

# STRATEGIC PLAN



**ROCHESTER**  
Housing Authority



**2022 - 2027**



**SHAWN BURR**  
*EXECUTIVE DIRECTOR*

As Executive Director of the Rochester Housing Authority (RHA), I am pleased to present the 2022-2027 Strategic Plan (the Plan) to our community. For nearly seventy years, RHA has worked diligently to provide quality affordable housing opportunities and services in the five-county Greater Rochester area. With this Plan, RHA looks to renew our commitment to that cause and launch a new era of service defined by community collaboration, accountability, and trust.

The last few years have proven difficult for the Authority, and the COVID-19 pandemic challenged our ability to properly meet resident, program participant, and employee needs. Developing this Plan has allowed our team to thoughtfully reassess our mission and vision in order to grow and make substantive change. The Plan that follows identifies six goals informed by our core values that will advance our mission and our vision. Importantly, the Plan provides a detailed framework for achieving those goals with strategies to facilitate implementation and to measure success.

Over the next five years, RHA aims to expand access and remove barriers so that everyone in Greater Rochester has access to high quality, safe, affordable housing in communities where they can thrive. We are approaching this mission with not only renewed dedication, but new understanding of the steps we need to take to get there.

I am proud to say that from its first phase of development, the Plan centered the perspectives of our residents, program participants, and employees. The Plan incorporates feedback from a range of stakeholders, including nearly 500 residents. This dedication to our clients informed our new goals, with communication and engagement being key priorities, as shown in the Plan.

The Plan represents a significant undertaking for not only our staff but our partners, residents, and other stakeholders. It is my hope that our shared commitment to improving housing opportunities and strengthening communities in Rochester will promote effective collaboration. We all have a role to play in building a better future for Rochester, and I hope you will join us in this journey to advance our mission.

Respectfully,

A handwritten signature in black ink that reads "Shawn S. Burr". The signature is fluid and cursive, with a long horizontal stroke at the end.

Shawn Burr  
Executive Director



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## INTRODUCTION | ROCHESTER HOUSING AUTHORITY

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Established in 1955 as an independent public corporation by New York State Public Housing Law, RHA serves more than 26,000 lower-income residents and program participants in the five-county Greater Rochester area. RHA received a Public Housing Assessment Score (RHAS) rating of “High Performer” from the U.S. Department of Housing and Urban Development (HUD) in 2015. RHA’s current Section Eight Management Assessment Program (SEMAP) score is 100 and designated as a high performer.

### BOARD OF COMMISSIONERS

The Rochester Housing Authority Board of Commissioners is authorized to include seven members. The Mayor of the City of Rochester appoints five members to serve a five-year term. Additionally, two resident Commissioners are elected by RHA residents for a two-year term. Responsibilities of the Board of Commissioners include creating a vision and direction for the Housing Authority and approving policies and procedures. Commissioners ensure that the Housing Authority operates within the law and according to HUD regulations.



