



City of Rochester
Department of Neighborhood and
Business Development

Southwest Quadrant

Strategic Plan

2010

Southwest Quadrant Neighborhoods

Cornhill
Cascade District
Grove Place
19th Ward
Plymouth Exchange (PLEX)
Changing of the Scenes (COTS)
Neighborhood United
Southwest Area Neighborhood Association (SWAN)
Susan B. Anthony

TABLE OF CONTENTS

| | <i>Page</i> |
|--|-------------|
| Introduction..... | 3 |
| Committee Structure | 5 |
| Mission Statement | 6 |
| Demographics, Land Use & Zoning | 7 |
| Major Initiatives & Project Highlights | 10 |
| Strategic Plan Summary | 15 |
| Strategic Plan | 20 |

INTRODUCTION

In 2009, the City's Department of Community Development, Economic Development Department and Neighborhood Empowerment Teams were reorganized and consolidated into a new single department known as the Department of Neighborhood and Business Development (NBD).

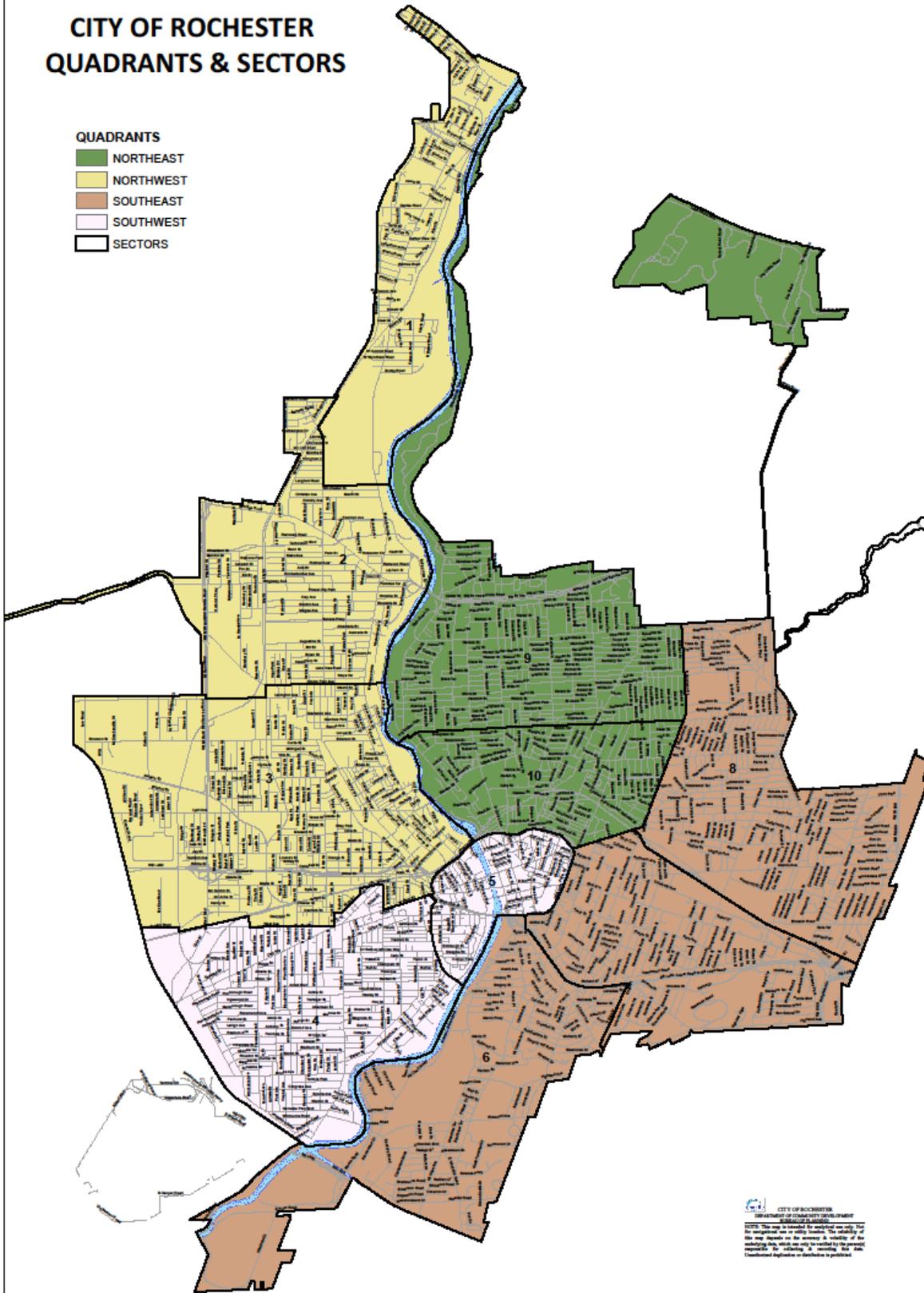
As part of that consolidation, a team of city staff persons was established for each of the four city quadrants – our Neighborhood Service Centers: northwest, northeast, southwest and southeast (see the map on the following page). The purpose of the teams was to implement a “quadrant model” of neighborhood development and service delivery within the city. Each group includes a “core team” made up primarily of NBD staff from each bureau and from major service delivery partners such as the Rochester Police Department, Department of Recreation and Youth Services and the Department of Environmental Services. In addition, an “extended core team” was created that includes staff from supporting city service departments who had specific expertise and can assist with specific quadrant issues or projects. The cross-functional quadrant teams were designed to provide a full array of city services in a seamless, customer-friendly manner. Further, they will work to establish community partnerships and proactively promote the stability and growth of city neighborhoods and businesses.

This is an enhancement of the former NBN process by providing sector committees, residents and other community stakeholders with a coordinated team of professionals (which includes a housing specialist, economic development specialist, city planner, NSC administrator and others) to help develop and implement a quadrant-based strategic plan drawing from Mayor Duffy's four priority areas: public safety, education, neighborhood/business development and customer service.

The quadrant teams are now in the process of finalizing their specific quadrant plans. The quadrant teams will use these strategic plans to develop an annual work program to engage residents, businesses, neighborhood groups and community stakeholders as partners in completing the specific tasks and action items outlines in each plan.

CITY OF ROCHESTER QUADRANTS & SECTORS

- QUADRANTS
- NORTHEAST
 - NORTHWEST
 - SOUTHEAST
 - SOUTHWEST
 - SECTORS



 CITY OF ROCHESTER
DEPARTMENT OF COMMUNITY DEVELOPMENT
PLANNING & ZONING
2019. This map is provided for informational purposes only. It is not intended to be used as a legal document. The accuracy of the map depends on the accuracy & reliability of the data provided. The City of Rochester is not responsible for any errors or omissions in this map.

COMMITTEE STRUCTURE

Southwest Quadrant Core Team

David M. Hawkes, Administrator - SW Neighborhood Service Center
Lt. Ray Dearcop, RPD - SW Neighborhood Service Center
Linda Hedden, Sr. Community Housing Planner - NBD
Marguerite Parrino, Sr. City Planner - NBD
Linda Session-Gordon, Administrative Assistant - NBD
Thaddeus Schofield, Economic Development Project Manager – NBD

Southwest Quadrant Extended Team

Tom Mann, Westside Code Compliance Coordinator - NBD
Jim Schirmer, Real Estate Specialist - NBD
Charlie Lamphron, Operations Superintendent - DES
Rich Koss, Engineer II - DES
Carmen Verzillo, Permit Office Manager - NBD
Suzanne McSain, Sr. City Planner – NBD
Lt. Willie Jackson - Rochester Fire Dept
Rick Rynski, Sr. Economic Development Specialist – NBD
Jerdine Johnson – Sustainability Office

Southwest Quadrant Community Stakeholders

Pat Jackson, Director - Southwest Area Neighborhood Association
Willie Joe Lightfoot, County Legislator - Jefferson Avenue Business Association
Gladys Royster, Resident - Mayors Heights/Changing of the Scenes (COTS)
Mason and Ethel Dix - Residents, Adams Street Block Club
Calvin Lee, County Legislator - 25th Legislative District
JB Ofir-Manin, President - 19th Ward Community Association
Dorothy Hall, President - Plymouth Exchange Neighborhood Association
Fran Johnson, President - Epworth Frost Block Club
and National Night Out Coordinator
Paul Jones, Co-Chair - Southwest Common Council
John Borek, Co-Chair – Southwest Common Council
John DeMott – Sector 4 CDC Staff
Susan Ottenweller, PathStone Development
Anne Babcock-Stiner, PathStone Development

MISSION STATEMENT

Southwest Quadrant Mission Statement

“The Southwest Quadrant Team commits the collective experience of its members to help residents and business owners build the best mid-sized city in the US in which to live, raise a family, visit and grow a business.”

Quadrant Team Attributes:

- We are very, very, patient.
- We focus more on learning and less on method.
- We seek continuous involvement and feedback from the community as responsible partners.
- We strive as individuals to reconcile any conflict between personal preferences and those of the customer.
- We strive to act as partners with the community, to implement a flexible strategic plan, and represent a transparent city government.

There are several traditional methods used for strategic planning that are considered to be linear, move from general to specific detail and are based on cause-and effect relationships. The SWNSC has integrated the best of four methods to meet the dynamic needs of this community. This approach allows for maximum flexibility through an organic self-organizing approach. Tactics are guide posts for the team and allow decisions to unfold in a natural manner. Quadrant Team members rally around common goals, dialogue around these goals with the community, and participate in on-going, shared reflection to measure the impact and effectiveness of the plan.

