# CWS-CARES Legislative Update

*July 2026*

## Executive Summary

The project continues to facilitate and support testers in Training and Production Simulation through office hours and frequent communications. Defects identified by users in the Training environment and testers in the Production Simulation environment are being triaged, categorized as either data conversion defects or functional defects and assigned to the appropriate teams for resolution. While the trend of defects has gone down over the past few months, there has been an anticipated increase with the activation of the remaining user population in Production Simulation.

## Remaining Milestone Development

The chart below illustrates the status of the remaining open milestones for CWS-CARES Version 1 (V1).

| Milestone | Milestone End Date | Target Milestone End Date | Design | Build | Vendor Testing (SIT) | State Testing (QA) | Ready for User Feedback |
|---|---|---|---|---|---|---|---|
| Milestone 07: Case Plan | 2025-12-30 | TBD | 100% | 100% | 100% | 95% | 95% |
| Milestone 7.1: Case Management Assessment (CMA) | 2025-12-26 | TBD | 100% | 100% | 100% | 93% | 48% |
| Milestone 13: Adoption | 2025-12-30 | TBD | 100% | 100% | 100% | 93% | 91% |
| Milestone 23: Track Administrative Costs | 2025-12-30 | TBD | 100% | 100% | 100% | 50% | 50% |
| Milestone 23.1: Service Delivery Tracking | 2026-02-20 | TBD | 100% | 100% | 100% | 64% | 63% |
| Milestone 23.2: County Expense Claim Reporting Information System (CECRIS) | 2025-10-31 | 2026-09-18 | 100% | 100% | 100% | 0% | 0% |
| Milestone 26: Maintain Resource Family Home | 2025-12-30 | TBD | 100% | 100% | 100% | 76% | 72% |
| Milestone 26.1: Facility Management System (FMS) | 2025-11-28 | TBD | 100% | 100% | 100% | 43% | 43% |
| Milestone 27: Complaints | 2025-12-30 | TBD | 100% | 100% | 100% | 95% | 93% |
| Milestone 28: Legal Action | 2026-01-23 | TBD | 100% | 100% | 100% | 84% | 80% |

The milestones in red listed above remain open due to the process to close defects, interface updates requiring new stories, gap stories impacting shared services across milestones, and receiving data from interface partners so State Quality Assurance (QA) can test the developed stories. Milestones 10 Case Closure, 10.1 Structured Decision Making (SDM), 11 Aftercare & Re-Entry, 18 Other Hearings, 24 Track Assistance Costs, and 32 Admin Console were closed in July, and 256 total stories were closed.

## User Feedback / Usability Testing

An additional wave of users was onboarded into Production Simulation environment on July 6, increasing the total number of invited users to 3,483. 2,129 users (61%) across 56 counties, 1 tribe, and the State have logged-in at least once since June 22. Beyond logging in and viewing data, 694 unique users went a step further to create or modify system data. 14,864 unique records were modified in the system, 75% of which were newly created records and 25% were modifications to converted data from CWS-CMS. The remaining 19,517 users was activated in Production Simulation in July, which now totals over 23,000 users. Since June 22, 15,459 (67%) of users have logged in at least once. No critical defects were identified by end users in July. Critical defects are defined as critical issues affecting all users, including system unavailability and data integrity issues with no workaround available. The CWS-CARES project continues to address user reported issues identified through Production Simulation.

Final decisions on remaining scope for delivery as part of CWS-CARES V1 is pending agreement by OTSI, CDSS, CWDA, and county executives. This remaining scope represents items where users cannot complete required business processes, making them a priority for go-live in October. Once approved, the project will confirm the development timeline and provide updated delivery expectations.

## Data / Document Conversion

All CWS/CMS data mapping remain fully complete with July focused on continuing build activities and data quality validation. The CalSAWS Linking build completed in July and is targeted for Prod Sim in August, while Resource Family Approval (RFA) Document Linking and Civica Load Scripts remain fully built and validated. Data Pipeline and Civica schema impact analysis activities continued as part of alignment for upcoming cycles.

Mock Cycle 2 conversion work remains fully complete, including file extracts, user loads, address standardization, Salesforce and Snowflake loads, document ingestion, and Civica loads, supporting Production Simulation readiness. Phase 3 document conversion continued with 15.5M documents extracted out of 15.6M planned, and 108K worker-deleted or corrupted files reconciled. Data quality cleanup also continued, with 39 items still pending resolution across staff record and email domain updates. In July, 185 data conversion defects were identified and 320 were closed (including tickets opened at the end of June).

