

CWS-CARES Legislative Update

November 2025

Executive Summary

Highlights

- Milestone 07: Case Plan and Milestone 24: Track Assistance Costs completed design and build activities in November.
- Milestone 10: Case Closure, Milestone 13: Adoption, Milestone 18: Other Hearings, Milestone 26.1: Facility Management System (FMS), and Milestone 27: Complaints completed build activities in November.
- Milestone 23: Track Administrative Costs completed vendor testing activities in November and Milestone 23.2: County Expense Claim Reporting Information System (CECRIS) completed both build and vendor testing activities in November.
- Milestone 32: Admin Console completed business requirements and design activities in November.

Challenges

- Milestone 7.1: Case Management Assessment (CMA) vendor testing activities went from 100% in October to 66% in November due to development work being returned to vendor testing for additional troubleshooting because of issues found in QA.
- Milestone 11: Aftercare & Re-Entry vendor testing activities went from 100% in October to 97% in November due to development work being returned to vendor testing for additional troubleshooting because of issues found in QA.
- Milestone 16: Jurisdiction and Disposition design activities went from 100% in October to 99% in November due to issues found in build.
- 16 out of 20 remaining milestones remain in red in November. The project continues to address these delays to meet our Extended User Scenario Testing (EUST) 3 start date by bringing on additional developers, QA testers, and test scenario writers, as well as incorporating additional tools for automated regression testing.
- Due to delay in federal project approvals putting the state at risk, several streams of activities related to implementation readiness, including enhanced sandbox, process simulation, implementation, and production pilot remain paused. However, the project continues 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 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%	100%	100%	89%	52%	51%
Milestone 7.1: Case Management Assessment (CMA)	2024-04-15	2025-12-26	100%	100%	100%	66%	6%	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%	100%	94%	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%	97%	3%	0%
Milestone 13: Adoption	2024-02-12	2025-12-30	100%	100%	100%	92%	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%	99%	99%	97%	50%	49%
Milestone 17: Status Reviews	2024-01-02	2025-12-30	100%	100%	100%	98%	76%	72%
Milestone 18: Other Hearings	2023-05-22	2025-12-30	100%	100%	100%	99%	67%	67%
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%	100%	0%	0%
Milestone 23.1: Service Delivery Tracking	2024-03-25	2025-12-30	100%	100%	31%	1%	0%	0%
Milestone 23.2: County Expense Claim Reporting Information System (CECRIS)	2024-06-17	2025-10-31	100%	100%	100%	100%	0%	0%
Milestone 24: Track Assistance Costs	2024-01-01	2025-12-30	100%	100%	100%	48%	0%	0%
Milestone 26: Maintain Resource Family Home	2023-12-04	2025-12-30	100%	100%	95%	19%	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%	100%	14%	0%	0%
Milestone 27: Complaints	2023-06-19	2025-12-30	100%	100%	100%	71%	67%	67%
Milestone 28: Legal Action	2024-02-26	2025-12-30	100%	100%	90%	25%	0%	0%
Milestone 29: Federal Reports	2024-08-28	2026-01-30	100%	100%	65%	65%	65%	65%
Milestone 30: State Reports	2024-09-17	2026-01-27	100%	93%	54%	53%	52%	52%
Milestone 32: Admin Console	2024-08-12	2025-10-31	100%	100%	97%	92%	87%	84%

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 November due to issues identified during testing. As a result, the affected work items had to be returned to vendor testing for additional troubleshooting. User feedback scenario writing is scheduled to be completed by January 2026. 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 Opeeka. 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 November due to development work being returned to vendor testing for additional troubleshooting. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to inability to complete vendor testing and QA until the Data Check Tool is delivered. This component was moved to Build Drop 5 which has since been delayed tentatively until December 11. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to unresolved issues that require fixes from Evident Change, the interface partner for SDM. Although earlier Build and vendor testing phases were completed, the remaining fixes are now planned for Build Drop 5 which has been delayed until December 11. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to issues found during QA. Although some items have been promoted to QA, several items had to be sent back to vendor testing for additional troubleshooting. User feedback scenario writing is scheduled to be completed by January 2026. 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 November 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 January 2026. 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 November due to delays in testing and issue resolution. Although earlier features were delivered in Build Drops 3 and 4, new court report templates approved for development in Build Drop 5, now delayed to December 11, have pushed back vendor testing and QA activities. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to delays in testing and issue resolution. Although earlier features were delivered in Build Drops 3 and 4, new court report templates approved for development in Build Drop 5, now delayed to December 11, have pushed back vendor testing and QA activities. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to delays in testing and issue resolution. Although earlier features were delivered in Build Drops 3 and 4, new court report templates approved for development in Build Drop 5, now delayed to December 11, have pushed back vendor testing and QA activities. User feedback

