



THE CITY OF  
**ROCKFORD**  
ILLINOIS, USA

ROCKSTAT

*Better Governing Through Accountability*

September 10, 2009

Excellence Everywhere



# Planning

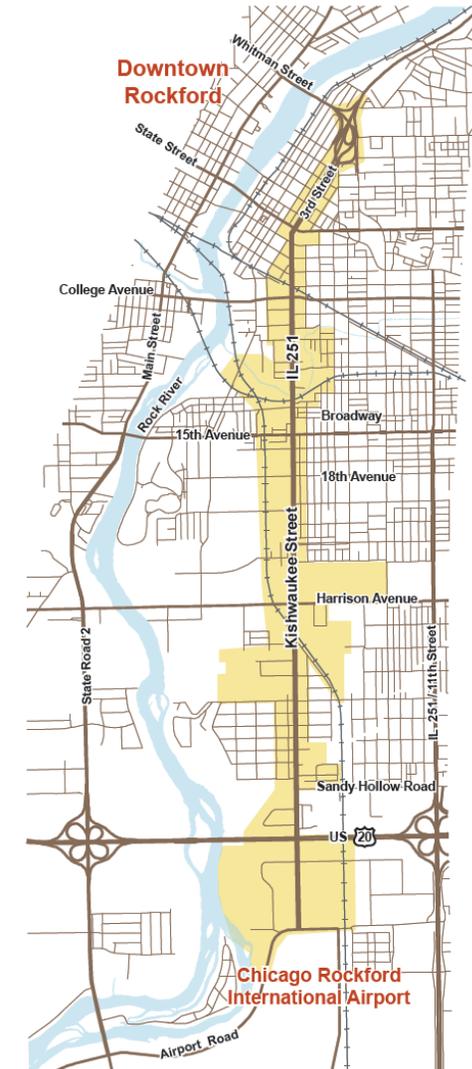
- Kishwaukee Corridor
  - Jonah Katz

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## Kishwaukee Corridor Revitalization Plan

- Planning process began in Fall of 2007
- Final Approval by City Council – May of 2009
- Three components
  - Market Assessment
  - Existing Conditions Analysis
  - Comprehensive Revitalization Plan
- Guiding Principles
  - ‘Nodes’ of contiguous types of development
  - Maintain a Strong Business Investment Environment
  - Residential Conservation and Regeneration
  - Improved Multimodal Mobility
  - Foster a Well-Maintained Public Realm
  - Establish corridor as “gateway” to City
- Intensive Community Collaboration
  - Empowerment Workshop
  - Monthly Corridor Business Group meetings
  - Involvement in Weed & Seed Committee
  - Presentations to Neighborhood Groups\



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### Received a 2009 annual planning award from the Illinois Chapter of American Planning Association in the category of “Community Outreach”!

*“For an initiative that illustrates how a community utilized the planning process to address a need that extends beyond the traditional scope of planning. Demonstrates how community input was used to shape a plan or produce change. Examples include community vision efforts, neighborhood outreach, outreach to special populations, engagement of youth, etc.”*

Announcement at the Upper Midwest Chapter Conference in Chicago on Friday September 25<sup>th</sup>. Presented in Rockford to City officials and Kishwaukee Corridor stakeholders at a time TBA.

#### Continuing steps...

- Participation in Conference Panel
- Outreach to Kishwaukee Group
- Additional road repairs / infrastructure improvements
- Interdisciplinary municipal corridor team
- Encourage formation of independent corridor group



American  
Planning  
Association

**Illinois Chapter**

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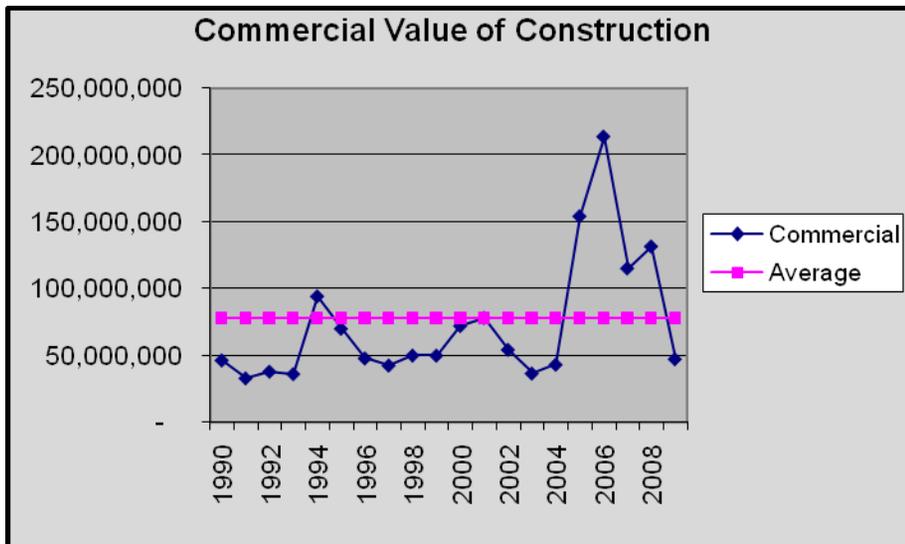
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# Construction and Development Services Division

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**Measure:** The total value of commercial construction per year since 1990.  
**Benchmark:** The 18 year annual average is \$77,983,000.



## Analysis

- In 2006, the total value of commercial construction was 214 million.
- In 2007, the total value of commercial construction was 115 million.
- In 2008, the total value of commercial construction was 131 million.
- In 2009, the total value of commercial construction is \$47,047,000 through July.
- 2006 saw a revised value tracking system.

## Strategic Plan

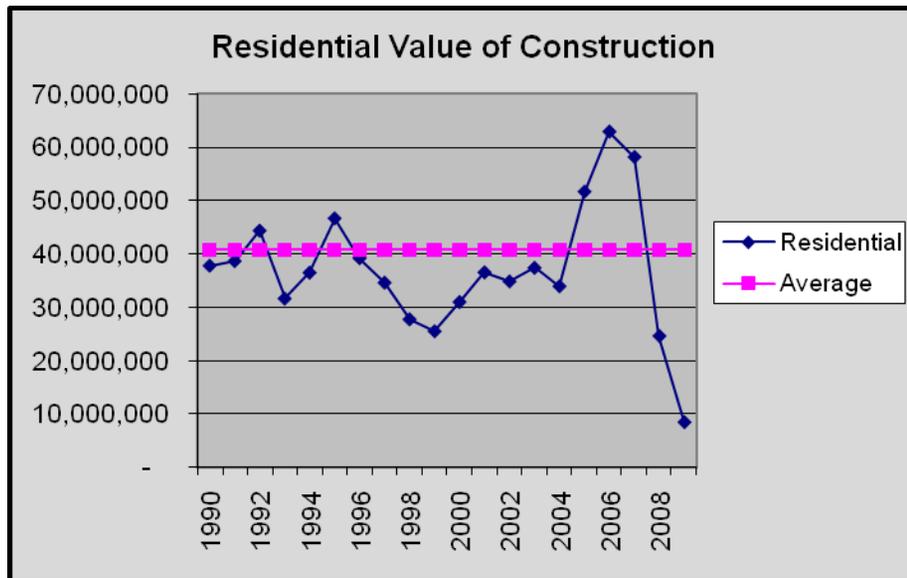
Economic Development Goal –Customer friendly environment for businesses & entities doing business with the City of Rockford



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**Measure:** The total value of residential construction per year since 1990.  
**Benchmark:** The 18 year annual average is \$40,756,000.



## Analysis

- In 2006, the total value of residential construction was 68 million.
- In 2007, the total value of residential construction was 58 million.
- In 2008 the total value of residential construction was 26 million, 66% decline.
- In 2009, the total value of residential construction is \$8,459,000 through July.

## Strategic Plan

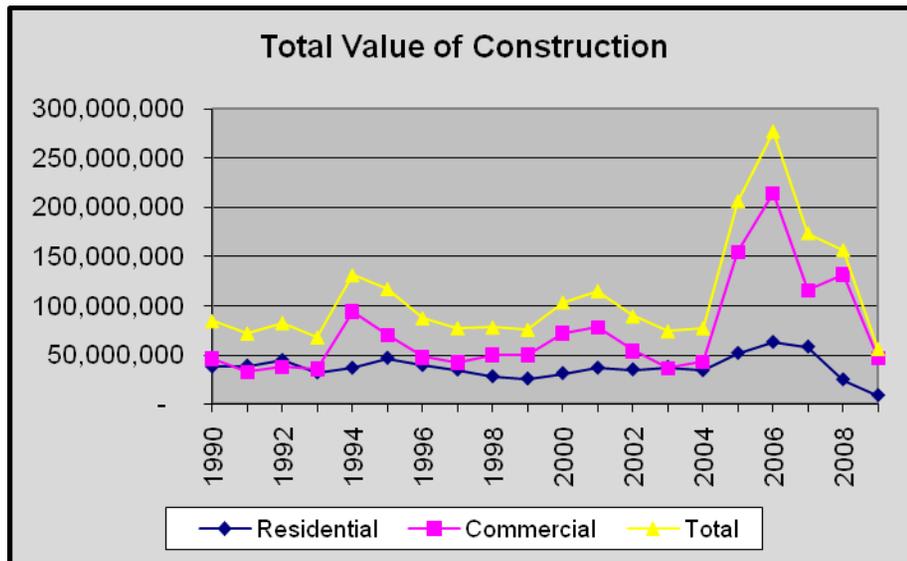
Economic Development Goal – Customer friendly environment for businesses & entities doing business with the City of Rockford



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**Measure:** The total combined (com and res) annual value of construction since 1990.  
**Benchmark:** The 18 year total average is \$119,000,000.



## Analysis

- The highest annual total value of construction recorded in the last 18 years was 276 million in the year 2006.
- The second highest total value of construction recorded in the last 18 years was 206 million in the year 2005.
- The 2009 total value of construction is \$55,506,000 through July.

