

RE-INTRODUCING RIOC

NEW FACES & NEW PLACES

Meet Shelton J. Haynes, RIOC's Chief Operations Officer



Since Shelton Haynes has already been with RIOC for four years now, he's not exactly a new face in a new place, but the duties of his position might not be familiar to everyone. What exactly does a Chief Operations Officer do every day? The duties of the role tend to vary depending on the organization, but in Shelton's case, it's a big job with plenty of responsibility to go along with it.

Simply put, Shelton is ultimately responsible for all the Island's day-to-day functions. That includes overseeing the corporation's administrative, operational and planning departments, which also include the Public Safety Department. He also has to make sure everything runs smoothly while the corporation complies with all laws and regulations.

Life Before RIOC

Before coming to Roosevelt Island, Shelton served as the Chief Operating Officer at the Housing Authority of DeKalb County, Georgia. He not only ran the authority's executive management team, but was also in charge of all agency operations. As if that wasn't a big enough job, Shelton also implemented all of the authority's strategic initiatives. Thanks to his keen leadership, he led the process of transforming several under-performing departments into high-performing operations within the authority.

How Did He Do It?

Shelton assessed each operational department then developed a strategic plan that completely turned around an agency that had been designated by HUD as low performer into a high performer in two years. He invested in critical training, redefining agency positions, recruiting top notch professionals, creating checks and balances, working tirelessly with the public, setting measurable goals with key performance indicators and lastly enhancing technology to streamline business processes. More importantly, he changed the culture to that of everyone working toward a common goal. "At RIOC, I have the privilege of working with a dynamic executive team, staff and Board of Directors, who are committed to excellence. We push each other daily to ensure that we provide great services to the island."

One of my favorite quotes came from the author and leadership coach John Maxwell citing "Change is inevitable. Growth is optional. As a corporation, we must look to prepare for the future. This means coming out of our comfort zones and embracing new ideas and new approaches to improving everything that we do.

Next on his agenda is enhancing the culture of RIOC with professionalism and efficiency being the core fundamentals that drive us. The Human Resource department is a huge part of an organizations framework and we are rebuilding this department with the goal of recruiting top tier talent and developing our existing staff. (See Next Page)

RE-INTRODUCING RIOC **THE CAPITAL PROGRAM**

Re-Introducing RIOC

Shelton is responsible for beginning the **Re-Introducing RIOC** initiative, which is designed to show the Island's residents and stakeholders how RIOC has changed for the better and will continue to change in the years to come. The Capital Program plays a significant role in that effort.

After years of deferred maintenance on important capital projects, Shelton is leading the effort to not only bring the Island into a state of good repair, but to make it better than ever before. "Some of the important items on the Capital Program may not be particularly glamorous," Shelton admitted, "but they are vital to the well-being of the Island and its residents." Repairing the Motorgate garage and upgrading the island's AVAC system are examples of two important infrastructure improvements that began under Shelton's direction.

Increasing The Capital Program

Shelton's most visible impact on the Roosevelt Island community has been his leadership in dramatically increasing the scope of RIOC's Capital Program.

From 2013 to 2015, before Shelton got here, RIOC spent an average of \$4.5 million per year on capital projects. But from 2017 all the way through 2019, the average amount spent on important capital projects has more than doubled to over \$11 million per year. In September, he was instrumental in getting the RIOC board to approve of a \$40.8 million capital program.

The Youth Center

Perhaps one Shelton's proudest accomplishments is his work with the Island's Youth Center. "Under the leadership of Erica Spencer-EL and her staff," Shelton said, "RIOC has been able to transform the lives of the island's youth for the better. By the end of 2019, the center will re-open to the public, featuring windows in the main room that overlook the courtyard, a modern, ADA-compliant layout, expanding the teaching kitchen, new lighting, doors and other critical systems."



