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# CYCLE-BASED BUDGETING TOOLKIT

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Technical Manual



AUGUST 31, 2016

BO YAN

<http://www.cyclebasedbudgeting.org>

## READ ME FIRST

This document is prepared for the Data Strategist, who is desirable but not absolutely necessary to provide technical and data assistance to the Financial Planning Director for implementing Cycle-based Budgeting (CBB). If a data strategist is not available, a designated staff member from the IT department or research department can use this document to provide the support.

This manual contains two part. Part I describes how to set up the online budget request system based on Microsoft's SharePoint and InfoPath. Part II explains how to manage the system to collect and manage budget requests, import the budget request and program outcome data into Decision Scenario, an Excel based decision tool that allows the senior leadership team to play what-if scenarios and see the budget implications of each scenario.

No prior knowledge about SharePoint, InfoPath, and Excel is required if you strictly follow the steps in this manual. However, basic understanding of the three tools will make your work more efficient. It is strongly encouraged to review the learning resources provided in the Appendix as you work through this manual.

If you have questions or need assistance, please contact us at [support@cyclebasedbudgeting.org](mailto:support@cyclebasedbudgeting.org) or post them to the Cycle-based Budgeting web site [forum](#).

## PART I: PREPARATION

The following text describes how to set up the budget request system using Microsoft's SharePoint and InfoPath. Once the setup is complete, cost center heads will be able to visit the web site to create, save, and submit their budget request(s). As the system administrator, you will be able to manage the budget request proposals (e.g., making modifications, changing owners, etc.) and export the budget request data into Excel for analysis and reporting.

### STEP 1 - CREATE CBB SHAREPOINT SITE

Ask your district's SharePoint administrator to create a new site for you and assign the site a friendly name so that it is easy for users to remember (e.g., <http://intranet/cbb><sup>1</sup>).

### STEP 2 – SETUP CBB FORM USING INFOPATH

Locate "CBB\_Budget request form.xsn" file included in this toolkit. Right click on the file name and choose "Design" from the menu to edit the form.

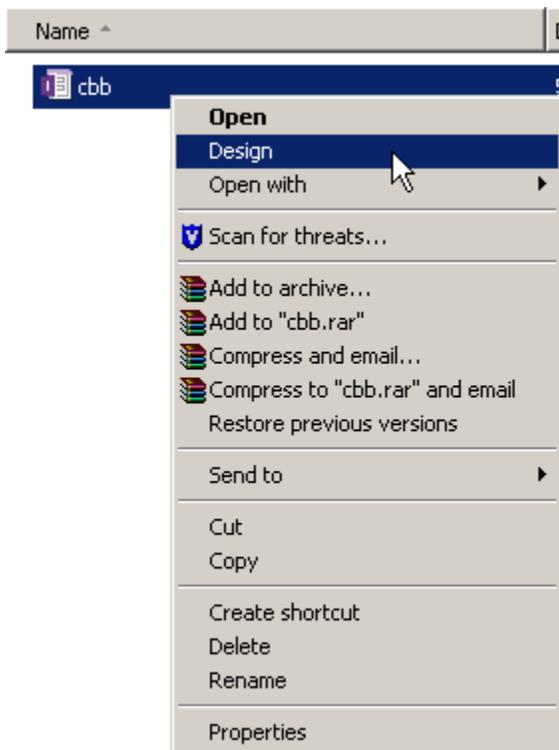


Figure 1 Open the CBB form in design mode

## SECTION A: SPONSORING COST CENTER

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<sup>1</sup> cbb is the acronym for Cycle-based Budgeting.

Right click on the box next to "Sponsoring Cost Center" and select "Drop-Down List Box Properties".

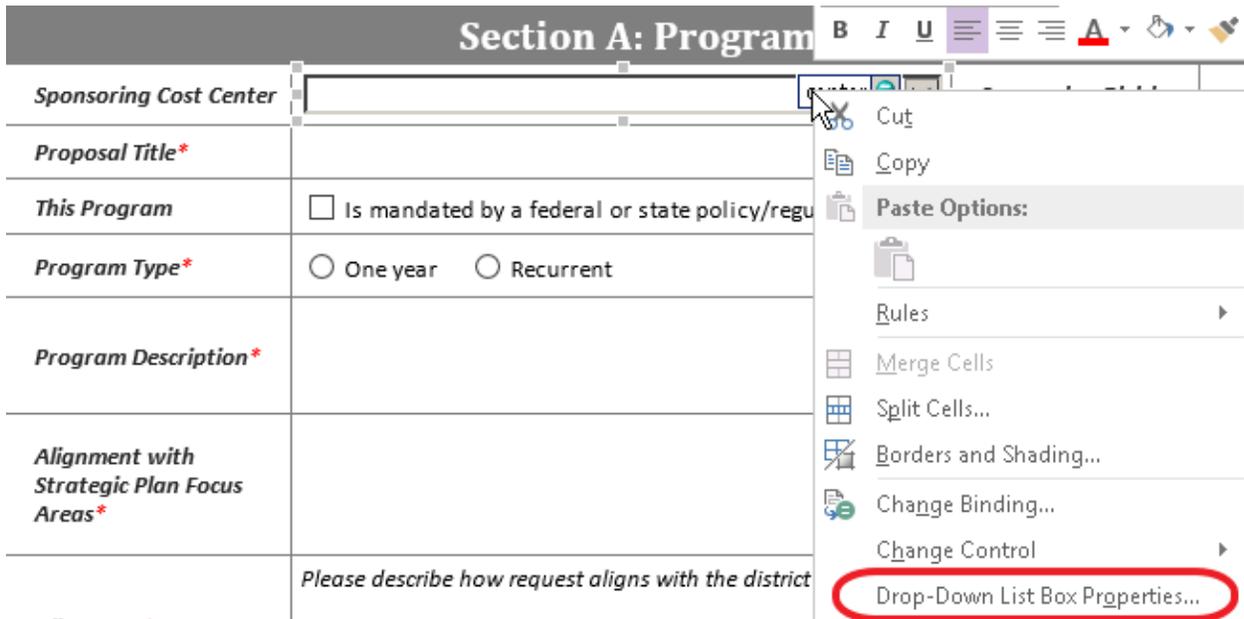


Figure 2 Open the sponsoring cost center box properties window

In the opened properties window, select the first item under "Select..." and click on the "Modify..." button.

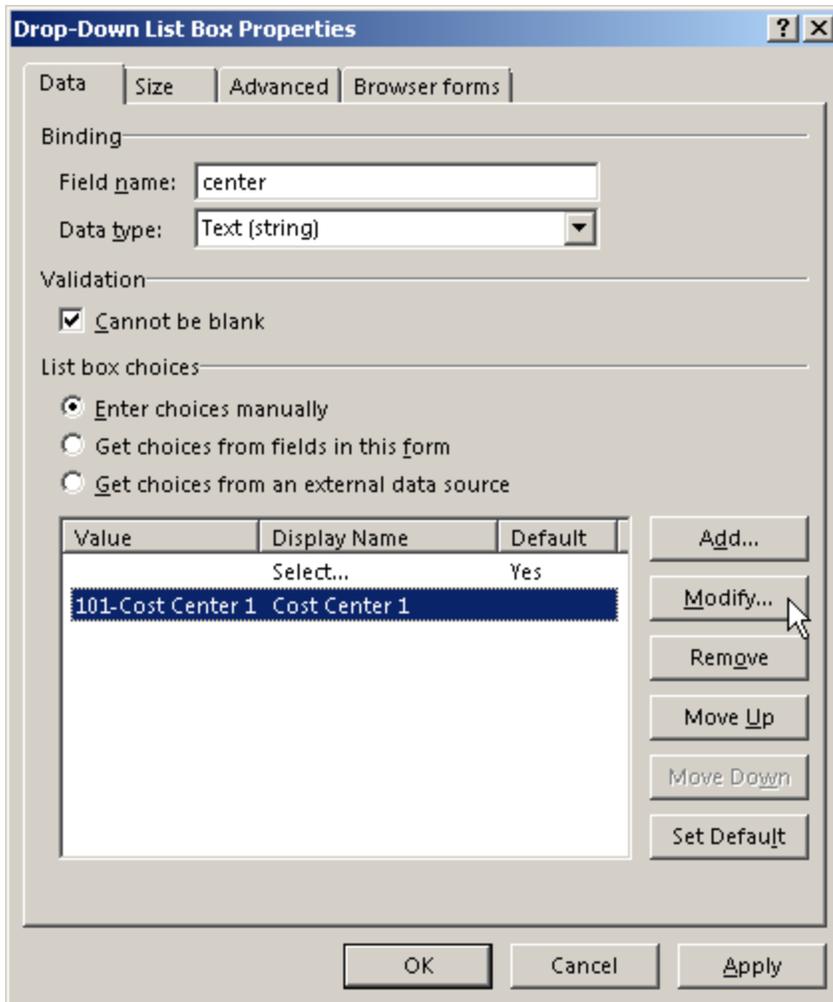


Figure 3 Modify the cost center list

In the "Value" box of the opened window, change "101" into the cost center (school or central office department) code and "Cost Center 1" into the cost center name (e.g., CWE-Cottonwood Elementary, 109-Lakeshore Middle, ESL-ESL Department, etc.). Next, type the cost center name in the "Display name" box (e.g., Cottonwood Elementary, Lakeshore Middle, ESL Department, etc.)

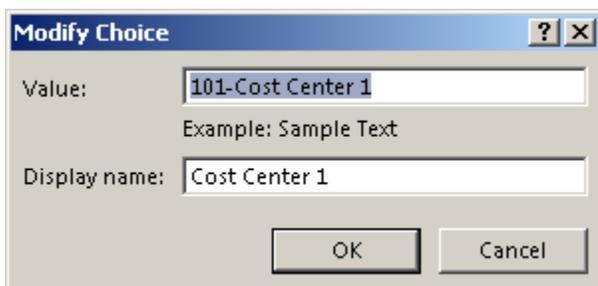


Figure 4 Enter the cost center information

To add more cost centers, click on the "Add..." button. In the "Value" box, type the cost center code, followed by "-" and then the cost center name. Next, type the cost center name in the "Display name" box.

