

# RockStat

September 2017

# Rockford Fire Department

PRESENTED BY:

Derek Bergsten – Fire Chief

- Maintain and improve health and safety throughout the organization
- Enhance career related training and development throughout all department levels
- Continually improve and enhance delivery of service to the citizens
- Recruit and retain a diverse and effective workforce
- Foster community outreach and agency partnerships

Rockford Fire Department  
Key Strategic Initiatives  
2017

# *Rockford Fire Department*

## Scorecard

Area of Focus	Metric/Program	Definition	Standard/Goal	Current Performance
Response Times	Call Answer Time	911 calls answered in 10 seconds or less	90%	83.03%
	Total Response Time	911 call received to first unit on scene in 8:12 or less	90%	90.35%
EMS	Utstein Rating	Cardiac Survival Rate	10%	50%
	EMS Customer Service	Overall customer experience rating	95%	94.58%
	Mobile Integrated Healthcare Program	Reduction of hospital admissions	50%	67%
Reduction of hospital readmissions		75%	100%	
Fire/Fire Prevention	Fire Dollar Save Ratio	Percentage of property value saved from structure fires	90%	81.54%
	Arson Clearance Rate	Percentage of arson incidents cleared by arrest	15%	10.81%
	Inspections	General inspection performed within the last four years	95%	94.43%
	Smoke Alarm/Battery Program	Average number of homes visited monthly with Smoke Alarms installed or batteries replaced	30	20

# Rockford Fire Department

## Incidents

Incident Type	2016	2017	% Change	Diff
Fire	441	489	10.88%	48
EMS & Search and Rescue	14,469	15,026	3.85%	557
Hazardous Condition	353	403	14.16%	50
Service/Good Intent Call	1,791	2,084	16.36%	293
False Alarm & False Call	970	1,028	5.98%	58
Other Incident Type	50	51	2.00%	1
<b>Total</b>	<b>18,074</b>	<b>19,081</b>	<b>5.57%</b>	<b>1007</b>
<b>Average per Day</b>	<b>74.07</b>	<b>78.52</b>	<b>6.01%</b>	<b>4.45</b>

Incident Type	5 yr Avg	2017
Fire	498	489
EMS & Search and Rescue	13,799	15,026
Hazardous Condition	366	403
Service/Good Intent Call	1,540	2,084
False Alarm & False Call	1,024	1,028
Other Incident Type	64	51
<b>Total</b>	<b>17,291</b>	<b>19,081</b>

# Rockford Fire Department

## 2017 Applicant Process - New Recruit Class

### Demographics of the 17 members of the 2017 Recruit Class

Gender		
Male	15	88.24%
Female	2	11.76%
Total	17	

Rockford Resident		
Yes	7	41.18%
No	10	58.82%
Total	17	

Race		
White	14	82.35%
African American	1	5.88%
Hispanic	2	11.76%
Total	17	

# *Rockford Fire Department*

## **2017 Achievements**

- Hosted Great Lakes Fire Accreditation Managers (GLFAM) consortium meeting
- Open House at new Fire Station 7 on Sawyer Rd
- Hosted MABAS Division 8 Meeting
- Hosted Rosecrance Florian Program staff for firefighter awareness training
- Moved passenger railcar
- 10 firefighters start paramedic class on 9/12
- 17 new recruits begin academy on 9/18
- 5 members received their Illinois Professional Emergency Manager (IPEM) certification and 3 members received their Professional Development Series (PDS) certification at the IEMA conference in Springfield

# *Rockford Fire Department*

## **2017 Areas of Improvement**

- October is Fire Prevention Month
- Bloomberg Mayor's Challenge
- Presenting at IML Conference about the Mobile Integrated Healthcare Program
- Presenting at Rosecrance Florian Conference on Firefighter Mental Health
- Promotional testing for District Chief and Captain
- Preparing for Pink Heals visit
- Preparing for full scale exercise in October at BMO Harris Bank Center
- Preparing 911 CAD RFP

# *Rockford Fire Department*

**Illinois Professional Emergency Manager (IPEM) and Professional Development Series (PDS) Recipients**



# Human Services

PRESENTED BY:

Jennifer Jaeger - Community Services

- Homeless Initiatives

Human Services  
Key Strategic Initiatives  
2017

# Human Services-Community Services

## Scorecard

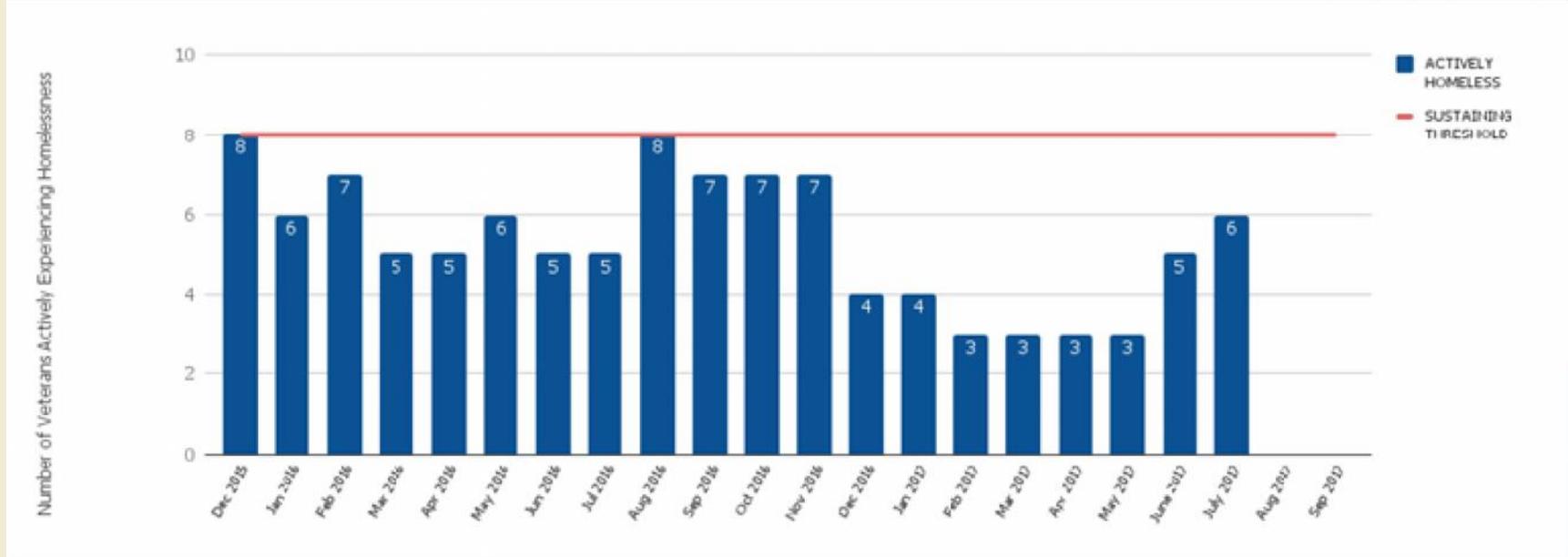
<b>Veteran Homelessness- Sustainability</b>												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Homeless Veterans	4	4	3	3	3	5	6	6				
<b>Chronic Homelessness- Achieving Zero and sustainability</b>												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Homeless Chronics	3	3	3	3	2	2	2	2				
<b>Youth Homelessness- Achieving Zero</b>												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Homeless Youth	15	21	24	24	32	27	27	30				
<b>Family Homelessness- Achieving Zero</b>												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Homeless Families	11	23	31	31	39	40	43	48				

Currently 19% of families who are homeless are fleeing domestic violence.

