

# OCCAT Revised Timeline Proposal

**Provided to:**

**CalSAWS Consortium**

**RFP:**

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## Documents Revision Table

Version	Date	Author	Rationale
1.0	7/15/2020	Cambria Solutions	Original Submission
2.0	7/22/2020	Cambria Solutions	Updated to address comments
3.0	7/28/2020	Cambria Solutions	Updated to address comments
4.0	8/01/2020	Cambria Solutions	Updated to address comments
5.0	8/04/2020	Cambria Solutions	Updated to address comments
6.0	8/21/2020	Cambria Solutions	Updates to address BRE

## References and works cited

Below are references to tools, technologies, products, and services that are referenced in this document. These tools are not owned by Cambria Solutions and are referenced to provide context and detail necessary for this document and are considered common knowledge:

### ***Exhibit 1: Reference Information***

ID	Reference	Reference Source
1.	Scribbr	<a href="https://www.scribbr.com/">https://www.scribbr.com/</a>
2.	Qlik®/Qlik Sense®	<a href="https://www.qlik.com/us/">https://www.qlik.com/us/</a>
3.	ForgeRock®	<a href="https://www.forgerock.com/">https://www.forgerock.com/</a>
4.	Meridian LMS™	<a href="https://www.meridianks.com/lms-solutions/meridian-lms/">https://www.meridianks.com/lms-solutions/meridian-lms/</a>

5.	AWS	<a href="https://aws.amazon.com/">https://aws.amazon.com/</a>
6.	AWS QuickSight	<a href="https://aws.amazon.com/quicksight/">https://aws.amazon.com/quicksight/</a>
7.	Jira®	<a href="https://www.atlassian.com/software/jira">https://www.atlassian.com/software/jira</a>

# 1 Introduction & Overview

The purpose of this Revised Timeline and Readiness Proposal document is to remediate the findings as outlined in the “Corrective Action in response to Quality and Readiness concerns” letter, dated July 8, 2020 and email response: “Application SAWS Interfaces deliverable”, dated July 10, 2020. This proposal includes a move of the Go-Live date for OCAT from August 24, 2020 to November 2, 2020 to accommodate additional testing, review of project deliverables, and time to demonstrate that the OCAT system is ready to support the OCAT users.

The remediation topics have been organized into four categories:

1. User Acceptance Testing (UAT)
2. Training
3. Testing
4. System Documentation Deliverable (SDD)

Each of the four categories provides a timeline diagram followed by a table with activities and milestones and remediation descriptions. The following diagram provides a summary overview with a revised proposed Go-Live date of November 2, 2020.

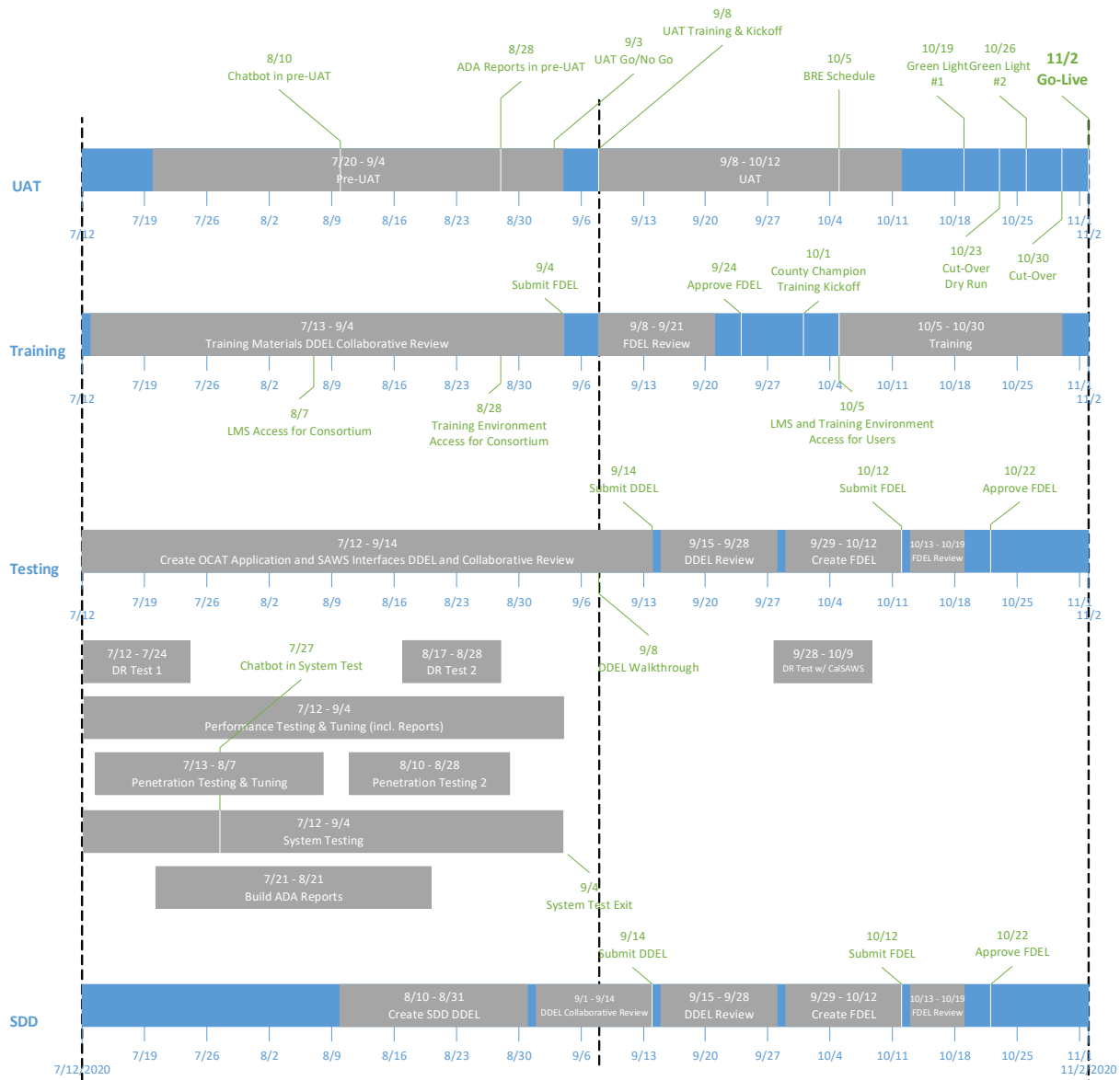
Additionally, this document provides more detailed responses to:

