



DOCUMENT #	0300-0310-015-C
REVISION #	4.0
TITLE	PROJECT FINANCIAL ASSESSMENT
EFFECTIVE DATE	06/01/2026

## PROJECT FINANCIAL ASSESSMENT

### 1.0 SCOPE

This Quality Work Instruction (QWI) defines the Financial Assessment method employed by the Enterprise Project Management Office (EPMO) to effectively document, analyze and evaluate an Information Technology (IT) project aggregated cost estimate, total budget, benefits, and cost of potential alternatives as required. The Project Financial Assessment is completed for all IT projects as part of the [0300-0310-005-C PROJECT INITIATION](#) procedure within the [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#), and is updated throughout the project life-cycle.

### 2.0 OWNER

2.1 This QWI is co-owned by the Enterprise Project Management Office (EPMO) and Office of State Budget and Management (OSBM). No changes, additions, or alterations may be made without the owners' written approval.

### 3.0 REFERENCE DOCUMENTS

DOCUMENT IDENTIFICATION	DOCUMENT TITLE
0100-0800-010-B	<b>FORMS AND RECORDS CONTROL</b>
0300-0300-005-B	<a href="#">PROJECT MANAGEMENT PROCESS</a>
0300-0310-005-C	<a href="#">PROJECT INITIATION</a>
0300-0310-030-C	<a href="#">COST ESTIMATION</a>
0300-0310-035-C	<a href="#">BENEFITS ESTIMATION</a>
0300-0360-005-C	<a href="#">PROJECT CHANGE REQUEST</a>

### 4.0 ASSOCIATED FORMS

FORMS IDENTIFICATION	FORM TITLE
0300-0310-010-D	<a href="#">PROJECT CHARTER FORM</a>
0300-0310-015-D	<a href="#">PROJECT FINANCIAL ASSESSMENT FORM</a>
0300-0310-020-D	<a href="#">PROJECT ASSESSMENT TYPE FORM</a>
0300-0360-005-D	<a href="#">PROJECT CHANGE REQUEST FORM</a>

### 5.0 DEFINITIONS

- **BASELINE:** *Link to Glossary of Definitions and Terms*

### 6.0 PROCEDURE

Business Owners are responsible for completing the [0300-0310-015-D PROJECT FINANCIAL ASSESSMENT FORM](#) as described in this procedure, guided by the [0300-0310-030-C COST ESTIMATION](#) and [0300-0310-035-C](#)

**PRINTED COPIES FROM THE ON-LINE SYSTEM ARE CONSIDERED UNCONTROLLED. IT IS THE RESPONSIBILITY OF THE PERSON USING A PRINTED COPY TO VERIFY THE COPY THEY HAVE IS THE LATEST REVISION IN THE ON-LINE SYSTEM.**



DOCUMENT #	0300-0310-015-C
REVISION #	4.0
TITLE	PROJECT FINANCIAL ASSESSMENT
EFFECTIVE DATE	06/01/2026

[BENEFITS ESTIMATION](#) Quality Work Instructions. The Project Manager (PM) or designated agency representative will post the completed document to the Project Document Library as required in [0300-0310-005-C PROJECT INITIATION](#). The Project Financial Assessment is a key component of the project Business Case.

**Note:** The Project Financial Assessment Form is completed as a project detail page and SharePoint list in the Touchdown System, but these forms can be used by Project Managers as a template.

**6.1 Cost Tab**

- 6.1.1 The Cost Tab is initially completed as part of [0300-0310-005-C PROJECT INITIATION](#), and is updated throughout the project life cycle.
- 6.1.2 The Business Owner, with the support of the PM and assigned agency budget analyst is responsible for completing this tab using the guidance found in [the 0300-0310-030-C COST ESTIMATION](#) and [0300-0310-035-C BENEFITS ESTIMATION](#) Quality Work Instructions.
- 6.1.3 The Agency, Project Name, Project Manager, Business Owner(s), Proposed Start and Proposed End (dates), Project Management Advisor and Executive Summary fields are sourced from the [0300-0310-010-D PROJECT CHARTER FORM](#).
- 6.1.4 Agency Budget Office Representative. Enter the name of the approving Agency Budget Office Representative.
- 6.1.5 Cost Estimation Method(s) Used. Identify the cost estimation method(s) used as described in [0300-0310-030-C COST ESTIMATION](#).

