
Budgeting with CU*BASE

Using CU*BASE tools to create, maintain, and monitor your credit union's annual budget



INTRODUCTION

This booklet is both a step-by-step guide to creating a budget in CU*BASE, as well as a discussion of concepts that will help you decide *how* to attack writing your credit union's annual budget using CU*BASE tools.

Using CU*BASE for your budget allows you to evaluate your projections against your actual performance immediately, any time you want...no downloads or formatting or special skills needed. And your budget is automatically granular all the way down to the individual branch level, for more control than you've ever had...without any extra work.

❁ The budgeting tools are an ongoing part of the CU*BASE **Active Beta** program. Active (live) beta allows us to get software out in the field more quickly by expanding the testing process into a real-world environment, in place of our more typical QC testing process. **This means we need your help testing these tools!** Your feedback will help us continue to refine and fine-tune the functionality, so be sure to post your comments via the Kitchen page of our website:

<http://www.cuanswers.com/resources/kitchen/budget-rewrite-planning-for-rollout/>

Revision date: November 29, 2016

For an updated copy of this booklet, check out the Reference Materials page of our website:
http://www.cuanswers.com/client_reference.php
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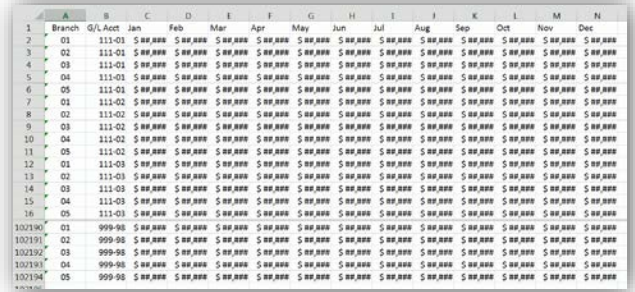
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CU*BASE BUDGET PRIMER

JUST LIKE A SPREADSHEET...WELL, SORT OF

It can be helpful to think of the CU*BASE budget tool as a way to fill in a budget spreadsheet, similar to what you'd do using a tool like Excel...except that your CU*BASE budget “spreadsheet” includes a separate cell for **every G/L**, with an entry for **every month** in the year, and — most important of all for analysis purposes — a separate entry for **every branch of every G/L account**.



A screenshot of a spreadsheet interface. The columns are labeled with months from January to December. The rows are organized into sections: 'Branch' (rows 1-16), 'G/L Acct' (rows 17-19), and 'G/L Acct' (rows 20-22). Each cell contains a dollar amount, representing budgeted values for each branch and G/L account combination per month.

Say your credit union has 5 branches and about 1,700 G/L accounts:

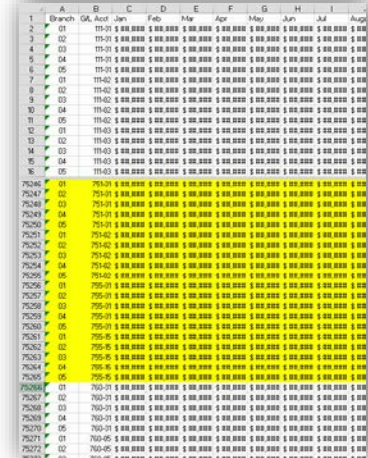
$$1,700 \text{ G/L accts} \times 5 \text{ branches} = 8,500 \text{ G/Ls to budget}$$

$$8,500 \times 12 \text{ months} = \mathbf{102,000 \text{ cells}}$$
 in your worksheet!

CU*BASE takes care of the branches automatically, so you can fill in every one of those 102,000 cells with no extra effort. The payoff is that when you use the variance dashboard, you'll be able to see your performance *all the way down to the branch level* on every G/L, every time.

CREATING A BUDGET IN MULTIPLE “PASSES”

CU*BASE is intended to help you fill in your budget spreadsheet a little at a time, in multiple calculation “passes.” In each pass, you choose one or more G/L accounts, set some calculation parameters (% increase over last year’s actual, etc.) and the system populates figures for those accounts. Each subsequent pass updates another batch of accounts.



A screenshot of a spreadsheet showing multiple rows of budget data. The columns are months (Jan-Aug). The rows are grouped by G/L account numbers, such as 75190, 75191, 75192, etc. Each row shows budgeted values for each month, illustrating how different groups of accounts are processed in separate passes.

The process is made even faster and more efficient by the use of **Budget Groups**. Going back to our analogy of a spreadsheet with 102,000 cells, think of Budget Groups as a way to take big swaths of your worksheet and populate all of the cells at the same time, using the same calculation assumptions.

You can update figures from an earlier pass, too. So if the totals aren't coming out quite right, you can run another pass on a group of accounts and **CU*BASE will overwrite existing figures with the ones calculated in that pass**.

BUDGETS OUR WAY...TRY SOMETHING NEW AND SAVE SOME TIME


This booklet is set up a little differently than our usual documentation. The CU*BASE budget tool is very robust and allows for your calculations to be as complex as you need them to be. But if you're not familiar with the nuances, that can be a bit intimidating.

So this guide will be very direct in saying "this is how you budget," with specific guidance on which option to use and exactly how to perform each step. In other words, we're not just explaining how the features work and letting you make up your own rules for how to use them. Here we're getting very detailed about how we think you should use the tools for maximum effect—with minimum effort.

If you really want to become a guru and do things with your own twist, you certainly can. The tools are very robust and you can learn screen by screen via our online help tools.

But trust us...you'll save yourself a lot of time and energy by following our step-by-step guide from beginning to end, at least for the first budget you create in CU*BASE.

GLOSSARY OF CONCEPTS & TERMS

<i>Term/ Concept</i>	<i>Description</i>
"B" Records	Budget figures that have been saved in the GLBALA database table, where your general ledger monthly balance data is also stored. (To identify them as budget records, they are flagged with a "B" in the THIRYN field.)
Budget Archive 	This is a separate file to which a snapshot of your budget records can be copied at any point during the budget process. Used for compiling multiple budgets per year, doing mid-year recasts, or even for backup purposes as a safety net while you do your work. (See Page 61 for more details.)
Budget Assumptions	<p>The calculation parameters used to determine monthly budget figures for every G/L, for every branch.</p> <p>Budget calculations can be done on a batch of G/L accounts at the same time (via a Budget Group), or on one G/L account at a time, or even on one branch at a time. The determining factor is the assumptions you are making for the calculation.</p> <p>Grouping G/Ls according to common assumptions (certain % of growth, for example) allows you to streamline the budgeting process and fill in large blocks of your budget spreadsheet with the minimum number of passes.</p> <p>NOTE: You can always tweak an individual G/L here and there, for one-off situations that don't quite match the rest of the batch. But you can save yourself a lot of time by filling in the entire block at one time, then going back and adjusting individual figures as needed.</p>
Budget Groups	CU-defined Codes that group similar G/L accounts together to make budget calculations and analysis easier.
Classical Budget Calc	This term refers to the method for calculating budget figures that simply takes figures from a prior year and adds (or subtracts) to calculate your budget. This is how the old CU*BASE budget tool worked (although the calculations are even more flexible now). Remember that the term

<i>Term/ Concept</i>	<i>Description</i>
	“budgeting” applies only when referring to the income statement portion of your general ledger (income and expense accounts).
Modeling	This is the term CU*BASE uses to describe special tools designed just for projecting member loan income and savings dividend expenses for your budget. A two-part process, modeling involves first projecting monthly balances for your loan assets and savings liabilities, then using those projections to estimate the associated interest income and dividend expenses for your budget. Modeling is used in addition to the classical budget method to compute your full budget, so you’ll still use a straight percent +/- calculation for things like fee and investments income, utilities and salary expenses, and other non-interest income and non-dividend expenses.
Monthly/Daily Average	A calculation technique for the classical budget calc that annualizes budget figures by dividing evenly across each month. See Page 52 for an illustration. This can be done using a monthly average (taking the annualized total and dividing by the # of months) or a daily average (compensating for months that have 28 days versus 31 days automatically).
Parallel	A calculation technique for the classical budget calc that automatically adjusts for seasonal effects from one month to the next. See Page 52 for an illustration.
Pass	Refers to the method of populating your budget “spreadsheet” in CU*BASE by filling in batches of figures, one calculation pass at a time. Each time you run a pass, the system completes another portion of the entire budget, and you can make as many passes as needed until all of the accounts have been touched. A pass can overwrite figures from a previous pass, so you can try different calculations until you get the results you want.
Projections	This is the term used when referring to any of your asset or liability general ledger accounts. There is no such thing as “budgeting” these GLs. Instead you will be projecting monthly and year-end ending balances. For your loan assets and savings liabilities, those projected balances will, in turn, be used to estimate related income or expenses using the modeling tools.

BUDGETS FROM AN EXTERNAL SOURCE

*Already did your budget somewhere else but still want to use the variance dashboard? Upload your budget to CU*BASE!*

If you’ve already used Excel or another tool to develop your budget, you can upload the income and expense records into CU*BASE so that the variance analysis dashboard and other reports will be ready to monitor your performance throughout the year. **See Page 85 for instructions on how to upload your budget figures into CU*BASE.**

*NOTE: Only income and expense net change figures can be imported. The upload feature currently does not support importing asset and liability projected balances into the CU*BASE budget.*

BEFORE YOU BEGIN


Doing a budget has as much to do with preparation as anything. You'll need to prepare the tools themselves so that the calculations happen the way you want and the process is easier to manage. And you'll need to prepare yourself for working the budget numbers: using forecasting and comparison tools that help you get a picture of where you are and where you want to go.

PREPARING THE TOOLS

Before diving in, here's a summary of the steps you'll need to complete, with some decisions to think about in advance, to help speed the process along.

<i>Step</i>	<i>Decisions to Make Now</i>	<i>Learn More</i>
1: Set budget controls to open the budget for maintenance	<input type="checkbox"/> Each year when budgeting season begins you'll need to add a new control record to allow budget figures to be generated.	Page 17
2: Create budget groups	<input type="checkbox"/> Every G/L in your income statement must be in a budget group. <input type="checkbox"/> In order for the variance dashboard to work, you'll need a group for at least every sub-total on your income statement and balance sheet. <input type="checkbox"/> To make the budget calcs easier, think about grouping according to the G/Ls that can use the same budget assumptions for the calculations.	Page 20
3: Link G/L accounts for modeling	<input type="checkbox"/> If you plan on using the modeling tools, you'll need to link each loan asset account to its corresponding interest income G/L, and link each savings liability account to its corresponding dividend expense G/L. <input type="checkbox"/> Who on your team is familiar with the one-to-one relationship between these G/L accounts? You'll need their help during this step.	Page 23
4: Mark branches with no member accounts (if modeling)	<input type="checkbox"/> If you plan on using the modeling tools, this optional step lets you mark any branch(s) that do not have member accounts attached, such as a strictly administrative branch. <input type="checkbox"/> This is informational only and only affects display of branches on certain dashboards and screens; it has no effect on how projected balances are calculated or stored in your budget records.	Page 25

<p>5: Project asset balances for member loans (if modeling)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> If necessary, first adjust your Budget Controls to allow changes to your Asset G/Ls. <input type="checkbox"/> Each G/L must be projected separately, but you will start by choosing a Budget Group, which helps keep things organized and allows you to work accounts using similar assumptions. Be sure to consider this when setting up your budget groups in Step 2. 	<p>Page 26</p>
<p>TIP: Although this guide recommends doing modeling work (Steps 5-8) before finishing the remainder of your budget using classical budgeting tools (Steps 9-10), it can be done the other way around if you prefer. You could also have one team work on modeling while someone else does the non-trial balance budgeting work, if you like. Use your Budget Groups to help you stay organized and keep careful track of which G/Ls are being worked in each step.</p>		
<p>6: Model interest income based on loan balance projections</p>	<ul style="list-style-type: none"> <input type="checkbox"/> If necessary, first adjust your Budget Controls to allow changes to your Income G/Ls. <input type="checkbox"/> In order to perform this step, you must have completed Step 5 for all of your loan asset GLs. 	<p>Page 39</p>
<p>7: Project liability balances for member savings (if modeling)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> If necessary, first adjust your Budget Controls to allow changes to your Liability G/Ls. <input type="checkbox"/> Each G/L must be projected separately, but you will start by choosing a Budget Group, which helps keep things organized and allows you to work accounts using similar assumptions. Be sure to consider this when setting up your budget groups in Step 2. 	<p>Page 45</p>
<p>8: Model dividend expenses based on savings balance projections</p>	<ul style="list-style-type: none"> <input type="checkbox"/> If necessary, first adjust your Budget Controls to allow changes to your Savings G/Ls. <input type="checkbox"/> In order to perform this step, you must have completed Step 7 for all of your savings liability GLs. 	<p>Page 50</p>
<p>9: Budget non-interest income</p>	<ul style="list-style-type: none"> <input type="checkbox"/> If you aren't modeling, this is the next step after setting up your budget groups and opening your budget for the year. <p><i>Note: Even if you are modeling, this step can be done concurrently with the modeling steps (4-8) if you have multiple people working on different segments of your budget.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> If necessary, first adjust your Budget Controls to allow changes to your Income G/Ls. <input type="checkbox"/> This step may involve multiple passes to calculate income G/Ls. 	<p>Page 52</p>

	<input type="checkbox"/> Think about how these calculations could be done in batches using the same calculation parameters (like the same % growth) and consider that when setting up your budget groups in Step 1.	
10: Budget non-dividend expenses	<input type="checkbox"/> If necessary, first adjust your Budget Controls to allow changes to your Expense G/Ls. <input type="checkbox"/> This step will involve multiple passes to calculate expense G/Ls. <input type="checkbox"/> Think about how these calculations could be done in batches using the same calculation parameters (like the same % increase) and consider that when setting up your budget groups in Step 1.	Page 57
11: Archive your finalized budget 	<input type="checkbox"/> This can actually be done more than once, at any point during the previous steps, but is most commonly done after all budget figures are entered and approved, to take a snapshot of the final figures for posterity.	Page 61

TO MODEL OR NOT TO MODEL: FREQUENTLY-ASKED QUESTIONS

Q: Can I just take my last year actual and figure my budget to be 5% higher?

A: Yes. We call that the “classical” budgeting method and you can do this without using any of the modeling tools if you like. You’ll still need to do steps 1 & 2 to configure your chart of accounts, then proceed directly to step 9 (Page 52) and budget all of your income and expenses using the same technique, using as many passes as needed for different calculation parameters.

Q: Can I model my investment G/Ls?

A: No, not yet. Although we are planning to develop models for other types of assets and liabilities, currently modeling works only with member loans and savings and their associated income/expenses.

Q: How are figures are “spread” across the budget worksheet?

A: When it comes to filling in your budget worksheet, it’s important to understand the distinction between the classical budgeting calculation (% increase or decrease based on previous year figures), versus how the modeling projections are determined:

- With the classical budgeting tools, CU*BASE calculates individual branch G/L figures, one month at a time, using previous year data, then shows you the total of those figures on the screen – it does *not* figure a total then spread it among the branches.
- But for projecting asset and liability balances it’s just the opposite – CU*BASE figures a total (there are several methods from which you can choose), then spreads that amount across all branches/months.

See Page 29 for details about how projections are spread across branches.

Q: What if I still want to use my own method for calculating my savings and loan projections but want to store the budget in CU*BASE?

A: You can use a third party tool to work your asset and liability projects and the associated income and expenses. Just remember that you can only upload the income and expense figures into your budget. The upload tool does not support uploading resulting balances for asset and liability G/Ls. See Page 85 for more details.

Q: I like to have my accountant handle budgeting things like salary expenses and other routine things, while I focus on forecasting loans and savings in my budget. Can I do that with the CU*BASE tools?

A: Yes. As long as you've set up your Budget Groups carefully, the modeling steps (Steps 5-8) can be done before, after, or simultaneously with the classical budgeting steps (Steps 9-10). Use your Budget Groups (see Page 20) to help you stay organized and keep careful track of which G/Ls are being worked in each step. You'll also need to coordinate any adjustments to your Budget Controls (see Page 17) to make sure the proper G/L types are opened or closed at the appropriate times.

Q: I'm new to CU*BASE. Can I manually enter my G/L history so that I can use the trending tools when working my budget?

A: Yes, this is possible in most cases, at least for the monthly balances that are used by most budgeting tools and trending dashboards. Since importing detailed history of debits and credits to G/L accounts might not be possible, keep in mind that functionality may still be limited for some tools. Contact Keegan Daniel, VP Professional Services, at kdaniel@cuanswers.com to discuss your options for either flooding data into your database or manually entering data that could be used by the budget tools and trending dashboards.



Q: Can I project changes to my branches for the coming year, such as if I'm adding a branch or plan to reallocate member branch assignments at some point?

A: Yes. There is now a technique for reviewing and manually adjusting branch allocation calculations for projected asset and liability balances. See Page 83 for instructions. We're also still looking at how we could automate some functions such as anticipating the closing of a branch and reallocating those expenses and income to other branches mid-year.

NOTE: The classical budgeting tools also contain a "Close a branch" function (see Page 83) which zeros out monthly figures from your budget starting with a month you specify. But this does not affect projections for asset and liability balances used in the modeling tools.



Q: Can I have more than one version of my budget going at a time?

A: Yes! With the 16.12 release we added a feature that allows you to take a snapshot of your entire budget at any time and store it in a new warehouse file, separate from where your "live" budget is stored. This lets you store several versions of your budget – such as both a conservative and aggressive budget using different calculation assumptions. You can use archived snapshot(s) in the Variance Analysis dashboard to compare your actual performance against multiple archived budgets. By having an archived copy of your final approved budget, you can even come back mid-year and adjust your figures for the remainder of the year, producing a mid-year budget recast. See Page 61 for more details about the Budget Archive.

RESEARCHING YOUR ASSUMPTIONS

The Budgeting Tools menu (MNBUDG) compiles the CU*BASE analysis dashboards and reports that can help you get a big-picture of your numbers as you begin.

Most of these are forecasting and inquiry tools that show your performance in various ways:

Dashboard	Description
Div/Int Base Rate Forecasting	Use this to run what-if calcs to see how changes to your base rates might affect your expenses.
Div/Int Split Rate Forecasting	Use this to get a picture of what your dividend/interest expenses have typically been, and to see the effect of potential rate changes across rate tiers, using member average balances.
Certificate Repricing Forecast	Use this to forecast changes to your dividend costs as member certificates hit their maturity dates.
Journal History Inquiry	Take a look at specific activity and balances for individual G/L accounts.
Trial Balance G/L Verification	This inquiry feature compares the credit union's Member Trial Balance totals to the appropriate General Ledger accounts, making it easy to see where the two are out of balance.
Trial Balance Analysis	Use this to get a picture of your member trial balance accounts all the way down to the individual product level.
ABD (Average Daily Balance) Analysis for Savings & Loans	<i>(Formerly available only via the ADB Calc button on the Loan/Share Trial Balance Analysis.)</i> Use this to see average daily balances for your trial balance accounts, including both principal and accrued dividends/interest.
3-Yr GL Acct Balance Comparison	Compare any 3 years of monthly balances, for any G/L account, side by side on this dashboard. See Page 11 for tips on using this dashboard to prepare as you work your budget.
10-Year Trends by GL Account	This is one of best ways to get a big-picture view of your performance trends over time. See Page 12 for tips on using this dashboard to prepare as you work your budget.
Analyze Current Loan Portfolio	View a snapshot of your entire loan portfolio. See Page 14 for a sample.
Analyze Current Savings Portfolio	View a snapshot of your entire savings portfolio, including shares and IRAs, checking, and escrow savings. See Page 15 for a sample.
Analyze Current Certificate Portfolio	View a snapshot of your entire portfolio of certificate accounts. See Page 16 for a sample.

3-YEAR GL ACCOUNT BALANCE COMPARISON

This tool lets you see a history of account performance over time, for a single general ledger account or an entire Budget Group. Use this tool before starting your budget to start getting familiar with the typical balance levels of your G/L accounts.

1. Start by choosing **3-Yr GL Acct Balance Comparison** from the Budgeting Tools menu (MNBUDG). The first screen allows you to choose exactly which accounts you wish to review, as well as specify the years to be compared:

2. Choose a G/L type and make other selections as desired (such as choosing a budget group), then use Enter to see the dashboard:

		2004		2009		2014	
Beginning balance:		41,827,590.78		87,130,340.12		123,216,066.70	
Month	Change	Balance	Change	Balance	Change	Balance	
Jan	117,477.83	41,945,068.61	869,104.66	87,999,444.78	1,562,294.27	124,858,739.05	
Feb	80,172.21	42,025,240.82	321,699.68	88,321,144.46	802,900.91	125,661,640.00	
Mar	194,949.20	41,830,291.62	90,931.95	88,412,076.41	3,515,270.77	129,176,910.77	
Apr	235,661.49	41,594,630.13	134,511.54	88,546,587.95	3,131,595.77	132,308,506.54	
May	372,568.05	41,967,198.18	323,870.54	88,222,717.41	3,405,911.11	135,714,417.62	
Jun	258,429.50	42,225,627.68	99,396.19	88,322,113.60	3,705,722.22	139,420,139.84	
Jul	807,676.76	43,033,304.44	78,158.77	88,243,954.83	4,194,800.00	143,614,939.84	
Aug	548,986.78	43,582,291.22	533,806.22	88,877,761.05	3,417,911.11	147,032,850.95	
Sep	81,582.83	43,500,608.39	236,721.12	88,641,039.93	1,574,444.44	148,607,300.00	
Oct	185,724.02	43,314,884.37	703,025.11	87,938,014.82	1,693,370.37	150,300,670.37	
Nov	117,098.17	43,197,786.20	520,952.76	87,417,062.06	1,271,853.28	151,572,523.34	
Dec	206,683.81	43,404,470.01	259,469.27	87,157,522.79	1,719,912.75	153,292,436.09	
Annual growth:		3.8 %		.0 %		24.3 %	

Any three years can be compared, going back as far as your credit union's data is stored on CU*BASE: just type a different year into the boxes at the top of the screen and use Enter to refresh.

The **Analysis** button will show some interesting statistics compiled for each year selected:

Session 0 CU*BASE GOLD - ABC CREDIT UNION


File Edit Tools Help

Balance Comparison Analysis Asset

Corp ID 01 ALL GL Accounts
 Budget Group 01 CONSUMER LOANS ALL Branches

	2004	2009	2014	Total
# months up	7	6	12	25
# months down	5	6		11
Average change	131,406.60	2,271.06	2,499,628.80	877,768.82
Low balance	41,594,630.13	87,157,592.79	124,778,360.97	41,594,630.13
High balance	43,582,291.22	88,877,761.05	153,211,612.25	153,211,612.25
Average Monthly Balance				
Q 1	41,933,533.68	88,244,221.88	126,485,385.20	85,554,380.26
Q 2	41,929,152.00	88,363,806.32	135,733,828.80	88,675,595.71
Q 3	43,372,068.02	88,587,585.27	146,337,558.62	92,765,737.30
Q 4	43,305,713.53	87,504,223.22	151,641,052.66	94,150,329.80
# months displayed	12	12	12	36
Average monthly balance	42,635,116.81	88,174,959.17	140,049,456.32	90,286,510.77

FR (5540) 9/18/15


- When done use  to exit.

10-YEAR TRENDS BY GL ACCOUNT


Similar to the 3-year comparison, this tool lets you see a history of account performance, but for a single G/L account and over a 10-year period (or whatever you have in your history) for a more detailed trending analysis. Use this tool before starting your budget to get a big-picture view of how your G/L balances have been trending.

- Start by choosing **10-Year Trends by GL Account** from the Budgeting Tools menu (MNBUDG).