- a. The OCAT Environments
- b. Implementation and Cutover
- c. Deliverables
- d. QA process
- e. Assumptions

In support of the proposed project timeline, Cambria will also implement the following to reduce the risk of schedule slippage and increase the overall quality of the OCAT system and related project artifacts:

- ▶ Reinforcing our quality assurance corrective action plan and approach
- ▶ Increased transparency on overall progress by reporting on key performance metrics and sharing burn down charts with the Consortium on an increasingly frequent basis
- ▶ Increase the involvement of the Consortium team and its delegates throughout draft development including:
  - More collaborative work sessions to review draft deliverables and walkthrough comments and associated dispositions.
  - Conduct more frequent system demonstrations

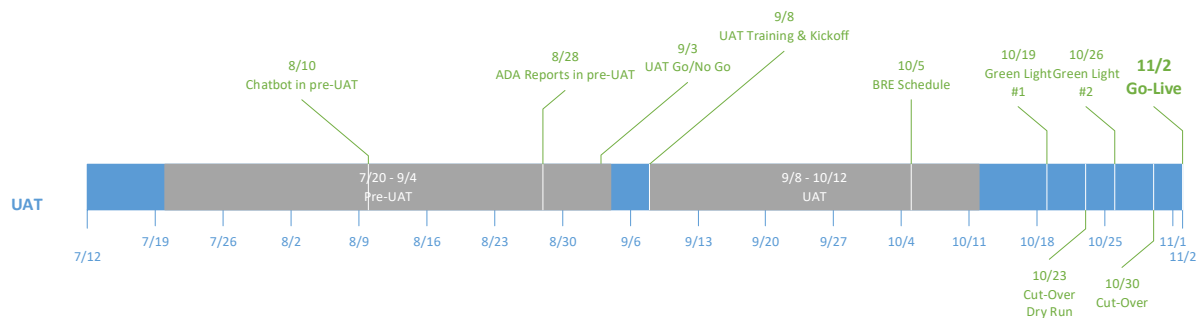
## Exhibit 2: Proposed revised timeline



## 2 User Acceptance Testing (UAT)

The following diagram describes the key milestones and activities for the proposed new go-live date for the OCAT system following UAT. The table below the diagram provides the descriptions for the UAT activities and milestones.

**Exhibit 3: UAT timeline**



The table below provides the dates and descriptions for the activities and milestones defined in the UAT timeline diagram.

**Exhibit 4: UAT timeline descriptions**

#	Activity/ Milestone	Date(s)	Description
1.	Consortium Pre-UAT Environment Access (System Test Deploys)	07/20/20 – 09/04/20	<p>Consortium users will have access to the “pre-UAT” environment to prepare for UAT and validate that the system is ready for official UAT. Please note that the “pre-UAT” environment is the same environment as UAT. It is termed “pre-UAT” to indicate the early access provided to the Consortium users. This also creates an opportunity to find any defects early in the process, while developing UAT test cases/scenarios.</p> <p>Cambria will coordinate deployments to keep this environment synchronized with System Test environment.</p>



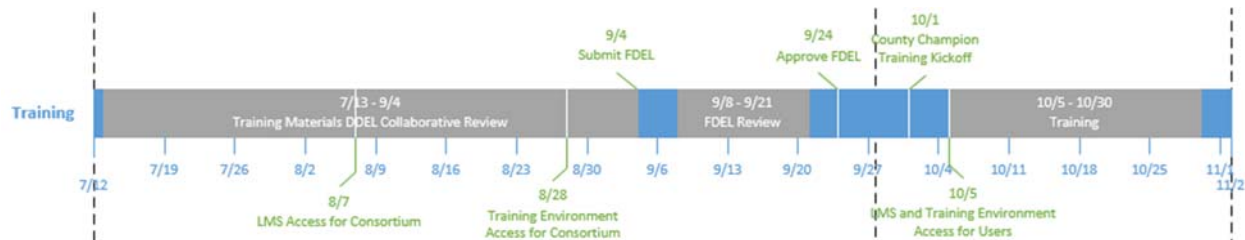
#	Activity/ Milestone	Date(s)	Description
2.	Chatbot in “pre-UAT”	08/10/20	The Chatbot is introduced into the UAT environment for the “pre-UAT” activities. The training materials for the Chatbot are included in the FDEL for the training materials.
3.	ADA Reports in “pre-UAT”	08/28/20	The new reports meeting ADA compliance and reporting requirements are included in the UAT environment prior to formal UAT start for the “pre-UAT” activities. Prior to UAT, reports are deployed to the Consortium’s “pre-UAT” environment incrementally as they pass System Tests, with all reports deployed by this date.
4.	UAT Go/No Go	09/03/20	The UAT entry criteria are reviewed and the decision to enter into UAT or defer UAT is made by the Consortium.
5.	UAT Training & UAT Kickoff	09/08/20	The kickoff date for UAT. Cambria will provide UAT training to the OCAT UAT users.  The Chatbot, and the ADA Compliant Reports are available in UAT.
6.	BRE Schedule	10/05/20	The schedule for the SDLC of the Business Rule Engine is submitted to the Consortium. The SDLC will include: Analysis, design, construction, testing, UAT, training, and implementation processes.

