

One City

It's About Results

Fundamentals. Focus. Results.

Mayor Robert J. Duffy

2007 State of the City Address

March 26, 2007

Hochstein School of Music and Dance

Thank you, Shannon and thank you all for being here. Before we begin, may we have a moment of silence for our men and women in the military who are in harm's way? Thank you. It is my honor to be here tonight to deliver my second State of the City Address. It's hard to believe it's been 15 months since I took the oath of office. Thanks to the Rochester Police Honor Guard for their presentation of the flag.

I want recognize the people who sustain and support me. I have been fortunate to have a great team around me, both at home and at work. Thank you to my beautiful wife Barbara, my daughters Erin and Shannon, my mother Catherine and father Neil. Also, to my wife Barb's parents, Bill and Ginny Donahue, I have no words to express what you mean to me and what you do for me.

I want to acknowledge our partners in government, City Council. I want to recognize two people in particular, President Lois Giess and Northwest Councilman Bob Stevenson. Both Lois and Bob have decided not to run for re-election. They had a combined 42 years on Council and they will be sorely missed. They both have been friends and mentors to me over the years. I want to thank you personally and on behalf of all the citizens of Rochester. Thank you Lois and Bob for all your service to our city.

Thank you to our hard working state delegation. Dean of the Delegation David Gantt. Assembly Members Joe Morrelle, Susan John and Senators Joe Robach and Jim Alesi. They are in Albany as I speak, working hard on the state budget and working on getting Rochester our fair share of state aid. To Governor Spitzer, we are grateful for your concern for upstate and support for Rochester. And thanks to Representative Louise Slaughter for her work and efforts for our City. For our Senators, Hillary Rodham Clinton and Charles Schumer, our gratitude for their support and advocacy for our city.

I want to thank our partner in government, County Executive Maggie Brooks and her team. This entire community wants the Mayor and County Executive to work together. In fact, they demand it and rightly so. We cannot exist, much less grow and prosper with the City and County at odds. Our staffs have been working diligently for months designing service consolidations between the City and County and we expect to announce agreements later this year.

Before going further, I want to thank Dr. Margaret Quackenbush, President and Executive Director of this beautiful facility. The Hochstein School of Music is a local treasure. Look at this tremendous facility. Isn't it beautiful? Just think of the great speakers, preachers and dignitaries who have stood on this very stage. From the days of Bethel Church in 1836, to its present life as an outstanding school of music, this building has and continues to be, relevant and meaningful to our community. In 1895, this building we are in tonight was the site of a massive

funeral service for Frederick Douglass, and in March of 1906, it was the scene of citywide memorial service for Susan B. Anthony.

Frederick Douglass and Susan B. Anthony represent two shining examples of Rochester's rich history. They continue to be a great source of pride for all of us. And from this historic community site, I'd like to talk about our new community jewel. Our new addition to our skyline, waterfront and to downtown. Our new bridge is soon to be complete and soon to become part of our day-to-day lives. It is beautiful. It needs a name. So it is fitting that from this very building where we have honored the lives of Frederick Douglass and Susan B. Anthony to make this announcement. Today I have asked the state legislature to officially name our new bridge the Frederick Douglass - Susan B. Anthony Memorial Bridge. After getting public input and neighborhood input, City staff and a committee of community representatives produced a list of potential names for the bridge for my consideration. I thank them for their work and effort. While many deserving names were offered, Frederick Douglass and Susan B. Anthony simply topped the list. Their work truly exemplified what a bridge does. It connects and unifies.

Their ideas and actions are truly the best of what our great city produced and exported to people everywhere. Rochester's contributions to industry, innovation and entrepreneurship are legendary. But just as great are our contributions to freedom, equality and fairness. Frederick Douglass and Susan B. Anthony exemplify these qualities. They had hope for a better future, unity of purpose and a commitment for positive change. Later this year, I hope you will join me as we cut the ribbon on the new Frederick Douglass - Susan B. Anthony Memorial Bridge. Not only is the new Douglass - Anthony Bridge a technological marvel – it is a beautiful symbol of "One City," Rochester, New York.

