

DW-BI Framework Project

May 22, 2012



Project Summary

The objectives of this project are to create a non-agency-specific framework for the development of a Data Warehouse and Business Intelligence project plan and a class presentation by May 22, 2012.

Conditions of satisfaction include:

Project completed and delivered in 7 weeks (April 3, 2012 through May 22, 2012).

Usability of the project plan and framework for any state agency to develop a data warehouse.

Project Goal

To ensure the quality of the products developed under the DW-BI Framework Project, the following product acceptance criteria have been established:

Project completed in 7 weeks with a target date of May 22, 2012.

Weekly status meeting updates with project sponsor.

Final presentation to sponsor, PM class, and key stakeholders from RSC.

Project Outcome

The product of this project is 1) a Project Plan foundation that will be completed by the target agency to manage a Data Warehouse and Business Intelligence project, and 2) a class presentation of both the class project and a description of the product of that project.

Included within the Project Plan product will be:

- Project Schedule
- Project Budget
- Scope Management Plan
- Schedule Management Plan
- Cost Management Plan
- Quality Management Plan
- Procurement Plan
- Human Resource Plan
- Communications Plan
- Risk Management Plan
- Change Management Plan

Within the delivered Project Plan foundation, the following guidelines will be observed:

- Document format will be consistent and functional.
- Project document templates based on PMBOK standards.

The presentation of the project and product description to the PM class will be via Microsoft PowerPoint. All project team members will participate in the delivery of the presentation.

Project Benefits

Completed Project Plan which will be utilized to manage a Data Warehouse and Business Intelligence project

Project Team

For more information about this project, contact team members:

Project Manager: Jody Fassette - Jody.Fassette@mh.ohio.gov

Quality Management: Terry Lee Adams - TerryLee.Adams@jfs.ohio.gov

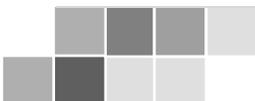
Resource Management: Steve Ball - Steven.Ball@rsc.ohio.gov

Scheduling / HR Management: Manijeh Hadjarpour - Manijeh.Hadjarpour@jfs.ohio.gov

Communications Management: Marguerite Marsh - Marguerite.Marsh@jfs.ohio.gov

Risk Management: Tim Nguyen - Tim.Nguyen@rsc.ohio.gov

Sponsor: Nelson Gonzalez - nelson.gonzalez@das.ohio.gov



DW-BI Framework
INFORMATION SHARING AGREEMENT RSC TEMPLATE

INTERAGENCY AGREEMENTS: ITEMS TO BE CONSIDERED

This Agreement is entered into by and between Rehabilitation Services Commission (hereinafter RSC) and the [AGENCY to be named] [hereinafter (INSERT agency acronym)]

ARTICLE I – PURPOSE AND LEGAL AUTHORITY

[SHOULD INCLUDE THE SPECIFIC PURPOSE OF THE DATA EXCHANGE.]

[SHOULD INCLUDE STATEMENT “The release of this information is authorized by (LIST THE SPECIFIC Ohio Revised Code Sections and Ohio Administrative Code Sections and any Federal law.)]

ARTICLE II – RECORDS DESCRIPTION

[SHOULD INCLUDE SPECIFIC DETAILED DESCRIPTION OF THE DATA TO BE EXCHANGED.]

ARTICLE III – VERIFICATION PROCEDURES

RSC makes no guarantee as to the accuracy or currency of the information provided to [AGENCY to be named] pursuant to this Agreement.

ARTICLE IV – DISPOSITION OF OBTAINED INFORMATION

Records obtained from RSC must be maintained in a separate data base and be clearly identifiable as the records of RSC. The records from RSC may not be merged or co-mingled with data of [AGENCY to be named] for storage or for any purpose other than that listed in this Agreement. [AGENCY to be named] will retain any identifiable records received from RSC only for the period of time required for any processing related to the activities under this Agreement and will then destroy the records and notify RSC Agreement manager the records have been destroyed.

ARTICLE V – CONFIDENTIALITY OF INFORMATION

[AGENCY to be named] will safeguard and maintain the confidentiality of all information received under this Agreement in accordance with the applicable [AGENCY ASSOCIATED] laws of the State of Ohio.

DW-BI Framework
INFORMATION SHARING AGREEMENT RSC TEMPLATE

[AGENCY to be named] will ensure no staff members use the information provided by RSC for any purpose that does not meet the requirements of the applicable [AGENCY ASSOCIATED] laws of the State of Ohio and is not specifically authorized by this Agreement.

[AGENCY to be named] will ensure no staff members used any information, systems no records made available to it for any purpose other than to fulfill the obligations specified herein. The parties specifically agree to comply with state and federal confidentiality and information disclosure laws, rules, and regulations applicable to programs under which this Agreement exists, including, but not limited to [LIST CITATIONS]. [AGENCY to be named] specifically agrees that provisions of [LIST ORC CITATIONS] and applicable OAC rules will apply with respect to confidentiality of information and any use of re-disclosure of information provided to it, with venue solely in [LIST SITE].

[AGENCY to be named] agrees and acknowledges the information provided by either party may be considered confidential or proprietary under the laws of the State of Ohio or under federal law. If either party, as a public entity, received a public records request for information related to this Agreement, the party receiving the request (Party A) will promptly notify the other parties (Party B) of the request. If party B believes there is information that is confidential or proprietary and should not be released, Party A will provide a reasonable period of time for Party B to seek to have the confidential or proprietary information withheld from the document prior to releasing the document.

ARTICLE VI – SECURITY PROCEDURES

[SHOULD INCLUDE ALL RESTRICTIONS AND EXPECTATIONS OF USAGE.]

[SHOULD INCLUDE REFERENCE TO SAFEGUARD PROCEDURES/PLAN.]

ARTICLE VII – RECORDS USAGE, DUPLICATION AND REDISCLOSURE RESTRICTIONS

[AGENCY to be named] agrees to the following limitations on the access to, and disclosure and use of, the information provided by RSC.

[AGENCY to be named] will ensure staff members will use the data supplied by RSC only for purposes of this Agreement, and only to the extent specified in Article I of this agreement.

[AGENCY to be named] will ensure staff members will not duplicate or disseminate the information provided by RSC to another party without prior written authority from RSC. Such permission will not be given unless the re-disclosure is permitted or required by law and essential to the conduct of the activities under this Agreement.

[AGENCY to be named] will ensure no staff members will disclose information obtained from RSC except pursuant to the applicable provisions of the [AGENCY ASSOCIATED] laws of Ohio, applicable federal laws, and this Agreement.

DW-BI Framework
INFORMATION SHARING AGREEMENT RSC TEMPLATE

[AGENCY to be named] will ensure no staff members will disclose information provided in any manner that would disclose the identity of an individual by either direct or indirect means.

[AGENCY to be named] is strictly prohibited from re-disclosing information received from [AGENCY to be named], unless such re-disclosure is pursuant to written agreement which includes the provision of ARTICLES V, VI, and VII of this Agreement and is approved by RSC in advance of the re-disclosure.

ARTICLE VIII – TERM OF AGREEMENT

Upon approval by [AGENCY A Director/authorized representative] and other appropriate agencies, this Agreement shall be in effect upon execution and remain in effect through [MONTH, DAY, YEAR], unless this Agreement is suspended or terminated pursuant to ARTICLE X prior to termination date.

The Confidentiality provisions of this Agreement shall survive the termination of this Agreement.

ARTICLE IX – COST OF DATA PREPARATION

[AGENCY to be named] will reimburse RSC for all actual costs relative to providing the information under this agreement as specified in Attachment X, not to exceed a total of \$XX, XXX. RSC will submit an invoice for costs to [AGENCY to be named] within 60 days of the transfer of information. [AGENCY to be named] will pay RSC's invoice within 60 days of receipt.

Costs will be reviewed by RSC and [AGENCY to be named] annually during the Agreement period.

ARTICLE X – SUSPENSION AND TERMINATION

In the event changes in either state or federal law or regulations occurs which render performance hereunder illegal, void, impracticable, or impossible, this agreement shall terminate immediately. RSC may suspend or terminate this Agreement immediately, upon delivery of written notice to [AGENCY to be named], if RSC discovers any illegal conduct on the part of [AGENCY to be named] or if there is any breach of the confidentiality provisions of this Agreement.

RSC and [AGENCY to be named] may terminate this agreement by mutual consent at any time.

Upon thirty (30) days written notice to the other parties, any party may terminate this Agreement.

Notice of termination or suspension must be sent to [EXACT ADDRESS OF WHERE NOTICE MUST BE SENT]; and to the representative of [AGENCY to be named] at the address appearing on the signature page of this Agreement.

DW-BI Framework
INFORMATION SHARING AGREEMENT RSC TEMPLATE

ARTICLE XI – BREACH OR DEFAULT

Upon breach or default of any of the provisions, obligations or duties embodied in this Agreement, RSC may exercise any administrative, contractual, equitable or legal remedies available, without limitation. The waiver of any occurrence of breach or default is not a waiver of subsequent occurrences, and RSC retains the right to exercise all remedies hereinabove mentioned.

If either party fails to perform an obligation under this Agreement and thereafter such failure is waived by the other party, such waiver will be limited to the particular failure so waived and will not be deemed to waive other failure hereunder. Waiver by either party will not be effective unless it is in writing signed by [AGENCY A Director/authorized representative] and by [AGENCY B Director/authorized representative]

ARTICLE XII – AMENDMENTS

This Agreement may be modified or amended provided that any such modification or amendment is in writing and is signed by the RSC Director/authorized signatory and [AGENCY to be named] Director/authorized signatory. It is agreed; however, that any amendments to laws, rules, or regulations cited herein will result in the correlative modification of this Agreement, without the necessity for executing a written amendment.

ARTICLE XIII – LIMITATION OF LIABILITY: DUTIES OF THE PARTIES

To the extent permitted by law, RSC agrees to be responsible for any liability directly relating to any and all acts of negligence by RSC. To the extent permitted by law, [AGENCY to be named] agrees to be responsible for any liability directly relating to any and all acts of negligence by [AGENCY to be named].

The parties agree that their respective Directors shall resolve any disputes between the parties concerning responsibilities under or performance of any of the terms of this Agreement. In the event the Directors cannot agree to an appropriate resolution to a dispute, they shall be referred to the Office of the Governor for a final, binding determination resolving the dispute.

ARTICLE XIII – CONSTRUCTION

This Agreement shall be governed, construed, and enforced in accordance with the laws of the State of Ohio. Should any portion of this Agreement be found to be unenforceable by operation of statute or by administrative or judicial decision, the operation of the balance of this Agreement is not affected thereby; provided, however, the absence of the illegal provision does not render the performance of the remainder of the Agreement impossible.

**DW-BI Framework
INFORMATION SHARING AGREEMENT RSC TEMPLATE**

SIGNATURE PAGE

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date of the signature of the Director of the Rehabilitation Services Commission (RSC).

[AGENCY to be named]

Rehabilitation Services Commission

Signature Line

Signature Line

Name, Title

Name, Title

Street Address

Street Address

City, State, Zip Code

City, State, Zip Code

Date Line

Date Line

DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT DRAFT

PROJECT MANAGEMENT PLAN

PROJECT IDENTIFICATION

Project Name	Project Sponsor	Agency Name
DW-BI RSC Framework	Raivo Murnieks	RSC
Project Number	Project Manager	Date Created
N/A	Steve Ball	5/10/2012

PROJECT OVERVIEW

The DW-BI project will deliver a data warehouse that consolidates RSC agency data into a database that is separate from any transactional databases (e.g., AWARE, OAKS). With the data warehouse in place, this project will deliver two analytic data

- The first will be a productization of a Proof of Concept cube that was created in August, 2011, as an overlay to the AWARE database;

The content of the second will be determined through requirements gathering that identifies the highest priority analytic need at the agency and provides the mechanism to address that need.

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/Final Document/Final Customer End-Product Documents/DW-BI RSC Framework Charter.docx>

Project Management Approach

The Project Manager, Steve Ball, is hereby authorized to interface with management as required, negotiate for resources, delegate responsibilities within the framework of the project, and to communicate with all contractors and management, as required, to ensure successful and timely completion of the project. The Project Manager is responsible for developing the project plan, monitoring the project's schedule, control of the project's scope and authorized to spend the project's budget during the project's life cycle.