## User Adoption Summary

**Business Process Re-Engineering (BPR) Activities –** In July, the BPR team was well under way in engaging with the Organizations, facilitating the BPR Operation Alignment Session with over 450 representatives from all Organizations to provide an overview of the planned BPR activities and timelines. The team also completed 13 of 14 BPR Archetype Sessions with 59 staff from representative Organizations, and 7 BPR Delta Sessions. From a communications perspective, a survey was sent to all Organizations which will help tailor the schedule for individual BPR Delta Sessions (for users that may have missed the original BPR session) with 86 Organizations through August. To round out the team’s steady work for the month, the BPR Team collaborated with the CWS-CARES Service Managers and SMEs to update business process maps and add BPR content to the CWDS Implementation Portal/OCM Portal.

**Organizational Change Management (OCM) Activities -** In July, the project continued engagement with the OCM Advisory Workgroup. Preparations commenced to kickoff Super User Readiness meetings in August with 2,000+ Super Users, including collaboration with Implementation Leads to identify Super Users from Organizations and prepare materials. The team also continued development of many materials, including OCM Guidance and role-based documentation. The CWDS Implementation Portal/OCM Portal was updated with OCM content, including a Terminology Crosswalk document and Change Impact Assessment. Additionally, continued development and support of Implementation Team communications ensued across Readiness, Training, OCM and BPR teams for inclusion in the Weekly Digest, Explorer Newsletter, the July Stakeholder Briefing, ad hoc emails, and tracking statistics within the State's communications dashboards. The team also collaborated closely with the CWS-CARES Service Managers and SMEs to identify additional change impacts, update the Change Impact Assessment document, and gather answers to change impact-related questions asked by Organizations during the BPR Archetype and Delta Sessions.

**Training Activities** - In July, the Training Information, Planning, and Sharing (TIPS) meetings continued with two separate occurrences. The team also continued individualized county meetings for CWS-CARES Training that have allowed a unique training approach tailored to each county that aims to understand and accommodate their processes as not all counties operate in the same manner. All remaining On-demand learning (Enablement) modules for the Training and Production Simulation environments were developed and published for a total of 43. Additionally, an Enablement Dashboard was developed that allows users to see their Enablement progress. The work of this team culminated in conducting the Train-the-Trainer (TTT) sessions for both facilitators and support this month, as well as the Train-the-Trainer office hours held twice per week beginning with the first week of TTT.

**Implementation** - During July, the Implementation team supported a wide range of essential readiness activities for both the CARES Project and the Organizations. From a project standpoint, the team facilitated Readiness Checkpoint 2 and began preparations for Checkpoint 3 by coordinating and leading discussions with business owners. Work also commenced on drafting the Command Center Standard Operating Procedures, which will guide operational practices immediately upon go-live. For Organizations, Monthly Readiness Meetings and Checkpoint Meetings were held to assess progress on Production Simulation participation, training readiness, and technical support needs. To support the OCM Advisory Workgroup, the team updated the super user validation list, ensuring two representatives from each Organization were identified for participation. Additionally, the team distributed and updated the Technical Readiness document, secured approval of the Organization Go-Live Support Plan and delivered the Monthly Readiness Reports to organizational leadership. Throughout the month, the team also collaborated closely with CPOC on Probation training, contributed to planning for an upcoming conference, and continued supporting readiness activities across all partners.

**ACF Monthly Reporting on User Engagement & Adoption –** The Strategic Communications Team submitted the Administration for Children and Families (ACF) July 2026 monthly report on user engagement and adoption. This report detailed key CWS-CARES project accomplishments: conducted Stakeholder Briefing #8 to provide project updates, readiness information, and stakeholder engagement opportunities, advanced training readiness activities to support Prod Sim and CWS-CARES Version 1 Go-Live and continued Organizational Change Management (OCM) and Business Process Redesign (BPR) activities. The report also highlighted the county participation at monthly stakeholder and user engagement meetings led and facilitated by CWS-CARES project staff, recurring meetings, and summarized the total communications were sent to CWS-CARES leaders and staff during the reporting period. Communications were shared in the areas of External Systems, Implementation/OCM/Training, Production Simulation, Strategic Communications, User Feedback and information posted to the CWDS website.

