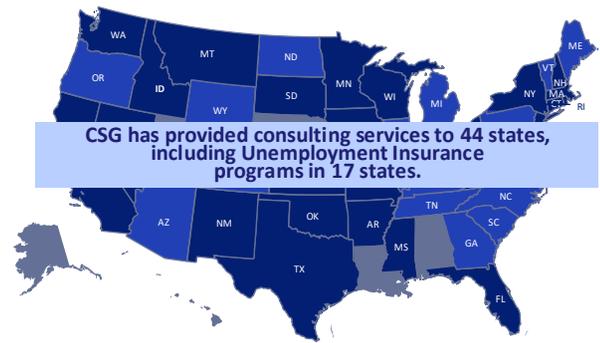


About CSG



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. Since 1997, 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.



Named by Forbes as one of America's Best Management Consulting Firms three years in a row.

CSG GOVERNMENT SOLUTIONS "AT-A-GLANCE"

BUSINESS: Government operations consulting	FOUNDED: 1997	HEADQUARTERS: Chicago, IL	EMPLOYEES: 250
CHIEF EXECUTIVE: John Walsworth	PROGRAM EXPERTISE:		
	UI Workers' Compensation	Human Services Healthcare Child Support	Child Welfare Revenue/Tax Motor Vehicle
CLIENTS:			
44 state governments U.S. Department of Labor		U.S. Department of Health and Human Services Large Municipal Governments	
SERVICES:			
Strategy by CSG SM PMO by CSG SM OCM by CSG SM QA by CSG SM IV&V by CSG SM			

CSG Invests in our Teams:

The **CSG Centers of Excellence** are teams of CSG experts who combine our real-world experience with research and industry participation to produce high-value documents, models, tools, and other artifacts that distribute knowledge across all our project teams.

CSG's Project Performance Group is a substantial internal Project Management Office directly supporting CSG's project teams in the field.

The **CSG Way Training Program** offers our employees a wide curriculum on delivering our services and managing our projects to the highest professional standards.

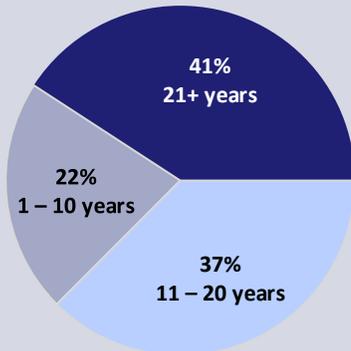
Project Boot Camps are an intensive two-day session for the entire project team led by senior leaders, the Project Manager, and Client Executive.

CSG REALizeSM is our library of high-quality artifacts that provide every CSG employee instant access to the accumulated knowledge and experience of our organization.

TeamCSGSM is our cloud-based collaboration platform that maximizes the quality of our services and the productivity of our project teams.

CSG Tech is our dedicated internal research, training, and technology team who stand ready to support all our teams in the field.

Experienced Consultants:



Over the years, CSG has attracted many of the most respected people in the government programs we serve. Senior experts with long careers in government and other organizations around the U.S. are a part of the CSG team. Our company is structured to derive maximum value from the experience and knowledge of these leaders and incorporate it across all of our engagements.

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, and other critical functions, CSG's high-value consultants provide insight into best practices and help guide your modernization efforts.

Strategy by CSGSM Services:

- ✓ Enterprise Architecture
- ✓ Lean Six Sigma
- ✓ Requirements Definition
- ✓ Privacy and Security
- ✓ Procurement Support
- ✓ Business Process Reengineering

TeamCSGSM Strategy Tools:

- ✓ **TeamCSGSM Unemployment Insurance Maturity Model:** Provides guides for gaining consensus on program goals and objectives and for documenting the business requirements for a new system. The model illustrates the evolution of UI systems, technology, and processes over a period of time, while defining the realistic and measurable progression from the As-Is environment to the To-Be environment. Under each domain, the model establishes key accomplishments necessary to achieve an interoperable UI system.
- ✓ **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. The tool includes a standard set of UI baseline requirements.

Expertise in Action:



Columbia, SC

Agency: South Carolina Department of Employment and Workforce

Program: Unemployment Insurance

CSG Service: Strategy and Procurement

Results: DEW selected CSG to provide planning and procurement support, business process analysis, and Project Management Office services throughout its UI Tax System modernization. CSG created the project management plan, developed a business and operational process improvement report, developed technical and nonfunctional requirements, and provided RFP development and evaluation support throughout the procurement of the new system. CSG then provided project monitoring and control and implementation oversight of the DDI vendor to assure the system recommendations were properly implemented.

