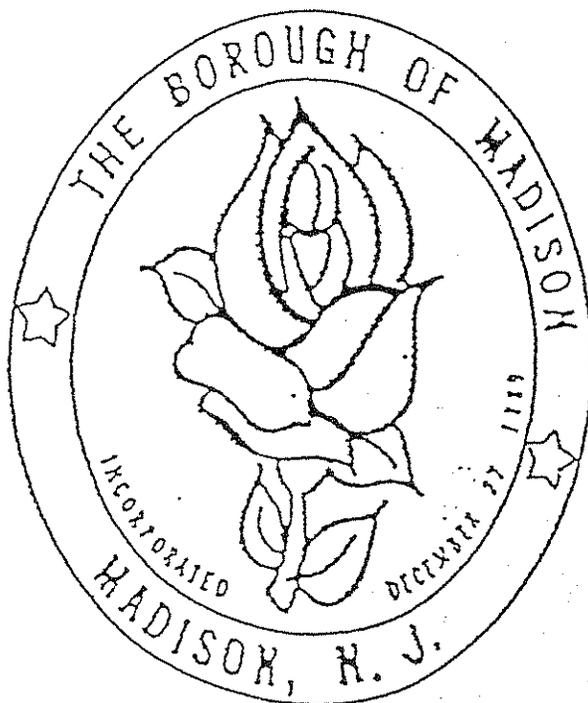


1996 BUDGET IN BRIEF



MAYOR

GARY E. RUCKELSHAUS

COUNCIL

DENNIS G. MULLINS
Council President

JOHN J. DUNNE

NINO A. COVIELLO

ANN T. DALENA

MARTIN F. BARBATO

BRUCE C. GALTON



HARTLEY DODGE MEMORIAL
BOROUGH OF MADISON
MADISON, NEW JERSEY 07940

OFFICE OF THE
MAYOR

201-593-3038

March, 1996

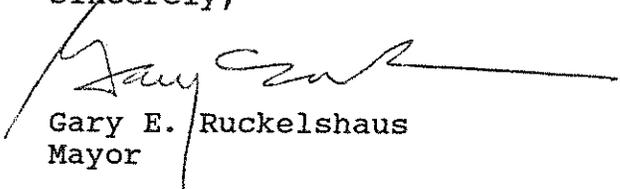
Dear Madison Residents:

I am delighted to inform you that the municipal portion of the 1996 property taxes will not increase. We are proud to say this is the fifth consecutive year that the municipal government has been able to hold it's tax rate level. More importantly, municipal services have been maintained and, in some cases, improved during this period. Moreover, this year the Borough has established reserves so that we can continue our efforts to hold taxes down in the future.

The 1996 Municipal Budget contains five significant accomplishments. First, we have begun a Capital Financing Plan that includes a \$504,000 reserve to continue the successful "pay as you go" policy established in 1989. Second, consistent with that policy, we have provided \$696,000 for the Woodland Road Project, rather than bonding as originally contemplated. Third, we have provided plan and design funds of \$150,000 for the possible development of a Community Center. Fourth, we have provided funding for a definitive parking survey of the Downtown to help us evaluate current and future needs. Finally, we established a Parks Committee budget of \$41,000 to improve our parks and playgrounds. These funds are in addition to the normal maintenance provided in the Public Works budget.

This "Budget In Brief" provides a summary of the appropriations and revenues for 1996. It also lists the accomplishments of 1995 and the goals for this year. I encourage you to review the data as I know you will find it informative. The Council and I look forward to seeing you at the budget hearing scheduled for Monday, April 8th, at 7:30 p.m. to express your views on the 1996 budget. We welcome your questions and input.

Sincerely,


Gary E. Ruckelshaus
Mayor

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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
Director of Finance	Robert F. Kalafut
Borough Clerk	Esther Sebesto
Deputy Borough Clerk	Patricia Graham
Acting Chief of Police	Edward Kluck
Fire Chief	Douglas O. Atchison
Health Officer	John Theese
Borough Engineer	Stanley J. Schrek
Supervisor, Public Works	Vincent Falcone
Utility Engineer	David Molendyke
Municipal Court Administrator	Emily Traversi
Recreation Director	Douglas L. Smith
Library Director	Nancy Vernon
Borough Attorney	George C. Witte, Jr.
Director of Welfare	Linda B. Durney
Senior Citizen Coordinator	Joan Holmes

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 1996 are as follows:

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

THE 1996 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 will be introduced on March 11th and will be published in the MADISON EAGLE on March 21st. At the introduction of the Budget, the Council sets April 8th 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 26th. The School Board election will be held on April 16th.

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
1996 BUDGET
BUDGET AT A GLANCE
28-Feb-96

ITEM	1996	1995	DIFFERENCE	% CHANGE
<u>REVENUES AND APPROPRIATIONS</u>				
APPROPRIATIONS-WITHOUT RESERVE	\$17,290,234	\$15,918,645	\$1,371,589	8.6%
LESS: ANTICIPATED REVENUES	\$9,955,952	\$8,484,593	\$1,471,359	17.3%
NET APPROPRIATIONS	\$7,334,282	\$7,434,052	(\$99,770)	-1.3%
PLUS: SCHOOL LEVY	\$17,460,623	\$17,128,223	\$332,400	1.9%
COUNTY LEVY	\$4,747,129	\$4,747,129	\$0	0.0%
APPROPRIATIONS AND OTHER TAXES	\$29,542,034	\$29,309,404	\$232,630	0.8%
COLLECTION RATE	97%	97%		
AMOUNT TO BE RAISED BY TAXATION	\$30,508,739	\$30,257,154	\$251,585	0.8%
RESERVE FOR UNCOLLECTED TAXES	\$966,705	\$947,750	\$18,955	2.0%
ASSESSED VALUATION	\$887,926,450	\$892,597,050	(\$4,670,600)	-0.5%
TOTAL RATABLES	\$927,003,818	\$936,039,658	(\$9,035,840)	-1.0%
TOTAL APPROPRIATIONS- with Reserve	\$18,256,939	\$16,866,395	\$1,390,544	8.2%
LESS ANTICIPATED REVENUES	\$9,955,952	\$8,484,593	\$1,471,359	17.3%
LOCAL TAX LEVY	\$8,300,987	\$8,381,802	(\$80,815)	-1.0%
<u>TAX RATE</u>				
LOCAL TAX RATE	\$0.895	\$0.895	0.000	0.0%
SCHOOL TAX RATE	\$1.884	\$1.830	0.054	2.9%
COUNTY TAX RATE	\$0.512	\$0.507	0.005	1.0%
TOTAL TAX RATE	\$3.291	\$3.232	0.059	1.8%
ONE POINT EQUALS	\$92,700	\$93,604	(\$904)	-1.0%
AVG. RESIDENTIAL ASSESSED VALUE	\$159,000	\$159,000		
<u>TAXES ON AVERAGE HOME</u>				
BOROUGH TAXES	\$1,423.79	\$1,423.77	\$0.02	0.0%
SCHOOL TAXES	\$2,994.85	\$2,909.48	\$85.37	2.9%
COUNTY TAXES	\$814.23	\$806.37	\$7.86	1.0%
TOTAL TAXES	\$5,232.87	\$5,139.62	\$93.25	1.8%