**External Communications & Engagement –** The Strategic Communications team conducted Stakeholder Briefing #9 with 433 staff in attendance.45 of 58 counties attended with highest numbers from: Los Angeles – 64, Fresno – 24, Santa Clara – 23, Riverside – 23, Orange – 18, SLO – 13, Tulare – 11. The Strategic Communications team collaborated with project teams to distribute the CWS-CARES Weekly Digest on July 7, 13, 20, and 27 to child welfare leadership and CARES Points of Contact. This month's updates included Production Simulation environment status updates, revised TTT schedules, and onboarding notices. CWS-CARES Weekly Digests published throughout the month kept stakeholders informed on diverse topics such as system releases, 500 newly added FAQs, Microsoft Word compatibility communication, and account deactivation policies. The Weekly Digest also includes a FAQ of the week where each week, a question is highlighted along with information to help readers better understand CWS-CARES functionality.

The Strategic Communications Team collaborated with project staff to produce the July 2026 CWS-CARES Progress & Engagement Summary. This communication tool gives stakeholders a clear, concise overview of our shared progress and accomplishments. The summary highlighted key activities and fosters transparency in areas like prototype reviews, forms, reports, data conversion, and training. The summary included the eleven communications distributed in the reporting month including Weekly Digests, individual communications, and CWDS webpage updates. The summary included Stakeholder Briefing #8 results.

**Other Completed Work Products –** The Strategic Communications Team completed the following work products and activities: critical environment and onboarding notifications, ADA-compliant release notes, and staff talking points for county engagements. The team also produced session materials, including presentation decks and Q&A logs for the County Advisory Committee (CAC), Disrupting Disparities Advisory Committee (DDAC), and Binti coordination meetings, alongside conference slides for the 2026 Probation Information Technology Managers Association (PITMA) annual session. Furthermore, the team launched the new "CWS-CARES System Updates & Release Notes" webpage and finalized an executive county engagement dashboard.

# Budget and Expenditures

## 2025-26 CWS-CARES Report Summary

| OTSI Spending Authority Budget Item | 2025/26 Budget[1] | 2025/26 Expenditures |
|---|---|---|
| Personal Services[2] | $13,607,250 | $12,130,465 |
| Other Operating Expenses & Equipment (OE&E)[2] | $63,347,877 | $39,149,314 |
| Data Center Services[2] | $4,019,061 | $4,096,786 |
| Contract Services[2 5] | $207,951,742 | $124,770,654 |
| Enterprise Services[2] | $5,889,535 | $5,993,168 |
| Legislation[2] | $15,015,000 | $0 |
| **OTSI Spending Authority Total** | **$309,830,466** | **$186,140,387** |

| CDSS Local Assistance Budget Item | 2025/26 Budget | 2025/26 Expenditures |
|---|---|---|
| CDSS Salary & Benefits[3] | $1,866,500 | $1,605,583 |
| CDSS OE&E (Includes Travel and Training)[3] | $115,500 | $1,303 |
| Contract Services[3] | $900,000 | $881,188 |
| County Regional Training Academy[3] | $0 | $0 |
| Core Constituent Participation Costs[4] | $35,457,147 | $16,373,281 |
| **CDSS Local Assistance Total** | **$38,339,147** | **$18,861,355** |

| Project Totals | 2025/26 Budget | 2025/26 Expenditures |
|---|---|---|
| **CWS-CARES Project Total** | **$348,169,613** | **$205,001,742** |

[1] 2025/26 budget aligns with SPR 6 plus Budget Letter adjustments 25-21 and 25-23 and is inclusive of CWS-CARES costs only. CARES-Live costs are not included.

[2] Actual expenditures through June 2026 FI$Cal reports and approved invoices July 31, 2026.

[3] CDSS Local Assistance expenditures through June 2026. CDSS Salary & Benefits and OE&E expenditures through June 2026.

[4] CDSS Fiscal Monitoring Unit confirmed three quarters of data for Core Constituent Participation and no data for Tribal Core Constituents.

[5] FY 2025/26 contract withhold amounts are included.