PROJECT SCOPE & SCOPE MANAGEMENT PLAN

Link to Project Scope:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/Final Document/Final Customer End-Product Documents/DW-BI RSC Framework Scope Document.docx>

Human Resource Management Plan

Initial Project Organization/Roles:

Project Manager

Steve Ball

Sponsor

Raivo Murnieks

DBAs

Della Macklin DBA2

Tom Wiecek DBA3

Bruce Willis DBA3

QA

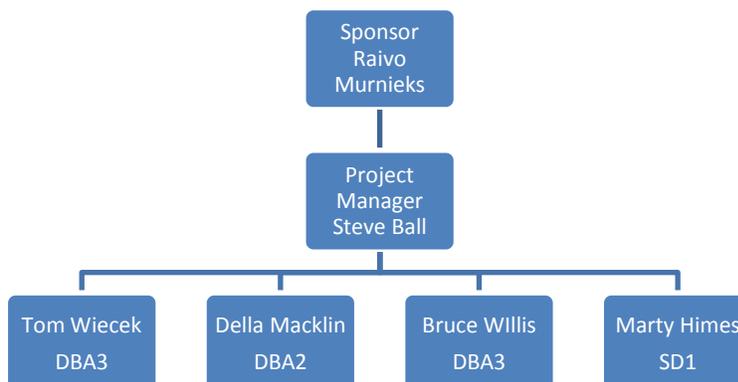
Marty Himes SD1

Link to HR Organizational Chart:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/ Final Document/Final Customer End-Product Documents /DW-BI RSC Framework HR Org Chart.vsd>

Link to Stakeholder Registry:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/Final Document/Final Customer End-Product Documents /Stakeholder Register.xlsx>



PROJECT TIME MANAGEMENT PLAN

Link to WBS:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/ Final Document/Final Customer End-Product Documents /DW-BI RSC Framework WBS v1.vsd>

Link to MS Office Project Schedule:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/ DW-BI RSC Framework Schedule 2012-2007.mpp>

INTEGRATED CHANGE MANAGEMENT PLAN

Link to Change Management Plan Template:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared/ Final Document/Final Customer End-Product Documents Documents/DW-BI RSC Change Management Plan.docx>

COMMUNICATIONS MANAGEMENT PLAN

Link to Communications Plan:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/ Final Document/Final Customer End-Product Documents /DW-BI RSC Framework Communications Plan 20120416.xlsx>

Link to Weekly Project Management Meeting Template:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/Final Document/Final Customer End-Product Documents /Weekly Project Management Template RSC.docx>

RISKS MANAGEMENT PLAN

Link to Risk Management Log:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/ Final Document/Final Customer End-Product Documents /DW-BI RSC Framework Risk Log.xlsx>

Link to RBS:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/Final Document/Final Customer End-Product Documents /DW-BI RSC Framework Risk Breakdown Structure.vsd>

BUDGET & COST MANAGEMENT PLAN

Link to Cost Analysis Plan:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/ Final Document/Final Customer End-Product Documents /DW-BI RSC Framework Cost Analysis.xlsx>

QUALITY MANAGEMENT PLAN

Link to Quality Management Plan:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/ Final Document/Final Customer End-Product Documents /DW-BI RSC Framework Quality ManagementPlan.doc>

ASSUMPTIONS / CONSTRAINTS

Assumptions/Constraints:

- Assumption: The RSC Data Warehouse will use Microsoft SQL Server Database Server and data management tools.
- Assumption: Key Stakeholders will actively participate in the structure and content of the analytic cubes throughout the lifecycle of the project.
- Assumptions: This project will not replicate all existing reports.

Constraint: Data updates will only be made by automated means.

ACCEPTANCE CRITERIA

To ensure the quality of the products developed under the DW-BI RSC Framework the following product acceptance criteria have been established:

- Project completed per schedule/timeline and within allocated budget.
- In order to be successful, this project will meet its quality objectives by utilizing an integrated quality approach to define quality standards, measure quality and continuously improve quality.
- Reduce data and process redundancy.
- Streamline the reporting process to avoid duplication and redundancy in reporting needs.
- Provide a consistent set of data definitions and business rules.
- Centralize data infrastructure to a single source.
- Ability to capture historical snapshots in time.
- Ensure that data retention rules are followed.

Data cleansed from all sources.

APPROVAL

Name	Title	Approved Y/N	Date Approved
			mm/dd/yyyy
			mm/dd/yyyy

Signature

(If Using Hard Copy)

Signature

(If Using Hard Copy)

PROJECT IDENTIFICATION

Project Name	Project Sponsor	Agency Name
DW-BI RSC Framework	Raivo Murnieks	RSC
Project Number	Project Manager	Date Created
N/A	Steve Ball	4/27/12

PROJECT DESCRIPTION

Project Background and Purpose

The DW-BI project will deliver a data warehouse that consolidates RSC agency data into a database that is separate from any transactional databases (e.g., AWARE, OAKS). With the data warehouse in place, this project will deliver two analytic data

- The first will be a productization of a Proof of Concept cube that was created in August, 2011, as an overlay to the AWARE database;
- The content of the second will be determined through requirements gathering that identifies the highest priority analytic need at the agency and provides the mechanism to address that need.

Business Case

The DW-BI project at RSC will address a number of concerns at the agency, while enabling the capability to relate data that has previously been disjoint or siloed:

Data Warehouse:

1. Centralize RSC data, to collect all relevant data in a format that can easily be analyzed and reported upon.
2. Insure that all agency analysis and reporting is based on a single source of “good” data – data that has been vetted before being included in the database.
3. All reporting will be from the same source data.
4. Separate analysis and reporting functions from transaction processing to insure that production response times are not impacted by data analysis.
5. Insure that agency data is backed up in a formal manner so that important data is not lost through employee departures.
6. Apply data retention policies centrally.

Business Intelligence:

1. Make all relevant data easily available in a single source for analysis.
2. Support timely operational and strategic decision-making.
3. Provide new insights into business performance that have previously been unavailable due to lack of data correlation.

Product/Service Description and Deliverables

The deliverables of this project include:

A Data Warehouse that includes a substantial portion of agency data. At a minimum, the Warehouse will include data from:

- AWARE
- BEAMS
- CATS
- OAKS HCM
- OAKS FIN

The DW will be structured for:

- Timely data availability with departure from real-time determined during requirements gathering.
- High availability during business hours of 8:00 – 5:00.
- High performance with measures to be determined during requirements gathering.
- An AWARE-based case operations data cube that “productizes” the proof-of-concept created in August, 2011.
- A new data cube created based on prioritization of analytical need determined during project requirements gathering.

Project Timeline

June 2012-November 2013

See DW-BI RSC Project Schedule:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/Customer's End Product Documents/DW-BI RSC Framework Schedule.mpp>

Project Objectives

The Data Warehouse – Business Intelligence (DW-BI) project will deliver a data warehouse that consolidates RSC agency data into a database that is separate from any transactional databases (e.g., AWARE, OAKS). With the data warehouse in place, this project will deliver two analytic data cubes:

- *The first will be a productization of a Proof of Concept cube that was created in August, 2011, as an overlay to the AWARE database.*
- *The content of the second will be determined through requirements gathering that identifies the highest priority analytic need at the agency and provides the mechanism to address that need.*
- *Cleanse/scrub all source data.*

The RSC Data Warehouse will be constructed in a manner that is flexible to allow the addition of future data sources, and to support additional analytic cubes. This project recognizes that the Ohio Health Transformation project will require at least a data extraction and likely a data insertion interaction with the RSC Data Warehouse. At this writing, the OHT requirements are not defined.

PROJECT MANAGER AND AUTHORITY LEVEL

The Project Manager, Steve Ball, is hereby authorized to interface with management as required, negotiate for resources, delegate responsibilities within the framework of the project, and to communicate with all contractors and management, as required, to ensure successful and timely completion of the project. The Project Manager is responsible for developing the project plan, monitoring the project’s schedule, control of the project’s scope and authorized to spend the project’s budget during the project’s life cycle.

PROJECT BUDGET

- Information Technology believes that RSC owns adequate hardware and software resources to assemble and maintain a robust data warehouse for the agency.
- Information Technology will provide most staffing for DW-BI. We intend to contract for up to 160 hours of consulting from a single senior resource. This type of resource costs from \$150 – 250 per hour, thus a cost of \$24,000 – 40,000.
- With a substantial number of RSC senior IT staff dedicated to this project, the primary cost to the agency will be an opportunity cost realized through delays on other projects.

APPROVAL

Name	Title	Date	Approved
Raivo Murnieks	Deputy Director, Performance & Innovation	<mm/dd/yy>	<Yes, No, Pending>

Signature
(If Using Hard Copy)



PROJECT IDENTIFICATION

Project Name	Project Sponsor	Agency Name
DW-BI RSC Framework	Raivo Murnieks	Rehabilitation Services Commission
Project Number	Project Manager	Date Created
N/A	Steve Ball	4/10/2012

PROJECT / PRODUCT OBJECTIVES

The Data Warehouse – Business Intelligence (DW-BI) project will deliver a data warehouse that consolidates RSC agency data into a database that is separate from any transactional databases (e.g., AWARE, OAKS). With the data warehouse in place, this project will deliver two analytic data cubes:

- *The first will be a productization of a Proof of Concept cube that was created in August, 2011, as an overlay to the AWARE database.*
- *The content of the second will be determined through requirements gathering that identifies the highest priority analytic need at the agency and provides the mechanism to address that need.*
- *Cleanse/scrub all sources data.*

The RSC Data Warehouse will be constructed in a manner that is flexible to allow the addition of future data sources, and to support additional analytic cubes. This project recognizes that the Ohio Health Transformation project will require at least a data extraction and likely a data insertion interaction with the RSC Data Warehouse. At this writing, the OHT requirements are not defined.

PROJECT DESCRIPTION / DELIVERABLES – IN SCOPE

Data Warehouse (DW) Deliverables:

- An online analytic processing (OLAP) database that is separate and distinct from any source online transaction processing (OLTP) databases to insure that OLTP performance is not impacted by reporting or analytic activity. Separation includes:
 - Separate hardware
 - Separate path(s) to access OLAP data
 - Separate performance, monitoring, and availability requirements for the OLAP environment
- Extract, Transform, and Load (ETL) processes that retrieve agency source transactional data at least daily and restructure that data for analysis.
- Operational documentation that supports the operation and maintenance of the data warehouse.

Business Intelligence (BI) Deliverables:

- An AWARE-based case operations data cube that “productizes” the proof-of-concept created in August, 2011.
- A new data cube created based on prioritization of analytical need determined during project requirements gathering.
- A set of standard reports that is automatically created and distributed based on parameters defined during requirements gathering.
- Support documentation for IT technical support.
- Training materials for technical support of the BI tool.
- Training materials for BI end-users.

PROJECT FEATURES AND FUNCTIONS

Data Warehouse Components:

The data warehouse will contain a substantial portion of agency data. At a minimum, the Warehouse will include data from:

- AWARE
- BEAMS
- CATS
- OAKS HCM
- OAKS FIN

The DW will be structured for:

- Timely data availability with departure from real-time determined during requirements gathering.
- High availability during business hours of 8:00 am – 5:00 pm.
- High performance with measures to be determined during requirements gathering.

The ability to interact with the statewide Ohio Health Transformation project in an as yet undefined capacity.

OUT OF SCOPE - OBJECTIVES

1. Interaction with the Ohio Health Transformation Group:
 - Ohio Department of Mental Health (ODMH)
 - Ohio Rehabilitation Services Commission (RSC)
 - Ohio Department of Health (ODH)
 - Ohio Department of Jobs and Family Services (ODJFS)
 - Ohio Department of Developmental Disabilities (DODD)
 - Ohio Department of Aging (ODA)
 - Ohio Department of Drug and Alcohol Addiction Services (ODADAS)
 - Ohio Department of Education (ODE)

INITIAL PROJECT ORGANIZATION

Project Manager

Steve Ball

Sponsor

Raivo Murnieks

DBAs

Della Macklin DBA2

Tom Wiecek DBA3

Bruce Willis DBA3

QA

Marty Himes SD1

WORK BREAKDOWN STRUCTURE

See DW-BI RSC Framework WBS:

<https://dasportal.sp.ohio.gov/sites/OLPD/projectmanagementclass/site1/Shared Documents/Customer's End Product Documents/WBS v1.vsd>

INITIAL DEFINED RISKS

Initial Defined Risks:

- Key stakeholders/customers may establish new requirements and continuously make changes throughout the project life cycle.
- Technology "complexity" cannot be resolved within certain time frame to meet our project plan due to lack of support or "know how" from vendors.
- Technology Logistics may be delayed (e.g., mother nature disasters, deliverables of goods, employee strike plan, company shutdown, damaged during transit, missing components, lost order, etc.)
- Unexpected change of team members or loss of key members during the project life cycle (e.g., medical leave, extended leave, new job assignments, new job, agency rightsizing, not being able to hire the right players in a timely manner, employee strike plans, etc.)
- Competing of staff time to work on emergency or unplanned needed tasks/projects.
- Team members may not have the full understand of the scope of the project or the full understand of the desired results.
- Customers are not available to provide feedbacks or acceptance of products to meet the project deadlines.
- Disruptions of contractors (e.g., staff changes, budget cut, vendor economic difficulty, employee strike plans, etc.) during the project life cycle.

BUDGET

The cost analysis will be completed when the detailed project schedule is completed.

ASSUMPTIONS / CONSTRAINTS

Assumptions/Constraints:

- Assumption: The RSC Data Warehouse will use Microsoft SQL Server Database Server and data management tools.
- Assumption: Key Stakeholders will actively participate in the structure and content of the analytic cubes throughout the lifecycle of the project.
- Assumptions: This project will not replicate all existing reports.
- Constraint: Data updates will only be made by automated means.

ACCEPTANCE CRITERIA

To ensure the quality of the products developed under the DW-BI RSC Framework the following product acceptance criteria have been established:

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- Provide a consistent set of data definitions and business rules.
- Centralize data infrastructure to a single source.
- Ability to capture historical snapshots in time.
- Ensure that data retention rules are followed.
- Data cleansed from all sources.

APPROVAL

Name	Title	Approved Y/N	Date Approved mm/dd/yyyy

Signature
(If Using Hard Copy)

DW-BI RSC Framework



CHANGE MANAGEMENT PLAN
DW-BI RSC FRAMEWORK

JUNE, 2012

TABLE OF CONTENTS

INTRODUCTION 2
CHANGE MANAGEMENT APPROACH 2
DEFINITIONS OF CHANGE 2
CHANGE CONTROL BOARD 2
ROLES AND RESPONSIBILITIES 2
CHANGE CONTROL PROCESS 3

INTRODUCTION

Change Management is an important part of any project. Changes must be vetted and managed to ensure they are within the scope of the project and are communicated to all stakeholders as they are approved. The process for submitting, reviewing, and approving changes must also be communicated to all stakeholders in order to properly set expectations. If changes are allowed to be submitted or are implemented in an unorganized manner, any project is subject to failure. To ensure a successful project outcome, all projects must include a Change Management Plan as part of the overall Project Plan.