Recent Strategy Projects:

-  Kentucky UI
-  Michigan UI
-  South Carolina UI
-  Vermont, Maryland, West Virginia UI Consortium

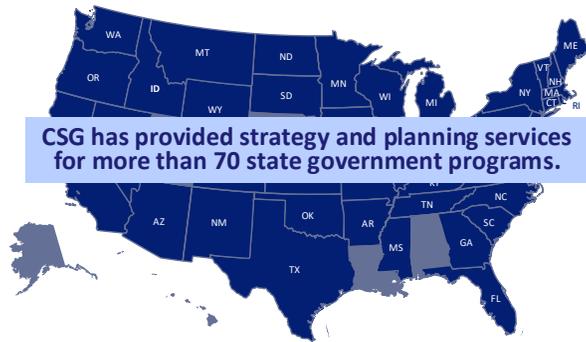
Strategy Expertise



“From the get-go, we make sure you have the foundation needed for a successful project. We blend all the lessons learned from our more than 20 years of experience with the latest industry innovations.”

- Saralinda Bauer
UI Practice Consultant

CSG’s Strategy National Experience:



- ✓ 70+ strategy projects, including 17 requirements gathering projects for UI projects
- ✓ Knowledge of approaches to system modernization across the country
- ✓ Experience with DOL and UI Federal Funding
- ✓ Research on UI solutions marketplace and technology approaches

What our Clients Say:

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“The multi-state consortium feasibility study was a challenging and complex effort, involving many stakeholders in multiple states and the U.S. DOL. CSG combined their business and technical expertise with project methods and tools that helped us produce a comprehensive, high-value roadmap for the Southeast Consortium and other potential state partners.”

Marie Moss, Deputy Director
Project Sponsor, Southeast Unemployment Insurance Consortium

Our 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. Aligned with the Association of Change Management Professionals' Standard for Change, our methodology combines research with real-world experience gained through many years of working with clients on the organizational changes that occur during projects.

OCM by CSGSM Services:

- Sponsorship
- Stakeholder Engagement
- Communication
- Learning and Development
- Reinforcement

Expertise in Action:



Augusta, ME

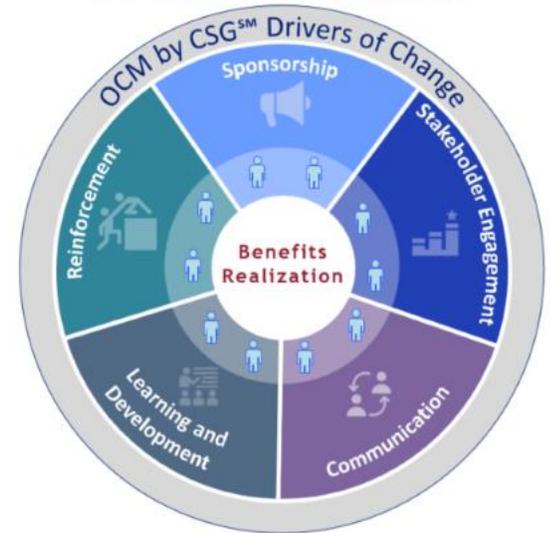
Agency: Maine Department of Labor and the MRM Consortium

Program: Unemployment Insurance

CSG Service: Organizational Change Management

Results: CSG provided OCM services in support of the Consortium software technology implementation, a five-year effort that replaced the UI Benefits and Tax systems, Initial and Weekly Claim Internet application, and Employer Registration Internet application. To support the organizational and cultural changes to the Bureau of Unemployment Compensation, CSG assessed change readiness and developed a multi-year plan; assessed the impact of new business processes on current jobs and worked with State Human Resources and BUC senior management to reclassify positions and develop job descriptions; conducted communications planning and implementation; developed leadership and cross-functional transition teams to support and own the organizational and cultural transition; designed and implemented training of trainers; and developed learning opportunities/test environments to transfer knowledge and provide employees with pre-delivery exposure to the new system.

OCM by CSGSM Framework



OCM by CSGSM provides the framework to guide successful adoption of the changes needed to realize the benefits of your new system.