# 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) are 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 data in the dashboard for schedule, cost, and scope as of July 15, 2026.

| Metric | 7/15/2026 | 6/15/2026 | 5/15/2026 | Description |
|---|---|---|---|---|
| Planned V1 Percent Complete | 91% | 90% | 89% | Planned percent complete as of this date. |
| Actual V1 Percent Complete | 90% | 89% | 87% | Actual percent complete as of this date. |
| Schedule Performance Index (SPI) | 0.991 | 0.984 | 0.976 | Schedule performance of 1.0 or greater is on track, less than 1.0 is off track. |
| Cost Performance Index (CPI) | 1.255 | 1.182 | 1.197 | Cost performance of 1.0 or greater is on track, less than 1.0 is off track. |
| Estimated to Complete (ETC, V1) | $70,712,409 | $90,019,144 | $104,297,720 | Estimated cost to complete the project. |
| Estimated at Completion (EAC, V1) | $743,469,260 | $789,628,015 | $779,700,502 | Estimated cost at completion of the project. |
| Forecast V1 Completion | 11/13/2026 | 11/25/2026 | 12/8/2026 | Date V1 is forecasted to complete. |
| Forecast V2 Completion | 5/18/2028 | 6/3/2028 | 6/20/2028 | Date V2 is forecasted to complete. |
| Earned Cost (EC) | $844,384,651 | $826,757,184 | $808,314,277 | Budget for work actual completed to date. |
| Actual Cost (AC) | $672,756,850* | $699,608,871 | $675,402,782 | Actual cost for work completed to date. |

*Reduction in Actual Costs are due to multiple vendor projection removals and updated estimates in 26/27.

**Legend**

| > 0.99 | 0.95 – 0.99 | < 0.95 |
|---|---|---|

# Vendor Contracts

The following table describes vendor contract activities during the month of July 2026:

| Contract | Purpose | Total Contract Cost | Term | Description & Action |
|---|---|---|---|---|
| Cinnovx | Technical Advisory Services | $903,420.00 | 7/6/26 – 5/5/28 | New agreement executed. |
| EK Associates | Service Desk Services | $5,235,000.00 | 9/27/26 – 7/26/29 | New agreement submitted to ACF for approval to execute. |
| Infinite Solutions, Inc. | Prod Sim Security Testing Services | $7,205,760.00 | 9/7/21 – 9/6/27 | Existing agreement exercised final option. |

# High Priority Risks

For the July 2026 reporting period, zero (0) high priority risks were opened, closed, or continuing. The project currently has zero high priority risks. The PMO continues to actively mitigate the project's medium and low priority risks in the bi-weekly Risk and Issues Forum and performs ongoing follow-up for risk mitigation with assigned owners.

**New High Priority Risks:** There are zero (**0**) new high priority issues for the month of July.

**Continuing High Priority Risks:** There are zero (**0**) continuing high priority risks for the month of July.

**Closed High Priority Risks:** Zero (**0**) high priority risk was closed during the month of July.

# High Priority Issues

For the July 2026 reporting period zero (0) high priority issues were opened, two (2) high priority issues were closed, and eight (8) high priority issues are continuing, for a total of 8. The priority for *RI-379: Interface Batch Jobs Not Executed Against Converted Data; No Successful Runs to Date* was lowered in severity from a High Issue to a Medium Issue at the Risk and Issue Forum on July 22, 2026. The PMO continues to actively resolve the project's medium and low priority issues in the bi-weekly Risk and Issues Forum and performs ongoing follow-up for issue resolution with assigned owners.

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

**Continuing High Priority Issues:** There are eight (**8**) continuing high priority issues for the month of July.

| Continuing Issue | Impact | Status |
|---|---|---|
| **RI-327**: **Long processing time for Micro-conversion may impact Go-Live Date**<br><br>*Description:* If Micro-conversion cannot complete within 48 hours, CWS/CMS will need to be frozen for longer than one weekend for the final delta load prior to Go-Live. | Final conversion load would require a 72-hour freeze period for CWS/CMS. | Upcoming Go-Live micro conversions in August and September will test the timing prior to cutover. |

