

# YNDC



## STRATEGIC PLAN UPDATE

# 2017-2019



A faded background image showing construction workers on a site. One worker in the foreground is wearing a white hard hat and a dark shirt with 'NGCC' on the back. Another worker in the background is wearing a grey shirt with 'NGCC' on the back. They are standing near a chain-link fence and some construction equipment.

**COMMITTED  
TO IMPROVING  
THE QUALITY OF LIFE  
IN YOUNGSTOWN  
BY BUILDING  
& ENCOURAGING  
INVESTMENT IN  
NEIGHBORHOODS  
OF CHOICE FOR ALL**



**YNDC** is committed to improving the quality of life in Youngstown by building and encouraging investment in neighborhoods of choice for all. We aim to accomplish this mission through a dual approach that includes strategic investments to rebuild market confidence in neighborhoods with strong assets, and broader partnership strategies to strengthen Youngstown’s community development capacity and the citywide infrastructure supporting neighborhood revitalization.



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# CURRENT FUNDERS:

6

A photograph of four people standing outdoors on a grassy area. From left to right: a woman in a patterned dress, a woman in a dark top, a man in a checkered shirt and khaki pants, and a man in a dark suit. They are holding a large check from Youngstown Neighborhood Development Corporation for \$15,000.00. The check is partially obscured by the text overlay.

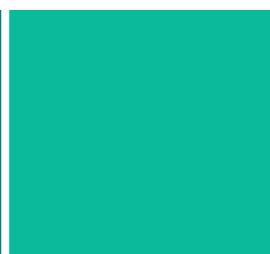
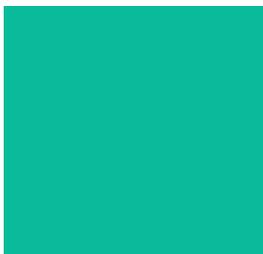
**WE ARE GRATEFUL  
TO THE FOLLOWING  
ORGANIZATIONS  
FOR PROVIDING THE  
FINANCIAL RESOURCES  
TO ACHIEVE  
NEIGHBORHOOD HEALTH**

## CORE FUNDERS

The Raymond John Wean Foundation  
 City of Youngstown, Community Development Block Grant  
 City of Youngstown, HOME Investment Partnership

## PROGRAM INVESTORS

Americorps NCCC  
 AmeriCorps VISTA Project Site  
 AmeriCorps VISTA Support Grant  
 Bank of America Charitable Foundation  
 Boardman Township, Vacancy Survey  
 The Burton D. Morgan Foundation  
 CDFI Technical Assistance  
 Centers for Disease Control,  
 Youth Violence Prevention  
 Citi Bank  
 City of Youngstown,  
 City Council Discretionary Funds  
 City of Youngstown,  
 Grass Cutting and Neighborhood Clean Up  
 City of Youngstown Planning  
 City of Youngstown Waste Water  
 Clif Bar Family Foundation  
 CNCS, AmeriCorps VISTA Support Grant  
 Cortland Bank  
 Denise DeBartolo York  
 Dominion Community Impact  
 Farmers National Bank  
 Fibus Family Foundation  
 Finance Fund  
 First Place Community Fund  
 Florence Simon Beecher Foundation  
 Frank and Pearl Gelbman Foundation  
 Home Depot Foundation  
 Home Savings Charitable Foundation  
 HUD Comprehensive Housing  
 Counseling Grant  
 Huntington National Bank  
 Invest Health  
 J. Ford Crandall Foundation  
 James and Coralie Centofanti  
 Charitable Foundation  
 John D Finnegan Foundation  
 John F. and Loretta Hynes Foundation  
 Jon and Adrienne Howell  
 Kennedy Family Fund  
 Local Food Local Places  
 Mahoning County Land  
 Reutilization Corporation  
 Mahoning County Lead Hazard  
 and Healthy Homes  
 Mercy Health Foundation  
 NYO Property Group  
 OCDCA Microenterprise Grant  
 PNC Foundation  
 Ruth H. Beecher Charitable Trust  
 Schwebel Baking Company  
 Senator Maurice and Florence Lipscher  
 Charitable Fund  
 ServeOhio  
 Talmer Bank and Trust  
 The Youngstown Foundation  
 Thomases Family Endowment of the  
 Youngstown Area Jewish Federation  
 US Department of Health and Human  
 Services CED  
 US Department of Justice Byrne Innovation  
 in Planning Grant  
 USDA Community Food Projects  
 Walter E. Watson Charitable Trust  
 Ward Beecher Foundation  
 Western Reserve Health Foundation  
 William Swanston Charitable Fund