The Quadrant Team will learn from and engage with other city departments and southwest area stakeholders to achieve the City of Rochester’s vision and mission. The team will assess progress every month towards reaching its vision and put in place immediate steps to improve work processes. We will continually remind ourselves and others that this type of naturalistic planning is never really “over with,” and that, rather, the group needs to learn to conduct its own self assessment and clarification of strategic direction.

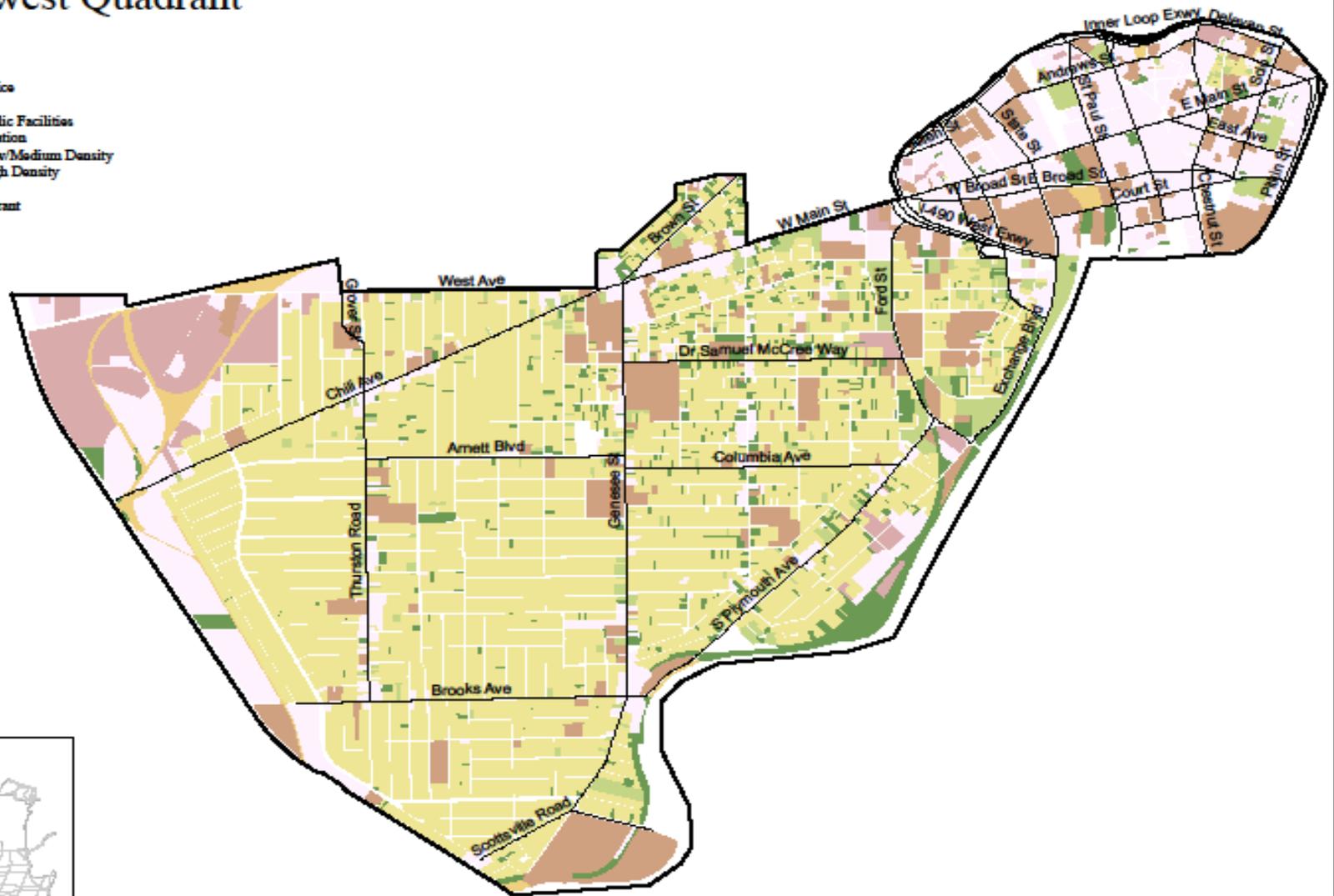
DEMOGRAPHICS, LAND USE & ZONING

| SOUTHWEST QUADRANT DATA FROM CENSUS 2000 | | PROPERTY & BUILDING DATA FROM CITY ASSESSMENT FILE - 2009 | |
|--|----------------|--|-----------------------------|
| <u>Total Quadrant Population</u> | 38,201 (100%) | <u>Property Data</u> | <u>Building Data</u> |
| <u>White</u> | 8,765 (22.9%) | 12,004 Properties | 17,396 Buildings |
| <u>Black</u> | 27,238 (71.3%) | 10,065 Residential Props (including apartment buildings) | 705 Vacant Bldgs |
| <u>Amer. Indian or Alaskan Native</u> | 113(.3%) | 5,922 Owner – Occupied Props. | |
| <u>Asian</u> | 416 (1.1%) | 4,143 Renter-Occupied Props. | |
| <u>Hawaiian or Pacific Islander</u> | 13 (.1%) | 738 Vacant Props. | |
| <u>Other Race</u> | 588 (1.5%) | 938 Commercial Props. | |
| <u>Two or More Races</u> | 1,068 (2.8%) | 263 Other Props. | |
| <u>Hispanic</u> | 1,428 (3.7%) | | |
| <u>Males</u> | 18,175 | | |
| <u>Females</u> | 20,025 | | |
| <u>Households</u> | 14,860 | | |
| <u>Families</u> | 8,269 | | |
| <u>Housing Units</u> | 16,889 | | |
| <u>Vacant Units</u> | 2,030 | | |
| <u>Owner-Occupied Units</u> | 6,250 | | |
| <u>Renter-Occupied Units</u> | 8,610 | | |
| <u>People Below Poverty</u> | 9,309 | | |

Land Use Southwest Quadrant

USECODE

- Commercial/Office
- Industrial
- Public/Semi Public Facilities
- Major Transportation
- Residential - Low/Medium Density
- Residential - High Density
- Vacant
- Southwest Quadrant



Zoning District Southwest Quadrant

- Southwest Quadrant
- Zoning District



MAJOR INITIATIVES & PROJECT HIGHLIGHTS

JEFFERSON AVENUE REVITALIZATION

The Jefferson Avenue Revitalization Project, managed by DES Street Design (Lisa Reyes is project manager) is in the design stage, with consultant services provided by Fisher Associates and Trowbridge/Wolfe Landscape Design. The project spans from W. Main Street to S. Plymouth Avenue and will include milling and resurfacing, sidewalk repair and upgrades as necessary, enhanced lighting, street trees and furnishings. Jefferson Ave FIS is contributing \$500,000 toward the \$2.3 million dollar project (see Concept Plan on page 13).

THURSTON ROAD FAÇADE PROGRAM

The City is taking a proactive approach towards improving a strong commercial corridor located on Thurston Road. The City's outreach for this program is anticipated to improve 27 properties. Improvements will consist of exterior signs, lighting, storefront windows and doors. Benefits will not only improve the façade of businesses located on Thurston Road, but also help to retain and attract more investment and jobs.

BROOKS LANDING

- \$27 million neighborhood waterfront revitalization project in the works for over 20 years.
- Located along the Genesee River at the intersection of Brooks Ave. and Genesee St.
- Spearheaded by the Sector 4 Community Development Corporation, 19th Ward and PLEX
- Project partners also include: the City of Rochester, REDCO, Empire State Development Corporation and the University of Rochester

Three development Sub-Areas:

SUB-AREA I: Staybridge Suites Hotel & Adjacent Restaurant/Student Housing Complex

- Developer Ron Christenson constructed a new 4-story 80-room extended-stay hotel located at the foot of the pedestrian bridge spanning the Genesee River to the UofR.

- Just north of the hotel, the developer proposes to construct a 5,000 square foot waterfront restaurant with an additional five stories of student housing. The project is expected to begin in 2010.
- Immediately to the west of the proposed restaurant/student housing site, the developer intends to subdivide and sell a portion of the property for the development of a Jewish Community center.
- An adjacent public waterfront promenade & boat landing located on the Genesee River/Erie Canal in Genesee Valley Park was constructed by the City as part of the Brooks Landing project. The promenade links into the existing Genesee Riverway Trail system and provides as a northern most gateway into Genesee Valley Park. Vessels touring the Erie Canal dock at the landing throughout the canal touring season.

SUB-AREA II: Brooks Landing Business Center

- New 2-story, 28,000 square foot building located at northeast corner of the intersection of Brooks Ave. and Genesee St.
- Second floor office space leased by UofR. Approximately 100 UofR employees occupy that office space.
- First floor includes a mix of retail and office space. The intent is to have a minimum of 6,000 square feet of retail on the first floor.

SUB-AREA III: NET Office, Dalberth Sporting Goods and Boulder Coffee Shop

- David Etzel (owner of Dalberth Sporting Goods) relocated the retail business after over 40 years in its original location, to a new location across the street on Genesee St. David built the new 4,000 s.f. building which houses his retail business as well as the City's Southwest NSC office.
- The 2-story 6,000 s.f. building at 955 Genesee St. (corner of Brooks Ave. & Genesee St.) was renovated into Boulder Coffee's third and largest location.