**Rosalie Remarais**  
Acting Chairperson



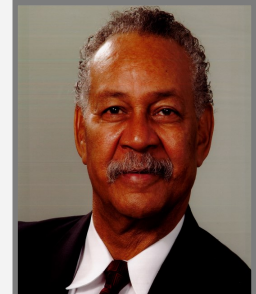
**Florine Cummings**  
Vice-Chairperson



**Hank Rubin**  
Commissioner



**Duwaine Bascoe**  
Commissioner

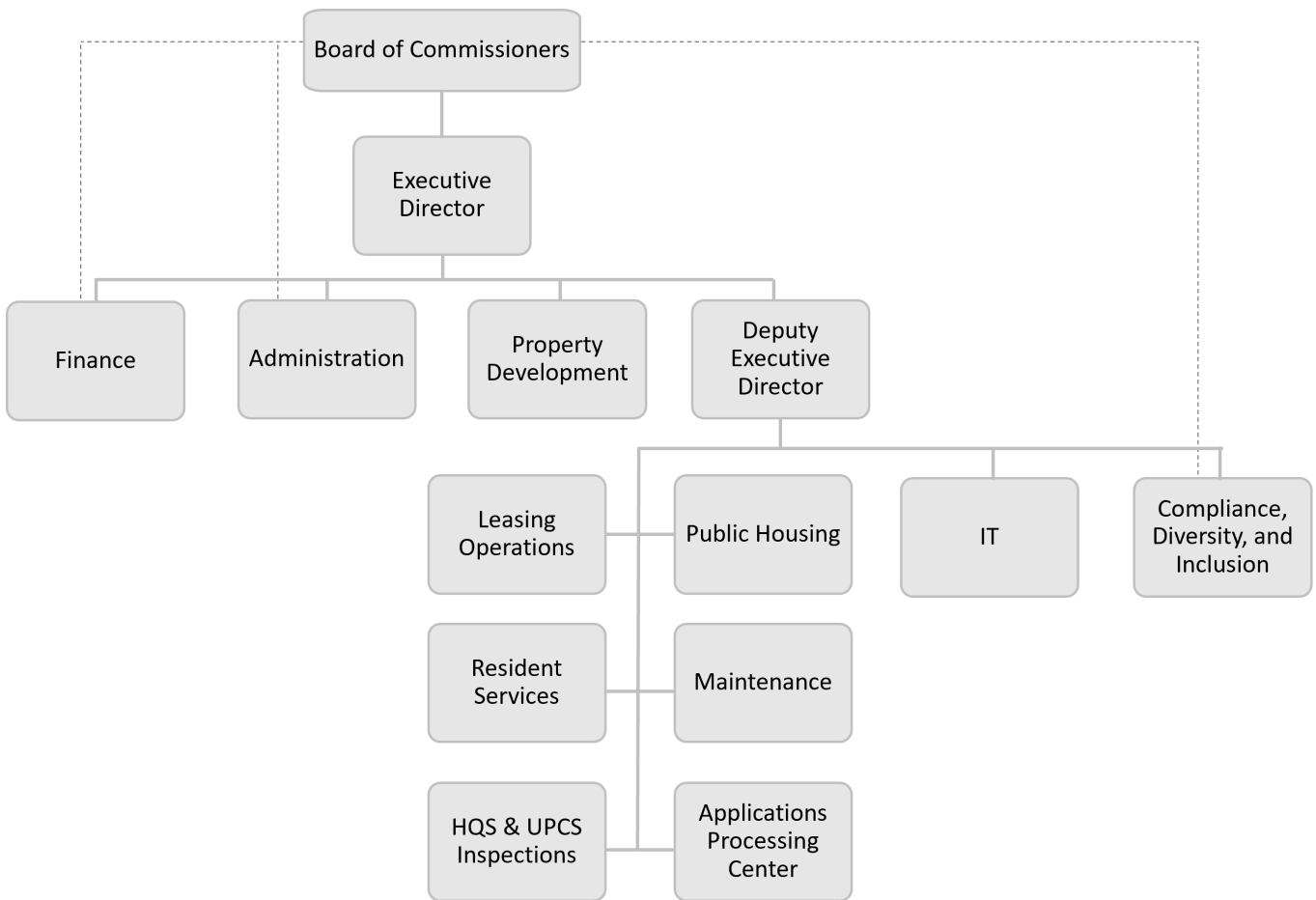


**Willie Otis**  
Commissioner

As of the production of this strategic plan, there were two vacancies on the Board of Commissioners. Special thank you to former chair of the Board of Commissioners **Tynise Edwards** for her contributions and guidance throughout this planning process.

### RHA DEPARTMENTS

Rochester Housing Authority includes 12 departments that manage various aspects of RHA’s work. Representatives from each of RHA’s department’s with the Board of Commissioners participated throughout the process of developing this strategic plan, including participation in working groups to develop action steps and metrics to support the successful implementation of each goal.