# BOARD:

9

**Ms. June Johnson, President**

**Ms. Lisa Metzinger, CPA, Vice President**

**Mr. Thomas Hull Esq., Treasurer**

**Ms. Germaine Bennet, Secretary**

**Mr. Steve Avery**

**Ms. Mary Danus**

**Ms. Marguerite Douglas**

**Mr. Eric Holm**

**Ms. Dollaine Holmes**

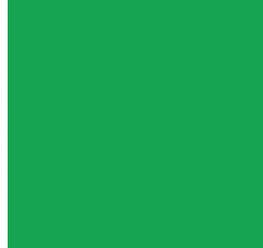
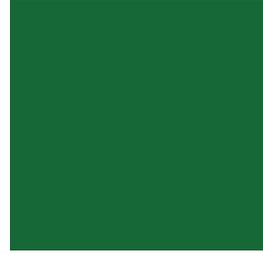
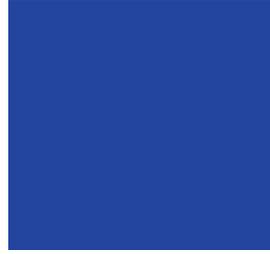
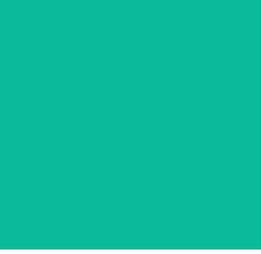
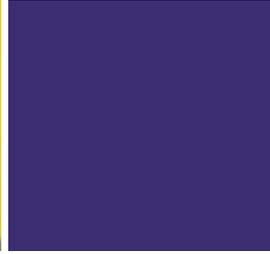
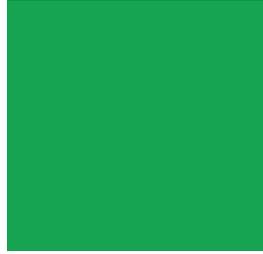
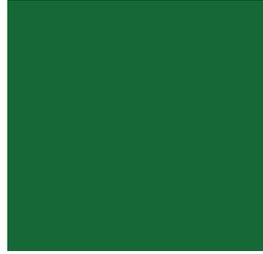
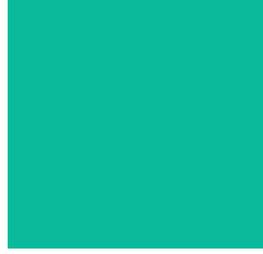
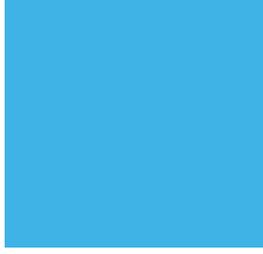
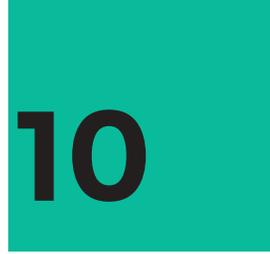
**Ms. Teresa Johnson**