Additional related development:

- In light of Brooks Landing, Buffalo area developers Matrix developed a new \$25 million UofR residence hall just north along the Genesee River. The complex includes 120 student residential units housing a total of 400 students.

JEFFERSON AVENUE FOCUSED INVESTMENT STRATEGY (FIS)

The **Jefferson Avenue FIS Area** is bounded by Main Street to the north, Jefferson Avenue to the west, Dr. Samuel McCree Way to the south, and Ford Street to the east. The **FIS Area** includes the designated areas eligible for FIS resources. Within the FIS Area are **High Priority Streets** and a **Program Area**. Surrounding the FIS Area

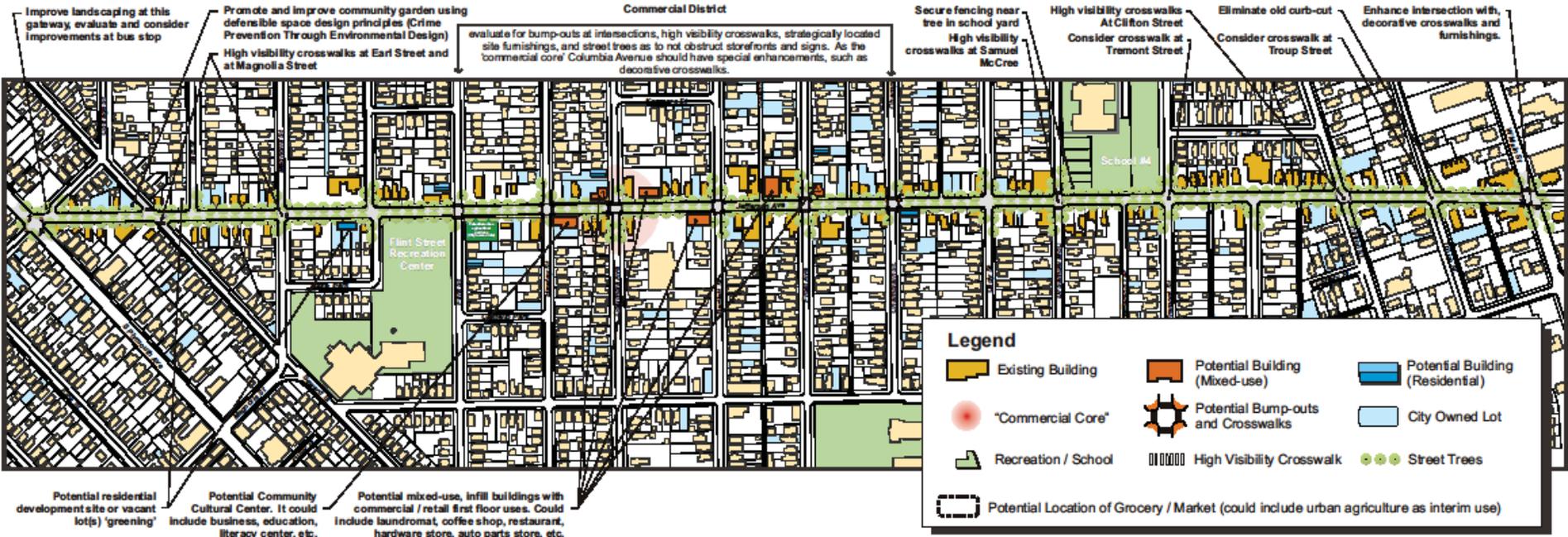
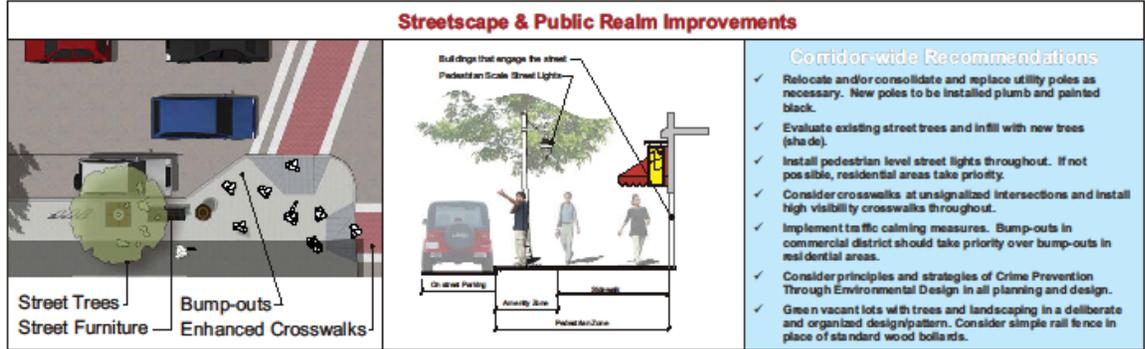
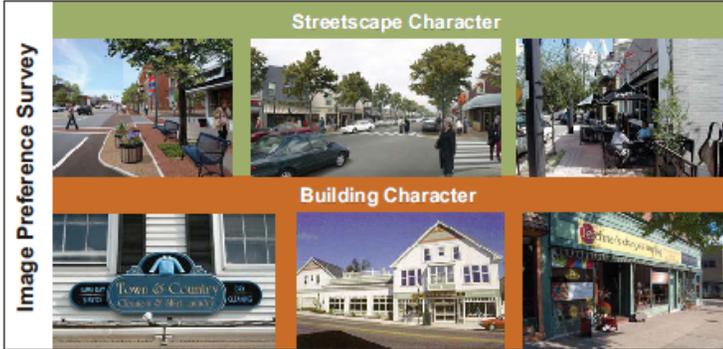
is an **Impact Area** within which the strategy is expected to produce a positive ripple effect (see map on page 14 for the Southwest FIS Area).

As of December, 2009, the FIS portion of Jefferson Avenue (from Dr. Samuel McCree Way to West Main Street) has been added to the Jefferson Avenue Revitalization Concept Plan that was completed by Matt Ingalls, consultant for the Jefferson Avenue Revive Project. A public meeting was held on November 30th with Congresswoman Louise Slaughter that provided a presentation on the Jefferson Avenue street design and reconstruction concept, which will be completed beginning in 2010 and extend from Plymouth Avenue to Main Street on Jefferson Avenue.

Spiritus Christi, Rochester Housing authority and Edgemere Development are in partnership to develop approximately 92 units. The project would include 36-40 units developed at 431 W. Main Street for mixed income housing and a café, community meeting space and offices. The subsequent units would be constructed throughout the Southwest and at 556 West Main Street.

The “1872” Susan B. Anthony memorial was unveiled on August 22, 2009.

DES began assembling information for a pedestrian walkway to be developed on an easement running through 431 West Main Street and through the Troup Street Playground/Park to Troup Street. Preliminary design work will begin in early 2010. The project will be bid out in the spring with work beginning in the fall.



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Jefferson Avenue Conceptual Plan



November 24, 2009

City of Rochester

STRATEGIC PLAN SUMMARY

Southwest Quadrant Strategic Plan **Executive Summary**

Key Result Area #1: Customer Satisfaction

Goal: Improve Customer Satisfaction

Partner with City Planning, FIS, Business Development, Neighborhood Associations, Block Clubs, Community Organizations, Business Associations, and Jefferson Avenue Revitalization etc. on common goals and measures to improve customer satisfaction.

Strategies:

1. Incremental improvements in customer satisfaction between 2009 and 2011.
2. Establish Customer Service Process for Block Clubs aligned with City goals.
3. Improve Block Club customer satisfaction with SWNSC support.

Key Result Area #2: Business Development

Goal: Increase Business Development

Partner with City Planning, FIS, Business Development, Neighborhood Associations, Block Clubs, Community Organizations, Business Associations, and Jefferson Avenue Revitalization etc. on common goals and measures to increase business development.

Strategies:

1. Quadrant team stipulates cross function alignment and ownership of joint business goals.
2. Keep Senior and Mid-level Department Managers connected to the Quadrant Team goals.
3. Attract, retain, and assist all businesses in the SW neighborhoods with skills to operate a profitable business that sustains the needs of the community.
4. Secure sources to develop underutilized city property in ways that benefit the community plans [i.e. Valley Court, Riverfront Development, Brownfield Opportunity Program (BOA)].
5. Partners implement a marketing campaign/plan that promotes and targets business opportunities along southwest commercial streets/corridors.

Highlight financial incentives, assets/amenities within the neighborhoods, streets and corridors.

6. Assist new or existing business owners with skills to operate a profitable business that sustains the needs of the community.
7. Target specific anchor businesses that have a track record of sustainability and partner with community resources to progress their business plans.
8. Aggressively attract new businesses from other parts of community or outside of the community.
9. Create joint city and community plans to attract new business and entice existing ones to stay or expand.

Key Result Area #3: Code Compliance

Goal: Improve Code Compliance

Partner with City Planning, FIS, Business Development, Neighborhood Associations, Block Clubs, Community Organizations, Business Associations, and Jefferson Avenue Revitalization etc. on common goals and measures to improve code compliance.

Strategies:

1. Incremental improvements in number of Block Clubs and Business Associations.
2. Improve safety of city-owned vacant properties with the community and other departments.
3. Assist BCs and BAs with reporting the success of networking activities to eliminate or mitigate code one violations.
4. BCs and Bas take a proactive role in the identification of potential code compliance issues.