CHANGE MANAGEMENT APPROACH

This section describes the approach the organization will use for managing change throughout the project life cycle. Change varies throughout a project's lifecycle. The volume and type of change requests submitted will vary from very few to many dependent upon the stage within the project life cycle. The approach engaged to manage these changes must be strategic in order to provide a quality change management plan and process.

DEFINITIONS OF CHANGE

This section defines the different types of changes that may be requested and considered for the project. These changes may include schedule change, budget change, scope change, or project document changes. Most changes will impact at least one of these areas and it is important to consider these impacts and how they will affect the project.

CHANGE CONTROL BOARD

This section describes the Change Control Board, the purpose of the board, and the members and their roles on the board. The change control board is the approval authority for all proposed project changes. If a change is not approved by the control board then it will not be implemented with the project. The size and function of change control boards may vary depending on the organization; however, their purpose and the roles and responsibilities are consistent.

ROLES AND RESPONSIBILITIES

This section describes the roles and responsibilities of project team members with regard to the change management process. It is important everyone understands these roles and responsibilities as they work through the change management process. These roles and responsibilities must be communicated as part of the change management plan to all project stakeholders.

CHANGE CONTROL PROCESS

This section should describe the change control process from beginning to end. Typically, a change control process should be an organizational standard that replicates. As previously discussed, this process is the tool which is used to ensure adherence to the organization’s change management approach. By following all of the steps, the project team can successfully incorporate approved changes, communicate the changes, and update project documentation.

SPONSOR ACCEPTANCE

Approved by the Project Sponsor:

<Project Sponsor>
<Project Sponsor Title>

Date: _____

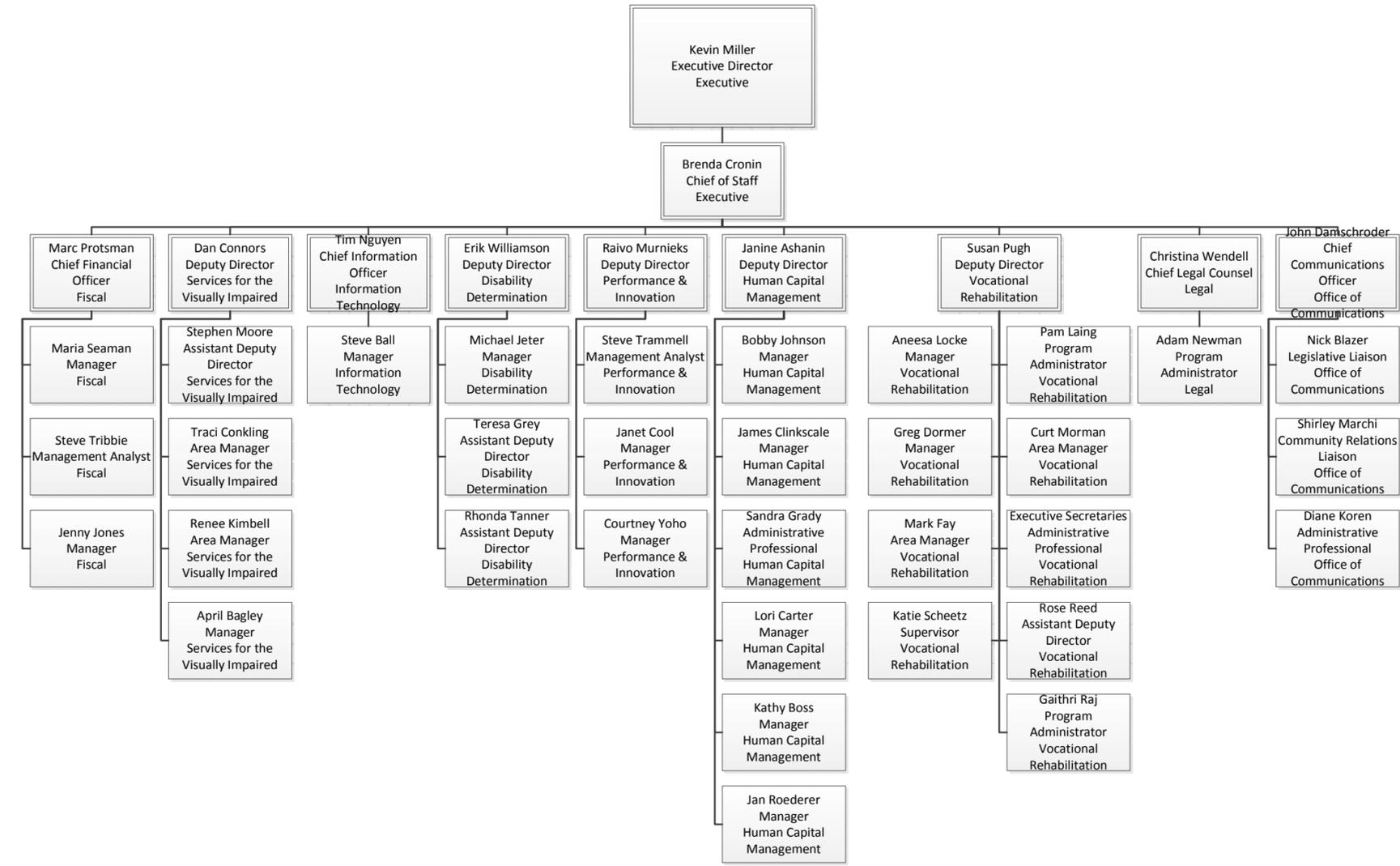
PROJECT COST ANALYSIS FORM						
Project Name: DW-BI RSC Framework Cost Analysis			Date: 5/8/2012			
Prepared by: Steve Ball & Tim Nguyen			Project Sponsor: Raivo Murnieks			
SFY:		2011	2012	2013	2014	Total
Total Costs:		0	1,933	204,390	9,667	215,990
Labor		0	1,933	23,200	9,667	34,800
Staff		0	1,933	23,200	9,667	34,800
Consultant		0	0			0
Personal Service (100) Costs:		0	0	31,190	0	31,190
Consultant				24,990		24,990
Consultant				4,200		4,200
Consultant				2,000		2,000
						0
						0
						0
Maintenance (200) Costs:		0	0	0	0	0
Server(s)						0
SAN						0
Equipment (300) Costs:		0	0	150,000	0	150,000
SAN				150,000		150,000
						0
						0
Total Estimated Savings:		0	0	0	112,000	112,000
See list for details					112,000	112,000
						0
						0
Description of non financial benefits:						
Data accuracy; Data defined; Single source; Single tool set						

RSC Staff Labor

Name	Utilization	Duration (months)	Days / Mo	Hours	Burdened Rate	Cost
PM	15%	18	18	55.89	\$60.75	\$3,395
DBA1	40%	18		149.04	\$60.75	\$9,054
DBA2	50%	18		186.3	\$52.65	\$9,809
DBA3	40%	18		149.04	\$66.15	\$9,859
QA1	50%	6		62.1	\$43.20	\$2,683
Total				602.37		\$34,800

Savings Estimates

Savings Area	Time (hrs) / Event	Amt / Event	Number Performing	Events / Mo	Total
Centralized info	0.25	\$12.50	20	4	\$1,000.00
Pre-calc views	0.07	\$3.33	100	10	\$3,333.33
New data relationships	1.00	\$50.00	10	2	\$1,000.00
Improve staff alignment	1.00	\$50.00	4	15	\$3,000.00
Misspending detection	N/A	\$200,000.00	1	0.04	\$8,333.33
Improve decision-making	N/A	\$10,000.00	2	0.1	\$2,000.00
Total per Month					\$18,666.67



QUALITY MANAGEMENT PLAN
DW-BI RSC FRAMEWORK

MAY 22, 2012

TABLE OF CONTENTS

INTRODUCTION 2
QUALITY MANAGEMENT APPROACH 2
QUALITY REQUIREMENTS / STANDARDS 3
QUALITY ASSURANCE..... 3
QUALITY CONTROL..... 4
QUALITY CONTROL MEASUREMENTS 7

INTRODUCTION

The Quality Management Plan for the Data Warehouse - Business Intelligence (DW-BI) Framework will establish the activities, processes, and procedures for ensuring a quality product upon the conclusion of the project. The purpose of this plan is to:

- Ensure quality is planned
- Define how quality will be managed
- Define quality assurance activities
- Define quality control activities
- Define acceptable quality standards

QUALITY MANAGEMENT APPROACH

The quality management approach for the DW-BI Framework will ensure quality is planned for both the product and processes. In order to be successful, this project will meet its quality objectives by utilizing an integrated quality approach to define quality standards, measure quality and continuously improve quality.

Product quality for the DW-BI Framework will be defined by the agency's current standards and criteria for electronic information data share management. The focus is on the project's deliverable and the standards and criteria being used will ensure the product meets established quality standards and customer satisfaction.

Process quality for the DW-BI Framework will focus on the processes by which the project deliverable will be developed. Establishing process quality standards will ensure all activities conform to an organizational standard which results in the successful delivery of the DW-BI Framework design.

The project team will work with the quality group to define and document all organizational and project specific quality standards for both product and processes. All quality documentation will become part of the DW-BI Framework Plan and will be transitioned to operations upon the successful completion of the Data Warehouse design.

Metrics will be established and used to measure quality throughout the project life cycle for the product and processes. The Quality Manager will be responsible for working with the project team to define these metrics, conduct measurements, and analyze results. These product and process measurements will be used as one criterion in determining the success of the project and must be reviewed by the project sponsor. Metrics will include:

- Schedule
- Resources
- Cost
- Process performance
- Product performance
- Customer Satisfaction (as a result of User Acceptance Testing)

Quality improvements will be identified by any member of the project team or quality group. Each recommendation will be reviewed to determine the cost versus benefit of implementing the improvement and how the improvement will impact the product or processes. If an improvement is implemented the project manager will update all project documentation to include the improvement and the quality manager will update the organizational documentation the improvement affects.

QUALITY REQUIREMENTS / STANDARDS

Product Quality:

The product quality standards and requirements will be determined by the project team and quality group. These standards will primarily be based on the agency's documented standards for all electronic data information management. There may be product-specific quality standards identified not currently part of the documented organizational standards. In this case, the quality group will review these newly identified standards and incorporate them into agency documentation if approved. The project team will also document any newly identified quality standards into the DW-BI Framework plan and ensure communication with all stakeholders.

As test products are measured at pre-determined intervals, the project's compliance with quality standards can be measured to determine if the deliverable is 100% within acceptable quality control margins.

Process Quality:

The process quality standards and requirements will be determined by the project team and quality group. Many of these standards will be based on existing agency process standards. It is anticipated the development of additional electronic data information warehouse management within the DW-BI Framework product will require new quality standards. The DW-BI Framework team will work with the quality group to establish acceptable standards and document these standards for incorporation into both agency process documents as well as the DW-BI Framework plan. These standards will be communicated to all project stakeholders.

As test products are created, the process metrics will be measured and analyzed to determine the quality of the process. Once the DW-BI Framework product meets quality compliance and all process metrics fall within acceptable quality assurance margins, the project team will achieve process compliance for the DW-BI Framework.

QUALITY ASSURANCE

The quality assurance of the DW-BI Framework focuses on the processes used in the development of the DW-BI Framework. In order to ensure quality, an iterative quality process will be used throughout the project life cycle. This iterative process includes measuring process metrics, analyzing process data, and continuously improving the processes.

The DW-BI Framework Manager and the project team will perform assessments at planned intervals throughout the life cycle of the project to ensure all processes are being correctly implemented and executed. Key performance metrics for the development of the DW-BI

Framework product include system uptime, responsiveness, and data availability. The established project tolerances for these metrics are the current agency standards for all current electronic information data management. The table below provides the key quality assurance metrics for the DW-BI Framework.

Process Action	Acceptable Process Standards	Process Phase	Assessment Interval
Uptime	- Minimum 95% during business hours of 8:00 AM to 5:00 PM M – F		
Responsiveness	- Maximum 30-second screen response (not necessarily query response)		
Data Availability	- All primary source data will be available in data warehouse within 24 business hours of creation		

The quality manager will provide day to day quality management and conduct process audits on a weekly basis, monitor process performance metrics, and assure all processes comply with project and agency standards. If discrepancies are found, the quality manager will meet with the Project Manager and review the identified discrepancies.

The Project Manager will schedule regularly occurring project, management, and document reviews. In these reviews, an agenda item will include a review of project processes, any discrepancies and/or audit findings from the quality manager, and a discussion on process improvement initiatives.

Process improvement is another aspect of quality assurance. Quality assurance reviews, findings, and assessments should always result in some form of process improvement and, as a result, product improvement. All process improvement efforts must be documented, implemented, and communicated to all stakeholders as changes are made.

QUALITY CONTROL

The quality control of the DW-BI Framework focuses primarily on the DW-BI Framework product and the acceptable standards and performance. The quality performance standards for the DW-BI Framework are in accordance with the agency standards of performance of all electronic data information management; however, there are several project-specific quality standards which will be established specifically for the DW-BI Framework.

To ensure the quality of the products developed under the DW-BI RSC Framework the following product acceptance criteria have been established:

- Project complete per schedule/timeline;
- Project complete within allocated budget;
- Project meets its quality objectives by utilizing an integrated quality approach to define quality standards, measure quality and continuously improve quality;
- Reduction of data and process redundancy;
- Streamlined reporting process that avoids/reduces duplication and redundancy in reporting needs;
- Provides a consistent set of data definitions and business rules;
- Centralized data infrastructure to a single source;
- Ability to capture historical snapshots in time;
- Compliance with data retention rules; and
- Data cleanse implemented for all data sources. [Data cleansing is defined as the process of detecting and correcting or removing corrupt or inaccurate records from a record set, table, or data base. Data cleansing is aimed at improving enterprise data quality and integrity and optimizing the success of transformation and integration processes during data migrations.]

