

**CSG**  
**Government Solutions**

***EXPERTISE IN ACTION***



**CHILD SUPPORT**

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

## 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, management, and project assurance services that lead your most challenging modernization projects to successful outcomes.

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

**BUSINESS:** Government Operations Consulting | **HEADQUARTERS:** Chicago, IL | **FOUNDED:** 1997 | **EMPLOYEES:** 300 | **CHIEF EXECUTIVE:** John Walsworth

**CLIENTS:**  
48 state and territory governments  
U.S. Department of Health and Human Services  
U.S. Department of Labor  
Large municipal governments

**SERVICE OFFERINGS:**  
*STRATEGY by CSG<sup>SM</sup>* | *OCM by CSG<sup>SM</sup>*  
*PMO by CSG<sup>SM</sup>* | *IV&V by CSG<sup>SM</sup>*  
*QA by CSG<sup>SM</sup>*

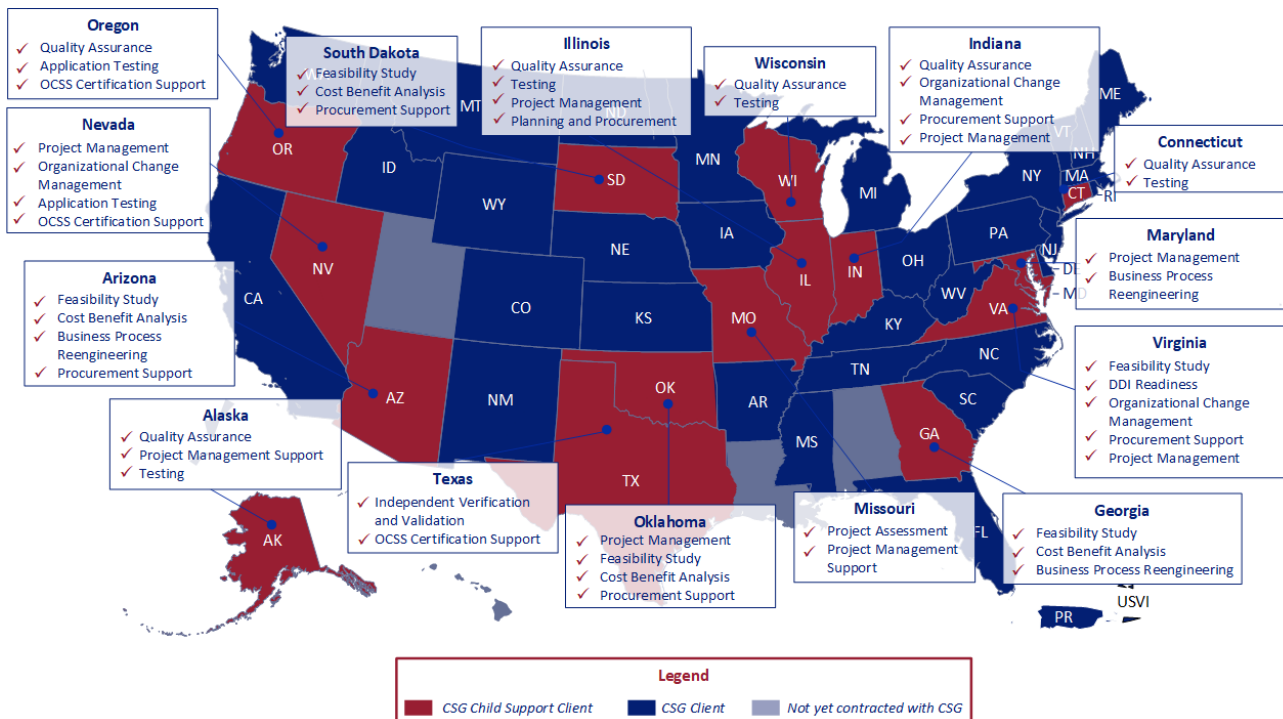
**PROGRAM EXPERTISE:**

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



## OUR CHILD SUPPORT EXPERIENCE

CSG is at the forefront of child support system modernization. Our experience includes 15 child support system modernization projects across the nation, spanning the entire system development life cycle from planning through system certification.