scenario writing is scheduled to be completed by January 2026. 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:

Build and vendor testing activities have been completed. User feedback scenario writing is scheduled to be completed by January 2026. This milestone will be included 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, now delayed until December 11. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to this milestone being tied to Build Drop 5 which has now been delayed until December 11. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to lower than expected progress in vendor testing activities. Although build work is complete, the remaining testing cannot be finalized until Build Drop 5 that is now delayed until December 11. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to Build activities being behind the expected completion percentage. Additionally, this milestone is scheduled for Build Drop 5 which is now delayed until December 11. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to continued delays in design changes that support Resource Management. Although the original interface design was completed on schedule, the redesign pushed work into later phases. vendor testing activities are now occurring as part of Build Drop 5 which has been delayed until December 11. User feedback scenario writing is scheduled to be completed by January 2026. 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:

Progress health remains red for the month of November due to delays in vendor testing resolution. The milestone is scheduled for Build Drop 5 which is now delayed until December 11. User feedback scenario

writing is scheduled to be completed by January 2026. 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, now delayed until December 11. User feedback scenario writing is scheduled to be completed by January 2026. 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 November due to ongoing design changes and reviews across multiple Service Areas. The reports tied to completed work are on track, but additional reports will need to be created over several upcoming Build Drops. Since Build Drop 5 is now delayed until December 11, the project is working with all teams to adjust the schedule. A formal schedule change will be proposed in December. 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 November due to delays in Build and vendor testing. The milestone is scheduled for Build Drop 5 which is now delayed until December 11. 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, 2025. 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 Period 1 began on October 27 and was completed on November 7. Testing period 2 has been scheduled in December. Usability Testing provides counties with additional opportunities to use the system and provide critical feedback to the project ahead of EUST 3. After consolidating duplicates and similar items, Usability Testing Period 1 resulted in 9 new work items.

Data / Document Conversion

The data conversion team completed conversion of 249 out of 251 source tables from CWS/CMS to CWS-CARES. Data mapping is complete for 3,050 CWS/CMS data elements with 13 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
3,050 (76%)	13 (0.3%)	955 (24%)

Cycle 6 data conversion practices validation was extended to December 8, 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. Cycle 6 data validation is scheduled to begin December 11, 2025 and complete in January 2026. In data validation core constituent counties validate converted CARES production data against CWS/CWS.

The data conversion team also continued to convert documents from CWS/CMS. So far, all the historical (a total of 84.8 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 late November, project leadership distributed a follow-up email to organizational leadership about the status of paused readiness activities. The email explained the implementation team will be operating under a reduced staffing model to schedule and lead a revised series of monthly readiness review meetings with organizations. These new meetings will follow a streamlined format designed to efficiently capture readiness status and will be augmented by group working sessions to address targeted readiness topics. Also in November, the team emailed organization-specific monthly readiness reports to directors highlighting overdue and upcoming readiness tasks. Additionally, the implementation team began preparing for a checkpoint with organizational leaders nine months prior to the October 2026 Go-Live date with the goal of reviewing all critical path tasks on the readiness checklist.

Training – All training preparation and activity has been paused, other than the development and delivery of training in support of EUST 3. The project team is identifying whether there are opportunities to accomplish certain training activities using an alternative method, while this work is paused for the Implementation Training Team. The paused training activities include working with Organizations to develop Organization Training Logistics Plans, on-demand self-paced training programs, and instructor-led training courses. November Organizational Training Logistics Plan updates received from Organizations have been stored in the project repository.

