



NCDIT Enterprise Project Management Office Phoenix Project Management System

Document Type	Phoenix Screen Aid
Title	Budget and Actuals
Revision	1.0
Effective Date	10/19/26

1.0 SCOPE

This document assists with entering field-level information into the Budget/Actuals screen in the EPMO Phoenix Project Management System. The purpose of entering this information is to elaborate upon the categorical investments needed to deliver the project through to completion. The amount of funding indicated must be supported through an agency-qualified financial plan that demonstrates a reasonable project budget. The cost figures entered must be backed by verifiable funding, be it appropriations, grants, or some other source. It is the responsibility of the Project Manager to assemble a budget, with their supporting Finance and Accounting team, that an agency may manage and transparently communicate with the State.

An IT project must demonstrate some level of financial awareness and required investment to deliver. It is strongly recommended that all budgetary figures be rationalized through a Project Budget Excel workbook that is maintained in the project's Documents section. It is insufficient to simply state high-level generalized figures (e.g., \$10M) with no supporting structure; this may be deemed non-compliant and require additional details.

The Project Budget and Project Annual O&M Budget information is required for the project's Business Case and is to be maintained as a function of ongoing applied project management.

2.0 COMMON

- The Project Manager (PM) is responsible for all data entry and ensuring the project is completely represented in Phoenix and kept current.
- When unsure, consult with your Project Management Advisor (PMA) for any project related questions or data entry selections. Your PMA will periodically review this information and may recommend changes.
- The contents of this document cover the fields in the Budget/Actuals screen. Other fields may contain information already populated from elsewhere within Phoenix and inherited here.
- Open your project at [NCDIT EPMO Project Governance & Oversight](#).
- Fields icons:

*	Required – no saving or advancing until data entry is satisfied.
🔒	Locked – no data entry is allowed.
▼	Dropdown – click on icon to select from list.
🔍	Search – click on icon to engage search function.
📅	Date – click on icon to engage calendar selection.
🔗	Go to Record – click icon to edit record.

- All other fields are text entry and have edit and length limitations based on purpose or a project's workflow phase.
- ALWAYS Save!

3.0 BUDGET and ACTUALS DATA ENTRY

A project budget is the total estimated monetary investment required to plan, build, implement, and support an IT project's delivery. It includes all direct and indirect expenses needed to provide the solution to the stakeholders, such as labor, software, hardware, licensing, vendor services, training, and ongoing operation and maintenance costs. In financial terms, it represents the approved spending limit for the project and serves as the baseline against which actual costs are tracked, controlled, and compared throughout the project lifecycle.



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Once established, with an approved Business Case, a Budget is editable only with a supporting Change Request. The Budget/Actual section will display the last approved figures for a project's budget.

The Project Budget section communicates the subtotals for each category of a project's budget, and each requires an entry between \$0 and \$999,999,999 based on project need. These categories are aligned with the annual IT Expenditure Report due to the NC General Assembly each year, and all budgeting efforts for the project should roll up into these categories.

3.1 Project Budget

Agency Personnel	Costs associated with internal staff who spend time working on the project. This should be a fully burdened amount to include salaries, benefits, and any applicable overhead or labor allocation rates. Agency Personnel is not a "sunk cost" and should not be dismissed. If the portion of these costs attributable to the project are not tracked within the agency, but are maintained in a separate operational overhead account, leave at \$0. A separate account implies that a non-project NCFS accounting distribution is used vs. that which is entered in the NCFS screen. However, all agencies are highly encouraged to track the workforce contribution to a project to properly estimate future resourcing needs to deliver subsequent solutions. This field is required and is limited to 999,999,999.
External Personnel	Costs for non-agency resources brought in to deliver the project, such as contractors, consultants, vendors, or professional services firms. These expenses are usually billed hourly, daily, or as fixed-fee engagements. This includes DIT staff costs, e.g., IT Business Application, LAN/WAN Service Installation, etc. Ideally, there are milestones or deliverables associated with these costs to limit their potential, such as a plan, documentation, or developed items vs. an abstract accumulation of hours. This field is limited to 999,999,999.
DIT Services	Expenses for provided DIT services. This includes all billed service elements; staff costs should be allocated to External Personnel. Billable categories and rates are provided at: Current Service Rates NCDIT. This field is limited to 999,999,999.
Hardware / Infrastructure	All procured physical technology and supporting infrastructure needed to implement the project. This includes servers, storage, networking equipment, user devices, cabling, data center hosting, and related installation or setup costs. This field is limited to 999,999,999.
Software / SaaS	Costs for software required to implement the project, including one-time licenses, subscription-based SaaS products, cloud platform fees associated with software elements of the project. This field is limited to 999,999,999.
Other	A catch-all category for project expenses that do not fit into the defined budget groups above. This may include travel, training, supplies, or miscellaneous purchases necessary for project delivery. This field is limited to 999,999,999.
Total Project Budget	The sum of the above categories. This field is locked.



