



***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"

<b>BUSINESS:</b> Government Operations Consulting	<b>HEADQUARTERS:</b> Chicago, IL	<b>FOUNDED:</b> 1997	<b>EMPLOYEES:</b> 300	<b>CHIEF EXECUTIVE:</b> John Walsworth
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**CLIENTS:**  
47 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>*

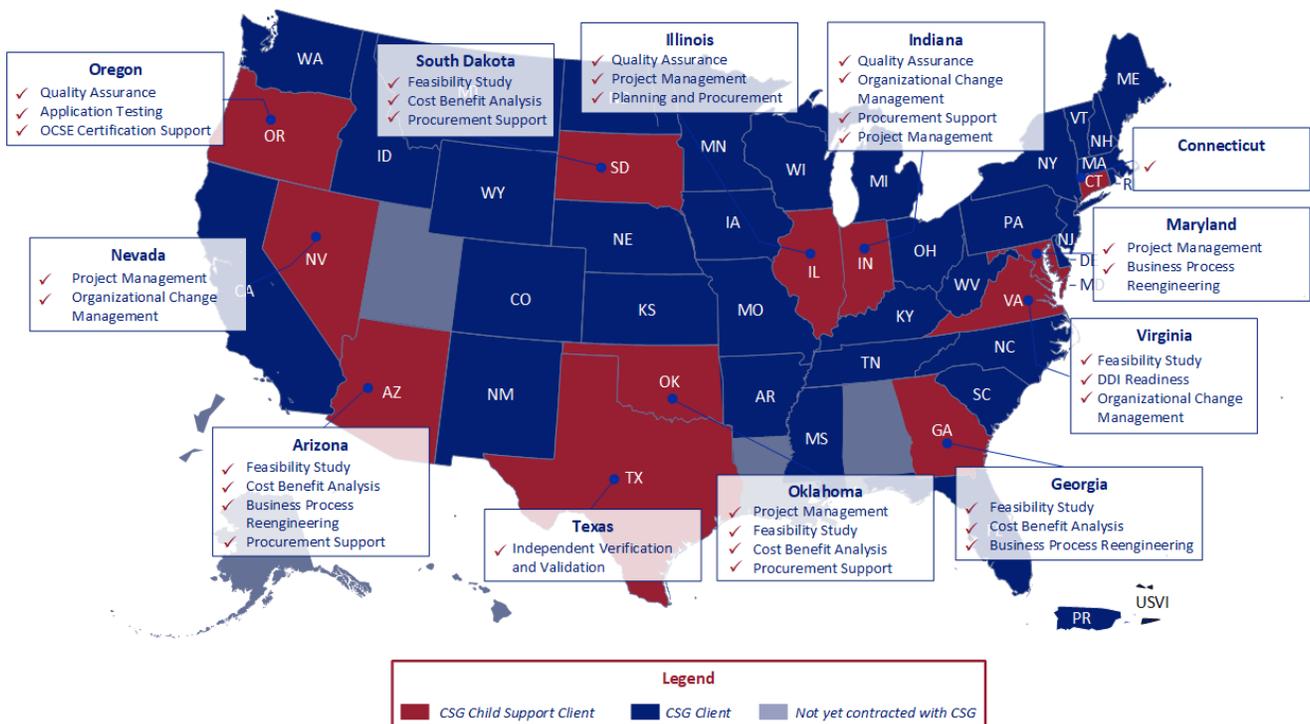
**PROGRAM EXPERTISE:**

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 12 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.

**CHILD SUPPORT SYSTEM MODERNIZATION STRATEGY AND PLANNING**

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 is preparing 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.

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



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 supports 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) is conducting a Feasibility Study to assess its legacy child support system and peripheral systems, including the customer online services portal, data warehouse, and mobile app. 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.

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



PHOENIX

## ARIZONA DIVISION OF CHILD SUPPORT SERVICES FEASIBILITY STUDY

The Arizona Division of Child Support Services (DCSS) collects over \$700 million a year, providing services for more than 320,000 families. In an effort to increase child support collections and improve child support enforcement processing throughout the State, DCSS is modernizing its Arizona Tracking and Locate System (ATLAS) for child support services.

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

DCSS selected CSG through a formal solicitation process to assist in developing a modernization roadmap and analyzing alternatives to enhance or replace ATLAS. CSG conducted a Feasibility Study including business process reengineering, requirements definition, Alternatives Analysis, and a formal Cost Benefit Analysis following OCSS' requirements for child support system modernization. CSG also developed Scope of Work documents for Arizona's DDI and IV&V procurements.

CSG and DCSS completed the Feasibility Study in 9 months. The State received OCSS approval in March 2018.

Arizona is committed to advancing the technology, data security, and decision support functions of ATLAS to better support the families who depend on them. CSG is there to help.

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



### 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.

#### *IV&V by CSG<sup>SM</sup> in an Agile Environment*

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>



### 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.

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

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 develops and executes 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 leaders and 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.

