Focus Guide

Budgets and Period Distribution

This Focus Guide is designed for Spitfire Project Management System users. This guide deals specifically with the BFA workbook in Budget mode.

www.spitfiremanagement.com

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Spitfire Management, LLC.
7 Skyline Drive, Suite 350
Hawthorne, NY 10532
ph. 914.273.0809
fax: 914.273.4208
www.spitfiremanagement.com

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About Our Documentation

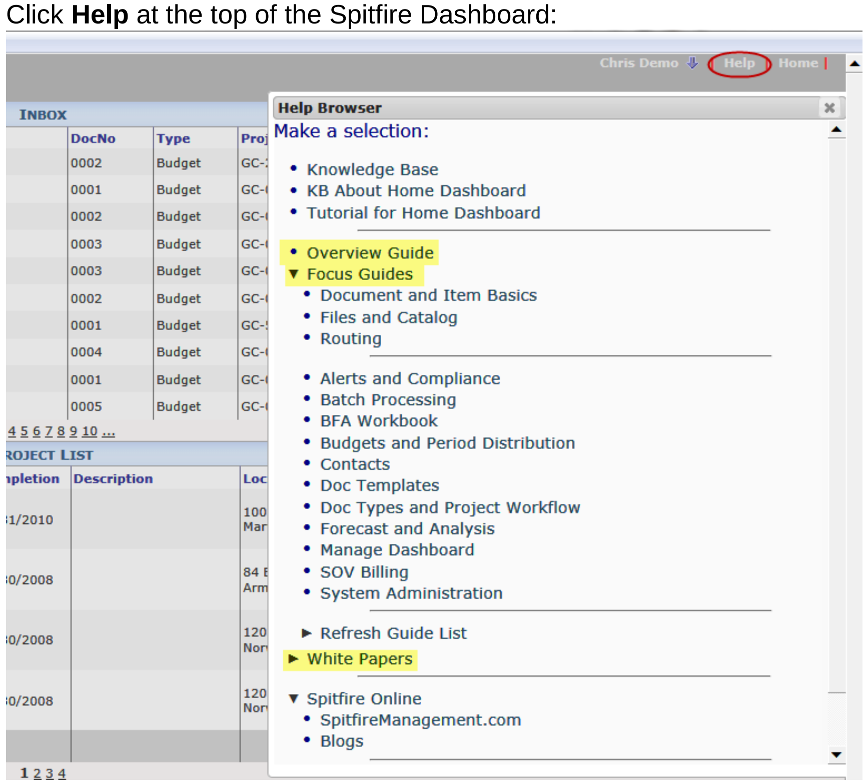
The Spitfire Project Management System (sfPMS) is extensive and powerful. Learning about all that you can do with it takes time. To help you learn, we provide various forms of documentation. Because one large all-inclusive manual would be too unwieldy and take too long to download, we provide smaller units of documentation—guides, knowledge base articles, and technical white papers.

Guides

Our guides, which include an *Overview Guide* and various other guides, focus on specific areas or tasks in sfPMS. Often, one Focus guide will refer you to a second Focus guide when an overlapping section is described in more detail in the second guide. By reading the guides, you will get a good understanding of the system in general and you will learn procedures for how to do many of the things that sfPMS allows you to do. We suggest you read the *Overview Guide* first, followed by other Focus guides as needed.

To access the guides:

1. Log in to sfPMS.
2. Click **Help** at the top of the Spitfire Dashboard:



3. Select either **Overview Guide** or one of the choices under **Focus Guides**:

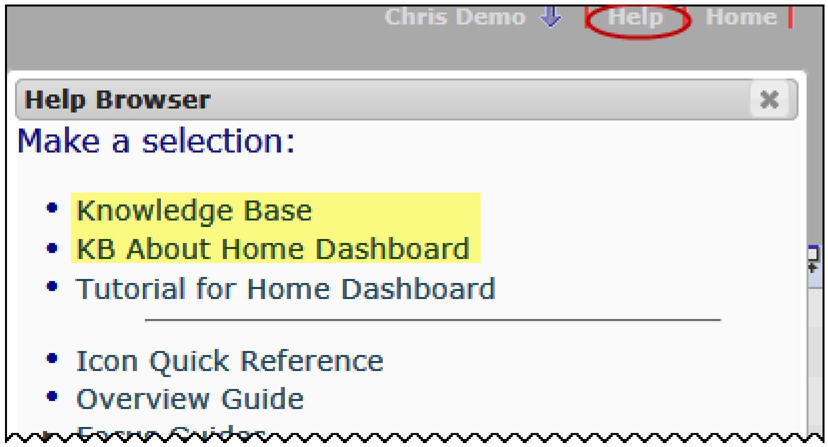
   The guide will appear as a PDF file.

White Papers

White papers are documents that delve into some of the more technical or specific aspects of sfPMS. White Papers are accessed through the same Help menu:

The Knowledge Base

The Knowledgebase contains articles that cover either more specific or more technical information about sfPMS. The Knowledgebase is accessed through the same Help menu as the guides:



Articles in the Knowledgebase are numbered, for example, KBA-01044.

Introduction

In order for you to create and track your project's financials, the Spitfire Project Management System (sfPMS) provides a Budget Doc type and a Forecast Doc type. Both of these Doc types open a BFA (Budget, Forecast and Analysis) workbook. Because the BFA workbook uses Microsoft Excel, many users become very comfortable with the BFA concept in Spitfire. You may even come to think of your BFA as your "budget." All data is entered and revised through these BFA workbooks associated with your Spitfire Budget and Forecast documents.

This guide deals specifically with the BFA workbook in Budget mode. For information about the BFA workbook in Forecast or Analysis mode, see the *Focus on Forecast and Analysis* guide.

For information about the BFA workbook in general, including its setup, see the *Focus on the BFA Workbook* guide.

This guide also deals with period distribution and the Spitfire Period Distribution (PD) workbook.

This guide assumes a basic understanding of sfPMS, as described in the *Overview Guide*.

Note: section, chapters and text that are new or changed from the V4.3 documentation appear with **green text** and sometimes an *.

Concepts

TIP

Although Spitfire ships with the three “buckets” mentioned—Original, EAC, FAC—your site may choose to implement or use these three differently.

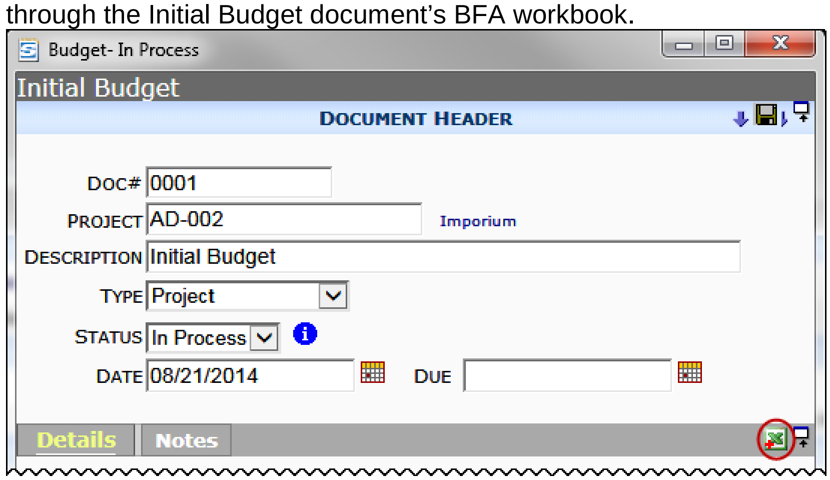
TIP

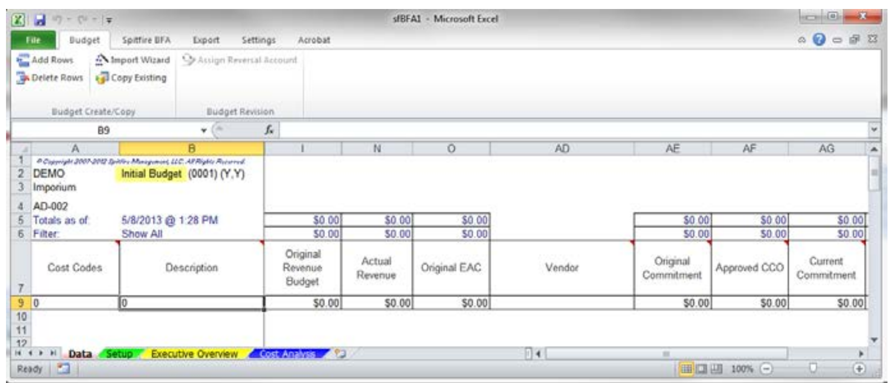
Information about snapshots as well as the general use of the BFA workbook and its setup can be found in the *Focus on the BFA Workbook* guide.

sfPMS keeps track of your BFA information in three “buckets”—Original, Estimate at Completion (EAC) and Forecast at Completion (FAC).

Depending on your implementation and setup, your budgets may function as follows.

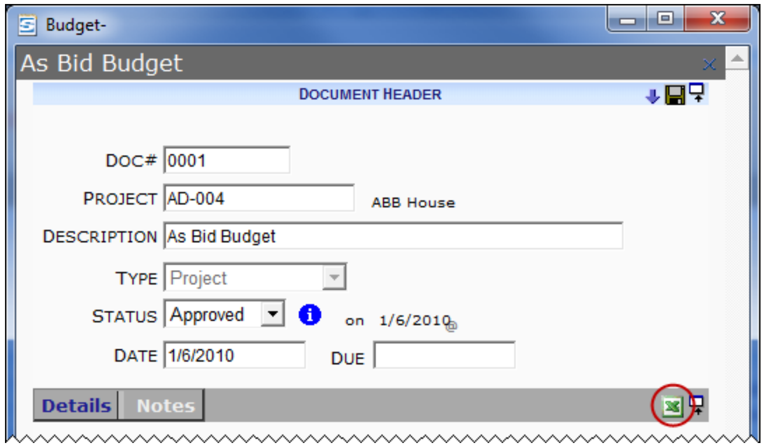
- If you use the default setup, you enter data for your budget through the Initial Budget document’s BFA workbook.





  This data is written to the Original, EAC and FAC buckets. From this point on, the three budget buckets have their own lineage and audit trail. As you create and approve additional Budget documents to revise your budget through additional BFA workbooks, your changes are written to the EAC bucket, which updates your “current” budget. The Original data and FAC are left alone. Change Order, Commitment and CCO documents can also make changes to the EAC. On the other hand, when you make changes through a Forecast document, those changes are written to the FAC bucket. The Original data and EAC are left alone.

- If you use the typical Bid Budget setup, you first enter data for your estimated budget through the As Bid Budget document’s BFA workbook.



This data is written to the Original bucket only. Assuming the project is awarded, you then enter Initial EAC data into your next Budget's BFA workbook. This data is written to the EAC and FAC buckets. From this point on, the three budget buckets have their own lineage and audit trail. As you create and approve additional Budget documents to revise your budget through additional BFA workbooks, your changes are written to the EAC bucket, which updates your "current" budget. The Original data and FAC are left alone. Change Order, Commitment and CCO documents can also make changes to the EAC. On the other hand, when you make changes through a Forecast document, those changes are written to the FAC bucket. The Original data and EAC are left alone

Each Budget and Forecast document contains an entire snapshot of the financial state of your project at the time the document was created. Months later you can reopen any of these documents and see how the EAC, FAC and Original budgets compared at that time. By going from budget to budget (or forecast to forecast) you can revisit the history of how the current budget (or forecast budget) evolved.

Part I: Budgets

Your Initial Budget

When you create and save a new Project Setup document in sfPMS, a blank Initial Budget document is created automatically (by default). You can open this Initial Budget either from the Project Setup document (if it does *not* have a status of Committed) or from the Project Dashboard.

The Spitfire Budget document controls the security permissions for entering, editing, viewing and posting your budget.

With "As Bid" Budget

(*Optional*) If your site has the **ProjectConfig | BidBudget** rule turned on, sfPMS will automatically create an additional Budget document for each project, called, by default, the As Bid Budget because it is mostly used for budgets created during the Bid process.

BUDGET

	Doc No	Description	Date	Due	Approved	Status	Priority
	0002	Initial Budget	1/5/2010			In Process	Medium
	0001	As Bid Budget	1/5/2010			In Process	Medium

This As Bid Budget document has a corresponding initial BFA workbook (similar to that shown on page 12).

TIP
For more information about rules, see the *Focus on System Administration* guide and the *Rule and Rule Values* technical white paper.

- You can open the As Bid Budget document from the Project Dashboard (see page 12).
- You can enter your Original data into the BFA workbook as described on page 13. In particular, if you have attached an estimating file to your Bid document, you can use the Import Wizard to import that data into your As Bid Budget's BFA workbook as described on page 23.
- After reviewing your budget information, you should save the BFA workbook and Approve the As Bid Budget document, as described on page 31.
- If you are awarded the project, you should continue with your Initial Budget document in order to create your initial EAC budget. When you first open that document's BFA workbook, it will copy the Cost Codes, Account Categories and Original amounts from your previous BFA workbook. You can use the Import Wizard again to import your Initial EAC data into the BFA, choosing to replace the amounts copied from the Original budget (see page 38). The Original numbers will remain in all BFA snapshots.

Without "As Bid" Budget

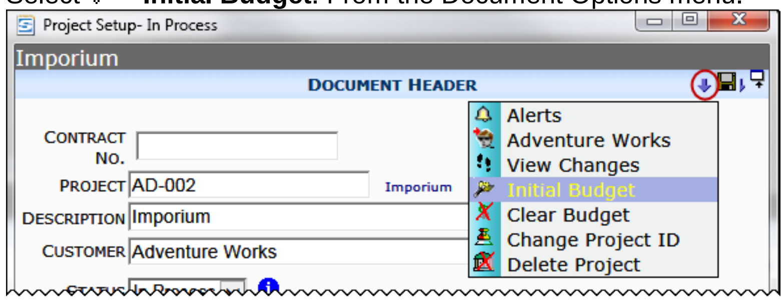
TIP

More information about the documents in general can be found in the *Focus on Document and Item Basics* guide.

More information about the SOV document can be found in the *Focus on Schedule of Values (SOV) Billing* guide.

To open the Initial Budget from the Project Setup document:

1. Open your Project Setup document.
2. Select **Initial Budget**. From the Document Options menu.

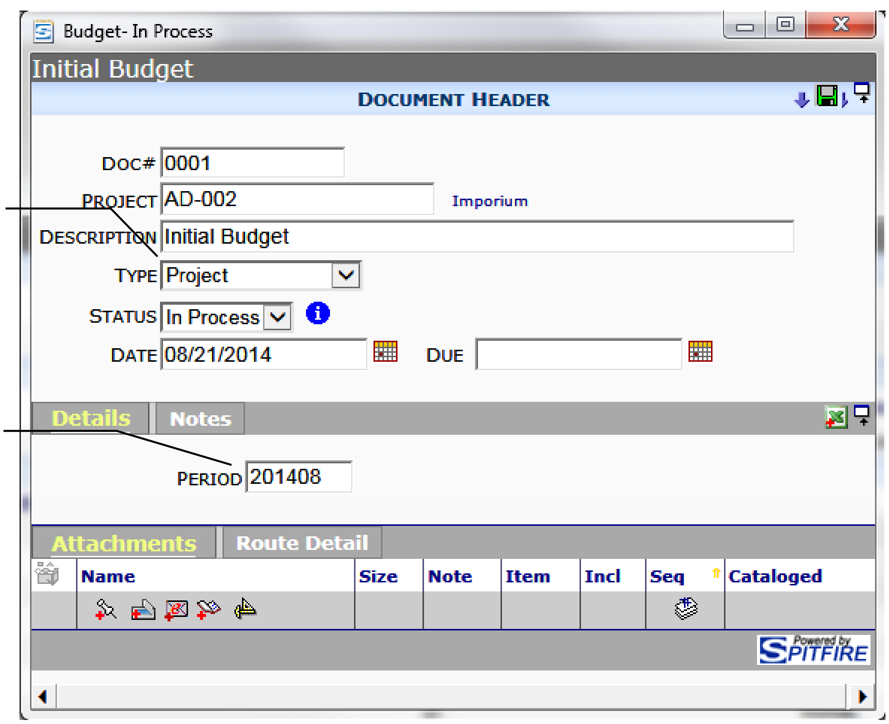


Note: the Initial Budget option will not appear until the first time you save the Project Setup document. On the other hand, once you change the document status to **Committed** (and save), the Initial Budget option will be replaced by the **Create Pay Application** option. In such situations, you will need to open the Initial Budget from the Project Dashboard as described in the next section.

A Budget document will open:

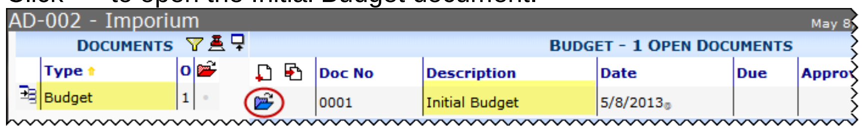
For more information about the Type field, see page 39.

The Period field can be changed for Budget Revisions (see page 33). The current year and month appear as the fiscal period by default on the Initial Budget.



To open the Initial Budget from the Project Dashboard:

1. Find **Budget** in the Documents Menu on the Project Dashboard for your project.
2. Click to open the Initial Budget document.



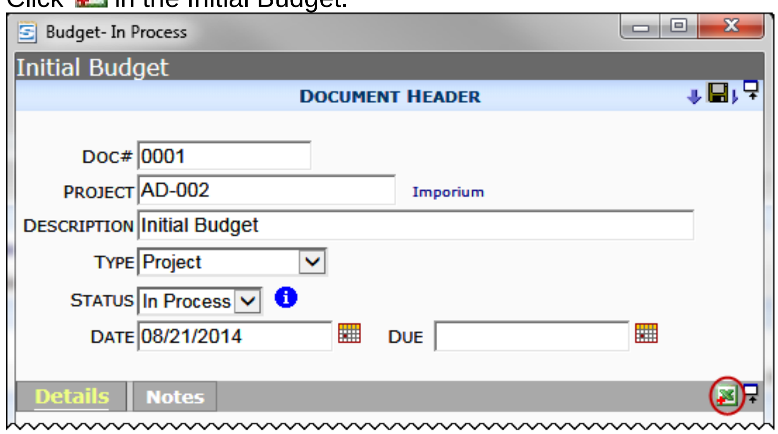
Note: If a Budget document was not created automatically when you first saved the Project Setup document, click to create the new Budget document and to save it.

BFA Workbook in Budget Mode

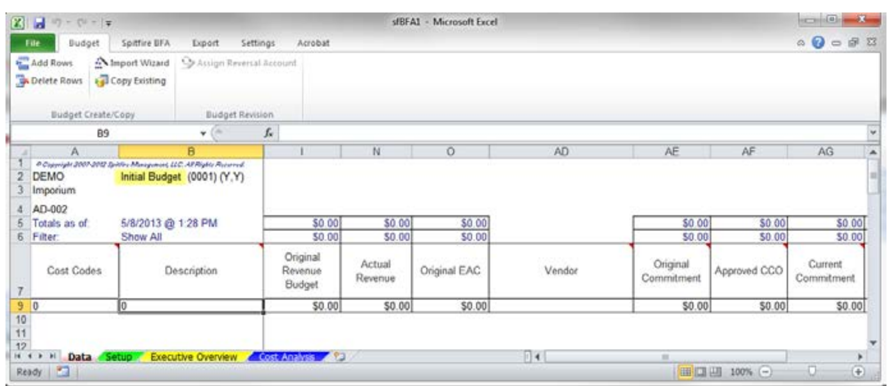
The Budget document controls access to the BFA workbook.

To open the BFA workbook in Budget mode:

1. Click in the Initial Budget.



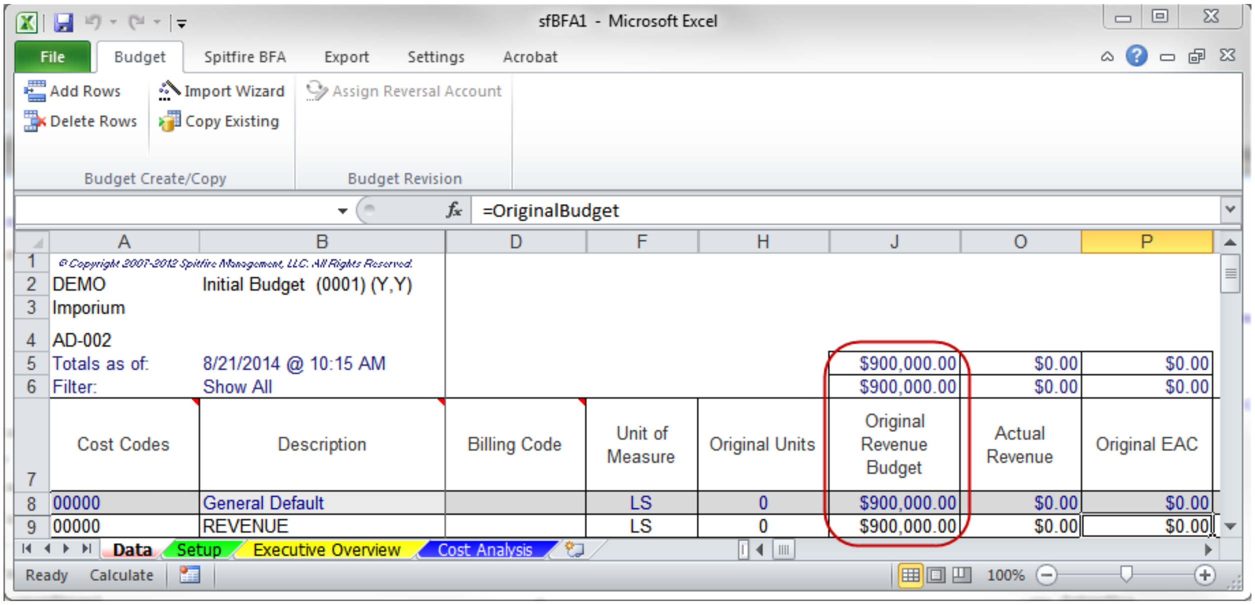
The initial BFA workbook will open on the Data worksheet:



Note: if the **ProjectConfig | ManualRevenue** rule has been set to **0**, the revenue amount from the Project Setup document will appear in the initial BFA workbook automatically, as shown below. (For more information about the Rules Maintenance tool, see the *Focus on System Administration* guide.)

TIP

More information about the BFA workbook can be found in the *Focus on the BFA Workbook* guide.



Entering Your Data

You can enter budget information by manually adding rows, importing an existing budget, or by copying a budget from an existing project.

The BFA Data worksheet organizes data by Cost Codes (a.k.a. Tasks, WBS, Phases, etc.) and Account Category (a.k.a. Cost Type, Work Category, etc.). The Cost Code is entered as a Summary row that sums the entries in the Account Category detail rows. For example, if you enter **Cost Code 03000 – Concrete** as your Cost Code, you could enter budget amounts for Labor, Permanent Materials and Equipment Rentals as details under Concrete.

In the worksheet, your entries would appear as four lines—one summary and three detail lines:

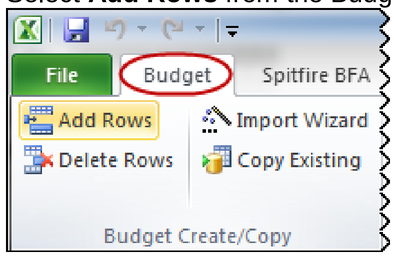
11	03000	Concrete		$0	$0	$10,000
12	03000	_LABOR				$5,000
13	03000	_MTRL PERM				$3,000
14	03000	_EQ RENTAL				$2,000

You can view just the summary lines (Cost Codes) or both the summary and detail lines (Account Categories) in your budget.

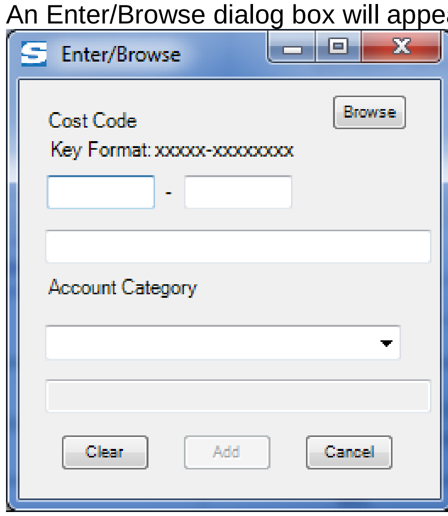
Manually Adding Rows

To add rows manually:

1. Select **Add Rows** from the Budget ribbon:

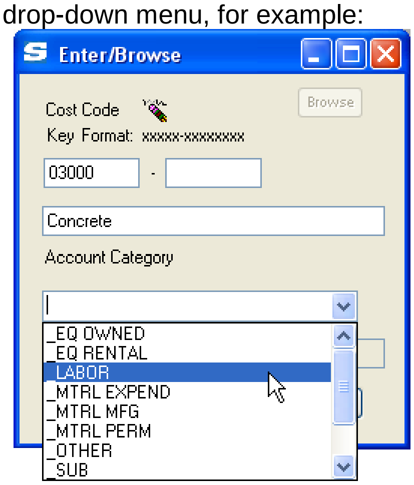


An Enter/Browse dialog box will appear:



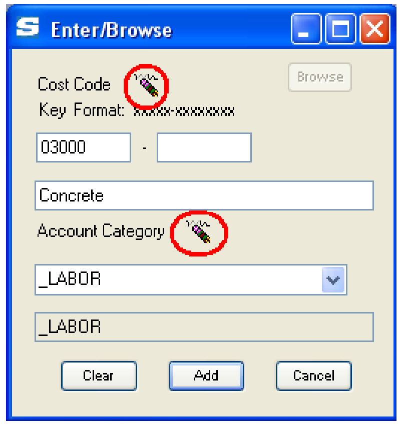
2. In each Cost Code segment field, either click  to look up a value (if the button is enabled) or type in the field (if the button is disabled).

3. In **Account Category**, select your Account Category from the drop-down menu, for example:



Note: if you know your Account Category, you can start typing it in the field; matching Account Categories will appear in the drop-down.

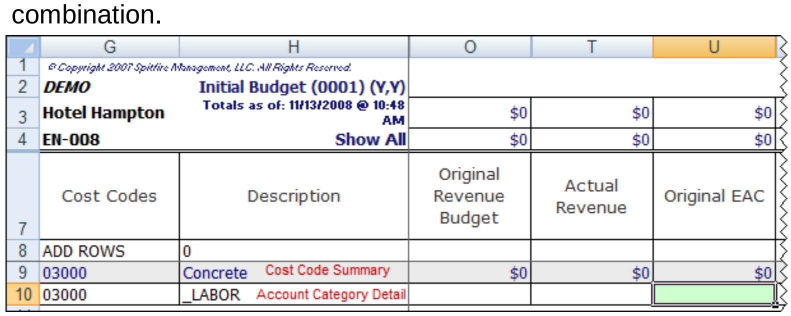
4. (*optional*) If you want to clear either the Cost Code or the Account Category field, click . You can also click Clear to clear both fields at once:



   - Click on each Code Code segment field to see if the Browse button in enabled. The Browse button is enabled whenever the field section you are in offers a lookup for an exact match.
   - Click on the drop-down arrow to select another Account Category.

5. Click Add.

   Note: If your Cost Code is not valid, the Add button will be disabled.
   The Data worksheet will now contain both a summary and a detail row for your Cost Code and Account Category combination.



	G	H	O	T	U
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.				
2	DEMO	Initial Budget (0001) (Y,Y)			
3	Hotel Hampton	Totals as of: 11/13/2008 @ 10:48 AM	$0	$0	$0
4	EN-008	Show All	$0	$0	$0
7	Cost Codes	Description	Original Revenue Budget	Actual Revenue	Original EAC
8	ADD ROWS	0			
9	03000	Concrete Cost Code Summary	$0	$0	$0
10	03000	_LABOR Account Category Detail			

6. Enter your Budget Amount for your detail row. Notice that the cell in the Original EAC column for your detail row has a green background. The green background indicates that this is a cell that will accept direct input.

   Note: If your Account Category is a Revenue Account Category, the Original Revenue Budget column cell will be active. Expenses are entered in the Original EAC column; Revenue amounts are optional but, if entered, are entered in the Original Revenue Budget column:

TIP
You can change the description of a Cost Code in the Initial Budget regardless of how you enter your Budget data. Click on the Cost Code's description (the cell will become green) and type a different description.

TIP
If you do not see an Original Revenue Budget column, it is because a) the column has been renamed, b) the column has been hidden or c) you do not have permission to view Revenue. See your System Administrator.

	A	B	J	O	P
1	© Copyright 2007-2012 Spitfire Management, LLC. All Rights Reserved.				
2	DEMO	Initial Budget (0001) (Y,Y)			
3	Imporium				
4	AD-002				
5	Totals as of:	8/21/2014 @ 10:15 AM	$900,000.00	$0.00	$0.00
6	Filter:	Show All	$900,000.00	$0.00	$0.00
7	Cost Codes	Description	Original Revenue Budget	Actual Revenue	Original EAC
8	ADD ROWS				
9	00000	General Default	$900,000.00	$0.00	$0.00
10	00000	REVENUE	$900,000.00	$0.00	$0.00
11	02000	Site Work	$0.00	$0.00	$0.00
12	02000	_SUB	$0.00	$0.00	$0.00

7. Click **ADD ROWS** or select the **Add Rows** option again to add another row to your budget. Repeat steps 2 – 6 to enter information for the new row. Remember, after clearing the Enter/Browse dialog box,
   - o Browse is enabled whenever the field section you are in offers a lookup for an exact match.
   - o Click on the drop-down arrow to select another Account Category.
8. Repeat as necessary.
   Note: The ADD ROWS row will disappear if you change to another function such as a filter or sort.
9. When you have finished entering your data, check the Revenue and Budget totals listed at the top of the columns to ensure that you have entered your entire budget, for example:

	A	B	J	O	P
1	© Copyright 2007-2012 Spitfire Management, LLC. All Rights Reserved.				
2	DEMO	Initial Budget (0001) (Y,Y)			
3	Imporium				
4	AD-002				
5	Totals as of:	8/21/2014 @ 10:15 AM	$900,000.00	$0.00	$634,000.00
6	Filter:	Show All	$900,000.00	$0.00	$634,000.00
7	Cost Codes	Description	Original Revenue Budget	Actual Revenue	Original EAC
8	ADD ROWS				
9	00000	General Default	$900,000.00	$0.00	$0.00
10	00000	REVENUE	$900,000.00	$0.00	$0.00
11	02000	Site Work	$0.00	$0.00	$634,000.00
12	02000	_SUB	$0.00	$0.00	$634,000.00

10. Click to save your BFA workbook.
11. Click to close Microsoft Excel and return to the Spitfire Budget document.

A Note about Billing Codes

You can choose to include Billing Codes in your Initial (and subsequent) Budget. Billing codes are often supplied by the customer to organize the Schedule of Values (SOV) for payments. They provide a link between Cost Code lines in the budget and lines in the SOV. They can also be used to create line items in your Project Setup document. If you use Billing Codes, you'll be able to create your SOV workbook from your budget. (**See the *Focus on Schedule of Values (SOV) Billing* guide for more information.**)

You can include Billing Codes whether you enter your data manually, from another budget or through the Import Wizard.

