- **Monitoring and Controlling:** This process group measures the performance of the project's executing activities and reports these performance results to project managers and stakeholders. Output is used to refine, improve, and/or change project management (including plans and schedules) as necessary to meet the project's objectives.
- **Closing:** This process group documents the formal acceptance and approval of the project's product and brings all aspects of the project to a close.

CNSI is confident it has the correct methodology and project framework in place to successfully implement the DMP. CNSI continually improves its project management processes using lessons learned from previous projects and through the proficiency and continuous education of its program and project managers, senior technical and engineering staff, and senior and corporate management. This ensures a number of advantages:

- The project management philosophy is firmly entrenched within the entire project team, including MDCH and CNSI.
- Project management is a core competency.
- The project staff is focused on successfully implementing the project.
- Project management, quality management, and cost management processes are fully integrated and their infrastructure is in place.
- Effective project status reporting is established throughout the project life cycle.
- Project and software development methodologies are well documented.
- Project information is communicated continuously to the right people at the right time.
- The project is continuously monitored against performance.
- Excellence in quality and delivery are built in.
- Deliverable review and approval processes are in place.

Through developing the project management plan, CNSI expects to collaborate with the MDCH project management team to further customize CNSI's project management system to successfully complete the project.

2.2 Project Methodology

CNSI's holistic approach for this project will use its proven methodology as the overarching framework and bring an experienced team of program managers, SMEs, technical experts, and change management resources to support this effort.

The project methodology is a framework that facilitates the integration of CNSI's extensive system experience, which is rooted in application implementations, methodologies, and delivery tools. This framework allows CNSI to deliver services to its clients consistently across its footprint and gather continued enhancements for its supporting methodology, thereby providing continued value for its clients.

CNSI's methodology is an integrated methodology that combines its best delivery assets. The methodology:

© 2013 CNSI

- Provides a scalable, integrated collection of assets.
- Provides a consistent level of detail and presentation.
- Supports tailoring to scale, which provides a unique, but consistent cost-effective delivery approach.

CNSI's methodology approach consists of the following:

- The **Manage** work approach provides a single, consistent approach to managing CNSI's engagements. Within the Manage Approach is the Quality Management activity, which verifies that deliverables and processes meet requirements. The Quality Management activity also supports continuous process improvement, as well as the methodology.
- The **Life Cycle** work approach addresses unique expertise while providing overall integration across the full implementation life cycle.

CNSI's methodology has the flexibility to be adapted to meet MDCH's unique requirements while confirming that its experienced staff members follow established practices.

While no two engagements are the same, MDCH expects CNSI to deliver in a consistent, systematic approach. The proposed project methodology incorporates CNSI's staff's delivery experience into a single, integrated approach. It provides the structure for integrating CNSI's capabilities while allowing individual project teams the flexibility to use client-mandated tools. The right assembly of technologies, techniques, and deliverable processes requires the specific experience and expertise found in CNSI's staff.

Investing time to create an effective plan with clear objectives is integral to effective project execution. CNSI's methodology provides a structured approach to the planning process. While this may appear to require more initial effort than desired, experience has shown that following these processes reduces the likelihood of planning mistakes and results in lower risk and a more cost-effective, rapid delivery.

CNSI's methodology incorporates a consistent approach for identifying, tracking, and measuring the value derived from ongoing projects. CNSI's experience developing and delivering various client projects is incorporated into the project strategy and planning activities.

In undertaking this project, CNSI will employ its iVision360 system development life cycle (SDLC) methodology tailored for the DMP implementation and integration with CHAMPS. This offers the following benefits:

- **User is at the Center:** CNSI's primary motivation in developing iVision360 is to put the user at the center of the project life cycle. Successful projects have high interaction with end users and place the user at the center of the project. Every phase and activity of iVision360 focuses on interaction and collaboration with the user community. CNSI does this by implementing agile techniques and building working software in an iterative fashion with user validation at periodic intervals.
- **Common Goals:** Users actively participate in configuration sessions with an integrated team of developers, analysts, and testers. This method avoids the pitfalls of waterfall methods. iVision360 provides the team with a sense of purpose, a goal, and the drive to accomplish the end objective: software that meets the requirements.

© 2013 CNSI

- **Early and Often Testing:** iVision360 provides an opportunity to test early and often so formal system test phases and subsequent test phases are more likely to meet schedule expectations with a lower error-discovery rate.

By introducing the baseline management features of waterfall, CNSI minimizes the risk of scope creep that is sometimes associated with iterative methods. Moreover, implementing and integrating with project management processes will provide integrated change, issue, and risk management. Table 1 describes the key benefits of each of the industry-standard methodologies that are blended into iVision360.

