PUBLIC MEDIA BUDGET & FORECAST TEMPLATE

Staff Training Guide — Step-by-Step Walkthrough

Designed for Public Media Grantees

Fiscal Year Planning, Scenario Analysis & Liquidity Monitoring

WHAT THIS GUIDE COVERS
✓ Orientation to the 6-tab workbook structure and color-coding system
✓ Step-by-step instructions for every input field
✓ How scenarios, forecasts, and formulas connect across tabs
✓ How to use the Cash Flow Projection tab
✓ How to roll the workbook forward each fiscal year
✓ Troubleshooting common issues and FAQs

Prepared for Internal Staff Use • May 2026

SECTION 1: WORKBOOK OVERVIEW

1.1 Purpose of This Template

This workbook is a budget and multi-year forecast tool designed for public media grantees. It supports:

- Fiscal year planning with two years of historical actuals
- Three scenario analyses — Base, Optimistic, and Conservative
- A going-concern liquidity check for compliance
- Quarterly cash flow projection to manage in-year liquidity

All data entry is concentrated in just two tabs: the Assumptions tab and the Cash Flow tab. Every other sheet auto-populates from those inputs — you never need to copy and paste data between tabs.

1.2 The 6-Tab Workbook Structure

The workbook contains six tabs, each with a specific role:

①	Assumptions	PRIMARY INPUT TAB — Enter all org info, revenue, expense, and cash data here.
②	Revenue Budget	Auto-populated 5-year revenue view (2 actuals + budget + 2 forecasts). No entry needed.
③	Expense Budget	Auto-populated 5-year expense view. Same structure as Revenue Budget. No entry needed.
④	Dashboard	KPIs, liquidity monitor, scenario comparison, and revenue mix. No entry needed.
⑤	Cash Flow	SECOND INPUT TAB — Quarterly cash projection. Enter estimated cash receipts and payments.
⑥	Instructions	Quick-start reference card built into the workbook. No entry needed.

1.3 Color-Coding System — The Most Important Thing to Know

The entire workbook relies on a consistent color-coding system. Understanding it prevents accidental formula overwrites.

Blue text on yellow background	**USER INPUT**	Type your numbers here. These are the only cells you should edit.
Blue text (no yellow fill)	Editable input	Editable actuals columns in the Assumptions tab.
Black text	FORMULA — Calculated	Do NOT overwrite. Calculated automatically.
Green text	LINKED to another sheet	Formula pulls data from another tab. Do not edit.
Green cell fill	LINKED — value from another sheet	Cell has been populated by a cross-sheet formula.

Yellow cell fill	KEY INPUT — attention needed	This cell requires data entry or review.

⚠ CRITICAL RULE
Only edit cells with blue text. If a cell shows black or green text, it contains a formula.
Overwriting a formula will break downstream calculations on the Revenue Budget,
Expense Budget, and Dashboard tabs. If you accidentally overwrite a formula, press
Ctrl+Z immediately to undo, or re-download the original template.

SECTION 2: INSTRUCTIONS TAB (Quick Reference)

The Instructions tab is the built-in quick-start reference card inside the workbook. When you first open the file, this tab gives a one-page overview of all five steps and the color-coding legend.

PUBLIC MEDIA BUDGET & FORECAST TEMPLATE | User Guide

Designed for Public Media Grantees • Fiscal Year Planning & Scenario Analysis

HOW TO USE THIS TEMPLATE

STEP 1: Assumptions Tab	Enter org name, fiscal year, CPB/grant amounts, select scenario (Base / Optimistic / Conservative) from the dropdown, and set the Revenue Growth Rate and Expense Escalator for FY2027–2028 forecasts.
STEP 2: Revenue Budget	Auto-populated from Assumptions. Labels, actuals, and budget amounts are formula-linked (green text). Forecast columns use the Revenue Growth Rate set in Assumptions. No input needed.
STEP 3: Expense Budget	Auto-populated from Assumptions. Labels, actuals, and budget amounts are formula-linked (green text). Forecast columns use the Expense Escalator set in Assumptions. No input needed.
STEP 4: Dashboard	Auto-populated KPIs, going-concern flag, scenario comparison, and revenue mix — no input needed.
STEP 5: Cash Flow	Quarterly cash inflow/outflow projection. Enter all amounts as positive numbers in blue cells. A Budget Reconciliation Check at the bottom compares your cash projections to the operating budget.

COLOR CODING

Blue Text — USER INPUT	Type your numbers in blue cells. These are hardcoded assumptions.
Black Text — FORMULA	Calculated automatically. Do not overwrite.
Yellow Fill — KEY INPUT	Cell requires attention or data entry.
Green Fill — LINKED	Value pulled from another sheet in this workbook.
Green Text — LINKED	Formula pulls data from another sheet (labels, actuals, budget amounts).

IMPORTANT NOTES

- The two "Actual" columns in Assumptions are the historical baseline. Replace with your organization's audited data — Revenue & Expense Budget sheets pull from Assumptions automatically.
- The going-concern flag (Dashboard) auto-triggers if projected liquidity < 1 month of expenses.
- To reuse for another grantee: (1) Go to Assumptions tab, (2) Clear all yellow-highlighted input cells, (3) Enter new org name, fiscal year, and all blue input cells.
- This is a blank template. Enter your organization's data in the Assumptions tab — Revenue and Expense Budget sheets auto-populate from Assumptions.