Super User Program – Additional development of the Super Users Program is on pause. Despite the overall pause, organizations continue to add Super Users, and the implementation team is troubleshooting login issues with the Teams Channel for users. The Super User Teams Channel serves as the centralized communication and collaboration space for all CWS-CARES Super Users supporting distribution of orientation materials, program updates, training coordination, feedback collection and ongoing engagement statewide.

Continuing Activities

Training – The CWS-CARES training team has been focused on preparing for instructor-led training delivery in support of EUST 3. This includes courses focused on the administrative console, general functionality, RFA, and Reports.

Enhanced Sandbox – The Sandbox environment continues to be available to existing users in 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. Throughout the month of November, 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 November 30, 518 users across 35 counties had successfully logged in to the Sandbox environment, and 232 users had completed at least one on-demand training program using Salesforce Enablement. Users continued to create records in the Sandbox throughout the month.

Organizational Change Management (OCM) – Throughout November, the implementation team finished preparing for the Process Information Sessions for Court Processing functionality areas: (1) Warrants and Jurisdiction & Disposition Hearings, and (2) Status Review and Other Hearings. The team conducted the first Warrants and Jurisdiction & Disposition Hearings session with the Northern Region, Central Valley Region, and Bay Area Region on November 20. The remaining Court Processing Sessions are scheduled for the first week of December 2025. Process Information Sessions are an opportunity to show the new CWS-CARES functionality, as-is and to-be business process maps, change impacts, terminology changes, and an associated worksheet with next steps for organizations to tailor business process information based on organization-specific practice. 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 second of two Process Information Sessions (to be delivered on December 16) and several Process Information Sessions to be delivered in early 2026 (covering Adoption Assistance Program, Resource Family Approval, Resource Management, Financial Management, Administrative Services, and CDSS-specific functionality). The implementation team conducted the monthly OCM Advisory Workgroup Meeting on November 19. Meeting topics included: an update on Process Information Session feedback, information about the upcoming Probation Process Information Session #2, and a review of communications/upcoming meeting topics.

County Child Welfare Engagement – In November, 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 November 26, there were a total of 29 overdue Go-Live Readiness Checklist tasks across 11 counties and ## overdue External Systems Tasks (## related to Data Conversion) across ## counties. The slow pace of forms and reports development remains a significant risk to organizational readiness; 6 of 2345 forms have been completed and 2 of 2131 of Business Objects to Tableau Reports have been completed. The decrease in overdue tasks reflects steady efforts in resolving open items. Key areas of focus for County Child Welfare Engagement in November included a transition to a group-based support model to accommodate temporary reductions in implementation team staffing. The first of these group-based sessions were Business Process Learning Collaborative meetings to support the Organizations in tailoring to-be business process information based on county-specific practice, following the Process Information Sessions.

CDSS Engagement – The implementation team consolidated November and December regular monthly meetings into a single meeting for each of the ten CDSS Divisions and Branches impacted by the transition to CWS-CARES. To help support forward progress on readiness task completion, the implementation team developed and disseminated detailed written guidance on all upcoming readiness tasks in the implementation, OCM, and training disciplines. Key topics addressed in the guidance included the following tasks: identify appropriate staff to participate in OCM-Led process information session for CDSS, Review Change Impact Assessment for Case Management - Ongoing Case Work and Case Management - Finish a Case, identify staff with expertise in Resource Management, Financial Management, Admin and Reports, develop the CWS-CARES V1 Organization Training Plan and complete the Organization Training Curriculum Assignment. In addition, the implementation team has begun development of the CDSS-specific process information session to be delivered in late January.

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. Yurok did not meet with CDSS or the CARES Implementation Lead in November due to the holiday.

Juvenile Probation – While transitioning to a group-based support model for Implementation, many probation departments have elected to join county child welfare meetings rather than participate in Probation-specific meetings. The implementation team continues to collaborate with Probation Departments to complete Go-Live Readiness activities.

