



***EXPERTISE IN ACTION.***

## ABOUT CSG

CSG Government Solutions is a national leader in planning, managing, and supporting complex projects that modernize the information technology and business processes of large government programs. We provide high-value strategy, planning, and project assurance services that lead your most challenging modernization projects to successful outcomes.

### CSG GOVERNMENT SOLUTIONS "AT-A-GLANCE"

<b>BUSINESS:</b> Government Operations Consulting	<b>HEADQUARTERS:</b> Chicago, IL	<b>FOUNDED:</b> 1997	<b>EMPLOYEES:</b> 250	<b>CHIEF EXECUTIVE:</b> John Walsworth
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<b>CLIENTS:</b> 46 state and territory governments U.S. Department of Health and Human Services U.S. Department of Labor Large municipal governments	<b>SERVICE OFFERINGS:</b> <i>STRATEGY by CSG<sup>SM</sup></i> <i>PMO by CSG<sup>SM</sup></i> <i>QA by CSG<sup>SM</sup></i> <i>OCM by CSG<sup>SM</sup></i> <i>IV&amp;V by CSG<sup>SM</sup></i>
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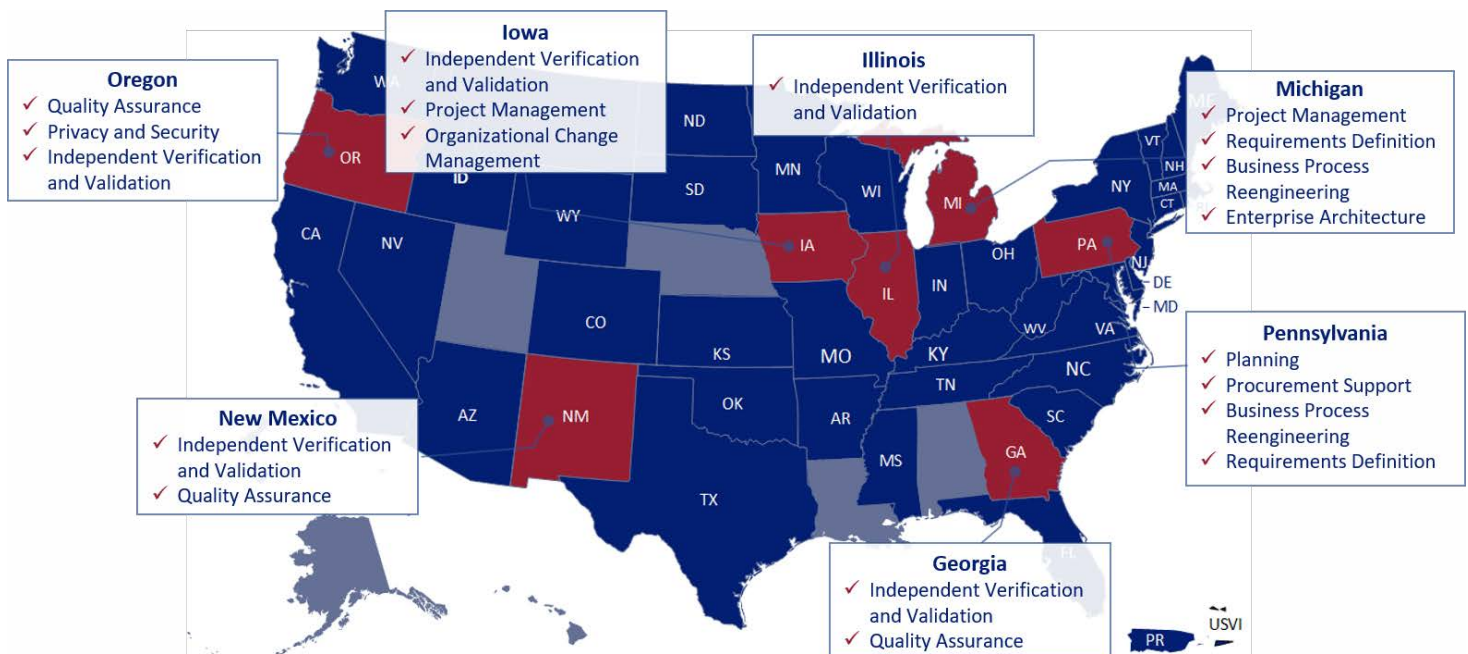
**PROGRAM EXPERTISE:**

