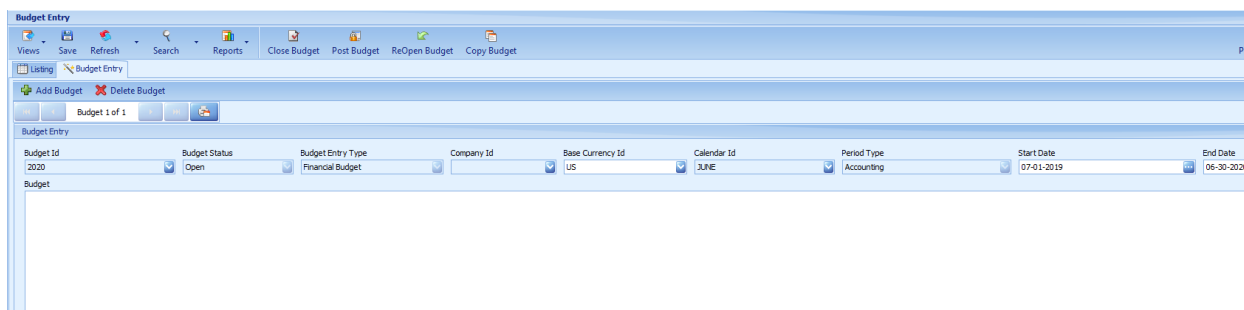# Budgeting and Forecasting Overview

– Ian MacLeod

Overview, Intro and fun fact (PPT)

1) SETUPS

There are two security codes which need to be added to access different features within the Budgeting module. These need to be added to a new role or ensure they are applied to an existing role such as GL_BUDGET_MANAGER and then assigned to a user. Navigate through the System Maintenance > System Security > Security Role Maintenance screens.

- BF_VERSION.ADMIN – allows access to the budget administration and workbook designer
- BF_VERSION.PAYROLL_ADMIN – allows access to the payroll budget administration screens

Before starting a new budget or creating the next budget year in the budgeting and forecasting module, you'll need to setup a new budget ID. This is done by going to Multiview > Budgeting > Budget Entry screen. Here you are only setting up the shell of the budget as the detail lines will be populated from the new budgeting module itself once it is posted, you can see the example that I created for the 2023 Budget.


To provide the ability to pull additional years' worth of budget data into the system, as well as report on the new budget numbers generated from the budgeting module, budget groups need to be modified. Navigating from Budgeting > Budget Groups screen, I added a new group called "PREV" to house all previous years' budgets in addition to the new Budget ID created in the previous step. Additionally, if your organization has created multiple budget groups, you can define which groups you want to show in the budgeting module by selecting the "Use in B&F" checkbox.
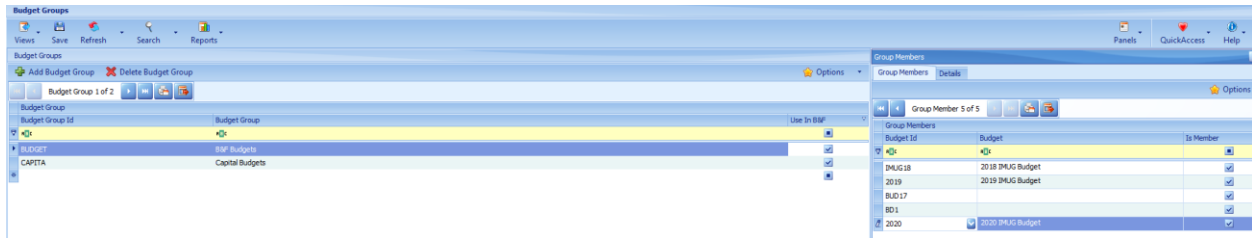
2) BUDGET ADMINISTRATOR

