



# ANNUAL REPORT 2020

## Willingboro Township

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# VISION AND MISSION

## **Vision**

To be a vibrant and prosperous Willingboro that honors its history, fosters community pride, celebrates diversity and encourages residents to be good neighbors to each other and the environment.

## **Mission**

To provide a desirable and resilient neighborhood for residents, businesses and visitors through open communication with responsive government, multigenerational participation, and community-engaged planning techniques to ensure long-term growth and economic development.

# MANAGER'S MESSAGE

The Township of Willingboro 2020 Annual Report documents another year of tremendous work across all of our Municipality's departments against the backdrop of tremendous challenges and threats. As I reflect on 2020, I think about a year that began with great promise and ended with great progress, although the progress was not necessarily aligned with the promise of the outset of the year.

Willingboro is a municipality of 7.7 square miles and a population of about 31,545 residents (4,083.3 people/square mile), that was severely impacted by the COVID-19 pandemic, the June 3 Derecho, Tropical Storm Isaias, and changes in leadership and management, etc. In a year that could easily be described as chaos, 300+ Willingboro employees have responded with resiliency.

Sun Tzu famously wrote in the Art of War, "In the midst of chaos, there is also opportunity". The challenges of 2020 presented the Willingboro employees with an opportunity to show the ability to adapt and overcome, to react and adjust to the situation, and not only survive, but also thrive. The municipality took advantage of the opportunity to produce results.

## Financial Highlights

- As of December 28, 2020 the Municipality has realized \$41,331,271.98 which represents 96% realization of the total cash revenue anticipated of \$43,237,594.66.
- Total tax revenue \$33,978,700.17 which represents 92% realization of the \$36,753,922 anticipated.
- Total cash expenditures of \$39,967,178.39 which represents 93% realization of the \$42,762,494.57 anticipated. Detailed percentage expended as per appropriations line is as follows:
  1. Salaries & wages 92%
  2. Health Insurance 117%
  3. Statutory Expenses 96%
  4. Capital Improvements & Debt Service principal and interest payment 100%
  5. Other Expenses 83% (utilities, trash, custodial services, departmental operating expenses, etc.)

## Operating Highlights

- Transitioned to the drive up tax office in the Fire Prevention trailer, bringing in as much as \$100K in a single day during tax season. The trailer location became a resource to other departments by accepting applications, paperwork, and payments beyond taxes to allow the municipality to continue to function as efficiently as possible during the shutdown. We continued to staff the trailer to provide an alternative to coming inside, in support of enhanced COVID-19 protocols.
- During the summer of 2020, the Willingboro Township Police Department released our first community survey about crime and policing in Willingboro.
- Community Engagement Unit participated in 110 events and engaged in positive non-enforcement activities with approximately 22,723 people.
- Separation of UCC Permit Staff and Housing Resale/Rental staff into two separate offices for better customer service which reduced volume and wait times at the windows prior to COVID-19
- COVID-19 policies enacted for all UCC Personnel, Housing Personnel, Code Enforcement Personnel and Office Administrative with regards to Inspections and all Executive Orders with regards to Construction and Inspections.
- Held a Virtual Jazz Festival where it was viewed by over 3,000 people
- Office 365 is installed and functional and the Hosted Exchange Server Conversion is under way and is expected to be completed prior to 12/31.

*“From The Chaos Comes Clarity”*

## Looking Ahead

While there is some pride provided by the resiliency shown and work accomplished in 2020, I would be remiss to not point out the other opportunity presented by chaos, is the opportunity to get better. It would be irresponsible of me to not admit that the opportunity to get better begs the question, “How do we get better?”

As I sat in the dark at the quiet municipal complex office late night after late night, I pondered that question and realized, in addition to the opportunities presented by the chaos, the clarity

is also presented. The clarity tells us that our problems are not rooted in the chaos, but they are rooted in the culture we have cultivated for years.

The chaos has shown us that we are steeped in a rich history. The clarity tells us that we are also stuck in the history. Because we have always done it this way, does not make it the right way to do it. Past practice can no longer be our standard. We must investigate and employ best practices, not only best practices for local government, but the best practices for business, technology, finance, policing, building maintenance, engineering, and whatever vocation we employ. While I realize not all things from profit oriented corporate America is applicable to a municipal environment, there are things that can be adapted from profit driven corporations.

The chaos has shown us that we have tremendous ability to react and adapt. The clarity tells us that we can no longer only be reactive, we must be proactive. We as a municipality must study the trends and standards of our vocations to strategize and plan accordingly. We must be proactive in our approach to provide the best level of service while operating within a budgetary and regulatory environment.

The chaos has shown us that we, as individual departments, are good at what we do. The clarity tells us that we can no longer plan or operate in our individual silos. Only through collaboration and review of our processes and procedures from an organizational viewpoint can we create departmental strategic plans that are in the best interest of the municipality rather than the best interest of the department.

The chaos has shown us that we are good at doing what we are asked. The clarity tells us that we must cultivate innovative thought, individual initiative, and personal responsibility.

The chaos has shown us that we have a wealth of knowledge. The clarity tells us that knowledge can be gone without warning. We must document our processes and procedures in order to maintain business continuity and process resiliency.

With those thoughts in mind, I have learned to find calm in the chaos, as we look forward to 2021 and the opportunity for improvement that has been presented. The strategic planning process that has already begun, the opportunity to have an imprint on the future of what



Willingboro looks like and how it operates, is an exciting proposition that we hope to share with Willingboro. The process of aligning the business of Willingboro with the needs of the residents will be a living, evolving process. As we strive to continue to operate in a fiscally responsible, resident centric, transparent manner; we hope, trust, and pray that Willingboro will engage us in the same manner we are seeking to engage Willingboro.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Walter Neal Howard". The signature is written in a cursive style with a small "I" above the first "W".

**Walter N. Howard**  
**Acting Township Manager**  
12/15/2020

# FINANCE

## Finance Accomplishments

The Finance department was able to continue to function and in some ways thrive through the adversities and obstacles of 2020. The department worked with all departments to find ways to reduce expenditures, find efficient solutions, and to continue to operate during the pandemic. The Finance department acquitted themselves well with the following results:

- We have had a successful year with professional and internal training. As part of our succession planning strategy, a staff member successfully completed all purchasing classes offered by Rutgers University Center for Continuing Professional Development for local government employees and is currently waiting to sit for the State exams scheduled for June 2021. Another employee recently sat for the State exam required for municipal finance officers and is awaiting the results. These steps will further boost the resiliency and efficiency of the Department.
- Employees were given the opportunity to enhance learning by attending virtual classes in Excel proficiency, tax collection and municipal finance provided by Aurora Training Advantage, Primepoint, Edmunds and Associates, NJ League of Municipalities and Professional Gov't Educators, INC.
- All the township's accounts were adequately reconciled monthly and a Treasurer's report reflecting all revenue collected and appropriations disbursed were prepared and presented to council on a monthly basis.
- In accordance with *Government Auditing Standards*, the township's auditors, Bowman and Company, LLC on October 14, 2020 presented the Township annual audit report. During the audit process, tests were conducted on the department's internal control over financial reporting and its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of the report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and at the end of the process, there were no findings to report.

- The Township contracted the services of Industrial Appraisal Company and a successful appraisal and cost accounting of all the township's assets, properties and incurables was performed.
- Transitioned to the drive up tax office in the Fire Prevention trailer bringing in as much as \$100K in a single day during tax season. The trailer location became a resource to other departments by accepting applications, paperwork, and payments beyond taxes to allow the municipality to continue to function as efficiently as possible during the shutdown. We continue to staff the trailer to provide an alternative to coming inside, in support of enhanced COVID-19 protocols.
- Completed the Local Finance Board's Best Practices questionnaires. As per the Local Finance Board, there are 29 scored questions (Core Competencies + Best Practices) for a total of 24.5 points. To receive 100% of state aid, a municipality's inventory score must be 16 and greater. Willingboro scored 21.5; 18 out of the 20 Core Competencies and 3.5 out of the 4.5 Best Practices questionnaires.
- Collaboration on several grants, including taking the lead on the Local Government Emergency Fund Grant, which awarded the municipality \$443,135.84.
- Provided guidelines as they relate to cost savings and strategic financial processes, resulting in a proposed \$1,586,773 cancelation of unspent appropriations. Note that these budgeted items were not unnecessary, rather, they were items that were deemed to be able to be deferred as we changed focus to help our financial position in these uncertain times.

## **Finance Missed Opportunities**

Although the finance department had a successful year, all departments can be improved. The team missed the following opportunities:

- The opportunity to document the staff's responsibilities and accountabilities was not capitalized on.

- Although there was successful professional development, the opportunity to cross train in attempts to create a more resilient workforce during the current uncertain times, was missed.

## Finance SDOC

### Strengths:

- Fiscally prudent management that will not hesitate to make sound financial decisions regarding the Township's finances when necessary for sound operational or strategic reasons
- All staff with strong accounting/finance background, education and experience; collectively over 20 years of experience
- Strength of character (steadiness in the midst of difficulties, strong work ethic, and seek opportunities to still operate in face of adversity)
- Supportive work environment for all staff
- Clear vision and focus on customer service among the staff. Tax payers' and residents' satisfaction is our priority
- Teamwork is paramount and highly exemplified

### Deficiencies:

- Emphasis on customer service not uniform throughout the department
- Some policies are not consistent
- Self confidence among all employees

### Opportunities:

- Evaluate work flow across the department to identify processes that can be streamlined or eliminated
- Play significant role in crafting the municipality's budget process along with the Town Manager
- Demonstrate results by having financial audits with minimal to no findings

### Challenges:

- State Government:
  - Changes in employees' benefits and retirement program
  - Unpredictable State aid as a result of the pandemic

- Changes made by the Division of Local Government
- Upcoming retirements in key positions (Qualified Purchasing Agent and Clerk 4)
- Complacency among some employees

## Finance Looking Forward

For 2021 and beyond, The Finance Department has set goals to design a well-balanced municipality. An Annual Financial Plan will guide budget and policy development annually and ensure that the township's resources are dedicated to the highest priorities. Improved customer service will enhance employees' interaction with the residents and businesses. Cash flow management along with accurate record keeping strategy will ensure that the public and council are updated with accurate information on a regular basis.

- **Create an annual financial plan:** The goal of an Annual Financial Plan is to introduce greater stability in the financial planning and budgeting process and prioritize spending, as not all the municipality's needs can be met with current revenue sources. The plan is relevant to the municipality to provide long term budget and policy guidance, articulate priorities, and quantify the township's limitations.

This plan is attainable with support from Bowman & Company LLP, the auditors, Township Manager and Council. Support from Council will be in the form of articulating their capital plans in the order of priorities for the municipality and then the Finance Department can inform council based on the financial strength of the town, which plans are attainable in a particular year.

The auditing team will work along with the CFO/Director of Finance to develop a comprehensive plan that will include revenue and expenditure projections. This plan will be completed by February 28<sup>th</sup> and presented to council for the March 2<sup>nd</sup> Council Meeting.

- **Cash Flow Management/Accurate Record Keeping:** Managing cash flow strategically/effectively is critical to the financial growth of the municipality. This goal is relevant to the municipality in strategically seeking to issue Bond and/or BAN for funds authorized by the governing body but are yet to be issued is critical to the financial growth of the municipality.

To achieve this goal, the Finance Department will work in collaboration with Phoenix Advisors, the municipality's Financial Advisor to study the financial market for feasible interest rate to issue BANs. Also to keep abreast with all Local Finance Notices to ensure accurate records are kept in accordance with policies and procedures set in place by the Division of Local Government Service.

The Cash Management Plan was adopted at the 2021 Reorganization meeting. As per the plan the CFO will prepare a summary of all revenues earned and appropriations disbursed prior to the 1<sup>st</sup> Council Meeting of each month. Additionally, the CFO will prepare a Quarterly Executive Summary report that highlights municipality's position relative to the plan and budget and any suggested corrective actions by the 2<sup>nd</sup> Council meeting in the months that end each quarter.

- **Focus on customer service:** The second goal for 2021 will involve the Finance Department staff focusing on excellence in customer service. Instilling accountability in every employee develops teamwork that results in a high level of service and satisfaction.

This goal is attainable with the support from the Human Resources Department. The HR department in collaboration with the Finance Director will develop customer service training and guidelines that detail what will be expected from employees. Through these trainings the expectations of employees will be clearly defined thus improving the delivery of services to the residents and customers.

This Plan will be completed by March 31, 2021 and training will begin no later than June 1, 2021.

# PUBLIC SAFETY

## Public Safety Accomplishments

The Willingboro Police Department has had its share of challenges throughout the year 2020. Despite facing increased national scrutiny due to the eroding trust in the law enforcement profession, the Willingboro Police Department, through the steadfast efforts of the dedicated women and men that don the badge and uniform, has remained as a shining example of how to police within a community while being a part of that community. With a renewed and fervent focus on community engagement, the Willingboro Police Department, through the efforts of the Community Engagement Unit, participated in 110 events and engaged in positive non-enforcement activities with approximately 22,723 people. Even though a global pandemic, affected our community locally by restrictions that were placed on in-person gatherings, the Willingboro Police Department adapted by converting many events into virtual spaces that our residents could enjoy.

One of the most important initiatives slated for 2020 was the Willingboro Police Department Community Survey. Although the survey was previously planned for 2020 as part of the strategic plan for public safety, it gained unexpected attention after many local leaders, community members, media personnel and law enforcement partners asked “What is Willingboro Township Police Department doing in the wake of the in-custody death of George Floyd?” The police department’s community survey served as an avenue for the community members of Willingboro Township and other stakeholders to express their thoughts and experiences about the Willingboro Township Police Department. It also allowed for these stakeholders to give suggestions about improving services and the perception of police. The leadership of the police department stressed the importance of learning how the community thought about the Willingboro Police Department and its members.

- 62% of 356 individuals that took the community survey stated they were satisfied with our police department overall
- 13.6% of 356 individuals that took the community survey stated they were unsatisfied with our police department overall

We strive for 100% satisfaction but realize that is not obtainable. However, there remains room for improvement and opportunity to listen and work with our community partners to improve our PD.

Overall, the Willingboro Police Department remains strong, continues to provide exemplar service, and represents the core values of Honor, Integrity, and Commitment through its members' actions.

## **Police Department 2020 Community Survey**

During the summer of 2020, the Willingboro Township Police Department released our first community survey about crime and policing in Willingboro. The survey was designed to evaluate the quality of police services in our town. Respondents were asked a variety of questions related to satisfaction with the department including community engagement, officer visibility, and perception of safety. The Willingboro Police Department appreciates the time each respondent took to provide open and honest recommendations on how we can improve the services we provide. This is one of many steps we have been and will be taking in an effort to partner with community to make more informed decisions moving forward.

### Summary of Findings:

- When asked how satisfied they were with our police department overall, 62% of respondents stated they were satisfied compared to only 13.6% who stated they were dissatisfied.
- The vast majority (over 72%) agreed that our officers are reliable and respond quickly to emergency call.
- While respondents said they often see our officers driving through on patrol and making traffic stops, 77.6% stated that they have never seen one of our officers on foot patrol.
- Over 70% of respondents expressed that they felt safe or very safe in their homes, neighborhoods, and in businesses located in Willingboro. However, respondents reported feeling slightly less safe in Willingboro's public parks.
- Slightly more respondents perceived that crime in Willingboro was increasing (32.9%) compared to decreasing (28.5%), but the most popular answer was that crime was remaining the same (38.6%)
- The three biggest issues in Willingboro identified by respondents were burglary (20%), homicide/shootings (18.7%), and narcotics (18.6%).
- When asked to provide recommendations on how the Willingboro Township Police Department can improve, the most common feedback related to increasing visibility and/or having more officers (32.3%), offering more community engagement opportunities (30.1%), and heightened traffic enforcement (14.7%).



## Community Engagement Unit Summary

### 2020 Accomplishments:

2020 has been a challenging year for the Community Engagement Unit (CEU). In March, the state was hit hard with the COVID-19 pandemic, which has continued to limit in person gatherings throughout the year. Additionally, the death of George Floyd while in police custody, sparked protests against police brutality across the country.

The CEU, however was able to adapt to these challenges. Existing programs such as Story with a Cop were taken virtual. New programs such as Coloring during COVID-19, Community Conversations, and the Virtual Community Forum on 21<sup>st</sup> Century Policing in Willingboro were created. Additionally, the CEU partnered with local churches to help pass out food at local pantries to assist those dealing with limited access to supplies as well as the economic ramifications of COVID-19. During the window when the restrictions on outdoor gatherings were relaxed, we created the first annual Bicycle Rodeo which helped people come together and safely enjoy an outdoor activity. We created two programs (Community Conversations and Walk a Mile in My Shoes) that were designed to help the community get to know more about individual officers as a person, not just a uniform. Finally, for the first time, the police department put out a survey to the community to give the community an opportunity to voice their concerns with the police department and to seek input from the community about how to improve our services.

In total, the Community Engagement Unit participated in 110 events and engaged in positive non-enforcement activities with approximately 22,723 people.

### Recognition:

The CEU received a lot of praise throughout the year. Most notably, Ofc. Landrum received two awards for her work as the Community Engagement Officer. She received the "Service Organizations of the Year (First Responders)" award from the Zeta Phi Beta Sorority, Inc. and she was the recipient of the Distinguished Service in Policing award from the United States Attorney General's Office. Additionally, our work on the community survey and Virtual Citizen's Forum on 21<sup>st</sup> Century Policing was highlighted as examples of how police departments should improve their relationships with their communities in U.S. Congressman Andy Kim's report - "Lift Every Voice: Report on Racial Justice and Inequality".

## Police SDOC

### Strengths:

- Strong command level supervisory officers- The command level leadership of the police department is comprised of multiple officers that have a myriad of supervisory and police experience and supervisory training.
- Department-wide emphasis on Community Engagement- The culture of the police department has shifted to “every officer is a community engagement officer”
- Accredited Agency (NJSCOP, Twice Re-accredited)- continued emphasis and requirement to following policies and best practice standards
- Fiscally Responsible with budget- Grant funding and alternative sources of funding for equipment remains the focus

### Deficiencies/Missed Opportunities:

- Surveillance Camera project not complete (on going)
- 2019 Annual Report (police) was created but not communicated and deployed to stakeholders. (Held due to previous Twp. Manager’s request)
- Reach authorized staffing level of police officers
- OEM Emergency Operations Center not operational (on-going/mold remediation-in bid process)

### Opportunities:

- There is reoccurring opportunity to evaluate the internal processes used to provide back end services to the residents. (Records, Firearms permits, Criminal Investigations). This opportunity includes streamlining services to make the processes more efficient.
- Opportunity to redeploy civilian staffing to necessary positions within the Administrative division. Evaluating if titles of retiring employees are necessary for continued operations.

### Constraints:

- Although the Command level supervisory officers are strong at this point in time, the future beyond 2021 is uncertain. Due to the rules on the civil service promotional process for police and the pending retirement of 3 of the 7 command level officers currently in place, sustaining the gains that were made over the last 2 years will be difficult. Currently there is no civil service promotional list for Captain and only 3

candidates on the civil service promotional list for Lieutenant. (possible restructuring may be necessary)

- Staffing

- Depleted corps of Class II (SLEO) - Currently there are none.
- 7 of 61 current officers have military obligations. Due to their obligations they could be called to Active Duty assignment at any time. This was the case in 2020 when all were on military assignment at the same time on extended orders.
- As of 12/11/2020, the police department is 6 officers below the authorized staffing level of 68 police officers. Although there is a current civil service hiring list for new police candidates, there is limited availability in police academies due to COVID-19 restrictions. Also, it should be noted that the time it takes to replace an officer is approximately 10 months. After officers graduate the 6 month police academy they must complete 14 weeks of Field Training at the police department.
- It is anticipated that 7 additional police officers will retire in 2021 this includes 5 Supervisors.
- Records Division is operating at 1 person below their authorized staffing level of 5 employees.
  - It is anticipated that the Records Supervisor will retire in 2021.
- The Animal Control Unit is operating at one Animal Control Officer below authorized staffing level. This has had a negative impact on the shared services that are provided to 8 municipalities (including Willingboro Twp.) Two municipalities discontinued services because of the Twp.'s inability to provide service required in the shared service agreement.

## **Police: Looking Forward**

For 2021 the Police Department will strive to improve the level of services that are provided the residents of the municipality. The police intend to accomplish this through improved civilian staff performance, restoring the Emergency Operations Center, and collaborations with all of the municipality's Emergency Responders.