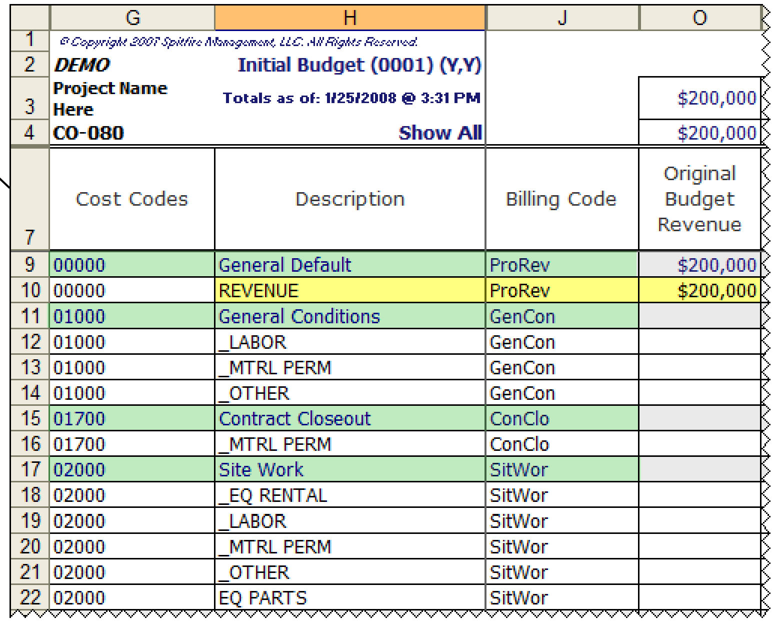
If you want to include Billing Codes for data that you entered manually,

- You must first make the Billing Codes column visible through your Setup worksheet (see the *Focus on the BFA Workbook* for instructions).
- You may enter Billing Codes only on Cost Code lines (the cells will have the green background). Those Billing Codes will then apply to all Account Categories under that Cost Code.
- You can repeat Billing Codes on various Cost Codes in order to roll up those Cost Codes into one Billing Code.
- You can include a Revenue Account Category in each Cost Code that you want linked to a Billing Code or just include revenue on one Cost Code. All Billing Code rows will be carried over to the SOV.

This will translate into Billing Code **BC-1000** with an amount of **$23,000** (both BC-1000 rows rolled up) and **BC-2000** with an amount of **$19,000**.

	G	H	J	O
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.			
2	***DEMO***	**Initial Budget (0001) (Y,Y)**		
3	**Project Contract Two**	**Totals as of: 1/17/2008 @ 10:56 AM**		$200,000
4	**GC-012**	**Show All**		$200,000
7	Cost Codes	Description	Billing Code	Original Budget Revenue
9	01000	General Conditions	BC-1000	$20,500
10	01000	_LABOR	BC-1000	
11	01000	_MTRL PERM	BC-1000	
12	01000	_OTHER	BC-1000	
13	01000	REVENUE	BC-1000	$20,500
14	01700	Contract Closeout	BC-1000	$2,500
15	01700	_MTRL PERM	BC-1000	
16	01700	REVENUE	BC-1000	$2,500
17	02000	Site Work	BC-2000	$19,000
18	02000	_EQ RENTAL	BC-2000	
19	02000	_LABOR	BC-2000	
20	02000	_MTRL PERM	BC-2000	
21	02000	_OTHER	BC-2000	
22	02000	EQ PARTS	BC-2000	
23	02000	REVENUE	BC-2000	$19,000

This will translate into Billing Code **ProRev** with an amount of **$200,000** and **GenCon, ConClo and SitWor** with amounts of **$0.**



	G	H	J	O
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.			
2	DEMO	Initial Budget (0001) (Y,Y)		
3	Project Name Here	Totals as of: 1/25/2008 @ 3:31 PM		$200,000
4	CO-080	Show All		$200,000
7	Cost Codes	Description	Billing Code	Original Budget Revenue
9	00000	General Default	ProRev	$200,000
10	00000	REVENUE	ProRev	$200,000
11	01000	General Conditions	GenCon	
12	01000	_LABOR	GenCon	
13	01000	_MTRL PERM	GenCon	
14	01000	_OTHER	GenCon	
15	01700	Contract Closeout	ConClo	
16	01700	_MTRL PERM	ConClo	
17	02000	Site Work	SitWor	
18	02000	_EQ RENTAL	SitWor	
19	02000	_LABOR	SitWor	
20	02000	_MTRL PERM	SitWor	
21	02000	_OTHER	SitWor	
22	02000	EQ PARTS	SitWor	

A Note about Production Units

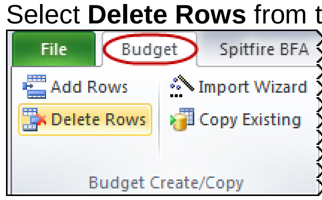
You can choose to include Production Units in your Initial (and subsequent) Budget. If you use Units, you'll be able to track those units through the Production Units Doc type. (See the technical white paper *Working with Production Units* for more information.)

Delete Rows

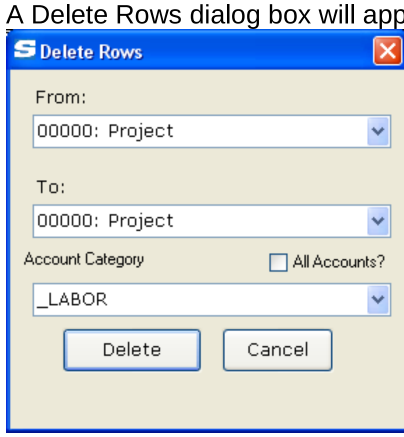
If you have added a row in error, or at any point want to delete a row, you can do so by using the **Delete Rows** option on the Budget ribbon.

To delete a row:

1. Select **Delete Rows** from the Budget ribbon.



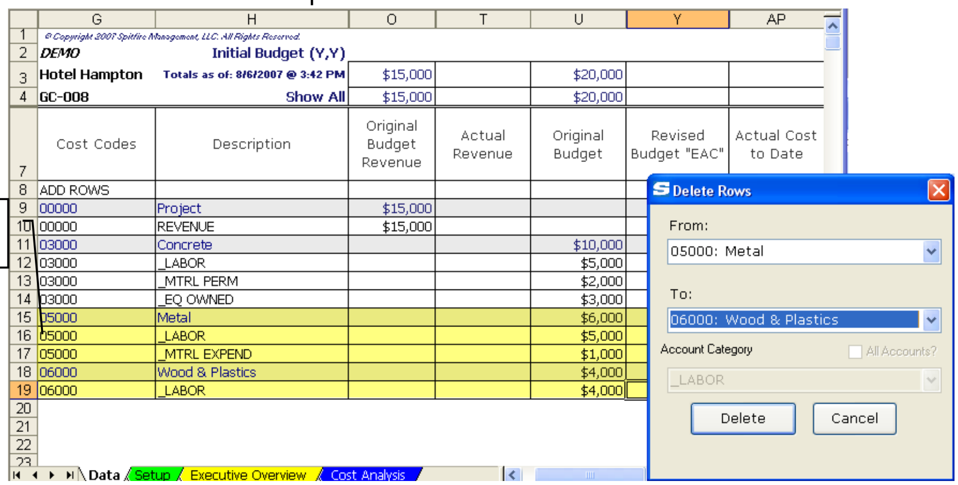
A Delete Rows dialog box will appear:



2. You can choose to delete one Account Category row, one Cost Code including all its Account Categories rows, or multiple Cost Code rows.

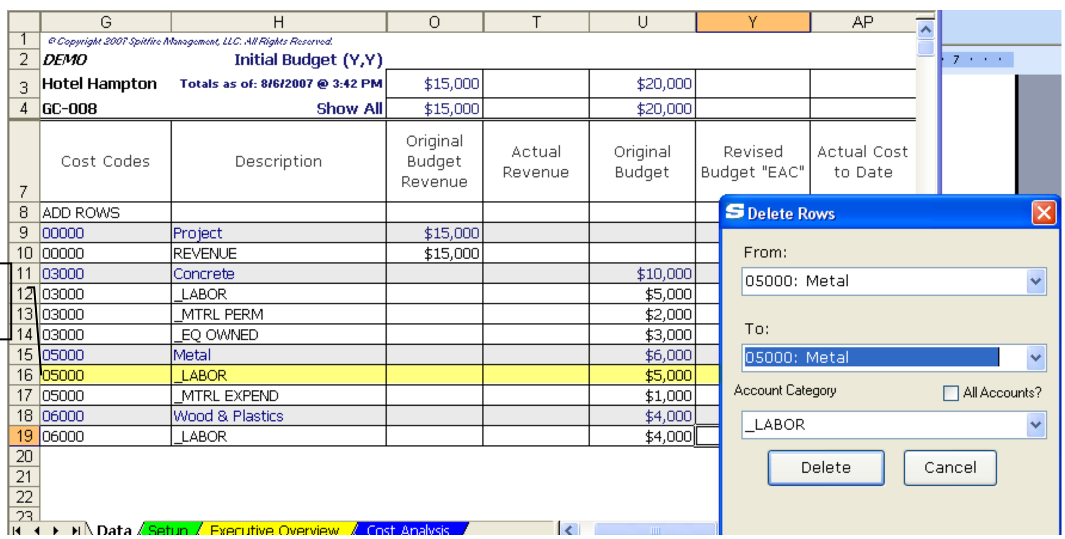
    - If you want to delete several Cost Codes, use the **From** and **To** drop-downs to select the first and last Cost Codes to delete. All Accounts within those Cost Codes will be deleted when you click Delete, for example:

Rows 15 – 19 will be

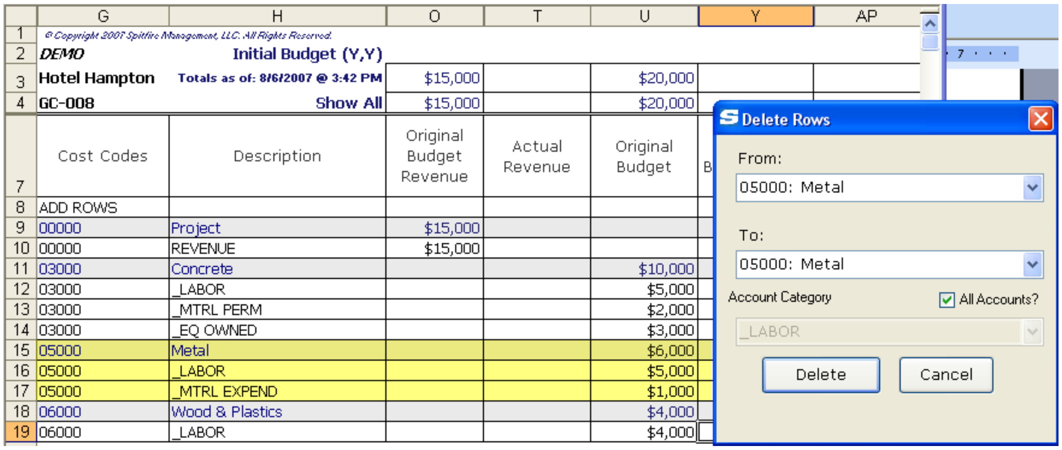


    - If you want to delete just one row (Account Category) in a Cost Code, select the Cost Code in both the **From** and **To** drop-downs then select the Account Category. That one row will be deleted when you click Delete, for example:

Row 16 will be deleted.



    - If you want to delete all Accounts in one Cost Code, select the Cost Code in the **From** and **To** drop-downs then click the **All Accounts?** checkbox. All Accounts in that Cost Code will be deleted when you click Delete, for example:



	G	H	O	T	U	Y	AP
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.						
2	DEMO	Initial Budget (Y,Y)					
3	Hotel Hampton	Totals as of: 8/6/2007 @ 3:42 PM	$15,000		$20,000		
4	GC-008	Show All	$15,000		$20,000		
7	Cost Codes	Description	Original Budget Revenue	Actual Revenue	Original Budget	B	
8	ADD ROWS						
9	00000	Project	$15,000				
10	00000	REVENUE	$15,000				
11	03000	Concrete			$10,000		
12	03000	_LABOR			$5,000		
13	03000	_MTRL PERM			$2,000		
14	03000	_EQ OWNED			$3,000		
15	05000	Metal			$6,000		
16	05000	_LABOR			$5,000		
17	05000	_MTRL EXPEND			$1,000		
18	06000	Wood & Plastics			$4,000		
19	06000	_LABOR			$4,000		

Important Note:
Cost Codes and Account Categories with Actual or Committed Amounts will appear in BFA and cannot be deleted, but you can enter $0.00 for the Budget Amount.

Copying an Existing Budget

BFA supports entering data for a budget by copying the budget from an existing project. When you copy the budget from an existing project, you can choose to copy the existing project's Original, EAC, Actual or FAC amounts and/or to apply a multiple to the Amount or Units. Furthermore, you are able to preview the rows to be copied and select which rows to include or exclude in your copy.

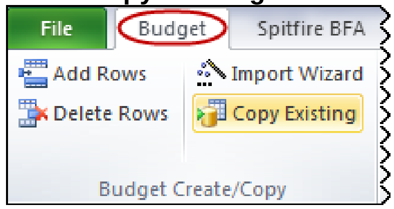
Using Budgets as Templates

Because of the flexibility in copying existing budgets, you can choose to create a project for the sole purpose of creating a budget with zero amounts but with line items that will be used as a "template" for other project budgets. When it is time to create a budget for a real project, you can choose which line items you want from your "template" budget through the Copy Existing option. Also, providing there is no conflict in the work-breakdown-structure of your budget, you can use the Copy Existing option multiple times. This allows you to create "templates" for sections of your budget that can be added as needed. For example, you can create a template budget that contains only "Site Construction" line items (with Cost Codes beginning in 02) and another that contains only "Electrical" line items (with Cost Codes beginning in 16) and so on. When it is time to add data to a budget in a real project, you would use the Copy Existing option to get your line items from "Site Work" and then again to get line items from "Electrical," etc. and then you would enter your amounts manually.

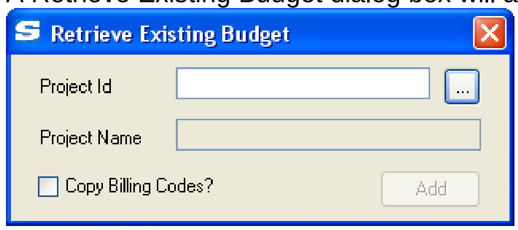
Note: you can copy only from a project with an **Approved** Budget, so even template budgets must be Approved.

To copy a budget from an existing project:

1. Select **Copy Existing** from the Budget ribbon.



A Retrieve Existing Budget dialog box will appear:

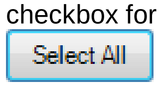


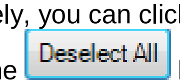
2. Click 

to browse for the existing project from which you want to copy budget rows. [If you want to copy the Billing Codes]() also, click the **Copy Billing Codes?** checkbox. (See also page 17.)

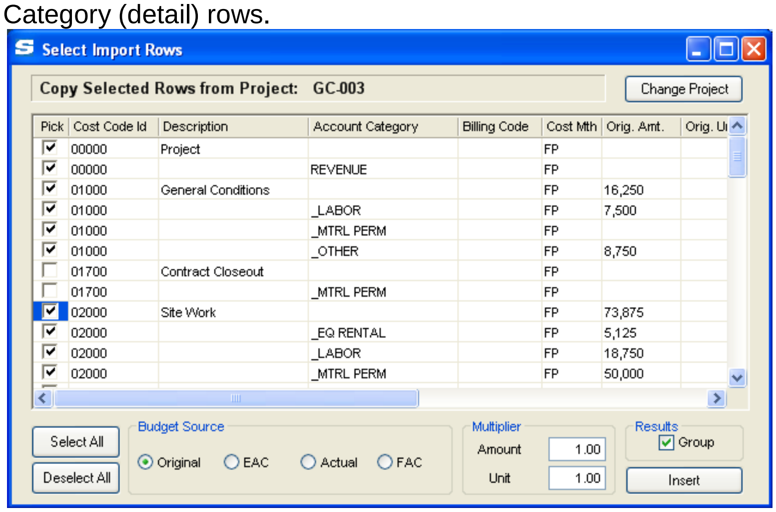
3. Click 

.

4. In the Select Import Rows box that appears, click on the **Pick** checkbox for the rows you wish to copy. (You can also click the 

button if you want to select all or most of the rows.) Conversely, you can click on a selected checkbox to unselect it or click the 

button to deselect all rows.
Note: selecting or deselecting a Cost Code (summary) row, selects or deselects that Cost Code's associated Account Category (detail) rows.



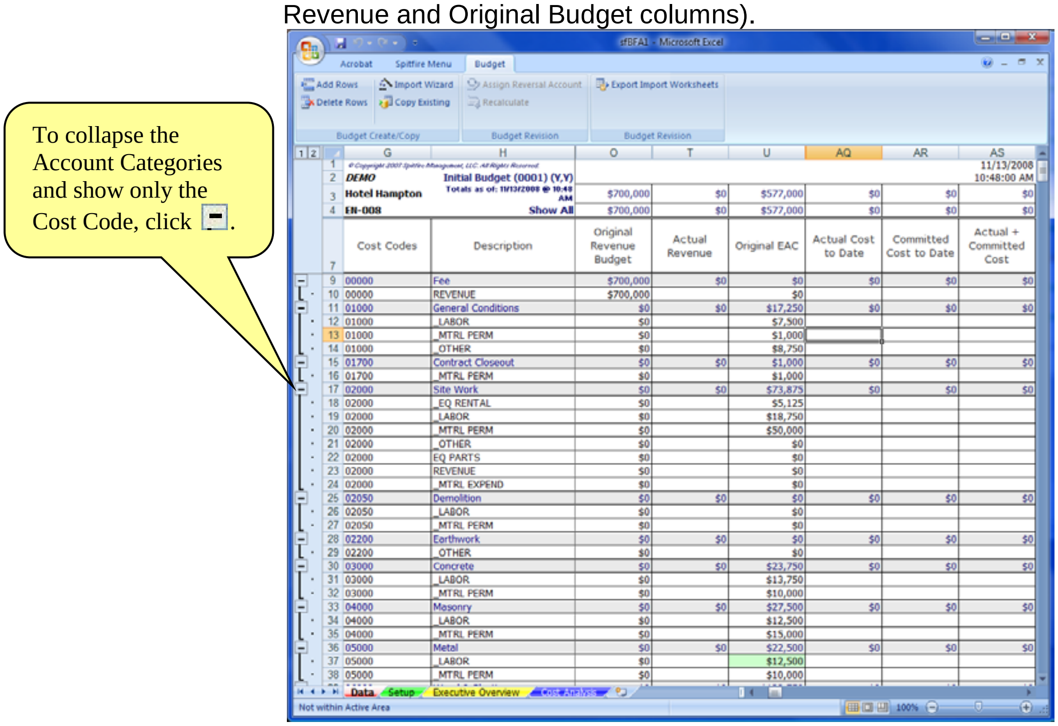
5. (*optional*) Select the **Budget Source**: Original, EAC, Actual or FAC. The associated amounts and units from the source will be copied. Original is used as the Budget Source by default.

6. (*optional*) Edit the **Multiplier** for Amount or Unit as required. The Multiplier adjusts the source amount/units accordingly, for example, a source of 108 and a multiplier of 1.25 create an entry of 135. To keep the amounts the same as the source, leave the Multipliers as **1**.

7. Results can be grouped. Click on the **Group** checkbox to select or unselect it, if necessary. The default of the Group checkbox is based on the number of import rows selected and the user-defined default on the Setup worksheet (see the *Focus on the BFA Workbook* guide for more information about the Setup worksheet).

8. Click Insert to copy the selected rows from the existing project to your new budget.

9. In the Budget worksheet, review your copied budget and make any additions (Add New Rows), deletions (Delete Rows), and edits as required. You can add amounts in any cell that has a green background when you click on it (in the Original Budget Revenue and Original Budget columns).



When you have finished entering your data, check the Revenue and Budget totals listed at the top of the columns to ensure that you have entered your entire budget.

10. Click to save your entries.

11. Click to close Microsoft Excel and return to the Spitfire Budget document.

Importing a Budget

The Import Wizard allows you to locate a source document from which to create a Budget from existing data. You might, for example, use sophisticated estimating/bidding software that reviews every aspect of the project at a very deep level of granularity, resulting in a comprehensive work-breakdown-structure with pricing. Successful bids then need to be moved into the Project Management and Accounting systems. The primary task of the Import Wizard is to make this transition as efficient as possible. Whether you use off-the-shelf estimating/bid applications or home-built spreadsheets to create project bids, the Import Wizard can make light work of creating a budget for new projects.

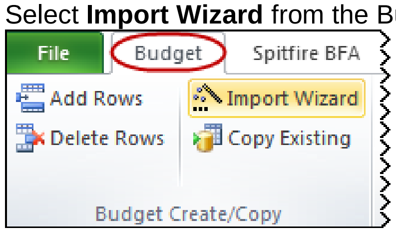
Prerequisite: Consolidation Sheets

The Import Wizard requires Consolidation Sheets. A Consolidation Sheet ensures that the spreadsheet to be imported matches the Cost Code-Account Category structure of BFA. (Cost Codes must be in rows and the Account Categories can be in either rows or columns.)

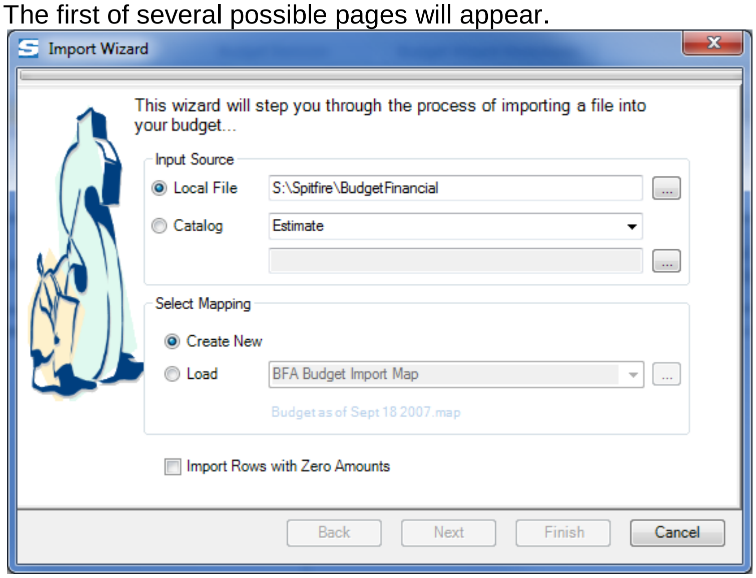
Before using the Import Wizard, make sure you have an appropriate Consolidation Sheet (see Appendix A on page 69 for details).

To import a budget:

1. Select **Import Wizard** from the Budget ribbon.



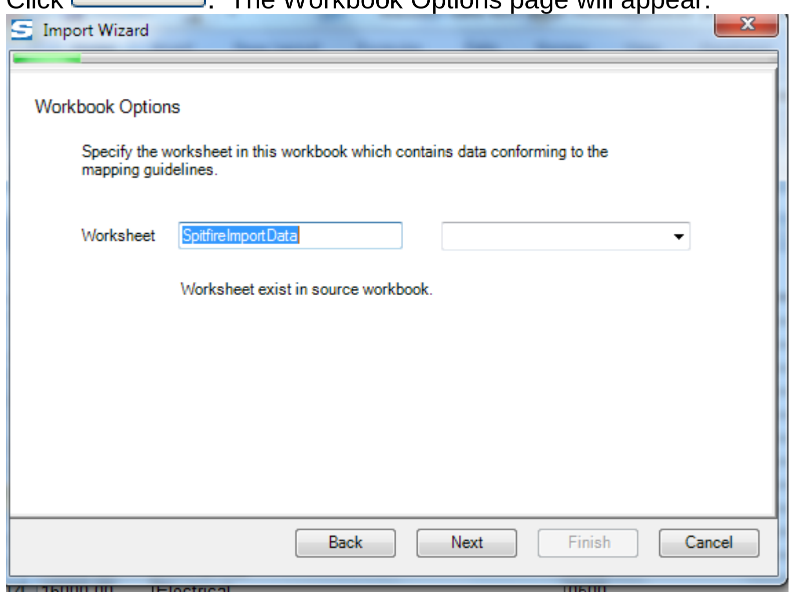
The first of several possible pages will appear.



Note: As the Import Wizard steps you through the import process, the page appearing next depends on the selection input on the preceding page.

TIP
The number of maps that can be created is unlimited, but your company will probably have only one or two standard estimating formats from which to import a budget, in which case you will only need one or two mapping files.

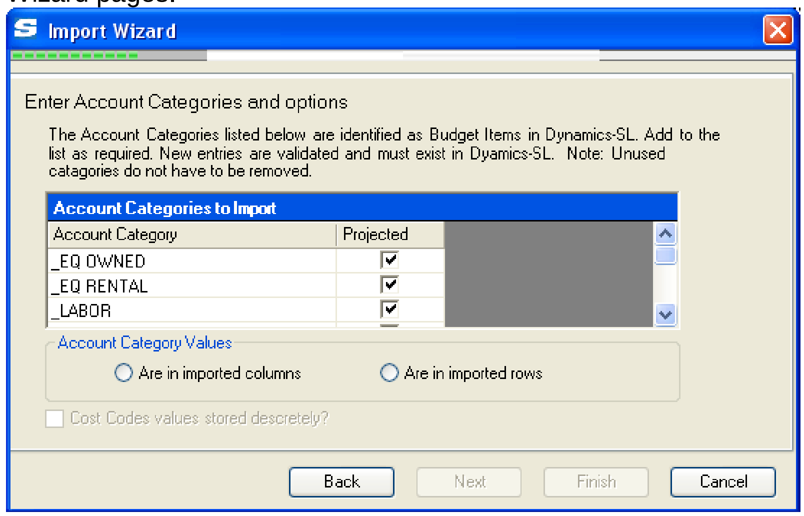
2. At the Input Source section either
   - Select **Local File,** then browse for the file on your computer that contains the source data that you want to import into the BFA workbook.
   - Select **Catalog**, select a Doc type and browse for the file in the Spitfire Catalog that contains the source data that you want to import into the BFA workbook. This option allows you to access a source file that was previously attached to a Spitfire document (such as a Bid or Estimate document).
3. At the Select Mapping section either
   - Select **Create New** if you want to create a mapping file through the Import Wizard.
   - Select **Load** if you want to use an existing mapping file. A default mapping file might appear in the drop-down field if you previously used a mapping file or if there are mapping files in sfPMS (that were uploaded through the Templates tool—see Appendix C on page 75.) You can also browse for a mapping file on your computer.
     Note: the actual name of the file appears below the field.
4. If you want to include rows with a zero amount in your import, check the **Import Rows with Zero Amounts** checkbox.
5. (*optional*) If this is not the first time you are using the Import Wizard and you are selecting a mapping file that you have used before, click Finish and skip to step #14. Otherwise, continue with the following steps.
6. Click Next. The Workbook Options page will appear:



7. At the **Worksheet** field, select the worksheet that contains the data to be imported (most likely the consolidation sheet described on page 69). A list of possible worksheets taken from the indicated workbook will be available.

8. Click 

. The Account Categories and Options page will appear. **Note:** The remaining instructions explain how to create a mapping. If you are using an existing mapping, you can review existing information as you view each of the following Wizard pages.



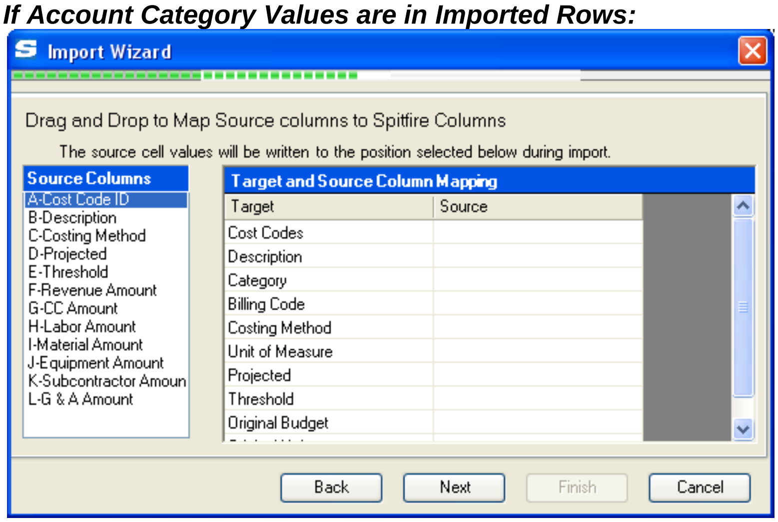
This page displays all Account Categories defined in Microsoft Dynamics SL (or Work Categories in sfPMS if not integrated to Microsoft Dynamics SL) as Budget Accounts. It also offers a convenient way to select if the Account Category will be projected.

9. Click on a radio button to select either **Are in imported columns** or **Are in imported rows,** depending on whether the spreadsheet being imported has information in columns or rows. Selecting the appropriate option will configure the Import Wizard to display the appropriate next page.

10. Click 

.

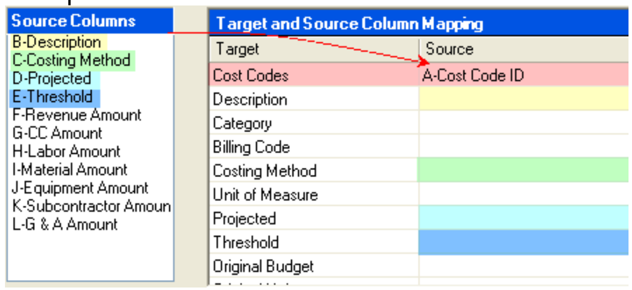
11. ***If Account Category Values are in Imported Rows:***



This page contains two boxes. The left box is a list of each column in the source worksheet. The right box has two columns: Target and Source.

The object of this screen is to map the source document to the target locations.

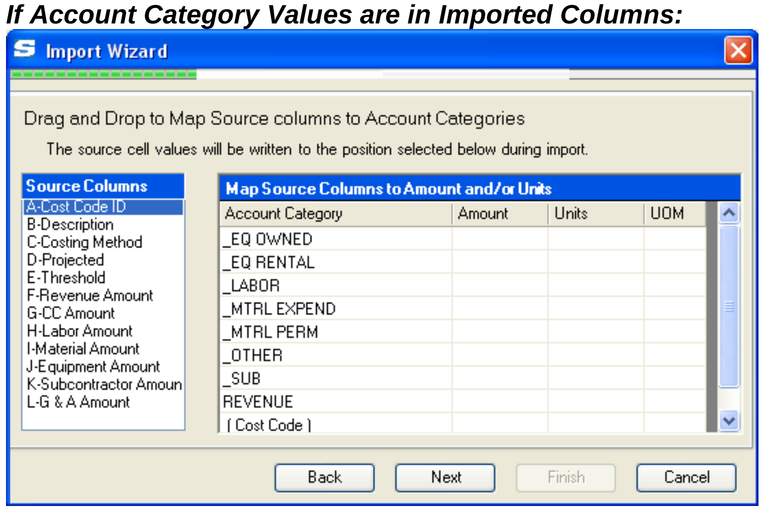
- Drag and drop the appropriate column name from the left box to the appropriate row in the right box. For example:



  Not all column names in the left box need to be positioned. However, anything not mapped at this time will NOT be included in the import process. If another column should be needed, it may be necessary to revisit the Consolidation sheet structure.