# Human Services-Community Services

## Veteran Dashboard

FUNCTIONAL ZERO DATE	ACTIVE HOMELESS VETERANS ON BNL	SUSTAINING THRESHOLD
October 2015	6	8



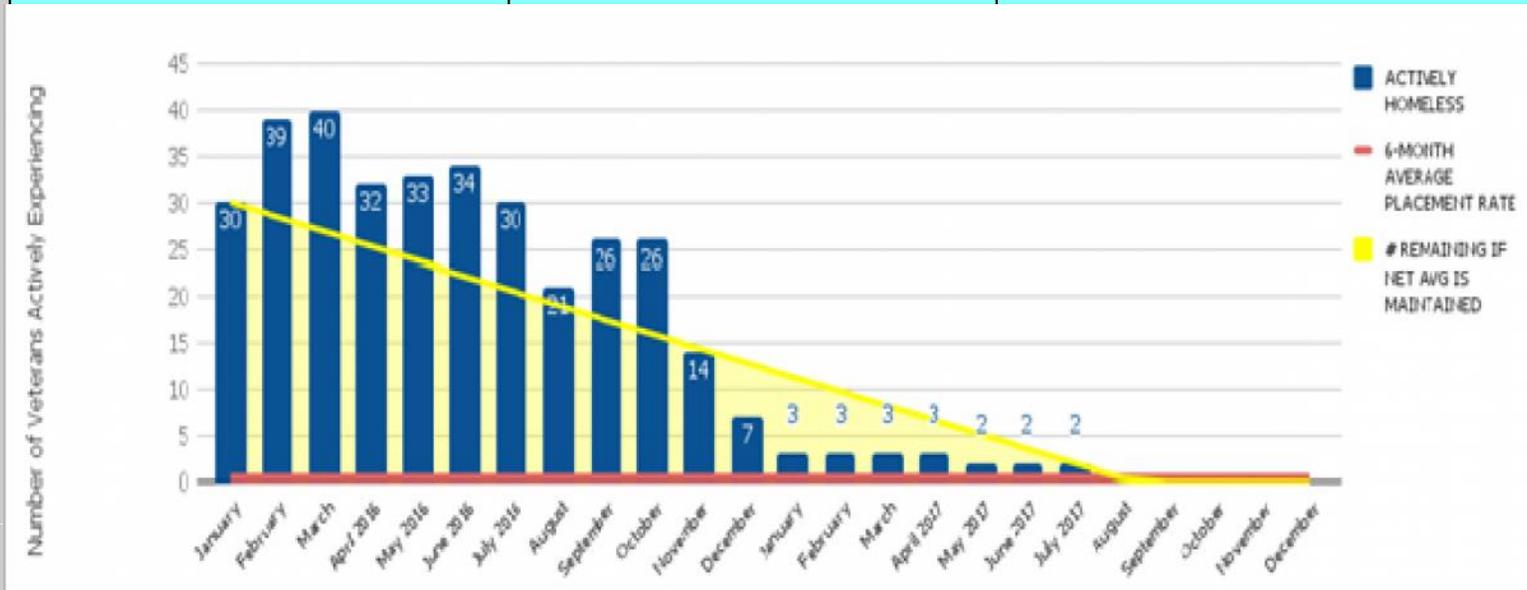
# Human Services-Community Services

## Chronic Dashboard

### CHRONIC COUNTDOWN DASHBOARD

PROGRESS AS OF: JUNE 2017

ACTIVE HOMELESS CHS ON BNL	PROJECTED MONTHS UNTIL FUNCTIONAL ZERO	6-MONTH AVERAGE MONTHLY HOUSING PLACEMENT RATE
2	0.0	2



# *Human Services-Community Services*

## **Achievements**

- We just attended the Built for Zero workshops in Chicago. The five communities who have either reached functional zero for veteran's and chronic (like us), or are close to doing so, were asked to work with a HUD representative and the Community Solutions organization to identify our next goal. We selected as our goal to reduce youth homelessness by 10% this year and end it in 2018.
- We have isolated our youth by name list and have started the process of working with partners to address ending youth homelessness.
- We submitted our chronic data to the federal partners and are awaiting word on whether they will certify us for ending chronic homelessness.

# Public Works Department

PRESENTED BY:

Mark Stockman – Director of Public Works

- Balanced infrastructure system inclusive of road, rail, parking, pedestrian and alternative modes of transportation
- Improved infrastructure & redevelopment to attract businesses to the City of Rockford
- Street maintenance program which provides commuters with clean, safe and well-maintained streets
- Operate and maintain the public water system in a manner that protects public health and enhances the community
- Maintain a stormwater management program that protects the public and the environment while enhancing the community

PUBLIC WORKS  
Key Strategic Initiatives  
2017

# Street & Transportation Division

## Dashboard

		2017 Monthly Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	YTD AVE.
Street Operations	Unresolved Pothole Requests	100	10	8	2	25	8	8	3	7		9
	Arterial Pothole Req. - % Completed <= 10 Days	90%	98%	100%	100%	96%	95%	95%	100%	100%		98%
	Res. Pothole Req. - % Completed <= 30 Days	90%	99%	100%	98%	100%	97%	100%	100%	98%		99%
	# Trees Trimmed	200	326	436	413	239	179	187	164	160		263
	# Trees Removed	50	36	76	52	54	99	62	37	103		65
	# Trees Planted	70				28	60	13				34
	Unresolved Forestry Prune or Removal Requests	150	59	44	64	27	72	135	160	160		90
	Total Requests	600	451	444	571	639	582	648	669	788		599
	Total Unresolved Requests	250	106	75	102	88	123	210	252	206		145
Traffic Operations	% of Graffiti Requests removed in 5 days	95%	N/A	N/A	N/A	96%	100%	100%	100%	100%		
	% Signals Repaired Compared to Reported	95%	100%	100%	99%	99%	99%	100%	99%	99%		99%
	% Signals Replaced Compared to Reported	95%	100%	100%	100%	100%	100%	100%	100%	75%		97%
	% of Signal Bulb Outages Responded in 24 hrs	95%	100%	100%	100%	100%	100%	95%	100%	100%		99%
	% of City Street Light Outages Responded in 5 days	95%	100%	100%	100%	100%	100%	100%	100%	100%		100%
	% Sign Repaired/Replace to Reported	95%	92%	97%	99%	100%	99%	99%	100%	100%		98%
	% Signs Repair/Replace Responded in 5 days	95%	100%	99%	100%	100%	100%	100%	100%	100%		100%

# *Street & Transportation*

## **Accomplishments**

- 22% reduction in graffiti over the summer months (Jun-Aug).
- Completed the downtown trash receptacle replacement project.
- Traffic signal completed kiosk installation at Lot 5.
- 34 inlets/manholes repaired/replaced city-wide.
- City forestry removed 88 trees internally in the month of Aug.

# *Street & Transportation*

## **Areas for Improvement**

- Tree planting program continues to be challenging area. Working on finding better ways to reach out to the public.
- Signals replaced compared to reported (75%) due to a knockdown repair on the last day of the month.
- Still working to complete a few miscellaneous projects at District 1.

# Water Division

PRESENTED BY:  
Mark Stockman - Director of Public Works

# Water Division

## Dashboard

		Monthly Performance	2017 Monthly Target	Mar	Apr	May	Jun	Jul	Aug
Water Operations	Distribution	Emergency Repair Time (hours)	2	0	1.2	0.6	0.6	0.1	1
		% of Total Repairs That Are Planned	70%	93%	94%	81%	89%	82%	89%
		Backlog of Non-Emerg Repairs (Weekly Avg)	25	20	33	36	33	38	38
		# of Winter Backlog Jobs	130	83	24	2			
		Water Main Flushed (mi)	40			52	49	41	34
	Field Services	Total Work Orders	2465	2851	2252	3011	2732	2732	2752
		Days Priority S/O Outstanding	30	5	4	3	7	5	6
		Backlog of Priority S/O	50	5	6	9	12	7	13
	Production	Maintenance Work Orders	200	220	239	224	207	186	210
		Service Pressure Excursions	45	15	21	39	35	33	29
		% Preventative Maintenance	60%	65%	64%	51%	51%	51%	60%
		# of Water Quality Complaints	3	0	0	2	4	1	2
		% Design Demand	110%	141%	153%	96%	102%	104%	98%
	Financial	Total Amt Past 30 Days Due as % of Revenue	5%	2.7%	2.4%	2.3%	2.2%	2.1%	2.1%
		Operating Revenue, % of Plan	95%	102%	100%	101%	101%	100%	99%
		Number of New Water Connections	5	4	6	14	34	3	22

# *Water Division*

## **Accomplishments:**

- Salter Ave. water main replacement design (1,300 LF – Risk Based)
- Hydraulic model import
- Development of an interactive hydrant assessment tool
- Approx. 200% increase in fire hydrant PM & painting – YTD 2017 compared to YTD 2016