Session 0 CU*BASE GOLD - Ten Year Trend Analysis by GL A

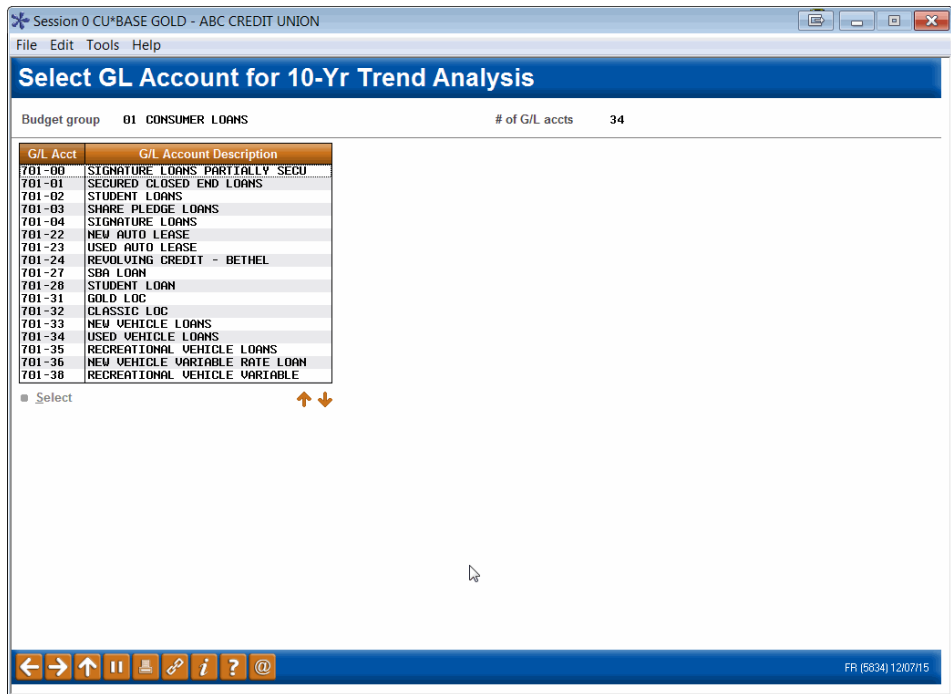
Select G/L account to research 

- OR -


Find G/L account by budget group 01 

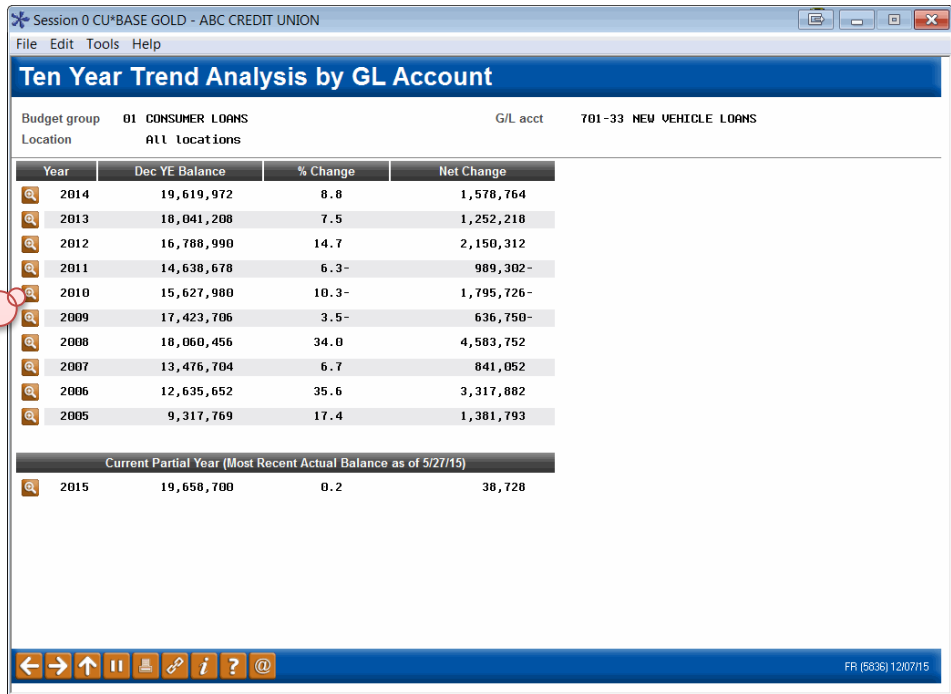
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- Although you can go directly to a single G/L, for best results start by choosing a Budget Group and use Enter to continue to a screen showing all of the G/Ls in that group:





3. Select one of the G/L accounts and use Enter to proceed to the 10-year balance comparison:

Click the lookup  button on any year to jump to the 3-Year Balance Comparison (described on Page 11) showing that year side by side with the previous and next years.



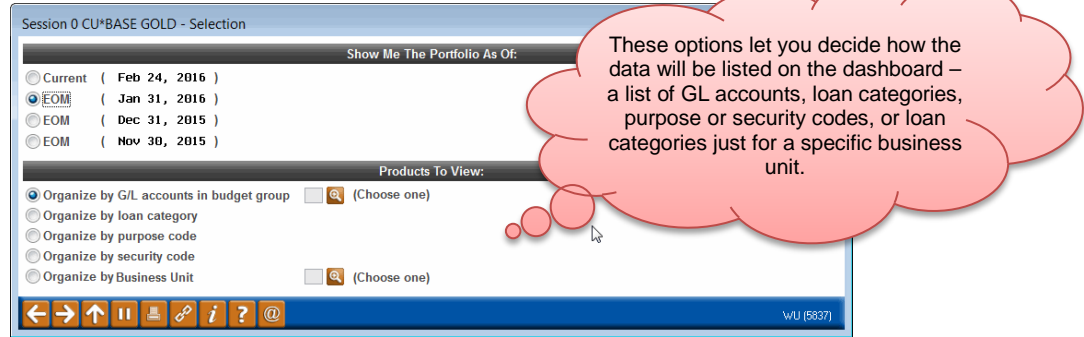
Remember that data can only be shown as far back as you have actual data in your general ledger balance file, up to 10 years. The current year is also displayed at the bottom, as of the most recent end-of-month balance.

4. When done use  to choose a different G/L account or  to exit.

ANALYZE YOUR LOAN PORTFOLIO

This tool gives a quick a snapshot of your entire loan portfolio. This tool is the easiest and best way to get a picture of your rates across member accounts. Similar research will also be shown when you are working through the modeling tools to help you understand how your projections relate to your portfolio.

1. Start by choosing **Analyze Loan Portfolio** from the Budgeting Tools menu (MNBUDG).



2. Choose which data you'd like to use (current or any of the three prior month-end snapshots) and how you'd like the accounts to be grouped for analysis purposes, then use Enter to proceed to the dashboard:

GL Acct	Description	Cur Wtd Avg Rate	Current Avg Rate	Low Rate	High Rate	# Loans	# Rates	# Members	Current Balance
701.00	SIGNATURE LOANS PARTIALLY SECU	11.074	12.308	2.000	24.900	2,498	143	2,321	14,972,896
701.01	SECURED CLOSED END LOANS	8.202	8.048	2.000	17.000	156	39	149	2,613,873
701.02	STUDENT LOANS	6.741	6.841	4.900	12.000	12	3	63	195,362
701.03	SHARE PLEDGE LOANS	4.381	4.498						287,977
701.04	SIGNATURE LOANS	8.657	10.954						2,475
701.22	NEW AUTO LEASE	3.485	3.452						
701.23	USED AUTO LEASE	3.967	3.987						
701.24	REVOLVING CREDIT - BETHEL	12.536	12.684						
701.28	STUDENT LOAN	6.218	6.333	4.500	12.000	1	1		
701.31	GOLD LOC	6.858	6.849	3.500	12.250	243	16		
701.32	CLASSIC LOC	14.619	13.040	6.000	25.000	109	30		
701.33	NEW VEHICLE LOANS	4.494	4.538	1.800	16.400	976	129		
701.34	USED VEHICLE LOANS	5.677	5.707	1.650	21.240	6,936	233	6,340	
701.35	RECREATIONAL VEHICLE LOANS	5.452	5.901	2.000	16.500	1,561	98	1,432	30,577,418
701.38	RECREATIONAL VEHICLE VARIABLE	5.041	5.000	4.250	6.500	4	3	4	52,181
701.39	GOODMONEY PAYDAY LOANS	1.994	1.987	1.000	2.000	81	2	81	35,319
701.40	OVERDRAFT PROTECTION	12.526	13.361	5.250	22.240	1,383	59	1,383	837,810
Totals		6.253	8.050	1.000	25.000	17,572	965	16,439	177,268,076

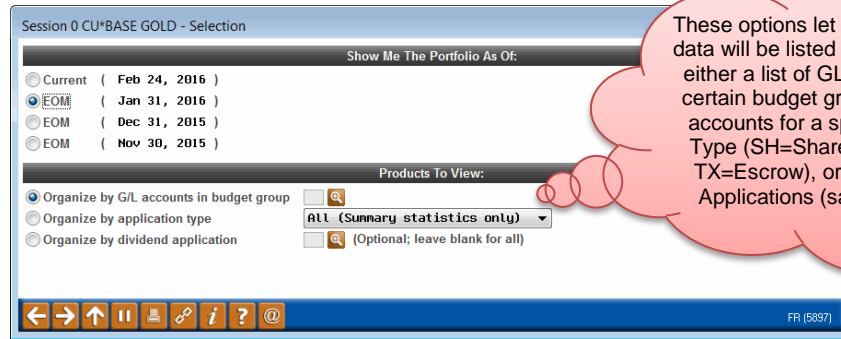
For online credit cards the system will include all of the rates from the individual rate “buckets” (purchases, balance transfers, and cash advances) found on each individual account. For credit cards as well as other loans, the weighted average rates are calculated using the actual outstanding balance for each rate.

3. When done use to exit

ANALYZE YOUR SAVINGS PORTFOLIO

This tool gives a quick a snapshot of your entire savings portfolio, including shares and IRAs, checking, and escrow savings. Similar research will also be shown when you are working through the modeling tools to help you understand how your projections relate to your portfolio.

1. Start by choosing **Analyze Savings Portfolio** from the Budgeting Tools menu (MNBUDG).



These options let you decide how the data will be listed on the dashboard – either a list of GL accounts under a certain budget group, or a list of GL accounts for a specific Application Type (SH=Shares, SD=Checking, TX=Escrow), or a list of Dividend Applications (savings products).

2. Choose which data you'd like to use (current or any of the three prior month-end snapshots) and how you'd like the accounts to be grouped for analysis purposes, then use Enter to proceed to the dashboard:

GL Acct	Apl Typ	Div Apl	Description	Split Rate	Qual	# Share	# Mbrs	Avg Bal / Accts	Current Balance
901.00	SH	SH	REGULAR SAVINGS	Y		36,336	36,336	1,998	72,623,636
901.10	SH	BS	BUSINESS/ORGANIZATIONAL SAVING	Y		1,755	1,755	8,663	
901.51	SH	ET	ETA	Y		1	1	505	
901.59	TX	EE	EVERHOME ESCROW SHARES			18	18	771	
901.60	TX	FM	FREDDIE MAC ESCROW SHARES			19	19	595	
901.61	TX	FB	ESCROW - IN HOUSE LOANS			1	1	747	747
901.63	TX	FC	FCU REQUIRED ESCROW SHARES			500	499	784	392,497
901.64	TX	FA	FANNIE MAE ESCROW SHARES			1,140	1,119	703	802,453
901.78	SH	SW	SAVE TO WIN			153	153	1,006	153,969
902.00	SD	CK	REGULAR CHECKING			87	3,430	2,844	9,917,255
902.00	SD	FE	REGULAR SAVINGS			1	1	442	442
902.01	SD	IP	INTEREST			5	7,142	2,075	15,102,441
902.02	SD	FE	SAFE N			162	2,143		952,428
902.05	SD	HS	HOME SAVING			60	60		5,838
902.07	SD	HC	HOMETOWN CHECKING			168	168		766
902.08	SD	PC	PREMIER CHECKING			211	211		341
902.10	SD	BU	BUSINESS CHECKING			33	33		05
Totals						69,638	68,859		375,109

Your selection on the initial window controls what appears in these first few columns.

Use this to see balance ranges and rates on your split rate products

Use this to see Common Bonds analyses for these specific members

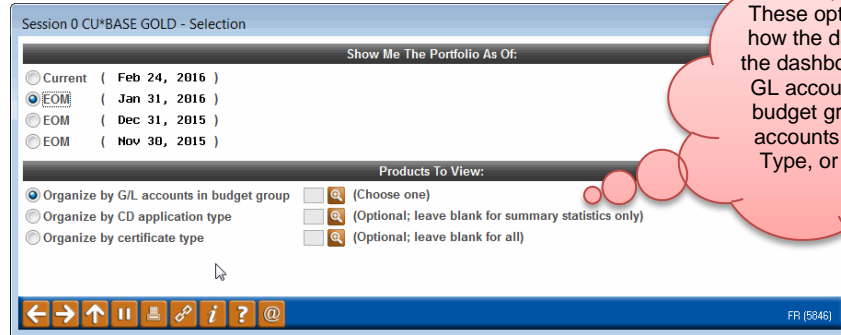
Click to sort by any column

3. When done use to exit

ANALYZE YOUR CERTIFICATE PORTFOLIO

This tool gives a quick a snapshot of your entire portfolio of certificate accounts. This tool is the easiest and best way to get a picture of your rates across member certificates. Similar research will also be shown when you are working through the modeling tools to help you understand how your projections relate to today's portfolio.

1. Start by choosing **Analyze Certificate Portfolio** from the Budgeting Tools menu (MNBUDG).



These options let you decide how the data will be listed on the dashboard – either a list of GL accounts under a certain budget group, or a list of GL accounts by CD Application Type, or a list of certificate types.

2. Choose which data you'd like to use (current or any of the three prior month-end snapshots) and how you'd like the accounts to be grouped for analysis purposes, then use Enter to proceed to the dashboard:

GL Acct	Apl Typ	CD Typ	Description	Cur Wtd Avg Rte	Current Avg Rate	Low Rate	High Rate	# CDs	# Rates	# Mbrs	Current Balance
908.02	CD	2	3 MONTH CERTIFICATE	.050	.050	.050	.050	13	1	11	91,051
908.02	CD	3	6 MONTH CERTIFICATE	.221	.076	.050	.600	91	5	70	
908.02	CD	4	9 MONTH CERTIFICATE	.419	.157	.100	.700	21	2	19	
908.02	CD	5	12 MONTH CERTIFICATE	.675	.520	.500	1.050	332	9	224	
908.02	CD	6	18 MONTH CERTIFICATE	.743	.576	.550	1.200	59	4	49	
908.02	CD	7	24 MONTH CERTIFICATE	.862	.740					78	1,361,828
908.02	CD	8	36 MONTH CERTIFICATE							38	405,884
908.02	CD	9	48 MONTH CERTIFICATE							45	1,681,293
908.02	CD	10	60 MONTH CERTIFICATE							168	3,917,009
908.02	CD	12	30 MONTH CERTIFICATE							6	122,831
908.02	CD	14	20 MONTH CERTIFICATE							1	
908.02	CD	18	13 MONTH CERTIFICATE							3	
908.02	CD	22	37 MONTH CERTIFICATE	1.000	1.000	1.000	1.000	361	7	340	
908.02	CD	24	21 MONTH CERTIFICATE	1.314	1.308	1.000	1.750	173	8	119	
908.02	CD	38	12 MONTH BUSINESS CD	1.020	1.020	1.020	1.020	1	1	1	
908.02	CD	39	4 YEAR ROMNEY BUMP	.990	.990	.990	.990	1	1	1	
908.02	CD	56	13 MONTH CERTIFICATE	1.252	1.247	1.240	1.490	35	2	18	
Totals				1.348	.921	.050	2.230	2,180	111	1,630	52,197,872

Click to sort by any column

Use these to export this specific group of members so that you can communicate with them via Member Connect

Use this to see Common Bonds analyses for these specific members

3. When done use to exit

STEP 1: OPEN (UNLOCK) YOUR BUDGET

WHAT YOU SHOULD KNOW

Budget Controls are like padlocks for your budget records. They allow the credit union's budgeting manager to control how data gets into the budget records and how and when modifications can be made. There will be one set of Budget Controls for every year of data in your general ledger balance file (GLBALA). Each set contains four separate padlocks (on/off controls), one each for Assets, Liabilities, Income and Expenses.

In the fall when you're ready to begin working next year's budget, the first step is to add that budget year into your Budget Controls. You'll set the appropriate G/L type(s) to "open," unlocking them so that budget figures can be created, modified, or deleted.

For credit unions that use a tag team approach to working on the budget, Budget Controls help manage the workflow and avoid someone accidentally overwriting work already completed by someone else. For example:

- ◆ The budgeting manager adds the 2016 Budget Control record and announces that budgeting season is now open. She opens the control for Assets only.
- ◆ The credit union's lending experts begin working on projecting loan asset balances.
- ◆ When those projections are complete the budgeting manager locks the Asset controls and opens up the Income controls.
- ◆ Interest yield projections are calculated using the projected loan asset balances.
- ◆ When all of the loan yields have been calculated and added to the budget, the budgeting manager locks the Income G/Ls again and unlocks the control for Liabilities.
- ◆ The credit union's savings experts now begin working on projecting liability balances for member shares.
- ◆ ...and so on.

Even if you only have one person working your budget, the controls can be helpful to keep yourself organized and prevent yourself from accidentally changing or deleting a portion of your budget that you've already finished and verified.

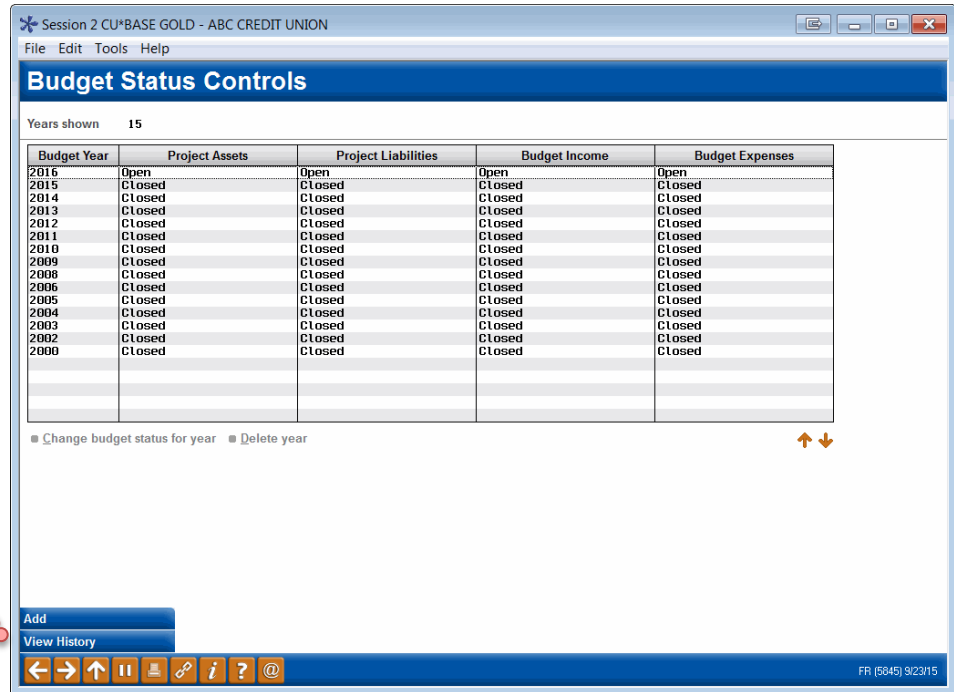
Tips

- A history log is automatically maintained showing every time a budget control record was changed. That will allow you to see who has been working on your budget and when, and could be used to track when various tasks are completed should you have multiple people working on the same budget.
- By setting all four of the padlocks to "closed" after a budget is complete, changes can no longer be made, preventing anyone from accidentally deleting or changing it later while working on a future year's budget.

- It is possible to delete a control record for a particular year *even if budget figures do exist for that year*. But all that does is effectively lock that budget year so that it can no longer be maintained. Nothing happens to the budget figures themselves, and you'd still be able to include that budget on your financial reports. You would need to add the control record back if you wished to maintain that budget later.

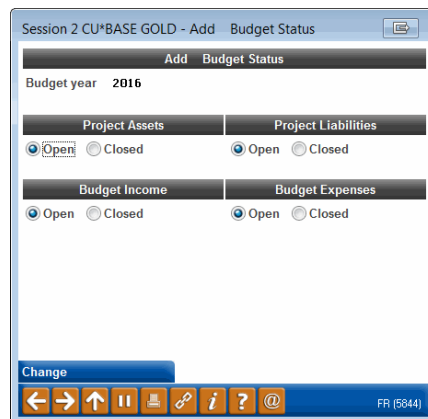
DO IT NOW: OPEN YOUR BUDGET FOR THE NEW BUDGETING YEAR

1. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Lock/Unlock G/Ls for Budgeting** option



Use **View History** to see a record of when your budget controls have been adjusted and by whom.

2. Assuming the new budget year does not already exist, use **Add** (the system will automatically choose the next budget year for you)



3. Choose **Open** only for those G/L types you wish to actively maintain now, setting all of the remaining types to **Closed** to prevent accidental changes
4. Use Enter to save

Locking/Unlocking Budget Controls During Budgeting

During the budgeting process you may return to the controls and close G/L types where budgeting is complete, and open G/L types you are ready to begin budgeting. Remember that it is possible to delete a budget control record entirely, even if budget figures already exist, but that does not affect the budget itself, only your ability to maintain or delete that year's budget.

1. Navigate to the Budgeting Tools menu (MNBUDG) and choose the ***Lock/Unlock G/Ls for Budgeting*** option
2. Select the desired budget year in the list and choose **Change budget status for year**
3. Choose **Open** only for those G/L types you wish to actively maintain now, setting all of the remaining types to **Closed** to prevent accidental changes
4. Use Enter to save

STEP 2: CREATE BUDGET GROUPS

WHAT YOU SHOULD KNOW

A Budget Group allows you to run budget calculations on a group of G/L accounts at the same time. It's best if you put every G/L account you have into a budget group, even if you end up deciding not to use modeling tools to project assets and liabilities, because of how the Groups are used by the Variance Dashboard and other analysis dashboards and reports.

Going back to our analogy of a spreadsheet with 102,000 cells, think of Budget Groups as a way to take big swaths of your worksheet and populate all of the cells at the same time, using the same calculation assumptions.

Another way to think of Budget Groups is to imagine the **sub-totals on your financial reports**. Each sub-total would represent a Budget Group. You might eventually get even more granular than that, but that's a great place to start.

TIP: To make the modeling calculations work right with different product rates, we recommend you split savings into sub-groups by application type (Shares/IRAs, Checking, Escrow, and Certificates). At the very least make sure to separate savings from time deposits.

Setting Up the Groups

Generally you'll create a group, then select a batch of G/Ls to be in it.

You can also assign groups one G/L at a time, but that's mostly for situations where you need to tweak where a particular account goes, or you are setting up a brand-new G/L account.

Budget Groups Are Not Static

Because the groups are used not only for the calculations, but also by all of the variance analysis tools, it may take some time to get the groups just right. The system makes this easy by letting you move a G/L from one group to another, and the budget analysis tools will adapt automatically, on the fly.

This does mean, however, that if you print a budget report today, then a year from now you print that same budget report, if you've made any changes to your budget groups in the meantime, *the reports will not look exactly the same*. **CU*BASE does not retain the original budget groups as part of the budget records.**

And that's on purpose. The tools are intended to be dynamic and adapt to your changing organization over time. This makes your analysis more useful, as it instantly lets you see trends in the income statement sub-totals you use *today*.

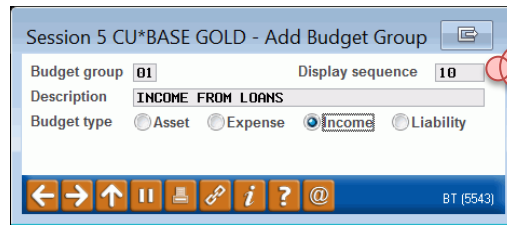
DO IT NOW: CREATE YOUR BUDGET GROUPS

Access the Tool

1. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Budget Groups in Chart of Accts** option
2. Choose **Full Chart**
3. Choose **Budget Group Maint** to display the list of groups you've already created, if any

Create a Group Code


4. Choose **Add**




The *Display sequence* controls the order in which this group will appear on the Variance Dashboard and elsewhere, and can be changed later if you wish to reorganize your groups (the *Budget group* code itself cannot be changed). For best results, use an interval such as 10, 20, 30, etc., to make it easier to insert new groups later.

5. Type a *Budget group* code (can use letters and numbers) and a *Display sequence* (numeric 0001-9999)
6. Enter a *Description*, and choose a *Type* (income, expense, asset or liability)

For example, let's say we're creating the group for our interest income, which is sub-totaled as "TOTAL INCOME FROM LOANS" on our income statement. This group would use that as the description and include all of the interest income G/Ls that make up that sub-total.

7. Use  or press Enter to continue

Assign the G/Ls to the Groups

8. If the G/L account numbers you need are sequential, choose **Flood to accounts**
OR
Choose **Select accounts** if you need to pick and choose individual accounts from your full list
9. Use  or press Enter to proceed
10. If flooding accounts, simply enter the range of account numbers that should be in this group (*cannot use a range if any of the G/Ls in that range are already assigned*)
OR
If selecting accounts, hold the **Ctrl** key and click on accounts in the list, one at a time, then click Select

TIP: The flood feature is just an easy way to put the budget group on many G/L account records at the same time; from that point on each account configuration is still separate. You can go back into individual accounts and adjust the budget group code as needed.

11. Choose **Assign** (F6) to save and continue
12. You should now be looking at a screen listing the groups you've created so far, like this:

Session 3 CU*BASE GOLD - CU*ANSWERS TEST CREDIT UNION (CU)

File Edit Tools Help

Maintain G/L Budget Groups

G/L accounts 1,372
 # Assigned 667 48%
 # Unassigned 705 51%

Budget Group	Description	G/L Type	# G/L Accounts	Display Sequence
01	INCOME FROM LOANS	I	80	10
02	INVESTMENT INCOME	I	10	20
03	OTHER INCOME	I	189	30
04	SALARIES	E	6	40
05	PERSONNEL	L	6	40
06	EMPLOYEE BENEFITS	E	16	50
55	THIS IS ANOTHER TEST	L	2	55
06	BOARD AND STAFF EXPENSES	E	10	60
07	ASSOCIATION DUES	E	2	70
08	OFFICE OCCUPANCY	E	13	80
09	OFFICE OPERATIONS	E	44	90
10	EDUCATIONAL AND PROMOTIONAL	E	33	100
11	LOAN SERVICING FEES	E	17	110
12	PROFESSIONAL AND OUTSIDE SERVICES	E	14	120
13	MISCELLANEOUS EXPENSES	E	18	130
14	PROVISION FOR LOAN LOSSES	E	2	140
15	LOAN INTEREST EXPENSE	E	17	140
16	DIVIDEND EXPENSE	E	63	140
17	NON-OPERATING EXPENSES	E	6	140
18	SHARE DRAFTS	L	6	140

Change Delete View Choose G/L accounts
 Clear from accounts Flood to accounts

Add
 Accts With No Group

BT (5546) 9/23/14

Use **Clear from accounts** to keep the Group but remove the code from any GLs assigned to it. Use **Delete** to un-assign and remove the code entirely.