YEAR ROLL-FORWARD GUIDE

All year labels across the workbook are driven by a single cell: Assumptions → B8 (Budget Fiscal Year). To roll forward:

Step 1 — Shift actuals	In Assumptions: shift FY(Year-1) Actual column values (col C) into FY(Year-2) Actual (col B), then paste new audited actuals into FY(Year-1) Actual (col C). Revenue & Expense Budget sheets auto-update.
Step 2 — Update base inputs	In Assumptions: update the FY Base Budget column (D) with new budget-year line items. Update Opening Cash, Investments, and Line of Credit with latest audited balances.
Step 3 — Change the year	In Assumptions → B8: select the new fiscal year from the dropdown (e.g., 2027). All headers, titles, and labels across every sheet update automatically.
Step 4 — Refresh Cash Flow	Clear all blue quarterly input cells in the Cash Flow tab and re-enter new quarterly cash projections for the budget year.

Figure 1 — Instructions Tab (built-in quick-start reference)

How to Use the Instructions Tab

- Use it as a quick reminder when you have a question about which tab to go to next.
- Share it with new staff as a one-page reference before giving them this full guide.
- It also contains the Year Roll-Forward Guide — see Section 7 of this document for a detailed walkthrough.

✓ TIP
The Instructions tab is read-only (no blue input cells). You never need to edit anything here.
All of the information in that tab is explained in detail in this training guide.

SECTION 3: ASSUMPTIONS TAB — Primary Input Sheet

The Assumptions tab is the heart of the workbook. Every number you enter here flows automatically to the Revenue Budget, Expense Budget, and Dashboard tabs. You will spend the majority of your time in this tab.

BUDGET & FORECAST ASSUMPTIONS

Blue cells = user inputs • Scenario toggle updates Revenue & Expense sheets automatically

ORGANIZATION INFORMATION	
Organization Name	[Your Organization Name]
Station Type	
Fiscal Year End	September 30
Budget Fiscal Year	FY2026
Prepared By	

SCENARIO TOGGLE				
Active Scenario	**Conservative**			
	Base		**Optimistic**	**Conservative**
Revenue Multiplier	1.00x		1.10x	0.85x
Expense Multiplier	1.00x		0.95x	1.05x
ACTIVE Revenue Multiplier →	**0.85x**	*Used by Revenue Budget sheet*		
ACTIVE Expense Multiplier →	**1.05x**	*Used by Expense Budget sheet*		

FORECAST ASSUMPTIONS		
Revenue Annual Growth Rate	5.0%	*Applied to FY2027–2028 Revenue forecasts*
Expense Annual Escalator	3.0%	*Applied to FY2027–2028 Expense forecasts*

REVENUE ASSUMPTIONS — FY2026 Base Budget

REVENUE LINE	FY2024 Actual	FY2025 Actual	FY2026 Base Budget	Notes/Source
CPB – Community Service Grant	-	-	-	*Enter CPB CSG amount*
CPB – Other Funds / NPR	-	-	-	*Enter other CPB/NPR funds*
New National Grant (Dec 2025)	-	-	-	*Enter national grant amount*
[Custom Federal Revenue]	-	-	-	*Rename as needed*
State Appropriations (Indiana)	-	-	-	*Enter state appropriations*
New Local Funding Commitments	-	-	-	*Enter local government funding*
[Custom State/Local Revenue]	-	-	-	*Rename as needed*
Membership & Major Gifts	-	-	-	*Enter membership/major gifts target*
Corporate Membership Revenue	-	-	-	*Enter corporate membership revenue*
[Custom Membership Revenue]	-	-	-	*Rename as needed*
Underwriting & Corporate	-	-	-	*Enter underwriting revenue*
Trade Underwriting	-	-	-	*Enter trade underwriting*
Corporate Sponsorships	-	-	-	*Enter corporate sponsorships*
[Custom Underwriting Revenue]	-	-	-	*Rename as needed*
Auction & Special Events	-	-	-	*Enter auction/events revenue*
In-Kind Contributions	-	-	-	*Enter in-kind contributions*
Community Issued Support	-	-	-	*Enter community support*
[Custom Events Revenue]	-	-	-	*Rename as needed*
Production Revenue	-	-	-	*Enter production revenue*
Rental Income	-	-	-	*Enter rental income*
Business Services Revenue	-	-	-	*Enter business services revenue*
[Custom Production Revenue]	-	-	-	*Rename as needed*
Investment Return	-	-	-	*Enter investment return*
Miscellaneous Revenue	-	-	-	*Enter miscellaneous revenue*

Figure 2 — Assumptions Tab: Organization Info, Scenario Toggle, and Forecast Assumptions

Section A: Organization Information (Cells B5–B9)

Fill in these five fields when you first set up the template for your organization. Most of these only need to be entered once per organization.

B5	Organization Name	Type your full organization name. This appears as the Dashboard title.
B6	Station Type	Optional label (e.g., "Joint TV/Radio Licensee", "Radio Only", "TV Only").
B7	Fiscal Year End	Your fiscal year-end date (default: September 30). Update if your FY differs.
B8	Budget Fiscal Year	SELECT FROM DROPDOWN (2024–2032). This single cell drives every year label across all sheets. Change this first when starting a new budget cycle.
B9	Prepared By	Name of the person preparing the budget.

