Office of the State Chief Information Officer (SCIO)

Enterprise Project Management Office (EPMO)

Project Closeout Process
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Revision History

<table>
<thead>
<tr>
<th>Revision #</th>
<th>Revision Date</th>
<th>Description of Change</th>
<th>Author</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>12/09/2008</td>
<td>Initial Document</td>
<td>B. Swartz</td>
</tr>
<tr>
<td>1.1</td>
<td>06/25/2009</td>
<td>Added 90 Day Closeout requirement</td>
<td>B. Swartz</td>
</tr>
<tr>
<td>1.2</td>
<td>04/30/2010</td>
<td>Added clarify on the closeout process. Added info on agency registered projects.</td>
<td>Alisa Cutler, EPMO, Janet Stewart, EPMO, Methodology Group</td>
</tr>
</tbody>
</table>
Overview:
The Enterprise Project Management Office (EPMO) has created the Project Closeout Process document to assist the Project Manager (PM) with closing the project in the Project Portfolio Management (PPM) tool. Until the Closeout process is completed the project is considered to be an active project.

This document is intended to help the PM understand the steps the PM should take in updating the information in the PPM Tool and submitting the closeout report to get the project closed.

Agencies are required to close out projects within the PPM Tool within 90 days after the project end date. If the agency needs to extend the closeout phase, the agency Project Manager can ask for an extension by submitting an email to the EPMO Director with a cc to the Project Manager Advisor (PMA). The email should contain the reason for the Closeout Phase extension and the expected date the agency will complete the Closeout Phase. If the Project Closeout does not occur within 90 days or the agency does not request an exception, the EPMO Director will evaluate the situation and may elect to move the project to a “Non-Approved” status in the PPM Tool.

Background Information:
The Closeout Phase is the final phase in the State of North Carolina PPM Workflow. For all project ranges other than the Agency Registered projects, the Project Manager will submit the completed project data and the closeout documentation to the EPMO Quality Assurance (QA) team through the PPM Tool. The EPMO QA assessor will review the closeout information, and, if approved, will move the project to “Complete” status in the PPM Tool. For Agency Registered projects the agency will follow the agency closeout process.

The Closeout process is slightly different based upon the project range or project status. The PM should follow the closeout process based upon the following:

- Completed Projects (followed the PPM process)
  - Agency Registered Projects (projects < $100K)
  - State Registered Projects (projects $100K to projects < $500K)
  - Projects >= $500K
  - Projects that are part of a program
- Cancelled Projects
- Non Approved Projects
Agency Registered projects are not required to be entered into the PPM Tool and are not required to track cost that are fed to the “State of NC Information Technology Expenditure Report”. This determination is up to the agency based upon the agency processes. Agency Registered projects are not tracked or assessed monthly by the EPMO. Some agencies utilize the PPM Tool to track all of their projects (regardless of project range) in the agency portfolio. Some agencies also utilize the monthly cost tracking ability and enter their project cost on a monthly basis. In these cases, the Agency PMO (or designated project staff) will notify the EPMO PPM Tool Administrator to move the project snapshot forward by one month.

For agency registered projects that are placed into the PPM Tool, the PM must take action to move the status to “Complete” when the project has been completed. The steps to move the project to “Complete” are detailed below.

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Follow the agency internal process to close agency registered projects.</td>
</tr>
<tr>
<td>2</td>
<td>If needed, discuss with your PMA that you need to complete the closeout process. Also discuss any lessons learned with your PMA.</td>
</tr>
</tbody>
</table>
| 3    | Go to the Cost Tracking Tab and enter the Cost.  
*Note 1: It is recommended (but not required) to enter the cost at level 4 on the Cost Tracking Tab. In order for the information from the Cost Tracking Tab to feed the “State of NC Information Technology Expenditure Report” the cost is required to be entered at level 4. It is recommended to enter the cost as a lump sum entry for each category on level 4 however level 2 or level 3 is acceptable.*  
*Note 2: If the agency decided to enter the cost and the snapshot was not moved forward, the PPM Tool will show the month that the project was registered not the month that the project was completed. This is not an issue.* |
| 4    | Attach final versions of all documents to the Document Management Tab based upon agency requirements. |
| 5    | Update any tabs in the PPM Tool based upon agency requirements. |
| 6    | APM - If required, create or update the appropriate application in the agency’s application portfolio. |
| 7    | Signoff to move the project to “Complete”.  
*Note: Once the project has been moved to “Complete” all tabs are locked and the project data cannot be updated.* |
2.0 Closeout Process for:

State Registered Projects $100K to Projects < $500K

State Registered projects are not tracked or assessed monthly by the EPMO. Some agencies utilize the PPM Tool to track all of their projects (regardless of project range) in the agency portfolio. It is not a requirement to track the project cost on a monthly basis; however, some agencies utilize the monthly cost tracking ability and enter their project cost on a monthly basis. In these cases, the Agency PMO (or designated project staff) will notify the EPMO PPM Tool Administrator to move the project snapshot forward by one month.

State registered projects must be placed into the PPM Tool. The PM must take action to move the status to “Complete” when the project has been completed. The steps to move the project to “Complete” are detailed below.

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Follow the agency internal process to close state registered projects.</td>
</tr>
<tr>
<td>2</td>
<td>If needed, discuss with your PMA that you need to complete the closeout process. Also discuss any lessons learned with your PMA.</td>
</tr>
<tr>
<td>3</td>
<td>Review the Closeout Tab on the Gate Checklist for Registered projects.</td>
</tr>
<tr>
<td>4</td>
<td>Update any tabs in the PPM Tool based upon agency requirements.</td>
</tr>
</tbody>
</table>
| 5    | Go to the Cost Tracking Tab and enter the Cost at level 4.  
  *Note 1: For Registered projects that did not have the snapshot moved forward, the PPM Tool will show the month that the project was registered not the month that the project was completed. This is not an issue. The PM should enter the cost as a lump sum entry for each category on level 4.*  
  
  *Note 2: If there is a vendor contract holdback amount, the PM should wait until the vendor contract holdback period has expired before entering the holdback amount on the Cost Tracking Tab. The project should not be moved to the “Project Closeout Review” workflow phase until the holdback period has expired.*  
| 6    | APM - If required, create or update the appropriate application in the agency’s application portfolio.  
  *Note: For all projects the Agency representative (ex: PMO) will determine if the APM entry is required.* |
| 7    | Signoff to move the project to “Project Closeout”.  
  *Note: Once the project is moved to “Project Closeout” in the workflow, the following tabs are locked:  
  - Project Info Tab  
  - Budget Cost Tab* |
### Project Closeout Process

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Complete the Project Closeout Document.</td>
</tr>
</tbody>
</table>
| 9    | Complete the Lessons Learned Document.  
*Note: This is not a requirement but a suggested best practice.* |
| 10   | Attach final versions of all documents to the Document Management Tab. |
| 11   | Signoff to move the project to “Project Closeout Review”. |
| 12   | EPMO QA Staff will review the project closeout information.  
*Note: Once the project has been moved to “Complete” all tabs are locked and the project data cannot be updated.*  
- If accepted, the EPMO QA will select the approve button and update the project. The project will then automatically advance to “Complete” in the PPM Tool.  
- If rejected, the EPMO QA will select the reject button and update the project. The project will then revert back to “Project Closeout” in the PPM Tool. |
| 13   | If the Closeout was rejected, the Project Manager must correct the errors and address any open issues on the “Issues & Risks” Tab and resubmit. |
The Closeout process is the same for projects $\geq$ $500K$ and projects that are attached to programs. If a project is attached to a program, the Project Info Tab will have the Project Range as “Part of Program $<$ $500K$”. It is important to note that for projects in this category to be closed, the last status report for the project must be approved by the EPMO QA during the Implementation Phase and the project is 100% complete. If you have questions, refer to the Gate Checklist for the Implementation Phase to ensure you have completed all of the steps before you proceed to Project Closeout. The steps to move the project to “Complete” are detailed below.