- **Development of SOP's Civilian Staff (Police):** Willingboro PD will develop SOP's for civilian staff to include the Public Safety Director's Admin Support Staff, Crime Prevention Support Staff, and Detective Division Support Staff. The goal is important because it will have an effect on services provided to the citizens. Standardized service from civilian personnel is a benefit to the township.

Standard Operating Procedures (SOP) for civilian staff is more relevant than ever to provide continuity of operations as we continue to provide services during the ongoing pandemic. The goal is achievable through collaboration of the Command Level Officers and civilian staff.

The SOP's will be completed by September 1, 2021 and will be readily available in digital format for review.

- **Fully Restore Township's Emergency Operations Center:** We will fully restore the Township's Emergency Operations Center by remediating the mold, renovating the interior, and re-equipping the center for operations. This goal is important to Willingboro Township because it will help the Office of Emergency Management operate more efficiently. Coordinated efforts benefit all aspects of response during storms, disasters, and emergencies.

Restoring the EOC is relevant as we continue to navigate the pandemic, experience severe weather events, and plan for manmade disasters. The centralized location to coordinate efforts leads to a more functional and productive work environment. The goal is achievable through collaboration of OEM Staff, Facilities Staff, Command Level Officers, and contractors.

The EOC will be fully functional (Equipped, furnished, and operational), by 12/15/2021.

- **Integrate OEM Concepts and Training with Police and Fire Departments:** We will integrate training concepts and schedule tabletop exercises between OEM, Police, and Fire. The goal is important for continued training and preparedness for emergency response. This benefits the overall community of Willingboro and builds comradery

between OEM, Police and Fire departments. Continued training also builds confidence amongst members of Public Safety agencies.

This goal is relevant due to the public safety department's ongoing emergency response preparedness given the political climate and temperature of the country overall. The goal is achievable through collaboration with the OEM Coordinator/Deputy Coordinators, Fire Chief and Supervisory Staff Command Level Officers (Police).

The goal will be accomplished by having two sessions in the 2021 calendar year. In July we plan to have practical exercises. The second session of tabletop exercises will be held in October.

## Fire and EMS Accomplishments

- Projects:
  - The biggest project completed in 2020 was the completion of a new Emergency Services Building at the corner of Charleston Road and JFK Way.
    - The newly re-designed station will bring a level of quality to maintain a round-the-clock operation for the next few decades.
    - The facility will be maintained economically.
    - The facility is a comfortable place in which firefighters and EMTs, full-time or volunteer, can live, train, and work.
    - This new station will offer a positive addition to the community's spirit, and a building that will be respected by future generations.
  - The second significant project was the Truck Committee completing specification for the new ladder truck project. The team submitted specifications to replace the current 95 ft. ladder truck with a new 100 ft. Tower Ladder. Delivery is slated for September 2021.
- Grants: In 2020 the FIRE & EMS submitted a total of four grants:
  - COVID-19 Supplemental Grant: EMS was awarded \$19,090.91. This grant allows the department to purchase additional personal protective equipment (PPE) for emergency response.

- Staffing for Adequate Fire & Emergency Response Grant (SAFER) - Recruitment and Retention Grant: The Fire Department was awarded \$138,000 (4-year period total). This grant allows the department to focus on volunteer recruitment and retention through a vigorous marketing campaign.
  - Assistance to Firefighter's Grant (AFG) - Grant for Self-Contained Breathing Apparatus (SCBA) Equipment: The Fire Department was declined by FEMA. We will reapply when the grant opens again in 2021. This grant funding, if awarded, will help purchase Self-Contained Breathing Apparatus (SCBA) that will need to be replaced in the next two years.
  - Fire Prevention and Safety Grant - Community Risk & Assessment: FIRE was declined by FEMA. We will reapply for this grant in 2021. This grant, if awarded, will assist the department in analyzing an overall community assessment on fires and other emergencies.
- Awards: The FIRE & EMS building project received recognition under the Career 1 Notable -Firehouse Station Design Award category in the Firehouse Magazine November 2020 edition. This year marked the Seventh Annual Showcase of Fire and Emergency Service Facilities. Seventy-four entries, across seven categories, were submitted by 53 architects and construction companies from across the United States and Canada. The purpose of the Station Design Awards is to educate Firehouse readers on trends and innovations in new and renovated facilities.
  - Accolades/Recognition: Five firefighters from Platoon A received a Special Recognition Award from The Burn Center at Saint Barnabas Medical Center at the 33<sup>rd</sup> Annual Valor Awards Virtual Ceremony held on Thursday, October 29, 2020. The five firefighters included:
    - Lieutenant Matthew Ferrell
    - Firefighter James Rydarowski
    - Firefighter Christopher Clark
    - Firefighter Robert LeHuquet
    - Firefighter Kevin Barger

These five firefighters were honored for making a collective decision to expedite the best method to rescue and remove a 91 year old Willingboro resident from their burning home back in March 2020.

Willingboro Township Council also recognized these five firefighters by a Proclamation on September 15, 2020.

The State of New Jersey - The Senate and General Assembly sent each firefighter a Joint Legislation Resolution recognizing their accomplishment of receiving the Special Recognition Award from The Burn Center at Saint Barnabas Medical Center.

- Community Relations: Notwithstanding, the restrictions of the COVID-19 pandemic, the fire department was still able to install forty-five (45) ten-year battery smoke detectors in various homes throughout the Township. Smoke detectors sense smoke, typically as an indicator of fire, which gives the occupant that early warning audible and/or visual detection to react to an emergency

## **Fire and EMS SDOC**

### **STRENGTHS:**

- Personnel knowledge and skills
- Department equipped to handle most types of emergencies
- Professionalism
- Dedicated employees
- Teamwork
- Service oriented
- Specialized training
- Response to emergencies in a timely manner
- Maintaining current equipment
- Brand new facility

### **DEFICIENCIES:**

- Aging apparatus for response
- Insufficient EMT staffing
- Employee turnover (EMS Division)

- Professional development of personnel
- Succession planning

### OPPORTUNITIES:

- Develop better relationships with the public
- Offer more community education
- Public CPR Program
- Department marketing
- Continue to apply for grants to offset budget
- Recruitment and retention of volunteer staff
- Utilize talents at all levels of the organization

### CONSTRAINTS:

- EMS Division understaffed
- Shrinking budgets
- Downsizing current staffing levels
- Loss of alternative funding sources

## **Fire and EMS Looking Forward**

- **Execute on The Volunteer Recruitment & Retention Grant:** The department will seek out five (5) volunteer firefighters to join the department per year over a four (4) year basis. The grant offsets recruitment marketing costs, training costs, PPE costs, and uniform costs. The goal is important to ensure the community is well protected at the time of any incident. It will also make the department more viable to handle several incidents at the same time. The more fire personnel the department has readily available, the more apparatus the department can crew to handle all types of emergencies within our Township.

The goal is relevant to the municipality because the more properly trained staffing on an emergency incident scene the safer it is for fire personnel. This increases their ability to handle more tasks, to control fires, and responded to other significant incidents. It is achievable through collaboration between the Fire Department supervisors, personnel, and a marketing firm.



The Fire Department will engage the marketing firm in February of 2021, to recruit a minimum 5 volunteer firefighters to join the department by August 1, 2021. These recruits will attend the fire school in the fall semester.

- **FIRE/EMS department developing community outreach programs:** The Fire/EMS department will set up Community CPR/AED Classes, Stop the Bleed Classes and CPR/AED classes for Municipal Employees, and Virtual Fire/EMS Classes. Having these community classes will educate more citizens in the community by identifying true hazards and emergencies followed by the implementation and evaluation of these strategies. Through a cooperative convocation with Willingboro FIRE/EMS staff, community organizers and elected Township Officials together we can enhance our municipal resiliency and improve our preparedness prior to and during emergency incidents. These community and employee-oriented classes will educate people that would ultimately help save lives before emergency responders arrive on location.

The goal is relevant because of the increased number of severe weather events we have experienced, the preparedness of the municipality as a whole, and the general political climate and temperature of the country as a whole. The goal is achievable through a collaboration with the Fire and EMS personnel alongside the Technology and Communications Departments by the execution of virtual classes.

The Fire and EMS team will be identified by February 28, 2021. The employee training course will be planned and advertised by March 31, 2021 and will begin in April, 2021. The community training courses will be planned and advertise by April 30, 2021 and will begin in May 2021.

- **Adequately staff the EMS Division:** The goal is to staff the EMS Division with eight full time EMTs for 24/7 operations over a two year period. This would guarantee an ambulance is on duty staffed with two NJ State Certified Emergency Medical Technician, 24 hours a day 7 Days a week. The goal is important to reduce overtime and eliminate the scramble for last minute coverage. Additionally, the goal will significantly reduce missed calls that equate to increased response time for residents and lost revenue for the municipality.

The goal is relevant because of the increased average age of the municipality's residents, the more frequent severe weather events, and the current political climate and temperature of the country overall. The goal is achievable and requires coordination of the Fire/EMS command staff, the municipalities CFO, the Township Manager, and Township Council to make the initiative a priority and allocate the funding. Additionally, it would require HR and Civil Service for the recruiting and hiring functions.

This goal can be achieved over a two year period. The initial goal of four full-time EMTs can be accomplished by August 31, 2021 and the second phase of four additional EMTs can be accomplish by May 31, 2022.

# U.C.C. AND INSPECTIONS

## U.C.C & Inspections Accomplishments

### Office/Administration Procedures

- Separation of UCC Permit Staff and Housing Resale/Rental staff into two separate offices for better customer service which reduced volume and wait times prior to COVID-19
- 2 Code Enforcement Trainees became Full Time Code Enforcement Officers
- Thank You Cards to residents who comply with violation notices and also given to residents who are always in compliance
- Friendly Reminder Door Hanger notices in place of initial violation notice.
- Instituted a change procedurally for fee collection for permits left unpaid with current staff
- Reorganization of UCC files to eliminate extensive amount of permits not being addressed due to corrections
- COVID-19 policies enacted for all UCC Personnel, Housing Personnel, Code Enforcement Personnel and Office Administrative with regards to Inspections and all Executive Orders with regards to Construction and Inspections.

### Ordinance Changes

- Right of Way Obstructions 2020-1
- Demolition of in ground Pool Requirements 2020-2
- Sign Maintenance 2020-4
- Removal of Survey requirements for Housing 199-8d

### Inspections

- Cable Box Assessment Report completed by Inspectors given to Comcast for repairs
- Storm Debris Assessment Report completed by Inspectors for Hurricane Isaias given to Public Works
- Street Sign Assessment Report completed by Inspectors given to Public Works
- Bike Path Trail Assessment Report completed and given to Administration

## **U.C.C. and Inspections SDOC**

### **STRENGTHS:**

- Committed and Knowledgeable staff serving the community

### **DEFICIENCIES:**

- Shortage of clerical staff in the U.C.C. Area
- Develop a system of fines to reduce court back log and inefficiencies. These fines would revert to property liens if not paid
- Limited personnel to focus on illegal rental activity

### **OPPORTUNITIES:**

- Willingboro Township has a unique opportunity to impact new residence by enacting a camera inspection requirement for sewer laterals. Many new and existing residence have been faced with the expensive repairs associated with compromised sewer laterals. These conditions are often known by sellers and not addressed prior to sale.

### **CONSTRAINTS:**

- The large number of foreclosures and vacant properties appears to be slowly turning around. We are currently experiencing a large number of home sales in the community.
- Financial limitations prohibit us from being able to repair as many vacant nonconforming homes as we would like to.
- Insufficient level of cooperation with Rittenhouse Association to capture information on illegal rentals.

## U.C.C. and Inspections Looking Forward

- **Obtain accreditation from the American Association of Code Enforcement (AACE):** This is a nationally recognized accreditation program that has established minimum standards that are intended to insure a uniform level of professionalism and service. The program provides a certification for the department. This will provide an opportunity to promote, enhance and improve code enforcement through national accredited standards. Code Enforcement Officers must maintain a desired level of quality in services through attention to every stage of the process of delivery or production.

The goal is relevant because Code enforcement is an administrative division of a government (municipality) that provides regulatory functions associated with the implementation and administration of codes, ordinances or statutes. Maintaining a consistent level of excellence and professionalism is essential for effective and improved customer service. AACE certification will assist this department in establishing and maintaining measurable best practices established through national collaboration.

The goal is achievable by Code Enforcement receiving a minimum score of 100 with a possible maximum of 200 to be considered for certification. This certification is a measurement of all documentation submitted for evaluation and is awarded at three levels. Code Enforcement will:

- Submit application for membership by 01/01/2021
- Receive approval for membership: TBD
- Collect data for certification submittal by 08/31/2021
- Submit all data by 12/01/2021
- Annual Report : TBD

- **Senior Citizen Assistance Program:** Develop senior citizen assistance program to provide aid with home maintenance and repairs. This would assist seniors in complying with repairs required as a result of code violations. Provide help to seniors in the community that can't afford needed repairs to their home. Obtain authorization for use of Vacant Property Registrations funds. Willingboro Township is quickly becoming a more mature community with a significant number of fixed income senior citizens. These citizens are

often required to maintain their homes with limited household funds. This assistance will help maintain the required standards as specified in township ordinances.

The goal is significant to the municipality because Code Enforcement violations often require repairs that may not be within the capability of some senior citizens within the township. In order to maintain compliance, assistance may be required to those in need. The goal is achievable with the collaboration of Willingboro Township Council, Directors of Senior Center, and Director of Finance by passing a resolution to use VPR funds as determined by municipal ordinance. 272-244 Fee Schedule B. Any funds collected as vacant property registration fees, in excess of the funds necessary to operate and enforce the provisions of this chapter, will be for the purpose of property rehabilitation within the Township of Willingboro at the discretion of the governing body. This would allow the municipality to select seniors in need of assistance via recommendation from senior citizen center or code violations. Specified funds will be available to perform a limited number of repairs

The program outline and resolution will be submitted to council by 03/01/2021 for approval at the 04/06/2021 Council Meeting.

# PUBLIC WORKS

## Public Works Accomplishments

In 2020 Public Works continued to work to ensure the cleanliness of the Township's main roadways, high-visibility commercial areas, and residential neighborhoods and industrial zones. The department dedicated daily resource to this important objective. The efforts yielded the following results:

- Municipal Separate Storm Sewer System (MS4) Permit compliance
- Installed a Trash Compactor at the Kennedy Center in collaboration with Building Maintenance
  - Poured the Pad internally
- Effectively managed Fall programs with limited resources
- Proactively completed sidewalks that were outstanding that had been reported and were on the department backlog.
- Successfully held 2 Clean Communities events.
- Trash Picked Up - 2,916 30 Gallon trash bags of litter.
- Public Trash Cans emptied - 1,754 (30-55) gallon trash cans dumped.
- Dead Animal (non-domestic) - 70
- Non-township signs removed - 93
- Shopping carts returned to stores - 7

Public Works worked with community based organizations in support of Clean Communities Activities. Through these community outreach efforts, the department participated in community clean ups in the following locations:

- Willingboro Township Public Library and surrounding roads
- Broido Park

Public Works endeavored to provide timely and reliable cost effective services through its annually scheduled programs in addition to evaluating and establishing new programs. Some of the program highlights are:

- Leaf Collection Program - Leaf collection program began on October 26<sup>th</sup>. Although, the program has been hampered by equipment failures and personnel limitations, to date we have collected 2160 cubic yards of materials. The program takes advantage of a Shared Service Agreement with Delanco Township for cost effective leave disposal.
- Pothole Repair Program - The department has addressed 201 potholes to date.
- Infrastructure Improvement - Pavement management plan executed based on funding and ability to complete previous year sections. The Storm water improvements and permit adherence is an ongoing process with the NJDEP permit inspection having been held on March 10, 2020. The only NOV's were for "Failure to conduct illicit connections. Storm Water Stakeholder meetings were held with the WMUA and the Environmental Commission. The Storm Water Control Ordinance and Municipal Storm Water Management Plan are both due in March of 2021

Public works continues to leverage inter-local Service Agreements to offset operation costs. The department was able to effectively leverage the following:

- County Support during August 4, 2020 Storm Debris Collection
- County Support of SIDE Mower to maintain road easements
- County support for use of VMS sign boards for the August 4<sup>th</sup> storm and Census Communications
- County support of Tree Work
- County use of Vehicle Wash system at DPW for MS4 compliance
- Municipal Leaf disposal of 2500 cubic yards with Delanco
- Municipal Vegetation Management; Weed control spraying with Edgewater Park.

### **Public Works Missed Opportunities**

Public Works has made significant improvements to operations to offset personnel issues and aging and damaged equipment. As with all departments, there are still areas that can be improved and opportunities that were missed.

- Brush chipping Program Implementation - This program is still under consideration by the department. It is an effective way to reduce materials that are currently being disposed of at the county landfill.



- Create Departmental Succession Plan - The department has a significant number of employees, supervisors and above, who will likely be retiring in the next few years and there is a need to prepare the staff to move forward.
- Expand “In House” crew for the repair/replacement of concrete and sidewalks and all other Storm Water Infrastructure. - Not Achieved
- Improve the recycling efforts in the Township’s schools. - Not Achieved

## **Public Works SDOC**

### **Strengths:**

- Experienced Supervisory team
- Financial acumen
- Community / Resident Focus
- Ability to generate revenue ( shared services )
- Diverse Equipment
- Environmental Compliance
  - MS4 Permit Management
- Ability to adapt to multiple challenges
  - Change
  - Process improvement

### **Deficiencies:**

- Communication with public (response to inquiries, customer service, getting word out)
- Poor customer service (at times)
- No real succession plan
- Equipment Age
  - Leaf Vacuums need replacement
    - High OE expense Item
  - Large Dump Truck Replacement Needed
    - Several units beyond life expectancy
      - High OE expense item
- Cost of programs
  - Leaf Collection
- Lack of equipment and staff to perform currently contracted services

- Tree work
- Concrete work
- Minor road paving
- Sustainability Practices
  - MS4
  - Green Initiatives
- Procrastination in planning
  - Usually relative to a reactive unforeseen problem
    - For Example, July 2019 Storm requiring limb collection which re-directed resources away from programs (cutting grass, flowers, etc.)
    - June 3<sup>rd</sup> and August 4<sup>th</sup> storms required high labor and equipment dedication
- Team with limited experience
- High not at work hours
  - Sick, Workmen's compensation

### Opportunities:

- Time for a succession plan to be implemented
  - Most of the supervisory staff will retire in 2023
- Largest municipal DPW in county
- Shared services (additional)
- Creating more revenue
  - More "In House" capital work
- Becoming an APWA accredited department

### Challenges:

- Work can be contracted
- Too much "non-productive" time
  - Lack of resources reduces amount of work completed and extends programs
  - Sick Time use limit effective planning of work (daily changes)
- Running out of time for intellectual capital transfer
  - Supervisory staff eligible for retirement over next 3-5 years
  - No one in place to take over supervisory roles

- Equipment failures due to age
  - Capital Intensive equipment costs
  - Leaf vacuums 20 years old high maintenance and frequent failures
    - Failure to provide timely services
  - Dump Truck Replacement
    - Trucks are subjected to harsh use
    - Not available for snow removal

## Public Works Looking Forward

For 2021 Public Works will strive to improve and document processes and procedures to make operations more efficient and effective for the present and create a roadmap to improvement for the future.

- **Remove and Replant Trees from Major Roads within Township:** The goal is to implement a 5 year (main road) tree removal program. The program to remove dead trees from the Township's main roads will improve the aesthetics of the Township. Additionally, strategically replanting trees that will not grow into any utility infrastructure leading to trimming that creates the type of issues currently being experienced. For areas with utility infrastructure (wires), it may assist in improving electrical system grid reliability by removing trees that would damage that infrastructure.

This goal will improve the beauty of the community, reduce the amount of time and resources dealing with dead or diseased trees and reduce our carbon footprint by adding resources that would provide oxygen and reduce Carbon dioxide. The goal is relevant because, the current state of the trees is unsightly and presents a poor image of the community. Some of this is created by poor tree trimming practices and oversight of utility contractors. This program would dovetail with the Forest Management Plan currently being written.

