

TOWNSHIP OF TEANECK  
NEW JERSEY

THE PROPOSED  
1932 BUDGET

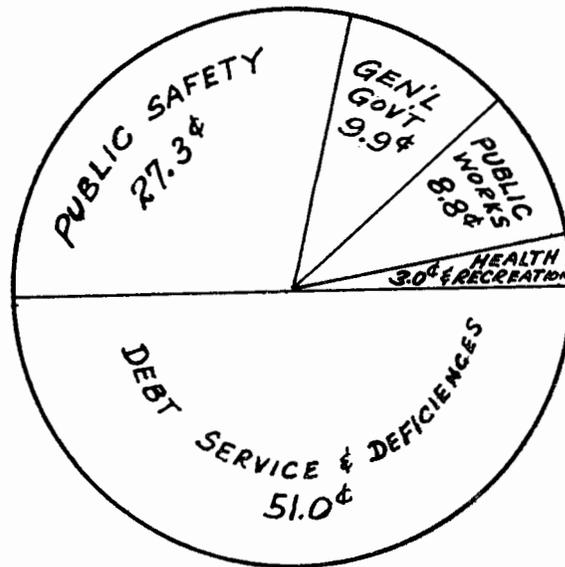
FOR  
MUNICIPAL EXPENDITURE ONLY

To the Taxpayer:

The Council of the Township of Teaneck herewith again submits to the taxpayers of Teaneck a proposed budget. This 1932 budget as submitted for approval to the Council by the Township Manager is passed on to you by the Council so that you may read and study it carefully. The better you know the problems confronting the municipality, the more clearly you understand how the revenue to operate the Township is obtained and how it is spent, the better government you may expect, for an enlightened electorate is the best guarantee of able government. Your careful attention is directed to the analytic comment accompanying the budget, both as to receipts and expenditures, for while the expenditure side of a budget only generally is stressed, the receipt side is equally important.

It is to be understood that this budget applies only to the expenditures and receipts under the control of the Municipal Council. School, County and State expenditures must be combined with this local budget before the tax rate is fixed. This local budget accounts for the expenditure of about 41% of the total amount raised in taxes in the Township.

# How Your Municipal Tax Dollar is Spent.



## BUDGET SUMMARY

Comparison with 1931  
(Changes of \$500.00 or more only shown in detail)

### Increases

Extra Legal, \$500; Salaries, Police, \$500; Hydrants, \$2,000; Extra Help, Eng., \$500; Equipment and Supplies, D.P.W., \$3,500; Health, \$3,250; Poor Relief, \$2,000; Parks, \$500; Planning Commission, \$4,500; Deficiency Adjustments, \$8,211.79; Township's Share of Trust Obligations, \$16,515.30; Miscellaneous, \$1,420.

TOTAL INCREASES \$43,397.09

### Decreases

Supplies and Printing, Gen. Govt., \$500; Upkeep, Bldg. and Grounds, \$500; Traffic Lights, \$750; Motor Equipment, Police, \$1,000; Insurance, Fire Dept., \$600; New Hose, \$500; Supplies, Eng., \$500; Clerk, D. P. W., \$600; Extra Labor, Disposal Plant, \$500; Dumps, \$1,000; Library, \$2,190; Debt Service, \$36,496.05. Miscellaneous, \$2,310.

TOTAL DECREASES 47,446.05

Net Decrease	4,048.96
Decrease in Miscellaneous Revenue	3,537.68
Decrease in Amount to be Raised by Taxation	511.28

### NOTE

The tax duplicate shows that during 1931 there was added to the tangible taxable wealth of Teaneck through new construction the sum of \$871,000.00. This means that approximately \$45,000.00 more could have been appropriated in 1932, without the average property owner paying a cent more in taxes. Since the 1932 requirements are less than the 1931 requirements, it means that the average taxpayer will pay less in 1932 to the total amount of about \$45,000.00, for municipal expenses.

# TOWNSHIP OF TEANECK NEW JERSEY TOWNSHIP BUDGET 1932

AMOUNT OF ESTIMATED SURPLUS REVENUE	1932 \$140,000.00	1931 \$ 97,757.15
<b>RECEIPTS</b>		
SURPLUS REVENUE APPROPRIATED	.....	.....
MISCELLANEOUS REVENUE ANTICIPATED:		
A. Interest on Deposits	2,500.00	5,000.00
B. Interest and Costs on Taxes	22,000.00	20,000.00
C. Interest on Assessment Improvements	95,000.00	100,000.00
D. Magistrate's Court	1,000.00	1,000.00
E. Local Licenses and Permits	13,500.00	13,500.00
F. Engineering and Public Works	1,500.00	2,000.00
G. Franchise Taxes	42,000.00	40,000.00
H. Gross Receipts Taxes	10,000.00	11,000.00
I. Tax Searches	3,500.00	3,500.00
J. Poll Taxes	3,500.00	3,500.00
K. Return of Gasoline Tax	18,210.96	16,748.64
	\$212,710.96	\$216,248.64
AMOUNT TO BE RAISED BY TAXATION	508,479.68	508,990.96
TOTAL	\$721,190.64	\$725,239.60

## EXPENDITURES OPERATING

Explanations and Details	1932	1931	Totals	
A—GENERAL GOVERNMENT			1932	1931
A-1-a—SALARIES				
1. Management				
Council	\$ 2,500.00	\$ 2,500.00		
Township Manager	7,500.00	7,500.00		
Township Clerk	500.00	500.00		
Deputy Town Clerk	2,100.00	2,100.00		
			12,600.00	12,600.00
2. Treasurer and Collector				
Treasurer	1.00	1.00		
Finance Clerk	1,800.00	1,500.00		
Tax Collector	3,000.00	3,000.00		
Clerks	7,500.00	7,500.00		
			12,301.00	12,001.00
3. Legal				
Township Attorney	1,000.00	1,000.00		
Extra Legal	1,500.00	1,000.00		
Police Magistrate	1,000.00	1,000.00		
			3,500.00	3,000.00
4. Assessors				
Assessors	6,000.00	6,000.00		
Clerk	1,500.00	1,500.00		
			7,500.00	7,500.00