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Follow the agency internal process to close projects $\geq$ to $500K$ or projects attached to programs.</td>
</tr>
<tr>
<td>2</td>
<td>Discuss with your PMA that you need to complete the closeout process. Also discuss any lessons learned with your PMA. <strong>Note:</strong> If you are under a corrective action plan, the corrective action plan must be completed before you can enter the Project Closeout Phase.</td>
</tr>
<tr>
<td>3</td>
<td>Update any tabs in the PPM Tool based upon agency requirements.</td>
</tr>
<tr>
<td>4</td>
<td>Verify if the agency has any vendor contract holdback money. <strong>Note:</strong> Any vendor contract holdback money will be reported as an Implementation Phase Cost.</td>
</tr>
<tr>
<td>5</td>
<td>Review the Closeout Tab on the Gate Checklist for projects $\geq$ $500K$. <strong>Note:</strong> The Gate Checklist is the same for projects $\geq$ $500K$ and projects that are attached to programs.</td>
</tr>
<tr>
<td>6</td>
<td>Update and Close any open Issues or Risks on the “Issue &amp; Risks” Tab. <strong>Note:</strong> Before closing the Issue or Risk, verify that the corrective action plan is acceptable by the PMA or the person who opened the issue or risk.</td>
</tr>
<tr>
<td>7</td>
<td>Validate the project cost was entered on the Cost Tracking Tab at level 4. <strong>Note:</strong> In order to Closeout the project, the last status report should have been submitted during the Implementation Phase.</td>
</tr>
<tr>
<td>8</td>
<td><strong>APM</strong> - If required, create or update the appropriate application in the agency’s application portfolio. <strong>Note:</strong> For all projects the Agency representative (ex: PMO) will determine if the APM entry is required.</td>
</tr>
<tr>
<td>9</td>
<td>Signoff to move the project to “Project Closeout”. <strong>Note:</strong> Once the project is moved to “Project Closeout” in the workflow, the following tabs are...</td>
</tr>
</tbody>
</table>
## Project Closeout Process

### Step 10
Complete the Project Closeout Document.

### Step 11
Complete the Lessons Learned Document.

### Step 12
Attach final versions of all documents to the Document Management Tab.

### Step 13
Signoff to move the project to “Project Closeout Review”.

### Step 14
EPMO QA Staff will review the project closeout information.
- If accepted, the EPMO QA will select the approve button and update the project. The project will then automatically advance to “Complete” in the PPM Tool.
- If rejected, the EPMO QA will select the reject button and update the project. The project will then revert back to “Project Closeout” in the PPM Tool.

*Note: Once the project has been moved to “Complete” all tabs are locked and the project data cannot be updated.*

### Step 15
If the Closeout was rejected, the Project Manager must correct the errors and address any open issues on the “Issues & Risks” Tab and resubmit.
4.0 Closeout Process for:
Cancelled Projects

There are many reasons that a project can be cancelled. Here are some examples (but not all) of why an agency might decide to cancel a project:
- The agency does not have the funding source to continue the project
- Technology changes
- The agency priorities might have changed due to Federal or State Legislative requirements
- The agency enterprise strategy might have changed
- The agency business strategy might have changed
- Other agency competing priorities
- Resource availability
- Hardware / Infrastructure constraints
- Security concerns

Cancelled projects (except for Agency Registered projects) are required to report the actual cost that was spent on the project activities. This becomes a sunk cost that is usually not recovered. It is important to note that projects that are determined to be cancelled do not proceed to a Closeout Phase, they will move from the current workflow phase to a “Canceled” status.

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Follow the agency internal process to close projects.</td>
</tr>
<tr>
<td>2</td>
<td>Discuss with your PMA that you need to complete the closeout process for cancelled projects. Also discuss any lessons learned with your PMA.</td>
</tr>
<tr>
<td>3</td>
<td>The PM (or agency representative, ex: PMO) needs to send an email to the EPMO Director requesting the project be cancelled.</td>
</tr>
</tbody>
</table>
| 4    | The EPMO Director will confer with the PM and/or the PMA to make a determination if the project can be cancelled.  
  - If it is decided that the project can be cancelled, the PM will follow the steps below to get the project cancelled.  
  - If it is decided that the project cannot be cancelled, the project manager will be informed what to do and the cancelled process will stop. |
| 5    | Review the Closeout Tab on the appropriate Gate Checklist document. If you have questions on which Gate Checklist document to use, contact your PMA for guidance. |
| 6    | Update any tabs in the PPM Tool based upon agency requirements. |
## Step 7
Update and Close any open Issues or Risks on the “Issues & Risks” Tab.
*Note: Before closing the Issue or Risk, verify that the corrective action plan is acceptable by the PMA or the person that opened the issue or risk.*

