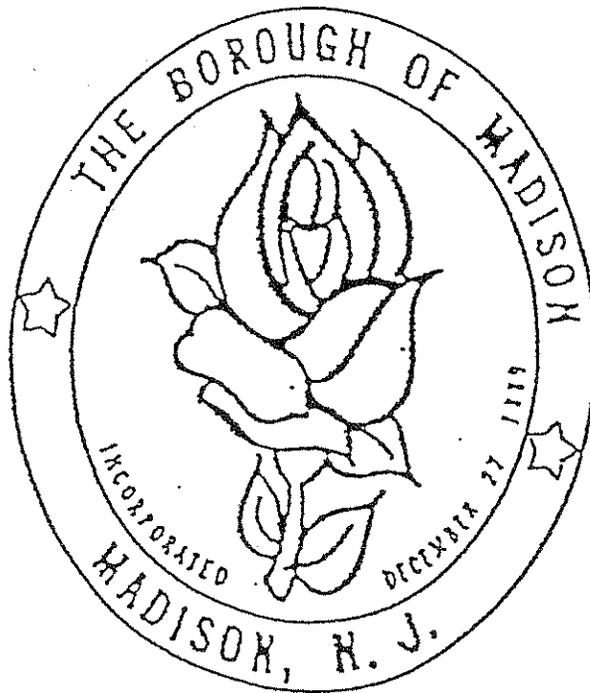


1995 BUDGET IN BRIEF



MAYOR

DONALD R. CAPEN

COUNCIL

GARY E. RUCKELSHAUS,
COUNCIL PRESIDENT

ANN T. DALENA

JOHN J. DUNNE

DENNIS G. MULLINS

MARTIN F. BARBATO

NINO A. COVIELLO



HARTLEY DODGE MEMORIAL
BOROUGH OF MADISON
MADISON, NEW JERSEY 07940

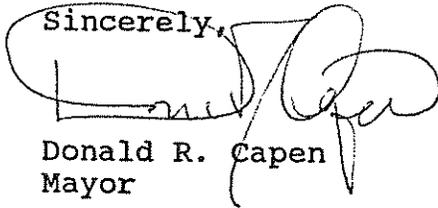
March, 1995

Dear Madison Residents:

I am very happy to report that the 1995 municipal budget will not require a tax increase for the fifth year in a row. Regular municipal services will continue at the same level and the Borough plans to invest \$1,545,160 in capital projects without the use of borrowed funds.

The Budget In Brief provides a summary of appropriations and revenues, describes the budget process, reports on accomplishments for 1994, and sets goals for 1995. Please take some time to review this document; you will find it quite informative. If you have questions or want to learn more about the budget, attend the budget hearing scheduled for April 10th at 7:30 p.m. in Council Chamber. I look forward to seeing you there.

Sincerely,



Donald R. Capen
Mayor

The following Borough Officials are responsible for preparing and expending their budgets in accordance with the limitations imposed by the Governing Body:

Borough Administrator	James R. Allison
Assistant to Administrator	John N. Corica
Director of Finance	Robert F. Kalafut
Borough Clerk	Esther Sebesto
Deputy Borough Clerk	Patricia Graham
Chief of Police	John P. Salmon
Fire Chief	Douglas O. Atchison
Health Officer	John Theese
Borough Engineer	Stanley J. Schrek
Utility Engineer	David Molendyke
Municipal Court Administrator	Emily Traversi
Recreation Director	Douglas L. Smith
Supervisor, Public Works	Vincent Falcone
Library Director	Nancy Vernon
Borough Attorney	George C. Witte, Jr.
Director of Welfare	Linda B. Durney
Senior Citizen Coordinator	Elizabeth Brownell

INDEX

	<u>PAGE</u>
Budget Responsibilities.....	1
1995 Budget Process.....	2
Budget at a Glance.....	3
Changes in Revenues and Appropriations.....	4
Average Home Costs for Government Services.....	5
Summary of 1994.....	6
1995 Plans.....	9
1994 Statement of Operations Current, Water and Electric.....	11
The 1995 CAP Calculation.....	12
Comparative Distribution of Revenues and Appropriations for 1994 and 1995.....	13
Chart showing the Distribution of 1994 and 1995 Revenues.....	14
Comparison of 1994 and 1995 Appropriations by Services.....	15
Chart showing 1994 and 1995 Appropriations.....	16
Chart Showing 1994 and 1995 Appropriations by Services.....	17
Annual Report of the Tax Collector.....	18
Summary of Levies, Tax Rates and Net Taxable Valuation.....	19
Chart showing distribution of 1994 and 1995 Tax Levy including Schools and County.....	20
Where Your Tax Dollar Goes.....	21
Six Year Tax Rate Comparison.....	22
Comparative Statement of Operations for 1994 and 1993 Water Utility.....	23
Comparative Distribution of Revenues and Appropriations for 1995 and 1994 for the Water Utility.....	24
Comparative Statement of Operations for 1994 and 1993 Electric Utility.....	25
Comparative Distribution of Revenues and Appropriations for 1995 and 1994 for the Electric Utility.....	26
The Capital Budget and Program.....	27

BUDGET RESPONSIBILITIES

Most municipal functions are under the direct policy making control of the Mayor and Council. In a few cases, such as the Public Library, the Board of Health and the Local Assistance Board, control lies with an autonomous appointed board which administers their functions within the limitations of the appropriation set by the Mayor and Council. The Madison-Chatham Joint Meeting is an autonomous board comprised of the Mayor and Council members from both communities. The Joint Meeting relies on appropriations made by each of the towns in the municipal budgets.

The operation of the public schools is the responsibility of the elected Board of Education and is completely independent of the Mayor and Council. The Board of Education prepares its own budget and submits it directly to the citizens of Madison for approval by popular vote. This report, therefore, does not contain any details of the school budget.

The Governing Body of the Borough of Madison consists of the Mayor and Council, elected by the Borough as a whole. The Mayor's term is four years. There are six Council Members, each elected for three years, with the terms arranged so that two are elected each year. The Mayor and Council serve without compensation.

Although the Council is primarily a legislative body, it also exercises some managerial functions through the Borough Administrator who coordinates the operations of the departments of the Borough. The Council has six standing committees appointed by the Mayor, who is an ex-officio member of each committee. Each Council Member is the chairperson of one committee and a member of one other. The standing committees for 1995 are as follows:

<u>Standing Committee</u>	<u>Chairperson</u>	<u>Other Member</u>
Utilities	Ann T. Dalena	Gary E. Ruckelshaus
Public Safety	Dennis G. Mullins	John J. Dunne
Public Works & Engineering	John J. Dunne	Martin F. Barbato
Health & Public Assistance	Nino A. Coviello	Ann T. Dalena
Finance & Borough Clerk	Martin F. Barbato	Nino A. Coviello
Community Affairs	Gary E. Ruckelshaus	Dennis G. Mullins

THE 1995 BUDGET PROCESS

The budget process begins early in September of the year preceding the Budget year. Department Heads, using expenditure reports, forecast their needs and draft detailed Budget requests encompassing their department's goals and objectives. In addition, each Department Head reports on the extent to which they have met their proposals of the preceding year.

Each Budget request is reviewed by the Borough Administrator and the Department Head. The goals for the year are established. The Administrator makes adjustments during December and early January and submits a recommended budget to the Mayor and Council by the middle of the month. For the next three weeks Mayor and Council review the budget with the Administrator and Department Heads.