5. Auditor	3,000.00	3,000.00	3,000.00	3,000.00
6. Poor Master	250.00	250.00	250.00	250.00
A-1-b—Extra Clerical	1,000.00	1,000.00	1,000.00	1,000.00
A-1-c—Supplies and Printing	2,500.00	3,000.00	2,500.00	3,000.00
A-1-d—Legal Advertising	350.00	350.00	350.00	350.00
A-1-e—Bonds and Insurance	750.00	1,200.00	750.00	1,200.00
A-1-f—Telephones	750.00	750.00	750.00	750.00
A-1-g—Elections	1,000.00	1,000.00	1,000.00	1,000.00
A-1-h—Miscellaneous	750.00	500.00	750.00	500.00
A-1-i—Tax Sale	2,000.00	2,000.00	2,000.00	2,000.00
TOTALS --A-1--			\$ 48,251.00	\$ 48,151.00

**A-2—GROUNDS AND BUILDINGS**

A-2—Salaries				
1. Janitor	1,800.00	1,800.00		
2. Upkeep	3,000.00	3,500.00		
3. Electricity	1,000.00	1,300.00		
4. Water	250.00	150.00		
5. Fuel Oil	600.00	750.00		
6. Supplies	750.00	750.00		
			7,400.00	8,250.00

**B-1—POLICE DEPARTMENT**

B-1-a—Salaries	77,500.00	77,000.00		
b—Traffic Lights	2,000.00	2,750.00		
c—Supplies	750.00	750.00		
d—Motor Equipment, Repairs and Gas	5,500.00	6,500.00		
e—Dog Pound	1,000.00	1,000.00		
f—Telephones	3,600.00	3,600.00		
g—Doctor	300.00	300.00		
h—Insurance	2,500.00	2,200.00		
i—Miscellaneous	250.00	250.00		
j—Street Marking and Signs	750.00	750.00		
k—Pension Fund	3,100.00	3,080.00		
			97,250.00	98,180.00

**B-2—FIRE DEPARTMENT**

B-2-a—Salaries	25,500.00	25,200.00		
b—Rentals—Volunteer Houses	1,800.00	1,800.00		
c—Insurance	2,000.00	2,600.00		
d—General Supplies	1,500.00	1,500.00		
e—New Hose	500.00	1,000.00		
f—Repairs to Apparatus	500.00	500.00		
g—Repairs to Fire House	200.00	500.00		
h—Telephones and Sirens	900.00	750.00		
i—Pension Fund	1,020.00	1,080.00		
j—Hydrants	31,000.00	29,000.00		
			64,920.00	63,930.00

**B-3-a—STREET LIGHTING**

	35,000.00	35,000.00	35,000.00	35,000.00
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**C—PUBLIC WORKS**

**Engineering Department**

C-1-a—Salaries				
1. Township Engineer	1.00	1.00		
2. Assistant Township Engineer	3,000.00	3,000.00		
3. Clerical Help	500.00	500.00		
4. Extra Help	2,000.00	1,500.00		
C-1-b—Supplies	500.00	1,000.00		
			6,001.00	6,001.00

**Streets and Street Repairs**

C-2-a—Supt. Public Works—½ Time	1,250.00	1,250.00
b—Road Foreman	2,200.00	2,200.00
c—Mechanic	1,500.00	1,500.00
d—Clerk	600.00	1,200.00
e—Truck Drivers	3,600.00	3,600.00
f—Street Cleaning	2,800.00	3,000.00
g—Equipment and Supplies	6,000.00	2,500.00
h—Road Labor	10,000.00	10,000.00
i—Road Material	10,000.00	10,000.00
j—Insurance	1,500.00	1,600.00
k—Snow Removal	2,000.00	2,000.00
l—Street Signs	750.00	1,000.00

42,200.00      39,850.00

**Disposal Plant and Sewers**

C-3-a—Asst. Supt. P. W.—½ Time	1,250.00	1,250.00
Chief Operator	2,200.00	2,200.00
Operators	6,300.00	6,300.00
b—Extra Labor	3,500.00	4,000.00
c—Supplies, Power, Water	5,000.00	5,100.00
d—Supplies	750.00	750.00
e—Insurance	200.00	400.00

C-4—Dumps

1,000.00      2,000.00

19,200.00      20,000.00  
1,000.00      2,000.00**D—HEALTH, CHARITIES AND RECREATIONS**

D-1—Board of Health	4,500.00	1,250.00
2—Poor Relief (\$3,000. for Bond Retire)	5,000.00	3,000.00
3—Parks and Recreation	1,500.00	1,000.00

11,000.00      5,250.00

**E—MISCELLANEOUS**

E-1—Contingent	1,000.00	1,000.00
2—Mosquito Commission	400.00	400.00
3—Library	10,310.00	12,500.00
4—Patriotic Observance	500.00	500.00
5—Return 50% Bldg. Fees	2,500.00	2,700.00
6—Return Health Fees	2,000.00	2,000.00
7—Return 100% Election Sign Fees	100.00	100.00
8—Planning Board	4,500.00	.....

21,310.00      19,200.00

Sub-Total—Operating

353,532.00      345,812.00

**DEFICIENCIES AND DEBT****F—DEBT SERVICE**

F-1—Redemption of Capital Bonds	14,980.20	19,000.00
2—Interest on Assessments and Imp. Bonds	229,523.75	264,000.00
3—Interest on Tax Revenue Notes	4,000.00	3,000.00
4—Interest on Tax Anticipation Notes	2,000.00	1,000.00

250,503.95      287,000.00

**G—DEFICIENCY ADJUSTMENTS**

G-1—Unpaid Bell Telephone Franchise Tax, 1928 and 1929	.....	1,177.60
2—Deficit Misc. Revenue Anticipated, 1930	.....	1,250.00
3—Overexpenditures, 1930 Appro.	31.38	.....
4—Overexpenditures, 1929 Appro.	964.26	.....
5—Liens Foreclosed (Taxes)	280.94	.....
6—Liens Foreclosed (Assessments)	806.37	.....
7—Reserve for Taxes 1928 and Prior	2,000.00	.....
8—Expenditures without Appro. Trust, 1930	2,499.58	.....
9—Expenditures without Appro. Capital, 1930	1,039.68	.....
10—Sundry Accounts Receivable, Trust, 1929	17.18	.....
11—Costs of Foreclosures, 1928	3,000.00	.....