The goal is achievable with resources (internal) and external contractors. Funding would need to be available in the contractual line item of the streets and roads budget. Where Shared Services are available they would be deployed. A five year plan will be identified and implemented. The first year will be defined and will be measurable by completion of the designated areas. DPW will:

- Identify year 1 Locations by May 31, 2021
- Identify Resources by May 31, 2021

➤ Execute work by September 30, 2021

- **5 Year Comprehensive Forestry Plan:** The goal is to complete the Township of Willingboro's 2<sup>nd</sup> 5 year Community Forestry Management Plan. A five year plan will be identified and implemented. Each year of the plan will have specific goals and objectives which will be reported out on to the Township Manager and Council. In addition, an annual report will be submitted to the NJDEP regarding the percentage completion of the goals and objectives of the plan.

The goals will improve the beauty of the community and reduce the amount of time and resources dealing with dead or diseased trees. It will also reduce our carbon footprint by adding resources that would provide oxygen and reduce carbon dioxide. It is relevant because the Forest Management Plan currently being written would assist in the overall re-forestation of the community and leverage current assets (trees) in the beautification of the Township.

The goal is achievable through partnership with DPW, a Licensed Tree Expert, the Environmental commission, and the Township Council. The goal is to submit the Forestry Plan to NJDEP by September 30, 2021. The milestones are:

- Facilitate stakeholder meeting in April 2021
- First draft completion by May 31, 2021
- Final draft of community forestry management plan by June 30, 2021
- Present Plan for review July 6, 2021
- Adopt Plan August 3, 2021

- **Ensure the cleanliness of the Township's main roadways, high-visibility commercial areas, residential neighborhoods and industrial zones:** The goal is to create and to ensure the cleanliness of the Township main roadways, high-visibility commercial areas, residential neighborhoods and industrial zones by creating a comprehensive plan that incorporates DPW dedicating daily resources to the objective, organizing a minimum of 5 Clean Community Activities, and improving street sweeping schedules.

The goal will improve the beauty of the community and increase community involvement in keeping Willingboro litter free. The goal is relevant because litter is a constant issue

within the township and the street sweeping will achieve NJDEP Stormwater permit requirements and aid in stormwater issues.

The goal is achievable with the coordinated efforts of DPW, Environmental commission, Township Council and Community Groups. While some of the goal is an ongoing effort, the organized clean community activities will be completed by September 30, 2021. The milestones are:

- Re-Communicate Grant Information by March 01, 2021
- Identify Cleanup Projects by March 30, 2021
- Schedule Cleanup Projects by April 15, 2021
- Execute Cleanup Project by September 30, 2021.

# RECREATION

## Recreation Accomplishments

- Replaced old Pavilion D at Millcreek Park using leftover grant money
- Held a Virtual Jazz Festival where it was viewed by over 3,000 people
- Replaced Broido Park Signs
- Replaced old message board at Millcreek Park entrance with new digital sign
- Despite pandemic, finished out 2020 Adult Men's Basketball League at Country Club Courts
- Held a COVID-19 friendly Trunk O Treat event with over 500 participants
- Held a COVID-19 friendly Community Yard Sale with over 20 vendors and 100+ shoppers
- Began work to renovate both Pennypacker and Country Club Pools by the summer of 2021
- Preparations to upgrade areas at the Millcreek Tennis courts to include repairs to surface, replacing of net posts repainting of light poles
- Started the process to upgrade Broido Park and make it one of the only dog-friendly parks in the community
- Will be hosting the first Township Holiday give back where Twp. employees donate food to give out to those in need during the holidays
- Setting up and continuing with more virtual programming for the community

## Recreation Missed Opportunities

- Not being able to do virtual day camp program
- Not being able to open pools due to COVID-19 and budget constraints

## Recreations SDOC

### STRENGTHS:

- Variety & affordability of programs
- Experienced & dedicated staff
- Ability to generate revenue through rentals (banquet hall, pools, courts & parks)
- Ability to adapt to changing environment
- Numerous facilities, parks and amenities for community

- Ability to create, promote and succeed at large capacity events (i.e. Jazz Festival)
- Ability to offer more than just activities and events through renovation projects
- Creation of successful partnerships with members of the community and community organizations
- Continue to provide unique ways to engage with the community (virtually, COVID-19 friendly events)

### **DEFICIENCIES:**

- Good customer service is not as consistent as it should be
- Sometimes more reactive than proactive
- Some procrastination in planning
- Communication in getting the word out about our activities can be slow

### **OPPORTUNITIES:**

- Ability to provide more opportunities for people to learn how to swim due to YMCA closures
- Renovation of Kennedy Center auditorium would allow for increased revenue as a performing arts venue
- Through grants, could enhance, upgrade and renovate our parks and ballfields in the community
- Through partnerships, could decrease some operating expenditures of bigger events

### **CONSTRAINTS:**

- Clarity of the future of rentals and leases within the Kennedy Center that would allow us to generate revenue
- Push to generate enough revenue that would also pay for the operation of the Kennedy Center
- Lack of understanding from community of municipal operational procedures can hinder ability to succeed

## **Recreations Looking Forward**

### **Department Goals**

- **Renovate both Country Club & Pennypacker Pools:** The goal is to renovate (demolish, design & install) filtration systems, pumps, chemical feeds, etc. for pools. The pools are an important aspect of summer recreation in the Township. They are also a source of income. By being repaired, maintenance costs should be lower which could allow us the ability to generate more revenue.

The goal is relevant because the pools have been in need of repair for some time. It has cost the Township more money to operate which makes it more difficult to generate any revenue for the pools. The goal is measured by the complete functioning of more efficient pools which reduces the costs of operating and maintaining them. Thus, the profitability of the pools will increase.

The goal is achievable through working with DPW and Deep Run. Deep run will consult on the removal, design, and installation of the equipment and DPW will provide the labor to make the repairs more cost effective. The project will be completed by May 28, 2021. The milestones include:

- Remove existing equipment by February 28, 2021
  - Install new equipment by March 30, 2021
  - Additional repairs completed by May 01, 2021
  - Bonding and inspections completed by May 28, 2021
- **Reach & engage more community members in 2021:** The goal is to Reach and engage more community members in 2021 by adding new programs and events, offering more virtual/live programs and involving the community in feedback of what they would like to see from the Recreation & Parks Department.

The goal is relevant because offering programs, activities and events to the community that they want is a vital part of improving the perception of the department. This goal can be measured by the number of new programs and events that were generated by the end of the year 2021. Surveys will also help to determine if goal(s) have been met.

The goal is achievable with the collaboration of the technology and communications department. This collaboration will provide the technology platform and communication tools to mark and promote the new programs and events. The milestones are:

- New registration program - Goes live February 1, 2021
- Offer 2-2 New programs/events each quarter - prior to the end of each quarter
- Advertisement a minimum of 2 weeks prior to start date
- Public Surveys - March 31<sup>st</sup>, 2021 and June 30<sup>th</sup> 2021.



- **Improve customer service:** The goal is to offer excellent customer service to all community members, stakeholders and Township staff. This includes being able to provide detailed information about the department, staying positive and friendly with all customers, particularly the difficult ones.

The goal is relevant because customer service is the cornerstone of the Municipality and an important aspect of the Municipality's overall goals. In the past, Willingboro Township staff have been perceived as not always giving the best customer service. In the Recreation Department, the administrative staff is the first line of contact and communication with the public. First impressions are important. The goal will be measured by surveys and feedback from customers and the reduction in the number of customer service complaints received.

The goal is achievable through collaboration with the HR department to create a plan that includes training and ongoing evaluation and support. The goal is an ongoing process. The training portion of the plan, initial feedback, and evaluation will be achieved by July 30, 2021. The milestones are:

- Customer Service Training to be completed by May 30, 2021
- Feedback and support - ongoing
- Evaluation of staff - 1<sup>st</sup> round of evaluations completed by June 30, 2021.

# IT, COMMUNICATIONS, AND SECURITY

## Technology Accomplishments

The technology department showed its flexibility and diverse set of skills in shifting operational focus to support the evolving missions and goals of operations in 2020. Through the chaos of the pandemic, storms, shutdowns, etc. the Technology team provided 24x7 support and is currently tracking for 99.4% uptime for the year. The team had significant accomplishments to include:

- The design, procurement, installation, and rollout of the new Audio Visual System in the Courtroom/Council Chambers. The forward thinking system was also used in support of Social Distanced meetings and presentations using Zoom.
- Design, procurement, and installation of technology for the new Firehouse. An accomplishment of note is the solution for antiquated POTS emergency phones installed in elevator cars. The team repurposed a conversion model to convert the signal from analog to digital allowing the emergency phone to dial out through the digital phone system. Because the entire Firehouse is under emergency generator power, there is no concern of losing power to the phone system.
- Hosted Fax Lines - allows the municipality to move away from antiquated and unsupported POTS lines traditionally used for fax machines.
- Zoom Conference software roll out in support of the shutdown and enhanced COVID-19 protocols.
- Drive Up Tax Office - Identified, planned, equipped and executed the opportunity to create an external office to allow Finance to continue to collect payments and documentation during the municipal complex shut down.
- Rolled out Insight in support of financial transparency with the Council.
- Collaborated with Security and Building Maintenance in support of remote access to the new alarm system.
- Identified the vendor for the Website redesign with the integration of the CRM/ticketing system.
- Collaborated with Twp. Clerk's office to identify and procure Agenda Management Software.
- Office 365 is installed and functional and the Hosted Exchange Server Conversion is under way and is expected to be completed prior to 12/31.

## Technology Missed Opportunities

The Technology team had some significant accomplishments, however, the shift of focus came at the cost of missed opportunities.

- Wi-Fi Upgrade - in an effort to defer licensing costs (operating expense), this initiative was pushed. Although the equipment has been procured (capital expense), it has not been deployed.
- Intercom System - in an effort to defer licensing costs (operating expense) this initiative was pushed. Although the equipment has been ordered and received (capital expense) it has not been deployed.
- Deploy task management system - After further requirement gathering, the decision was made to integrate this initiative with the Website relaunch in 2021.
- Professional Development was deferred to limit capital expense.

## Technology SDOC

### STRENGTHS:

- Solid Technology infrastructure and infrastructure support.
- Technology Team's Collective and Diverse Knowledge and Experience.
- Efficient and Effective Use of Our Limited Resources.

### DEFICIENCIES:

- Limited structured training opportunities.
- Application integration experience among staff.
- Understaffed.

### OPPORTUNITIES:

- Change perception of Information Technology (I.T. as a business enabler not a business crippler or necessary evil)
- Create a more resilient environment that supports best practices in distributed and hybrid work environments.
- Improve team's in-house knowledge through training and technology exposure.

**CONSTRAINTS:**

- Budget Constraints
- Divergent agendas and initiatives in municipal departments
- Resistance and inability to change

**Communication Accomplishments**

The Communications department did an effective job disseminating information for the municipality, in particular information regarding the pandemic, the shutdown, census, and elections. Some of the notable campaigns were:

- Relaunch of the Willingboro Community Newspaper.
- COVID-19 information to include infection counts, executive orders, closures and shut downs, and support resources.
- Digital and physical material for the Census
- Digital and physical material for the Election
- Continues support of the Mayor's weekly update

**Communications Missed Opportunities**

- Collaboration with external entities to create unified communication effort. (E.g. WMUA, WBOE, etc.)
- Collaboration with resident groups and outlets to create a communication network.

**Communications SDOC****STRENGTHS:**

- Solid technical and design base.
- Excellent Creativity.
- Knowledge of subject matter

**DEFICIENCIES:**

- Garnering support and cooperation on projects.
- Cultivating a collaborative environment and process.
- Understaffed.

### OPPORTUNITIES:

- Change perception of Communications
- Create a Collaborative Communication Network.
- Recreate the Willingboro Communication Experience.

### CONSTRAINTS:

- Budget Constraints
- Divergent agendas and initiatives in municipal departments
- Late inclusion in the information exchange

### **Security Accomplishments**

- New Kennedy Center Security System - Collaboration with Building Maintenance and IT.
- Revised Security Protocol to incorporate the enhanced COVID-19 protocols.
- Increased collaboration and interaction with Willingboro Public Safety in support of security and COVID-19 initiatives.
- Collaboration with IT to procure and configure new Lobby Guard equipment for the Senior Center.

### **Security Missed Opportunities**

Because of the shut down and the enhanced COVID-19 protocols security has worked limited hours and missed opportunities to:

- Deploy Lobby Guard in Senior Center as it has yet to reopen.
- Expand metal detector use at Kennedy Center as there are no events and limited resources for Police presents.
- Participate in professional development.

### **Security SDOC**

#### STRENGTHS:

- Onboard training.
- Flexibility and willingness to adapt.
- Efficient and Effective Use of Our Limited Resources.

#### DEFICIENCIES:

- Advanced training and concepts.

- Focus on the mission of security.
- Understaffed.

#### OPPORTUNITIES:

- Create a more professional security presence. (visually and procedurally)
- Create a more resilient staff that supports best practices.
- Recreate the Willingboro residents' experience when visiting our facilities.

#### CONSTRAINTS:

- Budget Restrains
- Late inclusion in the communication exchange.
- Resistance and inability to change

### **IT, Communications and Security Looking Forward**

The Technology team will continue to identify and deploy technologies to support the vision and mission of the municipality in addition to creating more resilient operations.

- **Launch of VPN solution.:** The goal is to create a Virtual Private Network solution in support of our distributed and hybrid work place. This goal is important to the municipality because of the pandemic and the ability to need to have business continuity. By implementing this solution the municipality will be able to provide resiliency to our operations by creating distributed access to our networks and applications.

The Goal is relevant because of the current need for employees have more access to systems during a time that we have reduced office hours. The goal will be accomplished by the increased remote access time substantiated through network and firewall logs.

The goal is achievable through the work of the IT Department, approved budget, and work with vendors. The Technology department will work through the initiating, planning, executing, controlling, and closing phases of this initiative with our Internet, Private Fiber, and switching vendors to create a robust and secure solution to provide remote access to our network resources.

- Project Plan - March 30, 2021
- Installation - April 30, 2021

➤ Launch - May 21, 2021

- **Wi-Fi upgrade:** The goal is to upgrade and improve all of the municipality's access points in support of hybrid work environment and improved usability and experience at all facilities. The goal is important to the municipality because as we strive to create a hybrid work environment that does not tie employees to a specific desk, the improved wireless access will be integral to success. Additionally, the project will improve visitor experience by providing wireless access when in municipal facilities.

The goal is relevant because as we strive to create resiliency in our operations it is important to deploy workers so that the risk of shutting down departments because of COVID concerns is mitigated. Additionally, as we strive to move back to normal, the relevance of having improved wireless access in support of our banquet facility moves to the forefront. The goal is measurable by the number of connections made to the wireless access points and amount of time they are in use.

The goal is achievable through the work of the IT Department, approved budget, and work with vendors. The Technology department will work through the initiating, planning, executing, controlling, and closing phases of this initiative with our Internet, interior wiring, and switching vendors to create a robust and secure solution to our Wi-Fi upgrade needs.

- Project Plan - March 15, 2021
- Wire Run - April 30, 2021
- Access points installed - May 30, 2021
- Launch June 15, 2021

- **Website/CRM:** Website/CRM deployment in support of Resident and Self Service experience. This project is important to the municipality as we strive to provide a better internet experience for our residents through improved user interface, functionality, and self service capabilities.

The goal is relevant to the municipality as we strive to create better resident experiences throughout all of our departments. The usability and functionality of the website is a vital tool in improving the residents' experience. The goal will be measurable by the number of functions and the number of visitors to the site using those functions to conduct business with the municipality.

The goal is achievable through the collaborative work of the IT and Communications Department, approved budget, and work with vendors. The Technology department will work through the initiating, planning, executing, controlling, and closing phases of this initiative with our Communications Department, stakeholders, and our Website development vendor to create a robust and secure solution to our website upgrade needs.

- Willingboro Legal Review of MSA/Agreement
  - Target Completion: 2/24/2021
  - Action Owner(s): Willingboro Solicitor
  - Open Item(s): Acceptance and/or edits of Agreement/MSA , Securing non-competitive Bid and notified to Granicus Contracts team
- Granicus Final Legal Review or Edits of the Agreement/MSA
  - Target Completion: 2/26/2021
  - Action Owner(s): Payton Owen, Granicus Contracts Team
  - Open Item(s): Granicus final legal review of MSA edits/changes (if any) and acceptance
- Submission for Willingboro Final Signatures at Council Meeting
  - Target Completion: 3/2/2021
  - Action Owner(s): Walter Howard
  - Open Item(s): Completed Agreement approved by Council
- Agreement Signature
  - Target Completion: 3/3/2021
  - Action Owner(s): Mayor Worthy
  - Open Item(s): Signatures by Both Parties
- Project Manager Selection
  - Target Completion: 3/15/2021
  - Action Owner(s): Granicus
  - Open Item(s): Select the best fit project manager for the website project
- Project Kickoff
  - Target Completion: 3/22/2021
  - Action Owner(s): Granicus Project Team
- Estimated Project Completion/Website Launch: ~6-8mths, Fall  
(September/October/November)



# BUILDING/FACILITIES MAINTENANCE

## Building/Facilities Maintenance Accomplishments

In 2020 the Buildings and Maintenance team's flexibility, responsiveness, and resiliency was truly tested. The workload and the ability to work towards competing and often conflicting priorities became the normal for the work to be completed. While dealing with the adversities of 2020 the Building Maintenance team managed to make the following improvements:

- Collaborated with the Deputy Manager and Public Works Director to create the specifications for the Janitorial Bid Process. Additionally, successfully processed the bid and made recommendations for the execution of the contract that reduced Janitorial costs for 2020 by more than \$90k.
- Collaborated with RVE and the Deputy Manager on the roof repairs over the Emergency Management area of the Kennedy Center.
- Collaborated with the Deputy Manager to create the specifications for the Mold Remediation project that just went out to bid.
- During the Pandemic Shutdown, the team capitalized on the opportunity to deep clean all municipal buildings including the Willingboro Township Library.
- In support of the changes because of the COVID-19 Pandemic, the buildings and maintenance team provided a clean and safe environment for the municipal employees by designing and installing sneeze guards in all public facing areas.
- Relocation of furniture and personnel to adhere to the enhanced COVID-19 protocols launched by the municipality.
- Procured and installed Signage and PPE in support of the enhanced COVID-19 protocols enacted by the municipality.
- Collaborated with Public Works to procure and install a trash compactor at the Kennedy Center; improving trash capacity, lowering haul away numbers, and improving aesthetics.
- Collaborated with Security to procure and install a new security system at the Kennedy Center.

## Building/Facilities Maintenance Missed Opportunities

The Building/Facilities Maintenance team missed opportunities to make improvements in the following areas:

- Apprentice Certifications

- Upgrade Electrical and Windows in Kennedy Center
- Erect building for surplus equipment storage
- Kennedy bathroom renovations

## **Building/Facilities Maintenance SDOC**

### **STRENGTHS:**

- Ability to perform a varying range of maintenance skills including, but not limited to, plumbing, electrical, mechanical, and carpentry; Diagnose problems, replace or repair parts, test and make adjustments to complete resolution.
- Quick and efficient response to maintenance and repair requests. Immediate follow-through with corrective action for any possible safety hazardous.
- Effective management of the maintenance budget, including order, inventory, and secure control of maintenance supplies. Proven ability to negotiate effect cost-strategies without sacrificing quality of materials or work.
- Ability to select vendors, suppliers, and contractors for building maintenance and repairs; establish and maintain effective vendor and contractor rapport as needed to maintain mutually beneficial business relationship.

### **DEFICIENCIES:**

- The maintenance department functions without a maintenance supervisor or lead mechanic to provide necessary management support to the department when the maintenance Superintendent is absent.
- When one or two of the maintenance workers is/are absent, the Superintendent must fill-in as the maintenance worker.
- Poor day-to-day management of the custodial staff and their cleaning activities by the current custodial vendor.

### **OPPORTUNITIES:**

- Establish a Co-op internship training program for vocational students preparing for a career in the building trades.
- Revisit establishing an in-house custodial staff and cleaning program.

### **CONSTRAINTS:**

- Access to capital budget monies for future equipment overhauls and projects.

## **Building/Facilities Maintenance Looking Forward**

**Preventative Maintenance Plan:** The goal is to develop and document a comprehensive preventative maintenance plan for all of the buildings and facilities of the municipality. The goal is important because our buildings' and facilities' age becomes increasingly important in the management of costs as it relates to operations.