- Budget Admin – is where you create different budget types which allow you to categorize your current, past and future year's budgets, revisions, and forecasts all while maintaining separate versions without overwriting previous versions.
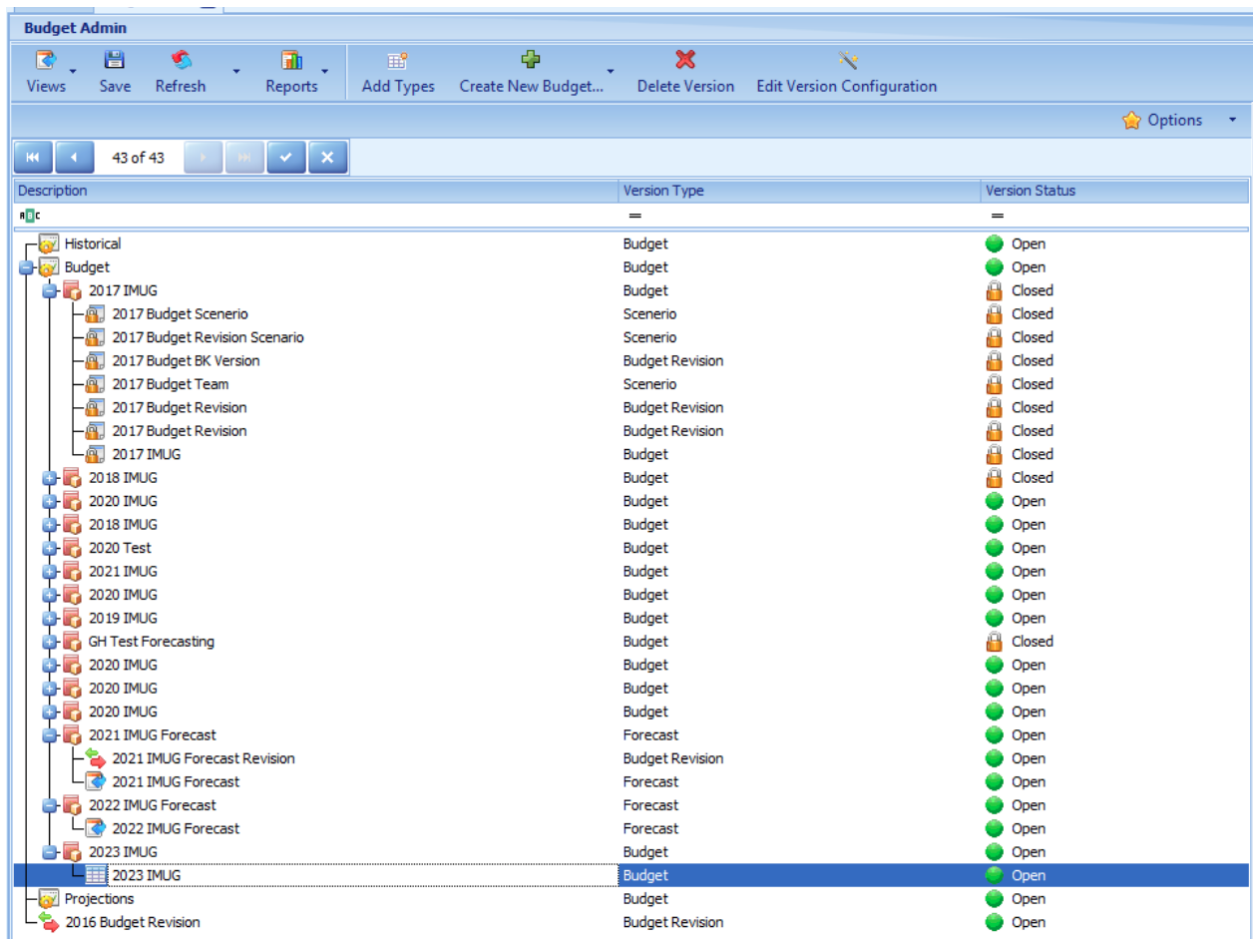
- o **Create Next Budget:** copies a previously created budget and advances the budget year forward
- o **Create Revision:** copies a previously created budget and allows editing
- o **Create New Budget:** create a new budget from scratch
- o **Create New Forecast:** copies an existing budget and allows forecasting for remaining periods

- For forecasting, you can define the starting period and lock down previous periods. For example, COVID-19 caused our clients to re-forecast their budgets for the year starting in April 2020. The first three months' figures were locked and could not be changed, but April through December could be adjusted in the forecasts.
  - o **Create Next Forecast:** copies an existing forecast and advance the forecast year forward
  - o **Create Scenario:** acts the same way as a new budget but doesn't get posted to the GL. Note that if you like the budget you created as a scenario, you will have to recreate it for it to function as a working budget, you cannot turn a scenario into a budget.

The version configuration icon allows for the creation of the shell of the budget, including items such as budget dates, selected ownerships, and budget dimensions in a wizard format. The selections are made on each screen:

- Budget Configuration Wizard
  - o **Process Tab:** This is where you define the budget name, fiscal calendar, and the date range to be used.
    - The Budget from Period is key as this drives what periods will be available to budget. For example, if reforecasting for 2023 Q2, you can set your budget from period ID as 2304 which would lock down the first three months from being changed. In our example, we'll stick with 2301 as the starting period for budgeting. The final piece needed in the process tab is to define the Budget ID which was created in the pre-setups.

  - o **Dimensions Tab:** It is here that you specify which data you want to budget by.
    - The business unit and account are mandatory, but you can always select additional criteria such as specific Related Accounting Data, or RAD's.
    - In this budget example, I have selected Financial Class to help me budget my Outpatient Revenue by the different payers. I have also selected the Staff RAD so that I can budget things such as travel expenses on a staff member by staff member basis.

- o **Ownership Tab:** This is where you specify the ownerships, or reporting hierarchies, that you want to budget by. A minimum of one is required.

- o **Data Entry Tab:** The system always defaults to the type of data being budgeted, which is usually the Budget.Amount. Any columns which upload data to the GL will contain the variable name Budget.Amount. If multiple columns contain this variable in the same workbook it would result in doubled numbers.