The table below illustrates all performance and physical quality standards for the DW-BI Framework:

Product	Physical/Performance Standards	Quality Assessment Activities	Assessment Intervals
Project schedule	Completed within + / - 10% of scheduled completion date		
Project budget	Completed within + / - 10% of budget		
Reduction of data redundancy	Eliminate need for direct source data queries		

Product	Physical/Performance Standards	Quality Assessment Activities	Assessment Intervals
Provision and maintenance of data definitions	Project delivers a complete set of data definitions for all included data elements along with processes for maintaining same		
Comply with agency data retention rules	Enable source data retention while maintaining transactional data in DW		
Cleanse all initial-load data	Inspect source data prior to DW ETL and cleanse field inaccuracies and inconsistencies		
Cleanse all ongoing source data prior to ETL	Apply data cleansing practices to nightly ETLs		

The quality group will ensure all physical and performance standards are met for each requirement, perform audits, and assist the project team with creating or updating all documentation related to product quality.

The Project Manager will schedule regularly occurring project, management, and document reviews. In these reviews, an agenda item will include a review of products, any discrepancies and/or audit findings from the quality manager, and a discussion on product improvement initiatives.

The success of the project is critically dependent on all established physical and performance standards being met. By doing so, the DW-BI Framework team will ensure the final product achieves the high level of customer satisfaction anticipated and the future Data Warehouse design will be aligned with budget and resource allocations.

QUALITY CONTROL MEASUREMENTS

All DW-BI Framework products and processes must be measured and fall within the established standards and tolerances. The logs identified below will be used by the project and quality teams in conducting these measurements and will be maintained as supportive documentation for the project's acceptance.

Quality Assurance Log

Trial #	Date	Process Measured	Required Value	Actual Measured	Acceptable? (Y/N)	Recommendation	Date Resolved

Quality Control Log

Cable #	Date	Item Measured	Required Value	Actual Measured	Acceptable? (Y/N)	Recommendation	Date Resolved

SPONSOR ACCEPTANCE

Approved by the Project Sponsor:

Nelson Gonzalez
Project Sponsor

Date: _____

Date Identified	Risk ID:	Risk Description	Category	Risk Owner	Probability of Occurrence (1-5)	Impact of Risk (1-5)	Risk Level (1-25)	Response Type	Risk Response Plan	Status
04/17/12	1	Agency goals and / or vision changes (e.g., administration change, etc.) during the project life cycle.	Management	Project	5	4	20	Mitigation	Project manager needs to express the important of the project to the key stakeholders for their supports	Response in progress
04/17/12	2	Change in the key stakeholders due to various reasons (e.g., medical leave, extended leave, new job assignments, new job, etc.)	Management	Project	4	3	12	Mitigation	Work with the new key stakeholders to get them up to speed.	Response in progress
04/17/12	3	Agency prioritizations keep changing (e.g., administration change, key staff change, etc.) during the project life cycle.	Organizational	Project	5	4	20	Mitigation	Project manager needs to express the important of the project to the key stakeholders for their supports	Response in progress
04/17/12	4	Budget modifications or cuts especially crossing the fiscal year or biennium boundary during the project life cycle.	Organizational	Project	5	4	20	Mitigation	Build in contingency budget plans to mitigate the issues.	Response in progress
04/17/12	5	Interruptions on dependencies of teams or tasks due to various reasons.	Organizational	Project	5	4	20	Mitigation	Project managers needs to stay involve at the front ends to avoid issues similar to this.	Response in progress
04/17/12	6	Project sponsor is unavailable for questions or for consultation time while the project team is developing the project plan.	Project Management	Project	2	1	2	Mitigation	To keep moving forward with the project plan and wait for the project sponsor to response.	Response in progress
04/17/12	7	Running out of contingency budget or time to complete tasks or project.	Project Management	Project	5	5	25	Mitigation	Project managers needs to stay involve at the front ends to avoid issues similar to this.	Response in progress
04/17/12	8	Quality control has not invested in making sure the final product works reliably and consistently and for smooth transition to production environment.	Project Management	Project	4	3	12	Mitigation	Project managers needs to stay involve at the front ends to avoid issues similar to this.	Response in progress
04/17/12	9	Cost overruns; exceeded the estimated cost due to various reasons beyond our control.	Project Management	Project	5	4	20	Mitigation	Project managers needs to stay involve at the front ends to avoid issues similar to this.	Response in progress
04/17/12	10	Key stakeholders/customers may establish new requirements and continuously make changes throughout the project life cycle.	Project Management	Project	5	3	15	Mitigation	Focus on gathering requirements up front, record any changes and follow the project plans to deal with this type of interruptions after the project scope approved.	Response in progress
04/17/12	11	Technology "complexity" cannot be resolved within certain time frame to meet our project plan due to lack of support or "know how" from vendors.	Technical	Project	4	4	16	Mitigation	Project managers needs to stay involve at the front ends to avoid issues similar to this.	Response in progress

Date Identified	Risk ID:	Risk Description	Category	Risk Owner	Probability of Occurrence (1-5)	Impact of Risk (1-5)	Risk Level (1-25)	Response Type	Risk Response Plan	Status
04/17/12	12	Technology Logistics may be delayed (e.g., mother nature disasters, deliverables of goods, employee strike plan, company shutdown, damaged during transit, missing components, lost documents, etc.)	Technical	Project	5	4	20	Mitigation	Project manager needs to build in contingency and communicate to the vendors to keep the project on track.	Response in progress
04/17/12	13	Unexpected change of team members or loss of key members during the project life cycle (e.g., medical leave, extended leave, new job assignments, new job, agency rightsizing, not being able to hire the right players in a timely manner, employee strike plans, etc.)	Internal	Project	5	5	25	Mitigation	To reassign, retrain or to redistribute to the other team members.	Response in progress
04/10/12	14	Competing for staff time to work on emergency or unplanned but needed tasks/projects.	Internal	Project	3	2	6	Mitigation	PM occasionally reviews the project to redistribute the hours to stay under the budget.	Response in progress
04/17/12	15	Team members may not have the full understanding of the scope of the project or the full understanding of the desired results.	Internal	Project	2	2	4	Acceptance	To reassign or to redistribute to the other team members.	Response in progress
04/17/12	16	Customers are not available to provide feedback or acceptance of products to meet the project deadlines.	Internal	Project	5	5	25	Mitigation	To remind the customers that they are the important part of the project to close out the project.	Response in progress
04/17/12	17	Disruptions of contractors (e.g., staff changes, budget cut, vendor economic difficulty, employee strike plans, etc.) during the project life cycle.	External	Project	5	4	20	Mitigation	Project manager needs to build in contingency and communicate to the right key persons to keep the project on track.	Response in progress

Stakeholder Register

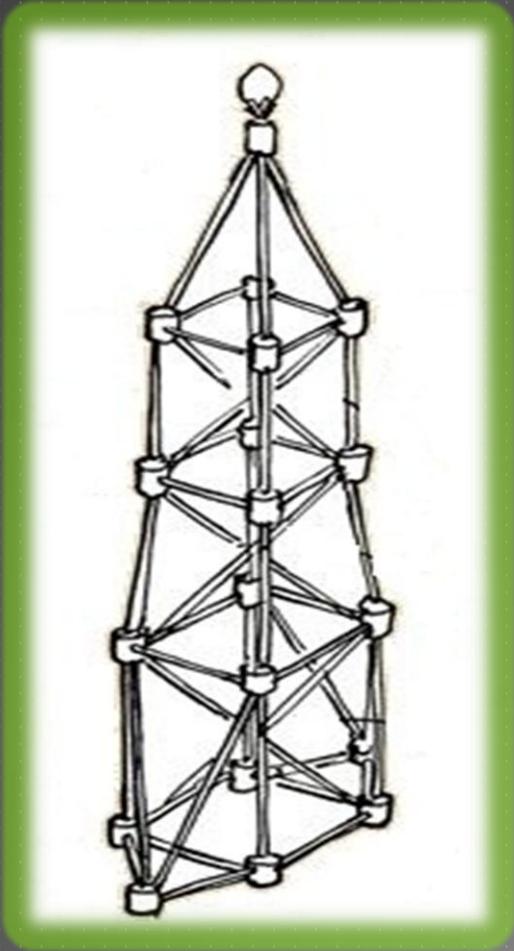
Project Name: Data Warehouse - Business Intelligence

Project Manager: Steve Ball

Last Name	First Name	Division	Position
<i>Stakeholder's first name.</i>	<i>Stakeholder's first name.</i>		<i>Position in the organization.</i>
Miller	Kevin	Executive	Director
Cronin	Brenda	Executive	Chief of Staff
Murnieks	Raivo	Performance and Innovation	Deputy Director, Performance & Innovation
Nguyen	Tim	IT	Chief Information Officer
Pugh	Susan	BVR	Deputy Director, BVR
Connors	Dan	BSVI	Deputy Director, BSVI
Williamson	Erik	DDD	Deputy Director, DDD
Ashinin	Janine	HCM	Deputy Director, HCM
Damschroder	John	OC	Chief Communications Officer
Wendell	Christina	Legal	Deputy Director, Legal
Protsman	Marc	Fiscal	Chief Financial Officer
Ball	Steve	IT	Manager, IT
Marchi	Shirley	OC	Community Relations Liaison
Seaman	Maria	Fiscal	Manager, Budget
Grady	Sandra	HCM	Administrative Asst, HR
Laing	Pam	BVR	Program Administrator
Moore	Stephen	BSVI	Asst Dep Dir, BSVI
Bagley	April	BSVI	
Scheetz	Katie	BVR	
Raj	Gaithri	BVR	
Cool	Janet	Performance and Innovation	
Yoho	Courtney	Performance and Innovation	Manager, Performance & Innovation
Reed	Rose	BVR	Asst Dep Dir, BVR

Project Role	Project Classification	Contact Phone
<i>The function they perform on the project.</i>	<i>Type of Stakeholder:</i> Key -High interest, influence, impact Project Team -Responsible for project delivery Interested -Affected by project	
	Key	614-438-1211
	Key	614-438-1207
Sponsor	Key	614-438-1254
	Key	614-433-8214
	Key	614-438-1242
	Key	614-438-1260
	Key	614-438-1501
	Key	614-438-1441
	Key	614-438-1476
	Key	614-438-1217
	Key	614-438-1763
Project Manager	Project Team	614-433-8260
		614-438-1477
		614-438-1750
		614-438-1426
		614-438-1249
		614-433-8791
		614-438-1255
		614-438-1285
		614-438-1282
		614-438-1219
		614-438-1248

Contact Email	Requirements	Expectations	Influence
<i>Communication and correspondence information.</i>	<i>High-level needs or wants for the project and/or product.</i>	<i>Expectations of the project or product.</i>	<i>Level and type of influence on the project</i>
kevin.miller@rsc.ohio.gov			High-direct
brenda.cronin@rsc.ohio.gov			High-direct
raivo.murnieks@rsc.ohio.gov			Sponsor
tim.nguyen@rsc.ohio.gov	OHT data source		High-direct
susan.pugh@rsc.ohio.gov			High
daniel.connors@rsc.ohio.gov			High
erik.williamson@ssa.gov			High
janine.ashanin@rsc.ohio.gov			High
john.damschroder@rsc.ohio.gov			High
christina.wendell@rsc.ohio.gov			High
marc.protsman@rsc.ohio.gov			High
steven.ball@rsc.ohio.gov			High-direct
shirley.marchi@rsc.ohio.gov			
maria.seaman@rsc.ohio.gov			
sandra.grady@rsc.ohio.gov			
pamela.laing@rsc.ohio.gov			
stephen.moore@rsc.ohio.gov			
april.bagley@rsc.ohio.gov			
katie.scheetz@rsc.ohio.gov			
gaithri.raj@rsc.ohio.gov			
janet.cool@rsc.ohio.gov			
courtney.yoho@rsc.ohio.gov			
rose.reed@rsc.ohio.gov			



DATA WAREHOUSE - BUSINESS INTELLIGENCE FRAMEWORK PROJECT

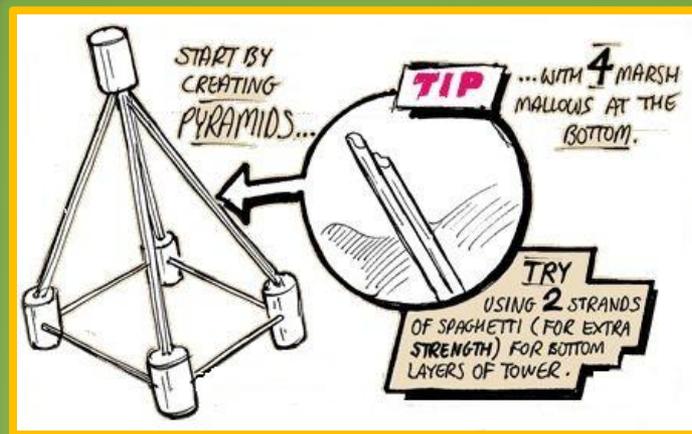
An application of project management

TEAM MEMBERS

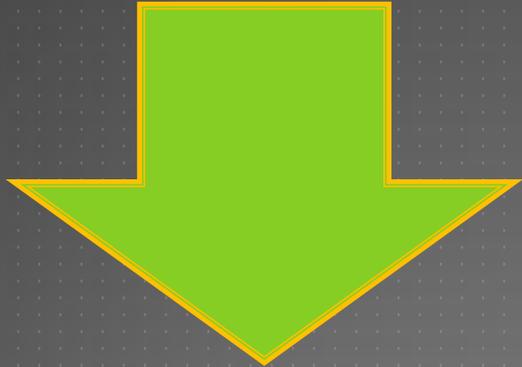
- 📞 Terry Lee Adams - ODJFS
- 📞 Steve Ball – RSC
- 📞 Jody Fassette – ODMH
- 📞 Manijeh Hadjarpour - ODJFS
- 📞 Marguerite Marsh - ODJFS
- 📞 Tim Nguyen - RSC

PROJECT OVERVIEW

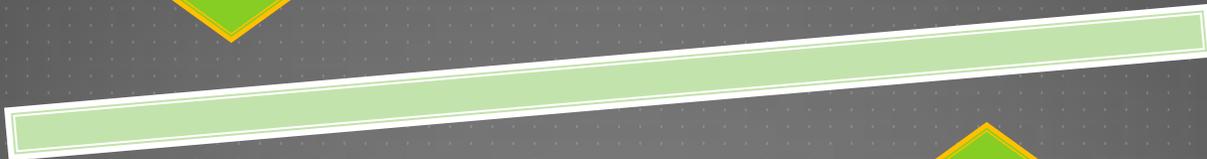
The objectives of this project are to create a non-agency-specific framework for the creation of a Data Warehouse and Business Intelligence project plan and a class presentation by May 22, 2012.