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

REVENUE AND APPROPRIATIONS
BY MAJOR CATEGORY
1995-1996

2/28/96

REVENUE	1996	1995	INCREASE (DECREASE)	PERCENTAGE CHANGE
PRIOR YEAR'S SURPLUS	2,009,387	1,354,000	655,387	48.4%
MUNICIPAL SOURCES	1,345,109	1,401,283	(56,174)	-4.0%
STATE CONSOLIDATED AID	561,687	626,298	(64,611)	-10.3%
STATE AID - ALL OTHER	639,769	603,012	36,757	6.1%
ELECTRIC SURPLUS - OPER.	3,000,000	3,100,000	(100,000)	-3.2%
ELECTRIC SURPLUS - CAPITAL	2,400,000	1,400,000	1,000,000	71.4%
TOTAL MUNICIPAL REVENUES	9,955,952	8,484,593	1,471,359	17.3%
PROPERTY TAXES	8,300,987	8,381,802	(80,815)	-1.0%
TOTAL REVENUES	18,256,939	16,866,395	1,390,544	8.2%

APPROPRIATIONS				
SALARIES & WAGES	5,991,998	5,722,040	269,958	4.7%
HEALTH INSURANCE	581,437	711,391	(129,954)	-18.3%
PENSION & SOCIAL SECURITY	707,000	684,000	23,000	3.4%
SUB-TOTAL	7,280,435	7,117,431	163,004	2.3%
OTHER EXPENSES	2,009,919	1,963,317	46,602	2.4%
WASTE REMOVAL	1,447,246	1,429,909	17,337	1.2%
LIABILITY INSURANCE	291,060	265,297	25,763	9.7%
SUB-TOTAL	3,748,225	3,658,523	89,702	2.5%
CAPITAL PROJECTS	1,350,000	1,545,160	(195,160)	-12.6%
RESERVE FOR CAPITAL PROJECT	504,000	0	504,000	
WOODLAND ROAD ORD. 23 - 94	696,000	0	696,000	
SUB - TOTAL	2,550,000	1,545,160	1,004,840	65.0%
DEBT SERVICE	2,057,004	2,006,577	50,427	2.5%
SUB-TOTAL	4,607,004	3,551,737	1,055,267	29.7%
MADISON-CHATHAM JOINT MTG.	889,022	844,749	44,273	5.2%
PUBLIC LIBRARY	765,548	746,205	19,343	2.6%
TOTAL SPENDING	17,290,234	15,918,645	1,371,589	8.6%
RESERVE FOR UNCOLL. TAXES	966,705	947,750	18,955	2.0%
TOTAL APPROPRIATIONS	18,256,939	16,866,395	1,390,544	8.2%

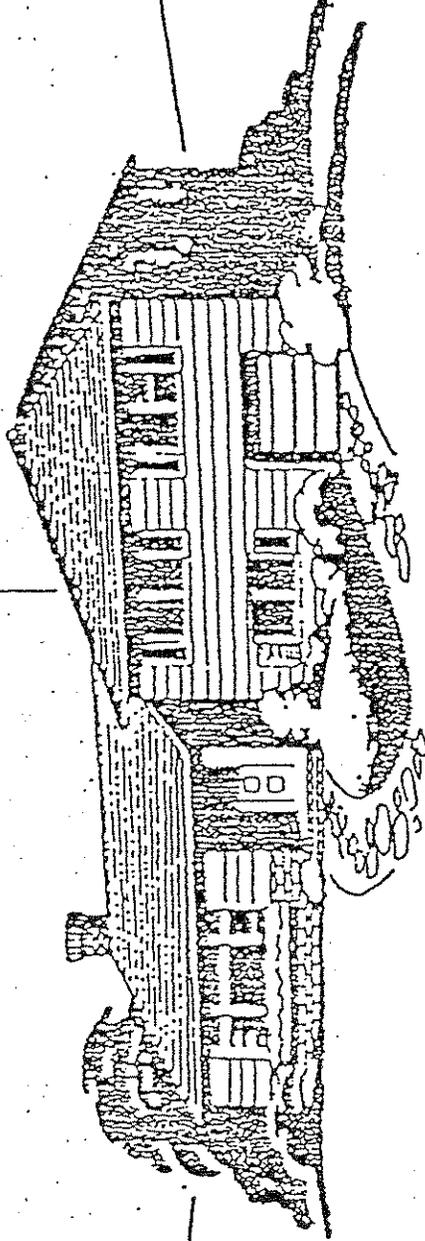
1996 Tax Distribution

Borough

\$1,423.77

School

\$2,994.85



County

\$814.23

Average Taxes and Tax Rate

Borough	\$1,423.79	\$.895
School	2,994.85	1.884
County	<u>814.23</u>	<u>.512</u>
	<u>\$5,232.87</u>	<u>\$3.291</u>

1995 ACCOMPLISHMENTS

PUBLIC SAFETY

FIRE

1. An automatic snow chain system was installed on all trucks that can wrap chains around the tires while the truck is moving. This will aid response time in bad weather and eliminate the need for fire department employees to install chains.
2. The new rescue truck was delivered in May. The truck carries specialized equipment for hazardous material spills, vehicle extrication and confined space rescue as well as lighting for night fires and accident scenes.

POLICE

1. The department expanded the Community Policing Program, actively contacting various organizations throughout the Borough and by being physically present at special Borough events and numerous athletic events during the year.
2. The department applied to the Federal Government for a \$50,000 grant under the Community Policing/Domestic Violence Grant Program.
3. A traffic study was conducted on Shunpike Road. As a result the road has been restriped for two lanes and is operating in a safe manner.
4. Parking enforcement was targeted in the downtown commercial district and municipal parking lots by our Community Service Officers.

PUBLIC IMPROVEMENTS

PULIC WORKS

1. The following roads were resurfaced in 1995: Hunter Drive, Overhill Drive and John Marshall Lane.
2. Road reconstruction projects included: Woodland Road from Samson Avenue to Union Hill Road, and Noe Avenue. The Chatham annexation project was completed including the reconstruction of a portion of Roscoe Avenue, and the Alma Avenue extension and construction of Peach Tree Lane. Construction was started on Keep Street, including a new box culvert at the YMCA. The project will be completed in early spring.
3. Construction was started at the Waverly Green parking lot. The project will be completed in early spring.

4. In preparation for the Veterans Day rededication of James park, the Department of Public Works restored the footpaths, planted cherry trees and installed permanent markers as memorials to Borough residents who gave their lives in past wars.
5. Employees of the Parks Division participated in a program offered by the County Agricultural Extension Service to learn to prune trees. This will reduce our dependence on outside contractors.
6. The Department of Public Works installed granite block curb and expanded the parking lot at the Rosedale ball fields.
7. The Department of Public Works replaced the curb and sidewalk on Condurso Way and Park Avenue from Ridgedale Avenue to the railroad overpass on Madison Avenue.

