

1—That steps be taken to establish responsible leadership for financial proposals.

2—That present practices be modified so as to provide for the submission of.

a—Forms of annual estimates that will carry comparative expenditure data and estimates—these to show **actual** as well as **estimated** expenses and capital outlay for each function or activity performed by each department or other organization unit, as well as over-head cost, including fixed charges, and that these be carried in such further analysis as will show the cost or estimated cost in terms of salaries and wages, services other than personal (such as telephone, telegraph, transportation, repairs by contract, etc.), materials, supplies and equipment;

b—A budget which will consist of:

- (1) **A comparative balance sheet** — or statement of current assets and liabilities which will also show the current surplus or deficit, supported by schedules of details including a statement of cash receipts and disbursements and a debt statement;
- (2) **A comparative operation account**—or form of a comparative statement of revenues and expenses for a period of five years;
- (3) **A comparative capital account**—which will show on the one side cost of properties, less depreciation, and on the other outstanding debt, less sinking funds held in reserve for debt retirement;
- (4) **A fund statement**—which will show comparatively the condition of the general fund, debenture funds, special and trust funds and sinking funds;
- (5) **A request for appropriations**—in form a list of proposed items for appropriation so set up as to show the appropriations of the current year and actual expenditures against authorization of each of three prior years;
- (6) **Detailed departmental estimates**—and comparative data of expenditure in unit costs supporting requests for appropriation.