External Communications & Engagement – The Strategic Communications team collaborated with project teams to distribute the CWS-CARES Weekly Digest on November 3, 10, 17, and 24, 2025 to child welfare leadership and CARES Points of Contact. This month's updates included introducing the FCED Hub, a new page on the CWDS website for the latest information and resources on FCED; a recap of the first Biweekly Binti Data Conversion Meeting on Thursday, October 30; an announcement of the new CWS-CARES Data Dictionary V0.07 and Office Hours Reminder; awareness of the CARES Implementation contacts now available on the CWDS website; a notification of a new Product Demonstrations webpage that launched on November 14 and hosts all demonstration recordings; informing audiences of the distribution of invitations to the next set of Process Information Sessions on Courts Processing; and a notification that the latest Progress and Engagement Summary is now available. The Strategic Communications Team collaborated with project staff to produce the November 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 November summary highlighted the 16 communications distributed and the nine demonstrations conducted in Resource Management and Case Management within the last reporting month.

ACF Monthly Reporting on User Engagement & Adoption – The Strategic Communications Team submitted the Administration for Children and Families (ACF) November 2025 monthly report on user engagement and adoption. This report detailed key CWS-CARES project milestones, including the completion of Usability Testing Period 1 to gather user insights for future releases, and the execution of Stakeholder Briefing #4, where new functionality was demonstrated. Additionally, the report provided a recap of the 2025 CWDA Conference and outlined preparations for the Judicial Council's Beyond the Bench Conference.

Other Completed Work Products – The Strategic Communications Team completed the following work products and activities: Worked with the Data Team to finalize the DC Cycle 6 outreach, conducted the DC Cycle 6 survey and managed responses, coordinated on distribution lists and worked with Customer Relations on release; completed slides for the 11/13 Monthly External Systems Meeting and 11/13 Biweekly Binti County Coordination Meeting; monitored the Binti County Survey; completed slides and delivered verbal updates for the 11/12 CWS/CMS Oversight Committee; completed the CARES Compass – November 2025 issue and distributed it to external audiences; finalized Stakeholder Briefing #4 materials and posted content to the website; and, completed the 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	\$15,349,982
Data Center Services ²	\$3,349,028	\$2,486,513
Contract Services ²	\$133,673,182	\$111,043,579
Enterprise Services ²	\$6,069,496	\$6,214,388 ⁵
OTSI Spending Authority Total	\$176,552,900	\$146,868,807

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	\$8,457,059
CDSS Local Assistance Total	\$34,092,021	\$10,686,331

Project Totals	2024/25 Budget	2024/25 Expenditures
CWS-CARES Project Total	\$210,644,921	\$157,555,138

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 FISCAL reports and approved invoices through December 4, 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.

⁵ Enterprise Services Direct and Indirect costs were higher than originally estimated.

Budget and Expenditures

2025-26 CWS-CARES Report Summary

OTSI Spending Authority Budget Item	2025/26 Budget ¹	2025/26 Expenditures
Personal Services ²	\$13,383,550	\$3,147,471
Other Operating Expenses & Equipment (OE&E) ²	\$63,347,877	\$37,967,775
Data Center Services ²	\$4,019,061	\$794,308
Contract Services ²	\$207,951,742	\$30,983,263
Enterprise Services ²	\$5,799,938	\$922,682
Legislation ²	\$15,015,000	\$0
OTSI Spending Authority Total	\$309,517,168	\$73,815,499

CDSS Local Assistance Budget Item	2025/26 Budget	2025/26 Expenditures
CDSS Salary & Benefits ³	\$1,866,500	\$345,865
CDSS OE&E (Includes Travel and Training) ³	\$115,500	\$248
Contract Services ³	\$900,000	\$224,679
County Regional Training Academy ³	\$0	\$0
Core Constituent Participation Costs ⁴	\$35,457,147	\$0
CDSS Local Assistance Total	\$38,339,147	\$570,792

Project Totals	2025/26 Budget	2025/26 Expenditures
CWS-CARES Project Total	\$347,856,315	\$74,386,291

¹ 2025/26 budget aligns with SPR 6 and is inclusive of CWS-CARES only costs. CARES-Live costs are not included.