## Strategic Plan

Economic Development Goal –Customer friendly environment for businesses & entities doing business with the City of Rockford

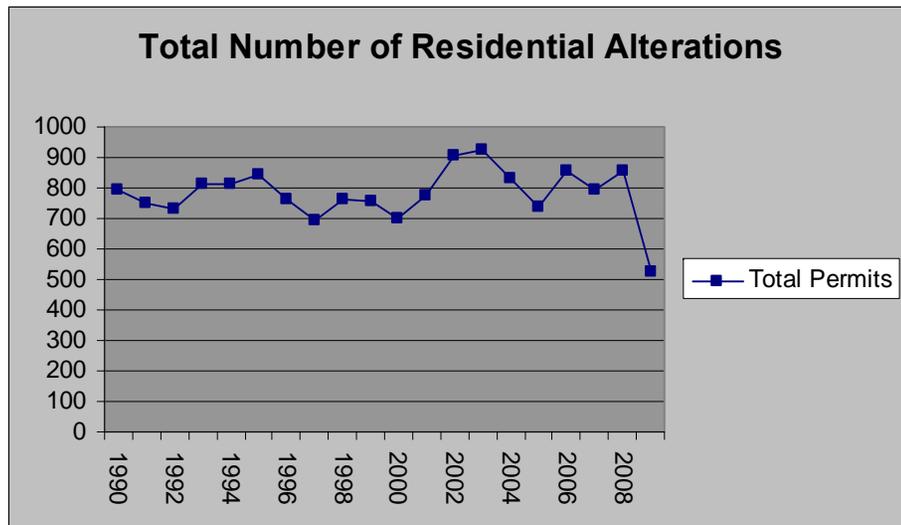


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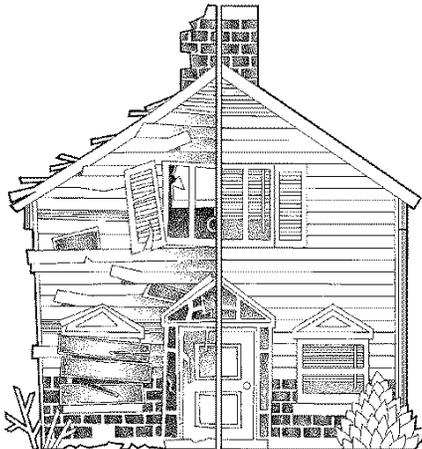
*Measure: The annual number of residential rehabs .*

*Benchmark: The 18 year average number of residential rehabs is 838 .*



## Analysis

The number of rehabs has remained relatively the same over the last 18 years. We have seen a reduction from the average this year with 528 residential rehabs through July.



## Strategic Plan

Economic Development Goal –Customer friendly environment for businesses & entities doing business with the City of Rockford

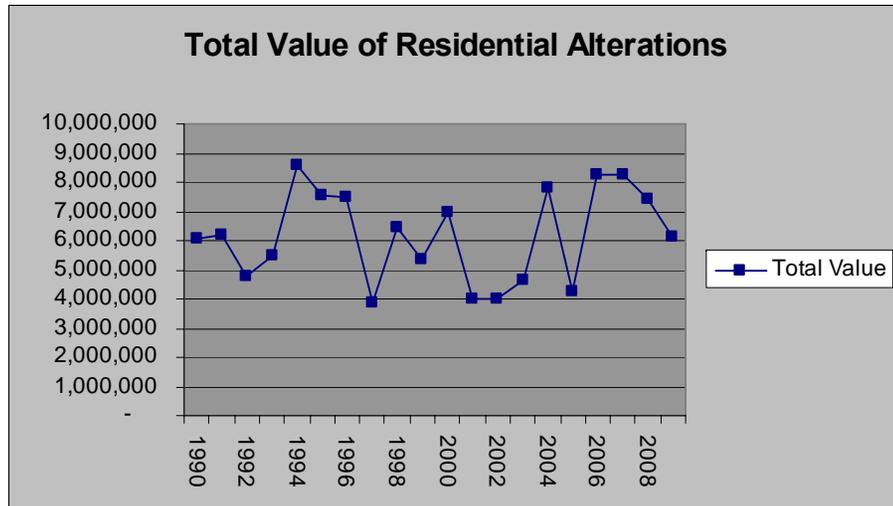
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**Measure:** The annual total residential rehabilitation value.  
**Benchmark:** The 18 year average total rehab value of \$6,520,313.

## Analysis

The 2009 value remains consistent with the 18 year average.



## Strategic Plan

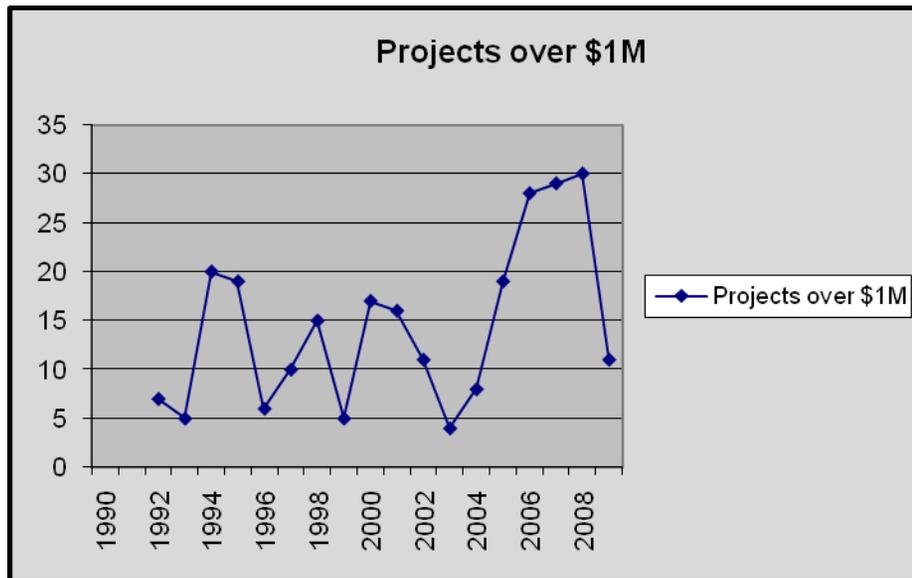
Economic Development Goal –Customer friendly environment for businesses & entities doing business with the City of Rockford

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*Measure: The total number projects valued over million dollars annually.*

*Benchmark: Over the last 18 years, the average number of projects exceeding 1 million is 14.*



## Analysis

- In 2006, there were 28 projects valued over a million dollars.
- In 2007, there were 29 projects valued over a million dollars.
- In 2008, there were 30 projects valued over a million dollars.
- In 2009, there are 12 projects over a million through August.

## Strategic Plan

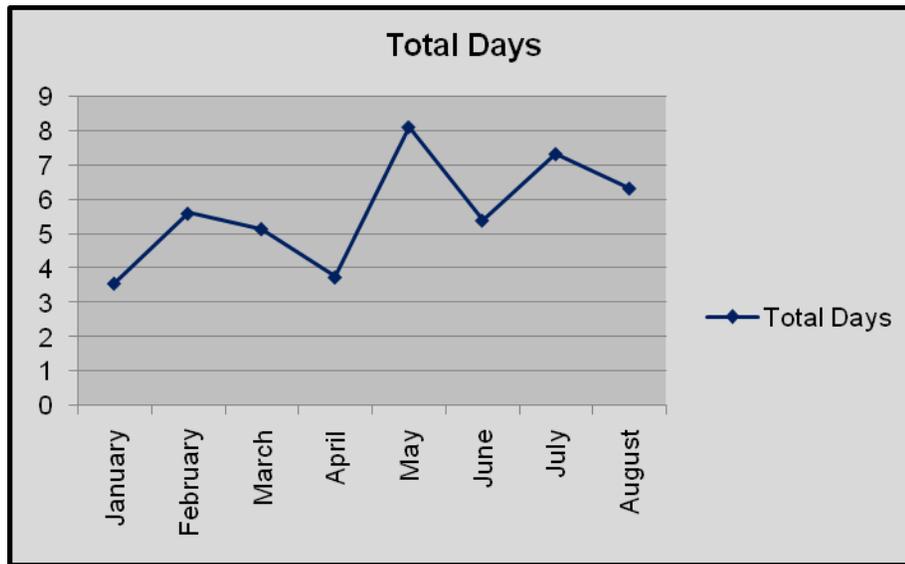
Economic Development Goal – Customer friendly environment for businesses & entities doing business with the City of Rockford



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**Measure:** The number of days to complete building plan review from intake to review.  
**Benchmark:** Ten business days.



## Analysis

- For 2009, the total number of days from intake to review for the Building Section has been below the 10 day benchmark. We have averaged 6 ¼ days.
- However, this is only one portion of the development process and needs to be combined with other divisions.

## Strategic Plan

Economic Development Goal –Customer friendly environment for businesses & entities doing business with the City of Rockford



**CITY OF ROCKFORD  
BUILDING PERMIT**

ADDRESS \_\_\_\_\_  
CONTRACTOR \_\_\_\_\_ TELEPHONE \_\_\_\_\_  
DESCRIPTION OF WORK \_\_\_\_\_  
DATE OF PERMIT \_\_\_\_\_ ISSUED BY \_\_\_\_\_  
PERMIT # \_\_\_\_\_

This permit must be displayed where visible from building address street.  
CALL FOR INSPECTION – 987-5550  
THIS PERMIT WILL BECOME INVALID IF WORK NOT STARTED IN 90 DAYS.



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# Process Improvement

- Implementation of Hansen Permitting System October 14, 2008.
  - Training staff to use system consistently.
  - Building how to manuals for staff use.
  - Continue to evaluate software design for efficiency and to add value.
- On average we issue 7,000 permits annually.
  - Every one minute of staff time spent entering information results on a permit application equates to 116 man hours when applied across all permits. For example, by reducing the time to log an inspection from 10 minutes to 8 minutes results in a savings of 232 man hours annually.
- We identified that a number of steps required by the software system in the permit inspection tracking component were unnecessary.
  - Of the 16,275 inspection results we have logged so far; 6,665 (41%) of them were logged as N/A, 4,674 (29%) were blank.