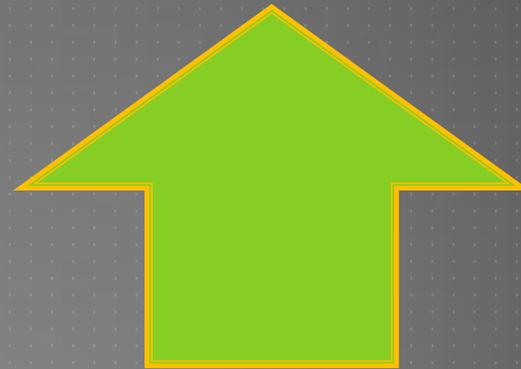
BUSINESS CASE



Class exercise that provides a collaboration opportunity for RSC staff with staff from other state agencies. The Project Plan resulting from this exercise will be reviewed and guided by the class instructor to insure that it is completed according to PMBOK guidance.



Preparation of a ready-to-use Project Plan that will allow RSC to commence the RSC project to create a data warehouse with a business intelligence front end.



CHARTER

The document that formally authorizes a project or phase and documents initial requirements that satisfy the stakeholders needs and expectations

Project Sponsor: Nelson Gonzalez

PROJECT CHARTER

W-BIFramework Project	Nelson Gonzalez	Multi-Agency
Project Number	Project Manager	Date Created
N/A	Jody Fassette	April 3, 2012

PROJECT DESCRIPTION

Project Background and Purpose

Create a non-agency-specific framework for the development of a Data Warehouse and Business Intelligence project plan framework and a class presentation by May 22, 2012. Ohio Rehabilitation Services Commission (RSC) will execute the project framework immediately.

Business Case

This project serves two purposes:

1. Class exercise that provides a collaboration opportunity for RSC staff with staff from other state agencies. The project plan resulting from this exercise will be reviewed and guided by the class instructor to insure that it is based on PMBOK standards.
2. Preparation of a ready-to-use project plan that will allow RSC to commence their project to create a data warehouse with a business intelligence front end.

Product/Service Description and Deliverables

The product of this project is a complete project plan that will be utilized to manage a data warehouse and business intelligence project. Included within the project plan product will be:

SCOPE

SCOPE STATEMENT

I

PROJECT IDENTIFICATION		
Project Name	Project Sponsor	Agency Name
DW-BI Framework Project	Nelson Gonzalez	Multi-Agency
Project Number	Project Manager	Date Created
N/A	Jody Fassette	4/3/2012

PROJECT / PRODUCT OBJECTIVES

The objectives of this project are to create a non-agency-specific framework for the development of a Data Warehouse and Business Intelligence project plan and a class presentation by May 22, 2012.

Conditions of satisfaction include:

- *Project completed and delivered in 7 weeks (May 22, 2012).*
- *Usability of project plan and framework for any state agency to develop a data warehouse.*

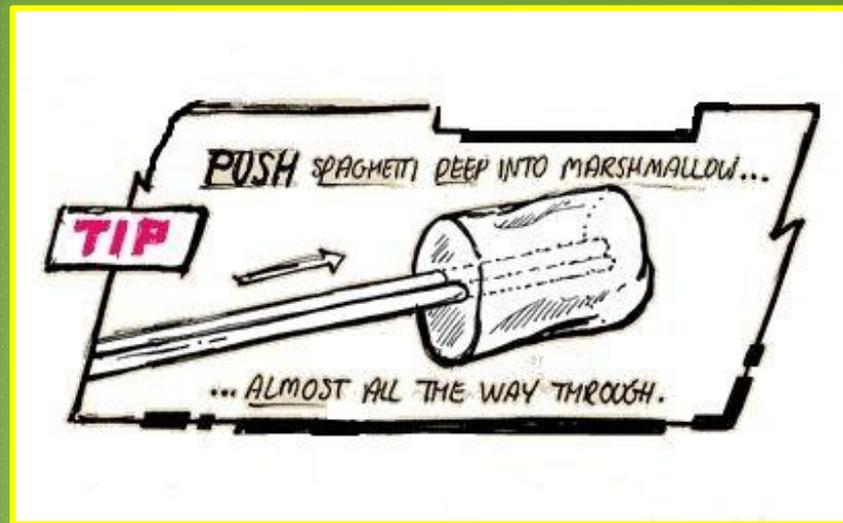
PROJECT DESCRIPTION / DELIVERABLES – IN SCOPE

The product of this project is a complete Project Plan that will be utilized to manage a Data Warehouse and Business Intelligence project. Included within the Project Plan product will be:

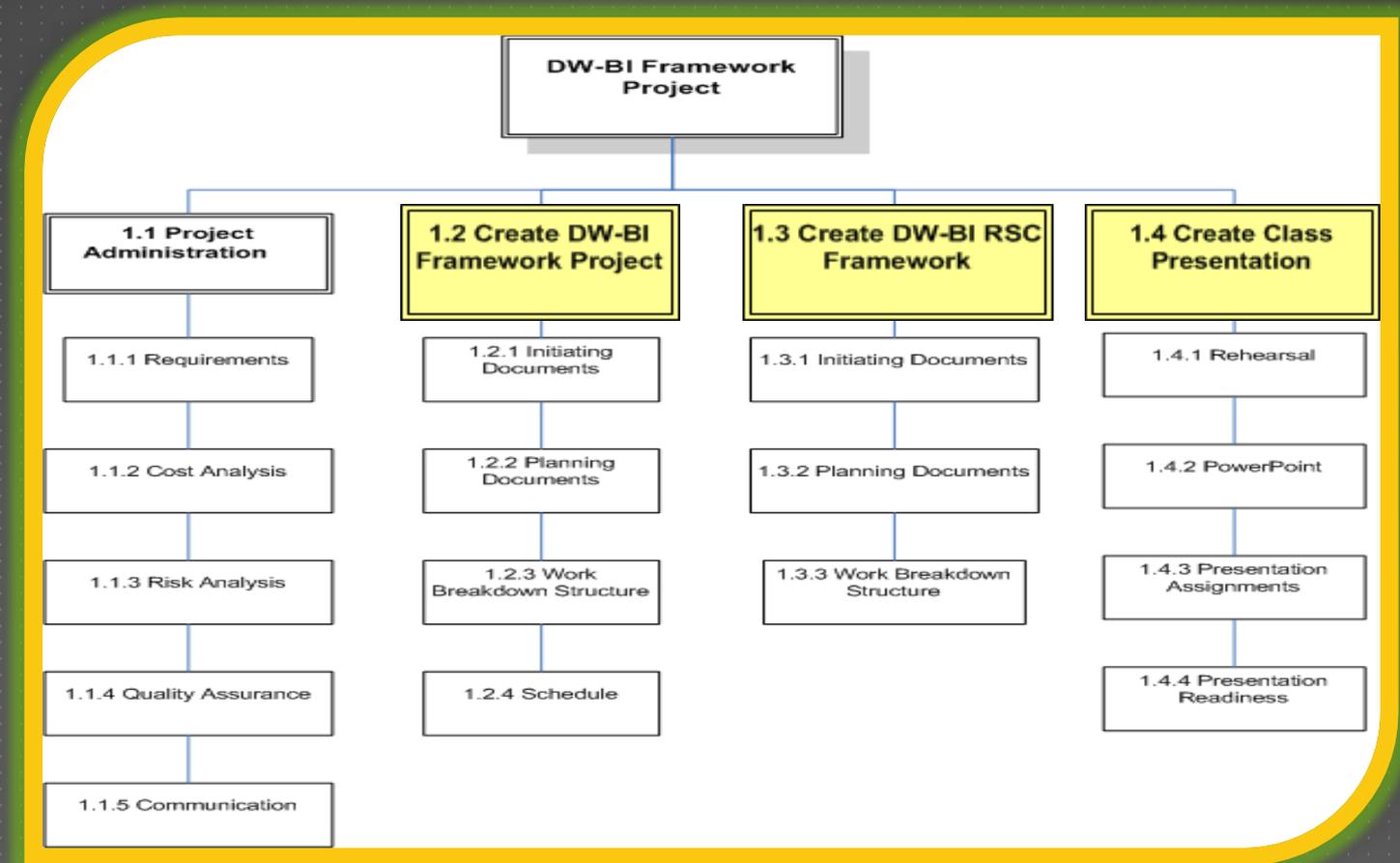
Is the sum of the products, services and results to be provided as a project.

CREATING THE WORK BREAKDOWN STRUCTURE (WBS)

Is the process of subdividing project deliverables and project work into smaller, more manageable components



WORK BREAKDOWN STRUCTURE (WBS)



PROJECT SCHEDULE

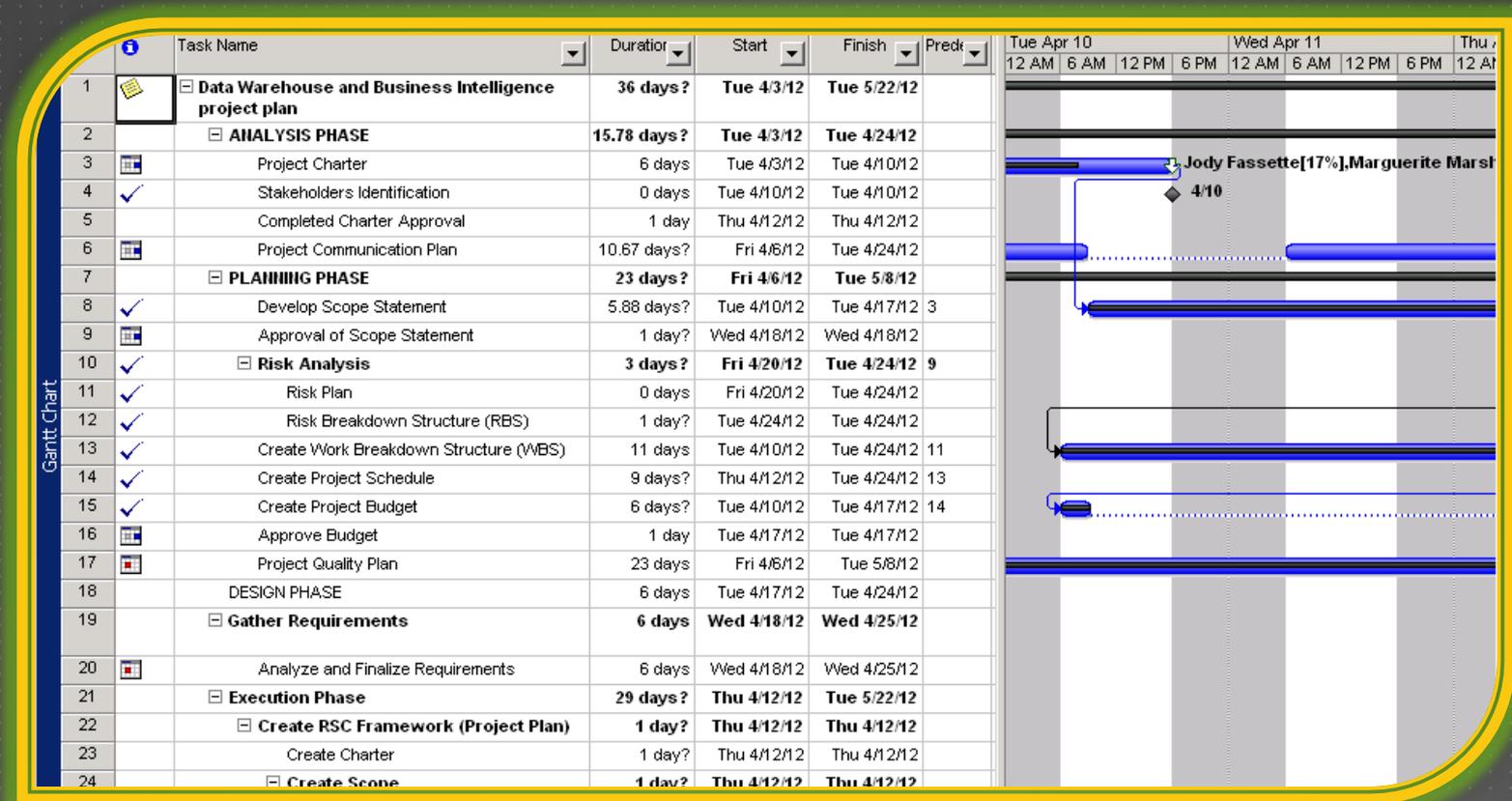
- 📅 Project schedule = The planned dates for performing schedule activities and the planned dates for meeting schedule milestones.
- 📅 Master schedule = A summary-level project schedule that identifies the major deliverables and WBS component and key schedule milestones.
- 📅 Milestones are significant points or events in the project.