If you see a group without any GL Accounts, select it and use either **Flood to accounts** (to enter a range) or **Choose G/L accounts** (to select them manually)

13. Repeat #4-12 until all groups are created
14. To double-check you haven't missed any, choose **Accts With No Group** to see accounts that have not yet been assigned to a Budget Group
15. Use to exit

STEP 3: LINK G/L ACCOUNTS FOR MODELING

If you do not wish to use the modeling calculations that estimate interest income based on loan growth, or dividend expenses based on member savings balances, you may skip this step.

WHAT YOU SHOULD KNOW

In CU*BASE budgeting, to “model” means to forecast the projected growth or decline of an asset, and then use those projected balances to calculate the impact on the associated income. In this step you tell the budget tool which assets are tied to which income accounts, and which liabilities go with which expenses. *(See Page 8 for more details about why to model.)*

While CU*BASE configurations like loan categories and share products do include similar G/L account cross-references, the configuration used by the budget tool is completely separate. And that’s on purpose, to force you to think in terms of *budgeting* when it comes to these relationships.

For example, the budget tool requires a 1:1 relationship – one income account goes with one asset – and **there can be no overlap**. Your CU*BASE configurations could potentially use the same income G/L for more than one product, while the modeling calculations can only handle data from a single account.

You may find when setting up this configuration that your chart of accounts as it stands won’t support modeling on all of the income G/Ls you have, but this way you will know going in which groups can be modeled and which will need to be calculated using a straight budget calculation.

Where to Gather This Information

- For loan products, use Loan Category Configuration on the Loan Products configuration menu (MNCNFB).
- For savings and certificate products, use the options on the Savings Products configuration menu (MNCNFA).

DO IT NOW: LINK G/LS FOR MODELING

After you initially create your groups, each subsequent year you should at least review them to make sure they are set up the way you like, especially if you’ve added or removed G/Ls since last budget season.

Create the Group Codes

1. Navigate to the Budget Tools menu (MNBUDG) and choose the **Budget Groups in Chart of Accts** option
2. Choose **Full Chart**
3. Under *G/L type* select **Assets** and use Enter to refresh

- Select an Asset G/L account and use **Change** to display the following screen:

The Accrual G/L is not currently used by the budget tool but is intended for future use; it can be left blank if you wish.

- Make sure that a *Budget group* has been selected for this account
- In the bottom section of the screen, enter the income G/L and accrual G/L that correspond to this asset

OR

Choose **Auto Pick** and the system will make a best guess for both fields by looking at your loan category configurations (or share dividend application configurations) for a product that uses this G/L. (A confirmation window will appear showing the selections made; use Select (F5) to confirm and return to this screen.)

***IMPORTANT:** The system only looks for the first match it finds. If you happen to have more than one loan or savings product tied to this G/L, the modeling calculation **will not work properly** for you. In this case we suggest you leave both the income/expense and accrual fields blank and use the classical budget calc method to manually calculate the budget for this particular G/L.*

- Use Enter to save that G/L account
- Repeat #4-7 for all remaining loan asset G/L accounts
- Repeat #3, changing the G/L type to **Liabilities**
- Repeat #4-7 for all of your savings liability G/L accounts

Remember that only member loan and savings G/Ls are currently supported for modeling calculations.

- When done use to Exit

STEP 4: MARK BRANCHES WITH NO MEMBER ACCOUNTS (IF MODELING)

This step is optional, even if you are planning to use the modeling tools, and applies only to CUs who have branches to which members loan/savings accounts are never assigned.

WHAT YOU SHOULD KNOW

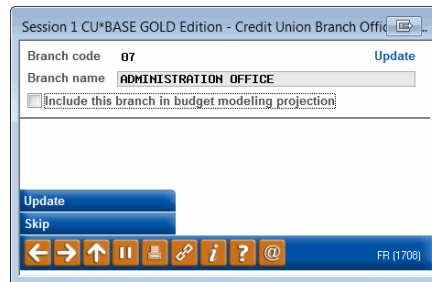
This step lets you flag specific branches that do not have any member loan or savings accounts attached to them, for special handling via the budgeting and modeling tools. For example, you may have an administrative branch that is never used for member loan or savings accounts. Setting this configuration flag will prevent that branch from appearing on certain dashboards and maintenance screens.

For now this feature will affect only certain screens where branches are listed, but at the present time **does not have any effect on how projection figures are calculated** and stored in your budget records. See “How Balance Projections Are Spread Across Branches” on Page 29 for details.

DO IT NOW: EXCLUDE A BRANCH FROM MODELING

These settings only need to be adjusted once unless you make changes to your branch structure in the future.


1. Navigate to the Budget Tools menu (MNBUDG) and choose the **Configure Branches to Budget** option
2. Enter the branch/vault number to be excluded and use Enter to proceed:



The screenshot shows a window titled "Session 1 CU*BASE GOLD Edition - Credit Union Branch Office". It contains a form with the following fields: "Branch code" with the value "07" and an "Update" button; "Branch name" with the value "ADMINISTRATION OFFICE"; and a checkbox labeled "Include this branch in budget modeling projection" which is currently unchecked. Below the form are "Update" and "Skip" buttons, and a navigation bar with various icons and the text "FR (1708)".

3. Remove the checkmark from the *Include this branch in budget modeling projections*

IMPORTANT: The branch name here is used for other things besides this budget control, so be careful about changing the description for any of these records!

4. Use Update (F5) to save
5. Repeat for any other branches that do not have member accounts attached
6. Use  to exit

STEP 5: PROJECT ASSET BALANCES FOR MEMBER LOANS (IF MODELING)

If you do not wish to use the modeling calculations that estimate interest income based on loan growth, you may skip this step.

WHAT YOU SHOULD KNOW

In this step you will use a series of screens and calculation options to project year-end balances for your member loan asset G/Ls. Remember that only the asset G/Ls that have been linked to income G/Ls (in Step 3, see Page 23) can be projected using this tool.

Balance sheet G/L accounts are different from income statement accounts when it comes to your budget. As you know, when printing a financial statement, the income statement format always includes both a starting and ending date so you can define the period for which net change figures are shown. For a balance sheet there is no “starting” period but rather a resulting balance as of a specific point in time.

But regardless of the G/L type, the budget tool itself ultimately will be storing a *net change* figure for each month of the budget year. Therefore, when projecting balances for assets (or liabilities), the system needs a starting balance to which it can add or subtract those monthly net changes.

A word about written-off loans: Remember that modeling tools, like the classical budgeting tools, use G/L accounts and the associated general ledger history for all calculations. So if you set up your loan products properly and use the CU*BASE Loan Write-Off and Charge-Off tools as intended, your projection calculations for loan assets will not include written off loans because those loans will have been already moved to your configured G/L(s) for written-off assets, and no longer part of the original asset G/L.

Start at the Beginning: The Beginning Balance

If you wait to start your budget until after the budget year has begun (say, during January), then the system can use the December year-end balance as the budget year’s starting balance. But since most CUs do their budgeting during November or December, you’ll have to project what that year-end balance will be when you begin your budget modeling.

That means that no matter which method you use for figuring the projected ending balance, the first step is always to project a starting balance for the budget year. Then the next step is to choose a calculation method to project the year-end balances from that starting point:

Understanding the Calc Techniques

There are three approaches you can use for how you arrive at the projected ending balances for the budget year. Choose the one that is easiest for you to understand and best fits your approach to budgeting your member loan G/Ls:

➡ Project Your Monthly Net Balance

This commonly-used method is for CUs that prefer to budget by predicting how much loan balances are likely to change (go up or down) each month during the year.

Starting balance + Monthly net change to member loans = Ending balance

- With this method you can specify the exact \$ amount you're targeting and have the system spread that evenly across the months. Or you can have the system calculate the target based on a \$ or % pattern from last year's actual performance. See below for a description of how the pattern calculations work.

➡ Project Your Monthly Resulting Balance

This is another commonly-used method that lets you target where your loan balances will wind up at the end of the year, and the system will calculate the net change amount for each month based on this projection.

Target ending balance / 12 months = Net change amount to record to the budget

OR

Target ending balance / 365 or 366 days * # of days in month = Net change amt to record to the budget

- With this method you can spread the same amount across each month or use a daily calculation that accounts for the variation in the number of days in each calendar month.

➡ Project Your Annual Debits and Credits

This is a less common method but can be useful for loan G/Ls where you have a sense of the total amount of new loan dollars you will receive during the year as well as the typical pattern of loan payments coming in throughout the year.

Starting bal + debits (disbursements) to mbr loans – credits (payments) to mbr loans = Ending bal

- With this method you can specify the exact \$ amount you're targeting for the year and have the system spread that across the months. Or you can have the system calculate the target based on a \$ or % pattern from last year's actual performance. See below for a description of how the pattern calculations work.
- NOTE: Currently the model does not automatically adjust credits based on your predictions for new loans (debits), so you'll need to take that into consideration when doing your credit assumptions.

Using Fixed Assumptions vs. a Pattern

When calculating your projections using either the Net Balance or the Debits/Credits technique, you can choose to do the math via either a Fixed Assumption or a Pattern.

A **Fixed Assumption** simply takes whatever dollar amount you enter on the budget calculation screen and spreads it across the months. Or you can do a straight % increase/decrease calculation from one month to the next. A fixed assumption does NOT use any previous year figures in the calculation, so it's perfect for when you want to **set goals/targets for the budget year** without any connection to last year's performance.

With a **Pattern**, you will **look at last year's performance** from a trending perspective, using the ups and downs for each calendar month to determine

the ups and downs you can expect next year. This can be done by dollar amount (the \$ amount change in your loan balances from one month to the next last year) or percent change (how much loan balances went up or how much they went down last year, as a percentage of the total balance). If you wish, you can even add a little to the calculated amount each month, or subtract a little. But you can also simply use the exact same pattern as last year, the only difference being what balance you start with (next January vs. last January).

The following illustrations show how a Pattern calculation uses last year's numbers, including the effect of adding an optional deviation in the form of a \$ amount or additional % per month:

Sample 1a: Dollar Amount Pattern

This example takes last month's performance and mirrors it for next year, using the same \$ amount change from one month to the next as last year. The only difference between last year and next year is the starting balance:

Same \$\$ Pattern as last year (just a different starting balance)				
	Actual Resulting Balance	Net Change	% Change from last month's EOM Balance	Budget Resulting Balance
BOY	100,000			125,000
Jan EOM	102,000	2,000	2.00%	127,500
Feb EOM	104,000	2,000	1.96%	130,000
Mar EOM	106,000	2,000	1.92%	132,500
Apr EOM	109,000	3,000	2.83%	136,250
May EOM	112,000	3,000	2.75%	140,000

Sample 1b: Dollar Amount Pattern + \$ Deviation

Similar to the previous sample, but in addition to mirroring the monthly change from last year, we also tacked on another \$1,000 each month:

Same \$\$ Pattern as last year, diff starting bal, add another \$1K per month					
	Actual Resulting Balance	Net Change	% Change from last month's EOM Balance	Add another \$1,000/month	Budget Resulting Balance
BOY	100,000				125,000
Jan EOM	102,000	2,000	2.00%	1,000.00	128,000
Feb EOM	104,000	2,000	1.96%	1,000.00	131,000
Mar EOM	106,000	2,000	1.92%	1,000.00	134,000
Apr EOM	109,000	3,000	2.83%	1,000.00	138,000
May EOM	112,000	3,000	2.75%	1,000.00	142,000

Sample 2a: Percent Pattern

This example takes last month's performance and mirrors it for next year, using the same % change from one month to the next as last year. The only difference between last year and next year is the starting balance (*because no additional amount is added, the results are identical to the first sample \$ pattern above*):

Same % Change Pattern as last year (just a different starting balance)

	Actual Resulting Balance	Net Change	% Change from last month's EOM Balance	Budget Resulting Balance
BOY	100,000			125,000
Jan EOM	102,000	2,000	2.00%	127,500
Feb EOM	104,000	2,000	1.96%	130,000
Mar EOM	106,000	2,000	1.92%	132,500
Apr EOM	109,000	3,000	2.83%	136,250
May EOM	112,000	3,000	2.75%	140,000

Sample 2b: Percent Pattern with % Deviation

In addition to the % change from last year, in this next sample we also tacked on another 1.5% change each month (calculated as a % change from the previous month's projected resulting balance):

Same % Change Pattern as last year, diff starting bal, add another 1.5% change each month

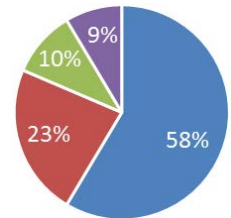
	Actual Resulting Balance	Net Change	% Change from last month's EOM Balance	Add another 1.50% change/month	Budget Resulting Balance
BOY	100,000				125,000
Jan EOM	102,000	2,000	2.00%	1.50%	129,375
Feb EOM	104,000	2,000	1.96%	1.50%	133,852
Mar EOM	106,000	2,000	1.92%	1.50%	138,434
Apr EOM	109,000	3,000	2.83%	1.50%	144,429
May EOM	112,000	3,000	2.75%	1.50%	150,570

TIP: Another way to look at it is that instead of adding 2% for January, the calculation uses 3.5% (2.0%+1.5%), 3.46% for Feb, and so on.

How Balance Projections Are Spread Across Branches

After you've projected your monthly balances for a G/L, when saving the system will automatically spread the projections among the branches for each month of the year, by dividing the total amount across your current mix of branches. **This includes all branches that currently have balances in that G/L account.**

The spread will be done proportionately to the current balance per branch. So if one branch currently represents 58% of the balance in that G/L account, then 58% of the new projected balance will be spread to that branch in your budget records, like this:



	\$ Amt Represented by Branch	% of Total
Branch 01	\$8.2M	58%
Branch 02	\$3.2M	23%
Branch 03	\$1.4M	10%
Branch 04	\$1.2M	9%
Current Balance in G/L 701.00	\$14.0M	100%

← Once projections are calculated for the entire G/L account, 58% of that total will be saved under this branch # in your budget records

IMPORTANT: This calculation must take into account any balance currently found under any branch for that G/L account. So even if you've marked a branch in Step 4 as not being used by modeling, if there is an amount in the G/L under that branch (even \$1!), it still will be used in the calculation for saving projections, so that the proportions come out to 100%.

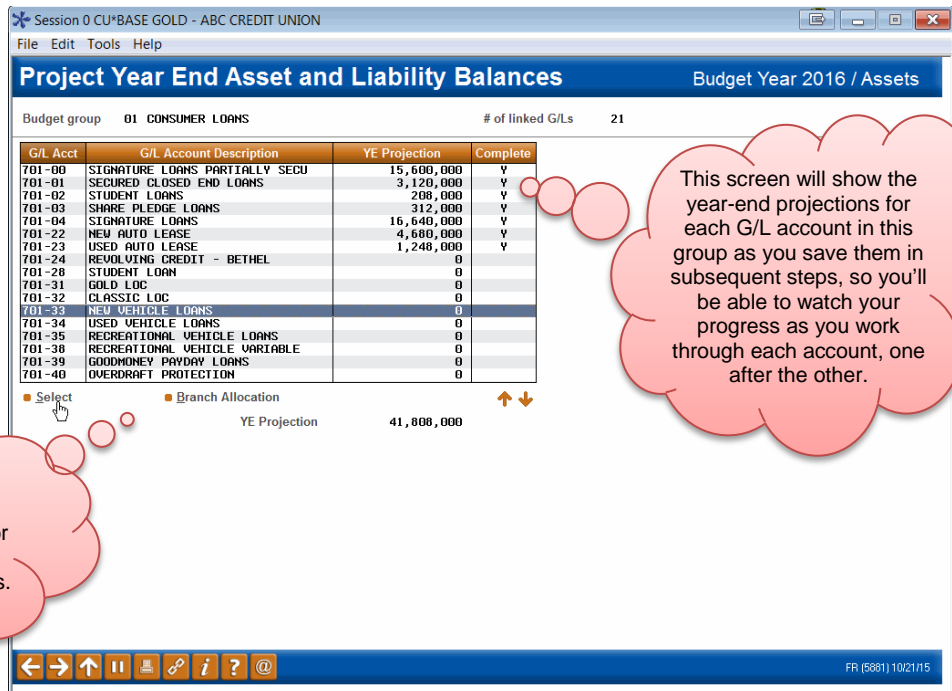
DO IT NOW: PROJECT YOUR MEMBER LOAN BALANCES

NOTE: While working in the modeling tools, remember that a minus sign (-) always means a **decrease** to that G/L, regardless of whether that G/L is a debit- or credit-balance account.

1. Navigate to the Budget Tools menu (MNBUDG) and choose the **Project Asset/Liability Balances** option



2. Enter the budget year, then select a **Budget Group** representing member loans and use Enter to continue



3. Select one of the G/L accounts in the group and use Enter to proceed to the research screen:

Session 0 CU*BASE GOLD - ABC TEST CREDIT UNION

File Edit Tools Help

Research History For Assumption Ideas

Budget Year 2016 / Asset

Budget group 01 CONSUMER LOANS G/L acct 701-33 NEW VEHICLE LOANS
 Location ALL Locations Income 111-33 INT INCOME - NEW VEHICLE LOANS

History For Assumption Ideas			
	Dec YE Balance	% Change	Net Change
2014	19,619,972	8.8	1,578,764
2013	18,041,208	7.5	1,252,218
2012	16,788,990	14.7	2,150,312
2011	14,638,678	6.3-	989,302-
2010	15,627,980	10.3-	1,795,726-
2009	17,423,706	3.5-	636,750-
2008	18,060,456	34.0	4,583,752
2007	13,476,704	6.7	841,052
2006	12,635,652	35.6	3,317,882
2005	9,317,769	17.4	1,301,793
Current Partial Year (Most Recent Actual Balance as of 8/24/15)			
2015	19,526,958	0.5-	93,014-

Done/Continue Chart Dec YE Balance Chart % Change Chart Net Change

← → ↑ ↓ ↻ ⌂ ? @

Use these tabs to see graphs showing the 10-year trends in this G/L.

Click the lookup button on any year to jump to the 3-Year Balance Comparison (described on Page 11) showing that year side by side with the previous and next years.

Remember that this is a partial year with no end-of-year balance, so be sure to notice the "as of" date in the heading bar!

Use these buttons to look at charts showing 10-year trends. (Tip: Use the "X" button at the bottom of the chart to close the chart.)

This screen lets you pause and familiarize yourself with this G/L account's performance over the last 10 years. These numbers will be useful for ballpark analysis when running projection calculations for next year's budget.

4. When done reviewing prior performance for the G/L, use **Done/Continue** to move on to the main projection calculation screen:

Session 0 CU*BASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Project Year End Asset and Liability Balances

Budget Year 2016 / Asset

Budget group 01 CONSUMER LOANS G/L acct 701-33 NEW VEHICLE LOANS
 Location ALL Locations Income 111-33 INT INCOME - NEW VEHICLE LOANS

Balance 19,526,958 as of Aug 24, 2015 Records used 216 (1 G/L x 12 months x 18 branches)

Month	Beginning Balance	Calculate		Enter Manually		Calculate		Enter Manually		Resulting Balance
		Debit/Disbursement	Credit/Payoffs	Net Balance	Resulting Balance					
January	0									0
February	0									0
March	0									0
April	0									0
May	0									0
June	0									0
July	0									0
August	0									0
September	0									0
October	0									0
November	0									0
December	0									0
2016 Projected	0	0	0	0	0	0	0	0	0	0
2015 History	19,619,972					19,619,972-				0
	8.8 %					999.9 %				0.5-%
2014 History	18,041,208	15,752,146	14,173,382	1,578,764	19,619,972					8.8 %
		0.0 %	0.0 %	26.1 %						

Save Projection G/L Balance Comparison Clear Assumptions Analysis Notes

← → ↑ ↓ ↻ ⌂ ? @

FR (5682) 10/21/15

The first row in this bottom area will be filled in with budget year projections as you use the calculation features on this screen.

The middle row shows current year figures as of the most recent month end. Use the lookup button to see a monthly breakdown for that year.

The bottom row shows performance for the most recent completed annual. Use the lookup button to see a monthly breakdown for that year.

Start here!

At any time while working on this screen you can use **Clear Assumptions** to erase all of the figures you've calculated and return to where you started.

Use the Notes button to record notes about your calculation assumptions. See Page 67 for tips.

Specifying the Starting Balance



Skip this step if you are creating a budget for the *current* year, since this year's beginning balance has already been recorded. Proceed directly to #9 on the next page.

- Click the near the January balance (F17) to display the window below:

Session 0 CU*BASE GOLD - Project Starting Balance Assumption		Starting Balance
Beginning balance for year	19,619,972	
Most recent actual balance (as of 7/31/15)	19,628,172	
Year-to-date change	8,200	
divided by the number of months so far	07	
equals the average change per month	1,171	
times the number of months left in the year	05	
equals the projected change for rest of year	5,855	
Added to most recent balance equals the		
Projected year end balance	19,634,029	
Starting balance to use in assumptions	19,634,029	

- On this window you'll see a narrative showing what the system estimates your ending balance for this year will be, assuming your average monthly change levels remain consistent from now until the end of the year
- Enter the balance you want to use as your beginning balance for next year's budget projections (*although you can use the number calculated by the system, to make the math easier to understand you might prefer to enter a whole number, rounded up or down from that estimate*)
- Use Enter to insert that balance onto the main projections screen

IMPORTANT: While this starting balance is critical to the remaining calculations you'll perform on this screen, this amount is not retained by CU*BASE. The budget will ultimately store only a monthly net change amount and resulting balance for each branch.

Session 0 CU*BASE GOLD - ABC CREDIT UNION						
Project Year End Asset and Liability Balances						
Budget group 01 CONSUMER LOANS				NEW VEHICLE LOANS		
Location All locations				Income 111-33 INT INCOME - NEW VEHICLE LOANS		
Balance 19,526,958 as of Aug 24, 2015				Records used 216 (1 G/L x 12 months x 18 branches)		
Month	Beginning Balance	Debit/Disbursement	Credit/Payoffs	Net Balance	Resulting Balance	
January	20,000,000			D	20,000,000	D
February	20,000,000			D	20,000,000	D
March	20,000,000			D	20,000,000	D
April	20,000,000			D	20,000,000	D
May	20,000,000			D	20,000,000	D
June	20,000,000			D	20,000,000	D
July	20,000,000			D	20,000,000	D
August	20,000,000			D	20,000,000	D
September	20,000,000			D	20,000,000	D
October	20,000,000			D	20,000,000	D
November	20,000,000			D	20,000,000	D
December	20,000,000			D	20,000,000	D
2016 Projected	20,000,000	0	0	0	20,000,000	0.0 %
	1.9 %	%	%	100.0-	0.0 %	%
2015 History	19,619,972			380,028	000,000	%
	8.8 %	%	%	75	%	%
2014 History	18,041,208	15,752,146	0.0			%

At this point the projected balance will remain the same all year, so your next step will be to choose a method for estimating the monthly change amount and projecting a year-end balance for the year.

A "D" in this column means a debit to the G/L account (remember that for this screen, a minus sign (-) is used only to signify a decrease, regardless of whether it's a credit- or debit-balance G/L).

9. Next, choose which method you want to use to calculate the monthly change amounts:

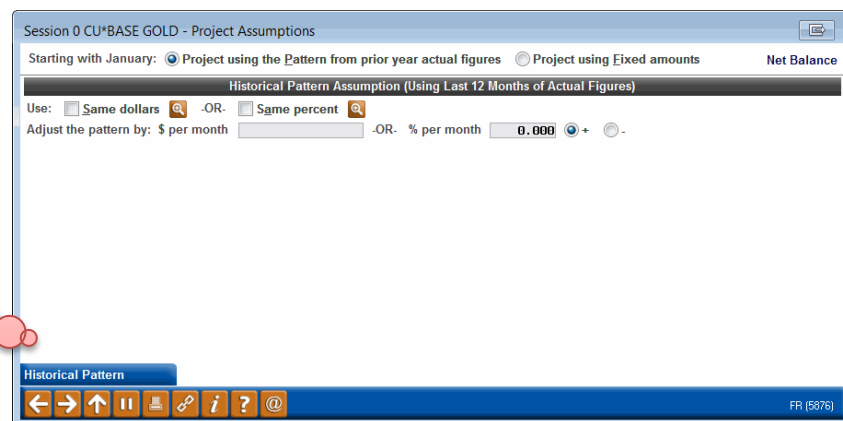
Do you prefer to predict how much loan balances are likely to go up or down each month during the year?	Would you rather try to target where your loan balances are likely to wind up at the end of the year?	Or do you want to estimate the new loan dollars (debits) you expect to receive throughout the year as well as the loan payments (credits) you anticipate?
See <i>Running the Assumption Calcs: Net Change Technique</i> below ↓ A	See <i>Running the Assumption Calcs: Resulting Balance Technique</i> (pg 34) ↓ B	See <i>Running the Assumption Calcs: Debits/Credits Technique</i> (pg 35) ↓ C

TIP: You can also click the **Enter Manually** button over the **Net Change** column or over the **Debit/Disbursement** and **Credit/Payoffs** columns to manually enter amounts for every month in the budget year, using Enter to refresh the projected year-end balance as you go. Once you see the resulting balance you want, proceed directly to #21.