# Economic Development

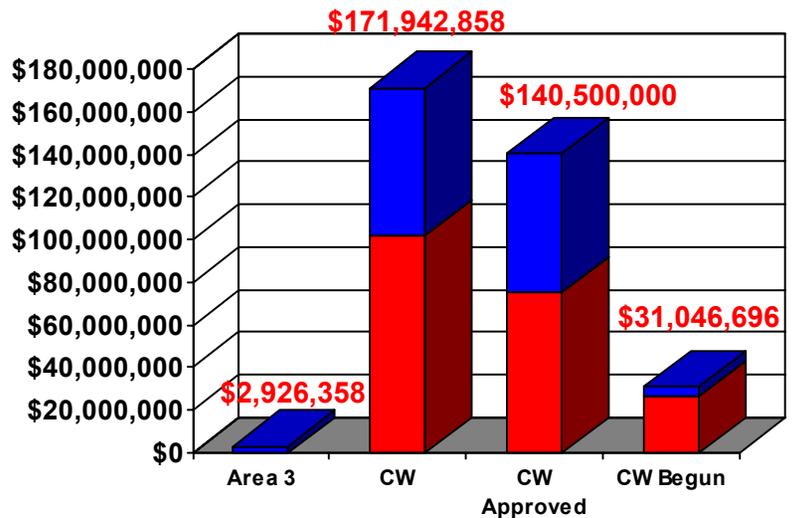
- Geographic Area 3
- Richard May, Robert Lamb, Jovita Donahue

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**Measure: Increase in the number of new businesses & employment in targeted industries.**

**Dollars Invested in Commercial & Industrial Projects for 2009**



Area 3 # of projects: 2

City-Wide # of projects: 15



## Analysis

- Don Carter Lanes & OTB
- Absolute Fire Protection
  - Total investment \$550,000
  - City investment \$7,180 tax abatement over 5 yrs
  - City to receive \$6,618 taxes over 5 yrs
  - Retains an area company in Rockford
  - Returns vacant, tax exempt building to tax role
  - Retains 15 full-time, 2 part-time
  - Creates 10 full-time jobs over 2 yrs

## Strategic Plan

- Mary's Market Outdoor Patio
- Potential new Subway restaurant
  - 3800 E State St.
- Absolute Fire Protection-10 new jobs @ Eastrock Industrial Park

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## Don Carter Lanes, 4007 East State Street

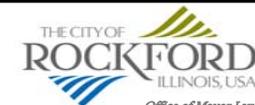
- Total Investment over \$1.6 million
- Retains 24 full-time & 50 part-time jobs
- Creates 1 new full-time & 12 part-time jobs
- City Investment \$565,000 (largely TIF)
- Retains Off Track Betting (OTB) in Rockford & OTB's employees
- City receives one (1%) percent of OTB's wagering revenues



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## Economic Development Score Sheet

|                                    | Monthly Performance | 2009 Annual Target | 2009 Actual Total | 1st Qtr Goal | Jan-Mar        | 2nd Qtr Goal | Apr-Jun       | 3rd Qtr Goal | Jul-Sep      |
|------------------------------------|---------------------|--------------------|-------------------|--------------|----------------|--------------|---------------|--------------|--------------|
| Commercial New & Retained Projects | District 1          |                    | 3                 |              | 1              |              | 1             |              | 1            |
|                                    | District 2          |                    | 3                 |              | 1              |              | 2             |              | 0            |
|                                    | District 3          |                    | 2                 |              |                |              | 1             |              | 1            |
|                                    | Total               | 14                 | 8                 | 3            | 2              | 3            | 4             | 4            | 2            |
| Industrial New & Retained Projects | District 1          |                    | 2                 |              |                |              | 2             |              | 0            |
|                                    | District 2          |                    | 5                 |              | 2              |              | 1             |              | 2            |
|                                    | District 3          |                    | 0                 |              |                |              |               |              | 0            |
|                                    | Total               | 9                  | 7                 | 2            | 2              | 1            | 3             | 3            | 2            |
| New Jobs                           | District 1          |                    | 196               |              | 150            |              | 37            |              | 9            |
|                                    | District 2          |                    | 261               |              | 62             |              | 102           |              | 97           |
|                                    | District 3          |                    | 355               |              |                |              | 350           |              | 5            |
|                                    | Total               | 250                | 812               | 65           | 212            | 65           | 489           | 60           | 111          |
| Retained Jobs                      | District 1          |                    | 44                |              |                |              | 44            |              | 0            |
|                                    | District 2          |                    | 33                |              | 0              |              | 33            |              | 0            |
|                                    | District 3          |                    | 44                |              |                |              |               |              | 44           |
|                                    | Total               | 250                | 121               | 65           | 0              | 65           | 77            | 60           | 44           |
| Total Investment                   | District 1          |                    | \$70,794,196      | \$ -         | \$ 65,000,000  |              | \$ 5,070,000  | \$ -         | \$ 724,196   |
|                                    | - Commercial        |                    | \$65,794,196      |              | \$ 65,000,000  |              | \$ 70,000     |              | \$ 724,196   |
|                                    | - Industrial        |                    | \$5,000,000       |              | \$ -           |              | \$ 5,000,000  |              | \$ -         |
|                                    | District 2          |                    | \$99,146,500      | \$ -         | \$ 87,500,000  |              | \$ 5,417,000  | \$ -         | \$ 6,229,500 |
|                                    | - Commercial        |                    | \$2,457,000       |              |                |              | \$ 2,457,000  |              |              |
|                                    | - Industrial        |                    | \$96,689,500      |              | \$ 87,500,000  |              | \$ 2,960,000  |              | \$ 6,229,500 |
|                                    | District 3          |                    | \$2,726,358       | \$ -         | \$ -           |              | \$ 1,126,358  | \$ -         | \$ 1,600,000 |
|                                    | - Commercial        |                    | \$2,726,358       |              | \$ -           |              | \$ 1,126,358  |              | \$ 1,600,000 |
|                                    | - Industrial        |                    | \$0               |              | \$ -           |              | \$ -          |              |              |
|                                    | Total               |                    | \$172,667,054     | \$ -         | \$ 152,500,000 | \$ -         | \$ 11,613,358 | \$ -         | \$ 8,553,696 |



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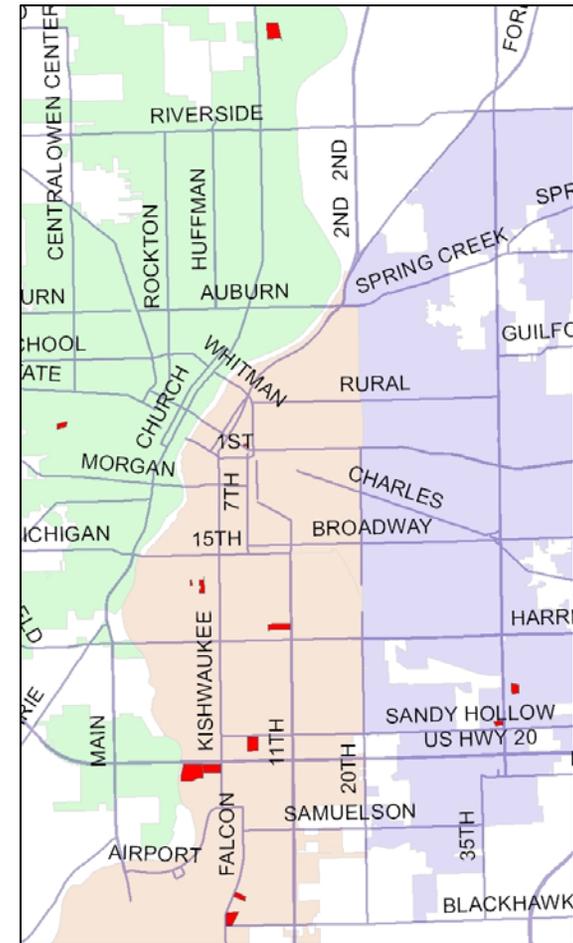
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## Announced Closings and Lay Offs 2008-09

District 1 Job Loss – 214

District 2 Job Loss – 808

District 3 Job Loss – 108



# Neighborhood Development

- District #2
- Vicki Manson

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**Measure: Increase marketing with low-cost low staff time commitment**

**Benchmark: Increase applications received by 50%**

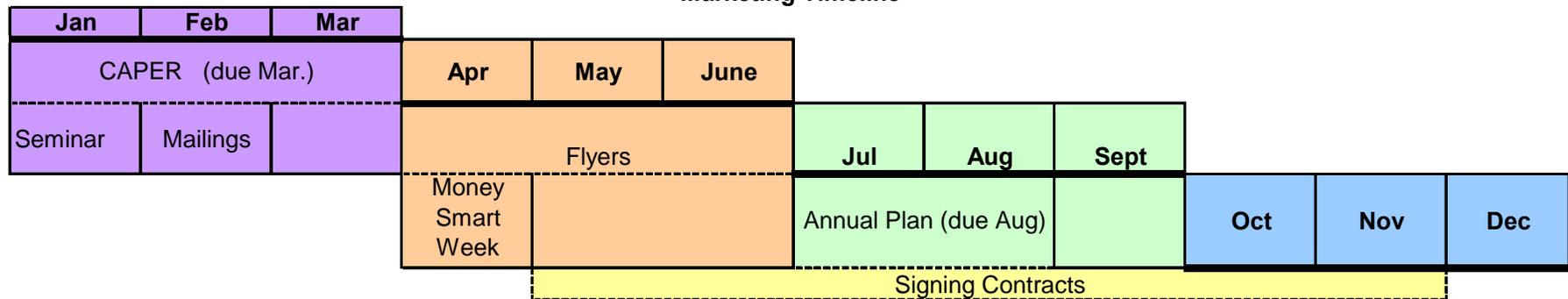
## Analysis

- Rehabilitation Programs
  - Market areas simultaneously\diversify funding
  - 2 major marketing efforts
  - Concerns: 3 contractors, wait list, limited staff
- Homebuyer Programs (HB)
  - Peak interest in HB assistance in 1<sup>st</sup> quarter

## Action Plan

- Streamline processes (Access completed by Jan 2010)
- Utilize volunteers for mailings and flyers
- Special events upon request
  - Informational meetings/seminars, neighborhood meetings
- Community Newsletters
  - Churches, SWIFTT, Neighborhood Network, neighborhood organizations

Marketing Timeline



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***Measure: Team will be identified and process will be developed to ensure a reimbursement of costs on insured emergency demolitions.***

***Benchmark: 100% of the emergency demolition costs of all insured properties will be tracked and restitution made.***



420 Avon

## Analysis

- Most emergency demos appear uninsured
- Needs to be a link in the pieces of information:
  - Identification of owner and their insurance
  - Determine if total costs can be reimbursed.
  - Confirmation of how much and when paid.
  - Restitution & internal accounting.
  - Recordation of the lien

## Strategic Plan

- Team will be organized to develop written process to make necessary contacts, identify total costs, ensure proper payment or lien property to ultimately improve effectiveness and efficiency.