² Actual expenditures through September 2025 FISCAL reports and approved invoices through December 4, 2025.

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

⁴ CDSS Fiscal Monitoring Unit confirmed no data for Core Constituent Participation and no data for Tribal Core Constituents.

CWS-CARES Annual Planning Document

The project resubmitted the federal APDU for Federal Fiscal Year 2026 to the ACF on October 17. In addition, the ELT is developing plans to submit an As-Needed APDU encompassing any additional contractual changes pending a discussion and decision by the Board of Directors on the path forward for the implementation strategy. The final decision may take another month or two.

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 November 15, 2025. Performance trends indicate continued schedule recovery and improved alignment between planned and earned values.

Metric	11/15/2025	10/15/2025	9/15/2025	Description
Planned V1 Percent Complete	72%	70%	68%	Planned percent complete as of this date.
Actual V1 Percent Complete	70%	68%	65%	Actual percent complete as of this date.
Schedule Performance Index (SPI)	0.965	0.958	0.947	Schedule performance of 1.0 or greater is on track, less than 1.0 is off track.
Cost Performance Index (CPI)	1.154	1.146	1.087	Cost performance of 1.0 or greater is on track, less than 1.0 is off track.
Estimated to Complete (ETC, V1)	\$245,882,838	\$264,111,620	\$302,521,067	Estimated cost to complete the project.
Estimated at Completion (EAC, V1)	\$808,289,397	\$814,228,060	\$858,503,112	Estimated cost at completion of the project.
Forecast V1 Completion	12/28/2026	1/7/2027	1/27/2027	Date V1 is forecasted to complete.
Forecast V2 Completion	7/17/2028	7/31/2028	8/26/2028	Date V2 is forecasted to complete.
Earned Cost (EC)	\$649,275,048	\$630,454,541	\$604,316,025	Budget for work actual completed to date.
Actual Cost (AC)	\$562,406,559	\$550,116,440	\$555,982,045	Actual cost for work completed to date.

Legend

> 0.99	0.95 – 0.99	< 0.95
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Vendor Contracts

The following contracts or contract amendments were executed during the month of November 2025.

Contract	Purpose	Contract Cost	Term	Notes
CWDA	County SME	\$4,838,288.00	8/1/25 – 7/31/28	Amendment to remove County Technician Liaison and associated tasks and cost.

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

High Priority Risks

For the November 2025 reporting period, zero (0) high priority risks were opened, one (1) high priority risk was closed, and one (1) high priority risk is continuing in November. High Risk **RI-349: *Downward trend for Product-Only Schedule Performance Index (SPI)***, was lowered in severity from high to medium and is no longer listed in this report.

In summary, there is 1 open high priority risk at the end of November 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 November.

Continuing High Priority Risks: There is one (1) continuing high priority risks for the month of November.

Continuing Risk	Impact	Status
RI-355: Mandatory API Fields Requirement for AAP Functionality <u>Description:</u> 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.	Requires project work arounds, such as hard-coding mandatory fields. Introduces technical debt, risks data integrity, increases maintenance, and may delay delivery of AAP functionality.	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 CWS-CARES.

Closed High Priority Risks: There was one (1) closed high priority risks for the month of November.

Closed Risk	Impact	Status
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 need to refine current functionality. • Design Changes (17%) – reflecting requests to improve usability and user experience.	High volumes of Training and OCM feedback suggest users feel unprepared, risking adoption and efficiency.	Enhancements have been made to the product demo process to improve county engagement. Invitations will be sent at least two weeks in advance and include detailed descriptions of demo content. Any changes will be communicated in a timely manner, with final updates shared at the start of each session. Key functionality, including areas related to tribes and probation, will be highlighted to help counties identify and involve the appropriate subject matter experts. Additionally, product demo recordings were published to the website on 11/14/2025, with a commitment to post future recordings within one week of each session to ensure continued accessibility.

High Priority Issues

New High Priority Issues: There are zero (0) new high priority issues for the month of November.