## Step 8
Go to the Cost Tracking Tab and enter the Cost at level 4.
*Note: For cancelled projects that did not have the snapshot moved forward, the PPM Tool will show the month that the project was registered or the last status report that was submitted not the month that the project was completed. This is not an issue. The PM should enter the remaining cost as a lump sum entry for each category on level 4.*

## Step 9
**APM - If required**, create or update the appropriate application in the agency’s application portfolio.
*Note: For all projects the Agency representative (ex: PMO) will determine if the APM entry is required.*

## Step 10
Complete the Project Closeout Document.
*Note: If this is an Agency Registered project the Closeout Document is not required but is a suggested best practice.*

## Step 11
Complete the Lessons Learned Document.
*Note: If this is an Agency Registered project or State Registered project the Lessons Learned document is not a requirement but is a suggested best practice.*

## Step 12
Attach final versions of all documents to the Document Management Tab.

## Step 13
The PM (or agency representative, ex: PMO) needs to send an email to the EPMO Director requesting the project be cancelled and that all the information in the PPM Tool has been updated per the cancelled process.

## Step 14
The EPMO PPM Tool Administrator will move the project to “Canceled” in the PPM Tool after receiving approval from the EPMO Director to cancel the project.
*Note: Once the project has been moved to “Canceled” all tabs are locked and the project data cannot be updated.*
5.0 Closeout Process for:

Non Approved Projects

The EPMO has established a process to address projects that do not adhere to the project process and therefore are not in compliance with the state law. If it has been decided by the SCIO that your project is to be Non Approved, you must follow the Non Approved process which includes the Closeout Process for Non Approved projects.

The “Non Approved” process does not apply to Agency Registered Projects.

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Follow the agency internal process to close Non Approved projects.</td>
</tr>
<tr>
<td>2</td>
<td>Review the “Non Approved” process.</td>
</tr>
<tr>
<td>3</td>
<td>Discuss with your PMA that you need to complete the closeout process. Also discuss any lessons learned with your PMA.</td>
</tr>
<tr>
<td>4</td>
<td>The EPMO PPM Tool Administrator will move the project to “Non Approved” in the PPM Tool.</td>
</tr>
<tr>
<td></td>
<td>Note: Once the project is moved to “Non Approved” the following tabs are locked:</td>
</tr>
<tr>
<td></td>
<td>- Project Info Tab</td>
</tr>
<tr>
<td></td>
<td>- Budget Cost Tab</td>
</tr>
<tr>
<td></td>
<td>- Budget Resource Tab</td>
</tr>
<tr>
<td></td>
<td>- Benefit Estimates Tab</td>
</tr>
<tr>
<td></td>
<td>- Strategic Impact Tab</td>
</tr>
<tr>
<td></td>
<td>- Risk Tab</td>
</tr>
<tr>
<td></td>
<td>- Status Tab</td>
</tr>
<tr>
<td></td>
<td>- Project Reports Tab</td>
</tr>
<tr>
<td>5</td>
<td>Review the Closeout Tab on the appropriate Gate Checklist document. If you have questions on which Gate Checklist document to use, contact your PMA for guidance.</td>
</tr>
<tr>
<td>6</td>
<td>Update and Close any open Issues or Risks on the “Issues &amp; Risks” Tab.</td>
</tr>
<tr>
<td></td>
<td>Note: Before closing the Issue or Risk, verify that the corrective action plan is acceptable by the PMA or the person that opened the issue or risk.</td>
</tr>
<tr>
<td>7</td>
<td>Go to the Cost Tracking Tab and enter the Cost at level 4.</td>
</tr>
</tbody>
</table>
|      | Note: For “Non Approved” projects that did not have the snapshot moved forward, the PPM Tool will show the month that the project was registered or the last status report that was
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>APM - If required, create or update the appropriate application in the agency’s application portfolio. <strong>Note:</strong> For all projects the Agency representative (ex: PMO) will determine if the APM entry is required.</td>
</tr>
<tr>
<td>9</td>
<td>Complete the Project Closeout Document.</td>
</tr>
<tr>
<td>10</td>
<td>Complete the Lessons Learned Document. <strong>Note:</strong> If this is an Agency Registered project or State Registered project the Lessons Learned document is not a requirement but is a suggested best practice.</td>
</tr>
<tr>
<td>11</td>
<td>Attach final versions of all documents to the Document Management Tab.</td>
</tr>
<tr>
<td>12</td>
<td>Signoff to move the project to “Non Approved – QA Review”.</td>
</tr>
<tr>
<td>13</td>
<td>The EPMO QA staff will review the project closeout information.</td>
</tr>
<tr>
<td></td>
<td>• If accepted, the EPMO QA will select the approve button and update the project. The project will then automatically advance to “Non Approved - Closed” in the PPM Tool.</td>
</tr>
<tr>
<td></td>
<td>• If rejected, the EPMO QA will select the reject button and update the project. The project will then revert back to “Non Approved” in the PPM Tool. <strong>Note:</strong> Once the project has been moved to “Non Approved - Closed” all tabs are locked and the project data cannot be updated.</td>
</tr>
<tr>
<td>14</td>
<td>If the Closeout was rejected, the Project Manager must correct the errors and address any open issues on the “Issues &amp; Risks” Tab and resubmit.</td>
</tr>
</tbody>
</table>
6.0 FAQ