## **Areas of Improvement:**

- ISO fire flow testing and M17 hydrant inspections (Approx. 1,000 hydrants)
- U34/U31 well rehabilitation(s)
- SE Superfund service connections
- Large meter inspection(s)
- Production meter validation(s)

# Engineering Division

PRESENTED BY:

Mark Stockman – Director of Public Works

# Engineering Dashboard

Monthly Performance		2017 Monthly Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
	# of Site Plans Reviewed	7	2	1	10	6	12	13	8	24
	% of Site Plans Reviewed in less than 14 days	95%	100%	100%	100%	83%	100%	100%	100%	100%
	# of Development Plans Reviewed	1	2	0	3	0	1	1	1	0
	% of Develop. Plans Reviewed in less than 21 days	95%	100%	NA	100%	NA	100%	100%	100%	100%
	# of ROW/DWY Permits Issued	100	207	114	162	165	208	274	172	233
	% of ROW/DWY Permits Issued in 1 day	95%	100%	100%	96%	100%	99%	100%	92%	95%
Development/ROW/Stormwater	ROW/DWY Permits Closed	100	85	4	53	62	180	206	231	168
	ROW/DWY Permits Still Open	700	617	697	798	897	870	712	630	902
Development/ROW/Stormwater	Detention Basins Inspected (odd years)	60		1	0	31	23	178	60	29
	Detention Basins Requiring Follow-up (odd years)			1	0	5	5	6	12	7
Development/ROW/Stormwater	Industrial High Risk Inspections On-Site	9	10	9	11	9	5	11	10	10
	Erosion Control Inspections On-Site (5 Winter; 25- S /	25	22	19	2	7	21	16	11	26
Development/ROW/Stormwater	New Illicit Discharge (IDDE) Investigations	1	2	1	1	3	1	2	0	1
	IDDE Investigations w/in 72 hrs	100%	100%	100%	100%	100%	100%	100%	NA	100%
Development/ROW/Stormwater	IDDE Investigations Unresolved	8	9	10	11	13	12	12	12	12
	Stormwater Samples Taken (15-Sp; 15-F; 40 Trib)	NA		10	15		15			10
Development/ROW/Stormwater	SWPPP Reviews	3	0	1	6	1	1	2	0	1
	Stormwater Service Requests	20	19	13	51	71	36	68	118	42
Development/ROW/Stormwater	SW Requests Generated Proactively (>50% of Total)	50%	8	1	35	42	42	42	61	25
	SW Requests Generated Reactively (<50% of Total)	50%	11	12	16	29	16	26	57	17%
Development/ROW/Stormwater	Clogged/Sunken Inlets Invest. w/in 24 hrs of Request	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Other Stormwater Requests Invest. w/in 1 week of Rec	100%	100%	100%	100%	100%	100%	100%	100%	100%
Development/ROW/Stormwater	Street Sweeping (mi)	Varies			87	272	363.9	217.97	111.00	72.00

# *Engineering Division*

## **Accomplishments:**

- Neighborhood resurfacing program ongoing with one more package out in August for remaining wards
- Mercy Way – Construction has started on Mercy Way and Lyford Road
- Ongoing collaboration with City and IDOT for N. Main, W. State St. PH 2 and E. State St. Mill Rd. to Bell School Rd.

## **Areas for Improvement:**

- Continue to improve on amount of ROW permits open
- Complete remaining detention basin inspections
- Continue to strive for 1-day turn around on all permits
- Moving forward with second package for thermostriping

# Rockford Police Department

PRESENTED BY:

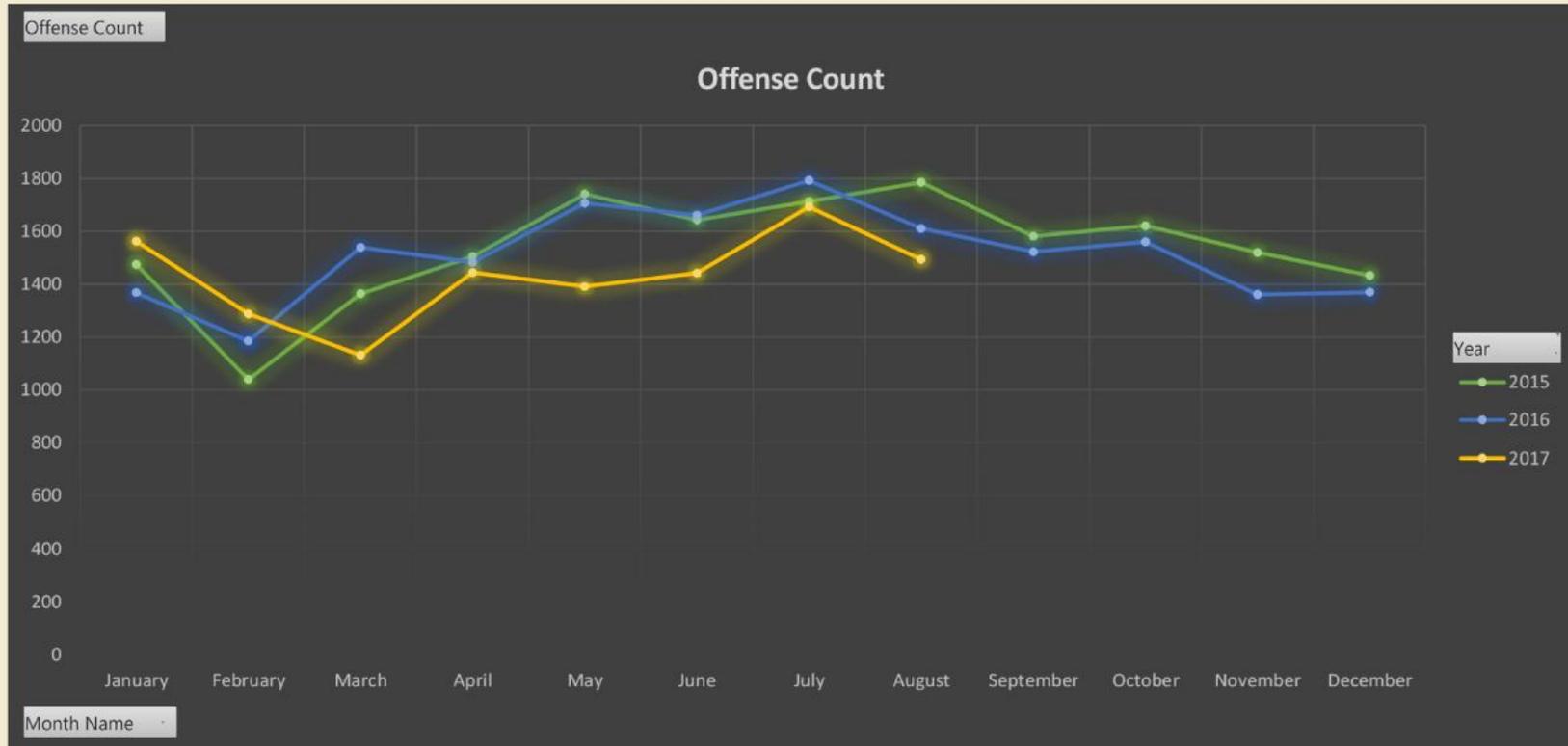
Doug Pann – Assistant Deputy Chief

- Reduce Violent Crime
- Improve Community Engagement
- Improve Traffic Safety
- Improve Employee Development
- Enhance Organizational Development/Capabilities