**Mr. Dominic Marchionda**

**Mr. Joseph Mosca PhD**

**Ms. Gemma Sole**

10



# STAFF:

11

**Ian Beniston, AICP, HDFP**  
*Executive Director*

**Liberty Merrill**  
*Land Reuse Director*

**Tiffany Sokol, HDFP**  
*Housing Director*

**Jack Daugherty, HDFP**  
*Neighborhood Stabilization Director*

**Tom Hetrick**  
*Neighborhood Planner*

**Tammi Neuscheler**  
*Housing Client Manager*

**Liz Ifill**  
*Office Manager*

**Brandi Takas**  
*Marketing Coordinator*

**Ryan Emborsky**  
*Housing Project Manager*

**Michael Dulay**  
*Housing Project Manager*

**Nat Stipcianos**  
*Construction Site Supervisor*

**Bill Happney**  
*Construction Team Member*

**Mike Ondo**  
*Construction Team Member*

**Tony Wylie**  
*Construction Team Member*

**Michelle Simon**  
*Construction Team Member*

**Corey Maizel**  
*Farm Manager*

**Samuel Braxton**  
*Grass Cutting & Clean Up Team Leader*

**Homer Kohn**  
*Grass Cutting & Clean Up Team Member*

**Carissa Avery**  
*Housekeeping Team Member*

*AmeriCorps VISTA:*

**Gia Cappabianca**

**Kaytlin Fenlason**

**Grant Taylor**

*AmeriCorps REVITALIZE:*

**Charles Bell**

**Henry Britt**

**Leonard Carter**

**DeAndre Franklin**

**Daniel T. Mitchell**

**Jessica Morris**

**Brad Walker**

YNDC's central purpose is to foster the transformation of vulnerable, undervalued and transitional neighborhoods into healthy neighborhoods of choice –places where people are willing to invest their time, energy and resources and where residents can manage their own problems.

**YNDC has set the following goals to guide its neighborhood transformation agenda:**

- 1** To **rebuild** market confidence in neighborhoods through strategic reinvestment and neighborhood improvement activities in focus neighborhoods.
- 2** To **strengthen** the social fabric of neighborhoods through the active participation and involvement of residents and neighborhood organizations in planning and activities of YNDC.
- 3** To **encourage** all community development actions in Youngstown to have a clear strategic outcome and every outcome to be leveraged to maximize its impact.
- 4** To **forge** strong partnerships and effective collaboration among stakeholders to layer the resources necessary to be successful.
- 5** To **increase wealth** and asset building through the appreciation of home values and other advancements.
- 6** To **foster** the development of a new language for community development and revitalization.
- 7** To **operate** in a manner that cultivates hope for positive community change among all residents of Youngstown.
- 8** **Expand** the pool of public and private resources directed toward the revitalization of Youngstown's neighborhoods.



# GUIDING PRINCIPLES: 13



In addition to the goals, YNDC also follows a set of guiding principles in all aspects of its organizational and program decision-making.

## INCLUSION/DIVERSITY

YNDC is committed to an aggressive policy of openness and inclusion in all aspects of its work. This includes extending opportunities to all parts of the Youngstown community to offer input on critical program decisions, and to compete fairly for contracts YNDC may award or job openings that may be created as a result of its programs and investments.

## INTEGRITY

YNDC pledges to maintain the highest ethical standards in its organizational and programmatic decisions and expects its staff and board to maintain these standards in their dealings with one another and YNDC's external stakeholders.

## COLLABORATION

YNDC believes strongly in the principles of collaboration and partnership and is committed to working collaboratively with others to advance common goals and expand the overall impacts of its work.

## TRANSPARENCY

YNDC operates with openness in all its key decisions, including its choices of where and how to invest the resources entrusted to it, with whom it chooses to partner and contract, and how it makes its own administrative and governance decisions.

## INNOVATION

YNDC understands the direct benefits of learning and innovation in all aspects of its program; it will continue to seek better ways of accomplishing its strategic goals and is committed to introducing new programmatic and management approaches wherever appropriate.



## The Youngstown Neighborhood Development Corporation (YNDC)

continued execution of its targeted approach to neighborhood revitalization balanced with a significant increase in the quality and scale of citywide services such as grass cutting and board ups in the three year period from 2014 through 2016 identified in the organization's last strategic plan. The results demonstrated in the REVITALIZATION Review illustrate the growing impact of the collective efforts of YNDC and its many partners. Over the next three years, YNDC will continue to build from its core strength to work with the City of Youngstown, residents, community partners, and other stakeholders to increase the scale of its most impactful programs to reach more people and places and continue its incremental progress toward achieving neighborhood stabilization and revitalization. This plan builds on the foundation and goals set forth in YNDC's initial strategic plan and 2014-2016 strategic plan update.