Recent OCM Projects:

-  Pennsylvania UI
-  Maine UI
-  Maryland and West Virginia UI
-  Nevada Child Support
-  Ohio Medicaid

OCM Expertise



“Everyone has a different learning style. Our OCM training plans use multiple methods to make sure everyone is trained and ready to go.”

- John Antal
UI Practice Consultant

CSG’s OCM National Experience:



- ✓ Mature OCM methodology focused on the people side of change, designed specifically for government agencies
- ✓ 12 OCM projects, including current UI projects in Pennsylvania and Maryland
- ✓ Experience providing change management for the state, county, and tribal organizations
- ✓ Consultants who are Change Management Certified Practitioners
- ✓ Experience training across all stakeholders, employees, providers, and customers

What our Clients Say:

“

“The CSG team is creative in their approach to OCM. They understand and adapt to the environment we are operating in, identify effective resistance management strategies, and are key to the success we have experienced to date.”

Cathy Kaplan, Child Support Project Director
Nevada Department of Health and Human Services, Division of Welfare and Supportive Services

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, and operations/maintenance.

QA by CSGSM Services:

- ✓ Quality Assurance
- ✓ Quality Control
- ✓ Quality Management
- ✓ Testing Support
- ✓ Independent Testing
- ✓ Privacy and Security
- ✓ Operations and Maintenance Oversight

TeamCSGSM QA Tools:

- ✓ **TeamCSGSM Risk Assessment Model:** Assures complete identification, tracking, and reporting of project risks and their potential impact on overall project health. The model contains a baseline set of more than 400 potential risks across 22 risk categories.
- ✓ **TeamCSGSM Risk Tracking and Reporting:** Captures and tracks risks, observations, and recommendations across all assessment areas and determines increasing or decreasing risk levels and project health at an item level and 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.



Expertise in Action:



Salem, OR

Agency: Oregon Employment Department

Program: Unemployment Insurance

CSG Services: Quality Assurance, Quality Management, Quality Control

Results: CSG is providing full life cycle QA services for the modernization of the Oregon Employment Department's Unemployment Insurance system. Oregon is modernizing their legacy system, which was built in the 1990s using COBOL, to a configurable COTS solution that integrates existing data warehouse, optical reader, and imaging systems. This project is in the planning and procurement phase and CSG's QA services have included reviews of procurement documents, validation of requirements, and review of project management plans. Our team also performed a maturity assessment on the final vendors' proposed solutions to provide the state with a rating of each solutions' adherence to ISO standards, providing independent and objective insight to proposed solutions. CSG provides ongoing monthly Quality Assurance Status and Improvement Reports that provide the state with observations on overall project health and actionable recommendations for process improvement and risk mitigation.

Recent QA Projects:

-  Oregon UI
-  South Carolina UI
-  Indiana Child Support
-  Oregon Tax/Revenue

QA Expertise



“A project needs a culture of quality. Set a high bar, and provide everyone on the project with processes and standards to hit the mark.”

- Jayne Martin
UI Practice Consultant

CSG's QA National Experience:



- ✓ Direct experience with current UI system vendor solutions and approaches
- ✓ 15 QA projects, including a current UI project in Oregon
- ✓ Mature QA methodology and tool suite
- ✓ Experience supporting states with federal compliance, including readiness assessments and quality control reviews
- ✓ Experience managing testing, including 18 testing projects and 5 security assessments

What our Clients Say:

“

“CSG has proven to be the right partner for OED and they have provided the proper combination of project management, subject matter expertise, mentoring and teaching - we are seeing real and ongoing benefits from our work together as we prepare our staff for the future.”

David Gerstenfeld, UI Division Director
Oregon Employment Department

“

“CSG's performance has exceeded our expectations. They have maintained a collaborative approach to providing QA and project management support and have been flexible in working with us through changes in the INvest project schedule.”

Stephen Jean, IV-D Assistant Deputy Director
Indiana Department of Child Services

CSG serves as your “eyes and ears” into the inner workings of your program modernization effort. Independent of implementation vendors, 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.