PROJECT TIME MANAGEMENT

Project Time Management includes the processes required to manage timely completion of the project including:

- ❏ Define Activities
- ❏ Sequence Activities
- ❏ Estimate Activity Resources
- ❏ Estimate Activity Durations
- ❏ Develop Schedule
- ❏ Control Schedule

SCHEDULE

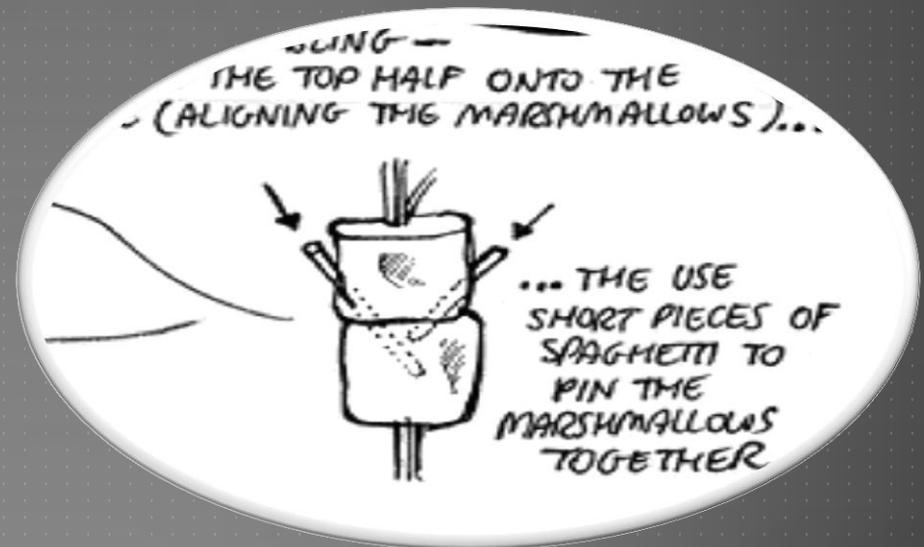


TIME MANAGEMENT

Time Management						
Project Name:	DW-BI Project					
Project Manager:	Jody Fassette					
Blended / Burdened Rate	\$49.95					
		Actuals				
Budgeted Cost		Summary	Week 1 - end 4/3	Week 2 - end 4/10	Week 3 - end 4/17	Week 4 - end 4/24
Class hours	285	304.5	39	39	39.5	
Terry outside	112	24	1.5	2.5	2.7	
Steve outside	112	52	7	4	11	
Jody outside	14	18	1	1.5	1	
Manijeh outside	112	24.5	2	2	7	
Marguerite outside	28	45	3	4	5	
Tim outside	14	13	1	1	2	
Total Budgeted Hours	677	481	54.5	54	68.2	6
Total Budgeted Cost	\$33,816		\$2,722	\$2,697	\$3,407	\$3,119
Cumulative Cost			\$2,722	\$5,420	\$8,826	\$11,945
Class hours = 6 team * 7 wks * 6.5 hrs + (6 team * 2) (presentation week) Terry outside = 7 wks * 16 hrs Steve outside = 7 wks * 16 hrs Jody outside = 7 wks * 2 hrs Manijeh outside = 7 wks * 16 hrs Marguerite outside = 7 wks * 4 hrs						

PROJECT COST MANAGEMENT

Includes processes involved in estimating, budgeting and controlling costs so the project can be completed within the approved budget.



COST MANAGEMENT PROCESSES

Estimate costs

- Analyze schedule activities
- Evaluate activity time estimates
- Evaluate resource estimates

Determine budget

- Aggregate estimated costs of individual activities
- Establish an authorized cost performance baseline

Control costs

- Monitor status of project
- Update budget as necessary
- Manage changes to cost baseline

PROJECT COST MANAGEMENT

Initial Estimated Budget

- Estimated hours for six people = 677
- Cost per Hour = \$49.95
- Total For Estimated Cost = \$33,816 +/- 10%

Actual Budget Cost

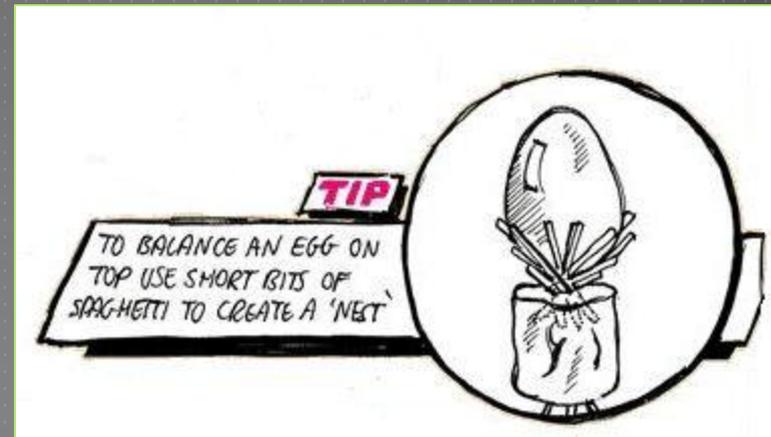
- Actual hours for six people = 481
- Cost per Hour = \$49.95
- Total For Estimated Cost = \$24,026

Actual Cost Variance

- Initial Estimated Budget \$33,816
- Actual Budget Cost \$24,026
- Actual Cost Variance -\$9,790

RISK ASSESSMENT

Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, and monitoring and control on a project.



RISK MANAGEMENT

Risk Description	Risk Level (1-25)	Risk Response Plan
Time to complete the different work assignments due to competing responsibilities from the current job responsibilities. Seven (7) weeks and one (1) day a week for the project group to meet with lots of out of class work activities.	15	Dedicate time outside of classroom time to keep the project on track.
Key stakeholders may not have enough time or resources from the request of meeting to evaluate and inventory all their data requirements from their staff members.	6	Get back with them to solicit for more information.
Allocation of time work outside of class may cause the budget to slightly move in the different directions - up or down.	2	PM occasionally reviews the project to redistribute the hours to stay under the budget.

COMMUNICATIONS

Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information.

COMMUNICATIONS

Documentation includes:

- Communications Plan
- Meeting Agenda and Minutes

COMMUNICATIONS PLAN

Project Communications Plan

Project Name:	DW-BI Framework						
Project Sponsor:	Nelson Gonzalez						
Project Manager:	Jody Fassette						
Event	Target Audience	Message Objective	Timing	Vehicle	Sender	Feedback Mechanism	Impacts
Project Core Team Meeting's Agenda and Minutes	DW-BI project team and Class project sponsor	Record events of weekly meeting, what has been accomplished, what needs to be accomplished; Action items, owner and status; agenda for current and future meeting.	Weekly within 72 hours of weekly project meeting.	Word document	Marguerite	Agendas and Minutes shall be archived in the project's "Meeting Agenda and Minutes" folder in SharePoint.	This will provide meeting structure.
Project Core Team Meeting Communications	DW-BI project team	Communicate and confirm all decisions or agreements made, and any action items (with the assignee established) during the Core Team meeting.	Weekly, at top of meeting	Word document	Marguerite		This will provide provisions to assess the progress of the project ensure that the team immediately address changes or unexpected events.
Weekly Update to Sponsor	Nelson Gonzalez	Update sponsor on status of project	Weekly	Word document, face-to-face or conference call.	Marguerite	Agendas and Minutes shall be archived in the project's "Meeting Agenda and Minutes" folder in SharePoint.	All replies shall be archived in the project's "Communication Repository" folder.
Meet with Stakeholders	RSC Stakeholders: Mark Protsman (CFO), Janine Ashanin (HCM), John Damschroder (OC), Kevin Miller - Executive Director; Brenda Cronin - Chief of	Gather DW-BI RSC Framework requirements.	April 17, 2012	Face to face	Team	Business requirements will be reflected in the Needs Analysis.	

WEEKLY PROJECT COMMUNICATION

WEEKLY PROJECT MANAGEMENT MEETING – DW-BI

Date: May 1, 2012

Time: 8:30 AM – 4:00 PM

Location: DAS Willow Room

Facilitator:	Jody Fassette	
Meeting Participants:	Steve Ball Manijeh Hadjarpour Marguerite Marsh Tim Nguyen Terry Lee Adams	Goal of Meeting: Update/revise documents. Start presentation Project Due Date: 5/15/12 Project Week: 5 Weeks left in project plan: 2
Goals	Completion status	
Revise Project Charter - DW-BI RSC Framework	In progress - Jody	
Project scope – DW-BI RSC Framework	In progress	
Communication Plan – DW-BI RSC Framework	In progress	
WBS – DW-BI Framework Project and RSC	Complete	
Requirements gathering RSC FRAMEWORK	Need one more interview with BSVI	
Identify Stakeholders DW-BI RSC Framework	Complete	
Human Resource Plan RF – separate document?	Steve	
Review Schedule for Framework Project	To start today	
Change Management - review what is needed	Today	

Minutes

- Manijeh updated schedule for FP
- Marguerite completed FP Communications plan
- Marguerite started on presentation with maor input from Manijeh and team. Template design selected

Minutes

- Manijeh updated schedule for FP
- Marguerite completed FP Communications plan
- Marguerite started on presentation with maor input from Manijeh and team. Template design selected and agreed upon by group and placemarkers for each section added. Team members will add their completed documents and text to their sections.
- Jody revised Project Charter for DW-BI RSC Framework.
- Steve completed Scope for DW-BI RSC Framework.
- Steve to conduct Stakeholder Interview with Dan Connors (BSVI) Wednesday 5/9/12
- Safeguard document in progress – Terry to complete and upload to SharePoint and to PowerPoint
- Jody reviewed project check lists in OneNote to roadmap where we are and what we need to complete
- Terry completed interagency agreement
- Steve and Jody transferred documents from old SharePoint site to new SharePoint site

Action Items

• Update actual project hours	Team
• Signatures from Nelson for Charter and Scope	Jody
• Update Communication Plan: DW-BI RSC Framework	Marguerite
• Conduct Stakeholder Interview – Dan Connors (BSVI) (5/9/12)	Steve
• Review DW-BI Framework Project Charter and Scope	Nelson

QUALITY MANAGMENT

Includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken.

Quality Assurance

Quality Control

QUALITY ASSURANCE

Quality Management Plan

- Ensure quality is planned
- Defines how quality will be managed
- Defines quality assurance activities
- Defines quality control activities
- Defines acceptable quality standards

QUALITY CONTROL

☞ Quality Metrics

- ☞ Established to measure quality throughout the project life cycle
 - ☞ Schedule
 - ☞ Resources
 - ☞ Cost
 - ☞ Process performance
 - ☞ Product performance
 - ☞ Customer Satisfaction

HUMAN RESOURCES

Provides guidance on how project human resources should be defined, staffed, managed, controlled and eventually released from the project.

- Roles and responsibilities
- Project organization charts
- Staffing management plan

HUMAN RESOURCES

		Task Name	Work	Duration	Start	Finish
1		<input type="checkbox"/> Data Warehouse and Business Intelligence project plan	660.5 hrs	36 days?	Tue 4/3/12	Tue 5/22/12
2		<input type="checkbox"/> ANALYSIS PHASE	120.97 hrs	5.78 days?	Tue 4/3/12	Tue 4/24/12
3	 	<input type="checkbox"/> Project Charter	48.97 hrs	6 days	Tue 4/3/12	Tue 4/10/12
		Steven Ball	8.17 hrs		Tue 4/3/12	Tue 4/10/12
		Terry Lee Adams	8.17 hrs		Tue 4/3/12	Tue 4/10/12
		Manijeh Hadjarpour	8.17 hrs		Tue 4/3/12	Tue 4/10/12
		Tim Nguyen	8.17 hrs		Tue 4/3/12	Tue 4/10/12
		Jody Fassette	8.17 hrs		Tue 4/3/12	Tue 4/10/12
		Marguerite Marsh	8.17 hrs		Tue 4/3/12	Tue 4/10/12
4	<input checked="" type="checkbox"/>	<input type="checkbox"/> Stakeholders Identification	0 hrs	0 days	Tue 4/10/12	Tue 4/10/12
		Steven Ball	0 hrs		Tue 4/10/12	Tue 4/10/12
		Tim Nguyen	0 hrs		Tue 4/10/12	Tue 4/10/12
5		<input type="checkbox"/> Completed Charter Approval	8 hrs	1 day	Thu 4/12/12	Thu 4/12/12
		Nelson Gonzalez	8 hrs		Thu 4/12/12	Thu 4/12/12
6	 	<input type="checkbox"/> Project Communication Plan	64 hrs	10.67 days?	Fri 4/6/12	Tue 4/24/12
		Marguerite Marsh	64 hrs		Fri 4/6/12	Tue 4/24/12
7		<input type="checkbox"/> PLANNING PHASE	347.38 hrs	18 days?	Fri 4/6/12	Tue 5/1/12
8	<input checked="" type="checkbox"/>	<input type="checkbox"/> Project Scope	48 hrs	5.88 days?	Tue 4/10/12	Tue 4/17/12
		Steven Ball	8 hrs		Tue 4/10/12	Tue 4/17/12
		Terry Lee Adams	8 hrs		Tue 4/10/12	Tue 4/17/12
		Manijeh Hadjarpour	8 hrs		Tue 4/10/12	Tue 4/17/12
		Tim Nguyen	8 hrs		Tue 4/10/12	Tue 4/17/12
		Jody Fassette	8 hrs		Tue 4/10/12	Tue 4/17/12
		Marguerite Marsh	8 hrs		Tue 4/10/12	Tue 4/17/12
9	<input checked="" type="checkbox"/>	<input type="checkbox"/> Develop Scope Statement	0 hrs	0 days	Tue 4/17/12	Tue 4/17/12
		Steven Ball	0 hrs		Tue 4/17/12	Tue 4/17/12
		Terry Lee Adams	0 hrs		Tue 4/17/12	Tue 4/17/12
		Manijeh Hadjarpour	0 hrs		Tue 4/17/12	Tue 4/17/12
		Tim Nguyen	0 hrs		Tue 4/17/12	Tue 4/17/12
		Jody Fassette	0 hrs		Tue 4/17/12	Tue 4/17/12
		Marguerite Marsh	0 hrs		Tue 4/17/12	Tue 4/17/12
10		<input type="checkbox"/> Approval of Scope Statement	8 hrs	1 day?	Wed 4/18/12	Wed 4/18/12
		Nelson Gonzalez	8 hrs		Wed 4/18/12	Wed 4/18/12