10,639.39      2,427.60

**H—TOWNSHIP'S SHARE OF TRUST OBLIGATIONS**

H-1—Costs in abeyance	30,000.00	.....		
2—Assessments held in abeyance	7,000.00	.....		
3—Assessments Cancelled by Court	4,000.00	.....		
4—Assessments Remitted and Cancelled	14,000.00		50,000.00	
5—Town's share of Assess. Deficit 1928 and 1929	19,544.26		40,000.00	
6—Town's share of Assessments, 1932	24,011.18	.....		
7—Town's share of Imps. not bonded	7,959.86	.....		
				106,515.30      90,000.00
				-----
Sub-Total, Deficiencies and Debt				367,658.64      379,427.60
				-----
GRAND TOTAL				\$721,190.64      \$725,239.60

**COMMENTS ON THE BUDGET  
RESOURCES**

**SURPLUS REVENUE APPROPRIATED:**

When the current balance sheet of the 1930 audit was finally completed, it showed surplus revenue to the total amount of \$97,757.15. It is expected that the operations of this year will add perhaps \$50,000.00 to this surplus. This \$50,000.00 came about through approximately \$15,000.00 under-expenditure of the appropriations granted for 1931 (exclusive of the amounts reserved) and \$35,000.00 collections in excess of those anticipated in the 1931 budget. In theory, surplus revenue, or at least a part thereof, can be re-appropriated in any following year's budget reducing the amount of money to be raised by taxation by a corresponding amount. However, as a matter of practice, enough surplus revenue is reserved to cover doubtful or bad accounts receivable, such as real taxes outstanding for a number of years, tax title liens, personal and poll taxes, and uncollectable assessments. The Department of Municipal Accounts recommends that all taxes outstanding of every nature, more than one year old, be compensated for, if possible, by retaining an equal amount of surplus revenue. Their particular comment in the 1930 audit concerning this is reproduced herewith.

**"SURPLUS REVENUE**

"An analysis of surplus revenue follows herewith. From this analysis which has been developed through our experience in auditing, it will be noted that there is a deficit in free surplus of \$155,939.07. This deficit in free surplus bears a rather close relation to the amount which demand liabilities exceed quick assets, and I do not think that I need direct the attention of your honorable body to the inadvisability of appropriating any surplus revenue until the finances of the Township have improved.

Analysis of Surplus Revenue			
Balance December 31, 1930			\$ 97,757.15
Taxes more than one year in arrears	208,067.62		
Tax Title Liens	43,455.36		
Deferred Assets	2,173.24		
Deficit in Free Surplus			155,939.07
			-----
			\$253,696.22      \$253,696.22

There is no question but what the Commissioner's recommendation is a conservative and safe one. Surplus does not necessarily lie idle, for such of it as may be cash is used in financing the Township's operations and prevents the necessity of borrowing a like amount in the open market with consequent interest charges. It may be said to be earning six per cent. to the taxpayers who have advanced it.

For safe, conservative municipal financing, the maintenance of a reasonable surplus revenue account is as essential as it is to a private business to maintain a surplus and undivided profit account, though relatively the municipal fund can and should be smaller. It is possible that the present budget will again at the end of the year show a small surplus. Whether it does or not will depend entirely upon the showing made by the revenue side, and this account depends in some measure upon general economic conditions outside of the control of the Council. A budget should not be deliberately prepared to provide a surplus, for it is not fair to ask the present taxpayer to pay more than necessary in order to relieve a future taxpayer of paying for, at present unforeseen, contingencies.

**MISCELLANEOUS REVENUES ANTICIPATED:**

Generally the primary attention is given to the expenditure side of a budget and likewise much of the public argument revolves about its provisions. The revenue side is too often neglected, though it is quite as important as the expenditure side. The table which follows shows the amount collected for the last three years under the various revenue divisions as set up in the budget, together with the estimates for 1932.

	1929	1930	1931	1932 (Est.)
Interest on Deposits	\$ 3,126.25	5,270.62	4,335.74	2,500.00
Interest and Costs on Taxes	20,829.76	23,018.27	30,906.56	22,000.00
Interest on Assessments	141,461.91	108,589.50	126,230.41	95,000.00
Recorder's Court	1,839.00	538.00	1,108.25	1,000.00
Local Licenses and Permits	7,705.41	10,070.86	13,144.63	13,500.00
Eng. and Public Works	7,435.30	1,991.45	1,651.65	1,500.00
Franchise Taxes	39,027.09	40,139.37	42,039.17	42,000.00
Gross Receipts Taxes	11,077.74	11,631.50	10,335.54	10,000.00
Tax Searches	4,491.25	3,608.51	3,679.50	3,500.00
Poll Taxes	2,989.00	3,573.00	3,814.00	3,500.00
Return of Gas Tax	.....	.....	16,748.64	18,210.96
	\$239,982.71	\$208,431.08	\$253,994.09	\$212,710.96

In general, the estimated receipts this year are based upon the actual amounts received last year with such modifications as experience or judgment might indicate. They are considered in detail as follows:

#### A—"INTEREST ON DEPOSITS"

This appropriation is considerably less than the realizations of last year. This money is derived from interest paid on deposits of the Township in various banks. The present depositories of the Township are the following banks: West Englewood National Bank of Teaneck, Teaneck National Bank of Teaneck, Peoples Trust & Guaranty Co., Hackensack, City National Bank, Hackensack, Hackensack Trust Company, Hackensack, and Palisades Trust & Guaranty Co., Englewood. Interest varying from one-half of one per cent. to 2% is paid on the various accounts, depending upon the bank and the classification of the account. The reasons our bank balances will be considerably less this year is that \$263,000.00 of cash was last year used in buying bonds of future maturities. However, in considering the resulting loss of bank interest, the \$13,000.00 in interest which the Township has saved for 1932 in making this purchase must be kept in mind as an offset figure. Another reason why the anticipation is lower than that of last year is because all banks during the middle of the year reduced their interest rates.

#### B—"INTEREST AND COSTS ON TAXES"

This appropriation is approximately \$9,000.00 or 30% less than the actual realization of last year. This is thought to be a conservative estimate for this amount in delinquent interest was paid last year without the compelling influence of a tax sale, although the Collector, through personal efforts, is to be given credit for the excellent showing made in collections during 1931. This year the forthcoming tax sale should do much to bring in even a greater proportional amount of interest than was obtained last year.

#### C—"INTEREST ON ASSESSMENT IMPROVEMENTS"

The estimated receipts for this item are \$95,000.00, which is \$31,000.00 or approximately 25% less than the realization of 1930. Remarks concerning the tax sale and the Collector's efforts in the previous paragraph apply with equal force here. Moreover, the anticipated amount is in line with recommendations of auditors to the effect that 3% of the amount of outstanding assessments can be computed as the proper interest realization.

#### D—"MAGISTRATE'S COURT"

Here the anticipation is the same as it was last year, the actual collection having been \$1,100.00. This revenue from the Magistrate's Court comes from the fines and costs imposed for violations of local ordinances, together with the court costs on motor vehicle cases. Fines collected in motor vehicle cases are transmitted to the State Highway Department through the County. Cases involving indictable offenses are handled by the District Court in Hackensack.