## RHA STRATEGIC PLANNING COMMITTEE

The Rochester Housing Authority Planning Committee was crucial in the production of this plan, providing thoughtful contributions and feedback at every stage of development. Their work resulted in the strategic objectives and an actionable plan that will guide the agency moving forward.



**(From Left to Right) Back Row:** Sinclair Carrington, Interim Director of Finance; Shawanna Lawrence, Human Resources Coordinator; Bob Croston, Interim Chief of Maintenance; Evhen Tupis, Director of IT; Harolda Wilcox, Public Housing Director; Shanna Cranmer, Housing Manager II. **Front Row:** Mariam Rodriguez-Machuca, Administrative Assistant; Hank Rubin, Commissioner; Pierre Dorancy, Assistant Director of Leasing Operations; Melissa Berrien, Family Self Sufficiency Supervisor; Shawn Burr, Executive Director; Cynthia Herriott-Sullivan, Interim Deputy Director. **Not Pictured:** Lin Stango, Development & Capital Projects; Florine Cummings, Commissioner; Harold Zink, Chief Engineer; Diana Colon, Project Assistant. Special thank you to Mark Plantholt, former Chief of Maintenance (retired) for his contributions to the strategic planning process.

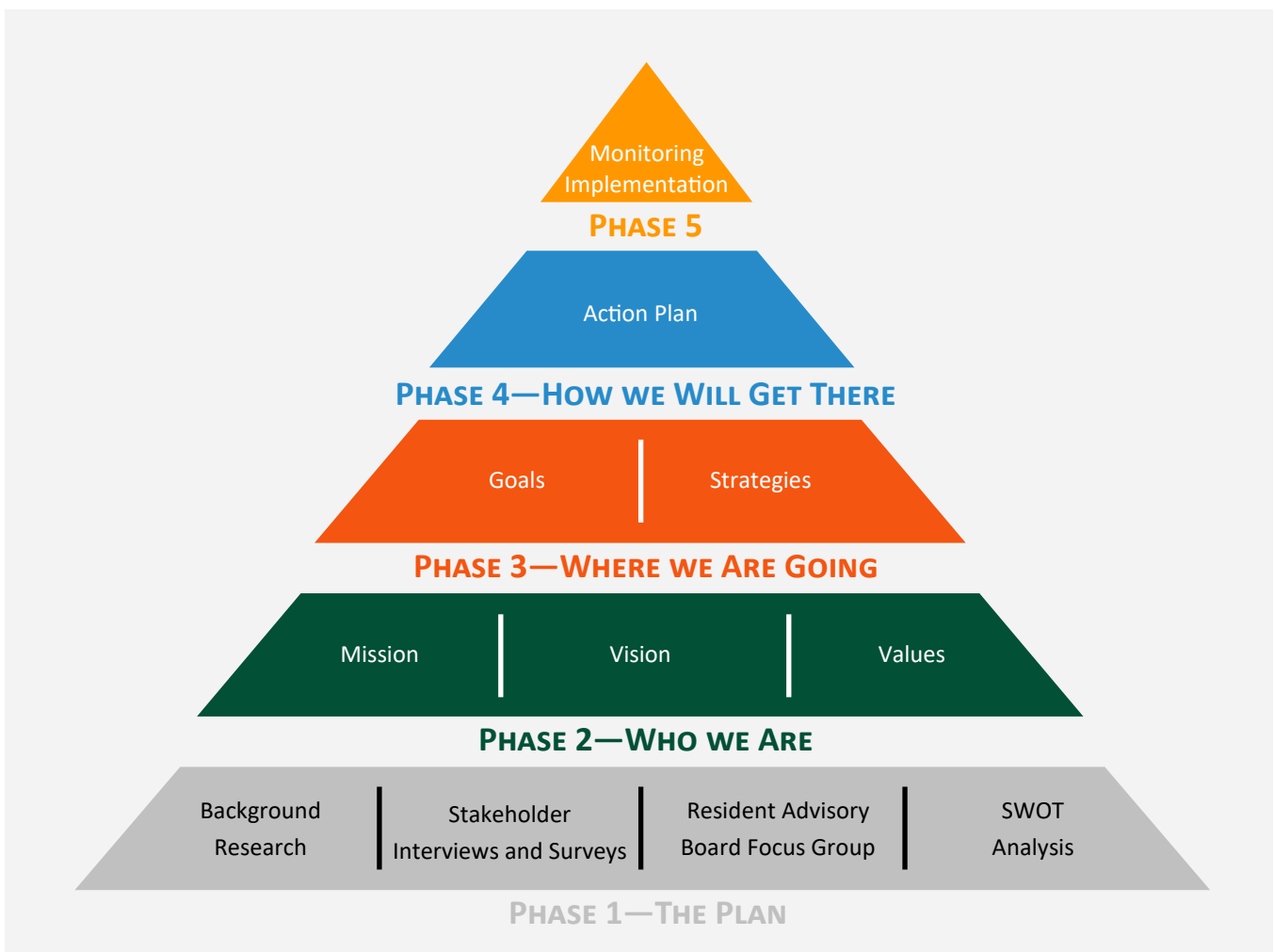
# THE PLAN | STRATEGIC PLAN OVERVIEW

The Rochester Housing Authority engaged in an extensive process over the past year to develop this Strategic Plan (the Plan). The three central goals of the process were to develop a Plan which:

- Builds upon RHA’s organizational strengths and successes to support organizational growth, affordable housing, and contribute to the prosperity of the City of Rochester;
- Establishes yearly milestones which identify, communicate, and monitor progress of key priorities to assist in the advancement of the Strategic Plan; and,
- Communicates organizational priorities.

The Plan was developed over five phases. A detailed outline of the process can be found below:

## STRATEGIC PLANNING PROCESS



## STAKEHOLDER SURVEYS

Stakeholder surveys were conducted in Fall of 2021.

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### Employee Survey