#### SECTION A: ALIGNMENT WITH STRATEGIC PLAN

Right click on the box next to "Alignment with Strategic Plan" and select "Multiple-Selection List Box Properties..."

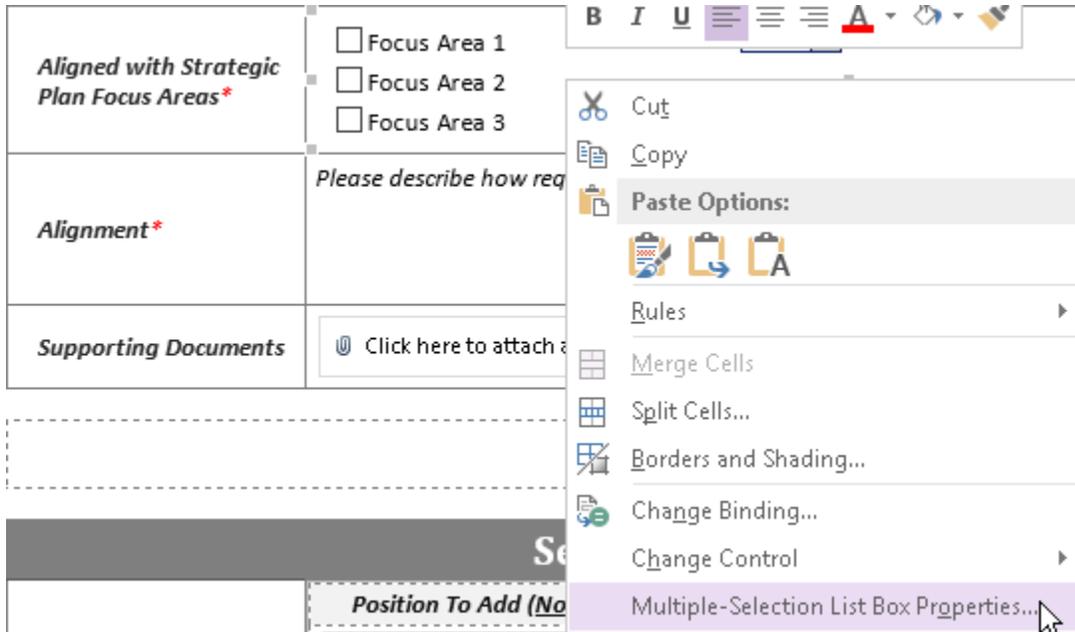


Figure 5 Open the "Aligned with Strategic Plan Focus Areas" box properties window

In the opened properties window, select the item and click on the "Modify..." button. Then, type your organization's first strategic plan focus area in the "Value" box. To add more focus areas, click on the "Add..." button.

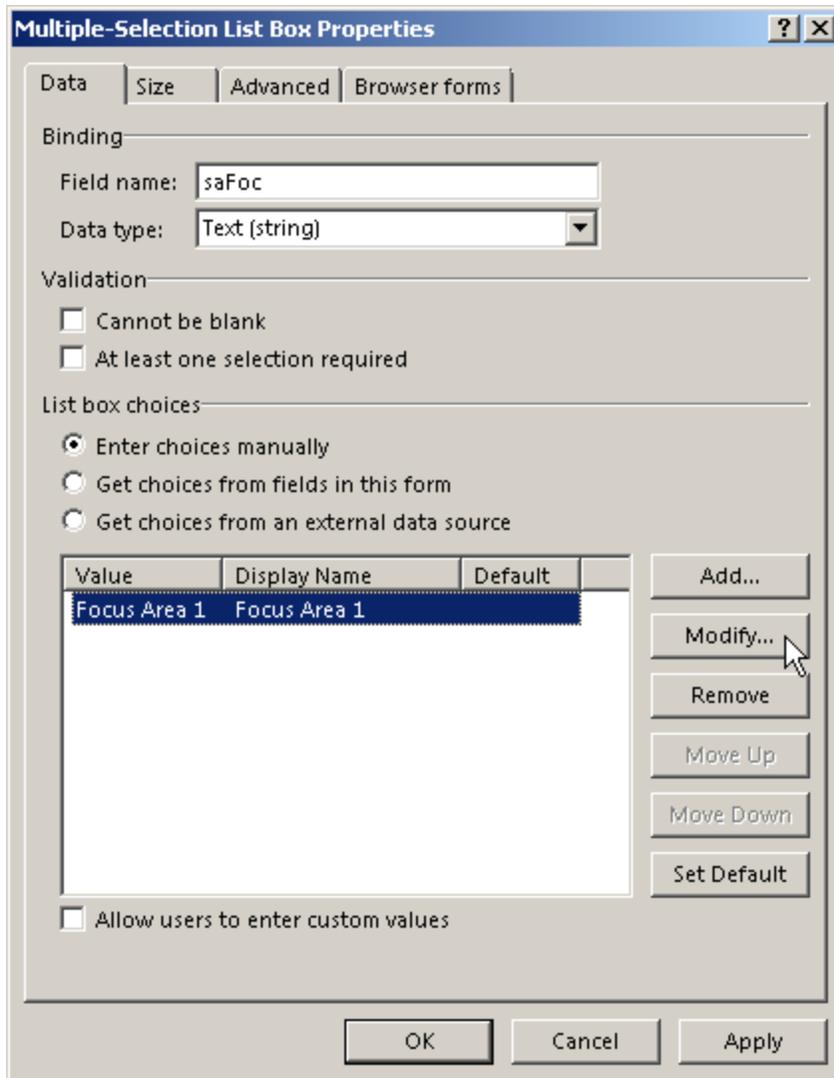


Figure 6 Modify the strategic focus area list

#### SECTION B: STAFF BUDGET

Repeat the same steps to make changes to the "Staff Budget" options.

#### SECTION B: OTHER PAYROLL BUDGET

Repeat the same steps to make changes to the "Other Payroll Budget" options.

#### SECTION B: OPERATIONAL BUDGET

Repeat the same steps to make changes to the "Operational Budget" options.

#### SECTION C: TARGET STUDENT AREAS

Repeat the same steps to make changes to the "Target Student Areas" options.

#### SECTION D: TARGET STUDENT OUTCOMES

Repeat the same steps to make changes to the "Target Student Outcomes" options.

#### SECTION D: TARGET STAFF OUTCOMES

Repeat the same steps to make changes to the "Target Staff Outcomes" options.

#### SECTION D: TARGET PARENT OUTCOMES

Repeat the same steps to make changes to the "Target Parent Outcomes" options.

#### PROPOSAL MANAGEMENT SECTION

Click on the "Proposal Management" Section on the top of the form and then click on the "Manage Rule" button on the ribbon. In the "Rules" pane on the right of the program window, click on the "Condition" colored in blue. In the popped-up "Condition" window, replace "Your SharePoint user name" with your SharePoint user name, which can be obtained from your organization's SharePoint administrator, and click on the OK button.



*Figure 7 Modify condition for the Proposal Management Section*

The above steps make sure the Proposal Management Section is only viewable to you as the budget request system administrator.

After all changes are finished, save the file.

#### STEP 3 – PUBLISH CBB FORM TO CBB SHAREPOINT SITE

Click on the "File" menu, then select "Publish" and click on "SharePoint Server" to "Publish form to a SharePoint Library".

**Publish**

**Quick Publish**

- Publish form to current location
- Update this form at its current publish location.

The form will be published to:

**SharePoint Server**

- Publish form to a SharePoint Library
- Create or update a form library form on SharePoint.
- Users can access this form online.

**Email**

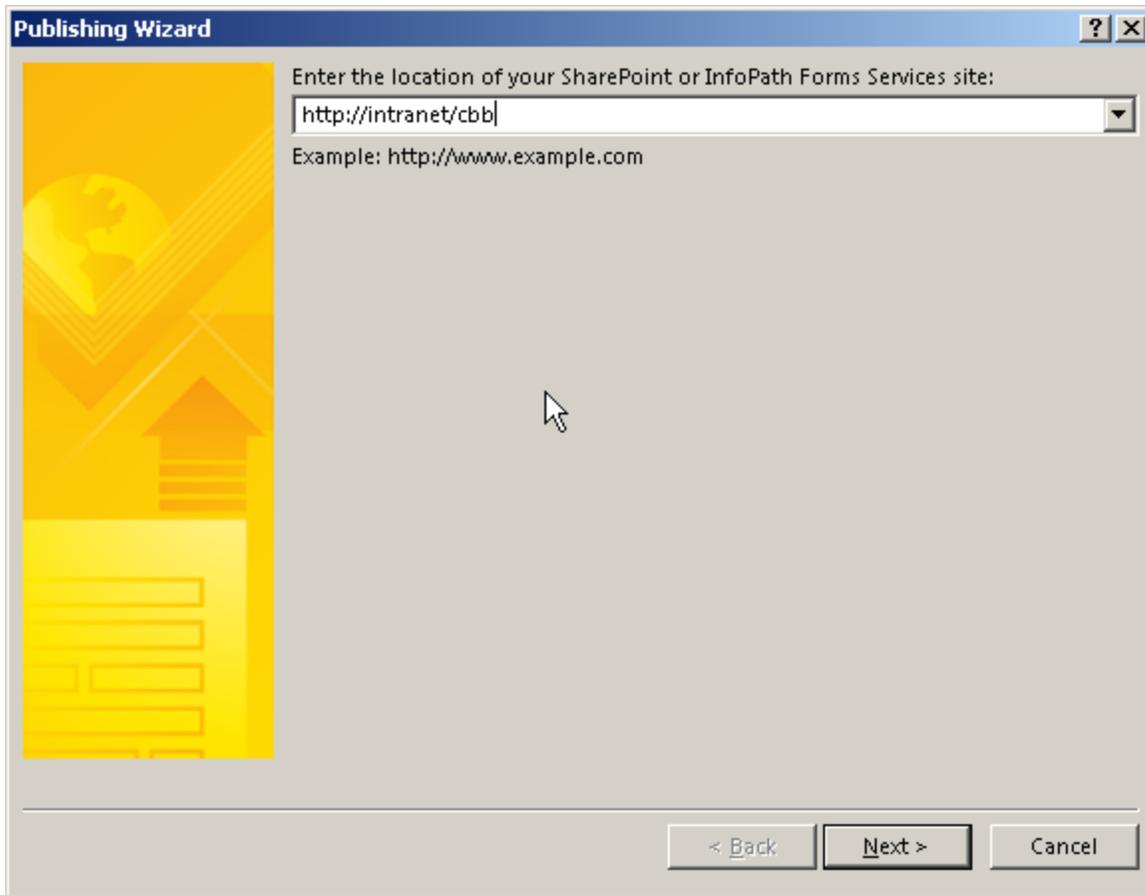
- Publish form to a list of email recipients
- Create a new email message which contains this form.
- Users must have InfoPath Filler to fill out the form.
- Use this option when recipients do not have access to SharePoint forms.

