

Franklin County Data Center 2022 Strategic Business Plan



Auditor Michael Stinziano, Chief Administrator
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A MESSAGE FROM AUDITOR STINZIANO



Your Franklin County Data Center continues to provide award-winning, cutting edge and reliable digital solutions that enable county agencies to provide superior service to the residents and businesses of Franklin County.

Over the past year, the Data Center has demonstrated its agile use of 21st century technologies by accommodating a county workforce that had to adjust to changes to their normal operations due to the impact of the COVID-19 pandemic. It is their great dedication and digital services that enabled a flexible workforce that served the residents and businesses of Franklin County despite COVID-19 public health orders requiring workers to adjust their normal operations and practices.

As we look to the future, the Data Center is implementing plans that promote innovation and collaboration in providing reliable and secure information technologies services. From using data analytics to enable data-driven decisions to expanding mobile and electronic government services, the Data Center is deploying quality services that transform 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 empower the public agencies, residents and businesses of Franklin County.

Michael Stinziano Franklin County Auditor
Automatic Data Processing Board Secretary

2022 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. The people and businesses of Franklin County deserve exceptional services. Each day these services demand modern, reliable, stable, and secure technology. Continuation, expansion, and innovation of these services at the level expected requires adequate, diversely skilled staff to both maintain and expand critical enterprise services. This need is especially challenging in the competitive IT environment Franklin County resides, thus requires effective staff retention and recruiting strategies.
2. 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.
3. Continued expansion of modern technology to better serve the people and businesses of Franklin County. This need has expanded to in-person, virtual, and electronic services.
4. Technology is part of almost every service provided in Franklin County. All technology requires proper planning and execution of life-cycle management that creates an efficient and consistent enterprise environment. Partnership growth and involvement are necessary by FCDC to create and increase technology alignment in Franklin County.
5. A high-availability environment with business continuity plans throughout Franklin County.

Strategic Initiatives

1. Expand staff with highly skilled and diverse individuals to meet the growing technology expectations of our partner agencies *(addresses critical needs 1,2,3,4,5)*
2. Retain current highly effective staff members by implementing first-in-class retention techniques. *(addresses critical needs 1,2,3,4,5)*
3. Implement cost-effective business and data-driven technology services built upon a modern, available, stable, and secure IT infrastructure while increasing functionality and reducing technical debt. *(addresses critical needs 1,2,3,4,5)*
We will continue to maintain a five-year rolling life-cycle management, capital improvement plan that includes a three-year application plan by expanding mobile and electronic government.
4. Continued replacement of legacy and proprietary software or systems with enterprise and out-of-the-box solutions that increase functionality and efficiency while reducing technical debt and operating cost *(addresses critical needs 2,3,4,5)*
The Data Center will continue to replace legacy and proprietary software and systems by replacing a minimum of four legacy items by December 31, 2022. To reduce technical debt, redundant applications and processes will also be reviewed and centralized.
5. Upgrade infrastructure and endpoint operating systems and software no longer supported by the manufacturer. *(address critical needs 2,4,5)*
6. Provide strategic technology direction and advisement to partner agencies to ensure consistent efficiency and alignment throughout the county. *(address critical needs 4,5)*

Action Plan – By December 31, 2022, the Data Center will:

1. Migrate at least four additional legacy applications, procedures, or systems using modern technology.
2. Drive collaboration and utilization of enterprise solutions to increase capabilities while reducing technical debt and cost, and the Data Center will migrate at least one domain to the FCDN.
3. Make business-driven decisions regarding when third-party vendors should be used to meet the technology needs of the county and our partner agencies.
4. FCDC will use advanced recruiting tools and first-in-class retention strategies to develop and maintain a highly effective staff with less than 15% staff turnover.
5. Promote and uphold policies that result in technology that supports the services of Franklin County.
6. Through communication and training, raise service quality throughout Franklin County by improving user knowledge and adoption of current technologies.

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.

WHERE DO WE GO FROM HERE



As we plan strategically for the future, we reflect on our many accomplishments during the first months of the pandemic and what became known as the New Normal. We are proud of our team that put service before self and, through collaboration, innovation and diligence provided agile and secure technology which enabled the agencies of Franklin County to continue and even expand services during a difficult time.

Today we remain focused on the Next Normal and how we will continue to not only meet new challenges, but rise above them as a team in pursuit of providing continuity of government and all the services needed and requested by the agencies we support.

Our focus is still on providing a cost-effective, highly-available, and secure technology environment through continual collaboration, innovation, and strategic planning. The Data Center continues to maintain a three-year strategic plan, making annual adjustments to respond to changing technology and ensure we provide the best possible services with the end goal of supporting the people and businesses of Franklin County.

I am excited this year to continue to grow the Data Center in both resources and capabilities, focusing on a strong set of core services and on providing exceptional technology and customer service. We remain dedicated to taking the right steps to future-proof our technology and ensure that we are building upon a firm foundation of business-driven technology that is reliable and secure.