**Note:** It is highly recommended that the agency develop and provide a basis for the project’s cost estimate on additional tabs within the [0300-0310-015-D PROJECT FINANCIAL ASSESSMENT FORM](#), and then provide summary information back to the Cost tab. The agency requirements, maturity of the estimate, and complexity of the project drive the contents. Examples include: a best technical estimate; Hours x Rate analysis; comparative analysis; work package estimate list; Request for Information results; vendor offer; or output from a Monte Carlo analysis. When necessary, additional documents may be provided to support the financial assessment.

- 6.1.6 Funding Source. Enter the funding source and estimated percentages for each as they apply to the project.
- 6.1.7 Secured Project Funds. Project funds that have been secured and are available to the project.
- 6.1.8 Accounting Distribution. Enter the project’s unique North Carolina Financial System (NCFS) account. For NCFS, this will include the following codes that comprise the project’s unique accounting distribution:

- Agency (xxxx, four characters)
- Budget Fund (xxxxxx, six characters)
- Budget Code (xxxxx, five characters)

**PRINTED COPIES FROM THE ON-LINE SYSTEM ARE CONSIDERED UNCONTROLLED. IT IS THE RESPONSIBILITY OF THE PERSON USING A PRINTED COPY TO VERIFY THE COPY THEY HAVE IS THE LATEST REVISION IN THE ON-LINE SYSTEM.**



DOCUMENT #	0300-0310-015-C
REVISION #	4.0
TITLE	PROJECT FINANCIAL ASSESSMENT
EFFECTIVE DATE	06/01/2026

- AMU (xxxxxxx, seven characters)
- Agency Program (xxxxxxx, seven characters)
- Fund Source (xxxx, four characters)
- Child Project (xxxxxxxxxx, 10 characters)
- Inter Fund (xxxxxx, six characters)

This combination must result in a group of unique codes related only to expenditures for the project. Unique codes result in the ability to segregate the expenditures to a single project for reporting purposes. These codes may be collected from your Agency Budget Office Representative identified in 6.1.4. The project costs posted to this account should be for the entire project, through to completion. Within this accounting distribution, your Accounting department may allocate expenditures to specific subaccounts listed in Appendix A.

6.1.9 Project / Operations and Maintenance (O&M) Costs. Using the [0300-0310-030-C COST ESTIMATION](#) Quality Work Instruction as a guide, enter the aggregated O&M Cost estimates for the following categories:

- Agency Personnel – State FTE employees.
- External Personnel – Non-State employees typically associated with short-term staffing contracts, professional services as part of a solution delivery, or any other non-State personnel costs.
- DIT Services – To include any procured services or staffing from DIT.
- Hardware and Infrastructure – Agency-owned, asset-based hardware and infrastructure acquisition the agency incurs as part of a project implementation.
- Software – To include licensing, SaaS, or solution provisioning, be it installed locally, in a virtualized instance, or provided through a Cloud Services agreement.
- Other – Examples include travel, rental of vehicles or equipment, conference or training attendance, printing or non-solution materials acquisition.

**Note:** The accounting distribution for O&M must be different from the unique one found in 6.1.8. The O&M costs should be over a 5-year operating budget.

6.1.9.1 Initial (ROM) Cost Estimate (-25%/+75%) - The initial cost estimate shall be at least a Rough Order of Magnitude (ROM) with a level of accuracy between -25% / +75% of actual. If known, enter the aggregated Project and O&M Cost estimates for each category. Otherwise, enter the total Project and O&M Costs in the summary bar.

**Note:** This is completed during Project Initiation.

6.1.9.2 Refined Cost Estimate - TCO (-10%/+25%) - The project team will continually refine the cost estimate to an accuracy range of -10% / +25%. The PM will then enter the refined aggregated Project and O&M Cost estimates for each category.

