



***Experts in Tax and Revenue
System Modernization***



About CSG

Founded in 1997, CSG Government Solutions is a national leader in management consulting services, supporting our state government clients in the implementation of new technology and business processes to achieve efficiencies in government operations. We apply our expertise, innovation, and results-oriented approach to optimize complex system and program modernization projects for more than 200 organizations.

Named one of America's Best Management Consulting Firms nine years in a row by Forbes and as one of the Top Consulting Firms by the Consulting Report in 2022, 2024, and 2025, we work with our clients in a spirit of partnership and collaboration to deliver results.

CSG Government Solutions "At-A-Glance"

Business:

Government operations consulting

Clients:

50 state and territory governments

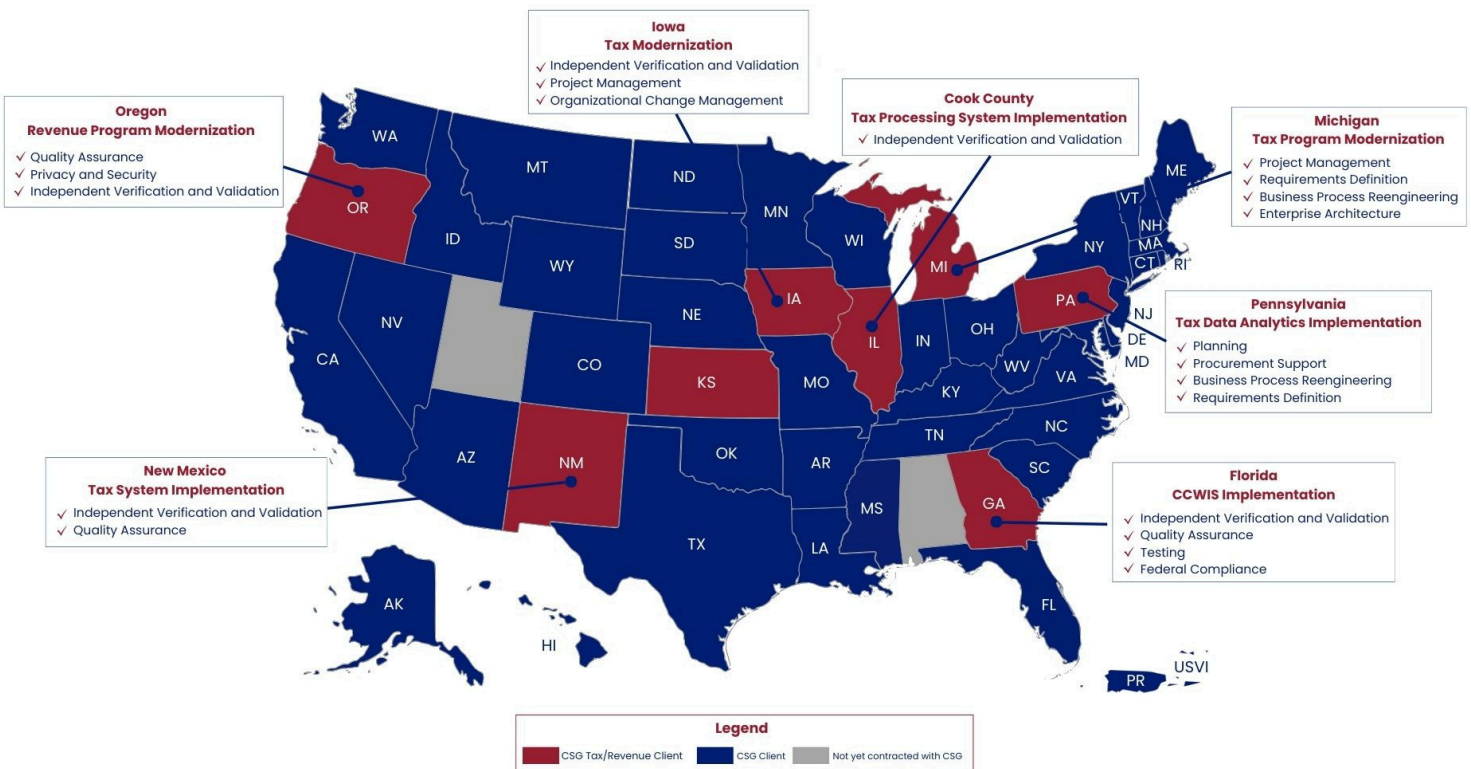
Program Expertise:

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



Our Experience

CSG is an expert in tax and revenue system modernization efforts. Our experience includes ten integrated tax system modernization projects in seven states. We have thorough knowledge of tax system best practices, emerging trends, federal standards and IRS regulations, data analytics, and privacy and security.



Learn more about
CSG's Tax and
Revenue program
expertise



Our Services

Strategy and Planning

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

Project Management

CSG brings you all the expertise and experience you need to establish and operate a “full-service” Project Management Office, including project, portfolio, and program 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.

Quality Assurance

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.

Organizational Change Management

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.

Independent Verification and Validation

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.

Expertise in Action



Iowa Department of Revenue Tax Modernization Program

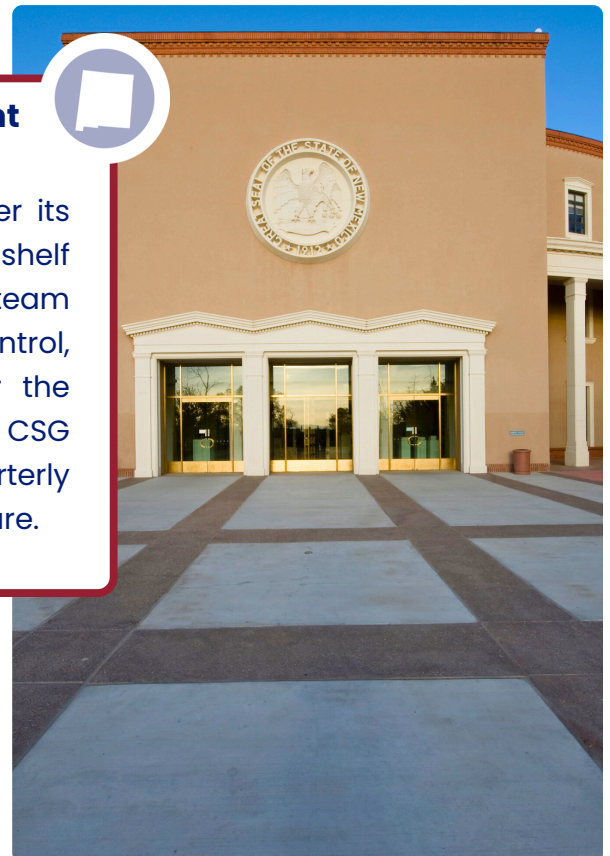
IDR engaged CSG to provide proactive IV&V services throughout the design, development, and implementation of the new Integrated Tax System. CSG conducted an initial assessment of the Program, including reviews of project processes and planning; provided ongoing analysis of project risks, issues, and mitigation strategies; reviewed vendor deliverables for quality and adherence to contractual requirements; and provided monthly status reporting and presentations to the joint Executive Steering Committee and Business Advisory Committee. CSG also provided guidance on effectively preparing staff and other stakeholders for adopting the new system by applying our Organizational Change Management expertise.

PMO & IV&V

New Mexico Taxation and Revenue Department Severance Tax System Implementation

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 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.

Strategy & IV&V





Georgia Department of Revenue Tax Compliance Data Warehouse Modernization

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.

IV&V



Oregon Department of Revenue Program Modernization Project

DOR selected CSG to provide QA services to help the project achieve DOR's objectives. CSG provided 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 also performed a system vulnerability assessment, code reviews, test sampling, and quality reviews of all project management and architecture documents to assure that the implementation project met the State's management and quality standards.