A year ago, I advanced my vision of "One City, One Rochester." A city built on hope, unity and commitment. I spoke of realizing the goal of "One City" by concentrating on public safety, education and economic development, all underscored by a laser-like focus on customer service and satisfaction. I have been truly blessed with a tremendous staff of hardworking and gifted professionals. I thank you all, each and every one of you for your hard work and dedication. And I cannot pass up this opportunity to say once again, congratulations to Deputy Mayor Patty Malgieri, this year's winner of the Athena Award.

It's hard to believe a year has passed. I have learned much this past year on the job. The Clean Sweep initiative validated what I have always felt: that the people of Rochester want change and will pitch in to help. Thousands of people came out and volunteered their time to clean up our city. I have learned that the desire for change from our residents is shared with our partners in government, City Council. We have discussed, debated, collaborated and sought to make our City better. I thank them for their help and ask them to continue to work with us throughout 2007.

I have a renewed respect for the quality and work ethic of our City workers. I have seen our workers in the worst weather conditions, clearing our streets, sidewalks and repairing water mains keeping our city running. We have the best government workers any community could ask for in our city. Bar none. I thank all of you, as well as the labor leaders of our city unions. My respect is unwavering for our front-line City police and fire personnel. They are the most dedicated and fearless public servants anywhere. I have seen bravery beyond description when a firefighter charges into a burning house—an inferno with temperatures exceeding a thousand degrees—to save a child. I have seen their pain and anguish at the loss of life in a fire. I have seen our police on walking beats and patrols in every corner of our city. Our police are not sitting in cruisers waiting to react to 9-1-1 calls. They are in the neighborhoods and on the street corners doing police work 24/7. They put their lives on the line, every shift, with professionalism and respect. I have learned that money isn't the answer. Putting more and more dollars into programs that do not produce results will not solve the problem. I have learned that people will come downtown for exciting things to see and do. Thousands of people attended the Jazz Festival, the Music Fest, the many concert series and our New Year's Eve festivities. We are making our city fun, safe and full of buzz and activity. By taking City Hall on the road, I have learned that our citizens have high expectations and high hopes for our city. No matter what corner of the city they live in, people all want the same things. They want safe streets, a nice home, excellent education for their children, a chance to work at a good job. They want a brighter future. They want results from City Government.

This is where we begin our second year. It's about results. Fundamentals. Focus and results. The fundamentals are providing great customer service and running an open and responsive government that respects and serves its citizens. Focus means concentrating on the changes that will bring success. We must focus on things that will once again make us a great city. Results mean holding myself and my staff accountable. We cannot confuse action and activity with the end game, which is making Rochester the best mid-sized city in the nation. Results are not the sums of speeches and the number of events a Mayor attends. It's about visible progress. My definition of results? It's when citizens in every part of our city can walk outside and look around and see and sense in their souls that things are better. Their families are safer. Their block is cleaner and more livable. Their streets are repaired, plowed and paved. They can shop at more stores in attractive and bustling retail areas. They see improved housing and more job opportunities, as well as excellent schools and recreational facilities. They can see that things are happening. Concerts and public events that cause our sense of pride in our city to overflow. It's about results. Results you can see, hear and feel.

In the coming year, we plan to use results as a guide to where and what we invest our tax dollars in. Before we talk about this upcoming year, let me use the

mirror of results to reflect on our first year in office. Last year at this time, I promised real progress on a number of goals in our target areas of public safety, education, economic development and customer service. Let me take a few minutes to report on our progress.