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## Housing Rehabilitation Programs

| Monthly Performance                          | 2009 Annual Target | 1st Qtr Tgt | 2nd Qtr Tgt | 3rd Qtr Tgt | 4th Qtr Tgt | 1st Qtr | 2nd Qtr | 3rd Qtr |
|--|--------------------|-------------|-------------|-------------|-------------|---------|---------|---------|
| <b>South Main - Dist 1 assisted</b>          | 4                  | 0           | 3           | 1           | 0           | 1       | 0       | 0       |
| Applications                                 |                    |             |             |             |             | 0       | 3       | 0       |
| Denials                                      |                    |             |             |             |             | 0       | 2       | 1       |
| <b>Hope VI - Dist 1 assisted</b>             | 4                  | 0           | 3           | 1           | 0           | 0       | 0       | 0       |
| Applications                                 |                    |             |             |             |             | 0       | 3       | 0       |
| Denials                                      |                    |             |             |             |             | 0       | 2       | 3       |
| <b>Ellis/Weed and Seed - Dist 1 assisted</b> | 4                  | 0           | 3           | 1           | 0           | 0       | 1       | 1       |
| Applications                                 |                    |             |             |             |             | 3       | 2       | 0       |
| Denials                                      |                    |             |             |             |             | 1       | 1       | 1       |
| <b>Gilbert - Dist 1 assisted</b>             | 15                 | 1           | 6           | 6           | 2           | 1       | 6       | 1       |
| Applications                                 |                    |             |             |             |             | 15      | 3       | 21      |
| Denials                                      |                    |             |             |             |             | 5       | 1       | 9       |
| <b>Blaisdell - Dist 1 assisted</b>           | 3                  | 0           | 1           | 2           | 0           | 0       | 0       | 0       |
| Applications                                 |                    |             |             |             |             | 2       | 1       | 3       |
| Denials                                      |                    |             |             |             |             | 2       | 2       | 2       |
| <b>College-Seminary - Dist 2 assisted</b>    | 5                  | 0           | 3           | 2           | 0           | 0       | 0       | 0       |
| Applications                                 |                    |             |             |             |             | 1       | 2       | 0       |
| Denials                                      |                    |             |             |             |             | 0       | 1       | 0       |
| <b>Kishwaukee - Dist 2 assisted</b>          | 3                  | 0           | 1           | 2           | 0           | 0       | 0       | 0       |
| Applications                                 |                    |             |             |             |             | 3       | 29      | 2       |
| Denials                                      |                    |             |             |             |             | 2       | 7       | 5       |

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## Housing Rehabilitation Programs, continued

| Monthly Performance             | 2009 Annual Target | 1st Qtr Tgt | 2nd Qtr Tgt | 3rd Qtr Tgt | 4th Qtr Tgt | 1st Qtr | 2nd Qtr | 3rd Qtr |
|---------------------------------|--------------------|-------------|-------------|-------------|-------------|---------|---------|---------|
| <b>Senior/Disabled assisted</b> | 10                 | 0           | 3           | 6           | 1           | 0       | 0       | 3       |
| Applications                    |                    |             |             |             |             | 8       | 42      | 22      |
| Denials                         |                    |             |             |             |             | 0       | 12      | 4       |
| District #1 Assisted            |                    |             |             |             |             | 0       | 0       | 1       |
| District #2 Assisted            |                    |             |             |             |             | 0       | 0       | 2       |
| District #3 Assisted            |                    |             |             |             |             | 0       | 0       | 0       |
| <b>CDBG (TBD)</b>               | 0                  | 0           | 0           | 0           | 0           | 0       | 0       | 0       |
| Applications                    |                    |             |             |             |             | 5       | 4       | 1       |
| Denials                         |                    |             |             |             |             | 2       | 0       | 1       |
| District #1 Assisted            |                    |             |             |             |             | 0       | 0       | 0       |
| District #2 Assisted            |                    |             |             |             |             | 0       | 0       | 0       |
| District #3 Assisted            |                    |             |             |             |             | 0       | 0       | 0       |
| <b>Water Hook-up Program</b>    | 11                 | 2           | 3           | 3           | 3           | 1       | 8       | 0       |
| Applications                    |                    |             |             |             |             | 2       | 9       | 2       |
| Denials                         |                    |             |             |             |             | 1       | 1       | 1       |
| District #1 Assisted            |                    | 0           | 0           | 0           | 0           | 1       | 7       | 0       |
| District #2 Assisted            |                    | 0           | 0           | 0           | 0           | 0       | 0       | 0       |
| District #3 Assisted            |                    | 0           | 0           | 0           | 0           | 0       | 1       | 0       |

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## Public Services and Facilities

| Monthly Performance                      | 2009 Annual Target | 1st Qtr Tgt | 2nd Qtr Tgt | 3rd Qtr Tgt | 4th Qtr Tgt | 1st Qtr    | 2nd Qtr    | 3rd Qtr    |
|--|--------------------|-------------|-------------|-------------|-------------|------------|------------|------------|
| <b>Healthy Neighborhood</b>              | <b>3</b>           | 0           | 2           | 1           | 0           | <b>0</b>   | <b>3</b>   | <b>2</b>   |
| Applications District #1                 |                    |             |             |             |             | 0          | 3          | 2          |
| Assisted Projects                        |                    |             |             |             |             | 0          | 3          | 2          |
| Assisted People/H.H.                     |                    |             |             |             |             | 32         | 118        | 54         |
| Multi-year Projects                      |                    |             |             |             |             | 6          | 2          | 0          |
| Applications District #2                 |                    |             |             |             |             | 0          | 1          | 0          |
| Assisted Projects                        |                    |             |             |             |             | 0          | 0          | 0          |
| Assisted People                          |                    |             |             |             |             | 0          | 2          | 4          |
| Multi-year Projects                      |                    |             |             |             |             | 3          | 1          | 0          |
| Applications District #3                 |                    |             |             |             |             | 0          | 0          | 0          |
| Assisted Projects                        |                    |             |             |             |             | 0          | 0          | 0          |
| Assisted People                          |                    |             |             |             |             | 0          | 0          | 0          |
| Multi-year Projects                      |                    |             |             |             |             | 0          | 0          | 0          |
| <b>RAMP - Number of HH Assisted</b>      | <b>12</b>          | 0           | 6           | 6           | 0           | <b>2</b>   | <b>3</b>   | <b>5</b>   |
| District #1                              |                    |             |             |             |             | 2          | 3          | 2          |
| District #2                              |                    |             |             |             |             | 0          | 0          | 3          |
| District #3                              |                    |             |             |             |             | 0          | 0          | 0          |
| <b>RAAHC - Number of HH Assisted</b>     | <b>400</b>         | 99          | 101         | 101         | 99          | <b>210</b> | <b>204</b> | <b>200</b> |
| <b>Discovery Center - Children Asstd</b> | <b>240</b>         | 120         | 0           | 120         | 0           | <b>195</b> | <b>0</b>   | <b>244</b> |

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## Demolitions and Acquisitions

| Monthly Performance      | 2009 Annual Target | 1st Qtr Tgt | 2nd Qtr Tgt | 3rd Qtr Tgt | 4th Qtr Tgt | 1st Qtr | 2nd Qtr | 3rd Qtr |
|--------------------------|--------------------|-------------|-------------|-------------|-------------|---------|---------|---------|
| <b># of Acquisitions</b> | 4                  | 4           | 0           | 0           | 0           | 10      | 1       | 0       |
| District #1              |                    |             |             |             |             | 1       | 1       | 0       |
| District #2              |                    |             |             |             |             | 9       | 0       | 0       |
| District #3              |                    |             |             |             |             | 0       | 0       | 0       |
| <b># of Demolitions</b>  | 13                 | 0           | 7           | 3           | 3           | 7       | 4       | 4       |
| District #1              |                    |             |             |             |             | 6       | 4       | 2       |
| District #2              |                    |             |             |             |             | 1       | 0       | 2       |
| District #3              |                    |             |             |             |             | 0       | 0       | 0       |

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# NSP

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| Monthly Performance                            | 2009 Annual Target | 1st Qtr Tgt | 2nd Qtr Tgt | 3rd Qtr Tgt | 4th Qtr Tgt | 1st Qtr | 2nd Qtr | 3rd Qtr |
|--|--------------------|-------------|-------------|-------------|-------------|---------|---------|---------|
| <b>No. of Fast Track Properties Identified</b> | 78                 | 0           | 48          | 15          | 15          | 23      | 17      | 15      |
| District #1                                    |                    |             |             |             |             | 23      | 3       | 3       |
| District #2                                    |                    |             |             |             |             | 0       | 14      | 12      |
| <b>No. Fast Track Properties Complete</b>      | 70                 | 0           | 10          | 30          | 30          | 0       | 0       | 6       |
| District #1                                    |                    |             |             |             |             | 0       | 0       | 6       |
| District #2                                    |                    |             |             |             |             | 0       | 0       | 0       |
| <b>Homebuyers Assistance</b>                   | 20                 | 0           | 0           | 10          | 10          | 0       | 0       | 1       |
| Applications                                   |                    |             |             |             |             | 0       | 0       | 13      |
| Denials  |                    |             |             |             |             | 0       | 0       | 5       |
| District #1                                    |                    |             |             |             |             | 0       | 0       | 0       |
| District #2                                    |                    |             |             |             |             | 0       | 0       | 1       |
| <b>Homes Acquired</b>                          | 15                 | 0           | 0           | 0           | 15          | 0       | 1       | 1       |
| District #1                                    |                    |             |             |             |             | 0       | 1       | 1       |
| District #2                                    |                    |             |             |             |             | 0       | 0       | 0       |
| <b>Dollars Spent 50% of AMI</b>                | \$571,751          | \$0         | \$0         | \$0         | \$0         | \$0     | \$0     | \$0     |
| District #1                                    |                    |             |             |             |             | \$0     | \$0     | \$0     |
| District #2                                    |                    |             |             |             |             | \$0     | \$0     | \$0     |
| <b>Projects by Subrecipients</b>               | 0                  | 0           | 0           | 0           | 0           | 0       | 0       | 0       |
| District #1                                    |                    |             |             |             |             | 0       | 0       | 0       |
| District #2                                    |                    |             |             |             |             | 0       | 0       | 0       |