Table 1. SDLC Methodology Comparison

Methodology	Key Benefits Blended into iVision360
Waterfall	Baseline approval of requirements Structured documents and customer approvals Formalized testing
Iterative/Agile	Frequent customer interaction Decomposing work into small meaningful features that are presented in working software Frequent course corrections Sense of real progress Early and frequent testing
Extreme Programming	Teams formed between developing organization and customer Sense of common vision and goal

iVision360 has been adapted for the purposes of this project. The customized version is presented in *Section 2.5.1 iVision360 Iterative Design, Testing, and Documentation Approach.*

2.3 Project Management Tools

Tools, when properly applied within the methodology framework, will reduce the time to complete a project by providing predefined processes, templates, documents, and training materials. More importantly, use of the appropriate tools will help reduce risk and increase efficiency.

CNSI will continue to use the tools already proven effective during the previous undertakings to reduce the time to complete the project and mitigate risk. Table 2 lists the tools CNSI will utilize for the project.

Table 2. CNSI Project Tools

Tool	Purpose
ReqTrace®	CNSI's requirements database used during design and test phases
Microsoft Visio	Develop use case diagrams, technical architecture diagrams, and support process flows
Microsoft	Develop project deliverables as well as presentations and spreadsheet artifacts needed to support

© 2013 CNSI

Office	deliverables
As-One	Repository for deliverables, presentations, and artifacts

Microsoft Visio and Microsoft Office are industry-standard tools. The following subsections provide additional information about ReqTrace and As-One.

2.3.1 ReqTrace

CNSI will use its ReqTrace web application for requirements analysis and validation.

During project initiation and requirements planning, ReqTrace will be loaded with the functional, technical, and support requirements. ReqTrace is CNSI's requirements management tool of choice being used in MMIS projects. ReqTrace provides the ability to trace requirements to use cases, related test cases, and results. The application can store requirements-related attributes, including revisions, notes, and comments.

CNSI began using ReqTrace during the implementation of CHAMPS. The requirements validation processes used on the project, as well as the use of ReqTrace, resulted in the requirements validation phase being completed ahead of schedule.

© 2013 CNSI

2.3.2 As-One

Believing that continuous collaboration and information-sharing are key factors to successful project execution, CNSI will use As-One, its web-based enterprise program management solution. Figure 3 illustrates how As-One is designed to support team collaboration, knowledge management, and process improvement. As-One will provide a convenient repository for all program data and will give MDCH oversight personnel direct visibility into project performance.

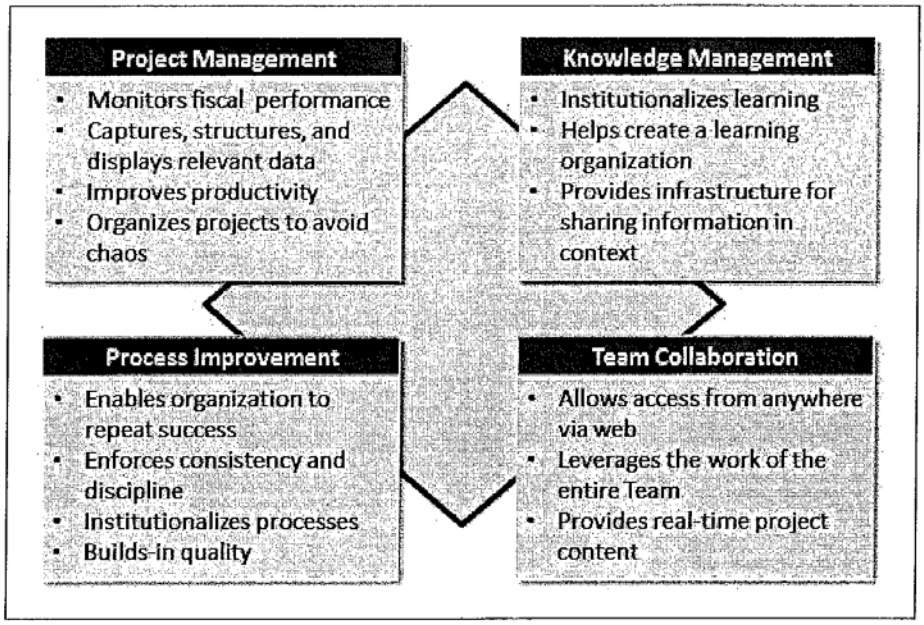


Figure 3. As-One Collaboration and Improvement

As-One is an "out-of-the-box" solution that supports CNSI's program management philosophy: experienced people, managed processes, and enabling technology.

As-One will allow CNSI users to share real-time data specific to the user's authority and association and is accessed via a standard web browser. CNSI's previous and ongoing projects with MDCH and DTMB use As-One. Training will be provided for team members new to the program.

© 2013 CNSI

2.4 Document Management Portal Solution

This section will review CNSI's proposed DMP solution, including technical and functional overviews and a summary of CHAMPS' integration with the DMP.