WATER

1. The Green Village Road water main tie-in project was completed.
2. The water treatment plant on John Avenue was completed and placed in service.
3. The Midwood Terrace water tank reconditioning project was started and will be completed in 1996.

ELECTRIC UTILITY

1. Repairs and upgrades were made at the Kings Road and James Park Substations in order to reduce future costs and improve reliability.
2. The conduit portion of the Nordling Lane and Colonial Way rebuilding project was completed.
3. The conduit portion of the substaion transmission line was installed.

PUBLIC SERVICES

SENIOR CITIZENS

1. The Madison Senior Citizen Center celebrated its 15th anniversary with a luncheon and open house on Memorial Day. The event was partially funded by a MAASA grant.
2. Inter-generational programs with schools, scouts and the teen center were promoted.

RECREATION AND RECYCLING

1. Volunteers began construction on the concession stand at Memorial Park Soccer Field which will include rest rooms and storage areas.
2. The Recycling Program changed to provide every other week pick up of commingled recyclables and newsprint. Rear yard pick up of recyclables became available in addition to refuse.
3. Two tennis courts at the High School were reconstructed and resurfaced.

LIBRARY

1. New computers were added in the library Children's Service Department and Adult Service Department. Software includes Encarta, Ancient Lands, Musical Instruments, Dangerous Creatures and Bookshelf (a dictionary and thesaurus) in the Children's section; and a data base to index the *Madison Eagle* and the Library's photo collection, Pro-Cite software will provide a listing of bibliographies of specialized collections.
2. A new security system was installed in the front lobby.
3. New books were purchased through grants from the Geraldine R. Dodge Foundation and MAASA.

ADMINISTRATION

1. The cabel franchise renewal was completed. As part of the renewal Sammons Communications donated video equipment to the High School and the Borough to allow us to generate our own programs.
2. Management training programs were continued with all of the department and division heads.
3. Department Heads developed a Mission Statement for the Borough of Madison which municipal employees will use as a guide in delivering services.

1996 PLANS

PUBLIC SAFETY

FIRE

1. Emergency pagers that are over 10 years old will be upgraded. Pagers are small portable devices used to alert firefighters when there is an alarm.
2. The Chief's 1987 Caprice will be replaced.

POLICE

1. Parking will be monitored along Rosedale Avenue to alleviate problems associated with athletic events at the fields and at the pool.
2. DWI patrols will be increased at check points throughout the Borough.
3. Parking at Borough schools will be reviewed for the Board of Education.
4. A traffic light will be installed at Kings Road and Samson Avenue.
5. The intersection of Green Avenue and Brittin Street will be monitored to determine what improvements can be recommended to alleviate traffic problems there.
6. Will look into moving the "Yield to Pedestrian" signs to locations closer to heavy pedestrian traffic areas.

PUBLIC IMPROVEMENTS

PUBLIC WORKS

1. Sanitary sewers will be installed on Prospect Place and Loantaka Way from Woodland Road to Shunpike Road. The project also involves replacing an existing 4" water main with an 8" water main and installing new service connections. Afterward Prospect Place will be reconstructed. Construction will begin in early spring.
2. A consulting architect developed plans for the renovation of the James Library which houses the Museum of Early Trades and Crafts. Construction will proceed in the spring. The project is jointly funded by museum sponsors and the Borough.
3. The following projects begun in 1995 will be completed: Keep Street Improvements, Prospect Place/Loantaka

Sewers, Danforth Road Reconstruction, remaining underground fuel storage tanks at the Hartley Dodge Memorial will be removed.

4. Handicapped access ramps and curb cuts will be completed in the downtown business district with funds from a Community Development Block Grant.
5. A comprehensive capital improvement plan for roads and sewers will be initiated to aid in long term planning.
6. East Street will be reconstructed and the intersection at Kings Road and Green Avenue will be improved.
7. A low level aerial photography project will be implemented so that the resulting map can be used by our computer aided design system for in-house design projects.

WATER

1. Will begin the Greenwood Avenue water main replacement project.
2. The Midwood Terrace water tank reconditioning project that was begun in 1995 will be completed.
3. Water mains will be replaced on the following streets: Keep Street, Kings Road, Overlook Avenue, Gibbons Place and Loantaka Way.
4. PEOSHA mandated training programs will be completed.
5. The well maintenance program will be completed.

ELECTRIC

1. The next phase of sub-station improvements will be completed.
2. Lighting will be installed at the soccer field parking area.
3. The Nordling Lane Colonial Way rebuilding project will be completed.
4. Meters for our large users will be checked and recalibrated.
5. The distribution reinforcement study will be completed.
6. PEOSHA mandated training programs will be completed.

PUBLIC SERVICES

LIBRARY

1. The telecommunications equipment connecting the Library to the Morris Automated Information Network will be upgraded in order to have more efficient transactions and response time with our county-wide system.
2. Staff members will continue their training in the use of the Internet to enhance the Library's reference services.
3. The Rushmore collection will be supplemented with donations from private collections, including books, broadsides, posters and equipment from a private collection.
4. A web page is under development. A Technology Committee has been appointed by the Board of Trustees to develop and coordinate this project with other Borough agencies.
5. The staff will be working on indexing the Local History collection through use of the Pro-Cite software.

SENIOR CITIZENS

1. Intergenerational Workshop and Luncheon will be held March 14th at the High School. The program will offer perspectives to increase awareness, understanding and to dispel myths between senior citizens and high school teens.
2. A "Brown Bag Prescription Day" will be held at the YMCA on June 25th.
3. A "Senior and Sober" program and luncheon will be held at the Community House, funded in part by a MAASA grant. The program promotes greater awareness of prescription drugs.
4. Monthly day trips are planned to cultural and recreational sites within NJ, NY and PA.