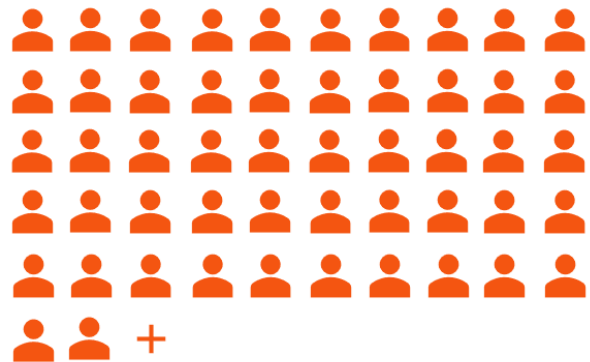
121 Responses



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### Resident and participant Survey

525 Responses



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### Landlord Survey

179 responses



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### Vendor Survey

34 Responses



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## STAKEHOLDER INTERVIEWS

Key stakeholders including RHA Employees, HCV/Section 8 Participants, Community/City Government Partners and Resident Advisory Board Members were interviewed in early Summer 2021.

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### Stakeholder Interviews

14 Responses





### VISION SETTING RETREAT

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Bronner Group, LLC (Bronner) facilitated a Vision Setting Retreat with members of the RHA Board of Commissioners and department leadership from across the agency on September 16th and 17th, 2021. During the retreat, participants identified a preliminary set of core values, drafted preliminary RHA mission and vision statements, and identified six preliminary goals.

### COMMUNITY PARTNER FEEDBACK SURVEY

RHA solicited feedback from community partners on the draft Goals and Strategies through a survey. Partners provided feedback through the survey on prioritization and advice for implementation.

**11 community partners** participated.



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### ACTION PLANNING WORKING GROUP MEETINGS

Bronner Group, LLC representatives facilitated working group meetings for each of RHA’s six draft goals. During these meetings staff collaborated on strategy and action planning.

Developed and drafted **170+ action items and strategies** to support achievement of the 6 identified goals.



## WHO WE ARE | VISION AND MISSION

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As part of the Strategic Planning process, RHA developed new Mission and Vision statements to clearly identify our current role and how we envision our communities' future.