2.4.1 Technical Overview

CNSI proposes that the DMP be built using the State's current IBM® FileNet® P8platform as a foundation. IBM® FileNet® P8 is a reliable and scalable enterprise platform allowing for the capture, storing, managing, securing, and processing of information to increase operational efficiency at a lower total cost of ownership. The IBM® FileNet® P8 platform enables the streamlining and automating of business processes, accessing and managing of content, and automating records management to meet compliance needs.

Figure 4 depicts the proposed DMP environment, its integration with CHAMPS, and the expected flow of data.

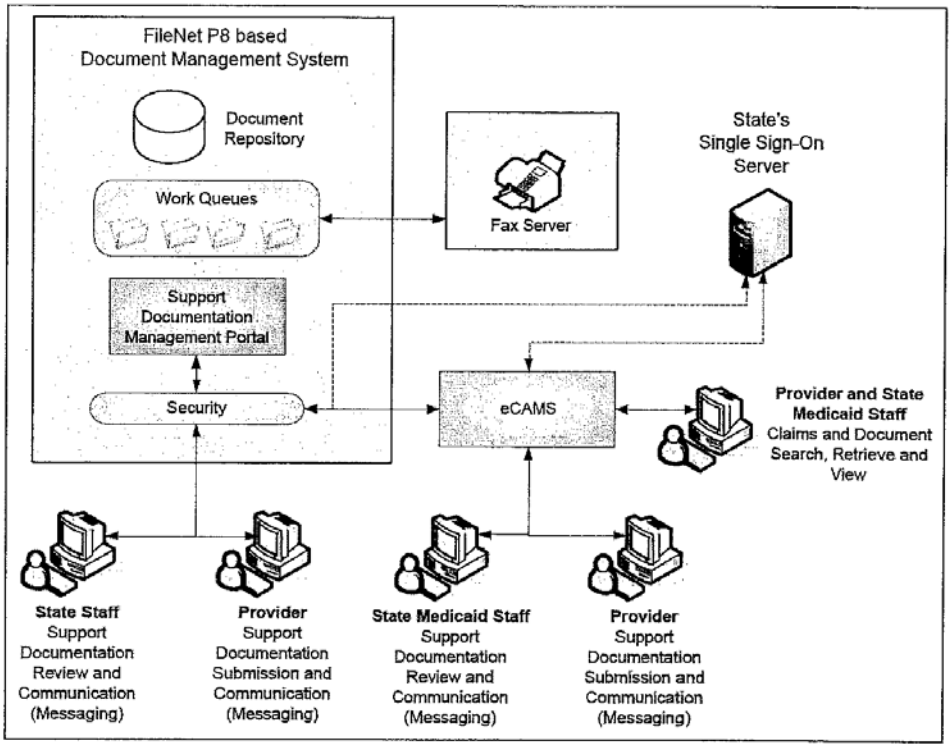


Figure 4. DMP Solution Environment

© 2013 CNSI

Through web services, the DMP will be integrated with CHAMPS. As a result, users will be able to access DMP functionality either directly or through a CHAMPS interface. Users directly accessing the DMP will be authenticated via the State's Single Sign-On system. Access to various functions, features, work queues, and documents will be managed through user roles and user groups defined in the State's directory services server.

By accessing the DMP through CHAMPS, providers will be able to submit Medicaid-related documents and collaborate with State staff. Users accessing the DMP through CHAMPS will be able to:

- Submit support documents and authorizations.
- Send and receive messages pertaining to the submitted documents.
- Review, approve, and archive documents.
- View documents and correspondence history.

By directly accessing the DMP, State staff and other users will be able to submit Medicaid-related documents that may or may not be related to claims. Users accessing directly accessing the DMP will be able to:

- Submit support documents.
- Submit documents for authorization and approval.
- Submit requests for documentation.
- Send and receive messages pertaining to submitted documents.
- Review, approve, and archive documents, as appropriate.
- View documents and associated correspondence history.

2.4.2 Functionality

The DMP solution will provide a browser-based interface to perform various tasks pertaining to submission of documents, review and approvals, collaboration, and retrieval. The DMP's features and functionality are identified and described below.

Document Submission

Users will be able to submit multiple documents with metadata, such as date of service, beneficiary details, claim number, case number, and/or provider details. In addition to entering metadata, users will be able to enter a message for each submitted document. This message will be available to all parties viewing the submitted document.

After a document is submitted, the system will notify the appropriate parties. The document submission will also trigger an event to create a work item in the appropriate document- or case-processing queue.

For claim-related documents, the provider can submit documents through CHAMPS. For other document submissions, the users will directly use the DMP.