Child Support	Healthcare	Revenue/Tax	Unemployment Insurance
Child Welfare	Human Services	Motor Vehicle	Workers' Compensation



## OUR REVENUE/TAX EXPERIENCE

CSG is at the forefront of revenue system modernization efforts. Our experience includes 10 integrated tax system modernization projects across the nation, spanning the entire system development life cycle from planning through deployment and into maintenance and operations.



## OUR SERVICES

### **STRATEGY** **by CSG<sup>SM</sup>**

CSG is your trusted advisor in crafting program modernization strategies and addressing foundational aspects of your projects. From feasibility study, enterprise IT strategy, and technical architecture, to business process reengineering, requirements definition, procurement support, and other critical functions — CSG's high-value resources provide insight into best practices and practical recommendations to help guide your modernization efforts.

[READ MORE ABOUT STRATEGY by CSG<sup>SM</sup>](#)



### **PMO** **by CSG<sup>SM</sup>**

CSG brings you all the expertise and experience you need to establish and operate a "full-service" PMO, including project management, risk and issue management, requirements management, architecture assessment, business process reengineering, organizational change management, testing support, and other functions. These services utilize CSG's unmatched expertise in program operations and technology architectures to maximize the value of your PMO.

[READ MORE ABOUT PMO by CSG<sup>SM</sup>](#)



### **QA** **by CSG<sup>SM</sup>**

CSG deploys highly experienced teams and innovative methods, knowledge, and tools to assure that complex projects are completed on time and achieve your program objectives. Our quality assurance methodologies are based on industry standards and best practices, and provide a structured approach to quality management, quality assurance, quality control, testing, privacy and security, and operations/maintenance.

[READ MORE ABOUT QA by CSG<sup>SM</sup>](#)



### **OCM** **by CSG<sup>SM</sup>**

CSG's OCM methodology operates on the principle that people are the key to realizing the benefits of program modernization. Our approach begins with thorough planning to achieve effective sponsorship, stakeholder engagement, proactive communication, targeted learning and development, and reinforcement of the change. Throughout, we use meaningful metrics to measure change adoption progress to assure our OCM strategies and plans sustain the change needed to achieve your modernization objectives.

[READ MORE ABOUT OCM by CSG<sup>SM</sup>](#)



### **IV&V** **by CSG<sup>SM</sup>**

CSG serves as your "eyes and ears" into the inner workings of your program modernization effort. Independent of implementation vendors and others, we provide insight into all aspects of the project, with a focus on risk identification, analysis, and mitigation. Our Life Cycle and Periodic IV&V methods are based on IEEE standards and provide a structured approach to assessment, analysis, review, evaluation, and testing throughout the modernization life cycle.

[READ MORE ABOUT IV&V by CSG<sup>SM</sup>](#)



*STRATEGY by CSG<sup>SM</sup>*



HARRISBURG

**PENNSYLVANIA TAX DATA ANALYTICS PLANNING**

The Pennsylvania Department of Revenue administers the tax laws and other revenue programs of the Commonwealth of Pennsylvania. DOR initiated a strategic initiative to implement a new data analytics solution that includes tax registration, return filing and payment, and audit and collection information that data analysts can use to conduct fiscal analysis of existing programs and legislative proposals.

*STRATEGY by CSG<sup>SM</sup>*

DOR contracted with CSG to provide a framework assessment and procurement planning assistance for its data analytics system. CSG performed an on-site review of the As-Is environment including platform technology architecture and limitations and query and analysis tools. The CSG team also reviewed high-level functional requirements of a To-Be environment and non-functional requirements, and supported the development of a strategy for transitioning and converting data. CSG also assisted with RFI planning, working with the Commonwealth to develop a procurement approach and high-level timeline and refine RFI questions.

DOR's vision is to be a leading tax administration and public service agency known for customer service, integrity, innovation, processing, and compliance that funds government services for the benefit of all Pennsylvanians. CSG is here to help.

