

Budgetary Control System

The *State University of New York Fiscal and Accounting Procedures for Mandatory Student Activity Fee Programs* require the custodial and disbursing agent (Sub-Board I) to establish and maintain budgetary accounts. The basic structure for recording and monitoring revenues and expenditures is the **Annual Operating Budget**. As part of its accounting system, Sub-Board I provides a **Budgetary Control System** modeled after those commonly used by governments and other not-for-profit entities which satisfies the fiscal guidelines, policies and procedures of the Board of Trustees and the State University of New York. All student governments and clients for whom Sub-Board I acts as Fiscal Agent *must* use the Budgetary Control System.

I. *What is a budget?*

Definition



A budget is your management's plan or blueprint, in structured form, which projects or anticipates the desired outcome of financial activity for a specific set of resources, for a fixed period, usually one year. For our purposes, the Annual Operating Budget is divided into two separate components:

Estimated Revenues - What are the anticipated sources of revenue and how much can management realistically expect to receive?

Estimated Expenditures - How much does management expect to spend, and for what purposes are resources to be spent?

II. *Why is a budget important?*

Management Objectives



A budget acts as the formal process that establishes the authority on how funds are to be collected and spent. Management's objective is to provide a logical, detailed and realistic spending plan. Once a plan has been decided upon and is formally adopted by the student government/client governing body, the budget acts as an effective management tool by providing a means of identifying and allocating limited resources (**Revenues**), and monitoring their use (**Expenditures**).

Management information and control



The budget also is used to help prevent the student government/client from overspending. Budget reports provide management with information on operations, allowing the organization to monitor and control spending

and revenue collection while they are in progress. Hence, budgets alone are meaningless unless they are used to motivate responsible action and to direct operations toward accomplishing objectives that have been established by management as desirable.

Most important source of financial data



The budget is the single most important source of financial information. Almost all financial transactions are recorded in the budget. The budget is used to track all cash receipts, encumbrances and cash disbursements, and provides a means of tracking these transactions back to original source documents.

III. *How is the budget structured?*

Budgetary Accounts



In determining the basic elements of **Estimated Revenues** and **Estimated Expenditures**, a logical structure must be developed to codify and arrange the elements into units or sections that reflect the nature and structure of the operations themselves. The basic structural tool is the **budgetary account**. A budgetary account identifies a specific source of revenue or a particular type of expenditure by using a **budgetary account number**. Sub-Board's Budgetary Control System uses the following budgetary account number format:

Fund component

Fund: The **first three digits** of the account number identify the student government/client and the overall purpose of the funds accounted for in a particular budget, e.g. operating funds, capital funds, etc.

Department component

Department: The **next four digits** of the account number identify the department, division, activity center, etc. within the internal operations of the student government/client.

Line Item component

Line Item: The **next four digits** of the account number identify the specific source of revenue or the type of expenditure for a particular department, e.g. Advertising Revenue, or Telephone Expense.

Project component

Project: In certain situations, the account number may be extended by an **additional four digits** to further identify a particular project.

Therefore, the account number format is:

XXX . XXXX . XXXX . XXXX
Fund . Department . Line Item . Project

Sub-Board I assigns budgetary account numbers for all student governments/clients according to a **Chart of Accounts**.

IV. *How are different types of expenditures classified in the budget?*

Expenditures are classified in the budgetary accounts by type. Expenditure types can then be grouped and sub-totaled for budgetary reporting. This enables management to more clearly appraise the results of past operations and project the results of future operations, and to control operations while they are in progress. Valid classifications are:

Line Item

1XXX

Personnel Expenditures: This classification designates the expenditure of employee gross wages and employer-related expenses relating to payroll transactions. Examples include:

1101 Regular Pay

1111 Student Stipends

2XXX

Asset Expenditures: This classification designates expenditures for the purchase of fixed assets, such as equipment. Examples include:

2101 Capital Equipment Purchases

3XXX

Liability Expenditures: This classification designates payments that relieve a liability, usually associated with a previously recorded cash receipt transaction. Examples include:

3101 Sales Tax Expenditures

3141 Refunds

4XXX

Operating Expenditures: This classification designates routine operating expenses that are incurred in the normal course of business. Examples include:

4102 Telephones

4105 Office Supplies

4822 Emergency Medicine Club

5XXX

Prepaid Expenditures: This classification designates certain types of routine expenditures that are *prepaid* in quarterly, semi-annual or annual installments. Examples include:

5101 Prepaid Insurance Premiums

5111 Prepaid Service Contracts

5141 Prepaid Periodical Subscriptions

- 6XXX Principal on Debt:** This classification designates the payment of principal on outstanding loans, mortgages, etc. Examples include:
 6102 Equipment Lease – Principal
- 7XXX Interest on Debt:** This classification designates the payment of interest or finance charges on outstanding loans, capital leases, mortgages, etc. Examples include:
 7102 Equipment Lease – Interest
- 8XXX Internal Expenditures:** This classification designates the transfer of cash from one fund to another, such as transfers from the Operating Budget to the Capital Equipment Budget. Examples include:
 8115 Inter-fund Transfers

All expenditures must be properly classified in the Estimated Expenditure Budget according to the types listed above. Budgets should be prepared accordingly with valid line item numbers to anticipate the nature and timing of expenditures.

V. *How are different types of receipts classified in the Estimated Revenue Budget?*

Like expenditures, receipts are classified in the revenue budgetary accounts according to type. *All revenue budgetary accounts have line items that begin with 0.* Valid classifications are:

Line Item

- 01XX Revenue Receipts:** This classification designates sales revenue derived from cash sales. Examples include:
 0101 Student Activity Fees
 0142 Vending Machine Revenue
 0185 Social Activity Revenue
- 02XX Asset Receipts:** This classification designates cash received against outstanding accounts receivable or other assets, such as the sale of equipment. Examples include:
 0213 Local Advertising Sales on Account
 0232 Proceeds from the Sale of Fixed Assets
- 03XX Liability Receipts:** This classification designates cash received that incurs a liability. Examples include:

0303 Sales Tax Receipts

0310 Prepaid Accounts Receivable

04XX **Expenditure Receipts:** This classification designates cash returned against a previously recorded expenditure, such as refunds from overpayments to vendors, and returns on the unused portions of cash advances. Examples include:

0402 Cash Returns

05XX **Internal Revenues:** This classification designates the transfer of cash from one fund to another, such as a transfer into a Designated Budget from the Operating Budget. Examples include:

0502 Internal Revenue Transfers

06XX **Capital Fund Internal Revenues:** This classification specifically designates the transfer of cash into the Capital Equipment Budget from the appropriation of depreciation in the Operating Budget. Examples include:

0604 Service Organization Depreciation Transfer

07XX **Interest on Outstanding Accounts / Notes Receivable:** This classification designates the interest or service charges collected on outstanding accounts or notes receivable. Examples include:

0703 Interest/Service Charges

All cash receipts must be properly classified according to the types listed above. Budgets should be prepared accordingly with valid line item numbers to anticipate the nature and timing of cash receipts.

VI. *How does the budgetary process begin?*

Operational
review and
decision-
making



Budget
requests

The first step in the budgetary process is for the student government/client to review its operations. What is working well and what needs to be changed? What are the goals and objectives for the coming budget year? What projects does the student government/client wish to support? Which recognized clubs and organizations has management agreed to fund? What are the primary sources of revenue? Clubs, organizations, project managers and department heads may be required to submit budget requests to whoever is responsible for preparing the initial or “proposed” budget. These requests can then be reviewed and modified before being incorporated into the proposed budget. It may also

Proposed Budget



be helpful for whoever is preparing the proposed budget to review past budgets – historical information can be very helpful in determining how the student government/client has operated in the past and can help identify areas that management would like to continue, eliminate or change.

All student governments/clients must prepare their budgets according to the **fiscal year**. The fiscal year begins on August 1 and ends on July 31 of the following year.

Adopted Budget



Once the proposed budget has been prepared, it must be formally approved or *adopted* in accordance with the student government/client constitution, by-laws or governing rules. During this process, the budget may be discussed, modified, or challenged before being formally adopted.

Multiple budgets



For student governments/clients that maintain more than one fund (first three digits of account number) in addition to the operating budget (e.g., Capital Equipment Fund, Designated Fund, etc.), a separate budget for each Fund must be adopted.