Task Usage

LESSONS LEARNED

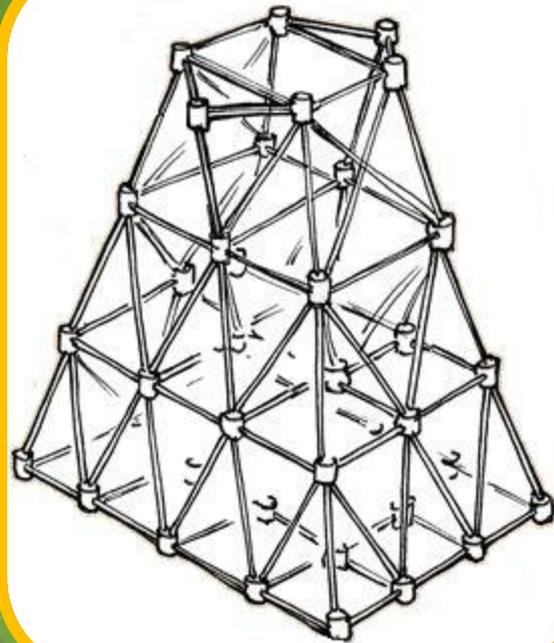
Things that worked well

- ❏ Assigning a few hours of work each week outside of class to complete various project documents.
- ❏ Having meeting minutes and agenda.
- ❏ Having laptops, wireless and a projector.
- ❏ Naming convention in email subject

Things that could be improved

- ❏ Troubleshoot SharePoint issues a week prior to needing access.
- ❏ Having to move SharePoint sites mid-project.
- ❏ Having more conference calls.

DATA WAREHOUSE – BUSINESS INTELLIGENCE RSC FRAMEWORK



- ❑ Ohio Health Transformation (OHT)
- ❑ RSC Framework
- ❑ RSC Data Warehouse – Business Intelligence

STATE OF OHIO'S HEALTH AND HUMAN SERVICES (HHS) (A.K.A, OHIO HEALTH TRANSFORMATION (OHT))

Governor Kasich formed the Office of Health Transformation (OHT), a cross-functional team of individuals representing various HHS agencies led by Director Greg Moody.

More information on this and other OHT initiatives can be found on the OHT website (<http://healthtransformation.ohio.gov/>)

Information in this PowerPoint is a subset extracted from the draft version of “**A Report for Ohio Health and Human Services Cabinet**” dated 4/26/2012

The report referenced above is for the sole use of the State of Ohio. This report and its contents cannot be copied or distributed outside the intended purposes as defined in the Gartner scope of work and contract with the State of Ohio.

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OHT: PURPOSE

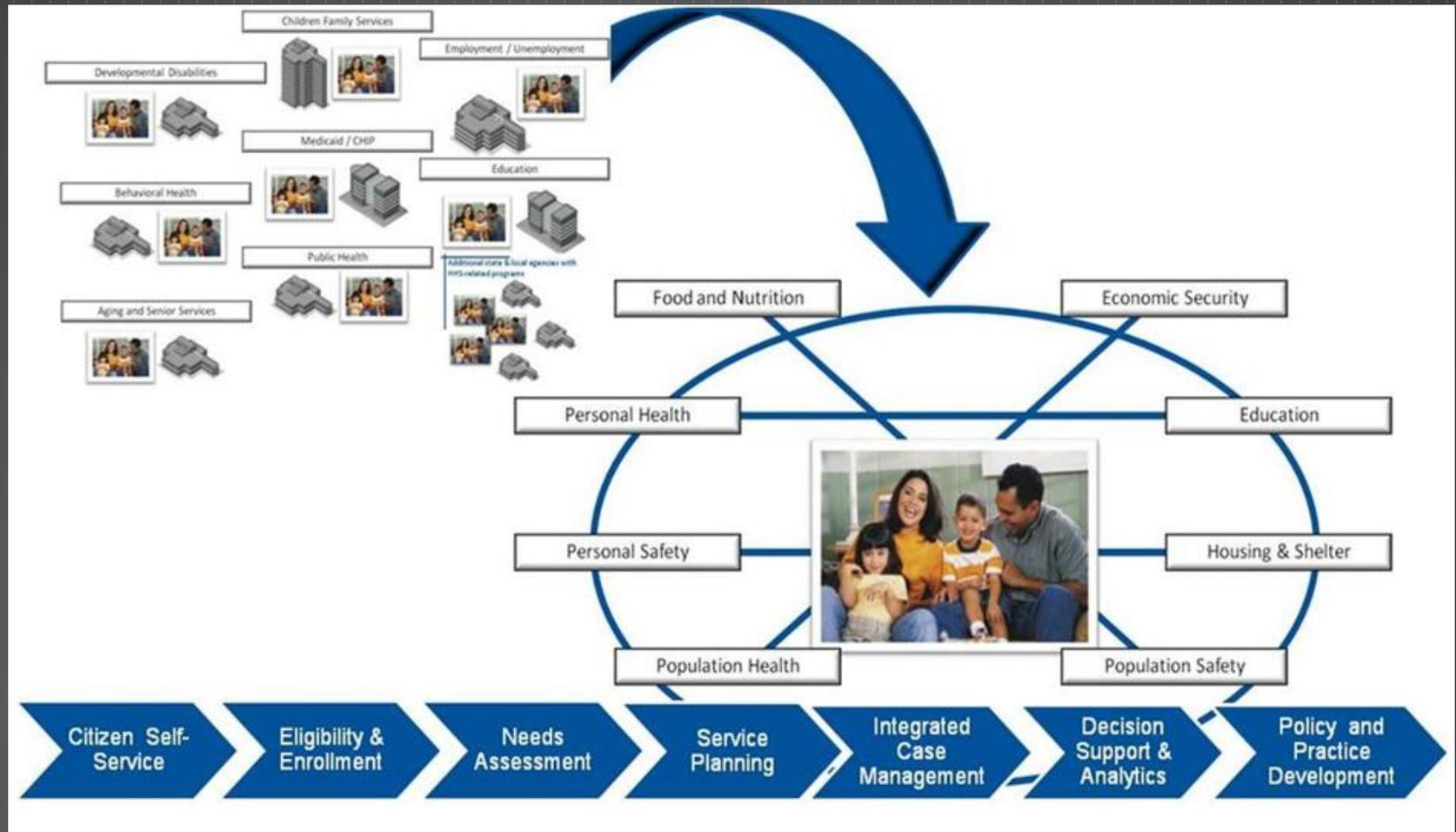
- ❏ In order to improve health outcomes for citizens of Ohio, the OHT created an initiative to Streamline Health and Human Services. This initiative is comprised of several components:
 - ❏ Share information across state and local data systems
 - ❏ Modernize eligibility determination systems
 - ❏ Integrate claims payment systems
 - ❏ Plan Ohio's health insurance exchange
 - ❏ Accelerate electronic health information exchange
 - ❏ Coordinate housing programs
 - ❏ Coordinate early childhood health care programs
 - ❏ Coordinate health care workforce development programs
 - ❏ Recommend a permanent HHS organizational structure

NOTE: The scope of this business process analysis is limited to support of the first two components. Specifically, the scope is to document the business process analysis for Statewide Data Sharing (SDS) and Integrated Eligibility (IE).

OHIO HEALTH AND HUMAN SERVICES ENTERPRISE EXCHANGE (OHHSEE):VISION

- Moving from a **program-centric** to a **person-centric** approach focused on delivering services to achieve an outcome
- Modify policies that constrain the ability to share data
- Introducing a new way to think about HHS Information Technology

VISION (CONTINUED)



PARTICIPATING AGENCIES

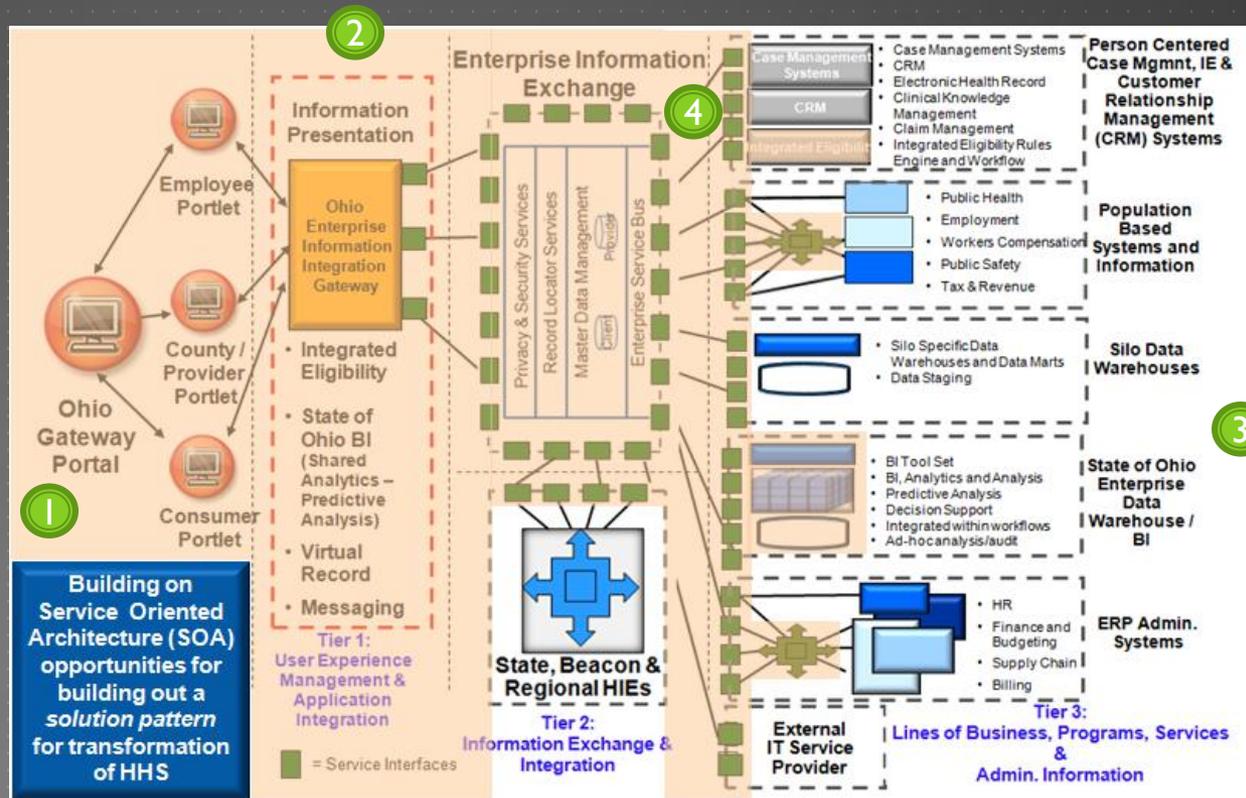
- ❏ Bureau of Worker's Compensation
- ❏ County Office and Job and Family Services Directors' Association
- ❏ Department of Aging
- ❏ Department of Alcohol and Drug Addiction Services
- ❏ Department of Development
- ❏ Department of Developmental Disabilities
- ❏ Department of Education
- ❏ Department of Job and Family Services
- ❏ Department of Health
- ❏ Department of Mental Health
- ❏ Department of Rehabilitation and Correction
- ❏ Department of Youth Services
- ❏ Rehabilitation Services Commission

FIVE KEY CAPABILITIES REQUIRED:

- ❏ **Integrated Eligibility Gateway and Rules Engine**
 - ❏ Web-based, real-time eligibility determination when possible
 - ❏ Dynamic rules engine that allows for update of eligibility rules without significant effort
- ❏ **Client / Consumer Look-Up and Query**
 - ❏ Master Client Index --“White Pages” -- with summary and demographic information
 - ❏ Identification of program enrollment and current services
- ❏ **Manage Referrals**
 - ❏ Make referrals
 - ❏ Confirmation of referral acceptance
 - ❏ As needed, on-going notices regarding referral
- ❏ **Service Coordination**
 - ❏ Common client service integration and prevention of duplication
 - ❏ Outcome-focused case management
- ❏ **Shared Analytics**
 - ❏ “Pushed” – Notices, alerts and decision support capabilities
 - ❏ “Pulled” – Reporting and further decision support capabilities

OHIO HEALTH TRANSFORMATION

1. **Portal** – includes User Interface and User Experience Management, Access Control, Collaboration, Communications and Document Search capability
2. **Enterprise Information Exchange** – includes Discovery Services (Application and Data Integration, Master Data Management (MDM) Master Person Index and Record Locator Service), Consent Management and Security Management
3. **Analytics and Business Intelligence** – Integration, Analysis and Delivery of analytics in the form of alerts and notifications and reports
4. **Integrated Eligibility** – Common Rules Engine to determine eligibility and benefits for Ohio Public Benefit Programs



OUR PRODUCT: RSC FRAMEWORK

- ❏ A **Project Plan** for creation of a Data Warehouse with Business Intelligence overlay(s)
 - ❏ Project Plan can be used by any agency
- ❏ **Project Schedule**, pre-WBS decomposition
- ❏ Reusable **Project Documentation**...(structure, format; contain RSC content)
 - ❏ Statement of Work
 - ❏ Charter
 - ❏ Scope
 - ❏ Work Breakdown Structure
 - ❏ Communications Plan
 - ❏ Stakeholder Register
 - ❏ Stakeholder Requirements (high-level)