This year the budget was introduced on March 13th and will be published in the MADISON EAGLE on March 30th. At the introduction of the Budget the Council set April 10th as the date for the public hearing.

THE BUDGET IN BRIEF

The following pages provide the taxpayer with an overview of the Municipal Budget and what impact it will have on taxes. Information has also been provided on the County and School levy so that you can determine your total tax bill. The Board of Education will hold a public hearing on the school budget on March 28th. The School Board election will be held on April 18th.

We have provided a statement of operations for the Current, Water and Electric Funds. In addition, pie charts and bar graphs have been prepared as an illustrative tool to help taxpayers understand the budget.

MADISON
1995 BUDGET
BUDGET AT A GLANCE
06-Mar-95

ITEM	1995	1994	DIFFERENCE	% CHANGE
R E V E N U E S A N D A P P R O P R I A T I O N S				
APPROPRIATIONS-WITHOUT RESERVE	\$15,918,645	\$16,221,913	(\$303,268)	-1.9%
LESS: ANTICIPATED REVENUES	\$8,484,593	\$8,694,510	(\$209,917)	-2.4%
NET APPROPRIATIONS	\$7,434,052	\$7,527,403	(\$93,351)	-1.2%
PLUS: SCHOOL LEVY	\$17,250,895	\$16,347,771	\$903,124	5.5%
COUNTY LEVY	\$4,954,401	\$4,857,256	\$97,145	2.0%
APPROPRIATIONS AND OTHER TAXES	\$29,639,348	\$28,732,430	\$906,918	3.2%
COLLECTION RATE	97%	97%		
AMOUNT TO BE RAISED BY TAXATION	\$30,587,098	\$29,635,050	\$952,048	3.2%
RESERVE FOR UNCOLLECTED TAXES	\$947,750	\$902,620	\$45,130	5.0%
ASSESSED VALUATION	\$892,597,050	\$901,496,350	(\$8,899,300)	-1.0%
TOTAL RATABLES	\$936,039,658	\$941,444,328	(\$5,404,670)	-0.6%
TOTAL APPROPRIATIONS- with Reserve	\$16,866,395	\$17,124,533	(\$258,138)	-1.5%
LESS ANTICIPATED REVENUES	\$8,484,593	\$8,694,510	(\$209,917)	-2.4%
LOCAL TAX LEVY	\$8,381,802	\$8,430,023	(\$48,221)	-0.6%
T A X R A T E				
LOCAL TAX RATE	\$0.895	\$0.895	0.000	0.0%
SCHOOL TAX RATE	\$1.843	\$1.736	0.107	6.1%
COUNTY TAX RATE	\$0.529	\$0.516	0.013	2.6%
TOTAL TAX RATE	\$3.268	\$3.148	0.120	3.8%
ONE POINT EQUALS	\$93,604	\$94,144	(\$540)	-0.6%
AVG. RESIDENTIAL ASSESSED VALUE	\$159,000	\$159,000		
T A X E S O N A V E R A G E H O M E				
ROUGH TAXES	\$1,423.77	\$1,423.74	\$0.03	0.0%
SCHOOL TAXES	\$2,930.32	\$2,760.97	\$169.35	6.1%
COUNTY TAXES	\$841.58	\$820.34	\$21.24	2.6%
TOTAL TAXES	\$5,195.67	\$5,005.05	\$190.62	3.8%

M U N I C I P A L B U D G E T

REVENUE AND APPROPRIATIONS
BY MAJOR CATEGORY
1994-1995

3/7/95

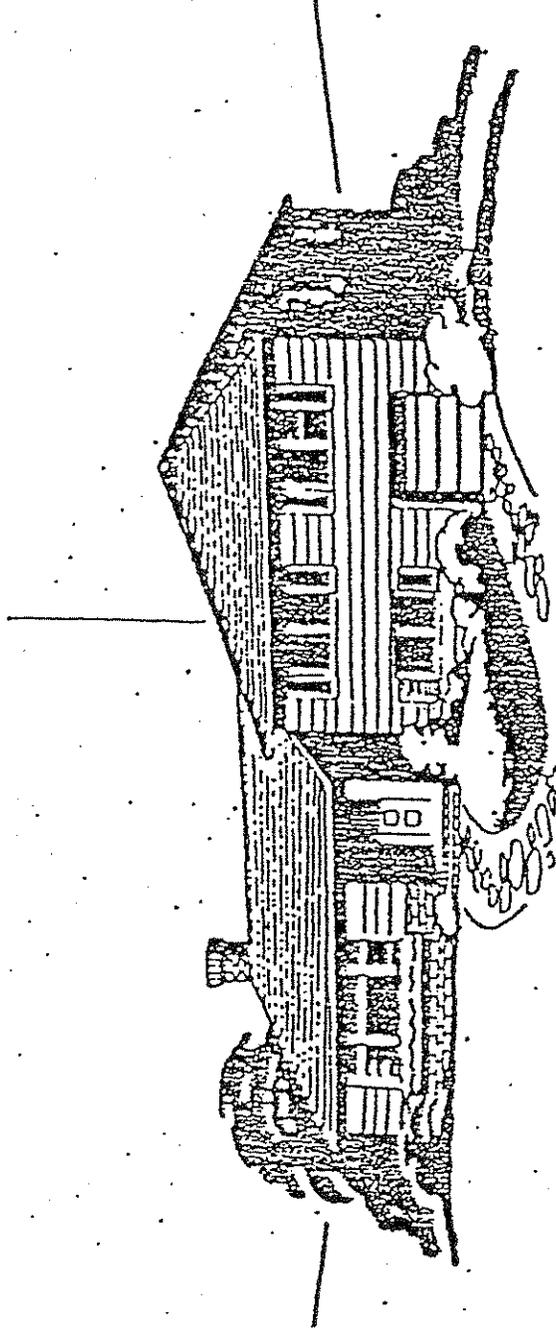
REVENUE	1995	1994	INCREASE (DECREASE)	PERCENTAGE CHANGE
PRIOR YEAR'S SURPLUS	1,354,000	1,787,000	(433,000)	-24.2%
MUNICIPAL SOURCES	1,276,283	1,342,406	(66,123)	-4.9%
STATE CONSOLIDATED AID	626,298	763,170	(136,872)	-17.9%
STATE AID - ALL OTHER	603,012	548,215	54,797	10.0%
ELECTRIC SURPLUS - OPER.	3,100,000	3,124,200	(24,200)	-0.8%
ELECTRIC SURPLUS - CAPITAL	1,400,000	1,004,519	395,481	39.4%
DELINQUENT TAXES	125,000	125,000	0	0.0%
TOTAL MUNICIPAL REVENUES	8,484,593	8,694,510	(209,917)	-2.4%
PROPERTY TAXES	8,381,802	8,430,023	(48,221)	-0.6%
TOTAL REVENUES	16,866,395	17,124,533	(258,138)	-1.5%
APPROPRIATIONS				
SALARIES & WAGES	5,722,040	5,491,921	230,119	4.2%
HEALTH INSURANCE	711,391	669,743	41,648	6.2%
PENSION & SOCIAL SECURITY	684,000	811,000	(127,000)	-15.7%
SUB-TOTAL	7,117,431	6,972,664	144,767	2.1%
OTHER EXPENSES	1,963,317	1,931,754	31,563	1.6%
WASTE REMOVAL	1,429,909	1,460,709	(30,800)	-2.1%
LIABILITY INSURANCE	265,297	261,413	3,884	1.5%
SUB-TOTAL	3,658,523	3,653,876	4,647	0.1%
CAPITAL IMPROVEMENT FUND	145,160	1,025,287	(880,127)	-85.8%
CAPITAL - ELECTRIC SURPLUS	1,400,000	1,004,519	395,481	39.4%
DEBT SERVICE	2,006,577	2,049,207	(42,630)	-2.1%
DEFERRED CHARGES	0	25,000	(25,000)	-100.0%
SUB-TOTAL	3,551,737	4,104,013	(552,276)	-13.5%
MADISON-CHATHAM JOINT MTG.	844,749	763,355	81,394	10.7%
PUBLIC LIBRARY	746,205	728,005	18,200	2.5%
TOTAL SPENDING	15,918,645	16,221,913	(303,268)	-1.9%
RESERVE FOR UNCOLL. TAXES	947,750	902,620	45,130	5.0%
TOTAL APPROPRIATIONS	16,866,395	17,124,533	(258,138)	-1.5%