VII. *After the budget is adopted, what is the next step?*

Required format

Budget deadline



Budget certification



For all student governments/clients subject to administrative review and certification, approved budgets must be submitted using the **Required Budget Format** (see **Illustration 1**) to the Administrative Designee no later than June 1 prior to the start of the fiscal year. A copy of the approved budget **must** also be submitted to the SBI Accounting Office by the same date, June 1. For independent clients whose budgets are not subject to administrative review and certification, approved budgets must be submitted to the SBI Accounting Office no later than June 1 prior to the start of the Fiscal Year. Budgets **must** be accompanied by a completed **Certification of Budget Form** (see **Illustration 2**), signed by at least two officers or authorized representatives of the student government/client, attesting that adoption and approval procedures were correctly followed. For student governments/clients that maintain more than one budget, a separate Certification of Budget Form must be submitted with each budget. **In order to continue operating without an interruption in accounting services, budgets must be submitted by the due date of June 1.**

VIII. *What happens after the budget is submitted and certified?*

Balanced budget requirement



Upon receiving the adopted budget, Sub-Board I will review the budget for accuracy and conformity to fiscal guidelines. Budgets must be **balanced**; i.e.

Total Estimated Revenue **must** equal or exceed Total Estimated Expenditures. **Unbalanced budgets will be returned to the student government/client unprocessed.** Estimated Revenues and Estimated Expenditures must be based on realistic projections.

Assuming that budgets have been submitted by the required deadline, in the required format, and with the proper officer certification, and the administrative designee, where applicable, has approved the budgets, Sub-Board I will enter the adopted budgets into the accounting system. On August 1, the adopted budgets will go into effect. All student governments/clients will receive initial budget reports as of August 1, before any activity begins, as verification that Sub-Board I has accurately entered the budgets. The student government/client should closely review these initial budget reports and report any problems or errors immediately to the SBI Accounting Office for correction.

IX. *Will any activity from the prior year budget have an effect on the current budget?*

Since there may be financial activity in process between the end of one fiscal year and the beginning of the next, the budget will be affected in several ways.

Beginning cash
balance
brought
forward



First, on the revenue side, the Fund's cash balance as of July 31 will be added to Estimated Revenues and Annual Revenue Receipts in the new budget on the first day of the new fiscal year, August 1. This cash balance, if sufficient, can be used as a reserve to accommodate outstanding encumbrances and accrued payroll expenses (see below). Any remaining cash balance not reserved for other purposes may be re-appropriated in the new budget. This adjustment will take place as soon as all cash activity has been recorded and reconciled for July, usually sometime in early August.

Prior year
outstanding
encumbrances
brought forward



Second, on the expenditure side, any encumbrances outstanding at the end of the fiscal year (July 31) will be added to budgeted expenditures in the next fiscal year's budget. The date that this adjustment actually takes place depends on the final accounting of year-end activity, preparation of year-end financial statements, the progress of the annual independent audit, etc., and usually takes place sometime after October 15. Until this final accounting for outstanding encumbrances is completed and the prior year budget is "closed", the accounting system will automatically account for encumbrances from the prior fiscal year that are paid in the new fiscal year. This is done so that budgetary expenditures for the new fiscal year are not

depleted by payments for which encumbrances existed in the prior fiscal year's budget.

Year-end
accrued payroll
expenses
brought
forward



Third, accrued payroll expenses, if any, as of July 31 will be added to Estimated Expenditures in the next fiscal year when the new budget goes into effect on August 1. You must provide a sufficient reserve in your budget to accommodate this additional appropriation and to maintain a balanced budget. This adjustment to the budget will take place after all payroll activity has been received and recorded, usually sometime in September.

X. *What if the budget needs to be modified or adjusted during the course of the fiscal year?*

Comparison of
actual results to
budget



It is not realistic to prepare a budget at the beginning of the fiscal year and then leave it as a rigid plan of action. Important unforeseen changes in internal or external conditions may require budget revisions during the fiscal year. It is essential that management receive timely information on its actual results in comparison with the plan. A comparison of actual operating results with the original budget plan would show management **what the organization did** in comparison with **what it initially planned to do**. It may not reveal, however, how well the organization did with regard to **how it should have performed** under the conditions which actually existed. Therefore, Sub-Board I will provide periodic budget reports to assess performance of actual results with the original plan and the adjusted budget plan.