IV&V by CSGSM Services:

- ✓ Life Cycle IV&V
- ✓ Periodic IV&V
- ✓ Independent Testing
- ✓ Privacy and Security Assessment
- ✓ Operations and Maintenance Oversight

TeamCSGSM IV&V Tools:

- ✓ **TeamCSGSM Risk Assessment Model:** Assures complete identification, tracking, and reporting of project risks and their potential impact on overall project health. The model contains a baseline set of more than 400+ potential risks across 22 risk categories.
- ✓ **TeamCSGSM Risk Tracking and Reporting:** Captures and tracks risks, observations, and recommendations across all assessment areas and determines increasing or decreasing risk levels and project health at an item level and 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.
- ✓ **TeamCSGSM Artifact Reviews:** Tracks vendor artifacts and deliverables for IV&V and QA reviews. Includes reports that identify past due artifacts and upcoming artifacts for review to support proactive planning for subject matter experts.



Expertise in Action:



Agency: Pennsylvania Department of Labor and Delivery

Program: Unemployment Insurance

CSG Service: Independent Verification and Validation

Results: CSG provides IV&V, Organizational Change Management, and PMO services for the replacement and modernization of the existing legacy IT systems for the UC Benefits Program. CSG’s team conducted an Initial Risk Assessment to gain a baseline of project health and has continued to provide monthly assessments to track and trend project progress and health. The CSG team provides proactive, independent observations and recommendations to leadership to assure risks and issues are identified early and provides insight into quality concerns with practical, actionable recommendations. We manage the UC Project’s risk and issue processes, including assuring risks and issues are proactively identified, evaluated, planned for, and responded to timely. We are also contracted to provide independent testing services. CSG has a separate team providing PMO services, serving as the Agency’s trusted advisor throughout the project to assure a successful modernization. We deliver ongoing oversight that leads to an on-time, on-budget implementation of a new UC Benefits Replacement System. CSG is also providing OCM services, including preparing and delivering an Organizational Change Readiness Assessment Report. This information will be used to develop plans around communication strategy, stakeholder engagement, and leadership alignment.

Harrisburg, PA

Recent IV&V Projects:

-  Pennsylvania UI
-  Maryland UI
-  Wyoming, Colorado, Arizona Consortium UI
-  Georgia Integrated Tax System

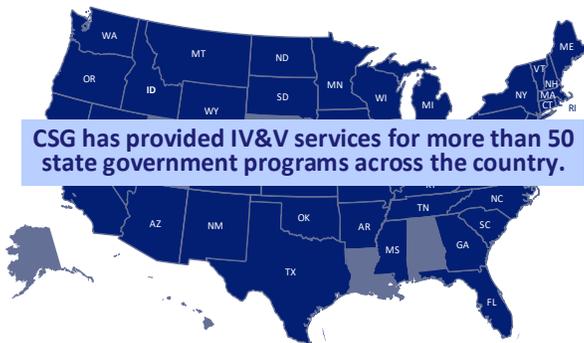
IV&V Expertise



“CSG’s proactive, ‘no surprises’ approach assures that you’ll hear it from us first – before you read it in a status report.”

- Heather Sonderman
UI Practice Consultant

CSG’s National IV&V Experience:



- ✓ 50 IV&V projects across the nation
- ✓ 5 Unemployment Insurance IV&V Projects
- ✓ Mature IV&V methodology with complementary tool suite
- ✓ Deliberately independent of solution vendors

What our Clients Say:

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“CSG provided an experienced team that delivered on schedule and on budget. Their UI and IV&V experience allowed them to easily understand how we work. In fact, our initial certification report to the US DOL was approved in only 4 business days! I enjoyed working with CSG and highly recommend them.”

David Eklund, Bureau Chief, Investigation & Recovery
Iowa Workforce Development

“

“CSG staffed a highly qualified team providing forward-looking QA/IV&V services and support for our project. The CSG team’s emphasis on communication, coordination, and collaboration has proved very valuable as we move forward.”

Karen Coleman, Project Executive
Oregon Department of Justice

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“CSG provided comprehensive IV&V services, high-quality tools, early risk detection, and timely reporting to cover all aspects of our modernization effort. They were focused on the overall success of the project and brought an independent, objective perspective, which I valued.”

Anthony Trotman, Former Deputy Chief of Staff
Ohio Department of Job and Family Services

CSG's project management methodology has been developed over 20 years of planning and managing enterprise-wide system modernizations for government agencies. Our PMBOK-based methodology emphasizes depth and clarity in constructing project plans and adheres to rigorous techniques to determine project status and assess impacts on future activities.