Rockford Police Department  
Key Strategic Initiatives  
2017

# Rockford Police Department

## NIBRS Group A Offense Count 2015-2017



Offense Count	Column Labels												
Row Labels	January	February	March	April	May	June	July	August	September	October	November	December	Grand Total
<b>2015</b>	<b>1475</b>	<b>1040</b>	<b>1364</b>	<b>1505</b>	<b>1741</b>	<b>1643</b>	<b>1713</b>	<b>1785</b>	<b>1581</b>	<b>1621</b>	<b>1520</b>	<b>1433</b>	<b>18421</b>
<b>2016</b>	<b>1368</b>	<b>1185</b>	<b>1539</b>	<b>1483</b>	<b>1707</b>	<b>1661</b>	<b>1792</b>	<b>1611</b>	<b>1523</b>	<b>1560</b>	<b>1361</b>	<b>1370</b>	<b>18160</b>
<b>2017</b>	<b>1563</b>	<b>1288</b>	<b>1132</b>	<b>1444</b>	<b>1391</b>	<b>1442</b>	<b>1693</b>	<b>1494</b>					<b>11447</b>
<b>District 1</b>	<b>659</b>	<b>517</b>	<b>449</b>	<b>597</b>	<b>541</b>	<b>582</b>	<b>679</b>	<b>619</b>					<b>4643</b>
<b>District 2</b>	<b>466</b>	<b>452</b>	<b>374</b>	<b>480</b>	<b>510</b>	<b>536</b>	<b>587</b>	<b>518</b>					<b>3923</b>
<b>District 3</b>	<b>438</b>	<b>317</b>	<b>308</b>	<b>365</b>	<b>337</b>	<b>320</b>	<b>425</b>	<b>357</b>					<b>2867</b>
<b>Unknown</b>		<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>2</b>						<b>14</b>
<b>Grand Total</b>	<b>4406</b>	<b>3513</b>	<b>4035</b>	<b>4432</b>	<b>4839</b>	<b>4746</b>	<b>5198</b>	<b>4890</b>	<b>3104</b>	<b>3181</b>	<b>2881</b>	<b>2803</b>	<b>48028</b>

# Rockford Police Department

## Group A Comparison

### Violent Crimes / Property Crimes

	Last 2 Weeks			Last 28 Days			Current Year		
	Aug 18, 2017 - Aug 24, 2017	Aug 25, 2017 - Aug 31, 2017	% Change	Aug 04, 2016 - Aug 31, 2016	Aug 04, 2017 - Aug 31, 2017	% Change	Jan 01, 2016 - Aug 31, 2016	Jan 01, 2017 - Aug 31, 2017	% Change
Violent Crimes (09A-B, 11A-D, 13A, 120)	34	61	79%	187	170	-9%	1767	1648	-7%
Property Crimes (220, 23A-H, 240)	137	105	-23%	468	475	1%	3914	3455	-12%

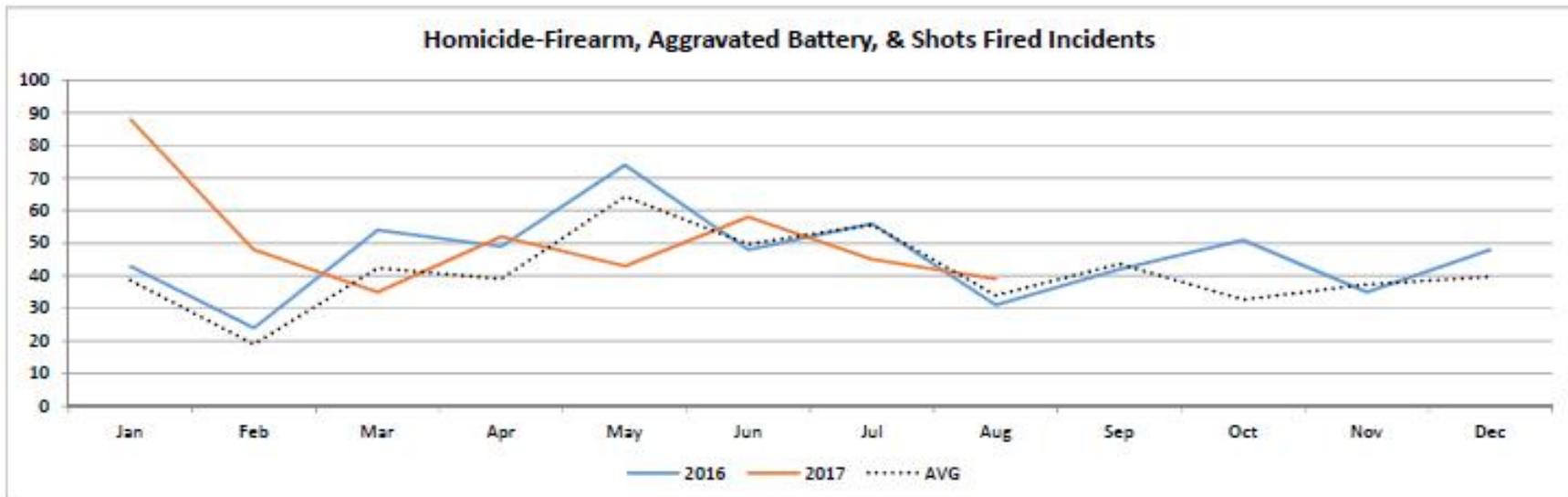
**Violent Crimes: Murder / Manslaughter, Sex Crimes, Aggravated Assault, Robbery**

**Property Crimes: Burglary, Theft, Motor Vehicle Theft**

# Rockford Police Department

## Aggravated Battery / Shots Fired 2014-2017

### City of Rockford Aggravated Battery & Shots Fired Incidents



### Count of Aggravated Battery & Shots Fired Incidents by Month

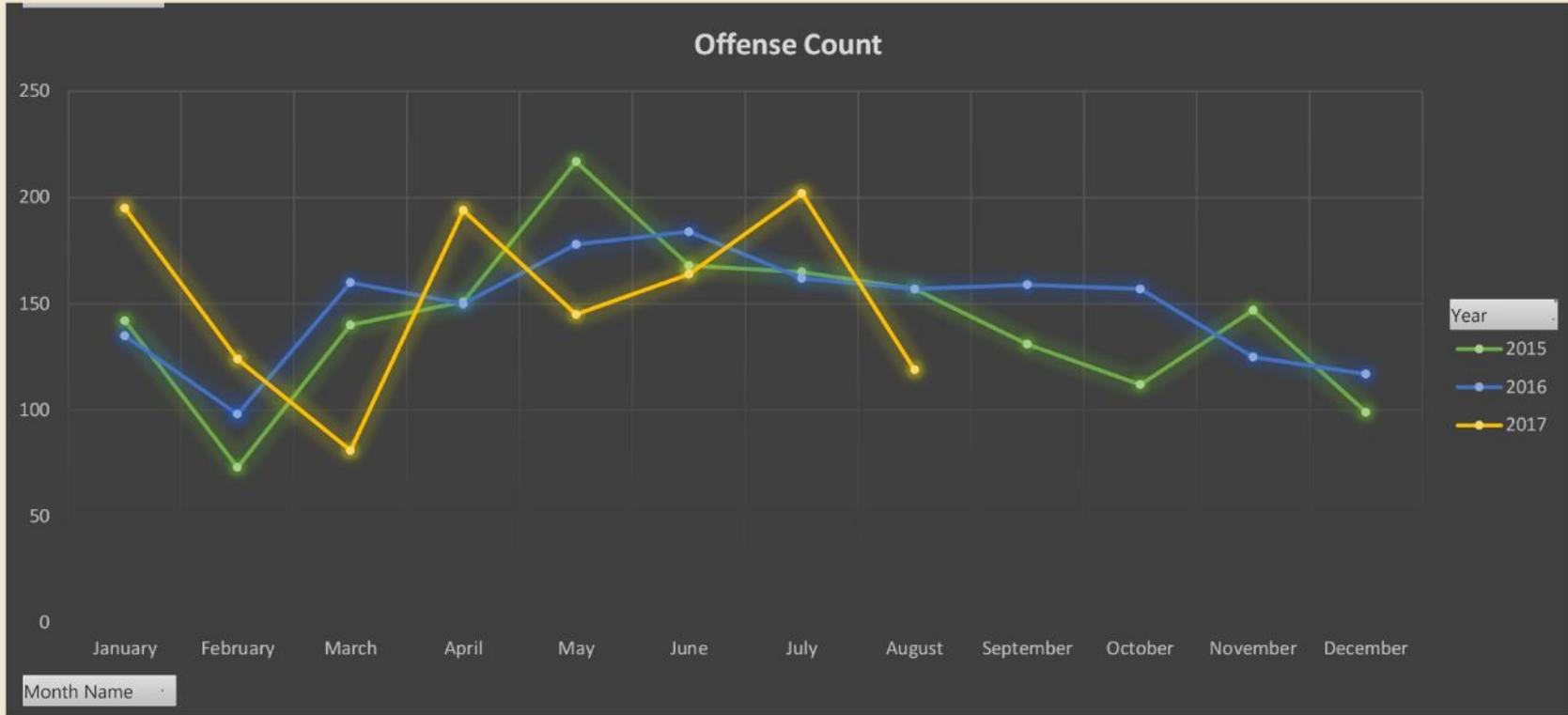
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	22	16	25	22	40	42	53	31	31	16	18	40
2015	51	17	48	46	70	50	58	40	58	31	50	31
2016	43	24	54	49	75	47	56	31	42	51	35	48
2017	88	48	35	52	43	58	45	39				
14-'16 Avg	39	19	42	39	65	49	56	34	44	33	37	40