This plan was developed through the collaboration of the Data Center, Auditor Stinziano, County Administration, and discussions with our partner agencies. The result is a focused, mission-driven, achievable plan that positions our technology to address the critical areas of people, culture, innovative technologies, cybersecurity, data visualization, governance, and accountability.

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

Adam Frumkin, CIO
Franklin County Data Center

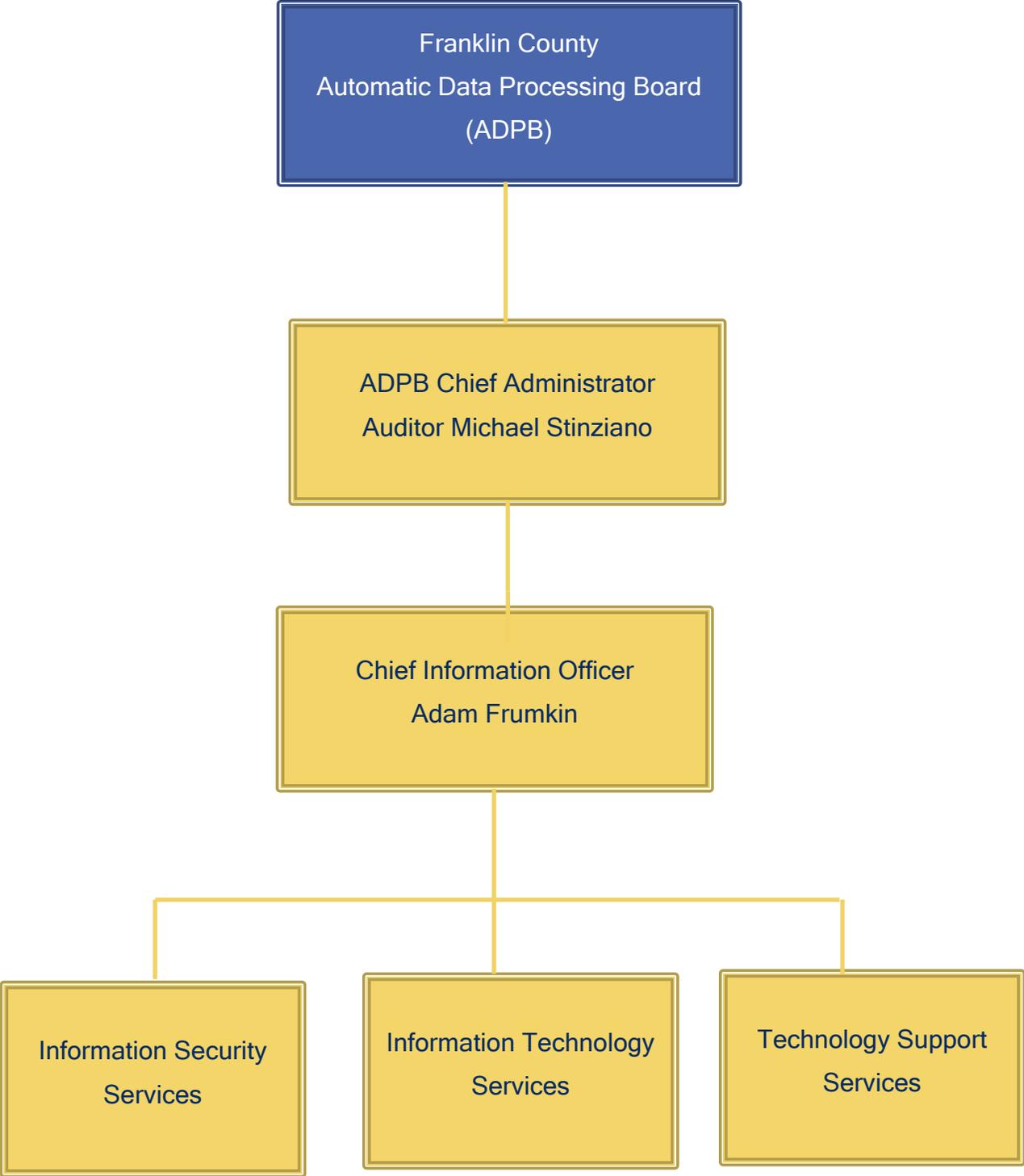


We believe that by providing exceptional technology solutions, agencies can provide better services to the people and businesses of Franklin County.

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.

MANAGING FOR RESULTS STRUCTURE



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.
2. Promote education activities that prepare our Franklin County team to be active participants in keeping data and systems safe from bad actors.

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. Perform quarterly policy review 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

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. Business Analysis
10. Program and Project Management

2020 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.
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 and enterprise projects

Monthly financial and procurement reporting for the Automatic Data Processing Board

Primary Contact

Chief Information Officer

Responsible Employees

CIO, Director of Business Services, Director of Financial Services, Director of PMO, Human Resource Manager

SERVICE

Before Self



Franklin County
Data Center