**Network Location**

- Publish form to a network location or file share
- Publish this form to a shared location so that people in your organization can fill it out.
- Use this option when you do not have access to a SharePoint Server.
- Users must have InfoPath Filler to fill out the form.

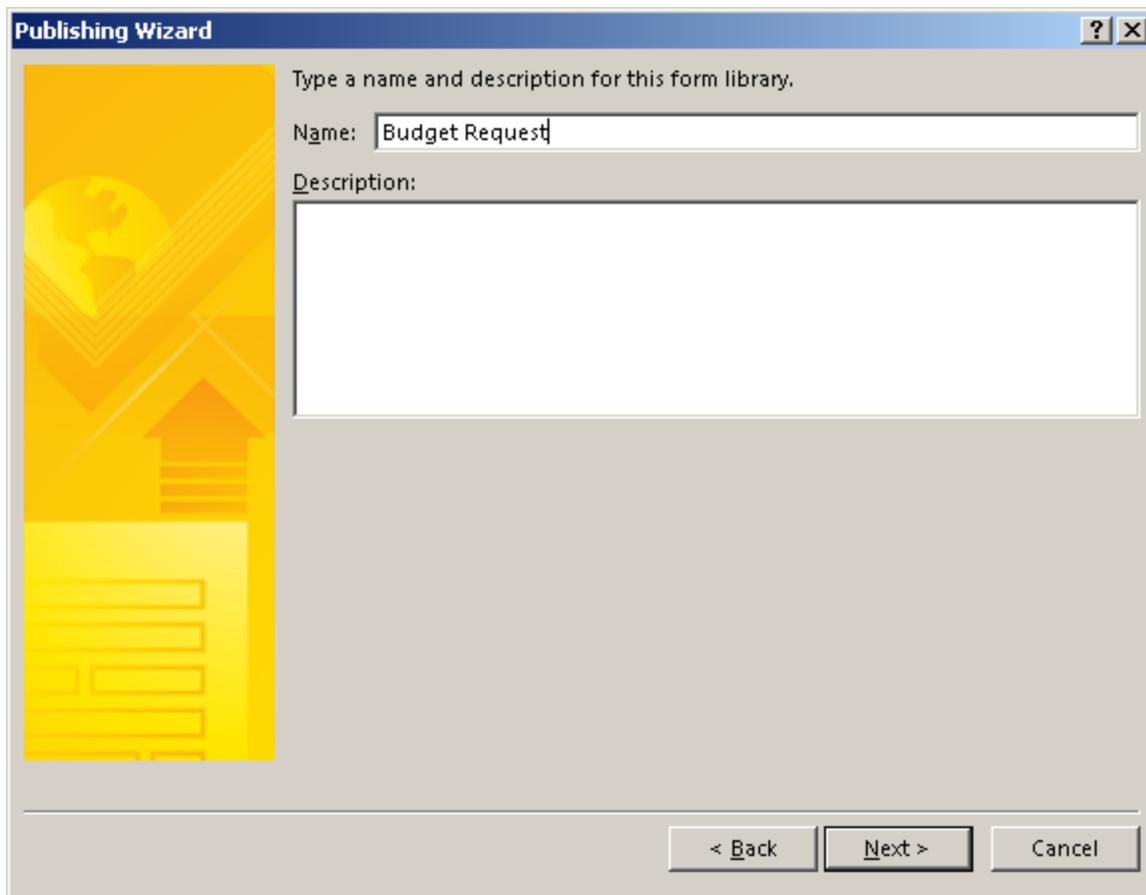
Figure 8 Publish the CBB form to the CBB SharePoint site

In the opened window, type the URL of the CBB SharePoint site that has been created (e.g., <http://intranet/cbb>) and click on the “Next >” button.



*Figure 9 Enter the CBB SharePoint site URL*

Do not change the default setting in the new window. Click on "Next >" button. In the next window, type "Budget Request" in the "Name" box (Note: this name cannot be changed). Click on the "Next >" button to proceed to the next step.



*Figure 10 Enter the form library name*

In the new window, click on the "Add..." button.

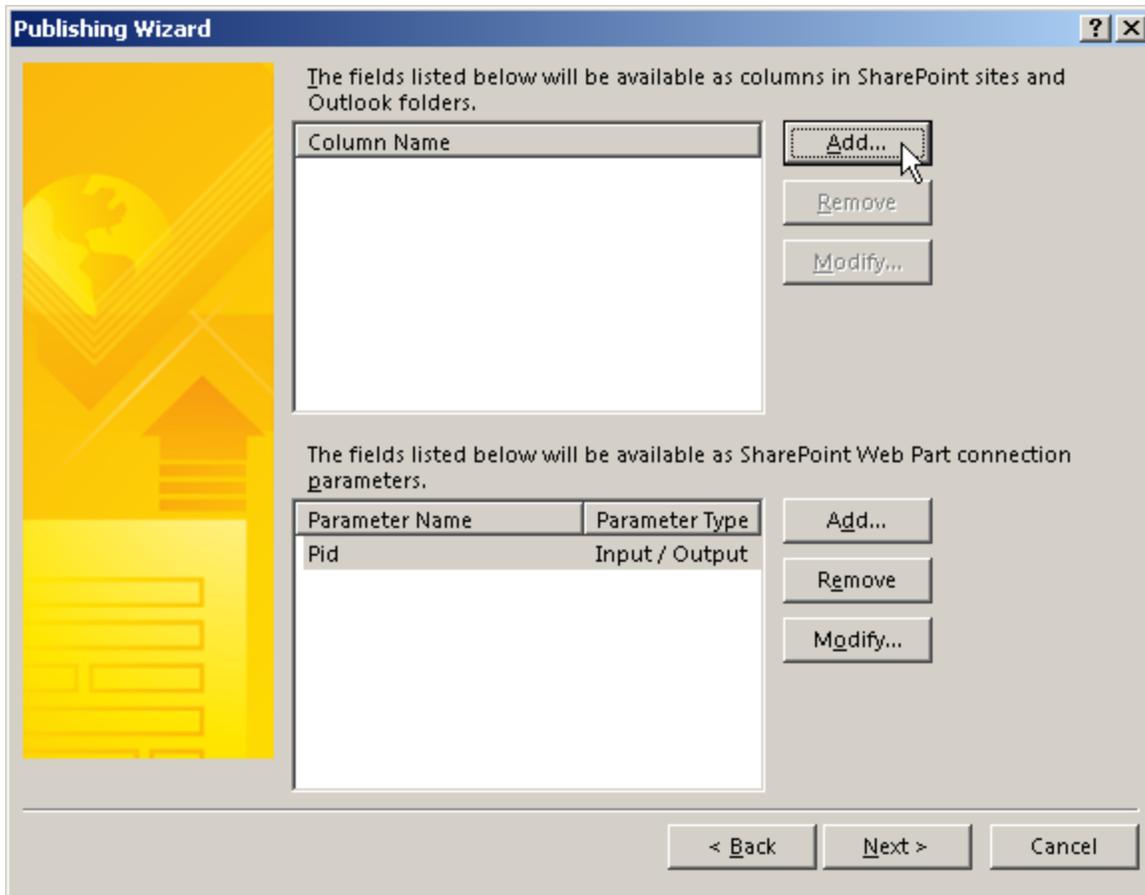


Figure 11 Add the CBB form fields to appear on the CBB SharePoint site as column names

In the popup window, click the plus sign in front of “admin” to expand the hierarchy.



Figure 12 Select the CBB form fields to appear on the CBB SharePoint site as column names

Scroll down and select “year” field, which will make this field available as a column on the CBB SharePoint site. The default column name is set to be “Year”. Change it to “Budget Year” in the “Column name” box. Once finished, click on the “OK” button.

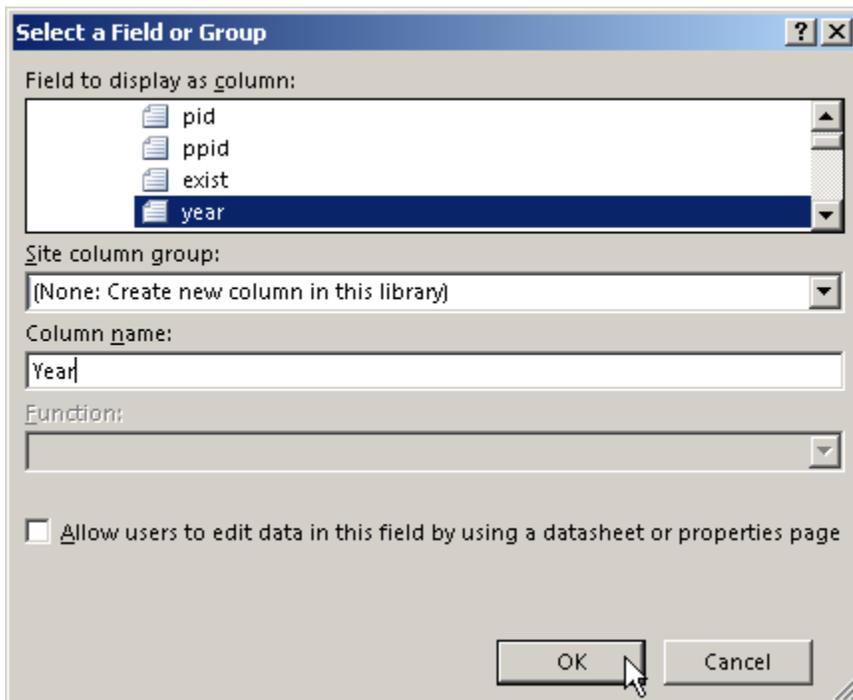


Figure 13 Enter the Column name for the selected CBB field

Repeat the above steps to add the following fields:

- ccl: Cost Center
- status: Proposal Status
- cabDec: Cabinet (cabinet decision)
- boadec: Board (board decision)
- cycle: Cycle
- saTitle: Proposal Title
- saType: Proposal Type (one-year or multi-year)
- saFoc: Focus Area
- sbCostSta: Staff Cost
- sbCostPay: Other Payroll Cost
- sbCostOpe: Operational Cost
- sbCostAll: Total Cost
- scPopName: Target Population

After the above fields are added, click on the “Next >” button to proceed to the next step. In the new window, click on the “Publish” button to publish the form.