- Click Next. (Skip to instruction #13.)

If Account Category Values are in Imported Columns:

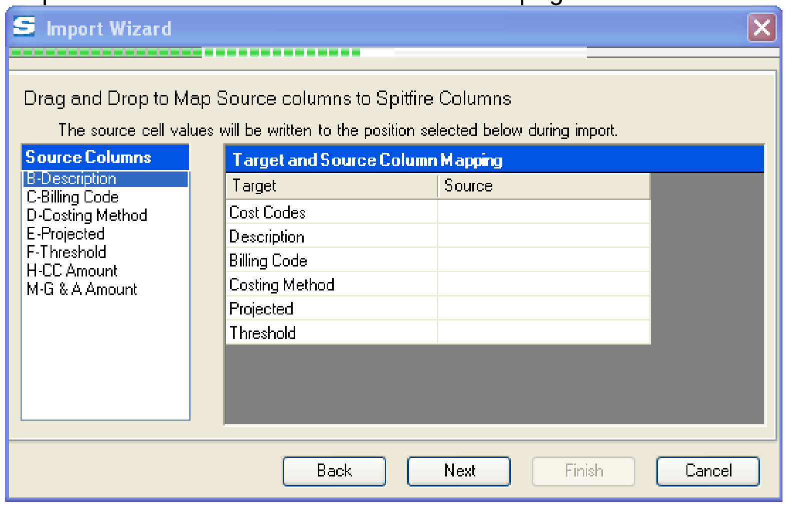


This page contains two boxes. The left box is a list of each column in the source worksheet. The right box is a list of your Account Categories. The box has four columns: Account Category, Amount, Units, and UOM. The object of this screen is to map the source document to the target locations.

- Drag and drop the appropriate column name from the left box to the appropriate row and column in the right box. Not all columns in the left box need to be positioned.

- Click Next.

12. Map additional source columns on the next page:

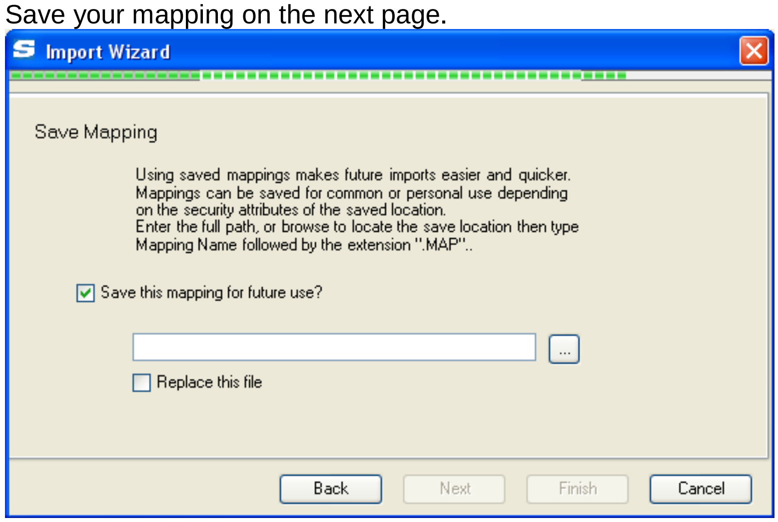


Note: This step is not required if your import data is in rows.

This page also contains two boxes. The left box list the columns from the source worksheet that remain unmapped. The right box has two columns: Target and Source.

- Match the column names listed in the left box with those in the right box then drag and drop as appropriate. Not all columns in the left box need to be positioned. However, anything not mapped at this time will NOT be included in the import process.
- If another column is needed, it may be necessary to back up one step and complete the prior mapping, or revisit the Consolidation sheet structure.
- Click .

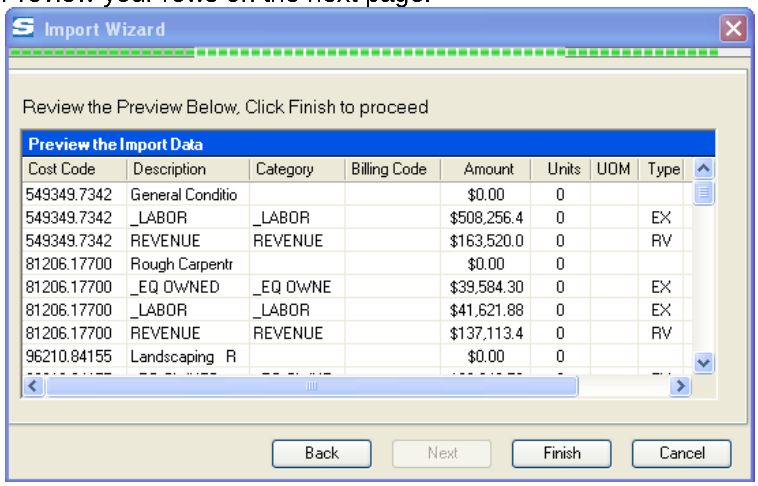
13. Save your mapping on the next page.



- If you do not want to save the mapping file on your computer (for example, if the mapping file is already available through sfPMS), click on the **Save this mapping for future use?** checkbox to unselect it.

- o Otherwise, enter a path or click ... to browse for a save location on your computer.
- o Click the **Replace this file** checkbox if you want to override an existing mapping.
- o Click Next.

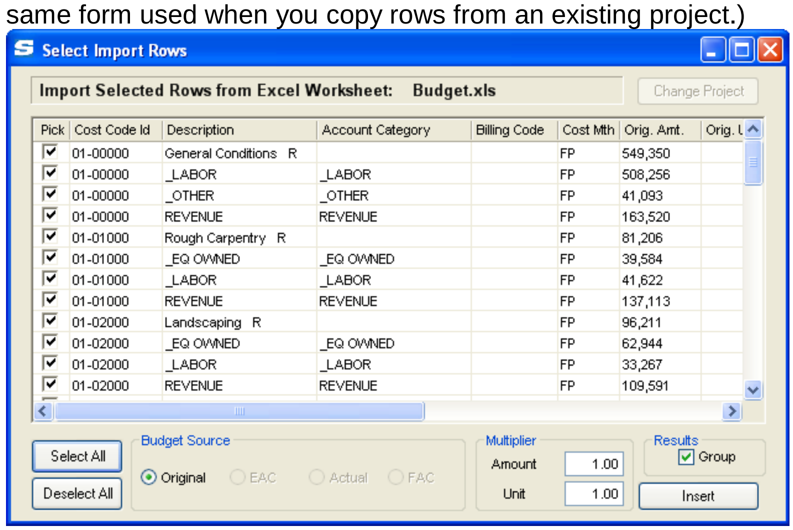
14. Preview your rows on the next page.



15. (*optional*) If the values appear in the wrong columns, click Back to get back to where you can fix the mapping error, or click Cancel to start again.

16. Click Finish to import your data. The Select Import Row window will open. (The external source document and Import Wizard will close.)

17. Review the rows one last time on the last page. (This is the same form used when you copy rows from an existing project.)



18. Click on the checkbox in the Pick column to uncheck/check the rows you want to import. You can also click Select All or Deselect All to facilitate your selections.

19. Edit the **Multiplier** for Amount or Unit as required.
20. Click 

to add these rows to the BFA spreadsheet.
21. Back in the BFA worksheet, check your rows to make sure that you have entered what you intended.
22. Click  to save your entries.
23. Click  to close Microsoft Excel and return to the Spitfire Budget document.

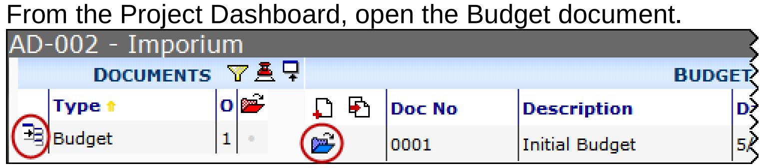
Budget Revisions

Editing an Unapproved Budget

The Spitfire Budget document controls access to your budget and also controls when that budget is approved/posted. As long as the status of your first Budget document (be it Initial or As Bid) is **In Process**, you can make changes to its BFA workbook as many times as needed.

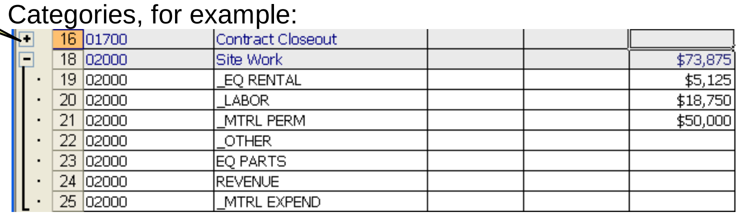
To edit the BFA workbook of an unapproved first Budget document:

1. From the Project Dashboard, open the Budget document.



2. Click to open the BFA workbook.
3. If necessary, expand the Cost Code to get to the Account Categories, for example:

Click to expand a Cost Code. Click to collapse the Cost Code's Account Categories.



16	01700	Contract Closeout			
18	02000	Site Work			$73,875
19	02000	_EQ RENTAL			$5,125
20	02000	_LABOR			$18,750
21	02000	_MTRL PERM			$50,000
22	02000	_OTHER			
23	02000	EQ PARTS			
24	02000	REVENUE			
25	02000	_MTRL EXPEND			

4. Enter or edit your amounts directly in the Original Revenue Budget or Original EAC columns.
5. (*optional*) Add or delete rows.
   Note: if you add an account Category that already exists for a Cost Code, the Similar Row Election window will open. See page 36.
6. Click to save your changes.
7. Click to close Microsoft Excel and return to the Budget document.

TIP

When a Budget is **Pending**, it is ready for review. The BFA workbook cannot be edited but those with proper permission can change the document status back to **In Progress** (for further edits) or **Approved**.

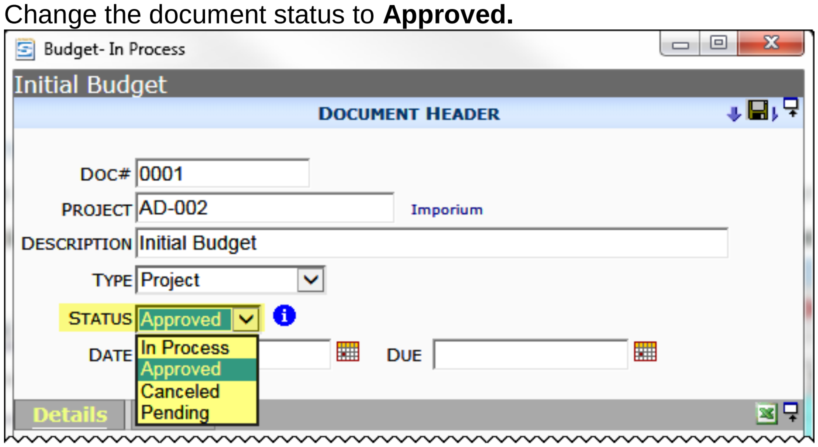
Approving Your Budget

When your Budget document's BFA worksheet is as desired, the appropriate person should approve the Budget document.

To approve your Budget document:

> **TIP**
> Through the BudgetConfig | PreventNegativeEAC rule, approval can be prevented if posting a budget revision would cause a budget line to become negative. See the *Rules and Rule Values* technical white paper for more information.

1. Open the Budget document.
2. (*optional*) Make final changes to the BFA workbook, then save and close it.
3. Change the document status to **Approved.**



4. Save ( ) then close the document.

Revising Your Budget

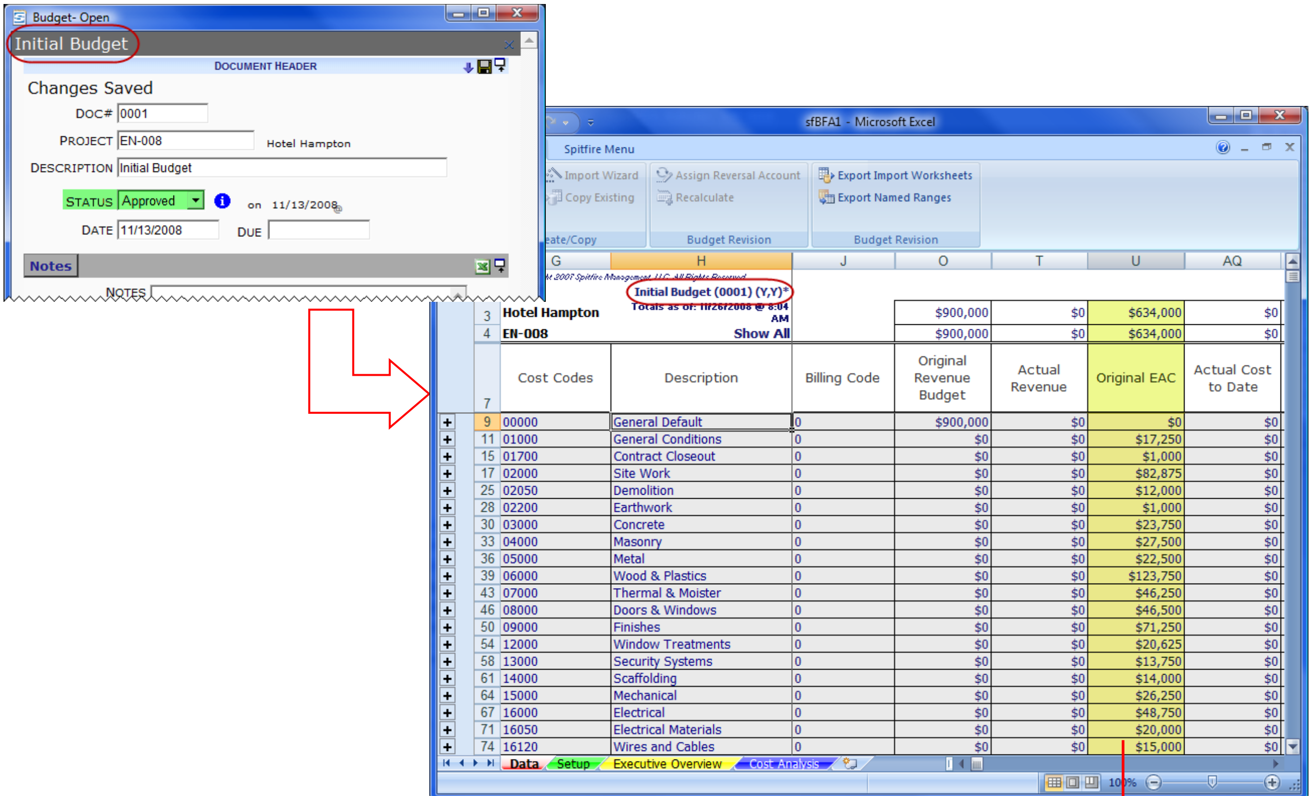
Once the status of the Initial Budget (or As Bid Budget) document has been changed to **Approved**, the "Original budget" amounts can no longer be edited. Revisions to the budget after that point are made through a new Budget document, which starts with data from the original Budget, as shown on the next page.

Your Initial Budget document is unique. By default, the values you enter through the Initial Budget are posted to all three budget buckets: Original, EAC and FAC. (You can choose to change this default.) Subsequent Budget documents will post budget revisions to the EAC bucket only. (**Note**: if you are using the As Bid Budget document as your first document, the values you enter through your first BFA workbook will be posted to the Original bucket only.)

> **TIP**
> The default can be changed to allow multiple In Progress Budget documents at one time, through the DocTypeConfig | AllowSingleOpen rule. (See KBA-01154 and the *Focus on System Administration* guide for more information.)

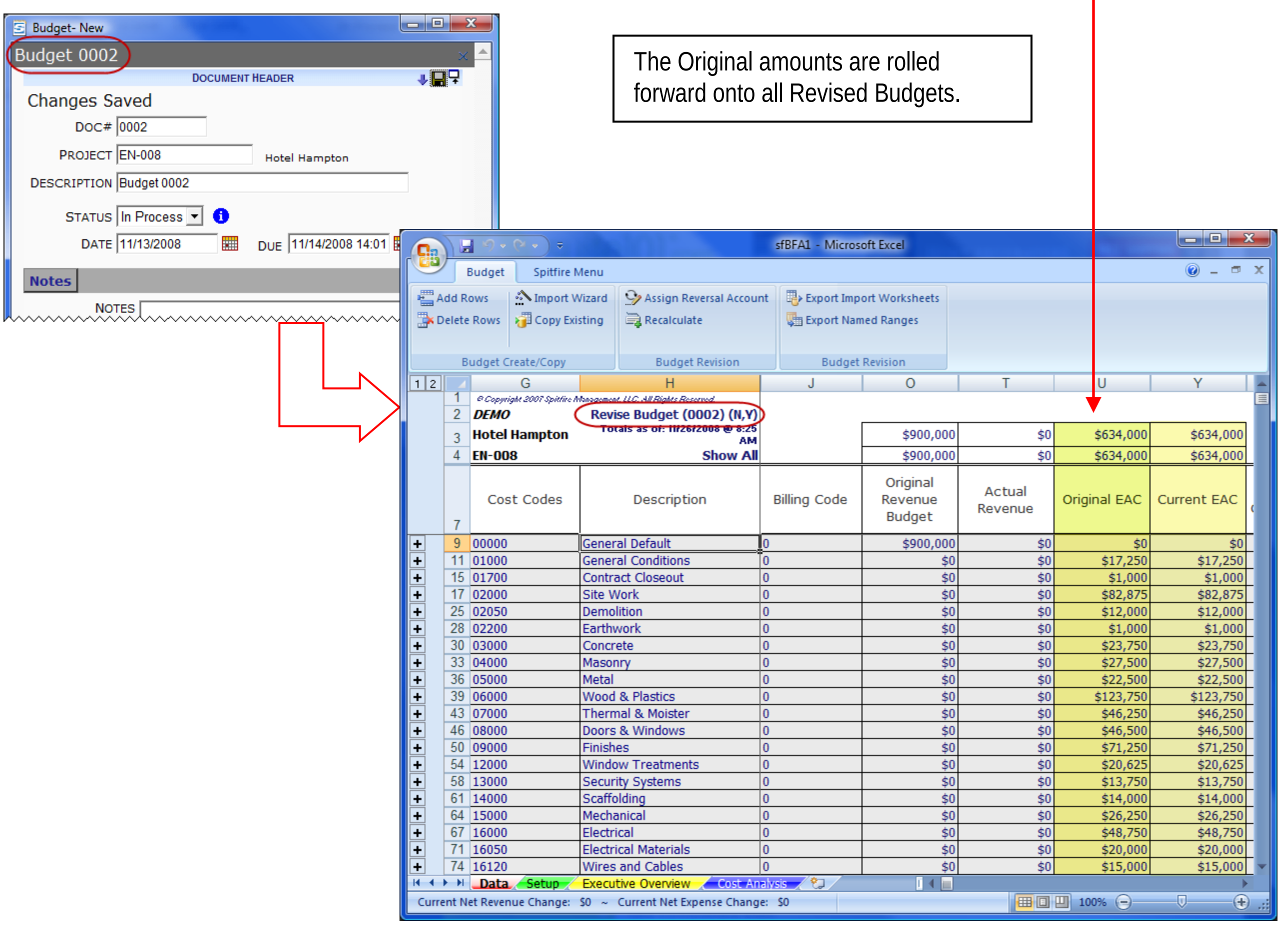
If you approve the Revised Budget (Budget #2), the next Budget document that you create (Budget #3) will carry over the Revised Budget information (EAC)—as well as the Original budget information in the Original EAC column.

You can create any number of Revised Budgets; however, by default, a Revised Budget document cannot be created until the previous Budget document has been **Approved.** Each new Budget carries over all previously approved revisions.



	Cost Codes	Description	Billing Code	Original Revenue Budget	Actual Revenue	Original EAC	Actual Cost to Date
3	Hotel Hampton			$900,000	$0	$634,000	$0
4	EN-008	Show All		$900,000	$0	$634,000	$0
9	00000	General Default	0	$900,000	$0	$0	$0
11	01000	General Conditions	0	$0	$0	$17,250	$0
15	01700	Contract Closeout	0	$0	$0	$1,000	$0
17	02000	Site Work	0	$0	$0	$82,875	$0
25	02050	Demolition	0	$0	$0	$12,000	$0
28	02200	Earthwork	0	$0	$0	$1,000	$0
30	03000	Concrete	0	$0	$0	$23,750	$0
33	04000	Masonry	0	$0	$0	$27,500	$0
36	05000	Metal	0	$0	$0	$22,500	$0
39	06000	Wood & Plastics	0	$0	$0	$123,750	$0
43	07000	Thermal & Moister	0	$0	$0	$46,250	$0
46	08000	Doors & Windows	0	$0	$0	$46,500	$0
50	09000	Finishes	0	$0	$0	$71,250	$0
54	12000	Window Treatments	0	$0	$0	$20,625	$0
58	13000	Security Systems	0	$0	$0	$13,750	$0
61	14000	Scaffolding	0	$0	$0	$14,000	$0
64	15000	Mechanical	0	$0	$0	$26,250	$0
67	16000	Electrical	0	$0	$0	$48,750	$0
71	16050	Electrical Materials	0	$0	$0	$20,000	$0
74	16120	Wires and Cables	0	$0	$0	$15,000	$0

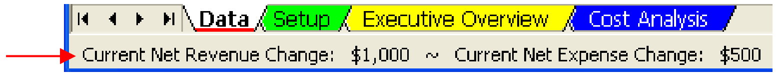
The Original amounts are rolled forward onto all Revised Budgets.



	Cost Codes	Description	Billing Code	Original Revenue Budget	Actual Revenue	Original EAC	Current EAC
3	Hotel Hampton			$900,000	$0	$634,000	$634,000
4	EN-008	Show All		$900,000	$0	$634,000	$634,000
9	00000	General Default	0	$900,000	$0	$0	$0
11	01000	General Conditions	0	$0	$0	$17,250	$17,250
15	01700	Contract Closeout	0	$0	$0	$1,000	$1,000
17	02000	Site Work	0	$0	$0	$82,875	$82,875
25	02050	Demolition	0	$0	$0	$12,000	$12,000
28	02200	Earthwork	0	$0	$0	$1,000	$1,000
30	03000	Concrete	0	$0	$0	$23,750	$23,750
33	04000	Masonry	0	$0	$0	$27,500	$27,500
36	05000	Metal	0	$0	$0	$22,500	$22,500
39	06000	Wood & Plastics	0	$0	$0	$123,750	$123,750
43	07000	Thermal & Moister	0	$0	$0	$46,250	$46,250
46	08000	Doors & Windows	0	$0	$0	$46,500	$46,500
50	09000	Finishes	0	$0	$0	$71,250	$71,250
54	12000	Window Treatments	0	$0	$0	$20,625	$20,625
58	13000	Security Systems	0	$0	$0	$13,750	$13,750
61	14000	Scaffolding	0	$0	$0	$14,000	$14,000
64	15000	Mechanical	0	$0	$0	$26,250	$26,250
67	16000	Electrical	0	$0	$0	$48,750	$48,750
71	16050	Electrical Materials	0	$0	$0	$20,000	$20,000
74	16120	Wires and Cables	0	$0	$0	$15,000	$15,000

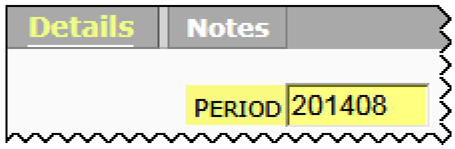
Status Line

When you make changes to your data during Budget revisions, net revenue and expense changes are listed on the Status line:



Fiscal Periods

On any Budget document, you can specify the fiscal period into which the budget revision numbers should be posted. Once the Budget document is **Approved**, the month and year indicated on the Period field of the Budget document will be used as the fiscal period.



TIP

The fiscal period can be indicated on other documents, such as Period Distribution, Forecast, Change Order, and Project Setup, also.

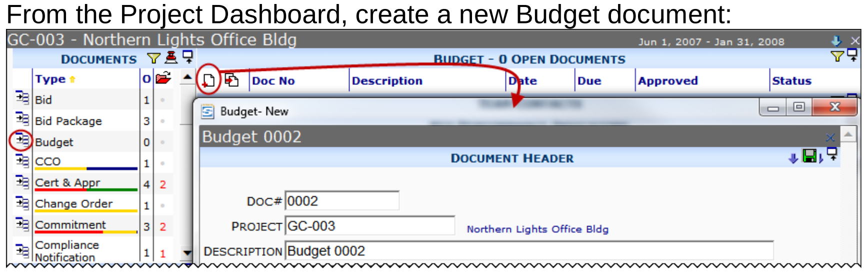
You can change what appears in the Period field to any year and month (*YYYYMM*) within the time frame of January of last year through December of next year. For example, if today is November, 2014, you could change the fiscal period to anytime between January, 2013 (201301) and December, 2015 (201512).

What appears in the Period field by default is determined by the **DocTypeConfig | FiscalPeriod** rule. (See KBA-01154 and the *Focus on System Administration* guide for more information.)

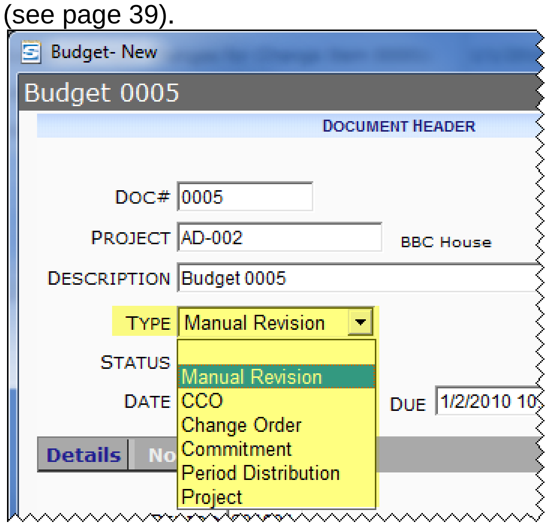
Revised Budget Document and Workbook

To create a Revised Budget document and worksheet:

1. From the Project Dashboard, create a new Budget document:



2. (*optional*) Select **Manual Revision** as the Budget Type (see page 39).

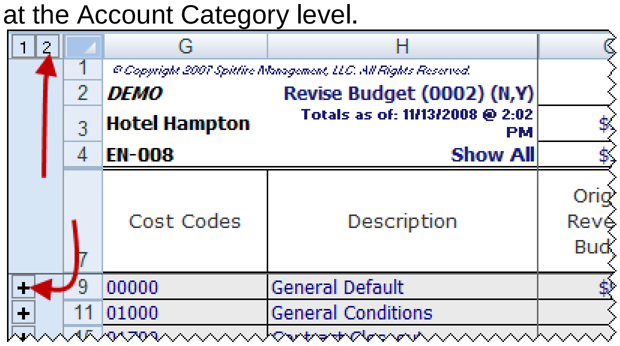


3. (*optional*) Make changes to any of the fields on the document.

4. Save the document in order to enable the icon.

5. Click to open the BFA workbook.

6. If necessary, ungroup your Cost Codes. Changes must be made at the Account Category level.



7. (*optional*) Assign a Reversal Account (as described on page 41) if desired.

TIP

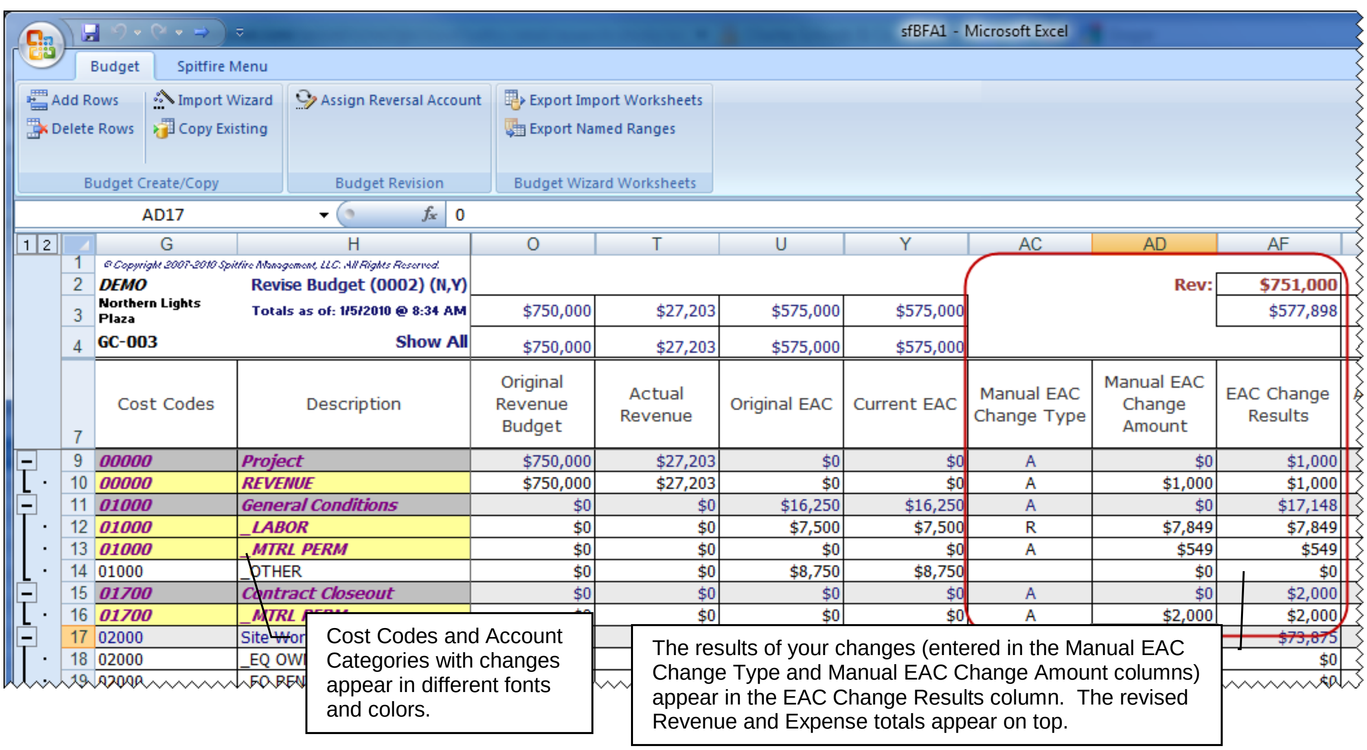
Only newly added Cost Code rows allow the Description to be changed.

Tip

For information on changing your Setup options, see the *[Focus on the BFA Workbook](#)* guide.