Continuing High Priority Issues: There are thirteen (10) continuing high priority issues for the month of November:

Continuing Issue	Impact	Status
RI-260: Sprint velocity is inadequate to achieve approved SPR 6 milestone schedule <i>Description:</i> 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. EUST 3 testing is	Impacts of Delayed SDLC for EUST 3 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.	Sprint velocity has shown steady improvement; however, rollover of stories is still observed. The project is closely monitoring stories delivered in Build Drops 4 and 5.

Continuing Issue	Impact	Status
scheduled for Jan–Feb 2026 and depends on completing all SDLC milestones by end of 2025.	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.	
RI-321: Insufficient time and resources to complete the development of County forms needed for CARES V1 Go-Live <u>Description:</u> Some Counties have not started developing required forms for CARES V1 Go-Live due to the following delays: • High number of forms • 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.	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.	The inventory of 2,281 county forms has been completed and the prioritization by the counties is in progress. Counties expressed concern about changes in functions until after EUST 3 completion. Further escalation in CWDA is needed.
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	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

Continuing Issue	Impact	Status
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.		planned for January and April 2026. Optimization efforts continue.
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 71%. Failures are tied to application defects, not automation scripts. QA is focused on defect fixes with application. Test data and resolution plan are under review.
RI-341: Impact from scope delays in Build Drops 1, 2, 4 and 5 <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. Stories are not complete until state QA is finished, and story is moved to done.	Positive progress was made with Build Drop 1 being 100% done, Build Drop 2 is 92% complete, Build Drop 3 is 64% complete, Build Drop 4 is 20%. Close monitoring is in effect with likely delay of Build Drop 5 to address outstanding defects.
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 date, Apex code length and code commenting, among others.	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 7-step mitigation plan with due dates has been added to the risk record.
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	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	We have begun incorporating 10 new contract people into the workload. Additional resources from other project teams will be added to supplement the State QA team. Potential delay of Build

Continuing Issue	Impact	Status
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.	February 2, 2026 (functional milestones).	Drop 5 by two weeks will have compounded effect on QA velocity.
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.	Build Drop 4 and 4.5 were delivered on time. Build Drop 5 will likely be delayed by two weeks with impacts to cross-functional teams (Usability Testing, EUST 3 Scenarios, Reporting and Training). Analysis is underway to identify corrective action.
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 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	Status is the same as RI-342, following recent war room and breakout sessions, a 7-step mitigation plan with due dates has been added to the risk 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
	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 SIT 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 later. The long-term utility-based solution remains pending third-party validation.

Closed High Priority Issues: There were (5) closed high priority issues in the month of November.

Closed Issue	Impact	Status
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 rework has been approved, scheduled, and incorporated into Build Drops 5.1 and 5.2. All mitigation actions have been completed, and the DMF has been updated accordingly.
RI-330: County feedback on data templates for External Systems <u>Description:</u> CWS-CARES external system data templates 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.	Impact to schedule and the potential rework based on delayed template feedback.	The original approach requiring county feedback on templates has been replaced. A new hands-on data mapping strategy is now being implemented with counties such as Kern and Los Angeles. The issue is resolved for SLO and CC counties, with all data elements successfully mapped. The original concern is no longer applicable to systems like Binti, AIS, and eAdopt due to the adoption of the new approach
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.	The original concern regarding delays in Build Drop 3 has been resolved, and subsequent Build Drops 4 and 4.5 were delivered on schedule. Project will closely monitor delivery of subsequent