★ KEY: Cell B8 — Budget Fiscal Year
Changing this single dropdown updates ALL year labels across every sheet — headers, titles,
column labels, and Cash Flow quarter labels — automatically. Always update this cell first
when beginning a new budget cycle.

Section B: Scenario Toggle (Cell B12)

The Scenario Toggle lets you model three different financial outcomes without re-entering your budget data.

THREE AVAILABLE SCENARIOS
Base (1.00x revenue, 1.00x expenses) — Standard projections with no adjustment. Start here.
Optimistic (1.10x revenue, 0.95x expenses) — 10% more revenue, 5% less expenses than Base.
Conservative (0.85x revenue, 1.05x expenses) — 15% less revenue, 5% more expenses than Base.

- Select from the dropdown in cell B12. The scenario adjusts every FY Budget cell on the Revenue and Expense Budget tabs instantly.
- You can customize the multipliers in rows 14–15 of the Assumptions tab. For example, change the Optimistic revenue multiplier from 1.10x to 1.15x.
- The Dashboard Scenario Comparison section always shows all three scenarios side-by-side regardless of which is active.

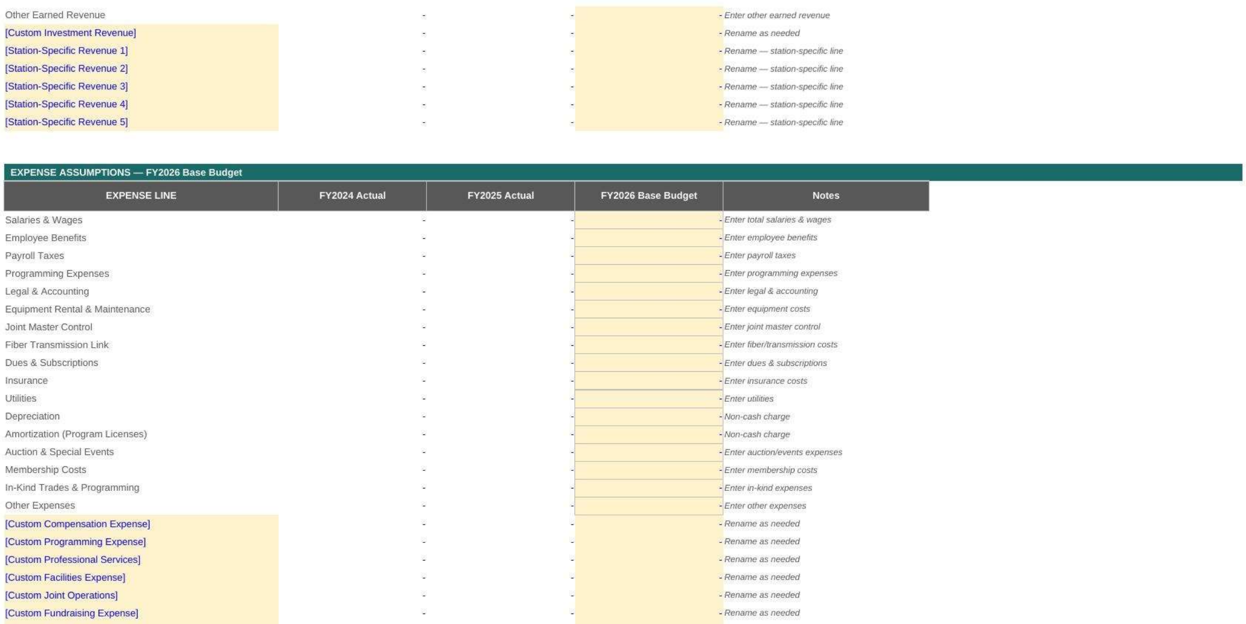
Section C: Forecast Assumptions (Cells B19–B20)

B19	Revenue Annual Growth Rate (default: 5.0%)	Applied to FY+1 and FY+2 revenue forecasts. Compounds: FY+1 = Budget × (1 + rate), FY+2 = FY+1 × (1 + rate).
B20	Expense Annual Escalator (default: 3.0%)	Same compounding logic applied to expense forecasts. Typically set lower than the revenue growth rate.

These rates interact with the Scenario Toggle. The scenario adjusts the FY Budget base, and then the growth rates compound on top of that adjusted number for the two outer forecast years.

Section D: Revenue Assumptions (Rows 24–54)

This is where you enter all revenue data. The section contains 8 categories with a total of 31 line items, including 9 customizable placeholder lines.