## 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>](#)



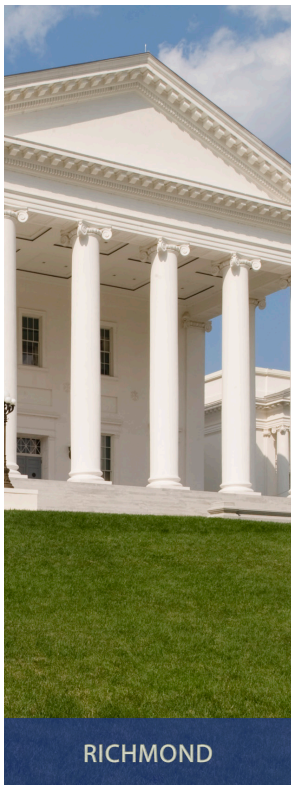
### IV&V by CSG<sup>SM</sup>

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>**



RICHMOND

**MODERNIZING VIRGINIA'S CHILD SUPPORT SYSTEM**

The Virginia Department of Social Services (DSS), Division of Child Support Enforcement (DCSE), is responsible for administering the child support program, collecting more than \$650 million in child support annually to serve nearly 280,000 cases and 350,000 children across the Commonwealth. DCSE's legacy system, the Automated Program to Enforce Child Support (APECS), is nearly 30 years old, the second oldest in the country. With the full support of agency leadership, DSS launched the Child Support System Modernization Project to implement a modern, cloud-hosted system and create process efficiencies.

**SPEARHEADING THE STREAMLINED FEASIBILITY STUDY**

DSS engaged CSG to provide strategy and planning services to ensure a comprehensive plan for the implementation of its modernized child support system. Together, the CSG and DSS teams completed and received OCSS approval for one of the first streamlined feasibility studies, submitted the PAPD and IAPD to OCSS, and developed the RFP for the system implementation vendor in just over seven months. Our team prepared DSS for the next phase of the project by providing readiness activities such as organizational change management, project management planning, identification and consolidation of forms and reports, stakeholder engagement including interface planning, and data clean-up.

DSS is committed to delivering a child support system that serves Virginia's children and families well into the future. CSG is supporting the Commonwealth with this important work and in achieving this goal.



PIERRE

**SOUTH DAKOTA'S CHILD SUPPORT MODERNIZATION**

The South Dakota Department of Social Services (DSS), Division of Child Support, is replacing its legacy child support enforcement system with a modernized system that will create opportunities for predictive analytics, business intelligence, and quality data-driven outcomes. The system is being developed in alignment with the agency's Information Systems Roadmap to ensure continuity for users, including customers and State staff, across DSS programs.

**CSG'S INDUSTRY LEADING FEASIBILITY STUDY DEVELOPMENT APPROACH**

CSG applied our industry leading approach to efficiently develop a comprehensive Feasibility Study for South Dakota's Child Support System Replacement Planning project, including completing a full OCSS-compliant Feasibility Study and Cost Benefit Analysis.

The CSG team developed an As-Is needs assessment, a To-Be analysis, business and technology requirements, business process and work flow diagrams, and use cases to ensure alignment to South Dakota's business needs. CSG worked collaboratively with DSS to assess solution options through an Alternatives Analysis and Cost Benefit Analysis. CSG also supported DSS in the preparation and submittal of the PAPD and IAPD funding documentation for OCSS approval, and supported the development of the DDI RFP.

DSS is working to create an efficient, effective, and customer-friendly system to serve South Dakota's families. CSG is here to help the State achieve its vision.

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



ATLANTA

## CHILD SUPPORT SYSTEM MODERNIZATION IN GEORGIA

The Georgia Division of Child Support Services (DCSS) conducted a Feasibility Study to assess its legacy child support system and peripheral systems, including the customer online services portal, data warehouse, and mobile application. The goal is to improve service delivery and best meet the needs of children and families in Georgia.