1995 TAX DISTRIBUTION

BOROUGH
\$1,423.77
(27.4%)

COUNTY
\$841.58
(16.2%)

SCHOOL
\$2,930.32
(56.4%)



TOTAL COSTS AND TAX RATE

BOROUGH	\$1,423.77	\$0.895
SCHOOL	\$2930.32	\$1.843
COUNTY	\$841.58	\$0.529
	=====	=====
	\$5,195.67	\$3.268

SUMMARY OF 1994 ACCOMPLISHMENTS

DODGE FOUNDATION GRANTS

\$25,000 was received from the Dodge Foundation for Senior Citizens, Recreation, Historic Preservation, publication of the "Borough By-Lines" and Community Day.

PUBLIC IMPROVEMENTS

1. The Engineering and Public Works Departments overlaid the following roads this year: Cross St, Dogwood Dr, Holden Ln, Washington Dr, Woodcliff Dr, North St, Plain St, Valevue Rd, Loantaka Ter, Fen Ct, Vinal Pl, Ross Ct, Laurel Way, Arlena Ct, Howell St, Seven Oaks Circle and Tracy Lane. The following reconstruction projects are completed: Cross Gates Rd, East Lane and West Lane.
2. Over 100 trees and shrubs were replaced with the help of the Shade Tree Commission.
3. Above ground fuel tanks were installed at the DPW garage replacing all the underground tanks, with the exception of the tank at the Police Department.
4. Parking lot improvements were completed at the Madison Swim Club.
5. The Rose Garden Park was constructed in conjunction with the Friends of Madison Shade Trees.

PUBLIC SERVICES

SENIOR CITIZENS

1. Senior Citizens organized a new singing group, the Rose City Songsters. Other Senior Citizen program enhancements included line dancing.
2. A program discussing the safe use of medicines and drugs, was presented. The program was supported in part by a MAASA grant.
3. The painting class was enhanced through a grant from the Morris County Arts Council.

HEALTH CENTER

4. Renovations were completed in the Health Clinic to accommodate the additional screenings.

LIBRARY

5. The Library exhibited its collection of Arthur W. Rushmore's publications. Mr. Rushmore owned one of the few private publishing presses and lived locally.
6. The archives room of the Library was refurbished for temperature and humidity control. Historical Society material was copied onto archival paper for public files.
7. The balance of a \$10,000 grant received in 1993 from the State Library was expended to purchase science books.
8. An Adult Services Librarian was hired to oversee the local history collection, and a local history book; collection was enhanced with the aid of Dodge Grant funds.

RECYCLING

9. New contracts were negotiated for the pick up and disposal of commingled recyclables and newsprint. Instead of the Borough paying for the disposal of newsprint and corrugated cardboard we will now receive a minimum of \$30.00 per ton for newsprint and \$10.00 per ton for corrugated cardboard.
10. White goods (washers, dryers, stoves, and etc.) have been added to the list of recyclables, further reducing the waste stream into landfills.

RECREATION

11. Dodge Field basketball courts were resurfaced and color coated.
12. Dodge Field lights for the football/basketball field were retrofitted with next fixtures to improve the lighting.

PUBLIC SAFETY

FIRE DEPARTMENT

1. The Fire Department purchased fire retardant station uniforms to comply with new federal guidelines. The new uniforms will provide better protection for the firemen.
2. A new booster tank was installed in the oldest pumper to prolong the useful life of the truck.
3. An additional firefighter was hired to provide better daytime coverage.
4. The Borough entered into an inter local service agreement with Chatham in which our Fire Department will provide confined space rescue support

5. A new rescue truck was ordered and is expected to be delivered in early 1995. The vehicle will carry specialized equipment for hazardous materials, vehicle extrication and confined space rescue.
6. New computer equipment and software was installed to improve record keeping and other administrative functions.

POLICE

7. The bike patrol was started in April and was active through the fall.
8. DWI arrests increased by 32%.
9. With the aid of a MAASA grant officers in plain clothes spent time at the Teen Center to discuss teen problems and to build a rapport between the teens and the police department.
10. The Community Policing and foot patrol in the downtown area was expanded. Special emphasis was placed on the playgrounds and elementary schools.
11. An outreach program for Hispanic speaking people was started with the publication of 911 brochures in English and Spanish. The brochures were placed at pay phones throughout the Borough.

ADMINISTRATION

1. The second phase of the computerization of the Purchasing and Finance Department was completed to create a small local area network to provide automated record keeping and reporting.
2. Management and leadership training classes were started by the Administrator for department and division heads. These will continue into next year.
3. An exposure control plan for blood borne pathogens was finalized. Hepatitis B shots were given to employees who were most susceptible to contact with blood borne pathogens.

1995 PLANS

PUBLIC SAFETY

FIRE

1. An automatic chain system will be installed on the trucks. This is a retractable system that can wrap chains around the tires by pushing a button in the cab. Chains can be installed and removed, as needed while the truck is moving. This will aid response time in bad weather and eliminate the need for public works employees to install chains.

POLICE

1. The department will continue to expand its community police program, especially in the downtown commercial district and adjacent residential areas.
2. A second bike patrol unit is planned.
3. A traffic study will be conducted concerning the recommended reduction of Shunpike Road from four lanes to two lanes.
4. Parking enforcement will be targeted in the downtown commercial district and municipal parking lots

PUBLIC IMPROVEMENTS

1. The Borough will overlay the following roads in 1995: Nordling Lane, Chateau Thierry, Hunter Drive, Overhill Drive and John Marshall Lane.
2. Reconstruction projects will include: Woodland Road, Noe Avenue, Keep Street, Roscoe Avenue, Alma Avenue and Danforth Road.
3. Sanitary sewers will be installed on Prospect Place and lower Loantaka Way. This will eliminate the need for septic systems and cesspools in an environmentally sensitive area.
4. Commuter parking lots 2 and 3 will be reconstructed. Planting islands will be installed. Trees will be planted by the Friends of Madison Shade Trees.
5. In conjunction with the Shade Tree Authority, approximately 100 shade trees will be replaced.
6. Employees of the Parks Division of the Public Works Department will participate in a program offered by the County Agricultural Extension Service to learn to prune trees. This will reduce our dependence on outside contractors.