Under public safety, we promised to pursue a pilot curfew project to keep our children off the streets at night to keep them from becoming unintentional victims of crime or even becoming involved in crime themselves. And we delivered. Working with City Council, we now have a pilot curfew that will extend into next fall. To date, we have had contact with 222 juveniles and either directed or taken them home, or if they had home issues, to the Hillside center. The pilot curfew has sustained a court challenge and we are confident that the curfew will save lives particularly in the summer months.

We promised to add police despite a \$26 million budget shortfall. And we did. 20 new positions were created. In fact, we are currently at the highest staffing levels for uniformed police in the RPD's history. We promised to create a greater street presence by creating walking beats and re-assigning officers to those beats. The results? Police Chief Dave Moore re-assigned 71 officers to quell peaks of high violence. By June, we will have up to 62 officers—more than double the number assigned to the tactical unit—which will target hot spots and crime patterns using crime data research analyzed on a daily basis.

While violent crime and homicides surged in other upstate cities, Rochester saw a 10% reduction in homicides in 2006. We are no longer the homicide capital of New York State. We are seeing some success, but there is much work to do. We cannot rest or be complacent with the 49 criminal homicides we did suffer. Each death puts a pall on a neighborhood, devastates families and serves to keep people from living and investing in our city.

A year ago, we promised to streamline the police recruitment and hiring process. The process of hiring police officers was reduced from two years to seven months. We promised to create the Office of Public Integrity to investigate reports of fraud, corruption, waste and abuse. And we have. Already, the Office has commenced some 25 investigations, including a joint investigation with the RPD into the management of Riverside and Mt. Hope Cemeteries resulting in two arrests. We cannot let a few bad employees, or poor or improper supervision of a department break the trust and confidence that our community and our other employees expect and deserve. Trust is earned and it's hard to come by. Once earned, we will keep the public's trust by absolutely insisting on clean and open government.

We promised that after 40 years of being closed to the public, that we would re-open Durand Eastman Beach for safe and legal swimming. Working with the County and the Health Department, more than 8000 Rochesterians enjoyed safe swimming with lifeguards at Durand.

Under Economic Development, well, nothing would please me more than to put a check in that box. But tonight, I cannot. I share the public's frustration and concern about the length of time it is taking to sell the ferry. But I can assure you, we are hard at work on this. For many months now, we have been aggressively pursuing offers other than Euroferries. We now have a solid purchase offer I feel very good about and perhaps more offers soon to come. But tonight, I will not raise expectations or make any announcement until I have the check in hand. I'm determined to maximize the value the taxpayers receive for the ferry. For every million dollars we receive for the vessel, that's one million dollars we can subtract from the debt. A 15-year debt with interest. We will sell this boat for the highest possible amount and we'll do it as soon as possible. It's about results and I will accept your judgment of our efforts when this ferry is sold and gone.

We promised to review and revamp the City's Certificate of Use program. The results? With input from city business owners, we re-invented the C of U so it now reduces the burden on business owners but still gives the City a way to assist neighborhoods to monitor and shut down illegal and troublesome businesses.

We promised to implement lead inspections to protect our children from being poisoned in their own homes. The results? Working with City Council, the Coalition to Prevent Lead Poisoning, the County Health Department, landlords and homeowners, we did it. The numbers of lead poisoning cases is being driven down, and that's good, but the number needs to be zero

We promised, in one year, to catch- up on the backlog of 500 vacant and dangerous properties earmarked for demolition. The result? To date, 300 properties have been demolished by the City and there are an additional 87 properties bid and under contract for demolition. This June, we will meet our goal and demolish the backlog of homes.

We pledged to re-open and to begin to rebuild the South Avenue Parking Garage. The results? Thanks to Assembly Speaker Sheldon Silver and Assemblyman David Gantt and the rest of our Assembly Delegation, the City has received some \$12 million to repair the garage. We have reopened a portion of the garage and this year, we will make some major improvements which we will announce soon.