### EFFICIENT APPROACH TO A CHILD SUPPORT FEASIBILITY STUDY

DCSS selected CSG to conduct a Feasibility Study, including an Alternatives Analysis and a Cost Benefit Analysis, based on our proven ability to complete a high-quality Feasibility Study. The CSG team applied lessons learned in other states and deployed TeamCSG<sup>SM</sup> child support modernization tools to support effective decision making for modernizing the legacy child support system and ensure the State complies with OCSS guidelines. The CSG team also developed a Modernization Roadmap and DDI Readiness Plan to enable DCSS to build on the momentum generated by the Feasibility Study.

Georgia is committed to modernizing its child support system to effectively and efficiently serve as a tool to assist in the collection of essential monies needed to support children and families. CSG partnered with DCSS to ensure the State achieves its strategic goals.

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



AUSTIN

## TEXAS' CHILD SUPPORT SYSTEM MODERNIZATION

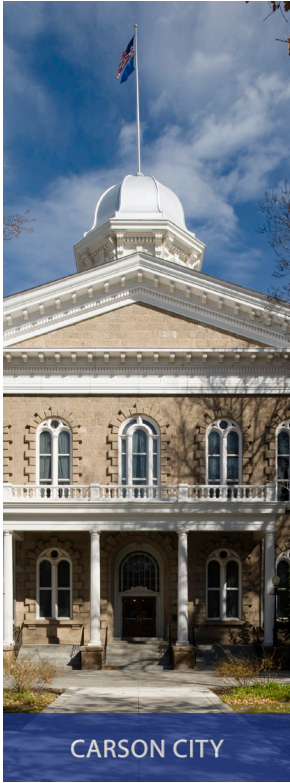
The Texas Office of the Attorney General (OAG) is responsible for the operation and management of the State's child support program, the largest such program in the United States. The program collects more than \$4.4 billion annually and serves approximately one of every four children in Texas. OAG is modernizing its child support enforcement system to meet increasing customer service demands, manage growing and changing caseloads, improve automation of processes, and attract and retain a changing workforce.

### ADAPTING IV&V FOR AN AGILE METHODOLOGY

OAG contracted with CSG to provide full life cycle IV&V services for its child support system modernization project, which uses an Agile methodology. The CSG team observes project activities, conducts interviews, and provides objective assessments throughout Discovery, Sprint, Release, and Maintenance activities. Our team applies child support and technical expertise to identify risks and issues, proactively communicating with project leadership to identify avoidance and mitigation strategies and propose solutions. CSG also produces quarterly IV&V reports and presents project information to agency and OCSS representatives.

Texas is working to create a system that will serve its children and families well into the future. CSG is here to support the state in achieving its objectives.

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



CARSON CITY

**NEVADA'S NVKIDS SYSTEM MODERNIZATION PROJECT**

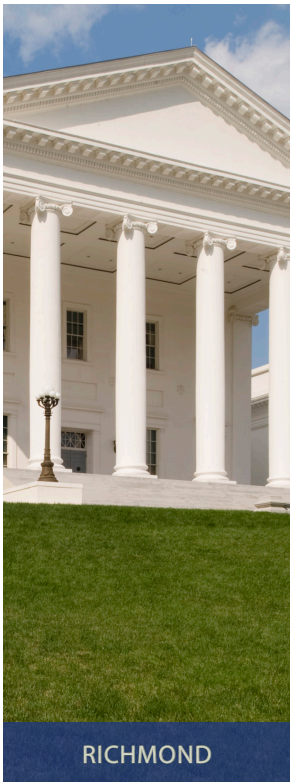
The Nevada Division of Welfare and Supportive Services (DWSS), Child Support Enforcement Program oversees more than 200,000 child support cases per year. To improve the delivery of services and operational efficiency, DWSS is replacing its aging child support system with a modern system (NVKIDS) designed to meet the needs of the program and help ensure Nevada's children and families have the financial and medical support they need to be happy and healthy.