PUBLIC SERVICES

1. The Madison Senior Citizen Center will celebrate its 15th anniversary with a luncheon and open house on Memorial Day. The event will be partially funded by a MAASA grant.
2. Inter-generational programs with schools, scouts and the teen center will be promoted.
3. The Recreation Department plans for the construction of a building at Memorial Park Soccer Field which will include rest rooms, a concession stand and storage areas.
4. Changes in the Recycling Program will provide every other week pick up of commingled recyclables and newsprint. Rear yard pick up of recyclables is now available in addition to refuse.
5. A new computerized meter reading and billing system will be implemented in the Water and Electric Utility Departments. The use of hand held meter readers will result in work efficiency improvements.

BOROUGH OF MADISON
STATEMENT OF OPERATIONS
FOR THE CURRENT, WATER & ELECTRIC FUNDS
YEAR OF 1994

	CURRENT	WATER	ELECTRIC	TOTAL (MEMO ONLY)
	-----	-----	-----	-----
SURPLUS, JANUARY 1, 1994	\$6,773,103	\$632,944	\$5,949,527	\$13,355,574
PROPERTY TAXES	28,809,859			28,809,859
WATER RENTS		1,225,748		1,225,748
METERED SERVICES			12,754,792	12,754,792
DELINQUENT TAXES	469,650			469,650
MISCELLANEOUS REVENUE AND OTHER CREDITS TO INCOME	9,566,533	\$183,797	1,683,205	11,433,535
	-----	-----	-----	-----
TOTAL REVENUES	45,619,145	\$2,042,489	20,387,524	68,049,158
SALARIES AND WAGES	5,471,921	\$331,301	790,399	6,593,621
OTHER EXPENSES	5,863,039	\$477,628	6,763,220	13,103,887
STATUTORY EXPENDITURES	811,000	\$67,000	136,500	1,014,500
DEFERRED CHARGES	25,000	\$0	0	25,000
CAPITAL IMPROVEMENT FUND	2,029,806	\$585,000	800,000	3,414,806
DEBT SERVICE	2,049,207	\$58,476	0	2,107,683
SCHOOL TAXES	16,347,771	\$0	0	16,347,771
COUNTY TAXES	4,893,099	\$0	0	4,893,099
OTHER EXPENDITURES AND OTHER DEDUCTIONS FROM INCOME	0	\$0	1,200,000	1,200,000
	-----	-----	-----	-----
TOTAL EXPENDITURES	37,490,843	\$1,519,405	\$9,690,119	\$48,700,367
LESS: EXPENDITURES TO BE RAISED BY FUTURE REVENUES	0	\$0	0	0
TOTAL ADJUSTED EXPENDITURES AND REVENUE REQUIREMENTS	\$37,490,843	\$1,519,405	\$9,690,119	\$48,700,367
LESS: AMOUNT TRANSFERRED TO CURRENT FUND	\$1,787,000	\$0	\$4,128,719	\$5,915,719
	-----	-----	-----	-----
SURPLUS BALANCE, DECEMBER 31, 1994	\$6,341,302	\$523,084	\$6,568,686	\$13,433,072
	=====	=====	=====	=====

MADISON MUNICIPAL BUDGET
1995 " CAP CALCULATION "

Below are the calculations for the 1995 CAP appropriation limit utilizing the index rate ordinance of 2.5%

Total adopted appropriations for 1994.....	17,037,240.30
Deductions :	
Reserve for Uncollected Taxes	902,620.00
Other Operations	1,737,361.30
Capital Improvement Fund	1,860,432.00
Deferred Charges	25,000.00
Debt Service	2,049,207.00
Municipal Court	131,952.00

Total Modifications.....	6,706,572.30
Amount on which Cap is Applied.....	10,330,668.00
2.5% "Cap" Authorized by Ordinance.....	258,266.70
Additions to "Cap" Assessed Value of New Construction \$793,000 at the Local Purpose Tax Rate of \$0.896 per \$100.....	8,664.00
Other Adjustments to "Cap"	0.00

Total General Appropriations "Cap" Limitation for 1995	10,597,598.70
Less 1995 Appropriations Within "Cap"	(10,544,174.00)

Unused "Cap" Amount	53,424.70

	Inside Cap	Outside Cap
	-----	-----
Salaries & Wages	5,364,377.00	357,663.00
Other Expenses	4,495,797.00	1,726,604.00
Statutory Expenditures	684,000.00	0.00
Deferred Charges	0.00	0.00
Capital Improvement Fund	0.00	1,283,627.00
Debt Service	0.00	2,006,577.00
Reserve For Uncollected Taxes	0.00	947,750.00
	-----	-----
Total Inside & Outside	10,544,174.00	6,322,221.00
Total Appropriations for 1995		16,866,395.00