- o **GL Data Tab:** Here you will choose the number of years' worth of data for both actuals and prior year budgets.
  - In the columns, you will indicate the periods from which you want to pull data from and to. The Collect Data To Period is where you'll select the latest period for which you have actuals. For example, if you were starting your budget for FY 2023 and only had 6 months of 2022 actuals, you would enter 2206.
  - You will also determine how you want to project the remaining months actuals in the current year:

- **Zero Values** will simply display zeros for the remaining periods
- **Budget or Forecast** allows for the substitution of budget details rather than actuals
- **Average of Current Year** will take the average value of the actuals recorded so far and annualize out the remaining periods
- **Average of History** will use the number of years' worth of prior data to estimate actuals for the missing periods.

Budget Configuration

GL Data
Select the type of data that needs to be pulled from GL into B&F

GL Data 2 of 3

Facts

Included	Fact Source	Fact Id	Description	Var Name Prefix	Collect Data From Year	Collect Data To Period	Projection Method	Budget Group Id
☑	GL Actuals	GL_ACTUALS	GL Actuals	GLActuals	2018	1906	Average Current Year	
☑	GL Budgets	GL_BUDGETS_BUDGET	GL B&F	GLBF	2018	1912	Zero Values	BUDGET
☐	GL Budgets	GL_BUDGETS_CAPITA	GL Capital	GLCapital	2019		Zero Values	CAPITA

- o **Measures Tab:** On this screen, you can define the name of the variables which are to be used in the formulas, such as GL Actuals from 1 year ago. The thing to note is that everything is relative to the year you're budgeting for. In our case, we're budgeting for 2023, so GLActuals.1YearAgo will represent 2022.

Budget Configuration

Measures
Review the Measures and ensure the Variable Name assigned is desired. This name is used in all formulas

Add Measures   Delete Measures

Measures 7 of 7

Variable Name	Description	Fiscal Year	Year Offset	Sum Type	Fact Id	Variable Id
GLBF.BudgetYear	GL B&F Budget Year	2020	0	Sum	GL_BUDGETS_BUDGET	GL_BUDGETS_BUDGET.AMOUNT
GLActuals.BudgetYear	GL Actuals Budget Year	2020	0	Sum	GL_ACTUALS	GL_ACTUALS.AMOUNT
GLActuals.1YearAgo	GL Actuals 1 Year Ago	2019	1	Sum	GL_ACTUALS	GL_ACTUALS.AMOUNT1
GLBF.1YearAgo	GL B&F 1 Year Ago	2019	1	Sum	GL_BUDGETS_BUDGET	GL_BUDGETS_BUDGET.AMOUNT1
GLBF.2YearsAgo	GL B&F 2 Years Ago	2018	2	Sum	GL_BUDGETS_BUDGET	GL_BUDGETS_BUDGET.AMOUNT2
GLActuals.2YearsAgo	GL Actuals 2 Years Ago	2018	2	Sum	GL_ACTUALS	GL_ACTUALS.AMOUNT2

- o **Analysts Tab:** This is where you define who can have view-only access to the budget workbooks.
  - You can also assign view-only access on a workbook-by-workbook basis.
  - There are four levels of security in the Budget and Forecast module:
    - **Administrator** – can design and enter data
    - **Analyst** – read-only user who is able to see all the budget data but unable to make any changes.
    - **Contributor** – assigned to certain workbooks, or even worksheets, for data entry
    - **Approver** – assigned to approve certain workbooks. They can also be provided the ability to make adjustments, depending on how their security is set

o **Collect Actuals:** From the General Ledger, you will collect all the actuals and budget data based on the dates selected during the setup.
- This step can be completed multiple times throughout the budget process to make sure the most recent data is being used to create this version of your budget.
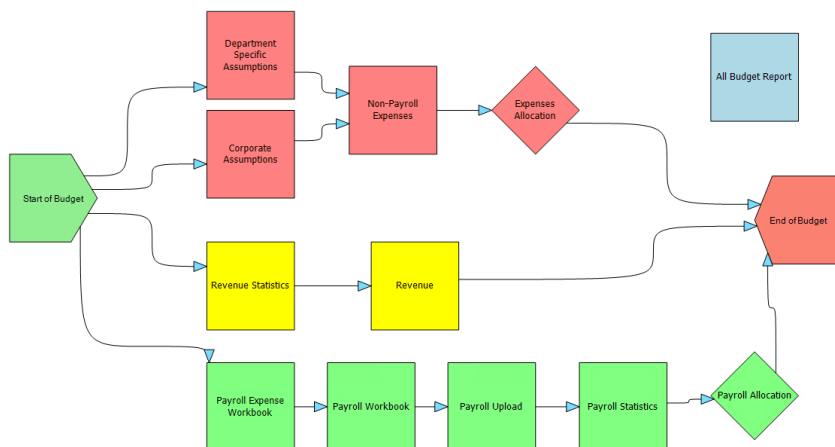

- **3) BUDGET DESIGNER**
- Double click on 2023 budget to show diagram
  o The budget designer is where all the workbooks and their configurations are maintained.
  o Each budget and each individual workbook can be customized by each client to fit their specific budgeting needs.

