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The Art of Collaborative Budgeting

AVIVO

Speakers

Khushbu Kapoor
CFO

CFO at Avivo since 2023, overseeing a $50M budget along with finance, IT, and revenue cycle operations. With a background in audit, compliance, payroll, and vendor management, she brings both rigor and strategic oversight to the role. Passionate about fostering transparency and collaboration, she ensures teams and stakeholders work together toward shared goals.

Jeffrey Goldstein
Senior Product Director

Senior Product Director for Euna Budget at Euna Solutions, overseeing the evolution of budgeting software used by public agencies. He brings more than 15 years of experience in product leadership, finance technology, and public sector solutions. Jeffrey is focused on driving innovation that simplifies budgeting workflows and supports data-driven decision-making for governments.

EUNA®
solutions

We believe everyone deserves the chance to live well and work well.

Serving Minnesota since 1960, we support over 11,000 individuals each year. Our holistic approach, spanning recovery, housing, career education, and employment, helps people facing poverty, homelessness, addiction, or mental health challenges achieve stability and transform their lives.

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AVIVO

We believe everyone deserves the chance to live well and work well.

Achieving Dreams.

60+
Years Serving Minnesota

400+
Employees

80+
Programs

11,000+
Individuals Served Annually

1,700+
Entered Jobs or Careers

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Before Using Euna Budget Software

Avivo experienced its worst financial year in history, with a deficit of $3 million.

Siloed Process

Budgeting lacked collaboration across teams.

Version Control Issues

Multiple versions caused confusion and errors.

Finance-Heavy

Most of the workload fell on the finance team.

Lack of Transparency

Limited visibility and accountability.

Slow Budget Cycles

Time-consuming processes delayed decisions.

Data Consolidation

Difficult to combine inputs from multiple departments.

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What Needed to Change?

Our Budget Culture

Shifting from siloed ownership to shared accountability.

Culture Drives Change

Fostering collaboration across teams and departments.

Transparency & Accountability

Clear visibility leads to stronger financial results and shared responsibility.

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A new approach to budgeting

Amplify Mission by Planning Collaboratively

- Align resources to shared goals by linking the strategic plan to the budget
- Focus on future priorities with zero-based budgeting

Shared Responsibility - Not Owned by One Person

- Create more opportunities for collaboration
- Foster new initiatives and ways of working

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Challenges Solved with Budget Software

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Collaboration with 100+ Users

Collaboration drives accuracy, buy-in and results!

- ☑ Department heads, managers, frontline staff

- ☑ Real-time feedback and input

- ☑ Shared responsibility for budgets

- ☑ Locked in versions

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Shortening the budget cycle

Accelerating the budget process

Accelerating the Budget Process

Previous Cycle

Multiple manual revisions and 6+ months.

New Cycle

☑ **Shorter Cycle** - Budget process reduced to 8-10 weeks.

☑ **Automation** - Data collection and version control streamlined.

☑ **Strategic Focus** - Finance team freed for analysis and planning.

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Consolidated Reporting

Single source of truth!

Single Source of Truth

Dashboards

Unified reports for leadership and board

Visibility

Instant insight into department and organization-wide budgets

Variance Analysis

Drill-down capability for managing budgets and monthly financials

Efficiency

Less time spent on manual report compilation

Automation

Faster, more accurate consolidation

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Results Achieved

What We Accomplished

Key Outcomes

$3M deficit turnaround

Achieved through proactive course corrections throughout the year

Improved forecasting

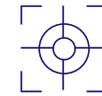Monthly review meetings and automated variance analysis (budget vs. actuals)

Greater engagement and transparency

Increased visibility, immediate identification of deviations, and root causes

Clean audit, no findings

Reduced year-end surprises and emergency cuts

Clear accountability

Continuous learning, process refinement, and stronger program outcomes

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Continuous Improvement

Staying on track

Integrating Budgeting with Monthly Variance Review

- ✅ Monthly reviews in budgeting software

- ✅ Automated analysis and reporting

- ✅ Prompt risk identification

- ✅ Proactive course correction

- ✅ Enhanced agility

- ✅ Strengthened stewardship

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Key Takeaways and Lessons Learned

1 Collaborative budgeting drives accuracy, buy-in, and results

2 Technology enables, culture sustains

3 Continuous improvement drives long-term success

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Panel and Q&A