#### E—"LOCAL LICENSES AND PERMITS"

The total amount anticipated for local licenses and permits was not quite reached last year, though reference to the above table will show the same amount of \$13,500.00 was again estimated as in the 1931 budget. Throughout the year credit has been taken in this item for 100% of all licenses and permit fees collected. Compensation was then made to the various collecting officers as required by the different ordinances. The Building Inspector received 50% of the building fees and the Sanitary Inspector 75% of the health fees; 100% of the electric sign permits, which were very small, was returned to the Township Electrician. Proper expenditure items will be found in the budget for the return of these fees. One change made during the year concerns the Registrar, an office which was formerly held by the Assessor who retained all the fees. About the middle of the year the Sanitary Inspector and Health Officer was made the Registrar under an agreement whereby all of the fees collected would be turned into the Township, 50% thereof to be refunded to the official. This will naturally tend to increase the amount received during the year. A list showing all the licenses and permits issued and by whom they are collected is again appended:

## LICENSES AND PERMITS

### Department of Public Works

Street Opening Permits—Cost varies  
 Construcion Permits—Cost varies  
 Sewer Permits—Cost varies

### Health Department

Milk and Ice Permits—\$2.00  
 Plumbing Permits—Cost varies  
 Marriage Licenses—\$2.00  
 Birth Certificates—No Fee  
 Death Certificates—Cost varies

### Building Inspector

Building Permits—Cost varies  
 Occupancy Permits—\$1.50

### Fire Department

Storage of Inflammable Materials—\$5.00  
 Sale of Fireworks—\$1.00

### Police Department

Dog Licenses—\$2.00  
 Redemptions—\$3.00

### Electrician

Electric Signs—\$2.00

### Township Clerk

Peddler's Licenses—Cost varies  
 Garbage Licenses—\$25.00  
 Gas Pumps—\$10.00  
 Taxi Driver's License—\$1.00  
 Taxi Owner's License—\$2.50  
 Fishing and Hunting Licenses—Residents'—\$3.15

## F—"ENGINEERING AND PUBLIC WORKS"

This anticipation shows a reduction of \$500.00 below last year to bring it in line with the fees actually received. This revenue is derived from charges made for street opening permits, permits to connect with the sewer, and construction permits which entail the use of the streets. Some of those receipts are in the nature of deposits guaranteeing the proper replacing of street pavings or the payment of inspection expenses. Such deposits are kept in a trust or suspense account and are refunded on motion of Council upon the satisfactory completion of the work.

## G—"FRANCHISE TAXES"

In anticipating the franchise tax the rule to use last year's realizations as the anticipations for this year, was applied. This revenue results from a tax of 5% which the State places upon the gross receipts of all public utilities which use or occupy the municipal highways in the State. It is distributed by the State through the County to the individual municipality in proportion to the relative valuation of the company's property in these municipalities. Companies with less than \$50,000.00 gross receipts pay only 2%. All of such companies also pay an additional tax either for personal property or on their gross receipts. This latter revenue is anticipated under item

## H—"GROSS RECEIPTS TAXES"

These taxes are levied under the Law imposing a tax on the gross receipts of certain public utilities therein enumerated. The amount of the tax is computed by applying to the total of the company's gross receipts the "average rate of State taxation" and is distributed back to the individual municipalities, as is the franchise tax, in proportion to the relative value of the company's property in the taxing districts. In addition to this, bus lines also pay 5% of their gross receipts as an additional tax, which tax is distributed to the Towns through which the bus line operates in proportion to the length of run in each Town. The amount received from this tax is included under item "E"—Local Licenses and Permits. This 5% tax for busses applies only to intra-state lines; inter-state busses which don't load and discharge the same passenger within New Jersey, are not subject to these taxes nor to any other control by the State Public Utility Commission.

The following table shows the amount collected from the Public Utilities operating in Teaneck during 1931 and the divisions into which their payments of the tax fall:

Company	Franchise	Personal and Corporation	Gross Receipts	3rd Class R.R.
Public Service Electric and Gas Company	\$ 28,936.96		\$ 10,024.70	
Bogota Water Co.	51.47	362.82		
Hackensack Water Co.	10,616.29	44,663.73		
N. J. Bell Tele. Co.	2,433.88	6,279.00		
Postal Telegraph Co. of N. J.	.57	45.87		
Western Union Tel. Co.		575.26		
Public Ser. Coord Transport			310.84	
New York Central R. R.				5,083.97

## I—"TAX SEARCHES"

In this item, as in the others, the 1931 anticipations closely approximate the 1930 realizations. The revenue is derived through the making of searches for municipal liens against individual properties. The fees received for this work are fixed by statute.

## J—"POLL TAXES"

This item covers the dollar per head tax assessed upon every male inhabitant of the age of twenty-one years. For the purpose of the budget the anticipation has been estimated as practically equal to the realization of 1931.

## K—"RETURN OF GASOLINE TAX"

The return of the gasoline tax was a new source of revenue for the municipalities in 1931, and is a direct result of the approval in November, 1930, of the State Highway Bonds by the voters. Under this legislation the State returns to the municipality one-half cent per gallon of the gasoline tax. This is distributed to the taxing districts in proportion to their assessed valuation, and this year amounts to \$766.40 per million dollars of assessed valuation.

**SUMMARY**—The total amount of money to be raised by sources other than through direct taxation is then \$212,710.96, or approximately 29% of the total amount of money needed to operate the Township during the year. This \$212,710.96 estimate of Miscellaneous Revenues compares most conservatively with the total realization of Miscellaneous Revenues from the same sources last year of \$253,994.09.

## EXPENDITURES

**GENERAL COMMENTS**—In considering the expenditure side of the budget, it is well to break it up into two divisions. First, the operating expenses, and second, the fixed charges.

In any municipality, operating expenses are, to a certain extent, subject to the control of the Governing Body in Office, while that part of the budget required for fixed charges is much more inflexible. In general it is an inheritance from previous administrations.

Breaking up the 1930, 1931 and 1932 budgets into these parts, we find the following:

	1930	1931	1932	Change from 1931 Amount	Percent.
Debt and Deficiencies	\$387,806.63	\$379,427.60	\$367,658.64—	\$ 11,768.96--	3.1%
Operation	412,231.95	345,812.00	353,532.00+	7,720.00+	2.2%
Total Expenditures	800,038.58	725,239.60	721,190.64—	4,048.96—	0.5%
Revenue Anticipated	208,000.00	216,248.64	212,710.96—	3,537.68—	1.7%
Amount raised by Taxation	592,038.58	508,990.96	508,479.68—	511.28—	0.1%

The 1932 budget follows practically the same set up as the 1931 budget though in one or two instances items have been combined or changed to a different heading. Running comments on the 1932 budget follow:

### A-1—GENERAL GOVERNMENT

Item A-1-a-1—Salaries—Management—No change.