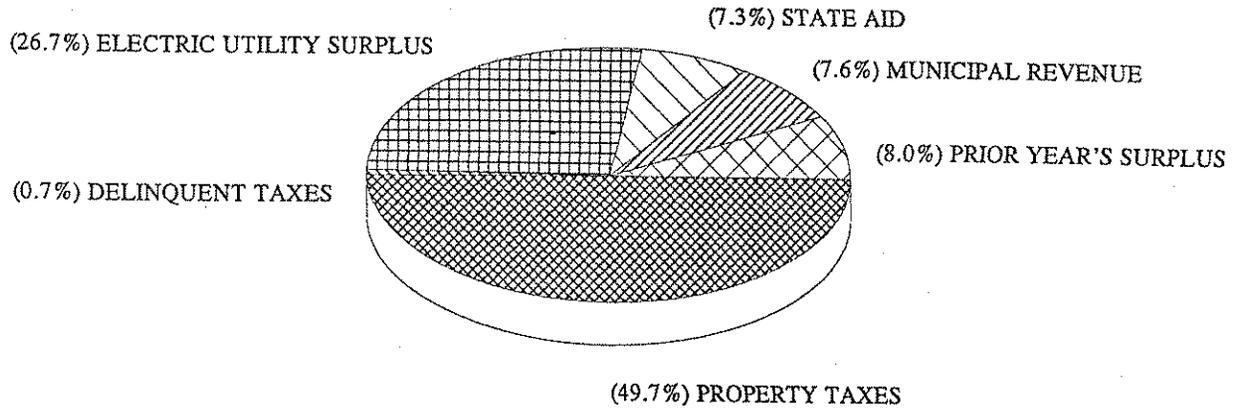
M U N I C I P A L B U D G E T

REVENUE AND APPROPRIATIONS
BY MAJOR CATEGORY
1994-1995

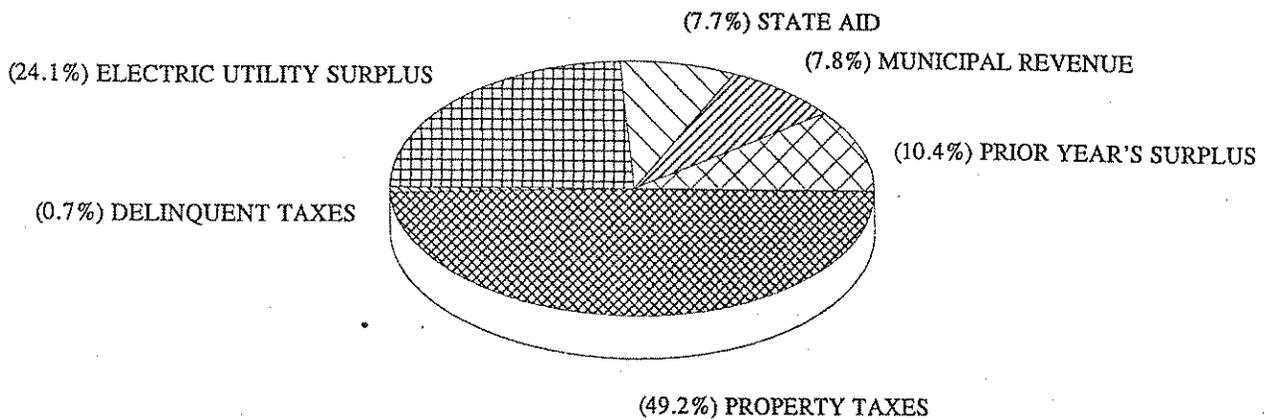
REVENUE	1995	%	1994	%
PRIOR YEAR'S SURPLUS	1,354,000	8.0%	1,787,000	10.4%
MUNICIPAL REVENUE	1,276,283	7.6%	1,342,406	7.8%
STATE CONSOLIDATED AID	626,298	3.7%	763,170	4.5%
STATE AID - ALL OTHER	603,012	3.6%	548,215	3.2%
ELECTRIC SURPLUS - OPER.	3,100,000	18.4%	3,124,200	18.2%
ELECTRIC SURPLUS - CAPITAL	1,400,000	8.3%	1,004,519	5.9%
DELINQUENT TAXES	125,000	0.7%	125,000	0.7%
MUNICIPAL PROPERTY TAXES	8,381,802	49.7%	8,430,023	49.2%
TOTAL REVENUE	16,866,395	100.0%	17,124,533	100.0%

APPROPRIATIONS	1995	%	1994	%
SALARIES & WAGES	5,722,040	33.9%	5,491,921	32.1%
OTHER EXPENSES	1,963,317	11.6%	1,931,754	11.3%
WASTE REMOVAL	1,429,909	8.5%	1,460,709	8.5%
MADISON-CHATHAM JOINT MTG.	844,749	5.0%	763,355	4.5%
HEALTH & LIAB. INSURANCE	976,688	5.8%	931,156	5.4%
PENSION & SOCIAL SECURITY	684,000	4.1%	811,000	4.7%
CAPITAL IMPROVEMENTS	1,545,160	9.2%	2,029,806	11.9%
DEFERRED CHARGES	0	0.0%	25,000	0.1%
DEBT SERVICE	2,006,577	11.9%	2,049,207	12.0%
PUBLIC LIBRARY	746,205	4.4%	728,005	4.3%
TOTAL SPENDING	15,918,645	94.4%	16,221,913	94.7%
RESERVE FOR UNCOLLECTED TAX	\$947,750	5.6%	\$902,620	5.3%
TOTAL APPROPRIATIONS	16,866,395	100.0%	17,124,533	100.0%

MUNICIPAL REVENUES 1995



MUNICIPAL REVENUES 1994

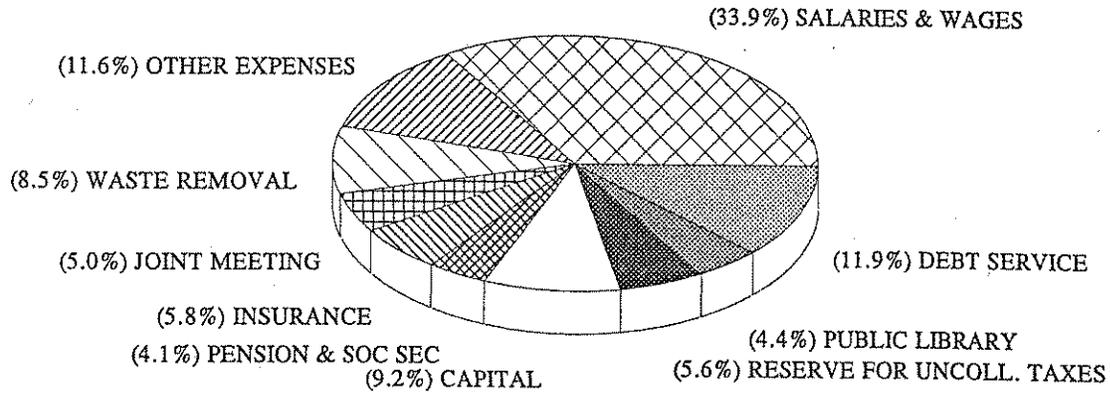


MADISON 1995 BUDGET
APPROPRIATIONS BY SERVICE

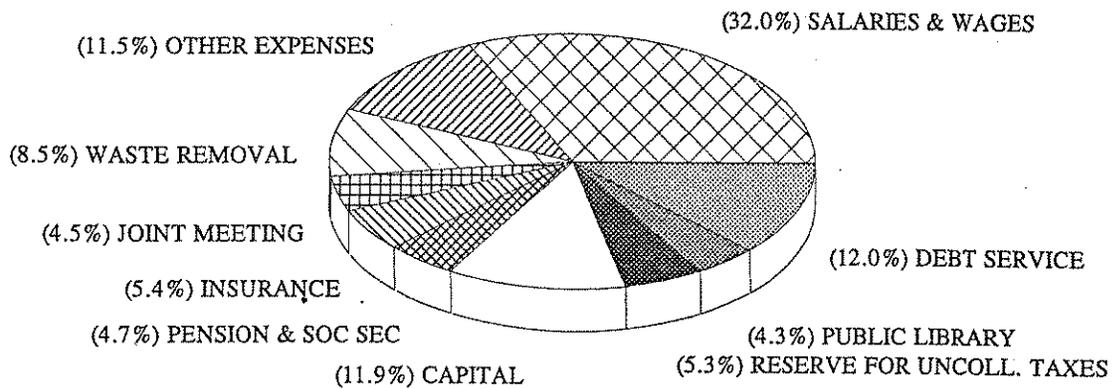
07-Mar-95

	1995	1994	DIFFERENCE	PERCENT
GENERAL ADMINISTRATION	\$976,653	\$952,039	\$24,614	2.59%
PUBLIC WORKS	\$2,189,407	\$2,136,885	\$52,522	2.46%
POLICE SERVICES	\$2,679,319	\$2,515,644	\$163,675	6.51%
FIRE SERVICES	\$828,526	\$778,964	\$49,562	6.36%
LAND USE SERVICES	\$527,813	\$536,888	(\$9,075)	-1.69%
LIBRARY	746,205	728,005	\$18,200	2.50%
GARBAGE & RECYCLING	1,451,708	1,481,883	(\$30,175)	-2.04%
JOINT MEETING	844,749	763,355	\$81,394	10.66%
HEALTH REC. & WELFARE	\$707,137	\$748,494	(\$41,357)	-5.53%
CAPITAL IMPROVEMENT FUND	1,545,160	2,029,806	(\$484,646)	-23.88%
DEBT SERVICE	\$2,006,577	\$2,049,207	(\$42,630)	-2.08%
EMPLOYEE BENEFITS	\$1,415,391	\$1,500,743	(\$85,352)	-5.69%
<hr/>				
TOTAL SPENDING APPROPRIATIONS	\$15,918,645	\$16,221,913	(\$303,268)	-1.87%
<hr/> <hr/>				
RESERVE FOR UNCOLLECTED TAXES	\$947,750	\$902,620	\$45,130	5.00%
TOTAL APPROPRIATIONS	\$16,866,395	\$17,124,533	(\$258,138)	-1.51%

