



Franklin County Data Center Strategic Business Plan 2020

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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



When I took office as the Franklin County Auditor, I established a variety of goals focused on providing the very best public service and making our community the best place to live and work. 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 2020, we will 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 in Franklin County.

We will 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, which appears to read "M. Stinziano". The signature is fluid and cursive.

Michael Stinziano
Franklin County Auditor
Automatic Data Processing Board Secretary

2020 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. One unified productivity, collaboration and communication platform utilized throughout the entire county.
3. Secure and reliable information technology services.
4. Standardized technology and services throughout the county to increase efficiency and reduce operating costs.
5. Evaluation of legacy software for opportunities to retire or replace them with out-of-the-box or enterprise solutions.
6. Utilization of Key Performance Indicators (KPI) to measure and track performance, gauge opportunities for improvement and adhere to industry best practices.
7. Data analytics that support data sharing and data-driven decisions.
8. Effective staff retention strategies in a competitive IT environment.
9. Strategic implementation of cost-effective storage solutions to accommodate the growing demand for secure data.
10. Effective service delivery that ensures collaborative and successful projects on time and on budget.
11. Guiding (shepherding) communication and relations between all agencies to reduce operating costs and technical debt while increasing functionality.

Strategic Initiatives

1. Implement cost-effective business and data-driven technology services built upon a reliable and secure IT infrastructure. *Addresses critical needs 1, 2, 3, 4, 5*
2. Implement data sharing and data analytics that results in data-driven decisions across all agencies and ultimately across the state. Utilize data-driven KPIs to increase performance and efficiency. *Addresses critical needs 6 and 7*
3. Create a competitive workforce environment. *Addresses critical need 8*
4. Reduce technical debt while increasing functionality. *Addresses critical needs 9, 10, 11*

Action Plan – By December 31, 2020 the Data Center will

1. Implement at least two additional Microsoft® 365 features.
2. Migrate at least four legacy applications, procedures or systems.
3. Implement standard procurement and management of endpoint devices.
4. Implement monitoring of Microsoft® Active Directory and network.
5. Implement a data lake to facilitate data sharing.
6. All projects with a cost exceeding \$100,000 will utilize uniform and standard methodology, process and tools which will include milestone and budgetary information.
7. Storage environment will be evaluated and optimized, reducing the cost of storage per unit.
8. Promote collaboration and utilization of enterprise solutions to reduce the technology debt and cost for Franklin County.

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

The Data Center is committed to providing cost-effective, highly-available and secure technology solutions that enable our partner agencies to provide better services to the people and businesses of Franklin County. This will be achieved through collaboration, innovation and long-term planning. As part of this planning the Franklin County Data Center will enter 2020 with a five-year strategic roadmap which includes:

- Future-proofing County Information Technology
- Reducing technology debt
- Updating and testing disaster recovery and business continuity plans
- Drafting a five year capital improvement roadmap
- Maintain a 3 year application refresh roadmap
- Documenting hardware and software end-of-life plans
- Develop a secure data lake which facilitates data sharing
- Expand data analytics for data-driven decisions and service transformation
- Expand mobile and electronic government
- Expand technology services to political subdivisions and other governmental entities

Technology can change the way services are provided to the people and businesses of Franklin County. I look forward to serving as the Franklin County Data Center CIO focusing on innovation and collaboration resulting in better services for the people and businesses of Franklin County.