**Note:** This is completed during Project Planning and Design.

PRINTED COPIES FROM THE ON-LINE SYSTEM ARE CONSIDERED UNCONTROLLED. IT IS THE RESPONSIBILITY OF THE PERSON USING A PRINTED COPY TO VERIFY THE COPY THEY HAVE IS THE LATEST REVISION IN THE ON-LINE SYSTEM.



DOCUMENT #	0300-0310-015-C
REVISION #	4.0
TITLE	PROJECT FINANCIAL ASSESSMENT
EFFECTIVE DATE	06/01/2026

6.1.9.3 Baseline Cost Estimate “Definitive” (-5%/+10%) - When the project team has refined the cost estimate to an accuracy range of -5% / +10%, the PM will enter the definitive costs for each category and request a Project Management Advisor (PMA) review and approval to establish a cost baseline.

**Note:** This is completed during Project Planning and Design.

6.1.9.4 Change Request (CR) Approved Budget - When submitting a [0300-0360-005-D PROJECT CHANGE REQUEST FORM](#) in accordance with [0300-0360-005-C PROJECT CHANGE REQUEST](#), the PM will update the Refined or Baseline Budget Estimate once approved.

**Note:** This may be completed at any point during the project life cycle after Project Initiation.

6.1.9.5 Actual Spend or Cost Incurred to Date - This information is sourced from the NCFS or SAP Financial System.

6.1.10 Project End Date. Enter the project end date as known under the appropriate cost estimate.

6.1.11 Comments. Provide additional information and explanatory comments as required.

**Note:** It is highly recommended that the agency develop and provide a basis for the project’s cost estimate on additional tabs within the [0300-0310-015-D PROJECT FINANCIAL ASSESSMENT FORM](#). The agency requirements, maturity of the estimate, and complexity of the project drive the contents. When necessary, additional documents may be provided to support the financial assessment.

6.1.12 Legacy (Current Production) System(s) Aggregated Annual Operations and Maintenance (O&M) Cost. With the support of the agency finance office, enter the annual O&M Cost for the system(s) slated for replacement from the project. If the business system is part of a Program and you cannot identify Legacy System O&M Cost for the individual projects, then document the Legacy System O&M Cost in the first project in the Program and do not provide Legacy System O&M Cost in the other projects. If known, break out O&M Cost by categories as noted in paragraph 6.1.9 above, and enter them in the TOUCHDOWN System.

6.1.13 Comments. Provide additional information and explanatory comments as required.

**Note:** It is highly recommended that comments be offered to explain cost differences between the current and future system(s) O&M.

## 6.2 Benefits Tab

6.2.1 The Benefits Tab is initially completed as part of [0300-0310-005-C PROJECT INITIATION](#), and is updated throughout the project life cycle.

PRINTED COPIES FROM THE ON-LINE SYSTEM ARE CONSIDERED UNCONTROLLED. IT IS THE RESPONSIBILITY OF THE PERSON USING A PRINTED COPY TO VERIFY THE COPY THEY HAVE IS THE LATEST REVISION IN THE ON-LINE SYSTEM.



DOCUMENT #	0300-0310-015-C
REVISION #	4.0
TITLE	PROJECT FINANCIAL ASSESSMENT
EFFECTIVE DATE	06/01/2026

- 6.2.2 The Business Owner, with the support of the PM and assigned agency budget analyst is responsible for completing this tab using the guidance found in the [0300-0310-035-C BENEFITS ESTIMATION](#) and [0300-0310-030-C COST ESTIMATION](#) Quality Work Instructions.
- 6.2.3 The Business Owner, supported by the PM, will identify, list and describe all benefits, projected Fiscal Year (FY) estimated returns out to five total FYs, benefits start date, and a description or reference to an attached basis for the estimate (quantitative) or operational impact (qualitative). It is recommended that the agency develop and provide a basis for the project’s benefits on additional tabs within the [0300-0310-015-D PROJECT FINANCIAL ASSESSMENT FORM](#), and then provide summary information back to the Benefits tab.

**7.0 RECORDS**

- 7.1 Unless otherwise specified in this QWI, Records shall be maintained in accordance with **0100-0800-010-B FORMS AND RECORDS CONTROL** procedure.