#	Activity/ Milestone	Date(s)	Description
7.	UAT	09/08/20 – 10/12/20	<p>The formal UAT is 5 weeks during which the OCAT UAT users conduct their acceptance testing of the OCAT system.</p> <p>UAT starts 4 weeks prior to Training to create an opportunity to repair defects prior to the start of Training. Prior to the start of UAT, the Consortium has access to OCAT in the same environment but called “pre-UAT” to prepare test cases/scenarios.</p>
8.	Green Light #1	10/19/20	First Go-Live go/no-go decision point
9.	Cut-Over Dry Run	10/23/20 – 10/25/20	Conduct a mock go-live dry-run to test the go-live approach and address any final findings prior to the following weekend Go-Live cutover.
10.	Green Light #2	10/26/20	Second Go-Live go/no-go decision point
11.	Cut-Over	10/30/20 – 11/01/20	Official weekend for Go-Live cut-over.
12.	Go-Live	11/02/20	The OCAT Go-Live date.

### 3 Training

The following diagram describes the key milestones and activities for training material delivery and training delivery. The table below the diagram lists the key activities and milestones for the proposed training timeline.

**Exhibit 5: Training timeline**



The following table provides the dates and descriptions for the activities and milestones defined in the training timeline diagram.

**Exhibit 6: Training timeline descriptions**

#	Activity/ Milestone	Date(s)	Description
1.	DDEL Collaborative Review	07/13/20 – 09/04/20	<p>To improve the quality of the Training Materials, Cambria will address the DDEL comments received in preparation for the FDEL. Cambria has already received County input on the draft Training Materials and those are being addressed.</p> <p>The Training Materials will also include information in support of the new ADA Reports and Chatbot, which will be introduced during pre-UAT and is included prior to the start of training.</p> <p>The Consortium including the Training team will have access to “pre-UAT” beginning 7/20 and can utilize this environment to aid with validation of the training materials. They can have any access needed to validate materials on request. Specifically,</p>

#	Activity/ Milestone	Date(s)	Description
			<p>Administrator Access and access to the Data Extract functionality will be provisioned when alongside the approval timelines outlined for those particular Training Materials.</p> <p>As part of our deployment process, UAT will be regularly synchronized with software deployments from System Test and will contain the latest version of the software that passed System Testing.</p> <p>County follow-up / coordination is planned to continue through the monthly County Champion Check-in Meetings. Additionally, we'll work in collaboration with the Consortium to update the training tasks to align with the new schedule, including items such as, County Champion meetings, county communications, schedule update CIT, access to the LMS, etc.</p> <p>Cambria will work with the Consortium to plan and schedule collaborative reviews with Consortium stakeholders (Consortium, QA, Consortium delegates) to review the updated training materials and collaboratively resolve and verify all comments prior to formal submission of the FDEL.</p> <p>Also, as mentioned in the Training Plan, a survey (skills assessment) feature will be utilized in Meridian LMS™ that users will execute as part of their completion of the training materials in the LMS. This survey feature has not been developed yet and, therefore, is not included in the Training Materials DDEL currently in review. However, Cambria will to work with the Consortium during this collaborative review cycle to</p>

#	Activity/ Milestone	Date(s)	Description
			<p>develop and jointly review the appropriate survey questions and content to meet the expectations of assessing competency. This survey will be developed, reviewed, and included in the Training Materials FDEL submission.</p> <p>After updating the materials and joint reviews of the training materials, the FDEL is submitted to the Consortium for review on 09/04/20.</p> <p>.</p>
2.	LMS Access for Consortium	08/07/20	Access will be provided to the LMS the same day the FDEL is submitted.
3.	Training Access for Consortium	08/28/20	Access to the Training environment will be provided one week prior to FDEL submission.
4.	Submit FDEL	09/04/20	The training materials FDEL is submitted to the Consortium for review.
5.	Review FDEL	09/08/20 – 09/21/20	<p>The Consortium reviews the FDEL and provides comments or approval by 9/21/20. Cambria will provide reviewers with system access to the Training environment for functional validation of training materials (OCAT Training Environment, Administrator &amp; Data Extract). As part of our deployment process, UAT will be in synchronized regularly with System Test and contain the version of the software that passed System Testing.</p>

#	Activity/ Milestone	Date(s)	Description
6.	Approve FDEL Training Materials	09/24/20	If FDEL comments are received, then Cambria will address the comments and resubmit the FDEL for final review and approval by 9/24.
7.	County Champion Kick-off(s)	09/30/20 - 10/1/20	Cambria will conduct the kick-offs with the County Champions the week prior to training.
8.	Start Training and Provide LMS and Training Access to Users	10/05/20	The proposed training start date. Also, at the start of training, access to the LMS and Training environment will be provided to users.
9.	Training	10/05/20 – 10/30/20	The OCAT training period is planned for 4 weeks. Training starts three weeks after UAT to create an opportunity to identify and resolve defects as well as update training materials, if necessary, prior to the start of Training.

### 3.1 Training Requirements and Materials

The training tasks from the Statement of Work (SOW) and training approaches from the Requirements Traceability Matrix (RTM) define Web-based Training (WBT), Job Aids, and On-Line Help as the types of training materials to be developed and provided in easily accessible electronic formats. The following types of training materials and learning support have been developed and are currently being reviewed by the Consortium. Electronic materials will be available through the CalSAWS Meridian Learning Management System (LMS).