*PMO by CSG<sup>SM</sup>*



LANSING

**MICHIGAN'S TAX PROGRAM MODERNIZATION**

The Michigan Treasury Department administers the State's tax laws, and collects taxes for more than 30 government programs. The Department strives to manage taxpayer dollars effectively and efficiently, ensure operational excellence, and drive cost savings and better government through shared services. To achieve this vision, the State is modernizing their revenue/tax program.

*PMO by CSG<sup>SM</sup>*

Michigan Treasury selected CSG to provide full-service PMO capabilities, including project leadership and oversight, revenue/tax expertise, process and workflow redesign, technical architecture and design, and testing and validation to support the State's incremental modernization approach. The CSG team supported targeted modernization efforts included implementing a new system for Individual Income Tax, revenue sharing system payment update processes, audit system replacement, and enhancements leveraging the Governmental Liaison Data Exchange Program. CSG also supported the department in an initial investigation to renovate its Tax Compliance applications in Paradox and Delphi systems.

Together, Michigan Treasury and CSG are working to reduce unnecessary burdens on taxpayers and maximize tax collections.

*QA by CSG<sup>SM</sup>*



**REVENUE PROGRAM MODERNIZATION IN OREGON**

The Oregon Department of Revenue administers the State’s tax laws, operating and/or overseeing more than 30 revenue programs. To fulfill its central role in funding public services, DOR has established a vision toward a model of revenue administration through the strength of their people, technology, innovation, service, and collaboration. As a part of achieving this vision, DOR is undertaking a large-scale replacement of its core legacy tax systems. The system modernization is based on the implementation of a Fast Enterprises GenTax commercial off-the-shelf solution.

*QA by CSG<sup>SM</sup>*

DOR selected CSG to provide QA services to help the project achieve DOR’s objectives. CSG provides independent oversight of all aspects of the project – project governance and management, requirements management, adherence to schedule and budget, technical architecture, and risk identification and mitigation. CSG is also performing a system vulnerability assessment, code reviews, test sampling, and quality reviews of all project management and architecture documents to assure that the implementation project meets the State’s management and quality standards.

Together, DOR and CSG are working to ensure that revenue programs effectively support the needs of Oregon stakeholders, reduce unnecessary burdens on taxpayers, and efficiently support the collection of tax revenue.

*IV&V by CSG<sup>SM</sup>*



**GEORGIA INTEGRATED TAX SYSTEM MODERNIZATION**

The Georgia Department of Revenue procured and implemented the FAST Enterprises GenTax solution to provide an integrated solution supporting the Georgia Sales and Use Tax, Withholding Income Tax, Corporate Income Tax, and other tax types. The system met core business needs for systems administration, central taxpayer profile, returns processing, payment processing, credit/debit processing, revenue accounting, and tax compliance.

*IV&V by CSG<sup>SM</sup>*

DOR engaged CSG to provide IV&V services including comprehensive risk assessment and deliverable review services. The CSG IV&V team provided observations and recommendations on deliverables, procedures, standards, resources, effort, and duration to support the planning, implementation, and operation of the integrated tax solution.

The CSG IV&V team ensured that the deployed system was capable of performing its intended functions and was testable, reliable, maintainable, usable, and easily enhanced.

Working alongside DOR, we helped the State successfully deploy a modernized system that effectively meets the needs of its constituents.

## IV&V by CSG<sup>SM</sup>



### MODERNIZING IOWA'S TAX PROGRAM

The Iowa Department of Revenue (IDR) has launched a Tax Modernization Program to replace existing tax processing systems with an integrated, modern system that provides centralized tax and revenue management and meets the needs of all taxpayers and users. IDR selected FAST Enterprises' GenTax product, a commercial-off-the-shelf solution, for its new Integrated Tax System.

#### IV&V by CSG<sup>SM</sup>

IDR engaged CSG to provide proactive IV&V services throughout the design, development, and implementation of the new Integrated Tax System. CSG is conducting an initial assessment of the Program, including reviews of project processes and planning; providing ongoing analysis of project risks, issues, and mitigation strategies; reviewing vendor deliverables for quality and adherence to contractual requirements; and providing monthly status reporting and presentations to the joint Executive Steering Committee and Business Advisory Committee.