**SUPPORTING THE TRANSITION TO A NEW SYSTEM**

DWSS selected CSG to provide PMO and OCM services. CSG assures the system implementation achieves the State's goals, including flexibility to adapt to changing business needs, upgrade of aging legacy system architectures, increased cost efficiency, and support of federal performance measures that can lead to increased incentive funds.

CSG developed and is executing a comprehensive, integrated project management plan including project governance, communications, risk and issue management, requirements validation and management, training support, and master project schedule management. CSG also developed and executed an OCM plan, mentored and coached state staff, and identified and managed user resistance to the new system.

DWSS is committed to its mission of providing quality services that enable Nevada families to achieve their highest levels of self-sufficiency. CSG's robust team helps assure the State's objectives are achieved.



RICHMOND

**VIRGINIA'S CHILD SUPPORT SYSTEM MODERNIZATION**

The Virginia Department of Social Services, Division of Child Support Enforcement (DCSE), administers the Commonwealth's child support program, collecting more than \$650 million in child support annually to serve nearly 350,000 children. DCSE's legacy system is nearly 30 years old, the second oldest in the country. This system interfaces with TANF, SNAP, Child Welfare, and Medicaid systems to accept referrals, complete intake, and conduct case management. With the full support of agency leadership, DCSE launched the Child Support System Modernization Project to implement a modern, cloud-hosted system and create process efficiencies.

**MANAGING THE PROJECT TO ALIGN COMMONWEALTH AND VENDOR STAFF**

Virginia selected CSG to provide PMO and OCM services for the modernization. CSG developed and is executing a Project Management Plan, monitoring and overseeing project governance, integration, scope, schedule, communication, finances, risk, and stakeholder engagement. Our team serves as a liaison between Commonwealth staff and the implementation vendor, monitoring project progress against the planned schedule while ensuring the new system meets requirements and objectives. Additionally, we provide an OCM team that assesses the readiness of DCSE staff for change, develops an OCM plan, and works with the Commonwealth to execute the plan, including developing communications for all stakeholders.

Virginia is committed to modernizing its child support system to support program success and serve the needs of the Commonwealth's children and families. CSG is here to help Virginia achieve its strategic goals.



MADISON

## WISCONSIN'S CHILD SUPPORT SYSTEM MODERNIZATION

The Wisconsin Department of Children and Families (DCF) administers the State's child support program in partnership with county child support agencies that provide services at the local level. DCF launched the Child Support Modernization (CSM) Project to replace the legacy system and leverage new tools to deliver efficient and high-quality service to Wisconsin's children and families. The new child support system provides modern technology and automation, along with reporting and data analytics designed to support modern business processes, to meet the ongoing and diverse needs of the child support program.

### QA SERVICES HELP ACHIEVE INDUSTRY STANDARDS AND BEST PRACTICES

CSG is providing QA services for the CSM Project, leading the effort to ensure vendor deliverables and project processes align with and adhere to industry standards and best practices for software development and project management. CSG is developing and executing a quality management plan and performing ongoing quality assurance, quality control, and system testing to ensure the new system meets state and federal requirements. We also support the development and implementation of an approach to preventing and resolving findings from the IV&V vendor.

Wisconsin is modernizing its child support system to better serve children and families across the State. CSG is here to assist DCF in achieving its goals.



JUNEAU

## CHILD SUPPORT IT SYSTEM MODERNIZATION IN ALASKA

The Alaska Department of Revenue, Child Support Services Division (CSSD), collects and distributes over \$83 million in child support payments annually. To support the program's continued growth, CSSD is modernizing its legacy child support system, WinSTAR, as part of the Alaska Modernization Project.

### ESTABLISHING AND ENFORCING QUALITY STANDARDS

CSSD selected CSG to provide QA services throughout the design, development, and implementation of its modernized child support system. The CSG team reviews vendor deliverables and processes ensuring adherence to quality standards and best practices for software development and project management. In addition, our team supports user acceptance testing and provides guidance and expertise related to federal system certification.