© 2013 CNSI

Document Processing Workflow

Users will be able to set up a workflow for each case type or document type defined in the system. Work items created in the workflow are routed through each step based on predefined business rules and user-entered parameters. The system will notify the appropriate parties about tasks completed for the work item.

Messaging and Collaboration

Users will be able to "send" and/or "reply to" messages for documents submitted in the system. The complete message thread for each such document will be maintained in the system. When a message is created for a document, the system will notify the appropriate parties about the new message.

Document Archival

The DMP will use the IBM® FileNet® P8 content repository to archive submitted documents. Documents will be stored in associated metadata and message threads and additional metadata fields will be used to implement document retention policies.

Document Search and Retrieval

All documents archived in the IBM® FileNet® P8 content repository will be searchable using keywords that may be present in the document metadata. All documents will be viewable in their native format, and a full-text search feature will be available for some document types.

Users will also be able to retrieve documents through CHAMPS. Users will be able to retrieve all available documents associated with a record, including claims, providers, and beneficiaries.

Documentation Requests

Users will be able to receive and process requests for documentation directly through the MDCH portal. Documentation requests will create a work item in the request work queue. State staff will be able to review the request, assemble the documentation package, and publish it to be accessed by the requesting party. The system may provide the ability to securely deliver requested documents in encrypted formats through the Internet or a secured FTP.

Security and Authentication

The DMP will provide a security feature to manage access privileges by user roles. Access to documents, work items, and messages will be able to be managed by role, including the ability to set "read-only" and "read/write" access. The DMP will integrate with the State's Single Sign-On system for user authentication and application access. Authentication of users accessing this solution from CHAMPS will be managed within CHAMPS.

Audit Logs

The DMP will capture all system transaction details, including logins, access, and data changes. Reports will be available for such audit information.

© 2013 CNSI

2.4.3 CHAMPS Integration

CHAMPS will integrate with the DMP through the use of web services and HTTPS redirects. This integration will provide users with the ability to upload claims attachments from the Claims Direct Data Entry (DDE) screen. Providers will be able to attach a claim document using beneficiary IDs, date of service (DOS), and billing national provider identifications (NPIs). The uploaded document will be archived in the IBM® FileNet® P8 system using the DMP application program interface. The transaction control number (TCN) can be linked to the claim attachment through the batch interface process.

Attachment Viewer

Users can view claim attachments through online claims screens by TCN or query all claim attachments submitted by a provider.

Notifications

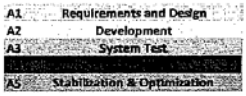
CHAMPS integration with the DMP will also allow for secured communications between State users and providers through online screens. Email notices will automatically be sent when the provider uploads an attachment after the request is added to the State user's work queue.

Authentication

Once users are authenticated through CHAMPS Single Sign-On, users will access the DMP within the CHAMPS application to provide a seamless integration capability.

2.5 Technical and Phased Approach Work Plan

CNSI has created an initial work plan and timeline for the DMP implementation. This work plan describes the expected activities for the proposed phases and major activities. This information is presented in Figure 5 below. A detailed description of the major activities within each phase is presented in *Section 2.5.2 Phased Approach Work Plan*.



Phase	Description	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13
I	Documentation Management Portal and CHAMPS Integration	A1			A2		A3	Deployment						
II	Other Medicaid Documentation Integration				A1		A2		A3	Deployment				
III	Stabilization and Optimization									A5				

Figure 5. Initial Project Work Plan

© 2013 CNSI

CNSI structured this work plan to address the overall relationships of the phases and activities required to complete the project. It effectively uses the professional resources required to accomplish these phases and produce high-quality products in a cost-conscious manner.

The following subsections further describe how CNSI intends to accomplish the goals of the work plan by employing its iVision360 methodology in the proposed approach for the DMP implementation and integration with CHAMPS.

2.5.1 iVision360 Iterative Design, Testing, and Documentation Approach

In this section, CNSI provides an outline of its iVision360 SDLC. The SDLC is a full-featured methodology that includes standard design and development processes. CNSI's SDLC processes have been adapted to address the specific needs of the project. This project will be divided into three phases, including two software releases adding specific system functionality.

CNSI will engage in iterative requirements analysis and design with State at the beginning of each release. The State will be able to review requirements analysis and design documents as soon as a logical set of iterations are completed. CNSI expects initial State signoff upon acceptance of the iteration's document scope. This will help reduce the time required for document review and approval. The documents reviewed at any time will have a smaller scope to help the State perform a thorough review. At the end of all iterations for a release, an overall document will be produced for a final delivery and acceptance to State.

The iterative/agile development and testing portion of the iVision360 methodology is visible in each release of design and coding. During this phase, technical design specifications for impacted functions and user stories are constructed in parallel by developers and the SMEs. As the impacted function's design is completed, the team lead will plan the related development iterations.