Key Result Area #4: Public Safety

Goal: Improve Public Safety

Partner with City Planning, FIS, Business Development, Neighborhood Associations, Block Clubs, Community Organizations, Business Associations, and Jefferson Avenue Revitalization etc. on common goals and measures to improve public safety.

Strategies:

1. Assist BCs and BAs with strategies to reduce public safety issues.
2. BCs and BAs provided with technical assistance to help business owners, landlords and residents with ownership of public safety issues.
3. Address public safety issues and the open air drug market.

4. Crime stat data drives areas to target for zero tolerance and links to the reduction of nuisance activity.
5. Incremental improvements in the response time for the resolution of public safety issues.

Key Result Area #5: Special Projects

Goal: Improve Collaboration to support Special Projects

Partner with City Planning, FIS, Business Development, Block Clubs, Community Organizations, Business Associations, and Jefferson Avenue Revitalization etc. on common goals and measures to improve collaboration to support special projects.

Strategies:

1. Promote community awareness of city procedures for Special Project and coordination required for success of the events.
2. Improve cycle time for Special Project permits.

Key Result Area #6: Nuisance Activities

Goal: Reduce Nuisance Activities

Partner with City Planning, FIS, Business Development, Neighborhood Associations, Block Clubs, Community Organizations, Business Associations, and Jefferson Avenue Revitalization etc. on common goals and measures to reduce nuisance activities.

Strategies:

1. Incremental improvements in quadrant team response time to resolve nuisance activity.
2. Implement the agreed upon SWNSC, BC and BA strategies and performance measures.

Key Result Area #7: Education and Living Standards

Goal: Improve Education and Living Standards

Partner with SWCC, RCSD, City Departments, Neighborhood Associations, Block Clubs, Community Organizations, Business Associations, and Faith Based Organizations and the Criminal Justice System on common goals and measures to improve education and living standards.

Strategies:

1. Provide technical assistance to help partners provide the best education opportunities and tools to improve the education levels of Southwest residents.
2. Provide technical assistance to help partners develop strategies to engage youth and their family support unit in opportunities to improve the education levels and SW living standards.
3. Provide technical assistance to achieve the goals of the partners to improve methods for ongoing youth and family learning (learning community practices).

Key Result Area #8: Youth Engagement**Goal: Improve Youth Engagement**

Partner with SWCC, RCSD, City Departments, Neighborhood Associations, Block Clubs, Community Organizations, Business Associations, and Faith Based Organizations and the Criminal Justice System on common goals and measures to improve youth engagement.

Strategy:

- Support efforts with the partners to increase Southwest youth participation in community-based projects, youth leadership development, entrepreneurship and life skills training.

Key Result Area #9: Green Community & Housing Development**Goal: Encourage Greening and Housing Development**

Partner with SWCC, Urban League, Housing Authority, City Departments, FIS, Neighborhood Associations, Block Clubs, Community Organizations and Business Associations on common goals and measures to encourage greening and housing development.

Strategies:

1. Support efforts with partners to increase Southwest visual improvements in the overall physical appearance and character of Southwest neighborhoods using “Greening Strategies” where applicable.
2. Provide technical assistance to partners for constructions of new infill housing and increasing home ownership.
3. Demolish dilapidated structures.

4. Quad Team and extended team lobby for the repair or replacement of existing physical infrastructure such as sidewalks, streets and urban forestry.
5. Aggressively maintain and find alternative uses for vacant lots.

Key Result Area #10: Health, Wellness and Human Services

Goal: Improve Health, Wellness and Human Services

Partner with SWCC, Monroe County, DRYS, Council of Aging, U of R, Neighborhood Associations, Block Clubs, Community Organizations and Area Foundations on goals and measures to improve health, wellness and human services.

Strategies:

1. Provide technical assistance to improve health, welfare and human services.
2. Assist partners in reaching goals to make prominent the physical, emotional and spiritual health and wellness of Southwest residents.

Key Result Area #11: Arts, Culture and History

Goal: Improve Arts, Culture and History Knowledge and Resources

Partner with the extended team and the community to achieve joint arts, culture, and history goals.

Strategies:

1. Provide technical assistance to improve arts, culture and history resources.
2. Assist partners in reaching goals to make prominent the arts, culture and history of the Southwest.

STRATEGIC PLAN

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
|-------------------------------------|-----------------|--|---|--|--|---|
| <p>Customer Satisfaction</p> | <p>1</p> | <p>(1) Partner with City Planning, FIS, Business Development, Block Clubs, Community Organizations, Business Associations, and Jefferson Avenue Revitalization etc. on common goals and measures to improve customer satisfaction.</p> | <p>Incremental improvements in customer satisfaction between 2009 and 2011.</p> | <ol style="list-style-type: none"> 1. Establish baseline for SWNSC Customer Satisfaction. 2. Analyze management information recorded in (SAS, anecdotal notes). 3. Develop Customer Survey for implementation January 2010. | <p>Data collection methods:</p> <ol style="list-style-type: none"> 1. System (BIS). 2. Management Reporting System (SAS). 3. Customer Log Record to record issues not required in SAS or BIS (form A-01). 4. Information 311 Data System. 5. Customer Satisfaction Survey. <p>Survey format:</p> <ul style="list-style-type: none"> • Type of NSC action taken <i>i.e. business license, warning letter, nuisance complaint, code one violation.</i> • Use dimensions of quality of service, cost, delivery and overall value to the customer as foundation for questions. • Cycle time, reason for wait, knowledge of staff, cooperation with other teams. • Use five point scale. • Display data using the mean, median, mode and average. | <p>LEAD: SWNSC Administrator Quadrant Team</p> <p>SUPPORT: SWNSC Clerks</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
|--|-----------------|--|---|--|--|---|
| <p>Customer Satisfaction (cont'd)</p> | <p>1</p> | <p>(2) Conduct SWNSC customer surveys.</p> | <p>Incremental improvements in customer satisfaction between 2009 and 2011.</p> | <p>1. Conduct first SWNSC customer survey January 2010.</p> <p>2. Document all SWNSC work processes 2009-2011 (2010 clerk responsibilities).</p> <p>3. Document Quadrant Team collaboration steps by January 2010.</p> | <p>SWNSC improvement goals:</p> <ul style="list-style-type: none"> • 10% improvement in number of telephone rings before pick up (range 2-5 rings) 90% three rings 2009-2011. • Follow up with customer after 7 business days from city notification to fix the problem. <p>Improve SWNSC work processes to yield:</p> <ul style="list-style-type: none"> • 10% improvement in NSC response time to other city teams, community partner/service providers (i.e. Planning, 311, BCs). <p>Improve QT work processes to yield:</p> <ul style="list-style-type: none"> • 10% improvement in extended teams' results and community partners/service providers' response time to SWNSC 2010-2011. • 10% improvement in customer satisfaction 2010-2011. | <p><u>LEAD:</u> SWNSC Administrator Quadrant Team Extended Team</p> <p><u>SUPPORT:</u> SWNSC Clerks Community Providers</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
|--------------------------------|----------|---|---|--|---|--|
| Customer Satisfaction (cont'd) | 1 | (3) Develop community and City common goals and measures for customer satisfaction. | <p>Incremental improvements in customer satisfaction between 2009 and 2011.</p> <p>Establish Customer Service Process for Block Clubs aligned with city process.</p> <p>Improve Block Club satisfaction with SWNSC support.</p> | <ol style="list-style-type: none"> 1. Assist Block Clubs with technical support to write strategic plans that include customer surveys and align with the city customer service goals. 2. Use initial survey to establish baseline level of resident satisfaction with Block Clubs. 3. BC resident survey format and metrics: Use dimensions of quality of service - BC met my expectations, Cost in time & money, Delivery of product or service when needed and overall value to the customer. 4. Cycle time, reason for delay, ability of BC members to prevent or resolve issues, collaboration within other Block Clubs or Networks. 5. Use five point scale to display data using the mean, median, mode and average. | <p>Data collection methods: Analyze community participation in efforts to improve neighbor-to-neighbor and police-to-neighbor social connections and quality of life.</p> <p>Block Club technical support for strategic planning January 2010 to June 2010</p> <ul style="list-style-type: none"> • 10% improvement in Block Clubs with strategic plans that include customer surveys. • % of BC customer service goals completed. • % completed on time • Reduce baseline data of dissatisfied customers 10% by June 2010. • Customer satisfaction with BC target 80% by June 2011. | <p>LEAD: Block Clubs, Community Partners and Sector 4 SWNSC Administrator & Quadrant Team</p> <p>SUPPORT: SWNSC Clerks</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
|--|-----------------|---|--|--|---|---|
| <p>Business/ Economic Development</p> | <p>2</p> | <p>(4) Quadrant Team partners with extended team and community to achieve joint Business Development goals 2010-2014.</p> | <p>Quadrant Team Plan stipulates cross function alignment and ownership of joint goals.</p> <p>Keep senior and mid-level department managers connected to Quadrant Team goals.</p> <p>Attract, retain and assist business in all SW neighborhoods to reduce commercial vacancies and maintain a balanced economic community.</p> | <p>1. Coordinate bi-weekly team meetings to monitor long and short term business development action plans. Projects are coordinated with the responsible team members, supported by the full team and extended team.</p> <p>2. Communicate QT business development progress to Senior Management, problem solve with leaders and develop interventions to improve cross function collaboration to achieve results.</p> <p>3. Celebrate team successes.</p> | <p>Number and type of business development projects analyzed by:</p> <ul style="list-style-type: none"> • % completed on time. • % of new business goals reached. <p>2010 – 2014 each year target met by 85% or more:</p> <ul style="list-style-type: none"> • % of Customers satisfied with QTs Business Development process. • Number of senior management interventions Dec. 2009 to May 31, 2011. • Reduction in Senior Management interventions June 2011 – May 31, 2012 by 10%. • Number of businesses retained each fiscal year 2010 – 2014. <p>2009-2014 each year:</p> <ul style="list-style-type: none"> • Number of existing or new businesses provided technical assistance. • % satisfied or retained due to technical assistance. • % of new essential businesses recruited. | <p>LEAD: SWNSC Administrator Sector 4 CDC Quadrant Team Extended Team Business Associations Block Clubs Neighborhood Associations Unity Health U of R, RIT, Congresswoman Louise Slaughter Monroe County DePaul Clinic</p> <p>COMMUNITY RESOURCES: Staybridge Hotel Urban League YMCA</p> <p>SUPPORT: SWNSC Clerks Senior Management</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
|---|-----------------|---|---|---|--|---|
| <p>Business/ Economic Development (cont'd)</p> | <p>2</p> | <p>(4) Quadrant Team partners with extended team and community to achieve joint Business / Economic Development goals (2010- 2014).</p> | <p>Secure sources to develop under-utilized city property in ways that benefit the community plans [i.e. Valley Court, Riverfront Development, Brownfield Opportunity Program (BOA)].</p> | <ol style="list-style-type: none"> 1. Quadrant team reviews Requests For Proposals (RFP) and acts as liaison to the community to keep them aware of the progress of the RFP process. 2. Property owners are provided technical assistance and support to align with city codes and regulations. 3. Quad Team and Extended Team support a newly formed SWCC Land Use and Zoning Committee by providing info on land use and zoning and soliciting committee advice on specific activity designations and development projects (e.g. vacant property list, market study plans, zoning/ land-use maps). | <p>Quadrant Team develops liaison steps to keep the community informed of the RFP process by September, 2010; linked to BOA project development by 2014.</p> <p>Number and type of projects analyzed by:</p> <ul style="list-style-type: none"> • % of contractors meeting agreed upon timeframes. • %of new business goals reached. • % of development goals reached by 2010-2014 each year target met by 85% or more. | <p>LEAD: SWNSC Administrator Sector 4 CDC Quadrant Team Extended Team Business Associations Block Clubs Neighborhood Associations Unity Health U of R, RIT, Congresswoman Louise Slaughter Monroe County DePaul Clinic</p> <p>COMMUNITY RESOURCES: Staybridge Hotel Urban League YMCA</p> <p>SUPPORT: SWNSC Clerks Senior Management</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| Business / Economic Development (cont'd) | 2 | (4) Quadrant Team partners with extended team and community to achieve joint Business / Economic Development goals (2010-2014). | Partners implement a marketing campaign/plan that promotes and targets business opportunities along southwest commercial streets/ corridors. Highlight financial incentives, assets/ amenities within the neighborhoods, streets and corridors. | 4. Quadrant Team supports the implementation of the following projects and aids the progression to the next phase: <ul style="list-style-type: none"> • Jefferson Ave. Revitalization; Bull's Head Redevelopment Study; Brooks Landing Corridor; Rochester Greenway; Thurston Rd. Business Development; Vacuum Oil Study; Taylor Instrument. 5. Identify and study additional Brownfield sites in the BEST, Neighborhood United, 19 th Ward, and Genesee, Jefferson and Plex neighborhoods. | 2010 – 2014: 85% customer satisfaction rate with Quad. Team support. 2009 – 2014: Each year the number of projects or new businesses provided with city technical assistance. <ul style="list-style-type: none"> • % satisfied or retained due to city technical assistance. • % of new essential businesses recruited. | LEAD: SWNSC Administrator Sector 4 CDC Quadrant Team Extended Team Business Associations Block Clubs Neighborhood Associations Unity Health U of R, RIT, Congresswoman Louise Slaughter Monroe County DePaul Clinic COMMUNITY RESOURCES: Staybridge Hotel Urban League YMCA SUPPORT: SWNSC Clerks Senior Management |