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## Homebuyer Programs

| Monthly Performance     | 2009 Annual Target | 1st Qtr Tgt | 2nd Qtr Tgt | 3rd Qtr Tgt | 4th Qtr Tgt | 1st Qtr | 2nd Qtr | 3rd Qtr |
|-------------------------|--------------------|-------------|-------------|-------------|-------------|---------|---------|---------|
| <b>Homebuyer Assist</b> | 25                 | 5           | 15          | 5           | 0           | 5       | 7       | 0       |
| Applications            |                    |             |             |             |             | 39      | 19      | 2       |
| Denials                 |                    |             |             |             |             | 9       | 30      | 15      |
| District #1             |                    |             |             |             |             | 5       | 7       | 0       |
| District #2             |                    |             |             |             |             | 0       | 0       | 0       |
| District #3             |                    |             |             |             |             | 0       | 0       | 0       |

## Miscellaneous

| Monthly Performance                        | 2009 Annual Target | 1st Qtr Tgt | 2nd Qtr Tgt | 3rd Qtr Tgt | 4th Qtr Tgt | 1st Qtr | 2nd Qtr | 3rd Qtr |
|--|--------------------|-------------|-------------|-------------|-------------|---------|---------|---------|
| <b>Rehab: Ave time from App-Completion</b> | 221                | 0           | 0           | 0           | 0           | 240     | 252     | 172     |
| <b>HUD Reports</b>                         |                    |             |             |             |             |         |         |         |
| CAPER                                      | 100%               | 100%        |             |             |             | 100%    |         | 0       |
| CAPER Quarterly Updates                    | 100%               | 25%         | 25%         | 25%         | 25%         | 25%     | 25%     | 25%     |
| Consolidated Plan                          | 100%               | 27%         | 27%         | 27%         | 19%         | 0       | 27%     | 18%     |
| Annual Plan                                | 100%               | 0%          | 10%         | 60%         | 30%         | 0       | 10%     | 40%     |
| <b>H.B./Rehab Assist &amp; New Const.</b>  | 13                 | 1           | 1           | 5           | 6           | 1       | 1       | 0       |
| <b>Marketing/Events Attended</b>           |                    |             |             |             |             | 14      | 29      | 4       |

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# Rockford Housing Authority

September 2009

•John Cressman

# The Rockford Housing Authority- Quality People, Quality Homes, Quality Neighborhoods for a Quality Rockford

## Goals & Objectives

- Reconfigure family developments to modern affordable housing family developments & revitalize neighborhoods.
  - mixed income housing, homeownership, tax credits, project base vouchers, and scattered sites.
- Upgrade & modernize thru a variety of options & innovative approaches
  - leverage stimulus dollars, demolition/disposition
- Require & achieve greater accountability

## Grant Projects/Applications

- Capital Fund Stimulus Funding- 4.1 million
  - Park Terrace, North Main Manor, Olesen Plaza, Buckbee, Midvale, Summit Green, and Scattered Sites
- Capital Fund Recovery Competition Grants
  - Brewington Oaks Community Facility- 2.7 million.
  - ADA Kitchen Renovations- 1.065 million.
  - Energy Efficient Green Communities- 3.8 million.

## Grant Projects

| Grant   | Amount      | Sites                    |
|---|-------------|--------------------------|
| <p><b>Brewington Oaks Community Facility</b></p> <ul style="list-style-type: none"> <li>•Develop a community facility, including a new health center, focusing on supporting the needs of FHA seniors and disabled.</li> </ul>  | \$2,761,434 | Brewington               |
| <p><b>ADA Kitchen Renovations</b></p> <ul style="list-style-type: none"> <li>•Modify kitchens in 40 units designated for seniors &amp; disabled to make them fully accessible in accordance with the UFAS.</li> </ul>   | \$1,065,000 | Park Terrace & Low rises |
| <p><b>Creation of Energy Efficient Green Communities- Orton Keyes</b></p> <ul style="list-style-type: none"> <li>•Increase energy efficiency and environmental performance of the Orton Keyes public housing development.</li> </ul>  | \$2,100,000 | Orton Keyes              |
| <p><b>Creation of Energy Efficient Green Communities-North Main Manor</b></p> <ul style="list-style-type: none"> <li>•Increase energy efficiency and environmental performance of the North Main Manor public housing development.</li> </ul>   | \$1,700,000 | North Main Manor         |
| <p><b>Capital Fund Formula Grant</b></p> <ul style="list-style-type: none"> <li>•RECEIVED FUNDS- Misc. repairs including siding, roofs, windows, driveways, parking lots, accessibility renovations, kitchen &amp; bathroom renovations, community room renovations, main floor and site improvements.</li> </ul> | \$4,100,000 | Scattered Sites          |

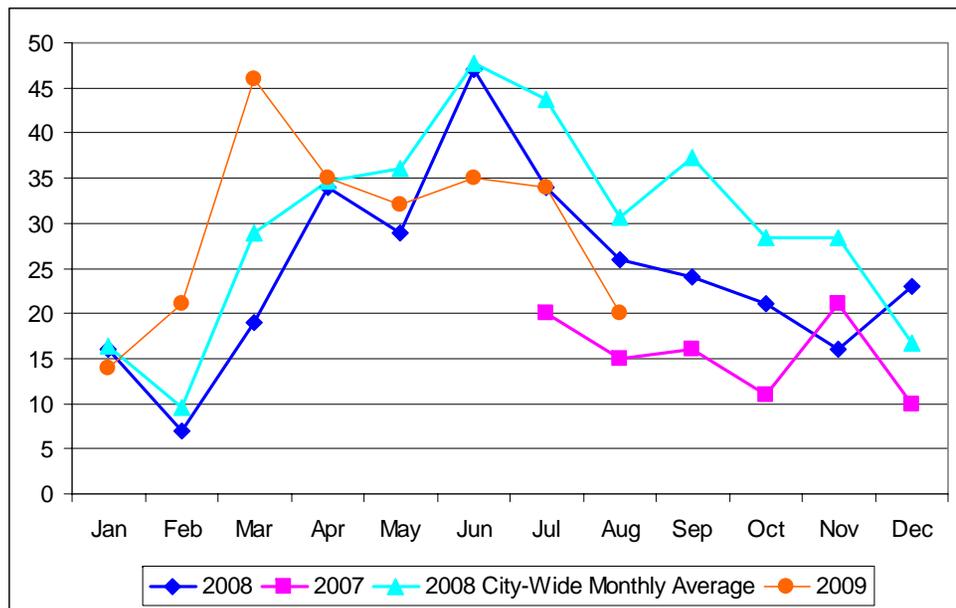
# Housing Code Enforcement

- District 1
- Heather Swartz & Charlie Schaefer

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## Measure: Zoning Service Requests (Misc. Zoning Ord. Violations where compliance cannot be forced)



|                        | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 2009 Zoning            | 14  | 21  | 46  | 35  | 32  | 35  | 34  | 20  |     |     |     |     |
| 2008 Zoning            | 16  | 7   | 19  | 34  | 29  | 47  | 34  | 26  | 24  | 21  | 16  | 23  |
| 2007 Zoning            |     |     |     |     |     |     | 20  | 15  | 16  | 11  | 21  | 10  |
| 2008 City-Wide Average | 16  | 10  | 29  | 35  | 36  | 48  | 44  | 31  | 37  | 28  | 28  | 17  |

### Analysis

- Sign Violations and Obstructions are the leading Zoning Violations.
- Signs in the ROW are most commonly found in Dist. 3 with the heavily concentrated commercial areas and main thoroughfares

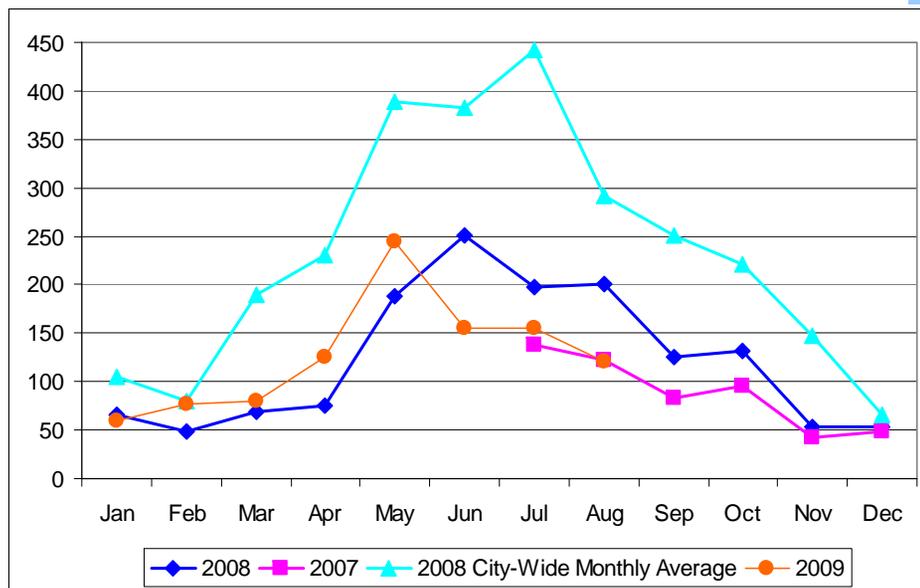
### Strategic Plan

- Continue to enforce housing, nuisance and zoning codes.