Budget
adjustment
approvals



Whenever an adjustment or revision to the original budget is necessary, the student government/client must notify Sub-Board I of the adjustment(s) to be made by entering a **Budget Adjustment** into the on-line KVS Accounting System. Budget Adjustments require the approval of **two** officers. In addition, student governments and independent clients who are subject to administrative review must have all budget adjustments or changes to the budget reviewed and certified by the administrative designee. All approvals can be done on-line. Sub-Board I will update the budget adjustments only after all approvals have been obtained.

Please contact the SBI Accounting Office for instructions and training on the on-line budget adjustment process.

XI. *How do I go about adjusting the budget?*

Transfers between appropriation Accounts



There are several ways that a budget can be adjusted. First and most simply, the budgetary expenditures for one account may be decreased and another expenditure account or accounts may be increased by the same amount. The net effect on the budget in this situation will be zero, because Total Budgeted Estimated Expenditures are being decreased and increased equally.

Increasing both Revenue Budget and Appropriation Budget



If it is discovered that Estimated Revenues are **underestimated** or additional revenue is collected over and above the original estimate, the budget may be “expanded” to take this additional revenue into consideration. In other words, an original estimated revenue amount may be **increased** by the additional amount of revenue collected (or anticipated to be collected), and correspondingly, this additional revenue may be allocated by **increasing** one or more expenditure accounts for future expenditures. Again, the net effect on the Total Budget will be zero because both Estimated Revenues and Estimated Expenditures are being increased by the same amount.

Decreasing both Revenue Budget and Appropriation Budget



If it is discovered that Estimated Revenues are **overestimated** or a particular source of anticipated revenue will not be collected, the budget should be “contracted” to recognize the fact that revenue will not meet expectations and spending should be reduced accordingly. In this situation, the original amount of the affected Estimated Revenue account should be **decreased**, and one or more expenditure accounts should also be **decreased**. Again, the net effect on the Total Budget will be zero because both Estimated Revenues and Estimated Expenditures are being decreased by the same amount.

Don't worry – we'll help you!



There may be other situations where adjustments may be necessary. If you are unsure of how to prepare a budget adjustment, please contact the SBI Accounting Office – we'll be happy to assist you.

Whenever the budget is adjusted, regardless of the reason, **the total budget must remain balanced**, i.e. Total Estimated Revenues must equal or exceed Total Estimated Expenditures.

XII. *What information will budget reports provide?*

The Budgetary Control System provides a **Revenue/Expense Ledger Report (Report #130)** that includes both Revenue and Appropriations. The report compares actual financial activity to the original budget and the

adjusted budget, and should be used by management to monitor and control activity during the year.

Revenue
budget

On the 130 Report, **Revenue Budgetary Accounts are listed first.** The accounts are grouped and sub-totaled by Department (second four digits of the account number) with a final Revenue Account total (“**Total Type R**”) for the entire Fund (first three digits of account number). The report is presented in a columnar format with the following column headings:

Account No. / Description	Current Mo.	Original	Adjusted	YTD	YTD Budget	YTD Encumbered	YTD Available	Pct Exp
Fund.Dept.Item.Project	Total Rev.	Budget	Budget	Actual Rev.	Balance	(not used)	Balance (not used)	Balance

Column 1 (Account number and description): Identifies each revenue account by number (fund-department-line item-project) and account title.

Current
month actual
activity

Column 2 (Current Month Total Revenue): Total of actual cash receipts collected for the current month *only*, for each account.

Column 3 (Original Budget): Original estimated revenue for each account as approved in the initial adopted budget at the beginning of the fiscal year, August 1.

Column 4 (Adjusted Budget): The current estimated revenue for each account after adjustments (original budget +/- all budget adjustments to date).

Year-to-date
actual
activity

Column 5 (YTD Actual Revenue): Total of actual cash receipts collected from the beginning of the fiscal year, August 1, to the present, i.e. year-to-date, for each account. Revenues are recorded as “**credits**” and are shown in parentheses.

Year-to-date
budget
variance

Column 6 (YTD Budget Balance): The variance between an account’s current *Adjusted Budget* and the *YTD Revenue Receipts*. For example, if the current *Adjusted Budget* for an account is \$1,200 and *YTD Revenue Receipts* for this account are \$900, then the *YTD Budget Balance* will be \$300 (the variance between the annual budget of \$1,200 and the actual year-to-date receipts of \$900).