Item A-1-a-2—Treasurer and Collector—The only change in this item is increase in \$300.00 in salary of Finance Clerk due to the fact that in order to fill a vacancy created by resignation, a competent man now receiving that salary as an Assistant to the Assessor has been found to take the vacated place.

Item A-1-a-3—Legal—The extra legal has been increased \$500.00 since the 1931 appropriation of \$1,000.00 was slightly exceeded, and the amount of legal work to be done in 1932 will at least equal that of last year.

Item A-1-a-4—Assessor—This amount has been left at \$7,500.00 for the Assessor will necessarily have to employ extra help this year in order that the 5,000 dwellings in Teaneck may be measured and inspected, the resulting information placed on detailed cards, the cubical contents figured and the proper rate applied. It is entirely probable that additional help will be necessary, to be taken from the unemployed, in order to accomplish this.

Item A-1-a-5—Auditor—As mentioned in last year's notes accompanying the budget, an amount was reserved to pay for the work which the State Department of Municipal Accounts would do in the auditing of the municipal transactions of 1930 and prior and in installing a more complete accounting system. This reservation proved sufficient to pay the \$8,360.00 which the audit finally cost. Extra work done by the auditor in installing a new accounting system and the books and materials necessary were charged against the current appropriations. In this year's appropriation the same amount is appropriated as last year, although \$2,000.00 of last year's appropriation has been reserved and is available for the 1932 audit. This gives a total available amount of \$5,000.00 which it is believed will be more than ample. It should be remembered that the Commissioner of Municipal Accounts and Finance has informed us that because of the conditions which he found in Teaneck during the making of his audit, he would use the prerogative given him by law and appointed himself as the auditor for Teaneck in 1932.

A-1-c—Supplies and Printing—This item shows a \$500.00 reduction, based on the experience of last year.

A-1-e—Bonds and Insurance—This item shows a reduction from \$1,200.00 to \$750.00, the estimate being based on the actual estimated requirements for 1932.

A-1-i—Tax Sale—As is well known, no tax sale was held in 1931, and, consequently, the \$2,000.00 appropriated therefor was not used. However it was reserved by resolution at the end of the year and is available for the 1932 sale. This amount of \$2,000.00, together with the current appropriation of \$2,000.00, should be sufficient to take care of the printing and legal expenses in connection with the sale. The clerical work thereon is to be done by the regular clerks or, if necessary, by extra clerks to be charged against extra clerical. In connection with the reservation of \$2,000.00 for the tax sale and \$2,000.00 for the audit, it should be pointed out that these amounts so reserved were treated as having been spent in making up the 1931 statement and, therefore, are not part of the \$15,000.00 by which, as has been previously mentioned, the 1931 budget was under-expended.

A-2—Grounds and Buildings—The upkeep shows a reduction of \$500.00 based on the experience of 1931. This remark also applies to the other items in this division where there are slight reductions. The water item was increased because of the demands of the wading pool, built during last summer.

#### B-1—POLICE DEPARTMENT

B-1—Police Department—The total expenditures under this item correspond very closely with the expenditures in 1931, there being a reduction of slightly more than 1%.

B-1-a—Salaries—This item shows a \$500.00 increase due to the increment in salaries given to Patrolmen for each year's service up to a maximum of \$2,500.00. Last year the salary item was not expended by \$2,000.00 because the force was not fully manned during the early part of the year.

B-1-b—Traffic Lights—The traffic light account for the last year shows an actual expenditure of \$1,019.00 for current consumed alone. To this item must be added expense of replacing lamps, repairing damage to lights and other incidental services. The total of all these items expended last year was about \$1,800.00 and hence the estimated appropriation of \$2,000.00 is conservative. No new lights are provided for two reasons—First, the Traffic Commission has given us indefinite permission to continue the present system of lights, and secondly, they have refused requests to install additional lights at such corners as they were deemed advisable.

B-1-d—Motor Equipment, Repairs and Gas—This appropriation has been reduced \$1,000.00 to more nearly correspond with actual expenditures in 1931. Part of this decrease is due to the fact that during the past year all the police patrol cars were maintained under a maintenance agreement made when they were purchased. This has worked out very satisfactorily, not only in actual saving of money, but in keeping the cars on the road. It is planned to again turn in the present cars at the end of the year and to again operate the new cars under a maintenance agreement.

B-1-f—Telephones—The amount spent for police telephones last year was \$3,725.00. This includes the maintenance of 38 call boxes. Because of reductions in service made about the middle of the year it is believed that the appropriation of \$3,600.00 will be enough for 1932.

#### B-2—FIRE DEPARTMENT

B-2-a—Salaries—The increase of \$300.00 in salaries is due to the same reason as is the increase in police salaries.

B-2-c—Insurance—This amount has been reduced \$600.00, and is based upon the actual required anticipations of 1932.

B-2-e—New Hose—This amount has been reduced \$500.00 below last year because 1,000 feet of new hose was bought for the Fire Department during 1931, and the Department now has on hand probably as much hose, if not more, than it ever had. Moreover, perfectly satisfactory hose of good quality was bought at about 50% of the price paid for certain brands, and the \$500.00 appropriation remaining is sufficient to purchase approximately 750' of additional hose.

B-2-g—Repairs to Fire House—This has been reduced \$300.00 since the quarters are now in excellent condition. They were recently painted throughout by men drawn from the unemployed list.

B-2-i—Pension Fund—There is a decrease of \$60.00 in spite of an increase in the salaries, for the reason that an error was made in computing the 1931 pensions.

B-2-j—Hydrants—This item in last year's budget was set out separately. It has been brought into the Fire Department appropriation this year in the belief that that is the place where it really belongs, since this charge, made by the Hackensack Water Company against the Township of Teaneck, is for fire hydrant service, and is part of the cost that the Township pays in protecting the property in the Township against conflagrations. It is just as much a part of that cost as is the salary of the driver of a fire engine. As stated, this charge for hydrants is for fire service only; when the Public Works Department uses a hydrant for flushing sewers, the Hackensack Water Company makes an extra charge therefor. The charge this year will be approximately \$2,000.00 greater than last year for three reasons:

1. The Bogota Water Company was granted an increase in rates by the Public Utilities Commission.
2. There have been extensions of distribution mains and additional hydrants placed during the year.
3. Because the construction of the new 52" main of the Hackensack Water Company, part of which lies in the Township of Teaneck, means an extra inch foot charge upon the customers of the Hackensack Water Company. This particular charge is distributed among all the municipal consumers of the Company in proportion to the benefits received by the various Towns. Having this main laid through our Township will, however, work to the benefit of Teaneck, for the reason that we will collect greater personal property taxes on this improvement than our proportional share of the increased charges resulting therefrom will amount to. For instance, the portion of the main completed by October 1st of this year has been valued by the Assessor as \$80,000.00, on which the Company will pay the personal taxes at the same rate as every other property owner in the Township, to the amount of \$4,000.00, which amount is somewhat more than twice as great as the additional hydrant service charge.