The goal is relevant because as a municipality we have historically, addressed maintenance in the form of repairs. As we transition to proactive operations, the goal will be measured by the completion a comprehensive plan with milestones, deadlines, and metrics. Also a measurement of success will be the decreased maintenance costs throughout the municipality.

The goal is achievable through the collaborative work of Building/Facilities Maintenance, our municipal engineers and Council. The project will be completed by July 2, 2021.

**Plan for Incremental renovations/improvements:** The goal is to develop and document a comprehensive plan to improve our buildings and facilities incrementally. The goal is important to the municipality because of the desire to maximize the use of our buildings and facilities while keeping Operating and Capital budgets within reason.

The goal is relevant because the municipality faces an uncertain financial future due to the ongoing pandemic and the resulting impact. The goal will be measured by a plan with detailed milestones, deadlines and metrics. The goal will additionally be measured by the improvements made to our buildings and facilities.

The goal is achievable through the collaborative work of Building/Facilities Maintenance, our municipal engineers and Council. The project will be completed by August 2, 2021.

# COMMUNITY AFFAIRS

## Community Affairs Accomplishments

Although the trials off 2020 created many obstacles that shut down the Reva Foster Senior Center for most of the year, the team continued to work toward comprehensive, proactive and community based services and programs. Some of the highlights are:

- **New Jersey Economic Development Authority Grant**  
Small business emergency assistance grant program. Visited and made telephone calls to over 30 Willingboro businesses and provided them with website and general information to receive NJEDA Phase 1, 2 & 3 grants funding during the pandemic.
- **New Jersey & County Courts**  
Provided legal referrals to the Burlington County Court appointed Ombudsman by appointments during the pandemic. Assist the Burlington Vicinage Expungement Informational Webinar.
- **New Jersey Summer Food Service Program Grant**  
Provided jobs to young people and adults in the community while providing breakfast & lunch to summer programs, camps, and library and drive-thru participants -averaging over 300 meals per day during the pandemic.
- **AARP - Tax Preparation**  
Scheduled and completed 780 state/federal taxes, placed 508 on the waiting list with follow-up calls as required. Had to cancel 156 appointments because of the pandemic. Provided additional phone-in referrals to AARP during the pandemic.
- **Rowan College - In-House & Virtual Programs:**  
Coordinated with Rowan College to provide In-House (prior to pandemic) Pain Management Class and Virtual Program (during the pandemic) Chronic Pain Management and Living with Chronic Conditions.
- **Burlington College - In-House & Virtual Program:**  
Coordinated with Burlington College to provide In-House (prior to pandemic) Fit & Strong Class.
- **Rutgers University - In House & Virtual Programs:**  
Coordinated with Rutgers University to provide In-House (prior to pandemic) Nutrition - "JUST SAY YES to Fruits and Vegetables" and Virtual Program (during the pandemic) Nutrition - Healthy Eating.
- **South Jersey Food Bank & the Mosque**

Set-up Food Pantry program with South Jersey Food Pantry. Visited South Jersey Food Bank in Pennsauken and came away with a drive-thru extended food bank program for the community. The Mosque provided the parking lot and some faithful volunteers. The drive-thru averaged 500 cars every Tuesday & Thursday. Every Friday, Saturday & Sunday before the scheduled Food Pantry personalized text reminders were sent to the community.

- **2020 CENSUS In Willingboro**

Coordinating the comprehensive census project throughout the community from January, 2019 to October, 2020 with visits to the Local Regional office in Riverside, N.J. and telephone communication to the New York Directors. Obtained funding for special door knockers. Received over 250 yard signs and 4 larger strategic banners. Follow-thru with struggling parks with special attention and held several community census events at Produce Junction, Acme, Kennedy Plaza, Rita's parking lots and street corners in Rittenhouse and Somerset parks.

- **Surrey Bus**

Continued to provide transportation to seniors requiring dialysis during the shutdown.

## **Community Affairs Missed Opportunities**

While the Community Affairs team made great progress with adapting and overcoming the challenges of 2020, we missed opportunities to be proactive in identifying and creating programming to offset the loss of in person programs. Some examples would be:

- Veteran Conferences, programs, and events.
- Comprehensive, proactive, community-based services for younger members of the community.
- Opportunities to galvanize the community toward common goals and efforts.

## **Community SDOC**

### **STRENGTHS:**

- Staff employees are completely dedicated and empathic to the needs of our community.
- Flexible and well trained to perform the different tasks as instructed.
- Professionalism
- Collaborations the department has established through years of working on relationships with the local, county, state and federal governments and organizations.

**DEFICIENCIES:**

- Lack of outreach for population outside of the senior and veteran demographics.
- Staff is task oriented rather than project driven.
- Reactive as opposed to being proactive
- Antiquated techniques for providing information

**OPPORTUNITIES:**

- New Jersey State Legislative Bills and Grants that will assist with programming and services.
- Recognize outside alternative funding sources.
- Engage and encourage more local organizations to begin working directly as well as verbal involvement.

**CONSTRAINTS:**

- Budget
- Need Community WiFi Networks for Virtual programs

**Community Affairs Looking Forward**

Community Affairs will continue to seek opportunities to collaborate with residents and external entities to provide community based services for residents of all ages.

- **Coordinate with Rowan College to provide Virtual Classes for Senior Citizens and Veterans:** The goal is to Established a relationship with Rowan College to provide an eight (8) week Virtual Chronic Pain Management Classes and a four (4) week Virtual Fit & Strong Classes. Willingboro Township has an important and vital elderly population. It is critical to show the elderly population that their health and well-being matters. The goal will strengthen our programming and relationship with Rowan College.

The goal is relevant because during the ongoing pandemic physical activity and continued mobility is important to the elderly population. The goal is measurable by the number of programs we provide and the number of seniors that participate.

The goal is achievable through the partnership with Rowan College. The goal is to provide the Fit & Strong Classes beginning 03/11/2021 and the Chronic Pain Management Classes by 04/01/2021.

- **Coordinate with Rutgers University to provide Virtual Classes for Senior Citizens and Veterans:** The goal is to Establish a relationship with Rutgers University to provide a SNAP four (4) week Virtual Nutrition “Just Say Yes” program. Virtual Fit & Strong Classes. Willingboro Township has an important and vital elderly population. It is important to provide education on nutritional requirements for healthy living. The goal will strengthen our programming and relationship with Rutgers University.

The goal is relevant because during the ongoing pandemic health and nutrition is important to the elderly population. The goal is measurable by the number of programs we provide and the number of seniors that participate.

The goal is achievable through the partnership with Rutgers University. The goal is to provide the Nutrition “Just Say Yes” Classes by 05/06/2021.

# STATEMENTS, CHARTS, AND EXHIBITS

## Willingboro Twp. Revenues

### Miscellaneous Revenues:

	Budgeted	Dec.2020	Realized YTD	% Realized
Licenses Other	\$ 17,000.00	\$ 203.00	\$ 12,366.00	73%
Fees and Permits	159,300.00	6,535.00	107,956.07	68%
Municipal Court Fines	126,000.00	5,383.97	85,247.32	68%
Interest and Costs on Taxes	378,900.00	20,805.43	533,175.43	141%
Interest on Investments and Deposits	62,000.00	2,526.20	41,615.88	67%
Uniform Construction Code Fees	735,000.00	73,506.00	746,210.00	102%

<b>\$ 1,478,200.00</b>	<b>\$ 108,959.60</b>	<b>\$ 1,526,570.70</b>	<b>103%</b>
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### State Aid Without Offsetting Appropriations

Energy Receipt Tax(ERT)	\$ 3,401,115.00	\$ 70,415.78	\$ 3,401,115.00	100%
Consolidated Municipal Property Tax Relief Act	283,160.00	109,343.85	283,160.00	100%

<b>\$ 3,684,275.00</b>	<b>\$ 179,759.63</b>	<b>\$ 3,684,275.00</b>	<b>100%</b>
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### Shared Services:

#### Interlocal - Animal Control:

Mt. Laurel	\$ 25,000.00		\$ 25,000.00	100%
Palmyra	14,000.00		7,000.00	50%
Cinnaminson	18,000.00		9,000.00	50%
Maple Shade	15,500.00		15,500.00	100%
City of Beverly	6,000.00		6,000.00	100%
City of Burlington	10,500.00		7,000.00	67%
Westampton	(4,000.00)		16,320.00	
Delanco	9,000.00		9,000.00	100%

Total Animal Control	94,000.00	-	94,820.00	101%
Interlocal - Snow Removal - Burlington County	7,600.00	-	-	0%
Interlocal - Purchasing Agent - WMUA	5,000.00		5,000.00	100%

<b>\$ 106,600.00</b>	<b>\$ -</b>	<b>\$ 99,820.00</b>	<b>94%</b>
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### PILOT

	Budgeted	Dec.2020	Realized YTD	% Realized
Special Assessment-Town Center (Atlantic Realty)	\$ 94,580.00	\$ 34,720.44	\$ 142,840.40	151%
Delco Development PILOT	\$ -		\$ 183,482.39	
Renewal-Urban Renewal			\$ 52,565.68	
Metro Commercial/Circle F	104,000.00		73,456.13	71%

<b>\$ 198,580.00</b>	<b>\$ 34,720.44</b>	<b>\$ 452,344.60</b>	<b>228%</b>
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### Other Revenues:

Franchise Fees(C.A.T.V)	\$ 83,017.66	\$ -	\$ 83,017.83	100%
EMS Fees	634,000.00	39,034.81	594,905.95	94%
Lease of Municipal Facilities(including Cell Tower)	99,000.00	4,957.88	60,385.73	61%
WMUA Contribution	200,000.00		200,000.00	100%

<b>\$ 1,016,017.66</b>	<b>\$ 43,992.69</b>	<b>\$ 938,309.51</b>	<b>92%</b>
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**Tax Revenues**

Receipts from Delinquent Taxes	\$ 2,700,000.00	\$ 10,146.27	\$ 2,957,665.79	110%
Current Year Tax Receipts	75,238,060.91	958,209.49	71,911,219.76	96%
Less: Estimated County & School portion	(41,184,138.91)	(2,853,329.58)	(41,159,720.38)	100%
Sr & Veteran Deductions from the State			269,535.00	
Local Tax for Municipal Purposes	34,053,922.00	(1,895,120.09)	31,021,034.38	91%
	<b>\$ 36,753,922.00</b>	<b>\$ (1,884,973.82)</b>	<b>\$ 33,978,700.17</b>	<b>92%</b>

**Miscellaneous Revenue not Anticipated**

	Budgeted	Dec.2020	Realized YTD	% Realized
Police Department Receipts	\$ -	\$ 185.60	\$ 3,039.05	
Duplicate Tax Bill	-	20.00	1,130.00	
Returned Checks & Misc Charges	-	60.00	270.00	
Donations	-		60.00	
Misc Receipts	-	49.00	245,778.59	
MRNA-Restitution			20.00	
Twp Assets Sale		6,691.00	266,429.45	
DPW-Property Maintenance	-		5,320.06	
DPW -Misc Acct. Open Road Permit	-	150.00	2,000.00	
Redemption of Municipal Liens			10,672.84	
Fire/EMS Reimb OE	-	288.00	1,206.00	
Maintenance Lien Receivables	-	1,815.00	115,326.01	
	<b>\$ -</b>	<b>\$ 9,258.60</b>	<b>\$ 651,252.00</b>	

**TOTAL CASH REVENUES**

<b>\$ 43,237,594.66</b>	<b>\$ (1,508,282.86)</b>	<b>\$ 41,331,271.98</b>	<b>96%</b>
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**Noncash Revenues**

	Budgeted	Dec.2020	Realized YTD	% Realized
Public & Private Revenues (Grants)	\$ 1,156,831.34		\$ 1,156,831.34	
Other Revenues - Reserve to Pay Debt	58,574.00		58,574.00	
Fund Balance	3,000,000.00		3,000,000.00	
	<b>\$ 4,215,405.34</b>	<b>\$ -</b>	<b>\$ 4,215,405.34</b>	

**TOTAL REVENUES**

<b>\$ 47,453,000.00</b>	<b>\$ (1,508,282.86)</b>	<b>\$ 45,546,677.32</b>	<b>96%</b>
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**Willingboro Township Expenditures****EXPENDITURES**

	Budgeted	Dec.2020	Expended YTD	% Expended
Salaries & Wages	\$ 19,073,682.43	\$ 1,554,767.97	\$ 17,618,253.27	92%
Health Insurance	3,096,675.96	299,517.20	3,617,319.01	117%
Other Expenses	10,055,143.37	560,818.36	8,376,469.35	83%
Statutory Expenditures	5,097,938.62	152,182.46	4,917,805.57	96%
Capital Improvements, Debt Principal & Interest	5,439,054.19	-	5,437,331.19	100%
	<b>\$ 42,762,494.57</b>	<b>\$ 2,567,285.99</b>	<b>\$ 39,967,178.39</b>	<b>93%</b>

**Noncash Appropriations**

Public and Private Programs (Grants)	1,156,831.34		1,156,831.34
Reserve for Uncollected Taxes	3,533,674.09		3,533,674.09
	<b>\$ 4,690,505.43</b>	<b>\$ -</b>	<b>\$ 4,690,505.43</b>

**TOTAL APPROPRIATIONS**

<b>\$ 47,453,000.00</b>	<b>\$ 2,567,285.99</b>	<b>\$ 44,657,683.82</b>	<b>94%</b>
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## Unspent Appropriations to be cancelled

Township of Willingboro	
Unspent Appropriations to be Cancelled per Resolution	
December 15, 2020	
Exhibit A	
Accounts	Amount
Gen. Gov't Sec PT	100,000.00
Public Safety/Crossing Guards	897,500.00
Office of Aging	50,000.00
Recreation	25,000.00
Natural Gas	50,000.00
Social Security System	100,000.00
Interest on Bonds	1,723.00
Judgement	90,000.00
	<b>1,314,223.00</b>
<b>Furlough Savings</b>	
Town Manager	6,100.00
Technology	17,900.00
Purchasing	3,260.00
Human Resources	4,100.00
Mayor & Council	350.00
Township Clerk Office	11,100.00
Finance	14,040.00
Tax Collection	8,500.00
Tax Assessor	6,800.00
Construction Code	11,000.00
Housing Inspections	27,300.00
Public Safety-Clerical	20,000.00
Fire	10,100.00
Public Works	76,600.00
Building & Grounds	8,000.00
Office of Aging	14,100.00
Recreation	21,700.00
Municipal Court	8,600.00
Animal Control	3,000.00
	<b>272,550.00</b>
<b>Total Cancellation</b>	<b>1,586,773.00</b>

## LGEF Grant Line Items & Reimbursement Amounts

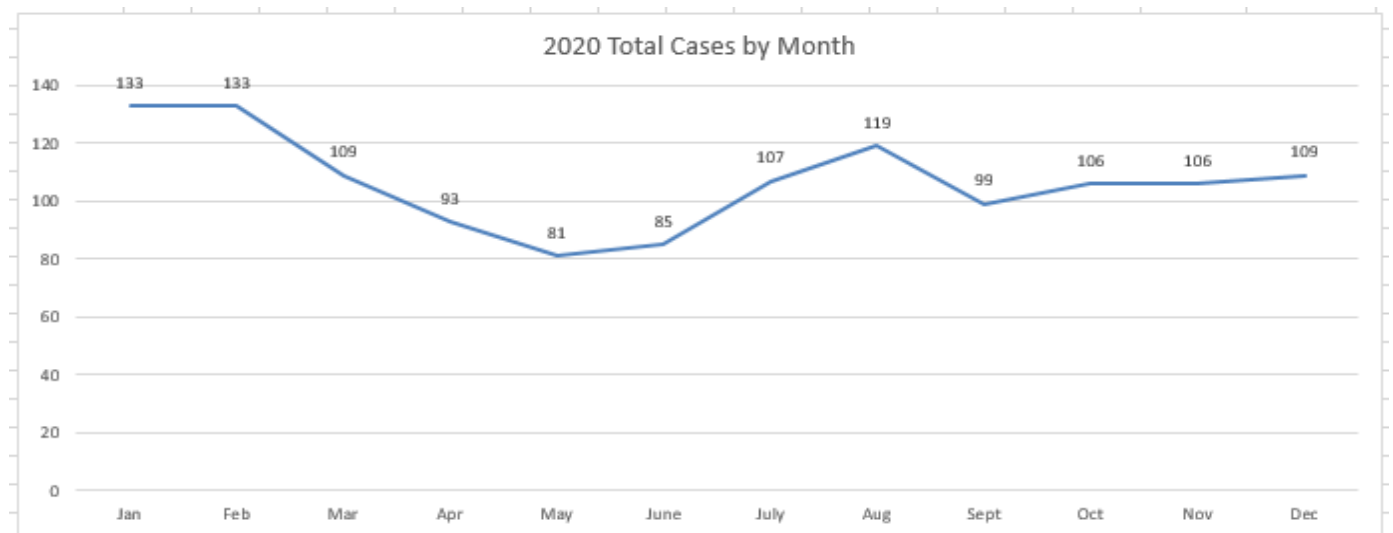
### EXHIBIT A

#### RECIPIENT APPROPRIATION LINE ITEMS & REIMBURSEMENT AMOUNTS <Willingboro Township>

LINE ITEMS (including FCOA code)	Total
	\$
1. 25-240:COVID screening at public township buildings (armed)	\$ 68,743.92
2. 20-100:COVID screening at public township buildings (unarmed)	\$ 6,312.00
3. 25-240: Outdoor tax collection personnel	\$ 19,225.00
4. 26-310: Purchasing sanitation supplies	\$ 17,139.91
5. 26-310: Personnel installing <del>plexiglass</del> and building capacity notices	\$ 3,689.76
6. 25-265: Purchasing PPE and additional sanitation supplies	\$ 3,868.00
7. Staff Quarantine FFCRA: 20-145, 28-370, 26-290, 43-490, 20-120, 20-100, 22-195, 26-310	\$ 19,157.25
8. 32-465: Trash disposal	\$ 170,000.00
9. 26-305: Excess trash collection	\$ 135,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 443,135.84</b>