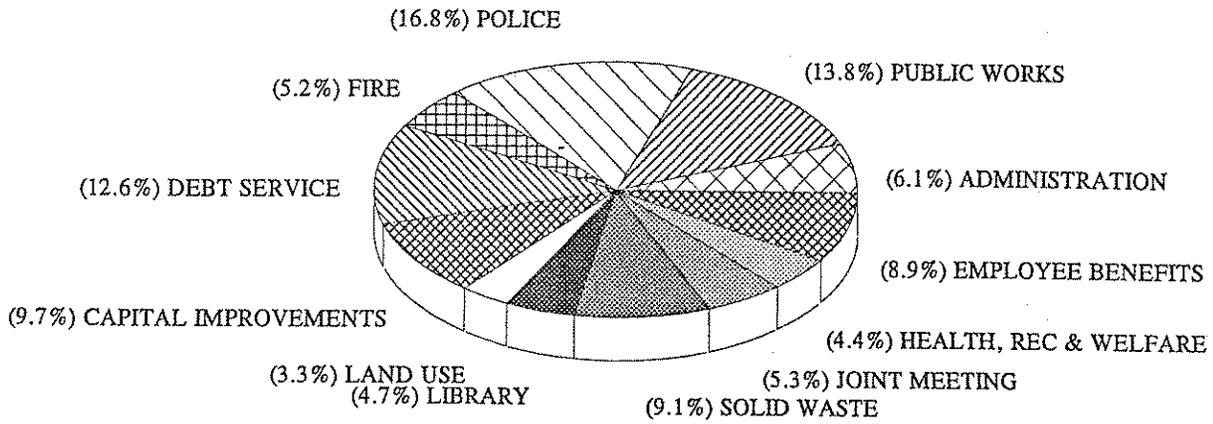
MUNIICIPAL APPROPRIATIONS 1995



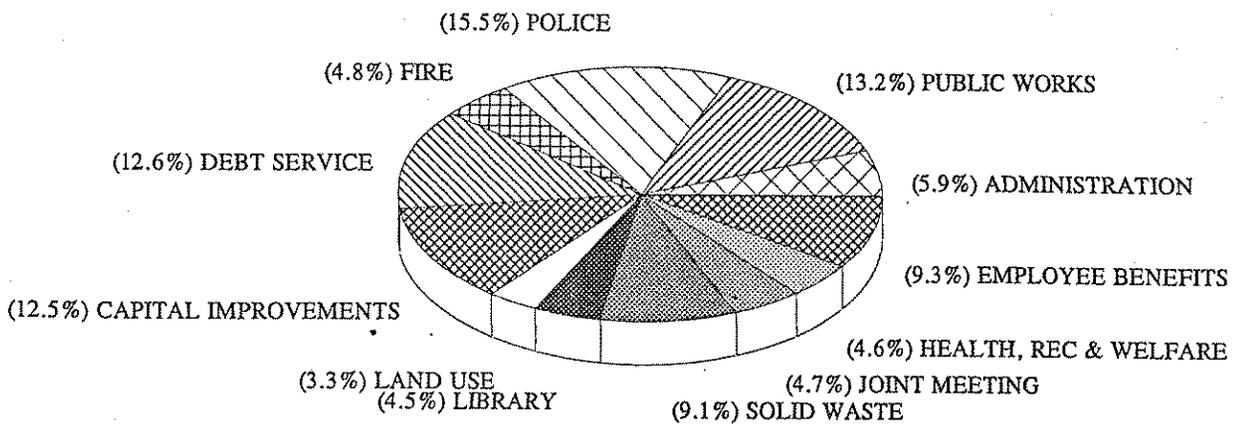
MUNIICIPAL APPROPRIATIONS 1994



1995 APPROPRIATIONS BY SERVICE



1994 APPROPRIATIONS BY SERVICE



TAX COLLECTION RESULTS

	1994	1993
TAX LEVY	\$29,648,335	\$28,348,699
ADDED TAXES	16,862	48,842
TOTAL TAX LEVY	29,665,197	28,397,541
CURRENT YEAR TAX COLLECTIONS	28,925,909	27,955,192
SR. CITIZENS & VETERAN DEDUCT	83,950	85,170
TRANSFERS & CANCELLATIONS	317,703	113,847
TOTAL COLLECTIONS	29,327,562	28,154,209
OUTSTANDING BALANCE	<u>\$337,635</u>	<u>\$243,332</u>
PERCENTAGE OF COLLECTIONS	97.79%	98.74%
BALANCE OF DELINQUENT TAXES & TAX TITLE LIENS-JAN. 1	\$293,026	\$343,733
ADDED TAXES	226,825	3,754
INTEREST, COSTS, & TRANSFERS	9,459	12,698
TOTAL OUTSTANDING	529,310	360,185
DELINQUENT COLLECTIONS	469,650	310,491
CANCELLATIONS	1102	0
TOTAL COLLECTIONS	470,752	310,491
OUTSTANDING BALANCE	<u>\$58,558</u>	<u>\$49,694</u>
PERCENTAGE OF COLLECTIONS	88.73%	86.20%

ANALYSIS OF CURRENT AND DELINQUENT TAXES RECEIVABLE

CURRENT YEAR	\$337,635	\$243,332
DELINQUENT TAXES & TAX TITLE LIENS	58,558	49,694
TOTAL	<u>\$396,193</u>	<u>\$293,026</u>

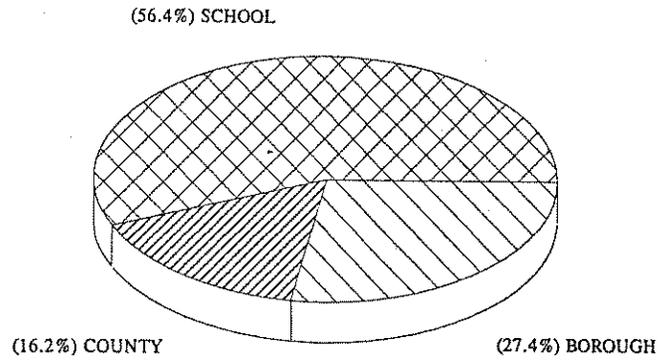
SUMMARY OF LEVIES AND TAX RATES

	1995 ESTIMATED			1994 ACTUAL			
	TAX LEVY	TAX RATE	TAX DOLLAR	TAX LEVY	TAX RATE	TAX DOLLAR	INCREASE
SCHOOL	\$17,250,895	1.843	\$0.56	\$16,347,771	1.736	\$0.55	\$903,124
UNTY	\$4,954,401	0.529	\$0.16	\$4,857,256	0.516	\$0.16	\$97,145
ROUGH	\$8,381,802	0.895	\$0.27	\$8,430,023	0.895	\$0.28	(\$48,221)
TOTAL LEVY	\$30,587,098	3.268	\$1.00	\$29,635,050	3.150	\$1.00	\$952,048