Web-based Training – the following materials are developed electronically and accessible over the internet for self-paced learning:

- Webinars (audience – County Champions and Consortium staff)
- Desk Guides (audience – all users)
- Videos (audience – all users)
- Live Training Environment (audience – all users)

Job Aids – the following materials are developed electronically and accessible over the internet for self-paced learning:

- Desk Guides (audience – all users)
- Resource Library (audience – all users)
- FAQs (audience – all users)

On-Line Help – the following materials are developed electronically and accessible over the internet for self-paced learning:

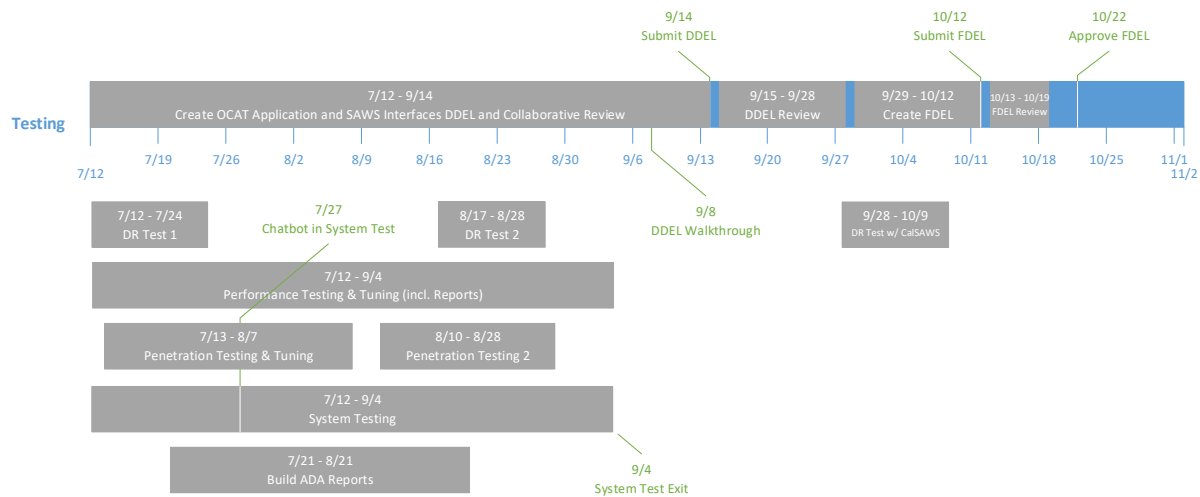
- End User Manual (audience – all users) – available in the OCAT Application Help Menu
- Administrator Manual (audience – administrative users) – available in the OCAT Application Help Menu

In addition, the SOW and RTM define tracking and reporting on training logistics, activities, and courses, including utilizing lessons to determine understanding of the materials. Per the OCAT Training Plan, a survey feature will be utilized in Meridian that users will execute as part of their completion of the training materials in the LMS. The surveys for each Course in the LMS will include a comprehension assessment, the contents of which will be reviewed with the Consortium alongside their review of the Training Materials that compose each respective Course. The counties will complete the surveys to validate comprehension of training included in each LMS course. The county comprehension data will be reported to the Consortium and will drive decisions on potential adjustments required to approach and/or materials during End User training to achieve the intended outcome. Cambria will work with the Consortium to develop and jointly review the appropriate survey questions and content to meet the expectations of assessing competency and include this survey in the Training Materials FDEL.

## 4 Testing

The following diagram describes the key milestones and activities for testing and the delivery of the OCAT Application and SAWS Interfaces deliverable. The table below the diagram lists the key activities and milestones for the proposed testing timeline.

**Exhibit 7: Testing timeline**



The following table provides the dates and descriptions for the activities and milestones defined in the testing timeline diagram.

**Exhibit 8: Testing timeline descriptions**

#	Activity/ Milestone	Date(s)	Description
1.	Create OCAT Application and SAWS Interfaces DDEL and Collaborative Review	07/12/20 – 09/14/20	<p>Cambria will create the DDEL based on results of completed system test activities. This will include the Chatbot as well as system test results and performance test results of the ADA compliant reports.</p> <p>Preliminary results will be shared with the Consortium on a flow basis where possible as different test activities are completed. This will</p>



#	Activity/ Milestone	Date(s)	Description
			allow more time for collaborative review and improve the document quality and final review and approval.
2.	DR Test 1	07/12/20 – 07/24/20	<p>The Cambria team is documenting the results of the successful Disaster Recovery Tests to confirm that OCAT can rapidly switch over to the AWS East Region and continue to function and update information to the global database.</p> <p>Cambria will submit the DR test results to the Consortium on a flow basis.</p>
3.	DR Test 2	08/17/20 – 08/28/20	<p>Cambria will perform another round of Disaster Recovery Tests to include reports.</p> <p>The final results will be included in the OCAT Application and SAWS interfaces deliverable.</p> <p>OCAT will not be able to participate in the CalSAWS DR test during Labor Day weekend since OCAT will not be in production at that time. However, a separate DR test will be coordinated with CalSAWS prior to Go-Live.</p>
4.	Performance Testing and Tuning (including reports)	07/12/20 – 09/04/20	<p>The Cambria team is executing performance tests to confirm the system can meet the load and SLAs for OCAT.</p> <p>The adjusted timeline will provide time to allow for the ADA compliant reports to be included in the Performance Test before the results are included in the OCAT Application and SAWS Interfaces deliverable.</p> <p>Cambria will submit the Performance test results to the Consortium on a flow basis. The</p>