# 2014-2016



## REVITALIZATION REVIEW





# BOARDED 1,315 VACANT HOMES

**WORKED WITH THE CITY OF YOUNGSTOWN OFFICE OF PROPERTY CODE ENFORCEMENT & DEMOLITION TO INITIATE CODE ENFORCEMENT ON OVER 1,600 PROPERTIES**



**WORKED WITH THE CITY OF YOUNGSTOWN AND MAHONING COUNTY LAND BANK TO DEMOLISH MORE THAN 275 PROPERTIES IN NEIGHBORHOOD ACTION PLAN AREAS**



**COMPLETED THE LIMITED  
REPAIR OF 96 OWNER  
OCCUPIED HOMES THROUGH  
THE CITY OF YOUNGSTOWN'S  
PAINT YOUNGSTOWN PROGRAM**



**BEFORE**



**AFTER**



**BEFORE**



**AFTER**



**COMPLETED THE FULL  
REHABILITATION OF 22  
OWNER OCCUPIED HOMES  
THROUGH THE CITY OF  
YOUNGSTOWN'S PAINT  
YOUNGSTOWN PROGRAM**



# ACQUIRED AND RENOVATED 41 VACANT HOUSING UNITS IN NEIGHBORHOOD ACTION PLAN AREAS



**BEFORE**



**AFTER**



**BEFORE**



**DURING**



**AFTER**

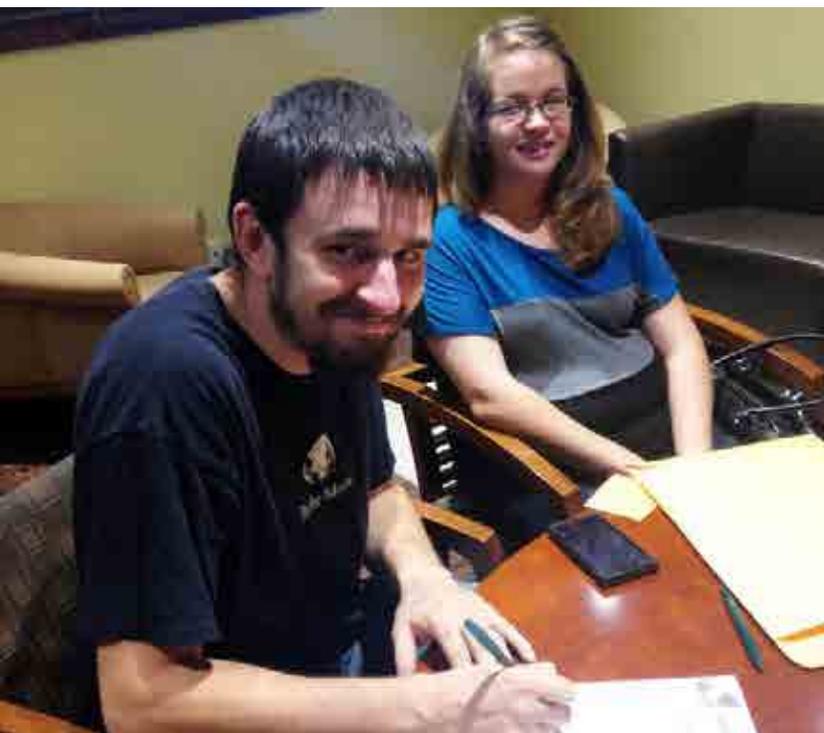




**DEVELOPED  
7  
REVITALIZE  
RENTAL UNITS**



# INCORPORATED REVITALIZE HOME MORTGAGE INC.



**BECAME A HUD  
APPROVED  
HOUSING  
COUNSELING  
AGENCY**



**ORIGINATED  
6 FIRST  
MORTGAGES**



**PROVIDED HOUSING  
COUNSELING AND  