### B-3-a—STREET LIGHTING

B-3-a—Street Lighting—It will be remembered that the 1931 appropriation was reduced some \$12,000. below the 1930 expenditure, being finally fixed at the amount of \$35,000.00. This amount of \$35,000.00 was exceeded during 1931 for the reason that it took the company some time to make the changes that were ordered in decreasing the number and candle power of lights throughout the Township. For the latter part of the year, however, the lighting bill of the Township has been at the rate of approximately \$34,500.00 a year. A \$35,000.00 appropriation then should not be exceeded for there are still some reductions that can be made, which reductions should more than compensate for any additional new lights to be placed throughout the year, and for the additional expense which the Township will be faced with when they assume the lighting of the area in the vicinity of State and Market Streets. All but three of the lamps at present burning in this neighborhood are being paid for by Nelson Ayers under a contract which he had with the Public Service, which contract, however, expires on April 1st, at which time the Township must step in and provide lighting. Resolutions had been passed by the Council in 1931 for taking over these lights, but the Public Service Company refused to abrogate the Ayers contract in view of the reduction in lights which the Township would make. The present per capita lighting bill of the Township of Teaneck is about \$1.94, which is still somewhat over the average of municipalities corresponding to Teaneck in area and population.

### C—PUBLIC WORKS AND ENGINEERING DEPARTMENT

C-1-a—Engineering Department—Salaries—The Township Manager will again serve as Engineer at \$1.00 per year.

C-1-4—Extra Help—The amount for extra help has been increased \$500.00, but a compensating deduction was made in the allowance for supplies, so that the total for this Department remains the same as heretofore.

Items C-2-d—Clerk—This reduction of \$600.00 is more apparent than real, for there is no change in the actual set up of last year, a \$50.00 a month Clerk having been employed right along.

Item C-2-f—Street Cleaning—This item should show a comfortable balance at the end of the year, though it was thought best to allow enough to provide for any contingencies, such as possible major repairs to the sweeper.

Item C-2-g—Equipment and Supplies—The \$2,500.00 appropriation of last year was over-expended by \$500.00, which would make the corresponding appropriation this year \$3,000.00. The additional \$3,000.00 in this item is to complete the purchase of the sweeper. This sweeper is a standard \$6,000.00 machine which was bought last year for \$4,500.00, \$1,500.00 being paid out of last year's budget, leaving a \$3,000.00 balance for this year.

Last year the Superintendent and Road Foreman were provided with Ford roadsters. This year it is intended to buy one light truck.

Item C-2-h and i—Road Labor and Material—These appropriations remain the same as last year. It is thought that good progress has been made in rehabilitating the bituminous streets, cindering, drainage and bases on unimproved streets. With expenditures of like amount in the next few years, it is probable that all of the streets in the Township can be put in very fair condition. This year it is planned to give more attention to the re-surfacing of the bituminous streets of various classes, some of which are disintegrating. A few of the older streets will have to be entirely re-built.

Item C-2-1—Street Signs—Last year 55 street signs were purchased, and the appropriation of \$750.00 this year is sufficient to practically complete the signing of the Township, and also to again paint the existing signs.

### C-3—DISPOSAL PLANT AND SEWERS

Item C-3-b—This item is a combination of two separate items on last year's budget, and the reduction of \$500.00 is based on the actual experience of last year. Outside of this reduction the appropriations for the sewers show no particular change. It is interesting to note that about half of the expenditures under item C-3-c—Supplies, Power, Water, are due to the expenditure for power at the West Englewood Pumping Station where the sewerage is forced over the hill into the River Road Disposal Plant.

Item C-4—Dumps—It is proposed to renew the arrangement existing this year whereby one of the scavengers took care of the dumps for the privilege of scavenging the same. Only a few hundred dollars were spent on the dumps last year, but \$1,000.00 is appropriated to take care of any contingencies.

### D—HEALTH, CHARITIES AND RECREATION

The Board of Health budget is again appended in some detail:

1/2 Clerk's yearly salary	\$ 750.00
State Dept. of Health Fees	350.00
Printing and Stationery	150.00
Filing Cabinet	45.00
Incidentals	105.00
Child Hygiene Work	3,100.00
	<hr/>
	\$4,500.00

It will be noted that the increase in the appropriation is mainly due to the hygienic work for children. Sufficient funds have been provided for the continuance in Teaneck after June 30th of the Public Hygiene and Disease Preventative Work for Infants and Prospective Mothers, now being done by the Baby Keep Well Station and being financed by the State until June 30th.

Item D-2—Poor Relief—This item shows an increase of \$2,000.00 over the item of last year. However, the appropriation of this year is to be entirely used in retiring obligations now issued or to be issued by Teaneck in carrying out, in cooperation with the State, the 1932 Relief work. All charges for expenses incurred for the relief of the poor this year will be charged directly against the Direct Emergency Relief Fund, of which the State will finally reimburse one-third to the municipality. This work is being financed by the issuance of temporary relief notes which, under the law, must be refunded after the State's contribution is received, and then paid off beginning two years from the date of issue. Not knowing how long such extraordinary State relief measures may be necessary, it is thought better not to wait until that time to pay off the notes, but to make preparations immediately. Hence the \$5,000.00 appropriation.

Item D-3—Parks and Recreation—This item has been increased \$500.00 in the thought that possibly encouragement can be given to a municipal band or orchestra.