Workbooks are added to the budget by right clicking anywhere in the budget designer screen and choosing one of the following five types:

- Add Data Entry form (general workbook) – the general workbook is designed to take sections of your chart of accounts and break them out across different units. For example, you could create general workbooks for non-payroll expenses, statistics, and revenues.
- Payroll – special workbook designed to create payroll budgets at a granular level
- Report – provides a summary of all the different workbooks data rolled into one report used to review budget data prior to posting to the GL
- Upload – ability to upload data collected outside of Multiview, or provide spreadsheet like templates to assign out to individuals to populate their budget data
- Allocation – provides a mechanism to allocate budget data across different departments

- **Such as our Expenses Allocation**.
    - This example shows the calculation to spread $50,000 rent expense across eight different departments based on spread percentages.

| Description	Line Type	Unit Id	Account No	Spread Amount	Spread Percent	Alloc Amount
▽ ▪□c	=	▪□c	▪□c	=	=	=
▶ ⊟ Finance Rent	Source	130	01_650100	0.0000	100.0000	50000.00
⊟ Hospital Administration Allocated Rent	Allocation Total	REGION 4	01_650100X	9750.0000	100.0000	50000.00
├ Facility Maintenance Allocated Rent	Allocation	134	01_650100X	500.0000	5.1300	2565.00
├ Insurance Billing Allocated Rent	Allocation	131	01_650100X	1000.0000	10.2600	5130.00
├ Finance Allocated Rent	Allocation	130	01_650100X	1500.0000	15.3800	7690.00
├ Collections Allocated Rent	Allocation	168	01_650100X	1000.0000	10.2600	5130.00
├ Marketing Allocated Rent	Allocation	137	01_650100X	2000.0000	20.5100	10255.00
├ Information Systems Allocated Rent	Allocation	132	01_650100X	2500.0000	25.6400	12820.00
├ Balance Sheet Allocated Rent	Allocation	100	01_650100X	0.0000	0.0000	0.00
└ Budgeting and Planning Allocated Rent	Allocation	133	01_650100X	1250.0000	12.8200	6410.00
└ Finance Rent	Contra	130	01_650100	0.0000	100.0000	-50000.00

- **The connector arrows indicate the flow of data between the workbooks.**

The budget designer toolbar provides quick access to several different areas within the budget process.


- Standard Multiview toolbar – Views, Save, Refresh, Search and Reports
- Edit Book Design – shortcut into the workbook designer
- Edit Book Data – shortcut to the workbook editor
- Edit menu:
    - Edit Configuration – Shortcut to the budget administration and configuration
    - Edit Variables – Shortcut to the accounts and variables editor
    - Edit Spread Methods – custom and standard
- View Menu
    - View Process Status – provides a graphical representation of the entire budget to show books and sheets which have been completed or remain outstanding

- View Workbook Status – graphically shows the specific workbook status to show what worksheets are completed and remain outstanding
- View Budget Spread – displays the data spread by period for all workbooks
- View Actuals – displays the actual data and any calculated projections for periods which currently do not have actuals
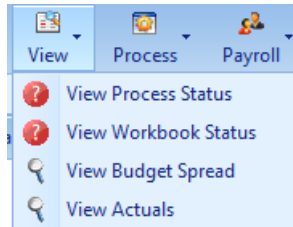

- Process Menu:
    - Collect Actuals – when actuals have been updated in Multiview, using the collect actuals process will bring those actuals into the budgeting module
    - Re-calc All Books – administrative option used to force save all data within each sheet of a workbook
    - Re-calc All Books Needing Re-calc – administrative option used to force save all data within each sheet of a workbook which has been flagged as needing a re-calc
    - Post to GL – once the budget numbers are finalized, this will post them to the GL
    - Re-Open – reopens the budget if it has previously been posted
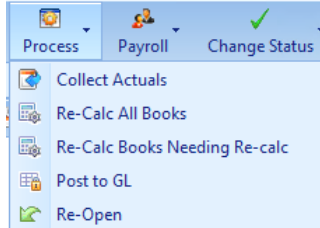
- Payroll Menu:
    - Payroll User Defined Fields – shortcut to payroll record attributes setups
    - Payroll Lookup Tables – shortcut to payroll formula tables
    - Payroll Maintenance – shortcut to payroll record tables
    - Upload Payroll – allows upload of payroll records from a spreadsheet
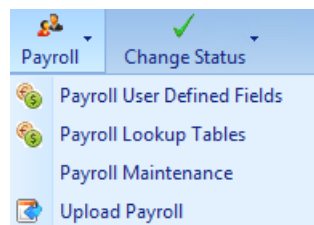
- Change status allows you to easily set your workbook as Ready for Entry, Not Ready for Entry, and Completed. If you reopen a workbook by setting it from completed to ready this will require the sheets to be approved if the workbook is setup to require approvals.
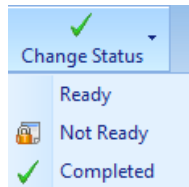
4) WORKBOOK DESIGN

The workbooks are the core of the budgeting module and generally represent a section of the chart of accounts. To access the workbook design, you can either go through the Budget Designer > Edit Book Design, or open a specific workbook and choose the Edit Book Design menu icon. The workbook design is broken down into multiple tabs on the left-hand side each defining a different function within the workbook

- Book – think of this as the template for the workbook. Here you'll define if the workbook is budgeted by periods/totals or both, the different default spread methods, and choosing a scratch pad type to itemize data in your workbook.