### Count of Victims Struck by Gunfire

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	4	7	7	7	17	16	16	7	6	4	3	10
2015	23	2	11	7	23	11	23	12	11	9	15	6
2016	11	6	22	12	25	12	18	9	8	15	13	10
2017	17	8	6	16	11	15	13	17				
14-'16 Avg	13	5	13	9	22	13	19	9	8	9	10	9

# Rockford Police Department

## Aggravated Assault 2015 - 2017



Offense Count	Column Labels												
Row Labels	January	February	March	April	May	June	July	August	September	October	November	December	Grand Total
<b>2015</b>	142	73	140	151	217	168	165	157	131	112	147	99	1702
<b>2016</b>	135	98	160	150	178	184	162	157	159	157	125	117	1782
<b>2017</b>	195	124	81	194	145	164	202	119					1224
<b>District 1</b>	109	63	38	96	67	86	105	69					633
<b>District 2</b>	47	50	28	53	56	63	54	31					382
<b>District 3</b>	39	11	15	45	21	14	43	19					207
<b>Unknown</b>					1	1							2
<b>Grand Total</b>	472	295	381	495	540	516	529	433	290	269	272	216	4708

# Rockford Police Department

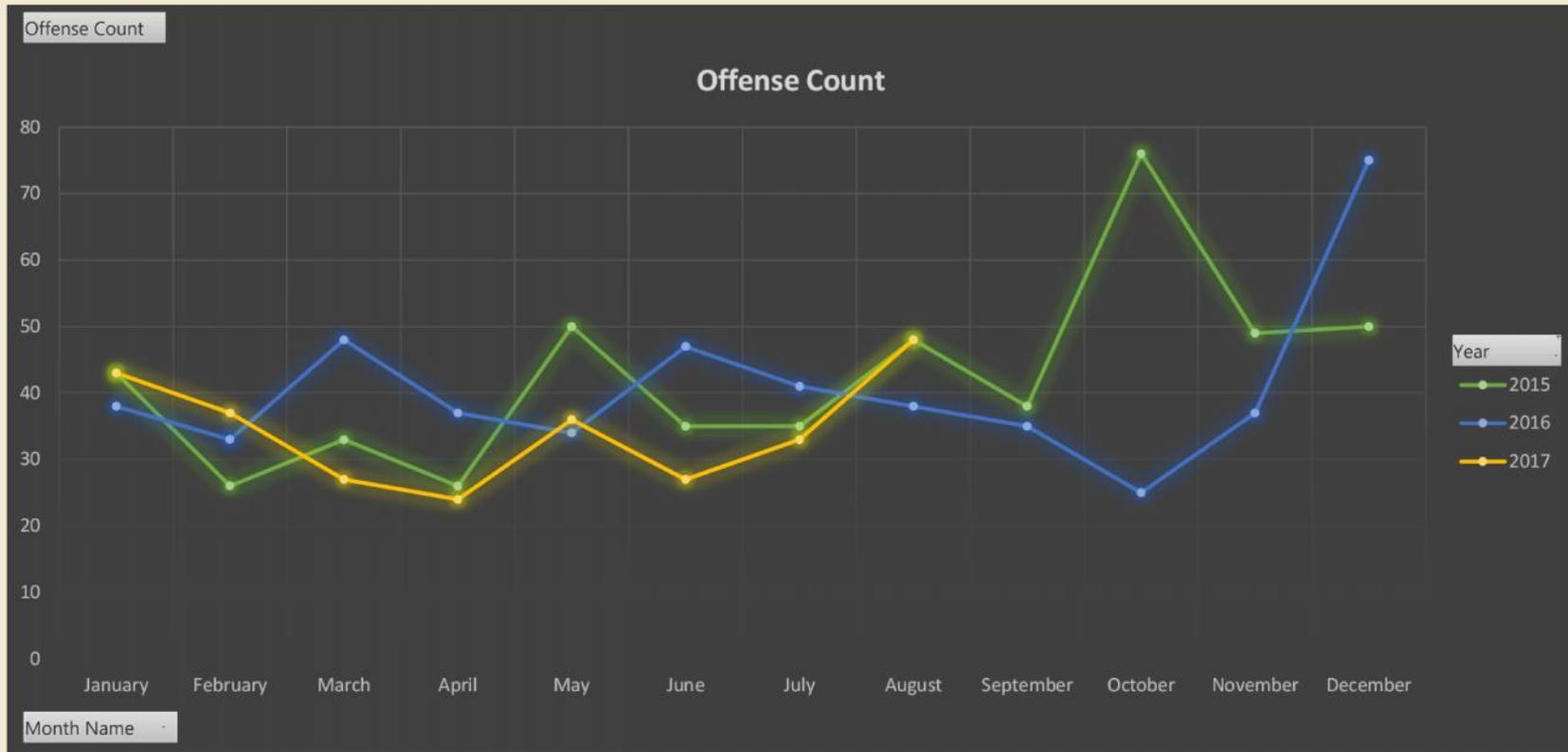
## Robbery 2015 - 2017



Offense Count	Column Labels												
Row Labels	January	February	March	April	May	June	July	August	September	October	November	December	Grand Total
<b>2015</b>	<b>30</b>	<b>14</b>	<b>34</b>	<b>27</b>	<b>45</b>	<b>50</b>	<b>65</b>	<b>37</b>	<b>59</b>	<b>55</b>	<b>49</b>	<b>44</b>	<b>509</b>
<b>2016</b>	<b>63</b>	<b>28</b>	<b>39</b>	<b>39</b>	<b>46</b>	<b>53</b>	<b>52</b>	<b>38</b>	<b>47</b>	<b>40</b>	<b>48</b>	<b>49</b>	<b>542</b>
<b>2017</b>	<b>48</b>	<b>34</b>	<b>32</b>	<b>31</b>	<b>21</b>	<b>38</b>	<b>33</b>	<b>42</b>	<b>47</b>	<b>40</b>	<b>48</b>	<b>49</b>	<b>279</b>
<b>District 1</b>	<b>22</b>	<b>16</b>	<b>14</b>	<b>16</b>	<b>10</b>	<b>13</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>124</b>
<b>District 2</b>	<b>17</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>9</b>	<b>19</b>	<b>10</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>103</b>
<b>District 3</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>52</b>
<b>Grand Total</b>	<b>141</b>	<b>76</b>	<b>105</b>	<b>97</b>	<b>112</b>	<b>141</b>	<b>150</b>	<b>117</b>	<b>106</b>	<b>95</b>	<b>97</b>	<b>93</b>	<b>1330</b>