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## Measure: Nuisance Service Requests (Weeds, Sanitation and Inoperable Vehicles)



### Analysis

- Pro-active enforcement was very limited due to re-allocation of staffing.
  - June: Weed Enforcement Assistance
  - July and August: Staffing Shortage
- On Avg. 27% of District 3 Inspectors time was spent assisting the other 2 Districts with citizen requests.

### Strategic Plan

- Continue to enforce housing, nuisance and zoning codes.
- Utilize multimedia tools including attendance at neighborhood meetings, PSA's landlord forums, mailings and sweeps.

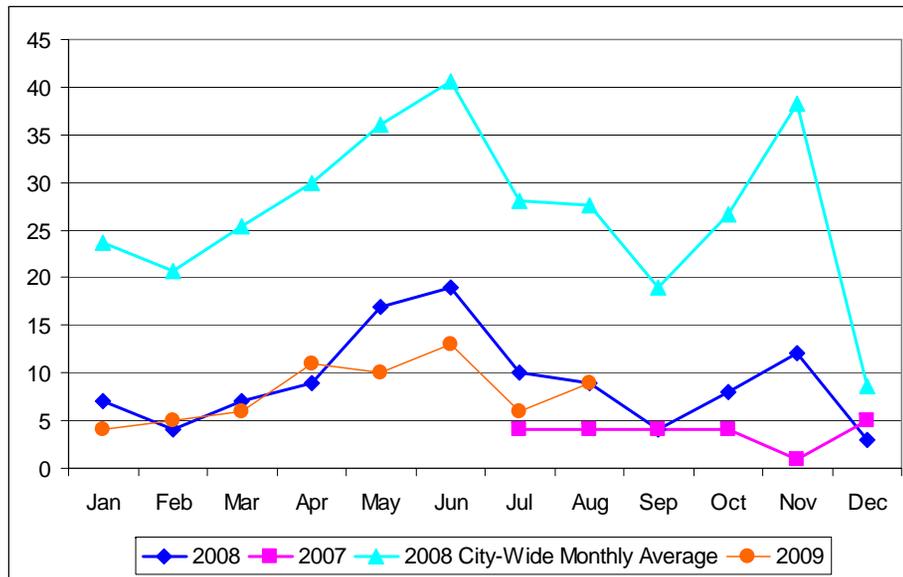
|                        | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 2009 Nuisance          | 60  | 77  | 80  | 126 | 245 | 155 | 156 | 120 |     |     |     |     |
| 2008 Nuisance          | 66  | 48  | 69  | 75  | 188 | 251 | 198 | 200 | 126 | 132 | 53  | 53  |
| 2007 Nuisance          |     |     |     |     |     |     | 138 | 122 | 83  | 95  | 42  | 48  |
| 2008 City-Wide Average | 105 | 80  | 190 | 230 | 389 | 383 | 442 | 291 | 251 | 221 | 147 | 66  |

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## Measure: Housing Service Requests

(Property Maintenance Violations specific to housing and structural conditions)



### Analysis

- Dist 3 Housing shows some concentration to the area bound by Guilford to the North, Harrison to the South, Mulford to the East and 20<sup>th</sup> to the West.
- Leading Types of Requests:
  - Exterior Building Issues
  - Misc Tenant Issues.

### Strategic Plan

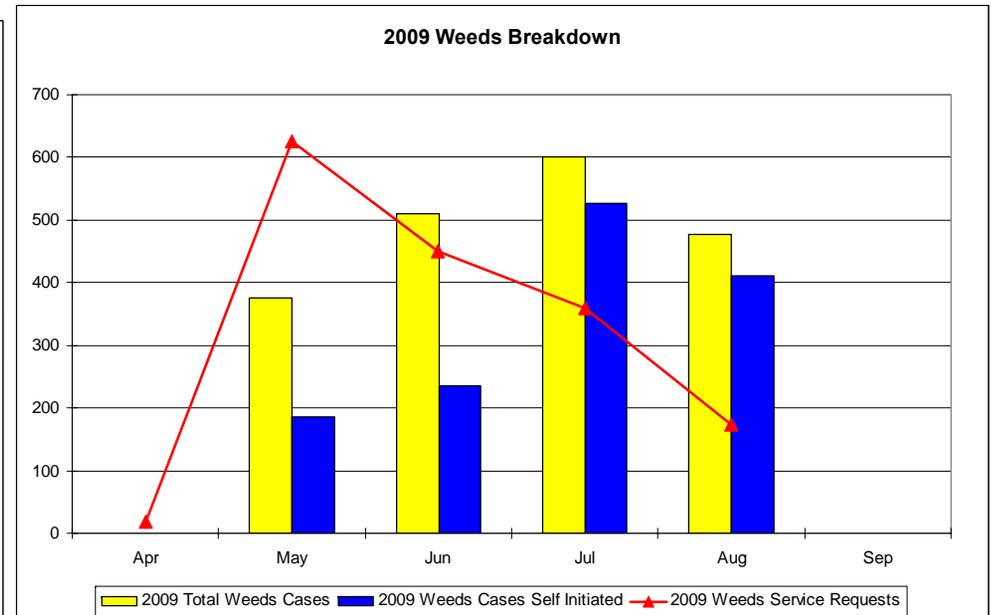
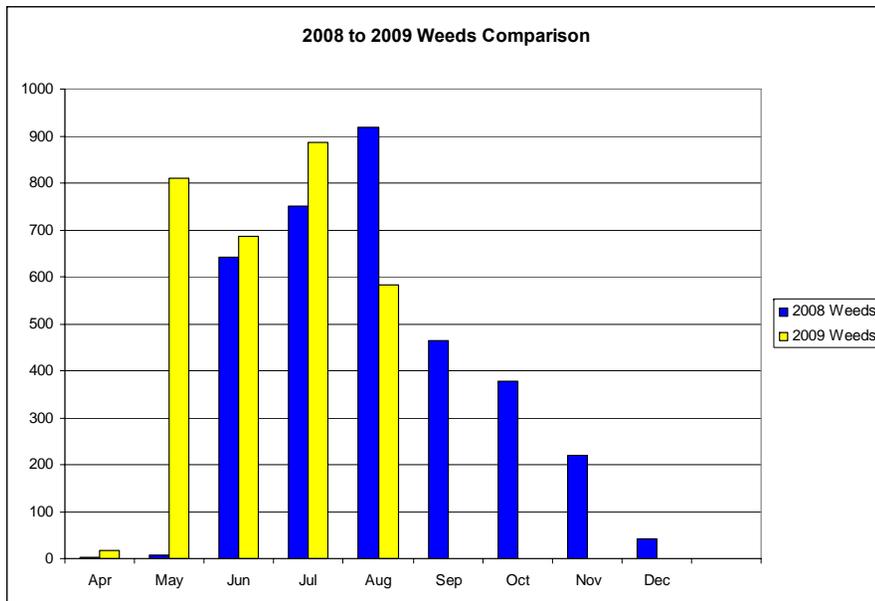
- Continue to enforce housing, nuisance and zoning codes.
- Expand staff resources to address problem properties

|                        | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 2009 Housing           | 4   | 5   | 6   | 11  | 10  | 13  | 6   | 9   |     |     |     |     |
| 2008 Housing           | 7   | 4   | 7   | 9   | 17  | 19  | 10  | 9   | 4   | 8   | 12  | 3   |
| 2007 Housing           |     |     |     |     |     |     | 4   | 4   | 4   | 4   | 1   | 5   |
| 2008 City-Wide Average | 24  | 21  | 25  | 30  | 36  | 41  | 28  | 28  | 19  | 27  | 38  | 9   |

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## Measure: Unit Update



### Weeds Update

- Aug Down / Cool Weather
- Staff

### Strategic Plan

- Increase internal efficiency in responding to Customer Service Requests and other internal functions.

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## *Measure: Process Improvement*

- ICMA template Revision
  - Reporting Trend and the importance of Tracking Requests separately from Cases
  
- Stipulation Agreement – Hearing Abatement Fee
  - User Fee for Offenders
    - Gain a Higher Rate of Compliance Pre-Hearing
    - Minimal Fee for Offenders where compliance is achieved prior to hearing
  
- Greeley, Co. Process Vs. Rockford Proposal
  - Inspection – Violation Exists – NCV Sent
  - Re-inspection – Violation Still Exists
  - Hearing Scheduled –
    - Offender must contact City within 2 days of Hearing
    - Inspection for compliance
    - Stipulation Form Signed and User Fee Paid

# Housing Stabilization

- District Three
- Human Services Department

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## Human Services Housing Stabilization

|                                   | Annual Target | Jan  | Feb  | Mar  | Ap   | May  | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Ann Prog |
|-----------------------------------|---------------|------|------|------|------|------|-----|-----|-----|-----|-----|-----|-----|----------|
| Emergency Furnace w/in 36 hours   | 100%          | 100% | 100% | 100% | 100% | 100% |     |     |     |     |     |     |     | 100%     |
| Weatherization/mo                 | 200           | 13   | 21   | 19   | 5    | 2    | 0   | 50  | 53  |     |     |     |     | 82%      |
| Lead Abatement/mo                 | 45            | 4    | 3    | 4    | 5    | 0    |     | 2   | 1   |     |     |     |     | 43%      |
| DCFS Housing Advocacy- % stable   | 60%           | 14%  | 46%  | 56%  | 70%  | 75%  | 75% | 75% | 75% |     |     |     |     | 53%      |
| Rental Housing Support Program/mo | 48            |      |      | 8    | 46   | 47   | 48  | 49  | 49  |     |     |     |     | 101%     |
| Housing Resource Center           |               |      |      |      |      |      |     |     |     |     |     |     |     | 0%       |
| Permanent Housing Programs/mo     | 114           | 116  | 116  | 118  | 114  | 112  | 113 | 114 | 115 |     |     |     |     | 101%     |
| Transitional Housing Programs     |               |      |      |      |      |      |     |     |     |     |     |     |     | 0%       |
| Life/Safety Home Repair Program   | 100           |      |      |      |      |      |     |     |     |     |     |     |     | 0%       |
| Disaster Relief/mo                | 25            | 16   | 0    | 0    | 0    | 0    | 0   |     | 5   |     |     |     |     | 84%      |