After the proposal form is published, open your browser and go to <http://intranet/cbb>. On the home page, click on “Site Contents” on the left side of the page.

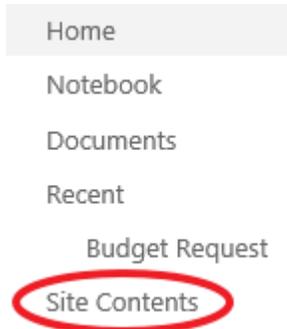


Figure 14 Select “Site Contents” on home page

You will see the Budget Request form listed with a  sign below it.

#### STEP 4 – MORE SETUP WITH THE CBB FORM

After the CBB form is published to the SharePoint site, go back to InfoPath Designer to finish the following additional setup tasks.

#### MANAGE DATA CONNECTIONS

At the bottom of the “Fields” pane, click on “Manage Data Connections...” In the pop-up “Data Connection” window, click on “Add...” and in the next window select “Submit data”. In the next window,

select "To a document library on a SharePoint site". In the new window, under "Document library", type the URL of the document library that was published in Step 3.

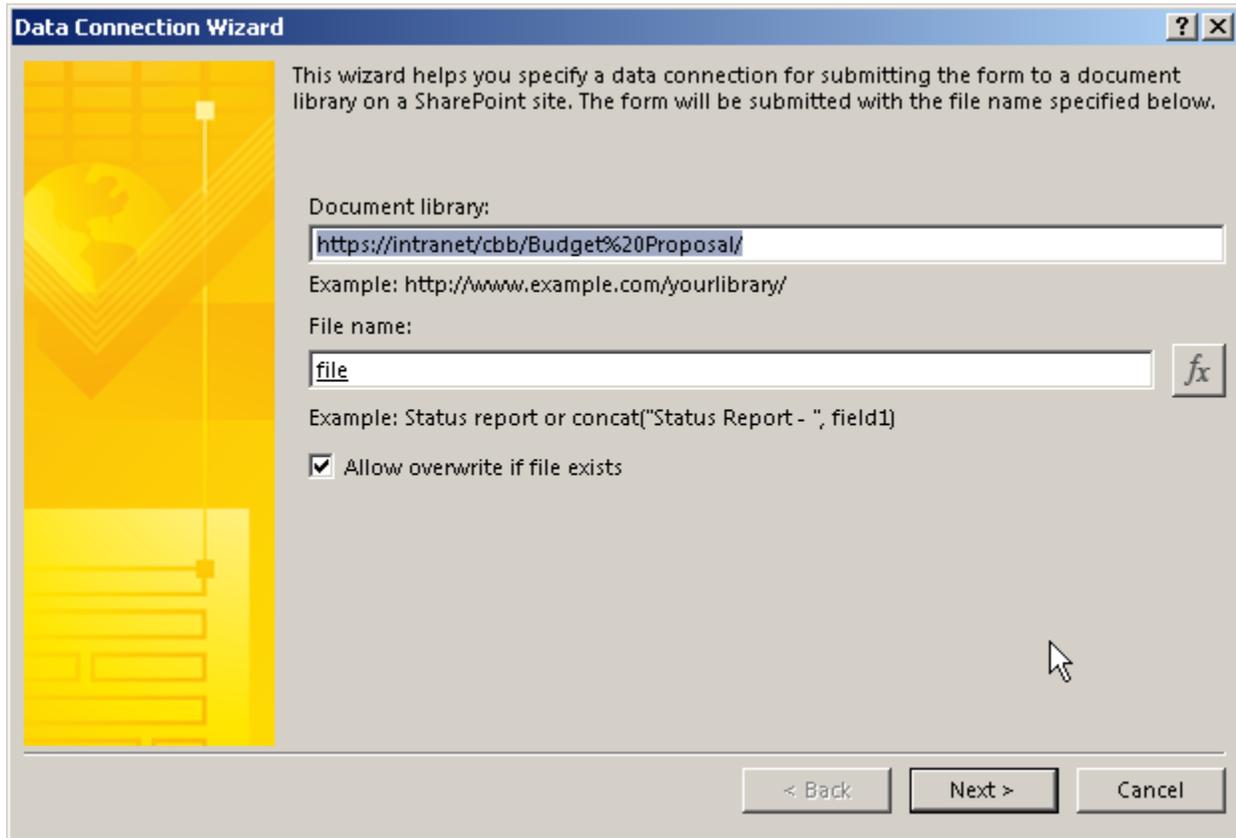


Figure 15 Set up document library in data management connection

Next, click on the  button. In the popped-up "Insert Formula" window, click the "Insert Field or Group..." button. Next, select "file" under "admin" (you will need to click on the + sign in front of "admin" to expand it) and hit "OK".

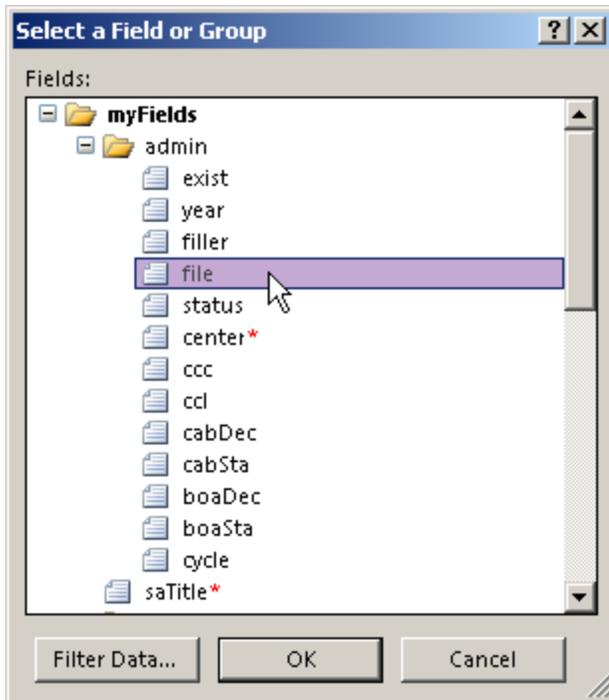


Figure 16 Set up file name in data management connection

After the above steps, you should return to the “Data Connection Wizard” window. Check “Allow overwrite if file exists”, then the “Next” button and “Finish” button.

#### CONFIRM BUTTON

Click on the “Confirm” button in the “Proposal Management” section, then click “New” and “Action” in the “Rules” pane on the right of the program window to create a new rule.

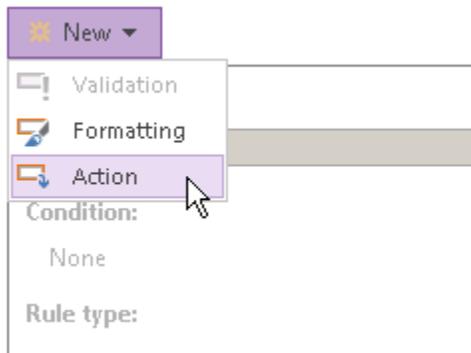


Figure 17 Add action rule for the confirm button

Click on the “Add” button on the right side of “Run these actions” and select “Submit data”. In the popped-up “Rule Details” window, use the default setting and click “OK”. Repeat the above steps to add the “Close the form” action.

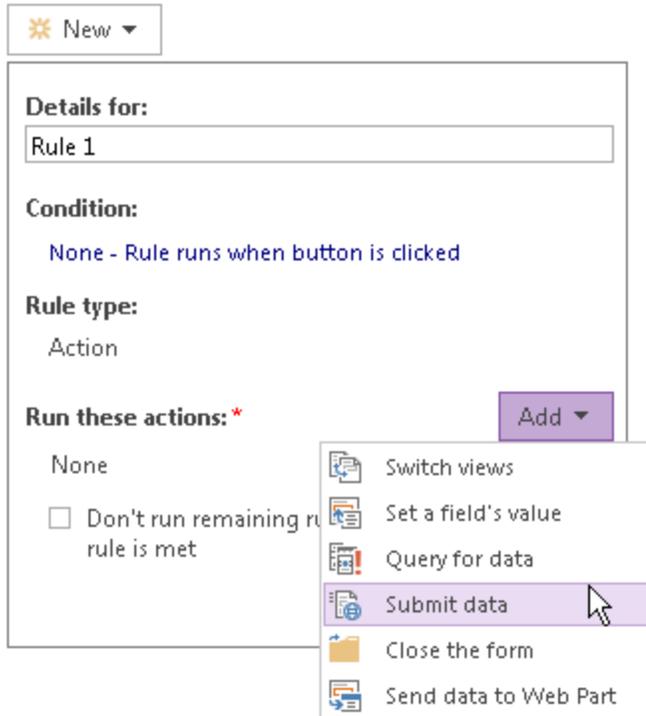


Figure 18 Set up submit data action

#### SAVE BUTTON

For each "Save" button, repeat the above steps to add the "Submit data" action.

#### SAVE & CLOSE BUTTON

Repeat the above steps to add the "Submit data" and "Close the form" actions.

#### SUBMIT BUTTON

Repeat the above steps to add the "Submit data" and "Close the form" actions.

#### ADMIN BUTTON

First, go to the "PAGE DESIGN" tab on the ribbon to switch "View" from "Gen Entry" to "Gen View".

