

CWS-CARES Legislative Update

October 2025

Executive Summary

Highlights

- Milestone 7.1: Case Management Assessment (CMA) vendor testing (SIT) was completed in October.
- Milestone 11: Aftercare & Re-Entry build, and vendor testing (SIT) were completed in October.
- Milestones 17: Status Reviews and 23: Track Administrative Costs completed build in October.
- Milestone 26.1: Facility Management System (FMS) design was completed in October.

Challenges

- Milestone 7: Case Plan design went from 100% in September to 99% in October.
- Milestones 23: Track Administrative Costs, 23.2: County Expense Claim Reporting Information System (CECRIS), and 26: Maintain Resource Family Home went from green to red in October.
- Milestone 24: Track Assistance Costs design went from 100% in September to 98% in October and went from green to red.
- Milestone 32: Admin Console business requirements and design went from 100% in September to 98% and 97% respectively in October and went from green to red.
- 16 out of 20 remaining milestones are in red in October compared to 11 milestones in September. To address these delays and meet our EUST 3 start date, the vendor has brought on additional developers, another vendor has brought in additional QA testers, a third vendor is assisting the state with writing test scenarios, and the state is incorporating additional tools for automated regression testing.
- Due to delay in federal project approvals putting the state at risk, we paused several streams of activities related to implementation readiness, including enhanced sandbox, process simulation, implementation, and production pilot. We are still moving forward with all other Salesforce development, data conversion and infrastructure activities.

Simplified Milestone Development Dashboard

The milestone chart below illustrates the development progress across business requirements, design, build, vendor testing, and state testing, grouped by Extended User Scenario Testing (EUST) alignment. It is important to note that a "Ready for User Feedback" status of 100% marks the milestone complete, however user feedback testing will occur during the designated EUST period.

EUST 3

Milestone	Milestone Start Date	Milestone End Date	Business Requirement	Design	Build	Vendor Testing (SIT)	State Testing (QA)	Ready for User Feedback
Milestone 6.1: Prevention Services	2023-03-27	2025-12-30	100%	100%	100%	100%	100%	100%
Milestone 07: Case Plan	2023-09-11	2025-12-30	100%	99%	99%	87%	49%	47%
Milestone 7.1: Case Management Assessment (CMA)	2024-04-15	2025-12-26	100%	100%	100%	100%	3%	3%
Milestone 09: Case Management: Engagement & Services	2022-12-05	2025-12-30	100%	100%	100%	100%	100%	100%
Milestone 10: Case Closure	2023-02-27	2025-12-30	100%	100%	92%	89%	81%	81%
Milestone 10.1: Structured Decision Making (SDM)	2023-04-24	2025-07-11	100%	100%	100%	97%	96%	83%
Milestone 11: Aftercare & Re-Entry	2023-12-04	2025-12-30	100%	100%	100%	100%	0%	0%
Milestone 13: Adoption	2024-02-12	2025-12-30	100%	100%	98%	87%	0%	0%
Milestone 14: Warrants	2023-01-03	2024-12-30	100%	100%	100%	100%	100%	100%
Milestone 16: Jurisdiction and Disposition	2023-11-06	2025-12-30	100%	100%	88%	81%	44%	43%
Milestone 17: Status Reviews	2024-01-02	2025-12-30	100%	100%	100%	82%	66%	60%
Milestone 18: Other Hearings	2023-05-22	2025-12-30	100%	100%	99%	90%	62%	59%
Milestone 20.1: Foster Care Eligibility Determination (FCED)	2023-01-30	2025-12-26	100%	100%	100%	100%	100%	100%
Milestone 21: Eligibility Programs	2023-04-24	2025-12-30	100%	100%	100%	100%	100%	100%
Milestone 23: Track Administrative Costs	2024-03-25	2025-12-30	100%	100%	100%	0%	0%	0%
Milestone 23.1: Service Delivery Tracking	2024-03-25	2025-12-30	100%	100%	6%	0%	0%	0%
Milestone 23.2: County Expense Claim Reporting Information System (CECRIS)	2024-06-17	2025-10-31	100%	100%	0%	0%	0%	0%
Milestone 24: Track Assistance Costs	2024-01-01	2025-12-30	100%	98%	56%	32%	0%	0%
Milestone 26: Maintain Resource Family Home	2023-12-04	2025-12-30	100%	100%	5%	2%	0%	0%

Milestone	Milestone Start Date	Milestone End Date	Business Requirement	Design	Build	Vendor Testing (SIT)	State Testing (QA)	Ready for User Feedback
Milestone 26.1: Facility Management System (FMS)	2024-03-25	2025-11-28	100%	100%	14%	0%	0%	0%
Milestone 27: Complaints	2023-06-19	2025-12-30	100%	100%	70%	70%	67%	67%
Milestone 28: Legal Action	2024-02-26	2025-12-30	100%	100%	7%	3%	0%	0%
Milestone 29: Federal Reports	2024-08-28	2026-01-30	100%	100%	60%	60%	60%	60%
Milestone 30: State Reports	2024-09-17	2026-01-27	100%	87%	50%	50%	46%	45%
Milestone 32: Admin Console	2024-08-12	2025-10-31	98%	97%	96%	92%	84%	83%

Milestone 7 – Case Plan

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Case Plan establishes the foundation and central unifying tool in child welfare services. The milestone equips the worker to partner with the child, family, and care team to develop, monitor, and provide services and case management to assure the child's best interest is met through the provision of a safe environment. Concurrent planning is accommodated to bolster the expediency of a permanent arrangement for the child if the maintenance or reunification efforts with the family of origin fail. Automation of central safety and risk assessment findings (i.e., CANS and SDM) facilitates the monitoring of the case plan and its impact on the child's safety. Other key plans include the Transitional Independent Living Plan (TILP), the 90-Day Transition Plan, the Plan of Safe Care, the Shared Responsibility Plan are also included.

This milestone seeks to unify all the plans into one Universal Case Plan, allowing the worker to provide more client-friendly, meaningful action items from one central document. To align with program readiness this milestone also covers Family First Prevention Services Act (FFPSA), including both the Community and Title IV-E Pathways, originally scheduled for Prevention Services.

Current Status:

Progress health is red for the month of October due to delays in defect resolution and vendor testing activities as well as a dependency on functionality to be developed in Build Drop 5. This delays user feedback scenario writing from September to November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 7.1 – Case Management Assessment (CMA)

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Case Management Assessment will provide information on completed Child and Adolescent Needs and Strengths (CANS) Assessments, National Youth in Transition Database (NYTD) Survey, Child, and Family Teams (CFT) Survey, Independent Living Plan (ILP), and Supervised Independent Living Placement (SILP) using the Person-Centered Intelligence System (P-CIS) with our partner Opeeeka. This interface will be accessed using a Single Sign-On (SSO) method where the worker in CWS-CARES will not need to use different credentials to log in and will rather be directed from CWS-CARES into the P-CIS tool to complete the necessary assessment.