- Sheets – here you'll typically define the business unit (department) you'll be budgeting for. This can also be setup to house accounts or RADs depending on the workbook needs. Sheets are assigned using the Add Sheets button and allow you to choose from your ownerships what level you'd like to budget from.

Note: the higher level you pull in selecting your ownership the better as you'll be able to see all the budget data rolled up to the parent departments.

At the sheet level is where you'll assign the remaining two users types in the budgeting module:

- Contributors – data entry users and are assigned at the rollup or individual sheet level
- Approvers – assigned to approve workbooks completed by the contributor and could be allowed to make adjustments based on the adjustment settings on the book tab

- Lines – typically built to display the GL accounts and/or RAD types needed for budgeting. These are added using the Add Lines button and provide a tool to choose either individual accounts or an entire section from the account ownership. The items added here will be displayed across all the sheets (generally business units) in the exact same way.


Note: If you need different business units to have different accounts this would be accomplished using more than one workbook.

At the line level you can also define the different data spread methods for budgeting.

- Average – takes the total and averages the value over the 12 periods. For example, 12,000 would be distributed as 12,000 each period
- Even – takes the amount and distributes it evenly over the 12 periods. For example, 12,000 would be distributed as 1000 each period.
- Custom Spreads which
  - Historical – uses the prior year's actual data to calculate the spread. This is used to capture seasonality in the budget data.
  - Days/pay periods per month – uses the specific days in each period to calculate the spread. For example, January would be 31 of 365 days.

In the toolbar, there is an option to Define Variables. This provides quick access to the setups to define statistical accounts or other accounts which are to be used in calculations in the budgeting module. When an account is defined as a variable it will be assigned a variable name which is referenced in a formula. The formula name with account variables will begin with Budget.X; an example is Budget.Inflation.

- Attributes – these allow the spread method, unit id and account id to be visible in the workbook editor
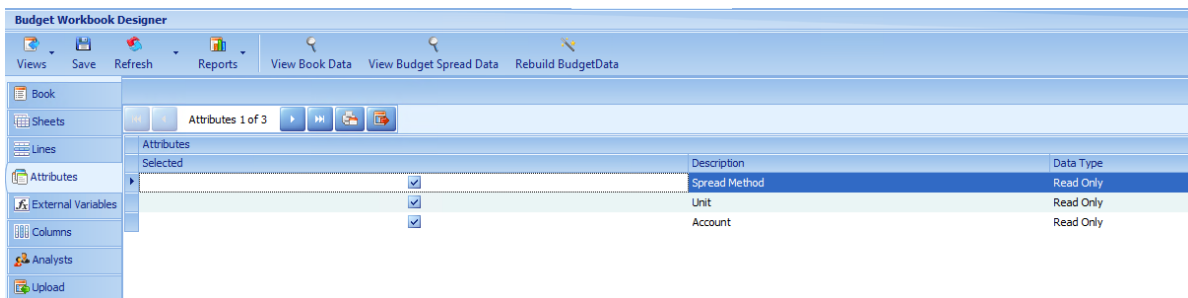

- External Variables – this allows you to specify which statistical or non-statistical variable, managed in a different workbook will be available for use in this workbook to create formulas
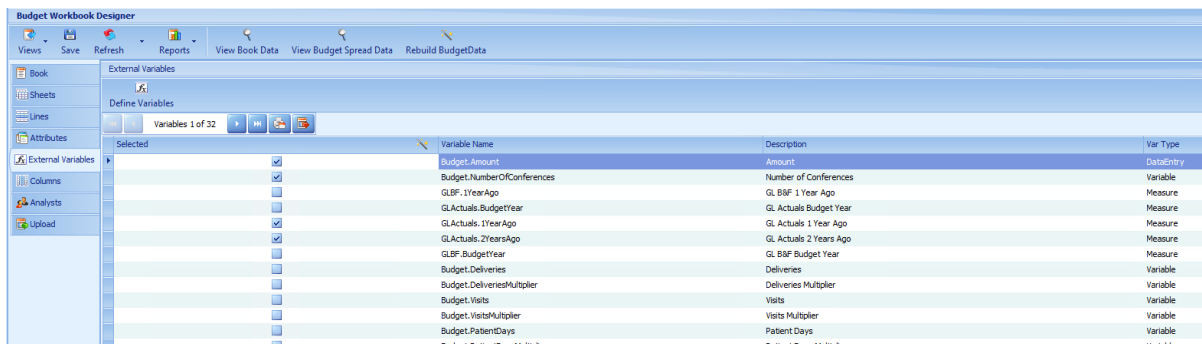
- Columns – broken down into two sections; the right gives you access to all the available time periods available to be pulled into the budget for reference and the left shows the columns selected. All GL Actuals will start with the variable name GLActuals.X and all GL Budgets begin with GL'BudgetGroupName'. An example of last year's actuals would be GLActuals.1YearAgo. The key to this is to think of everything being relative to the year you're budgeting for.