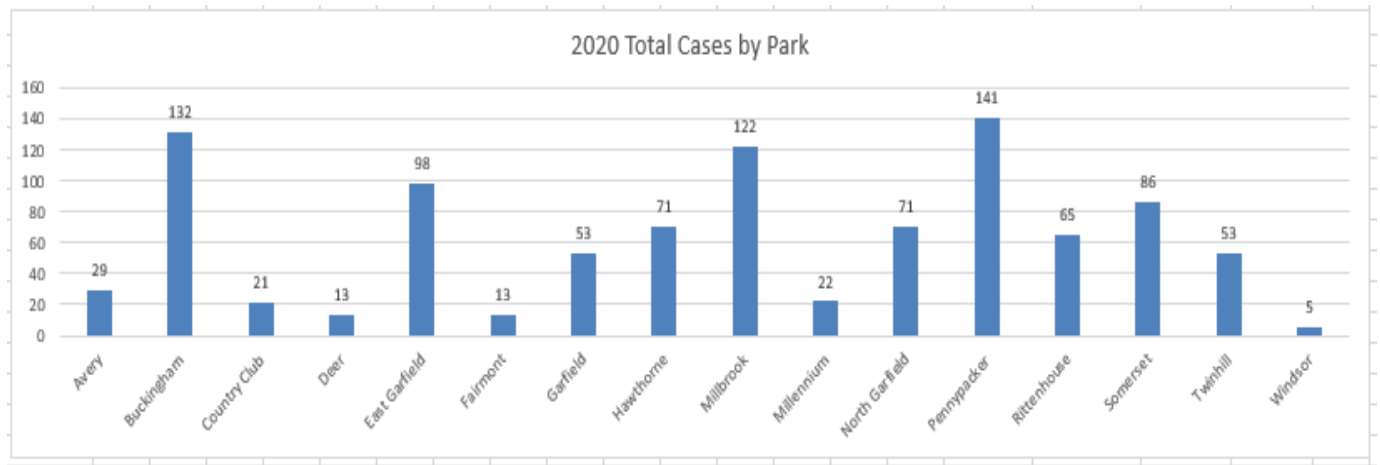
## Police Cases by Month

Crime Type	2019			2020												2020	Total Oct 19 - Dec 20
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec		
Animals	1															0	1
Arson						1		1								2	2
Assault	10	13	8	5	4	9	6	1	10	4	6	3	11	5	4	68	99
Bad Checks		1														0	1
Burglary	16	7	5	7	3	8	5	8	4	9	3	2	7	5	19	80	108
Child Abuse			1	1						1	2					4	5
Civil Matter					1						1					2	2
Contempt of Court	2	3	1	3	7	3	2	5	3	3	1	1	4	8	1	41	47
Criminal Mischief	14	10	2	1	5	3	6	8	4	2	9	6	10	4	6	64	90
Death Investigation	3	3	4	1	7	2	9	2	4	4	4	6	3	3	6	51	61
Disorderly Conduct					2	1	1	1	2	1			1		1	10	10
Domestic Incident	28	21	17	21	25	17	19	16	26	28	35	31	18	30	21	287	353
DUI	1	2	2	1		3	2	3		2	1	1		1	3	17	22
Duty to Warn	7	1									1		1			2	10
Eluding				1	1	1										3	3
Extortion									1		1		1			3	3
Fire				1		1			1							3	3
Forgery	1															0	1
Found Property					1					1				1	1	4	4
Fraud	5	2	1	7	2	4	3	1	5	2	5	1	3	1	1	35	43
Harassment	12	11	4	8	8	7	9	4	2	7	10	10	3	5	5	78	105
Homicide													1			1	1
Impersonating a PO														1		1	1
Invasion of Privacy	1							1								1	2
Juvenile Matter	1		1		1		1		1		1		1	2		6	8
Local Ordinance											1					1	1
Lost Property	1							1					1			2	3
Luring	1															0	1
Missing Persons	8	2	11	4	10	6	7	5	6	4	6	8	3	9	9	77	98
MVA	1	1	1		1					1		1	2			5	8
MVA-Fatal			1													0	1
Narcotics	9	4	4	10	9	7	6	2	2	2	3	5	6	5	5	62	79
Obstruction			2	1	1		1		1	1			1			6	8
Other	2	2	3	3	1	2			1		1	2	3			13	20
Receiving Stolen Property											1				1	2	2
Robbery	3	3	1	1	2	2		1	2	1	1	1	3	4	1	19	26
Runaway	2		2	7	3	4	2			1		2	1		1	21	25
Sex Offenses	1	1	3	2	1	1		1			3	2	2		1	13	18
Suicide					1											1	1
Suicide Attempt		1														0	1
Theft- Larceny	11	20	25	11	9	10	7	10	3	14	6	8	5	9	10	102	158
Theft of Vehicle	2	8	3	4	1		2	3	1	5	2	2	2	3	3	28	41
Threats	1	4	3	3	5	3		1	1	1	3	1	1	1	2	22	30
Traffic Related			1	1	1	1				1						4	5
Trespass	2	3		2	6	1			3		1		1	1	1	16	21
Vandalism		1					1									1	2
Warrants	7	10	14	25	12	10	3	3	1	6	10	4	7	6	7	94	125
Weapons Offense		3	4	2	3	2	1	3	2	3	2	2	4	2		26	33
<b>TOTAL</b>	<b>154</b>	<b>137</b>	<b>124</b>	<b>133</b>	<b>133</b>	<b>109</b>	<b>93</b>	<b>81</b>	<b>85</b>	<b>105</b>	<b>119</b>	<b>99</b>	<b>106</b>	<b>106</b>	<b>109</b>	<b>1278</b>	<b>1692</b>



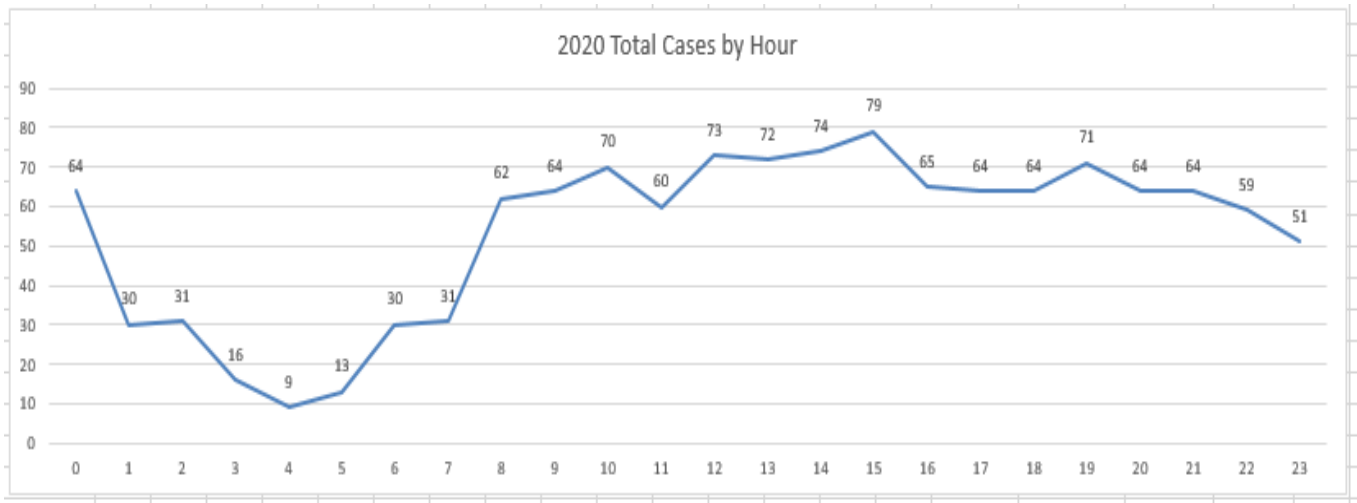
## Police Cases by Park/Area

Area	2019			2020												2020	Total Oct 2019 - Dec 2020
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec		
Avery	3	7	2		2	2	3		2	1	2			1	16	29	41
Buckingham	9	12	13	12	6	10	13	7	16	15	15	11	9	11	7	132	166
Country Club	3	4	10	6	1	1	1			2			3	2	2	21	38
Deer		1			1	2	1		2				1	1	4	13	14
East Garfield	18	13	12	9	15	9	6	3	9	12	5	9	8	4	9	98	141
Fairmont	1		1	3	1		2				1	3		2	1	13	15
Garfield	12	11	9	6	6	7	6	2	5	5	5	3	1	3	4	53	85
Hawthorne	19	9	6	8	8	5	6	4	2	3	10	6	6	6	7	71	105
Millbrook	10	14	6	11	16	6	3	7	5	13	20	11	11	8	11	122	152
Millennium		1		2	2	1	4	2				1	3	1	3	22	23
North Garfield	8	6	1	5	5	4	9	8	1	5	4	3	5	13	9	71	86
Pennypacker	18	18	15	19	15	10	18	12	9	6	13	11	6	16	6	141	192
Rittenhouse	8	5	3	6	8	6	5	6	8	4	9	5	2	3	3	65	81
Somerset	4	2	6	9	5	10	6	4	6	9	9	8	7	7	6	86	98
Twinhill	8	3	10	6	4	4	1	3	6	2	4	4	10	6	3	53	74
Windsor			1		1			1				1		1	1	5	6
<b>TOTAL</b>	<b>154</b>	<b>137</b>	<b>124</b>	<b>133</b>	<b>133</b>	<b>109</b>	<b>93</b>	<b>81</b>	<b>85</b>	<b>107</b>	<b>119</b>	<b>99</b>	<b>106</b>	<b>106</b>	<b>109</b>	<b>1280</b>	<b>1695</b>



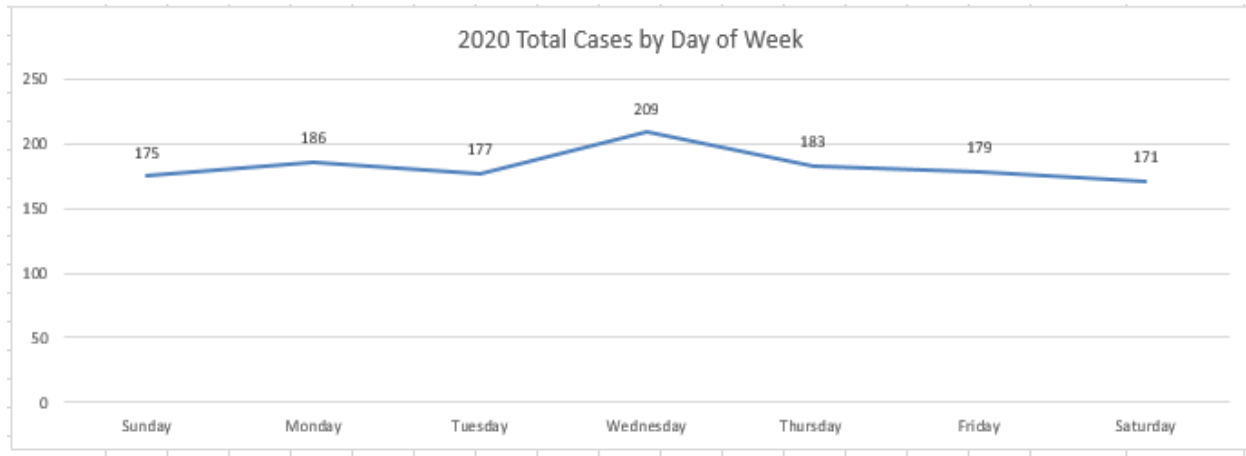
## Police Cases by Hour of the Day

Hour	2019			2020												2020	Total Oct 19 - Dec 20
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec		
0	6	7	6	11	6	4	6	4	6	5	7	1	5	7	2	64	83
1	1	2	7	2	3	1	1	2	2	5	2	3	3	1	5	30	40
2	2	2	3	3	2	4	1	3	1	1	2	2	5	5	2	31	38
3	5	0	1	1	1	2	1	2	1		2	4	1	1	0	16	22
4	4	2	1	2	0	0	1	0	1	1	1	0	1	1	1	9	16
5	2	1	0	0	0	4	0	0	0	2	1	0	1	1	4	13	16
6	2	0	2	8	5	1	2	2	2	2	2	1	0	4	1	30	34
7	3	2	2	0	8	2	1	2	2	2	2	2	3	4	3	31	38
8	5	1	6	6	9	7	7	3	3	2	6	3	5	3	8	62	74
9	13	7	6	10	7	4	1	4	4	12	3	6	5	2	6	64	90
10	13	12	3	10	13	6	4	4	6	3	4	7	4	3	6	70	98
11	7	9	8	3	4	5	3	5	3	3	10	5	9	7	3	60	84
12	10	8	8	9	7	4	8	3	3	7	11	3	3	7	8	73	99
13	10	8	5	5	6	6	6	8	4	4	8	5	5	9	6	72	95
14	12	5	4	5	9	11	3	5	8	5	7	3	8	4	6	74	95
15	5	14	9	6	12	8	3	6	8	9	5	9	1	8	4	79	107
16	8	7	9	7	4	4	5	4	8	6	5	3	6	4	9	65	89
17	6	6	9	9	6	6	8	0	0	5	4	6	9	6	5	64	85
18	8	10	8	6	6	6	5	4	4	3	6	6	10	3	5	64	90
19	1	9	3	6	8	7	6	4	1	11	5	9	4	5	5	71	84
20	14	7	6	5	4	5	7	4	4	1	8	7	5	8	6	64	91
21	6	7	10	7	7	6	5	4	1	7	9	4	5	4	5	64	87
22	5	7	2	5	4	2	5	2	9	10	4	3	6	5	4	59	73
23	6	4	6	7	2	4	4	6	4	1	5	7	2	4	5	51	67
<b>TOTAL</b>	<b>154</b>	<b>137</b>	<b>124</b>	<b>133</b>	<b>133</b>	<b>109</b>	<b>93</b>	<b>81</b>	<b>85</b>	<b>107</b>	<b>119</b>	<b>99</b>	<b>106</b>	<b>106</b>	<b>109</b>	<b>1280</b>	<b>1695</b>



## Police Cases by Day of the Week

DOW	2019			2020												2020	Total Oct 19 - Dec 20
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec		
Sunday	11	18	17	8	11	14	12	11	7	19	24	13	14	21	21	175	221
Monday	24	21	12	17	24	17	16	10	16	12	18	12	12	18	14	186	243
Tuesday	36	15	21	17	18	17	8	13	18	12	14	11	28	9	12	177	249
Wednesday	22	26	18	27	22	14	15	7	13	17	18	24	11	25	16	209	275
Thursday	25	12	18	21	21	16	15	10	16	16	16	11	17	7	17	183	238
Friday	18	25	21	28	20	15	12	15	9	22	13	16	6	15	8	179	243
Saturday	18	20	17	15	17	16	15	15	6	9	16	12	18	11	21	171	226
<b>TOTAL</b>	<b>154</b>	<b>137</b>	<b>124</b>	<b>133</b>	<b>133</b>	<b>109</b>	<b>93</b>	<b>81</b>	<b>85</b>	<b>107</b>	<b>119</b>	<b>99</b>	<b>106</b>	<b>106</b>	<b>109</b>	<b>1280</b>	<b>1695</b>



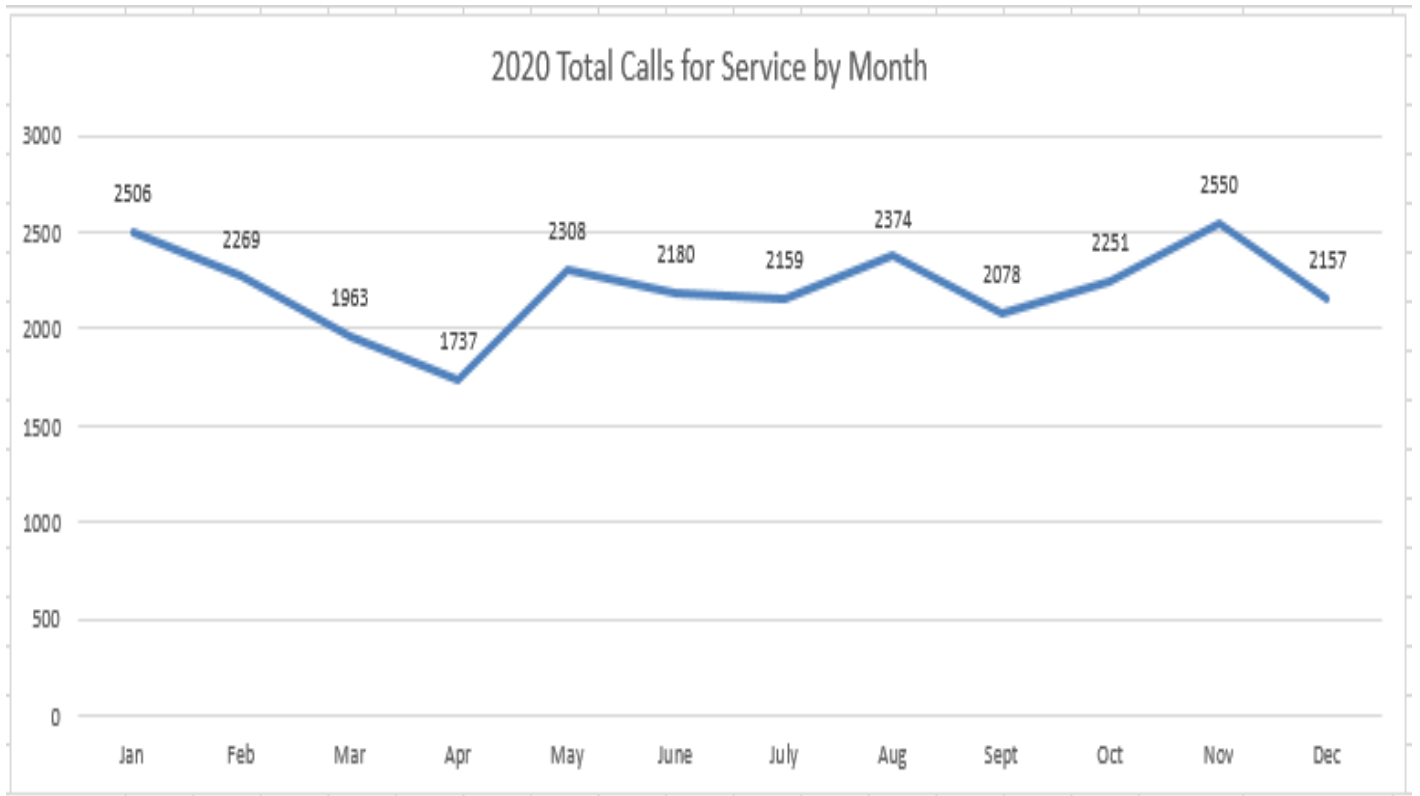
## Calls for Service by Month

Call Type	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2020	Dec 20
911 Abandoned	45	30	22	22	24	42	28	42	42	50	43	37	36	33	38	437	534
911 Cell Call - Abandoned	19	6	25	25	32	34	16	39	44	51	49	37	35	37	31	430	480
911 Misdial	23	9	13	10	14	26	25	19	23	25	17	17	10	31	36	253	298
911 Referral	1	2	1		7	5	1	4	5	1	7	1	3	2	4	40	44
911 Test	2		1			1				1	1	1		2		6	9
Abandoned Vehicle	12	3	11	8	11	9	3	11	13	9	10	4	8	6	2	94	120
Administrative: Directed Patrol	12	16	8	21	15	1	2	3	4	27	23	10	14	12	6	138	174
Aggressive/Erratic Driver	10	13	11	8	16	10	11	16	18	14	19	8	10	10	11	151	185
Alarm: Burglar	188	191	184	164	171	143	111	123	152	177	214	113	108	118	157	1751	2314
Alarm: Hold Up	15	19	11	12	14	4	11	8	8	13	14	19	9	13	7	132	177
Animal Bite	1					1				1	4	3	1	1		11	12
Animal Complaint	48	29	42	46	34	51	33	69	72	66	72	134	98	68	44	787	906
Assault	12	7	11	13	9	21	6	8	15	8	9	4	6	8	3	110	140
Assist EMS	336	334	298	330	324	292	305	280	275	287	292	291	240	282	309	3507	4475
Assist Fire	70	70	61	70	50	53	81	51	135	79	136	65	83	70	73	946	1147
Assist Other Agency	4	6	7	3	7	3	2	5	2	10	7	7	5	9	4	64	81
Attempt to Locate	10	14	4	12	10	2	7	8	15	11	3	6	6	10	16	106	134
Bias Incident		2								1						1	3
Burglary	24	17	17	14	13	7	9	9	14	15	6	7	6	10	21	131	189
Carjacking						1								1		2	2
Child Abuse/Neglect				1						1			1	1		4	4
Community Outreach	2	7	2	1	1	2		1		2	3	2	1		1	14	25
Community Property Check	8	12	12	44	3	2	13	5	20	8	14	6	5	4	4	128	160
Complaint: Non-Criminal	2				2	1	11	4	1	1	2	1				23	25
Criminal Mischief	2	5	2	1		2	4	4	2	4	12	7	4	4	1	45	54
Custody	1	3	3	3		5	5		5	5	3	8	10	14	16	74	81
Counterfeiting					1											1	1
Disabled Motor Vehicle	23	17	30	40	30	22	8	9	21	19	27	24	23	28	18	269	339
Disorderly Conduct	14	12	12	9	18	15	16	15	20	16	24	13	13	11	13	183	221
Dispute: Landlord/Tenant	1															0	1
Dispute: Other	37	35	45	44	50	36	31	45	45	56	50	43	51	32	37	520	637
Disturbance	19	18	14	10	10	7	10	24	10	4	7	12	13	9	10	126	177
Domestic	45	66	50	63	49	40	42	63	62	58	65	70	45	57	58	672	833
DUI	2	1				2		1						1		4	7
Duty to Warn	11	8	5	12	10	10	4	4	7	5	1	9	4	3	2	71	95
Escorts	53	36	40	51	48	30	28	46	51	35	37	41	45	40	53	505	634
Eviction			1		1					1						2	3
Evidence Control	1	1										1				1	3
Family/Child	11	5	11	3	9	9	11	9	9	8	6	2	8	8	11	93	120