CSG is also providing guidance on effectively preparing staff and other stakeholders for adopting the new system by applying our Organizational Change Management expertise.

IDR is committed to improving operational efficiency and administering taxes in a timely and effective manner. CSG is here to help the State achieve its Tax Modernization Program goals.

## IV&V by CSG<sup>SM</sup>



### GEORGIA TAX COMPLIANCE DATA WAREHOUSE MODERNIZATION

The Georgia Department of Revenue's Integrated Tax Compliance Data Warehouse Modernization project was an implementation of RSI's commercial off-the-shelf Tax Data Warehouse to contain a variety of State and federal data sources. The data warehouse is a combination of a relational database of tax information from multiple data sources and the related tools to improve enforcement and collection of taxes for the State of Georgia.

#### IV&V by CSG<sup>SM</sup>

DOR engaged CSG to provide comprehensive IV&V services throughout the project life cycle. CSG provided IV&V assessments on deliverables, procedures, standards, resources, effort, and schedule to support modernizing these enterprise systems.

CSG's IV&V activities across the full four-year implementation provided DOR with increased visibility into the development process, and our observations and recommendations helped the State reduce overall project risk.

Georgia is committed to modernizing its tax and data warehouse systems and processes to more effectively and efficiently administer services throughout the State. CSG partnered with DOR to ensure the State achieved its strategic goals.

*IV&V by CSG<sup>SM</sup>*



SANTA FE

**NEW MEXICO SEVERANCE TAX SYSTEM IMPLEMENTATION**

The New Mexico Taxation and Revenue Department (TRD) administers more than 35 tax programs and distributes revenue to the State and to local and tribal governments throughout New Mexico. TRD undertook a strategic initiative to modernize its Oil and Natural Gas Administration and Revenue Database (ONGARD), an enterprise initiative that encompassed three State agencies including the Energy, Minerals, and Natural Resources Department/Oil Conservation Division, the New Mexico State Land Office, and the New Mexico Taxation and Revenue Department. The goal of the project was to decouple each agency’s data into three separate systems, then retire the legacy system.

*IV&V by CSG<sup>SM</sup>*

TRD contracted with CSG to provide IV&V services over its implementation of a severance tax commercial off-the-shelf solution into TRD’s existing Fast Enterprises GenTax installation. CSG’s IV&V team provided quality management planning, quality control, quality assurance, and risk assessment services for the conversion of the legacy severance tax data. In addition, CSG provided information to the department for their quarterly reports, which were provided to the New Mexico Legislature.

TRD is focused on providing fair and efficient tax services to New Mexicans. CSG supported the state with visibility into the ONGARD modernization to ensure the system was successfully implemented and met the states goals, objectives, and quality standards.

*IV&V by CSG<sup>SM</sup>*



SPRINGFIELD

**ILLINOIS COOK COUNTY’S INTEGRATED TAX PROCESSING SYSTEM**

Illinois Cook County, the second most populous county in the United States with more than 5 million residents, implemented RSI’s Revenue Premier, a commercial off-the-shelf Integrated Tax Processing System and associated infrastructure to update technology and support operational innovation for meeting the challenges of tax administration in the 21st century. The key goals of the project included: mitigate risks associated with maintaining aging tax systems; improve customer service; increase overall efficiency, tax administration flexibility, and employee productivity; and raise additional revenues for county general funds.

*IV&V by CSG<sup>SM</sup>*

DOR contracted with CSG to provide IV&V services for its multi-phased integrated tax system implementation project. CSG conducted an initial IV&V assessment followed by quarterly IV&V assessments of project processes, activities, and vendor deliverables throughout the design, testing, and implementation phases. CSG’s forward-looking assessments proactively mitigated project risks, provided DOR visibility into project health, and enabled effective decision making.

DOR has a vision for county-wide efficiency and improved customer services in tax processing systems. CSG is helping them see this vision through.