### OUR VISION

To be a leader in leveraging services and affordable, safe, high quality, and stable housing in diverse and inclusive communities to increase opportunities and improve lives.

### OUR MISSION

Everyone living in the region will have access to high quality, safe, affordable housing in communities free of the barriers that prevent individuals and families from realizing and achieving their goals and sustaining self-sufficiency.

*Before and after of 54-66 Garson Fourth Street Townhouses.*



*Exterior before rehabilitation*



*Exterior after rehabilitation*

The Values outlined below govern the actions of all RHA Commissioners and employees and establish a standard of excellence for the Agency.

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**LEADERSHIP IN INNOVATION, EXCELLENCE, CONTINUOUS  
IMPROVEMENT, AND INTERGOVERNMENTAL PLANNING |  
ETHICS | ACCOUNTABILITY | COLLABORATION | CUSTOMER SERVICE |  
COMPASSION, DIGNITY, INCLUSION, AND EQUITY**



*RHA employees thank community nurses in May 2021.*

## WHERE WE'RE GOING | OVERVIEW

This Strategic Plan contains six Goals, driven by our dedication to our core values: Leadership in innovation, excellence, continuous improvement, and intergovernmental planning; Ethics; Accountability; Collaboration; Customer Service; and Compassion, Dignity, Inclusion, and Equity. Each Goal contains strategies and specific action items to measure RHA's success.



**ROCHESTER**  
Housing Authority

### MISSION

Everyone living in the region will have access to high quality, safe, affordable housing in communities free of the barriers that prevent individuals and families from realizing and achieving their goals and sustaining self-sufficiency.

### VISION

To be a leader in leveraging services and affordable, safe, high quality, and stable housing in diverse and inclusive communities to increase opportunities and improve lives.

## GOALS

1. **Provide:** Increase and improve RHA housing opportunities, while maintaining the quality and security of RHA housing communities.
2. **Support:** Increase RHA's engagement with residents, participants, and the Greater Rochester community to create a supportive environment focused on resident and community needs.
3. **Serve:** Improve customer service externally and internally.
4. **Grow:** Improve, diversify, and grow overall revenue, resources, and community partnerships in service of the greater Rochester community sufficient to achieve Goals 1-3.
5. **Communicate:** Enhance external and internal communication and collaboration.
6. **Cultivate:** Foster an inclusive and supportive work environment.

Increase and improve RHA housing opportunities, while maintaining the quality and security of RHA housing communities.

## STRATEGIES

1

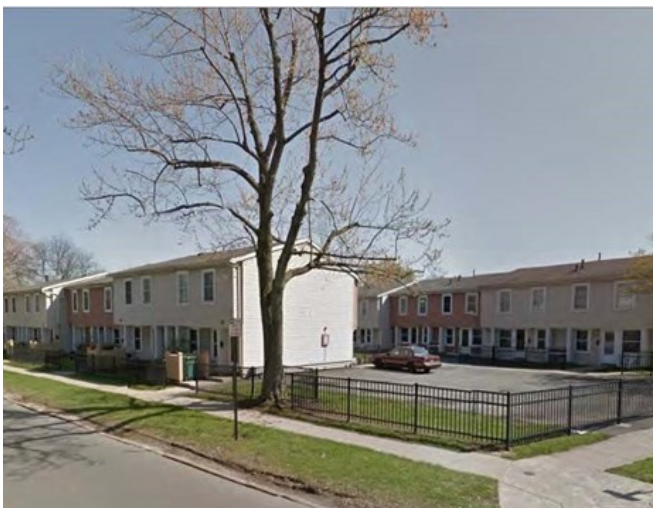
*Improve and maintain the quality of RHA housing by reducing UPCS and HQS deficiencies to enhance quality of life for residents and participants.*

2

*Increase the number of affordable housing units in RHA portfolio and diversify the types of housing to meet the changing needs of the community.*

3

*Improve the security of RHA communities that reinforce residents' safety and enhances overall wellness.*



Atlantic Townhouses



The Lake Tower

Increase RHA’s engagement with residents, participants, and the Greater Rochester community to create a supportive environment focused on resident and community needs.