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| <p>Business / Economic Development (cont'd)</p> | <p>2</p> | <p>(4) Quadrant Team partners with extended team and community to achieve joint Business / Economic Development goals (2010 – 2014).</p> | <p>Assist new or existing business owners with skills to operate a profitable business that sustains the needs of the community.</p> <p>Target specific anchor businesses that have a track record of sustainability and partner with community resources to progress their business plans.</p> <p>Aggressively attract new businesses from other parts of the community or outside of the community.</p> | <ol style="list-style-type: none"> 1. Aggressively target exterior improvements for Thurston Road and other prime areas. 2. Contact all businesses proactively at a minimum of semi-annually. 3. Provide technical assistance through existing city programs or refer to potential outside resources. 4. Quad Team markets and communicates unique SW community. 5. Research communities (in local or out of area) with progressive business development strategies. 6. Actively recruit local businesses to locate on SW. | <p>Use funds to improve streetscaping and green space.</p> <p>Use technical assistance (i.e. grants, training, coaching, SBA loans) resources to help:</p> <ul style="list-style-type: none"> • Business owners to improve the execution of business plans by 10%. • % of plans implemented with city assistance; % of plans completed on time. • Coordinate city and community partners to expedite business start-up and permits. Cycle time improved 10% by June 2011. • 85% customer satisfaction with city technical assistance by 2014. • Select 3 communities with best practices and integrate with SW Business Development plans by June 2010. | <p><u>LEAD:</u> SWNSC Administrator Sector 4 CDC Quadrant Team Extended Team Business Associations Block Clubs Neighborhood Associations Unity Health U of R, RIT, Congresswoman Louise Slaughter Monroe County DePaul Clinic</p> <p><u>COMMUNITY RESOURCES:</u> Staybridge Hotel Urban League YMCA</p> <p><u>SUPPORT:</u> SWNSC Clerks Senior Management</p> |

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| <p>Business / Economic Development (cont'd)</p> | <p>2</p> | <p>(5) Improve community ownership of business development through Business Associations, Neighborhood Associations and Block Clubs.</p> | <p>Create joint city and community plans to attract new business and entice existing ones to stay or expand.</p> | <ol style="list-style-type: none"> 1. Combine Block Club (BC) database with Business Association (BA) database as a tool for groups to network 2. Maintain information on Business Association activities that support SWNSC business development goals. 3. Expand Street Manager Program in all commercial districts as the “on-the-street awareness” to provide real time data to city government on business activity. | <p>Improve SW community vitality through neighborhood to neighborhood social and business connections:</p> <ul style="list-style-type: none"> • Use technical assistance to help the BCs and BAs improve business development strategies by 10%. • % of business development strategies implemented. • % of business development strategies completed on time. <p>Number of BAs and BCs retained:</p> <ul style="list-style-type: none"> • Analyzed by number participating in efforts to improve business growth and sustainability. • Analyze data from Street Manager activity to improve business retention and legal establishments. | <p>LEAD: SWNSC Administrator Sector 4 CDC Quadrant Team Extended Team Business Associations Block Clubs Neighborhood Associations Unity Health U of R, RIT, Congresswoman Louise Slaughter Monroe County DePaul Clinic</p> <p>COMMUNITY RESOURCES: Staybridge Hotel Urban League YMCA</p> <p>SUPPORT: SWNSC Clerks Senior Management</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| Code Compliance | 3 | (6) Attract and retain Block Clubs and Business Associations to improve code compliance. | <p>Incremental improvements in number of active Block Clubs and Business Associations.</p> <p>Improve safety of city-owned vacant properties with the community and other departments.</p> | <ol style="list-style-type: none"> 1. Increase number of Block Clubs and Business Associations established and retained to reduce code compliance issues. 2. Develop Block Club data base with Business Associations as a tool for groups to network. 3. Maintain information on activities that support SWNSC goals. <ol style="list-style-type: none"> 1. Develop a demolition process in partnership with city departments that are co-suppliers. 2. Identify vacant lots for linear green space/right sizing. | <p>Number established:</p> <ul style="list-style-type: none"> • 10% increase in BCs and BAs by Jan. 2011 • 10% increase in BCs. and BAs with code compliance strategies by Jan. 2011. • % of BC code compliance goals completed - % completed on time. <p>Establish baseline data and coordinate with extended city team (Jan 2011).</p> <ul style="list-style-type: none"> • Reduce number of requests for board-ups & emergency calls by 5% • Sold rate improved by 10% • Improve security with high quality board up material by 10% • Cycle time to demolish improved 10% by Jan. 2011 | <p>LEAD: SWNSC Administrator Quadrant Team Block Club Presidents</p> <p>SUPPORT: SWNSC Clerks Block Club Presidents Sector 4 Business Associations</p> |