Purple are new programs or programs which goals have not yet been established

Green are results which are within 5% of projected outcomes or exceeding expected outcomes

Yellow are results that are deviant from projected outcomes by 5%- 15%

Red are results that are deviant from projected outcomes by over 15%

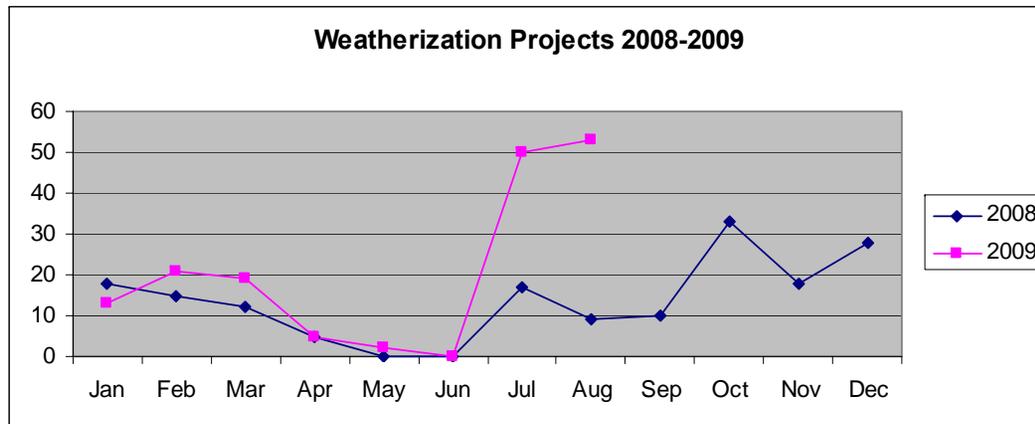
Program not in operation those months

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*Better Governing Through Accountability*

**Measure:** *Housing supported through activities that increase energy efficiency and improve life and safety issues for residents.*

**Benchmark:** *Number of homes weatherized.*



## Analysis

Human Services began weatherization work on 53 homes in August, 7 of which are in District Three. This work has included furnace cleaning and repair, furnace replacement, health and safety work, insulation, plumbing, chimney liners and roofing as determined needed by an energy audit.

## Strategic Plan

Provide adequate, quality and affordable housing throughout Rockford.

- Create opportunities for increased home value
- Maximize energy efficiency
- Utilize anti-poverty strategies

The stimulus funds for weatherization have not yet been implemented.

By providing these services to the low-income population, we are utilizing the anti-poverty strategy of asset building. Lack of assets is one of the primary barriers to self-sufficiency. (Corporation for Economic Development)

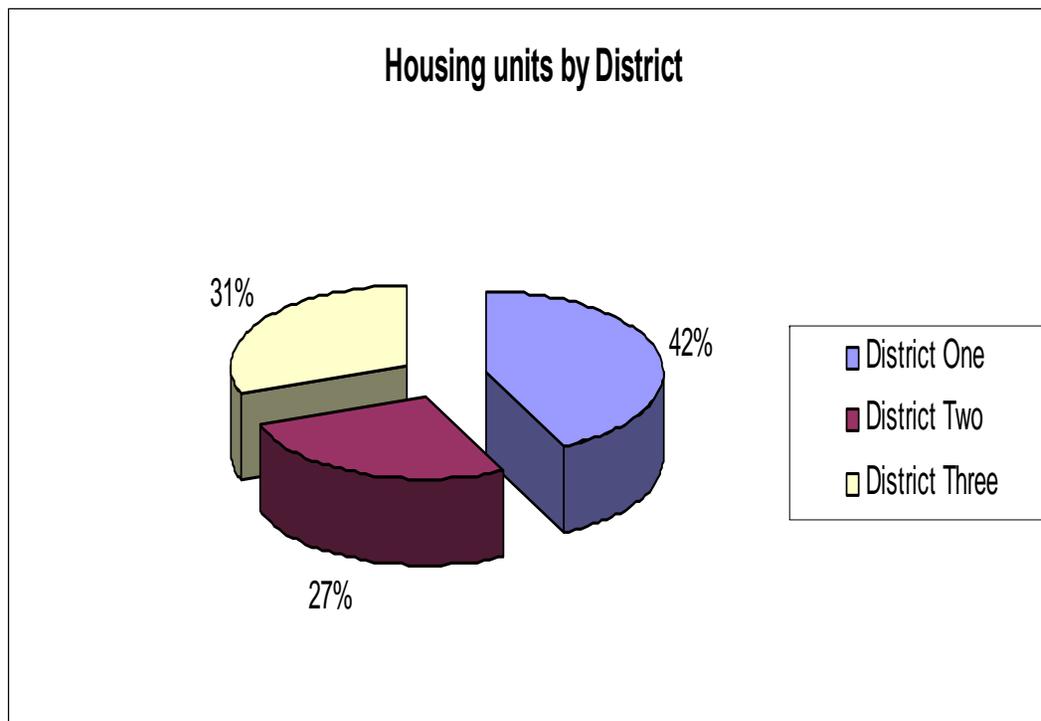


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**Measure:** *Housing supported through activities that increase affordability and improve stability for residents.*

**Benchmark:** *Permanent affordable housing units created and/or maintained*



The anti-poverty strategy utilized is that of housing stabilization. Providing stable housing for low-income populations results in a 39% decrease in use of other social services. (2008 Illinois Supportive Housing Study)

## *Analysis*

Human Services provides or supports 203 units of permanent, affordable housing in the community of which 63 are in District Three. 111 of these units are combined with supportive services.

## *Strategic Plan*

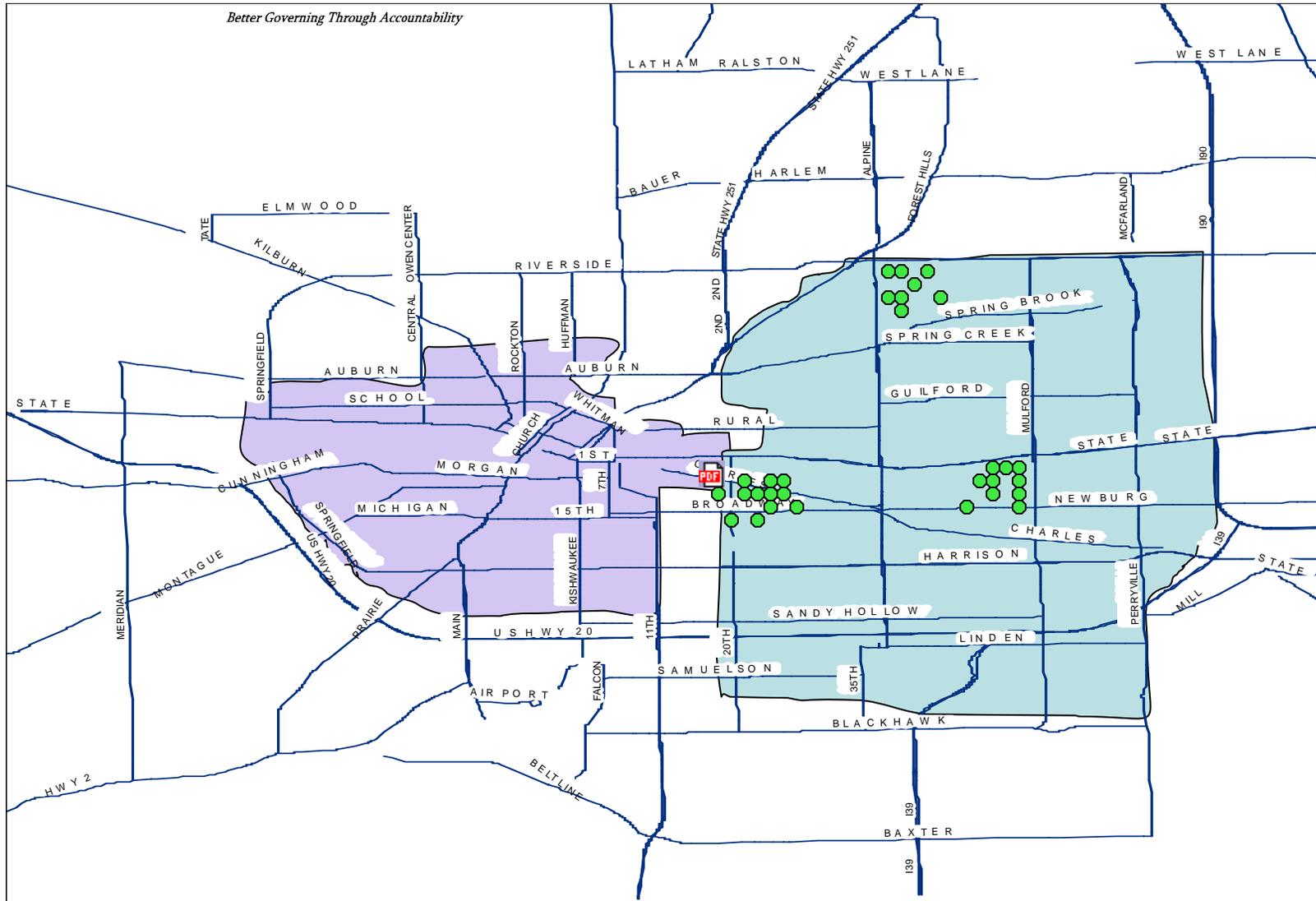
Provide adequate, quality and affordable housing throughout Rockford.

