

---

**OAKLAND COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY  
eGOVERNMENT SERVICES DIVISION  
DATA WAREHOUSE STRATEGIC PLAN**

---



Information Technology Director: Ed Poisson  
Program Sponsor

eGovernment Services Division Manager: Dale Kukla  
Program Director

eGovernment Application Services Supervisor: Ed Sager  
Project Supervisor

Data Warehouse Team Lead: Patricia Hannum  
Project Manager

Date: May 16, 2006

---

**OAKLAND COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY  
eGOVERNMENT SERVICES DIVISION  
DATA WAREHOUSE STRATEGIC PLAN**

---

**TABLE OF CONTENTS**

<b>1.</b>	<b><i>INTRODUCTION</i></b> .....	<b>1</b>
<b>2.</b>	<b><i>MISSION STATEMENT</i></b> .....	<b>2</b>
<b>3.</b>	<b><i>VISION</i></b> .....	<b>3</b>
<b>4.</b>	<b><i>GOALS</i></b> .....	<b>4</b>
<b>5.</b>	<b><i>OBJECTIVES</i></b> .....	<b>5</b>
<b>6.</b>	<b><i>INITIATIVES</i></b> .....	<b>7</b>

---

**OAKLAND COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY  
eGOVERNMENT SERVICES DIVISION  
DATA WAREHOUSE STRATEGIC PLAN**

---

## **1. INTRODUCTION**

The purpose of this planning process is to capture and present a vision of the capabilities of this program and its ability to support current and future data warehousing initiatives and projects for the County. This plan is a living document that will be modified in response to the changing business environment that inevitably occurs via changes in mandates, organization, and/or technology.

This Strategic Plan is organized into the following sections:

- **MISSION** – the basic purpose of the Data Warehouse Program;
- **VISION** – high-level description of the manner in which the Data Warehouse Program will exist and operate in the future to fulfill the stated mission;
- **GOALS** – detailed description of what the Data Warehouse Program is targeted to achieve;
- **OBJECTIVES** – quantifiable measurements that identify how successful the Data Warehouse Program is in meeting stated Goals;
- **INITIATIVES** – specific activities the Data Warehouse Program will perform to achieve stated Objectives;

---

**OAKLAND COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY  
eGOVERNMENT SERVICES DIVISION  
DATA WAREHOUSE STRATEGIC PLAN**

---

**2. MISSION STATEMENT**

The mission of the Oakland County Data Warehouse Program is to support Oakland County's overall goal to serve its communities by providing services and solutions that empower County departments, agencies and Cities, Villages, and Townships (CVTs) with easy access to reliable, integrated information in support of operational and management decision-making processes.



---

**OAKLAND COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY  
eGOVERNMENT SERVICES DIVISION  
DATA WAREHOUSE STRATEGIC PLAN**

---

### **3. VISION**

The Data Warehouse Program is envisioned as the strategic resource for all of the County's data integration and reporting needs. Customers include both the County's business community AND the County's Information Technology (IT) staff.

Managers and decision-makers from all County departments recognize the Data Warehouse Team as the experts on the following services and solutions:

- Database Design
- Data Integration
- Data Quality Analysis
- End-User Reporting
- Data Mining and Predictive Analysis

Managers and decision-makers actively engage the Data Warehouse Team before embarking on new system initiatives.

The Data Warehouse Team delivers and will continue to deliver high quality consulting services, implementation services, and packaged solutions to meet the data integration and reporting needs of its customers.

---

**OAKLAND COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY  
eGOVERNMENT SERVICES DIVISION  
DATA WAREHOUSE STRATEGIC PLAN**

---

#### **4. GOALS**

Goals are the blueprint for the tactical execution of a strategy - communicating what we are endeavoring to accomplish with our program. The Data Warehouse Team has identified the following eight goals:

1. **Consistent Involvement with New Application System Planning and Development** – to ensure that reporting and data analysis requirements are considered and planned for in new systems AND to determine if new system data can be incorporated into enterprise data integration databases;
2. **Continued Reduction in the Costs of Program Ownership and Delivery** – to identify and offer lower cost delivery options and cost-efficient vendor tool solutions.
3. **Assist in the Development of County Performance Management Center of Excellence** – to assist County departments in the development of Performance Management applications through the use of consistent tools, processes, and standards;
4. **Continued Involvement with Access Oakland Product Development** – to design and develop integrated databases that support on-line products consistent with our existing data warehouse/datamart architecture;
5. **Continued Implementation and Support for Ad Hoc End-User Reporting** - to recommend and implement tools and/or reporting systems that will enable users to easily report and analyze data that is difficult or impossible to access from their operational systems;
6. **Continued Implementation and Support for Customer and Inter-Governmental Data Integration** – to assist individual departments in integrating data with other departments and/or government agencies for the purpose of reporting and analysis;
7. **Continued Pursuit of Expertise with Business Intelligence, Data Quality, and Data Integration Tools, Techniques, and Methodologies** – to maintain the DW team’s current level of expertise in the existing County’s standard tool set and to monitor the emergence of any new technologies or opportunities for improvement;
8. **Development of Reporting Capabilities Among Non-Technical County Users** – to assist our customers in expanding their ability to understand and use reporting technology to increase job efficiency and identify revenue generating/cost reducing opportunities;

---

**OAKLAND COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY  
eGOVERNMENT SERVICES DIVISION  
DATA WAREHOUSE STRATEGIC PLAN**

---

## **5. OBJECTIVES**

The Data Warehouse Team’s objectives are measurable outcomes that will help determine how successful we are in accomplishing the goals defined above. This section is organized by goal so that the objectives pertaining to each goal are grouped together.