A Running the Assumption Calcs: Net Change Technique

10. Use the **Calculate** button over the **Net Balance** column (F20)
11. First select whether you want to enter a **Fixed** assumption or follow the **Pattern** from the last 12 months of actual history (see Page 27 for an explanation of the difference)
12. For a pattern assumption, check either *Use same dollars* OR *Use same percent* and, if appropriate, enter an additional \$ amount or % to be added (or subtracted) on top of the pattern calculations

Use **Historical Pattern** (F11) to see the numbers on which the Pattern calculations will be based (see Page 37 for a sample of the window that will appear).



OR

For a fixed assumption, enter either the dollar amount or percentage increase/decrease you want to use every month, or a total for a 3-month

quarterly period, or a total annual amount to be spread across all months:

TIP: If choosing the quarterly method, enter a total for the quarter (will be divided by 3).

Remember that for the fixed assumption the % increase/decrease is calculated as a percentage of the previous month's budget balance (January compared to February, February compared to March, etc.). (If the year isn't complete yet, the system will use that month from the previous year.)

13. For the fixed quarterly and annual options, also specify how the total is spread among the months by making a choice for *Calculate the monthly amount based on*
14. Use Enter to save and return to the main screen
15. Repeat #10-14 as many times as needed until you are happy with the year-end resulting balance projection for this account
16. Proceed to #21 (see Page 37)

OR

B Running the Assumption Calcs: Resulting Balance Technique

10. Use **Calculate** button over the **Resulting Balance** column (F21) to display the following window:

11. If you want to target a certain ending result, enter the dollar amount

OR

Enter a percentage increase or decrease – this will be calculated as a difference between the beginning balance for the year and the ending balance for the year (for example, to target growth of 4% for the year you'd enter 4.000 + here)

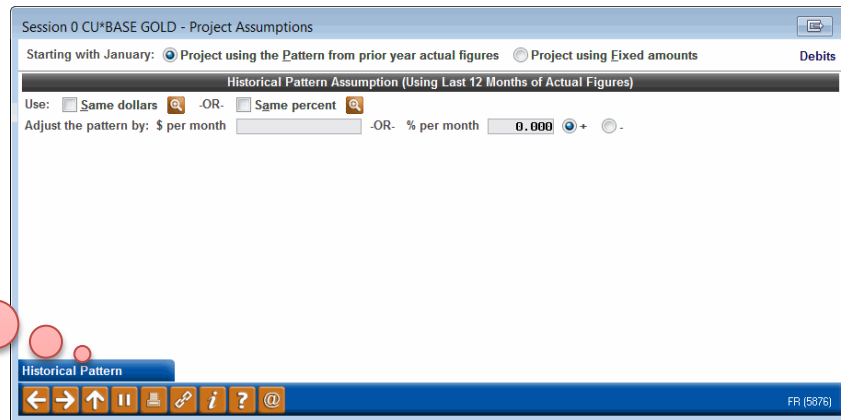
12. To specify how the total is spread among the months, make a choice in the *Calculate the monthly amount based on* drop-down
13. Use Enter to save and return to the main screen
14. Repeat #10-13 as many times as needed until you are happy with the year-end resulting balance projection for this account
15. Proceed to #21 (see Page 37)

OR

C Running the Assumption Calcs: Debits/Credits Technique

10. To estimate monthly debit amounts, use the **Calculate** button over the **Debit/Disbursement** column (F18)
11. First select whether you want to enter a **Fixed** assumption or follow the **Pattern** from the last 12 months of actual history (see Page 27 for an explanation of the difference)
12. For a pattern assumption, check either *Use same dollars* OR *Use same percent* and, if appropriate, enter an additional \$ amount or % to be added (or subtracted) on top of the pattern calculations

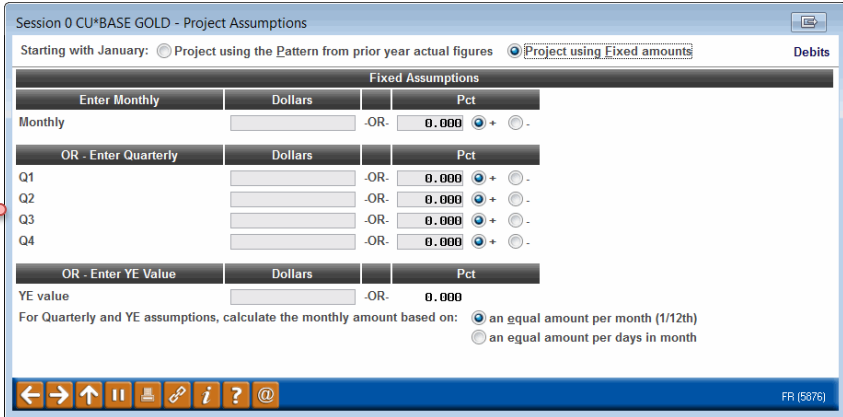
Use **Historical Pattern** to see the numbers on which the Pattern calculations will be based (see Page 37 for a sample of the window that will appear).



OR

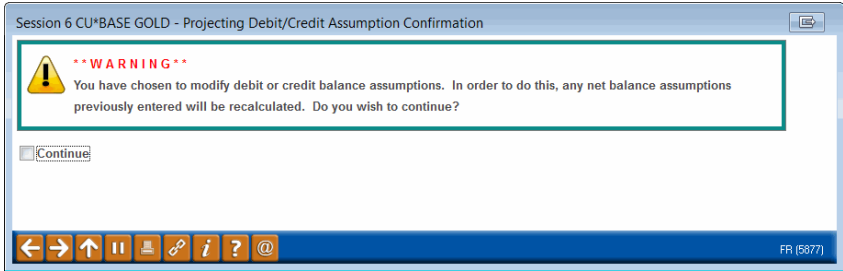
For a fixed assumption, enter either the dollar amount or percentage increase/decrease you want to use every month, or a total for a 3-month quarterly period, or a total annual amount to be spread across all months

TIP: If choosing the quarterly method, enter a total for the quarter (will be divided by 3).



Remember that for the fixed assumption the % increase/decrease is calculated as a percentage of the previous month's budget balance (January compared to February, February compared to March, etc.).

13. For the quarterly and annual options, also specify how the total is spread among the months by making a choice in the *Calculate the monthly amount based on* drop-down
14. Use Enter to save and return to the main screen
15. Repeat #10-14 as many times as needed until you are happy with the total debits projection for this account
16. Use the **Calculate** button over the **Credit/Payoffs** column (F19)
17. The following warning window will appear:



This simply means that any figures that are in the **Net Balance** column now will be updated when you finish calculating the credits. (This same warning message also shows if you use **Enter Manually** after already calculating some figures.)

18. Check **Continue** and use Enter to proceed
19. Repeat #10-15 for monthly credits

Remember to take into account that credit assumptions do NOT automatically factor in new loans you are anticipating, even if you included that growth when calculating your Debit Assumptions.

20. Proceed to #21 (see Page 37)

Using the Historical Patterns Research

While working with both the Net Change and Debits/Credits calculation windows you can use the **Historical Pattern** button to see a recap showing the monthly dollar and % change amounts on which the pattern calculations will be based.

Notice that for any months remaining in the current year, the system will pull from the corresponding calendar month from last year instead.

Month & Year	\$ Pattern	% Pattern
January 2015	35,647	.002
February 2015	79,345-	.006
March 2015	223,941	.017
April 2015	45,182	.003
May 2015	248,043	.018
June 2015	144,174	.010
July 2015	340,122	.024
August 2014	184,204	.009
September 2014	34,954	.002
October 2014	109,313	.008
November 2014	156,646	.012
December 2014	211,641	.016
	1,648,602	

This is a handy “show the math” feature to help you decide how the calculation will come out, and to help you decide if you need to tack on an additional \$ amount or % per month to the pattern calculations.

Saving Your Projections

21. When the monthly projections and annual resulting balance amounts look right on the main projections screen, use **Save Projection** (F6)

****WARNING****
You have chosen to **SAVE** your projection assumptions for the year **2016**
Any records pertaining to this projection that are in GLBALA will be overwritten.
The net balance to be **DEBITED** to G/L **701-01** is **125,394**
If you wish to continue, you will save the net balance and resulting balance of this projection to GLBALA as B records.

Continue

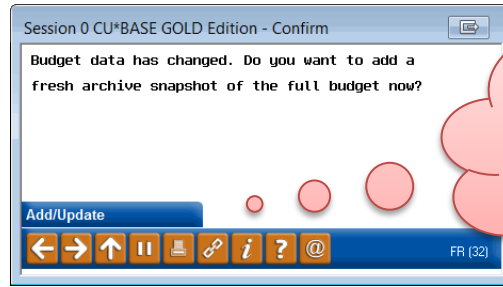
22. Use **Continue** to save the net change amounts to your budget and return to the list of G/L accounts (*be patient; this can take a moment*)

Remember that while the starting balance you entered is critical to estimating the monthly projections, that balance will not be retained by CU*BASE. Instead, the budget stores a monthly net change amount and resulting balance for each branch. Later when you view your performance, the actual previous year-end balance will be used as your starting point, so the resulting balances you'll see then won't exactly match the ones you saw here.


23. Repeat #3-19 for the remaining G/L accounts in this Budget Group

24. When all of the G/Ls in that Group show a projected balance, use and repeat all #2-20 for the next Budget Group

TIP: At any time after saving you may use exit to stop, and resume working at another time, repeating all steps until all of your loan asset G/Ls have been projected. When you exit to the menu, you may see this message:



If you want to take an archive snapshot of your entire budget now, use Add/Update (see Page 61).

Otherwise, use  to continue back to the menu (your live budget is already saved).

25. If you need to **adjust how the amounts were spread** across all of your branches or among the months of the year, use the “Adjusting Asset and Liability Projections” steps starting on Page 83

26. When all assets have been projected, to avoid changes being made inadvertently be sure to adjust your Budget Controls (see Page 19) to **close budgeting for asset G/Ls**

STEP 6: MODEL INTEREST INCOME BASED ON LOAN BALANCE PROJECTIONS (IF MODELING)

This step can only be done if you have already run Step 5 to project your loan asset growth. If you are not using the modeling tools at all, skip this step.

WHAT YOU SHOULD KNOW

In this step you will use a series of screens to estimate monthly income amounts based on the balances you projected for your loan asset G/Ls. Remember that only the asset G/Ls that were run through balance projections calculations (Step 5, see Page 26) can be worked via this tool.

In a nutshell, you'll select one of the asset G/Ls you projected earlier. Then you'll enter a weighted average rate for each month of the budget year and the system will calculate monthly income for the associated income G/L using this formula:

$$\text{Asset avg balance} \times (\text{weighted rate} \div 365 \text{ or } 366) \times \text{days in month} = \text{Monthly income amt}$$

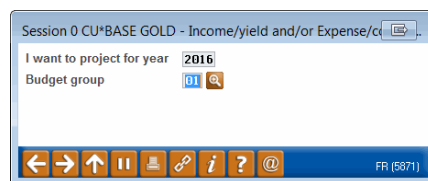
TIP: If you wish, the system will also allow you to manually enter or adjust the rate or monthly income amount for each month.

For this tool, if you have online credit cards any rate projections are across the *entire* credit card portfolio, regardless of individual rate buckets (purchases, balance transfers, cash advances, or promos).

DO IT NOW: MODEL YOUR INTEREST INCOME

NOTE: While working in the modeling tools, remember that a minus sign (-) always means a **decrease** to that G/L, regardless of whether that G/L is a debit- or credit-balance account.

1. Navigate to the Budget Tools menu (MNBUDG) and choose the **Model Yield & Cost Projections** option



2. Enter the budget year, then select a **Budget Group** representing member loans and use Enter to continue

Session 0 CU*BASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Model Income/Expense Based on Projected Balances

Year 2016 / ASSETS

Budget group 01 CONSUMER LOANS # of linked G/Ls 22

G/L Acct			Linked G/L		
G/L Acct	G/L Account Description	Y/E Projection	G/L Acct	G/L Account Description	Income
701-00	SIGNATURE LOANS PARTIALLY SECU	22,997,220	111-00	INT INCOME - SIGNATURE LOANS P	0
701-01	SECURED CLOSED END LOANS	4,747,594	111-30	INT INCOME - SECURED CLOSED EN	0
701-02	STUDENT LOANS	133,431	111-60	INT INCOME - STUDENT LOANS	0
701-03	SHARE PLEDGE LOANS	207,859	111-03	INT INCOME - SHARE PLEDGE LOAN	0
701-04	SIGNATURE LOANS	16,100,861	111-04	INT INCOME - SIGNATURE LOANS	0
701-22	NEW AUTO LEASE	0	111-31	INT INCOME - NEW AUTO LEASE	0
701-23	USED AUTO LEASE	0	111-32	INT INCOME - USED AUTO LEASE	0
701-24	REVOLVING CREDIT - BETHEL	0	111-02	INT INCOME - REVOLVING CREDIT	0
701-28	STUDENT LOAN	0	111-28	INT INCOME - STUDENT LOAN	0
701-31	GOLD LOC	0	111-35	INT INCOME - RECREATIONAL VEHI	0
701-32	CLASSIC LOC	0	111-36	INT INCOME - CLASSIC LOC	0
701-33	NEW VEHICLE LOANS	0	111-33	INT INCOME - NEW VEHICLE LOANS	0
701-34	USED VEHICLE LOANS	0	111-34	INT INCOME - USED VEHICLE LOAN	0
701-35	RECREATIONAL VEHICLE LOANS	0	111-35	INT INCOME - RECREATIONAL VEHI	0
701-36	NEW VEHICLE VARIABLE RATE LOAN	0	111-24	INT INCOME - NEW AUTO VARIABLE	0
701-38	RECREATIONAL VEHICLE VARIABLE	0	111-26	INT INCOME - RV VARIABLE	0
701-39	GOODMONEY PAYDAY LOANS	0	111-39	INT INCOME - GOODMONEY PAYDAY	0

Current balance total 44,166,965

TIP: In order to be shown in this list, a loan asset G/L must be linked to an income G/L (Step 3, see page 23).

TIP: You will only be able to select items in this list that have a number in the Y/E Projection column, meaning Step 5 was completed for that G/L.

A figure will appear in the Income column once you've calculated the yield on the income G/L associated with this asset. (WARNING: If you see a number here for a G/L you haven't modeled yet, it means this G/L was already budgeted via the classical budgeting tools. Changes made here will overwrite those figures!)

3. Select one of the G/L accounts that shows a total in the Y/E Projection column and use Enter to proceed to the research screen:

Session 0 CU*BASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Research Annual Balance and Income/Expense

Asset

Corp ID 01 ABC CREDIT UNION All Branches

Budget Group 01 CONSUMER LOANS Linked Group 17 INCOME FROM ALL LOANS

Asset Acct 701-03 SHARE PLEDGE LOANS Income Acct 111-03 INT INCOME - SHARE PLEDGE LOANS

Year	Asset G/L (701-03)			Income G/L (111-03)			
	Beginning Balance	Change	Resulting Balance	Avg Mthly Bal	Change %	Income \$	Net Yield
2014	386,487	20,094-	366,392	398,378	5.199-	17,345	4.353
2013	590,206	203,719-	386,487	515,797	34.516-	22,554	4.372
2012	516,071	74,134	590,206	581,953	14.305	26,004	4.460
2011	611,205	95,214-	516,071	561,819	15.576-	20,100	5.001
2010	542,804	68,401	611,205	536,430	12.616	27,730	5.169
2009	392,924	149,880	542,804	491,718	38.144	25,635	5.213
2008	594,205	201,281-	392,924	480,067	33.873-	20,168	5.067
2007	484,025	110,180	594,205	571,870	22.763	34,919	5.106
2006	493,264	9,239-	484,025	484,881	1.873-	25,140	5.184
2005	260,655	232,609	493,264	356,289	89.240	16,631	4.667

Current/Partial Year

Year	Beginning Balance	Change	Resulting Balance	Avg Mthly Bal	Change %	Income \$	Net Yield
2015	366,392	45,927-	320,466	343,429	12.534-	5,832	1.698

Choose a year and use **Select** to see a monthly breakdown (the screen is similar to this but with monthly figures for just that year).

Use **Analysis** to see average, low, and high balances for these two G/Ls over time.

Use the **Chart** buttons to see a graphical representation of these trends. (Tip: Use the "X" button at the bottom of the chart to close the chart.)

This screen lets you pause and familiarize yourself with the performance over the last 10 years for both the asset G/L as well as its associated income G/L. These numbers will be useful for ballpark analysis when running modeling calculations for next year's budget.

1 This shows the change in \$\$ from the beginning to the end of that year and is calculated as follows:

$$\text{Resulting balance } ② - \text{Beginning balance } ①$$

2 This is the average monthly balance in this G/L for this year and is calculated as follows (to see the figures that make up this calculation, use Select to drill down to the monthly detail screen):

$$(\text{Beginning bal for every month} + \text{Resulting bal for every month}) / (2 * \# \text{ mos.})$$

3 This shows the change in % from the beginning of the year to the end of that year and is calculated as follows:

$$(\text{Resulting balance} - \text{Beginning balance}) / \text{Beginning balance}$$

4 For income G/Ls this column will show *Net Yield* and is calculated as follows:

$$\text{Actual annual income} / \text{Average monthly balance}$$

(NOTE: For expense G/Ls this column will be labeled Net Cost of Funds but is calculated the same way.)

4. When done reviewing prior performance for these G/Ls, use **Continue** to move on to the main modeling calculation screen:

This side shows the projections for the asset G/L that you calculated in Step 5.

This side is used to estimate monthly net change amounts for the associated income G/L.

Session 0 CU*BASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Income / Yield Projection

Corp ID 01 ABC CREDIT UNION Location (All Locations)
 Group 01 CONSUMER LOANS Linked to 17 INCOME FROM ALL LOANS
 Asset 701-04 SIGNATURE LOANS Income 111-04 INT INCOME - SIGNATURE
 Year 2016

Calculate Enter Manually Enter Manually

Month/Year	Beginning Balance	Ending Balance	Average Balance	Days in Month	Expected Yield	Income
Jan 2016	13,765,063	13,821,348	13,793,206	31	0.000	
Feb 2016	13,821,348	13,878,702	13,850,025	29	0.000	
Mar 2016	13,878,702	13,936,056	13,907,379	31	0.000	
Apr 2016	13,936,056	13,993,410	13,964,733	30	0.000	
May 2016	13,993,410	14,050,764	14,022,087	31	0.000	
Jun 2016	14,050,764	14,108,118	14,079,441	30	0.000	
Jul 2016	14,108,118	14,165,472	14,136,795	31	0.000	
Aug 2016	14,165,472	14,222,826	14,194,149	31	0.000	
Sep 2016	14,222,826	14,280,180	14,251,503	30	0.000	
Oct 2016	14,280,180	14,337,534	14,308,857	31	0.000	
Nov 2016	14,337,534	14,394,888	14,366,211	30	0.000	
Dec 2016	14,394,888	14,452,242	14,423,568	31	0.000	
Total			N/A		N/A	
Average			14,108,163		0.000	

Start here!

Save Clear Projections Display Yield Research Enter Wtd Rate Enter Income \$

Notes

Navigation icons: back, forward, up, down, home, search, help, print, refresh

(5870) 12/18/15

NEW Use the Notes button to record notes about your calculation assumptions. See Page 67 for tips.

Setting Your Rates

You can manually enter the income amounts for every month, but the easiest method is to enter monthly weighted rates and the system will automatically calculate net income for your budget:

5. Click the **Rates** button to display the following window:

Session 0 CU*BASE GOLD - Projected Rates

Rates are projected to change each

Rates will remain steady across each

Rates are projected to be the same for the entire

Current Portfolio (As of 10/21/15)	
Current weighted average rate	8.100
Current average rate	8.030
Low rate	2.000
High rate	17.000
# of loans	144
# of different rates	39
# of unique members	137

FR (5867)

This is a handy summary of current rates for this product, to help estimate what rates should be used for next year's budget.

6. Decide how frequently the rates are expected to change for this product:

- Click **Quarter** to display fields where you can enter a single rate to be used for all three of the months in each quarter (remember to enter the *monthly* rate for that quarter):

Session 0 CU*BASE GOLD - Projected Rates

Rates are projected to change each

Rates will remain steady across each

Rates are projected to be the same for the entire

Enter Monthly Rate By Quarter		Current Portfolio (As of 10/21/15)		
Monthly rate for all months in:	Q1	5.000	Current weighted average rate	8.100
	Q2	5.100	Current average rate	8.030
	Q3	5.200	Low rate	2.000
	Q4	5.300	High rate	17.000
			# of loans	144
			# of different rates	39
			# of unique members	137

FR (5867)

Enter monthly rates to be used for all three months in that quarter

OR

- Use the **Year** option to display a field for a single rate to be used for every month of the year

Session 0 CU*BASE GOLD - Projected Rates

Rates are projected to change each

Rates will remain steady across each

Rates are projected to be the same for the entire

Enter Monthly Rate For Year		Current Portfolio (As of 10/21/15)	
Monthly rate for year:	5.125	Current weighted average rate	8.100
		Current average rate	8.030
		Low rate	2.000
		High rate	17.000
		# of loans	144
		# of different rates	39
		# of unique members	137

FR (5867)

Enter the monthly rate to be used for all 12 months of the year

*NOTE: If you choose the **Monthly** option the main modelin52g screen will reappear with all of the rate fields opened up so you can enter a rate for each month (the same as if you had clicked the “Enter manually” button at the top of the Weighted Rate column).*

- When done entering rates use Enter to calculate and return to the main modeling screen with the income estimates calculated:

In this example we used the “quarterly” option to use the same monthly rate across all 3 months of each quarter

TIP: Use this to adjust these figures manually.

TIP: To compare these estimates to actual yield from prior years, use Display Yield and enter the year you'd like to see.

Month/Year	Beginning Balance	Days in Month	Weighted Rate	Income
Jan 2016	3,049,668	31	5.000	8,018
Feb 2016	3,059,531	29	5.000	11,940
Mar 2016	3,069,722	31	5.000	12,800
Apr 2016	3,079,913	30	5.100	12,700
May 2016	3,089,776	31	5.100	13,700
Jun 2016	3,099,967	30	5.100	12,700
Total	35,605,225			152,931
Average	2,967,102		5.154	12,744

TIP: A “C” in the Income column means a credit to the G/L account. For this screen, a minus sign (-) is used only to signify a decrease, regardless of whether it’s a credit- or debit-balance G/L).

- Repeat #6-7 as needed until you are happy with the income totals for this G/L

Saving Your Income Projections


- When the monthly income amounts look right on the main modeling screen, use **Save** (F5)

****WARNING****
 You have chosen to SAVE your model income / expense projections for the year 2016
 Any records pertaining to this G/L that are in GLBALA will be overwritten.
 The amount to be CREDITED to G/L 111-03 is 12,274
 If you wish to continue, you will save this model to GLBALA as B records.

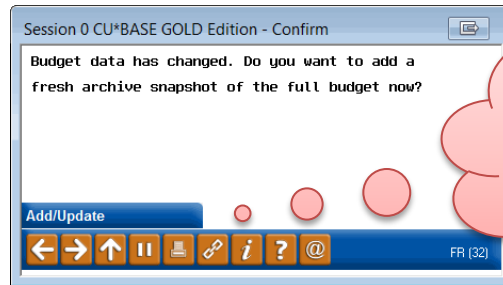
Continue

10. Use **Continue** to save the income net change amounts to your budget and return to the list of G/L accounts (*be patient; this can take a moment*)


Only the income G/L will be affected; your loan asset G/L figures are not changed by this procedure.

11. Repeat #3-10 for the remaining G/L accounts in this Budget Group
12. When all of the G/Ls in that Group show a projected balance, use  and repeat all #2-11 for the next Budget Group

TIP: At any time after saving you may use exit to stop, and resume working at another time, repeating all steps until all of your loan asset G/Ls have been projected. When you exit to the menu, you may see this message:



If you want to take an archive snapshot of your entire budget now, use Add/Update (see Page 61).

Otherwise, use  to continue back to the menu (your live budget is already saved).

13. If you need to **adjust how the amounts were spread** across all of your branches or among the months of the year, use the “Adjusting Income and Expense Figures” steps starting on Page 82
14. When income amounts have been saved for all of your loan assets, to avoid changes being made inadvertently you may wish to adjust your Budget Controls (see Page 19) to **close budgeting for income G/Ls**

STEP 7: PROJECT LIABILITY BALANCES FOR MEMBER SAVINGS (IF MODELING)

If you do not wish to use the modeling calculations that estimate dividend expenses based on member savings balances, you may skip this step.

WHAT YOU SHOULD KNOW

The process of projecting your member savings balances is similar to the techniques used when projecting your balances for member loan assets. Refer to Page 26 for tips and an explanation of the calculation options.

To avoid having to redo your work, before you begin you should review your Budget Groups to ensure that your share products are in separate group, preferably by application type (Shares/IRAs, Checking, Escrow, and Certificates), but at the very least to separate savings from time deposits. Otherwise the research tools that show weighted rates in the modeling tools you'll use later (Step 8) will not work correctly. See Page 20 for instructions and adjust your budget group configurations if needed before proceeding with your projections.

DO IT NOW: PROJECT YOUR SAVINGS BALANCES

NOTE: While working in the modeling tools, remember that a minus sign (-) always means a **decrease** to that G/L, regardless of whether that G/L is a debit- or credit-balance account.