- Locate affordable housing throughout community
- Create opportunities for increased stabilization
- Decrease homelessness
- Utilize anti-poverty strategies

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## District 3 Affordable Housing

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-  Concentrated poverty
-  District 3
-  District 3 Affordable Housing



Office of Mayor Lawrence J. Morrissey  
LEADING BOLDLY, WORKING TOGETHER

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# Neighborhood and Community Improvement

- District Three
- Human Services Department

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## Human Services Neighborhood and Community Improvement Scorecard

|   | Annual Target | Jan | Feb | Mar | Ap  | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Ann Prog |
|---|---------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----------|
| Small Business Loans/ Jobs Created/mo                   | 16            | 0   | 1   | 2   | 0   | 10  | 0   | 0   | 22  |     |     |     |     | 72%      |
| Neighborhood Micro loans                                |               |     |     |     |     |     |     |     |     |     |     |     |     | 0%       |
| Condemnation Relocation Assistance/mo                   | 90            | 21  | 3   | 11  | 15  | 0   | 14  | 1   | 7   |     |     |     |     | 72%      |
| Ten Year Plan to Reduce Homelessness # of sub goals met | 50            | 8   | 1   | 1   | 1   | 1   | 1   | 0   | 1   |     |     |     |     | 26%      |
| Neighborhood Network                                    | 140           | 58  | 72  | 123 | 134 | 136 | 136 | 136 | 144 |     |     |     |     | 100%     |
| SWEEP/mo  | 50            |     |     |     |     |     | 23  | 25  | 10  |     |     |     |     | 96%      |
| Community Building/mo                                   | 120           |     |     |     |     |     |     |     |     |     |     |     |     | 73%      |
| Weed & Seed/RUM/mo                                      | 25            |     |     |     |     |     | 8   | 12  | 3   |     |     |     |     | 92%      |
| Community Gardens- participants/mo                      | 90            |     |     |     |     | 54  | 67  | 47  | 77  |     |     |     |     | 86%      |
| Citizen Service Requests/mo                             | 8000          | 914 | 682 | 694 | 697 | 685 | 656 | 578 | 523 |     |     |     |     | 68%      |

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Program not in operation those months



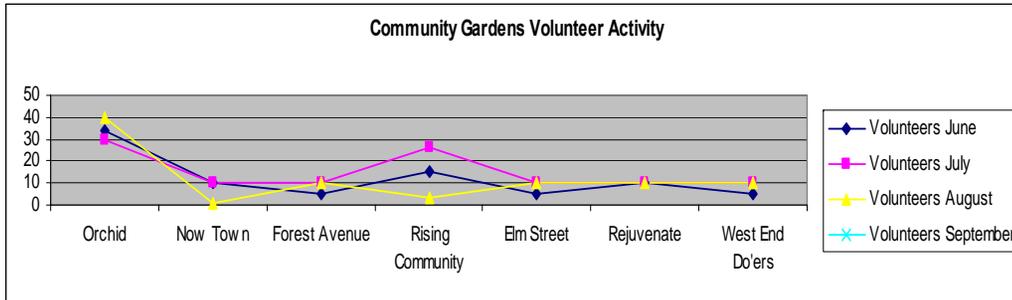
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**Measure: Neighborhoods supported in activities that reduce blight, encourage neighborhood participation and utilize anti-poverty strategies.**

**Benchmark: Number of neighborhood opportunities for improvement.**



Community Garden update:

- Farmer's Markets being held
- Neighborhood "corn-boil" with produce

Changes for next year include-

- opportunities for an additional 25-75 neighborhood gardens
- inclusion of master gardeners
- creation of a regional farmer's market



# Early Intervention and Prevention

- District Three
- Human Services Department

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## Human Services Early Intervention and Prevention

|  | Annual Target | Jan  | Feb  | Mar  | Ap   | May | Jun  | Jul  | Aug  | Sep | Oct | Nov | Dec | Ann Prog |
|--|---------------|------|------|------|------|-----|------|------|------|-----|-----|-----|-----|----------|
| Head Start Child Development   |               |      |      |      |      |     |      |      |      |     |     |     |     |          |
| Head Start Family Support  |               |      |      |      |      |     |      |      |      |     |     |     |     |          |
| Head Start Parent Education  |               |      |      |      |      |     |      |      |      |     |     |     |     |          |
| Head Start health and dental screening and referral                              |               |      |      |      |      |     |      |      |      |     |     |     |     |          |
| Energy CO and smoke detector and fire ext/mo                                     | 200           | 13   | 21   | 19   | 5    | 2   | 0    | 50   | 53   |     |     |     |     | 82%      |
| LIHEAP/mo  | 10000         | 1442 | 1556 | 1571 | 1500 | 750 |      |      |      |     |     |     |     | 68%      |
| Drug Free Alcohol, Tobacco and other drug prevention- Youth with improved scores | 95%           |      |      |      | 94%  |     |      |      |      |     |     |     |     | 94%      |
| Drug Free Violence Prevention-Youth with improved scores                         | 95%           |      |      |      | 84%  |     |      |      |      |     |     |     |     | 84%      |
| Drug Free Graffiti Prevention  | 95%           |      |      |      |      |     |      |      |      |     |     |     |     |          |
| Drug Free Changing Teenage Attitudes   | 75%           |      |      |      |      |     |      | 63%  |      |     |     |     |     |          |
| Homeless Prevention/mo   | 450           | 33   | 23   | 11   | 6    | 12  | 16   | 1    | 5    |     |     |     |     | 24%      |
| Scholarships   | 4             |      |      |      |      |     | 4    |      |      |     |     |     |     | 100%     |
| EMS Support- Reduction in call frequency by superusers                           | 50%           | 91%  | 59%  | 66%  | 49%  | 53% |      |      |      |     |     |     |     | 63%      |
| Summer Food  | 3250          |      |      |      |      |     | 4309 | 4580 | 3494 |     |     |     |     | 141%     |
| Senior Violence Prevention   |               |      |      |      |      |     |      |      |      |     |     |     |     |          |
| Emergency Housing/mo   | 90            | 22   | 0    | 0    | 5    | 15  | 27   | 0    | 13   |     |     |     |     | 92%      |
| Truancy Intervention and Reduction   |               |      |      |      |      |     |      |      |      |     |     |     |     |          |
| Emergency Financial Assistance   | 150           | 43   | 40   | 21   | 18   | 17  | 9    | 24   | 9    |     |     |     |     | 121%     |
| Family and Community Development Case Mngmt-% increas in self sufficiency        | 85%           | 75%  |      |      | 75%  |     |      | 75%  |      |     |     |     |     | 75%      |

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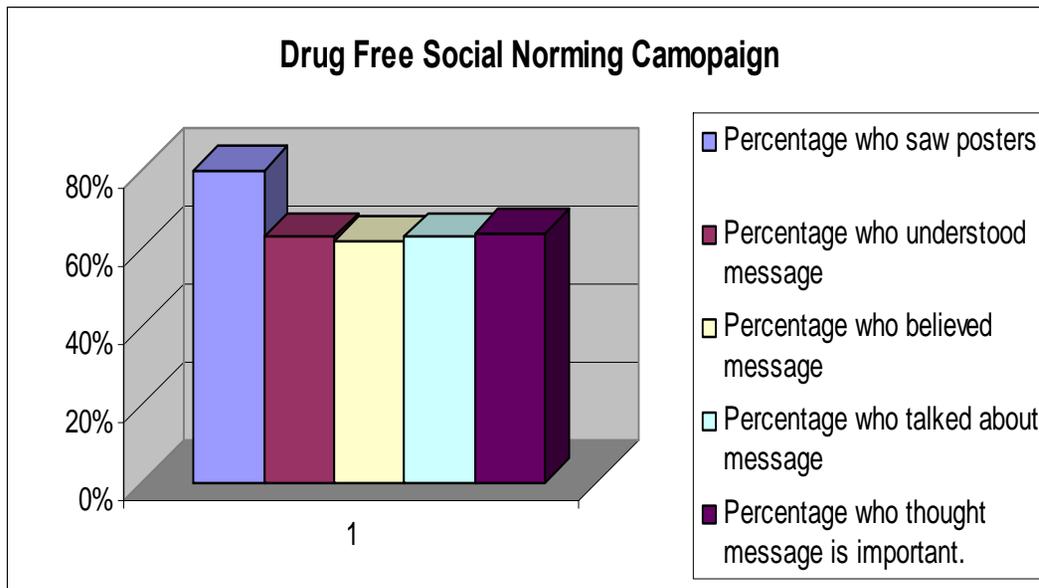
Program not in operation those months

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*Better Governing Through Accountability*

**Measure:** *Teen age youth increase receptiveness to anti-drinking campaign.*

**Benchmark:** *Percent of students reporting change in attitude about teen-age drinking.*



The anti-poverty strategy utilized is that of substance abuse prevention. Substance abuse is a contributing factor to poverty. For adults, it is reflected in lost productivity and in high health care costs. Either alone or in combination, these risk factors not only impair the ability to work, they also affect parenting processes, which can hinder children's development (National Center for Children in Poverty)

## Analysis

Human Services, in conjunction with the Rockford Alcohol Free Teens (RAFT Coalition), School District #205 and the Minority Health Advisory Council conduct and promote social norming campaigns at Jefferson and Auburn High Schools that increase teen awareness of alcohol prevention.

## Strategic Plan

Promote self sufficiency through early intervention programs and support services .

- Locate prevention services in at-risk communities
- Create opportunities for increased stabilization
- Utilize anti-poverty strategies

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## Posters from social norming campaign

"Stand For Something"



*...Or Fall 4 Anything*

**Most Rockford Students  
Choose  
Not 2 Drink**

Brought To You By Rockford  
Drug Free &  
Rockford  
Alcohol Free Teens (RAFT)

Rockford Illinois Youth Survey, (N=5311, 2008)

Campaign Sponsored In Part By The Illinois Department Of Human Services

**Most Rockford Students  
Choose To...**

- 1. PLAY SPORTS** 
- 2. WORK** 
- 3. GO 2  
THE MOVIES** 

**On Summer Break**

Campaign sponsored in part or whole by the Illinois Department of Human Services  
Rockford Illinois Youth Survey, (5311, 2008)

Brought to you by Rockford Drug Free & Rockford  
Alcohol Free Teens (RAFT)