We promised to work hard on developing more city housing and development opportunities. The results? We broke ground on Brooks Landing, a project that will feature an 80-room hotel, office and retail space and restaurants. It will spur residential and retail development. The Mills at High Falls. Working with Kodak, New York State and the Urban League, we will add 80 units of affordable apartments and townhomes for young professionals along with retail space and restaurants. The Sagamore on East Avenue. This market rate development has

23 owner-occupied units and there's more in the works. Buckingham Commons, the former Artcraft Building will feature 36 rental units. Halo Lofts on Grove Street will add one, two and three bedroom units for Eastman Students. The Parazin Building in High Falls is under development for six to twelve live-work units and the Parry Building in High Falls is under development for six rental loft units.

We promised to showcase city living. And we did so by creating a television program for City 12 called "Your New Home." This program showcases homes for sale in our city. These are beautiful homes, which are completely renovated and waiting for families. We also built on the City Living Sundays initiative. Hundreds of people participated looking for their dream home in the city.

We promised to work hard to keep the businesses we have, while seeking new business for the city. To do this, we meet weekly, sometimes two to three meetings a week, with city business owners and CEOs. We meet to ask how the City can better serve them and meet their needs for employee concerns, future growth and more efficient City services.

And we promised to work hard on attracting new business to Rochester. We've had some very good news this month. Working with Governor Spitzer and with Dan Gundersen, our Upstate Chair of the Empire Development Corporation, Carestream Health, a leading provider of medical and dental imaging and information technology products, was granted a list of incentives by New York State and the City of Rochester. In exchange, this new company, which is being created by the sale of Kodak's Health Group, has agreed to retain its headquarters and grow its business here in Rochester. The move will save the 800 jobs that are currently part of the Health Group and over the next six years, Carestream Health will add 500 more jobs. Carestream Health and its parent, Onex Corporation will also invest up to \$12 million dollars in buildings on Verona Street and on West Ridge Road. This investment and these jobs are like gold. These are jobs that every community in America or the world would scratch and claw for. And these jobs are not going overseas or to the Sun Belt. They're here in Rochester. Kevin Hobert, who will become the CEO of Carestream Health, is with us tonight. Please welcome Kevin to Rochester!

Next, I want to talk about a company called Animatics Corporation. Their story demonstrates how we are fighting for each job and that means doing battle to bring in smaller companies to our area to grow and prosper. And we have. In fact, our city went head to head with Silicon Valley, and won. Animatics is a high-tech, motion control technology company that is based in the heart of the Silicon Valley, California. Animatics needed to expand. Often such efforts go to China or Mexico. Instead, the company invested \$700,000 in the acquisition and renovation of a 94-year-old building on St. Paul Street in the heart of Rochester. Why? I'll let the company's CEO Robert Bigler explain. (video plays) Mary Monell from Animatics' is here tonight. Let's welcome her!

Last year during this address, I reported Rochester was to become the new corporate headquarters of Nukote International and we welcomed Nukote CEO Ron Baiocchi to Rochester. Let me give you an update and I can tell you, it's all good news! Last January, Nukote had seven executive or administrative people in its Ridgeway Avenue facilities. Today, there are 38. The company anticipates that up to an additional 50 executive and management personnel will be moved to, or hired for the Rochester headquarters. Nukote's payroll in Rochester has increased by more than \$1.5 million. Nukote has established a Rochester Distribution Center that when fully staffed will employ up to 20 people and they are looking to finalize a new manufacturing process that will create 25 more jobs. Over the next three years, \$3.5 million in new product investments by Nukote could bring in another 35 high level jobs to Rochester. Nukote is a company on the move and they are building and growing in Rochester. Alan Lockwood of Nukote is here tonight. Thank you for your faith and investment and creating jobs here in our city.

Rochester is open for business and there are so many people and companies who have demonstrated confidence in our city. Like Larry Glazer and Buckingham Properties. The Billone family. Costanza Enterprises. Gleason Corporation. The DiMarzo family. The Delphi Corporation. ET Precision Optics. Spex Precision Machine Technologies. Christa Construction. All of these individuals and companies are investing and growing with Rochester.