Refer to Page 26 for pictures of the associated screens and an explanation of the options.

1. Navigate to the Budget Tools menu (MNBUDG) and choose the **Project Asset/Liability Balances** option
2. Enter the budget year, then select a **Budget Group** representing member savings and use Enter to continue
3. Select one of the G/L accounts in the group and use Enter to proceed to the research screen, where you can familiarize yourself with this G/L account's performance over the last 10 years
4. When done reviewing prior performance for the G/L, use **Done/Continue** to move on to the main projection calculation screen

Specifying the Starting Balance



Skip this step if you are creating a budget for the *current* year, since this year's beginning balance has already been recorded. Proceed directly to #8 on the next page.

5. Click the  near the January balance (F17)

6. Enter the balance you want to use as your beginning balance for next year's budget projections (*although you can use the number calculated by the system, to make the math easier to understand you might prefer to enter a whole number, rounded up or down from that estimate*)
7. Use Enter to insert that balance onto the main projections screen

*Remember that while this starting balance is critical to the remaining calculations you'll perform on this screen, this amount is not retained by CU*BASE. The budget will ultimately store only a monthly net change amount and resulting balance for each branch.*

8. Next, choose which method you want to use to calculate the monthly change amounts:

Do you prefer to predict how much savings or certificate balances are likely to go up or down each month during the year?	Would you rather try to target where your savings or certificate balances are likely to wind up at the end of the year?	Or do you want to estimate the withdrawals (debits) you expect to throughout the year as well as the deposits (credits) you anticipate?
See <i>Running the Assumption Calcs: Net Change Technique</i> below ↓ A	See <i>Running the Assumption Calcs: Resulting Balance Technique</i> (pg 34) ↓ B	See <i>Running the Assumption Calcs: Debits/Credits Technique</i> (pg 35) ↓ C

*TIP: You can also click the **Enter Manually** button over the **Net Change** column or over the **Debit/Withdrawals** and **Credit/Deposits** columns to manually enter amounts for every month in the budget year, using Enter to refresh the projected year-end balance as you go. Once you see the resulting balance you want, proceed directly to #21.*

A Running the Assumption Calcs: Net Change Technique

9. Use the **Calculate** button over the **Net Balance** column (F20)
10. First select whether you want to enter a **Fixed** assumption or follow the **Pattern** from the last 12 months of actual history (see Page 27 for an explanation of the difference)
11. For a pattern assumption, check either *Use same dollars* OR *Use same percent* and, if appropriate, enter an additional \$ amount or % to be added (or subtracted) on top of the pattern calculations

OR

For a fixed assumption, enter either the dollar amount or percentage increase/decrease you want to use every month, or a total for a 3-month quarterly period, or a total annual amount to be spread across all months

Remember that for the fixed assumption the % increase/decrease is calculated as a percentage of the previous month's budget balance (January compared to February, February compared to March, etc.).

12. For the fixed quarterly and annual options, also specify how the total is spread among the months by making a choice in the *Calculate the monthly amount based on drop-down*
13. Use Enter to save and return to the main screen
14. Repeat #9-13 as many times as needed until you are happy with the year-end resulting balance projection for this account
15. Proceed to #19 (see Page 48)

OR

B Running the Assumption Calcs: Resulting Balance Technique

9. Use **Calculate** button over the **Resulting Balance** column (F21)
10. If you want to target a certain ending result, enter the dollar amount

OR

Enter a percentage increase or decrease – this will be calculated as a difference between the beginning balance for the year and the ending balance for the year (for example, to target growth of 4% for the year you'd enter 4.000 + here)

11. To specify how the total is spread among the months, make a choice in the *Calculate the monthly amount based on drop-down*
12. Use Enter to save and return to the main screen
13. Repeat #9-12 as many times as needed until you are happy with the year-end resulting balance projection for this account
14. Proceed to #19 (see Page 48)

OR

C Running the Assumption Calcs: Debits/Credits Technique

9. To estimate monthly debit amounts, use the **Calculate** button over the **Debit/Withdrawals** column (F18)
10. First select whether you want to enter a **Fixed** assumption or follow the **Pattern** from the last 12 months of actual history (see Page 27 for an explanation of the difference)
11. For a pattern assumption, check either *Use same dollars* OR *Use same percent* and, if appropriate, enter an additional \$ amount or % to be added (or subtracted) on top of the pattern calculations

OR

For a fixed assumption, enter either the dollar amount or percentage increase/decrease you want to use every month, or a total for a 3-month

quarterly period, or a total annual amount to be spread across all months

Remember that for the fixed assumption the % increase/decrease is calculated as a percentage of the previous month's budget balance (January compared to February, February compared to March, etc.).

12. For the quarterly and annual options, also specify how the total is spread among the months by making a choice in the *Calculate the monthly amount based on* drop-down
13. Use Enter to save and return to the main screen
14. Repeat #9-13 as many times as needed until you are happy with the total debits projection for this account
15. Use the **Calculate** button over the **Credit/Deposits** column (F19)
16. When the warning window appears check **Continue** and use Enter to proceed

*This warning simply means that any figures that are in the **Net Balance** column now will be updated when you finish calculating the credits. (This same warning message also shows if you use **Enter Manually** after already calculating some figures.)*

17. Repeat #15-16 for monthly credits
18. Proceed to #19

Saving Your Projections

19. When the monthly projections and annual resulting balance amounts look right on the main projections screen, use **Save Projection** (F6)
20. Use **Continue** to save the net change amounts to your budget and return to the list of G/L accounts (*be patient; this can take a moment*)

Remember that while the starting balance you entered is critical to estimating the monthly projections, that balance will not be retained by CU*BASE. Instead, the budget stores a monthly net change amount and resulting balance for each branch. Later when you view your performance, the actual previous year-end balance will be used as your starting point, so the resulting balances you'll see then won't exactly match the ones you saw here.

21. Repeat #3-20 for the remaining G/L accounts in this Budget Group
22. When all of the G/Ls in that Group show a projected balance, use **←** and repeat all #2-20 for the next Budget Group

TIPS: At any time after saving you may use exit to stop, and resume working at another time, repeating all steps until all of your savings liability G/Ls have been projected.

When you exit to the menu, you may see a message asking if you want to add a fresh archive snapshot now. See Page 61 for details about this feature.

23. If you need to **adjust how the amounts were spread** across all of your branches or among the months of the year, use the “Adjusting Asset and Liability Projections” steps starting on Page 83
24. When all liabilities have been projected, to avoid changes being made inadvertently be sure to adjust your Budget Controls (see Page 19) to **close budgeting for liability G/Ls**

STEP 8: MODEL DIVIDEND EXPENSES BASED ON SAVINGS BALANCE PROJECTIONS (IF MODELING)

This step can only be done if you have already run Step 7 to project your savings liability growth. If you are not using the modeling tools, you may skip this step.

WHAT YOU SHOULD KNOW

The process of modeling your savings dividend expenses is similar to the techniques used when modeling your loan interest income. Refer to Page 39 for tips and an explanation of the calculation options.

WARNING: If you did not follow the instructions in Step 8 to separate your savings Budget Groups into different groups for savings vs. certificates, you may have trouble getting the calculations to work right here, and the screens showing weighted rates will not be correct. Refer to Pages 20 and 45 for more details.

DO IT NOW: MODEL YOUR DIVIDEND EXPENSES

NOTE: While working in the modeling tools, remember that a minus sign (-) always means a **decrease** to that G/L, regardless of whether that G/L is a debit- or credit-balance account.

Refer to Page 39 for pictures of the associated screens and an explanation of the options.

1. Navigate to the Budget Tools menu (MNBUDG) and choose the **Model Yield & Cost Projections** option
2. Enter the budget year, then select a **Budget Group** representing member savings or certificates and use Enter to continue
3. Select one of the G/L accounts that shows a total in the *Y/E Projection* column and use Enter to proceed to the research screen and familiarize yourself with the performance over the last 10 years for both the liability G/L as well as its associated expense G/L
4. When done reviewing prior performance for these G/Ls, use **Done/Continue** to move on to the main modeling calculation screen

Setting Your Rates

You can manually enter the expense amounts for every month, but the easiest method is to enter monthly weighted rates and the system will automatically calculate the dividend expense for your budget:

5. Click the **Rates** button
6. Decide how frequently the rates are expected to change for this product:

- Click **Quarter** to display fields where you can enter a single rate to be used for all three of the months in each quarter (remember to enter the *monthly* rate for that quarter)

OR

- Use the **Year** option to display a field for a single rate to be used for every month of the year

*NOTE: If you choose the **Monthly** option the main modeling screen will reappear with all of the rate fields opened up so you can enter a rate for each month (the same as if you had clicked the “Enter manually” button at the top of the Weighted Rate column).*

7. When done entering rates use Enter to calculate and return to the main modeling screen with the dividend expense estimates calculated


TIP: A “D” in the Expense column means a debit to the G/L account. For this screen, a minus sign (-) is used only to signify a decrease, regardless of whether it’s a credit- or debit-balance G/L).

8. Repeat #6-7 as needed until you are happy with the expense totals for this G/L

Saving Your Income Projections

9. When the monthly income amounts look right on the main modeling screen, use **Save** (F5)
10. Use **Continue** to save the income net change amounts to your budget and return to the list of G/L accounts (*be patient; this can take a moment*)

Only the expense G/L will be affected; your savings liability G/L figures are not changed by this procedure.

11. Repeat #3-10 for the remaining G/L accounts in this Budget Group
12. When all of the G/Ls in that Group show a projected balance, use  and repeat all #2-11 for the next Budget Group

TIPS: At any time after saving you may use exit to stop, and resume working at another time, repeating all steps until expenses have been estimated for all of your savings liabilities.

When you exit to the menu, you may see a message asking if you want to add a fresh archive snapshot now. See Page 61 for details about this feature.

13. If you need to **adjust how the amounts were spread** across all of your branches or among the months of the year, use the “Adjusting Income and Expense Figures” steps starting on Page 82
14. When expense amounts have been saved for all of your savings liabilities, to avoid changes being made inadvertently you may wish to adjust your Budget Controls (see Page 19) to **close budgeting for expense G/Ls**

STEP 9: BUDGET INCOME NOT ALREADY MODELED

If you have chosen not to use the modeling tools, this is the next step after creating your Budget Groups (see Page 20).

WHAT YOU SHOULD KNOW

Understanding the Calc Techniques

The graphs here illustrate the key difference between the two main calculation techniques. Notice how the parallel method automatically adjusts for seasonal effects from one month to the next, whereas the monthly and daily average methods annualize to determine an average amount across the entire period.

The formulas:

➔ Monthly Average

$(\text{Period total} \div \# \text{ of months in period}) \times \% \text{ change} = \text{Monthly budget amount}$

All months use the same amount.

- Use this for flat monthly expenses like league dues where the amount does not vary depending on the # of days in the month.

➔ Daily Average

$((\text{Period total} \div 365 \text{ or } 366) \times \# \text{ of days in month}) \times \% \text{ change} = \text{Monthly budget amount}$

Each month is calculated separately.

- Use this for things like dividend expenses or employee salaries that are affected by the # of days in a particular month, but otherwise remain generally consistent from one month to the next.

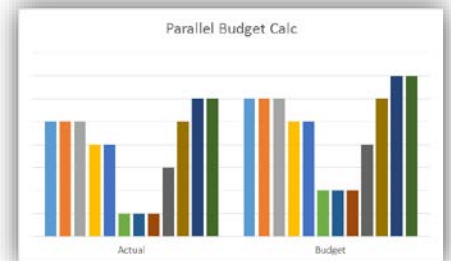
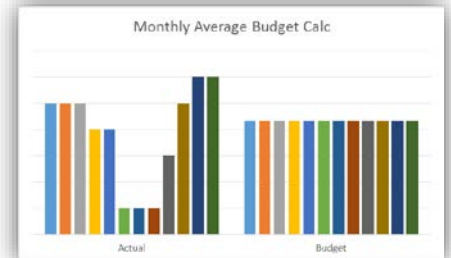
➔ Parallel

$\text{Previous monthly amount} \times \% \text{ change} = \text{Monthly budget amount}$

Each month is calculated separately.

- Use this for budget groups like interest income or utility expenses which have cyclical performance and do not remain level throughout the year.

You may make multiple passes, doing all Budget group 01 with one set of calculation settings, then going back and doing G/L account 111-24 (part of Budget Group 01) another way, and so on. **Subsequent passes will overwrite earlier ones, so be careful.**



Calculating Your Budget one Period at a Time

Just like you can run multiple passes for different calculation parameters, you can also run multiple passes to fill in portions of your budget spreadsheet by date range, as well, if you wish.

For example, you might want to run your first quarter income figures on one calculation, but something projected to happen in the 2nd quarter means you want to run the rest of the year using different assumptions. Or you might want to use 3rd quarter actual figures to calculate your 1st quarter budget. This is done by using the *Fill in budget figures for* to fields at the top of the calculation parameters screen, shown on the next page.

Note that when using this technique for a period of less than 12 months, you may also need to adjust the

Month range to use in calculation to

settings to match the same number of months, especially if using the “Parallel months” calculation method.

Calculating Budget Figures for Inactive GLs

As a rule, the budget tools will generally ignore GL accounts that have been *suspended*. But you might have a few GLs that you have not suspended but where there has not been any activity in recent years. If you anticipate activity in those accounts during the coming budget year, you’ll need to handle those accounts a little differently for your budget.

Without recent history to use for the calculations, the system won’t be able to figure your budget amounts automatically the same as your other GLs. So after the bulk of your budget is done, you’ll need to use the **Manual Update** technique described starting on page 81 to manually enter budget figures for those GLs.

TIP: If you still want to use the automated calculations, try running a separate calculation pass for each of these GLs, expanding the month range for the calculation to go back to when the GL account was last active.

DO IT NOW: BUDGET INCOME NOT ALREADY MODELED

1. If necessary, adjust your Budget Controls (see Page 19) to open (unlock) budgeting for your income G/L accounts
2. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Work with CU Budget** option
3. Enter the year for your budget (if you’ve already begun, notice the notation at the top of the screen showing the most recent budget on file)
4. Choose **Maintain Budget**
5. Use or press Enter to proceed
6. Choose **Income**
7. Use or press Enter to proceed

If you see the message, “**Budget and/or modeling for this year and type is not open**” you’ll need to open your Budget Controls for Income G/Ls. See Page 17.

- On the *Create/Work with CU Budget* screen, click the Budget groups to populate **Select** button and choose the Income Budget Group you wish to populate with this pass

Remember you’ll be able to tweak individual accounts within a budget group later, if needed. See Page 81.

- Enter the calculation settings you want to use for this pass, using the tips shown below:

Budget Calculation Parameters

Use the branch selection only if you want to limit which branches are calculated in this pass, then do a separate pass for your other branches

Choose all of the Budget Groups that can be populated with these same calculation parameters

Choose a calculation method. See Note B below.

Choose which month range you want to populate with this pass

Enter a % change. See Note A below.

Use these to choose which figures are used for the math. See Note B below.

This history recap will not appear until you choose at least one Budget Group or G/L account. See Note C below.

NEW Use the Notes button to record notes about your calculation parameters. See Page 67 for tips.

Notes:

A - The % change defaults to increase (+); you may change to decrease (-). This is the multiplier, so be careful. For example, income is typically in the file as a negative value. If you then enter a negative multiplier, you’d end up with a positive value—maybe not what you want. Best to think of them as increase and decrease; CU*BASE will take care of doing the math correctly.

B - If you are using the **Parallel** calculation method, the number of months being filled in has to match the number of months used in the math. So if you are filling in budget figures for a 3-month period (such as 1st quarter), then you’ll have to use comparison figures from a 3-month period, too (such as 3rd quarter prior year). **Monthly/Daily Average** will annualize any range then use the calculated averages to populate whatever range you wish. You may specify a range that crosses a calendar year-end if you wish (October to March, for example), although the range cannot be longer than 12 months.

C - After you have selected at least one Budget Group or G/L account, the bottom half of the screen will display last 10 years of history for that group or account. This is a “show the math” feature to help you select the calculation

settings for this pass. Be sure to note the partial year section at the very bottom of the screen, which shows this year's data as of the most recent month-end.

- When ready, use or press Enter to run the calculations and display a recap of the figures that were calculated:

Budget Figures Calculated This Pass

Session 1 CU*BASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Budget Figures Calculated This Pass

BUDGET - Not Saved

Corp ID 01 Grp 28 INCOME FROM BOUNCE PROTECTION/OD INCOME
 For period Jan 2016 to Dec 2016 Total budgeted this pass 1,568,082.60-
 G/L account 3 selected # records 900

G/L Acct	Br	Description	Jan-Dec / 2016 Unsavd Budget	Jan-Jun / 2015 Actual Amount	Change
135.00	19	OVERDRAFT INCOME - SHARE DRAFTS	0.00	0.00	0.00 .00%
135.00	20	OVERDRAFT INCOME - SHARE DRAFTS	25,791.12-	12,705.00-	13,086.12- 103.00%
135.00	21	OVERDRAFT INCOME - SHARE DRAFTS	355.20-	175.00-	180.20- 102.97%
135.00	22	OVERDRAFT INCOME - SHARE DRAFTS	65,721.24-	32,375.00-	33,346.24- 103.00%
135.00	23	OVERDRAFT INCOME - SHARE DRAFTS	0.00	0.00	0.00 .00%
135.00	24	OVERDRAFT INCOME - SHARE DRAFTS	355.20-	175.00-	180.20- 102.97%
135.00	25	OVERDRAFT INCOME - SHARE DRAFTS	0.00	0.00	0.00 .00%
135.00	26	OVERDRAFT INCOME - SHARE DRAFTS	0.00	0.00	0.00 .00%
135.50	1	BOUNCE PROTECTION FEE INCOME	18,286.80	9,008.26	9,278.54 103.00%
135.50	2	BOUNCE PROTECTION FEE INCOME	51,919.32-	25,576.00-	26,343.32- 103.00%
135.50	3	BOUNCE PROTECTION FEE INCOME	117,411.36-	57,838.11-	59,573.25- 103.00%
135.50	4	BOUNCE PROTECTION FEE INCOME	93,972.72-	46,292.00-	47,680.72- 103.00%
135.50	5	BOUNCE PROTECTION FEE INCOME	163,658.88-	80,620.13-	83,038.75- 103.00%
135.50	6	BOUNCE PROTECTION FEE INCOME	132,016.92-	65,032.95-	66,983.97- 103.00%
135.50	7	BOUNCE PROTECTION FEE INCOME	0.00	0.00	0.00 .00%
135.50	8	BOUNCE PROTECTION FEE INCOME	166,722.24-	82,129.19-	84,593.05- 103.00%
135.50	10	BOUNCE PROTECTION FEE INCOME	213.12	105.00	108.12 102.97%

Discard Pass
 Save Pass
 Compare
 Combine Branches
 Budgeted To Date
 Notes

Use the Notes button to record notes about your calculation parameters. See Page 67 for tips.

* = Budget figures overwritten by

This column shows whatever was entered into the Month range to use in calculation for this pass. Partial years are NOT annualized here even if they were annualized for the budget calculation itself. Use the Compare button to change which numbers are shown in this column.

This screen is intended for a quick check for ballpark accuracy. If the figures seem way off or something else is not as intended, you can easily discard the pass and try again. If you choose to save, then the figures from that pass are saved in your budget, overwriting any that may have been calculated for those particular G/Ls during a previous pass (shown with * in the first column).

- To keep this set of figures, use **Save Pass**
 OR
 To recalculate this pass using different parameters, use **Discard Pass**

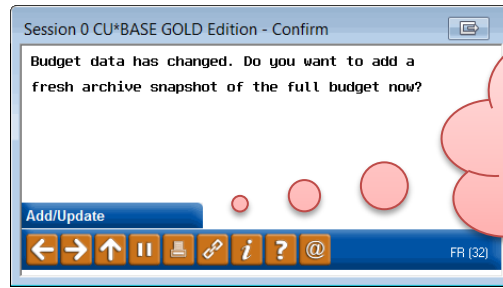
Only the monthly net change amounts (not resulting balances) will be recorded in the G/L balance file.

- The calculation parameters screen will reappear
- Repeat #7-11 to run additional passes to fill in more portions of your budget spreadsheet for your Income G/Ls

BE CAREFUL: This is where it becomes very important to keep track of which budget groups you've already calculated. If you choose a group that already has figures, the new ones **will overwrite** the ones calculated in a previous pass!

- Use to exit (you can return and calculate more passes later if needed)

TIP: When you exit to the menu, you may see this message:



If you want to take an archive snapshot of your entire budget now, use Add/Update (see Page 61).

Otherwise, use ← to continue back to the menu (your live budget is already saved).

- After all income has been budgeted, to avoid changes being made inadvertently be sure to adjust your Budget Controls (see Page 19) to **close budgeting for income G/Ls**

Checking Your Status

At any time while running budget passes you can use the **Budgeted to Date** button on the main calculation parameters screen to get a quick summary showing what portion of your budget worksheet has been filled in so far:

2016 Summary	Before This Pass		Including This Pass	
	# of Accounts Budgeted	Total Budget Amount	# of Accounts Budgeted	Total Budget Amount
Income	72	27.3% 17,966,568.36-	72	27.3% 17,966,568.36-
Expense	4	1.6% 877,968.48	4	1.6% 877,968.48
Net		17,088,599.88-		17,088,599.88-
Asset	1	.2% 17,437,155.00	1	.2% 17,437,155.00
Liability	1	.2% 22,200,000.00-	1	.2% 22,200,000.00-

The Asset and Liability lines will contain figures only if you used the modeling tools to project balances for your member savings and loan G/Ls.

There will usually be no different between the two sides of the window, unless accessed after a pass was calculated but before saving.



On this summary, an account is considered budgeted if at least one budget figure has been recorded for the G/L # (even if for only one branch location or just a single month). The “percentage completed” stat is calculated using all G/Ls in your chart of accounts, *except* for ones at a suspended status.

STEP 10: BUDGET EXPENSES NOT ALREADY MODELED


WHAT YOU SHOULD KNOW

The process for budgeting non-dividend expenses using a straight % calculation is the same as budgeting your non-interest income. See Page 52 for an illustration of the available calculation types.

DO IT NOW: BUDGET EXPENSES NOT ALREADY MODELED

1. If necessary, adjust your Budget Controls (see Page 19) to open (unlock) budgeting for your income G/L accounts
2. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Work with CU Budget** option
3. Enter the year for your budget (if you've already begun, notice the notation at the top of the screen showing the most recent budget on file)
4. Choose **Maintain Budget**
5. Use  or press Enter to proceed
6. Choose **Expense**
7. Use  or press Enter to proceed

*If you see the message, "**Budget and/or modeling for this year and type is not open**" you'll need to open your Budget Controls for Expense G/Ls. See Page 17.*

8. On the *Create/Work with CU Budget* screen, click the Budget groups to populate  button and choose the Expense Budget Group you wish to populate with this pass

Remember you'll be able to tweak individual accounts within a budget group later, if needed. See Page 81.

9. Enter the calculation settings you want to use for this pass, using the tips shown below:

Budget Calculation Parameters

Use the branch selection only if you want to limit which branches are calculated in this pass, then do a separate pass for your other branches

Choose all of the Budget Groups that can be populated with these same calculation parameters

Choose a calculation method. See Note B below.

Use the Notes button to record notes about your calculation parameters. See Page 67 for tips.

Choose which month range you want to populate with this pass

Enter a % change. See Note A below.

Use these to choose which figures are used for the math. See Note B below.

This history recap will not appear until you choose at least one Budget Group or G/L account. See Note C below.

Notes:

A - The % change defaults to increase (+); you may change to decrease (-).

B - If you are using the **Parallel** calculation method, the number of months being filled in has to match the number of months used in the math. So if you are filling in budget figures for a 3-month period (such as 1st quarter), then you'll have to use comparison figures from a 3-month period, too (such as 3rd quarter prior year). **Monthly/Daily Average** will annualize any range then use the calculated averages to populate whatever range you wish. You may specify a range that crosses a calendar year-end if you wish (October to March, for example), although the range cannot be longer than 12 months.

C - After you have selected at least one Budget Group or G/L account, the bottom half of the screen will display last 10 years of history for that group or account. This is a "show the math" feature to help you select the calculation settings for this pass. Be sure to note the partial year section at the very bottom of the screen, which shows this year's data as of the most recent month-end.

10. When ready, use or press Enter to run the calculations and display a recap of the figures that were calculated:

Budget Figures Calculated This Pass

If you see an asterisk (*) here, it means a budget figure was already calculated for this G/L in a prior calculation pass or upload. If you save, that figure **will be replaced** with this new one.

This column shows whatever was entered into the *Month range to use in calculation* for this pass. Partial years are NOT annualized here even if they were annualized for the budget calculation itself. Use the **Compare** button to change which numbers are shown in this column.

Use the Notes button to record notes about your calculation parameters. See Page 67 for tips.


This screen is intended for a quick check for ballpark accuracy. If the figures seem way off or something else is not as intended, you can easily discard the pass and try again. If you choose to save, then the figures from that pass are saved in your budget, overwriting any that may have been calculated for those particular G/Ls during a previous pass (shown with * in the first column).