Quality Assurance



Expertise in Action



Michigan Treasury Department Tax Program Modernization

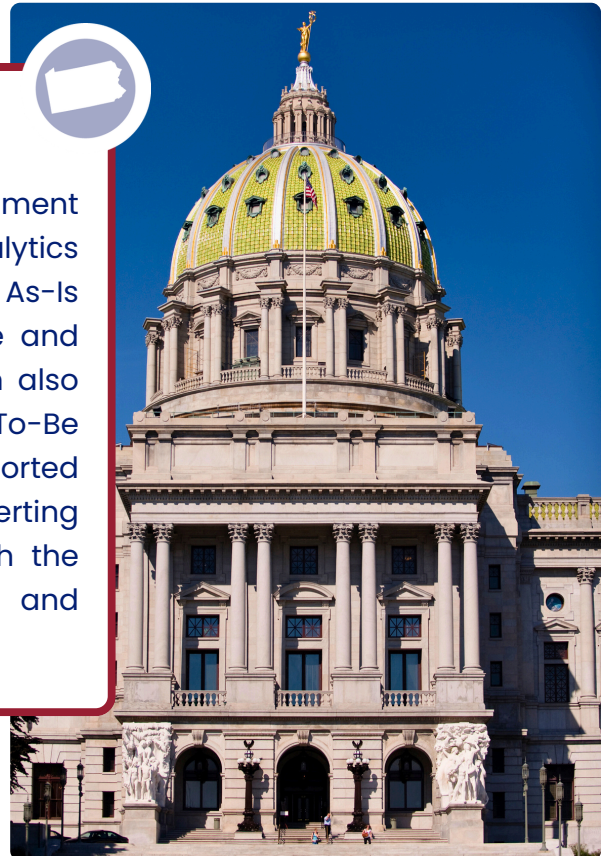
Michigan Treasury selected CSG to provide full-service PMO capabilities, including project leadership and oversight, revenue/tax expertise, process and workflow redesign, technical architecture and design, and testing and validation to support the State's incremental modernization approach. The CSG team 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.

PMO

Pennsylvania Department of Revenue Tax Data Analytics Implementation

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.

Strategy



Automated TeamCSGSM Tools

CSG deploys our automated suite of high-value TeamCSGSM 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 TeamCSGSM tools on a SharePoint, web-based collaboration platform that is supported by our internal technology organization, CSG Tech.



Our TeamCSGSM tools include:

TeamCSGSM 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.

TeamCSGSM 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. It also provides configurable, real-time management reports reflecting the status of project risks, as well as powerful trending reports for analyzing the ongoing progress and effectiveness of risk response plans.

TeamCSGSM Risk Assessment Model: Assures complete identification, tracking, and reporting of project risks and issues and is fully integrated with TeamCSGSM Project Management. Contains nearly 450 potential risks across 22 risk categories. Also contains IV&V checklists, based on industry standards and federal requirements, that are customized for the system modernization project. The IV&V checklists guide IV&V assessments and support the identification of project risks.

TeamCSGSM 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.

TeamCSGSM 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.

Our Clients

The CSG story is the story of our clients. We are totally dedicated to their success. For nearly 30 years, we have applied our expertise, innovation, and results-oriented mindset to the most complex program modernization projects of hundreds of government organizations. We work with our clients in a spirit of partnership and collaboration to deliver high-quality results.



"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
Iowa Department of Administrative Services



"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 Robers,
Former IT Portfolio Manager
State of Colorado



"The role of QA helps provide proactive, predictive, and preventive identification of issues and risks, and also provides an independent perspective to assist with finding solutions for issues, mitigation strategies for risks, and opportunities for improvement of upcoming activities... the results are worth the investment."

Eric Smith,
Former Project Director
Oregon Department of Revenue



"CSG has been an excellent partner for our system modernization. They staffed a highly qualified team that was easy to work with, responsive to our needs, and proactive in planning for upcoming project phases. Our collaboration has been key to the success of our project."

Robert Thompson,
Executive Sponsor
Nevada Department of Health and Human 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 us at info@csgdelivers.com.

www.CSGdelivers.com