BOROUGH OF MADISON
STATEMENT OF OPERATIONS
FOR THE CURRENT, WATER & ELECTRIC UTILITY FUNDS
YEAR OF 1995

	CURRENT	WATER	ELECTRIC	TOTAL
	-----	-----	-----	-----
SURPLUS, JANUARY 1, 1995	\$6,373,924	\$523,084	\$7,727,583	\$14,624,591
PROPERTY TAX COLLECTIONS	29,408,505			29,408,505
WATER RENTS		1,228,508		1,228,508
ELECTRIC METERED SERVICES			11,755,571	11,755,571
DELINQUENT TAXES	343,280			343,280
BUDGETED MUNICIPAL REVENUES AND OTHER CREDITS TO INCOME	10,273,562	\$272,116	1,914,240	12,459,918
	-----	-----	-----	-----
TOTAL REVENUES	46,399,271	\$2,023,708	21,397,394	69,820,373
SALARIES AND WAGES	5,726,584	\$349,033	828,895	6,904,512
OTHER EXPENSES	6,198,782	\$480,583	6,551,215	13,230,580
STATUTORY EXPENDITURES	684,000	\$67,000	139,500	890,500
DEFERRED CHARGES	0	\$0	0	0
CAPITAL IMPROVEMENT FUND	1,283,627	\$575,000	465,000	2,323,627
DEBT SERVICE	2,006,577	\$55,696	0	2,062,273
SCHOOL TAXES	17,228,223	\$0	0	17,228,223
COUNTY TAXES	4,747,129	\$0	0	4,747,129
OTHER EXPENDITURES AND OTHER DEDUCTIONS FROM INCOME	0	\$0	1,200,000	1,200,000
	-----	-----	-----	-----
TOTAL EXPENDITURES	37,874,922	\$1,527,312	\$9,184,610	\$48,586,844
LESS: EXPENDITURES TO BE RAISED BY FUTURE REVENUES	0	\$0	0	0
TOTAL ADJUSTED EXPENDITURES AND REVENUE REQUIREMENTS	\$37,874,922	\$1,527,312	\$9,184,610	\$48,586,844
LESS: AMOUNT TRANSFERRED TO CURRENT FUND	\$1,354,000	\$0	\$4,500,000	\$5,854,000
	-----	-----	-----	-----
SURPLUS BALANCE, DECEMBER 31, 1995	\$7,170,349	\$496,396	\$7,712,784	\$15,379,529
	=====	=====	=====	=====

MADISON MUNICIPAL BUDGET
1996 " CAP CALCULATION "

Below are the calculations for the 1995 CAP appropriation limit utilizing the index rate ordinance of 3.5%

Total adopted appropriations for 1995..... 16,816,786.00

Deductions :

Reserve for Uncollected Taxes	947,750.00
Other Operations	1,142,015.00
Capital Improvement Fund	1,283,627.00
Public Library	746,205.00
Debt Service	2,006,577.00
Municipal Court	146,438.00

Total Modifications..... 6,272,612.00
Amount on which Cap is Applied..... 10,544,174.00

3.5% "Cap" Authorized by Ordinance..... 369,046.09

Additions to "Cap" Assessed Value of
New Construction 3,058,600 at the
Local Purpose Tax Rate of \$0.896 per \$100..... 27,435.00

Other Adjustments to "Cap" 0.00

Total General Appropriations "Cap"
Limitation for 1995 10,940,655.09

Less 1995 Appropriations Within "Cap" (10,854,143.00)

Unused "Cap" Amount 86,512.09

	Inside Cap	Outside Cap
Salaries & Wages	5,639,312.00	352,686.00
Other Expenses	4,507,831.00	1,764,151.00
Statutory Expenditures	707,000.00	0.00
Deferred Charges	0.00	0.00
Capital Improvement Fund	0.00	2,262,250.00
Debt Service	0.00	2,057,004.00
Reserve For Uncollected Taxes	0.00	966,705.00
 Total Inside & Outside	 10,854,143.00	 7,402,796.00
 Total Appropriations for 1996		 18,256,939.00

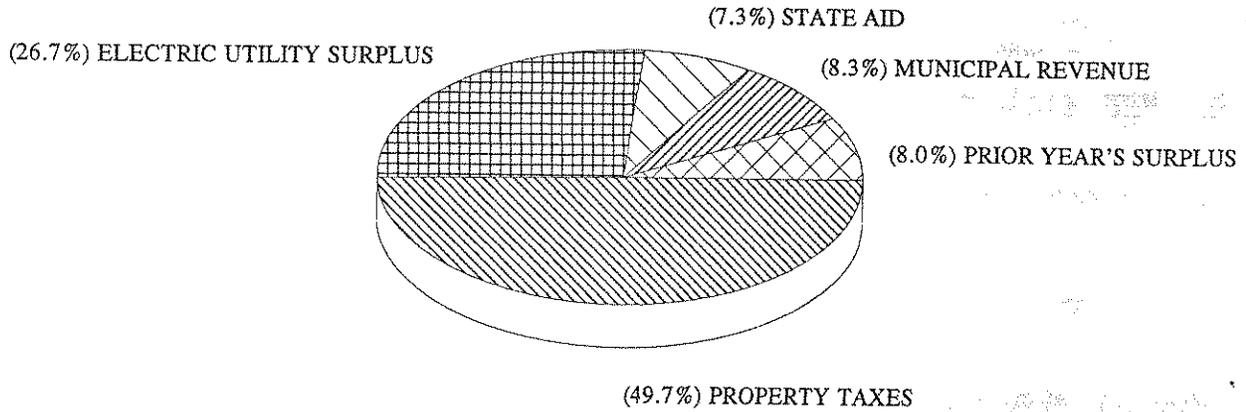
M U N I C I P A L B U D G E T

REVENUE AND APPROPRIATIONS
BY MAJOR CATEGORY
1995 - 1996

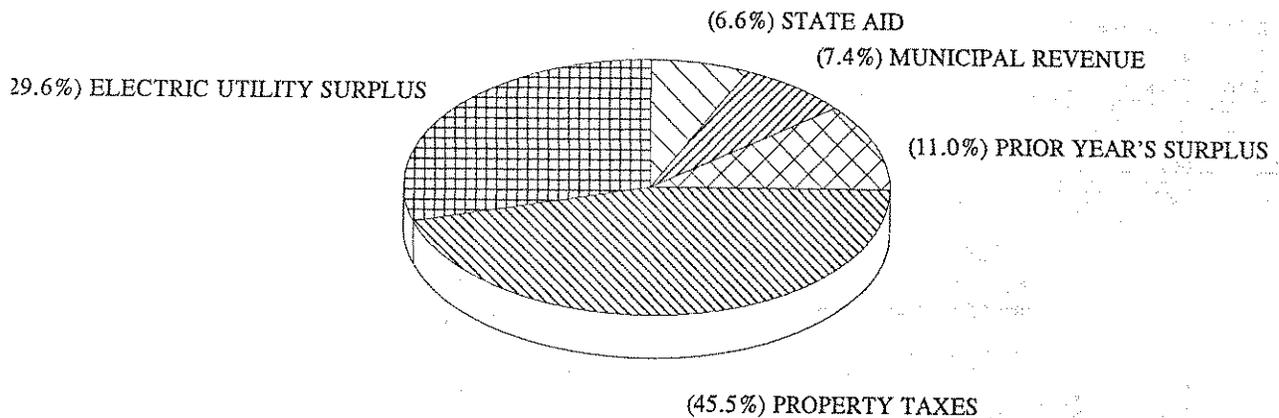
REVENUE	1996	%	1995	%
PRIOR YEAR'S SURPLUS	\$2,009,387	11.0%	\$1,354,000	8.0%
MUNICIPAL REVENUE	\$1,220,109	6.7%	\$1,276,283	7.6%
STATE CONSOLIDATED AID	\$561,687	3.1%	\$626,298	3.7%
STATE AID - ALL OTHER	\$639,769	3.5%	\$603,012	3.6%
ELECTRIC SURPLUS - OPER.	\$3,000,000	16.4%	\$3,100,000	18.4%
ELECTRIC SURPLUS - CAPITAL	\$2,400,000	13.1%	\$1,400,000	8.3%
DELINQUENT TAXES	\$125,000	0.7%	\$125,000	0.7%
MUNICIPAL PROPERTY TAXES	\$8,300,987	45.5%	\$8,381,802	49.7%
TOTAL REVENUE	\$18,256,939	100.0%	\$16,866,395	100.0%