1. **What is the difference between a “Closeout Report” and the “Closeout Process”?**
   The Closeout Report is a summarization of the closeout data that is sent to the SCIO for review when a project is completed. The Closeout Report is one of the requirements for the Closeout Process.

   The “Closeout Process” is following the workflow for the type of project and completing all of the requirements to get the project closed in the PPM Tool.

2. **Why must a project manager submit a Project Closeout report?**
   The SCIO receives a copy of every project closeout report for review. The closeout report also is a report to show that the project has terminated and what the agency spent for the work completed.

3. **What are the Benefits of doing a Closeout Report?**
   The Closeout Report and process:
   - Summarizes the “Triple Constraints” data for the entire project
   - Documents “Lessons Learned” from the project (the Lessons Learned can be shared with other agency project managers with similar projects and provide a mechanism to share knowledge)
   - Moves the project to “Complete” status in the PPM Tool
   - Provides the SCIO with the project closeout information

4. **Who performs the closeout assessment?**
   A member of the EPMO Quality Assurance team will perform the assessment on the closeout report based upon the information entered into the PPM Tool and the Project Closeout Document.

5. **How do I get the month on the Cost Tracking Tab to be the current month for “Registered” projects or projects that did not submit a final status report?**
   For this situation, this is not an issue. The PPM tool will show the last month the project was registered or the last month that the snapshot was moved forward. The PM should enter the cost as a lump sum entry for each category on level 4. Make sure you talk to your PMA and clarify any questions you have.

6. **If I do not have my cost entered at level 4, will the QA Assessor perform the assessment on the closeout report?**
   The EPMO QA will not assess the closeout report if cost on the Cost Tracking Tab was not entered at level 4 for: 1) State Registered projects ($100K to < $500K), 2) projects $500K, or 3) projects attached to a program. The EPMO QA Assessor will stop the closeout assessment; send the EPMO
Director an email that the assessment cannot be performed because the cost was not entered at level 4 on the Cost Tracking Tab.

*Note: For Agency Registered projects, the EPMO QA Assessor does not perform a Closeout Assessment.*

7. **Why would the EPMO QA Assessor reject the Closeout?**
   The EPMO QA Assessor can reject the closeout if:
   
   - The “cost” on the Cost Tracking Tab does not match the “cost” reported on the Project Closeout Document;
   - The Project Closeout Document was not completed;
   - The PM did not address all open Issues & Risks on the “Issues & Risks” Tab;
   - There was inconsistency in the Closeout Document vs information in the PPM Tool;
   - Project workflow “phases” schedule is not 100% complete;
   - Lessons Learned document is not complete for projects \( \geq \$500K \).

8. **If the EPMO QA Assessor rejects the Closeout, what do I need to do?**
   The PM should correct the information and address any questions the EPMO QA raised and resubmit the closeout.

9. **Is the “Lessons Learned” document a requirement?**
   - No, if the project is a “Registered” (Agency Registered or State Registered) project. The Lessons Learned document is not a requirement but is a suggested best practice for project management. Follow your agency processes to determine if the Lessons Learned document is a requirement.
   - Yes, if the project is \( \geq \$500K \) or is attached to a program.