EDUCATION TO  
263 CLIENTS**

**21**



**ORGANIZED 72 COMMUNITY  
WORKDAYS IN PARTNERSHIP  
WITH RESIDENTS, BUSINESSES,  
& COMMUNITY ORGANIZATIONS**





**MADE 22,000 UNIQUE CUTS OF GRASS AT VACANT HOMES IN YOUNGSTOWN IN 2015/2016**



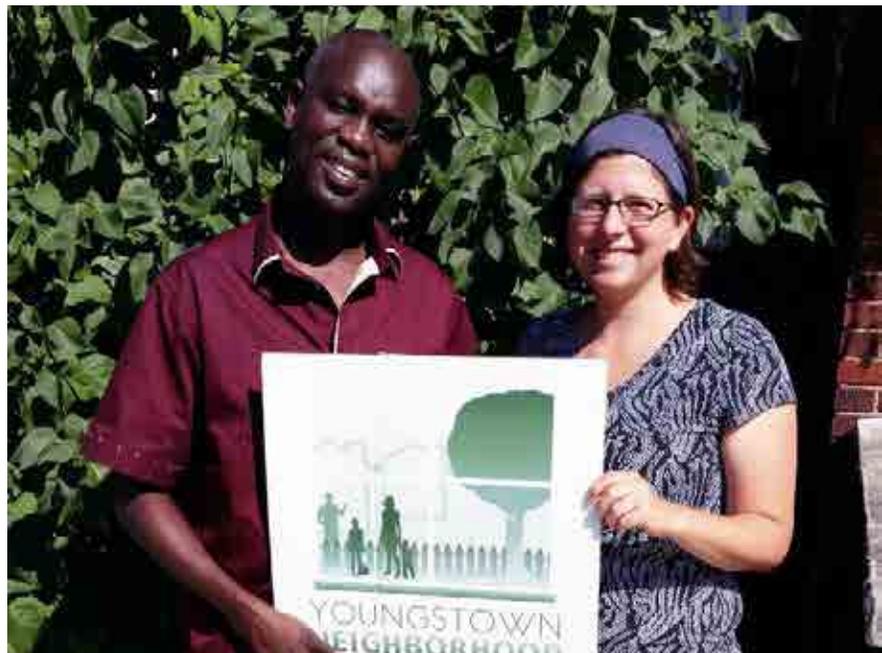
**INSTALLED 8 WORKS OF PUBLIC ART**



**PROVIDED SMALL  
BUSINESS TRAINING  
TO 325 CLIENTS**



**ORIGINATED  
9  
MICRO  
BUSINESS  
LOANS**



**PROVIDED FINANCIAL  
COUNSELING TO 84 SMALL  
BUSINESS CLIENTS**

**ENGAGED MORE THAN 1,000  
RESIDENTS IN CITYWIDE  
PLANNING EFFORT**



**ASSEMBLED 10  
NEIGHBORHOOD  
ACTION TEAMS**



**COMPLETED  
COMPREHENSIVE  
NEIGHBORHOOD  
CONDITIONS REPORT**



**COMPLETED 10  
NEIGHBORHOOD  
ACTION PLANS**

**STABILIZED 174 VACANT LOTS**

**25**

**LAUNCHED A SOUTH SIDE  
REVITALIZATION CRIME  
REDUCTION PLANNING EFFORT  
WITH THE YOUNGSTOWN POLICE  
DEPARTMENT AND YOUNGSTOWN  
STATE UNIVERSITY**



**COMPLETED TAFT  
AND CITYWIDE  
SAFE ROUTES TO  
SCHOOL PLANS**

**ASSISTED CITY OF  
YOUNGSTOWN IN  
OBTAINING 3 OHIO  
DEPARTMENT OF  
TRANSPORTATION  
SAFE ROUTES TO  
SCHOOL GRANTS**