# Rockford Police Department

## Auto Thefts 2015 - 2017

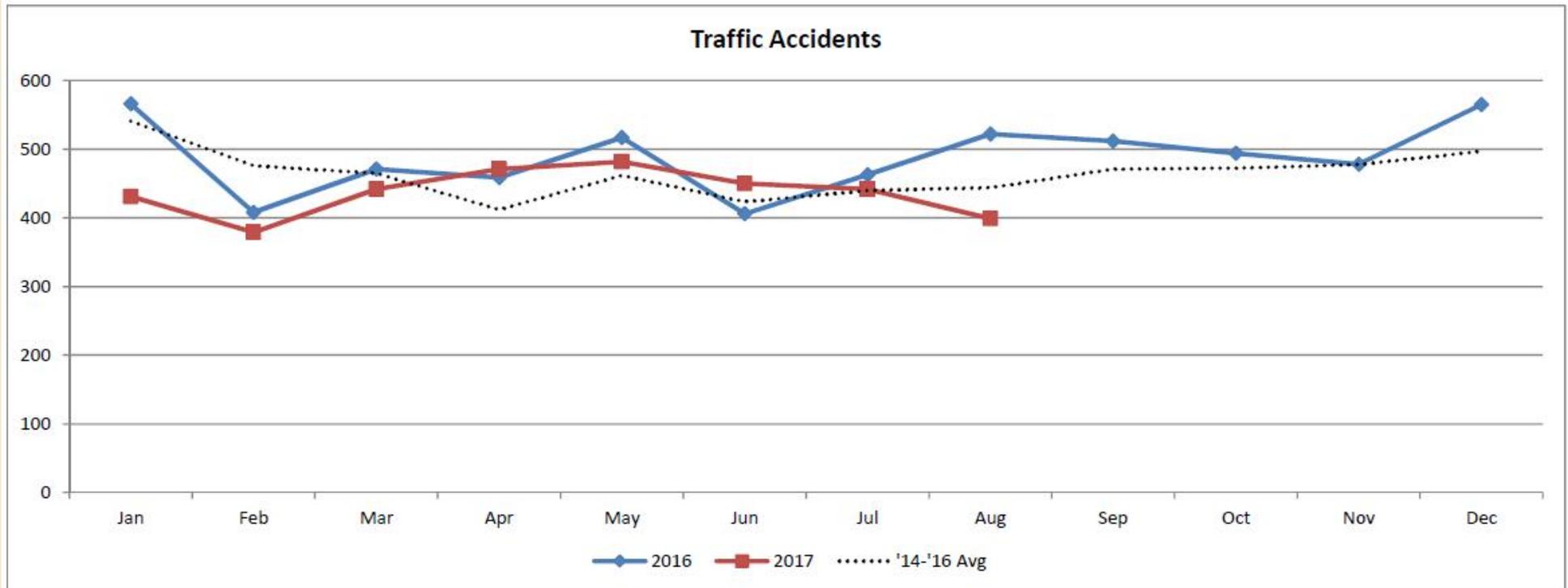


Offense Count	Column Labels												
Row Labels	January	February	March	April	May	June	July	August	September	October	November	December	Grand Total
<b>2015</b>	43	26	33	26	50	35	35	48	38	76	49	50	509
<b>2016</b>	38	33	48	37	34	47	41	38	35	25	37	75	488
<b>2017</b>	43	37	27	24	36	27	33	48					275
<b>District 1</b>	15	14	14	13	10	8	9	27					110
<b>District 2</b>	12	10	4	4	16	13	12	12					83
<b>District 3</b>	16	13	9	7	10	6	12	9					82
<b>Grand Total</b>	124	96	108	87	120	109	109	134	73	101	86	125	1272

# Rockford Police Department

## Traffic Accidents 2014 - 2017

### City of Rockford Traffic Accidents



### Count of Traffic Accidents by Month

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	571	525	453	360	378	393	403	405	435	419	477	389
2015	486	495	470	417	490	472	454	405	466	505	478	538
2016	566	408	471	459	517	406	463	522	512	494	478	565
2017	431	379	442	471	482	450	442	399				
'14-'16 Avg	541	476	465	412	462	424	440	444	471	473	478	497

# *Rockford Police Department*

## **Accomplishments**

- Award from the Illinois Association of Chiefs of Police Traffic Committee for its 1<sup>st</sup> place finish in the Municipal 250+ category and Speed Awareness specialty award of the 2016 Illinois Traffic Safety Challenge
- Love & Loyalty backpack give away at Booker
- Rock House Ice Cream Socials – both locations
- Officer Greg Lindmark Memorial Law Week (August 21-27, 2017)
- Partnering with the Illinois Department of Transportation to stop drunk and drug-impaired drivers and help save lives.
- Participated in the Ministry of Restoration Back to School Giveaway at Blackhawk Park
- Participated in active shooter drill with Fire and RPS 205
- District 1 commanders and officers attended the Christian Union Full Gospel Church Ministries back to school picnic
- Partnered with SwedishAmerican Foundation, Rockford Area Habitat for Humanity and Thrivent Financial for the 2<sup>nd</sup> annual Midtown project
- Participated in Rep. Joe Sosnowski Kids' Health & Safety Fair
- Conducted Youth Police Academies
- Sergeant Mary Ogden and CAP volunteer Christine participated in Tricoci University of Beauty Culture 1st Annual Barber-Beauty Battle + Bike & Car Show to end Domestic Violence

# Finance Department

# Customer Service

## PRESENTED BY:

Wendy Lara – Customer Service Manager  
Gus Saros – Customer Service Supervisor

- Answer calls in 30 seconds or less and have an abandoned rate of less than 8% per month
- Become more efficient processing address changes, PO forwarding cards, and mail returns to ensure customers get their bills on time
- Revise follow up service order assignments to ensure we are billing accurately and in a timely manner
- Cross-train all CSRs in different processes to improve our operations and be able to help our customers more effectively
- Promote e-billing to reduce the number of bills sent out and encourage customers to use other types of payment options.

Finance – Customer Service  
Key Strategic Initiatives  
2017

# Finance - Customer Service Center Scorecard

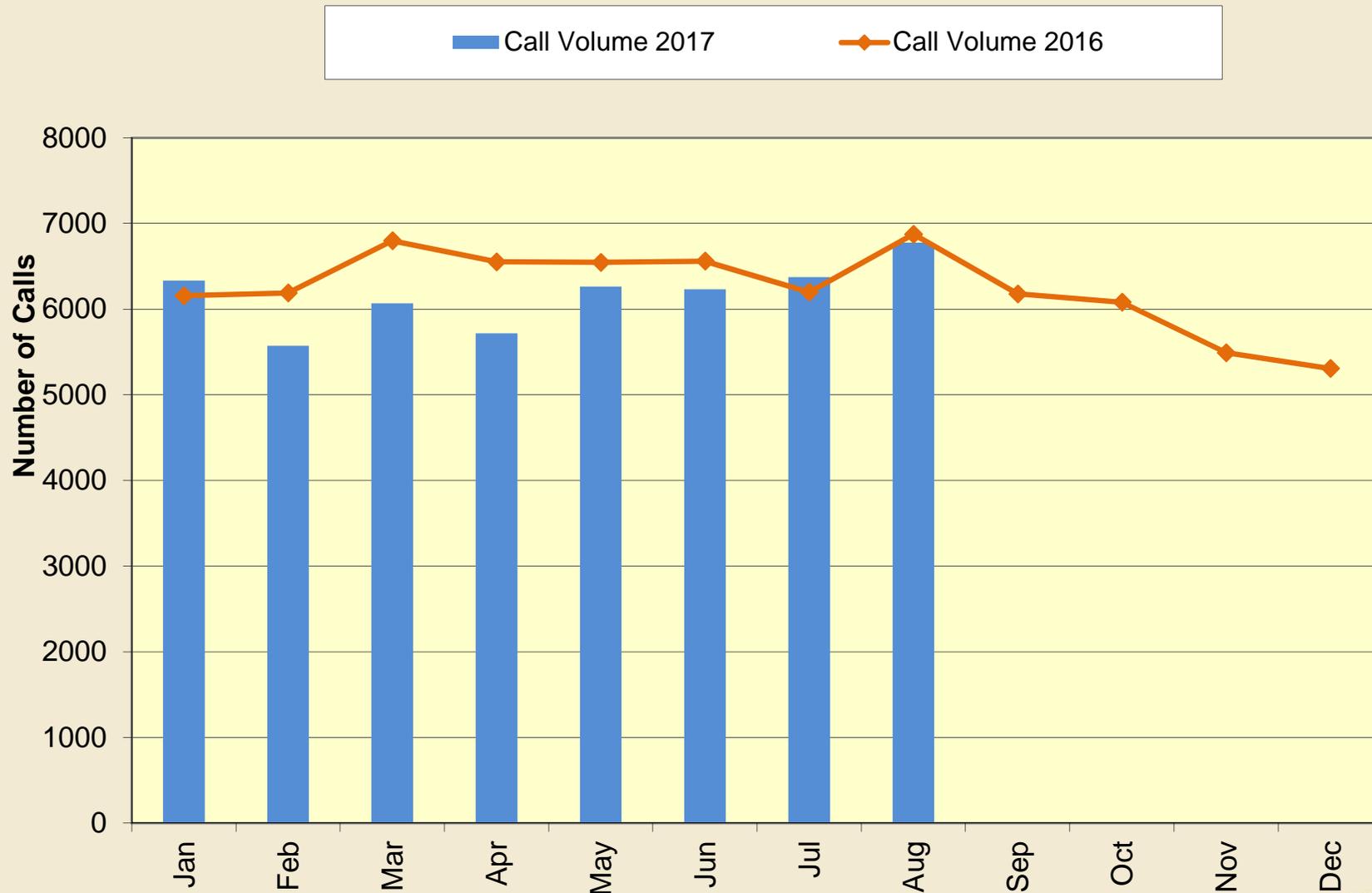
## Customer Service Center Scorecard

Monthly Performance	2017 Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD 2017	YTD 2016
Total number of calls	6,750	6,334	5,572	6,086	5,716	6,239	6,230	6,373	6,775					49,325	51,865
Average Time to Answer in sec	30	38	17	15	13	14	12	13	12					17	24
% Calls Abandoned	8%	4.7	1.5	1.7	1.3	1.5	1	1.5	1					2	3