*IV&V by CSG<sup>SM</sup>*



**COLORADO'S DRIVER AND VEHICLE SERVICES MODERNIZATION**

The Colorado Department of Revenue, Division of Motor Vehicles, administers driver and motor vehicle taxation and revenue services including licensing, vehicle titling, and registration. To achieve its business, operational, and technical goals, the department is replacing its legacy driver's license, vehicle services, and supporting systems with an integrated Driver License, Record, Identification and Vehicle Enterprise Solution (DRIVES).

*IV&V by CSG<sup>SM</sup>*

DOR selected CSG to provide periodic IV&V assessments with monthly status reports to objectively identify risks and issues and provide recommendations for the enterprise solution. The CSG IV&V team developed a comprehensive IV&V Project Management Plan and utilized TeamCSG<sup>SM</sup> IV&V tools and targeted performance metrics to analyze the DRIVES project management, progress, resources, budget, schedules, work flow, and reporting. The IV&V team also reviewed project deliverables and technical components including software documentation, software architecture, application software, and operating platform performance characteristics.

Together, DOR and CSG worked to ensure the successful implementation of an enterprise system that brings updated technology to the department and provides increased safety and more efficient services to Coloradans.

*IV&V by CSG<sup>SM</sup>*



**NEW MEXICO DRIVER AND VEHICLE PROGRAM MODERNIZATION**

The New Mexico Department of Revenue, Motor Vehicle Division, coordinates, administers, and enforces the licensing and registration process for commercial and non-commercial drivers and vehicles. Like many other states, MVD is faced with the challenge of an aging driver and vehicle system, covering more than 1.4 million drivers and over 1.6 million vehicles. In order to enhance motor vehicle operations and provide a customer-centric solution for the people they serve, MVD has launched a major initiative to modernize their legacy driver and vehicle system.

*IV&V by CSG<sup>SM</sup>*

New Mexico engaged CSG to provide proactive IV&V services throughout the design, development, and implementation of their Driver and Vehicle System Reengineering Project. Our services spanned all aspects of the modernization effort, including project management, governance, and technical architecture and design. CSG conducted assessments in real-time throughout the project life cycle to proactively identify risks and issues, and provide risk mitigation strategies and recommendations. Our IV&V team focused on assuring the success of the overall implementation and meeting the State's key objectives.

New Mexico is pursuing a vision to improve the lives of New Mexicans by providing quality products and services to enhance safe and efficient motor vehicle operations. CSG is there to help them achieve that goal.



*IV&V by CSG<sup>SM</sup>*



LANSING

**MICHIGAN'S MOTOR VEHICLE SYSTEM MODERNIZATION**

The Michigan Department of State licenses all commercial and non-commercial drivers, registers and titles motor vehicles, and regulates motor vehicle-related businesses. The State launched an effort to replace its legacy Motor Vehicle System with the FAST Enterprises FastDS-VS commercial off-the-shelf system that establishes a single customer record that enables secure access to client information; provides 24/7 real-time updates and processing of records; expands self-service options; and provides a user-friendly interface for customers and State staff.

*IV&V by CSG<sup>SM</sup>*

Michigan DOS selected CSG to provide IV&V services, including monthly IV&V status reporting, bi-monthly risk assessments, and bi-annual evaluations of project trends and status. Building on our significant FAST oversight experience, CSG provided independent, objective observations and actionable recommendations for project activities including project management, quality management, organizational change readiness, requirements management, technical environment, software development, testing, and data management. CSG's oversight supported a successful implementation of the Vehicle Services module and helped ensure the project stayed on schedule and budget.

Michigan is working to optimize the security, flexibility, and ease of use of its Motor Vehicle System. CSG helps assure the State reaches its goals.

*IV&V by CSG<sup>SM</sup>*



ATLANTA

**GEORGIA'S DRIVER AND VEHICLE SYSTEM MODERNIZATION**

The Georgia Department of Revenue, Division of Driver Services, administers licenses and IDs, including testing, renewals, fraud prevention, and violations and suspensions. DDS is implementing a comprehensive, integrated customer-centric solution to ensure the processes and technologies associated with titling and registering vehicles and licensing drivers in Georgia meet all legal requirements, streamline regulations and procedures, and provide scalability.