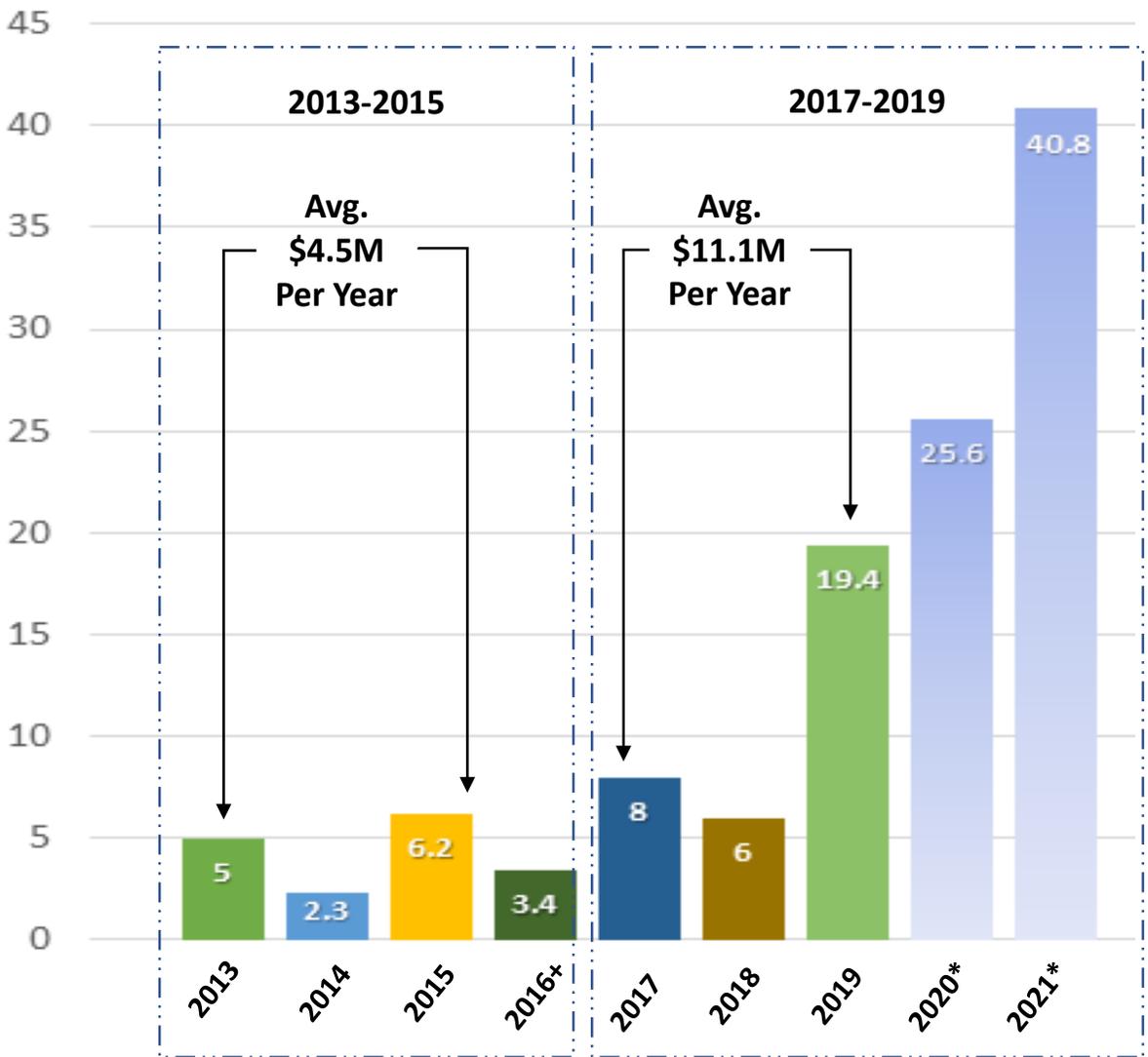
Emphasis on Transparency

"The key factor in building trust with the community is a renewed emphasis on transparency," Shelton said. "Saying we're going to do something is no longer good enough. We have to actually do it and hold ourselves accountable to the realistic deadlines we have set." That is why Shelton has worked behind the scenes with other agencies to cut through the red tape to move stalled projects forward. "The Tram Elevator project in Manhattan is on the verge of starting work again, we have been here before and we need to get it done this time. It's all part of a renewed emphasis on transparency here at RIOC and I'm glad to be leading this team."

(see chart on next page)

RIOCCAPITAL PROGRAM FY 2013 – FY 2021*

In Millions



The Capital Program By the Numbers

2013	2014	2015	2016+	2017	2018	2019	2020*	2021*
\$5M	\$2.3M	\$6.2M	\$3.4M	\$8M	\$6M	\$19.4M	\$25.6M	\$40.8M

* FY 2020 and FY 2021 are projected expenditures
+ 2016 was the year Shelton came to work at RIOCC