Other Earned Revenue	-	-	-	Enter other earned revenue
[Custom Investment Revenue]	-	-	-	Rename as needed
[Station-Specific Revenue 1]	-	-	-	Rename — station-specific line
[Station-Specific Revenue 2]	-	-	-	Rename — station-specific line
[Station-Specific Revenue 3]	-	-	-	Rename — station-specific line
[Station-Specific Revenue 4]	-	-	-	Rename — station-specific line
[Station-Specific Revenue 5]	-	-	-	Rename — station-specific line

EXPENSE ASSUMPTIONS — FY2026 Base Budget

EXPENSE LINE	FY2024 Actual	FY2025 Actual	FY2026 Base Budget	Notes
Salaries & Wages	-	-	-	Enter total salaries & wages
Employee Benefits	-	-	-	Enter employee benefits
Payroll Taxes	-	-	-	Enter payroll taxes
Programming Expenses	-	-	-	Enter programming expenses
Legal & Accounting	-	-	-	Enter legal & accounting
Equipment Rental & Maintenance	-	-	-	Enter equipment costs
Joint Master Control	-	-	-	Enter joint master control
Fiber Transmission Link	-	-	-	Enter fiber/transmission costs
Dues & Subscriptions	-	-	-	Enter dues & subscriptions
Insurance	-	-	-	Enter insurance costs
Utilities	-	-	-	Enter utilities
Depreciation	-	-	-	Non-cash charge
Amortization (Program Licenses)	-	-	-	Non-cash charge
Auction & Special Events	-	-	-	Enter auction/events expenses
Membership Costs	-	-	-	Enter membership costs
In-Kind Trades & Programming	-	-	-	Enter in-kind expenses
Other Expenses	-	-	-	Enter other expenses
[Custom Compensation Expense]	-	-	-	Rename as needed
[Custom Programming Expense]	-	-	-	Rename as needed
[Custom Professional Services]	-	-	-	Rename as needed
[Custom Facilities Expense]	-	-	-	Rename as needed
[Custom Joint Operations]	-	-	-	Rename as needed
[Custom Fundraising Expense]	-	-	-	Rename as needed

Figure 3 — Assumptions Tab: Revenue Assumptions section showing the 8 revenue categories

Three Columns to Fill for Each Revenue Line:

Column B	FY(Year-2) Actual	Prior-prior year audited actual revenue (e.g., FY2024 actual for a FY2026 budget cycle).
Column C	FY(Year-1) Actual	Prior year audited actual revenue (e.g., FY2025 actual).
Column D	FY Base Budget	Your budget-year planned revenue amount before scenario adjustment.
Column E	Notes/Source	Optional — document your assumptions, data sources, or grant agreement numbers.

The 8 Revenue Categories:

- Federal & Public Broadcasting (CPB CSG, CPB Other/NPR, national grants, 1 custom line)
- State & Local Government (state appropriations, local funding, 1 custom line)
- Membership & Individual Giving (membership/major gifts, corporate membership, 1 custom line)
- Underwriting & Corporate (underwriting, trade underwriting, corporate sponsorships, 1 custom line)
- Events & Community (auction/events, in-kind contributions, community support, 1 custom line)
- Production & Other Earned (production, rental, business services, 1 custom line)
- Investment & Passive Income (investment return, miscellaneous, other earned, 1 custom line)
- Station-Specific Items (5 fully customizable lines)

✏ RENAMING CUSTOM LINES

Lines labeled [Custom ...] or [Station-Specific ...] can be renamed by overwriting the label

in column A. The Revenue Budget sheet pulls these names via formula, so the new name will
appear there automatically. Do NOT insert new rows — this breaks formula ranges.

Leave unused lines at zero. They will display as "—" in the Budget and Dashboard tabs.

Section E: Expense Assumptions (Rows 59–88)

Same structure as Revenue Assumptions — enter the same three columns (FY-2 Actual, FY-1 Actual, FY Base Budget) for each expense line. The 9 expense categories are:

- Compensation (salaries, benefits, payroll taxes, 1 custom line)
- Programming (programming expenses, 1 custom line)
- Professional Services (legal & accounting, 1 custom line)
- Facilities & Equipment (equipment, insurance, utilities, 1 custom line)
- Joint Operations (joint master control, fiber transmission, 1 custom line)
- Fundraising & Events (auction/events, membership costs, in-kind trades, 1 custom line)
- Admin & Overhead (dues & subscriptions, other expenses, 1 custom line)
- Non-Cash Charges (depreciation, amortization, 1 custom line) — excluded from liquidity calculations automatically
- Station-Specific Items (5 customizable lines)

⚠ NOTE ON NON-CASH CHARGES
Depreciation and Amortization entries are included in Total Expenses on the Expense Budget tab,
but are automatically EXCLUDED from the Dashboard liquidity calculation (Projected Annual Cash
Expenses). You do not need to adjust for this — the formula handles it automatically.

Section F: Cash & Liquidity Assumptions (Cells B92–B95)

These four cells feed directly into the Dashboard’s Liquidity & Going-Concern Monitor and the Cash Flow tab’s opening balance.

B92	Opening Cash	Cash on hand as of fiscal year start (e.g., Oct 1). Use the latest audited balance sheet figure. This is the starting point for the Cash Flow tab and the liquidity monitor.
B93	Board-Designated Investments	Investments available for use with Board approval. Included in total available resources for the liquidity calculation.
B94	Line of Credit Available	Amount available per your credit facility agreement. Also included in liquidity resources.
B95	Min. Operating Cash Target	Your recommended minimum cash target (e.g., ~3 months of cash expenses). This is for reference only and is not used in any formula.

SECTION 4: REVENUE BUDGET TAB — Auto-Populated

☑ NO DATA ENTRY REQUIRED
This tab is entirely formula-driven. Do not edit anything here.
All values update automatically when you change inputs on the Assumptions tab.