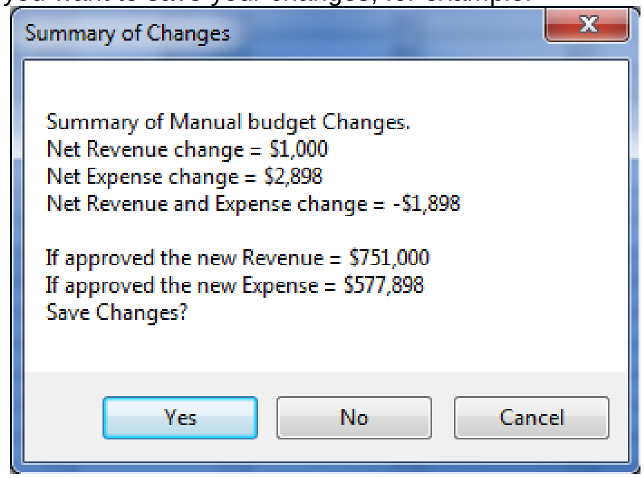
8. At this point, you can use the [Copy Existing](#) option (see page 20) or the [Import Wizard](#) (see page 23). You can also make manual changes right on the worksheet. (In all cases, see page 36 on how to deal with [duplicate rows](#).) For each row that you want to change manually:

   - Enter either an **A** (to add or subtract the amount to the existing amount) or an **R** (to replace the existing amount with a new amount) in the **Manual EAC Change Type** column.
     Note: Depending on your Setup, one of these letters will appear by default in this column whenever you enter a change in the **Manual EAC Change Amount** column. If you know your default, and want that default, you do not need to enter anything in the **Manual EAC Change Type** column.
   - Enter your changed amount in the **Manual EAC Change Amount** column.
     Note: if the Original Budget amount is **0** or if you want to replace an amount with 0, the Manual EAC Change Type is forced to be an **A** regardless of your input and the Manual EAC Change Amount is calculated and automatically entered to give you the end result you desired. For example, if the current amount is $100 and you entered **R** and **0** (because you want to replace the $100 with $0) the Data worksheet would change the R to an **A** and the $0 to **-$100**. 100 – 100 = 0 so the EAC Change Results would be 0, as you wanted in the first place.
   - Tab out of the cell or click in another cell for the change to take effect.



9. (*optional*) Add new rows, if necessary.

10. Click to close Microsoft Excel. A summary pop-up will ask if you want to save your changes, for example:



11. Click Yes to save your revisions, close BFA, and return to the Spitfire Budget document (or click No to close BFA and return to the Spitfire Budget document without saving your changes).

12. (*optional*) Back in your Budget document, attach supporting files as appropriate.

13. (*optional*) Route as appropriate.

14. Click to save your Revised Budget document.

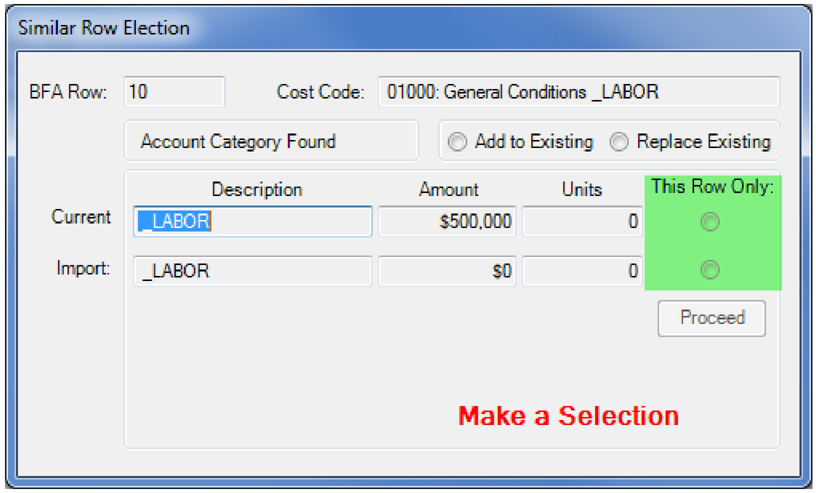
15. As with the Initial Budget, you can open and change your Revised Budget and its BFA workbook as often as needed while the status is **In Process**. However, while the status is **Pending**, you will not be able to change the BFA workbook. Change the status back to **In Process** to make changes and to **Approved** when you are ready to post your revised numbers.

Adding Rows that Already Exist

When editing your Budget, you can use the Copy Existing and Import Wizard options described previously. You can also use the Add Rows option as often as necessary. However, if you try to add Cost Codes and related Account Categories that already exist in the BFA workbook, the Similar Row Election window will appear.

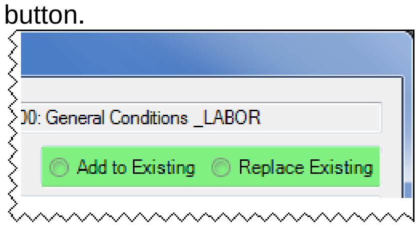
Through Add Rows

If you are adding a Cost Code – Account Category row through the Add Row option, the window will appear as follows:



Note: Amounts and Units on the Account Category level and Units on the Cost Code level (if any) are indicated.

- If you want to keep the original row, select the **This Row Only: Current** radio button.
- If you want to use new data to change your row, select the **This Row Only: Import** radio button.
    - If you want the new amount/units to replace the existing amount/units, select the **Replace Existing** radio button.
    - If you want the new amount/units to be added to the existing amount/units, select the **Add to Existing** radio button.

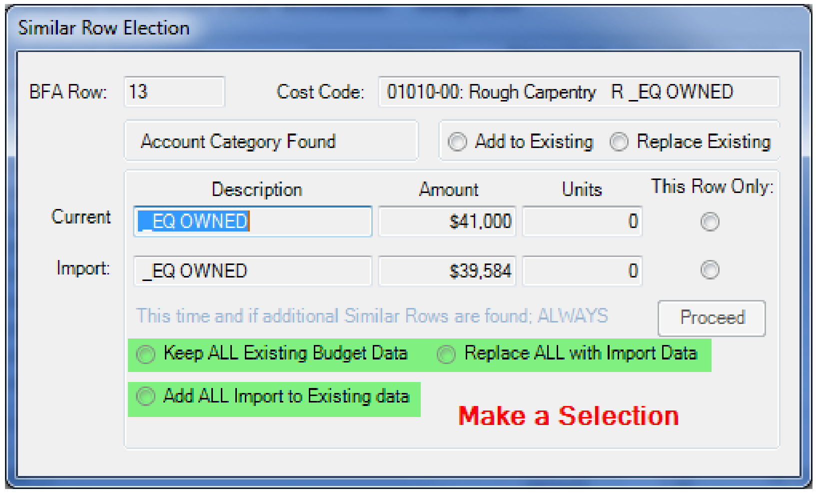


- Click 

.

Through Copy Existing or Import Wizard

If you are using the Copy Existing or Import Wizard option and there are duplicate Cost Codes and related Account Categories, the Similar Row Election window will have additional choices, as shown on the next page.



- If you do not want to make changes to any of the rows that are duplicated, select the **Keep Budget Data** radio button.
- If you want to add the new amounts and units to all duplicate Account Category rows (and new units, if any, to all duplicate Cost Code rows), select the **Add Import to Existing for all rows** radio button.
- If you want to replace the amounts and units on all duplicate Account Category rows (and replace the units, if any, on all duplicate Cost Code rows), select the **Replace with Import Data** radio button.
- If you want to indicate how duplicate rows should be handled on a row by row basis, select either the **Add to Existing** or **Replace Existing** radio button for each duplicate row, as described in the previous section.
- Click 

.

Note: the Similar Row Election window appears whether you are modifying your Initial Budget or a later Budget revision.

Revised Budgets from Other Documents

> **TIP**
> For more information about Change Order workflows, see the *Change Order Management* white paper.

Change Order documents can revise your EAC budget, both expense and revenue lines.

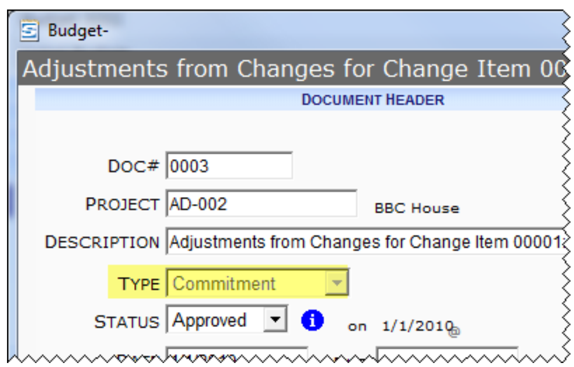
Approved or Committed CCO documents and Committed Commitment documents can also revise your EAC budget.

You can choose whether you want these documents to revise your budget automatically and whether you want Budget revision documents to be Approved (posted) automatically or not. (See your System Administrator or implementer for more information about how to set up your system for automatic budget revisions.)

When automatic budget revisions is turned on, changes to your budget can be seen through Budget documents (and corresponding BFA workbooks) that are created on your Project Dashboard.

Budget Type

When a Budget document is created automatically, the Budget Type field indicates what created the Budget, for example:



By default, the Budget Type can be any of the following:

- **Project** – if created from the Project Setup document (Initial Budget),
- **CCO** – if created from a CCO document,
- **Change Order** – if created from a Change Order document,
- **Commitment** – if created from a Commitment document,
- **Period Distribution** – if created from a Period Distribution document (see page 67), or
- **Manual Revision** – if you create the Budget document yourself though the icon.
  Note: unlike the other Budget Types, which appear automatically on the document, you need to select **Manual Revision** manually. If you do not select a Budget Type, the Budget Type will remain blank.

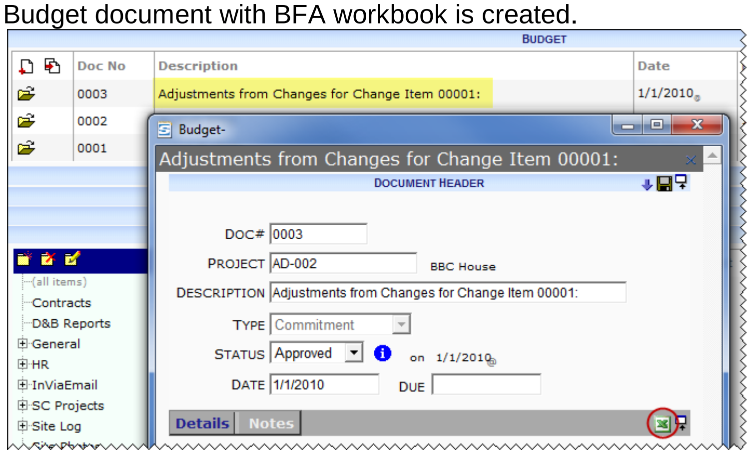
> **TIP**
> If you open a snapshot of the BFA workbook that isn't the most current, and Cost Codes have been changed (for example, through a Change Order), the rows with changes will have a on them. For more information, see the *Focus on the BFA Workbook* guide.

Example

1. You make a change in your BFA workbook and then Approve that Budget document (#0002):

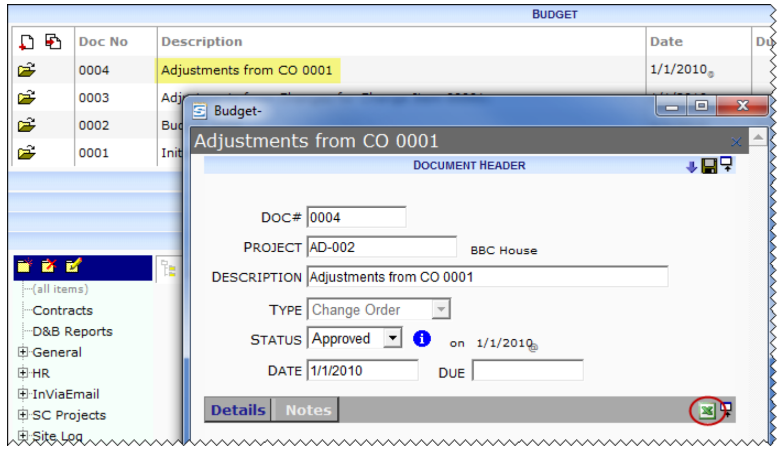
	A	B	I	K	N	O	S	W	X	Y
1	© Copyright 2007-2010 Spitfire Management, LLC All Rights Reserved									
2	DEMO	Revise Budget (0002) (N,Y)								
3	BBC House									
4	AD-002									
5	Totals as of:	12/8/2010 @ 1:57 PM	$750,000	$750,000	$0	$575,000	$575,000		Rev:	$750,000
6	Filter:	Show All	$750,000	$750,000	$0	$575,000	$575,000			$575,500
7	Cost Codes	Description	Original Revenue Budget	Current Revenue Budget	Actual Revenue	Original EAC	Current EAC	Manual EAC Change Type	Manual EAC Change Amount	EAC Change Results
9	00000	General Default	$750,000	$750,000	$0	$0	$0		$0	
11	01000	General Conditions	$0	$0	$0	$16,250	$16,250		$0	
15	01700	Contract Closeout	$0	$0	$0	$0	$0		$0	$500
16	01700	_MTRL PERM	$0	$0	$0	$0	$0	A	$500	$500
17	02000	Site Work	$0	$0	$0	$73,875	$73,875		$0	
18	02000	_EQ RENTAL	$0	$0	$0	$5,125	$5,125		$0	$0
19	02000	_LABOR	$0	$0	$0	$18,750	$18,750		$0	$0

2. You create a Change Order document with a corresponding Commitment document in your project. Your Commitment adds $3000 to your expenses. When you **Commit** the Commitment, a Budget document with BFA workbook is created.

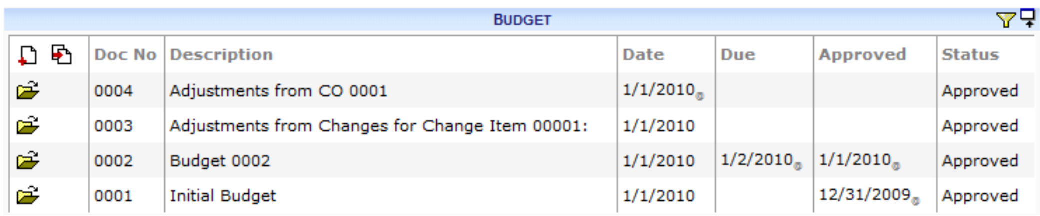


	G	H	O	T	U	Y	AC	AD	AF
1	© Copyright 2007-2009 Spitfire Management, LLC. All Rights Reserved.								
2	DEMO	Revise Budget (0003) (N,Y)*						Rev:	$750,000
3	BBC House	Totals as of: 1/1/2010 @ 9:33 AM	$750,000	$0	$575,000	$575,500			$578,500
4	AD-002	Show All	$750,000	$0	$575,000	$575,500			
7	Cost Codes	Description	Original Revenue Budget	Actual Revenue	Original EAC	Current EAC	Manual EAC Change Type	Manual EAC Change Amount	EAC Change Results
9	00000	General Default	$750,000	$0	$0	$0		$0	$0
11	01000	General Conditions	$0	$0	$16,250	$16,250	A	$0	$19,250
12	01000	_LABOR	$0	$0	$7,500	$7,500		$0	$0
13	01000	_MTRL PERM	$0	$0	$0	$0		$0	$0
14	01000	_OTHER	$0	$0	$8,750	$8,750		$0	$0
15	01000	_SUB	$0	$0	$0	$0	A	$3,000	$3,000
16	01700	Contract Closeout	$0	$0	$0	$500		$0	$500

3. You add a 10% markup to your Change Item Budget Entries for a total of $3300 revenue amount on the Change Order. You Approve the Change Item and then post the revenue change; a Budget document with BFA workbook is created:



4. You can review any of the BFA workbook snapshots, each created when a change was made to the budget:



BUDGET

Doc No	Description	Date	Due	Approved	Status
0004	Adjustments from CO 0001	1/1/2010			Approved
0003	Adjustments from Changes for Change Item 00001:	1/1/2010			Approved
0002	Budget 0002	1/1/2010	1/2/2010	1/1/2010	Approved
0001	Initial Budget	1/1/2010		12/31/2009	Approved

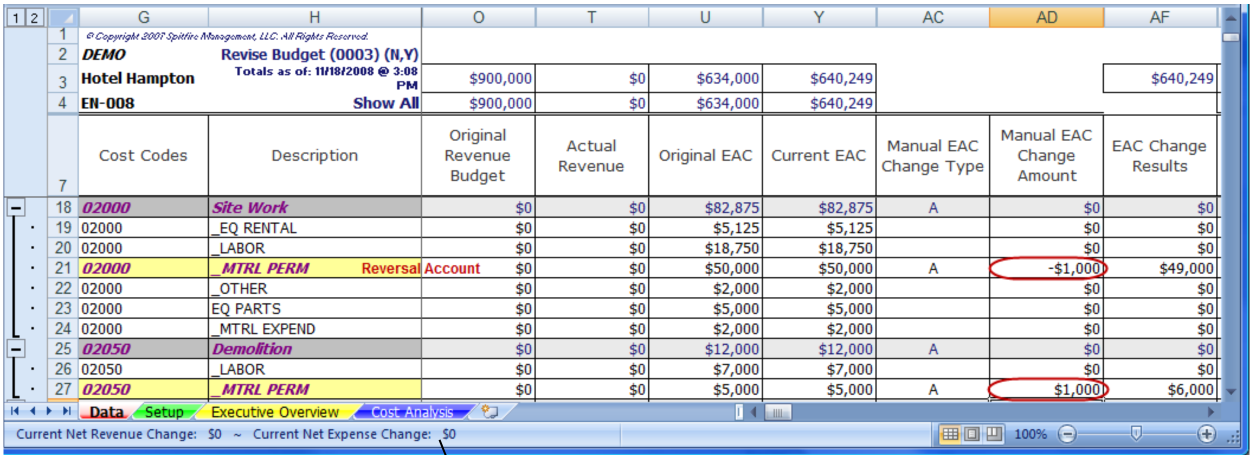
Reversal Accounts

Project contingency accounts are frequently used to accommodate unexpected costs during a project's life cycle. Funds are often redistributed so that the net change of revenue or costs remains zero. A Budget Reversal Account can help with this redistribution.

You can designate any Account Category as a Reversal Account while making your revisions. In fact, you can change the Reversal Account several times during your session. Revenue Reversal Accounts can be used for revenue only; likewise, expense Reversal Accounts can be used for expenses only. The Reversal Account is *not* saved when you leave the BFA workbook.

Once you assign a Reversal Account, changes that you make to another row will affect both that row and the Reversal Account row.

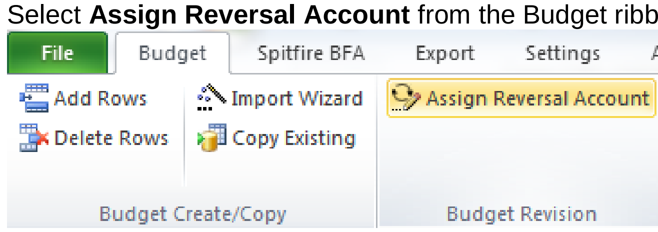
For example, let's say that you assigned **Site Work _MTRL PERM** as your Reversal Account. You then add $1000 to **Demolition _MTRL PERM**. $1000 will be added to Demolition __MTRL PERM and $1000 will be subtracted from Site Work _MTRL PERM:



Because you used a Reversal Account, the Net Expense Change is $0.

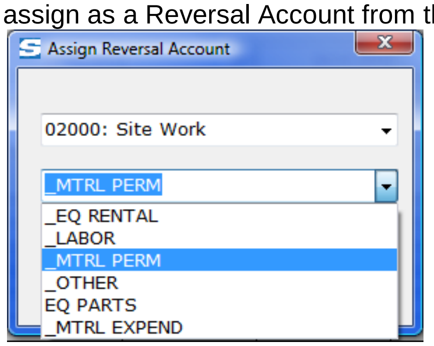
To assign a Reversal Account:

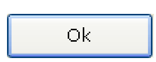
1. Select **Assign Reversal Account** from the Budget ribbon:



The Assign Reversal Account pop-up box will appear.

2. Select the Cost Code and Account Category that you wish to assign as a Reversal Account from the drop-downs, for example:

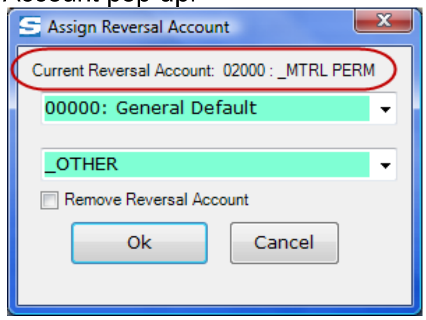


3. Click 

. The corresponding row will be designated as a Reversal Account. There will be no visible change to your worksheet until you make changes to other Account Categories.

To view, change or remove your Reversal Account:

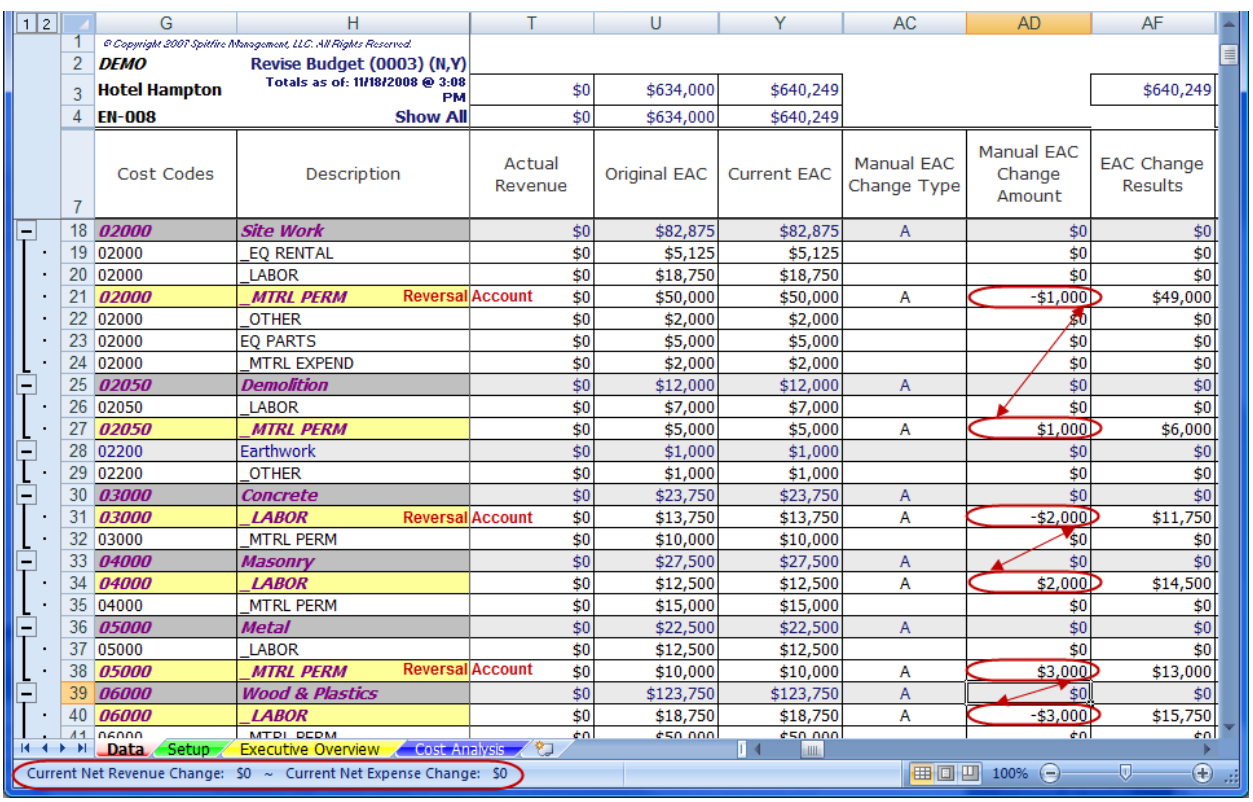
1. Select **Assign Reversal Account** from the Budget ribbon again.
2. Notice the existing Reversal Account on the Assign Reversal Account pop-up:



   - If you just wanted to see which Account is currently the Reversal Account, click Cancel.
   - If you want to change the Reversal Account, select a new Cost Code and Account as your new Reversal Account.
   - If you want to remove your Reversal Account, click on the **Remove Reversal Account** checkbox.

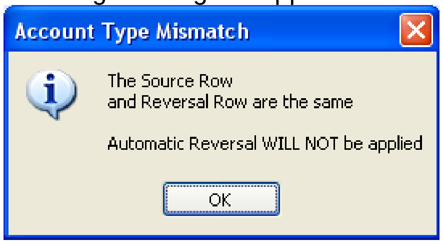
3. Click Ok. Your future changes to the worksheet will use the new Reversal Account, or no Reversal Account, depending on your choice.

Note: the status line will reflect all changes to the worksheet, regardless of how many Reversal Accounts you used.



	G	H	T	U	Y	AC	AD	AF
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.							
2	DEMO	Revise Budget (0003) (N,Y)						
3	Hotel Hampton	Totals as of: 11/18/2008 @ 3:08 PM	$0	$634,000	$640,249			$640,249
4	EN-008	Show All	$0	$634,000	$640,249			
7	Cost Codes	Description	Actual Revenue	Original EAC	Current EAC	Manual EAC Change Type	Manual EAC Change Amount	EAC Change Results
18	02000	Site Work	$0	$82,875	$82,875	A	$0	$0
19	02000	_EQ RENTAL	$0	$5,125	$5,125		$0	$0
20	02000	_LABOR	$0	$18,750	$18,750		$0	$0
21	02000	_MTRL PERM Reversal Account	$0	$50,000	$50,000	A	-$1,000	$49,000
22	02000	_OTHER	$0	$2,000	$2,000		$0	$0
23	02000	EQ PARTS	$0	$5,000	$5,000		$0	$0
24	02000	_MTRL EXPEND	$0	$2,000	$2,000		$0	$0
25	02050	Demolition	$0	$12,000	$12,000	A	$0	$0
26	02050	_LABOR	$0	$7,000	$7,000		$0	$0
27	02050	_MTRL PERM	$0	$5,000	$5,000	A	$1,000	$6,000
28	02200	Earthwork	$0	$1,000	$1,000		$0	$0
29	02200	_OTHER	$0	$1,000	$1,000		$0	$0
30	03000	Concrete	$0	$23,750	$23,750	A	$0	$0
31	03000	_LABOR Reversal Account	$0	$13,750	$13,750	A	-$2,000	$11,750
32	03000	_MTRL PERM	$0	$10,000	$10,000		$0	$0
33	04000	Masonry	$0	$27,500	$27,500	A	$0	$0
34	04000	_LABOR	$0	$12,500	$12,500	A	$2,000	$14,500
35	04000	_MTRL PERM	$0	$15,000	$15,000		$0	$0
36	05000	Metal	$0	$22,500	$22,500	A	$0	$0
37	05000	_LABOR	$0	$12,500	$12,500		$0	$0
38	05000	_MTRL PERM Reversal Account	$0	$10,000	$10,000	A	$3,000	$13,000
39	06000	Wood & Plastics	$0	$123,750	$123,750	A	$0	$0
40	06000	_LABOR	$0	$18,750	$18,750	A	-$3,000	$15,750
41	06000	_MTRL PERM	$0	$50,000	$50,000		$0	$0

Note: If you try to make a change to your Reversal Account, the following warning will appear:

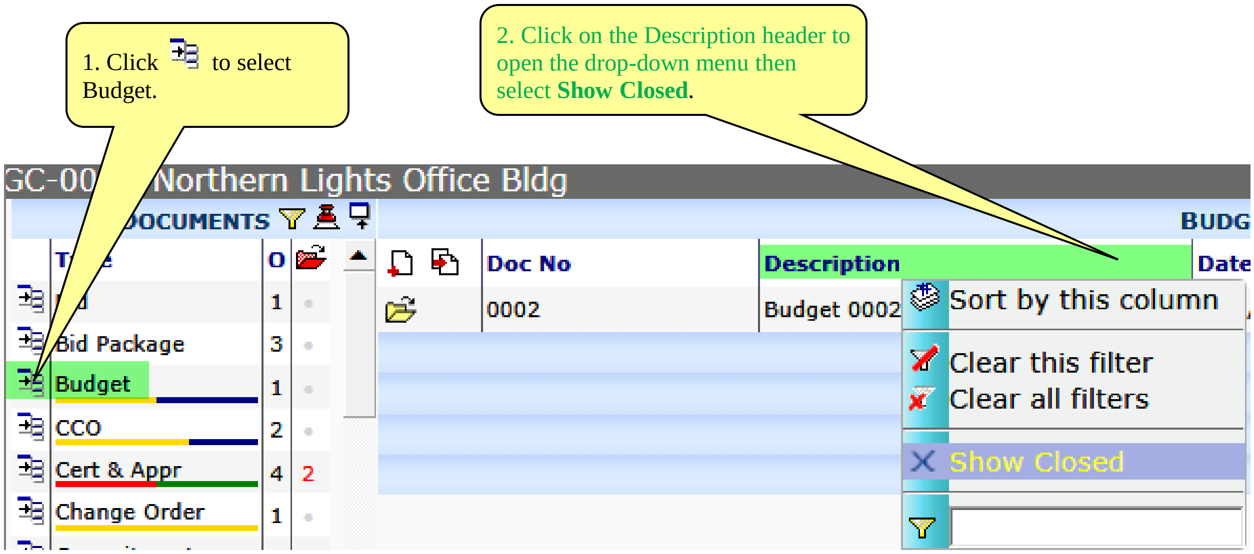


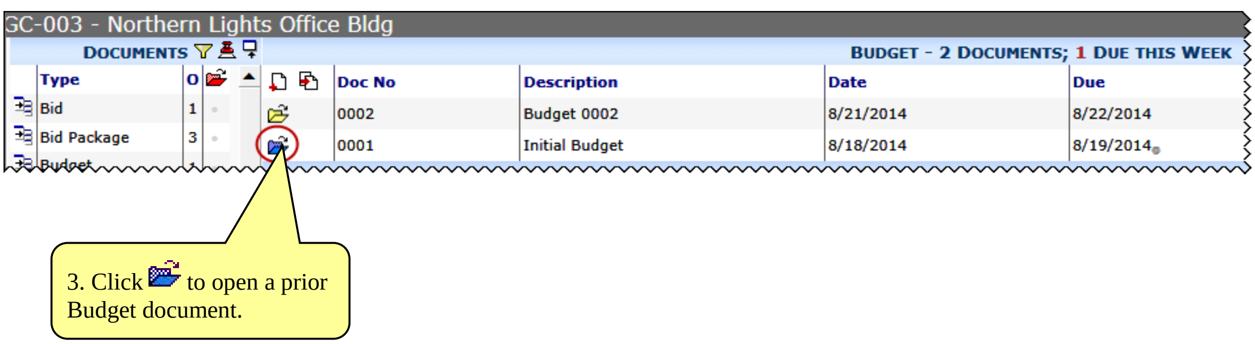
The Status Bar will be updated.

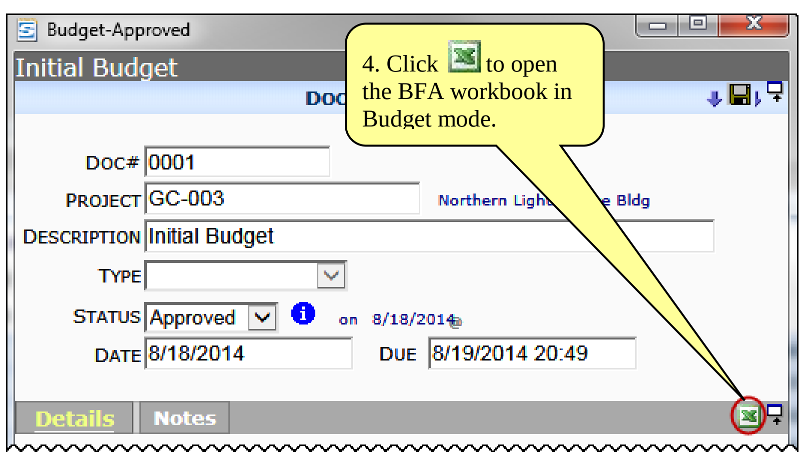
Reviewing Prior Budgets

Budget documents and corresponding BFA workbooks that have been Approved (or Cancelled) are available for review only.