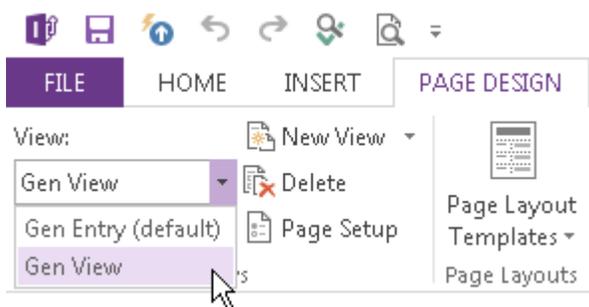


Figure 19 Switch views

In this view, click on the “Admin” button and then follow the steps in the “Proposal management section” on page 7 to make the button viewable only to the budget request system administrator.

After the above steps are finished, save the form and publish it again by clicking on the “Quick Publish” button on the “Quick Access Toolbar” on the top of the program window.

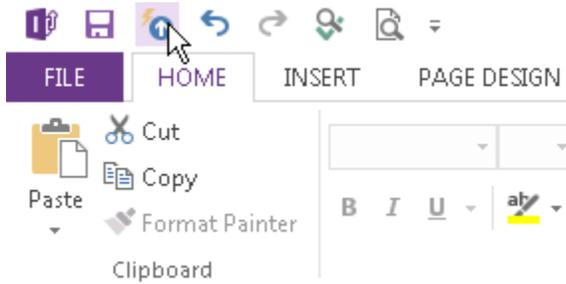


Figure 20 Quick Publish

## STEP 5 – CREATE SHAREPOINT SITE PAGES AND ADJUST VIEWS

On the budget SharePoint site your district’s SharePoint administrator has created, you will need to edit the home page so that each budget proposal submitter can only access his or her own proposals. In addition, another page needs to be created to allow the finance team (or other stake holders) to access all proposals.

### HOME PAGE

After the proposal form is published, open your browser and go to <http://intranet/cbb>. You will see the following screen on the home page.

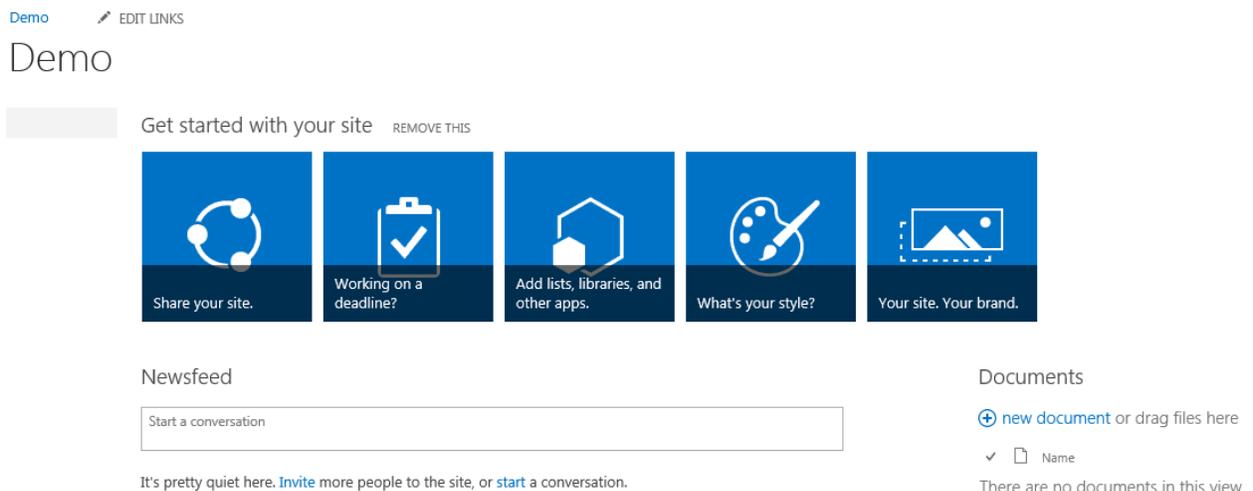


Figure 21 CBB SharePoint site default home page

You can click on the "Edit" icon on the upper right corner to edit the home page.

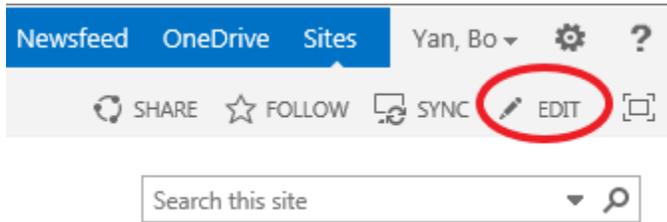


Figure 22 Edit the CBB SharePoint site default home page

Move the cursor over "Get started with your site" and click when the cursor becomes  to select the object. After the object is selected, hit the "Delete" key to delete it. Repeat the steps to delete "Site Feed" and "Documents".

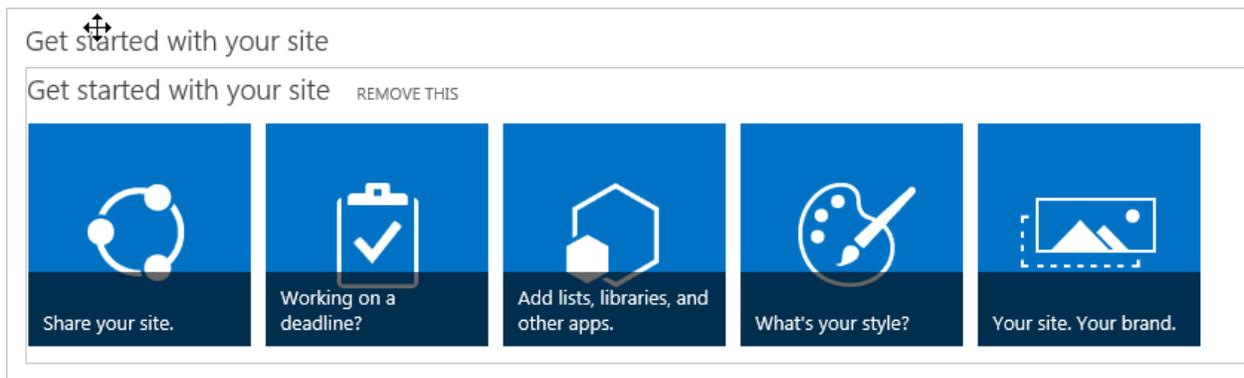


Figure 23 Delete "Get started with your site" part on the default home page

Next, click on the "Text Layout" menu and select "One column" to set the page layout to have one box.

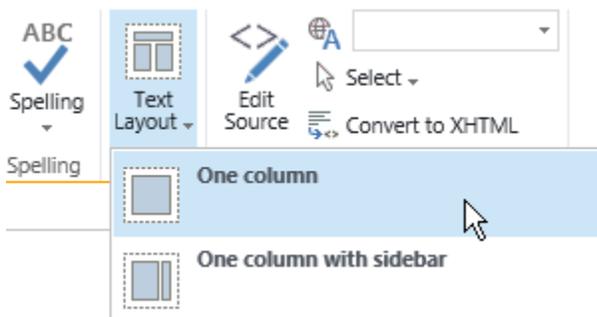


Figure 24 Set the home page layout to be "One column"

Place the cursor inside the first row of the box, then click on the "INSERT" menu and select "App Part". Select "Budget Request", click on the "Add" button (on the right side of the page) and then the "Save" icon (on the upper right corner) to save the change.

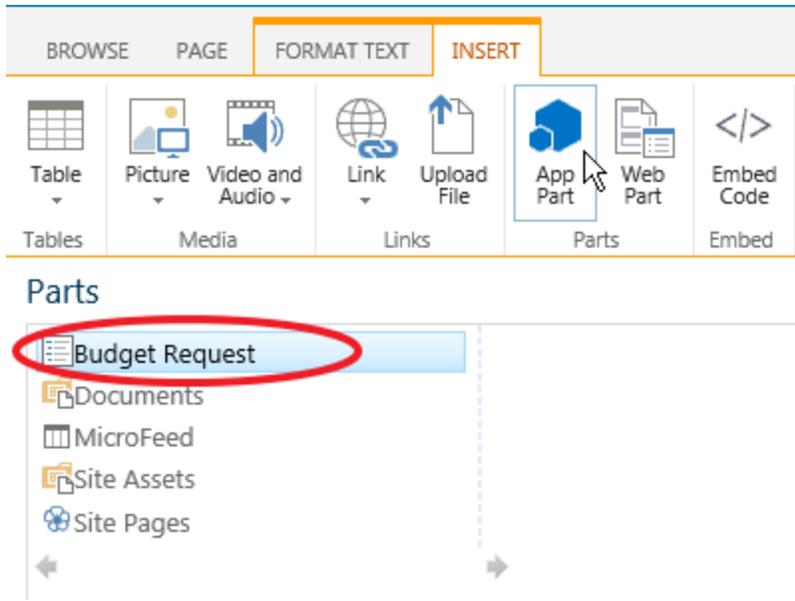


Figure 25 Insert the Budget Request form library into the home page

On the saved home page, click on “There are no documents in this view” and you will see two menu options (FILES and LIBRARY) appearing on the top of the page. Click on “LIBRARY” and then “Modify view”.

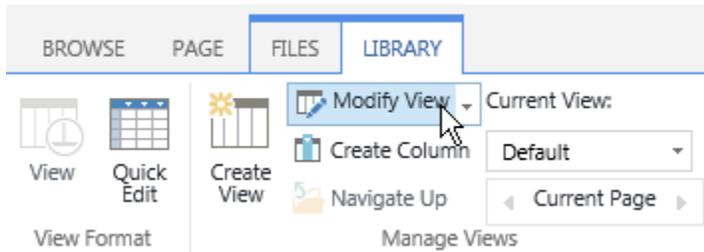


Figure 26 Modify the default form library view

On the newly opened page, make the following adjustments:

- Under “Column”, select the column names to be displayed on the home page and set their positions. Make sure at least the following columns are checked:
  - Cost Center
  - Proposal Status
  - Proposal Title
  - Proposal Type
  - Budget Year
  - Staff Cost
  - Other Payroll Cost
  - Operational Cost
  - Total Cost
  - Cabinet

- Board
- Cycle
- Under "Sort", specify how the proposals will be sorted on the home page.
- Under "Filter", select "Show items only when the following is true:" and make "Created By" to be equal to "[Me]".

 Show all items in this view  
  Show items only when the following is true:

Show the items when column

Figure 27 Set the form library view filter to me "[Me]"

- Under "Total", select "Sum" for the "Staff Cost", "Other Payroll Cost", and "Operational Cost" columns.