# CONTINUED IMPLEMENTATION OF GLENWOOD CORRIDOR PLAN



# COMPLETED FOUR MICRO NEIGHBORHOOD PLANS



**ASSISTED CITY OF  
YOUNGSTOWN WITH  
INSTALLATION OF NEW  
PLAYGROUND EQUIPMENT  
AT THREE CITY PARKS**



**OPENED COMMUNITY  
TOOLSHED FOR  
NO COST TOOL RENTAL  
TO RESIDENTS**



**WORKED WITH THE CITY OF  
YOUNGSTOWN TO RESTORE  
HISTORIC BILLINGSGATE  
AVENUE BOULEVARD**



**CONSTRUCTED COMMUNITY WORKSHOP  
AT 820 CANFIELD ROAD**



# LAUNCHED THE IDORA FARMERS' MARKET



# CONTINUED THE DEVELOPMENT OF THE IRON ROOTS URBAN FARM





**LAUNCHED A CITYWIDE DOUBLE UP PROGRAM TO INCREASE CONSUMPTION OF HEALTHY FOOD THROUGH SNAP AND EBT PURCHASES**



**FACILITATED MORE THAN 100 COMMUNITY NUTRITION AND AGRICULTURE CLASSES**

**THREE STAFF MEMBERS  
ACHIEVED NATIONAL  
DEVELOPMENTS COUNCIL'S  
HOUSING DEVELOPMENT FINANCE  
PROFESSIONAL CERTIFICATION**



**BOARD OF DIRECTORS ADOPTED  
ORGANIZATIONAL SUCCESSION PLAN**



**BOARD OF DIRECTORS  
CONTINUED TO REVIEW  
ORGANIZATIONAL POLICIES TO  
STRENGTHEN GOVERNANCE  
AND CONTINUE PURSUIT OF  
ORGANIZATIONAL EXCELLENCE**

**REDEVELOPED 747  
PARKVIEW AVENUE  
GARAGE TO SERVE  
AS THE CENTER FOR  
CITYWIDE GRASS  
CUTTING ACTIVITY**



**REHABILITATED 866  
CANFIELD ROAD TO  
SERVE AS HOUSING FOR  
AMERICORPS NCCC TEAMS**



**BEFORE**



**AFTER**

**DEVELOPED 45 ONETA STREET  
TO INCLUDE TWO GARAGES  
FOR YEAR ROUND BOARDING  
AND CONSTRUCTION ACTIVITY**



# DEVELOPED A CONSTRUCTION TEAM



# DEVELOPED A GRASS CUTTING AND CLEAN UP TEAM





**BECAME AN AMERICORPS DIRECT SERVICE SITE AND LAUNCHED THE AMERICORPS REVITALIZE PROGRAM**



**BECAME AN AMERICORPS VISTA PROJECT SITE AND INITIATED SUB SITES AT TRUMBULL NEIGHBORHOOD PARTNERSHIP AND SAANDI**

**ESTABLISHED MAINTENANCE  
RESERVE TO ENSURE  
ADEQUATE RESOURCES FOR  
FACILITY IMPROVEMENTS  
AND MAINTENANCE**



**UPGRADED ALL ORGANIZATIONAL SYSTEMS**

**TWO HOUSING COUNSELORS OBTAINED  
NEIGHBORWORKS CENTER FOR HOMEOWNERSHIP  
EDUCATION AND COUNSELING CERTIFICATION IN  
HOMEOWNERSHIP COUNSELING**