REVENUE BUDGET & FORECAST

FY2024 & FY2025 Actuals | FY2026 Budget (scenario-linked) | FY2027-2028 Forecast

REVENUE CATEGORY	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Forecast	FY2028 Forecast	FY26 vs FY25 Variance %
FEDERAL & PUBLIC BROADCASTING						
CPB – Community Service Grant	-	-	-	-	-	-
CPB – Other Funds / NPR	-	-	-	-	-	-
New National Grant (Dec 2025)	-	-	-	-	-	-
[Custom Federal Revenue]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
STATE & LOCAL GOVERNMENT						
State Appropriations (Indiana)	-	-	-	-	-	-
New Local Funding Commitments	-	-	-	-	-	-
[Custom State/Local Revenue]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
MEMBERSHIP & INDIVIDUAL						
Membership & Major Gifts	-	-	-	-	-	-
Corporate Membership Revenue	-	-	-	-	-	-
[Custom Membership Revenue]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
UNDERWRITING & CORPORATE						
Underwriting & Corporate	-	-	-	-	-	-
Trade Underwriting	-	-	-	-	-	-
Corporate Sponsorships	-	-	-	-	-	-
[Custom Underwriting Revenue]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
EVENTS & COMMUNITY						
Auction & Special Events	-	-	-	-	-	-
In-Kind Contributions	-	-	-	-	-	-
Community Issued Support	-	-	-	-	-	-
[Custom Events Revenue]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
PRODUCTION & OTHER EARNED						

Figure 4 — Revenue Budget Tab: 5-year revenue view auto-populated from Assumptions

What This Tab Shows

A 5-column financial view of all revenue, organized into the same 8 categories as the Assumptions tab:

Column B	FY-2 Actual	Pulled directly from Assumptions column B. Shown in green text (linked).
Column C	FY-1 Actual	Pulled from Assumptions column C. Green text.
Column D	FY Budget	Assumptions column D × Active Scenario Revenue Multiplier. Green text on teal background.
Column E	FY+1 Forecast	FY Budget × (1 + Revenue Growth Rate from Assumptions B19).

Column F	FY+2 Forecast	FY+1 Forecast × (1 + Revenue Growth Rate). Compounds on top of FY+1.
Column G	Variance %	(FY Budget − FY-1 Actual) ÷ |FY-1 Actual|. Shows "—" if prior year was zero.

How to Read This Tab

- Category headers (e.g., FEDERAL & PUBLIC BROADCASTING) have bold subtotal rows that auto-sum their line items.
- Row 61 — TOTAL REVENUE is the sum of all 8 category subtotals. This feeds the Dashboard.
- If you renamed a custom line in Assumptions, the new name will appear here automatically.
- Changing the scenario on Assumptions instantly recalculates every FY Budget cell and cascades into the two forecast columns.

SECTION 5: EXPENSE BUDGET TAB — Auto-Populated

NO DATA ENTRY REQUIRED
This tab is entirely formula-driven. Do not edit anything here.
All values update automatically when you change inputs on the Assumptions tab.

EXPENSE BUDGET & FORECAST

FY2024 & FY2025 Actuals | FY2026 Budget (scenario-linked) | FY2027-2028 Forecast

EXPENSE CATEGORY	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Forecast	FY2028 Forecast	FY26 vs FY25 Variance %
COMPENSATION						
Salaries & Wages	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-
[Custom Compensation Expense]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
PROGRAMMING						
Programming Expenses	-	-	-	-	-	-
[Custom Programming Expense]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
PROFESSIONAL SERVICES						
Legal & Accounting	-	-	-	-	-	-
[Custom Professional Services]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
FACILITIES & EQUIPMENT						
Equipment Rental & Maintenance	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
[Custom Facilities Expense]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
JOINT OPERATIONS						
Joint Master Control	-	-	-	-	-	-
Fiber Transmission Link	-	-	-	-	-	-
[Custom Joint Operations]	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
FUNDRAISING & EVENTS						
Auction & Special Events	-	-	-	-	-	-
Membership Costs	-	-	-	-	-	-
In-Kind Trades & Programming	-	-	-	-	-	-

Figure 5 — Expense Budget Tab: 5-year expense view auto-populated from Assumptions

What This Tab Shows

Same 5-column structure as the Revenue Budget tab, but for expenses:

- Columns B–C: Actuals pulled from Assumptions (green text).
- Column D: FY Budget from Assumptions × Active Expense Multiplier (which differs from the revenue multiplier in Optimistic and Conservative scenarios).
- Columns E–F: Forecasts using the Expense Escalator from Assumptions B20 (default 3.0% annual compounding).
- Column G: Variance % (same logic as Revenue Budget tab).
- Row 63 — TOTAL EXPENSES: Sum of all 9 category subtotals. This feeds the Dashboard.

Note: The Non-Cash Charges subtotal (Depreciation + Amortization) is referenced by the Dashboard to calculate Projected Annual Cash Expenses for the liquidity monitor. This exclusion happens automatically.

SECTION 6: DASHBOARD TAB — Executive Summary View

NO DATA ENTRY REQUIRED
This tab auto-populates from the Revenue Budget, Expense Budget, and Assumptions tabs.
Use it to review KPIs, check liquidity status, and compare scenarios.