11. To keep this set of figures, use **Save Pass**
- OR
- To recalculate this pass using different parameters, use **Discard Pass**

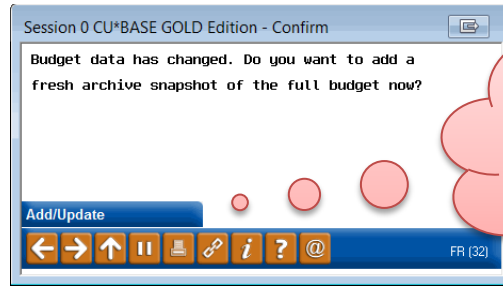
Only the monthly net change amounts (not resulting balances) will be recorded in the G/L balance file.

12. The calculation parameters screen will reappear
13. Repeat #7-11 to run additional passes to fill in more portions of your budget spreadsheet for your Income G/Ls

*BE CAREFUL: This is where it becomes very important to keep track of which budget groups you've already calculated. If you choose a group that already has figures, the new ones **will overwrite** the ones calculated in a previous pass!*

14. Use  to exit (you can return and calculate more passes later if needed)

TIP: When you exit to the menu, you may see this message:



If you want to take an archive snapshot of your entire budget now, use Add/Update (see Page 61).
 Otherwise, use to continue back to the menu (your live budget is already saved).

15. After all expenses have been budgeted, to avoid changes being made inadvertently be sure to adjust your Budget Controls (see Page 19) to **close budgeting for expense G/Ls**

Checking Your Status

At any time while running budget passes you can use the **Budgeted to Date** button on the main calculation parameters screen to get a quick summary showing what portion of your budget worksheet has been filled in so far:

2016 Summary	Before This Pass		Including This Pass	
	# of Accounts Budgeted	Total Budget Amount	# of Accounts Budgeted	Total Budget Amount
Income	262	99.6%	10,530,433.00-	262 99.6% 25,207,231.60-
Expense	42	17.6%	2,820,778.65	42 17.6% 2,820,778.65
Net			15,709,654.35-	22,386,453.03-
Asset	1	.2%	17,437,155.00	1 .2% 17,437,155.00
Liability	1	.2%	22,200,000.00-	1 .2% 22,200,000.00-

The Asset and Liability lines will contain figures only if you used the modeling tools to project balances for your member savings and loan G/Ls.

There will usually be no different between the two sides of the window, unless accessed after a pass was calculated but before saving.

On this summary, an account is considered budgeted if at least one budget figure has been recorded for the G/L # (even if for only one branch location or just a single month). The “percentage completed” stat is calculated using all G/Ls in your chart of accounts, *except* for ones at a suspended status.

STEP 11: ARCHIVE YOUR BUDGET



WHAT YOU SHOULD KNOW

The **Budget Archive** is a separate file where a snapshot of your budget records can be copied at any point during your budgeting process. The most common reason would be once the budget has been **finalized and approved**, to take a final permanent snapshot for your records.

You can use this feature to save **different versions** of your budget, such as a conservative budget versus an aggressive one with different calculation assumptions.

You can also use this to start a **mid-year revision** process where you review and update your budget halfway through the year based on your actual figures from the first six months. In this scenario you'd take an archive snapshot at the time you finish your original budget. Half-way through the year you'd then import that copy into your live budget, make your changes, then take another snapshot of the recast budget.

TIP: The Variance Analysis dashboard will allow you to select either of those budget snapshots and compare them against actual performance.

Finally, you might simply wish to save a **backup copy of budget figures** at various points during the process just in case you want to revert back to a previous set of numbers if you change your mind somewhere along the way.

IMPORTANT: All of the maintenance tools on the Budgeting Tools menu **make changes to live budget data in the GLBALA file ONLY**. It is not possible to modify budget figures in the warehouse directly, although you can change your live budget and re-copy the data to the archive using the same snapshot name, overwriting the previous snapshot with new figures.

How the Archive Works

Remember that the archive is a completely separate file (GLBALAWHSE), and always contains a copy of whatever was in your live budget file (GLBALA) at the time the snapshot was taken. You can copy data from your live budget to the warehouse—referred to as **archiving your live budget**. You can also copy from the warehouse back to your live files—referred to as **importing an archive snapshot**.

You can choose to take this snapshot at the end of your budget process when everything's finalized, or take a snapshot at any time in the process and refresh (overwrite) it as additional calculations are completed.

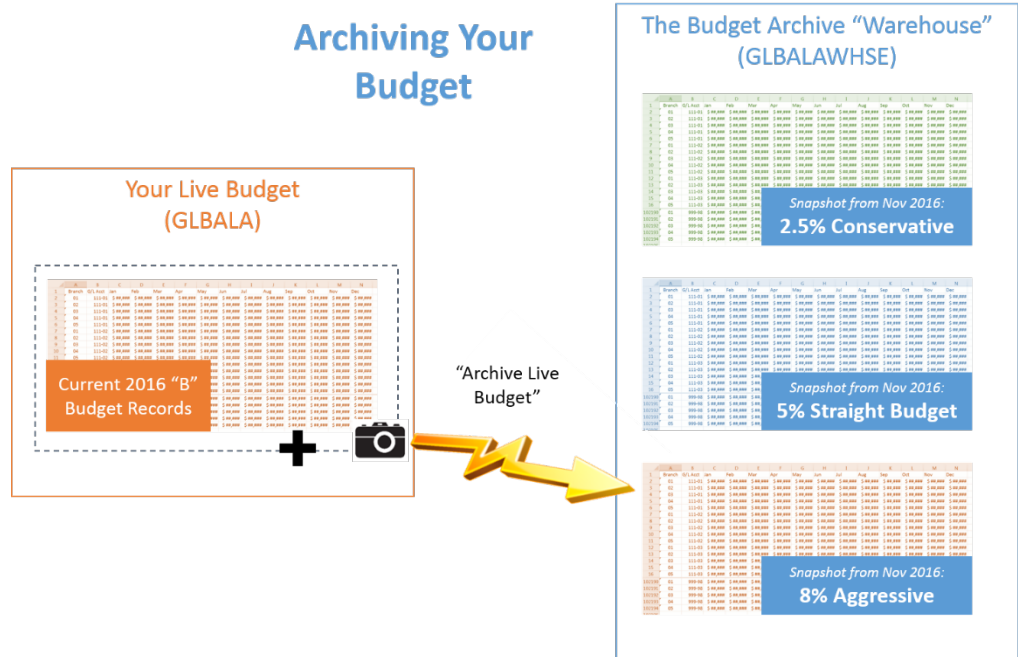
IMPORTANT: No matter when you take an archive snapshot (while doing your asset/liability projections, after modeling your income or expenses, or while using the classical budget calculation tools), the snapshot **will include a copy of all of the "B" budget records from your general ledger balance file (GLBALA)**.

Using the archive makes it easy to experiment with new features, try new calculations, and play around any way you like, with the confidence that a

copy of your official budget is safe and sound in your archive should you need it later.

Once the snapshot is taken it becomes an independent set of figures you can then use with the Variance Analysis dashboard to compare your actual performance to more than one budget snapshot.

DO IT NOW: SAVE A BUDGET SNAPSHOT



As the above illustration shows, the warehouse can store many budget snapshots, but you will have only one live budget for any given budget year. Any time you use the **Archive Live Budget** button from the Budget Snapshots screen, a copy of all of the "B" records from GLBALA is made and stored in the separate GLBALAWHSE file.

STEP BY STEP

TIP: These steps explain how to save a new snapshot to the archive. See Page 64 for instructions on refreshing an existing snapshot with recent changes.

1. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Work with CU Budget** option
2. Enter the **Budget year**
3. Use the **Budget Archive** button to proceed to the Budget Snapshots screen, shown below:

Session 0 CU*BASE GOLD - RELEASE CONTROL CREDIT UNION

File Edit Tools Help

Budget Snapshots - For budget year 2016

Snapshots 3

Description	Year	Count	Income	Expense	Net Inc/Loss	Cmt	Owner
2.5% Conservative	2016	158,496	30,421,884-	22,448,085	7,973,799-	*	D. M. Moore
5% Straight Budget	2016	159,120	28,254,273-	21,470,917	6,783,356-	*	D. M. Moore
8% Aggressive	2016	158,496	32,054,279-	23,378,287	8,675,992-	*	D. M. Moore

Import from Snapshot into Live Budget
 Change Details
 Copy
 Delete
 View Details
 Save Live Budget to
 Export complete budget for Query or download

Archive 2016 Live Budget

Show Last Chg By

FR (6123) 11/23/16

This button is used to take a copy of your live budget and store it as a new snapshot in the archive

4. Use **Archive 20xx Live Budget**


Session 0 CU*BASE GOLD - Add Budget Details

Description Income 30,421,884- Year 2016

Owner Expense 22,448,085

Comments

FR (6121)

- Enter a title for this snapshot into the *Description* box, enter your name as the *Owner*, and use the *Comments* lines to enter any notes that will help you remember when this snapshot was taken and why
- Use  or press Enter to save the snapshot
- The Budget Snapshots screen will reappear with a confirmation message showing the total number of records that were saved; your live budget files are affected

Session 0 CU*BASE GOLD - RELEASE CONTROL CREDIT UNION

File Edit Tools Help

Budget Snapshots - For budget year 2016

Snapshots 4

Description	Year	Count	Income	Expense	Net Inc/Loss	Cmt	Owner
Mid-year recast	2016	158,496	30,421,884-	22,448,085	7,973,799-	*	J. A. Accountant
2.5% Conservative	2016	158,496	30,421,884-	22,448,085	7,973,799-	*	D. M. Moore
5% Straight Budget	2016	159,120	28,254,273-	21,470,917	6,783,356-	*	D. M. Moore
8% Aggressive	2016	158,496	32,054,279-	23,378,287	8,675,992-	*	D. M. Moore

Import from Snapshot into Live Budget
 Change Details
 Copy
 Delete
 View Details
 Save Live Budget to
 Export complete budget for Query or download



Congratulations! If you've been following the step-by-step instructions in this booklet, you have now completed the core steps to set up your budget in CU*BASE.

The information below and on the following pages explains other details about using the budget archive, as well as instructions for how to view and print your budget figures (which you can also do at any time during the budget process).

Once the new year is underway, use the **Variance Analysis dashboard** to monitor your performance compared to your budget. See Page 71.

OTHER HELPFUL TIPS ABOUT THE BUDGET ARCHIVE

How to Refresh an Archive Snapshot With Changes

If you are using the archive in order to make a backup copy of your figures periodically while working on your budget, you can choose to save each snapshot as a separate item in the warehouse if you like. You'll just need to be careful with your naming convention and take advantage of the comments to help keep everything straight.

As an alternative, you can also update the same archived budget every time you take a fresh snapshot.

To do this, use the steps outlined under "DO IT NOW: Save a Budget Snapshot" (see Page 62), but when the Budget Snapshots screen appears, instead of using the Archive 20xx Live Budget button, simply select an existing archive on the Budget Snapshots screen and use the **Save Live Budget to** option instead:

Budget Snapshots - For budget year 2016

Snapshots 3

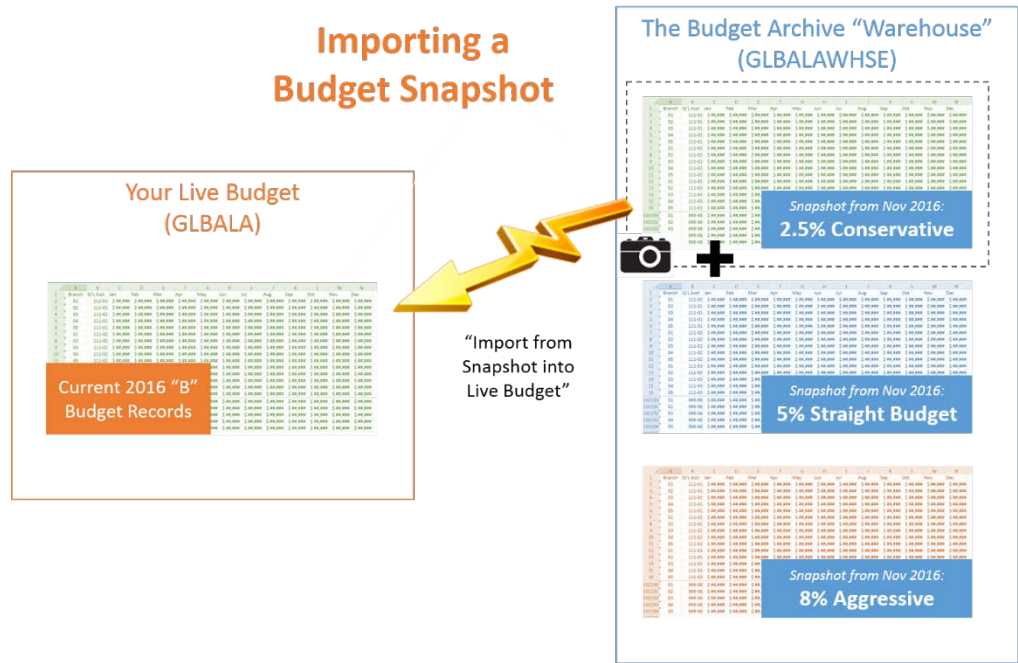
Description	Year	Count	Income	Expense
2.5% Conservative	2016	158,496	30,421,884-	22,448,
5% Straight Budget	2016	159,120	28,254,273-	21,470,
8% Aggressive	2016	158,496	32,054,279-	

- Import from Snapshot into Live Budget
 Change Details
 Copy
- Delete
 View Details
 Save Live Budget to
- Export complete budget for Query or download

Use this instead if you want to refresh an existing snapshot with changes you've made to your live budget

A confirmation message will appear warning that all of your previous data is being overwritten. (Remember that the system always copies all GL accounts that have "B" records in the GLBALA, no matter where you are in your budgeting process.)

How to Import a Snapshot from the Archive



As the illustration above shows, you can also take a copy of any budget from your archive and pull it back into your live files. Doing this will overwrite all of the existing "B" records in the GLBALA file with the data from the snapshot copy (the snapshot itself is unchanged).

This is helpful if you want to start playing with some new calculations, but want to make sure you are starting with the right set of figures.

IMPORTANT: Remember that when you import from your archive, **your current live budget files will be overwritten with the data from the snapshot.** It's usually a good idea to archive your live budget first, before performing the import function.

STEP BY STEP

1. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Work with CU Budget** option
2. Enter the **Budget year**
3. Use the **Budget Archive** button to proceed to the Budget Snapshots screen, shown below:
4. If you have not already done so, use the **Archive 20xx Live Budget** feature (see Page 62) or the **Save Live Budget to** feature (see Page 64) to save a copy of your current live data before proceeding
5. Select the snapshot in the list and choose **Import from Snapshot into Live Budget**

Budget Snapshots - For budget year 2016

Snapshots 4

Description	Year	Count	Income	Expens
Mid-year recast	2016	158,496	30,421,884-	22,448
2.5% Conservative	2016	158,496	30,421,884-	22,448
5% Straight Budget	2016	159,120	28,254,273-	21,476
8% Aggressive	2016	158,496	32,054,279-	23,378

- Import from Snapshot into Live Budget
 Change Details
 Copy
- Delete
 View Details
 Save Live Budget to
- Export complete budget for Query or download

6. A confirmation window will appear; use **Proceed with Import** to continue
7. Your live budget files have now been replaced with data copied from the snapshot (the original snapshot itself is unaffected)

How to Save a Budget and Start with a Clean Slate

If you would like to start over with a clean slate for any budget year without losing any work you've already done, use the steps on Page 81, which include a step to take an archive snapshot before clearing your live data.

UNDERSTANDING BUDGET NOTES



Budget notes are like a scratch pad where you can jot down details about your budget work and assumptions while you are running the numbers, then save those comments as part of your budget. This could include things like a general narrative explaining the thought process you used, or specific details about calculation settings, percentages, and the like.

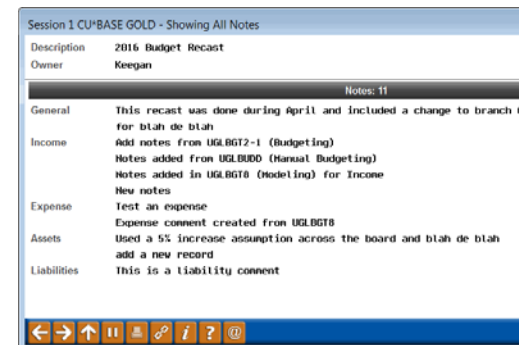
Budget notes, which are simply free-form text input fields, can be changed and appended at any time. Every time you access notes, any notes you already entered will be shown so in addition to adding more notes, you can see your previous notes and edit them if you like.

There are five different types of notes you can record on your budget:

- Notes about **asset projections** (all G/Ls), which you can enter/view when working with the projection tools (Step 5).
- Notes about **liability projections** (all G/Ls), which you can enter/view when working with the projection tools (Step 7).
- Notes about **income** (all G/Ls), which you can enter/view either when working with the modeling tools (Step 6) or the classical budgeting tools (Step 9).
- Notes about **expenses** (all G/Ls), which you can enter/view either when working with the modeling tools (Step 8) or the classical budgeting tools (Step 10).


If you take a snapshot of your live budget for the archive, you can also save:


- **General notes** about the budget snapshot, which you can enter when you are saving the snapshot to the archive.



Things to Remember

- There is just one set of notes per budget, per G/L type (income/expenses/assets/liabilities). Notes are not unique by G/L account. Even though you can access your notes after every individual calculation pass, you'll simply be appending your previously-entered content with additional notes.
- Other than the general notes that you save when archiving the budget, all other notes types do not require that you use the budget archive. However, when you do save to the archive, a copy of the notes is also retained with the archived snapshot.

To create budget notes, simply use one of the  buttons that appears at the bottom of many different budget and modeling screens, as shown elsewhere in this document (see Pages 31, 41, 54, and 58).

To view budget notes, either use the same Notes buttons you use to update them, or use the  **View Details** button on the Budget Archive screen (Page 63).

REVIEWING YOUR BUDGET FIGURES

Remember that the dashboard described here is for checking the accuracy of your budget figures and keeping track of where you are in the budgeting process. To monitor your actual performance compared to your budget, use the **Variance Analysis dashboard**, described starting on Page 71.

The primary purpose of the Budget Dashboard is to help you keep track of the progress of your budgeting calculations. Similar to the Variance Dashboard described on Page 71, the Budget Dashboard does include tools that let you filter and summarize the data. But here these are intended primarily to help you focus on specific portions of your budget spreadsheet to verify the numbers.

When accessing the Budget Dashboard, the Filters window shown below can be used to narrow down the data so you are only reviewing a portion of your budget records at a time.

USING THE BUDGET DASHBOARD TO REVIEW BUDGET FIGURES

1. Navigate to the Budgeting Tools menu (MNBUDG)
2. Choose **View/Analyze CU Budget**

3. In the *G/L type* drop-down box, choose **Net Income**
4. Enter the *Budget* date range you wish to analyze

This can be a full calendar year, or you can analyze just a portion of the year such as a calendar quarter or 6-month period.

5. Enter a *Compare to* date range

TIP: The dashboard will let you toggle between both budget and actual figures for this comparison range. The range can even span across a year-end if you like, such as Oct 2014 to Sept 2015.

6. Use Enter or the **Display Summary** button to reveal the summary recap at the bottom of the screen:

The **Net Income** option gives the quickest look at your income statement budget figures. See Note A below.

These filters let you narrow down which data you want to view – helpful if you are validating newly-saved budget figures. (Remember that the summary at the bottom will reflect these settings.)

The dashboard will show both actual and budget figures for the *Compare to* period.

After specifying your date ranges, use Enter or **Display Summary** to see this recap. See Note B below.

SUMMARY			
	Accounts	Budgeted	Total Budget Amount
Income	303	100%	24,864,207.77-
Expense	327	99%	20,284,692.60
Net			4,579,515.17-

Notes:

A - The **Net Income** option combines both income and expense G/Ls and provides handy sub-totals as well as a net income summary total. Choosing this is the fastest way to verify the budget figures pertaining to your income statement.

B - Once you've chosen what to analyze and specified your date ranges, use Enter to see the summary recap at the bottom of the screen. When your budget is complete you should generally see both Income and Expense items at 100% budgeted. (BE CAREFUL: This summary *will* reflect any filters you select for budget group, G/L account and branch.)

If you have run passes on all of your income/expense budget groups and these still show less than 100%, it usually means there are G/Ls of that type that have not been assigned to a budget group. Remember you can run a calculation pass on individual G/Ls using the *G/L accounts to populate* option on the Create/Work with CU Budget screen (see Page 53 or 57).

If either of these shows *more* than 100%, you may have budget figures recorded for G/L accounts that have subsequently been suspended (budget figures are not written to suspended accounts, but if you've already saved your budget and then suspend a G/L, those budget figures still remain.)

7. Use **Continue** (F10) to proceed to the Budget Dashboard:

Session 0 CU*BASE GOLD - ABC CREDIT UNION

File Edit Tools Help

View / Print Budget Analysis BUDGET by Group

Corp ID **01**
records shown **58** Net Income ALL Groups - Net Income

Group	Description	1 Jan-Dec / 2015 Budget	2 Jan-Dec / 2014 Actual Amount	3 2015 Budget - 2014 Actual Change	
17	INCOME FROM ALL LOANS	16,412,802.53	14,942,588.71	1,470,213.82	9.84%
19	INCOME FROM INVESTMENTS	333,758.28	309,092.59	24,665.69	7.98%
20	INCOME FROM FRANKLIN US GOVT SECURITIES	47,137.20	43,653.69	3,483.51	7.98%
21	INCOME FROM SHARED BRANCHING	13,201.08	12,225.09	976.08	7.98%
23	INCOME FROM FANNIE MAE & FREDDIE	1,211,745.36	1,122,194.36	89,551.00	7.98%
25	INCOME FROM FCU LAND CONTRACTS	107,334.12	99,401.81	7,932.31	7.98%
26	INCOME FROM LOAN LATE FEES	433,446.84	401,413.95	32,032.89	7.98%
27	INCOME FROM NSF FEES	396,034.20	366,765.87	29,268.33	7.98%
28	INCOME FROM BOUNCE PROTECTION/OD INCOME	1,459,635.48	1,351,764.41	107,871.07	7.98%
30	CREDIT CARD FEE INCOME	147,770.40	136,849.57	10,920.83	7.98%
31	DEFERRED COMP AND ANNUITY	66,198.48	61,306.25	4,892.23	7.98%
32	INCOME FROM LOAN APPLIC/CONSOL/LOC ADV	206,557.36	265,380.00	21,177.36	7.98%
33	CREDIT CARD INTERCHANGE INCOME	477,622.32	442,324.52	35,297.80	7.98%
34	DEBIT CARD INTERCHANGE INCOME	1,241,516.88	1,149,765.58	91,751.30	7.98%
35	INCOME FROM MEMBERS FINANCIAL	440,219.88	411,307.65	28,912.23	7.03%
36	INCOME FROM NEIGHBORHOOD MORTGAGE	54,055.44	50,060.62	3,994.82	7.98%
37	INCOME FROM CUSD ACTIVITY	36,619.80	33,913.48	2,706.32	7.98%
38	INCOME FROM ALL OTHER INCOME SOURCES	578,773.92	536,075.98	42,697.94	7.98%
39	INCOME FROM ATM	61,405.04	75,462.88	6,022.16	7.98%

Drill to Account **1** View by Month **2** ↑ ↓

149,424 cells Total Net Income 4,579,515.17- 5,047,282.77- 467,767.60- 9.27%

Summary
 Filters
 Print
3 Toggle Budget/Actual

FR (5561)12/04/15

Use **Print** on any dashboard screen to print a report showing the data you are currently viewing. (There is no confirmation window; the report prints directly to your default report printer.)

Understanding the Budget Dashboard Screen

- 1** This column shows your budget figures.
- 2** This column shows actual figures from the year *prior* to your budget year (so if you are working next year's budget, you'll see this year's actual figures here, up through the most recent month-end completed). Use **Toggle Budget/Actual** to toggle this to show last year's budget instead.
- 3** This column shows the difference between the figures in column **1** and column **2**, in both amount and %.

Working with Dashboard Data

There are several things you can do to see more details about the budget totals displayed when the screen first appears:

- 1** There are three levels for how this data is organized: From here you can select a Budget Group and use **Drill to Account** to see all of the G/Ls in that group. Then you can drill down another level to see all branches for a single G/L.
- 2** At any level, you can choose an item in the list and use **View by Month** to see a month-by-month breakdown of the budget figures, like this:

Session 0 CU*BASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Budget Group Change by Month View Income Types

Corp ID 01 ABC CREDIT UNION Budget group 17 INCOME FROM ALL LOANS
 Location ALL locations G/L account ALL GL Accounts

Jan 15 Dec 15	2015 Budget	2014 Actual	Difference	Percent
Jan	1,341,512.07-	1,182,352.97-	159,159.10-	13.46
Feb	1,341,512.07-	1,086,270.54-	255,241.53-	23.50
Mar	1,341,512.07-	1,198,672.43-	142,839.64-	11.92
Apr	1,341,512.07-	1,166,723.92-	154,788.15-	13.04
May	1,341,512.07-	1,231,486.01-	110,026.06-	8.93
Jun	1,352,520.88-	1,225,063.49-	127,457.39-	10.40
Jul	1,384,135.01-	1,277,458.43-	106,676.58-	8.35
Aug	1,390,386.37-	1,298,522.30-	91,864.07-	7.07
Sep	1,382,688.95-	1,275,550.98-	107,057.97-	8.39
Oct	1,398,746.25-	1,331,120.89-	67,625.36-	5.08
Nov	1,392,218.28-	1,290,614.69-	101,603.59-	7.87
Dec	1,404,626.44-	1,358,752.06-	45,874.38-	3.38
Totals	16,412,802.53-	14,942,588.71-	1,470,213.82-	9.84

Print Toggle Budget/Actual

FR (5575) 12/04/15

TIP: See Page 81 for instructions on **how to make changes to these monthly figures.**

③ Use the **Summary** button (F10) to see a window showing a summary of the current view:


Session 0 CU*BASE GOLD - SUMMARY

Summary of Budget Records Shown			
	# Accounts	% Budgeted	Total Budget Amount
Income	303	100%	24,864,207.77-
Expense	327	99%	20,284,692.60
Net			4,579,515.17-

IMPORTANT: This summary shows stats only for accounts currently being displayed on the dashboard. If filters are in effect, this summary will NOT include your entire budget!