**DOUBLED SIZE OF  
THE YNDC TEAM**



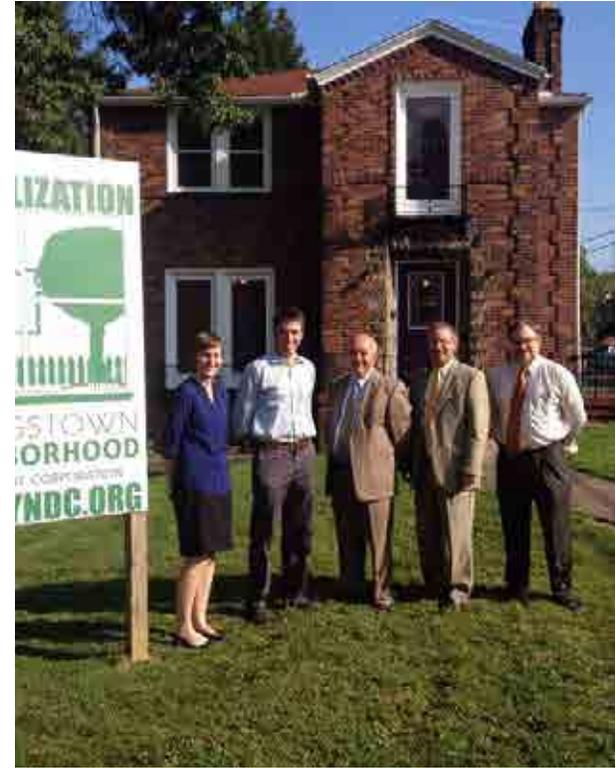
# CONTINUED DEVELOPMENT OF YNDC WEBSITE AND SOCIAL MEDIA PRESENCE



**10,000+**  
LIKES ON  
FACEBOOK



**1,000+**  
TWITTER  
FOLLOWERS



GENERATED MORE THAN  
**\$8.5 MILLION**  
IN GRANT AWARDS AND PROGRAM INCOME



# BUILDING FROM STRENGTH:

# 40

Over the next three years, YNDC will focus on increasing the scale of its impact. This will include continued concentration on the most effective existing programs and the evolution of other existing programs to maximize impact. Incremental progress toward the following long-term outcomes in Neighborhood Action and Micro Plan target areas will result from these efforts.

- Build strong infrastructure for resident engagement, participation, and decision-making in the neighborhood revitalization process
- Improve housing market conditions by decreasing housing vacancy, stabilizing property values, increasing homeownership, increasing private investment in residential properties, and increasing the number of fully renovated homes available for sale
- Increase investment in basic public infrastructure including streets and sidewalks
- Cultivate a positive perception of Youngstown neighborhoods as places on the rise
- Increase neighborhood safety by decreasing calls for police service and reported crimes
- Improve the standards of basic neighborhood maintenance including vacant home and lot grass cutting, boarding of vacant homes, repair and rehabilitation of occupied homes, and removal of other long standing signs of neglect
- Increase the amount of land returned to productive use
- Improve access to food and basic quality of life resources throughout the city
- Create jobs for city and low-income residents





# PROGRAMMING:

# 42

## PROGRAM IMPACT TARGETS

From 2017 through 2019, YNDC aims to achieve the following programmatic impacts to continue its incremental progress toward targeted neighborhood stabilization and revitalization and an increase in the quality and effectiveness of citywide services.

### HOUSING AND NEIGHBORHOOD STABILIZATION

STRATEGY	2017	2018	2019	TOTAL
CODE ENFORCEMENT COMPLIANCE	75	75	75	225
STRATEGIC DEMOLITION WITH LAND BANK AND CITY	100	100	50	250
STRATEGIC ACQUISITION & REHABILITATION	24	36	50	110
REVITALIZE RENTALS	4	2	2	8
PAINT YOUNGSTOWN LIMITED REPAIR	30	30	30	90
PAINT YOUNGSTOWN OWNER OCCUPIED REHABILITATION	7	7	7	21
VACANT HOME BOARDING	500	250	100	850
COMMUNITY WORKDAYS	20	20	20	60
PUBLIC ART	1	1	1	3
GRASS CUTTING, UNIQUE CUTS	10,000	10,000	10,000	30,000



## COMMUNITY LENDING AND FINANCIAL STABILITY

STRATEGY	2017	2018	2019	TOTAL
FIRST MORTGAGES ORIGINATED	6	12	18	36
HUD-APPROVED COUNSELING PROGRAM UNIQUE CLIENTS	100	125	150	375
SMALL BUSINESS DEVELOPMENT UNIQUE CLIENTS	30	30	30	90

## VACANT LAND REUSE AND HEALTHY FOOD ACCESS

STRATEGY	2017	2018	2019	TOTAL
YNDC SUPPORTED RESIDENT DRIVEN VACANT LAND REUSE PROJECTS	25	25	0	50
COMMUNITY COOKING AND AGRICULTURE PROGRAMMING	15	15	15	45

## PLANNING

STRATEGY	2017	2018	2019	TOTAL
NEIGHBORHOOD ACTION TEAM MEETINGS	30	30	30	90
NEIGHBORHOOD ACTION PLAN LEVERAGED FUNDS	\$250,000	\$250,000	\$250,000	\$750,000
SAFE ROUTES TO SCHOOL GRANTS	\$200,000	\$200,000	\$200,000	\$600,000
SAFE ROUTES TO SCHOOL ACTIVITIES	20	20	20	60

# PROGRAMMATIC EVOLUTION:

44

YNDC will continue to evaluate to maximize impact.