After the above adjustments, click on the "OK" button to save the change.

#### ALL PROPOSALS PAGE

On the home page, click on "Site Contents" on the left and then "Site Pages". Click on "new document" and type "All Proposals" in the "New page name:" box to create a new page where designated (See instructions in Step 5) stakeholders can access all proposals.

## Site Pages

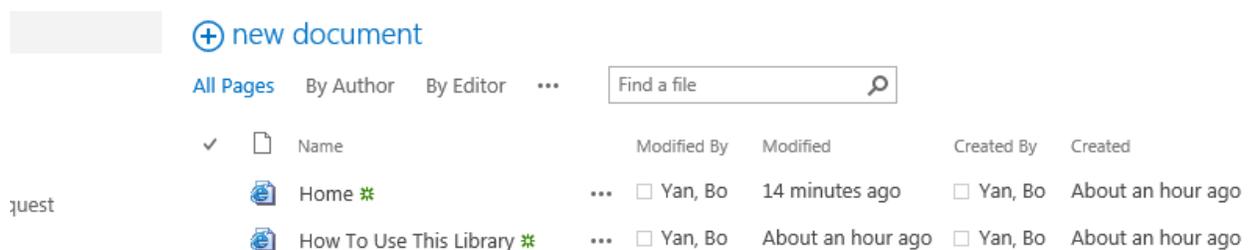


Figure 28 Create the "All Proposals" page

Click on the "INSERT" menu and repeat the steps from Figure 25 to Figure 27. Under "Filter", however, keep the default setting of "Show all items in this view".

#### STEP 5 - GRANT USER PERMISSIONS

##### CREATE USER GROUPS

On the home page, click on the gear icon  on the upper right corner. Select "Site settings" to open the site settings page.

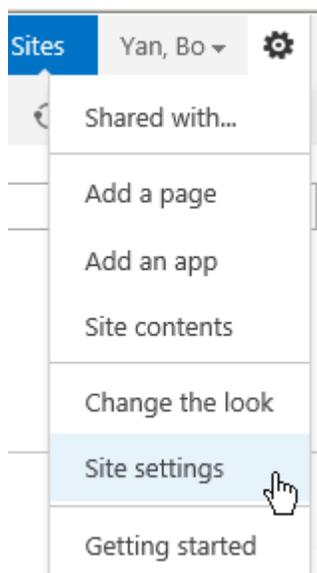


Figure 29 Open the "Site settings" page

Under "Users and Permissions", click on the "People and groups" and you will see some default groups created by SharePoint. Click on "Groups" on the left side to show all groups. Next, click on "New" and enter "Cost Center Heads" in the "Name" box. Leave the other default settings unchanged and click on the "Create" button.

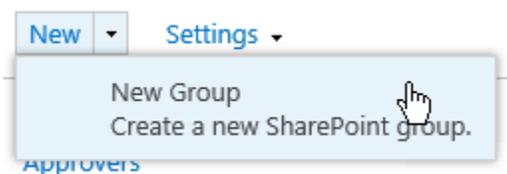


Figure 30 Create "New Group"

On the Cost Center Heads group page, click on "New" and enter the name or email address of the cost center head who should be included in this group. You can add multiple cost center heads at one time. After the cost center heads are added, click on the "Share" button to finish.

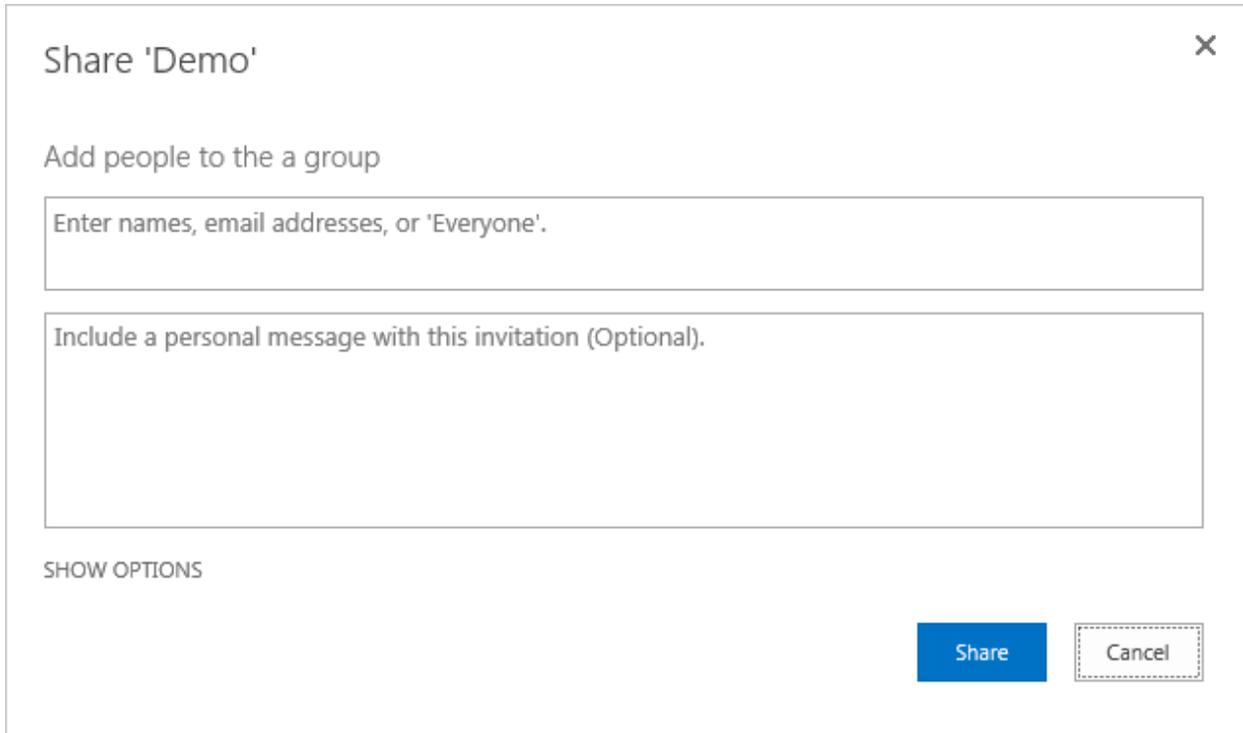


Figure 31 Add cost center head

Repeat the above steps to create a new user group called “All Proposals” and add stakeholders who can access all of the budget request proposals.

#### GRANT FORM LIBRARY PERMISSIONS

Click on “Site Contents” on the left side of the page, move the mouse over to the Budget Request library and click on the three dots at the upper right corner of the highlighted box. In the popped up window, click on “SETTINGS”.

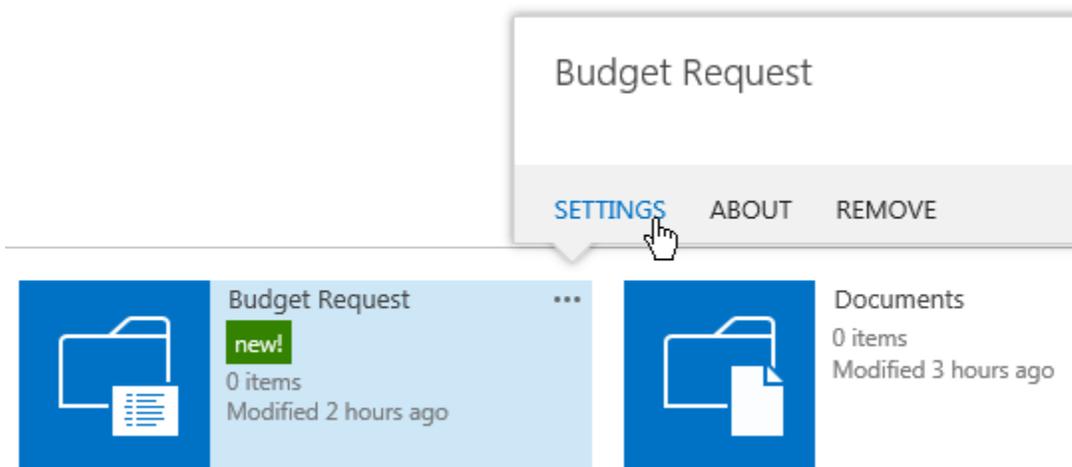


Figure 32 Open the Budget Request library settings page

On the "Settings" page, click on "Permissions for this library" under "Permissions and Management". Next, click on "Stop Inheriting Permissions".



Figure 33 Select "Stop inheriting Permissions"

After the above step, click on "Grant Permissions".

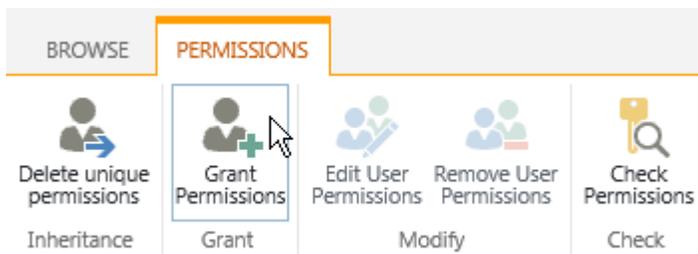


Figure 34 Select "Grant Permissions"

In the popped up window, enter "Cost Center Heads" and "All Proposals" to grant the two groups access permission. Click on the "Share" button finish.