FINANCIAL DASHBOARD | [YOUR ORGANIZATION NAME]

Auto-updates from Assumptions, Revenue Budget, and Expense Budget sheets

SCENARIO: CONSERVATIVE (-15% revenue, +5% expenses) ← *Select scenario from Assumptions tab dropdown*

KEY FINANCIAL METRICS (FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2027-FY2028 Forecast)

METRIC	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Forecast	FY2028 Forecast
Total Revenue	-	-	-	-	-
Total Expenses	-	-	-	-	-
Net Change in Net Assets	-	-	-	-	-
Expense Ratio (Total Exp ÷ Total Rev)	-	-	-	-	-

LIQUIDITY & GOING CONCERN MONITOR

Opening Cash (FY2026)	-
Board-Designated Investments	-
Line of Credit Available	-
Total Available Resources	-
Projected Annual Cash Expenses	-
Months of Cash Coverage	-

✅ **LIQUIDITY OK: Projected resources cover at least 1 month of operations**

SCENARIO COMPARISON (FY2026 Budget — Revenue / Expense / Net)

SCENARIO	Base	Optimistic	Conservative
Total Revenue	-	-	-
Total Expenses	-	-	-
Net Position	-	-	-

REVENUE MIX (FY2026 Budget — by Source)

Source	Amount ($)	% of Total
Federal / CPB / National Grants	-	-
State & Local	-	-
Membership & Individual Giving	-	-

Figure 6 — Dashboard Tab: KPIs, Liquidity Monitor, Scenario Comparison, and Revenue Mix

Dashboard Section 1: Key Financial Metrics

Displays Total Revenue, Total Expenses, Net Change in Net Assets, and Expense Ratio across all 5 fiscal years. Pulls from Revenue Budget row 61 and Expense Budget row 63.

Dashboard Section 2: Liquidity & Going-Concern Monitor

This is the most critical section for grantees. It calculates whether your organization has enough resources to sustain operations.

- Total Available Resources = Opening Cash + Board-Designated Investments + Line of Credit (from Assumptions B92–B94).

- Projected Annual Cash Expenses = Total Expenses − Non-Cash Charges (depreciation + amortization). Calculated automatically.
- Months of Cash Coverage = Total Available Resources ÷ (Cash Expenses ÷ 12).

GOING-CONCERN STATUS INDICATOR
☑ LIQUIDITY OK: Projected resources cover at least 1 month of operations.
⚠ GOING CONCERN RISK: Liquidity drops below 1 month of cash expenses.
If the warning triggers: (1) Verify your cash/liquidity inputs in Assumptions B92–B94 are
current. (2) Check whether expenses are overstated. (3) Switch to the Conservative scenario
to stress-test your projections further.

Dashboard Section 3: Scenario Comparison

Shows FY Budget Total Revenue, Total Expenses, and Net Position side-by-side for all three scenarios simultaneously, regardless of which is currently active. Use this to understand the range of financial outcomes at a glance.

Dashboard Section 4: Revenue Mix

Breaks down FY Budget revenue by all 8 source categories, showing both dollar amounts and percentage of total. Use this to assess revenue concentration risk. If more than 50% of revenue comes from a single source category, flag it for leadership review.

SECTION 7: CASH FLOW TAB — Quarterly Projection

The Cash Flow tab is the second and only other tab that requires data entry. Unlike the annual operating budget (which shows totals), this tab captures the timing of when cash actually moves — critical for managing in-year liquidity.

CASH FLOW PROJECTION — FY2026 (Quarterly)

Blue cells = editable estimates • Non-cash items (depreciation, amortization) excluded

CASH FLOW ITEM	Q1 (Oct-Dec 25)	Q2 (Jan-Mar 26)	Q3 (Apr-Jun 26)	Q4 (Jul-Sep 26)	FY2026 Total
CASH INFLOWS					
CPB / National Grant Receipts	-	-	-	-	-
Membership Revenue	-	-	-	-	-
Underwriting & Corporate	-	-	-	-	-
Auction & Events	-	-	-	-	-
State / Local Grants	-	-	-	-	-
Other Income	-	-	-	-	-
Subtotal	-	-	-	-	-
CASH OUTFLOWS					
Payroll & Benefits	-	-	-	-	-
Programming Expenses	-	-	-	-	-
Facilities & Operations	-	-	-	-	-
Professional Services	-	-	-	-	-
Fundraising & Events	-	-	-	-	-
Dues, Insurance, Other	-	-	-	-	-
Subtotal	-	-	-	-	-
NET CASH FLOW	-	-	-	-	-
Opening Cash Balance (Oct 1, 2025)	-				-
Closing Cash Balance (Cumulative)	-	-	-	-	-

Note: Enter all amounts as positive numbers. Adjust Q1-Q4 blue cells to match expected timing of cash receipts and disbursements.

BUDGET RECONCILIATION CHECK	
Budget Total Revenue (FY)	-
Cash Flow Total Inflows (FY)	-
Difference (Inflows − Budget Revenue)	-
Budget Total Expenses (FY)	-

Figure 7 — Cash Flow Tab: Quarterly cash inflow/outflow projection with reconciliation check

How to Enter Data

⚠ **IMPORTANT: Enter ALL cash amounts as POSITIVE numbers.**
The formula for Cash Outflows automatically subtracts them from inflows.
Entering outflows as negative numbers will produce incorrect results.