Targets based on AWWA Benchmarking Water Utility Customer Relations Best Practices

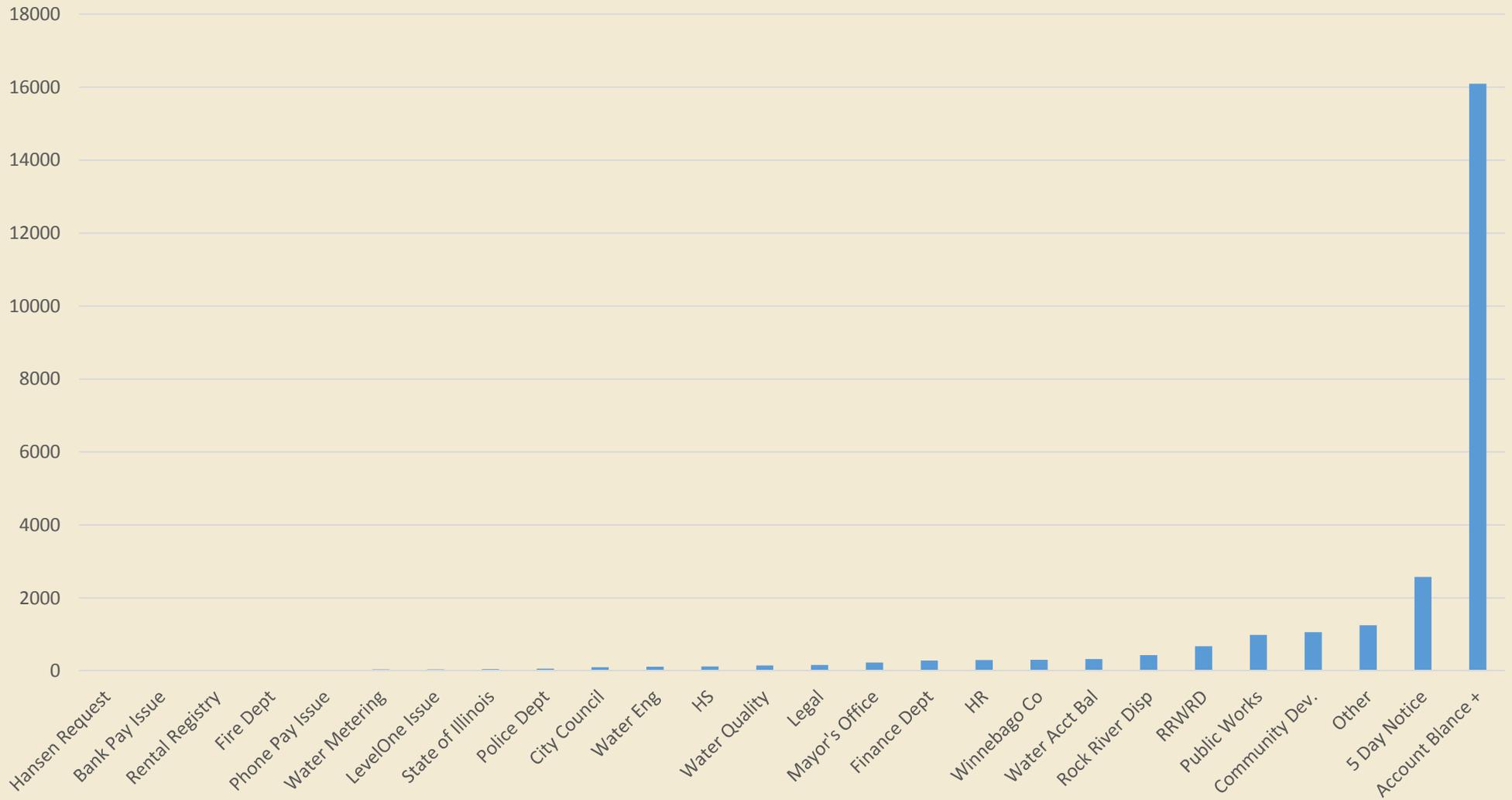
# Finance - Customer Service Center

## Call Volume

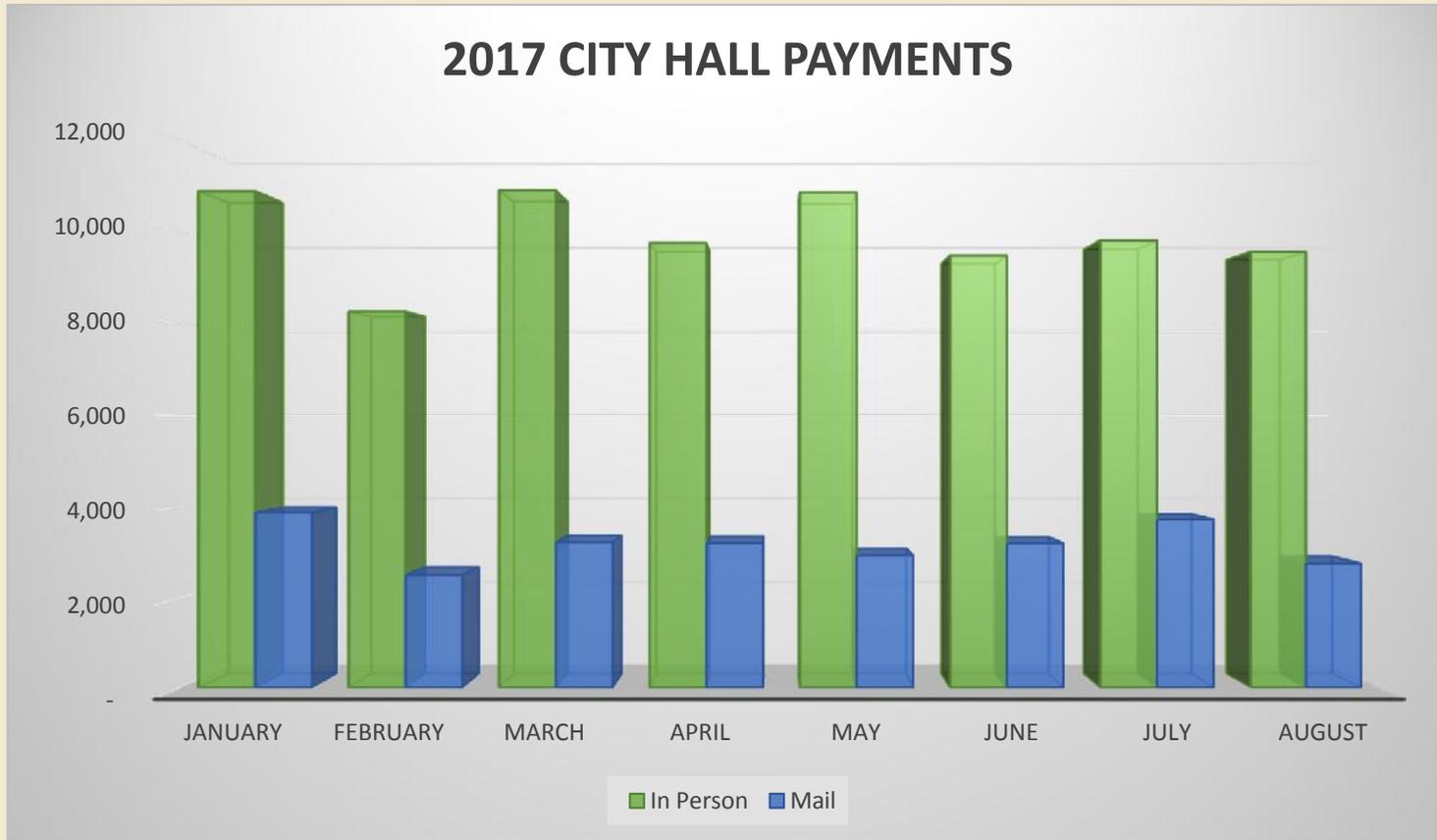


# *Finance - Customer Service Center*

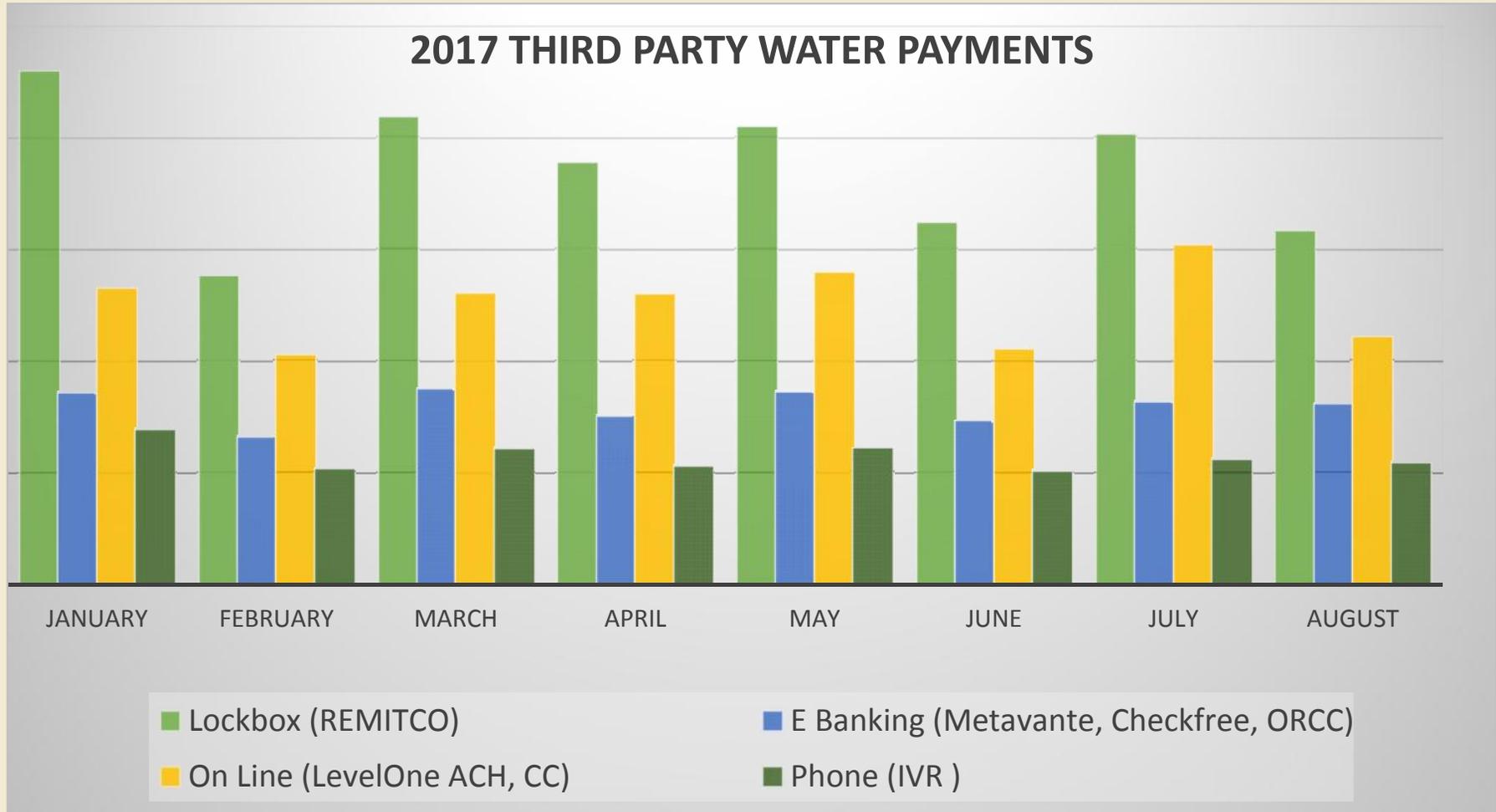