To review a prior Budget, start at the appropriate Project Dashboard:







Part II: Period Distribution

Aside from the BFA workbook, Spitfire supports a Period Distribution (PD) workbook, which draws information from your current Budget so that you can spread Project Budget costs over financial periods representing the life of the Project. Period Distribution distributes and manages Original, EAC and Forecast amounts separately. By default, the PD workbook uses EAC data. You can select another target (Original or FAC) if you customize your Period Distribution document (see "The Post To Option" on the next page).

Period Distribution within Spitfire allows for two different workflows:

- Your Initial Budget includes your work-breakdown-structure and initial budget amounts, which are then distributed by period through the PD workbook.
- Your Initial Budget includes your work-breakdown-structure with all amounts initially set to zero. In this workflow for projected expenses, amounts are entered through the PD workbook and are then posted back to the budget, as explained on page 67.

You access the PD workbook through a Period Distribution document.

Prerequisite

Before you can create your Period Distribution document, your Initial Budget document's status must be **Approved.**

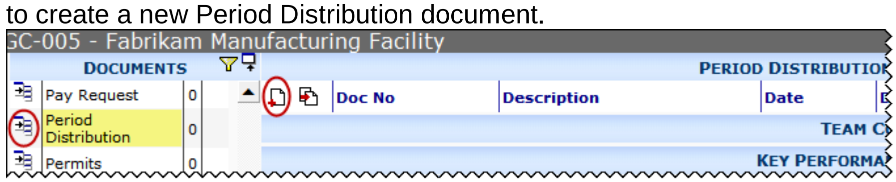
Period Distribution Document

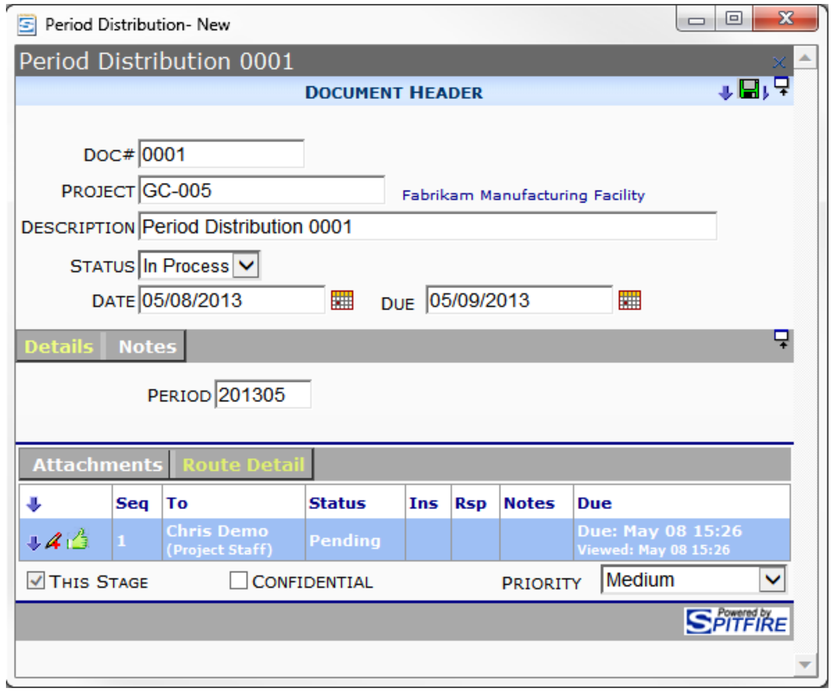
To create the Period Distribution document:

1. On your Project Dashboard, click at the documents menu to view all your Doc types.

   Note: if Period Distribution does not appear on your documents menu, contact your System Administrator; the Doc type may have been renamed or needs to be made active for your site.

2. Click to select the Period Distribution Doc type, then click to create a new Period Distribution document.

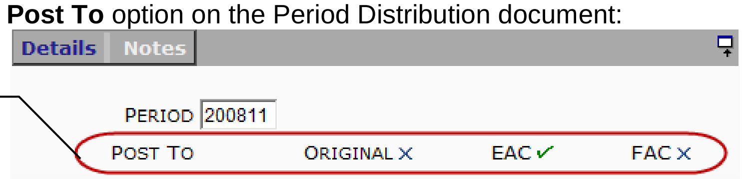




3. (*optional*) Make changes to the document. For example, change the description and fiscal period or enter a note.
4. (*optional*) Add attachments or a route, as you would with any other document.
5. Click to save your document. The icon will not appear until the first time the document is saved so you must save even if you have made no changes to the document.

The Post To Option

Through the Customization tool on the System Admin Dashboard (Part = Doc Details, Item=BudgetTargets), you can choose to include the **Post To** option on the Period Distribution document:



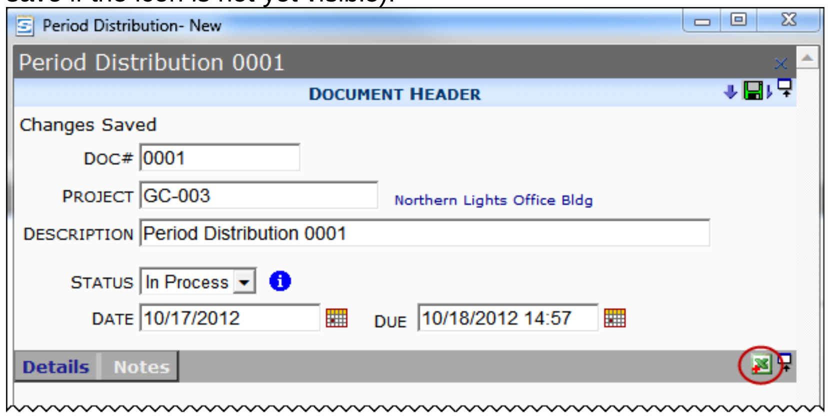
With this option, you can change the target of the PD workbook by checking and unchecking Original, EAC and FAC.

See your system administrator, implementer, or the [*Focus on System Administration*](#) guide for more information on customizing your document.

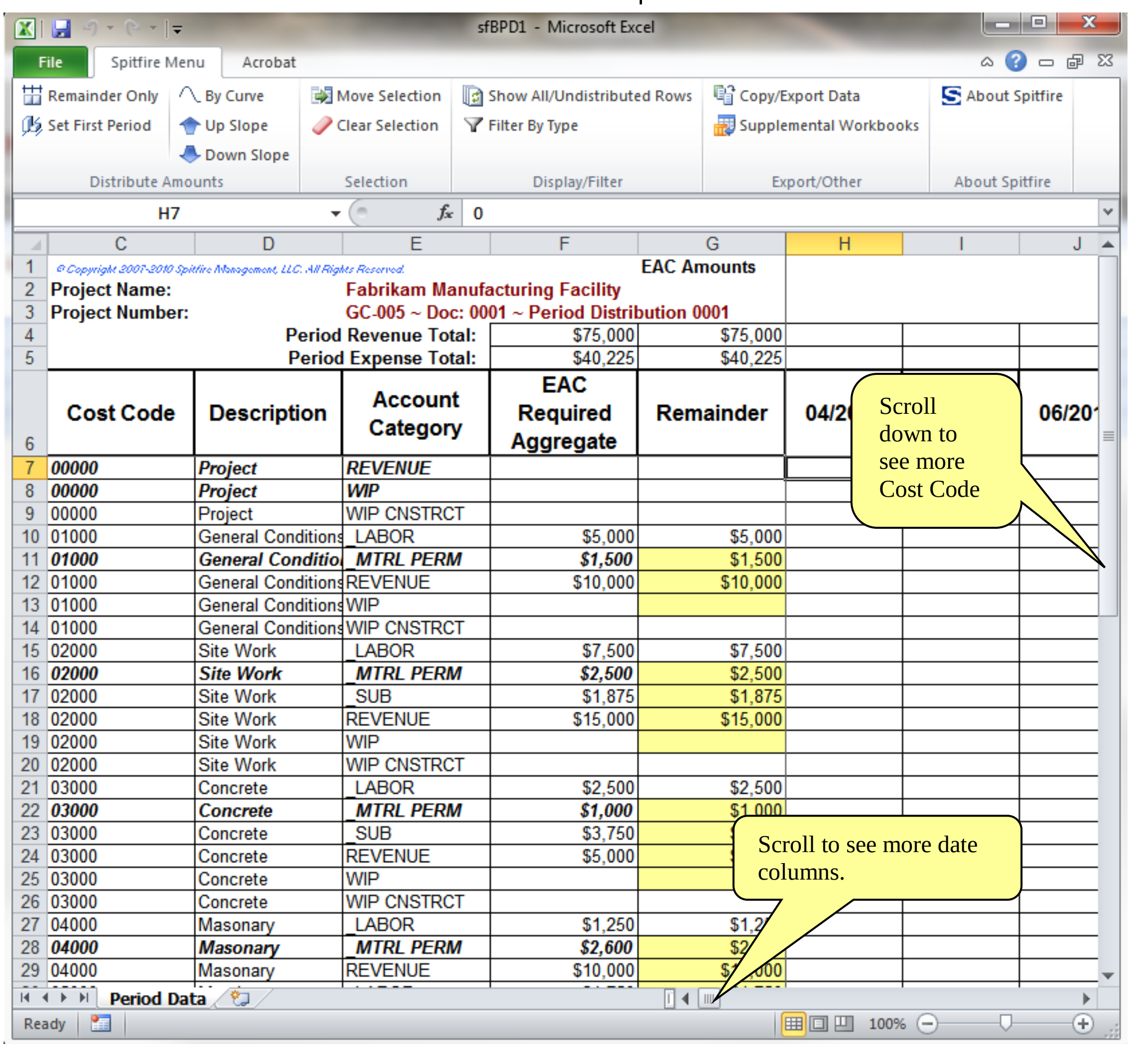
PD Workbook

To open the PD workbook:

- Click on the Period Distribution document. (Remember to save if the icon is not yet visible):



The PD workbook will open:



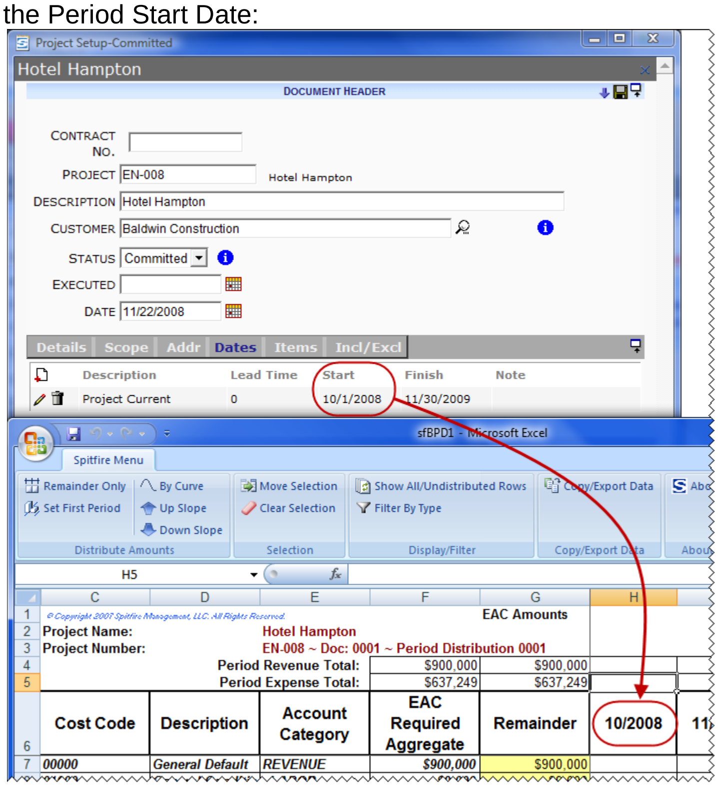
Period Data Worksheet

Date Range Determination

Several factors determine the start and end dates for the Initial Period Distribution Data worksheet.

Start Date

- If the Project's Current Start Date (on the Dates tab of the Project Setup document) is filled out, then that date is used as the Period Start Date:



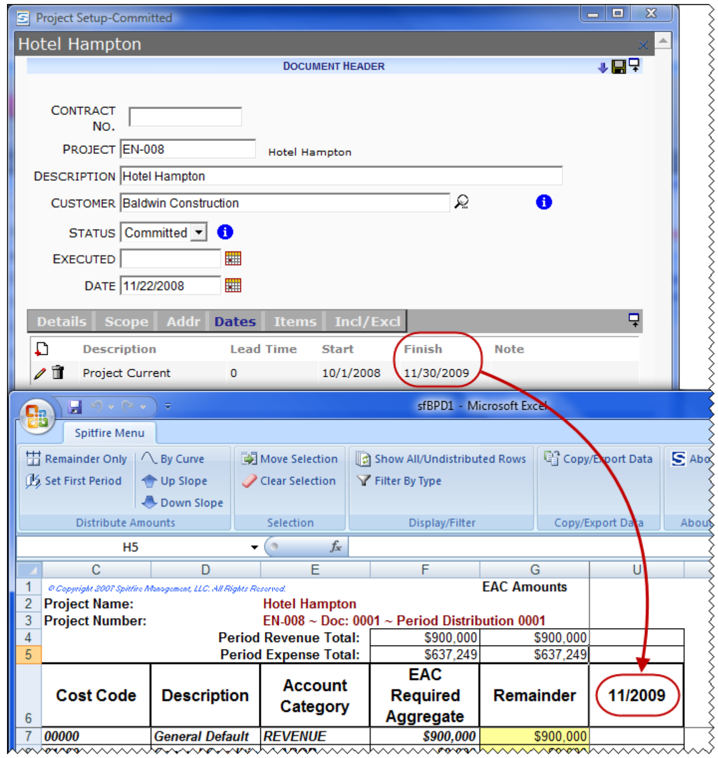
- If actual costs exist and the earliest actual date is earlier than today or the Project's Start Date, then that date is used as the Period Start Date.
- Otherwise, today's date is used as the Period Start Date.

TIP

Subsequent PD workbooks will use the same Start and End Dates unless actual costs are posted prior or after those dates or unless a range extension is created in a prior workbook.

End Date

- If the Project Current Finish Date (on the Date tab of the Project Setup/Contract document) is filled out, then that date is used as the Period End Date:



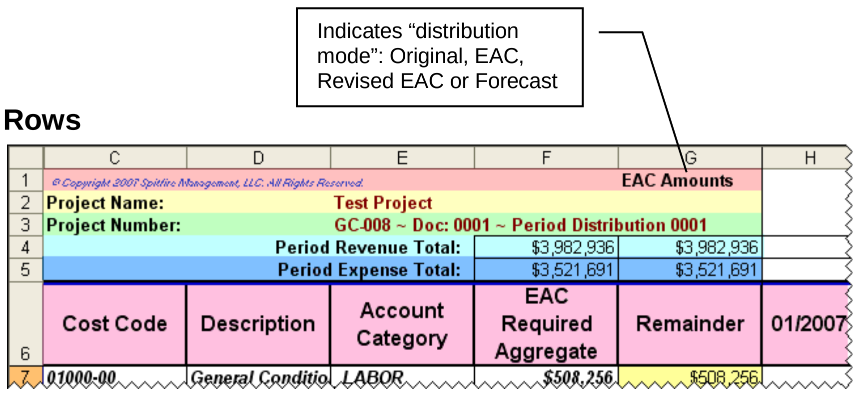
- If actual costs or projections exist and the latest date is later than a year from today or the Project's Finish Date, then the Actual Cost date is used as the Period End Date.
- If the last Period Distribution date is later than the abovementioned dates, then that date is used as the Period End Date.
- Otherwise, today plus one year is used as the Period End Date.

Note: Changing the dates on the Project Setup document after the PD workbook has been created will not change the dates in the current PD workbook. Period Distributions created after you've changed the Project's Finish Date will use that date as the End Date only if actuals and prior projections allow.

Columns and Rows

The Data worksheet expands in columns and rows based on Project criteria. The worksheet is frozen to always display rows 1 – 6 and columns C – G. You cannot add or delete rows or columns.

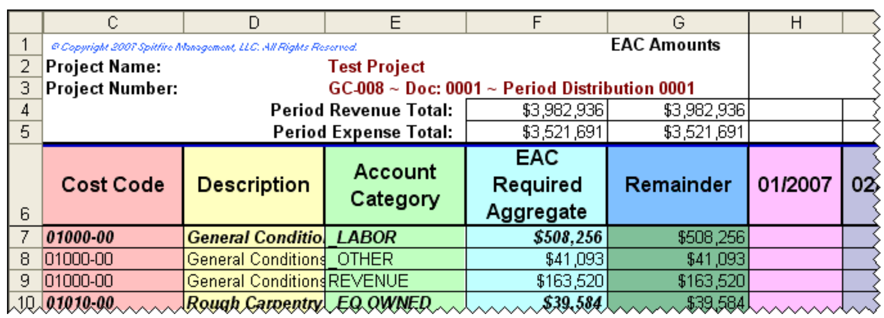
Rows



TIP
Each budget line represents a unique combination of Cost Code and Account Category in your work breakdown structure.

Budget lines are listed starting in row 7. As many rows as needed are dynamically added to accommodate all the lines in the Budget.

Columns



TIP
Cells in rows 1-6 or columns C – G are protected and don't allow your input. You can enter data starting in column H, row 7.

Columns for the distribution period start at Column H. As many columns as needed are dynamically added to cover the range from Start Date to End Date.

Worksheet Colors

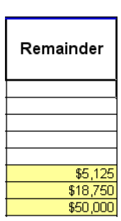
Note: the colors that appear on the pictures above are there to identify the columns and rows and are not colors that actually appear on the worksheet.

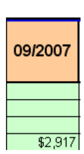
In the PD workbook, light yellow is used in the Remainder column to highlight rows with any amount remaining to be distributed.

Cells colored in red are over-distributed and will post back as revisions upon approval of the PD (see page 67).

Light green is used to highlight the column representing the current period based on the current date.

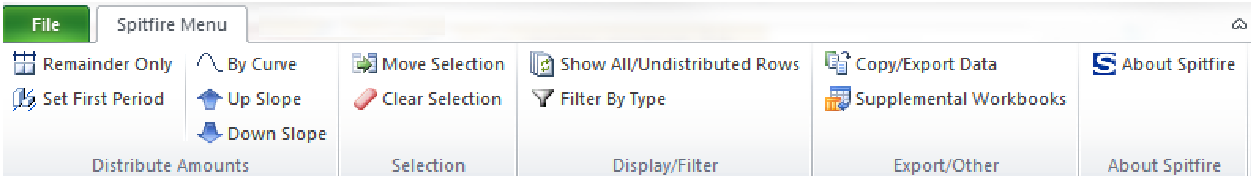
Tan is used to highlight the target Starting Period for distributions whenever a change occurs to the Starting Period on a form. This is a momentary change to visually help you locate the correct starting period.





Spitfire Menu

The Spitfire Menu on the PD workbook contains the options you can use in Period Distribution.



You can use options from the Spitfire Menu as you distribute amounts among your period columns (see the next section).

Remainder Only	Distributes amount from the Remainder column equally among selected period columns. This option is enabled/disabled based on the location of the cell in focus. It is only available on the Remainder column.
Set First Period	Distributes a specified amount equally among periods with a specific amount in the first period.
By Curve	Distributes amount among period columns in a bell-like curve.
Up Slope	Distributes amount among selected period columns, increasing equally from the lowest amount (in the first period) to the highest amount (in the last period).
Down Slope	Distributes amount among selected period columns, decreasing equally from the highest amount (in the first period) to the lowest amount (in the last period).
Move Selection	Moves existing distributed amounts from one period to another.
Clear Selection	Clears selected distributed amount and returns the amount to the Remainder column
Show All/ Undistributed Rows	Highlights rows that are not fully distributed
Filter by Type	Filters rows by Revenue or Expense
Copy/Export Data	Copies the data from the PD workbook onto a new Microsoft Excel workbook. The copy is not formatted and is no longer linked to Spitfire data. You can save the copy for your own purposes.
Supplemental Workbooks	Opens a Microsoft Excel supplemental template or workbook, based on what you select. For more information, see the technical white paper *Supplemental Workbooks for BFA, SOV or Period Distribution Workbooks*.
About Spitfire	Provides the Build Number for the current Period Distribution workbook.

Distributing Amounts

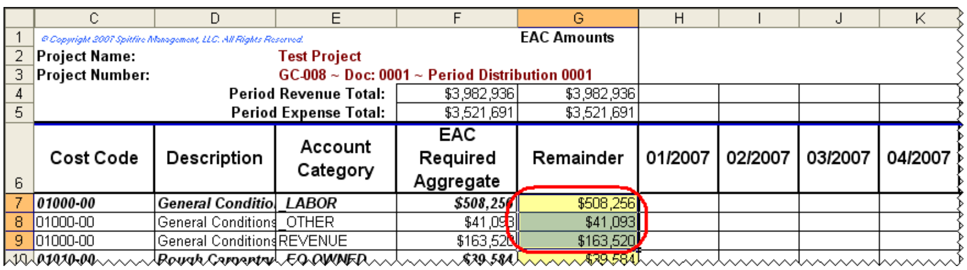
For each distribution line, the amount in the Remainder column is the amount you can distribute among its Period columns. You can distribute amounts for each Account Category row in different ways, if desired. You can distribute an amount manually, typing in a distributed amount in each of the appropriate monthly columns. Or you can use the distribution options listed above. You can also select and distribute amounts in several rows at a time. Remember to save your changes regularly and before closing the workbook.

To save your changes:

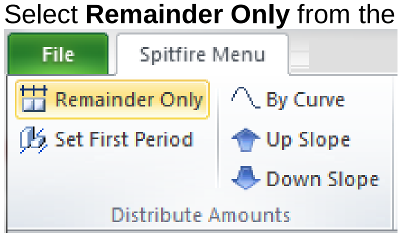
- Click .

To distribute Remainder Only:

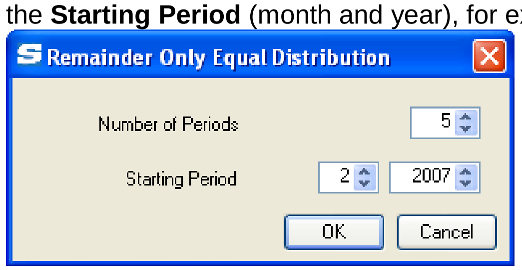
1. Select the cell or cells that contain the amount(s) you want to distribute, for example:



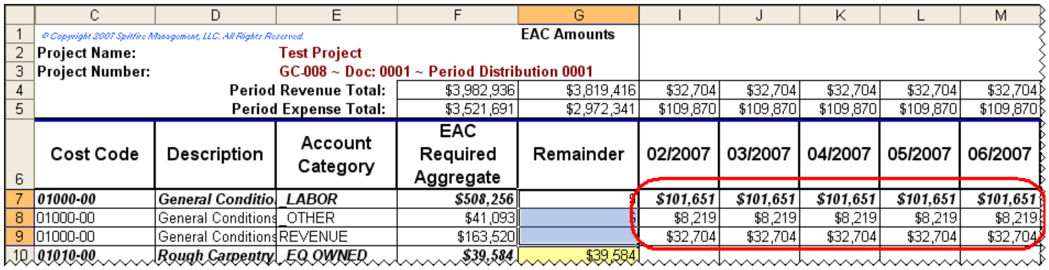
2. Select **Remainder Only** from the Spitfire menu:



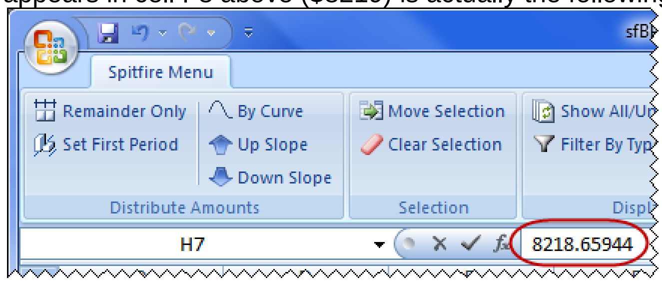
3. On the dialog box that appears, type or use the spinners to indicate
   - o the **Number of Periods** over which the amounts should be distributed
   - o the **Starting Period** (month and year), for example:



4. When you click OK, the amounts will be equally distributed in each selected row (that contains an amount greater than zero):



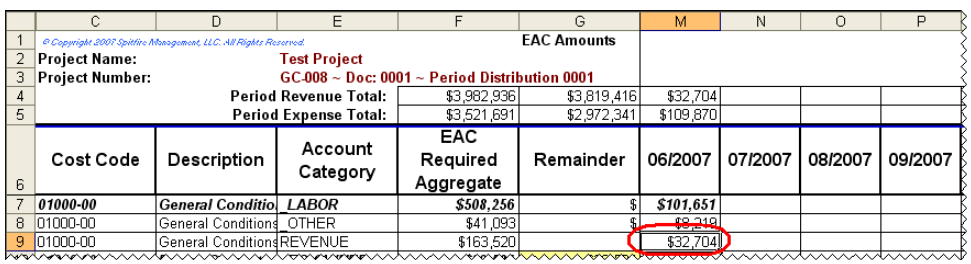
Note: Because decimal places are not shown in the columns, amounts with decimals appear rounded up or down in the cell. However, the full amount for each cell appears in the formula bar. That is the true amount. So, for example, the amount that appears in cell I-8 above ($8219) is actually the following:



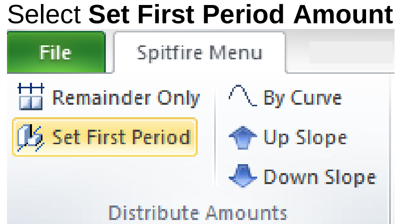
If the amount (8218.65944) were to appear as currency with decimal places, it would appear as $8218.66.

To distribute Set First Period:

1. Select the cell that contains the amount that you want to distribute. The cell can be in the Remainder column or another column with a previously distributed amount, for example:



2. Select **Set First Period Amount** from the Spitfire menu:



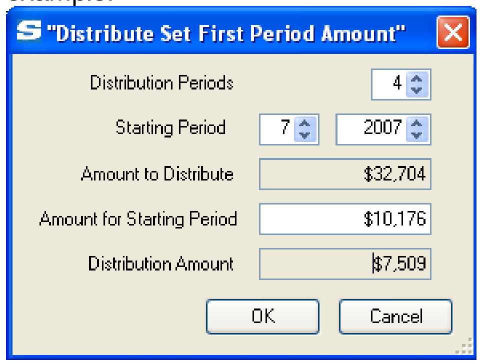
3. On the dialog box that appears, type or use the spinners to indicate
   - o the number of **Distribution Periods** over which the amounts should be distributed,

TIP

The Distribute Amount options can also be used with multiple rows selected. In this case, the "Distribute Amount" form will cycle through the selected rows permitting your changes.

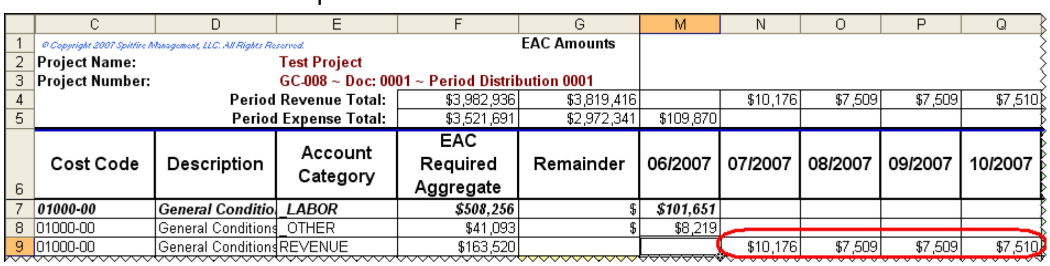
The Distribute Amount option does NOT recognize multiple highlighted columns.

- o the **Starting Period** (month and year) to receive the distributed amount,
- o (The **Amount to Distribute** is displayed and cannot be changed.)
- o the **Amount** to be distributed to the **Starting Period**, for example:



- o (The **Distribution Amount** to all other periods is calculated by taking the "Amount to Distribute" and subtracting "Amount for Starting Period" and dividing the remainder by one less than the total "Distribution Periods.")

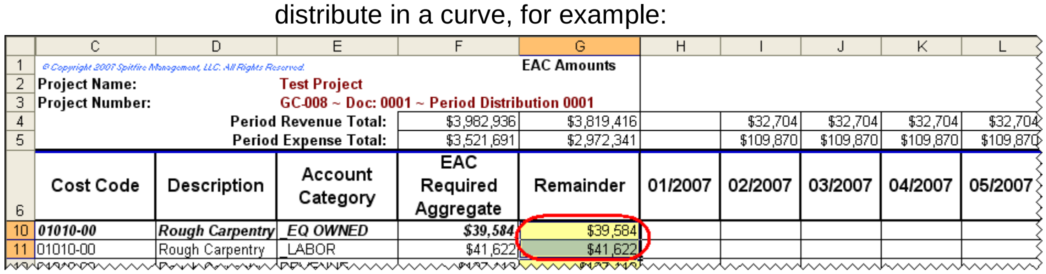
4. When you click , the amounts will be distributed as requested:



	C	D	E	F	G	M	N	O	P	Q
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.				EAC Amounts					
2	Project Name:		Test Project							
3	Project Number:		GC-008 ~ Doc: 0001 ~ Period Distribution 0001							
4			Period Revenue Total:	$3,982,936	$3,819,416		$10,176	$7,509	$7,509	$7,510
5			Period Expense Total:	$3,521,691	$2,972,341	$109,870				
6	Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	06/2007	07/2007	08/2007	09/2007	10/2007
7	***01000-00***	***General Conditio***	***_LABOR***	***$508,256***	$	***$101,651***				
8	01000-00	General Conditions	_OTHER	$41,093	$	$8,219				
9	01000-00	General Conditions	REVENUE	$163,520			$10,176	$7,509	$7,509	$7,510

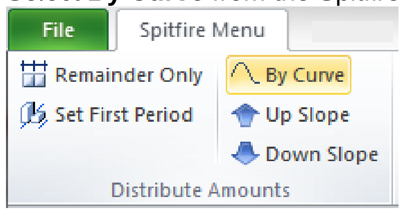
To distribute by Curve:

1. Select the cell(s) that contain(s) the amount that you want to distribute in a curve, for example:



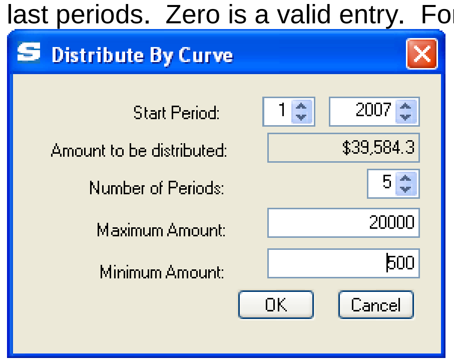
	C	D	E	F	G	H	I	J	K	L
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.				EAC Amounts					
2	Project Name:		Test Project							
3	Project Number:		GC-008 ~ Doc: 0001 ~ Period Distribution 0001							
4			Period Revenue Total:	$3,982,936	$3,819,416		$32,704	$32,704	$32,704	$32,704
5			Period Expense Total:	$3,521,691	$2,972,341		$109,870	$109,870	$109,870	$109,870
6	Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	01/2007	02/2007	03/2007	04/2007	05/2007
10	***01010-00***	***Rough Carpentry***	***_EQ OWNED***	***$39,584***	$39,584					
11	01010-00	Rough Carpentry	_LABOR	$41,622	$41,622					

2. Select **By Curve** from the Spitfire menu:



3. On the dialog box that appears, type or use the spinners to indicate
   - The **Start Period** to receive the distributed amount,
   - (The total **Amount to be Distributed** is displayed and cannot be changed.)
   - The **Number of Periods**, including the Start Period, to receive the distributed amount,
   - The **Maximum Amount** to be distributed. **Note**: If there is an odd number of distribution periods, the maximum amount will be distributed to the middle column; if there is an even number of distribution periods, the maximum amount will be distributed in the middle two columns.
   - The **Minimum Amount** to be distributed to the first and last periods. Zero is a valid entry. For example:

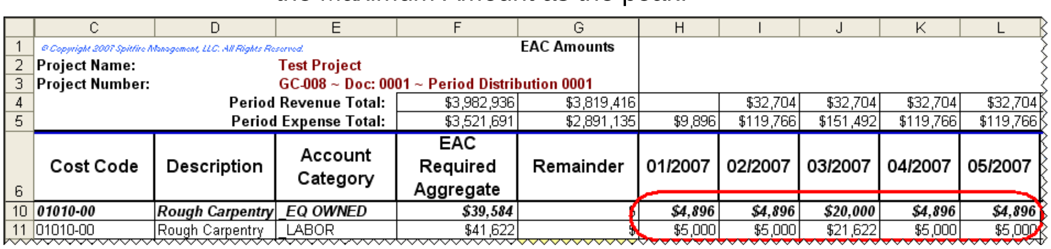
TIP
While the Distribute by Curve is active, the Status line will advise you of the minimum Maximum Amount required for distribution.