Developers will build internal design documentation prior to, and during, the iterations. The beginning of each iteration is reserved for startup activities, including finalizing the internal design documentation. The developer meets with the data modeling team on Day 1 of an iteration to conduct a walkthrough of any required data model changes. The data modeling team makes the required changes to the database schema and approves the physical model for coding. Developers also develop iteration test cases (for the tasks that may not be tested with automatic internal iteration test code), which are required to test each story completely.

Coding begins when the internal design and pre-coding work is completed for the iteration. The developer will write internal iteration test scripts in parallel to actual working code and update screens and other system functions to fit the physical mode. The developer will execute the iteration test scripts as they complete sections of code. The codes will be built and tested incrementally. The developer will coordinate daily stand-up meetings and communicate any development issues.

This development approach ensures developers do not work in silos. It also avoids the traditional approach of throwing design documentation "over the fence" to developers to begin coding, only to discover later that major rework is required halfway through the development process.

© 2013 CNSI

Developers eventually test the code against internal auto-unit-code and manual internal iteration test scripts. As they reach the end of the iteration, they will run the code against functional scripts developed by the test team. Discrepancies are identified and corrected, and the developer retests to ensure all discrepancies are corrected and closed before the iteration ends. The developer will conduct a peer review of the impacted function's code on the last day of the iteration and then update the code based on the review. When developer iteration testing and software code reviews are successfully completed for the iteration, the code will be promoted to the integration test stream. The code will be released to the test team for system testing when coding and developer iteration testing is completed for all of an impacted functions user stories.

During initial development iterations, the test team will develop system test cases based on requirements specification. During system testing, the test team will execute system test cases to validate system results against requirements.

CNSI plans to engage the test and development teams early on to build the regression test suite for critical functions. This will help to speed up testing and improve overall quality of implementation. During system testing, if required, regression tests will be performed on impacted functions based on changes to a previously tested baseline. The intent of regression testing is to demonstrate that the CHAMPS system continues to meet all approved requirements after changes have been introduced to a previously tested baseline.

As soon as system testing is completed for an activity, CNSI will deliver the code to the UAT environment. CNSI plan to engage the State as early as possible and well before the beginning of the planned UAT phase. This will ensure enough time is allowed for thorough UAT and reduce the risk of schedule slippage for UAT completion.

© 2013 CNSI

Figure 6 presents a graphical overview of the processes that are part of the iVision360 methodology.