Cash Inflows (Rows 6–12) — Blue cells in Columns C–F:

- Enter expected cash receipts by quarter for each inflow category.
- Categories: CPB/National Grant Receipts, Membership Revenue, Underwriting & Corporate, Auction & Events, State/Local Grants, Other Income.
- Row 12 — Subtotal auto-sums rows 6–11. Do not edit.

Cash Outflows (Rows 15–21) — Blue cells in Columns C–F:

- Enter expected cash disbursements by quarter for each expense category.
- Categories: Payroll & Benefits, Programming Expenses, Facilities & Operations, Professional Services, Fundraising & Events, Dues/Insurance/Other.
- Row 21 — Subtotal auto-sums rows 15–20. Do not edit.

Automated Rows (Do Not Edit):

- Row 24 — Net Cash Flow = Inflows − Outflows per quarter.
- Row 25 — Opening Cash Balance: Pulled from Assumptions B92. Shown for Q1 and FY Total only.
- Row 26 — Closing Cash Balance: Cumulative. Opening + Q1 Net → carried forward each quarter.
- Column G — FY Total: Sum of all four quarters.

Budget Reconciliation Check (Rows 30–37)

At the bottom of the Cash Flow tab, a reconciliation section compares your quarterly cash projections to the annual operating budget:

- FY Total Cash Inflows vs. Budget Total Revenue (from Revenue Budget tab).
- FY Total Cash Outflows vs. Budget Total Expenses (from Expense Budget tab).

INTERPRETING THE RECONCILIATION
A non-zero difference between cash and budget totals is EXPECTED and NORMAL.
The operating budget is accrual-based; the Cash Flow tab is cash-based.
Common reasons for differences:
• Multi-year grants received in advance or arrears
• Capital expenditures expensed over time (depreciation)
• Prepaid expenses or deferred revenue
If both differences are exactly zero, your cash projections perfectly match the operating
budget (possible for simple organizations but unusual). Large unexplained variances should
be investigated.

SECTION 8: QUICK-START CHECKLIST FOR NEW USERS

Follow these steps in order when setting up the template for the first time. Estimated time: 1–2 hours for a complete budget entry.

PRE-WORK: GATHER THESE BEFORE YOU BEGIN
• Two years of audited financial statements (revenue and expense actuals)
• Your FY budget projections for each revenue and expense line item
• Opening cash balance as of fiscal year start (from audited balance sheet)
• Board-designated investment balance and line of credit availability
• Grant agreement amounts and revenue timing expectations (for Cash Flow tab)

STEP 1 Open the Assumptions Tab

- Navigate to the Assumptions tab (tab 1).
- Enter your Organization Name in cell B5.
- Enter Station Type in B6 (optional).
- Confirm or update Fiscal Year End in B7.
- Select the Budget Fiscal Year from the dropdown in B8. This updates all year labels across the workbook.
- Enter the preparer's name in B9.

STEP 2 Select Your Scenario (Cell B12)

- Select from the dropdown: Base, Optimistic, or Conservative.
- Start with "Base" if unsure. You can switch at any time.
- Optionally customize the multiplier values in rows 14–15.

STEP 3 Review Forecast Rates (Cells B19–B20)

- Review the Revenue Annual Growth Rate (default 5.0%). Adjust if your outlook differs.
- Review the Expense Annual Escalator (default 3.0%). Adjust as needed.

STEP 4 Enter Revenue Actuals and Budget (Rows 24–54)

- Column B — Enter FY(Year-2) Actual for every revenue line.
- Column C — Enter FY(Year-1) Actual for every revenue line.
- Column D — Enter FY Base Budget for every revenue line.
- Rename any [Custom ...] or [Station-Specific ...] labels in column A as needed.
- Leave unused lines at zero.

STEP 5 Enter Expense Actuals and Budget (Rows 59–88)

- Repeat the same three-column entry for every expense line (columns B, C, D).
- Rename custom expense labels as needed.

STEP 6 Enter Cash & Liquidity Inputs (Cells B92–B94)

- B92 — Opening Cash: latest audited cash balance as of fiscal year start.
- B93 — Board-Designated Investments: current investment balance.
- B94 — Line of Credit Available: per credit facility agreement.
- B95 — Minimum Operating Cash Target: for reference only.

STEP 7 Review Revenue Budget and Expense Budget Tabs

- Switch to the Revenue Budget tab. Verify that all line items and subtotals look correct.
- Switch to the Expense Budget tab. Verify expense data.
- If something looks wrong, return to Assumptions and correct the source data.

STEP 8 Review the Dashboard

- Check the Key Financial Metrics table for revenue, expenses, and net position across all 5 years.
- Check the Liquidity Monitor. If it shows a Going Concern Risk warning, review B92–B94 and your expense projections.
- Review the Scenario Comparison to understand your range of outcomes.
- Review the Revenue Mix for concentration risk.

STEP 9 Complete the Cash Flow Tab

- Switch to the Cash Flow tab.
- Enter quarterly cash inflows (rows 6–11, columns C–F) for each inflow category. Use positive numbers.
- Enter quarterly cash outflows (rows 15–20, columns C–F) for each expense category. Use positive numbers.
- Review the Closing Cash Balance row to identify any quarters with negative cash.
- Review the Budget Reconciliation Check at the bottom and note any large variances.