| Continuing Issue | Impact | Status |
|---|---|---|
| **RI-339: Automation Regression Test (ART) execution failures are poor and are not showing an improvement or improving trend**<br><br>*Description:* 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 test results continue to improve, with success rates reaching 94% - 95% and fewer defects reopening. Fluctuations in epic volume, unresolved traceability gaps, and variability across testing cycles continue to influence overall validation confidence. |
| **RI-342: Issues identified by Salesforce Code Quality Review**<br><br>*Description:* 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. | Two technical items remain outstanding: completing the code cleanup trigger work and resolving the review of security false positives to ensure alignment with best practices. |
| **RI-344: Separation of Business Rules**<br><br>*Description:* Business rules are currently hard coded into the Apex code and have not been separated into the Business Rules Engine. | This approach does not align with contractual requirements or CCWIS compliance, creating potential risks to both compliance and long-term system flexibility. The V1 Modularity Approach – CARES – Confluence (created 3/21/2022) specifies that business rules must be hosted in a business rules engine, separate from the code. | A finalized business rules separation plan is still outstanding. With full rules engine implementation scheduled for post Go-Live, a clear plan is needed to define both pre-Go-Live preparation and post-Go-Live activities. |
| **RI-345: Insufficient QA capacity to support V1**<br><br>*Description:* 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 throughput remains constrained despite improved defect clearance, with a large number of stories still blocked or awaiting retest and limited movement from cycle to cycle. The primary QA vendor contract concludes in August, with extension options available. Enhanced pre-QA testing and the transition to the new testing pipeline are expected to reduce incoming defect volume and expand automation support once fully operational. Daily triage has |

| Continuing Issue | Impact | Status |
|---|---|---|
| | | helped reduce defect reopen rates, though story progression has not yet increased. |
| **RI-376: Inadequate time to complete development for SDM and CARES Live before Mock 2**<br><br>Description: The Data Conversion team does not have sufficient time to complete development and unit testing for SDM and CARES Live before Mock 2. The vendor has not yet provided the full volume of documents or ingestion files required to begin development. | • Mock 2 readiness at risk: SDM/CARES Live functionality may be partially built, untested, or unstable at Mock 2 start<br>• Defects and rework increase: reduced unit testing time increases the likelihood of higher defect leakage into later test cycles, driving rework and delays<br>• Quality and cutover risk: Insufficient validation of full-volume processing can lead to performance/throughput issues or data quality issues surfacing late, increasing cutover and operational risk | SDM historical assessments have been fully loaded into environment 107 (Pre-Prod), with several SDM behaviors still requiring county validation to confirm expected logic. The team plans to load SDM data into Production Simulation in mid-August, using real production scenarios to complete workflow and reporting verification ahead of Go-Live. |
| **RI-378: RBAC Gaps for Sealed & Sensitive Records: High Defects**<br>Description: *RBAC (Role Based Access Control) testing has only been performed on synthetic data with high defect rates, and no defects have yet been addressed. RBAC testing on converted data was never planned or executed. In addition, negative and regression RBAC testing for sealed/sensitive records has not yet started.* | • Potential unintended exposure of sealed/sensitive records due to incomplete RBAC controls (Personas, Permissions, Sealed/Sensitive)<br>• Increased risk to Prod Simulation timelines and go-live readiness; may require rework, delayed approvals, and additional county testing | Vendor testing was completed with state and county testing continued in Prod Sim environment. This test will use real production scenarios and new configured user profiles for the counties. |
| **RI-380: Committed delivery plan for remaining scope is not established**<br><br>Description: *If the committed delivery plan for remaining scope is not established, there is a potential that critical business functionality is not delivered when CARES Go-Live and the project may need to delay implementation.* | If the committed delivery plan for remaining scope is not established, there is a potential that critical business functionality is not delivered when CARES Go-Live and the project may need to delay implementation. | The review of 280 essential stories from backlog and 38 essential stories from EUST 3 was completed pending approval by ELT for the proposed sprint plan. |

**Closed High Priority Issue:** Two (**2**) high priority issues were closed in the month of July.

| Closed Issue | Impact | Status |
|---|---|---|
| **RI-354: Non-Adherence to Best Practices in APEX Custom Code Management**<br><br>Description: *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. | IV&V, State technical teams, and Deloitte completed a comprehensive reconciliation of previous findings and confirmed that all corrective actions related to governor limits documentation and process controls have been fully implemented. |
| **RI-369: Production Simulation was not started by 5/4, impacting user confidence**<br><br>Description: *CWS-CARES production simulation is delayed due to high number of unresolved defects which significantly impact the start of proposed Production Simulation environment.* | If the system is not stable or has many noticeable defects or security flaws, this may negatively impact confidence from the user community in CARES system. | All functionality from Build Drops 1, 2, 3, 4, 5, 5.1, and 5.2 are available in Prod Sim. Invitations for onboarding of all county users was accelerated to 7/16. |

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