Column 7 (*YTD Encumbered*): Since encumbrances pertain **only** to appropriation (expenditure) budgetary accounts, **this column does not apply to revenue budgetary accounts.**

Percent of revenue collected

Column 8 (*Percent Exp. Balance*): The year-to-date budget balance expressed as a percentage of the year-to-date actual receipts. Using the example above (*Adjusted Budget* of \$1,200 and *YTD Revenue Receipts* of \$900), the *Percent Receipts* will be 75.0% (the percentage of \$900 to \$1,200).

Appropriation budget

Expenditure Budgetary Accounts are listed following the Revenue Budgetary Accounts. Like the Revenue Budget, the expenditure accounts are grouped and sub-totaled by Department (second four digits of the account number) with a final Expenditure Account total (“**Total Type E**”) for the entire Fund (first three digits of account number). The report is presented in a columnar format with the following column headings:

Account No. / Description Fund.Dept.Item.Project	Current Mo. Original Total Rev. Budget	Adjusted Budget	YTD Actual Exp.	YTD Budget Balance	YTD Encumbered	YTD Available Balance	Pct Exp Balance
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Column 1 (Account number and description): Identifies each expenditure account by number (fund-department-line item-project) and account title.

Current month actual activity

Column 2 (*Current Month Total Expenditures*): Total of actual expenditures for the current month *only*, for each account.

Column 3 (*Original Budget*): Original Estimated Expenditures for each account as approved in the initial adopted budget at the beginning of the fiscal year, August 1.

Column 4 (*Adjusted Budget*): The current Estimated Expenditures for each account after adjustments (original budget +/- all budget adjustments to date).

Actually spent, year-to-date

Column 5 (*YTD Actual Expended*): Total of actual expenditures from the beginning of the fiscal year, August 1, to the present, i.e. year-to-date, for each account.

“Unexpended”
Budget balance

Column 6 (YTD Budget Balance): The variance between an account’s current *Adjusted Budget* and the *YTD Actual Expended*. For example, if the current *Adjusted Budget* for an account is \$2,000 and *YTD Actual Expended* for this account is \$1,125.75, then *YTD Unexpended Balance* will be \$874.25 (the variance between the annual budget of \$2,000 and the actual year-to-date expenditures of \$1,125.75).

Outstanding
encumbrances

Column 7 (YTD Encumbered): The actual amount of outstanding encumbrances (unpaid purchase orders) for each expenditure account, as of the date of the report.

“Unencumbered”
budget balance

Column 8 (YTD Available Balance): The variance between an account’s current *Adjusted Budget*, *YTD Actual Expended* and *YTD Encumbered* (budget minus expended minus encumbered). For example, if the current *Adjusted Budget* for an account is \$2,000 and *YTD Actual Expended* for this account is \$1,125.75, and the *YTD Encumbered* for this account is \$136, then *YTD Available Balance* will be \$738.25 (the variance between the annual budget of \$2,000, the actual year-to date expenditures of \$1,125.75 and the current outstanding encumbrances of \$136).

Percent of
budget
spent

Column 9 (Pct Exp Bal): The year-to-date actual expended amount expressed as a percentage of the annual adjusted budget. Using the example above (*Adjusted Budget* of \$2,000 and *YTD Actual Expended* of \$1,125.75), the *Pct Exp Bal* will be 56.3% (the percentage of \$1,125.75 to \$2,000).

XIII. What is a “budget surplus”?

Definition



A **budget surplus** exists when the total revenue budget (Total Estimated Revenue) exceeds the total appropriation budget (Total Estimated Expenditures) – a balanced budget. A **budget deficit** exists when the total expenditure budget (Total Estimated Expenditures) exceeds the total revenue budget (Total Estimated Revenue) – an unbalanced budget. Under SUNY Fiscal Guidelines, unbalanced budgets (budget deficits) are not allowed. The **Revenue/Expense Ledger Report (Report #130)** provides the budget surplus in the final totals for the fund:

REVENUE / EXPENSE LEDGER REPORT (130)

Account No. / Description Fund.Dept.Item.Project	Current Mo. Total Rev.	Original Budget	Adjusted Budget	YTD Actual Rev./Exp.	YTD Budget Balance	YTD Encumbered	YTD Available Balance	Pct Exp Balance
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TOTAL FUND XXX \$XXX.XX \$XXX.XX \$XXXX.XX \$XXXX.XX \$XXXX.XX \$XXXX.XX \$XXXX.XX XX.X%

Budget surplus calculation



The budget surplus is the difference between the total of the Adjusted Revenue Budget (**Total Type R**) and the total of the Adjusted Expenditure Budget (**Total Type E**).