CSSD is dedicated to delivering a modernized system that efficiently supports Alaska's children and families. CSG is here to help assure the State's program meets these objectives.

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



**ILLINOIS' CHILD SUPPORT SYSTEM MODERNIZATION**

The Illinois Department of Healthcare and Family Services, Division of Child Support Services (DCSS), is responsible for administering the State's child support program. The agency is executing the Child Support Automation and Innovation for Modernization Project to update its aging technology platform and keep pace with the dynamic needs of contemporary child support programs.

**ASSURING QUALITY IN DOCUMENTS AND PROCESSES**

DCSS engaged CSG to provide QA services to ensure the quality and accuracy of documentation and processes throughout the life cycle of the child support system implementation. The CSG team established QA processes and developed customized templates and checklists based on industry standards and best practices to ensure the project results in the development of a new IT system that meets DCSS' objectives.

CSG's QA team applies child support program and technical expertise across all aspects of the project, including quality reviews of vendor deliverables, requirements traceability, security analysis, development of federal certification materials, and all other QA-related tasks.

DCSS is upgrading its technology to best serve the needs of Illinois' children and families. CSG is here to ensure the system achieves the State's goals.



**CHILD SUPPORT SYSTEM MODERNIZATION IN CONNECTICUT**

The Connecticut Department of Social Services, Office of Child Support Services (OCSS) launched a project to replace the State's legacy child support system. OCSS is implementing a modernized solution that improves the delivery of services to customers by enhancing automation, offering customer self-service options, and utilizing data analytics and business intelligence to prioritize case work.

**QA by CSG<sup>SM</sup> ENSURES COMPLIANCE WITH STATE AND FEDERAL REQUIREMENTS**

OCSS selected CSG to provide QA services throughout the project life cycle to support the implementation of a high-quality child support system that meets the State's goals and objectives. The CSG QA team establishes standards and guidelines as tools to assess the quality of project processes and vendor deliverables while ensuring compliance with State and federal requirements. Our team conducts thorough quality reviews of DDI vendor deliverables, supports the development and adherence to effective project processes, and provides recommendations for improvement based on business and technical expertise and lessons learned from child support system modernization projects across the country.

Connecticut is committed to utilizing modern technology to further program success and serve the needs of the State's children and families. CSG is working with OCSS to ensure the project and the new system achieve these goals.





INDIANAPOLIS

## CHILD SUPPORT PROGRAM MODERNIZATION IN INDIANA

The Indiana Department of Child Services (DCS) administers child support, child protection, adoption, and foster care throughout the State of Indiana. To better serve children and families, DCS is implementing the Indiana Verification and Enforcement of Support System (INvest), an automated child support enforcement system to improve the delivery of child support services through increased automation, enhanced data quality and security, and advanced technology architecture.

### REDUCING PROJECT RISKS THROUGH QA SERVICES

DCS selected CSG to provide QA services to help reduce risks and assure a high level of quality was planned, assessed, and maintained throughout the INvest system modernization effort. CSG's experienced QA project team, proven quality management methodologies, and TeamCSG<sup>SM</sup> tools assured INvest governance processes and standards were well-defined, implemented, and adhered to; project performance was accurately tracked and reported; and all project activities efficiently supported DCS' business objectives.

DCS is dedicated to providing excellent support to the children and families of Indiana. CSG's QA services helped the State meet its objectives and maximize its return on investment.



SALEM

## CHILD SUPPORT MODERNIZATION IN OREGON

The Oregon Child Support Program is a partnership between the Oregon Department of Justice and County District Attorneys' Offices designed to enhance the well-being of children by providing child support services to families. To improve program efficiency and meet the needs of the people who depend on these services, DOJ implemented a new IT system (ORIGIN) that provides enhanced user and customer experiences.