#	Activity/ Milestone	Date(s)	Description
			<p>results will be included in the OCAT Application and SAWS interfaces deliverable.</p> <p>See the section below for more details.</p>
5.	Penetration Testing and Tuning	07/13/20 – 08/07/20	<p>The adjusted schedule will allow time to address any Consortium approved findings.</p> <p>Cambria will include the results of the OCAT Penetration Test conducted by a 3<sup>rd</sup> party organization in the OCAT Application and SAWS Interfaces deliverable.</p> <p>Cambria has submitted the initial round of the Penetration test results to the Consortium. Some of the items identified are for the Consortium to address. The finalized results will be included in the OCAT Application and SAWS interfaces deliverable.</p> <p>See the section below for more details.</p>
6.	Penetration Testing and Tuning Round 2	08/10/20 – 08/28/20	<p>Cambria will facilitate a second round of testing and will include the results of the OCAT Penetration Test conducted by a 3<sup>rd</sup> party organization in the OCAT Application and SAWS Interfaces deliverable.</p> <p>Cambria will submit the Penetration test results from this round to the Consortium as well. Cambria will also work with the Consortium to disposition the penetration test items found that are under the control of the Consortium. The final results will be included in the OCAT Application and SAWS interfaces deliverable.</p> <p>See the section below for more details.</p>

#	Activity/ Milestone	Date(s)	Description
7.	System Testing (Functional/ Regression)	07/12/20 – 09/04/20	<p>Cambria is continuing to execute system test, which also includes testing of the interfaces, reports, ADA, and fixed defects.</p> <p>System testing for the Chatbot, and new ADA compliant reports will also be conducted. These items will be deployed to the Consortium’s “pre-UAT” environment when they pass System Testing.</p> <p>Testing will continue and test results will continue to be provided through the OCAT Test Weekly Status Reports.</p> <p>The plan is to enter UAT without high and medium defects, and Cambria also plans to fix as many low priority defects as possible.</p> <p>At the conclusion of this testing the System Test Exit Criteria are provided to the Consortium.</p> <p>The results of System Testing will be included in the OCAT Application and SAWS Interfaces deliverable.</p>
8.	Chatbot in System Test	07/27/20	<p>The Chatbot is introduced to System Test. With the adjusted timeline, the Chatbot is available before UAT starts.</p>
9.	Build ADA Reports	07/21/20 – 08/21/20	<p>The Cambria team develops the OCAT Qlik® reports instead of the AWS QuickSight Reporting solution. QuickSight has shown not to be ADA compliant and Qlik® is or will be made compliant by the vendor.</p> <p>As the construction of reports are completed, they’ll be released into System Testing. When the report passes System Testing it will be</p>

#	Activity/ Milestone	Date(s)	Description
			deployed to the Consortium's "pre-UAT" environment. System test of reports will be completed, and major defects resolved prior to UAT.
10.	System Test Exit	09/04/20	The System Test Exit Criteria are met and delivered to the Consortium.
11.	CalSAWS & OCAT Coordinated DR test	09/28/20 – 10/09/20	OCAT will not be able to participate in the CalSAWS DR test during Labor Day weekend since OCAT will not be in production at that time. However, a separate DR test will be coordinated with CalSAWS prior to Go-Live. A careful coordination effort will be required to confirm exchange with CalSAWS and OCAT, since the OCAT production instance is not in production use.
12.	DDEL Walkthrough	09/08/20	<p>Cambria will schedule a walkthrough of the DDEL prior to submission.</p> <p>This is in addition to providing test results on a flow basis as they become available and doing collaborative reviews and updates with the Consortium during the creation of the DDEL.</p>
13.	Submit DDEL	09/14/20	<p>The date when Cambria will submit the DDEL for the OCAT Application and SAWS Interfaces deliverable.</p> <p>The DDEL is provided to the Consortium allowing two weeks to review the results prior to entry into UAT.</p>

#	Activity/ Milestone	Date(s)	Description
			The DDEL includes the System Test results (including reports), penetration test results, performance test results, and DR test results.
14.	Review DDEL	09/15/20 – 09/28/20	The Consortium reviews the OCAT Application and SAWS Interfaces deliverable and provides comments.
15.	Create FDEL	09/29/20 – 10/12/20	Cambria incorporates the Consortium feedback into the document to create the FDEL for the OCAT Application and SAWS Interfaces deliverable.
16.	Submit FDEL	10/12/20	<p>Cambria submits the FDEL for the OCAT Application and SAWS Interfaces deliverable. This deliverable will close out the System Test phase for OCAT. System Testing will continue in support of UAT, Training, and other ongoing activities.</p> <p>This deliverable will also include the performance and system test results for the re-written ADA compatible reports.</p>
17.	Review FDEL	10/13/20 – 10/19/20	The Consortium reviews the FDEL and provides comments or approval by 10/19/20.
18.	Approve FDEL OCAT Application and SAWS Interfaces	10/22/20	<p>If FDEL comments are received, then Cambria will address the comments and resubmit the FDEL for final review and approval by 10/22.</p> <p>Cambria will make every effort to fix all defects prior to and during UAT. At the conclusion of System Test and prior to the start of UAT, Cambria will review the status of any open</p>

#	Activity/ Milestone	Date(s)	Description
			defects with the Consortium and will provide a timeline of delivery.

## 4.1 Performance Testing

Cambria will performance test the application. Basic statistics on the current workload are included in the table below.

### *Exhibit 9: Basic Performance Statistics*

ID	OCAT Statistic	Frequency/Counts
1.	Total Statewide Users	3,500
2.	Users logins per week	2,400
3.	User logins per day	480
4.	Annual Interviews completed	60,000
5.	Weekly Interviews completed	1,200
6.	Daily Interviews completed	240
7.	Weekly workload peak on Wednesdays	
8.	Daily workload peak 9am-10am & 1pm-2pm	

Based on these metrics the following performance test are planned:

- ▶ Basic daily workload (480 users, conducting 240 interviews), this will include:
  - End-to-end interviews
  - Data extracts
  - Reporting
  - Accessing the community resources
  - Adding users
- ▶ Increasing the load to demonstrate a multitude of the daily load can be conducted.