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



ANNAPOLIS

## MARYLAND CHILD SUPPORT PROGRAM MODERNIZATION

The Maryland Department of Human Resources, Child Support Enforcement Administration (CSEA) serves over 220,000 families through 24 county programs. To provide the highest quality services for Maryland families and continue to increase performance on federal indicators for additional funding, CSEA launched a modernization effort focused on program performance and efficiency.

### BUSINESS PROCESS REENGINEERING FOR PERFORMANCE IMPROVEMENT

CSEA engaged CSG to provide business process reengineering focusing on performance improvement. Applying child support expertise and industry best practices, CSG assisted CSEA in developing and implementing a Business Process Reengineering Plan to streamline workflows and processes. The CSG team also implemented a Performance Improvement Plan, which increased CSEA's performance on federal indicators in targeted areas.

The State of Maryland is committed to providing efficient, high-impact child support services to the children and families who depend on them. CSG is dedicated to supporting the State in achieving its goals and objectives.

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



INDIANAPOLIS

## ENTERPRISE PROJECT MANAGEMENT OFFICE 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 has implemented an enterprise PMO to manage their portfolio of IT projects across the agency.

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

DCS contracted with CSG to establish an Enterprise PMO. This included developing an effective governance model and establishing portfolio management processes related to assets, resources, change control, release management, and other project functions.

CSG provided project management and business analysis expertise for establishing the new PMO. The CSG PMO team mentored bureau project managers, developed staffing and scheduling plans, and provided recommendations for bureau-wide organizational assessments. The new project management processes created consistent reporting, procedures, and governance across all DCS projects. The CSG PMO team also led training for agency staff on the new portfolio and PMO processes.

Indiana is committed to the efficient and effective management of State IT. CSG assures the State has the processes in place for successful modernization projects.

## 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.

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

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.

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



### 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>

OCSS selected CSG to provide Quality Assurance 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.

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



## 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.

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

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.

Indiana 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.

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



## 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 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

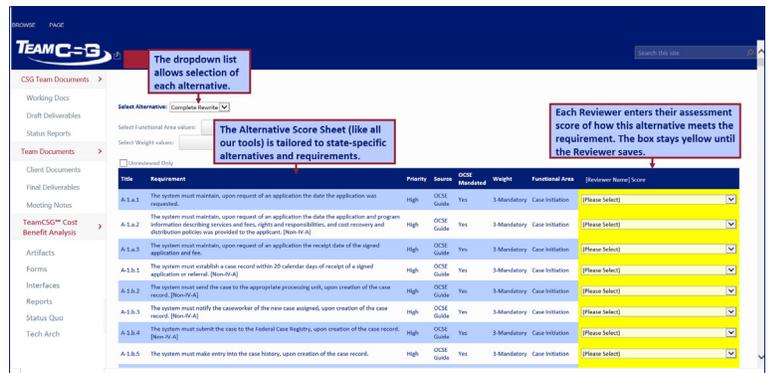
CSG deploys our automated suite of high-value TeamCSG<sup>SM</sup> tools on all of our projects. These integrated tools maximize the quality of CSG's services and the productivity of our teams. Our tools incorporate CSG's accumulated knowledge and experience on similar projects around the country, enhanced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

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

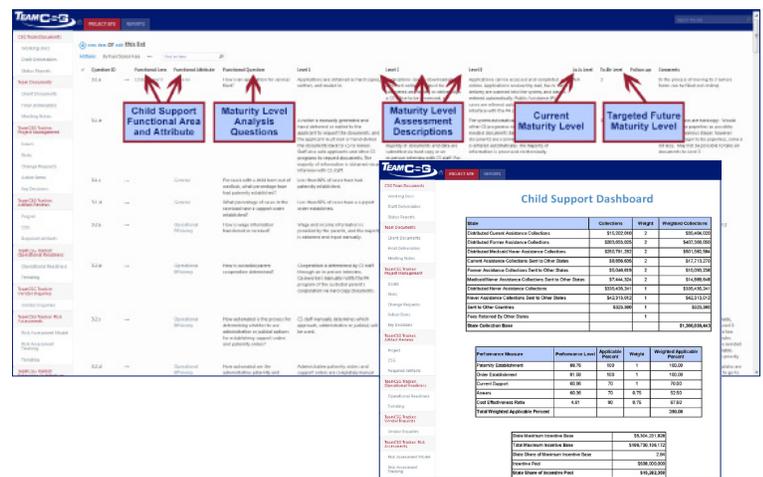
Supports the detailed analysis of quantitative and qualitative assessment of each of the viable alternatives to determine the estimated costs of developing and operating each feasible alternative and the benefits to be derived from each. Supports the analysis to identify the optimal solution for your 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> 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@csghdelivers.com](mailto:info@csghdelivers.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, Child Support Director  
Virginia Department of Social Services**



*"I rely on CSG to guide me on delivering the right messages at the right time to the Child Support Enforcement Program staff. The CSG team is creative in their approach to OCM, understands and adapts to the environment we operate in, identifies effective resistance management strategies, and is key to the success we have experienced to date."*

**Cathy Kaplan, Child Support Director and NVKIDS Project 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 Child Support Practice Lead, at [lrossi@csgdelivers.com](mailto:lrossi@csgdelivers.com).

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

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