We are witnessing a change in the business culture in the city. And we are doing it the old fashioned way. By meeting people face to face, providing unparalleled customer service and fighting for every job we can for our city. It's about results. Fundamentals. Focus. Results.

Last year, we made some promises about education. We pledged to find jobs for our children. We called the program, "Summer of Opportunity." We asked business owners and employers to help us hire young people who wanted to work and were trained to do so. A generous grant from Senator Robach helped us move the program ahead. We provided 550 summer jobs for our youth and job training for 649. We will expand upon that this year. We have more young people who want to work than we have jobs. I'm asking every CEO and every company to please consider providing summer jobs for our young people. You can mold a young life at a critical time in their lives plus get a hardworking, trained and eager worker for your business. If you have a job you would like to provide, please call Commissioner Charles Reaves at 428-6749.

We said we would start an aggressive Anti-Truancy program. And we have. The City has taken the lead on truancy and we will work with the School District on combining efforts on both truancy and the curfew. We didn't wait for funding for these programs. They are too critical. Since September of the current school year, there has been 355 truancy contacts and 61 service calls for truant students.

On literacy, we promised to launch a community-wide effort to enhance reading in both adults and children. Reading is so fundamental. This effort is vital to us as a community. To date, we held an extremely successful two-day Mayor's Summit on Literacy. From this summit, a set of action items and community goals were identified and are now being acted on. We have to show how everyone can play a role in literacy.

Under customer service, no aspect of city government is more important to me than customer service. Rockin' Rochester is one example. We pledged to make this city rock and even during tough budget times there are things you cannot cut. In fact, we must invest more when we can ensure a great return. We are making living in this city fun, with lots to do. We turned the Music Fest over to local promoters, expanded the Jazz Festival, rekindled the Holiday Memories downtown, hosted the Criterion Bike Race, brought in dozens of groups for concerts all over the city and invested in the best fireworks display in many years for the Fourth of July and New Year's Eve. Thousands participated in these events and we are going to be better and bigger next year.

Clean Sweep. More than 5,000 volunteers—one third of them from the suburbs—picked up 1,500 tons of trash! City Hall on the Road. We had 757 separate contacts over 15 traveling meetings. Every request from a citizen received a response. Rochester by the Numbers is a system of accountability by goal setting and measurements. We said we would do it and we have. RBN meets monthly and every city department has set measurable goals. Reviewing spreadsheets and progress charts isn't glamorous work, but it's important. We are holding ourselves accountable for results and we'll be reporting the numbers this year. These are results that can be measured and shown. A good beginning, but now we must build on these to bring tangible results that each of you can see, hear, touch and feel. It's about results. Fundamentals. Focus. Results.

We are proud of our efforts in 2006. But under all of these gains lays a looming monster we can and must conquer. You are about to hear a recording of something that is happening far too many times in our most at-risk neighborhoods. It's a horrible sound. (gunshots) Those shots were recorded with our Shotspotter technology. It tells the police where and when a shot is fired. We will not and cannot be a great city when crime, violence and murder are commonplace in our neighborhoods. We are "One City" and no matter where this violence happens, it is the concern of all of us. I repeat. No gains, no program, no development, no new employer will make Rochester the jewel of upstate again until we, as a community, stand together and say enough is enough.