*IV&V by CSG<sup>SM</sup>*

Georgia selected CSG to provide IV&V services, including the evaluation of project progress, resources, budget, schedules, workflow, and reporting. CSG provided oversight of the Project Management Plan, evaluated the effectiveness of the plan to keep the project on schedule, and reviews associated vendor reporting. The CSG team also reviewed specific project deliverables and provided feedback and recommendations to the State, including monthly IV&V status updates to the State's Executive Panel.

DOR is committed to upgrading its technology to provide a streamlined experience for Georgia's residents and enhance safe motor vehicle operations. CSG's services assure the State accomplishes its goals.

# TEAMCSG<sup>SM</sup> TOOLS

## TEAMCSG<sup>SM</sup> PLATFORM

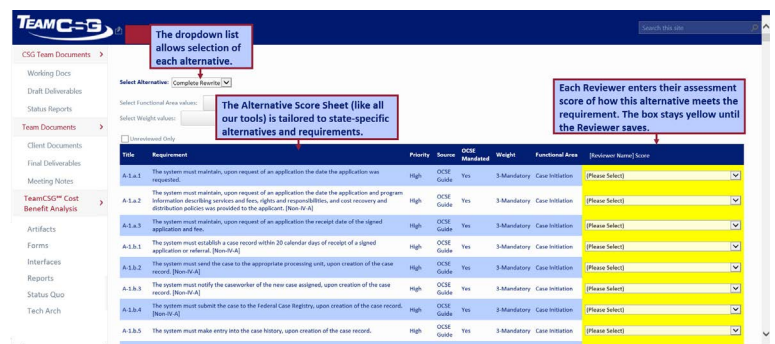
CSG deploys our automated suite of high-value TeamCSG<sup>SM</sup> tools on all of our projects. These integrated tools maximize the quality of CSG's services and the productivity of our teams. Our tools incorporate CSG's accumulated knowledge and experience on similar projects around the country, enhanced by our own research.

CSG deploys TeamCSG<sup>SM</sup> tools on a SharePoint, web-based collaboration platform that is supported by our internal technology organization, CSG Tech.

## TEAMCSG<sup>SM</sup> TOOLS

### ✓ TeamCSG<sup>SM</sup> Feasibility Study

Designed to bring efficiencies to the Feasibility Study processes and ensure the accuracy and efficacy of the data and information collected. Supports our team in collecting and analyzing the status quo environment, documenting the needs assessment, presenting a detailed set of alternatives for your team, and facilitating the analysis to develop a list of viable alternatives for consideration during the Cost Benefit Analysis activities.



*TeamCSG<sup>SM</sup> Cost Benefit Analysis: Alternatives Score Sheet*

### ✓ TeamCSG<sup>SM</sup> Cost Benefit Analysis

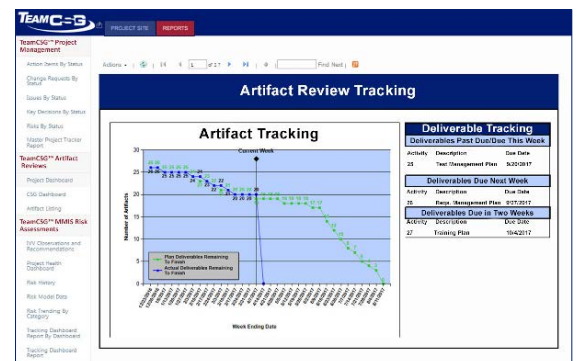
Supports the detailed analysis of quantitative and qualitative assessment of each of the viable alternatives to determine the estimated costs of developing and operating each feasible alternative and the benefits to be derived from each. Supports the analysis to identify the optimal solution for your modernization initiative and Incorporates all applicable federal system requirements.

### ✓ TeamCSG<sup>SM</sup> Requirements Management

Provides a requirements repository that supports capturing and approving business and technical requirements and traceability to multiple RFPs, contracts, and ultimately to the deployed solutions.