XIV. *Can I use the budget to determine how much cash I have in my checking account?*

Yes. The Revenue/Expense Ledger Report will also give you the current cash balance in the final totals for the Fund:

REVENUE / EXPENSE LEDGER REPORT (130)

Account No. / Description Fund.Dept.Item.Project	Current Mo. Total Rev.	Original Budget	Adjusted Budget	YTD Actual Rev./Exp.	YTD Budget Balance	YTD Encumbered	YTD Available Balance	Pct Exp Balance
TOTAL FUND XXX	\$XXX.XX	\$XXX.XX	\$XXXX.XX	\$XXXX.XX	\$XXXX.XX	\$XXXX.XX	\$XXXX.XX	XX.X%

Cash balance calculation



The cash balance is the difference between the total of the Year-to-Date Actual Revenues (**Total Type R**) and the total of the Year-to-Date Actual Expenditures (**Total Type E**).

XV. *The Revenue/Expense Ledger (130) Report shows summary information. Are there any budget reports that show information in detail?*

Yes. In addition to the summarized reporting of the 130 report, the accounting system can also generate budgetary reports that show transaction detail for each account in the Estimated Revenue and Estimated Expenditure budgets.

Revenue Budget detail

The **Revenue Ledger Report (Report #124)** is a listing of each transaction in the Revenue Budget, for each Revenue Budgetary Account.

The 124 Report can be used to verify cash receipt transactions, and provides essentially the same information as the 130 Report *in detail* rather than in summary fashion.

Appropriation
Budget detail

The **Expense Ledger Report (Report #125)** is a listing of each transaction in the Expenditure Budget, for each Expenditure Budgetary Account. The 125 Report can be used to verify encumbrance, expenditure and cash disbursement transactions, and provides essentially the same information as the 130 Report *in detail* rather than in summary fashion.

Budget
adjustment
detail

Another useful budgetary report is the **Budget Adjustment Report (Report #109)** which is a detailed listing of each budget adjustment processed for both Revenue Budgetary accounts and Expenditure Budgetary accounts.

XV. *Conclusion*

Accountability
for results



A budget that is carefully prepared, closely monitored and accurately interpreted can mean the difference between success and failure. Also, budgets will only be reliable if management routinely holds accountable its officers, employees and departments for strictly adhering to budgetary procedures regarding cash receipts, encumbrances and cash disbursements. Budgetary goals and objectives should be clearly communicated to all responsible individuals, with the expectation that procedures be followed so as not to compromise or jeopardize the student government's/client's financial position.

**APPROVED BUDGET
FISCAL YEAR 20XX - 20XX**

Student Government/Client Name:

Fund Name:

Fund Number (First 3 digits of account number):

ESTIMATED REVENUES

Account No.
XXX-XXXX-0XXX

Account Title

Estimated Revenue
\$ XXX.XX



XXX-XXXX-0XXX

XXX.XX

Total Estimated Revenue
Cash Balance to be Brought Forward, Estimated

\$ X,XXX.XX
XXX.XX

(1) TOTAL REVENUE BUDGET

\$ X,XXX.XX

ESTIMATED EXPENDITURES

Account No.
XXX-XXXX-XXXX

Account Title

Estimated Expenditures
\$ XXX.XX



XXX-XXXX-XXXX

XXX.XX

Total Estimated Expenditures
Reserve for Outstanding Encumbrances
Reserve for Accrued Payroll Expenses

\$ X,XXX.XX
XXX.XX
XXX.XX

(2) TOTAL ESTIMATED EXPENDITURE BUDGET

\$ X,XXX.XX

(1 - 2) BUDGET BALANCE (Total Est. Revenue minus Total Est. Expenditures)

\$

(Accounts must be grouped and sub-totaled by Department. If you wish to add a NEW ACCOUNT to your budget, indicate the Fund number and Department number and insert the words **"New Account"** in place of a Line Item number. If you wish to delete an INACTIVE ACCOUNT from your budget, indicate the Account Number and Account Title, and insert the word **"Delete"** in place of an amount.)