    - To add columns into the workbook, select and check off an item from the right-hand side then choose the Add New Column icon and choose one of the following options:
    - Add as Data Entry – creates a column which will upload current budget data
    - Add as Additional Entry – creates a column to provide extra data such as adjustments. Does not upload the values into the budget

- **Add as Final Budget Total** – creates a formula to use 2 columns back + 1 column back to calculate a final budget amount.
- **Add as Display Only** – used to pull prior year actual and budget history where you want to have the data as read only.

Note: The column which has the variable Budget.Amount assigned is the one which will upload into the system to create your actual budget number. If more than one column is assigned this variable it could double up the numbers.
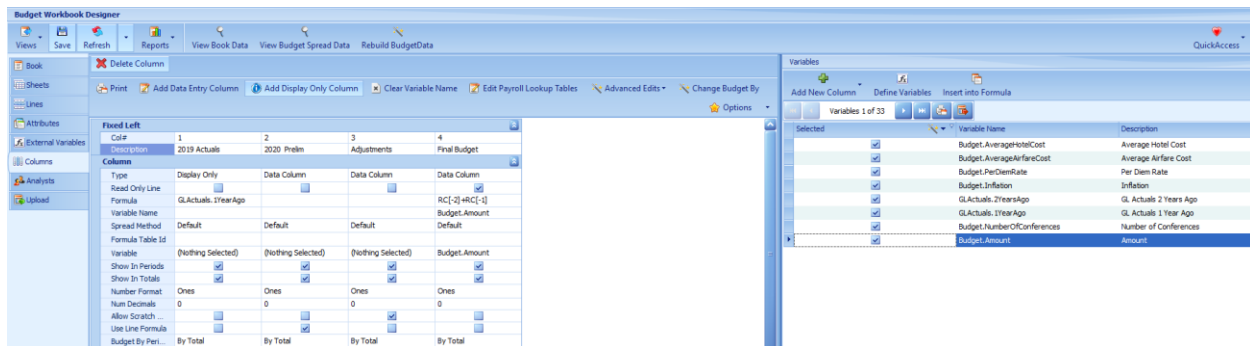
- **Analysts** – a read only user can be assigned to view the budget data in this workbook.
- **Upload** – in a data entry workbook this is used to define the layout of the scratchpad template. Bill will be covering some uploads in his presentation later today.

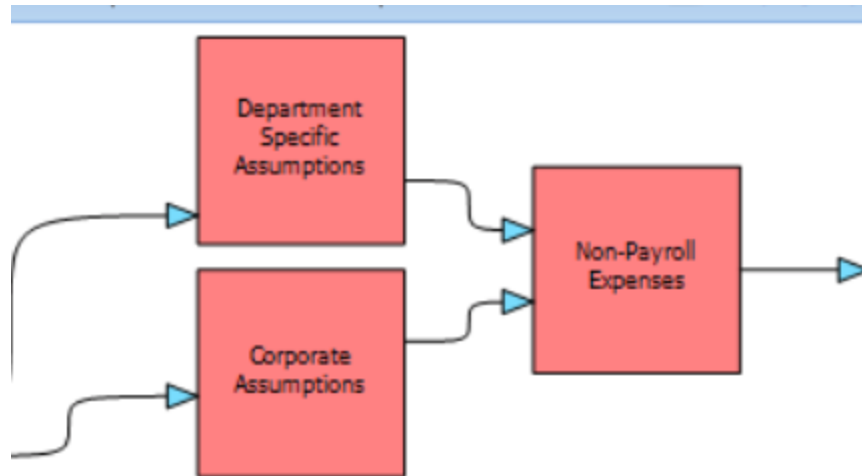The workbook designer features a standard toolbar across all of the setups tabs.
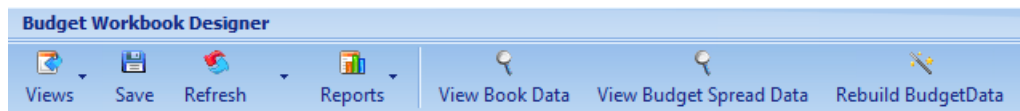
- **View Book Data** – provides an administrative overview of the actuals and budget data and all associated formulas used to calculate the values
- **View Budget Spread Data** – shows how the data has been spread over the 12 periods
- **Rebuild Budget Data** – used to recollect all budget data when significant changes to the workbook have been made (Only applicable for Data Entry Type workbooks)

5) WORKBOOK DATA ENTRY

Multiview provides several data entry options to record the budget numbers in a general data entry workbook.

o This budget uses **Corporate and Departmental Assumptions** Corporate Assumptions such as inflationary factors and assumed travel costs, and Departmental Assumptions such as per diem rates, and square footage allocation data. Those assumptions flow into the Non-Payroll expenses budget

- Manual – simply typing in the number in a data entry cell.