APPROPRIATIONS	1996	%	1995	%
SALARIES & WAGES	\$5,991,998	32.8%	\$5,722,040	33.9%
OTHER EXPENSES	\$2,009,919	11.0%	\$1,963,317	11.6%
WASTE REMOVAL	\$1,447,246	7.9%	\$1,429,909	8.5%
MADISON-CHATHAM JOINT MTG.	\$889,022	4.9%	\$844,749	5.0%
HEALTH & LIAB. INSURANCE	\$872,497	4.8%	\$976,688	5.8%
PENSION & SOCIAL SECURITY	\$707,000	3.9%	\$684,000	4.1%
CAPITAL IMPROVEMENTS	\$2,046,000	11.2%	\$1,545,160	9.2%
RESERVE FOR CAPITAL PROJECT	\$504,000	2.8%	\$0	0.0%
DEBT SERVICE	\$2,057,004	11.3%	\$2,006,577	11.9%
PUBLIC LIBRARY	\$765,548	4.2%	\$746,205	4.4%
TOTAL SPENDING	\$17,290,234	94.7%	\$15,918,645	94.4%
RESERVE FOR UNCOLL. TAXES	\$966,705	5.3%	\$947,750	5.6%
TOTAL APPROPRIATIONS	\$18,256,939	100.0%	\$16,866,395	100.0%

MUNICIPAL REVENUES 1995



MUNICIPAL REVENUES 1996

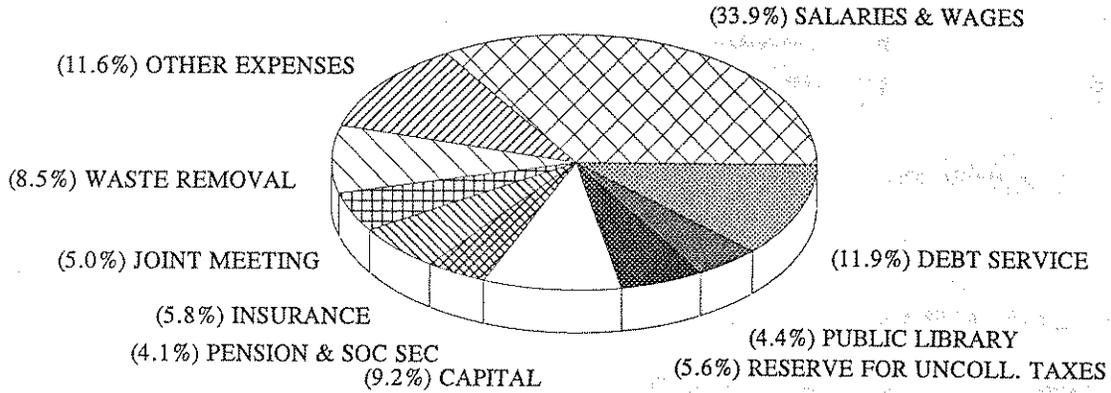


MADISON 1996 BUDGET
 APPROPRIATIONS BY SERVICE

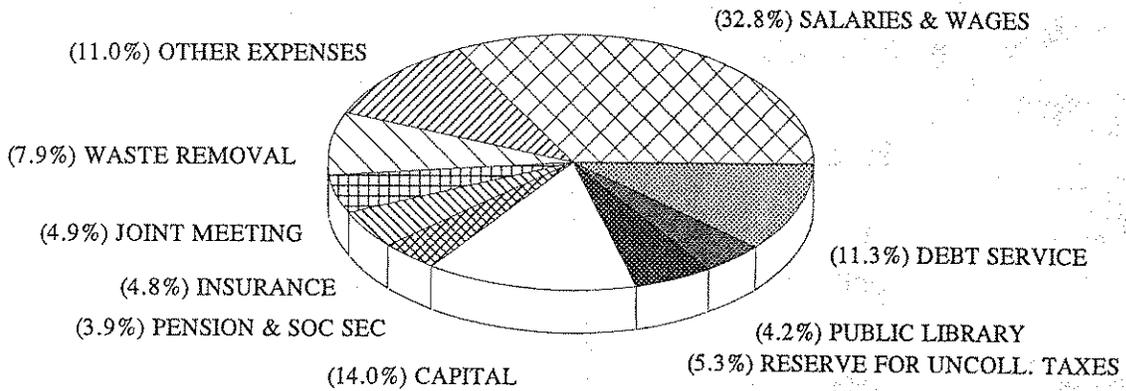
05-Mar-96

	1996	1995	DIFFERENCE	PERCENT
GENERAL ADMINISTRATION	\$1,035,561	\$976,653	\$58,908	6.03%
PUBLIC WORKS	\$2,367,889	\$2,189,407	\$178,482	8.15%
POLICE SERVICES	\$2,732,914	\$2,679,319	\$53,595	2.00%
FIRE SERVICES	\$875,199	\$828,526	\$46,673	5.63%
LAND USE SERVICES	\$537,058	\$527,813	\$9,245	1.75%
LIBRARY	765,548	746,205	\$19,343	2.59%
GARBAGE & RECYCLING	1,483,959	1,451,708	\$32,251	2.22%
JOINT MEETING	889,022	844,749	\$44,273	5.24%
HEALTH REC. & WELFARE	\$687,643	\$707,137	(\$19,494)	-2.76%
CAPITAL IMPROVEMENT FUND	2,550,000	1,545,160	\$1,004,840	65.03%
DEBT SERVICE	\$2,057,004	\$2,006,577	\$50,427	2.51%
EMPLOYEE BENEFITS	\$1,308,437	\$1,415,391	(\$106,954)	-7.56%
<hr/>				
TOTAL SPENDING APPROPRIATIONS	\$17,290,234	\$15,918,645	\$1,371,589	8.62%
<hr/>				
RESERVE FOR UNCOLLECTED TAXES	\$966,705	\$947,750	\$18,955	2.00%
TOTAL APPROPRIATIONS	\$18,256,939	\$16,866,395	\$1,390,544	8.24%