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| Code Compliance (cont'd) | 3 | (7) SWNSC partners with BCs and BAs to promote their active role in prevention and mitigation of code compliance issues. | <p>Incremental improvements in code compliance between 2009 and 2011.</p> <p>Assist BCs and BAs with reporting the success of networking activities to eliminate or mitigate code one violations.</p> | <ol style="list-style-type: none"> 1. Establish baseline data for number of level one code violations (notice and order). 2. Technical assistance process developed by February 2010, <ol style="list-style-type: none"> 1. Assist BC and BA with strategic goals to reduce complaints: joint responsibility to assist with prevention methods by coaching landlords, business owners and residents. 2. Use BC and BA Strategic Plans and networking data to assess semi-annual level of community involvement in the prevention and resolution of code violations. | <p>Block Club and Business Association performance measures:</p> <ul style="list-style-type: none"> • Reduce number of warning letters 10% by Jan. 2011. • Reduce number of repeat violations by 10% by Jan. 2011. • % requiring assistance and type of assistance from the extended city team or community partner/service provider. • Semi-annual surveys to assess customer satisfaction with BC and BA assistance with code compliance prevention or mitigation. • 80% satisfaction with City Technical Assistance by Jan. 2011. | <p>LEAD: SWNSC Administrator & Quadrant Team Extended Team Block Club Presidents</p> <p>SUPPORT: SWNSC Clerks Block Club Presidents Sector 4 Business Associations</p> |

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| Code Compliance (cont'd) | 3 | (7) SWNSC partners with BCs and BAs to promote their active role in prevention and mitigation of code compliance issues. | Block Clubs and Business Associations take a proactive role in the identification of potential code compliance issues. Then assist parties with a solution before code one escalation. | Provide technical assistance at community meetings to coach groups on how to address code compliance issues and provide neighbor to neighbor support for resolution. Groups review complaints and develop solutions when possible. | <p>Establish baseline for violations and reduce 10% by Jan. 2011.</p> <p>Data collection methods: Information System (BIS) Management System (SAS) Use Customer Service Log data to problem solve.</p> <p>BA/BC measure number of potential violations avoided due to their assistance. SWNSC analysis of code one violations:</p> <ul style="list-style-type: none"> • Number received and % of closure by type: <i>(example: reporting and monitoring of vacant structures, level one code violations and trash & debris).</i> • Number of ongoing complaints after warning process starts. • % assisted by extended city team or community partner/ service provider. • Reduce repeat violations 10% by Jan. 2011. | <p>LEAD: SWNSC Administrator Quadrant Team Extended Team Block Clubs Business Associations</p> <p>SUPPORT: SWNSC Clerks</p> |

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| Code Compliance (cont'd) | 3 | (8) Improve cycle time to resolve code one violations with Block Club and Business Association involvement. | Incremental improvements in Quadrant Team response time to resolve code one violations. | <ol style="list-style-type: none"> 1. Analyze response time to resolution. 2. Use quality management for continuous improvement. | <p>Response time to resolution analyzed by type of action taken:</p> <ul style="list-style-type: none"> • Reason for wait. • Improve response from city or partner/service provider 10% by Jan. 2011. • Use customer survey data to improve NSC process for code compliance 10% by Jan. 2011. • Data collected on median (divides number of observations in half), mode (most frequent) and average wait time. | <p>LEAD: SWNSC Administrator Quadrant Team Block Clubs Business Associations</p> <p>SUPPORT: SWNSC Clerks</p> |

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| Public Safety | 4 | <p>(9) Improve compliance of businesses, landlords, and residents to prevent public safety issues.</p> <p>(10) Improve the overall perception that the southwest neighborhoods are safe based on quantifiable data of customer satisfaction and reduction in safety issues.</p> | <p>Assist BCs and BAs with strategies to reduce public safety issues.</p> <p>BAs and BCs provided technical assistance to help business owners, landlords, and residents with ownership of public safety issues.</p> <p>Address public safety issues and the open air drug market.</p> <p>Crime stat data drives areas to target for zero tolerance and links to the reduction of nuisance activities.</p> | <ol style="list-style-type: none"> 1. Establish baseline number of non-compliant businesses. 2. Conduct Premise Checks for business licenses. 3. Conduct PCIC and other community meetings to obtain agreement on joint responsibility for prevention methods and coaching neighbors, landlords, businesses and residents. 4. Promote Saturation PACTAC and Knock & Talk. Project Impact Police Dept. (walking patrols, uplift, cameras, Sheriffs and RPD). 5. Use data on number of active Block Clubs: <ul style="list-style-type: none"> • % with strategic plans to improve public safety. • 10% improvement in number of PACTAC volunteers and Knock and Talk. • % of BC/BA public safety goals met. • % completed on time. | <p>Data collection methods:</p> <ol style="list-style-type: none"> 1. Information System (BIS). 2. Management Reporting System Calls For Service (CFS). 3. SWNSC Customer service log. <p>Number of violations analyzed by:</p> <ul style="list-style-type: none"> • # received and % of closed by type: (i.e. store, barber shop, retail store, reporting and monitoring of vacant structures, level one code violations and trash & debris). • # of ongoing complaints after warning process starts. • % assisted by other city team or community partner/service provider • Reduce non-compliance & repeat violations 10% by Jan. 2011. | <p>LEAD: SWNSC Administrator and LT. Quadrant Team Youth Services with Neighborhood Recreation Centers YMCA</p> <p>SUPPORT: SWNSC Clerks Block Club Presidents Sector 4 Business Associations Community Partners</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| Public Safety (cont'd) | 4 | (11) Quadrant Team partners with the extended team and the community to achieve joint Public Safety goals to improve cycle time to resolve public safety issues (2010 – 2014). | Incremental improvements in the response time for resolution of public safety issues. | <ol style="list-style-type: none"> 1. Promote Saturation PACTAC and Knock & Talk. Project Impact Police Dept. (walking patrols, uplift, cameras, Sheriffs and RPD). 2. BCs and the Fire Dept. partner to implement fire safety and emergency planning strategies. 3. RPD and Crime Analysts develop action plans with partners to address nuisance activity and zero tolerance issues. 4. Collaborate with judicial system and community to improve Court Watch to reduce repetitive and illegal nuisance activities (low level drug sales, loitering, littering). | <ul style="list-style-type: none"> • 10 % improvement in number of PAC-TAC volunteers and Knock and Talks. <p>Number of violations Zero Tolerance concerns analyzed by:</p> <ul style="list-style-type: none"> • # received and % of closed by type: (<i>i.e. store, barber shop, retail store, reporting and monitoring of vacant structures, level one code violations and trash & debris, illegal weapons, littering, loitering, fire safety hazards</i>). • # of ongoing nuisance complaints after warning process starts. • % of nuisance activities resolved through other city or community partners. • reduce non-compliance & repeat violations 10% by Jan. 2011. | <p>LEAD: SWNSC LT. RPD Crime Stat Analyst Common Council Safety Committee SW Fire LT. SWNSC Administrator Quadrant Team City Youth Services Pathways to Peace Neighborhood Associations and Block Clubs Business Associations Community Partners National Night Out We Care PAC-TAC YMCA</p> <p>SUPPORT: SWNSC Clerks</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| <p>Public Safety (cont'd)</p> | <p>4</p> | <p>(11) Quadrant Team partners with extended team and community to achieve joint Public Safety goals to improve cycle time to resolve public safety issues (2010 – 2014).</p> | <p>Crime stat data drives areas to target for zero tolerance and links to the reduction of nuisance activities.</p> <p>Address public safety issues and the open air drug market.</p> | <ol style="list-style-type: none"> 1. Increase RPD tactics to reduce the number of illegally possessed weapons that contribute to the number of violent crimes (e.g. amnesty program). 2. Quad Team and extended team identify and interrupt traffic patterns of major and minor drug dealers in/out of Southwest Quadrant. 3. Quad Team and extended team promote youth programs to prevent crime: <ul style="list-style-type: none"> • Engage youth through Teens on Patrol (TOP) and the Police Athletic League (PAL) as a source for RPD contact with youth to develop trust and prevent crime. | <ul style="list-style-type: none"> • Crime Analyst reports show policing tactics that have achieved stated goals and align with customer requirements by Jan. 2011. <p>Data collection methods:</p> <ul style="list-style-type: none"> • % of RPD, BC/BA public safety goal met. • Reduce Zero Tolerance activity by 5% by Ja. 2011. • %of reduction in adult crime by category. <p>Public Safety Data:</p> <ul style="list-style-type: none"> • Information System (BIS). • Management Reporting System Calls for Service (CFS) • SWNSC Customer Service Log • 311 Call Center • Crime Analyst historical data | <p>LEAD: SWNSC LT. RPD Crime Stat Analyst Common Council Safety Committee SW Fire LT. SWNSC Administrator Quadrant Team City Youth Services Pathways to Peace Neighborhood Associations and Block Clubs Business Associations Community Partners National Night Out We Care PAC-TAC YMCA</p> <p>SUPPORT: SWNSC Clerks</p> |