Current Status:

Progress health is red for the month of October due to CMA vendor, Opeeeka, code change and interface testing delays. Functionality was delivered to QA as part of Build Drop 4; however, the capacity of the state QA team is insufficient, and the project is working to resolve this issue. User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 10 - Case Closure

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Case Closure provides social workers with the ability to assess cases for closure, finalize and close a case, and support any other areas of practice related to the ending of a child welfare case. This ultimately equips the social worker with the best practices for family engagement in transition and aftercare planning, with the goal of helping families prepare for their exit from Child Welfare and reduce the likelihood they will need services in the future.

Current Status:

Progress health is red for the month of October due to Build and vendor testing being behind schedule because of story rollovers from prior Build Drops. Functionality was delivered to QA as part of Build Drop 4; however, the capacity of the state QA team is insufficient, and the project is working to resolve this issue. User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 10.1 - Structured Decision Making (SDM)

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

This milestone is a suite of decision-support tools that promotes safety and well-being for children and adults. The SDM model combines research with best practices, offering workers a framework for consistent decision making and offering agencies a way to target in-demand resources toward those who can benefit most. The SDM Assessment Tools that will be in CWS-CARES are Hotline Assessment, Risk Assessment, Risk Re-Assessment, Substitute Care Safety Assessment, Congregate Care Safety Assessment, In-Home Safety Assessment, and Reunification Assessment.

Current Status:

Progress health is red for the month of October because Evident Change, the interface partner for SDM, revised its delivery timeline delaying defect resolution and retesting. Additionally, there are 3 defects currently being worked on by the vendor testing team that are delaying delivery to QA. User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 11 – Aftercare and Re-Entry

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Aftercare & Re-Entry equips the worker with a platform for intentional planning for aftercare services as a family, child, or youth approaches case closure. The structured format for capturing this planning process (e.g., CFT, case plan, family preservation,) assures that those exiting child welfare case management services are

doing so with services, people, and resources in place to provide ongoing support. This is inclusive of informing the family, child, or youth about re-entry should their needs in the future warrant even more support.

Current Status:

Progress health is red for the month of October because late delivery of interdependent components from Case Closure and Adoptions milestones delayed development and vendor testing activities. Functionality was delivered to QA as part of Build Drop 4; however, the capacity of the state QA team is insufficient, and the project is working to resolve this issue. User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 13 – Adoptions

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

Adoption improves monitoring of the adoption processes and activities, including document preparation and tracking for adoption finalization. Increases compliance with State rule for Termination of Parental Rights (TPR) and other adoption-related requirements. Increases visibility in the adoption process, including adoption stability, re-entry following adoption, and post-adoption services support.

Current Status:

Progress health is red for the month of October due to proposed changes by CalSAWS that are impacting adoption functionality activities and thus delaying delivery to QA. User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 16 – Jurisdiction and Disposition

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

Jurisdiction and Disposition Hearings equips workers to complete the noticing process, prepare for disposition hearings for both detained and non-detained youth, and conduct the necessary preparations for jurisdiction hearings of all petition types. The noticing capabilities in this milestone will overlap with many of the hearing types from Warrants, Court Hearing Framework, and Other Hearings, and ensure proper documentation for hearings are received by the relevant parties. This milestone enables workers to identify parties to send a notice to, complete a diligent search to locate the absent parent, and notice appropriate parties. The milestone also equips workers to gather and document all evidence to support the Jurisdiction hearing petition allegations, and to obtain a social history from the parents for Disposition hearings.

Current Status:

Progress health is red for the month of October due to a Salesforce product issue is impacting the Reunification Assessment functionality and thus causing QA activities to be behind schedule. Additionally, OTSI leadership has provided guidance to deliver different templates in Court reports in Build Drop 5 that were not considered in the baseline project; however, these templates are necessary for business continuity for the Counties. User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 17 – Status Reviews

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Status Reviews equips workers to prepare for a wide variety of status review hearings. This milestone supports the reporting and the documentation outputs from Family Reunification, Family Maintenance, Non-Minor Dependent, and Permanent Plan hearings. Workers will be able to capture all findings and orders from the Court, and store information regarding the court results. This milestone also enables workers to submit case plans for a variety of review hearings, evaluate case progress and conduct Safety Assessments, create and submit Permanency Plans, and create and file letters of Guardianship.

Current Status:

Progress health is red for the month of October due to a Salesforce product issue is impacting the Reunification Assessment functionality and thus causing QA activities to be behind schedule. Additionally, OTSI leadership has provided guidance to deliver different templates in Court reports in Build Drop 5 that were not considered in the baseline project; however, these templates are necessary for business continuity for the Counties. User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 18 - Other Hearings

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Other Hearings extends the Court Hearing Framework to cover additional hearing types, including:

366.26 Selection and Implementation. This type of hearing is set after reunification services are terminated or not offered to parents. The purpose of this hearing is to determine and order the Permanent Plan for the child, which may include a plan of Adoption, plan of Tribal Customary Adoption, plan of Legal Guardianship or plan of Another Permanent Planned Living Arrangement (APPLA).

Special or Interim Review. Examples of special/interim hearing topics include Case Plan Compliance, Placement Update, Psychotropic Medication Review, and 15-Day Review Hearing. This milestone also covers hearings related to Nonminor Dependent Re-entry into Extended Foster Care, the 241.1 Joint Assessment with Juvenile Probation, and the Adoption Finalization Hearing. While it will equip social workers to create an Adoption Court Case separate from the Juvenile Court case, it does not cover the filing of Adoption or Adoption Assistance Program (AAP) forms.

Ex Parte Court Filings and Requests for Special Orders. Ad hoc filings may include requests for psychotropic medication, surgical procedures, other invasive medical treatment, use of general anesthesia, travel orders, paternity testing, psychological evaluation orders and requests for Interstate Compact on the Placement of Children placement. This milestone also includes processing records requests and requests for discovery in preparation for court.

Current Status:

Progress health is red for the month of October due to a Salesforce product issue is impacting the Reunification Assessment functionality and thus causing QA activities to be behind schedule. Additionally, OTSI leadership has provided guidance to deliver different templates in Court reports in Build Drop 5 that were not considered in the baseline project; however, these templates are necessary for business continuity for the Counties. User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 23 – Track Administrative Costs

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

This milestone covers the process of creating a directory for child welfare-related program codes. This directory will enable the tracking of costs within the system and establish a foundation for financial management tracking in CWS-CARES. With this milestone, state fiscal users will have the ability to add and update Program Codes (PCs), Allocations, and Ledger pages through the County Expense Claim (CEC) interface in the County Expense Claim Reporting Information System (CECRIS). This functionality will allow fiscal workers to summarize all available funding sources, which can then be used to better support child welfare programs by leveraging existing funding streams.

Current Status:

Progress health is red for the month of October due to vendor testing activities being behind the expected completion percentage. User feedback scenario writing is scheduled to be completed by December 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 23.1 – Service Delivery Tracking

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

This milestone enables county workers to draft correspondence to the service providers in CWS-CARES. Using the CWS-CARES portal, service providers can log in and conveniently update their provider profile and contract information. The milestone also serves as a platform for service providers to access individual information and family prevention services plan directly and efficiently. Additionally, service providers can utilize the portal to submit cost-tracking information for the services they have provided. The milestone allows various state and county users to generate reports that aggregate service costs by program code, services, and provider. This data will help counties track and analyze spending patterns, identify areas for improvement, and make informed decisions regarding resource allocation.