FR (5559)

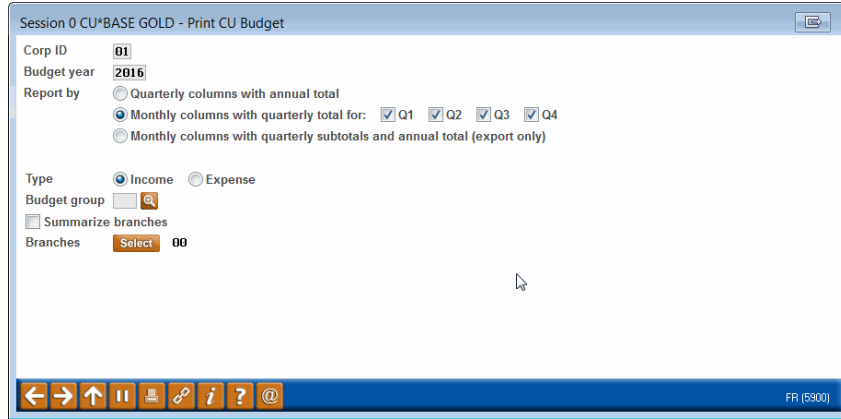
BE CAREFUL! Unlike the “budgeted to date” summary that appears when calculating your budget, this summary window **only shows a summary of the records you are currently viewing**. If you used any filters on the initial window, or if you have drilled down to the G/L account or branch level, the summary includes **ONLY** those items.

8. When ready, use  to exit

PRINTING BUDGET FIGURES FOR VERIFICATION

Although you can print budget figures on Financial Statements, those are best for comparing actual performance to the budget, similar to the Variance Dashboard. If you want a printout showing your budget amounts for verification purposes, or to show to your Board, or simply to archive as budget documentation, the best technique is to use the Print Budget Reports feature.

1. Navigate to the Budgeting Tools menu (MNBUDG)
2. Choose **Print Budget Reports**



3. Enter the budget year and choose one of the print formats:

Quarterly columns with annual total

Q1	Q2	Q3	Q4	Total
\$x	\$x	\$x	\$x	\$xx

Monthly columns (3 months) with a quarterly total

Jan	Feb	Mar	Q1 Total
\$x	\$x	\$x	\$xx

Monthly columns (12 months) with quarterly sub-totals and annual total

Cannot be printed – see below for instructions on exporting this report for use via Query or Excel

4. You must specify either **Income** or **Expense** (currently it is not possible to get both during the same report run)
5. The remaining selections are optional; when ready, use or press Enter to generate the report (see samples on the following page)
6. The window will remain open so that you can produce a second report as needed; when done use to exit

Report sample #1 – Quarterly subtotals with annual total

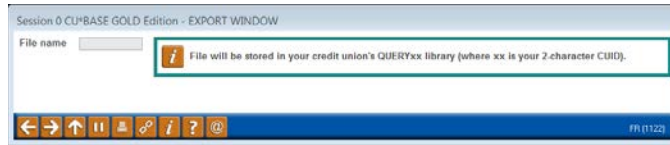
GLACCT	LO	ACCOUNT DESCRIPTION	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
111-00	01	INT INCOME - SIGNATURE LOANS PART SEC	79,698.04-	79,698.04-	79,698.04-	79,698.04-	318,795.3
111-00	02	INT INCOME - SIGNATURE LOANS PART SEC	15,396.03-	15,396.03-	15,396.03-	15,396.03-	61,584.1
111-00	03	INT INCOME - SIGNATURE LOANS PART SEC	49,156.50-	49,156.50-	49,156.50-	49,156.50-	196,626.0

Report sample #2 – Monthly columns with quarterly total (also shows the branches summarized, and includes only GLs from a single budget group)

GLACCT	ACCOUNT DESCRIPTION	APRIL	MAY	JUNE	TOTAL
111-80	INTEREST INCOME - FREDDIE MAC LOANS	715.37-	715.37-	715.37-	2,146.11-
111-81	FREDDIE MAC LOAN SERVICING	135.57	135.57	135.57	406.71
111-82	FANNIE MAE INTEREST INCOME	39,523.77-	39,523.77-	39,523.77-	118,571.31-

Exporting Budget Figures to a File

If you choose the *Monthly columns with quarterly subtotals and annual total (export only)* option on the window shown on the previous page, you will be directed to an export window where you can specify a file name for the report output:



You can either use this data with CU*BASE Report Builder to build your own Query reports or analysis inquiries, or use the tools described in the [File Transfers: Downloading Data from iSeries to PC](#) booklet to move this file to your PC for us in a program such as Microsoft® Excel.

REVIEWING BUDGET VARIANCES

Once the budget year has begun, there are two tools that help you track how your performance is matching up to your budget plan: the Variance Dashboard and the Variance Financial Statement reports.

USING THE VARIANCE DASHBOARD

Unlike the analysis tool that you use while working on the budget (see Page 67), which compares your budget to last year, the Variance Dashboard tool **compares your plan** (budget figures) **to your performance** (actual figures for the same year).

*This means that you shouldn't really use this dashboard until **after February 1**, when you have at least one set of month-end actual figures to compare!*

1. Start by navigating to the Budgeting Tools menu (MNBUDG) and choosing the **Variance Analysis** option
2. A window will appear showing entries for Live Budget and Actual, plus all of the budgets you have saved for this same budget year in your archive, if any:

Description	Year	Count	Income	Expense	Owner
Actual		0	16,466,134-	12,344,469	
Live Budget		0	30,421,884-	22,448,085	
2.5% Conservative	2016	158,496	30,421,884-	22,448,085	D. M. Moore
5% Straight Budget	2016	158,120	28,254,273-	21,470,917	D. M. Moore
8% Straight Budget	2016	158,496	32,054,279-	23,378,287	D. M. Moore

3. Click on the item labeled “Actual” in the list
4. Hold the **Ctrl** key and click on the budget you wish to compare to actual performance
5. Choose **Make two selections** (or Enter) to proceed
6. The next step is to choose what data you wish to evaluate:

Using the Filters

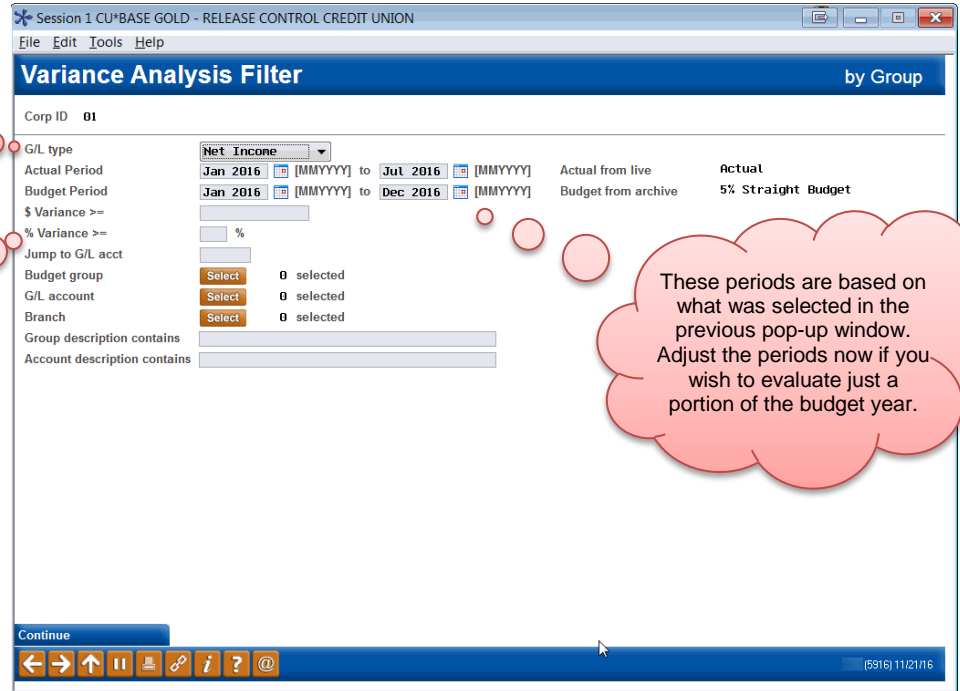
These filters are intended to let you focus on just the portion of your performance you wish to monitor. For example, you could use the *Variance > \$* or *Variance > %* filters to look only at G/Ls where the variance from your budgeted figures is large enough to warrant investigation or a

report to your Board. Or look just at your income or expense budget groups, or even select a single G/L account to review.

The **Net Income** option gives the quickest look at your income statement variances.

Enter an amount or % to see areas where your performance is out of synch with your budget plan, and might need extra attention from your team or Board.

These periods are based on what was selected in the previous pop-up window. Adjust the periods now if you wish to evaluate just a portion of the budget year.

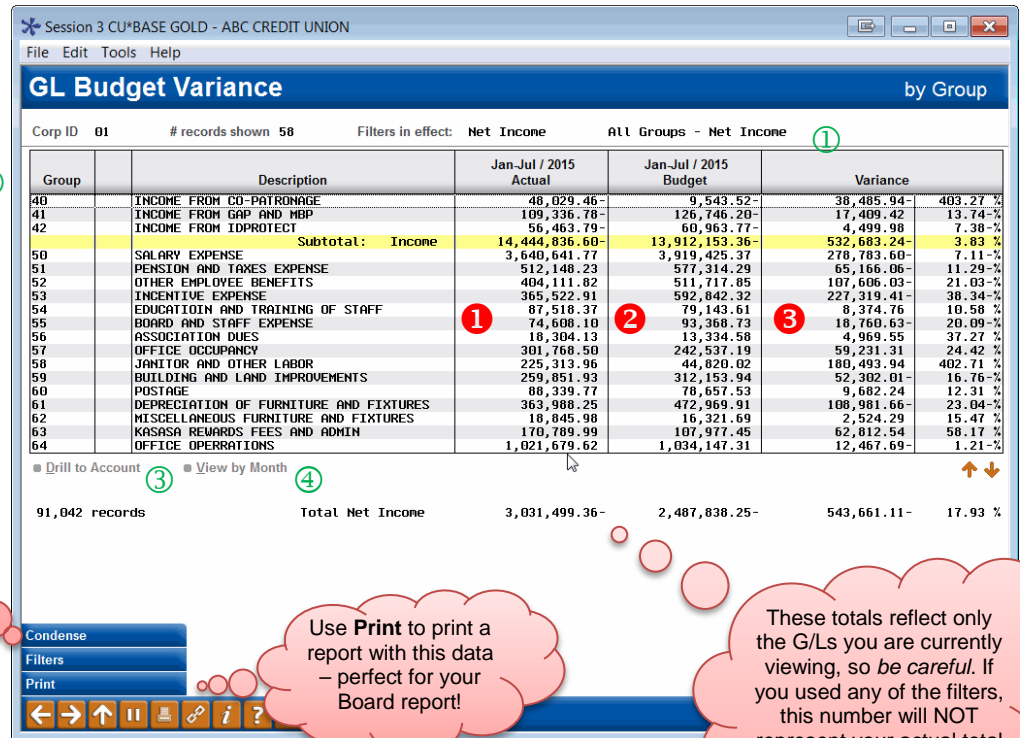


7. When ready, use **→** or press Enter to proceed to the Variance Dashboard itself:

If you selected Net Income on the initial filters window, use the **Expand/Condense** toggle to see your income and expense budget groups, as in this example.

Use **Print** to print a report with this data – perfect for your Board report!

These totals reflect only the G/Ls you are currently viewing, so *be careful*. If you used any of the filters, this number will NOT represent your actual total net income!



Understanding the Variance Dashboard Screen

- ① This column shows your actual figures for the selected year (usually the current year), up to and including the most recent month-end. So if you are viewing this dashboard in June, you'd see January through May figures represented.
- ② This column shows budget figures from the selected year.
- ③ This column shows the difference between the figures in column ① and column ②, in both amount and %.

Working with Dashboard Data

There are several things you can do to work with the data on this dashboard:

- ① The area at the top of the screen shows a summary of which G/L accounts you are currently viewing. (Remember that the totals at the bottom of the list only reflect these specific accounts, not necessarily your entire net income!)
- ② If you selected **Net Income** on the initial filters window, the records will be in order by budget group sequence # and you will not be able to re-sort the list by clicking the column headings. But if viewing all G/Ls or a specific G/L type (such as expenses only), you will be able to click any column heading to sort by that column. (Look for the orange or other theme-colored heading to indicate that it's clickable.)
- ③ There are three levels for how this data is organized: From here you can select a Budget Group and use **Drill to Account** to see all of the G/Ls in that group. Then you can drill down another level to see all branches for a single G/L.

*TIP: If you selected **Net Income** on the initial filter window, you'll need to use **Expand** first to show the budget group detail, then the Drill option will become available.*

- ④ At any level, you can choose an item in the list and use **View by Month** to see a month-by-month breakdown of the budget figures, like this:

Session 3 CU*BASE GOLD - ABC CREDIT UNION

File Edit Tools Help

Budget Group Change by Month View Income Types

Corp ID 01 Budget group 26 INCOME FROM LOAN LATE FEES
 Location All Locations G/L account ALL GL Accounts


		Change From					
Jan 15 Dec 15	2015 Actual	2015 Budget	2014 Actual	2014 Actual	Percent	2015 Budget	Percent
Jan	40,459.95-	36,120.57-	37,516.54-	2,943.41-	7.85	4,339.38-	12.01
Feb	39,142.85-	36,120.57-	34,331.43-	4,811.42-	14.01	3,022.28-	8.37
Mar	28,490.81-	36,120.57-	32,547.35-	4,056.54	12.46	7,629.76	21.12-
Apr	30,517.64-	36,120.57-	28,524.05-	1,993.59-	6.99	5,602.93	15.51-
May	30,369.42-	36,120.57-	29,274.53-	1,094.89-	3.74	5,751.15	15.92-
Jun	33,277.13-	36,120.57-	28,433.79-	4,843.34-	17.03	2,843.44	7.87-
Jul	37,435.19-	36,120.57-	34,559.19-	2,876.00-	8.32	1,314.62-	3.64
Aug	24,376.87-	36,120.57-	35,063.35-	10,686.48	30.48-	11,743.70	32.51-
Sep		36,120.57-	32,760.12-	32,760.12	100.00-	36,120.57	100.00-
Oct		36,120.57-	35,489.65-	35,489.65	100.00-	36,120.57	100.00-
Nov		36,120.57-	33,267.45-	33,267.45	100.00-	36,120.57	100.00-
Dec		36,120.57-	39,646.50-	39,646.50	100.00-	36,120.57	100.00-
Totals	264,069.86-	433,446.84-	401,413.95-	137,344.09	34.22-	169,376.98	39.08-

Print

FR (5575) 9/28/15

TIP: See Page 81 for instructions on **how to make changes to these monthly figures.**

5 Use the **Filters** button to view which filters you selected, or change them to focus on different accounts on the dashboard. Remember that when you use **Print**, only the data currently displayed will be included on the report.

8. When done, use  to exit

Tips for Evaluating Your Numbers

Remember that there are many factors that affect the variances you'll see in comparing your projections and budget figures to actual performance. If you are not seeing the results you thought you would, consider:

- Was your estimate for this year's beginning balance off compared to your actual December month-end? Even if you estimate monthly activity correctly, your balances won't match if you aren't starting from the same point as you anticipated.



*Remember that the beginning balance estimate you used when calculating projections is NOT saved by CU*BASE.*
- Was your estimate for monthly activity off compared to the income (or expenses) you are actually seeing each month?
- Was your estimate for projected resulting balances on your loan or savings off compared to where you are ending up?

One technique that can help in evaluating variances shown on the dashboard can be to use the different formats on the financial statements, as described below, to compare net change (monthly activity) separately from resulting balance (where you ended up each month).

VIEWING BUDGET VARIANCES ON FINANCIAL STATEMENTS

This tool lets you use your financial statement reports to review your budget figures and compare them to your actual G/L activity. This is particularly helpful after the budget year begins to watch how your plan matches up to your performance. You can compare two periods side by side, up to a maximum of 8 columns on the report including the \$ variance and % variance. There is also an optional export option so you can pull down as many columns as you need for variance analysis via Microsoft Excel or other third-party tool.

Configure Your Financial Statements for Variance Reporting

1. Navigate to the General Ledger menu (MNGELE)
2. Choose **Financial Report Configuration**
3. Choose **Revise** in the drop-down, enter your Corp ID, and enter the Report #, then use  or press Enter to proceed
4. For any financial statement formats you want to use for showing budget variances, check the **Use for Variance Reporting** flag
5. Use  or press Enter to save; repeat for additional reports

TIP: If you want to be able to view asset or liability net change (monthly activity) projections, you must configure a report that uses the “Combined” format and include your member loan and savings G/L accounts in the layout. For more help on setting up financial statement reports, refer to online help while working in this feature.

Printing Variance Financials


6. Navigate to the Budgeting Tools menu (MNBUDG)
7. Choose **Print Variance Financial Stmts**

Corp ID	Report #	Description
1	1	BALANCE SHEET - TRIAL BALANCE
1	8	BALANCE SHEET - SUMMARY
1	25	EDM BALANCE SHEET COMPARISON
1	78	BALANCE SHEET FIXED ASSETS
1	94	BALANCE SHEET - SHARES AND LOANS ONLY

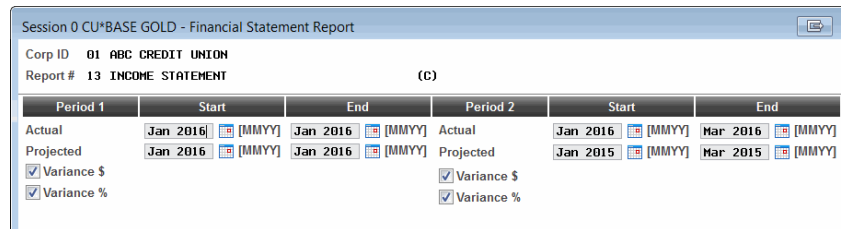
8. Choose one of the financial statement styles:

Balance sheet projection using Resulting Balance	Compares the actual asset or liability <i>balance</i> to the projected/target balance. Allowed for financial statements set up as Format “B” (balance sheet). Use this
--	--

	format to answer the question, “Did our balances end up where we said they would?”
Balance sheet projection using Net Change	Compares the actual asset or liability <i>activity</i> for the period to the projected activity levels. Allowed for financial statements set up as Format “C” (combined balance sheet/income statement). Use this format to answer the question, “Did we do as much as we said we would this month?”
Income Statement Budget Variance	Compares actual to budget numbers for income and expense GLs. Allowed for financial statements set up as Format “I” (income statement). Use this format to answer the question, “Did we hit our yield/cost of funds target for the month?”

- Use  or press Enter to see the list of configured reports configured with that format
- Select one of the reports in the list and use Select to proceed to the second screen

*Sample of the combined balance sheet format showing net change projections (notice you can define both a **start date** and **end date**, to look at a specific slice of time):*

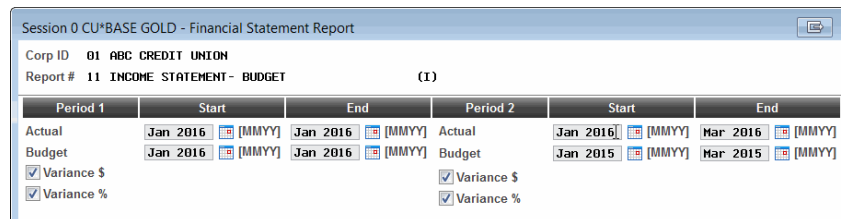


Session 0 CU*BASE GOLD - Financial Statement Report

Corp ID 01 ABC CREDIT UNION
Report # 13 INCOME STATEMENT (C)

	Period 1	Start	End	Period 2	Start	End
Actual		Jan 2016	Jan 2016	Actual	Jan 2016	Mar 2016
Projected		Jan 2016	Jan 2016	Projected	Jan 2015	Mar 2015
<input checked="" type="checkbox"/> Variance \$				<input checked="" type="checkbox"/> Variance \$		
<input checked="" type="checkbox"/> Variance %				<input checked="" type="checkbox"/> Variance %		

*Sample of the income statement format (notice you can define both a **start date** and **end date**, to look at a specific slice of time):*

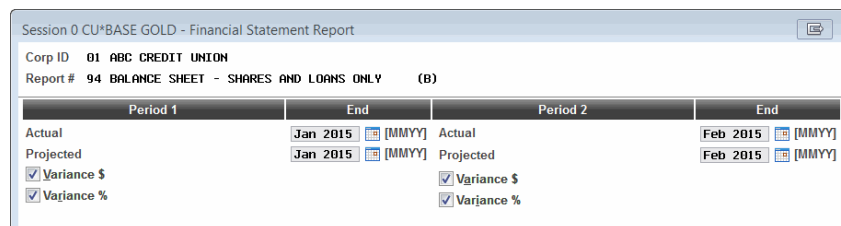


Session 0 CU*BASE GOLD - Financial Statement Report

Corp ID 01 ABC CREDIT UNION
Report # 11 INCOME STATEMENT - BUDGET (I)

	Period 1	Start	End	Period 2	Start	End
Actual		Jan 2016	Jan 2016	Actual	Jan 2016	Mar 2016
Budget		Jan 2016	Jan 2016	Budget	Jan 2015	Mar 2015
<input checked="" type="checkbox"/> Variance \$				<input checked="" type="checkbox"/> Variance \$		
<input checked="" type="checkbox"/> Variance %				<input checked="" type="checkbox"/> Variance %		

*Sample of the balance sheet format showing resulting balance projections (notice you can define an **end date** only):*



Session 0 CU*BASE GOLD - Financial Statement Report

Corp ID 01 ABC CREDIT UNION
Report # 94 BALANCE SHEET - SHARES AND LOANS ONLY (B)

	Period 1	End	Period 2	End
Actual		Jan 2015	Actual	Feb 2015
Projected		Jan 2015	Projected	Feb 2015
<input checked="" type="checkbox"/> Variance \$			<input checked="" type="checkbox"/> Variance \$	
<input checked="" type="checkbox"/> Variance %			<input checked="" type="checkbox"/> Variance %	

To assist in entering your settings on this screen, it’s helpful to correlate the selections to the columns on the finished report:

The calculated variance \$ and % columns are optional and you can choose either, both, or neither as you wish.

Notice how columns 1-4 show actual and projected figures for your "Period 1" selections, and columns 5-8 show actual and projected figures for your "Period 2" selections.

LOCATION(S) - *ALL	ACTUAL ENDING - 1/15	PROJECTED ENDING - 1/15	1-2/2 PCT	VARIANCE 1 - 2	ACTUAL ENDING - 2/15	PROJECTED ENDING - 2/15	4-5/5 PCT	VARIANCE 4 - 5
ASSETS AND LIABILITIES	1	2	3	4	5	6	7	8
ASSETS								
LOANS								
MEMBER LOANS								
701-00 SIGNATURE LOANS PARTIALLY SECURED	14,430,009.64	14,418,975.92	.0 %	11,913.72	14,356,560.56	16,419,982.40	12.5-%	2,063,421.92-
701-01 SECURED CLOSED END LOANS	2,020,292.88	2,012,634.99	.3 %	7,657.89	2,048,132.71	2,145,009.81	4.5-%	96,877.10-
701-02 STUDENT LOANS	312,127.52	303,973.73	2.6 %	8,153.79	308,163.89	387,251.35	18.2-%	87,087.46-
701-03 SHARE FLEGE LOANS	366,684.65	417,373.40	12.1-%	50,768.75-	342,762.84	420,214.87	19.9-%	85,452.03-
701-04 SIGNATURE LOANS	13,124,435.65	13,106,295.23	.4-%	61,059.50-	13,045,090.40	14,703,203.22	11.2-%	1,658,112.82-
701-08 BUSINESS ADJUSTABLE RATE MORTGAGE	871,501.32	721,629.20	28.7 %	149,872.04	863,653.12	759,372.95	13.7 %	104,280.17
701-09 BUS ADJ REAL ESTATE PARTICIPATION	164,544.00-	164,220.75-	.1 %	323.25-	163,949.62-	162,999.00-	.5 %	950.62-

11. When ready, use **→** or press Enter to proceed to the third and final screen:

This allows similar printing options as when you are printing your normal financial statements, including the ability to view the report on the screen, export to a file, or print a hard copy.

12. After making your selections use **Run/Next Report** to produce the report



13. When done, use **↑** to exit

OTHER HANDY “HOW TO”S

HOW TO CLEAR A BUDGET AND START OVER



WARNING! This procedure will throw away all of your existing budget figures so that you can start over. To be safe, in most cases you'll want to save a snapshot of your budget into your archive first.