#### F—MISCELLANEOUS

Items F-3—Library—The appropriation of \$10,310.00, which is \$2,190.00 less than that of last year, is the amount requested by the Library. Their appended budget will show wherein the difference occurs:

	1932	1931
Books and Periodicals	\$ 2,250.00	\$ 2,500.00
Binding	150.00	150.00
Salaries (Staff and School Librarian)	6,000.00	6,100.00
Janitress' Salary and Special Labor	650.00	1,100.00
Heat	175.00	175.00
Repairs	150.00	250.00
Supplies	200.00	300.00
Furniture and Equipment	50.00	175.00
Conventions	50.00	150.00
Postage, Express, Freight	60.00	75.00
Miscellaneous	250.00	250.00
Telephone	125.00	125.00
Insurance	200.00	150.00
Installation of Oil Heater	.....	1,000.00
	<u>\$10,310.00</u>	<u>\$12,500.00</u>

Item F-4—Patriotic Observance—This amount is again placed at \$500.00, the amount which was originally allotted in the 1931 budget, and which was transferred at the hearing to the poor fund. To be in strict accordance with the budget as then finally passed the 1931 amount for the Patriotic Observance Committee should be zero and the 1931 appropriation for the Poor Fund, \$3,500.00. However, it will be remembered that this municipality did participate in the 4th of July celebration, \$500.00 being taken out of the contingent fund therefor. This paid for the fireworks and for some prizes.

Item F-8—Planning Board—This appropriation of \$4,500.00 is a new appropriation and is the Council's response to the request for \$5,000.00 from the planning Board for the employment of consultant engineers to establish a Master Plan, and for the submission of a planning report. This item naturally will not re-occur in future budgets. The Planning Board will not necessarily spend the entire amount this year. Any balance which is left can probably be reserved at the end of the year for their future use.

#### DEFICIENCIES AND DEBT SERVICE

This division of the budget which accounts for the expenditure of 51c out of every dollar paid in taxes for municipal purposes contains items for many of which it is rather difficult to give a simple and comprehensive explanation. The amounts required for some items are inflexible, others require much judgment in the final determination of the actual amounts to be appropriated so as to provide properly for future payments which will have to be made upon the Township debts. The problem is not to unduly burden today's taxpayer to the ultimate relief of those of ten years from now. As a class, this 51c does not represent any productive work to be done by or for the Township. In its entirety, this money is needed to pay up for improvements which the Township already has. To use a household simile, it represents payments on the electric refrigerator already installed, or perhaps the family car already a few years old.

The arrangements of the items under this classification have been slightly changed from those of last year. Three separate amounts are set up.

First, Debt Service which includes the payments due by the Township on its outstanding tax obligations.

Second, Deficiency Adjustments, which includes a series of items covering the deficits or expenditures without appropriations of previous years, and

Third, the Township's Share of the Trust Obligations, wherein is included the various below classified amounts which the Township as a whole must assume as its share of the recent improvement program. These divisions are now considered in some detail:

Item F-1—Redemption of Capital Bonds—This amount shows a considerable decrease due to the fact that the auditors found assets to the total amount of \$19,480.70 which could be applied to this item.

Item F-2—Interest on Assessment and Improvement Bonds—This amount shows a decrease of \$34,476.25. Of this decrease \$21,000.00, roughly, is due to the fact that \$406,000.00 of bonds matured during the present year, leaving the outstanding balance on which interest must be paid correspondingly less. The other \$13,000.00 of saving in this item occurs because of the purchase before maturity of \$263,000.00 of Assessment Bonds. As these bonds were purchased they and the coupons were destroyed. Consequently that much less interest will have to be paid this year.

Items F-3 and F-4—Interest on Tax Notes—These items as in last year's budget are merely estimates of the amounts that may be required to pay interest on money borrowed on delinquent taxes should it become necessary for the Township to borrow money on tax notes. The problem will be not so much how to meet the interest as to find a bank which will now loan money to any municipality on tax paper.

#### G—DEFICIENCY ADJUSTMENTS

Items G-3 and G-4—Over-expenditures—Whenever any of the budget is over-expended, no matter how trifling the amount was or how much more the revenue realizations were than the anticipations, any such amounts must be included in the following year's budgets. This year it is necessary to pick up an over-expenditure of \$964.28 from 1929 and one of \$31.38 for 1930.

Items G-5 and G-6—Liens Foreclosed—These items result from the fact that whenever a municipality completes foreclosure proceedings on tax titles which it holds and thereby becomes the owner of the property, any taxes outstanding against these properties are wiped out and are no longer assets. Consequently they must be compensated for by direct appropriation in the budget.

Item G-7—Reserve for Taxes, 1928 and Prior—This appropriation of \$2,000.00 initiates a series of appropriations to wipe out old outstanding taxes, a great majority of which, being personal and poll taxes, are uncollectable.

Items G-8 and G-9—Expenditures without Appropriation—The sum of these two items is \$3,539.26. This is the amount paid to the Commissioners of Assessment, the Secretary of the Assessment Commission, legal and printing, for services rendered in connection with work done on certain assessments such as, for instance, the Station Street Sewer or the Cedar Lane widening. The auditors have ruled that once an assessment is confirmed no further charges can be made against the original appropriation, even though, as in the case of the Station Street, Sewer, there still remains a quantity of work to be done before all the amounts held in abeyance can be properly allocated. Under this ruling of the auditor, whenever in the future it becomes necessary to assess additional property on which the assessments are held in abeyance or if legal action is to be taken on any assessment question, it will be necessary to make distinct and specific appropriations against which such payments can be charged.

Item G-11—Cost of Foreclosures—This represents work done by the firm of Wright, Vanderburgh & McCarthy on a number of properties they were given to foreclose by the Township under a resolution dated December 26th, 1928. The attorneys have done a certain portion of the work, but have never received any compensation therefor.

#### H—TOWNSHIP'S SHARE OF TRUST OBLIGATIONS

The following comments are taken largely from the comments accompanying the 1931 budget, but are repeated here for the sake of emphasis.

When improvements are made by the assessment method, the paying therefor falls partly upon the Township at large, and partly upon the benefitted owners. The part paid by the Township at large, results from one of several reasons. It may first be that proportionate part of the cost of the improvement deemed to be a just charge against the Township as a whole and was so fixed and determined by the Assessment Commission at the time of the levying of the assessment.