TIP
For the logic behind the curve amounts, see Appendix B on page 74.

Note: The Distribute By Curve dialog will appear for each row that you want to distribute.

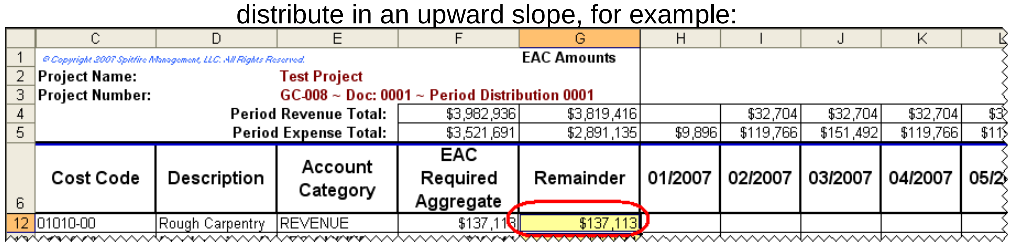
4. When you click , the amounts will be distributed with the Maximum Amount as the peak:



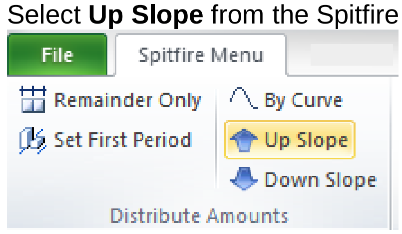
	C	D	E	F	G	H	I	J	K	L
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.				EAC Amounts					
2	Project Name:		Test Project							
3	Project Number:		GC-008 ~ Doc: 0001 ~ Period Distribution 0001							
4			Period Revenue Total:	$3,982,936	$3,819,416		$32,704	$32,704	$32,704	$32,704
5			Period Expense Total:	$3,521,691	$2,891,135	$9,896	$119,766	$151,492	$119,766	$119,766
6	Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	01/2007	02/2007	03/2007	04/2007	05/2007
10	*01010-00*	*Rough Carpentry*	*_EQ OWNED*	*$39,584*		*$4,896*	*$4,896*	*$20,000*	*$4,896*	*$4,896*
11	01010-00	Rough Carpentry	_LABOR	$41,622	$	$5,000	$5,000	$21,622	$5,000	$5,000

To distribute by Up Slope:

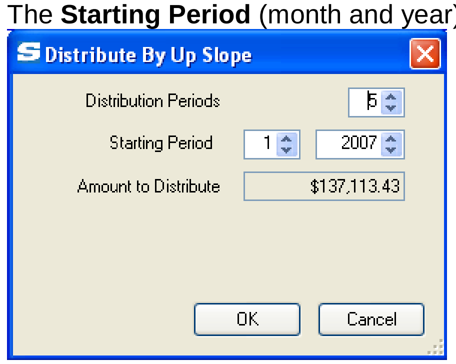
1. Select the cell(s) that contain(s) the amount that you want to distribute in an upward slope, for example:



2. Select **Up Slope** from the Spitfire menu:



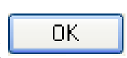
3. On the dialog box that appears, type or use the spinners to indicate
   - o The number of **Distribution Periods**
   - o The **Starting Period** (month and year)

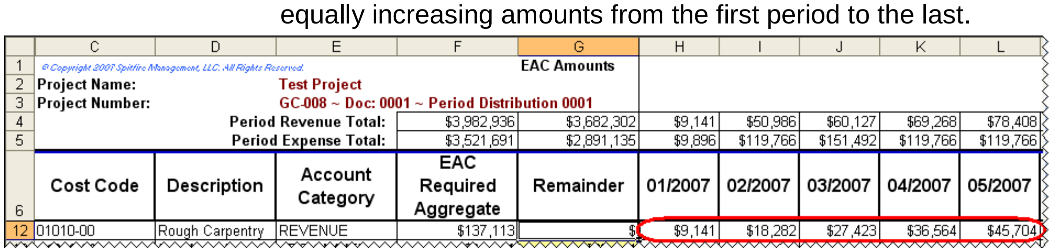


   - o (The **Amount to Distribute** is displayed but cannot be changed.)
     Note: The Distribute By Slope dialog will appear for each row that you want to distribute.

TIP

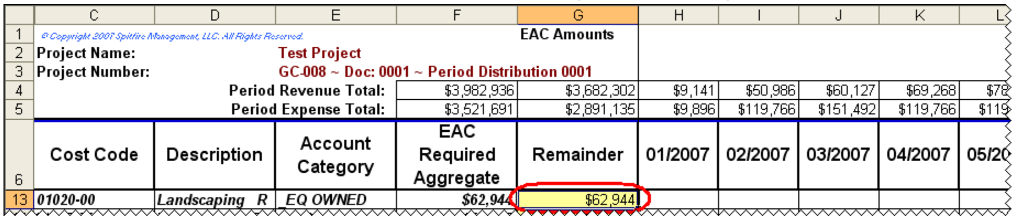
For the logic behind the slope amounts, see Appendix B on page 74.

4. When you click , the amounts will be distributed in equally increasing amounts from the first period to the last.

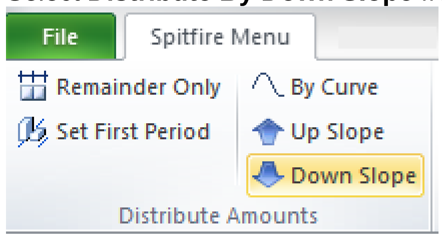


To distribute by Down Slope:

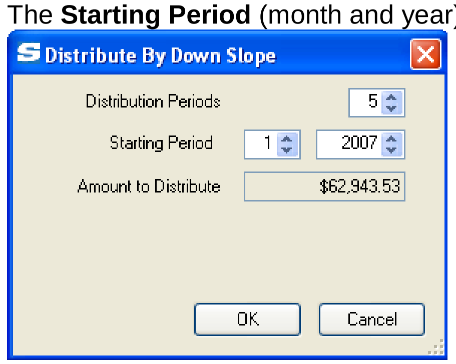
1. Select the cell(s) that contain(s) the amount that you want to distribute in a downward slope, for example:



2. Select **Distribute By Down Slope** from the Spitfire menu:



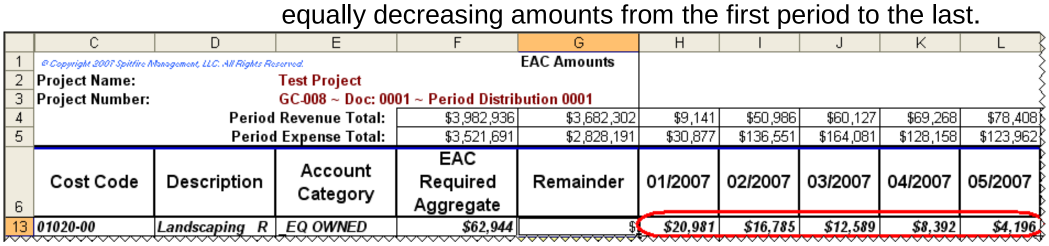
3. On the dialog box that appears, type or use the spinners to indicate
   - o The number of **Distribution Periods,**
   - o The **Starting Period** (month and year),



   - o (The **Amount to Distribute** is displayed but cannot be changed.)
     Note: The Distribute By Slope dialog will appear for each row that you want to distribute.

4. When you click 

, the amounts will be distributed in equally decreasing amounts from the first period to the last.

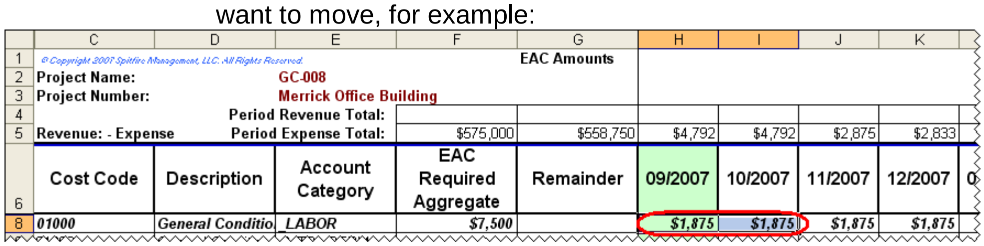


Moving Distributed Amounts

When your project schedule stalls, you can easily shift previously distributed amounts to future periods. Adding an amount to a period that already contains an amount results in that period containing the sum of both amounts.

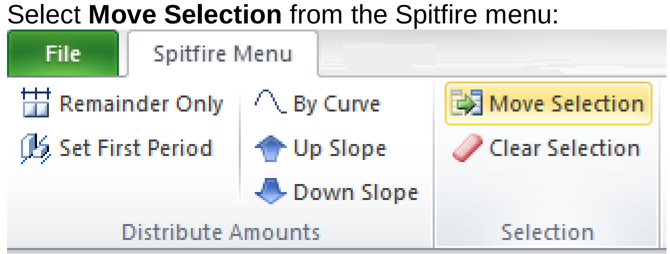
To move distributed amounts:

1. Highlight the cells that contain the distributed amounts that you want to move, for example:

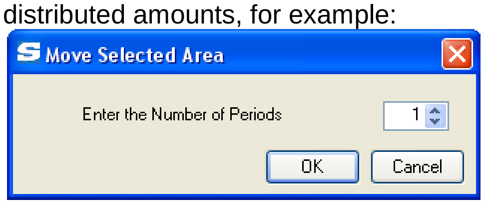


   Note: you can move multiple rows at a time.

2. Select **Move Selection** from the Spitfire menu:

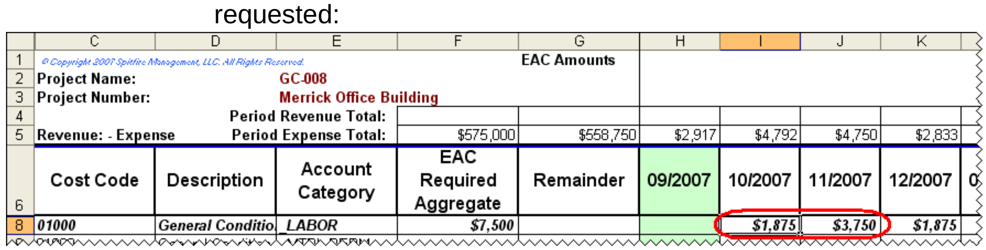


3. On the dialog box that appears, type or use the spinners to indicate the number of columns to the right to move the distributed amounts, for example:



4. When you click 

, the amounts will be moved as requested:



Undistributing Amounts

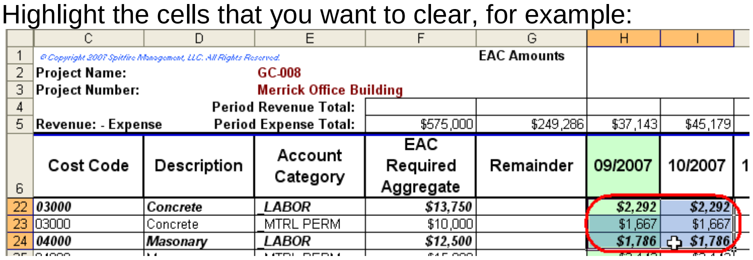
You can return one or more amounts in a row to the Remainder column. You can also choose several rows at a time.

TIP

Under certain conditions, some Microsoft Excel functions (block copy, cut and paste) are not available.

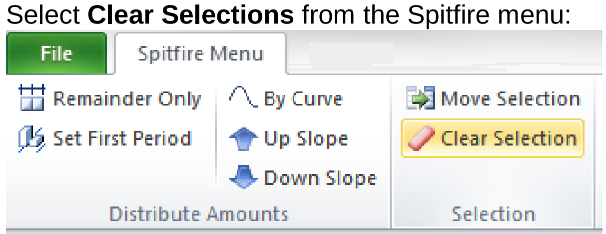
To Clear Selections:

1. Highlight the cells that you want to clear, for example:

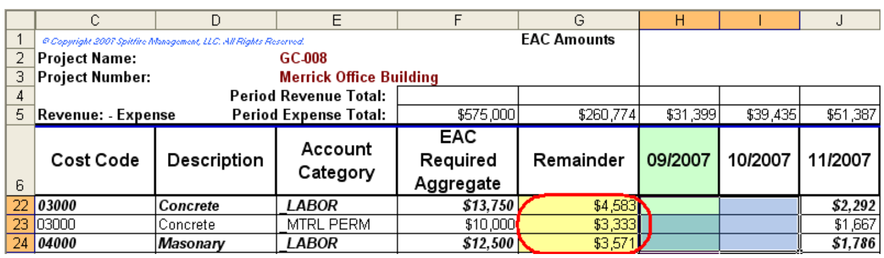


	C	D	E	F	G	H	I
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.				EAC Amounts		
2	Project Name:		GC-008				
3	Project Number:		Merrick Office Building				
4			Period Revenue Total:				
5	Revenue: - Expense		Period Expense Total:	$575,000	$249,286	$37,143	$45,179
6	Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	09/2007	10/2007
22	03000	Concrete	LABOR	$13,750		$2,292	$2,292
23	03000	Concrete	MTRL PERM	$10,000		$1,667	$1,667
24	04000	Masonary	LABOR	$12,500		$1,786	$1,786

2. Select **Clear Selections** from the Spitfire menu:



The selected amounts in each row will be added back to its Remainder column:



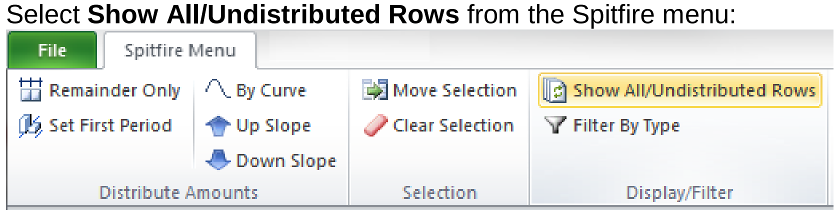
	C	D	E	F	G	H	I	J
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.				EAC Amounts			
2	Project Name:		GC-008					
3	Project Number:		Merrick Office Building					
4			Period Revenue Total:					
5	Revenue: - Expense		Period Expense Total:	$575,000	$260,774	$31,399	$39,435	$51,387
6	Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	09/2007	10/2007	11/2007
22	03000	Concrete	LABOR	$13,750	$4,583			$2,292
23	03000	Concrete	MTRL PERM	$10,000	$3,333			$1,667
24	04000	Masonary	LABOR	$12,500	$3,571			$1,786

Reviewing the Data

You can choose to see all rows that are not distributed. In addition, you can choose to filter the Account Categories by revenue or expense.

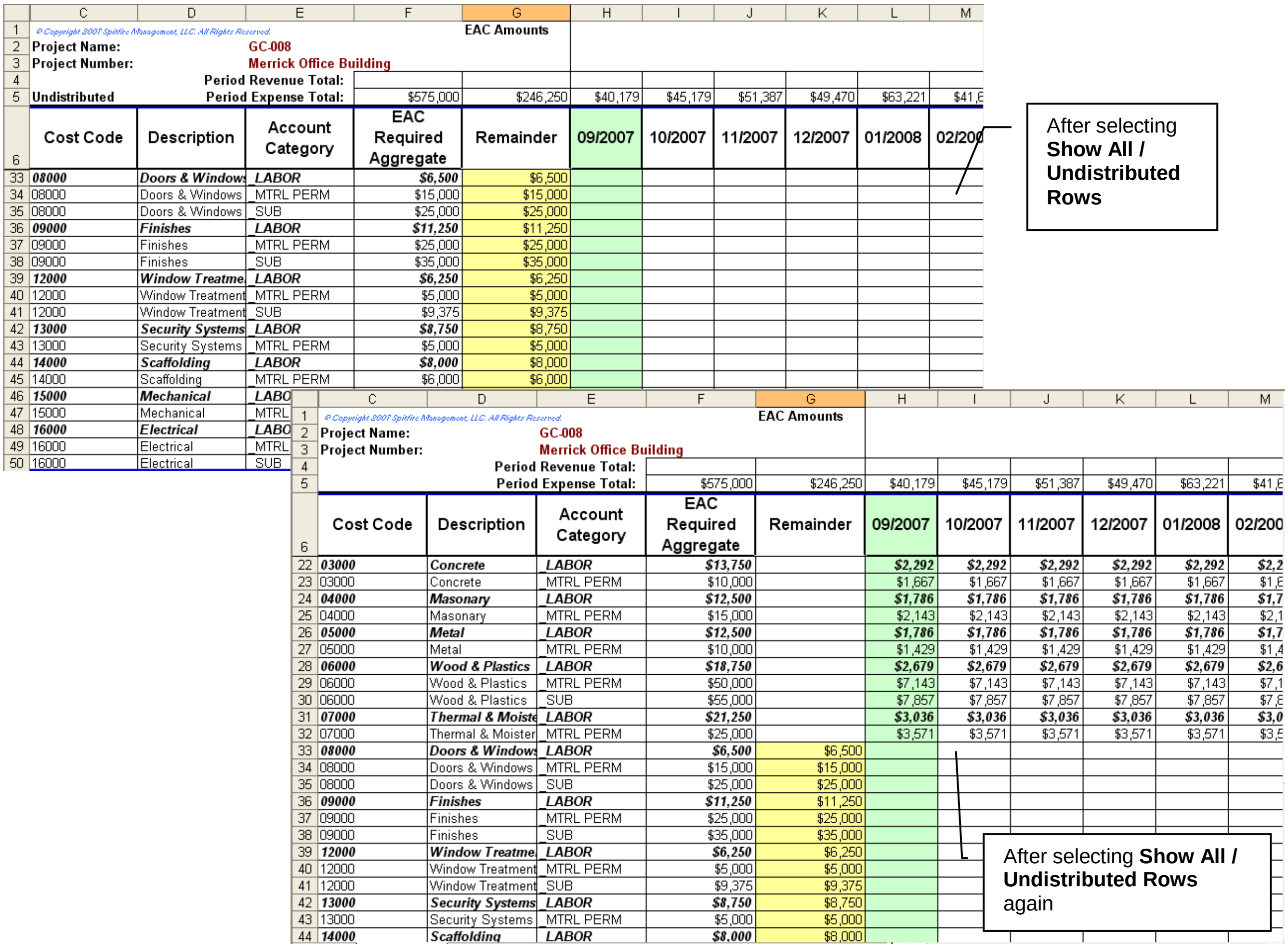
To Show All/Undistributed Rows:

- Select **Show All/Undistributed Rows** from the Spitfire menu:



The worksheet will show only those rows with amounts in the Remainder column.

Note: the option works as a toggle. To show all rows, select **Show All/Undistributed Rows** from the Spitfire menu again.



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Project Name: GC-008
Project Number: Merrick Office Building

	C	D	E	F	G	H	I	J	K	L	M
1					EAC Amounts						
4			Period Revenue Total:								
5	Undistributed		Period Expense Total:	$575,000	$246,250	$40,179	$45,179	$51,387	$49,470	$63,221	$41,6
6	Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	09/2007	10/2007	11/2007	12/2007	01/2008	02/200
33	***08000***	***Doors & Window***	***LABOR***	***$6,500***	$6,500						
34	08000	Doors & Windows	MTRL PERM	$15,000	$15,000						
35	08000	Doors & Windows	SUB	$25,000	$25,000						
36	***09000***	***Finishes***	***LABOR***	***$11,250***	$11,250						
37	09000	Finishes	MTRL PERM	$25,000	$25,000						
38	09000	Finishes	SUB	$35,000	$35,000						
39	***12000***	***Window Treatme***	***LABOR***	***$6,250***	$6,250						
40	12000	Window Treatment	MTRL PERM	$5,000	$5,000						
41	12000	Window Treatment	SUB	$9,375	$9,375						
42	***13000***	***Security Systems***	***LABOR***	***$8,750***	$8,750						
43	13000	Security Systems	MTRL PERM	$5,000	$5,000						
44	***14000***	***Scaffolding***	***LABOR***	***$8,000***	$8,000						
45	14000	Scaffolding	MTRL PERM	$6,000	$6,000						
46	***15000***	***Mechanical***	***LABO***								
47	15000	Mechanical	MTRL								
48	***16000***	***Electrical***	***LABO***								
49	16000	Electrical	MTRL								
50	16000	Electrical	SUB								

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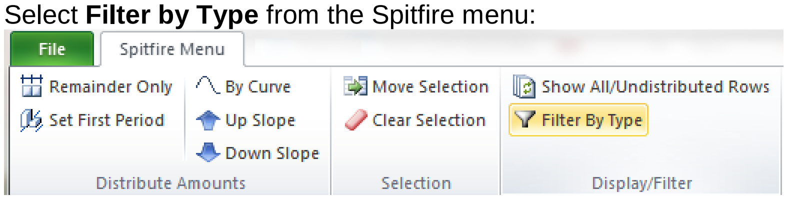
Project Name: GC-008
Project Number: Merrick Office Building

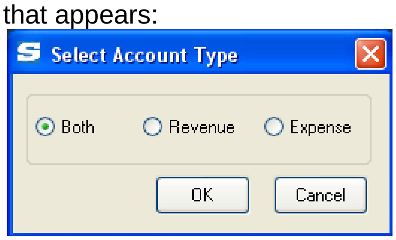
	C	D	E	F	G	H	I	J	K	L	M
1					EAC Amounts						
4			Period Revenue Total:								
5			Period Expense Total:	$575,000	$246,250	$40,179	$45,179	$51,387	$49,470	$63,221	$41,6
6	Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	09/2007	10/2007	11/2007	12/2007	01/2008	02/200
22	***03000***	***Concrete***	***LABOR***	***$13,750***		***$2,292***	***$2,292***	***$2,292***	***$2,292***	***$2,292***	***$2,2***
23	03000	Concrete	MTRL PERM	$10,000		$1,667	$1,667	$1,667	$1,667	$1,667	$1,6
24	***04000***	***Masonary***	***LABOR***	***$12,500***		***$1,786***	***$1,786***	***$1,786***	***$1,786***	***$1,786***	***$1,7***
25	04000	Masonary	MTRL PERM	$15,000		$2,143	$2,143	$2,143	$2,143	$2,143	$2,1
26	***05000***	***Metal***	***LABOR***	***$12,500***		***$1,786***	***$1,786***	***$1,786***	***$1,786***	***$1,786***	***$1,7***
27	05000	Metal	MTRL PERM	$10,000		$1,429	$1,429	$1,429	$1,429	$1,429	$1,4
28	***06000***	***Wood & Plastics***	***LABOR***	***$18,750***		***$2,679***	***$2,679***	***$2,679***	***$2,679***	***$2,679***	***$2,6***
29	06000	Wood & Plastics	MTRL PERM	$50,000		$7,143	$7,143	$7,143	$7,143	$7,143	$7,1
30	06000	Wood & Plastics	SUB	$55,000		$7,857	$7,857	$7,857	$7,857	$7,857	$7,8
31	***07000***	***Thermal & Moiste***	***LABOR***	***$21,250***		***$3,036***	***$3,036***	***$3,036***	***$3,036***	***$3,036***	***$3,0***
32	07000	Thermal & Moister	MTRL PERM	$25,000		$3,571	$3,571	$3,571	$3,571	$3,571	$3,5
33	***08000***	***Doors & Window***	***LABOR***	***$6,500***	$6,500						
34	08000	Doors & Windows	MTRL PERM	$15,000	$15,000						
35	08000	Doors & Windows	SUB	$25,000	$25,000						
36	***09000***	***Finishes***	***LABOR***	***$11,250***	$11,250						
37	09000	Finishes	MTRL PERM	$25,000	$25,000						
38	09000	Finishes	SUB	$35,000	$35,000						
39	***12000***	***Window Treatme***	***LABOR***	***$6,250***	$6,250						
40	12000	Window Treatment	MTRL PERM	$5,000	$5,000						
41	12000	Window Treatment	SUB	$9,375	$9,375						
42	***13000***	***Security Systems***	***LABOR***	***$8,750***	$8,750						
43	13000	Security Systems	MTRL PERM	$5,000	$5,000						
44	***14000***	***Scaffolding***	***LABOR***	***$8,000***	$8,000						

To filter the rows:

1. Select **Filter by Type** from the Spitfire menu:



2. Select an Account type (Revenue or Expense) at the dialog box that appears:



TIP

The option to **Show All/ Undistributed Rows** shows both revenue and expense rows; however, if you select **Show All/ Undistributed Rows** then **Filter by Type**, just those rows of the appropriate type and undistributed amounts will be visible.

Note: Selecting **Both**, in effect, turns off the filter.
The worksheet will show the results of the filter and indicate the filter type in Row 5:

	C	D	E	F	G	H	I
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.				EAC Amounts		
2	Project Name:		Hotel Hampton				
3	Project Number:		EN-008 ~ Doc: 0001 ~ Period Distribution 0001				
4		Period Revenue Total:		$903,750	$895,531		$8,219
5	Revenue	Period Expense Total:		$640,249	$640,249		
6	Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	10/2008	11/2008
7	00000	General Default	REVENUE	$903,750	$895,531		$8,219
55							

To change distributed amounts:

1. Click on the cell in the row that you want to adjust.
2. Manually change the amount for that month. Your change will likely result in an amount in the Remainder column.

	C	D	E	F	G	I	J	K	L	M	N
1	© Copyright 2007 Spitfire Management, LLC. All Rights Reserved.				EAC Amounts						
2	Project Name:		Hotel Hampton								
3	Project Number:		EN-008 ~ Doc: 0003 ~ Period Distribution 0003								
4		Period Revenue Total:		$903,750		$50,208	$75,313	$100,417	$125,521	$150,625	$1
5		Period Expense Total:		$640,249	$619,566	$1,448	$1,829	$2,094	$2,417	$2,740	
6	Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	11/2008	12/2008	01/2009	02/2009	03/2009	04/2
7	00000	General Default	REVENUE	$903,750		$50,208	$75,313	$100,417	$125,521	$150,625	$1
8	01000	General Conditio	_LABOR	$8,000		$1,000	$1,000	$1,000	$1,000	$1,000	
9	01000	General Conditions	_MTRL PERM	$1,000	-$75	$125	$200	$125	$125	$125	
10	01000	General Conditions	_OTHER	$8,999	$8,999						
11	01000	General Conditions	PROP&EQUIP	$3,000	$17	$83	$150	$250	$333	$417	
12	01700	Contract Closeou	_MTRL PERM	$3,500		$97	$194	$292	$389	$486	
13	02000	Site Work	_EQ RENTAL	$5,125		$142	$285	$427	$569	$712	

Changing the distributed amount for 12/2008 results in an amount in the Remainder column. Negative remainders (an over distribution) appear with a red background. When this PD workbook is Approved (though the corresponding Period Distribution document), a Budget revision will be created. See page 67.

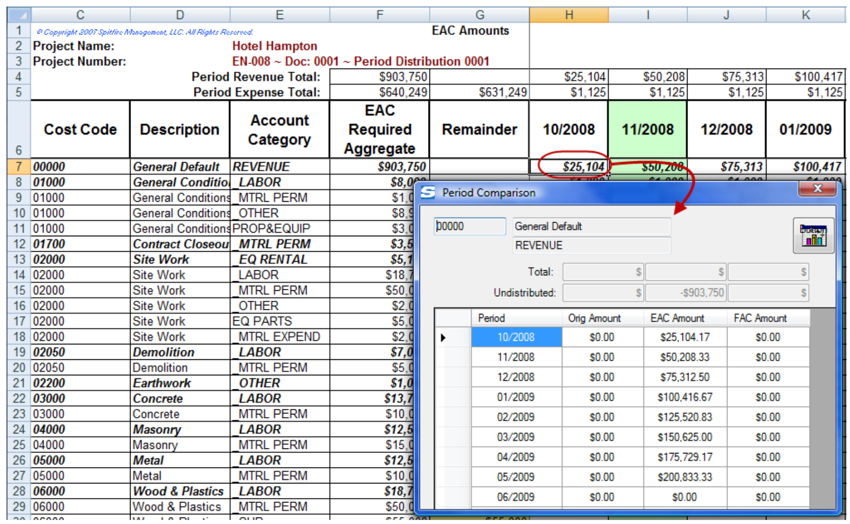
Period Comparison

You can access a line-specific, period distribution review of the amounts posted to Original Amount, EAC, and FAC. This information is available in both a form and a graph.

Period Comparison Form

To view a period comparison in form mode:

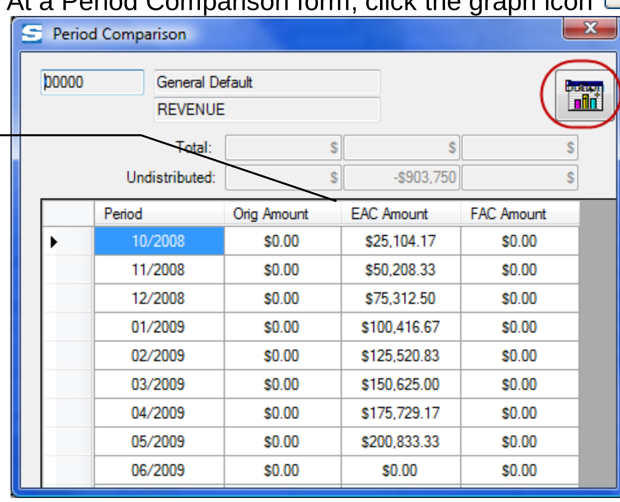
- Right-click in an active cell for the desired budget line. The Period Distribution form will appear:



Period Comparison Graph

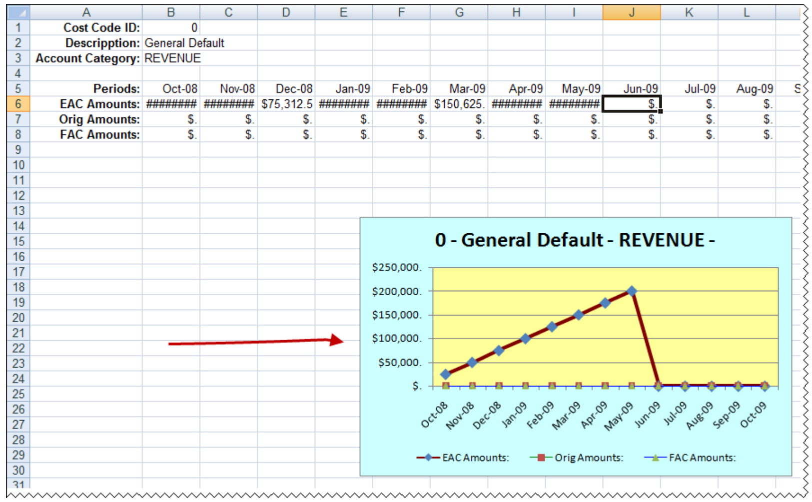
To view period comparison in graph mode:

- At a Period Comparison form, click the graph icon .