Current Status:

Build activities have commenced and are scheduled to be ready for QA and user feedback in Build Drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 23.2 – County Expense Claim Reporting Information System (CECRIS)

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

This milestone will allow users to view county-specific administrative claim information from the County Expense Claim (CEC) in CECRIS in a centralized area for financial management in CWS-CARES. This information will be fed from a unidirectional data exchange with CECRIS. This information will be read-only to CWS-CARES users. State fiscal users will have the ability to generate report(s) by program code in CWS-CARES to support accurate reporting on state and federal reports, including the Title IV-E Programs Quarterly Financial Report (CB-496).

Current Status:

Progress health is red for the month of October due to Build and vendor testing activities being behind the expected completion percentage. User feedback scenario writing is scheduled to be completed by December 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 24 – Track Assistance Costs

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Assistance Costs covers the process of gathering child-specific assistance cost information from the California Statewide Automated Welfare System (CalSAWS) including information on aid codes, supplemental rates, dates of payment, level of care, educational travel, and any specialized care increments. The purpose of gathering this child-specific assistance cost information is to aggregate the data in a format that can be used to validate the CA-800 assistance claims. This milestone aims to facilitate the process of tracking and reporting child-specific costs that are required for state and federal reporting (such as CB 496 report). By efficiently aggregating and organizing this information, it enables users to generate accurate and comprehensive reports that meet the reporting standards mandated by CWS-CARES.

Current Status:

Progress health is red for the month of October due to vendor testing activities being behind the expected completion percentage. User feedback scenario writing is scheduled to be completed by December 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 26 – Maintain Resource Family Home

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

This milestone covers the maintenance and support of the Resource Family Home. This milestone equips Resource Family Approval (RFA) workers to monitor Resource Family Homes while increasing engagement with families to help and retain qualified Resource Families. In instances where the Resource Family Home is not meeting the standards, the RFA Worker will be able to document what needs to be corrected or follow the process to close the home. The milestone equips the RFA Worker with the tools to maintain the home by contact logs, training updates, and utilizing automated form generation with e-signatures.

Current Status:

Progress health is red for the month of October due to Build activities being behind the expected completion percentage. User feedback scenario writing is scheduled to be completed by December 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 26.1 – Facility Management System (FMS)

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

The delivery of this interface will populate placement providers from the Licensing Information System-Facility Automation System (LIS-FAS) into the CWS-CARES provider directory. An accurate provider profile with confirmed licensure information from Community Care Licensing in the CWS-CARES provider directory will allow caseworkers to make better placement decisions. The provider directory will also organize data and track placements and the associated costs of those placements, as well as tie outcomes to the provider. The scope of the FMS Interface for CWS-CARES Version 1 (V1) is limited to LIS and FAS data only.

Current Status:

Progress health remains red for the month of October. PaaS SI completed Licensing Information System-Facility Automation System (LIS-FAS) interface design in accordance with the initial schedule; however, the design was refactored to accommodate Resource Management (RM) changes, including additional fields in the table structure. Build and vendor testing activities are in progress as part of Build Drop 5. User feedback scenario writing is scheduled to be completed by December 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026.

Milestone 27 - Complaints

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

Complaints covers the process of screening a complaint and investigating a complaint against a Resource Family Home. The milestone equips the RFA Worker with the ability to review the complaint, add allegations as necessary, and access RFH home information in CWS-CARES. This allows the RFA Worker to make an

informed decision on the best pathway for a complaint. In instances when a complaint warrants an investigation, the milestone equips the RFA Investigator with the tools to complete a thorough and timely investigation by utilizing contact logs, complaint history, allegation updates, and automated form generation with e-signature capabilities.

Current Status:

Build and testing activities continue and are scheduled to be ready for QA and user feedback in Build Drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 28 – Legal Action

Dev Progress Health	Size	Complexity	Time
▼ Green Yellow Red	▼ Small Medium Large	▼ Low Moderate High Very High Extreme	▼ Short Average Long

Description:

Legal Action covers the legal consultation to Resource Family Homes and handles the outcomes in a confidential manner. The RFA Worker will be equipped to schedule legal consult when there are administrative action requests. The RFA Worker will aid in the process of Legal Action with the Resource Family Home by providing resources and monitor the legal consults. The milestone equips the RFA Worker with the tools to provide timely legal consultation through contact logs, permission sets, child welfare history, and utilizing automated form generation with e-signatures.

Current Status:

Build and testing activities continue and are scheduled to be ready for QA and user feedback in Build Drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 29 – Federal Reports

Dev Progress Health	Size	Complexity	Time
▼ Green Yellow Red	▼ Small Medium Large	▼ Low Moderate High Very High Extreme	▼ Short Average Long

Description:

Federal Reports - Extends and consolidates metric development completed in previous milestones to generate required Federal Extracts (e.g., National Child Abuse and Neglect Data System (NCANDS), Adoption and Foster Care Analysis and Reporting System (AFCARS), Indian Child Welfare Act (ICWA), National Youth in Transition Database (NYTD)) and deliver interactive dashboard views of Federal Statewide Indicators and other required Federal reports, including those required to draw down Family First Prevention Services Act (FFPSA) funds. CWS-CARES dashboards will support pulling multiple populations as appropriate, including entry cohorts, exit cohorts, attribute- defined cohorts and point-in-time snapshots.

Current Status:

Report development is progressing as planned and aligned with CWS-CARES functionality to capture necessary data points. Several ongoing design changes in other service areas (Adoption, Placement, RFA) are not yet fully defined and will impact the scope of EUST 3R. This milestone remains on target for inclusion within EUST 3R scheduled for March 2026.

Milestone 30 – State Reports

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

State Reports - Extends and consolidates metric development completed in previous milestones to deliver interactive thematic dashboard views of both State and Federal metrics. Thematic dashboards organize process, practice (fidelity) and outcome metrics by theme, such as Prevention, Safety and Permanency.

Current Status:

Progress health remains red for the month of October due to ongoing design changes and reviews across multiple Service Areas and Build Drops (RM, Adoption, Placement, RFA, etc.) and a technical issue in Tableau. PMO and product delivery leads are preparing a System Change Request (SCR) to realign the SDLC dates for Design and Build. This milestone is at risk for inclusion within EUST 3R scheduled for March 2026.

Milestone 32 – Admin Console

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

The Admin Console will give county and state administrators of CWS-CARES access to configuration features to meet county-specific needs and to maintain CWS-CARES for new programs and policies. These Administrative Services include identity and access management to create and update user accounts and permissions, create and update county-specific forms templates, and configure workflows for assignment and supervisor reviews and approvals.

Current Status:

Progress health is red for the month of October due to defect resolution of a blocked user story. User provisioning functionality will be delivered in Build Drop 4.5 (beginning of November 2025) and the remaining functionality will be delivered in Build Drop 5 (end of November 2025). This milestone is at risk for inclusion in the EUST 3A scheduled in January 2026.

User Feedback / Usability Testing

EUST 2 was completed on April 22 the results were reviewed with Executive Leadership Team (ELT) on May 5 and with the counties on May 14. After consolidating duplicates and similar items, the outcome resulted in 11 new work items to be ready for EUST 3. Usability testing began this month and gives counties another opportunity to use the system and provide critical feedback to the project.