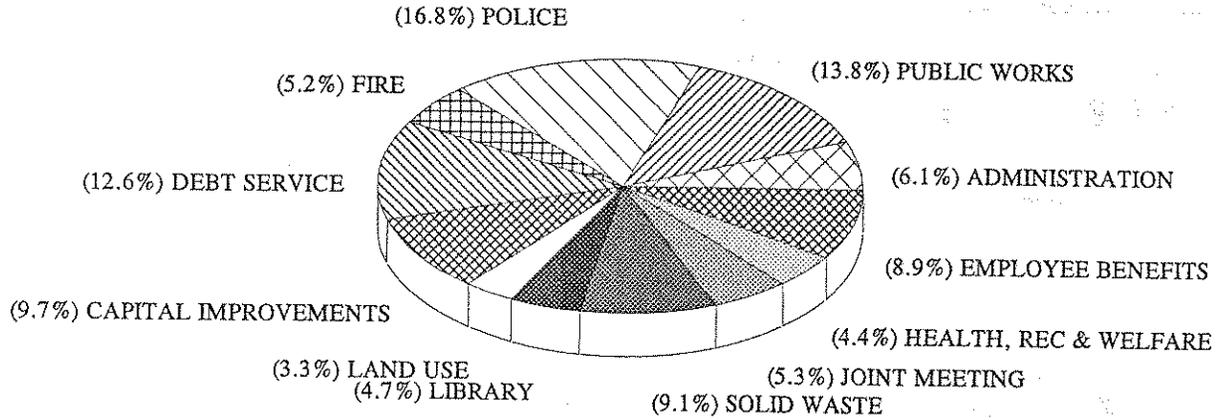
MUNIICIPAL APPROPRIATIONS 1995



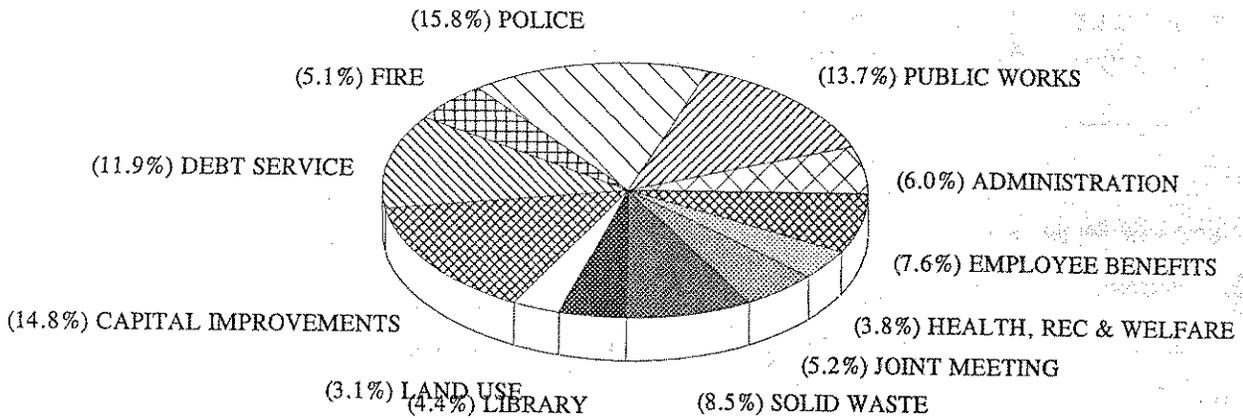
MUNIICIPAL APPROPRIATIONS 1996



1995 APPROPRIATIONS BY SERVICE



1996 APPROPRIATIONS BY SERVICE



TAX COLLECTION RESULTS

	1995	1994
TAX LEVY	\$30,331,276	\$29,648,335
ADDED TAXES	49,055	16,862
<hr/>		
TOTAL TAX LEVY	30,380,331	29,665,197
CURRENT YEAR TAX COLLECTIONS	29,726,605	28,925,909
SR. CITIZENS & VETERAN DEDUCT	81,900	83,950
TRANSFERS & CANCELLATIONS	143,559	317,703
<hr/>		
TOTAL COLLECTIONS	29,952,064	29,327,562
OUTSTANDING BALANCE	\$428,267	\$337,635
<hr/>		
PERCENTAGE OF COLLECTIONS	98.12%	97.79%

BALANCE OF DELINQUENT TAXES & TAX TITLE LIENS-JAN. 1	\$396,193	\$293,026
ADDED TAXES	574	226,825
INTEREST, COSTS, & TRANSFERS	5,119	9,459
<hr/>		
TOTAL OUTSTANDING	401,886	529,310
DELINQUENT COLLECTIONS	343,280	469,650
CANCELLATIONS	3645	1102
<hr/>		
TOTAL COLLECTIONS	346,925	470,752
OUTSTANDING BALANCE	\$54,961	\$58,558
<hr/>		
PERCENTAGE OF COLLECTIONS	85.42%	88.73%

ANALYSIS OF CURRENT AND DELINQUENT TAXES RECEIVABLE

CURRENT YEAR	\$428,267	\$337,635
DELINQUENT TAXES & TAX TITLE LIENS	54,961	58,558
<hr/>		
TOTAL	\$483,228	\$396,193

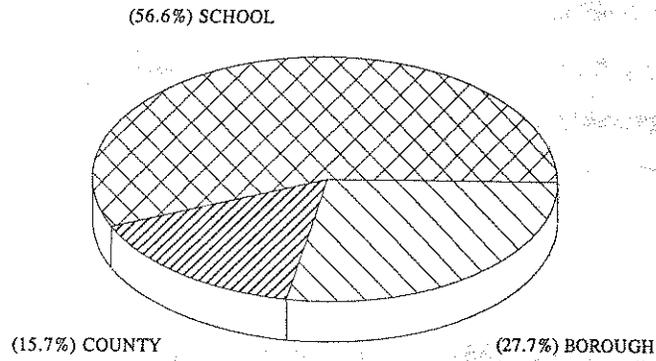
SUMMARY OF LEVIES AND TAX RATES

	1996 ESTIMATED			1995 ACTUAL			
	TAX LEVY	TAX RATE	TAX DOLLAR	TAX LEVY	TAX RATE	TAX DOLLAR	INCREASE
SCHOOL PURPOSE	\$17,460,623	1.884	\$0.57	\$17,128,223	1.830	\$0.57	\$332,400
MUNICIPAL PURPOSE	\$4,747,129	0.512	\$0.16	\$4,747,129	0.507	\$0.16	\$0
ROUGH PURPOSE	\$8,300,987	0.895	\$0.27	\$8,381,802	0.895	\$0.28	(\$80,815)
TOTAL LEVY	\$30,508,739	3.291	\$1.00	\$30,257,154	3.232	\$1.00	\$251,585

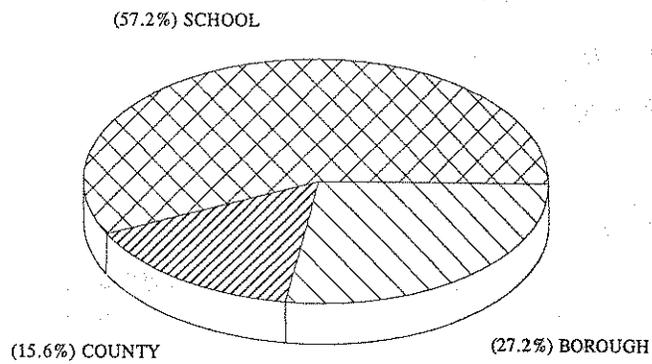
	1995 ACTUAL			1994 ACTUAL			
	TAX LEVY	TAX RATE	TAX DOLLAR	TAX LEVY	TAX RATE	TAX DOLLAR	INCREASE
SCHOOL PURPOSE	\$17,128,223	1.830	\$0.57	\$16,347,771	1.736	\$0.55	\$780,452
MUNICIPAL PURPOSE	\$4,747,129	0.507	\$0.16	\$4,857,256	0.516	\$0.16	(\$110,127)
ROUGH PURPOSE	\$8,381,802	0.895	\$0.28	\$8,430,023	0.895	\$0.28	(\$48,221)
TOTAL LEVY	\$30,257,154	3.232	\$1.00	\$29,635,050	3.147	\$1.00	\$622,104