- ▶ Demonstrating the system can endure load.
- ▶ Demonstrate mass user activation with ForgeRock®.
- ▶ Demonstrating mass login after an outage, or post go-live.
- ▶ Test incoming API calls and outgoing API calls to emulate the exchange of information with the SAWS systems, under normal workload and a multitude of daily workload conditions.

## 4.2 Penetration Testing

The preliminary findings resulting from the penetration test have been shared with the Consortium. Cambria entered the defects in Jira® and will include the penetration test results in the weekly progress status reports. Some of the findings are under the control of the Consortium to address. Cambria will work with the Consortium to address the findings.

Once the items are remediated, the penetration test for the findings will be repeated to confirm resolution.

## 4.3 Disaster Recovery Testing

Cambria has shared a draft Disaster Recovery plan with the Consortium on 7/24/20. This plan also outlines an additional test to be conducted in August 2020 to include the recovery of additional functions. OCAT will not be able to participate in the CalSAWS DR test during Labor Day weekend since CalSAWS will not have the OCAT interface code production at that time since OCAT will not be live yet. However, a separate DR test has been discussed and will be coordinated with CalSAWS during the month prior to Go-Live. This test is planned to utilize the OCAT production environment together with the SAWS production environment. Although the OCAT production environment will be used, the OCAT system will not be in productive use. It will be important to carefully coordinate this test and any exchange of information. It may require CalSAWS to activate and later deactivate the OCAT interface functionality. Also, should any CalSAWS production data be exchanged this may have to be reversed after the DR exercise has been concluded.

# 5 System Documentation Deliverable (SDD)

The following diagram describes the key milestones and activities for the delivery of the System Documentation Deliverable (SDD). The table below the diagram lists the key activities and milestones for the proposed SDD timeline.

### Exhibit 10: SDD timeline



The following table provides the dates and descriptions for the activities and milestones defined in the SDD timeline diagram.

### Exhibit 11: SDD timeline descriptions

#	Activity/Milestone	Date(s)	Description
1.	Create SDD DDEL	08/10/20 – 08/31/20	Cambria updates and resubmits the SDD DDEL based on the comments received from the Consortium.  The Consortium will have to agree to the re-submission of a draft and remediation being postponed beyond the August 7, 2020 date.
2.	SDD DDEL Collaborative Review	09/01/20 – 09/14/20	Cambria conducts walkthroughs of the SDD DDEL documents with the Consortium.
3.	Submit SDD DDEL	09/14/20	The date when the SDD DDEL is submitted for review.
4.	Review SDD DDEL	09/15/20 – 09/28/20	The Consortium reviews the DDEL and provides comments by 9/28/20.
5.	Create SDD FDEL	09/29/20 – 10/12/20	Cambria creates the FDEL based on comments received.



#	Activity/Milestone	Date(s)	Description
6.	Submit SDD FDEL	10/12/20	The date when Cambria submits the SDD FDEL.
7.	Review SDD FDEL	10/13/20 – 10/19/20	The Consortium reviews the FDEL and provides comments or approval by 10/19/20.
8.	Approve SDD FDEL	10/22/20	<p>If FDEL comments are received, then Cambria will address the comments and resubmit the FDEL for final review and approval by 10/22.</p> <p>The System Documentation for OCAT is completed and approved prior to Go-Live.</p>

## 6 OCAT Environments

Exhibit 12 below lists the OCAT environments deployed to support UAT, training, and Production including access dates, database resets, and cutover times.

### *Exhibit 12: OCAT Environments*

#	Environment	Pre-UAT/ UAT*	Training	Production
1.	Infrastructure Built	7/13/2020	7/20/2020	9/11/2020
2.	Global Db / Code in East Region	N/A	N/A	9/11/2020
3.	Golden database	7/13/2020	7/30/2020	9/16/2020
4.	ForgeRock Connectivity	7/15/2020	8/2/2020 (Training Production)	9/16/2020
5.	CaISAWS Connectivity	7/15/2020	N/A	9/16/2020
6.	CalWIN Connectivity	7/17/2020	N/A	9/16/2020
7.	Users provisioned	7/20/2020	8/25/2020	9/21/2020
8.	Environment Completed and Tested	7/20/2020	8/27/2020	9/25/2020
9.	Environment Reset	9/4/2020 Post UAT "Go"	N/A	10/19/2020 Greenlight #1 (as needed) 10/26/2020 Cutover & Greenlight #2 (as needed)
10.	Cutover Confirmation	9/4/2020 (UAT cutover)	N/A	10/25/2020 Cutover dry-run 11/2/2020 Production cutover

#	Environment	Pre-UAT/ UAT*	Training	Production
11.	Consortium Access	7/20/2020 Pre-UAT 9/8/2020 UAT	8/28/2020	Greenlight #1 Cutover Greenlight #2 <b>11/2/2020</b> (production go-live)

\*Pre-UAT and UAT are the same environment, used for different purposes over time. Pre-UAT is predominately used to prepare for UAT and UAT is used to execute the test prior to production.