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| Special Projects | 5 | (12) Improve collaboration with the community to support Special Projects. | Promote community awareness of city procedures for Special Project and coordination required for success of the events. | <ol style="list-style-type: none"> 1. Data collection method: Customer Service Log to records issue not required in SAS (A-01). 2. Monitor and evaluate the number of Special Projects. 3. Develop NSC, Block Club (BC), and Business Association (BA) technical assistance and communication process to: <ul style="list-style-type: none"> • Improve Special Project organization and success. • Assist BC and BA with setting strategic goals to implement, monitor and evaluate Special Projects in the neighborhoods. • Promote joint responsibility for prevention of problems by coaching neighbors, landlords, businesses, residents and community organizations. | <p>Number of special projects analyzed by:</p> <ul style="list-style-type: none"> • Number of requests and completion by type: (<i>Uplifts, Mini-Clean Sweeps, Clean Sweeps, Wilson Day, Festivals, Project Tips etc.</i>). • Number of ongoing projects. • Establish baseline of activities and increase number by 10%. • % requiring assistance from another city team or community partner/service provider. • Use customer survey data to improve SWNSC process for Special Projects. • Improve baseline customer satisfaction data 10% by January 2011. | <p>LEAD: SWNSC Administrator Quadrant Team</p> <p>SUPPORT: SWNSC Clerks Block Club Presidents Sector 4 Business Associations Community Partners YMCA</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| Special Projects (cont'd) | 5 | (12) Improve collaboration with the community to support Special Projects. | Improve cycle time for Special Project permits. | <ol style="list-style-type: none"> 1. Use Customer Service Log to records issue not required in SAS (A-01) 2. Evaluate Special Project cycle time from the time SWNSC receives the request and the completion of the event. | <p>Communicate to customers the expected permit processing time of 7-30 days.</p> <ul style="list-style-type: none"> • Total number of Special Project requests. • % of projects requested on time. • % of requests approved. • Reduce number of last minute request by 20% with BC/BA assistance. • % of BC/BA special project goals completed - % completed on time. <p>Response time to completion analyzed by:</p> <ul style="list-style-type: none"> • Reason for wait. • Improve response time from city or partner/service provider by 10%. • Data collected on median (divides number of observations in half), mode (most frequent) & average wait time. | <p>LEAD: SWNSC Administrator Quadrant Team</p> <p>SUPPORT: SWNSC Clerks Block Club Presidents Sector 4 Business Associations Community Partners YMCA</p> |

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| Nuisance Activity | 6 | (13) Prevent and reduce nuisance activity in the Southwest. | Incremental improvements in Quadrant Team response time to resolve nuisance activity. | <p>1. Analyze response time to resolution.</p> <p>2. Develop a BA/BC data base to link their strategic plans and to support and coach businesses, neighbors, landlords and residents.</p> | <p>Response time to resolution analyzed by type of action taken:</p> <ul style="list-style-type: none"> Reason for wait. Improve response from city or partner/service provider by 10%. Data collected on median (divides number of observations in half), mode (most frequent) and average wait time. Use customer survey data to improve SWNSC process for nuisance activity by 10%. <p>Potential number for quadrant:</p> <ul style="list-style-type: none"> % with strategic plans to improve nuisance activity. 10% improvement in BAs and BCs nuisance activity goals completed 2009-2011. | <p>LEAD: SWNSC Administrator Quadrant Team Business Associations Block Clubs</p> <p>SUPPORT: SWNSC Clerks</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| <p>Nuisance Activity (cont'd)</p> | <p>6</p> | <p>(13) Prevent and reduce nuisance activity in the Southwest.</p> | <p>Implement the agreed upon SWNSC, BC and BA strategies and performance measures.</p> | <p>Create neighborhoods that are the best place to live, work and spend resources.</p> | <p>SWNSC, BA, and BC PMs:</p> <ul style="list-style-type: none"> • Reduce number of warning letters by 10%. • Reduce number of repeat violations by 10%. • % requiring assistance and type of assistance from another city team or community partner/service provider. <p>Number of nuisance complaints analyzed by:</p> <ul style="list-style-type: none"> • Number received and % of closure by type: <i>(example: loitering, disorderly premise, trash and debris, building and property maintenance)</i>. • Number of ongoing complaints after warning process starts. • % assisted by extended team or community partner/ provider. | <p>LEAD: SWNSC Administrator Quadrant Team Sector 4 Business Associations Presidents Block Clubs</p> <p>SUPPORT: SWNSC Clerks</p> |

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| <p>Education and Living Standards</p> | <p>7</p> | <p>(14) Quadrant Team partners with extended team and community to achieve joint Education and Living Standards goals (2010-2014).</p> | <p>Provide technical assistance to help partners provide the best educational opportunities and tools to improve the education levels of Southwest residents.</p> <p>Provide technical assistance to help partners develop strategies to engage youth and their family support unit in opportunities to improve the education levels and SW living standards.</p> | <ol style="list-style-type: none"> 1. Based on Partner requests, the SWNSC will determine if technical assistance can be provided to help eliminate systemic issues. 2. Execute project plans with the partners (extended team and community) to address systemic issues with education and living standards. 3. QT/extended team promote youth and family involvement in living standard activities; Saturation PACTAC and Knock & Talk, Project impact Police Department (walking patrols, uplift, cameras, and Sheriffs and RPD collaboration). 4. Promote active Block Clubs as a full partner. | <p>Data collection methods: Assess DRYS, RPD and Pathways to Peace impact on:</p> <ul style="list-style-type: none"> • % reduction in school suspensions. • % increase in high school graduates. • % of the drop-outs receiving GED (i.e. within 3 years). • % of youth attending and % completing secondary education • % improvement in adult literacy. <p>Data collection methods:</p> <ul style="list-style-type: none"> • % of increase in family and youth participation in QT/extended team activities. • % of Partner projects completed % completed on time. • % of Block Clubs projects completed. | <p>LEAD: SWCC Rochester City School District Charter Schools Private Schools Youth Coalition Literacy Volunteers Youth Criminal Justice System Volunteers of America Neighborhood Associations Block Clubs Business Associations Faith Based Organizations YMCA</p> <p>SUPPORT: SWNSC QT City Youth Services Pathways to Peace Neighborhood Recreation Centers</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| <p>Education and Living Standards (cont'd)</p> | <p>7</p> | <p>(14) Quadrant Team partners with extended team and community to achieve joint Education and Living Standards goals (2010-2014).</p> | <p>Provide technical assistance to achieve the goals of partners to improve methods for on-going youth and family learning (learning community practices).</p> | <ol style="list-style-type: none"> 1. Promote active Block Clubs as a full partner. 2. QT and extended team: RPD, DRYS, and Mayor Youth Services assist Partners to reduce school suspensions, loitering, youth crime, and increase high school graduation rates. 3. Assist Partners with targeting family education and living standards as the foundation for sustainable community improvements. | <p>2010-2014 each year:</p> <ul style="list-style-type: none"> • 85% or above resident satisfaction with Block Club results by January 2011. <p>Analyze RPD, Youth Services, and Pathways to Peace contributions to improve education and the (i.e. literacy, school suspensions and reduction of youth crime).</p> <p>Quadrant Team (RPD) :</p> <ul style="list-style-type: none"> • % of reduction in youth crime. • % assisted by other city team or community partner/service provider. • 85% Customers satisfied rating with QT/extended team results by January 2011. | <p>LEAD: SWCC Rochester City School District Charter Schools Private Schools Youth Coalition Literacy Volunteers Youth Criminal Justice System Volunteers of America Neighborhood Associations Block Clubs Business Associations Faith Based Organizations YMCA</p> <p>SUPPORT: SWNSC QT City Youth Services Pathways to Peace Neighborhood Recreation Centers</p> |

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| Youth Engagement | 8 | (15) Quadrant Team partners with extended team and community to achieve joint Youth Engagement goals (2010-2014). | Support efforts with partners to increase Southwest youth participation in community-based projects, youth leadership development, entrepreneurship and life skills training. | <ol style="list-style-type: none"> 1. SWNSC extended team (DRYS, Pathways to Peace) develop joint project plans with youth-related agencies, recreation centers and programs to reach youth and improve their quality of life. 2. Connect DRYS and Pathways to Peace goals to execute Partner projects. 3. Identify and invite youth related groups to help plan and participate in SWCC meetings, projects, and other community-based projects. | Number and type of projects analyzed by: <ul style="list-style-type: none"> • % of projects completed. • % achieved in agreed upon timeframes. • % of new training goals reached. • Youth participation increased by 10% 2010 – 2014. • Customer/youth satisfaction surveys show 85% or higher satisfaction rate 2010 – 2014. | <p>LEAD: SWCC</p> <p>SUPPORT: Urban League, RCSD, Teen Empowerment</p> <p>COMMUNITY RESOURCES: Teen Empowerment Mayor's Youth Services Mayor's Youth Advisory Council SWNSC Quadrant Team Neighborhood Recreation Centers Neighborhood Associations and Business Associations, Block Clubs and Community Partners YMCA</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| <p align="center">Green Community & Housing Development</p> | <p align="center">9</p> | <p>(16) Quadrant Team partners with extended team and community to achieve joint Community and Housing Development goals (2010-2014).</p> | <p>Support efforts with partners to increase Southwest visual improvements in the overall physical appearance and character of Southwest neighborhoods using "Green Strategies" where applicable.</p> | <ol style="list-style-type: none"> 1. QT/extended team provide technical assistance to increase job and entrepreneurship opportunities for youth (i.e. Green jobs). 2. Connect City Youth Services goals to the Implementing Partner Green employment projects. 3. Provide partners with data on city owned homes and properties that are available for rehabilitation and purchase. 4. Promote rehabilitation of existing housing with a target above C of O standards. | <p>Align housing rehabilitation standards with existing strategies (i.e. Focus Investment Strategy):</p> <ul style="list-style-type: none"> • % in compliance with standards. • % of rehabilitation requests. • % of properties eligible for home owner financial incentives. • % of technical assistance provided to complete rehabilitation. <p>Number of Green Projects analyzed by:</p> <ul style="list-style-type: none"> • % completed. • % completed on time. • % assisted by QT/extended team. • % coordinated with Partners. | <p><u>LEAD:</u> SWCC</p> <p><u>SUPPORT:</u> Urban League, RCSD, Teen Empowerment</p> <p><u>COMMUNITY RESOURCES:</u> Mayor's Youth Services Teen Empowerment Rochester Housing Authority SWNSC Quadrant Team Neighborhood Recreation Centers Neighborhood Associations and Business Associations, Block Clubs and Community Partners YMCA</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| <p>Green Community & Housing Development (cont'd)</p> | <p>9</p> | <p>(16) Quadrant Team partners with extended team and community to achieve joint Community and Housing Development goals (2010-2014).</p> | <p>Provide technical assistance to partners for construction of new infill housing and increasing home ownership.</p> <p>Demolish dilapidated structures</p> | <ol style="list-style-type: none"> 1. QT/extended team identify sites to construct new infill housing and increase home ownership (<i>land use maps</i>). 2. Identify houses that must be demolished and complete demolition. | <p>Demolition/Greening Strategy</p> | <p><u>LEAD:</u> City/Rochester Housing Authority SWNSC extended team</p> <p><u>SUPPORT:</u> SWCC Sector, CDC, Congresswoman Louise Slaughter, Urban League, Providence Housing</p> <p><u>COMMUNITY RESOURCES:</u> Housing Agencies Demo Contractors, Home Rehab YMCA</p> |