Data / Document Conversion

The data conversion team completed conversion of 226 out of 251 source tables from CWS/CMS to CWS-CARES. Data mapping is complete for 2,928 CWS/CMS data elements with 135 data elements still in progress. 955 CWS/CMS data elements are not expected to convert to CWS-CARES because they are from system specific tables or otherwise identified as not needed in the new system. Fields identified as likely not needed for CWS-CARES are still under review and confirmation.

Data Conversion (CWS/CMS Data Elements)

Mapping Complete	Mapping In Progress	Likely Not Needed
2,928 (73%)	135 (3%)	955 (24%)

Cycle 6 data conversion practices validation are scheduled to complete November 2025. In practices validation, data subject matter experts review data conversion Source to Target Mappings (STTM) for data elements and lists of values, aligning the conversion of data elements with business needs, County specific uses, CDSS, and state and federal reporting requirements.

The data conversion team also continued to convert documents from CWS/CMS. So far, all the historical (a total of 84.6 million) documents have been converted. Newly added/changed documents continue to be converted from CWS/CMS at a rate of approximately 100,000 per week.

User Adoption Summary

Paused Activities

External Communications & Engagement – In early October, project leadership provided communications for child welfare leadership, points of contact, and state partners to inform them that CWS-CARES Project is facing adjustments related to the federal shutdown, which has prevented the Advance Planning Document Update (APDU) from being approved by the ACF. Accordingly, most implementation activities, including the Pilot, Process Simulation, and future Sandbox rollout, are paused to ensure fiscal prudence until federal funding is secured. Project executives are currently determining the path forward for these areas, but significant workstreams like Extended User Scenario Testing (EUST), prototype reviews, and data conversion continue without interruption. The CWS-CARES Version 1 Go-Live Date remains October 2026.

Training – In early October, project leadership provided direction that training engagement and discussions with Organizations should shift and begin being handled via email instead of live meetings and discussions. Meetings that had been scheduled with Organizations focused specifically on training planning were canceled.

Enhanced Sandbox – In early October, project leadership made the decision that current Sandbox users that have already been given access would continue to have access, however, the onboarding of additional waves of users was paused.

Organizational Change Management (OCM) – In mid-October, project leadership made the decision to pause all Organizational Change Management activities outside of planned Process Information Sessions and OCM Advisory Workgroup Meetings focused on Process Information Session preparation.

Production Pilot – In mid-October, project leadership made the decision to pause development of the Pilot Plan and the Pilot technical solution.

Go-Live Support – In mid-October, project leadership made the decision to pause further development of and leadership review cycles for the Go-Live Support Plan.

Continuing Activities

External Communications & Engagement – In October, the Strategic Communications team collaborated with project teams to distribute the CWS-CARES Weekly Digest to child welfare leadership and CWS-CARES Points of Contact. The October updates included Build Drop 4 status, the 2025 CWDA conference, Technical Improvements with CWS-CARES: Streamlined Document Management with Microsoft Word, October Data Dictionary/SqlIDB Office Hours, new CWS-CARES Data Dictionary v0.06, and a recap of External Systems Monthly Meeting: Continuing Operations and the October Stakeholder Briefing.

The Strategic Communications Team collaborated with project staff to produce the October CWS-CARES Progress & Engagement Summary. This communication tool gives stakeholders a clear, concise overview of our shared progress and accomplishments. The summary highlights key activities and fosters transparency in areas like prototype reviews, forms, reports, data conversion, and training. The summary also highlighted the 15 communications distributed and the three demonstrations conducted in Case Management and Resource Management within the last reporting month.

The Strategic Communications Team conducted Stakeholder Briefing #4 with 206 participants and 38 unique counties represented. This 2-hour session with external stakeholders included team updates and a demonstration of the Administrative Services function.

Training – The CWS-CARES training team has been focused on preparing for delivery of statewide training for the various types of CWS-CARES users. 32 of 104 planned on-demand, self-paced training programs have been completed. These programs support role-specific learning and are vetted by CDSS Service Managers, Product Delivery Leads, and a bi-weekly Training Advisory Workgroup that includes Organization and RTAs representatives.

Two introductory user videos, “Welcome to CWS-CARES” and “Welcome to On-Demand Learning,” have supported new cohorts entering the Sandbox environment for early use of the on-demand learning content and feedback. The team will review this feedback to identify opportunities for improvement. In October, the team continued development of 14 instructor-led training courses, set to be delivered within the 12 weeks prior to go-live. To date, the team has conducted 58 engagement meetings with county Child Welfare departments, completed a needs assessment across all 58 county Probation departments, and held initial meetings with CDSS branches and Tribes with California Title IV-E Agreements.

Additional efforts that continued in October included developing lesson plans and a course catalog for instructor led training, building virtual classroom capacity for remote and in-person training, and scaling “Train the Trainer” programs for more than 150 trainers statewide. The team continued to support Organizations’ access to the on-demand, self-paced training in multiple CWS-CARES environments (e.g., the Sandbox and Training environments) and will play a key role in preparations for Extended User Scenario Testing (EUST) efforts through early 2026.

Enhanced Sandbox – The Sandbox environment is available to organizations to support CWS-CARES V1 end-user readiness activities and hands-on exposure to the new system. The sandbox is enabling users to gain in-depth knowledge and familiarity with the system as it evolves. Users with access to the sandbox will be better equipped to provide support to other end users in their organization before, during, and after go-live.

In early October, the implementation team continued to prepare for the next user onboarding for Cohort 1 Group 3 and Cohort 2 Sandbox users. The team was due to receive all Organization user details from Organizations by October 10 and begin Cohort 1 Group 3 and Cohort 2 onboarding on October 20.

Throughout the month of October, Cohort 1 Group 1 and Cohort 1 Group 2 continued to access the Sandbox, and the team continued to provide login support and assistance with other issues/questions. As of October 31, 537 users across 35 counties had successfully logged in to the Sandbox environment, and 217 users had completed at least one on-demand training program using Salesforce Enablement. Users continued to create records in the Sandbox throughout the month:

- 530 unique screenings created in V1Readiness by 245 users across 30 counties
- 83 unique referrals created in V1Readiness by 40 users across 12 counties
- 113 unique cases created in V1Readiness by 61 users across 18 counties
- 889 unique person records created in V1Readiness by 203 users across 30 counties

Production Pilot – In early October, the Pilot technical team continued data mapping analysis of provider records for the backward sync, continued development of tiger team dashboard and corresponding data integrity processes, and developed revisions to the CWS/CMS Error Message. On October 1, the implementation team conducted the October County Pilot Workgroup Meeting. Agenda topics included: a debrief of meetings 2 and 3 feedback and questions, gathering input on the CWS/CMS Error Message, and gathering input on the content and design for the interim business process guides.

Go-Live Support – In October, the implementation team continued developing the Go-Live Support Plan with input from Organizations and impacted project teams. Working sessions were held with Organization representatives throughout the month to further discuss and align on the Organization and Central Command Center structures, go-live support roles and responsibilities, participants, hours of operation and the activities, tools, communications, and systems for go-live support.