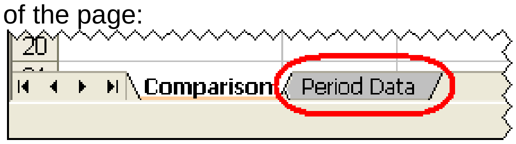


The distributed amount appears in one of these columns depending on where you chose to **Post To** on the Period Distribution document (see page 47). EAC is the default if no Post To is specified.

A new worksheet, with the Period Comparison graph, will appear in the PD workbook:



Note: to return to your Period Data sheet, click on the tab at the bottom of the page:



Revising Your Period Distribution

Editing an Unapproved Period Distribution

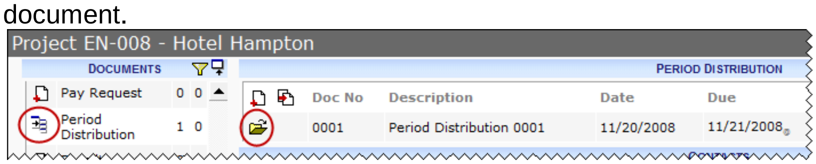
The Period Distribution document controls access to your PD workbook. As long as the status of the Period Distribution document is **In Process**, you can open the document and make changes to its PD workbook as many times as needed.

TIP

When a Period Distribution document is **Pending**, it is ready for review. The PD workbook cannot be edited but those with proper permission can change the document status back to **In Progress** (for further edits) or **Approved**.

To edit an unapproved Period Distribution:

1. From the Project Dashboard, open the Period Distribution document.



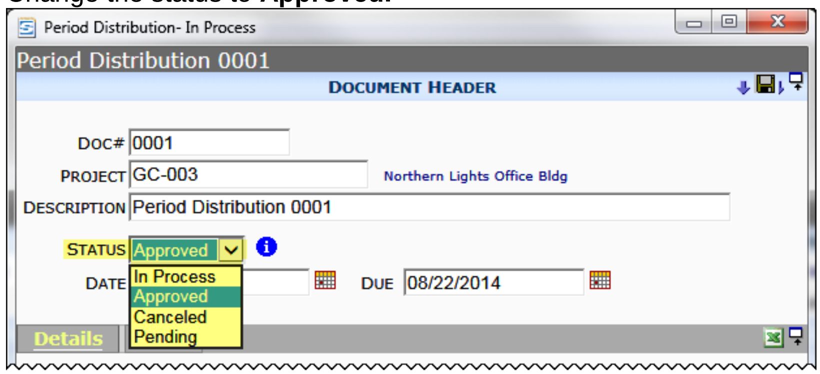
2. Click  to open the Period Distribution workbook.
3. Make changes to your Period Distribution using options from the Spitfire menu.
4. Click  on the Excel toolbar to save your changes.
5. Click  to close Excel and return to the Period Distribution document.

Approving Your Period Distribution

When your Period Distribution document and worksheet are as you want them, you should approve the Period Distribution document.

To approve your Period Distribution document:

1. Open your Period Distribution document.
2. Change the status to **Approved.**



3. Save ( ) the document.

TIP

Rows that you have not fully distributed will be noted in a Budget revision. See page 67.

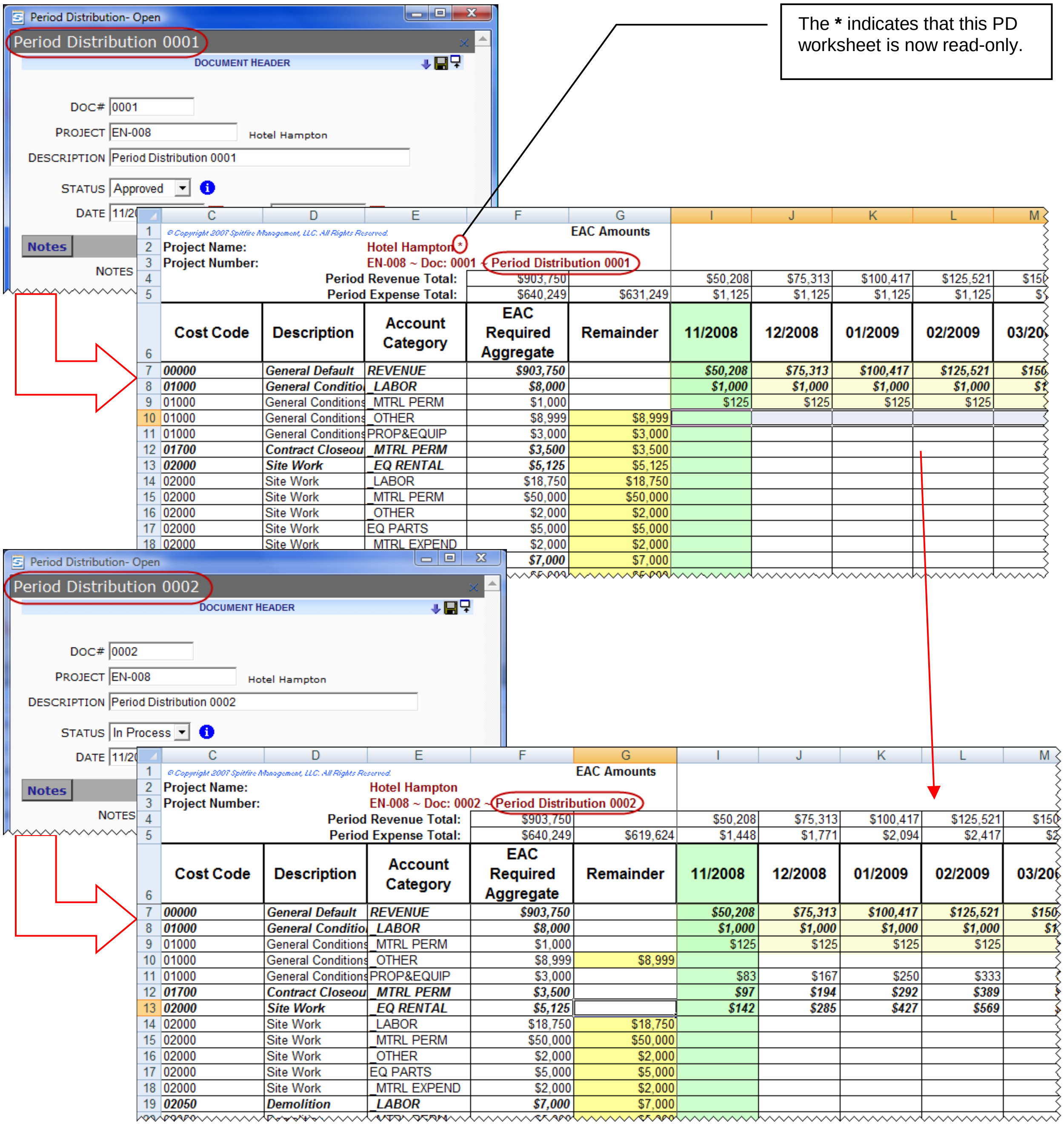
Subsequent Period Distributions

Once the status of the Period Distribution document has been changed to **Approved**, its workbook can no longer be edited. Revisions to the Period Distribution after that point are made through a new Period Distribution document and its PD workbook.

You can create any number of Period Distribution documents and workbooks; however, by default, a Period Distribution document cannot be created until the previous Period Distribution document has been **Approved.** Each new Period Distribution carries over all previously approved revisions.

Note: This default can be changed to allow multiple **In Progress** Period Distribution documents at one time, through the **DocTypeConfig | AllowSingleOpen** rule. (See KBA-01154 and the *Focus on System Administration* guide for more information.)

The * indicates that this PD worksheet is now read-only.

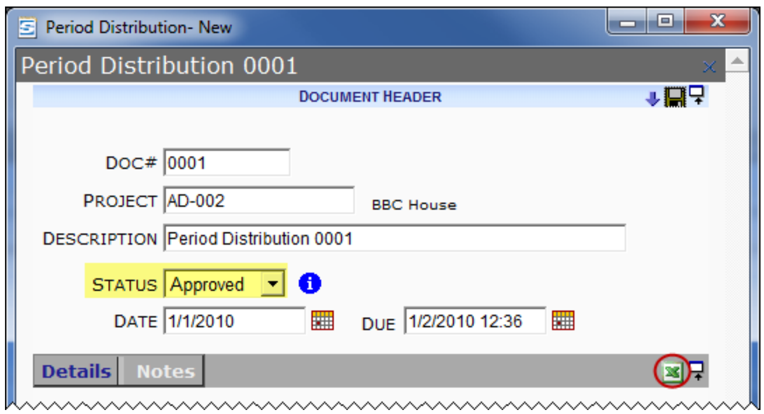


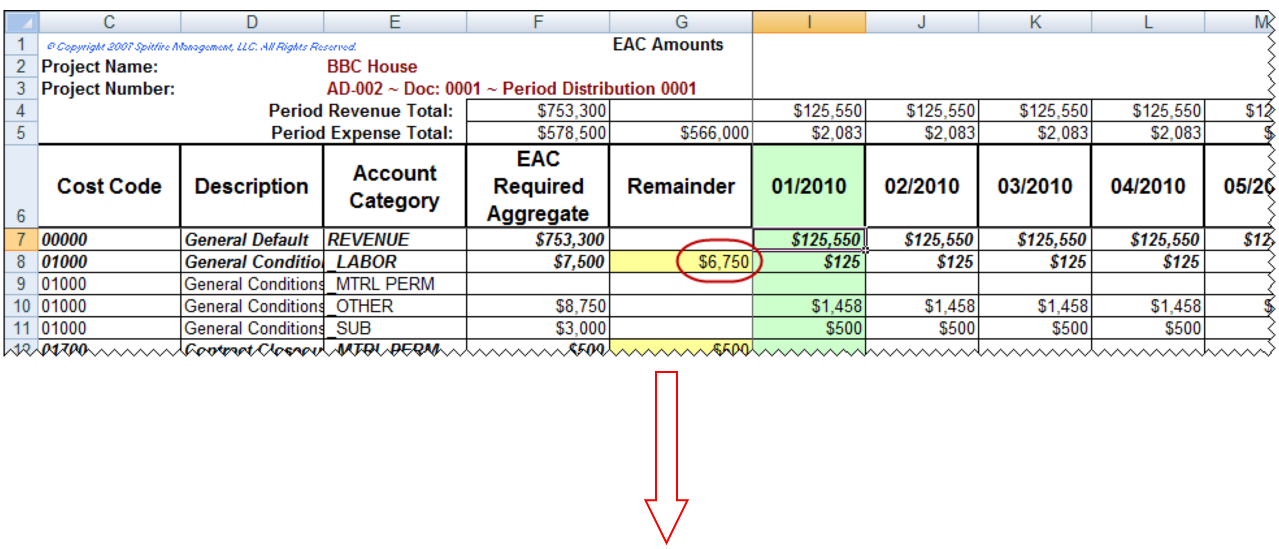
Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	11/2008	12/2008	01/2009	02/2009	03/20
		Period Revenue Total:	$903,750		$50,208	$75,313	$100,417	$125,521	$150
		Period Expense Total:	$640,249	$631,249	$1,125	$1,125	$1,125	$1,125	$
00000	General Default	REVENUE	$903,750		$50,208	$75,313	$100,417	$125,521	$150
01000	General Conditio	LABOR	$8,000		$1,000	$1,000	$1,000	$1,000	$1
01000	General Conditions	MTRL PERM	$1,000		$125	$125	$125	$125	
01000	General Conditions	OTHER	$8,999	$8,999					
01000	General Conditions	PROP&EQUIP	$3,000	$3,000					
01700	Contract Closeou	MTRL PERM	$3,500	$3,500					
02000	Site Work	EQ RENTAL	$5,125	$5,125					
02000	Site Work	LABOR	$18,750	$18,750					
02000	Site Work	MTRL PERM	$50,000	$50,000					
02000	Site Work	OTHER	$2,000	$2,000					
02000	Site Work	EQ PARTS	$5,000	$5,000					
02000	Site Work	MTRL EXPEND	$2,000	$2,000					
			$7,000	$7,000					

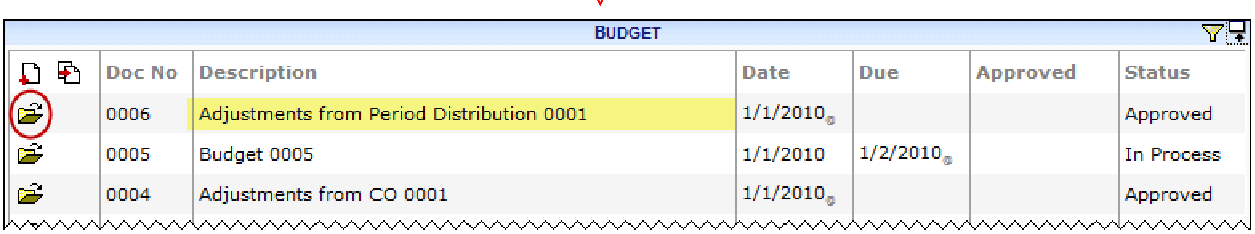
Cost Code	Description	Account Category	EAC Required Aggregate	Remainder	11/2008	12/2008	01/2009	02/2009	03/20
		Period Revenue Total:	$903,750		$50,208	$75,313	$100,417	$125,521	$150
		Period Expense Total:	$640,249	$619,624	$1,448	$1,771	$2,094	$2,417	$2
00000	General Default	REVENUE	$903,750		$50,208	$75,313	$100,417	$125,521	$150
01000	General Conditio	LABOR	$8,000		$1,000	$1,000	$1,000	$1,000	$1
01000	General Conditions	MTRL PERM	$1,000		$125	$125	$125	$125	
01000	General Conditions	OTHER	$8,999	$8,999					
01000	General Conditions	PROP&EQUIP	$3,000		$83	$167	$250	$333	
01700	Contract Closeou	MTRL PERM	$3,500		$97	$194	$292	$389	
02000	Site Work	EQ RENTAL	$5,125		$142	$285	$427	$569	
02000	Site Work	LABOR	$18,750	$18,750					
02000	Site Work	MTRL PERM	$50,000	$50,000					
02000	Site Work	OTHER	$2,000	$2,000					
02000	Site Work	EQ PARTS	$5,000	$5,000					
02000	Site Work	MTRL EXPEND	$2,000	$2,000					
02050	Demolition	LABOR	$7,000	$7,000					

Budget Changes from Period Distribution

When you approve a Period Distribution document that contains distributed rows with remainders, a Budget document is automatically created and approved to eliminate any remainders. Its BFA workbook reflects changes made through your PD workbook. The purpose of the Budget revision is that the new budget amount now exactly matches the amount distributed. The remainder on the next PD workbook will start as zero.



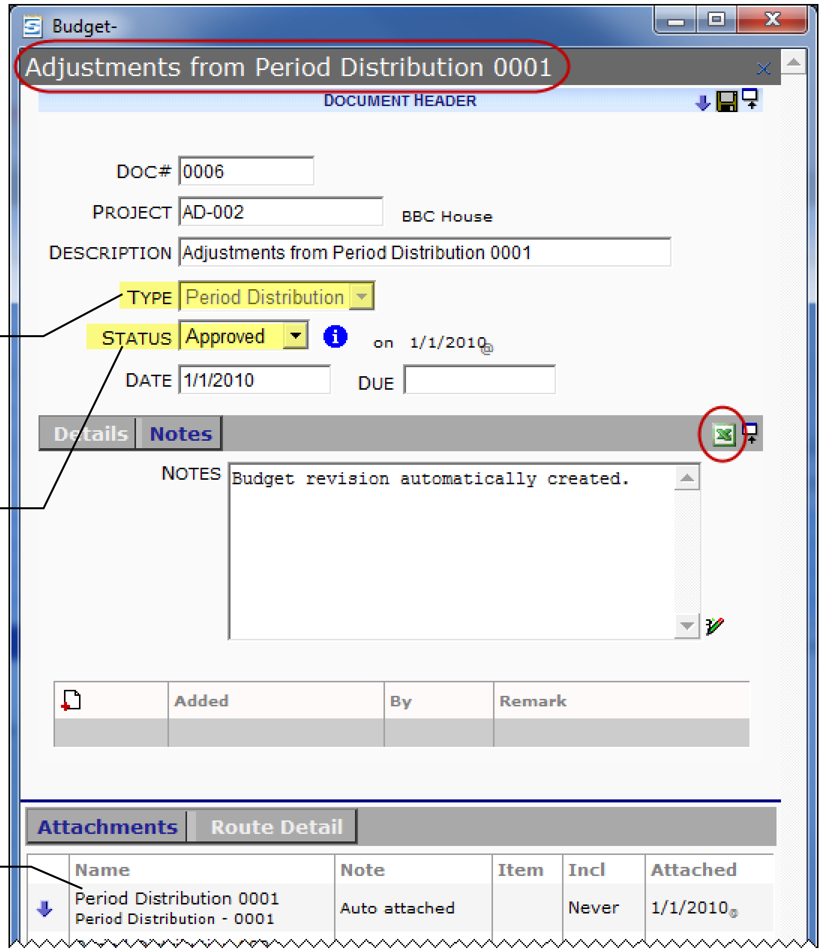


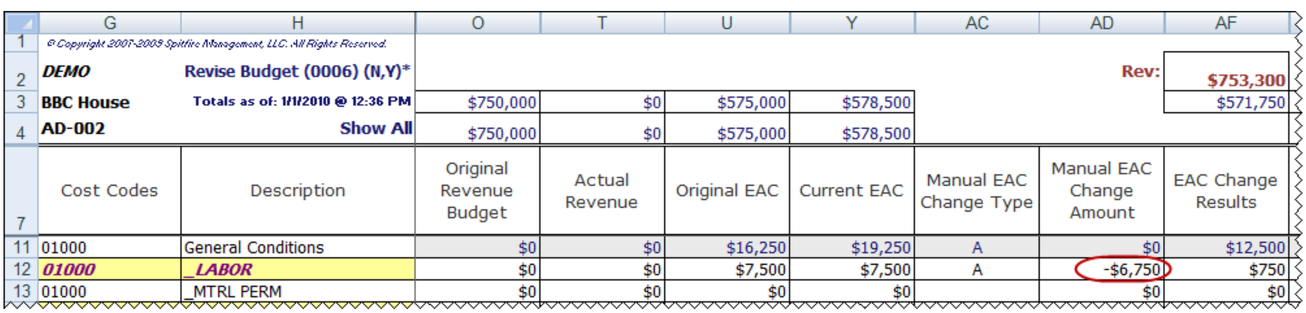


The Budget is given the type of **Period Distribution** automatically.

This Budget revision is automatically Approved.

The Period Distribution document is automatically attached.





	G	H	O	T	U	Y	AC	AD	AF
1	© Copyright 2007-2009 Spitfire Management, LLC. All Rights Reserved.								
2	DEMO	Revise Budget (0006) (N,Y)*						Rev:	$753,300
3	BBC House	Totals as of: 1/1/2010 @ 12:36 PM	$750,000	$0	$575,000	$578,500			$571,750
4	AD-002	Show All	$750,000	$0	$575,000	$578,500			
7	Cost Codes	Description	Original Revenue Budget	Actual Revenue	Original EAC	Current EAC	Manual EAC Change Type	Manual EAC Change Amount	EAC Change Results
11	01000	General Conditions	$0	$0	$16,250	$19,250	A	$0	$12,500
12	01000	_LABOR	$0	$0	$7,500	$7,500	A	-$6,750	$750
13	01000	_MTRL PERM	$0	$0	$0	$0		$0	$0

Appendix A: Related Workbooks

Consolidation Sheets

To import a budget into Spitfire, your data must be arranged in a format that Spitfire supports. The Spitfire Budget supports budget items at both the Cost Code and the Account Category level. Therefore your import spreadsheet must include both the Cost Code and the Account Category for each of your budget items.

If you use a detailed workbook to estimate a project, you can add a consolidation worksheet to your estimating workbook and map your detail to the consolidation worksheet for import into the Spitfire Budget.

The Import Wizard (see page 23) requires source data to be configured to meet certain requirements. Depending on how the source document is configured, you can use either the “Data in Columns” or “Data in Rows” format to organize the source data.

Row Format:

Cost Code	***Description***	***Account Category***	***Budget Amount***
03000	Concrete	Labor	5000
03000	Concrete	Equipment	3000
03000	Concrete	Material	2000

Column Format:

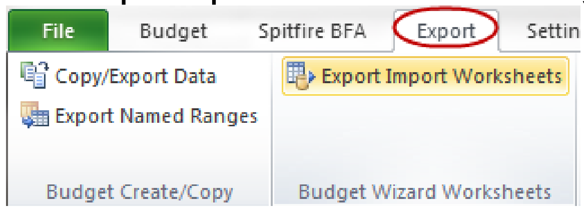
CostCode	***Description***	***Labor***	***Material***	***Equipment***
03000	Concrete	5000	2000	3000
15000	HVAC		20000	
16000	Electrical	4000	500	

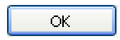
Most Estimate and Bid applications are very detailed in their development of bid amounts. The level of detail used by Project Accounting Systems to monitor project progress, work-breakdown-structure and budget usually exist several levels higher with multiple constituent elements contained within one item definition. Consolidation Sheets are a way to provide a single worksheet for the consolidation of these items and to provide the Import Wizard a single worksheet in the source document.

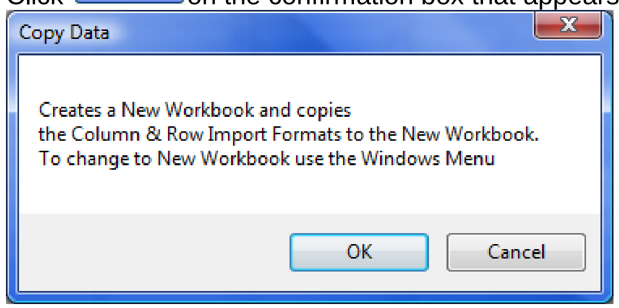
We strongly suggest placing the appropriate Consolidation Sheet in either the off-the-shelf export file template or the home-grown application template.

To create a Consolidation sheet:

1. Open the BFA workbook from a Budget document. The BFA workbook can be empty (without data).
2. Select **Export Import Worksheets** from the Budget ribbon:



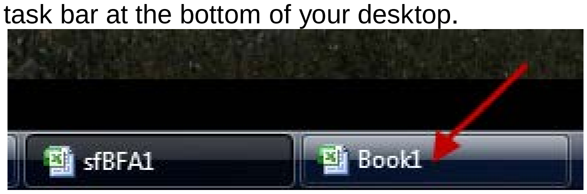
3. Click  on the confirmation box that appears:



TIP

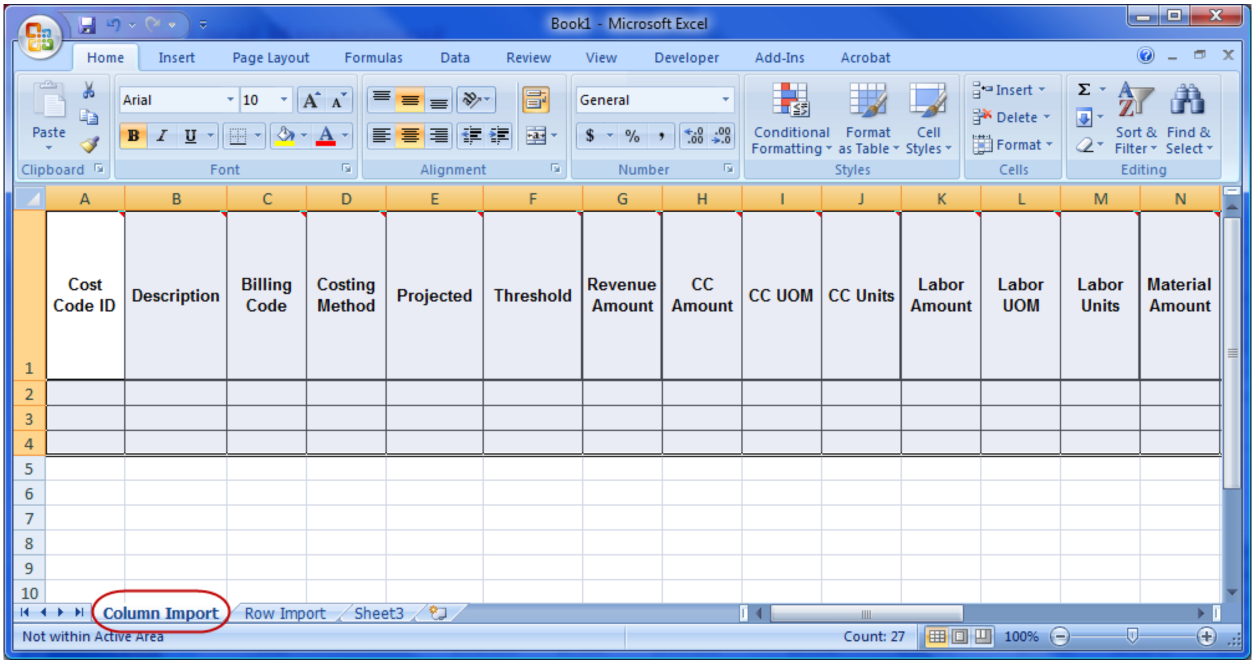
The next time you use the Export Import Worksheets option, Book2 will be created, and so on.

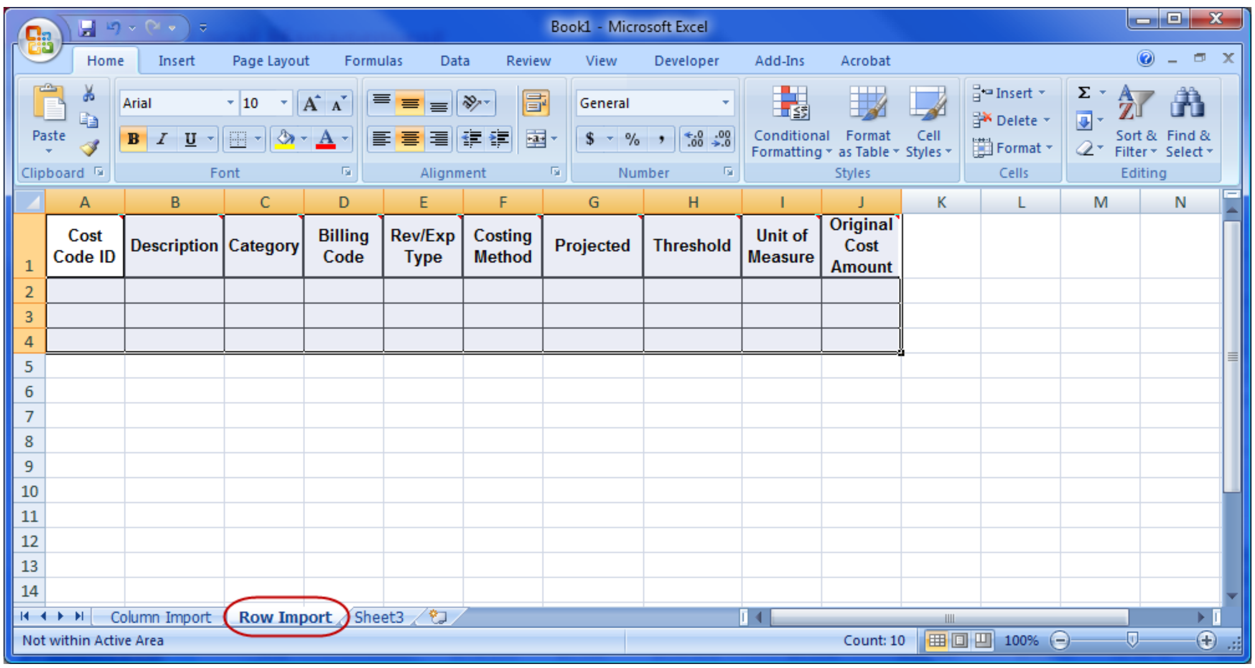
4. To get to the newly created workbook, click on **Book1** on the task bar at the bottom of your desktop.



5. You'll notice both a Column Import sheet and a Row Import sheet (shown on the next page). Choose the one depending on how your data is arranged (in columns or rows).
6. Map your data to the appropriate column and row in the Consolidation worksheet using standard Microsoft Excel references. You can map many data cells into one consolidation cell.
7. Rename Book1 and save it. You can now add this Consolidation worksheet in your source Microsoft Excel application
8. You can close the original BFA workbook at any time.

Correctly managed, the Consolidation worksheet should become a permanent component of your source Microsoft Excel workbook template. It should reside there without further attention to continue to provide the Import Wizard the necessary data.


Book1 - Microsoft Excel
Cost Code ID
Description
Billing Code
Costing Method
Projected
Threshold
Revenue Amount
CC Amount
CC UOM
CC Units
Labor Amount
Labor UOM
Labor Units
Material Amount
Column Import
Row Import
Sheet3
Not within Active Area
Count: 27


Book1 - Microsoft Excel
Cost Code ID
Description
Category
Billing Code
Rev/Exp Type
Costing Method
Projected
Threshold
Unit of Measure
Original Cost Amount
Column Import
Row Import
Sheet3
Not within Active Area
Count: 10

BFA Report Supplemental Workbook

The BFA Report template is created through the BFA Report Tool to organize the data from the BFA workbook in custom ways in order to produce a BFA supplemental workbook. More information about the BFA Report Tool and the template file it creates is available in the technical white paper *The BFA Report Tool*.

Other Supplemental Workbooks

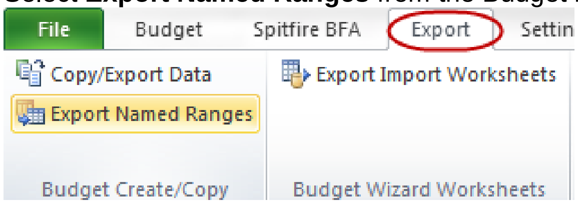
TIP
More information about "from scratch" supplemental workbooks can be found in the technical white paper *Supplemental Workbooks*.

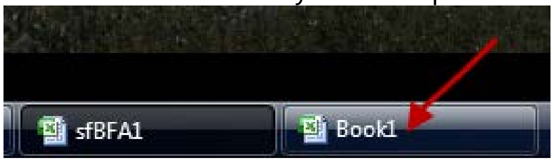
The BFA Report Tool simplifies the process of creating a supplemental workbook. However, if you feel confident enough, you can create other supplemental workbooks to use with your budget data. In general, all supplemental workbooks are a means to extract and then rework, reformat (display) and re-purpose data held in the BFA workbook.