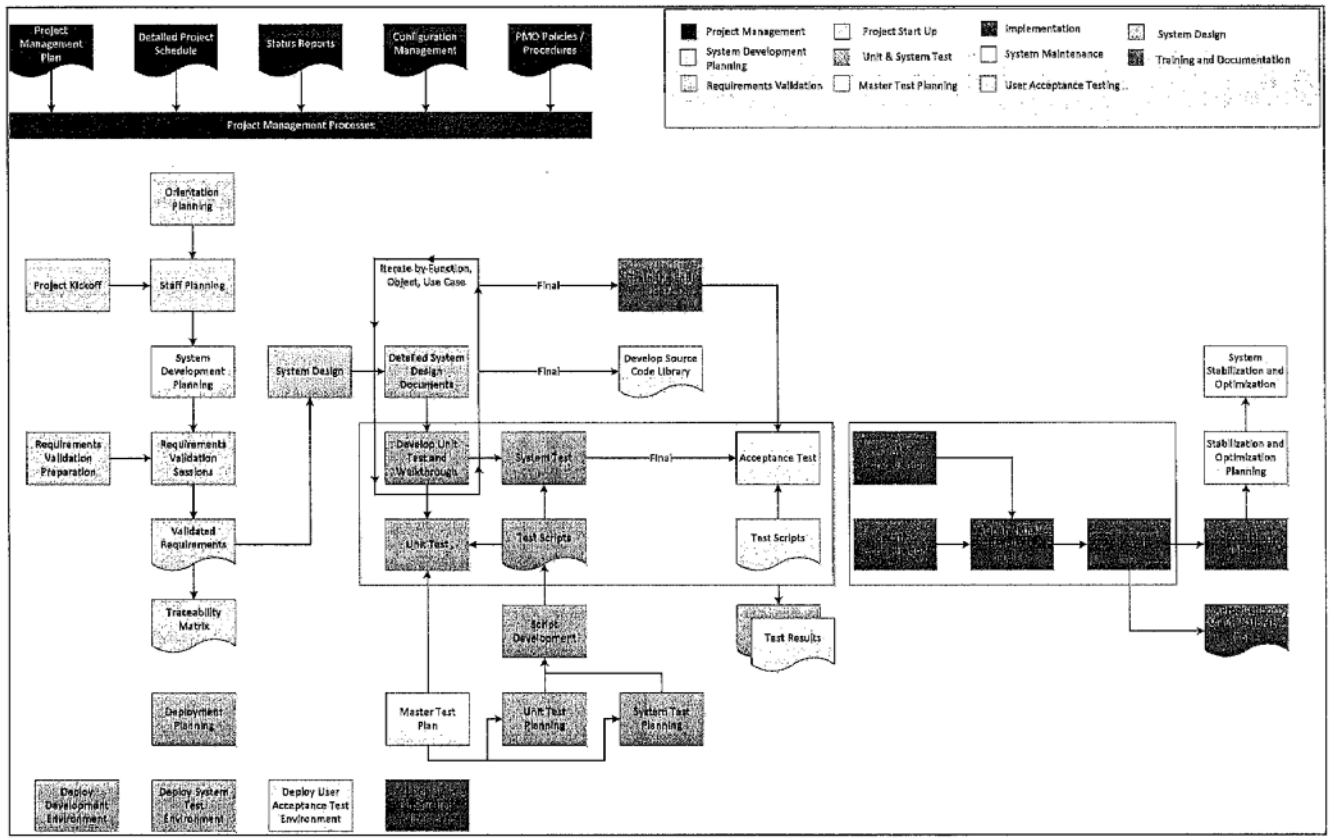


Figure 6. iVision360 Process Diagram

© 2013 CNSI

2.5.2 Phased Approach Work Plan

CNSI proposes an overlapping, three-phase approach to the DMP implementation and integration with CHAMPS, consisting of the design, development, and implementation of two software releases and a stabilization and optimization phase.

The three phases are:

- **Phase I – DMP and CHAMPS Integration:** The first phase includes the design, development, and implementation of the first software release. This release's functionality will include:
  - Documentation Submission and Processing Workflow
  - Messaging and Collaboration
  - Document Archival, Search, and Retrieval
  - CHAMPS Integration
  - Claims Submission
  - Security, Authentication, and Audit Logs
- **Phase II – Other Medicaid Documentation Integration:** The second phase includes the design, development, and implementation of the second software release. This release's functionality will include:
  - Documentation Submission
  - Documentation Sharing and Management
  - MDCH Portal Integration
- **Phase III – Stabilization and Optimization:** Stabilization and optimization activities include post-deployment verification, post-deployment monitoring, issue resolution, performance analysis, and performance tuning.

© 2013 CNSI

Figure 7 provides a high-level overview of the three phases, their major activities, and expected timelines.

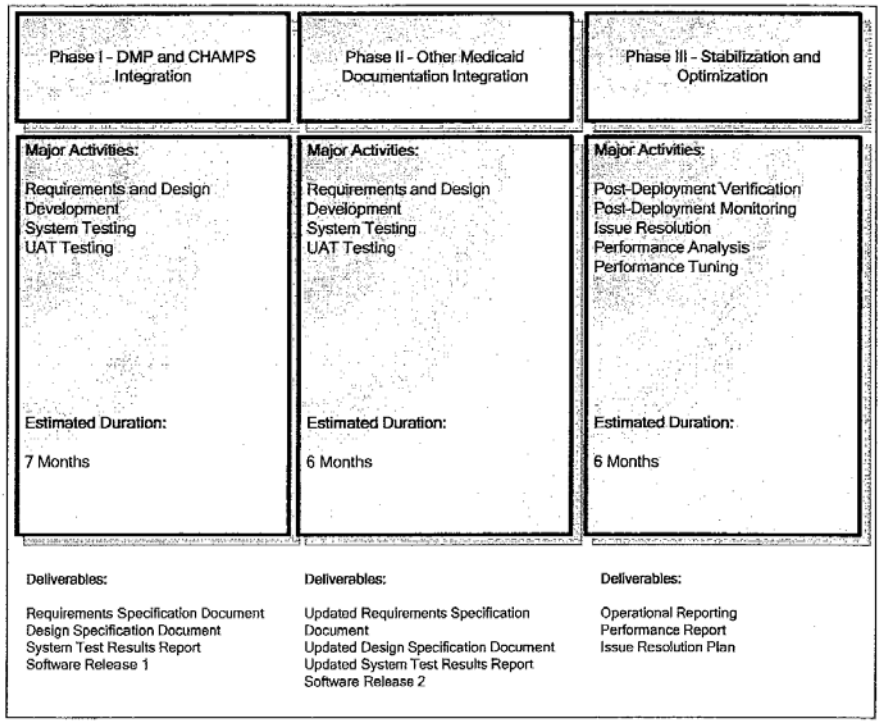


Figure 7. High-Level Project Phases and Activities

With every project, there are critical milestones to be met and work products and deliverables that must be developed and produced in order to provide the inputs necessary to perform the next phase. Table 3 elaborates on the key high-level milestones of the proposed implementation plan, along with the expected deliverables.