## 7 Implementation and Cutover

Cambria will work in collaboration with Consortium and Partner stakeholders to develop a green light and detailed cutover task list that will support a successful go-live. The cutover tasks with Partners will include items such as:

- ▶ Setting up and confirming interface connectivity with a small set of users to confirm live transactions, data exchange validation, etc.
- ▶ ForgeRock users are loaded and a small set of users are able to confirm access during cutover
- ▶ Help Desk is ready including:
  - Integrated procedures are established for sharing/reporting issues between OCAT and CalWIN/C-IV/LRS
  - Phone number, email boxes are setup and communicated to OCAT users
  - Jira® is set up to document each incident
  - Incident escalation process and roles/responsibilities are communicated
  - Help Desk staff are trained

Specific Help Desk details are documented in Deliverable 12: System Documentation and System Maintenance Plan

- ▶ Counties are ready including:
  - OCAT users have completed training based on training attendance
  - User are ready to use the new system and comprehension assessments are completed
  - Changes to business processes are communicated
  - Access to Production is verified
- ▶ Green Light checkpoint meetings are conducted at two (2) weeks prior to Go-Live and one (1) week prior to Go-Live to formally assess and communicate readiness
- ▶ Successful completion of the implementation and cut-over dry-run on 10/23 – 10/25. The cutover dry-run is a mock go-live dry-run to test the go-live approach and address any final findings prior to the following weekend go-live cutover.
- ▶ Final code freeze after UAT and deployment into Production.
- ▶ Post Implementation support is documented and communicated. Post Go-Live, Cambria will be providing implementation support. Activities such as defect fix turnaround targets, release management, help desk service levels, staffing plan,

etc. are described in Deliverable 12: OCAT System Documentation and System Maintenance Plan.

The implementation plan and cut-over checklist will include go/no-go, and/or green light checkpoints with the Consortium, counties, and other identified stakeholders the week prior to implementation.

## 8 Progress Tracking

To increase transparency, validate Cambria is on track with the revised schedule, and assess Go-Live readiness, we will provide key metrics and reports to track overall progress. In addition to our weekly status reports, examples of additional progress tracking includes but not limited to:

- ▶ Burndown charts of outstanding work such as:
  - Remaining deliverables (Training Materials, System Documentation, OCAT Application and SAWS Interfaces, Performance Verification Report and Final Acceptance, and OCAT Transition Plan)
    - DDEL and FDEL creation progress
    - Comment review and resolutions
  - Reports development
- ▶ Testing Statistics: Execution, Defects, Resolution
  - System Test
    - Functional and regression tests
    - Reports tests
    - Penetration tests
    - Performance tests
    - Disaster Recovery tests
  - UAT
- ▶ Training stats
  - Planned trainees by county
  - Attendance data
  - Competency assessments (to be gathered and assessed using LMS survey tool)
- ▶ Implementation Readiness/Cutover
  - Detailed cutover checklist to be developed for readiness tracking
  - Setup/configuration of help desk operations and tools
  - Interface Partner readiness – private end points established; connectivity tests

## 9 Remaining Deliverables

This section outlines the key milestone activities and dates associated with the remaining two deliverables tied to Phase 1 Development and Implementation.

### **Deliverable 13 – Performance Verification Report and Final Acceptance**

Per the SOW, the “System shall achieve Final Acceptance if and when all deficiencies identified during the ninety (90) day period (in Production Use) have been corrected, even if the last correction occurs after such ninety (90) day period.”

The following table outlines the key deliverable milestone activities and dates based on a revised Go-Live date of 11/2/2020.

#### ***Exhibit 13: Performance Verification Report and Final Acceptance***

#	Activity/ Milestone	Date(s)	Description
1.	Submit DDED	11/09/20	Cambria submits the draft DED.
2.	Review DDED	11/10/20 – 11/17/20	Consortium reviews and provides comments. This accounts for Veteran's Day holiday.
3.	Submit FDED	11/20/20	Cambria creates and submits the FDED based on comments received.
4.	Review FDED	11/23/20 – 11/25/20	Consortium reviews and provides comments or approval.
5.	Approve FDED	12/02/20	If FDED comments are received, then Cambria will address the comments and resubmit the FDED for final review and approval. This accounts for Thanksgiving holiday.
6.	Submit DDEL	01/19/21	Cambria creates and submits the DDEL.

#	Activity/ Milestone	Date(s)	Description
7.	Review DDEL	01/20/21 – 01/26/21	Consortium reviews and provides comments.
8.	Submit FDEL	02/02/21	Cambria creates and submits the FDEL based on comments received. This is ninety (90) days from planned Go-Live.
9.	Review FDEL	02/03/21 – 02/05/21	Consortium reviews and provides comments or approval.
10.	Approve FDEL	02/10/21	If FDEL comments are received, then Cambria will address the comments and resubmit the FDEL for final review and approval.

## Phase 2 Deliverable 4 – OCAT Transition Plan

Per the SOW, the “Contractor shall provide an initial draft of the OCAT Transition Plan within thirty (30) days of completing Deliverable 13 – Performance Verification Report and Final Acceptance.”

The following table outlines the key deliverable milestone activities and dates based on a revised Go-Live date of 11/2/2020.

### ***Exhibit 14: OCAT Transition Plan***

#	Activity/ Milestone	Date(s)	Description
1.	Submit DDED	01/12/21	Cambria submits the draft DED.



#	Activity/ Milestone	Date(s)	Description
2.	Review DDED	01/13/21 – 01/20/21	Consortium reviews and provides comments. This accounts for President's Day holiday.
3.	Submit FDED	01/25/21	Cambria creates and submits the FDED based on comments received.
4.	Review FDED	01/26/21 – 01/28/21	Consortium reviews and provides comments or approval.
5.	Approve FDED	02/02/21	If FDED comments are received, then Cambria will address the comments and resubmit the FDED for final review and approval.
6.	Submit DDEL	02/26/21	Cambria creates and submits the DDEL. This is thirty (30) days from planned FDEL approval of Performance Verification Report and Final Acceptance.
7.	Review DDEL	03/01/21 – 03/05/21	Consortium reviews and provides comments.
8.	Submit FDEL	03/10/21	Cambria creates and submits the FDEL based on comments received.
9.	Review FDEL	03/11/21 – 03/15/21	Consortium reviews and provides comments or approval.
10.	Approve FDEL	03/18/21	If FDEL comments are received, then Cambria will address the comments and resubmit the FDEL for final review and approval.