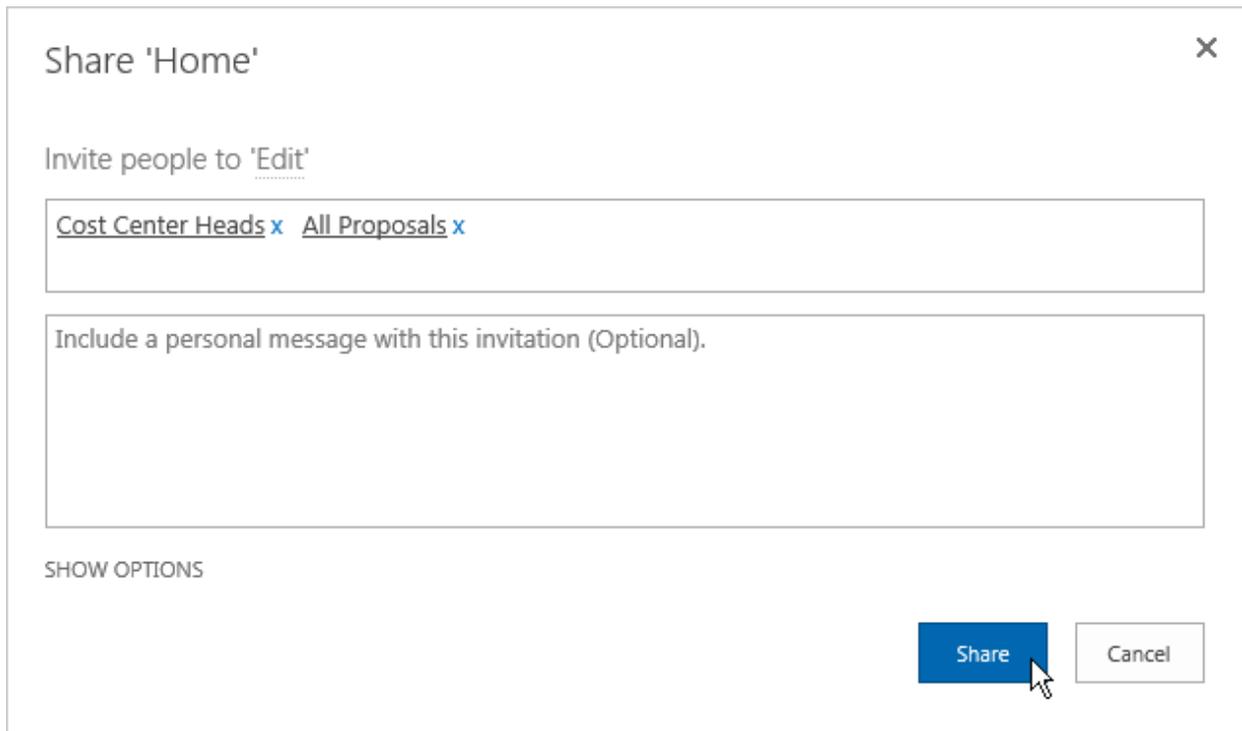


Figure 35 Grant user groups permissions

#### GRANT PAGE PERMISSIONS

Click on "Site Contents" on the left side and then "Site Pages". Next, click on the three dots behind the "Home" page. In the popped up window, click on the three dots and then select "Shared With".

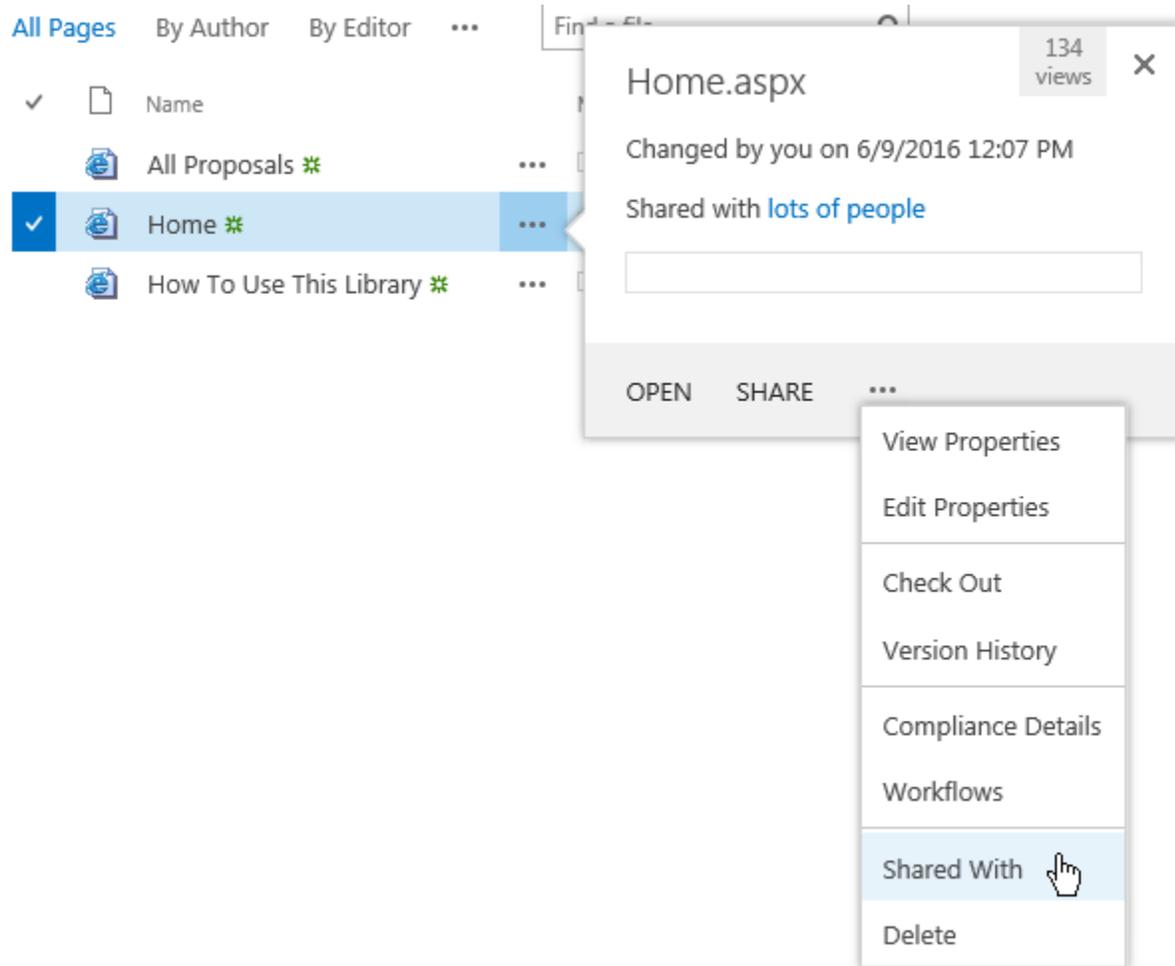


Figure 36 Select "Shared With" to grant page permissions

In the popped up "Shared With" window, click on "ADVANCED". On the permissions page, repeat the steps from Figure 33 and Figure 35.

Repeat the above steps for the "All Proposals" page, except that enter "All Proposals" only in the step of Figure 35.

## PART II: IMPLEMENTATION

The following table provides an overview of the support to be provided to the cost center heads who will be submitting budget requests and Financial Planning Director who will be providing data to steward and facilitate budget discussion and decision making.

<i>Support for cost center heads</i>	<i>Support for Financial Planning Director</i>
<ul style="list-style-type: none"> <li>• Provide training to cost center heads on how to use the system to submit budget request</li> <li>• Grant and remove access to the system</li> <li>• Answer questions about finishing and submitting the budget request form</li> <li>• Manage budget request proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Collect outcome data for programs at the end of their I&amp;I Cycle and enter the data into the budget request system</li> <li>• Export data collected from the budget request system to Decision Scenario included in this toolkit.</li> <li>• Operate Decision Scenario at the cabinet budget meeting</li> <li>• Record cabinet budget decisions and enter them into the budget request system</li> <li>• Notify cost center heads budget request decisions on behalf of the Financial Planning Director</li> <li>• Develop budget request and approval data report using the report templates included in the toolkit</li> </ul>

*Table 1 Support tasks overview*

### PROPOSAL MANAGEMENT

After the budget request system is set up, managing the budget request proposals is a much easier task. Most proposal management operations are straightforward and can be carried out in the “Proposal Management” section on the budget request proposal form, which is only available to the budget request system administrator. Here, steps for two major operations are provided in the format of Q&A.

**QUESTION: A COST CENTER HEAD WANTS TO MODIFY HER SUBMITTED PROPOSAL. HOW CAN I DO THAT?**

**Answer:** After a proposal is submitted, it becomes viewable only. To make it editable again, first click on the “Admin” button on the upper left corner of the submitted proposal. Next, in the “Proposal Management” section, change “Proposal Status” from “Submitted” to “Saved”. Then, click on the “Confirm” button to finish.

**QUESTION: THE DIRECTOR OF A DEPARTMENT RECENTLY LEFT THE ORGANIZATION. IS IT POSSIBLE TO MAKE IT AVAILABLE TO THE NEW DIRECTOR OF THAT DEPARTMENT?**

Answer: First, follow the steps above to access the "Proposal Management" section. Next, click in the "Proposal Owner" field and change the user name from the previous director to the new director's. Click on the "Confirm" button to finish.

## DECISION SCENARIO

Decision Scenario is a tool that allows the senior leadership team to play what-if scenarios and see the implications visually. It uses the Power View feature that is available in Microsoft Excel 2013 and newer versions.

## HOW TO CREATE

First, go to the SharePoint site (e.g., <http://intranet/cbb>) and click on "Site Contents" on the left side of the window. Under "Lists' Libraries, and other Apps", click on "Budget Request".

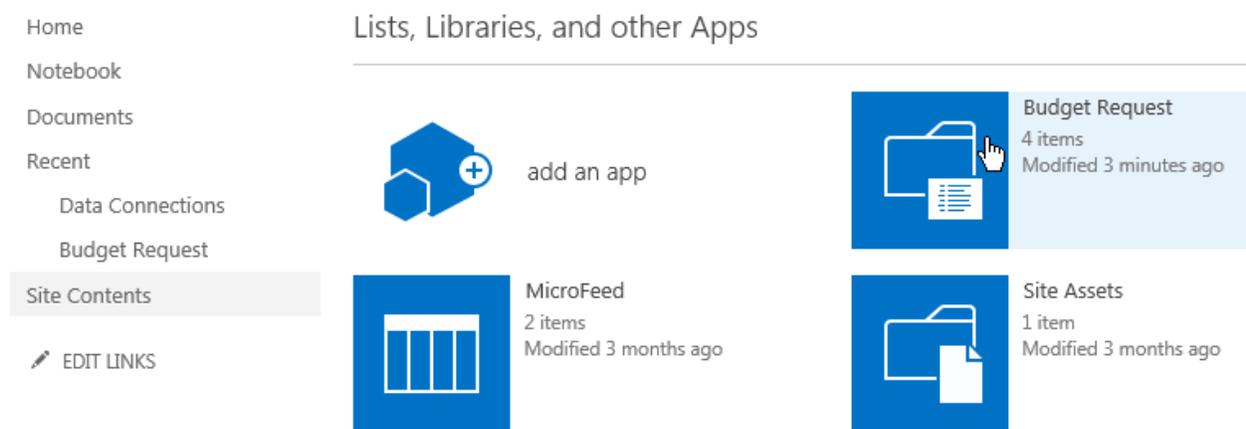


Figure 37 SharePoint site contents

Now, you should see all budget request proposals listed. Move the mouse to the upper left corner and click on "Library" and you will see a ribbon showing up. On the ribbon, click on "Export to Excel".