PMO by CSGSM Services:

- ✓ Project Management
- ✓ Enterprise Architecture
- ✓ Requirements Management
- ✓ Procurement Support
- ✓ Operations and Maintenance Oversight
- ✓ BPR
- ✓ Lean Six Sigma
- ✓ APD Development
- ✓ Testing Support
- ✓ Privacy and Security Oversight

TeamCSGSM PMO Tools:

- ✓ **TeamCSGSM Project Management:** Full featured tracking and reporting on scope and change management, issues, risks, key decisions, and action items. Multiple dashboards and trending reports provide deep insight into key areas such as schedule, budget, scope, quality, and organizational readiness.
- ✓ **TeamCSGSM Requirements Management:** 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 Artifact Reviews:** Facilitates review and tracking of vendor artifacts and deliverables, including key artifact attributes such as due date, deliverable date, reviewing authority, review status, and final sign-off. Reporting features identify past-due deliverables along with upcoming deliverables to support resource planning for reviews.
- ✓ **TeamCSGSM Operational Readiness:** Provides tracking and reporting capabilities for monitoring and assessing readiness for operations and implementation of a system, including powerful dashboard reporting to support decision-making.



Expertise in Action:



Baltimore, MD

Agency: Maryland and West Virginia UI Consortium

Program: Unemployment Insurance

CSG Services: Project Management Office and Organizational Change Management

Results: The States of Maryland and West Virginia were engaged in a project known as the MW Consortium to replace the core legacy systems that supports the UI Benefits, Tax, and Appeals functions in each state. CSG provided the Consortium PMO services and the UI business and technical subject matter experts to supplement state expertise for various activities throughout the UI modernization project life cycle. Our services included leadership, direction, planning, coordination, and oversight to manage the project and UI business and technical subject matter experts. Our team provided special focus during design and development on requirements traceability, data conversion, interfaces, and backlog of functional and system requirements and unbiased feedback and an independent voice representing the needs of the MW Consortium over any state specific need or request. The CSG team assisted in the procurement efforts of the DDI Contractors by serving as an advisor during the proposal evaluation process. Currently, we assure that the DDI Contractor is meeting the expectations set in its response to the DDI solicitation by tracing requirements, reviewing deliverables, and verifying quality, including the adherence to Maryland SDLC documents and assisting with the develop and execution of testing scripts and reporting on the status of testing efforts for Maryland's system. CSG established and maintains efficient project management processes and clear communication channels. Our team also defined, planned, and executed Organization Change Management activities.

Recent PMO Projects:

-  Kentucky UI
-  Maryland/West Virginia UI
-  Maine UI Consortium
-  Michigan UI
-  Nevada Child Support
-  Missouri Eligibility
-  Pennsylvania UI
-  South Carolina UI
-  Vermont UI Consortium

PMO Expertise



“States have set ambitious goals and put solid plans in place to meet the challenges head-on. Our team is ready to put in the hard work, shoulder-to-shoulder with you, to succeed together.”

- Becky Rosier
UI Practice Consultant

PMO Expertise



“Our dedication to communication and collaboration takes the pressure and burden off busy state agencies. We’re here to help.”

- Drew Sutter
UI Practice Lead

CSG’s PMO National Experience:



- ✓ 40+ large-scale state government system implementation PMO projects
- ✓ Consultants who are certified Project Management Professionals
- ✓ 8 UI PMO projects, including current projects in Pennsylvania and Maryland
- ✓ 4 UI Consortium PMO projects

What our Clients Say:

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“CSG’s team has demonstrated expertise in standard project management practices and effectively managing multiple groups in our organization for this critical project. Their staff excelled in project management related skills and open communications, building a strong partnering approach in working with our project team members and vendor.”

Clayton Tierney, Director, Technology and Modernization
Michigan Unemployment Insurance Agency

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“CSG had the detailed knowledge of UI solutions and system modernization projects to develop practical answers to our biggest obstacles.”

Darren Brostrom, Director, Unemployment Insurance
Job Service North Dakota

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“CSG teamed with IDES to design, develop, test, implement, and support our statewide Labor Exchange system. CSG provided an experienced team that delivered project results on schedule and on budget. They excelled at project management, system design, and working closely with the IDES team members to implement a system that met our requirements.”

Tom Revane, Chief Information Officer
Illinois Department of Employment Security