   If your agency does not have a “Lessons Learned” template you can use the EPMO Lessons Learned template. The Lessons Learned Template can be found in two locations.
   
   - PPM NC Help section
   - EPMO website.
   

10. **Where can I find the Project Closeout Template?**
    The Project Closeout Template can be found in two locations.
    
    - PPM NC Help section
    - EPMO website.
    
11. What tabs are locked once the project enters the “Project Closeout” workflow?
- Project Info Tab
- Budget Cost Tab
- Budget Resource Tab
- Benefit Estimates Tab
- Strategic Impact Tab
- Risk Tab
- Status Tab
- Project Reports Tab

12. What tabs are enterable once the project enters the “Project Closeout” workflow?
- Issues & Risks Tab
- Schedule Tab
- Cost Tracking Tab
- Document Management Tab

13. Why do projects other than “Agency Registered” Projects require the project cost to be entered at level 4 in the PPM Tool?
The information will need to be entered at level 4 in order for the cost to feed the “State of NC Information Technology Expenditure Report”.

14. Why do I need to update the APM?
Each agency is required to track yearly cost for their applications in the APM. If the application already exists in the APM, you may need to update the information for the application being tracked. For new applications, the agency needs to set up the application in the APM so that the cost can be tracked. Keep in mind the APM and PPM information feeds the State of NC Information Technology Expenditure Report.

15. At what level will the cost be transferred from the PPM to the APM when the application is to be entered into the APM?
For projects that have been completed in the PPM and attached to the application in the APM, the cost data will be transferred to the APM cost at level 2. Level 2 captures the project cost that was entered at level 3 or level 4.

16. How do I handle vendor contract holdback payments for Registered Projects?
For Registered projects, there are not any additional steps. The project will stay in a Registered workflow status until the agency is in agreement with the vendor that the deliverables are working as designed. The agency will follow the agency process to pay the holdback amount to the vendor. The
17. How do I handle vendor contract holdback payments and in what workflow phase do I report the holdback amount?

It is typical for projects to have vendor contract holdback payments for a period of time to ensure the software application is working as designed.

It is not common to have a holdback payment for Agency Registered projects or for State Registered projects. In the event you have this situation, the workflow process for Registered projects should be followed. The holdback amount should not be treated different to other expenditures for Registered projects.

If the project is over $500K or attached to a program, the holdback amount should be budgeted for the Implementation Phase. However, the project will move to the Project Closeout Phase once the project deliverables have been met. The last status reported will not include the holdback amount on the actual costs reported. Once the holdback period has closed and the agency is in agreement with the vendor that the deliverables are working as designed, the agency will follow the agency process to pay the holdback amount to the vendor. The project is still in the Project Closeout Phase. The project will report the holdback amount on the Implementation Phase Actual Cost and complete the closeout documentation and submit the project for Project Closeout Review.

18. What is sunk cost and why do I need to report it?

Sunk costs are costs that have already been incurred and cannot be recovered. If an agency cancels a project once the project work has started, the Return on Investment (ROI) may not be realized due to the amount of money spent verses the reduced benefits. It is important to capture the amount spent on cancelled projects to see how much was spent and whether it was internal resources, external resources, hardware, software, or other expenses. For projects with state appropriations, this will allow OSBM to work with the agency to determine what needs to happen to the remaining funds that were budgeted for the project.
7.0 Web Links

1. State SCIO Website
   http://www.scio.state.nc.us

2. Project Definitions:
   www.epmo.scio.nc.gov

3. EPMO Website
   http://www.epmo.scio.nc.gov

4. Lessons Learned Template
   http://www.epmo.scio.nc.gov/library/docs/LESSONSLEARNED.doc

5. Gate Checklist for Registered Projects
   http://www.epmo.scio.nc.gov/library/xls/PPM_T_Registration_Gate_Checklist.xls

6. Gate Checklist for Projects >= $500,000
   http://www.epmo.scio.nc.gov/library/xls/PPM_Gate_Checklist.xls

7. Project Closeout Template
   http://www.epmo.scio.nc.gov/library/xls/EPMO_Project_Closeout.xls

8. Non Approved Project Process

9. Project Closeout Process

10. Project Portfolio Management Tool (PPM Tool)
    https://www.ppm.state.nc.us/UMTNC/Login.aspx