**GOAL #1. Consistent Involvement with New Application System Planning and Development**

- OBJECTIVE #1.** Establish a partnering relationship with the Application Services and CLEMIS leaderships so that the DW Team is consistently engaged;
- OBJECTIVE #2.** Identify and develop a “Champion” for the Data Warehouse Program within the County’s Leadership;

**GOAL #2. Continued Reduction in the Costs of Program Ownership and Service/Solution Delivery**

- OBJECTIVE #3.** Provide cost-based service/solution delivery options to include direct reporting from production databases, federated data access, and customized data access
- OBJECTIVE #4.** Take advantage of database vendor’s existing tool suites where possible to reduce annual software maintenance fees and to leverage standard office software training.

**GOAL #3. Assist in the Development of County Performance Management Center of Excellence**

- OBJECTIVE #5.** Establish the DW Team as the thought leaders within the County on the subject of Performance Management processes and tools;
- OBJECTIVE #6.** Engage County Executive Leadership on a program to identify and publish Key Performance Measures for all County departments;

**GOAL #4. Continued Involvement with Access Oakland Product Development**

- OBJECTIVE #7.** Continue to be the primary resource for the maintenance and support of existing Land databases/datamarts and the ETL systems used to load them;

**GOAL #5. Continued Implementation and Support for Ad Hoc End-User Reporting**

- OBJECTIVE #8.** Continue to be the primary resource for maintenance and support of the existing Ad Hoc Reporting tool’s semantic layer and reports;
- OBJECTIVE #9.** Document and broadcast statistics and success stories related to the support of existing Ad Hoc End-User Reporting initiatives;
- OBJECTIVE #10.** Identify new opportunities/customers that would benefit from Ad Hoc End-User Reporting;

**GOAL #6. Continued Implementation and Support for Customer and Inter-Governmental Data Integration**

- OBJECTIVE #11.** Continue to be the primary resource for maintenance and support of existing databases currently integrating data from multiple departments/systems;

---

**OAKLAND COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY  
eGOVERNMENT SERVICES DIVISION  
DATA WAREHOUSE STRATEGIC PLAN**

---

**OBJECTIVE #12.** Identify new opportunities/customers that would benefit from Data Integration;

**OBJECTIVE #13.** Document and broadcast statistics and success stories related to the support of existing Data Integration initiatives;

**GOAL #7. Continued Pursuit of Expertise with Business Intelligence, Data Quality, and Data Integration Tools, Techniques, and Methodologies**

**OBJECTIVE #14.** Continue to provide the DW customers with high quality tools and thought leadership

**OBJECTIVE #15.** Perform R&D on new technologies/vendors

**GOAL #8. Development of Reporting Capabilities Among Non-Technical County Users**

**OBJECTIVE #16.** Continue to provide business analysts and knowledge workers with specialized report training and mentoring

---

**OAKLAND COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY**  
**eGOVERNMENT SERVICES DIVISION**  
**DATA WAREHOUSE STRATEGIC PLAN**

---

## **6. INITIATIVES**

Initiatives are specific actions that are identified in response to the established goals, objectives and strategies. Emphasis should be placed on achieving incremental progress with early benefits.

1. Review proposed Scope & Approach documents and determine the need to provide project sponsors and project managers with additional user reporting and data integration considerations;
2. Develop a “Reporting and Data Integration Considerations” informational pamphlet for project sponsors and project managers;
3. Develop a County Performance Management Center of Excellence (CPM-COE) Program that creates and publishes guidelines for implementing County Performance Management initiatives within the County;
4. Develop a prototype Dashboard application to be used for demo purposes to potential IT and business customers;
5. Publish end-user usage statistics and success stories for existing Access Oakland, Ad Hoc Reporting, and Data Integration initiatives to promote data warehousing and decision support to the County;
6. Schedule informational meetings with at least three (3) County departments (and their IT support staff) who are not currently doing ad hoc reporting but have a need for ad hoc reporting of their operational data;
7. Document at least one (1) business case with positive ROI that involves integrating data from multiple departments/systems;
8. Aggressively pursue the list of projects and priorities established by the Common Services Leadership Group.
9. Keep existing tool sets up to date and in good working order
10. Create at least two white papers on new trends/technologies within the areas of Business Intelligence, Data Quality, and/or Data Integration, i.e. predictive analytics or dashboarding
11. Document various levels of implementation options available to our customers – Full Data Warehouse, Data Mart, “Thin” Operational Ad Hoc Reporting.
12. Provide cost estimates for all applicable implementation options to customers before Design/Construction/Implementation phases.
13. Meet with Microsoft to explore possible use of their existing and forthcoming business intelligence tools.