## 10 Remediating ADA Report Compliance

The Consortium requested that Cambria implement Qlik® as the OCAT reporting solution. Cambria is developing a proof of concept in Qlik® and will deliver the findings to the Consortium at the latest on Monday, August 3, 2020. Upon review and subsequent discussions, Cambria will update this section to reflect the final decision on the reporting solution.

In order to deliver the Qlik® reporting solution on the dates proposed, it is imperative that Cambria has access to environments to support development, testing, and deployment. Exhibit 15 lists the OCAT Environments and the tasks associated with the adoption of Qlik Sense® as the reporting solution. The setup of these environments are key dependencies and dates that will drive the Qlik® schedule.

**Exhibit 15: Qlik® Dependencies**

#	OCAT Environment	Qlik® Environment Provisioned	Public Internet Access Provisioned	End Point Request & DB Connector	Qlik® SAML Configuration	Comments
1.	Dev*	07/28/20	08/07/20	08/07/20	08/10/20	Needed for navigation & development of reports.
2.	Test (SIT)	08/07/20	08/07/20	08/07/20	08/14/20	Completed reports are released to SIT for testing.
3.	Staging	08/14/20	08/14/20	08/14/20	08/19/20	System tested reports are released to Staging for performance testing.
4.	UAT	08/14/20	08/14/20	08/14/20	08/14/20	Allow access during pre-UAT reports

#	OCAT Environment	Qlik® Environment Provisioned	Public Internet Access Provisioned	End Point Request & DB Connector	Qlik® SAML Configuration	Comments
5.	Training	09/14/20	09/14/20	09/14/20	09/14/20	To validate prior to training
6.	Production	09/14/20	09/14/20	09/14/20	09/14/20	To validate prior to DR

\*Dev is complete except for the Proxy Configuration and the Internet End Point.

**Exhibit 16** in the following section provides a RACI summary for the environment tasks.

### **Exhibit 16: Environment Tasks RACI Matrix**

#	Environment Component	OCAT	CalSAWS (Network)	CalSAWS (ForgeRock)	CalSAWS (Qlik®)
1.	Qlik Environment Provisioned	I	I	I	AR
2.	Public Internet Access Provisioned	C	AR	I	C
3.	End Point Request & DB Connector	AR	R	I	R
4.	Qlik SAML Configuration	AR	-	C	R

RACI Legend:

- ▶ R – Responsible: Performs the task.
- ▶ A – Accountable: Ultimately accountable for the correct completion.
- ▶ C – Consulted: Those who are consulted on tasks for their expertise or information.
- ▶ I – Informed: Kept informed about the progress of the tasks.

## 11 Assumptions

The revised timeline contains the following assumptions:

- ▶ The System Documentation and System Maintenance Plan deliverable (SDD) will be delivered two weeks prior to Go-live. It is agreed that the content within the SDD does not impact training nor the training materials, thus there is little value to delivering the SDD 90 days prior to the completion of Training Task. If approved, Cambria will submit a no-cost Change Order to modify the contract language.
- ▶ Training for UAT Testers is different as training for the County users. Thus, the provision of Training Materials to the UAT Testers is not dependent or related to the FDEL Approval.
- ▶ For the Production DR test, CalSAWS shall have the OCAT Production interface code available to send and receive data for this test. It is important to note that OCAT is not in Production at the time this test is scheduled. Thus, data may need to be rolled back. An alternative is to test in the Staging environment.
- ▶ The Consortium will address the penetration test results under their control without impacting OCAT deliverables or go-live.
- ▶ The Consortium will provide the needed reporting environments against the scheduled outlined in **Exhibit 15: Qlik® Dependencies**. Additionally, environments for Qlik® to validate DR capabilities may be required.
- ▶ ForgeRock® security for Qlik® is/may not be fully implemented by the Consortium. OCAT will work to implement leveraging OCAT ForgeRock® authorization levels to control the reporting access for users, based on their role, county, and ability to access data extracts. It's still to be determined, but it's understood that there may be limitations to the OCAT's ability to control ForgeRock® security over Qlik®.
- ▶ Qlik® reports will be security tested using the current CalSAWS testing approach.
- ▶ The user will not be able to navigate to “non-OCAT” reports within Qlik®, due to authentication and authorization controls.
- ▶ The counties will complete the surveys to validate comprehension of training included in each LMS course. The county comprehension data will be reported to the Consortium and will drive decisions on potential adjustments required to approach and/or materials during End User training to achieve the intended outcome. This is assuming that Meridian LMS provides the necessary functionality.

## 12 Quality Assurance (QA)

For each deliverable and project artifact, Cambria will continue to follow the QA activities as outlined in Corrective Action Plan (CAP) dated November 21, 2019. Cambria will increase the hours of its QA executives to conduct its QA activities including:

- ▶ Reviewing and reinforcing the guidelines and criteria with our content authors to determine when and how to appropriately cite or reference external sources.
- ▶ Using the online Scribbr tool to automatically scan and identify any potential deficiencies requiring remediation.
- ▶ Requiring the QA checklist is followed by deliverable authors and reviewers and memorializing so that it can be reviewed and accessed by the Consortium, if necessary.
- ▶ Continuing to have additional Cambria executives perform a final QA review of all deliverables prior to submission to the Consortium.

In addition to the above, Cambria will also collaborate closely with the Consortium and its delegates on reviewing draft content prior to official submission. This will improve the communication and baseline expectations with all involved. The schedule will include specific review cycles and activities that will streamline comments and addressing any potential gaps.

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