1. If necessary, adjust your Budget Controls to allow maintenance to income and expense G/Ls (see Page 19)
2. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Work with CU Budget** option
3. Enter the **Budget year**
4. Use the **Budget Archive** button to proceed to the Budget Snapshots screen
5. Use **Archive 20xx Live Budget**
6. Enter a *Description, Owner, and Comments*
7. Use  or press Enter to save the snapshot
8. Use  to return to the main Work with CU Budget screen
9. Use the **Clear Budget** button (F17)

You will not be able to proceed if the Budget Control record is either missing or set to “Closed” for any G/L type for this budget year. See Page 17.

10. A confirmation window will appear; use **Delete** to confirm

This clears all “B” budget records in the GLBALA database table for the selected year, no matter what G/L type they happen to be.

11. You can now use start your first calculation pass on a new budget – see **Step 2** on Page 53


HOW TO MANUALLY CHANGE FIGURES FOR A SINGLE G/L OR A SINGLE MONTH

After running your automated calculation passes, you can use this procedure to manually adjust budget figures, one G/L account at a time. There is also an optional “allocate” command that will take an annual figure and automatically spread it across all months.

The process of adjusting individual income and expense budget figures works the same regardless of whether you calculated them using the modeling tools or via the classical budgeting tools. Note, however, that the

instructions are slightly different for adjusting your asset and liability balance projections, as explained below.

Adjusting Income and Expense Budget Figures

1. If necessary, adjust your Budget Controls to allow maintenance to Income and/or Expense G/Ls (see Page 19)
2. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Work with CU Budget** option
3. Enter the year of the budget you wish to adjust
4. Choose **Manual update**
5. Use  or press Enter to proceed
6. Choose the G/L type you wish to adjust, either **Income** or **Expense**
7. Change other filters if desired then use **Continue** to proceed

TIP: For this type of maintenance it is usually easier just to leave the other filters alone. You'll be able to navigate to the G/L account you want to adjust.





8. The budget dashboard will appear
9. Select a **Budget Group** in the list and choose **Drill to Account**
10. Select a **G/L Account** in the list and choose **Drill to Branch**
11. Select a Branch from the list and choose **Edit**

If this option is not available, you will need to adjust your Budget Controls to allow maintenance on this G/L type (see Page 19).


12. Enter figures for each individual month, one at a time

Remember that for credit-balance accounts you'll need to enter a minus (-) sign for a positive number (increase).

OR

13. Click the **Allocate** button and enter an amount in the window, then use  or press Enter to divide that amount by 12 and enter it into each of the monthly fields (you can then adjust individual months if you wish)
14. Use  or press Enter as needed to recalculate the totals at the bottom
15. Use **Save** to save the changes made on this G/L to your budget
16. Use **Next GL** or **Next Location** if you wish to edit another G/L, or use  to return to the Budget Dashboard
17. When done, use  to exit

Adjusting Asset and Liability Projections

1. If necessary, adjust your Budget Controls to allow maintenance to Asset and/or Liability G/Ls (see Page 19)
2. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Project Asset/Liability Balances** option
3. Enter the year of the budget you wish to adjust
4. Select the Budget group that contains the G/L you wish to adjust
5. Use  or press Enter to proceed
6. Select a **G/L Account** in the list and choose **Branch Allocation**

*If you don't see the branch you need, try using the **All Branches** button, which reveals branches that have no budget figures saved to them yet.*





7. Select a Branch from the list and choose **Maintain Brn**

If this option is not available, you will need to adjust your Budget Controls to allow maintenance on this G/L type (see Page 19).

8. Enter figures for each individual month, one at a time

Remember that for credit-balance accounts you'll need to enter a minus (-) sign for a positive number (increase).

OR

9. Click the **Allocate** button and enter an amount in the window, then use  or press Enter to divide that amount by 12 and enter it into each of the monthly fields (you can then adjust individual months if you wish)
10. Use  or press Enter as needed to recalculate the totals at the bottom
11. Use **Save** to save the changes made on this G/L to your budget
12. Use **Next GL** or **Next Location** if you wish to edit another G/L, or use  to return to the Budget Dashboard
13. When done, use  to exit

HOW TO IDENTIFY A BRANCH CLOSING IN YOUR BUDGET


Use this procedure if you are planning to close a branch during the budget year. This simply changes all of the budget figures for a particular branch (all G/Ls) to \$0.00, starting as of a month you specify. **This feature does NOT close a branch on CU*BASE; it simply clears monthly net change amounts from your budget spreadsheet**, starting with the month you specify and continuing through the remainder of that budget year.

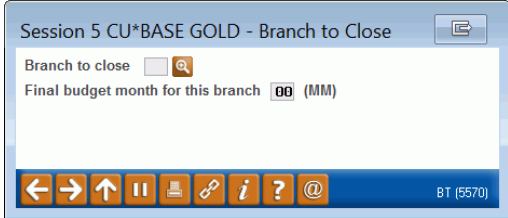
Because this tool only affects *net change* budget amounts in the G/L balance file, it is NOT recommended for credit unions that have projected asset and liability balances with the modeling tools.

Once this is done, keep in mind that you can still go back in and manually enter new budget amounts for individual G/Ls for that branch, if you wish.

1. Make sure all budget figures have been entered for all G/Ls

*Since using this procedure **sets all G/Ls for that branch to \$0**, it's best to wait to do this until the rest of your budget is pretty much done. If you run additional calculation passes after this is done, those G/Ls will contain figures for this branch # again. You may need to run the close option again to clean those up.*

2. If necessary, adjust your Budget Controls to allow maintenance to income and expense G/Ls (see Page 19)
3. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Work with CU Budget** option
4. Enter the budget year
5. Choose **Close Branch**
6. Use  or press Enter to proceed



7. Enter the branch # that you are planning to close during the budget year
8. Enter the last month that branch will be open on your books
9. Press Enter to proceed
10. A confirmation message will appear; use **Continue** (F10) when ready
11. The net change amount for all G/L accounts for this branch will be set to \$0.00 in your budget records and the budget will be saved

APPENDIX A: UPLOADING BUDGET FIGURES

WHAT YOU SHOULD KNOW

Security Requirements

Special authority is required to upload files from a PC onto the CU*BASE system. Start by completing the **iShield Security Access Request for CU*BASE Uploads/Downloads** form, available with the link shown below, to request access privileges (select the “General Ledger Import File” item):

http://www.cuanswers.com/pdf/spec_interest/CUSecurityAuthorizationRequest.pdf

Upload Income and Expense GLs ONLY

When uploading budget figures, amounts will be recorded as the “net change” for each G/L account (not resulting balance). **Currently you can import budget figures for Income and Expense G/Ls only.** Projected resulting balances for your asset and liability G/Ls are not supported through the current upload process. *See Page 72 for more information.*

If any G/L accounts in the incoming file are an Asset or Liability type, they will appear as exceptions, similar to an invalid G/L account number. You’ll need to remove them from your original source file then try the upload and import again.

A Word About Uploads & Branch-Level Budgets

It’s pretty typical for a CU that uses a third-party budget tool to keep things simple by avoiding branch-level calculations for the budget figures. What that means to CU*BASE is that the entire budget amount will be logged under branch 01, with no budget figures stored for any other branch on any of your G/L accounts.

That’ll work just fine with the analysis tools, but remember you won’t be able to use any of the screens that drill down to the branch level. Rather, you’ll stay on the summary screens that show all branches under a single line item.

Supported File Types

Supported File Types include the following:

- **Flat file format** – Not common, but might be an option available from your third-party vendor.
- **User-defined fixed file** – Instead of a delimiter (separator between fields), the fields are padded to a fixed width.
- **User-defined comma-delimited format** (*also referred to as CSV or comma-separated values*) – The most commonly used, this is the format typically created by spreadsheet program such as Microsoft® Excel.

All three formats must follow these rules for field type and length:

Field Name	Type	Total Length	Decimals
Corporation ID	Numeric	2	0
G/L Account #	Numeric	5	0
Branch/location	Numeric	2	0
Budget year	Numeric	4	0
Budget month	Numeric	2 (01 through 12)	0
Amount (Net Balance)*	Numeric	13 (\$99,999,999,999.99)	2

***IMPORTANT:** This amount is recorded as the **net change** (field name is actually Net Balance or NETBAL) per month for the G/L account, NOT the resulting balance.

Other requirements for each file type:

Type	Field order	Extra fields allowed?	Notes
Flat File Format	Must be in the exact order as shown above	No	
User-defined Fixed File Format	Same fields as above but can be in any order in the file	No	<ul style="list-style-type: none"> Field length must be exact and consistent from one record to the next
User-defined Comma-Delimited Format	Same fields as above but can be in any order in the file	Yes, but must be to the right (after) the required fields, not between them	<ul style="list-style-type: none"> Field lengths cannot be greater than the sizes shown above Currency amounts <i>cannot</i> contain commas but <i>must</i> include decimals <p>Otherwise the amounts will pull in as whole dollars in CU*BASE. If you create a file in Excel this will happen automatically, but be sure to alert your vendor so that this is applied correctly.</p>

As a rule, worksheets you intend to convert and upload **should not include** other extraneous information such as column headings, blank rows, titles, graphics, or other special layout formatting. In other words,

This:

	A	B	C	D	E	F	G
1	01	11101	01	2015	1	5	###,###,###.##
2	01	11101	01	2015	2	5	###,###,###.##
3	01	11101	01	2015	3	5	###,###,###.##
4	01	11101	01	2015	4	5	###,###,###.##
5	01	11101	01	2015	5	5	###,###,###.##
6	01	11101	01	2015	6	5	###,###,###.##
7	01	11101	01	2015	7	5	###,###,###.##
8	01	11101	01	2015	8	5	###,###,###.##
9	01	11101	01	2015	9	5	###,###,###.##
10	01	11101	01	2015	10	5	###,###,###.##
11	01	11101	01	2015	11	5	###,###,###.##
12	01	11101	01	2015	12	5	###,###,###.##
13	01	11102	02	2015	1	5	###,###,###.##
14	01	11102	02	2015	2	5	###,###,###.##
15	01	11102	02	2015	3	5	###,###,###.##
16	01	11102	02	2015	4	5	###,###,###.##
17	01	11102	02	2015	5	5	###,###,###.##
18	01	11102	02	2015	6	5	###,###,###.##
19	01	11102	02	2015	7	5	###,###,###.##

...not this:

	A	B	C	D	E	F	G
1	ABC Credit Union Budget Worksheet						
	Prepared by John Smith						
2							
3							
4		GL	Branch	Budget			
5	Corp	Account	#	Year	Month	Amount	
6							
7	01	111-01	01	2015	1	5	###,###,###.##
8	01	111-01	01	2015	2	5	###,###,###.##
9	01	111-01	01	2015	3	5	###,###,###.##
10	01	111-01	01	2015	4	5	###,###,###.##
11	01	111-01	01	2015	5	5	###,###,###.##
12	01	111-01	01	2015	6	5	###,###,###.##
13	01	111-01	01	2015	7	5	###,###,###.##
14	01	111-01	01	2015	8	5	###,###,###.##
15	01	111-01	01	2015	9	5	###,###,###.##

DO IT NOW (STEP 1): UPLOAD THE FILE TO CU*BASE

Prepare Your File for Upload

In this step you will upload your file from your PC to the IBM i so that it can be imported by the budget tool.

Once you have created your file, save it to your C:\ drive or a network location. (Either location works fine for the file upload process.)

Because of how a System i works, you will actually be pulling data into an existing file on CU*BASE (basically a big, empty file that is large enough to contain the data you're uploading).

BE CAREFUL: The file into which you will be pulling your budget data **is the same file as used by the import feature available in Create/Post Journal Entries on the General Ledger (MNGELE) menu.** So if anyone routinely pulls data into that file for posting to your G/L, this import **will overwrite whatever is already in that file.** Be sure to coordinate the timing with anyone else at your credit union who is authorized to upload data into your G/L.

Upload Your Budget File

1. To upload your G/L file, use **File Upload (PC to iSeries)** on the File Transfer/Audit Functions (MNFILE) menu.
2. The upload screen will appear:

The screenshot shows a dialog box titled "Data Transfer to IBM i" with a menu bar (File, Tools, Help) and a toolbar. It is divided into two main sections: "PC" and "IBM i".

- PC Section:** Contains a "File name:" field with the text "C:\YourFolderName\YourFileName.csv" and a "Browse..." button to its right.
- IBM i Section:** Contains an "IBM i:" dropdown menu with "PROD.CUANSWERS.COM" selected, a "Library/File(Member):" field with "QUERYXX/GLIMPORT" entered, and "Browse..." and "Details..." buttons to the right.
- Bottom:** A "Transfer data to IBM i" button.

Two callout boxes provide instructions:

- A large pink callout bubble on the left says: "Enter the path and exact name of your file in this field along with the correct file extension (such as .XLS or .CSV.) You can also use the **Browse** button to the right to search for the file on your computer."
- A smaller pink callout bubble at the bottom says: "Remember to enter your CUID here in place of the XX."

3. Fill in as shown in the above sample, using these rules:

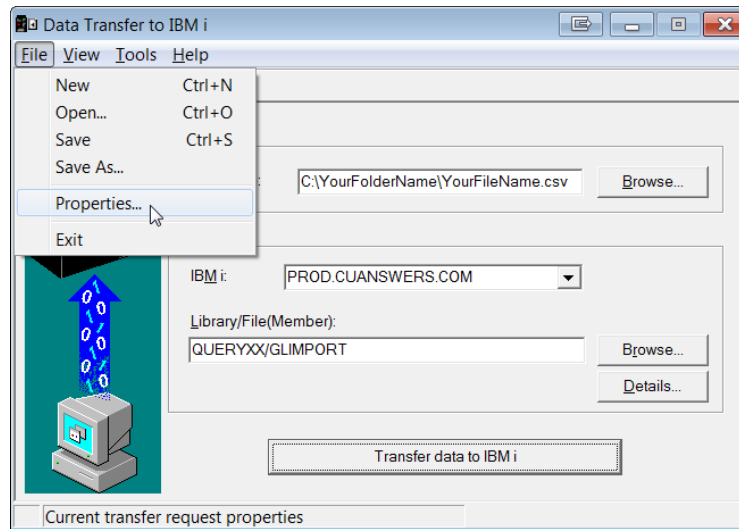
Field Name	Description
PC	These settings refer to where the data is coming from.
File name	Enter the path (the storage location, both drive and folder) and file name where the file is stored on your PC. Use backslashes between the folder name and the file name, as in the sample above (or better yet, use the Browse button to locate the file).

<i>Field Name</i>	<i>Description</i>
IBM i	These settings refer to where the data will be going.
IBM i	This designates the iSeries system to which the files will be uploaded. For online credit unions, this will read PROD.CUANSWERS.COM and should not be changed.
Library/File (Member)	Enter your credit union's Query library name, a <u>forward slash</u> , then the name of the file that holds records to be imported into the G/L: QUERYxx/GLIMPORT <i>(For the xx, fill in your credit union's two-character credit union ID)</i>

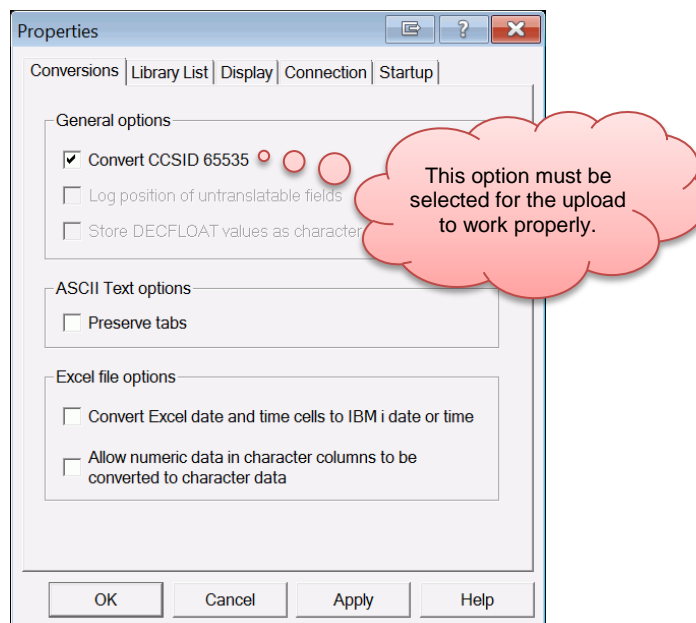
- Click the **Details** button
- Enter **C:\CUBASE\CUBASE\RESOURCES\GLIMPORT.FDF** in the screen as shown below (casing doesn't matter):

The screenshot shows the 'IBM i File Details' dialog box. It is divided into two main sections: 'PC file' and 'IBM i file'.
 In the 'PC file' section:
 - 'Use PC file description' is checked.
 - 'File name' is 'C:\cubase\cubase\resources\GLIMPORT.fdf'.
 - 'File type' is 'ASCII Text'.
 - 'Translate from' is 'ASCII' to IBM i data.
 - 'Coded Character Set ID' is empty.
 In the 'IBM i file' section:
 - 'Create IBM i object' is 'No, replace member only'.
 - 'Member text' is empty.
 - 'IBM i file type' has 'Data' selected (radio button) and 'Source' unselected.
 - 'Field reference file name' is empty.
 - 'Record length' is 92.
 - 'Authority' is 'Read/write'.
 - 'File text' is empty.
 At the bottom are 'OK', 'Cancel', and 'Help' buttons.

- Click **OK** to save and return to the Data Transfer window



7. From the screen shown above, select the **File** menu and choose **Properties**

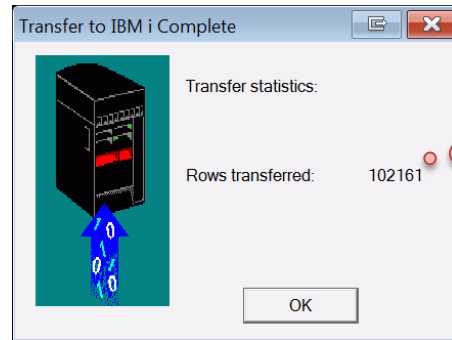


8. Check **Convert CCSID 65535** as shown above
9. Click **OK**
10. To begin the transfer process, click the **Transfer data to IBM i** button.
A series of messages will appear to report on the progress of the transfer.

If you experience problems uploading, it may be because you have not been authorized to upload data. If you receive the error: "Data in this field is incorrect or does not match the PC data type," make sure to set the properties as shown in # 8 above.

11. When the transfer is complete, the following message will appear: Click **OK** and the Data Transfer dialog box will reappear. Click **Close [X]** to

return to the CU*BASE menu. (See below for details on saving the transfer request.)



This number should match the number of individual budget figures in your original source file.


12. The file is now uploaded to the GLIMPORT file definition and is ready for import into your budget

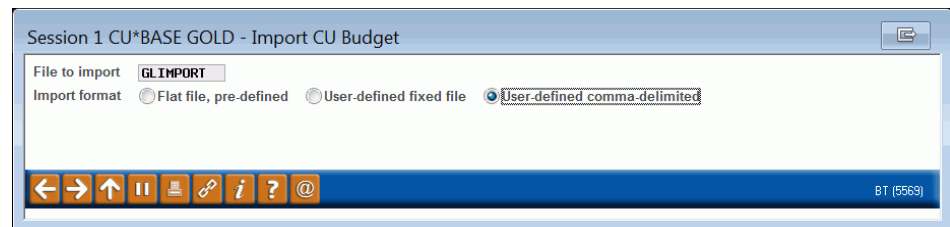
DO IT NOW (STEP 2): IMPORT THE FILE INTO YOUR BUDGET


Once you have uploaded the data to CU*BASE, you will now be ready to import the budget figures into your G/L files:

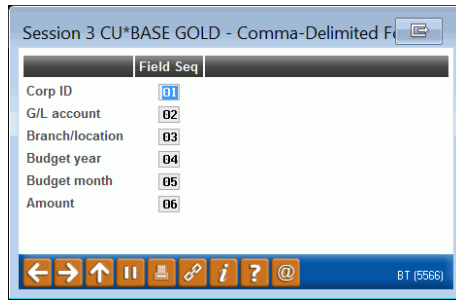
1. If necessary, adjust your Budget Controls to allow maintenance to income and expense G/Ls (see Page 19)
2. Navigate to the Budgeting Tools menu (MNBUDG) and choose the **Work with CU Budget** option
3. Enter the budget year
4. If desired, clear all figures from your existing budget (see the steps on Page 81)

BE CAREFUL: Do NOT do this step if you wish to keep the results of any budget passes you've already run. This decision depends on whether you are only uploading a portion of your budget or the entire thing.

5. Choose **Maintain Budget**
6. Use  or press Enter to proceed
7. Use **Upload** (F19)



8. For the file name, enter **GLIMPORT**
9. Choose a format (we'll use *User-defined comma-delimited* as our example since that's the most common)
10. Use  or press Enter to proceed



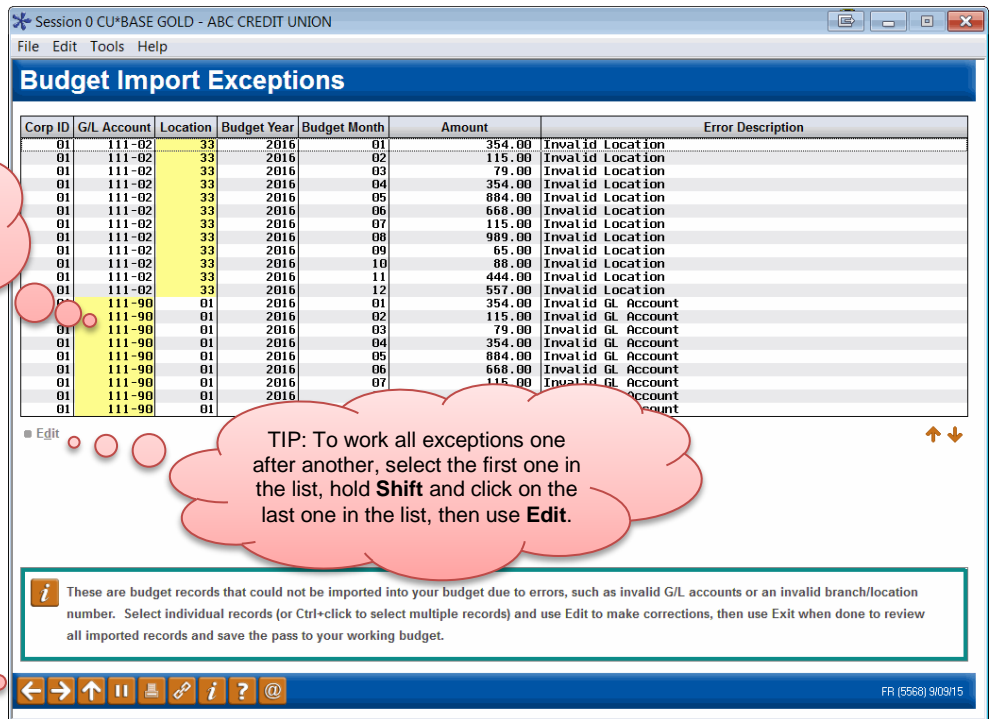
- Specify the field sequence to *exactly* match the order in which the data appeared in your PC file

If you had extra fields after these six, they will be ignored, but there cannot be extra columns between these required ones.

- Use or press Enter to proceed; the *Import CU Budget* window will reappear with a new button shown

- Click **Import File Data**

- If there are any records that could not be imported for any reason, the following exceptions screen will display showing the errors to be corrected:



HINT: This screen shows only the records that had an invalid G/L account, an invalid branch/ location #, or other error that caused the record not to be compatible with your budget files; all the remaining records from your file will be displayed next after you finish correcting these errors.

15. Select one or more items in the list and item in the list (for even faster editing, hold Ctrl or Shift and click to select multiple items) then choose **Edit** to proceed to the edit window:

If this error appears, the G/L # is an asset or liability type and cannot be uploaded. Use exit and retry the upload after removing the records from your source data.

16. Make the necessary correction(s) to the record and use or press Enter to proceed to the next selected item, or to return to the exceptions list
17. Once all corrections have been made and there are no longer any records left to display on the exceptions screen, you'll proceed to the budget calculation screen showing the budget figures that were generated in this "pass":

G/L Acct	Br	Description	Jan-Dec / 2016 Unsaved Budget	Jan-Dec / 2016 Budget Amount	Change
111.01	1	INT INCOME - BUSINESS REAL ESTATE PARTIC	29,868.26	1,186.92	28,681.34 2416.45%
111.02	3	INT INCOME - REVOLVING CREDIT BETHEL	4,712.00	0.00	4,712.00 .00%
111.09	1	VIP LOAN INTEREST REBATES	4,712.00	20,009.88-	24,721.88 123.55%
211.00	1	SALARIES	5,200,000.00	0.00	5,200,000.00 .00%

Discard Pass
Save Pass
Compare
Combine Branches
Budgeted To Date

* = Budget figures exist. (In other words, working budget figures already exist for that G/L and will be overwritten by the ones calculated in this pass).

18. Verify the figures then use **Save Pass** to save the imported records to your budget

*Remember that if your budget already contained budget figures for these same G/Ls, the imported data **will overwrite** the existing data!*

19. Use to exit and use the steps outlined earlier in this book to run additional calculation passes to fill in other budget figures or adjust specific G/L accounts in your budget