**8.0 REASON FOR CHANGE**

- 8.1 Minor changes to paragraph 6.1.11 Legacy (Current Production) System(s) Aggregated Annual Operations and Maintenance (O&M) Cost to clarify the requirement. Other minor typographical corrections in section 6.0 PROCEDURE. Added *IT Account Number “532160 - Engineering Services”* to “External Personnel” *Project Financial Assessment Category* in Appendix A: Crosswalk Between Financial Assessment Categories and NCAS.
- 8.2 Minor changes to section 6.0 PROCEDURE to provide clarification. Minor corrections to paragraph 6.1.7 Project Code to clarify the requirement.
- 8.3 Clarified what is a unique code.
- 8.4 Identify Project Costs as cost for the life of the project and O&M as 5 years of operating expenses.
- 8.5 Clarified that O&M cost codes must be different than project cost codes.
- 8.6 Updated Change Request information.
- 8.7 Identified that actual costs come from NCAS or SAP Financial Systems.
- 8.8 Updated Appendix A: Crosswalk.
- 8.9 Add new field Secured Project Funds.
- 8.10 Rev. 3, 09/02/25 - Removed legacy NCAS references, updated for NCFS to include Appendix A.
- 8.11 Rev. 4, 06/01/26 – Removed Vendor RFP and SaaS, added cost category details in Sec. 6.1.9.

**PRINTED COPIES FROM THE ON-LINE SYSTEM ARE CONSIDERED UNCONTROLLED. IT IS THE RESPONSIBILITY OF THE PERSON USING A PRINTED COPY TO VERIFY THE COPY THEY HAVE IS THE LATEST REVISION IN THE ON-LINE SYSTEM.**



DOCUMENT #	0300-0310-015-C
REVISION #	4.0
TITLE	PROJECT FINANCIAL ASSESSMENT
EFFECTIVE DATE	06/01/2026

### APPENDIX A: NCFS IT Expenditure Accounts

The following account list:

- May be found at: [NCFS Chart of Accounts | NCOSC](#) by selecting IT Expenditure Accounts; and,
- Will be identified in the Account column on the project's 'Get NCFS Report' and 'Get NCFS All Expenditure Report'.

NCFS Start Range	NCFS End Range	Account Title
52140000	52140999	OTH INFORMATION TECH SVCS
52141000	52141999	WAN SUPPORT SERVICES
52142000	52142999	VIDEO TRANSMISSN SUPPORT
52143000	52143999	LAN SUPPORT SERVICES
52144000	52144999	PC/PRINTER SUPPORT SVC
52145000	52145999	SERVER SUPPORT SVC
52146000	52146999	MAINFRAME SUPPORT SVC
52147000	52147999	IT SEAT MANAGEMENT SVC
52148000	52148999	APPLICATION DEVELOPMENT
52149000	52149999	IT PROJ MGMT ANALYSIS SVCS
52332000	52332999	REPAIRS-OTH COMPUTER EQP
52334000	52334999	REPAIR-WAN EQUIP
52335000	52335999	REPAIR-VIDEO TRANSMN EQP
52336000	52336999	REPAIRS-LAN EQUIP
52337000	52337999	REPAIRS-PC/PRINTER
52338000	52338999	REPAIRS-SERVERS
52339000	52339999	REPAIR-VOICE COMMUN EQUIP
52441000	52441999	MAINT AGRMT-OTHER SOFTWARE
52442000	52442999	MAINT AGRMT-WAN SOFTWARE
52443000	52443999	MAINT AGRMT-OTHER DP EQP
52444000	52444999	MAINT AGRMT-WAN EQUIP
52445000	52445999	MAINT AGRMT-VIDEO TRAN EQ
52446000	52446999	MAINT AGREE-LAN EQUIP
52447000	52447999	MAINT AGREE-PC/PRINTER
52448000	52448999	MAINT AGREE-PC SOFTWARE
52449000	52449999	MAINT AGREE-SERVER SOFTWARE
52450000	52450999	MAINT AGREE-SERVER EQUIP
52451000	52451999	MAINT AGREE-MAINFRAME EQP
52452000	52452999	MAINT AGREE-MAINFRME SFTW
52523000	52523999	RENT/LEASE-VOICE COMM EQU
52530000	52530999	RENT/LEASE-OTHER DP EQP
52531000	52531999	RENT/LEASE-WAN EQUIP
52532000	52532999	RENT/LEASE-VIDEO TRAN EQU
52533000	52533999	RENT/LEASE-LAN EQUIP
52534000	52534999	RENT/LEASE-PC/PRINTER
52535000	52535999	RENT/LEASE-SERVER EQUIP
52536000	52536999	RENT/LEASE-MAINFRAME EQP
52541000	52541999	RENT/LEASE-PC SOFTWARE
52542000	52542999	RENT/LEASE-SERVER SOFTWARE
52543000	52543999	RENT/LEASE-MAINFRAME SFTW
52810000	52810999	BUNDLED VOICE/DATA
52811000	52811999	TELEPHONE SERVICE
52812000	52812999	TELECOMMUN DATA CHRG
52813000	52813999	TELECONFERENCE CHARGES