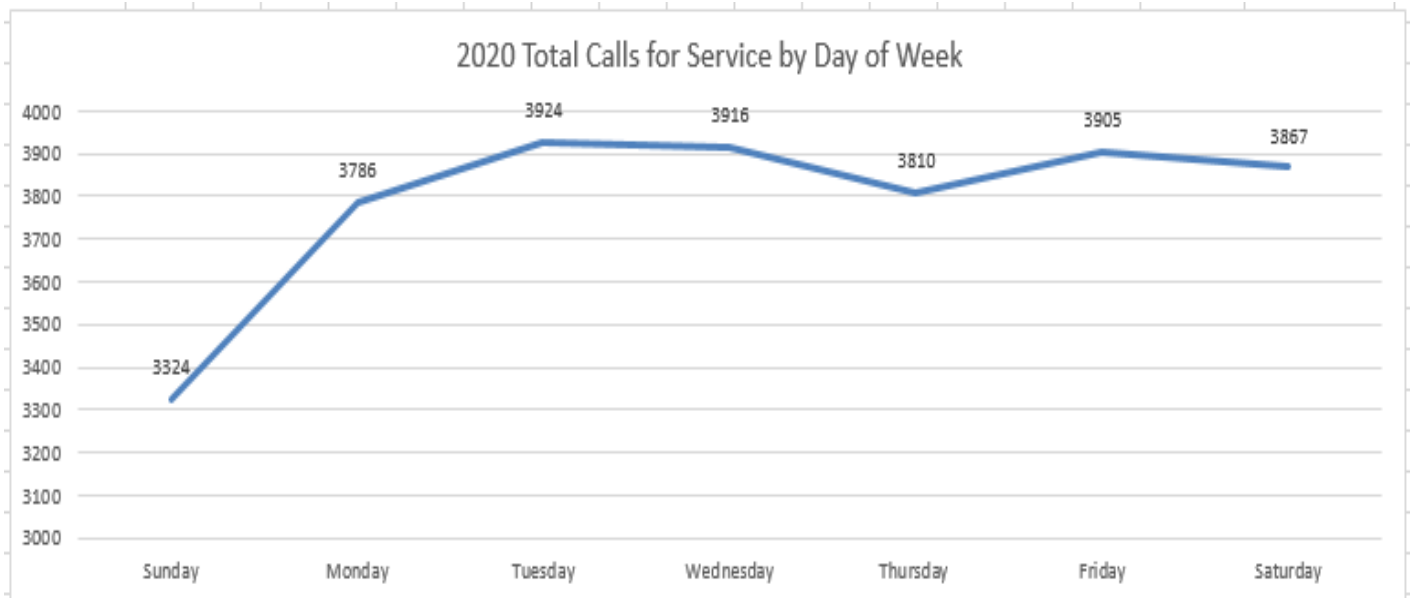
Fight	10	12	10	14	10	10	6	15	9	12	5	12	5	12	5	115	147
Fingerprinting	3	5	4	6	4				1	3	3	5	8	4	1	35	47
Fireworks		1						4	61	104	8	6	2	3		188	189
Fraud	12	7	7	8	11	10	15	12	16	17	19	15	16	14	16	169	195
General Radio Message	1															0	1
Gun Shots	7	10	9	14	3	10	6	19	17	9	7	7	19	14	7	132	158
Harassment	13	6	6	6	8	12	9	15	6	17	16	18	10	10	10	137	162
Hazards	4	3	11	3	7	5	7	14	51	11	37	7	12	20	16	190	208
Illegal Dumping	2	2	2	2	1	3		2	3	4		2	2	1		20	26
Injury: Employee					1		1		1	1		3	1	2	4	14	14
Juvenile Incident	21	11	6	11	12	16	9	5	10	12	6	5	8	11	12	117	155
Kidnapping/Abduction								4					1			5	5
Legal Process		2	1							1						1	4
Legal Question	2	1			1	1	2	1	2	57	1	1				66	69
Lewdness	2			1	1		1	3	3		1	1	1		1	13	15
Line Up	37	50	50	56	54	58	55	58	51		54	56	55	55	53	605	742
Lock Out: Motor Vehicle	5	10	2	6	13	4	4	6	8	4	8	10	12	10	4	89	106
Lock Out: Residence					1											1	1
Loitering	5	2	1	2	1		6	13	3	3	1	2	5	4	5	45	53
Missing Person	24	13	23	26	22	16	27	18	12	13	20	26	13	20	22	235	295
MVA: Hit & Run	10	13	17	19	10	15	6	5	15	13	17	14	10	17	16	157	197
MVA: Injuries	3	6	6	6	4	1	2	1	1	5	7	4	1	2	2	36	51
MVA: No Injuries	55	52	56	56	55	34	29	37	46	43	47	40	49	44	49	529	692
Narcotics/Drug Laws	16	4	3	4	3	5	3	7	8	4	6	9	6	1	2	58	81
Noise Complaint	23	24	29	17	12	41	43	88	72	86	90	77	56	48	40	670	746
Notification/Message Delivery	10	8	5	7	5	6	4	3	8	8	6	9	15	9	6	86	109
Open Property	12	5	13	9	12	8	4	7	10	5	5	1	5	6	4	76	106
Overdose/Poisoning													1			1	1
Parking Complaint	21	20	22	21	32	11	6	11	8	16	13	21	35	24	20	218	281
Pedestrian Stop	8	6	5	4	6	3	2	2	2	6	3	4	4	9	2	47	66
Permits								1				1	1		1	4	4
Phone Call: Request	7	9	18	20	16	14	14	27	25	30	23	26	29	27	24	275	309
Phone Calls: Annoying/Supicious	2	3	1				1	3		1	1		1	1	1	9	15
Police Info/Matter of Record	82	74	66	83	89	2	77	58	76	68	84	61	70	50	55	773	995
Police Investigation	8	2	2	6	4	1	2	3	3		1		1	2	4	27	39
Prisoner Transport						2		2	1	2	1	4	3	3	1	19	19
Project Lifesaver															1	1	1
Property: Check	134	159	154	179	118	220	288	557	237	200	267	194	268	525	258	3311	3758
Property: Damage	8	18	11	7	9	8	14	19	18	11	14	6	12	7	15	140	177
Property: Lost	7	4	11	18	6	9	7	11	3	3	3	14	6	9	8	97	119

Property: Lost	7	4	11	18	6	9	7	11	3	3	3	14	6	9	8	97	119
Property Recovered/Found	8	8	2	7	1	5	1	3	2	6	4	8	7	6	6	56	74
Public Assistance	14	9	13	6	8	7	10	5	6	10	8	4	8	5	11	88	124
Repossessed Vehicle	19	11	37	26	25	21	2	2	3	11	12	13	8	11	7	141	208
Restraining Order: Inquiry	1	1	2	2		2	2	2	2	3	3	1	1	2	3	23	27
Restraining Order: Service	9	9	9	17	12	5	4	7	6	9	13	13	7	11	17	121	148
Restraining Order: Violation	1	6	2	3	7	2	4	4	8	7	17	7	5	14	5	83	92
Road Detail							1	1	2		3		1	3	2	13	13
Robbery	1	2	1	2	1	3					1	3	4	1	2	17	21
Search Warrant	1				1				1				2			4	5
Sex Offender Registry	5	3	7	7	4		4	13	14	3	8	11	5	4	5	78	93
Sex Offense	7	2	7	4	5	4	1		3	1	7	5	3	6	3	42	58
Shooting						1	1	2		1		1	4			10	10
Shift Line Up	5															0	5
Shoplifting	3	5	2	2	5	2	2	3		5		4	9	2		34	44
Sick Out													1			1	1
Soliciting		2	1	4	2	4	1	2	4	7	6	4	3	3	3	43	46
Special Assignment						1			1					1		3	3
Special Investigation	2															0	2
Stabbing													1			1	1
Stalking	1								1		1					2	3
Suicide/ Attempts				1	1	1		1			2		1	1	1	9	9
Summons	1			1				1			1			1		4	5
Suspicious: Activity	33	41	32	30	23	41	25	31	31	29	25	27	23	27	18	330	436
Suspicious: Package/Letter	1	2		2			2		1	1	2					8	11
Suspicious: Person	28	26	27	27	15	17	8	19	22	16	11	15	17	17	20	204	285
Suspicious: Vehicle	33	43	41	34	49	40	21	32	25	24	22	25	27	29	27	355	472
Theft	21	26	34	21	23	16	11		12	24	27	23	13	14	26	210	291
Threats	8	11	12	17	14	7	10		9	13	16	9	11	5	12	123	154
Township Ordinance Violation	11	2		18	41	31	9		2	2	3		3	6	5	120	133
Traffic Complaint	23	19	24	15	13	16	12	22	14	6	25	13	14	8	4	162	228
Traffic Enforcement	34	19	8	8	2	2		23	6	15	6	1	34	47		144	205
Traffic Hazard			1													0	1
Traffic Stop	233	317	331	516	361	183	10	37	22	36	84	134	280	331	247	2241	3122
Transport	3	6	7	1	5		3		3	1			3			16	32
Trespassing	12	14	10	12	27	22	20	11	7	5	14	10	16	11	5	160	196
Truancy					1							1				2	2
Unstable Person/ EDP/ SCIP	4	3	1	2	3	3		5	2	1	1	2	2		4	25	33
Utilities	2	2	6	2	8	4	10	3	9	5	9	4	4	5		63	73
Vehicle: Impound	6	1	5	12	9	6			1				1	4	3	36	48
Vehicle: Recovered	3	2		1	1			1	1	2	3			2	1	12	17
Vehicle: Theft	5	14	9	7	9	6	3	5	2	7	9	3	3	6	7	67	95
Wanted Person	1	3	4		1							2			1	4	12
Warrant: Service/Attempts	13	11	20	15	15	9	8	8	4	8	15	11	14	10	10	127	171
Weapons	1	4	4	9	2		1	2	4	5	3		1		2	29	38
Well Being Check	37	39	51	53	53	51	67	58	73	58	59	60	71	57	50	710	837
<b>TOTAL</b>	<b>2208</b>	<b>2199</b>	<b>2215</b>	<b>2535</b>	<b>2261</b>	<b>1926</b>	<b>1737</b>	<b>2259</b>	<b>2180</b>	<b>2159</b>	<b>2371</b>	<b>2078</b>	<b>2251</b>	<b>2550</b>	<b>2157</b>	<b>26464</b>	<b>33086</b>



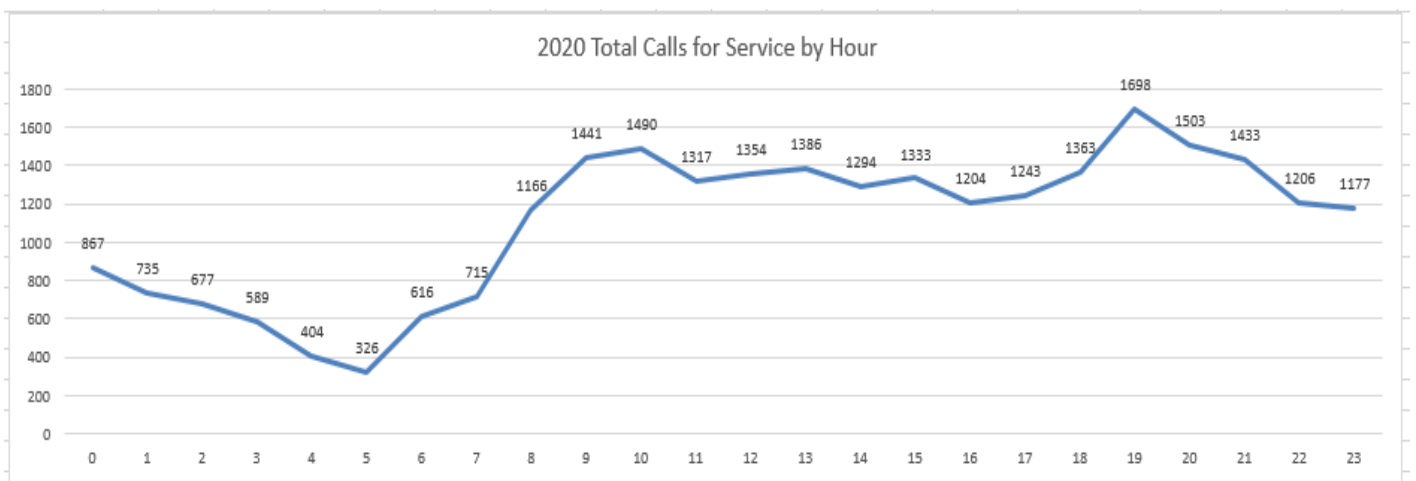
## Calls for Service by Day of the Week

DOW	2019			2020												2020	Total Oct 19 - Dec 20
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec		
Sunday	207	247	265	235	269	267	195	379	272	247	359	239	242	384	236	3324	4043
Monday	274	309	348	310	342	328	260	289	343	284	374	265	276	436	279	3786	4717
Tuesday	377	292	355	321	346	329	248	318	361	258	360	362	275	344	402	3924	4948
Wednesday	397	281	297	439	281	242	300	283	357	327	325	384	292	369	317	3916	4891
Thursday	395	296	286	450	301	278	301	293	285	340	276	265	376	321	324	3810	4787
Friday	302	410	375	472	336	271	229	367	302	379	277	277	358	337	300	3905	4992
Saturday	256	366	289	279	394	248	204	379	260	324	403	286	432	359	299	3867	4778
<b>TOTAL</b>	<b>2208</b>	<b>2201</b>	<b>2215</b>	<b>2506</b>	<b>2269</b>	<b>1963</b>	<b>1737</b>	<b>2308</b>	<b>2180</b>	<b>2159</b>	<b>2374</b>	<b>2078</b>	<b>2251</b>	<b>2550</b>	<b>2157</b>	<b>26532</b>	<b>33156</b>



## Calls for Service by Hour of the Day

Hour	2019			2020												2020	Total Oct 19 - Dec 20
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec		
0	61	51	93	58	70	57	50	94	87	82	90	65	60	96	58	867	1072
1	54	50	69	48	74	41	42	91	66	69	60	45	51	80	68	735	908
2	57	33	63	59	52	43	34	92	53	59	61	41	59	78	46	677	830
3	45	35	33	47	54	50	31	74	30	44	54	39	45	77	44	589	702
4	31	29	30	47	34	27	17	41	28	35	29	36	37	39	34	404	494
5	16	28	32	23	43	32	25	22	27	35	31	19	22	26	21	326	402
6	47	57	57	67	58	39	46	42	52	71	41	57	53	46	44	616	777
7	68	65	65	77	71	65	62	46	43	50	56	54	50	72	69	715	913
8	106	94	82	121	98	85	76	78	80	64	93	119	116	133	103	1166	1448
9	137	116	122	145	143	107	89	87	107	93	124	109	152	151	134	1441	1816
10	133	121	112	154	118	112	107	108	111	103	145	119	145	140	128	1490	1856
11	109	107	103	130	144	92	95	81	101	103	122	93	128	115	113	1317	1636
12	109	122	120	112	131	113	73	110	107	102	132	118	125	121	110	1354	1705
13	95	113	100	130	108	112	91	107	148	108	132	105	117	120	108	1386	1694
14	114	102	115	124	116	98	99	96	100	84	127	98	116	124	112	1294	1625
15	117	99	90	117	146	104	91	108	108	90	122	109	111	122	105	1333	1639
16	121	103	96	116	98	90	82	97	101	96	126	84	112	101	101	1204	1524
17	102	116	124	159	105	81	84	109	111	87	101	99	110	98	99	1243	1585
18	151	134	144	148	97	121	101	107	106	107	124	135	112	107	98	1363	1792
19	138	160	103	165	119	132	115	176	143	137	143	134	142	162	130	1698	2099
20	126	138	125	140	125	99	94	144	124	149	130	124	113	149	112	1503	1892
21	124	121	131	140	102	101	92	141	133	176	111	103	88	135	111	1433	1809
22	81	115	105	85	89	85	73	115	107	132	104	93	102	126	95	1206	1507
23	66	92	101	94	74	82	68	142	107	83	116	80	85	132	114	1177	1436
<b>TOTAL</b>	<b>2208</b>	<b>2201</b>	<b>2215</b>	<b>2506</b>	<b>2269</b>	<b>1968</b>	<b>1737</b>	<b>2308</b>	<b>2180</b>	<b>2159</b>	<b>2374</b>	<b>2078</b>	<b>2251</b>	<b>2550</b>	<b>2157</b>	<b>26537</b>	<b>33161</b>



## Community Engagement 2020 Events

### Cumulative Community Engagement Events in 2020

Date	Location	Name of Event	Total of Attendees	Time	Audience
1/1/2020	JFK Center	Council Reorganization	200	1000-1230	General
1/13/2020	Municipal Building	Op. Pedestrian Decoy	60 contacts	0830-1230	General
1/13/2020	Willingboro Library	Story with a Cop	2	1830-2030	Youth
1/27/2020	Levitt Middle School	*L.E.A.D	100	0730-1000	Youth
1/28/2020	Pope John School	Farewell Social	75	0900-1200	Youth
1/28/2020	Westampton Emerg. Bldg	*BCYPS	100	0900-1230	General
1/28/2020	Kennedy Center	Concerned Citizen's of Buck Park	25	0730-2100	General
1/29/2020	Kennedy Center	W'boro Neighborhood Watch	25	0700-2100	General
1/31/2020	Willingboro High School	Family Game Night	100	1830-2100	Youth
2/3/2020	Willingboro Police Department	Chaplain Meeting	5	1900-2030	General
2/3/2020	173 Millbrook Drive	Youth Outreach	5	1700-1800	Youth
2/4/2020	Willingboro Library	Story with a Cop	0	1830-1930	Youth
2/5/2020	Levitt Middle School	L.E.A.D	100	0730-1000	Youth
2/6/2020	Al-Nasr Mosque	100 Anniversary Celebration	45	1200-1400	General
2/7/2020	Levitt Middle School	L.E.A.D	100	0730-1000	Youth
2/8/2020	Willingboro Police Department	Operation Pedestrian Decoy	20	0830-0930	General
2/9/2020	Kennedy Center	Concerned Citiz. Buckingham	15	1930-2045	General
2/10/2020	Kennedy Center	Coat Distribution	50	1800-2000	General
2/11/2020	Levitt Middle School	L.E.A.D	100	0730-1000	Youth
2/12/2020	Kennedy Center	Coat Distribution	75	0900-1700	General
3/2/2020	Hawthorne School	Read Across America	70	1000-1200	Youth
3/2/2020	Twin Hills School	Read Across America	70	1000-1200	Youth
3/3/2020	Willingboro Public Library	Coat Drive Distribution	87	1030-1330	General
3/4/2020	Garfield East School	Read Across America	50	1000-1100	Youth
3/4/2020	J.C Stuart	Read Across America	75	1130-1300	Youth
3/5/2020	Memorial Junior High School	Parent/Child Meeting	6	0830-1000	Youth
3/6/2020	Levitt Middle School	L.E.A.D	100	0730-1000	Youth
3/7/2020	Merion Caters	Zeta Beta Awards Luncheon	500	1100-1500	General
3/12/2020	Levitt Middle School	L.E.A.D	100	0830-1100	Youth
3/14/2020	Willingboro Township PD	Ride Along	2	1800-2000	Youth
4/7/2020	Al-Nasr Mosque/500 Bridge St.	Food Pantry	200	1100-1230	General
4/11/2020	Birchwood Lane	Drive by Procession	30	1300-1400	General
4/20/2020	Doreatha Campbell/55 Sunset Rd.	Campbell Food Project	100	1000-1900	General

4/21/2020	Al-Nasr Mosque/500 Bridge St.	Food Pantry	300	1100-1230	General
4/23/2020	Doreatha Campbell/55 Sunset Rd.	Food Delivery	100	1400-1700	General
4/27/2020	Commissioned Church/200 Sunset	Food Pantry	70	1100-1600	General
4/28/2020	Commissioned Church/200 Sunset	Food Pantry	70	1000-1300	General
4/29/2020	Mays Funeral Home/45 Pine St.	Drive by Procession	350	1200-1330	General
5/2/2020	100 Lawrence St.	Burlington City PD Food Pantry	300	1000-1300	General
5/3/2020	WPD/1 Dr. Rev. MLK Drive	Birthday Video	10	N/A	Youth
5/5/2020	Al-Nasr Mosque/500 Bridge St.	Food Pantry	250	1100-1230	General
5/9/2020	Al-Nasr Mosque (Virtual Zoom)	Centennial Interfaith Iftar	30	1900-2000	General
5/11/2020	Commissioned Church/200 Sunset	Food Pantry Prep	10	1000-1400	General
5/12/2020	Commissioned Church/200 Sunset	Food Pantry	200	1000-1300	General
5/16/2020	100 Lawrence St.	Burlington City PD Food Pantry	300	1000-1300	General
5/19/2020	Al-Nasr Mosque/500 Bridge St.	Food Pantry	250	1100-1600	General
6/2/2020	Al-Nasr Mosque/500 Bridge St.	Food Pantry	300	1100-1230	General
06/42020	Harrington Circle	Drive-by Birthday	20	1500-1530	General
6/6/020	Burl. City/100 Lawrence St.	Food Pantry	50	1000-1330	General
6/11/2020	1 Rev. Dr. MLK Jr. Dr.	Zoom Meeting w/Youth Advisory	30	1730-2000	Youth
6/12/2020	4 Pennypacker Drive	Anti-Gun Violence Carvan	40	1730-1930	General
6/15/2020	Glenview Lane	Remission Celebration	10	---	Youth
6/16/2020	Al-Nasr Mosque/500 Bridge St.	Food Pantry	300	1100-1230	General
6/18/2020	1 Rev. Dr. MLK Jr. Dr.	Visit w/Mayor Worthy	5	1600-2000	Youth
6/18/2020	Commissioned 2 Serve/200 Sunset	Food Pantry	80	1000-1430	General
6/19/2020	451 Vansciver Parkway	8th Grade Graduation	300	1800-2000	Youth
6/20/2020	Bur. Coty/100 Lawrence St.	Food Pantry	40	1000-1330	General
6/21/2020	Endwell Lane	Graduation Drive-by	25	1500-1545	Youth
6/21/2020	Chirst Church/11 South JFK Way	Peacewalk	50	1300-1530	General
6/23/2020	WHS/20 JFK Way	12 Grade Graduation	300	1800-2000	Youth
6/25/2020	Commsioned 2 Serve/200 Sunset	Food Pantry	80	1600-2000	General
6/30/2020	Al-Nasr Mosque/500 Bridge St.	Food Pantry	300	1100-1230	General
7/7/2020	Al-Nasr Mosque/500 Bridge St.	Food Pantry	300	1100-1230	General
7/16/2020	Commissioned 2 Serve/200 Sunset	Food Pantry	80	1600-1830	General
7/18/2020	Burl. City/100 Lawrence St.	Food Pantry	50	0900-1330	General
7/21/2020	Al-Nasr Mosque/500 Bridge St.	Food Pantry	300	1100-1230	General
7/23/2020	Zoom Meeting	Faith in Action No Cap	30	1900-2130	Youth





Police Survey



# Willingboro Township Police Department



## 2020 Community Survey



# Executive Summary

During the summer of 2020, the Willingboro Township Police Department released our first community survey about crime and policing in Willingboro. The survey was designed to evaluate the quality of police services in our town. Respondents were asked a variety of questions related to satisfaction with the department including community engagement, officer visibility, and perception of safety. Overall, 356 individuals completed the survey. Their responses are shared in this report at a group level. The Willingboro Township Police Department appreciates the time each respondent took to provide open and honest recommendations on how we can improve the services we provide. This is one of many steps we have been and will be taking in an effort to partner with the community to make more informed decisions moving forward.