There is no issue that has had a more profound negative impact on our city and community than this one. Violence shatters lives, especially children's lives. I'd like you to meet such a child. Shalik Maxwell is just 11 years old. Shalik never got a chance to meet his dad. Before meeting his newborn child, Shalik's dad,

Sadiki Maxwell, was killed as an innocent bystander in a convenience store hold up. His mom, Nakia persevered and was raising a great child in Shalik. You would hope he wouldn't have any more loss in his life or any more brushes with violence. But last September, thugs broke into his home. They robbed the family at gunpoint. They fired their weapons at the unarmed family. Two of those bullets hit Shalik. An eleven year old boy, shot twice, in his own home. It's unimaginable to us. Shalik is a fighter and he pulled through. But he has a set of life experiences no child should ever own. But Shalik is also not letting this violence take anymore of his life than it has. He is working with a foundation called the "Stop the Violence Against Our Children" campaign, started by Willette McFadden. The organization works to assist children who have been victims of violence and Shalik is helping. Shalik, his mother Nakia and Willette McFadden are here tonight. If they would stand, please? And we will let them know we stand with them. Shalik will be 12 years old tomorrow. Please join me in a round of applause for Shalik's birthday.

Shalik is lucky to be turning 12 tomorrow. We need to make sure that our children don't have to be lucky to grow older. Every one of us in this room tonight and those watching and listening at home have a responsibility to Shalik and all children to become part of the solution to violence. No child should have to suffer what this young boy has. Not now, not ever. This stand against violence cannot fail. To those who would steal, rob and fire guns indiscriminately without caring. To those who could even shoot a young boy in his own home. You will not find safe harbor in this city.

We need your help to end this. Police Chief Moore needs your help to end this. Reject the "do not snitch" mentality. If you knew beforehand that people were going to break into a home and shoot a beautiful young child like Shalik Maxwell, who among us would stand by? Working with the police is protecting yourself, protecting your family and protecting your neighborhood. I'm not asking that everyone be a Willette McFadden, or a tireless crusader like Audrey Smith. I am asking you to do the right thing. It's as easy as calling 9-1-1 and letting us know when you see danger coming, or if someone has an illegal gun, or if there's a beef brewing where violence could claim a life. This is our city and it is our responsibility together to keep it safe. It's about results and results will come from the unified effort of police and citizens working together to keep our streets and our families safe. Will you help?

I also want to talk a bit about the roots of the type of violence that Shalik suffered. That type of violence, disregard for human life, disregard of people's property and homes, it doesn't just occur. It starts small. It starts early and it starts with children. The solution must start with us. It starts with the lack of respect, the lack of civility, the lack of adult role models, harsh talk, cruel words, filthy language, destructive behavior, bullying, the complete lack of civility and respect. Earlier this month, this type of behavior from some young people and even some adults erupted in a disgusting display at the Blue Cross Arena. Fights and brawls put

our city on the front pages and on the eleven o'clock news. This behavior almost forced a tremendous local tradition to move away from our downtown. Section Five basketball is ours. The city's and the region's. People attending these games are our guests. I salute the Section Five basketball organizers and Chairman Jack Purificato for giving us another chance to show what kind of city we are. Section Five basketball will return to downtown as will the Dr. Martin Luther King Basketball Tournament and both will be safe and fun. This behavior is not about education or poverty. It's about respect, character and values. It's about civility. We have moral outrage when we hear about a Shalik Maxwell getting shot in his own home. Well, the cold, detached soul that could pull a trigger on an eleven-year-old boy didn't just emerge the day of the deed. That soul was nurtured in negativity, disregard, disrespect and a lack of caring. It started small. It started early. It started with a child. How do we change this? It starts with us. We need to teach our kids respect, demonstrate character, show caring and provide values for our children. It starts with us.

As I mentioned earlier, this upcoming year will be one of tough decisions and tough choices. We have a \$21 million budget shortfall. These tough choices will make some happy and some unhappy. Some programs will grow and prosper, others may end. I can tell you now that each and every decision I make in this budget term will be based on data, research and results. If we end a program, it's not because of the intent of the program. It's because it's not producing enough results. If we invest more dollars in a program, it's because that program is working and showing progress and results. Here are few of the goals we have for the road ahead.