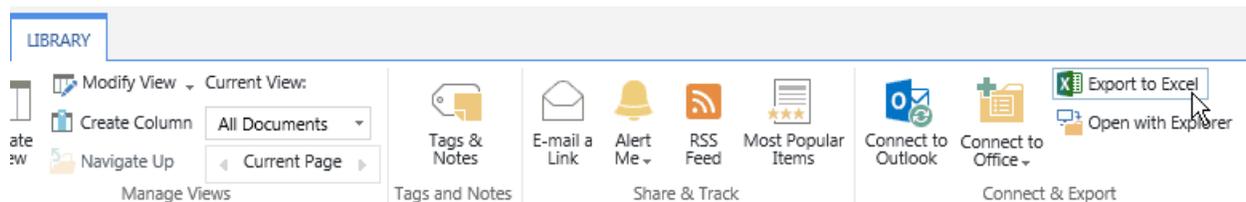


Figure 38 Export budget request proposals to Excel

On the bottom of the computer window, you should see the following window flashing. Click on the dropdown triangle on the right hand side of the "Save" button. Then, choose "Save as" and save the "iqy" file to your local computer.



Now, download "Decision Scenario.xlsx" included in this toolkit and save it to your local computer. Open the saved Excel file, go to the "Data" menu on the ribbon and click "Connections". In the popup window, click on "Properties..."

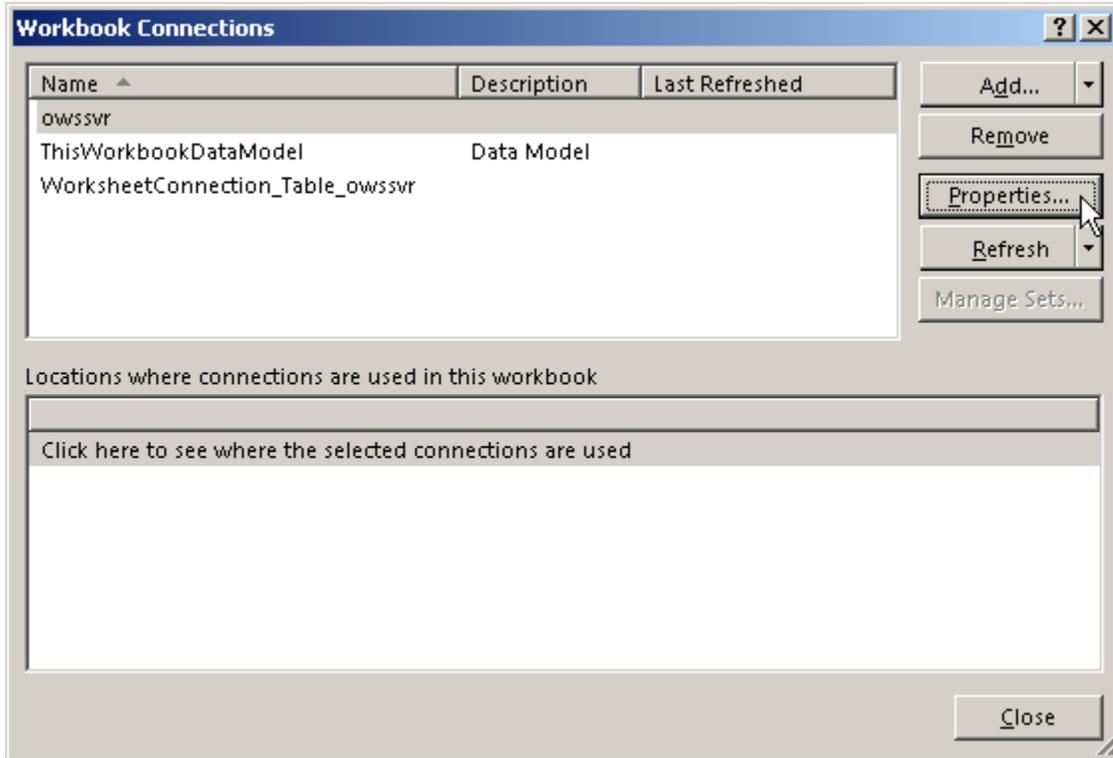
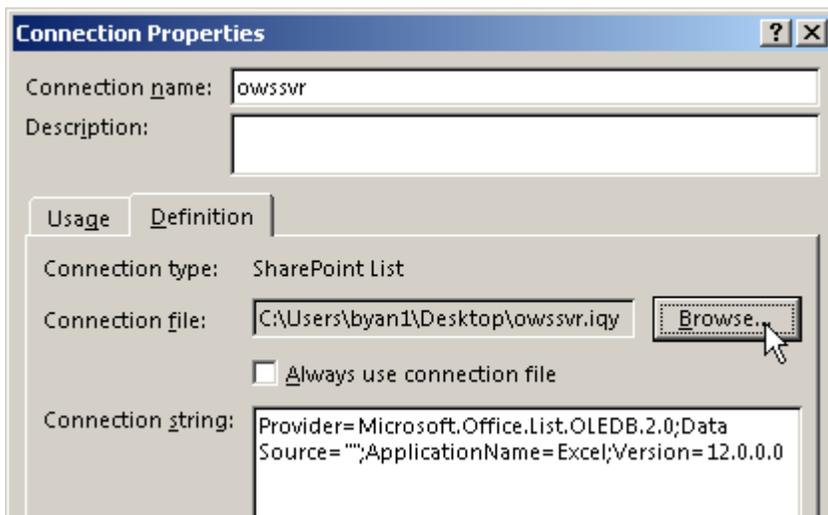


Figure 39 Open Excel workbook connections window

In the popped-up "Connection Properties" window, click on the "Definition" tab and then the "Browse..." button. Locate the "iqy" file you saved earlier and click "OK". A new window will pop up, just click on "Yes", which will bring you to the "Workbook Connections" window shown in Figure 39.



Now, click on the “Properties...” button and then the “Definition” tab in the “Connection Properties” window. You will notice the “Connection file” field is blank. Click on the “Browse...” button to add the “iqy” file again. This time, the connection file will be updated and stored in the Decision Scenario Excel file.

As a result of the above steps, now the Decision Scenario Excel file is connected to the budget request SharePoint site. Anytime when you click on the “Refresh All” button on the Data ribbon, the Decision Scenario file will be updated with the most up-to-date budget request data.

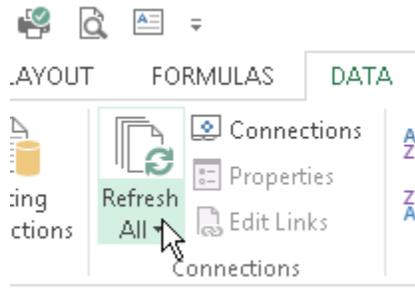


Figure 40 Update data connection in Decision Scenario

#### HOW TO USE

After the budget request window is closed, open Decision Scenario and update the data by clicking on the “Refresh All” button (Figure 40). Next, click on the “Glance” worksheet, which contains the PowerView charts.

Switch the ribbon to “POWERPIVOT, then select “Calculated Fields” and “Manage Calculated Fields...”.

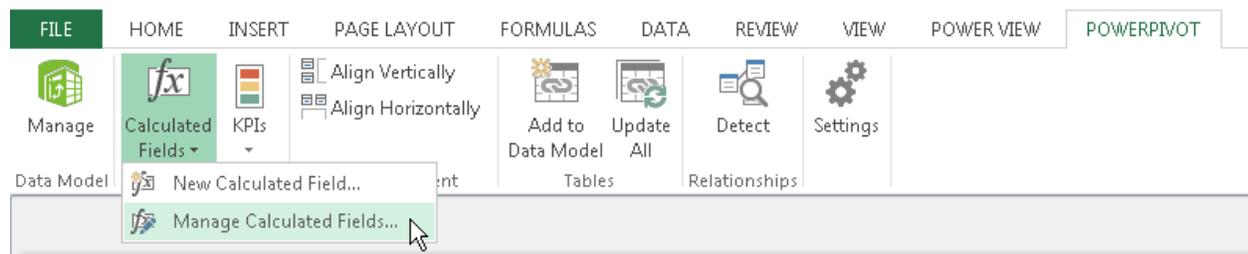


Figure 41 Manage Calculated Fields

In the popup window, click on “Remaining” and then the “Edit...” button. In the popped up “Calculated Field” window, replace “500000” with the amount of budget available for new programs in your organization and click “OK”. After that, you will see the new number appearing under “Remaining” on the Glance worksheet. Now you are ready to use this file at your organization’s senior leadership budget meeting to facilitate discussing and decision making.

At the senior leadership budget meeting, open the prepared “Decision Scenario” file. On the “owssvr” worksheet, for a budget request, enter the cabinet decision such as “Approved” or “Declined” in the “Cabinet” column. If the approved amount is not the same as the requested, change the number in the

“Approved” column. After that decisions have been made to a few budget requests, go back to the “Glance” worksheet and click on the “Refresh” button to see the budget implications based on the decisions thus far.

Now, the senior leadership team can switch back and forth between the “owssvr” and “Glance” worksheets to change decisions made earlier and see the updated budget implications.

After all decisions are finalized, save the “Decision Scenario” Excel file and go to the budget request SharePoint site to update the following fields in the “Proposal Management” section:

- Cabinet Decision
- I&I Cycle
- Approved Amount

With the cabinet decision updated, you can now send notifications to cost center heads about the budget decisions.

## APPENDIX: LEARNING RESOURCES

<http://www.bizsupportonline.net>

<https://blog.udemy.com/sharepoint-tutorial-for-beginners>