SUMMARY OF NET VALUATION TAXABLE	1996 ESTIMATED	1995 ACTUAL	1994 ACTUAL
REAL PROPERTY			
(LAND AND IMPROVEMENTS)	887,926,450	\$892,597,050	\$901,496,350
TELEPHONE & TELEGRAPH (BUSINESS PERSONAL PROPERTY)	39,077,368	\$43,442,608	\$39,947,978
TOTAL VALUATION TAXABLE	927,003,818	\$936,039,658	\$941,444,328

1995 TAX LEVY



1996 TAX LEVY



Where Your 1996 Tax Dollar Goes:



Madison Schools

57.2%



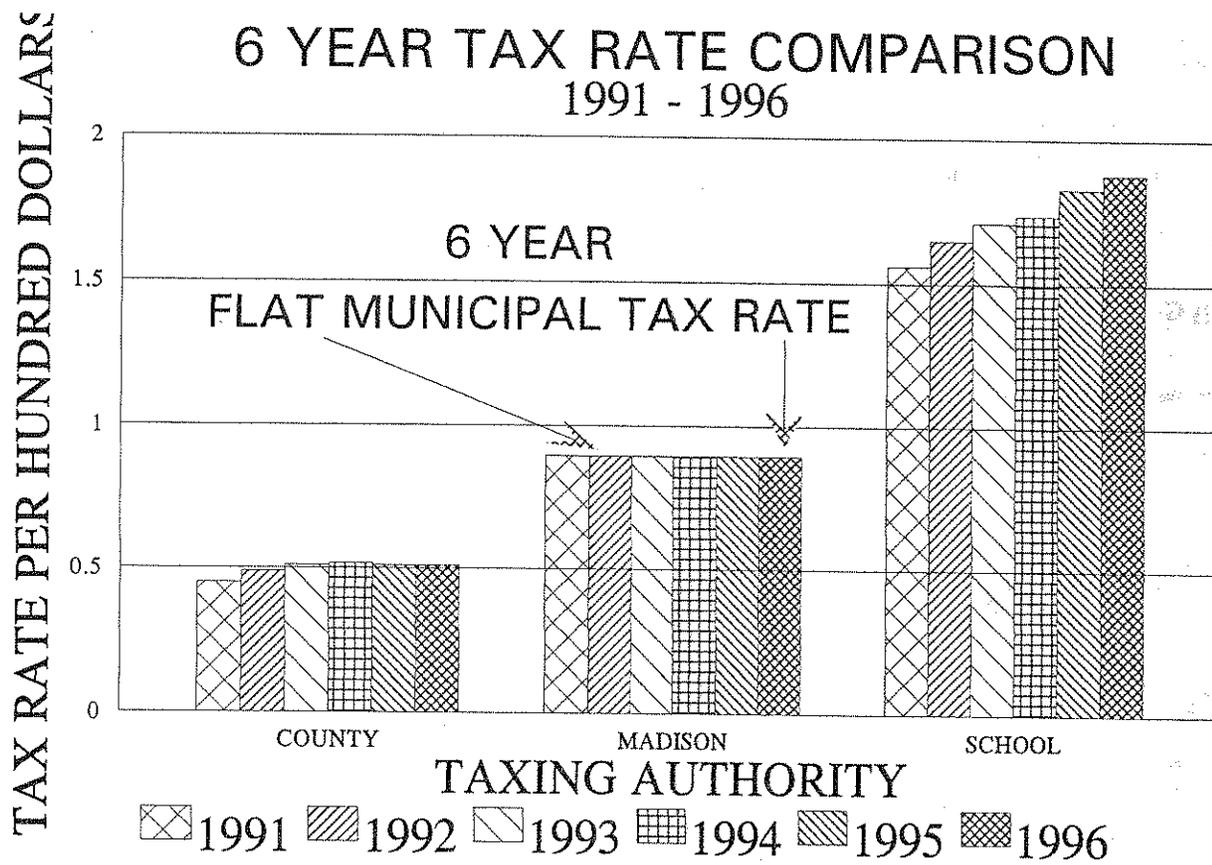
Morris
County

15.6%

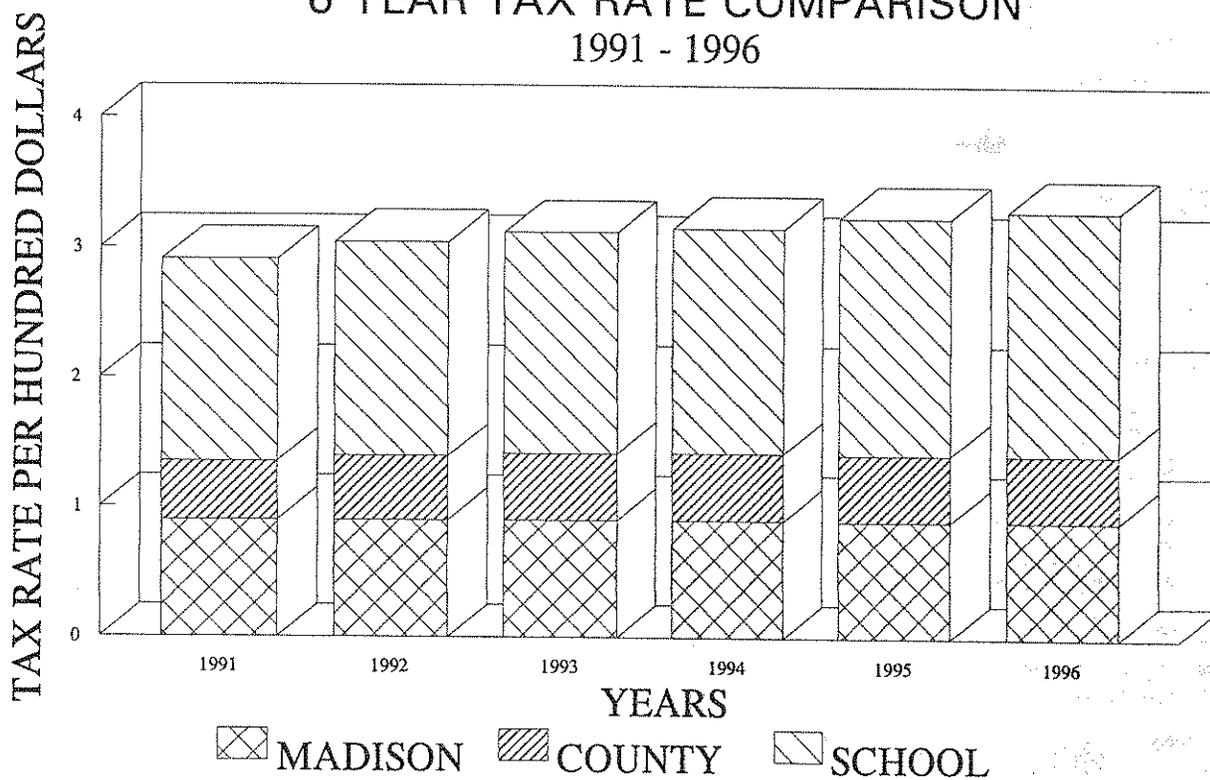
Borough of
Madison

27.2%

6 YEAR TAX RATE COMPARISON 1991 - 1996



6 YEAR TAX RATE COMPARISON 1991 - 1996



COMPARATIVE STATEMENT OF OPERATIONS
WATER UTILITY
FOR THE YEARS 1995 & 1994

REVENUES	1995	1994	DIFFERENCE	%
UTILIZATION OF PRIOR YEAR'S SURPLUS	\$328,712	\$340,705	(\$11,993)	-3.6%
WATER RENTS	\$1,228,508	\$1,225,747	\$2,761	0.2%
FIRE HYDRANT SERVICE	63,182	\$63,031	\$151	0.2%
INTEREST INCOME & OTHER CREDITS	208,933	\$120,765	\$88,168	42.2%
TOTAL REVENUES	1,829,335	1,750,248	79,087	4.3%

EXPENDITURES	1995	1994	DIFFERENCE	%
SALARIES & WAGES	347,866	324,239	\$23,627	7.3%
CAPITAL IMPROVEMENT	575,000	585,000	(\$10,000)	-1.7%
DEBT SERVICE	55,696	56,586	(\$890)	-1.6%
PENSION & SOCIAL SECURITY	65,329	64,244	\$1,085	1.7%
OPERATING EXPENSES	452,158	446,569	\$5,589	1.3%
TOTAL EXPENSES	1,496,049	1,476,638	\$19,411	1.3%
TOTAL OPERATING SURPLUS	\$333,286	\$273,610	\$59,676	21.8%

COMPARATIVE DISTRIBUTION OF REVENUES
AND APPROPRIATIONS FOR 1996 AND 1995
FOR THE WATER UTILITY

REVENUES	1996	%	1995	%
PRIOR YEAR'S SURPLUS	59,710	4.7%	328,713	21.5%
WATER RENTS	1,100,000	86.7%	1,100,000	72.0%
FIRE HYDRANT SERVICE	58,600	4.6%	58,600	3.8%
INTEREST INCOME	50,000	3.9%	40,000	2.6%
TOTAL	1,268,310	100.0%	1,527,313	100.0%

APPROPRIATIONS	1996	%	1995	%
SALARIES & WAGES	371,001	29.3%	349,033	22.9%
OTHER EXPENSES	473,503	37.3%	480,583	31.5%
CAPITAL IMPROVEMENT FUND	300,000	23.7%	575,000	37.6%
DEBT SERVICE	53,806	4.2%	55,696	3.6%
DEFERRED CHARGES	0	0.0%	0	0.0%
PENSION & SOCIAL SECURITY	70,000	5.5%	67,000	4.4%
TOTAL	1,268,310	100.0%	1,527,312	100.0%

COMPARATIVE STATEMENT OF OPERATIONS
ELECTRIC UTILITY
FOR THE YEARS 1995 & 1994

REVENUE	1995	1994	DIFFERENCE	%
RESIDENTIAL	3,853,450	3,824,849	28,601	0.7%