In the next year, we will bolster the Rochester Police Department by adding up to 25 positions. More than half of those will be sworn uniformed officers. That will give us an authorized force approaching 740 uniformed officers, the most ever in our history. The other positions will be non-sworn positions. They will free up some officers from some of the less intense duties and allow them to go back into the neighborhoods on patrol. Some of those jobs can be performed by our Security staff to free up officers for foot patrols. My job is to give the Rochester Police and Chief Moore all the resources needed to get the job done and then hold them accountable for the results. It's not the number of 9-1-1 calls answered, but how well we protect our citizens and neighborhoods. People should be able to look around their neighborhoods and see a police presence on foot, on bike and on the job. There can be no excuses here. This is a massive infusion of resources during a very tough budget year.

In fact, paying for this will hopefully come from our efforts for increased state aid. But even if that is not forthcoming, we must make this commitment to public safety. As I have repeatedly said, raising taxes is the last resort that any government should take. And I will do everything in my power to avoid doing so. But I am not willing to compromise the public safety of our city. Everything we are

trying to build has a foundation of safety and the freedom from violence. We will add these positions and expect a return for our investment.

This year, we will take bold steps to ensure our sports teams are healthy and will stay in Rochester. Last month, the Rochester Americans told the community that the hockey team and Knighthawks were losing money and may have to shut down. We will keep the teams here in the short term, but we must find a way to keep them here for the long term and that solution must include community-wide support and resources. We cannot afford to lose these teams, but I am also responsible and accountable to taxpayers when spending their money.

Therefore, if the Amerks and Knighthawks agree to an independent, thorough and complete audit of their business—an audit that the City will pay for—and if that audit shows sound business practices that still result in structural financial losses, the City will provide the path and the resources to keep the teams strong and keep them in Rochester for decades to come. An independent audit is a must before tax dollars are invested.

By the end of this year, we will have an operating, 3-1-1 “One Call to City Hall” system. No more dialing five or six different numbers to get answers to your questions or to contact city staff. If you have a question that involves a City service, you will call one number: 3-1-1 to have all your questions and concerns promptly addressed.

In the next few months, we take down the old helix core of the South Avenue Garage and prepare the site for new construction of residential and commercial development. And we will re-open the Stone Street side of the garage later this year.

Last month, three lives were needlessly lost to carbon monoxide poisoning in their home on Remington Street. This year, the City will give, without charge, a carbon monoxide detector and a smoke detector to any resident who needs one. The fire department will be coming to your neighborhood to provide and even install these detectors. The government's number one goal is to protect its citizens.

Working with neighborhoods, we will target almost \$3 million of our \$10 million of Community Development Block Grant funds to make significant impacts in neighborhoods and retail areas. No area of the city will be left without support. But we must do a better job of improving neighborhoods. Any changes in our policy will be guided by public input, collaboration with City Council and a participatory planning process.

We will grow the “Summer of Opportunity” program by training and providing jobs for up to 800 of our youth. Providing jobs for our children is the best way to show our young people that there are good reasons and opportunities available for staying in school and graduating.

With the County's support, Durand Beach will open for swimming in June and we will have bus service to the beach from downtown this summer. The route will run along St. Paul St.

We will pursue the best possible use for Midtown and the Sibley building to help revitalize and reinvigorate downtown. We will continue to add quality housing to our downtown and to the center city. In fact, we will soon announce an exciting venture that will see organized labor investing in development of housing. This is something that could mean an explosion of development and jobs. We will get underway with the site preparation for the Harbor Project in Charlotte. Our port is a community jewel that will become a magnet for activity and tourism. We will have a great lakes cruise ship making regular stops here.

We will grow the Jazz Festival and continue to develop the MusicFest. We will conduct a survey on customer satisfaction. We will test our assumptions of effectiveness with the only group whose opinion about progress matters. The customer, our city residents and businesses. We will overhaul the city Website and make public information and documents easier to access online.

These goals are based on our pledge to make a visible and palpable change in our community that every man, woman and child in our community can see and feel. I want to be judged on results and I welcome the scrutiny that these goals and promises will invite. It's about results. Fundamentals. Focus and results.