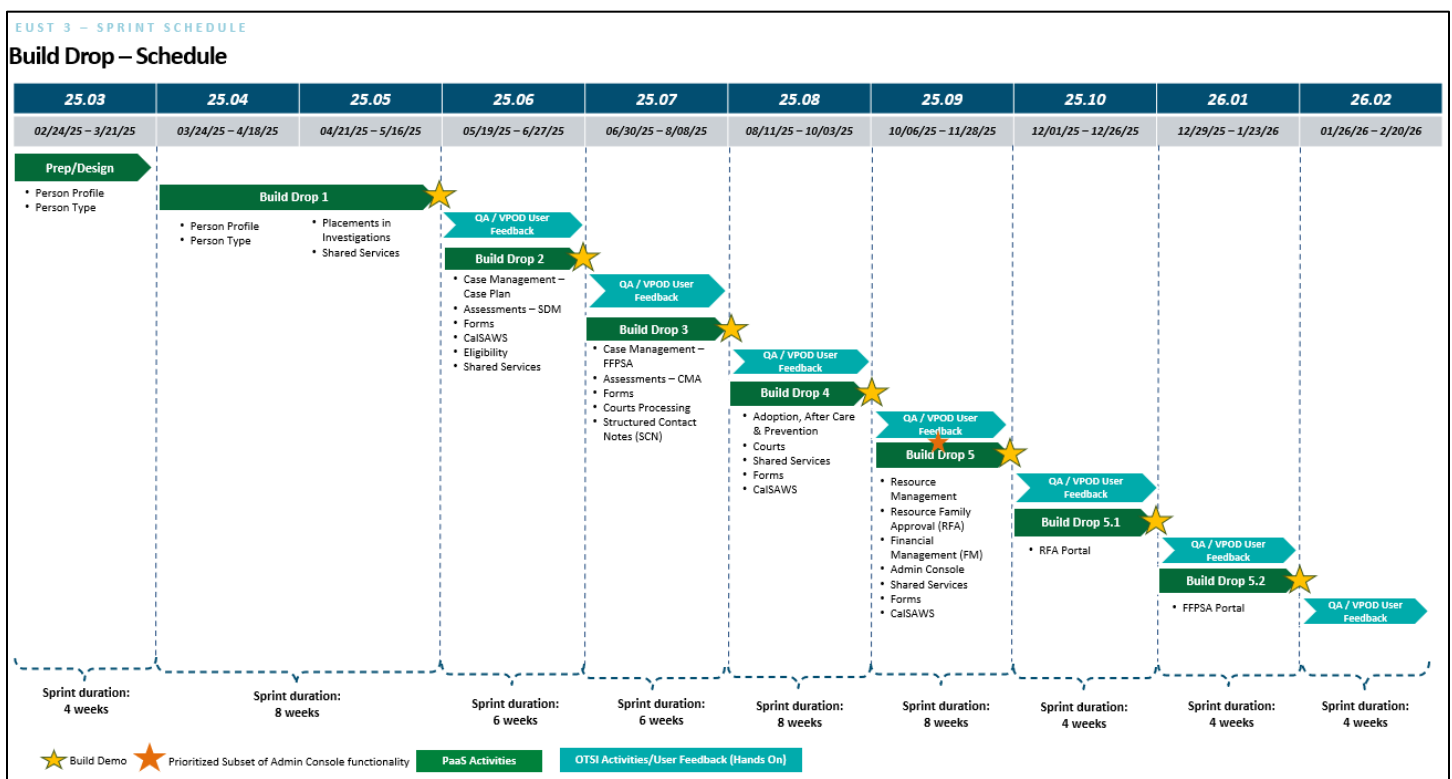
Closed Issue	Impact	Status
		build drops and develop recovery plan as appropriate.
RI-360: No plan for addressing quality issues in Binti data <i>Description:</i> The single file received from Binti revealed data issues that block loading into CARES. Counties must cleanse their data, but this hasn't 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.	Status is the same as RI-361, an updated plan was submitted for SCR, the issue is considered resolved under the new approach. If needed, new risks or issues will be opened accordingly. Moving forward, any concerns related to county applications will be addressed individually through separate risk or issue entries.
RI-361: Potential impact to vendor testing completion due to delay in receiving data files from Counties/Binti <i>Description:</i> 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.	Delays in ETL testing and vendor testing signoff are preventing identification of data quality issues, which risks delaying dry run execution and compromising pilot readiness.	Status is the same as RI-360, an updated plan was submitted for SCR, the issue is considered resolved under the new approach. If needed, new risks or issues will be opened accordingly. Moving forward, any concerns related to county applications will be addressed individually through separate risk or issue entries.

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