STEP 10 Save and Share

- Save the workbook with a clear filename (e.g., "OrgName_FY2026_Budget_v1.xlsx").
- Share with leadership or grantors as appropriate.

SECTION 9: YEAR ROLL-FORWARD PROCEDURE

Follow these four steps at the start of each new budget cycle to reuse this workbook without re-building it from scratch. The workbook is designed to roll forward year after year.

STEP 1 Shift Actuals in the Assumptions Tab

In the Assumptions tab:

1. Copy the FY(Year-1) Actual column (C) for Revenue lines (rows 24–54).
2. Paste as Values Only into the FY(Year-2) Actual column (B) for the same rows. Use Paste Special → Values to avoid pasting formulas.
3. Enter your newly audited actuals into the FY(Year-1) Actual column (C), rows 24–54.
4. Repeat for Expense lines: copy C59:C88 → Paste Values into B59:B88. Then enter new expense actuals in C59:C88.

EXAMPLE: Rolling from FY2026 to FY2027
1. Copy C24:C54 (FY2025 Actuals) → Paste Values into B24:B54 (now becomes FY2025 in the prior-prior column).
2. Enter newly audited FY2026 actuals into C24:C54.
3. Repeat for expenses: C59:C88 → B59:B88, then new FY2026 actuals into C59:C88.

STEP 2 Update Base Budget Inputs

In the Assumptions tab, update column D (FY Base Budget) with new budget-year line items for all revenue and expense lines. Also update:

- B92 — Opening Cash: latest audited cash balance as of the new fiscal year start.
- B93 — Board-Designated Investments: current balance.
- B94 — Line of Credit Available: current credit facility availability.
- B19/B20 — Adjust Revenue Growth Rate and Expense Escalator if your outlook has changed.

STEP 3 Change the Fiscal Year (Cell B8)

In Assumptions cell B8, select the new fiscal year from the dropdown (e.g., change 2026 to 2027). All year labels across every sheet — column headers, titles, and Cash Flow quarter labels — update automatically.

STEP 4 Refresh the Cash Flow Tab

In the Cash Flow tab:

- Clear all blue quarterly input cells for Cash Inflows (rows 6–11, columns C–F).
- Clear all blue quarterly input cells for Cash Outflows (rows 15–20, columns C–F).
- Re-enter new quarterly cash projections for the new budget year.
- The opening cash balance (row 25) updates automatically from Assumptions B92.

SECTION 10: TROUBLESHOOTING & FREQUENTLY ASKED QUESTIONS

Q: I changed a value in Assumptions but nothing updated on the Budget sheets.

Check that Excel calculation mode is set to Automatic. Go to: Formulas → Calculation Options → Automatic. If set to Manual, press Ctrl+Shift+F9 to force a full recalculation.

Q: The Dashboard shows a "⚠ GOING CONCERN RISK" flag.

This means your projected liquidity (Opening Cash + Board Investments + Line of Credit) covers less than one month of cash expenses. To investigate:

- Check Assumptions B92–B94: Are the cash and liquidity inputs current and accurate?
- Check whether expense projections are overstated.
- Switch to the Conservative scenario to stress-test further.
- If the flag persists after correcting inputs, escalate to leadership immediately.

Q: I accidentally overwrote a formula. How do I fix it?

Press Ctrl+Z immediately to undo. If you already saved the file after the overwrite, the safest fix is to re-download the original template and copy the correct formula from the same cell address. All formula cells have black or green text — never edit those.

Q: I want to add a new revenue or expense line item.

Use one of the existing [Custom ...] or [Station-Specific ...] placeholder lines in the Assumptions tab. Rename the label in column A and enter your amounts. The Budget sheets will pick up the new name and values automatically.

⚠ DO NOT INSERT NEW ROWS
Inserting rows in the middle of a data range will break the SUM formula ranges on the
Revenue Budget and Expense Budget tabs. Always use the existing placeholder lines.

Q: Can I change the scenario multiplier values?

Yes. Edit the multiplier values in Assumptions rows 14–15 (Base, Optimistic, Conservative columns). For example, change the Optimistic revenue multiplier from 1.10x to 1.20x. The active multiplier rows (16–17) and all budget calculations update automatically.

Q: Why don’t Cash Flow totals match Budget totals?

The Cash Flow tab is a separate manual projection of when cash actually moves. The operating budget is accrual-based. Differences are normal due to timing — grants received in advance, capital expenditures, prepaid expenses, and deferred revenue. The Budget Reconciliation Check at the bottom of the Cash Flow tab helps you track these differences.

Q: Can I use this for multiple organizations?

Yes. To reuse for a different grantee: (1) Go to the Assumptions tab. (2) Clear all yellow-highlighted input cells. (3) Enter the new organization name, fiscal year, and all blue input cells. Keep the original as a backup before clearing.

Q: The Variance % column shows “—” for some lines.

This is by design. When the prior-year actual is zero, dividing by zero would produce an error. The formula detects this and displays a dash instead. This is not a problem — it simply means the line had no prior-year activity.

— END OF TRAINING GUIDE —

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