Besides this primary charge against the municipality, charges for other reasons will arise—first: subsequently to the confirmation of the assessment, the courts may decide that certain assessments have been in excess of the benefits derived and order the difference between the actual benefits and the amounts assessed, to be borne by the Township at large. Again, the Council itself may, on its own initiative, in order to rectify manifest errors, as the Statute says, assume additional portions of the costs, payment of which will then have to be made by the Township at large. Yet again, a certain portion of the property in an assessment area may not at the time of the making of the assessments have any direct benefits conferred upon it by the improvement, yet it seems reasonably certain that as land is developed this area will at that time be directly benefitted by the improvement made. A case in point would be, for instance, where a trunk sewer has to run through an undeveloped section in order to reach the developed section which it serves. At present the undeveloped section has no use for this trunk sewer, but some time in the future when it is split up into lots and streets laid out and laterals built, the sewer will be used. To cover cases of this kind, a certain portion of the assessments levied in Teaneck have been designated as being held in abeyance for future charges. Legally there is very little difference between such a classification and Township's share of improvements, for in either case when the bonds issued against this assessment come due the Township must pay that share of the cost of the improvement for which no assessment has been levied whether it is designated as "Township's Share" or whether it is called "Assessments held in Abeyance." The only practical difference is that the Township's share of the assessments can not be assessed in the future, while those held in abeyance may and probably will, some time be assessed with the resulting assessment payments coming into the Treasury as a surplus. However, under present conditions, there isn't anything to do but to provide enough money out of general taxation to meet the bond maturities as they come due.

Final—by various reasons an assessment at the maturity of its bonds rarely yields the full amount assessed. Some remains outstanding against the property owners, some has become an assessment lien, some because of errors or duplication will never be collected. Any deficit so existing when a bond issue covering certain assessments matures, must be met by the Township and a corresponding amount placed in the next year's budget. Eventually the Town may or may not recover the amount of this discrepancy or some part thereof.

A table is appended showing the total obligations of the township at large resulting from the recent improvement program. The first column shows the amounts owing on January 1st, 1931, as set out by the audit. Against this total amount, the 1931 budget provided payments of \$90,000.00. Column three shows the balance outstanding after these payments are applied. This column, however, is subject to correction after the completion of the 1931 audit for additional amounts have been thrown against the Township at large during the year. For instance, at the very beginning of 1932 an additional amount of approximately \$14,000.00 has been thrown on the Town at large, at least for the present, by the Circuit Court in the matter of the sewer assessments against the Phelps Manor Realty Company. The last column shows the appropriations in this year's budget, and how they are applied. The last of the present assessment bonds will mature in 1939. Consequently, if average equal amounts are appropriated in each year's budget, the Township's slate will be clear by the time the last bond matures. This is not to say, however, that equal amounts in each year's budget will serve this purpose, for the reason that the bonds mature very irregularly and, consequently, greater appropriations may be needed in any one year. For instance, in 1934, the Township's share of assessments receivable amounts to \$64,084.87, or almost three times the 1932 demands. On the other hand, the continued development of the Township may make it possible to assess some of the charges now held in abeyance, cutting down the requirements in this division. A distinction between "Improvement Costs held in Abeyance" and "Assessments Held in Abeyance" might be pointed out. The item "Assessments held in Abeyance" covers those portions of improvements actually assessed which were afterwards held by the Council to confer no benefits at present. "Improvements held in Abeyance" include all those costs of projects which were never assessed by the Assessment Commission, and which cannot yet be assessed because of lack of resulting benefits, as, for instance, the Station Street Sewers.

	Amount Owing Jan. 1, 1931	Paid 1931	Outstanding Jan. 1, 1932	Appropriated 1932
Assessments Receivable held in abeyance	\$46,079.71		\$46,079.71	\$ 7,000.00
Township's Share of Assessments				
Receivable	283,303.26	40,000.00	243,303.26	43,555.44
Imp. Costs held in Abeyance	188,156.30		188,156.30	30,000.00
Assessments Cancelled by Court	26,302.54		26,302.54	4,000.00
Assessments Remitted and Cancelled	143,585.11	50,000.00	93,585.11	14,000.00
Township's Share of Improvements not Bonded	118,897.63		118,897.63	7,959.86
	<u>\$806,324.55</u>	<u>\$ 90,000.00</u>	<u>\$716,324.55</u>	<u>\$106,515.30</u>

The one item which needs further explanation is "Township's Share of Improvements not Bonded." This represents the amount of money assessed against the Township for certain improvements which were completed and were paid for out of Trust Funds in hand instead of having bonds issued against them. Consequently the Township still has the right to issue long term bonds in the amount of \$118,897.63 against certain improvements. If and when this is done the annual charge therefor will be considerably less.

This series of appropriations, then, represents a fair attempt to solve as far as possible the rather tangled situation resulting from the great amount of public improvements undertaken by the assessment method during recent years. If adhered to through the next seven budgets, with such increases or decreases in individual years as circumstances demand, the Township's share, voluntary and involuntary, of the past improvement program will have been paid for, except for that part included in the long term bonds.

It does not, however, solve the problem of how the two and a half million dollar maturities of 1933 and 1934 can be met with enough cash in hand. All possible steps to do this will, of course, be taken; such steps are—close collection of outstanding assessments, tax sales for delinquent assessments, return of the money lent by the Trust Account to the Current Account (through the medium of issuing tax notes, if a purchaser can be found) issuing bonds for improvements completed and paid for not by bond issues, but by trust funds, and use of the jealously guarded surplus. Should the measure prove insufficient, the only relief would be through legislation permitting refunding operations. The impending situation is not a question of an actual deficit, but that of a non-agreement of maturities with anticipated collections. To treat it as a deficit and attempt to meet it by large budget appropriations would be a distinct penalty inflicted upon a present sorely burdened taxpayers, to the positive and undeserved relief of future taxpayers at a time when relief might be far less necessary than it is now.

NOTE—

Under the Municipal Manager Law, the Budget is first prepared by the Manager and submitted to Council, who make therein such changes as they may desire. It is then formally approved by Council at a regular meeting, published twice and a hearing held. Changes may be made in the budget as a result of this hearing, not exceeding ten per cent. in any one item, or changing the gross amount by more than five per cent. It is then adopted by Council and another formal publication follows. If any items are changed more than ten per cent. or the total more than five per cent., the budget cannot be adopted until it has again been published and a further hearing given. A budget may be adopted by resolution, but the authority for levying the taxes which produce the money must come through an ordinance. Usually the Budget and Tax Ordinance are combined, except when the school money is raised by the Municipal Council. The budget as published is a condensation of the detailed Budget here given.

**TOWNSHIP COUNCIL**

**KARL D. VAN WAGNER**

**Mayor**

**LOUIS G. MORTEN**

**Councilman**

**WALTER ELY**

**Councilman**

**SAMUEL S. PAQUIN**

**Councilman**

**FREDERICK T. WARNER**

**Councilman**

**TOWNSHIP MANAGER**

**PAUL A. VOLCKER**

**FINANCIAL ADVISORY BOARD**

**Charles A. Wiener**  
**Chairman**

**C. L. Wedel**

**Jos. A. Kenyon**

**Robert P. Lewis**

**Irwin G. Ross**

**AUDITORS**

**N. J. State Department of Municipal Accounts**