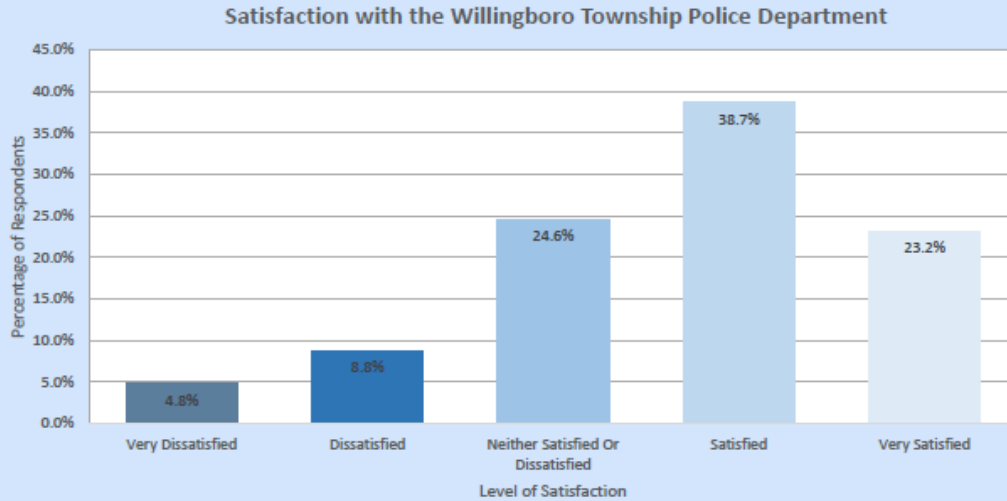
## Summary of Findings:

- When asked how satisfied they are with our police department overall, 62% of respondents stated they were satisfied compared to only 13.6% who stated they were dissatisfied.
- The vast majority (over 72%) agreed that our officers are reliable and respond quickly to emergency calls.
- While respondents said they often see our officers driving through on patrol and making traffic stops, 77.6% stated that they have never seen one of our officers on foot patrol.
- Over 70% of respondents expressed that they felt safe or very safe in their homes, neighborhoods, and in businesses located in Willingboro. However, respondents reported feeling slightly less safe in Willingboro's public parks.
- Slightly more respondents perceived that crime in Willingboro was increasing (32.9%) compared to decreasing (28.5%), but the most popular answer was that crime was remaining the same (38.6%).
- The three biggest issues in Willingboro identified by respondents were burglary (20%), homicide/shootings (18.7%), and narcotics (18.6%).
- When asked to provide recommendations on how the Willingboro Township Police Department can improve, the most common feedback related to increasing visibility and/or having more officers (32.3%), offering more community engagement opportunities (30.1%), and heightened traffic enforcement (14.7%).

# Survey Feedback

## In general, how satisfied are you with the Willingboro Township Police Department?

Overall, the majority (62%) of respondents reported that they were satisfied or very satisfied with our police department. Only 13.6% expressed dissatisfaction.



## To what extent does the Willingboro Township Police Department: work to develop relationships with community members, communicate regularly with community members, make it easy for community members to provide input, and show concern for community members?

The responses to each of our community engagement questions were generally positive. When respondents were asked how much officers engaged in the aforementioned activities, the highest selected answer options were somewhat (25%) or a lot (39%).

	Not at All	A Little	Somewhat	A Lot	To A Great Extent
work to develop relationships with community members	11.8%	16.9%	27.2%	29.6%	14.5%
communicate regularly with community members	14%	20.3%	28%	26.6%	11%
make it easy for community members to provide input	14.9%	19.1%	27.8%	25.4%	12.9%
show concern for community members	9%	18.2%	24%	29%	19.7%

**Please indicate whether you agree or disagree with the following statements about Willingboro Township police officers.**

In general, the responses to statements about officers being visible, being reliable, being knowledgeable, and responding quickly were positive. The vast majority (over 72%) agreed or strongly agreed that officers are reliable and respond quickly to emergency calls. Slightly more than half (55.2%) of respondents agreed or strongly agreed that officers are visible on the streets, an issue that will be discussed later in this report. Lastly, about half of respondents (49.4%) agreed or strongly agreed that officers were knowledgeable about issues that concerned them.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Not Applicable
Willingboro Township police officers are visible on the streets.	10.2%	15.9%	17%	35.4%	19.8%	1.7%
Willingboro Township police officers are reliable when you need them.	2.8%	5.1%	16.1%	36.9%	35.2%	3.9%
Willingboro Township police officers respond quickly to emergency calls.	2.3%	5.4%	13.8%	36.1%	36.3%	6.2%
Willingboro Township police officers are knowledgeable about issues that concern you.	4.6%	10.6%	28%	28.3%	21.1%	7.4%

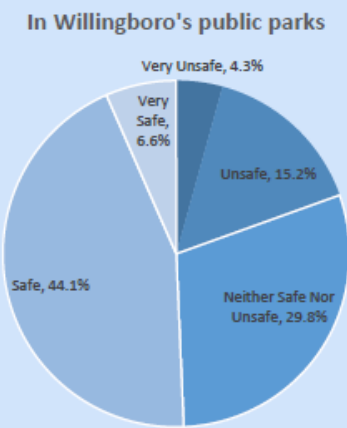
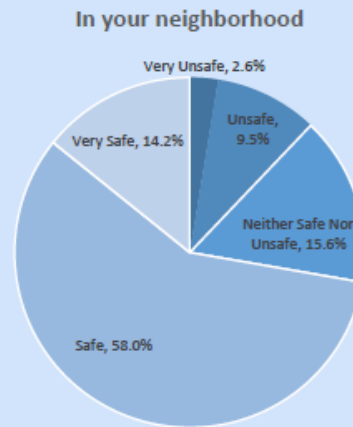
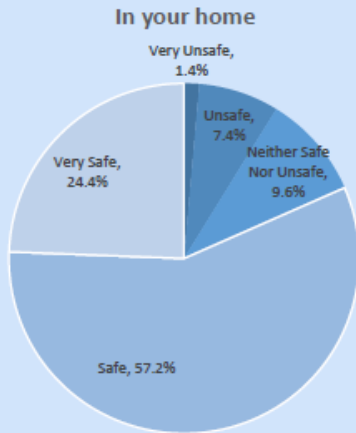
**How often do you see Willingboro Township police officers engage in the following activities: drive through on patrol, walk or stand on foot patrol, have a friendly conversation with people, make a traffic stop, and arrest someone?**

The activities respondents reported seeing officers engage in the most often were driving through on patrol and making a traffic stop. Activities respondents stated they less frequently see officers engage in were having a friendly conversation with people and conducting foot patrol, both of which will be discussed later in this report.

	Daily	Weekly	Monthly	Once every 6 months	Once a year	Never
Drive through on patrol	28.7%	23.8%	22.3%	12.8%	3.2%	9.3%
Walk or stand on foot patrol	1.8%	4.4%	5.8%	6.1%	4.4%	77.6%
Have a friendly conversation with people	6.3%	15%	18.3%	12.3%	7.5%	40.5%
Make a traffic stop	15.7%	22.6%	28.8%	17.5%	4.8%	10.7%
Arrest someone	4.3%	9.5%	12.6%	12.9%	10.4%	50.3%

**In general, how safe do you feel: in your home, in your neighborhood, in Willingboro’s public parks, and in businesses located in Willingboro?**

Over 70% of respondents reported feeling safe or very safe in their homes, neighborhoods, and in businesses located in Willingboro. Respondents felt slightly less safe in Willingboro’s public parks.



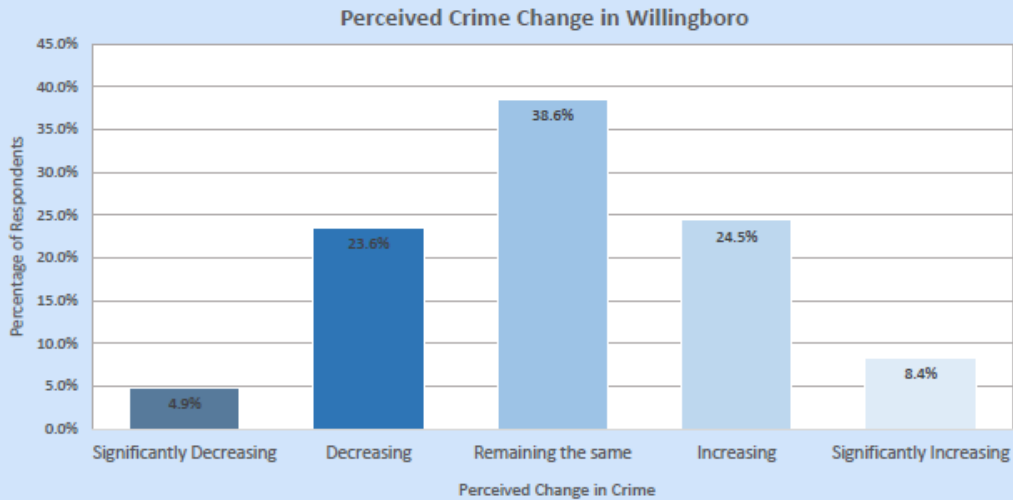
**Please indicate how likely you would be to: report dangerous or suspicious activities, report a crime, and provide information to help solve a crime.**

Respondents reported that they would be very likely to report dangerous or suspicious activities (70.1%), report a crime (74%), and provide information to help solve a crime (70.3%) to the Willingboro Township Police Department.

	Very Unlikely	Somewhat Unlikely	Neither Likely Nor Unlikely	Somewhat Likely	Very Likely
Report dangerous or suspicious activities to the Willingboro Township Police Department	5.6%	2.3%	2.3%	19.7%	70.1%
Report a crime to the Willingboro Township Police Department	4.2%	2.8%	2.5%	16.3%	74%
Provide the Willingboro Township Police Department with information to help solve a crime	4.5%	3.4%	4.3%	17.6%	70.3%

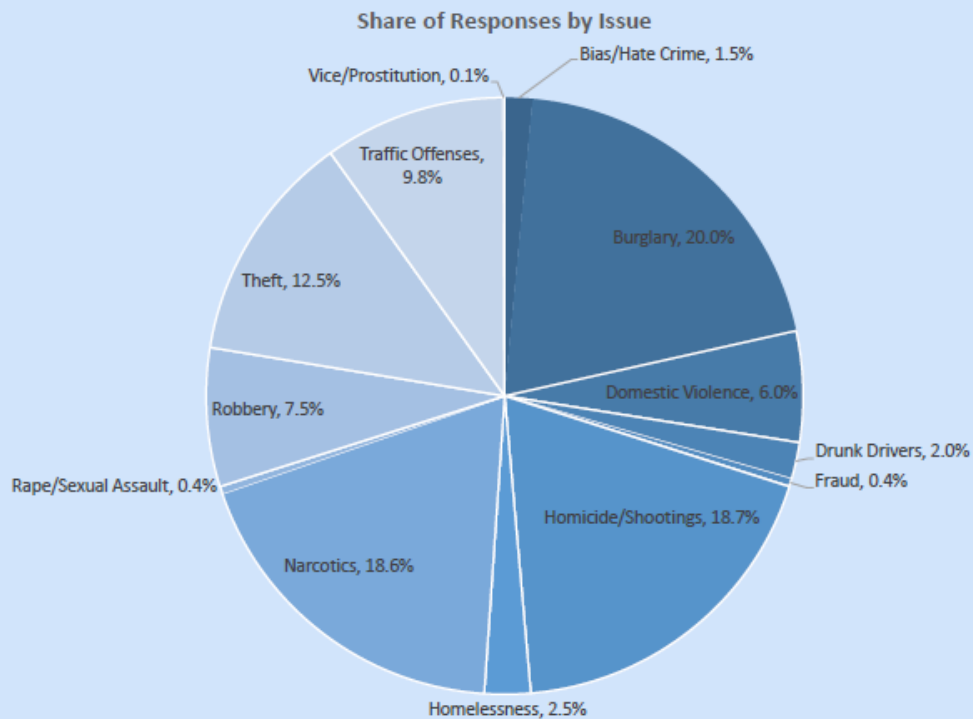
**I believe crime in Willingboro is: significantly decreasing, decreasing, remaining the same, increasing, or significantly increasing.**

Responses to this question were mixed. Slightly more respondents perceived that crime was increasing (32.9%) compared to decreasing (28.5%), but the most popular answer was that crime was remaining the same (38.6%).



**Please select three (3) issues you think are the greatest problems in Willingboro.**

The three issues respondents identified as being the greatest problems in Willingboro were burglary (20%), homicide/shootings (18.7%), and narcotics (18.6%). The issues of least concern were vice/prostitution (.1%), rape/sexual assault (.4%), and fraud (.4%).

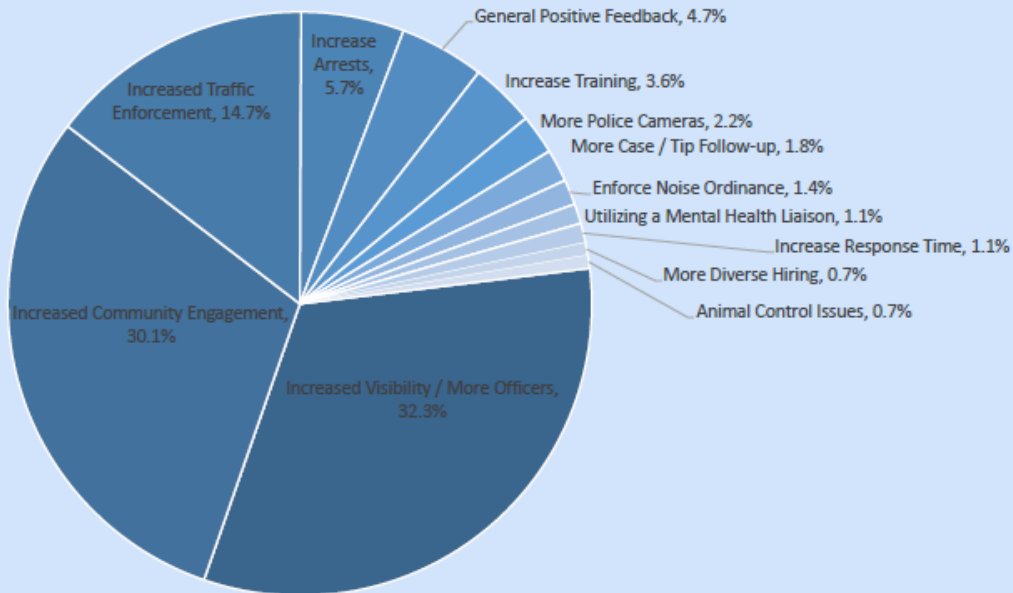


**Please provide recommendations for any change you would like to see in the Willingboro Township Police Department.**

Of the 356 survey respondents, 207 completed this open-ended question, making 279 recommendations. Respondent recommendations were then coded into 13 distinct categories. The most common feedback received was the request more visibility and/or more officers (32.3%). Responses in this category centered around requests to see officers on respondents' streets more often, some particularly asked for officers to conduct foot patrol. The second most common feedback was for more community engagement (30.1%). Respondents requested more frequent contact with officers both for themselves and for youth in the community. Within this category, respondents also requested more updates on crime through social media and press releases. The third most common category, which accounted for 14.7% of responses, was for increased traffic enforcement. Half of these responses were related to addressing speeding. Some of the less common recommendations were to utilize a mental health liaison (1.1%), increase response time to calls (1.1%), have more diverse hiring (.7%), and to address issues related to animal control (.7%).

Category	Category Total	Percent of Responses
Increased Visibility / More Officers	90	32.3%
• Foot Patrol	12	
• Bike Patrol	9	
Increased Community Engagement	84	30.1%
• Youth	16	
• Social Media / Press Releases	14	
• Park / Street Assignments	3	
Increased Traffic Enforcement	41	14.7%
• Speeding	21	
• Parking	8	
• ATV	5	
Increase Arrests	16	5.7%
General Positive Feedback	13	4.7%
Increase Training	10	3.6%
More Police Cameras	6	2.2%
More Case / Tip Follow-up	5	1.8%
Enforce Noise Ordinance	4	1.4%
Utilizing a Mental Health Liaison	3	1.1%
Increase Response Time	3	1.1%
More Diverse Hiring	2	.7%
Animal Control Issues	2	.7%

Percent of Responses by Category

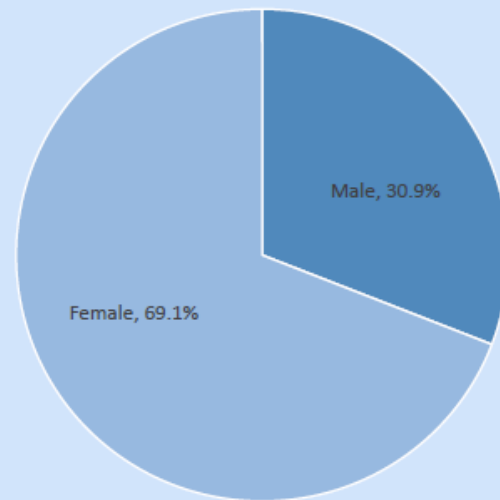


# Demographics

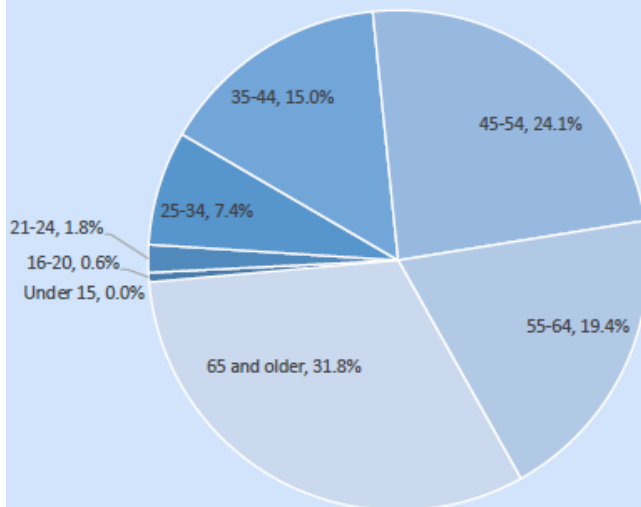
## What is your gender?