SMALL COMMERCIAL	2,910,780	2,913,731	(2,951)	-0.1%
LARGE COMMERCIAL	4,490,104	5,097,189	(607,085)	-11.9%
STREET LIGHTING	132,500	132,500	0	0.0%
<hr/>				
SUBTOTAL-ELECTRIC TARIFFS	11,386,834	11,968,269	(581,435)	-4.9%
<hr/>				
INTEREST INCOME & OTHER CREDITS	376,900	354,600	22,300	6.3%
<hr/>				
TOTAL REVENUE	11,763,734	12,322,869	(559,135)	-4.5%

EXPENDITURES & RESERVES	1995	1994	DIFFERENCE	%
SALARIES & WAGES	808,614	755,196	53,418	7.1%
PURCHASED POWER	4,823,940	5,242,456	(418,516)	-8.0%
CAPITAL IMPROVEMENTS	465,000	800,000	(335,000)	-41.9%
DEBT SERVICE	0	0	0	
OPERATING EXPENSES	761,674	645,091	116,583	18.1%
PENSION & SOCIAL SECURITY	134,704	132,248	2,456	1.9%
<hr/>				
TOTAL EXPENSES	6,993,932	7,574,991	(581,059)	-7.7%
<hr/>				
TOTAL OPERATING SURPLUS	4,769,802	4,747,878	21,924	0.5%

ELECTRIC UTILITY BUDGET
REVENUES & APPROPRIATIONS
1996 AND 1995

29-Feb-96

REVENUES	1996	%	1995	%
ELECTRIC TARIFFS	8,541,089	97.7%	9,002,110	98.0%
STREET LIGHTING	132,500	1.5%	132,500	1.4%
INTEREST INCOME	67,500	0.8%	50,000	0.5%
TOTAL REVENUES	8,741,089	100.0%	9,184,610	100.0%

APPROPRIATIONS	1996	%	1995	%
SALARIES & WAGES	860,869	9.8%	828,895	9.0%
OTHER EXPENSES	731,820	8.4%	716,215	7.8%
PURCHASED POWER	5,300,000	60.6%	5,800,000	63.1%
CAPITAL IMPROVEMENT FUND	500,000	5.7%	500,000	5.4%
DEBT SERVICE	0	0.0%	0	0.0%
PENSION & SOCIAL SECURITY	148,400	1.7%	139,500	1.5%
SURPLUS (MUNICIPAL)	1,200,000	13.7%	1,200,000	13.1%
TOTAL APPROPRIATIONS	8,741,089	100.0%	9,184,610	100.0%

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 1996.

MUNICIPAL

Green Avenue & Kings Road Intersection	\$ 350,000
Reconstruction of East Street	250,000
Americans With Disabilities Act	1,500,000
Two Dump Trucks	55,700
Museum Building Improvements	100,000
Teen/Seniors/Health Facility	150,000
Public Works Equipment	97,250
Resurfacing of Greenwood Avenue	50,000
Spring Garden Brook	54,850
Aerial Photography	40,000
Police Radio Control Tower	10,000

WATER UTILITY

Treatment Plant Reserve	\$ 100,000
Kings Road Sidewalks	50,000
Greenwood Avenue Main Replacement	50,000
Reserve for Future Projects	100,000

ELECTRIC UTILITY

Circuit Reconstruction	\$ 100,000
Reserve for Future Projects	394,000
Bill Bursting Machine	6,000