Organizational Change Management (OCM) – Throughout October, the implementation team finished conducting Process Information Sessions for Ongoing Case Work and Finish a Case functionality areas: (1) Assessments, Supervised Visitation, and Case Closure; 2) Aftercare and Re-Entry; 3) Services and Plans; 4) Prevention Services; and 5) Adoptions. The team delivered 2 sessions in September 2025 and 11 sessions in October 2025.

Each Process Information Session is conducted multiple times to enable attendance by representatives from all organizations statewide. The Sessions are organized regionally, including: 1) Northern, Central Valley, Bay Area, 2) Mountain Valley, Southern, CDSS Divisions, 3) Los Angeles County. The implementation team also continued to plan for the next set of Process Information Sessions, which will focus on Courts Processing functionality, including: (1) Warrants & Jurisdiction and Disposition Hearing; and (2) Status Review and Other Hearings. The Courts Processing Process Information Sessions are scheduled to begin on November 20.

The implementation team conducted the monthly OCM Advisory Workgroup Meeting on October 15. Meeting topics included: an update on the Ongoing Case Work and Finish a Case Process Information Sessions, the planned OCM Engagement Survey for Probation and Tribes, and a review of communications/upcoming meeting topics.

Super User Program – The Super Users Program continues to grow. There are 1,143 Super Users across all organizations. They are currently involved in several opportunities. Many Super Users are continuing to explore the Sandbox environment. A large representation of Super Users are participating in Process Information Sessions as well as the follow-up task of updating their organizations' business processes. Communication was developed and distributed to Super Users around the Process Information Sessions and the benefits for Super Users. This also included the links to the recordings and materials from those sessions. This communication was also uploaded to the CARES Super Users Teams Channel. The Implementation Team continues to monitor and manage the MS Teams channel for CARES Super Users by responding to questions and adding new users.

County Child Welfare Engagement – In October, the Implementation Team continued to meet with county child welfare departments to discuss and support progress toward completion of key readiness activities including forms and reports development, business process tailoring, and data clean-up. As of October 31, there were 32 Overdue Go-Live Readiness Checklist tasks for across 11 counties and 94 Overdue External Systems Tasks (93 related to Data Conversion) across 43 counties. The slow pace of forms and reports development is a significant risk to organizational readiness; 5 of 2314 forms have been completed and 0 of 1747 of Business Objects to Tableau Reports have been completed.

CDSS Engagement – The implementation team continued to facilitate regular monthly meetings with each of the ten CDSS Divisions and Branches impacted by the transition to CWS-CARES Key topics for October included: reports inventory next steps, forms inventory next steps, EUST 3 participation, disaster recovery planning, and scheduling process information session debriefs. The implementation team, in collaboration with the CARES Data Infrastructure Team and the Research, Automation, and Data Division of CDSS, conducted a “CDSS Data Access Source/Process Changes for CWS-CARES Working Session 2” with CDSS research staff. The purpose of the meeting was to provide an overview of the two future state pathways for reports and extracts for CDSS research staff—Tableau and the Enterprise Data Pipeline—the training and support available for each pathway, and the associated readiness tasks for each pathway. Following the meeting, the implementation team also developed and disseminated comprehensive guidance on outstanding reports/extracts readiness tasks, additional guidance on creating reports/extracts development plan, data dictionary/SQL DBM office hours, and reports/extracts environments availability.

Tribes with California Title IV-E Agreements – CDSS continues to work towards finalizing Title IV-E Agreements with two additional Tribes. The Karuk Tribe is undergoing leadership changes and has continued with a temporary pause. Engagement with the Yurok Tribe remains steady. The Organizational Change Management team met with Yurok Tribe in October to introduced Process Information Sessions to them.

Juvenile Probation – During October, the implementation team conducted training logistics meetings with the goal of collecting input on delivery of CWS-CARES V1 training to Probation users. Additionally, monthly readiness meetings were held to help Probation Departments stay informed about project updates and to report progress against Go-Live Readiness Checklist activities, with specific focus on development of Probation-specific forms.

ACF Monthly Reporting on User Engagement & Adoption – The Strategic Communications Team submitted the Administration for Children and Families (ACF) October 2025 monthly report on user engagement and adoption. This report highlights the CWS-CARES project's preparation and participation in the 2025 County Welfare Director's Association (CWDA) Conference with a booth, breakout session, and multiple demonstration activities; supported expansion of the CWS-CARES Sandbox Environment to provide early, hands-on experience with the system; and hosted two Process Information Sessions to explain CWS-CARES V1 processes and their impacts, helping stakeholders updates policies, processes, and workflows.

Other Completed Work Products – The Strategic Communications Team completed the following work products and activities: developed slides for the External Systems Monthly Meeting – October 2025 and Binti Counties Coordination Meeting – October 30, 2025; finalized the page layouts and coordinated upload of files for external use of FCED Information Hub and which is now available for use on the CWDS website; completed an index of all CWS-CARES demonstration videos available to assist staff to locate specific areas/topics within the recorded demonstrations; completed an outreach communication and survey for Data Conversion Cycle 6; and conducted a walkthrough of presentation and materials with Judicial Council representatives for the 2025 Beyond the Bench Judicial Council Conference.

Budget and Expenditures

2024-25 CWS-CARES Report Summary

OTSI Spending Authority Budget Item	2024/25 Budget ¹	2024/25 Expenditures
Personal Services ²	\$14,237,657	\$11,774,345
Other Operating Expenses & Equipment (OE&E) ²	\$19,223,537	\$15,325,550
Data Center Services ²	\$3,349,028	\$2,482,952
Contract Services ²	\$133,673,182	\$108,355,834
Enterprise Services ²	\$6,069,496	\$6,125,178
OTSI Spending Authority Total	\$176,552,900	\$144,063,859

CDSS Local Assistance Budget Item	2024/25 Budget	2024/25 Expenditures
CDSS Salary & Benefits ³	\$1,520,000	\$1,344,935
CDSS OE&E (Includes Travel and Training) ³	\$462,000	\$652
Contract Services ³	\$981,000	\$883,685
County Regional Training Academy ³	\$306,251	\$0
Core Constituent Participation Costs ⁴	\$30,822,770	\$8,336,526
CDSS Local Assistance Total	\$34,092,021	\$10,565,798

Project Totals	2024/25 Budget	2024/25 Expenditures
CWS-CARES Project Total	\$210,644,921	\$154,629,657

¹ 2024/25 budget aligns with SPR 6 plus BL 24-27 and BL 24-28 and is inclusive of CWS-CARES only costs. CARES-Live costs are not included.

² Actual expenditures through June 2025 FI\$Cal reports and approved invoices through October 28, 2025.

³ CDSS Local Assistance expenditures through June 2025. CDSS Salary & Benefits and OE&E expenditures through June 2025.

⁴ CDSS Fiscal Monitoring Unit confirmed four quarters of expenditures for Core Constituent Participation.

Note: The 2025-26 CWS-CARES Report Summary is expected to start in the November Legislative Update when invoices are processed through FI\$Cal.

CWS-CARES Annual Planning Document

The project resubmitted the federal APDU for Federal Fiscal Year 2026 to the ACF on October 17.