Table 3. High-Level Activities and Milestones by Phase

Major Activity	Description	Phase
Requirements and Design	CNSI will work with the State to elicit and evaluate requirements and document detailed system design changes relevant to the first software release.	Phase I
Development	CNSI will develop the software required to support the functional design relevant to the first software	Phase I

© 2013 CNSI

Major Activity	Description	Phase
	release.	
System Testing	CNSI will test developed functionality after development of the first software release has completed.	Phase I
UAT Testing	The State will conduct UAT testing prior to software deployment.	Phase I
Phase I Deliverables • Requirements Specification Document • Design Specification Document • System Test Results Report • DMP Software Release 1		
Requirements and Design	CNSI will work with the State to elicit and evaluate requirements and document detailed system design changes relevant to the second software release.	Phase II
Development	CNSI will develop the software required to support the functional design relevant to the second software release.	Phase II
System Testing	CNSI will test developed functionality after development of the second software release has completed.	Phase II
UAT Testing	The State will conduct UAT/B2B testing prior to software deployment.	Phase II
Phase II Deliverable • Updated Requirements Specification Document • Updated Design Specification Document • Updated System Test Results Report • DMP Software Release 2		
Stabilization and Optimization	After software deployment, CNSI will engage in stabilization and optimization activities, including post-deployment verification, post-deployment monitoring, issue resolution, performance analysis,	Phase III

© 2013 CNSI

Major Activity	Description	Phase
	and performance tuning.	
Phase III Deliverable • Operational Reporting • Performance Report • Issue Resolution Plan		

2.5.2.1 Phase I – DMP and CHAMPS Integration

Activity 1: Requirements and Design

CNSI will host requirements CAD sessions to elicit and define requirements for the proposed DMP solution, including the functionality targeted under the scope of the first software release:

- Document submission and processing workflow
- Messaging and collaboration
- Document archival, search, and retrieval
- CHAMPS integration
- Claims submission
- Security, authentication, and audit logs

The requirements CAD sessions will help CNSI and the State to:

- Define the scope of requirements.
- Elicit and validate requirements.
- Understand the underlying assumptions for each identified requirement.
- Classify the requirements as functional and non-functional.

After the requirements are identified, CNSI will create design specification documents to incorporate all functionalities identified in the requirements sessions. Design specification documents will include a list of use cases, main and alternate flows, business and system rules, data models, and screenshots. Once baselined, any change made to the design specification documents shall be treated as a change order and will follow a formal change order process.

The major milestones associated with this activity are:

- The completion of requirements elicitation and validation activities.
- The delivery of the requirements specification document.
- The delivery of the design specification document.

© 2013 CNSI

Activity 2: Development

CNSI will develop and code the software required to support the implementation of the DMP solution and the updated functionality of CHAMPS using the toolsets and standards in place for the CHAMPS project. The modifications will be performed and released through an iterative development process.

The major milestone associated with this activity is the completion of development iterations, including the development of the DMP solution's code and the development and customization of the CHAMPS base code to accommodate and achieve the functional design of the project's first software release.

Activity 3: System Testing

CNSI will conduct internal system testing activities to test the developed functionality of the DMP solution at the component, subsystem, and system level.

The major milestone of this activity is the delivery of system test results report.

Activity 4: UAT Testing

CNSI will deploy the final code of the first software release to the UAT environment. MDCH will conduct UAT testing at this point, with CNSI assisting in the development of the UAT plan and related test scenarios and test cases.

After UAT is completed, the first software release will be implemented in accordance with the current CHAMPS release schedule.

2.5.2.2 Phase II – Other Medicaid Documentation Integration

Activity 1: Requirements and Design

CNSI will host requirements CAD sessions to define the gaps between the State's existing documentation management system and the proposed DMP solution, including the functionality targeted under the scope of the second software release:

- Documentation submission
- Documentation sharing and management
- MDCH portal integration

The requirements CAD sessions will help CNSI, MDCH, and DTMB to:

- Define the scope of requirements.
- Elicit and validate requirements.
- Understand the underlying assumptions for each identified requirement.
- Classify the requirements as functional and non-functional.

After the requirements are identified, CNSI will update the design specification documents to incorporate all gaps identified in the requirements sessions. Updates may include the addition, deletion, and modification of use cases, main and alternate flows, business and system rules, data models, and

© 2013 CNSI

screenshots. Once baselined, any change made to the design specification documents shall be treated as a change order and will follow a formal change order process.

The major milestones associated with this activity are:

- The completion of requirements elicitation and validation activities.
- The delivery of the updated requirements specification document.
- The delivery of the updated design specification document.

Activity 2: Development

CNSI will develop and code the software required to support the implementation of the DMP solution and the updated functional design of CHAMPS using the toolsets and standards in place for the CHAMPS project. The modifications will be performed and released through an iterative development process.