Nowhere are results more important than in our schools. For schools, results mean graduation rates. Kids who drop out of school are more likely to become involved in drugs, gangs and crime. I can tell you that 100% of drug dealers are school dropouts. We are facing a global economy and our kids have to be prepared to compete against their counterparts around the world, not just around the state. We are currently woefully behind our global competitors. We need high standards and high expectations along with financial accountability. If we lower our expectations, we fail our children. It's not about the money. It's about results.

This year, the Rochester City School District's budget will be at least \$633 million. Of that, New York State aid comes to \$424 million. The City of Rochester's budget this past year was \$426 million, with about \$79 million in state aid. The school district has about twice the employees of the entire city government and the city is generous to its district as well. Rochester gives its School District \$119 million each year. That far exceeds what other upstate cities do. The Buffalo City School District—a much larger district—receives only \$70 million a year from its city. That's almost \$50 million less a year than Rochester provides its school district. Yet, Buffalo has a better graduation rate than Rochester. In fact, Rochester has the lowest graduation rate and the highest dropout rate in New York State. This is deeply disturbing. We cannot ignore this. We must solve this together. I will never be convinced by anyone that our

children cannot learn. Our kids are smart. They are eager and ready to learn. I will never be convinced that our teachers cannot teach. Our city school teachers are dedicated and hard working. But somewhere between the dollars coming in and the results in the classroom, there is a disconnect. We have the worst graduation rate in the state. Clearly money is not the issue here. It's about results. As Mayor, I do not control the School District. That is left up to the School Board and Superintendent. But the City does provide the School District with \$119 Million a year and by law, the City has little, if any, oversight. I care about our children graduating from school and that should be and will be our funding criteria for our schools. I am not so much concerned about new programs, new initiatives or groundbreaking ideas. I care about results. This year, I will sit down with the School Board and our new Superintendent and we will discuss City funding of our schools with an eye on results. I have also asked Kent Gardner of the Center for Governmental Research to act as convener for the Education Leadership Council, a group of business and community leaders we brought together to boost graduation rates. To me, it can no longer be about anything else but our children and results. We owe our children nothing less.

As I said earlier tonight, I have learned much about governing. I have learned that the voters believed my message of change, of hope, unity and commitment. I have learned how easy it can be to stop making change when it gets hard to advance. When you get tired, when it's just easier to go along with what you have been doing. But the status-quo is not what I came here to do. It's not why we brought in the staff we brought in. It's not what the citizens of our city want. We want greatness. We want to be the best mid-sized city in the nation. We want a vibrant city, alive with activity, opportunity and a role for all of our citizens. We want safety for our families and freedom to move and go where we please, when we please. We want great homes, neighborhoods, parks and great city services. We want great schools for our children and the expectation of good jobs with good pay, health care and retirement. We want a responsive city government with employees who are there to serve you and help improve your life. We want all of this, and we can have it if we are willing to concentrate on what works, not on what is said. We can have all of this if we concentrate on what is accomplished and not what is intended. We can have these things if we are willing to focus on results. Solid, tangible, visible results. Not the effort. Not the intent. Not the process. Not the program, but on results. Results you can see, hear and feel.

I'm saying all these wonderful things we want tonight. And I'm saying to you tonight, "Do not judge me and this administration on what we say, but on what we do." It's about results. I look forward to your scrutiny, your feedback and to exceeding your expectations in the next few years. I want you to be proud of Rochester. I want you to have faith and trust in those of us who are serving you in City Hall. We didn't get to where we are overnight and it will take time to turn this city around. Like a marathon, it takes a lot of preparation and dedication. But when you cross the finish line, you'll know it was absolutely worth it!

We are at a unique time in our history with so many opportunities merging at one time. We are "One City." We are Rochester. Good night and God bless Rochester.