Earned Value Management

CWS-CARES uses Earned Value Management (EVM), in compliance with SPR 6, to measure project progress and forecast project completion in terms of budget and schedule. Each month, a Schedule Performance Index (SPI) and a Cost Performance Index (CPI) is calculated using data sets provided by the project. An SPI of 1.0 indicates that the project is on schedule per the plan. Similarly, a CPI of 1.0 indicates that the project is on budget related to the work performed.

The EVM dashboard below is being provided in compliance with the SPR 6 approval condition. The project has provided the data in the dashboard for schedule, cost, and scope as of October 15, 2025. While there was a modest schedule recovery as additional work was delivered, the project remains slightly behind schedule.

Metric	10/15/2025	9/15/2025	8/15/2025	Description
Planned V1 Percent Complete	70%	68%	66%	Planned percent complete as of this date.
Actual V1 Percent Complete	68%	65%	63%	Actual percent complete as of this date.
Schedule Performance Index (SPI)	0.958	0.947	0.954	Schedule performance of 1.0 or greater is on track, less than 1.0 is off track.
Cost Performance Index (CPI)	1.146	1.087	1.121	Cost performance of 1.0 or greater is on track, less than 1.0 is off track.
Estimated to Complete (ETC, V1)	\$264,111,620	\$302,521,067	\$307,321,902	Estimated cost to complete the project.
Estimated at Completion (EAC, V1)	\$814,228,060	\$858,503,112	\$832,367,949	Estimated cost at completion of the project.
Forecast V1 Completion	1/7/2027	1/27/2027	1/14/2027	Date V1 is forecasted to complete.
Forecast V2 Completion	7/31/2028	8/26/2028	8/9/2028	Date V2 is forecasted to complete.
Earned Cost (EC)	\$630,454,541	\$604,316,025	\$588,609,493	Budget for work actual completed to date.
Actual Cost (AC)	\$550,116,440	\$555,982,045	\$525,046,048	Actual cost for work completed to date.

Legend

> 0.99	0.95 – 0.99	< 0.95
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Vendor Contracts

There were no contracts or contract amendments executed or submitted to the ACF during the month of October 2025.

High Priority Risks

For the October 2025 reporting period, zero (0) high priority risks were opened, and zero (0) high priority risks were closed. Three (3) high priority risks are continuing in October.

In summary, there are 3 open high priority risks at the end of October 2025. In addition to high priority risks, the PMO continues to actively mitigate the project's remaining medium and low priority risks in the bi-weekly risks and issues forum.

New High Priority Risks: There are zero (0) new high priority risks for the month of October.

Continuing High Priority Risks: There are three (3) continuing high priority risks for the month of October.

Continuing Risk	Impact	Status
RI-349: Downward trend for Product-Only Schedule Performance Index (SPI) <i>Description:</i> The Earned Value Management (EVM) Dashboard reflects a downward trend in the Product-only SPI over the past three months (June–August).	A sustained downward trend in the Product-only SPI signals potential schedule slippage and project risk. If unaddressed, it may lead to budget overruns, quality issues, and stakeholder dissatisfaction. Proactive monitoring and mitigation are essential to maintain schedule integrity and project success.	SPI remains below target; monitoring continues. The SPI is expected to improve following Build Drop (BD) 4 and continue trending upward after the completion of Build Drop 5 (scheduled for 11/28/25). While rework and new stories have impacted SPI, over 800 user stories are planned for delivery in BD5, which should contribute to recovery.
RI-351: High volume of feedback from EUST 2 <i>Description:</i> During March and April 2025, IV&V participated in CARES-led EUST 2 demo sessions, which generated 711 user feedback items. (Ref: Observation #239, 1.6.13 – High Volume of Feedback). Approximately 70% of the feedback focused on three key areas: • Training and OCM (36%) – highlighting user concerns about preparedness and change adoption. • Changes to Existing User Stories (17%) – indicating a	High volumes of Training and OCM feedback suggest users feel unprepared, risking adoption and efficiency.	A plan for publishing demos was submitted to ELT on 10/20. Demo cleanup is underway to remove silence and dead space. A publication date is expected in early November.

Continuing Risk	Impact	Status
need to refine current functionality. • Design Changes (17%) – reflecting requests to improve usability and user experience.		
RI-355: Mandatory API Fields Requirement for AAP Functionality <i>Description:</i> The CalSAWS team has reversed its earlier agreement to make certain API fields optional for AAP functionality, now requiring a formal change request (CR) to modify the API design. This impacts the integration approach agreed upon during the 8/20 tech sync between CalSAWS and CARES teams, which was to reuse existing FC APIs with some fields made optional.	Due to CalSAWS requiring a formal CR to modify API design, the CARES team must implement workarounds—such as hard-coding mandatory fields. This approach introduces technical debt, risks data integrity, increases maintenance effort, and may delay delivery of AAP functionality planned for Build Drop 4.	The previously approved FCR00009 was closed following discussions with CalSAWS. A new change request, FCR00012, was drafted and submitted for approval on 10/24. This CR outlines a workaround to implement the required changes in CARES.

Closed High Priority Risks: There are zero (0) closed high priority risks for the month of October.

High Priority Issues

New High Priority Issues: There are two (2) new high priority issues for the month of October.

New Issue	Impact	Status
RI-360: No plan for addressing quality issues in Binti data <i>Description:</i> The single file received from Binti revealed data issues that block loading into CARES. Counties must cleanse their data, but this hasn't been formally communicated, and their readiness is unclear. Without county action, data conversion cannot proceed.	Data cleansing delays at county level risks stalling vendor testing (SIT), lowering conversion quality, and may impact pilot readiness.	A meeting with counties is scheduled to discuss collaborative mapping options. Counties may not be prepared to take on this responsibility. The team is exploring alternatives and will revise the issue after internal planning. Ownership has transitioned to the PaaS SI Team.
RI-361: Potential impact to vendor testing completion due to delay in receiving data files from Counties/Binti	Delays in ETL testing and vendor testing signoff are preventing identification of data quality issues, which risks delaying dry	The Data Conversion team will proceed with vendor testing using available files and will generate mock data for missing files to meet vendor testing objectives on

Description: Production data files are required to validate ETL scripts and achieve vendor testing signoff before dry runs can begin. Binti and four counties have not delivered the expected data extracts since 8/15/25. These files were to be validated and refined iteratively, with full volume delivery targeted by 10/31/25.	run execution and compromising pilot readiness.	time. A separate re-planning effort is underway, which may impact overall external systems data conversion timelines. Development activities will continue in parallel.
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Continuing High Priority Issues: There are thirteen (13) continuing high priority issue for the month of October:

Continuing Issue	Impact	Status
RI-260: Sprint velocity is inadequate to achieve approved SPR 6 milestone schedule Description: Per SPR 6 approval condition #7, a 3-month delay to V1 would require a new SPR. Delays may trigger secondary risks including compressed user testing, reduced defect resolution, poor quality, de-scoping, and team burnout. EUST3 testing is scheduled for Jan–Feb 2026 and depends on completing all SDLC milestones by end of 2025.	Impacts of Delayed SDLC for EUST3 Milestones: 1. Compressed Testing – Shortened vendor testing, QA, and User Testing may increase undetected defects. 2. Limited Defect Resolution – QA overload and rising defects may lead to unresolved issues at Go-Live. 3. System Instability – Incomplete testing may disrupt operations and reduce stakeholder confidence. 4. Team Burnout – Overtime pressure may cause fatigue, errors, and resource shortages. 5. De-scoping – To stay on schedule, features may be deferred, reducing V1 value and missing dependencies.	746 user stories were delivered to QA for Build Drop 4 (Sprint 25.08). 726 stories are committed for Build Drop 5 (Sprint 25.09).
RI-321: Insufficient time and resources to complete the development of County forms needed for CARES V1 Go-Live Description: Some Counties have not started developing required forms for CARES V1 Go-Live due to the following delays: • High number of forms	Some counties have begun development, while others report delays in early tasks such as form identification and prioritization. If this issue is not resolved it will negatively impact the testing efforts in EUST 3 and EUST 4.	Level of effort estimates are on hold pending state revisions. Counties have not categorized forms by complexity, which is needed to proceed. A dashboard is being developed to track form development progress.