## **Wrap Up Code**



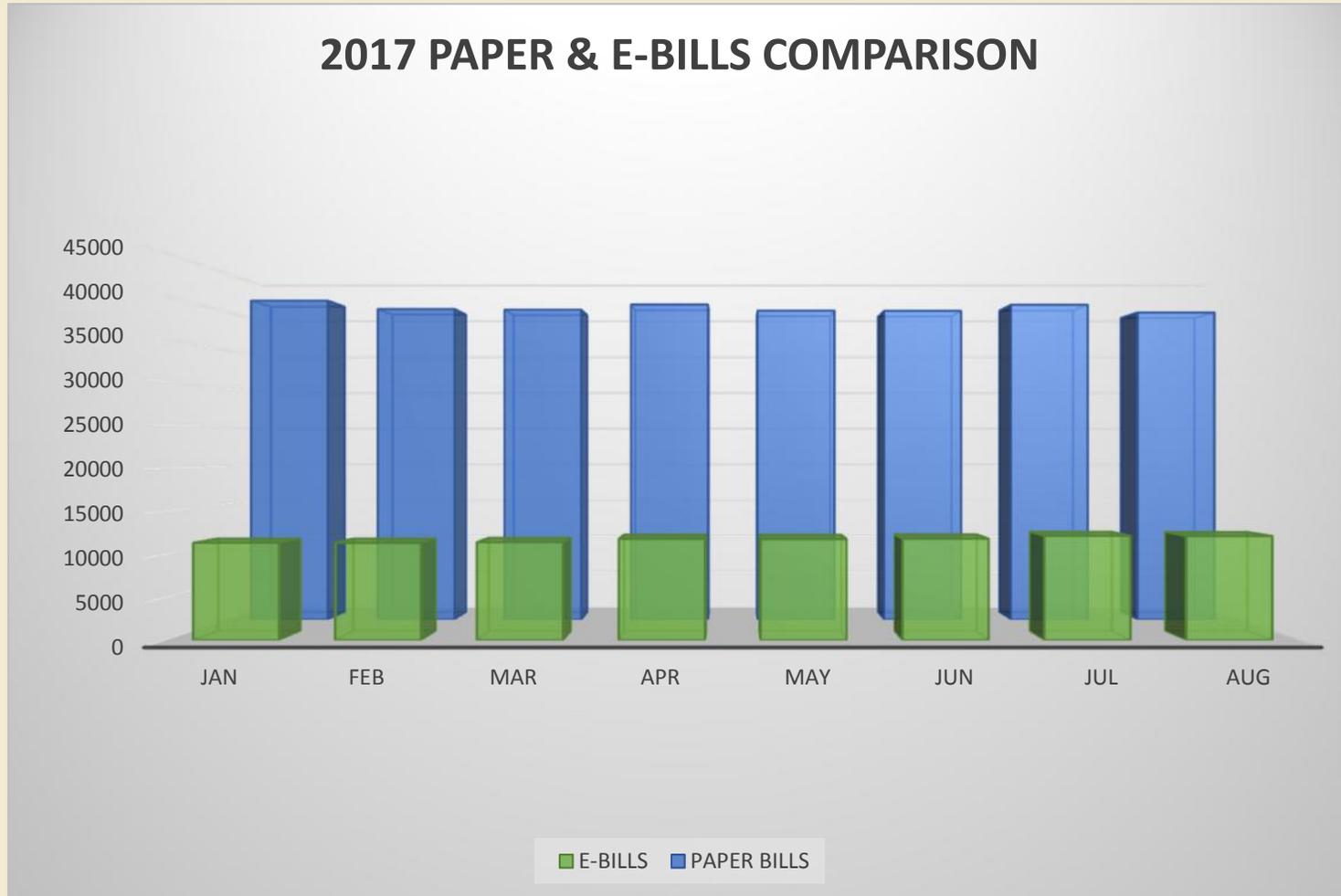
# Finance - Customer Service Center



# Finance - Customer Service Center



# Finance - Customer Service Center





THE CITY OF  
**ROCKFORD**  
ILLINOIS, USA