- Calculation – using cell references or reference names to calculate the values within one workbook. Example, to calculate Airfare expense, you could choose the number of conferences * the Average Airfare Cost using a cell reference or for PerDiem rate you may want to use a formula. The formula would be =Budget.NumberOfConferences*Budget.PerDiemRate

		Non-Payroll Expenses: Finance				Total			
		Account	Spread Method	Unit	Account	2019 Actuals	2020 Prelim	Adjustments	Final Budget
1		Number of Conferences	Even	130	01_9201	25	10	0	10
2		Average Airfare Cost	Average	130	01_9202	2,500	600	0	600
3		Average Hotel Cost	Average	130	01_9203	3,500	1,000	0	1,000
4		Airfare	Even	130	01_650074	12,58?	6,000	0	6,000
5		Hotel	Even	130	01_650075	19,283	10,000	0	10,000
6		Meals and Entertainment	Even	130	01_650076	1,000	450	495	945
7	-	**Travel**		**130**	**01_TRAVEL**	**38,890**	**18,060**	**495**	**18,555**

- External Variables – use statistical accounts or other accounts flagged as variables configured in another workbook. Example, to calculate rent expense in the Non-Payroll Expense workbook, as we just saw with our rent example earlier

Description	Line Type	Unit Id	Account No	Spread Amount	Spread Percent	Alloc Amount
	=	ᴬᴮc	ᴬᴮc	=	=	=
Finance Rent	Source	130	01_650100	0.0000	100.0000	50000.00
Hospital Administration Allocated Rent	Allocation Total	REGION 4	01_650100X	9750.0000	100.0000	50000.00
Facility Maintenance Allocated Rent	Allocation	134	01_650100X	500.0000	5.1300	2565.00
Insurance Billing Allocated Rent	Allocation	131	01_650100X	1000.0000	10.2600	5130.00
Finance Allocated Rent	Allocation	130	01_650100X	1500.0000	15.3800	7690.00
Collections Allocated Rent	Allocation	168	01_650100X	1000.0000	10.2600	5130.00
Marketing Allocated Rent	Allocation	137	01_650100X	2000.0000	20.5100	10255.00
Information Systems Allocated Rent	Allocation	132	01_650100X	2500.0000	25.6400	12820.00
Balance Sheet Allocated Rent	Allocation	100	01_650100X	0.0000	0.0000	0.00
Budgeting and Planning Allocated Rent	Allocation	133	01_650100X	1250.0000	12.8200	6410.00
Finance Rent	Contra	130	01_650100	0.0000	100.0000	-50000.00

- Scratchpad – creates an unstructured spreadsheet template to provide additional rows and columns to determine the budget number. In a workbook by totals, only one value will be returned to the workbook. For a workbook by periods, 12 values will be returned to the workbook. A scratchpad is specific to the Sheet/Line combination and is created by right clicking on the line, choosing ScratchPads, then add Scratchpad.

- We can enter an adjustment in the total line and have it allocate to each period by setting our spread method to EVEN. If Bill puts $1000 in the total line you will see that each period adjustment is $83

- To further assist in the data entry process, we provide a few different side panels to provide additional information.
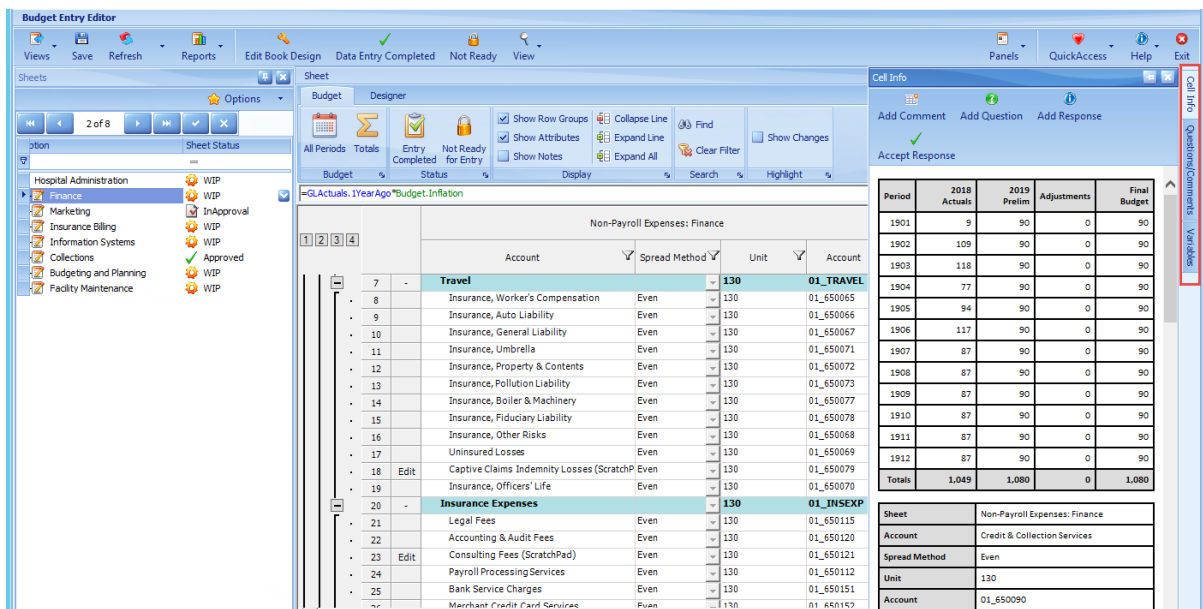
- Cell info – provides column data, spread methods, comments and history of the worksheet status
- Questions/Comments – the budget module allows comments to be entered on a line by line basis and carried forward when the budget is copied to the next year. Additionally, questions to be used between the approvers and contributors to track conversations held regarding a specific budget line. Both questions and comments can be entered through the panel or directly in the data entry grid by right clicking and selecting comment then Add Question or Comment.