OUR PRODUCT: (CONTINUED)

- 📁 Reusable **Project Documentation...**
 - 📁 HR Org Chart
 - 📁 Project Cost Analysis
 - 📁 Risk Log
- 📁 Documentation Templates (ready for use at RSC and elsewhere)
 - 📁 Project Management Meeting template
 - 📁 Change Management Plan template

DATA WAREHOUSE

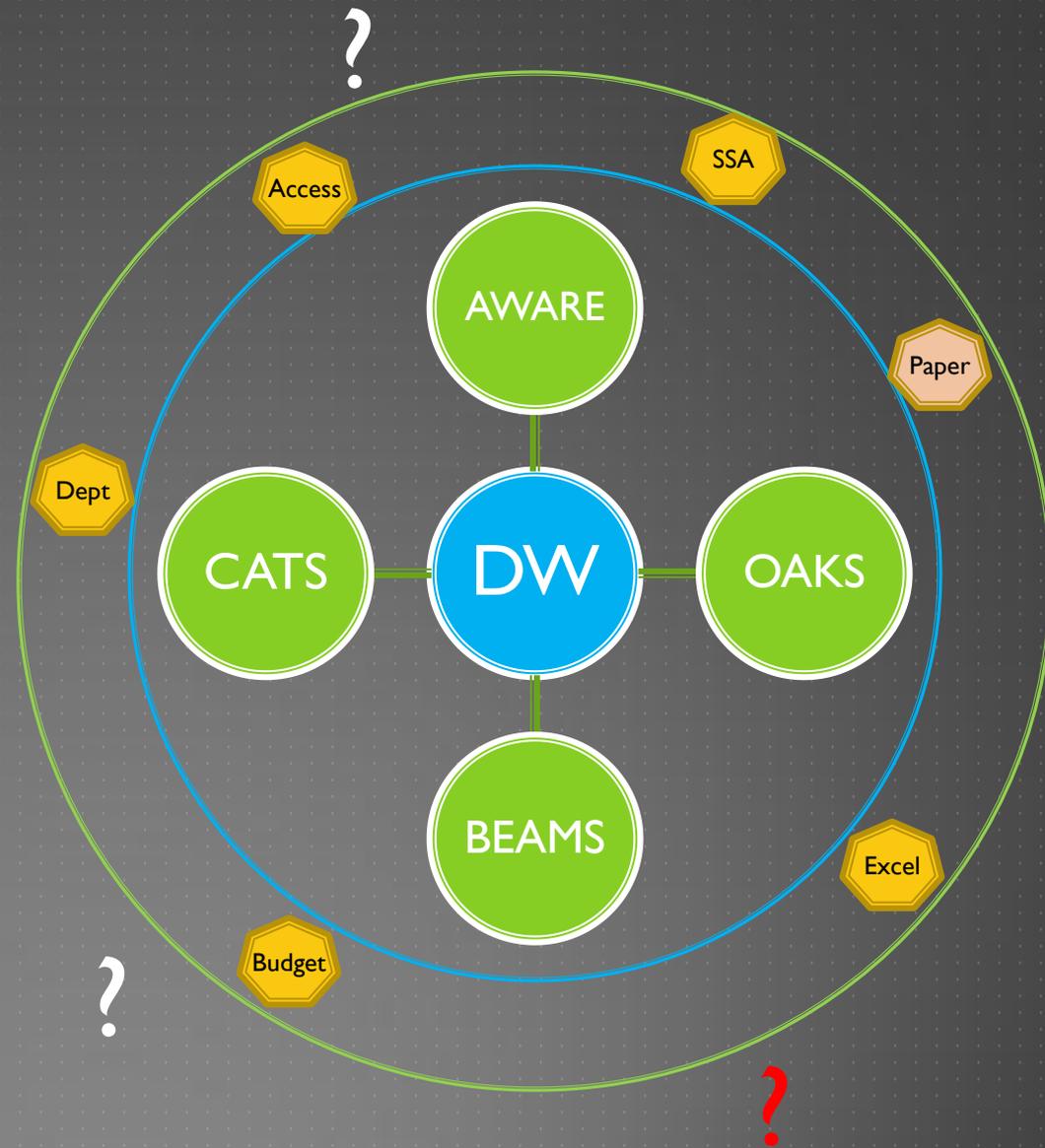
- Just a database.
- Data from source databases are copied to the data warehouse (DW) so that reporting and analysis can be performed without disturbing the performance or the stability of the production systems.
 - OLTP – Online Transaction Processing
 - OLAP – Online Analytic Processing
- DWs are structured to support a variety of analyses, including elaborate queries on large amounts of data that can require extensive searching.
- DW contents are typically historical and static and may also contain numerous summaries, views, and pre-calculated values.

BUSINESS INTELLIGENCE

- Business Intelligence (BI) is any information that pertains to the history, current status or future projections of an organization.
 - DSS – Decision Support Systems
- A BI corporate portal enables users to query and produce reports on enterprise-wide databases, such as data warehouses.
- BI software enables users to analyze enterprise-wide information more easily. Such products more tightly integrate querying, reporting, online analytical processing, and data mining functions.

RSC DW-BI SCOPE

- ❑ Data warehouse that centralizes RSC agency data
- ❑ Two analytic data cubes
 - ❑ Proof of concept
 - ❑ As determined by requirements
- ❑ Source data scrubbed
- ❑ Flexibility to add future sources
- ❑ Flexibility to add / modify cubes
- ❑ User-friendly BI front end
- ❑ High availability during business hours
- ❑ Acceptable performance
- ❑ Zero impact on OLTP systems



RSC DW-BI SCOPE (CONTINUED)

Data Warehouse (DW) Deliverables:

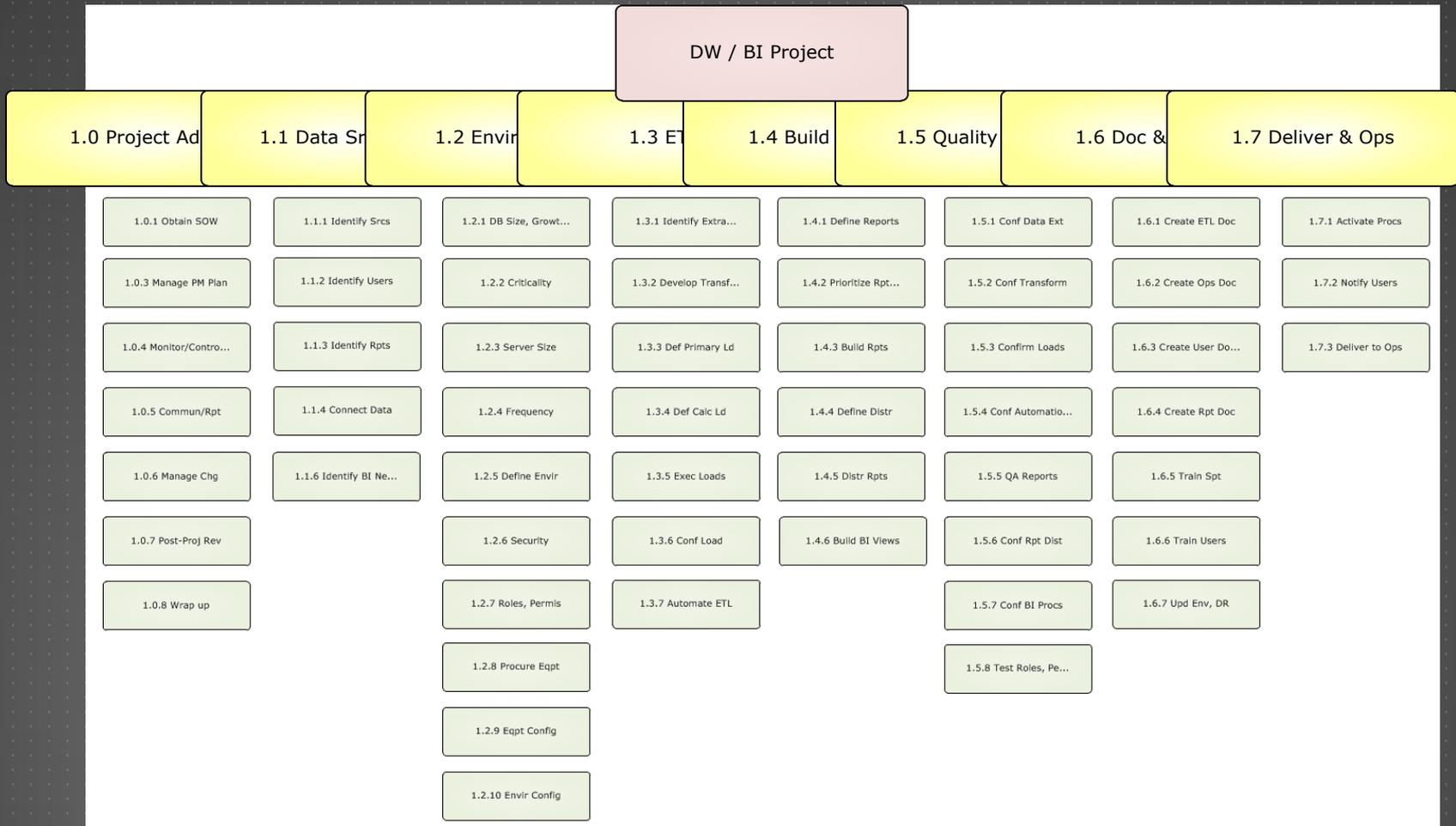
- ❑ An online analytic processing (OLAP) database that is separate and distinct from any source online transaction processing (OLTP) databases to insure that OLTP performance is not impacted by reporting or analytic activity. Separation includes:
 - ❑ Separate hardware
 - ❑ Separate path(s) to access OLAP data
 - ❑ Separate performance, monitoring, and availability requirements for the OLAP environment
- ❑ Extract, Transform, and Load (ETL) processes that retrieve agency source transactional data at least daily and restructure that data for analysis.
- ❑ Operational documentation that supports the operation and maintenance of the data warehouse.

RSC DW-BI SCOPE (CONTINUED)

Business Intelligence (BI) Deliverables:

- ❏ An AWARE-based case operations data cube that “productizes” the proof-of-concept created in August, 2011.
- ❏ A new data cube created based on prioritization of analytical need determined during project requirements gathering.
- ❏ A set of standard reports that is automatically created and distributed based on parameters defined during requirements gathering.
- ❏ Support documentation for IT technical support.
- ❏ Training materials for technical support of the BI tool.
- ❏ Training materials for BI end-users.

WORK BREAKDOWN STRUCTURE (WBS)



SCHEDULE

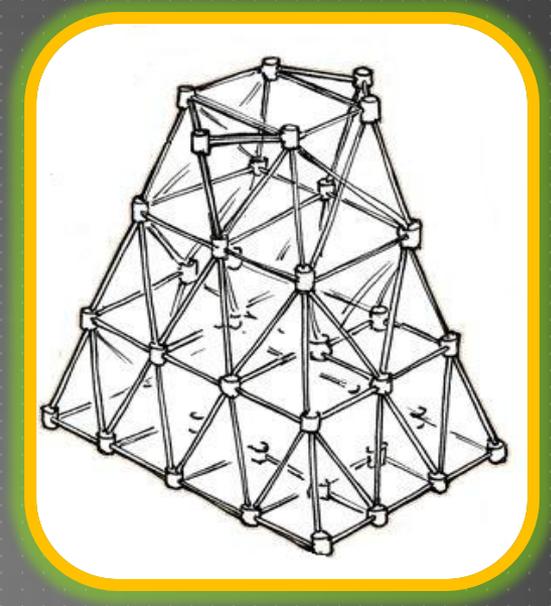
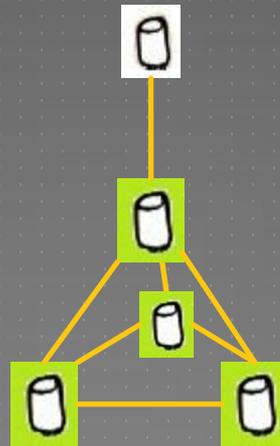
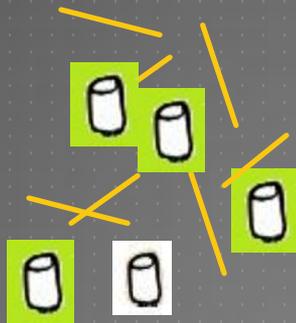
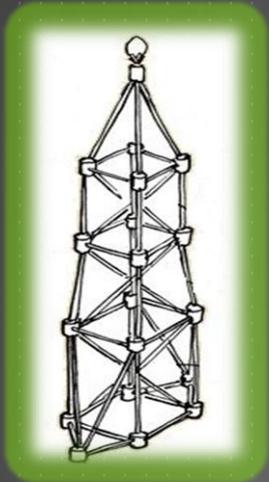
Task	Start Date	End Date		
Charter Approved	6/8/2012	6/8/2012		
Project Start	6/8/2012			
Project Scope Approved	6/8/2012	6/22/2012		
Schedule	6/22/2012	7/6/2012		
...				
Project End		11/8/2013		

WEEKLY MEETING TEMPLATE

...and off we go

	
WEEKLY PROJECT MANAGEMENT MEETING: RSC DW-BI PROJECT	
Date:	Time:
Location:	Dial-in Information:
Facilitator:	
Attendees:	
Absent:	
Agenda:	
Minutes:	
Action Items:	
Owner:	

QUESTIONS?



Thanks, Terry, for all the “structural” input 😊
...and thank you, Nelson, for sharing your awesome PM skills!