technology solutions the Data Center will continue to reduce reliance on third-party vendors for routine tasks utilizing cost effective fulltime employees. During 2021 vendors will only be utilized for temporary staffing needs and when a subject matter expert is required.

### **Action Plan – By December 31, 2021 the Data Center will:**

1. Migrate at least four additional legacy applications, procedures or systems.
2. Successfully work with five agencies to capture and visualize data.
3. Data storage will be migrated to the new storage platform and legacy equipment will be decommissioned reducing the number of storage platforms from five to two.
4. Promote collaboration and utilization of enterprise solutions to reduce the technology debt and cost for Franklin County.
5. Maintain turnover at less than 10%.
6. Utilize standardized KPI to track, report and use them to increase performance and efficiency. These KPIs will be reported to staff weekly and to the Automatic Data Processing Board monthly focusing on both achievements and opportunities for improvement. Action will be taken on all items identified as requiring improvement.

## 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.

# 2021 AND BEYOND



It is with great pleasure that we share with you the Franklin County Data Center's 2021 Strategic Business Plan. This plan is a critical element toward achieving a Modern Workplace Transformation and Technology Excellence for Franklin County this year and beyond. We are committed to provide the most advanced, efficient, and effective management of technology and related services and resources, at every level for all partner agencies within the county as new technologies continue to emerge at a rapid pace and security threats grow increasingly sophisticated daily.

This being stated, we intend to continue to fundamentally transform how the Data Center does business. This plan is our coordinated effort to integrate people, processes, technology, information, and governance in a way that fully supports the needs of the county, our partners, and the people and business of Franklin County, while addressing the ever-evolving technology changes and challenges. This plan provides direction and guidance on advancing technology capabilities and resources in order to improve the modernization of the county's technology stance.

This plan was developed through the collaboration of the Data Center and Auditor Stinziano 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, data visualization, governance and accountability.

The Strategic Business Plan is a guide for the Franklin County technology community to work together to deliver effective, efficient services and solutions that ultimately provide for the modernization of our technology environment to support our ever-changing workforce. As part of this plan, the Data Center is committed through collaboration and innovation, to provide cost-effective business driven technology solutions.

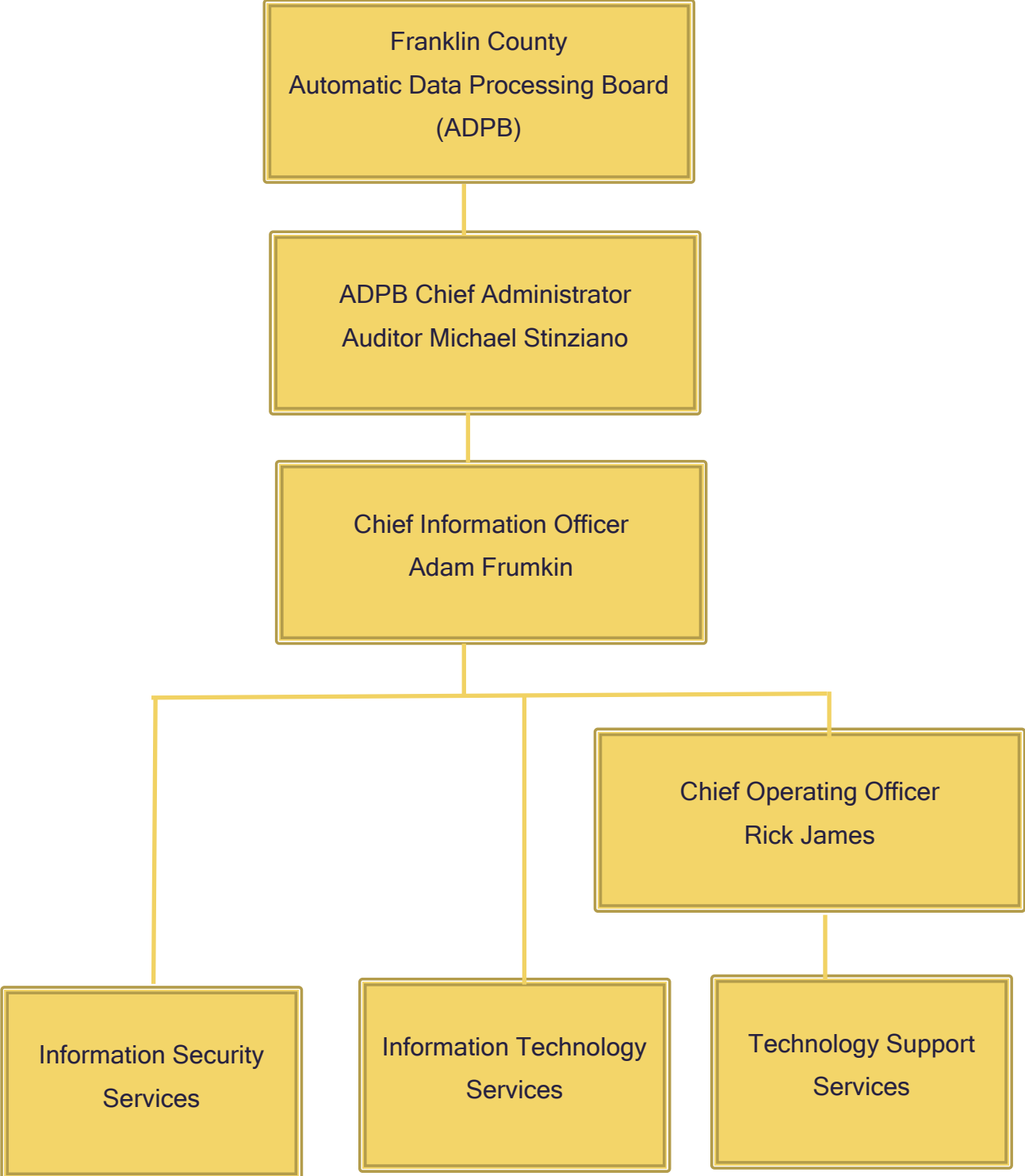
A handwritten signature in blue ink, reading "Adam Frumkin". The signature is stylized and cursive, written over a white background.