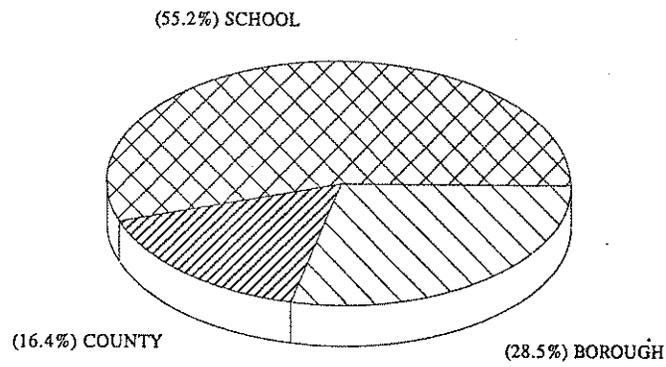
	1994 ACTUAL			1993 ACTUAL			
	TAX LEVY	TAX RATE	TAX DOLLAR	TAX LEVY	TAX RATE	TAX DOLLAR	INCREASE
SCHOOL PURPOSE	\$16,347,771	1.736	\$0.55	\$15,461,436	1.713	\$0.55	\$886,335
UNTY PURPOSE	\$4,857,256	0.516	\$0.16	\$4,782,697	0.530	\$0.17	\$74,559
ROUGH PURPOSE	\$8,430,023	0.895	\$0.28	\$8,081,844	0.895	\$0.29	\$348,179
TOTAL LEVY	\$29,635,050	3.150	\$1.00	\$28,325,977	3.040	\$1.00	\$1,309,073

SUMMARY OF NET VALUATION TAXABLE	1995 ESTIMATED	1994 ACTUAL	1993 ACTUAL
TAX RATABLES:			
REAL PROPERTY (LAND AND IMPROVEMENTS)	892,597,050	\$901,496,350	\$862,262,250
TELEPHONE & TELEGRAPH (BUSINESS PERSONAL PROPERTY)	43,442,608	\$39,947,978	\$40,439,964
TOTAL VALUATION TAXABLE	936,039,658	\$941,444,328	\$902,702,214

1995 TAX LEVY



1994 TAX LEVY



WHERE YOUR TAX DOLLAR GOES:



MADISON SHCOOLS

56.4%

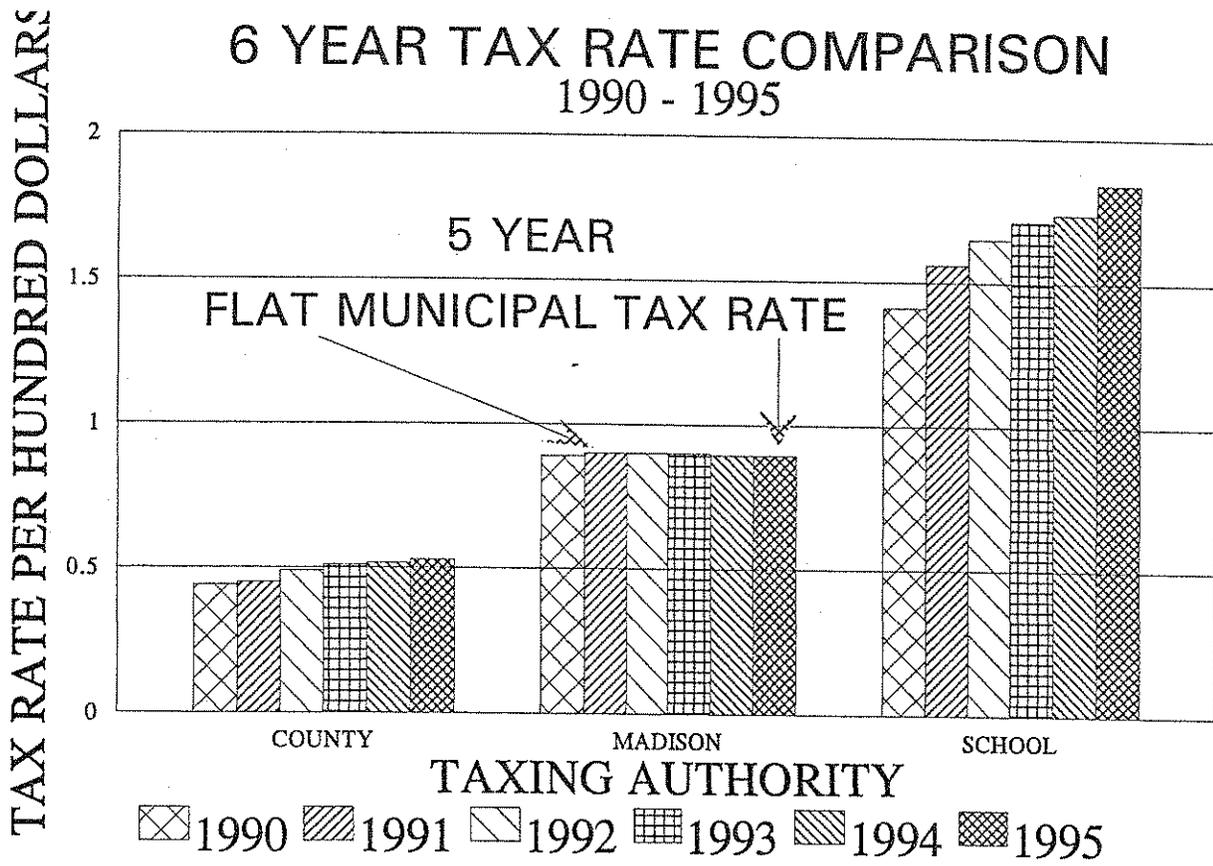
MORRIS
COUNTY

16.2%

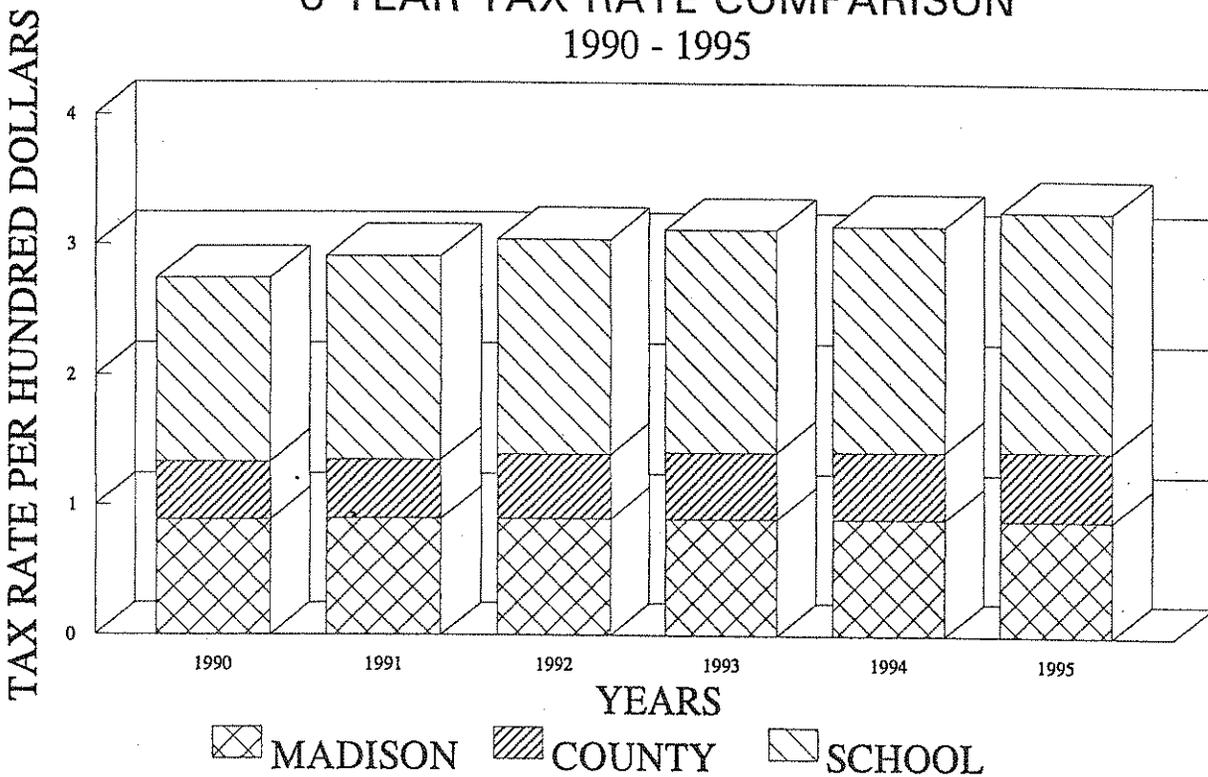
BOROUGH OF
MADISON

27.4%

6 YEAR TAX RATE COMPARISON 1990 - 1995



6 YEAR TAX RATE COMPARISON 1990 - 1995



COMPARATIVE STATEMENT OF OPERATIONS
WATER UTILITY
FOR THE YEARS 1994 & 1993

REVENUES	1994	1993	DIFFERENCE	%
UTILIZATION OF PRIOR YEAR'S SURPLUS	\$340,805	\$217,846	\$122,959	36.1%
WATER RENTS	\$1,225,747	\$1,230,228	(\$4,481)	-0.4%
FIRE HYDRANT SERVICE	63,031	\$58,600	\$4,431	7.0%
INTEREST & MISCELLANEOUS INCOME	120,765	\$193,543	(\$72,778)	-60.3%
TOTAL REVENUES	1,750,348	1,700,217	50,131	2.9%
EXPENDITURES	1994	1993	DIFFERENCE	%
SALARIES & WAGES	324,239	313,780	\$10,459	3.3%
CAPITAL IMPROVEMENT	585,000	449,000	\$136,000	30.3%
DEBT SERVICE	56,586	134,212	(\$77,626)	-57.8%
PENSION & SOCIAL SECURITY	28,245	29,944	(\$1,699)	-5.7%
OPERATING EXPENSES	446,569	419,728	\$26,841	6.4%
TOTAL EXPENSES	1,440,639	1,346,664	\$93,975	7.0%
TOTAL OPERATING SURPLUS	\$309,709	\$353,553	(\$43,844)	-12.4%

COMPARATIVE DISTRIBUTION OF REVENUES
AND APPROPRIATIONS FOR 1995 AND 1994
FOR THE WATER UTILITY

REVENUES	1995	%	1994	%
PRIOR YEAR'S SURPLUS	331,712	21.7%	340,805	22.4%
WATER RENTS	1,100,000	71.9%	1,100,000	72.4%
FIRE HYDRANT SERVICE	58,600	3.8%	58,600	3.9%
INTEREST INCOME	40,000	2.6%	20,000	1.3%
TOTAL	1,530,312	100.0%	1,519,405	100.0%

APPROPRIATIONS	1995	%	1994	%
SALARIES & WAGES	349,033	22.8%	331,301	21.8%
OTHER EXPENSES	483,583	31.6%	477,628	31.4%
CAPITAL IMPROVEMENT FUND	575,000	37.6%	585,000	38.5%
DEBT SERVICE	55,696	3.6%	58,476	3.8%
DEFERRED CHARGES	0	0.0%	0	0.0%
PENSION & SOCIAL SECURITY	67,000	4.4%	67,000	4.4%
TOTAL	1,530,312	100.0%	1,519,405	100.0%

COMPARATIVE STATEMENT OF OPERATIONS
ELECTRIC UTILITY
FOR THE YEARS 1994 & 1993

REVENUE	1994	1993	DIFFERENCE	%
RESIDENTIAL	3,824,849	4,515,760	(690,911)	-15.3%
SMALL COMMERCIAL	2,913,731	3,558,886	(645,155)	-18.1%
LARGE COMMERCIAL	5,097,189	5,736,744	(639,555)	-11.1%
STREET LIGHTING	132,500	132,500	0	0.0%
<hr/>				
SUBTOTAL-ELECTRIC TARIFFS	11,968,269	13,943,890	(1,975,621)	-14.2%
<hr/>				
INTEREST & MISCELLANEOUS INCOME	354,600	268,693	85,907	32.0%
<hr/>				
TOTAL REVENUE	12,322,869	14,212,583	(1,889,714)	-13.3%

EXPENDITURES	1994	1993	DIFFERENCE	%
SALARIES & WAGES	755,196	711,966	43,230	6.1%
PURCHASED POWER	5,242,456	7,753,978	(2,511,522)	-32.4%
CAPITAL IMPROVEMENTS	800,000	777,400	22,600	2.9%
DEBT SERVICE	0	23,726	(23,726)	-100.0%
OPERATING EXPENSES	645,091	594,048	51,043	8.6%
PENSION & SOCIAL SECURITY	132,248	125,413	6,835	5.4%
ENERGY ADJUSTMENT	0	125,525	(125,525)	-100.0%
<hr/>				
TOTAL EXPENSES	7,574,991	10,112,056	(2,537,065)	-25.1%
<hr/>				
TOTAL OPERATING SURPLUS	4,747,878	4,100,527	647,351	15.8%

THE CAPITAL BUDGET AND PROGRAM

A Capital Budget for the Borough is prepared in accordance with regulations promulgated by the Division of Local Government Services and the Local Finance Board.

Every year department heads and boards submit proposed Capital Budgets to the Borough Administrator with their Operating Budget. After careful review, the Capital Budget is submitted to the Council separately to determine the priorities for the year.

There is one important difference between the Operating and Capital Budget. Unlike the Operating Budget, the Capital Budget does not give the authority to spend. The Capital Budget is a plan, not the actual appropriation of funds. Each project listed must be reviewed again, introduced by ordinance and a public hearing held before any spending can take place. Once the ordinance is adopted, the means of financing will be determined.

The Housing Authority and Board of Education are the only two local agencies that have separate bonding authority and can adopt their own bonding ordinances without the approval of the Mayor and Council.

The following projects will be reviewed by the Mayor and Council in 1995.

MUNICIPAL

Keep Street Reconstruction	\$ 522,500
Danforth Road Reconstruction	266,000
Americans With Disabilities Act	150,000
Four Dump Trucks	120,000
Museum Building Improvements	100,000
Front End Loader	90,000
Parking Lots #3 and #4	60,000
Green Avenue Parking Lot	33,250
Resurfacing of Tennis Courts	22,000
Library Security System	15,127
Memorial Park Parking Lot	10,000

WATER UTILITY

Repairs & Paint Midwood Tank	\$ 165,000
Keep Street Reconstruction	150,000
Treatment Plant Reserve	100,000
Green Village Road Main Tie-In	50,000
Greenwood Avenue Main Replacement	50,000
Replace Water Utility Truck	35,000
Vehicle Storage Garage	25,000

ELECTRIC UTILITY

Circuit Reconstruction	\$ 150,000
Replacement of Bucket Truck	115,000
15 KV Feeder Breaker	85,000
Vehicle Storage Garage	85,000
Substation Test Contract	35,000