69.1% of respondents identified as female and 30.9% identified as male. No respondents self-identified as another gender identity in the open-ended answer option.

Gender Identity of Respondents



Age of Respondents



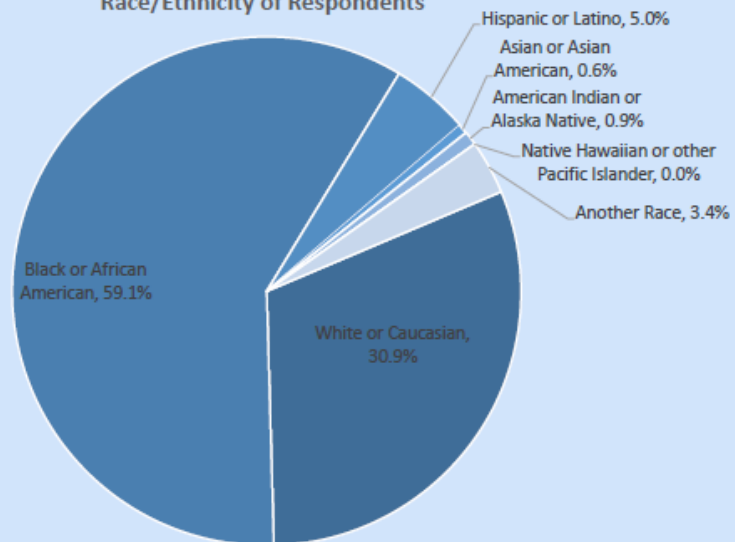
## What is your age?

The majority (75.3%) of respondents were 45 and over. More specifically, those 65 and older accounted for 31.8% of respondents, the largest of any age group.

Race/Ethnicity of Respondents

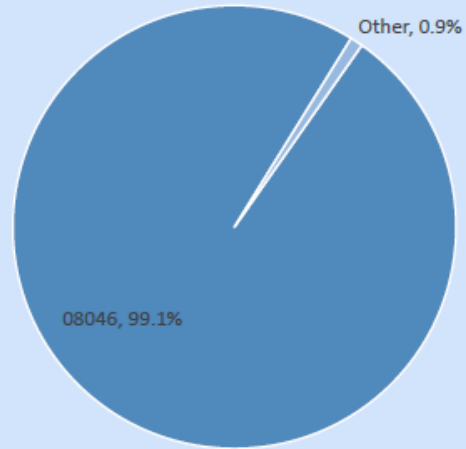
## What is your race/ethnicity?

Most respondents (59.1%) identified as being Black or African American. The second most common race/ethnicity was White or Caucasian (31%).





Respondents' Zip Code



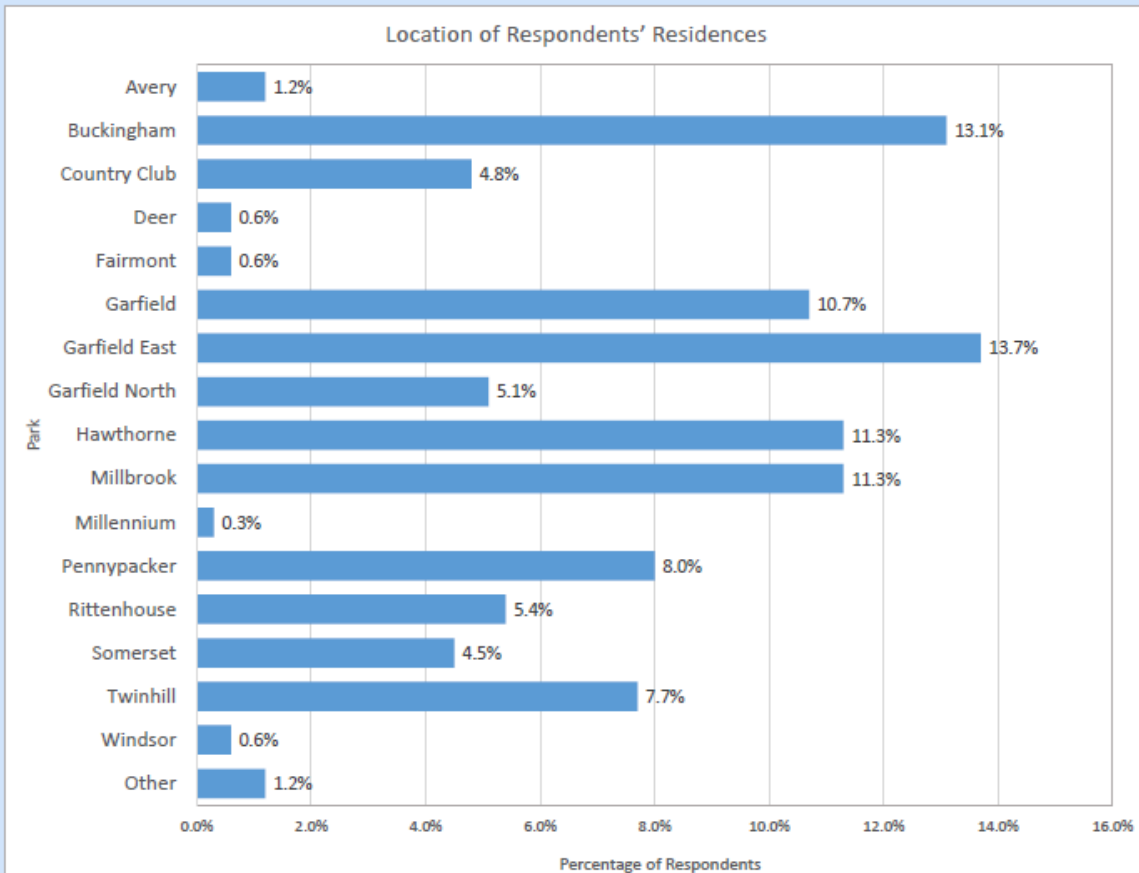
**What is your zip code?**

Almost all (99.1%) of the responses to this question were 08046, Willingboro's zip code.

**If you are a Willingboro resident in which park do you reside?**

The parks with the most amount of responses were Garfield East (13.7%), Buckingham (13.1%), Hawthorne (11.3%), Millbrook (11.3%), and Garfield (10.7%).

Location of Respondents' Residences



## WPD Animal Control Service

	January	February	March	April	May	June	July	August	September	October	November	December	Total 2020	Percentage of Calls
+														
Beverly	3	1	5	4	0	1	1	2	1	0	1	0	19	1%
Burlington City	7	3	5	7	4	13	7	3	1	0	2	0	52	4%
Cinnaminson	6	9	8	7	10	12	6	8	2	3	3	9	83	6%
Delanco	2	4	2	5	3	4	2	0	0	0	2	4	28	2%
Maple Shade	7	6	9	7	9	7	10	6	2	7	6	4	80	6%
Mt. Laurel	36	17	24	22	15	24	10	11	3	6	8	10	186	14%
Palmyra	6	6	7	2	9	5	6	3	1	1	0	0	46	3%
Willingboro	116	78	100	97	56	92	46	35	24	45	38	54	781	59%
Westampton	7	5	5	5	5	9	3	1	3	0	2	3	48	4%
													Total	1323

## WPD Animal Control Contracts

	2014	2015	2016	2017	2018	2019	2020
Beverly	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Burlington City	N/A	N/A	N/A	N/A	\$14,000	\$14,000	\$14,000
Cinnaminson	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Delanco	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
Maple Shade							\$15,500
Mt. Laurel	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Palmyra	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000
Willingboro							
Westampton	\$15,000	\$12,000	N/A	N/A	N/A	N/A	\$15,000
<b>Total:</b>	<b>\$87,000</b>	<b>\$84,000</b>	<b>\$72,000</b>	<b>\$72,000</b>	<b>\$86,000</b>	<b>\$86,000</b>	<b>\$116,500</b>

## Community Engagement Unit 2021 Calendar of Events

### January 2021

Saturday 1/9	Kennedy Center track	10:00 am	Walk a Mile in My Shoes
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### February 2021

Saturday 2/13	Kennedy Center track	10:00 am	Walk a Mile in My Shoes
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### March 2021

Saturday 3/13	Kennedy Center track	10:00 am	Walk a Mile in My Shoes
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### April 2021

Saturday 4/10	Kennedy Center track	10:00 am	Walk a Mile in My Shoes
Saturday 4/17	Willingboro Police Department	09:00 am- 12:00 pm	Citizen Police Academy/Class #1
Saturday 4/24	Willingboro Police Department	09:00 am-12:00 pm	Citizen Police Academy/Class #2

\*Citizen Police Academy begins on 4/17 and will run every Saturday and will conclude on June 5th. Attendees must preregister.

### May 2021

Saturday 5/1	Willingboro Police Department	9:00 am-12:00 pm	Citizen Police Academy/Class #3
Saturday 5/8	Willingboro Police Department	09:00 am-12:00 pm	Citizen Police Academy/Class #4
Saturday 5/8	Kennedy Center track	10:00 am	Walk a Mile in My Shoes
Saturday 5/15	Willingboro Police Department	9:00 am -12:00 pm	Citizen Police Academy/Class #5
Saturday 5/22	Willingboro Police Department	09:00 am-12:00 pm	Citizen Police Academy/Class #6

Saturday 5/29	Willingboro Police Department	09:00 am-12:00 pm	Citizen Police Academy/Class #7
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### June 2021

Saturday 6/5	Willingboro Police Department	09:00 am-12:00 pm	Citizen Police Academy/Class #8
Saturday 6/12	Kennedy Center track	10:00 am	Walk a Mile in My Shoes

### July 2021

Saturday 7/10	Kennedy Center	10:00 am	Walk a Mile in My Shoes
Saturday 7/10 Rain date *7/17	Willingboro Police Department (across from the Municipal Complex)	2:00 pm-3:00 pm	Kona With a Cop
July 12 <sup>th</sup> -July 30 <sup>th</sup>	Kennedy Center	M-F 8:00 -4:00 pm	Youth Police Academy

### August 2021

Monday 8/2	Millcreek Park	6:00 pm - 8:00 pm	National Night Out
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### September 2021

Saturday 9/11	Kennedy Center track	10:00 am	Walk a Mile in My Shoes
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### October 2021

Saturday 10/9	Kennedy Center track	10:00 am	Walk a Mile in My Shoes
Saturday 10/9 Rain date *10/17	Kennedy Center (front parking lot)	1:00 pm-3:00 pm	Bicycle Rodeo

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**November 2021**

<b>Saturday 11/13</b>	<b>Kennedy Center track</b>	<b>10:00 am</b>	<b>Walk a Mile in My Shoes</b>
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**December 2021**

<b>Saturday 12/11</b>	<b>Kennedy Center track</b>	<b>10:00 am</b>	<b>Walk a Mile in My Shoes</b>
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### Fire & EMS Total Response Report

TOTAL RESPONSE REPORT	FIRE MONTHLY TOTAL	EMS (Patient Reports) MONTHLY TOTAL
JANUARY	111	343
FEBRUARY	85	343
MARCH	89	295
APRIL	114	298
MAY	78	283
JUNE	182	299
JULY	117	282
AUGUST	189	282
SEPTEMBER	97	266
OCTOBER	131	226
NOVEMBER	105	250
DECEMBER	93	290
<b>TOTAL YEAR TO DATE</b>	<b>1391</b>	<b>3457</b>

## Fire & EMS Billing Service Report

<b>MONTH</b>	<b>EMS NET PAYMENT RECEIVED TOTAL</b>	<b>BILLING SERVICE MONTHLY FEE TOTAL</b>
<b>JANUARY</b>	<b>\$51,311.81</b>	<b>\$1,996.03</b>
<b>FEBRUARY</b>	<b>\$46,132.50</b>	<b>\$1,794.55</b>
<b>MARCH</b>	<b>\$64,507.14</b>	<b>\$2,509.32</b>
<b>APRIL</b>	<b>\$58,609.92</b>	<b>\$2,279.93</b>
<b>APRIL - CARES PROVIDER RELIEF FUND DEPOSIT</b>	<b>\$16,802.34</b>	
<b>MAY</b>	<b>\$42,934.65</b>	<b>\$1,670.16</b>
<b>JUNE</b>	<b>\$52,726.13</b>	<b>\$2,051.05</b>
<b>JULY</b>	<b>\$65,839.53</b>	<b>\$2,561.16</b>
<b>AUGUST</b>	<b>\$49,620.50</b>	<b>\$1,930.24</b>
<b>SEPTEMBER</b>	<b>\$44,663.60</b>	<b>\$1,737.41</b>
<b>OCTOBER</b>	<b>\$50,675.26</b>	<b>\$1,971.27</b>
<b>NOVEMBER</b>	<b>\$35,273.10</b>	<b>\$1,372.12</b>
<b>DECEMBER</b>	<b>\$41,000.65</b>	<b>\$1,594.93</b>
<b>TOTAL YEAR TO DATE</b>	<b>\$620,097.13</b>	<b>\$23,468.17</b>

## Inspections and U.C.C. Revenues

Preliminary Year End Revenue Totals as of 12/8/2020

### UCC Activity

(Permits/CCO/Elevators/Penalties/Variances) \$ 449,127.00

### Housing Activity

(Resales/Rentals/COC) \$ 173,820.00

### Zoning Activity

(Fences/Sheds/Dumpsters/VPR/Trees/Signs/Special Events/Flatwork) \$ 122,595.00

**Total Revenue as of 12/8/2020 \$ 745,542.00**



# Recreation Program Participation

## 2020 Recreation & Parks Enrollment/Participation Numbers

Programs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr. End Totals
African Dance	1	1	3										5
Basketball League	26	42	21										89
Basketball Open Gym											16		16
Boxing	7	0	14							11	7		39
Fitness Center	0		87							30	42		159
Golf (Outside)							4	5	3		6		18
Line Dancing	33	94	68										195
Music Lessons			1										1
Pickleball			1,650							2	173		1825
Spin	5		10								0		15
Step Aerobics	14	24	19									0	57
Tennis - Lessons & Tournaments							13	20	25				58
Tennis - On-court play (season, daily pass players)							238	217	45				500
Wrestling			34							2	8		44
Yoga			8							0	0		8
<b>Special Events</b>													
Black History Month Celebration (Feb)		128											128
Community Yard Sale(Outside) - VENDORS - (Sep)									23				23
Dr. Suess Day (Mar)			35										35
Open Mic Night - Anniversary (Nov)										0	65		65
Paint N Sip (Dec)												17	17
Township Holiday Give Back - BAGS DONATED - (Dec)												25	25
Trunk O Treat (Oct.)										500			500
Virtual Jazz Festival - VIEWED - (Sep)									3,300				3300
<b>TOTALS</b>	<b>86</b>	<b>289</b>	<b>1950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255</b>	<b>242</b>	<b>3396</b>	<b>545</b>	<b>317</b>	<b>42</b>	<b>7122</b>

COVID Restrictions - Bldg closed/closed to public

## Recreation Program Revenues

PROGRAM	INCOME	S/W (non- contractual)	EXPENSES	PROFIT/LOSS
African Dance	\$ 312.00		\$ 249.60	\$ 62.40
Aquatics - Lessons/Exercise	\$ -	\$ -	\$ -	\$ -
Aquatics - Daily Passes	\$ -	\$ -	\$ -	\$ -
Aquatics - Seasonal Passes	\$ -	\$ -	\$ -	\$ -
Aquatics - Rentals	\$ -	\$ -	\$ -	\$ -
Banquet Hall & LRC Rentals	\$ 11,610.00		\$ 1,423.75	\$ 10,186.25
* Basketball Leagues	\$ 7,675.00	\$ 4,004.50	\$ 4,436.50	\$ (766.00)
Basketball Open Gym	\$ 500.00		\$ -	\$ 500.00
* Boxing	\$ 3,090.00	\$ 7,050.00	\$ 1,531.80	\$ (5,491.80)
Boro Teen Camp	\$ -	\$ -	\$ -	\$ -
Camp Watchamacallit	\$ -	\$ -	\$ -	\$ -
* Fitness Center	\$ 8,790.00	\$ 22,894.26	\$ 2,262.43	\$ (16,366.69)
Golf	\$ 1,110.00		\$ 888.00	\$ 222.00
Gym Rentals	\$ 200.00		\$ -	\$ 200.00
Line Dancing	\$ 1,950.00		\$ 1,560.00	\$ 390.00
Music Lessons/Voice	\$ 272.00		\$ 217.60	\$ 54.40
Park Rentals	\$ 2,325.00		\$ -	\$ 2,325.00
Pickleball	\$ 3,850.00	\$ 2,392.50	\$ 1,249.47	\$ 208.03
Spin	\$ 750.00		\$ 600.00	\$ 150.00
Step Aerobics	\$ 1,080.00		\$ 864.00	\$ 216.00
Tennis Lessons	\$ 3,616.00	\$ 10,023.50		\$ 3,616.00
Tennis Tournaments	\$ 2,245.00	\$ 2,223.25		\$ 2,245.00
Tennis Court Rentals	\$ 1,750.00		\$ -	\$ 1,750.00
Tennis (Misc.) - COVID Grant	\$ 2,750.00		\$ 2,033.36	\$ 716.64
Wrestling	\$ 1,060.00	\$ 1,940.00	\$ 867.83	\$ (1,747.83)
Yoga	\$ 340.00		\$ 272.00	\$ 68.00
CLASSROOM LEASES/RENTALS	\$ 16,391.00			\$ 16,391.00
<b>TOTALS</b>	<b>\$ 71,666.00</b>	<b>\$ 50,528.01</b>	<b>\$ 18,456.34</b>	<b>\$ 14,928.40</b>

## Recreation Program 2021 Event Schedule

Please Note: Most events have been set up to do virtually. If COVID restrictions are lifted, some events may go as they did previously (Pre-COVID).

### Recreation & Parks Annual Event Schedule - 2021

Month	Date	Event	Location/Time	Brief Description
January	18th	<i>Celebrating Dr. Martin Luther King</i>	Virtual/T.B.D.	Spoken Word & Readings highlighting Dr. King's speeches, mixed with music from a local Jazz Ensemble
February	11th, 19th & 25th	<i>Black History Month Celebration</i>	Virtual	<b>Feb 11:</b> Lnette Ballard Art Showcase; <b>Feb 19:</b> Open Mic/Spoken Word; <b>Feb 25th:</b> Youth/Family Black History Game Show
March	6th	<i>Dr. Suess Day</i>	Virtual/T.B.D.	Members of WREC team will do recorded readings & a craft and stream on Facebook
April	18th	<i>Phenomenal Woman Awards</i>	Virtual/T.B.D.	Honoring local women for their achievements and/or impact on the community
May	22nd	<i>WREC &amp; Ritas: Grab &amp; Go</i>	Kennedy Ctr	Give out info on upcoming summer recreation offerings, while giving out Ritas treats
May	29th	<i>AquaPOOLoza (tentative)</i>	In-Person	Pool Opening: food, music, games, refreshments
June	12th	<i>National Get Outdoors Day</i>	Small in-person groups (if safe)	Multiple opportunities for people to get outside (safely) and enjoy our parks, trails and amenities
June	26th	<i>Stay On Your Street Community Yard Sale</i>	In-Person	People will register their address with us. We will develop a listing (with brief description of what is being sold) and map that will be available through Facebook page for residents
July	10th	<i>Fitness Center BBQ -(tentative)</i>	In-Person (If COVID restrictions have been lifted) - Kennedy Center	Fitness Center members, Twp. employees and their families enjoy health, fitness and wellness activities & demos, bbq and music
July	10th	<i>Movie Night</i>	Kennedy Ctr	Any COVID restrictions that may be in place at that time will be followed