The major milestone associated with this activity is the completion of development iterations, including the development of the DMP solution's code and the development and customization of the CHAMPS base code to accommodate and achieve the functional design of the project's second software release.

Activity 3: System Testing

CNSI will conduct internal system testing activities to test the developed functionality of the DMP solution at the component, subsystem, and system level.

The major milestone of this activity is the delivery of the updated system test results report.

Activity 4: UAT Testing

CNSI will deploy the final code of the second software release to the UAT environment. MDCH will conduct UAT testing at this point, with CNSI assisting in the development of the UAT plan and related test scenarios and test cases.

After UAT is completed, the second software release will be implemented in accordance with the current CHAMPS release schedule.

2.5.2.3 Phase III – Stabilization and Optimization

After implementing each software release, CNSI will engage in post-deployment stabilization and optimization activities.

The major milestones associated with this activity are:

- Verification of installation and operation for all components and functions.
- Overall system monitoring in the months after the application upgrade has gone live.
- Resolution of issues reported over a six-month period after successful implementation of the first software release. Issues will be addressed according to the CHAMPS Operations Incident Management, Application Support, Change Management, and Release Management processes, and resulting updates will be assigned to CHAMPS operations releases in accordance with the approved schedule.

 © 2013 CNSI

- Analysis of CHAMPS performance after the software releases have gone live.
- Remediation of any identified CHAMPS performance issues.

© 2013 CNSI

Section 3: General Assumptions

This statement of work is presented based on the following assumptions:

1. State users and other stakeholders will be available for any discussions relevant to the project.
2. The State will provide the necessary hardware and software on a timely basis that supports the project schedule.
3. CNSI will oversee and manage all the code deployments done by HTC.
4. The DMP will be developed using the IBM® FileNet® P8, software version 4.x. The DMP will be built on a JAVA-based IBM® FileNet® P8 workplace/XT software component. The workplace/XT may be customized as per the user interface requirements.
5. Data migration from the current third-party-hosted document management application is not within the scope of this project.
6. Changes to the State's Single Sign-On system are not within the scope of this project.
7. The State will be responsible for provider training and outreach.

© 2013 CNSI

Section 4: Pricing

This section presents CNSI's fixed-price, overall labor cost for completing the Document Management Project. The cost was derived based on the expected effort required, as presented in our initial work plan, composed of the three phases depicted in Figure 8. The total fixed-price labor cost for the Document Management Project is $2,257,111.36.

The overall project labor cost is detailed within each phase, along with a presentation of the major activities and planned deliverables as depicted in Figure 8.

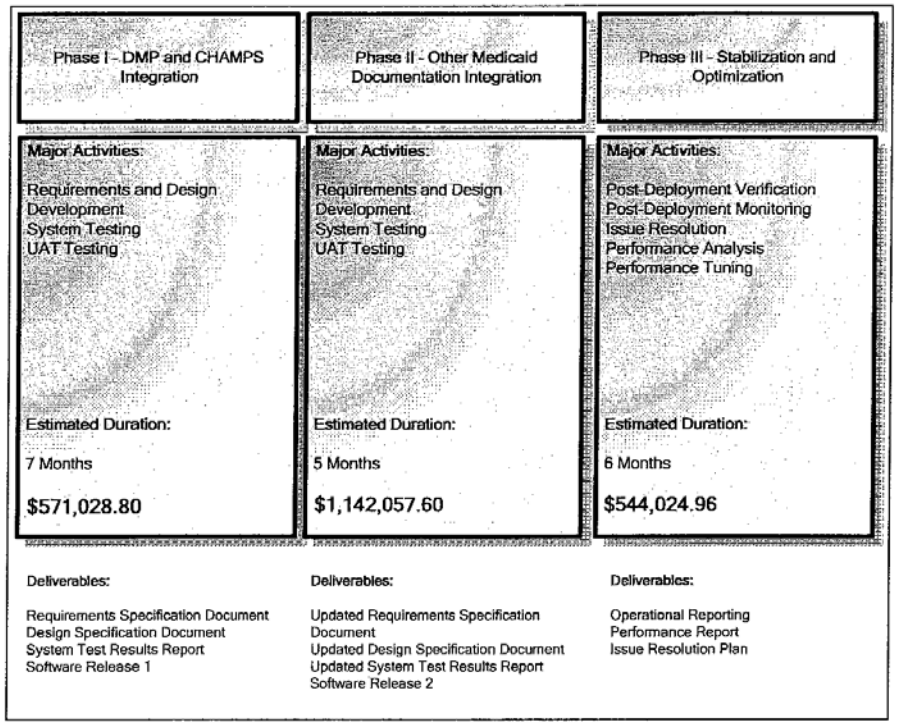


Figure 8. Project Deliverables and Cost by Phase

© 2013 CNSI