### QA by CSG<sup>SM</sup> SUPPORTS SUCCESSFUL SYSTEM CERTIFICATION

Oregon selected CSG to provide independent QA services to support the successful execution of their Child Support System Project and implementation of ORIGIN. CSG developed a comprehensive Quality Management Plan, conducted quality reviews of vendor deliverables, provided code reviews, and performed security assessments. In addition, CSG provided ongoing quality assessment and project performance reporting through monthly and quarterly reports. CSG used its proven TeamCSG<sup>SM</sup> QA tools to provide in-depth risk assessment and testing services throughout the implementation.

Oregon is committed to making sure every child receives the financial support they deserve. CSG is here to help build the systems that support that mission.

# 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

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.

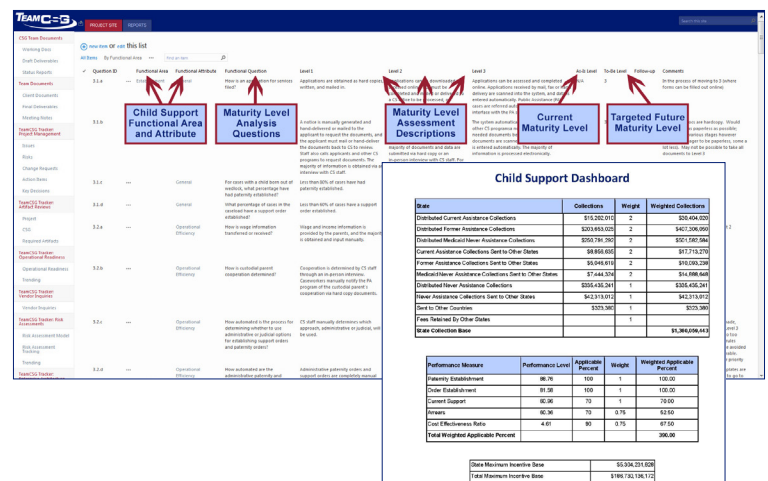
*TeamCSG<sup>SM</sup> Cost Benefit Analysis: Alternatives Score Sheet*

### ✓ 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> Child Support Maturity Model

Supports the analysis of how your child support program operates now and how it could mature to operate in the future. The model is based on OCSS identified functional areas and supports program leaders in decision-making and self-assessment through the presentation of potential operational changes.



*TeamCSG<sup>SM</sup> Child Support Maturity Model*



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

## 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> OCSS Certification

Supports readiness reviews specifically focused on OCSS certification requirements and is pre-configured with the most recent OCSS certification guidance. The tool provides tracking and reporting capabilities for monitoring and assessing readiness of the OCSS certification requirements and development of the required OCSS documents needed for certification.

### ✓ 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> 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 25 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.



*"CSG helped us develop a comprehensive strategy and plan for the implementation of a modernized child support system. The CSG team worked together with DCSE and our stakeholders to complete and receive OCSS approval for one of the first streamlined feasibility studies. CSG's continued support has given us the momentum needed throughout procurement. This project would not be where it is without the CSG team."*

**Barbara Lacina, Former Child Support Director  
Virginia Department of Social Services**



*"The CSG team established and enforced project management controls and standards that ensured clear governance, effective communications, and proactive risk and issue management and mitigation. CSG's PMO services have helped keep our project on track and our stakeholders informed of project progress."*

**Robert H. Thompson, DWSS Administrator and NVKIDS Executive Sponsor  
Nevada Division of Welfare and Supportive Services**



*"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, Child Support System Project Executive  
Oregon Division of Child Support**



*"The CSG team has brought great value to our child support modernization project, ensuring our documentation and processes are of high quality and align with the goals for our new system. Their child support expertise and collaborative approach have been key as we move forward."*

**Sean Rosenthal, Deputy Administrator and CS AIM Project Manager  
Illinois Department of Healthcare and Family Services**



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

For more information or to discuss the challenges you face and how CSG can help, e-mail Landis Rossi, CSG's National Child Support Practice Lead, at [lrossi@csghdelivers.com](mailto:lrossi@csghdelivers.com).

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