PRINTED COPIES FROM THE ON-LINE SYSTEM ARE CONSIDERED UNCONTROLLED. IT IS THE RESPONSIBILITY OF THE PERSON USING A PRINTED COPY TO VERIFY THE COPY THEY HAVE IS THE LATEST REVISION IN THE ON-LINE SYSTEM.



<b>DOCUMENT #</b>	<b>0300-0310-015-C</b>
<b>REVISION #</b>	<b>4.0</b>
<b>TITLE</b>	<b>PROJECT FINANCIAL ASSESSMENT</b>
<b>EFFECTIVE DATE</b>	<b>06/01/2026</b>

<b>NCFS Start Range</b>	<b>NCFS End Range</b>	<b>Account Title</b>
52814000	52814999	CELLULAR PHONE SERVICES
52815000	52815999	EMAIL AND CALENDARING
52816000	52816999	VIDEO TRANSMISSION CHARGE
52817000	52817999	INTERNET SERV PROV CHARGE
52818000	52818999	DATA WIRING SVC CHRГ
52819000	52819999	TELEPHONE WIRING SVC CHRГ
52821000	52821999	COMPUTER/DATA PROCESS SVC
52822000	52822999	MANAGED LAN SVC CHARGE
52823000	52823999	AUTHENTIC & AUTHORIZ SVCS
52824000	52824999	MANAGED SERVER SVCS
52825000	52825999	MANAGED WAN SVCS
52826000	52826999	SOFTWARE SUBSCRIPTIONS
52827000	52827999	ELECTRONIC SERVICES
52828000	52828999	MANAGED DESKTOP SVCS
53120000	53120999	DATA PROCESSING SUPPLIES
54355000	54355999	COMMUNICATION CABLE CONTR
54455000	54455999	OTH STR-COMM CABLE CON
54528000	54528999	EQUIP-VOICE COMMUNICATION
54530000	54530999	OTHER DP EQUIPMENT
54531000	54531999	WAN EQUIPMENT
54532000	54532999	VIDEO TRANSMISSION EQUIP
54533000	54533999	LAN EQUIPMENT
54534000	54534999	PC/PRINTER EQUIPMENT
54535000	54535999	SERVER EQUIPMENT
54536000	54536999	MAINFRAME EQUIPMENT
54537000	54537999	IT SECURITY EQUIPMENT
54539002	54539002	OTH EQUIP-JACKPOT DIGITS
54539003	54539003	INSTANT TICKET DISPENSER
54711000	54711999	OTHER COMPUTER SOFTWARE
54712000	54712999	WAN COMPUTER SOFTWARE
54713000	54713999	PC SOFTWARE
54714000	54714999	SERVER SOFTWARE
54715000	54715999	IT SECURITY SOFTWARE
54720000	54720999	MAINFRAME SOFTWARE
54730000	54730999	EXTERNAL DEVELOP SOFTWARE
5214B000	5214B999	IT SUBSCRIPTION SUPPORT

**PRINTED COPIES FROM THE ON-LINE SYSTEM ARE CONSIDERED UNCONTROLLED. IT IS THE RESPONSIBILITY OF THE PERSON USING A PRINTED COPY TO VERIFY THE COPY THEY HAVE IS THE LATEST REVISION IN THE ON-LINE SYSTEM.**