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| <p>Green Community & Housing Development (cont'd)</p> | <p>9</p> | <p>(16) Quadrant Team partners with extended team and community to achieve joint Community and Housing Development goals (2010-2014).</p> | <p>Quad Team and extended team lobby for the repair of replacement of existing physical infrastructure such as sidewalks, streets and urban forestry.</p> <p>Aggressively maintain and find alternative uses for vacant lots.</p> | <ol style="list-style-type: none"> 1. QT/extended team replace or repair sidewalks, streets, curbs and urban trees that are on the City's Capital Improvement Plan (CIP) schedule. 2. Identify vacant lots and draft plan for alternative use (i.e. extensions to adjoining parcels, outdoor exercise gyms, community gardens, urban farms) [<i>i.e. Jefferson Avenue Plan, land use maps, City's GIS</i>]. | <ul style="list-style-type: none"> • % of CIP 2010 photo documentation targets met. • QT/extended team solicit Partner input to the CIP prior to finalization. • Alternative uses implemented for 50 vacant lots by 1st Quarter 2011. | <p><u>LEAD:</u> SWNSC</p> <p><u>SUPPORT:</u> SWCC Sector, City/DRYS</p> <p><u>COMMUNITY RESOURCES:</u> Neighborhood Groups, Block Clubs, Planning YMCA</p> |

| KRA | Priority | Goal | Strategy | Activity/Tactic | Timeline Measures | Implementing Partners |
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| <p>Health, Wellness & Human Services</p> | <p>10</p> | <p>(17) Quadrant Team partners with extended team and community to achieve joint Health, Wellness & Human Services goals (2010-2014).</p> | <p>Provide technical assistance to Partners to improve Health, Wellness and Human Services.</p> | <ol style="list-style-type: none"> 1. QT/extended team market the unique SW community health, wellness and human service opportunities. 2. QT/extended team participate in projects for joint goals to improve health, wellness and human services. 3. Assist Partners with modeling best practices from University of Rochester and Strong Hospital (i.e. health eating, preventive 4. Promote Southwest Grow Green. | <ul style="list-style-type: none"> • Multi-media communication developed with partners to create unique SW public service announcements (i.e. city website, visitors bureau, partner communications) by March 2011. • City/DRYS performance measures align with Partner goals by March 2011. • Promote Southwest Grow Green Initiative, Westside Farmers Market and health education in area schools and communications by March 2010. • 85% customer satisfaction with QT/extended team technical support. | <p><u>LEAD:</u> SWCC Sector</p> <p><u>SUPPORT:</u> City/DRYS, Monroe County Council of Aging Neighborhood and Business Associations University of Rochester</p> <p><u>COMMUNITY RESOURCES:</u> RCTV 15 Health & Wellness Program, SWCC Media Outlets, Churches Area Foundations Neighborhood and Business Associations YMCA</p> |

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| <p>Health, Wellness & Human Services (cont'd)</p> | <p>10</p> | <p>(17) Quadrant Team partners with extended team and community to achieve joint Health, Wellness & Human Services goals (2010-2014).</p> | <p>Assist Partners in reaching goals to make prominent the physical, emotional, and spiritual health and wellness of Southwest residents.</p> | <ol style="list-style-type: none"> 1. Provide technical assistance based on existing projects that promote healthy eating habits, receiving adequate physical activity, and preventative health screening and care. 2. Promote Southwest Grow Green Initiative, Westside Farmers Market and health education in area schools. 3. Incorporate New Urbanism design principles in capital improvement and development projects. | <p>Support partner project charters.</p> | <p><u>LEAD:</u> SWCC Sector</p> <p><u>SUPPORT:</u> City/DRYS, SWNSC/extended Team Monroe County</p> <p><u>COMMUNITY RESOURCES:</u> RCTV 15 Health & Wellness Program, SWCC Newsletters Media Outlets Churches Planning/Design Consultants YMCA</p> |

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|--|------------------|--|---|--|---|---|
| <p>Health, Wellness & Human Services (cont'd)</p> | <p>10</p> | <p>(17) Quadrant Team partners with extended team and community to achieve joint Health Wellness & Human Services goals (2010-2014).</p> | <p>Quadrant Team/ extended team meet agreed upon technical assistance requests.</p> | <p>QT/extended team collaborates with Partners on projects that focus on:</p> <ol style="list-style-type: none"> 1. removing lead paint. 2. creating financial incentives to the homeowner. 3. providing training and assistance to re-entries from prison. 4. identifying and monitoring seniors that require assistance in getting health care services. | <p>Completed QT/extended team project charter responsibilities:</p> <ul style="list-style-type: none"> • % of contributions to project completion. • % of actions completed on time. • 85% customer satisfaction rate with QT assistance at end of each project. | <p><u>LEAD:</u> SWCC Sector 4</p> <p><u>SUPPORT:</u> City/DRYS, Monroe County</p> <p><u>COMMUNITY RESOURCES:</u> RCTV 15 Health & Wellness Program, SWCC Newsletters, Media outlets, Churches YMCA</p> |

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| <p align="center">Arts, Culture & History</p> | <p align="center">11</p> | <p>(18) Quadrant Team partners with extended team and community to achieve joint Arts, Culture & History goals (2010-2014).</p> | <p>Enhance the quality of life in the Southwest through the use of the arts, culture, and history.</p> <p>Complete the 500K NY State Department of State Arts and History Grant for Brooks Landing.</p> <p>Promote Genesee Valley Park as a national park land treasure (Olmstead Park).</p> | <ol style="list-style-type: none"> 1. QT/extended team promote the various artistic, cultural and historic people, places and things located within the southwest. 2. QT/extended team will participate on official committees appointed by the City of Rochester. 3. Assist partners with identification of the various artistic, cultural and historic people and venues located within the southwest and develop promotional materials to distribute throughout the community. 4. Assist partners with the expansion of arts, cultural, and historic events in the SW. | <ul style="list-style-type: none"> • Support partner project charters. • Support partner creation of a southwest arts & culture brochure by 2nd quarter 2011 (i.e. local artist shows-like University Ave). • Finalize with partners historic landmarks in the SW and communicate to public (<i>historic library archives, D&C articles, Southwest Parks Study</i>). | <p><u>LEAD:</u> SWCC Sector 4 Quad Team</p> <p><u>SUPPORT:</u> City/DRYS NBD/DES Monroe County</p> <p><u>COMMUNITY RESOURCES:</u> RCTV 15 Health & Wellness Program, SWCC Newsletters Media Outlets Churches Planning/Design Consultants YMCA</p> |

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| <p>Arts, Culture & History (cont'd)</p> | <p>11</p> | <p>(18) Quadrant Team partners with extended team and community to achieve joint Arts, Culture & History goals (2010-2014).</p> | <p>Identify an Arts and Culture project in each of the five neighborhoods (e.g. Hamm House, The Anthony Farm, Bulls Head, 1872 Voting Site, PLEX Civil War Encampment.</p> <p>Identify a sector wide arts project and obtain community input.</p> | <ol style="list-style-type: none"> 1. QT/extended team work with the SWCC to promote Sector 4 Quadrant and Susan B. as the Rochester Historic District. 2. QT/extended team work with the SWCC to establish arts programming, facilities and independent arts organizations. 3. QT/extended team work with the SWCC to engage youth to work with seasoned artists on projects. | <p>Support partner project charters.</p> | <p><u>LEAD:</u> SWCC Sector 4 Quad Team</p> <p><u>SUPPORT:</u> City/DRYS NBD/DES Monroe County</p> <p><u>COMMUNITY RESOURCES:</u> RCTV 15 Health & Wellness Program, SWCC Newsletters Media Outlets Churches Planning/Design Consultants YMCA</p> |