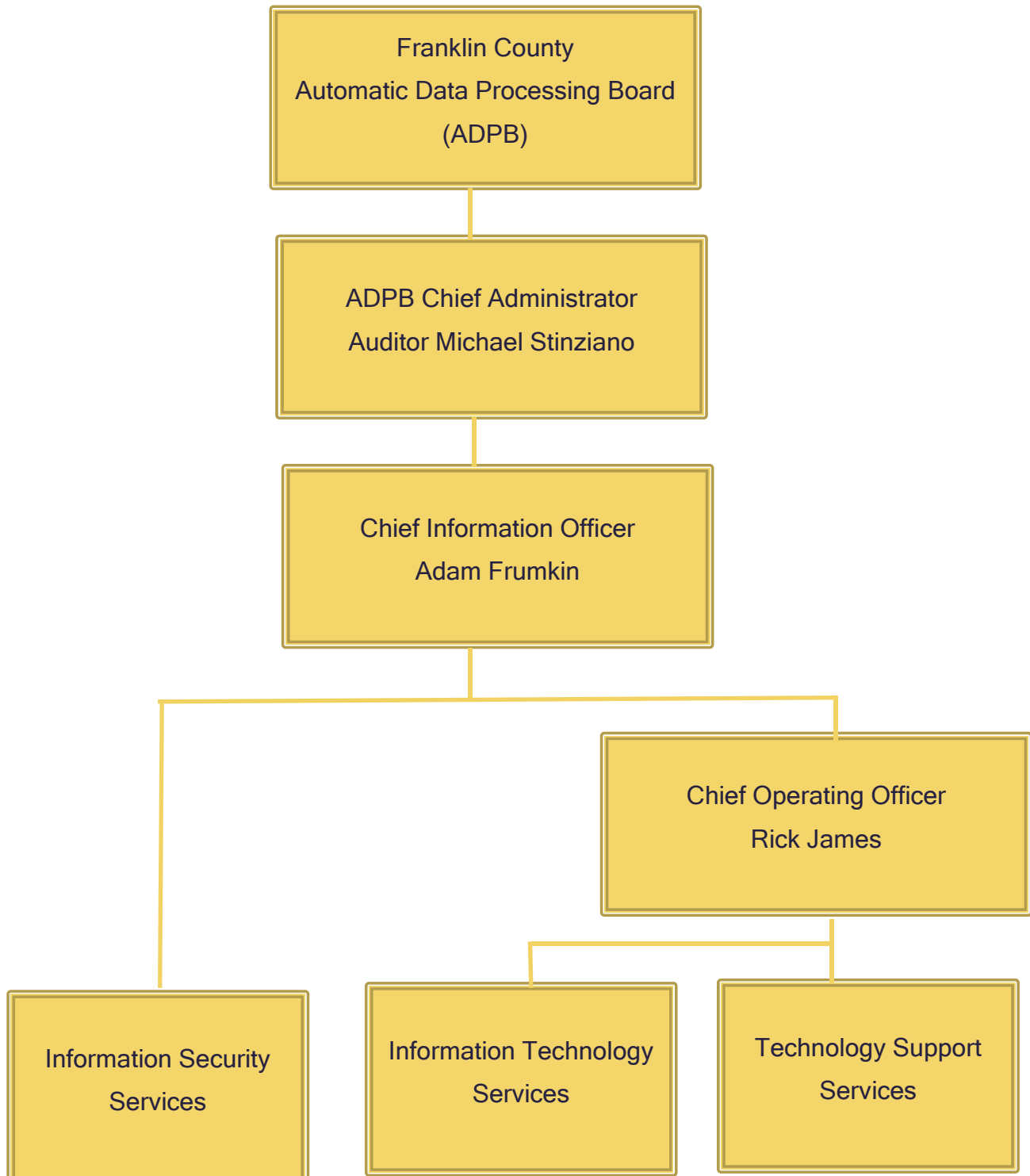


Adam Frumkin, CIO
Franklin County Data Center



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

2020 Strategic Initiatives

1. Implement monitoring process for Microsoft® Active Directory and network changes.
2. Implement and test a countywide Security Incident Management (SIM) system.

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, COO, 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. Center of Excellence
5. Application Development

2020 Strategic Initiatives

1. Implement at least two additional Microsoft® 365 features to increase productivity.
2. Migrate at least four legacy applications, procedures or systems.
3. Implement standard procurement and management of endpoint devices.
4. Implement a data lake to facilitate data sharing.
5. Reduce technology cost per unit by optimizing and centralizing services.

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. 99.9% availability of technology platforms less than 5 years old (less scheduled maintenance)
2. 90.0% availability of technology platforms greater than 5 years old (less scheduled maintenance)
3. 99.9% network availability (less scheduled downtime)
4. 99.9% availability of Windows storage solutions
5. 99.9% availability of High-Availability databases
6. 90% availability of legacy databases (less scheduled downtime)
7. 99% of user management requests will be resolved within 24 hours
8. Centralize procurement and management of 500 endpoint devices
9. Retire four legacy applications, procedures or systems

Primary Contact

Chief Operating Officer

Responsible Employees

CIO, COO, Director of Enterprise Architecture, Director of Infrastructure

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. Implement standard procurement and management of endpoint devices.
3. Recover 15% of Data Analytic cost.
4. Reduce employee turnover to less than 20%.
5. Utilize a uniform and standardized methodology, process and tools which include milestones and budgetary information.

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

1. Provide Data Board members a complete agenda with supporting documentation no later than close of business the Thursday prior to the Board meeting
2. Provide monthly reporting for Data Center projects, strategic initiatives, and key performance indicators to the Franklin County Automatic Data Processing Board and project stakeholders
3. Distribute bi-weekly project status reports for all projects in excess of \$100,000
4. Provide at least one new or amended report per month that facilitates data-driven business decisions
5. Recover no less than 92% of the amended revenue budget

Primary Contact

Chief Operating Officer

Responsible Employees

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