The Export Named Ranges option on the Spitfire Menu ribbon creates a workbook that contains the named ranges used in the BFA workbook, including the index, names and coordinates references. These named ranges are helpful when creating a supplemental workbook because direct cell references sometimes become obsolete over time, whereas named ranges can be maintained.

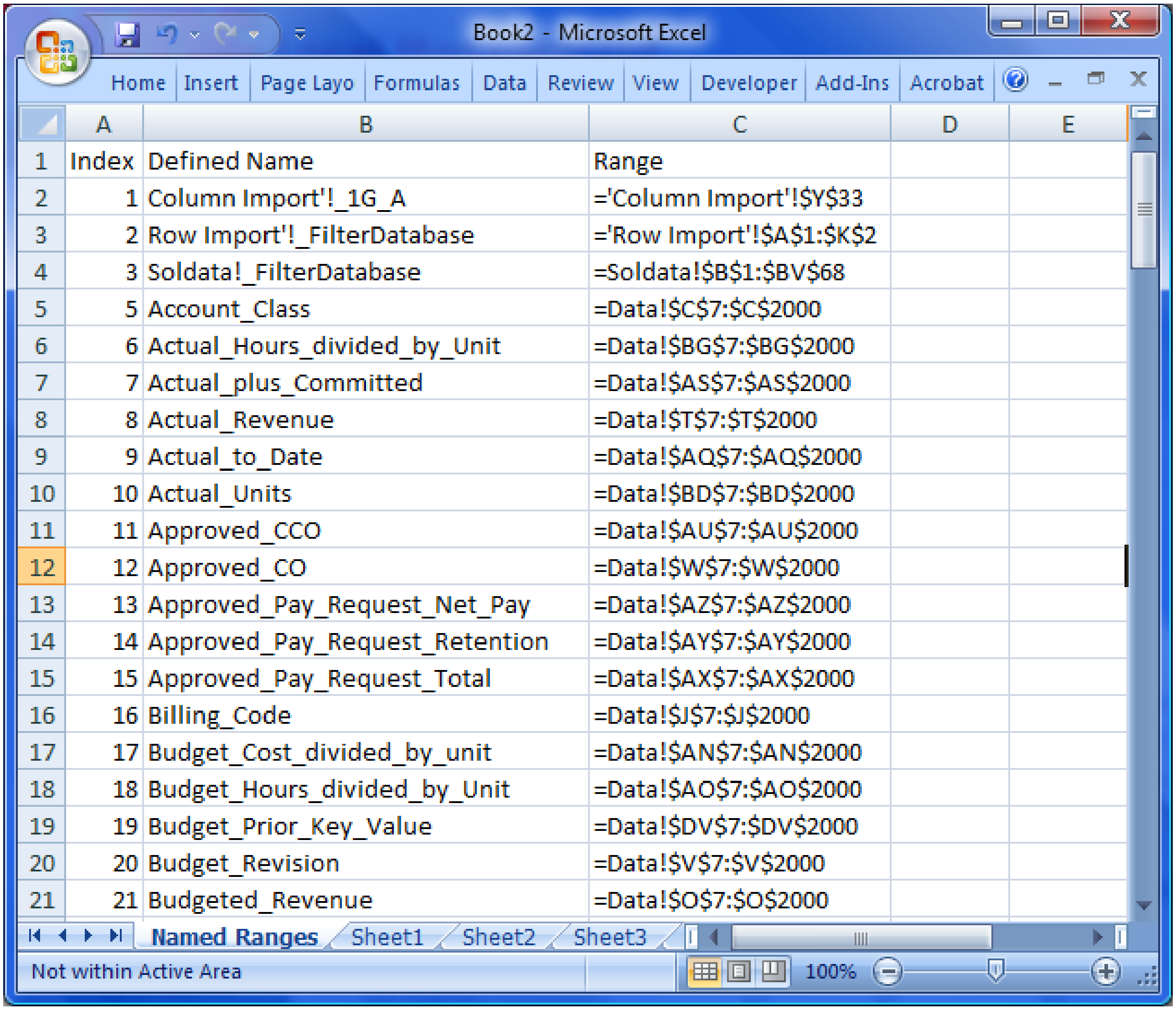
Named Ranges

To export the named ranges in BFA:

1. Open the BFA workbook from a Budget document.
2. Select **Export Named Ranges** from the Budget ribbon:


3. To get to the newly created workbook, click on **Book1** on the task bar at the bottom of your desktop.


The workbook will contain columns for Defined Name and Range. (You may have to widen the columns first to properly see the names and ranges.)



	A	B	C	D	E
1	Index	Defined Name	Range		
2	1	Column Import'!_1G_A	='Column Import'!$Y$33		
3	2	Row Import'!_FilterDatabase	='Row Import'!$A$1:$K$2		
4	3	Soldata!_FilterDatabase	=Soldata!$B$1:$BV$68		
5	5	Account_Class	=Data!$C$7:$C$2000		
6	6	Actual_Hours_divided_by_Unit	=Data!$BG$7:$BG$2000		
7	7	Actual_plus_Committed	=Data!$AS$7:$AS$2000		
8	8	Actual_Revenue	=Data!$T$7:$T$2000		
9	9	Actual_to_Date	=Data!$AQ$7:$AQ$2000		
10	10	Actual_Units	=Data!$BD$7:$BD$2000		
11	11	Approved_CCO	=Data!$AU$7:$AU$2000		
12	12	Approved_CO	=Data!$W$7:$W$2000		
13	13	Approved_Pay_Request_Net_Pay	=Data!$AZ$7:$AZ$2000		
14	14	Approved_Pay_Request_Retention	=Data!$AY$7:$AY$2000		
15	15	Approved_Pay_Request_Total	=Data!$AX$7:$AX$2000		
16	16	Billing_Code	=Data!$J$7:$J$2000		
17	17	Budget_Cost_divided_by_unit	=Data!$AN$7:$AN$2000		
18	18	Budget_Hours_divided_by_Unit	=Data!$AO$7:$AO$2000		
19	19	Budget_Prior_Key_Value	=Data!$DV$7:$DV$2000		
20	20	Budget_Revision	=Data!$V$7:$V$2000		
21	21	Budgeted_Revenue	=Data!$O$7:$O$2000		

Appendix B: How Distributions Are Calculated

Distribute by Curve

Curve amounts in Period Distribution worksheets are calculated as follows:

1. The minimum amount is entered for all columns in the distribution period range.
2. If the distribution period range has an odd number of columns, the maximum amount is entered in the middle column. If the distribution period range has an even number of columns, the maximum amount is entered in the middle two columns.
3. The distribution period range and remaining amount is reduced by the number of entries in step 1 and step 2. If the remaining amount divided by the remaining columns is greater than the maximum amount then the maximum amount is entered in the next two columns adjacent to the middle. This continues until the remaining amount divided by the remaining columns is less than the maximum amount.
4. Once the remaining amount divided by the remaining columns is less than the maximum amount, the distribution amount by column is equal to the remaining amount divided by the sum of the remaining columns multiplied by the column position.

Note: This evaluation is first run with the number of remaining columns equal to two less than the total (first and last) to see if the amount to be spread is less than the maximum. If so then the first and last column should remain at the minimum amount, otherwise the column amount is the sum of the minimum and amount by column.

Distribute by Slope

Upward and downward slope amounts in Period Distribution are calculated as follows.

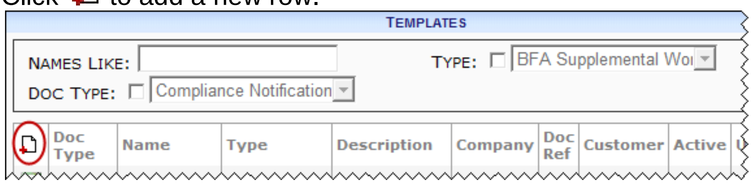
1. The amount to distribute is divided by the sum of the count of distribution periods.
2. If the distribution is “Distribute By Up Slope” then the **smallest** number is placed in the “Starting Period”
3. Likewise; if the distribution is “Distribute By Down Slope” then the **largest** number is placed in the “Starting Period”

Appendix C: BFA Budget Import Map

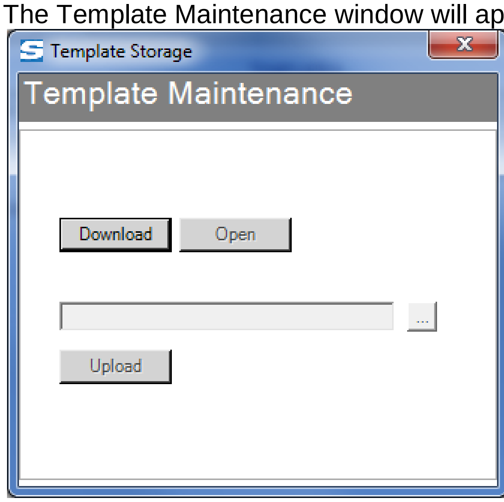
If you are the System Administrator (or have permission to use the Manage or System Admin Dashboard) you can upload a mapping file for use in the Import Wizard. Once the file is uploaded through the Templates tool, the file will appear by default as the mapping file in the Import Wizard's opening screen (see page 23).

To upload the BFA Budget Import Map:

1. Open the Templates tool from either the Manage or System Admin dashboard.
2. Click to add a new row.



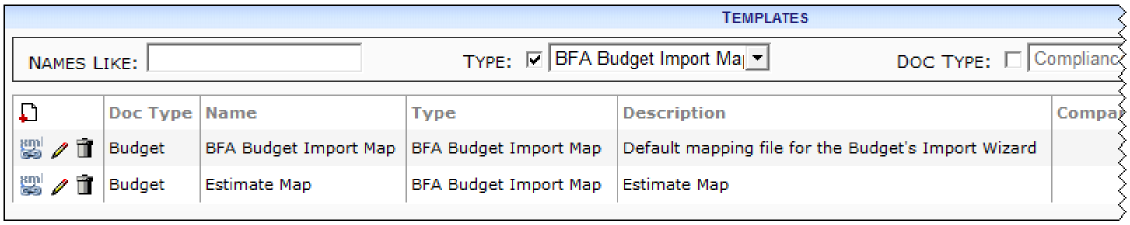
3. In the **Doc Type** field, select **Budget**. Leave the subtype field blank unless you want the mapping file to apply to one Budget subtype only.
4. In the **Name** field, enter either the name of the saved file (on your computer) that holds your budget import mapping or another name for this file, such as “BFA Budget Import Map”. Paths and file extensions are not necessary.
5. In the **Type** drop-down, select **BFA Budget Import Map**.
6. In the **Description** field, enter a description of the file, for example, “Default mapping file for the Budget's Import Wizard.”
7. Click to accept the row.
8. Click to save the Templates tool.
9. Click at row you just added. (You might need to look for it.) The Template Maintenance window will appear:



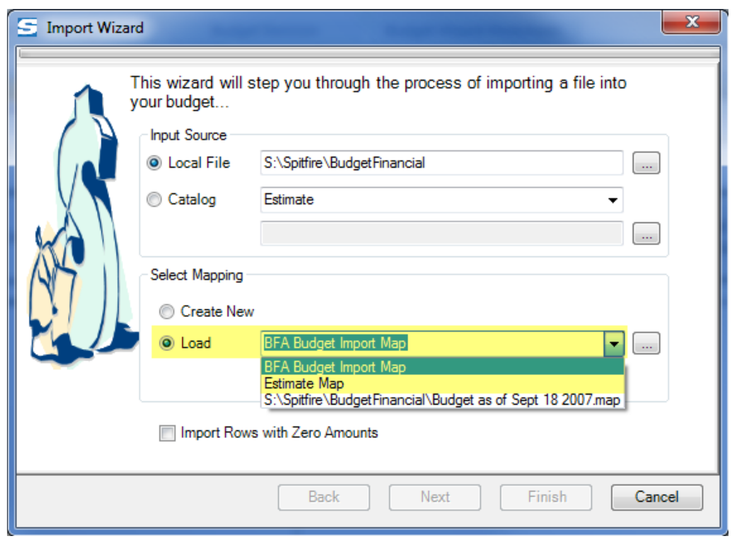
10. Click and browse for the saved mapping file on your computer.

11. Click Upload then to close the window.

12. Click to save the Templates tool again. The row will now show the icon.



Note: you can upload several mapping files through the Templates tool, as shown above. Users will be able to select which mapping file to use in the Import Wizard. At first, the first file alphabetically by filename appears as the default. After you use the Import Wizard, the last used mapping file appears by default in the Load field.



To replace an existing Budget Import Map:

1. On the Templates tool, use the Type filter to find the BFA Budget Import Map file that you want to replace.

2. Click to open the Template Maintenance dialog box.

3. Click on the Template Maintenance dialog box to find your more current mapping file on your computer/network.

4. Click Upload. A message on the Template Maintenance dialog box will indicate that the upload was successful.

5. Click to close the dialog box and return to the Templates tool.

6. Click to save the Templates tool.

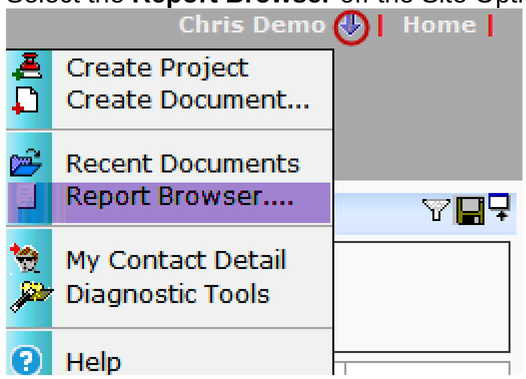
Appendix D: Related Reports

sfPMS offers several reports related to your budgets. If you have the proper permission, you can access these reports and then print them out, save them to your hard drive or email them to others.

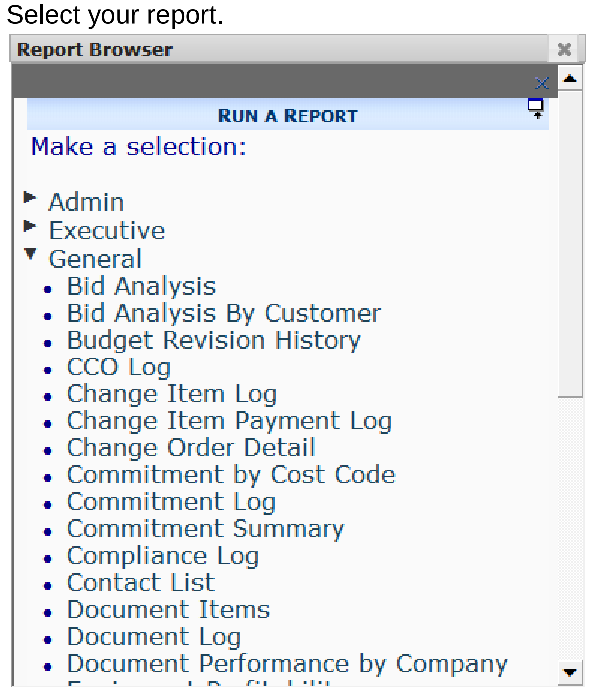
Reports are accessed through the File menu.

To view reports:

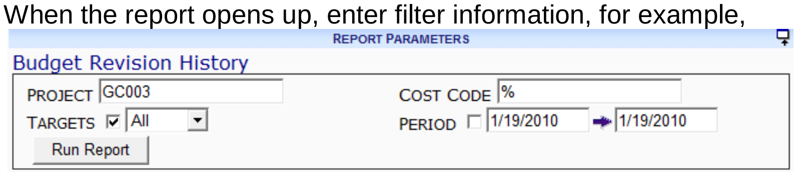
1. Select the **Report Browser** off the Site Options menu:



2. Select your report.

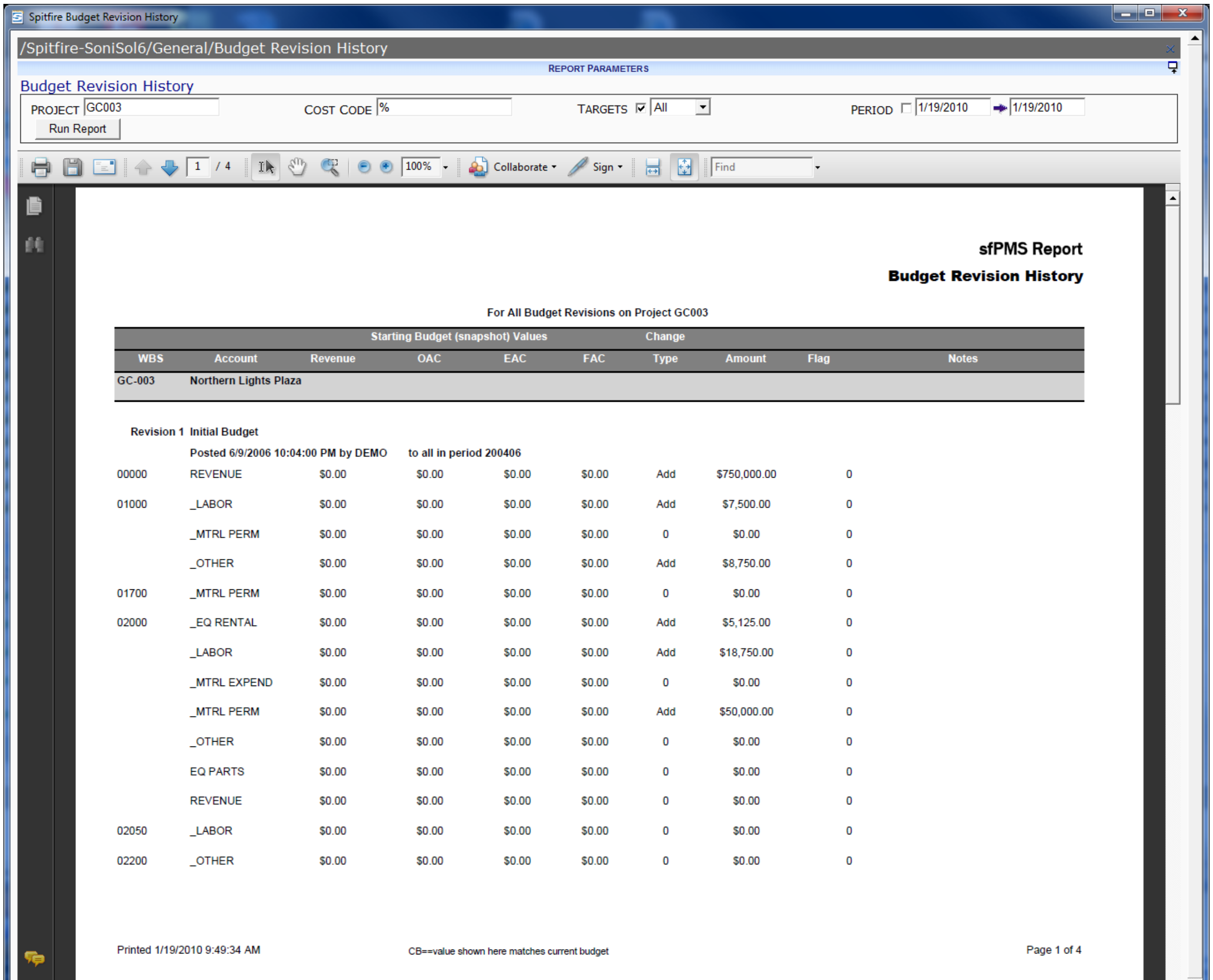


3. When the report opens up, enter filter information, for example,



4. Click Run Report.

Budget Revision History Report



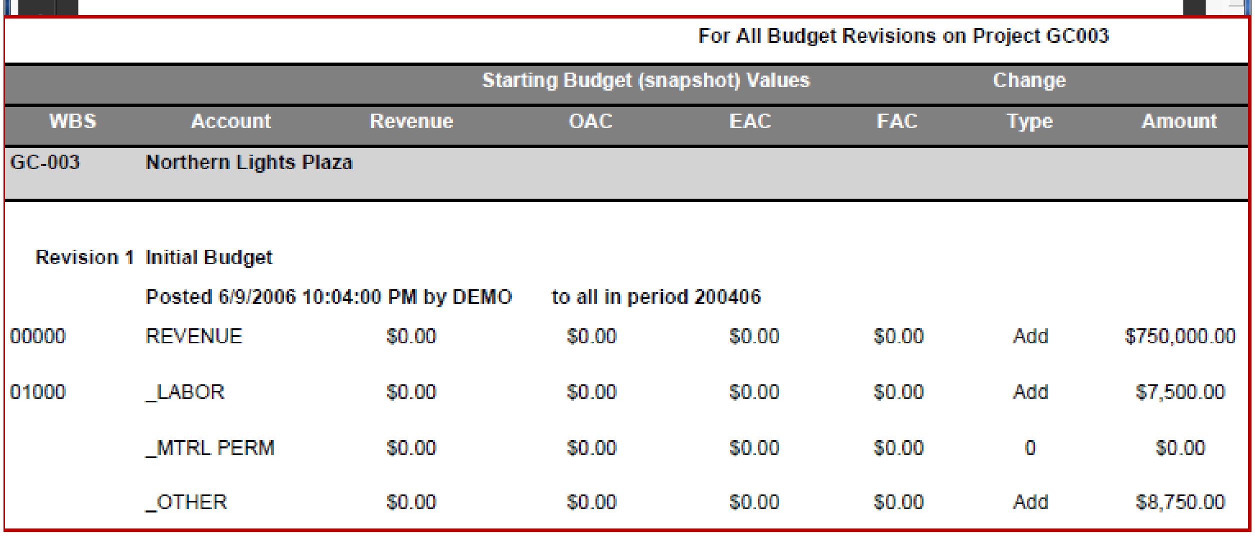
sfPMS Report

Budget Revision History

For All Budget Revisions on Project GC003

		Starting Budget (snapshot) Values				Change			
WBS	Account	Revenue	OAC	EAC	FAC	Type	Amount	Flag	Notes
GC-003	Northern Lights Plaza								
Revision 1	Initial Budget								
	Posted 6/9/2006 10:04:00 PM by DEMO	to all in period 200406							
00000	REVENUE	$0.00	$0.00	$0.00	$0.00	Add	$750,000.00	0	
01000	_LABOR	$0.00	$0.00	$0.00	$0.00	Add	$7,500.00	0	
	_MTRL PERM	$0.00	$0.00	$0.00	$0.00	0	$0.00	0	
	_OTHER	$0.00	$0.00	$0.00	$0.00	Add	$8,750.00	0	
01700	_MTRL PERM	$0.00	$0.00	$0.00	$0.00	0	$0.00	0	
02000	_EQ RENTAL	$0.00	$0.00	$0.00	$0.00	Add	$5,125.00	0	
	_LABOR	$0.00	$0.00	$0.00	$0.00	Add	$18,750.00	0	
	_MTRL EXPEND	$0.00	$0.00	$0.00	$0.00	0	$0.00	0	
	_MTRL PERM	$0.00	$0.00	$0.00	$0.00	Add	$50,000.00	0	
	_OTHER	$0.00	$0.00	$0.00	$0.00	0	$0.00	0	
	EQ PARTS	$0.00	$0.00	$0.00	$0.00	0	$0.00	0	
	REVENUE	$0.00	$0.00	$0.00	$0.00	0	$0.00	0	
02050	_LABOR	$0.00	$0.00	$0.00	$0.00	0	$0.00	0	
02200	_OTHER	$0.00	$0.00	$0.00	$0.00	0	$0.00	0	

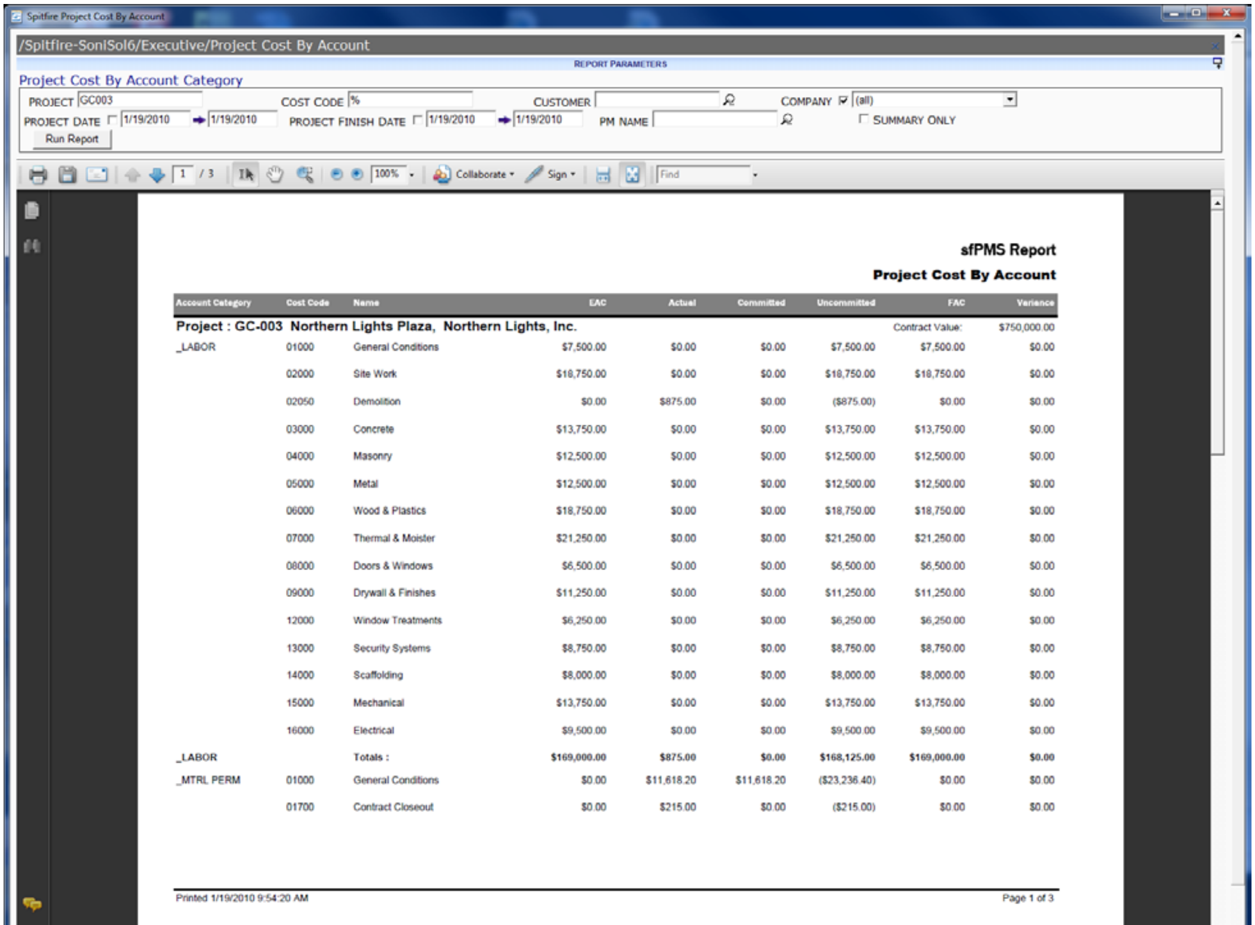
Printed 1/19/2010 9:49:34 AM CB==value shown here matches current budget Page 1 of 4


For All Budget Revisions on Project GC003

		Starting Budget (snapshot) Values				Change	
WBS	Account	Revenue	OAC	EAC	FAC	Type	Amount
GC-003	Northern Lights Plaza						
Revision 1	Initial Budget						
	Posted 6/9/2006 10:04:00 PM by DEMO	to all in period 200406					
00000	REVENUE	$0.00	$0.00	$0.00	$0.00	Add	$750,000.00
01000	_LABOR	$0.00	$0.00	$0.00	$0.00	Add	$7,500.00
	_MTRL PERM	$0.00	$0.00	$0.00	$0.00	0	$0.00
	_OTHER	$0.00	$0.00	$0.00	$0.00	Add	$8,750.00

Project Cost by Account Report

Note: the Project Cost by Account report is found on the Executive folder.



sfPMS Report

Project Cost By Account

Account Category	Cost Code	Name	EAC	Actual	Committed	Uncommitted	FAC	Variance
Project : GC-003 Northern Lights Plaza, Northern Lights, Inc.							Contract Value:	$750,000.00
_LABOR	01000	General Conditions	$7,500.00	$0.00	$0.00	$7,500.00	$7,500.00	$0.00
	02000	Site Work	$18,750.00	$0.00	$0.00	$18,750.00	$18,750.00	$0.00
	02050	Demolition	$0.00	$875.00	$0.00	($875.00)	$0.00	$0.00
	03000	Concrete	$13,750.00	$0.00	$0.00	$13,750.00	$13,750.00	$0.00
	04000	Masonry	$12,500.00	$0.00	$0.00	$12,500.00	$12,500.00	$0.00
	05000	Metal	$12,500.00	$0.00	$0.00	$12,500.00	$12,500.00	$0.00
	06000	Wood & Plastics	$18,750.00	$0.00	$0.00	$18,750.00	$18,750.00	$0.00
	07000	Thermal & Moister	$21,250.00	$0.00	$0.00	$21,250.00	$21,250.00	$0.00
	08000	Doors & Windows	$6,500.00	$0.00	$0.00	$6,500.00	$6,500.00	$0.00
	09000	Drywall & Finishes	$11,250.00	$0.00	$0.00	$11,250.00	$11,250.00	$0.00
	12000	Window Treatments	$6,250.00	$0.00	$0.00	$6,250.00	$6,250.00	$0.00
	13000	Security Systems	$8,750.00	$0.00	$0.00	$8,750.00	$8,750.00	$0.00
	14000	Scaffolding	$8,000.00	$0.00	$0.00	$8,000.00	$8,000.00	$0.00
	15000	Mechanical	$13,750.00	$0.00	$0.00	$13,750.00	$13,750.00	$0.00
	16000	Electrical	$9,500.00	$0.00	$0.00	$9,500.00	$9,500.00	$0.00
_LABOR		Totals :	$169,000.00	$875.00	$0.00	$168,125.00	$169,000.00	$0.00
_MTRL PERM	01000	General Conditions	$0.00	$11,618.20	$11,618.20	($23,236.40)	$0.00	$0.00
	01700	Contract Closeout	$0.00	$215.00	$0.00	($215.00)	$0.00	$0.00

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Account Category	Cost Code	Name	EAC	Actual	Committed	Uncommitted	FAC	Variance
Project : GC-003 Northern Lights Plaza, Northern Lights, Inc.							Contract Value:	$750,000.00
_LABOR	01000	General Conditions	$7,500.00	$0.00	$0.00	$7,500.00	$7,500.00	$0.00
	02000	Site Work	$18,750.00	$0.00	$0.00	$18,750.00	$18,750.00	$0.00
	02050	Demolition	$0.00	$875.00	$0.00	($875.00)	$0.00	$0.00
	03000	Concrete	$13,750.00	$0.00	$0.00	$13,750.00	$13,750.00	$0.00
	04000	Masonry	$12,500.00	$0.00	$0.00	$12,500.00	$12,500.00	$0.00
	05000	Metal	$12,500.00	$0.00	$0.00	$12,500.00	$12,500.00	$0.00