Continuing Issue	Impact	Status
• Long development time per form • Delays in data dictionary and forms data dictionary • Delays in forms training for the counties along with environment readiness • Training schedule extending through Feb 2026 • Overall time needed to complete each form These factors put readiness of forms for EUST 3 and EUST 4 at risk.		
RI-323: Resource Management rework not in current roadmap <u>Description:</u> The current functionality as originally designed is insufficient and has legacy parity considerations for data conversion.	This is essential functionality that must be developed for CARES V1 implementation and refactoring of design is necessary. Baseline schedule could be impacted if additional resources cannot be added.	The resource management schedule has been approved by the state but is not yet reflected in the master schedule. ELT approval is required to proceed. Coordination with vendors is ongoing.
RI-327: Long processing time for Micro-conversion may impact Cutover and Pilot planning and implementation <u>Description:</u> If Micro-conversion cannot complete within 48 hours, CWS/CMS will need to be frozen longer than one weekend for the final delta load prior to pilot. For pilot to begin using forward and backward event-based syncing between the CWS CARES and legacy CWS/CMS, the data in the two systems must be fully synchronized. The estimated processing time is approximately 72 hours.	Final conversion load would require a 72-hour freeze period for CWS/CMS.	Extract, transform and load job time has been reduced from over 150 hours to 26 hours. While the core performance issue is resolved, four auxiliary issues remain: Salesforce org limits, Okta transaction limits, Smarty geo services, and downstream system delays. Mock conversions are planned for January and April 2026. Optimization efforts continue.
RI-330: County feedback on data templates for External Systems <u>Description:</u> CWS-CARES external system data templates	Impact to schedule and the potential rework based on delayed template feedback.	A schedule change request has been submitted to align the workplan with current delays. Schedule adjustments are under review.

Continuing Issue	Impact	Status
were created and shared with the counties with expected responses by end of July. Initial communication misunderstandings led to delays in counties starting the work. Counties expect to provide feedback by mid-September.		
RI-339: Automation Regression Test (ART) execution failures are poor and not showing an improvement or improving trend <u>Description:</u> The Automation Regression Test (ART) results have been showing a failing trend across majority of the Milestones that have passed a manual validation by state QA.	Successful ART is a prerequisite for going live, there is risk of undiscovered defects unstable baseline code, and delay to implementation date.	Regression pass rate dropped to 81%. Failures are tied to application defects, not automation scripts. QA is focused on bug fixes. Test data and resolution plan are under review.
RI-340: Delay of Build Drop 3 <u>Description:</u> Not all stories for Build Drop 3 due on 8/11/25 were delivered to QA.	Delays to start of state QA, end-to-end scenario writing, and user feedback sessions.	On watch/review status to monitor the resolution or completion of the rolled over stories from Build Drop 3 and their progress during the Build Drop 4. Build Drops 1 and 2 are each 97% complete, Build Drop 3 is 41% complete, and Build Drop 4 is 4% complete.
RI-341: Impact from scope delays in Build Drops 1, 2, and 3 <u>Description:</u> The compounded deferment of numerous stories from previous build drops causes downstream delays to State QA and EUST 3 preparation, posing risk to completion of development in line with baselined project schedule.	Delays to State QA, PDL reviews, user feedback sessions, EUST 3 preparation and development of training.	PaaS SI continues to provide weekly updates on Build Drop progress and defect resolution. Build Drop 4 delivered 533 stories to QA. Build Drop 5 is underway.
RI-342: Issues identified by Salesforce Code Quality Review <u>Description:</u> The independent analysis of the code by Salesforce has identified quality issues such as: high percentage of custom code, API versions being out of	The code quality issues must be resolved before CWS-CARES can be implemented.	Status is the same as RI-354, following recent war room and breakout sessions, a 6-step resolution plan with due dates has been added to the issue record. Key actions include code cleanup, test coverage for high/critical issues, API and JavaScript library

Continuing Issue	Impact	Status
date, Apex code length and code commenting, among others.		updates, SAS testing, and documentation of current code standards. The Apex character limit issue is being managed in coordination with the state, with no new requests to increase limits unless approved.
RI-345: Insufficient QA capacity to support Build Drop volumes <u>Description:</u> The current QA velocity of moving 26 stories per week to Joint Review, is not sufficient to complete testing of all stories and retest corrected defects in time for EUST 3 that begins on 1/20/2026 for Admin Console and on 2/2/2026 for functional milestones.	If QA capacity is not increased, there is a high likelihood of schedule delays, impacting the planned start dates of January 20, 2026 (Admin Console), and February 2, 2026 (functional milestones).	QA remains resource-constrained, with staffing decisions pending. A mitigation plan has been shared, focusing on onboarding, code quality, and MTTR improvements. Ten new resources are expected, pending onboarding. QA continues to prioritize bug fixes over story testing.
RI-350: PaaS SI misalignment creating bottlenecks <u>Description:</u> IV&V observed that nearly 50% of committed stories remain blocked due to unresolved dependencies from prior sprints and persistent test environment issues following the EUST 2. Despite multiple escalations, blockers lack clear ownership and resolution timelines. (Ref: Observation #240, 1.6.12 – PaaS Team Misalignment)	Delayed sprint deliverables, at times lack of clear ownership and resolution of blockers is delaying current and future sprint outcomes.	Work is progressing on implementing cross-team dependency checkpoints, with a focus on publishing demos to the website. The publishing plan, including webpage design and updated internal processes, was shared with ELT on 10/20. Internal alignment is underway, and demo content is currently being refined for clarity and quality.
RI-354: Non-Adherence to Best Practices in APEX Custom Code Management <u>Description:</u> The PaaS SI is not following an established, traceable process for requesting and procuring increases in Salesforce governor limits.	The absence of a structured and approved approach to requesting governor limit increases may lead to several operational, financial, and technical risks, including: • Uncontrolled cost escalation due to unapproved or unanticipated resource increases • Potential performance or stability issues if the platform limits are exceeded or adjusted without proper validation. • Risk of non-compliance with vendor/platform policies if	Status is the same as RI-342, following recent war room and breakout sessions, a 6-step resolution plan with due dates has been added to the issue record. Key actions include code cleanup, test coverage for high/critical issues, API and JavaScript library updates, SAS testing, and documentation of current code standards. The Apex character limit issue is being managed in coordination with the state, with no new requests to increase limits unless approved.