- Variables – provides a listing of all variables with formula names available in this workbook. This screen can be used as a reference to quickly identify the formula names to be used in calculations and to determine if others which may be needed are missing.

- **Statistics can be used to determine revenue figures.**
    - In this example, a hospital is using deliveries, patient days, and visits for calculations in the budget spreadsheet.

6) REPORTING

The budgeting module has a number of reporting options available to review your in-progress budget as well as the budget once it is posted.

To view the budget data for a specific workbook in a pivot chart format, open the workbook, choose the View menu and select:

- Budget Spread Data – will show all budget data collected in this workbook by periods
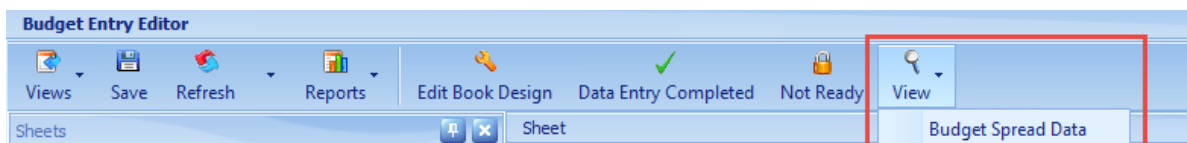
To view all data from all workbooks in a pivot chart format, open the budget designer, choose View and select:

- View Budget Spread – will show all budget collected for all workbooks spread by periods
- View Actuals – will show the actuals collected based on the initial budget configuration including all projected actuals for periods not yet available
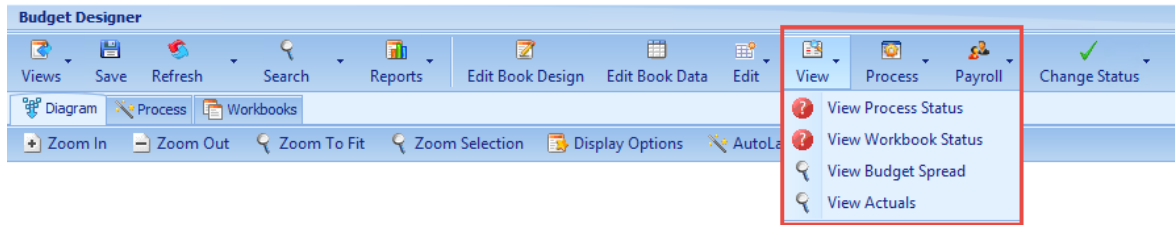
- Report Workbooks – similar to a data entry workbook in design. This workbook is designed to pull all the budget data from all workbooks into a simple report.
  - **All Budget Report** contains all of these components rolled together, which is essentially an income statement with budget figures (click on expansion level 2).
    - Note that you can view your budget on a rolled up and consolidated basis, or on a department-by-department basis (expansion level 6).

- **7) POST BUDGET**
- Once the collection of budget data has been completed and reviewed, the final step is to post the budget to the GL. This is done in the Budget Designer by selecting the Process menu, Post to GL. This will transfer the data from the budgeting module into the budget ID which was setup in the initial configuration.
- Once a budget has been posted, if changes are needed it can simply be reopened by selecting the View menu and choosing Reopen from the Budget Designer and then reposting. The original budget data will simply be replaced by the changes made.

8) VPA REPORTS

- Viewpoint Analytics Reports – using the viewpoint report builder, reports can easily be constructed or modified to pull in all budget data once it has been posted to the GL. Additionally, you can drill back from a specific cell in Viewpoint all the way back to the budget workbook and specific line in the budgeting module.

  - View Process Status – provides a graphical representation of the entire budget to show books and sheets which have been completed or remain outstanding