Adam Frumkin, CIO  
Franklin County Data Center



# MANAGING FOR RESULTS STRUCTURE

- Program Information Security Services
- Program Information Technology Services
- Program Technology Support Services



# 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

## 2020 Strategic Initiatives

1. Continue to implement tools and processes to reduce risk to the Franklin County Data Network and its content.

## 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 the 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. Provide monthly security incident reporting to Data Center CIO
2. Perform quarterly policy review and updates to better secure systems and ensure regulatory compliance.

## **Primary Contact**

Chief Information Officer

## **Responsible Employees**

CIO, Director of Information Security

# 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 Services
5. Endpoint Device Services
6. Application Development
7. Enterprise Software Solutions
8. Website Development and Maintenance

## 2020 Strategic Initiatives

1. Modernize legacy applications, procedures or systems.
2. Reduce technical debt through centralized technology solutions, countywide collaboration, and evaluating, replacing or consolidating systems as appropriate.

## 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, Director of Infrastructure, Director of Application Development

# TECHNOLOGY SUPPORT SERVICES

## Purpose

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

## Services

1. Agency Collaboration, Communication and Relations
2. Automatic Data Processing Board Preparation and Presentation
3. Business Analytics
4. Data Analytics
5. Financial Management
6. Human Resources
7. Information Technology Procurement Oversight
8. Information Technology Risk Management and Governance
9. Program and Project Management

## 2020 Strategic Initiatives

1. Create a competitive workforce by employing an alternative work schedule and further enhanced work environment.
2. Utilize a uniform and standardized methodology, process and tools which include milestones and budgetary information.
3. Implement data sharing and data analytics that results in data-driven decisions across all agencies and ultimately across the state.
4. Utilize data driven KPIs to increase performance and efficiency

## **Inputs**

1. O.R.C. requirements
2. Data Center policies
3. Industry best practices

## **Immediate Outcome**

Provide and govern efficient, responsive and fiscally sustainable technology that enable 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 projects, strategic initiatives, and key performance indicators to the Franklin County Automatic Data Processing Board and project stakeholders.

## **Primary Contact**

Chief Operating Officer

## **Responsible Employees**

CIO, COO, Director of Financial Services, Director of PMO