Continuing Issue	Impact	Status
	maximum or frequency limits are violated • Delays in delivery or downstream project phases due to lack of visibility on Salesforce support's turnaround time for such changes • Possible data integrity issues or software defects if storage or memory allocations are exceeded without regression testing • Audit and governance risks, such as stakeholder approvals and traceable change records are missing	
RI-357: Lack of Non-Production Test Data for LIS/FAS Integration <u>Description</u> The absence of non-production environments and test data for LIS/FAS presents challenges in conducting integration testing in lower environments. This may impact test coverage and requires careful consideration to ensure data privacy and testing effectiveness.	Limited access to non-production test data and environments may impact the integrity and reliability of integration testing. Reliance on production data introduces potential data privacy concerns and operational risks. These constraints could lead to undetected defects, delayed issue resolution, and potential impacts to project timelines.	An interim manual redaction process has been approved for LIS/FAS vendor testing, to be performed in a secure environment. Options include redacting a 200-record file or using an approved scripting tool. Final details will be documented and shared at a later date. The long-term utility-based solution remains pending third-party validation.

Closed High Priority Issues: There is (1) closed high priority issue for the month of October.

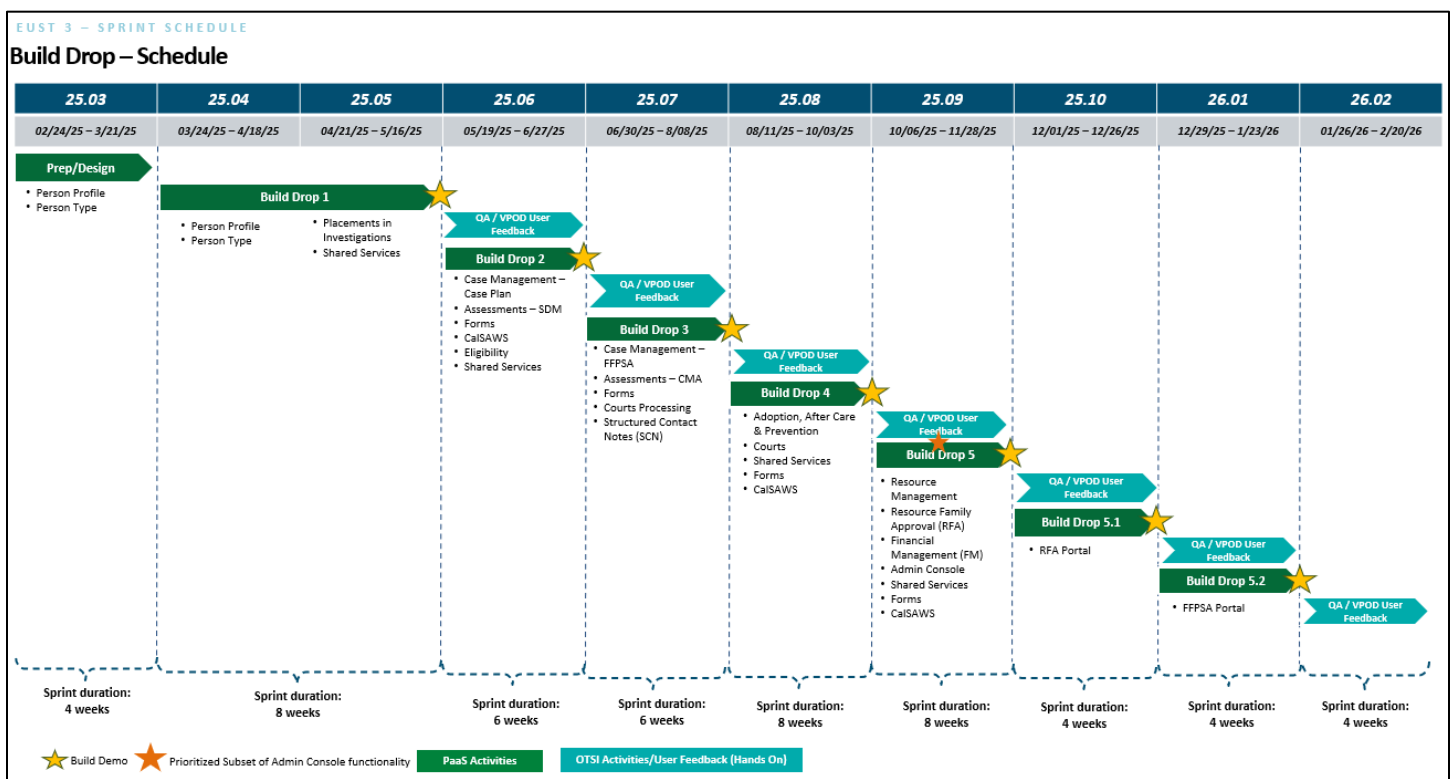
Closed Issue	Impact	Status
RI-324: San Bernardino's inability to process and test files may impact the JNET interface implementation for CARES V1 <u>Description:</u> San Bernardino has not processed the CARES outbound file or created an inbound file for CARES testing, delaying progress on the JNET interface. These delays are preventing the interface's full functionality from being tested and confirmed.	Without resolution, CARES cannot fully test the JNET interface, jeopardizing EUST 3 testing timelines and the successful deployment of the interface.	Credential issue was resolved, and end-to-end testing was successfully completed. A manual workaround is in place for file combination, which is sufficient for the State's testing needs.

Appendices

Updated Build Drop Sprint Schedule

To support the delivery of functionality by feature set, the project team has revised the Sprint Schedule for the remainder of the year and realigned user stories into groups referred to as Build Drops. This restructuring is intended to better align the system development lifecycle (SDLC) with the Holistic Design approach for EUST 3. Quality Assurance (QA) testing at the user story level will commence once the complete feature set associated with each Build Drop has been delivered. Business scenario testing is planned to follow the QA phase. The testing scenarios developed for each Build Drop will also serve as inputs for EUST 3, enabling the project teams to better manage EUST preparation in smaller, more achievable increments.

This schedule has been updated to include Build Drop 5.1 and Build Drop 5.2.



EUST Schedule

Below is a list of all milestones, their respective scheduled EUST session and the duration of each phase.

EUST	Milestones		Duration
EUST 3A	32 – Admin Console		2 weeks Jan 2026
EUST 3	06.1 – Prevention Services 07 – Case Plan 07.1 – Interface – CMA 09 – Case Management: Engagement & Services 10 – Case Closure 10.1 – Interface - SDM 11 – Aftercare & Re-entry 13 – Adoption 14 – Warrants 16 – Jurisdiction and Disposition Hearing 17 – Status Reviews	18 – Other Hearings 20.1 – Interface – FCED (remaining) 21 – Eligibility Programs 23 – Track Administrative Costs 23.1 – Service Delivery Tracking 23.2 – Interface – CECRIS 24 – Track Assistance Costs 26 – Maintain Resource Family Home 26.1 – Interface – FMS (LIS-FAS data) 27 – Complaints 28 – Legal Action	6 weeks Feb – Apr 2026
EUST 3R	29 – Federal Reports 30 – State Reports		6 weeks Mar – Apr 2026
EUST 4	End-to-End Validation of all Product and Interface Milestones		4 weeks May – Jun 2026