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3.2 Project Annual O&M Budget

Agency Personnel	Costs associated with internal staff who spend time working to support the implementation once the project is complete. This should be a fully burdened amount to include salaries, benefits, and any applicable overhead or labor allocation rates. Agency Personnel is not a “sunk cost” and should not be dismissed. If the portion of these costs attributable to the project are not tracked within the agency, but are maintained in a separate operational overhead account, leave at \$0. However, all agencies are highly encouraged to track the workforce contribution towards supporting the implementation to properly estimate future resourcing needs. This field is limited to 999,999,999.
External Personnel	Costs for non-agency resources brought in to support and maintain the solution, post implementation, such as contractors, consultants, vendors, or professional services firms. These expenses are usually billed hourly, daily, or as fixed-fee engagements. There should be contractual limitations to these costs to limit their potential. This includes DIT staff costs, e.g., IT Business Application, LAN/WAN Service Installation, etc. This field is limited to 999,999,999.
DIT Services	Expenses for ongoing DIT services after the project is complete, post implementation. This includes all billed service elements. If staff costs are expected during O&M, these should be allocated to External Personnel. Billable categories and rates are provided at: Current Service Rates NCDIT. This field is limited to 999,999,999.
Hardware / Infrastructure	Ongoing costs associated with implemented physical technology and supporting infrastructure, post implementation. This includes servers, storage, networking equipment, end-user devices, cabling, data center hosting, and related support and maintenance costs. This field is limited to 999,999,999.
Software / SaaS	Costs to maintain or support the software required to operate the solution, post-implementation. This may include license renewals, continued subscription-based SaaS products, ongoing cloud platform fees, and other software support costs. This field is limited to 999,999,999.
Other	A catch-all category for ongoing support and maintenance expenses that do not fit into the defined budget groups above. This may include travel, training, supplies, or miscellaneous purchases necessary to ensure operational continuity. This field is limited to 999,999,999.
Total O&M Budget	The sum of the above categories. This field is locked.

3.3 Additional Cost Information

Additional Cost Information	A clear and succinct description of the funding source. Examples include references to page number and section in a budget bill, a line item in a committee report on appropriations demonstrating recurring and non-recurring
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funds to an agency's Budget Fund, a statutory reference indicating a state-mandate, a federal grant reference number, etc. There should be enough information to explicitly point to where the funding originates.

This field is editable and is limited to 400 characters.

3.4 Project Actual Cost

Project Actual Cost are cumulative figures summing the expenditures posted to the financial system from the provided NCFS accounting distributions. These figures are updated weekly, though local agency accounting practice may update at less frequent intervals. That a lag in a project's cumulative cost exists is understood; however, with subsequent agency account postings via NCFS updates and weekly updates, the Year-to-Date (YTD) and Life-to-Date (LTD) amounts will normalize.

YTD Agency Personnel	This is the cumulative YTD fiscal totals for the Project Budget categories above. This is all expenditures posted to the entered NCFS accounting distribution(s) for just the current fiscal year. These fields are automatically summed and are not editable.
YTD External Personnel	
YTD DIT Services	
YTD Hardware / Infrastructure	
YTD Software / SaaS	
YTD Other	
YTD Total Project Actual Cost	

LTD Agency Personnel	This is the cumulative LTD fiscal totals for the Project Budget categories above. This is all expenditures posted to the entered NCFS accounting distribution(s) for all fiscal years. These fields are automatically summed and are not editable.
LTD External Personnel	
LTD DIT Services	
LTD Hardware / Infrastructure	
LTD Software / SaaS	
LTD Other	
LTD Total Project Actual Cost	

3.5 Original Project Budget

Agency Personnel	These fields are the original Business Case approved entries for the project's budget. These are used to track variance over the life of the project. The total field is a calculated sum and is not editable. These fields are locked.
External Personnel	
DIT Services	
Hardware / Infrastructure	
Software / SaaS	
Other	
Total Original Project Budget	



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3.6 Original Project Annual O&M Budget

Agency Personnel	These fields are the original Business Case approved entries for the project O&M estimates. These are used to track variance over the life of the project. The total field is a calculated sum and is not editable. These fields are locked.
External Personnel	
DIT Services	
Hardware / Infrastructure	
Software / SaaS	
Other	
Total Original Project Annual O&M Budget	

4.0 CONTACT EPMO

- EPMO@nc.gov
- [Feedback](#)
- [NCDIT EPMO Project Governance & Oversight](#)