### STRATEGIES

1

*Expand connections to targeted resources in the greater Rochester area to help RHA residents and participants overcome their unique challenges. Continuously evaluate and improve the effectiveness and quality of services.*

2

*Develop and coordinate a network of service providers and strategic partners to receive and respond to referrals and partner to provide relevant services.*

3

*Strengthen resident and participant involvement and leadership to ensure resident and participant needs are centered in program design and delivery.*



*RHA residents on the left at our 2nd Annual Strong Family’s Extravaganza . RHA Annual Senior Summer Outing.*

Improve customer service externally and internally.

**STRATEGIES**

1

*Design and implement a process for soliciting and collecting real-time customer service feedback from key stakeholder groups. Produce annual reports summarizing customer service feedback to demonstrate improvements over time.*

2

*Increase electronic interactions of PH residents, HCV participants and landlords with RHA to represent 25% of targeted interactions (reducing mail, in person, or phone interactions).*

3

*Identify, secure resources, and launch specific process improvements and streamline opportunities through the integration of technology at a rate of one target-deliverable per year of initiative.*



*RHA Employee Picnic*



*RHA Employees*

Improve, diversify, and grow overall revenue, resources, and community partnerships in service of the greater Rochester community sufficient to achieve Goals 1-3.

**STRATEGIES**

**1**

*Expand collaborate with community partners, neighborhood organizations, and landlords, to address housing needs and services in the greater Rochester area.*

**2**

*Identify, pursue, and secure funding opportunities outside of HUD to expand housing opportunities and services to sufficiently achieve Goals 1 and 2.*



*Brooks Ave Scattered Site*



*Capsule Dwellings*



Enhance external and internal communication and collaboration.

STRATEGIES

1

*Convene an internal working group of Associates from across RHA to guide implementation of Goal 5.*

2

*Enhance internal communication by adopting technology to professionally collaborate effectively without regard as to an Associate's physical location.*

3

*Increase resident and participant awareness of supportive services provided by RHA and community partners through enhanced outreach and communication.*

4

*Improve RHA's public-facing brand.*



*Children attend RHA's Labor Day Parade.*



*RHA employees attend an event.*

Foster an inclusive and supportive work environment

**STRATEGIES**

1

*Assess and refine organizational structure in alignment with strategic plan and budget and communicate with staff by the end of Year 1; review annually and update as needed.*

2

*Build organizational capacity from the top down through hiring, promotion, professional development and retention practices that demonstrate and support RHA's commitment to excellence.*

3

*Create annual action plans to make RHA a great place to work based on analysis of employee feedback data collected from multiple sources.*

4

*Improve cross-departmental collaboration by documenting critical processes, identifying interdependencies, and implementing targeted cross-training activities.*

5

*Build a positive culture of learning by adopting an employee learning and talent development approach to ensure RHA is equipped to deliver the highest quality programs and services.*

6

*Increase morale among staff and residents by building community through participation in social events.*

## HOW WE'LL GET THERE | GET INVOLVED

The Rochester Housing Authority Strategic Plan is more than a report. It is a living, breathing plan that needs your support. We encourage residents, participants, funders, non-profit partners, landlords, vendors and other government agencies to contact us at the link below. Help us reach our goals and make Rochester a better home for all!

STAY INFORMED AND GET INVOLVED! | [WWW.ROCHESTERHOUSING.ORG/CONTACT](http://WWW.ROCHESTERHOUSING.ORG/CONTACT)



*Rochester Housing Authority employees participate in a food drive.*

**THANK YOU!** To residents, participants, landlords, partners, stakeholders, RHA staff, senior leadership team, and the Board of Commissioners— we thank you for your dedication to the strategic planning process.



**ROCHESTER**  
Housing Authority



*Employee team building activities at RHA.*



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