### ✓ TeamCSG<sup>SM</sup> Artifact Reviews

Facilitates review and tracking of vendor artifacts and deliverables, including key artifact attributes such as due date, delivery date, reviewing authority, review status, and final sign-off. Includes reports that identify past due artifacts and upcoming artifacts for review to support proactive planning for subject matter experts.



*TeamCSG<sup>SM</sup> Artifact Reviews*



**Schedule your TeamCSG<sup>SM</sup> tool demo today! E-mail [info@csgdelivers.com](mailto:info@csgdelivers.com).**

# TEAMCSG<sup>SM</sup> TOOLS

## TEAMCSG<sup>SM</sup> TOOLS

### ✓ TeamCSG<sup>SM</sup> Project Management

Provides full-featured tracking and reporting on scope and change management, issues, risks, key decisions, and action items. Includes multiple dashboard and trending reports that provide deep insight into key areas such as schedule, budget, scope, quality, and organizational readiness.

### ✓ TeamCSG<sup>SM</sup> Operational Readiness

Provides tracking and reporting capabilities for monitoring and assessing readiness for operations and implementation of a system, including powerful dashboard reporting capabilities to support decision-making.

### ✓ TeamCSG<sup>SM</sup> Risk Assessment Model

Provides a range of powerful capabilities and features to support IV&V assessments. The Model contains the IV&V checklists, developed based on industry standards and federal requirements, and customized for the system modernization project. The IV&V checklists guide IV&V assessments and support the identification of project risks.

### ✓ TeamCSG<sup>SM</sup> Risk Assessment Tracking and Reporting

Provides the ability to capture and track risks, observations, and recommendations across all assessment efforts and to determine increasing or decreasing risk levels and project health not only at an item level, but also within categories. Provides configurable real-time management reports reflecting the status of all project risks, as well as powerful trending reports for analyzing the ongoing progress and effectiveness of risk response plans.



*TeamCSG<sup>SM</sup> Project Management and TeamCSG<sup>SM</sup> Operational Readiness*



*TeamCSG<sup>SM</sup> Risk Assessment Tracking and Reporting*

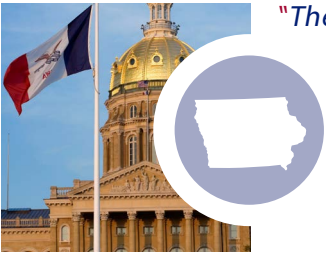


Schedule your TeamCSG<sup>SM</sup> tool demo today! E-mail [info@csgdelivers.com](mailto:info@csgdelivers.com).

## OUR CLIENTS

The CSG story is the story of our clients. We are totally dedicated to their success. For more than 20 years, we have applied our expertise, innovation, and results-oriented mindset to the most complex program modernization projects of over 200 government and other organizations. We work with our clients in a spirit of partnership and collaboration to deliver the right results at the right time, for the right price.

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*"The CSG PMO Team collaborates and works closely with State staff as part of the PMO on a daily basis and they also work effectively with our implementation vendors. CSG is a good partner and they share the same goal as the State, which is a commitment to the success of our program modernization."*

Lorrie Tritch, Chief Information Officer  
State of Iowa



*"CSG's IV&V reporting is timely and informative. Their national experience serves them well in developing reporting that is both clear and concise and that provides us with well-defined, actionable items that move our motor vehicle project forward."*

Sharon Roberts, Senior Project Manager  
State of Colorado



*"CSG staffed a highly qualified team providing forward-looking Quality Assurance reviews for our project. The CSG team's emphasis on communication, coordination, and collaboration has proved valuable as we move forward."*

Karen Coleman, Project Executive  
State of Oregon



*"CSG's expertise enabled the modernization of our system and moving to shared-services in a Service Oriented Architecture. Their knowledge of requirements definition, alternatives analysis, and feasibility studies positioned them well to help us achieve our goals. I recommend CSG as a strong partner in modernization strategy and planning."*

Debra Meier, Program Manager  
State of Minnesota



**PUT CSG TO WORK FOR YOU TODAY.**

For more information or to discuss the challenges you face and how CSG can help, e-mail us at [info@csgdelivers.com](mailto:info@csgdelivers.com).

[www.CSGdelivers.com](http://www.CSGdelivers.com)