## SMALL BUSINESS DEVELOPMENT

The Small Business Development program will cease its lending activity in 2017, as the past three years have demonstrated a limited pipeline of loan-ready candidates and a need for a more significant focus on one-on-one technical assistance for existing small business owners and aspiring entrepreneurs. The technical assistance will include one-on-one financial literacy counseling and business planning. YNDC will refer loan-ready candidates to partner organizations such as the Mahoning Valley Economic Development Corporation (MVEDC) and the Economic Community Development Institute (ECDI), both of which have an effective history in small business and micro lending.

YNDC will also continue working to strengthen relationships amongst all organizations providing small business development services. This work began in 2016 with the convening of a working group at Eastgate Regional Council of Governments and has focused on developing a shared understanding of services across the organizations and an effective and efficient system for the organizations to communicate so that they can collaborate to better serve small business owners and aspiring entrepreneurs.

## REVITALIZE HOME MORTGAGE

YNDC will continue to develop REVITALIZE Home Mortgage as an effective Community Development Financial Institution. This work will include: obtaining IRS 501(c)3 status, instituting best practices in organizational process management and governance for CDFIs, instituting modern lending software platforms, completing all necessary training, certification, and licensing, and effectively capitalizing the organization. YNDC anticipates making a one-time contribution to assist in recapitalizing the loan fund and applying for the US Treasury CDFI Fund's Financial Assistance program. Once these actions are complete, REVITALIZE Home Mortgage will begin aggressive marketing of its services.





## IRON ROOTS URBAN FARM

Iron Roots Urban Farm will work to transition to a high volume production model, with less focus given to unique and heirloom produce varieties and more resources devoted to increasing production and sales. Increased production will create opportunities in more sustainable sales outlets including: YNDC Community Supported Agriculture (CSA) program, retail stores, wholesale suppliers, and produce auctions. This model will generate more revenue for YNDC to increase the financial sustainability of farm operations.



Iron Roots Urban Farm will also continue to pursue new funding to increase its programming and community impact. Multiple USDA grants will be submitted including: the Farmers' Market Promotion Program, Local Food Promotion Program, and Food Insecurity and Nutrition Incentive program. If YNDC is successful in obtaining any or all of these funding sources, they will be utilized to sustain and expand farmers' markets in Youngstown, introduce a mobile market to increase healthy food access to low-income neighborhoods throughout the city, and increase the scale of the Double Up program available to increase the purchasing power of low-income residents to purchase fresh healthy produce utilizing SNAP and EBT benefits.



# FINANCIAL MANAGEMENT:

# 46

## **BUILDING & FACILITY RESERVE**

At the end of 2019, YNDC will have a minimum of \$100,000 in its building and facility reserve for necessary capital improvements and maintenance of YNDC real estate owned.

## **INVESTMENT STRATEGY – RHM CAPITALIZATION**

As previously stated, YNDC will make a one-time contribution to REVITALIZE Home Mortgage once the organization has received 501(c)3 status from the Internal Revenue Service. The projected contribution of approximately \$150,000 will assist in leveraging more than one million dollars to recapitalize the loan pool.

## **OPERATING RESERVE**

At the end of 2019, YNDC will have a minimum of \$500,000 in unrestricted cash available as an operating reserve, providing for a minimum of three months of operating expenses.

## **RISK MANAGEMENT**

YNDC will continue its annual review of human resources, insurance needs, governing documents, organizational growth, and disaster recovery plans to ensure that risks are identified and assessed, and appropriate steps are taken to reduce/mitigate risks to acceptable levels.

# STAFF, BOARD OF DIRECTORS, AND PARTNERSHIPS:

## **BOARD DEVELOPMENT & GOVERNANCE**

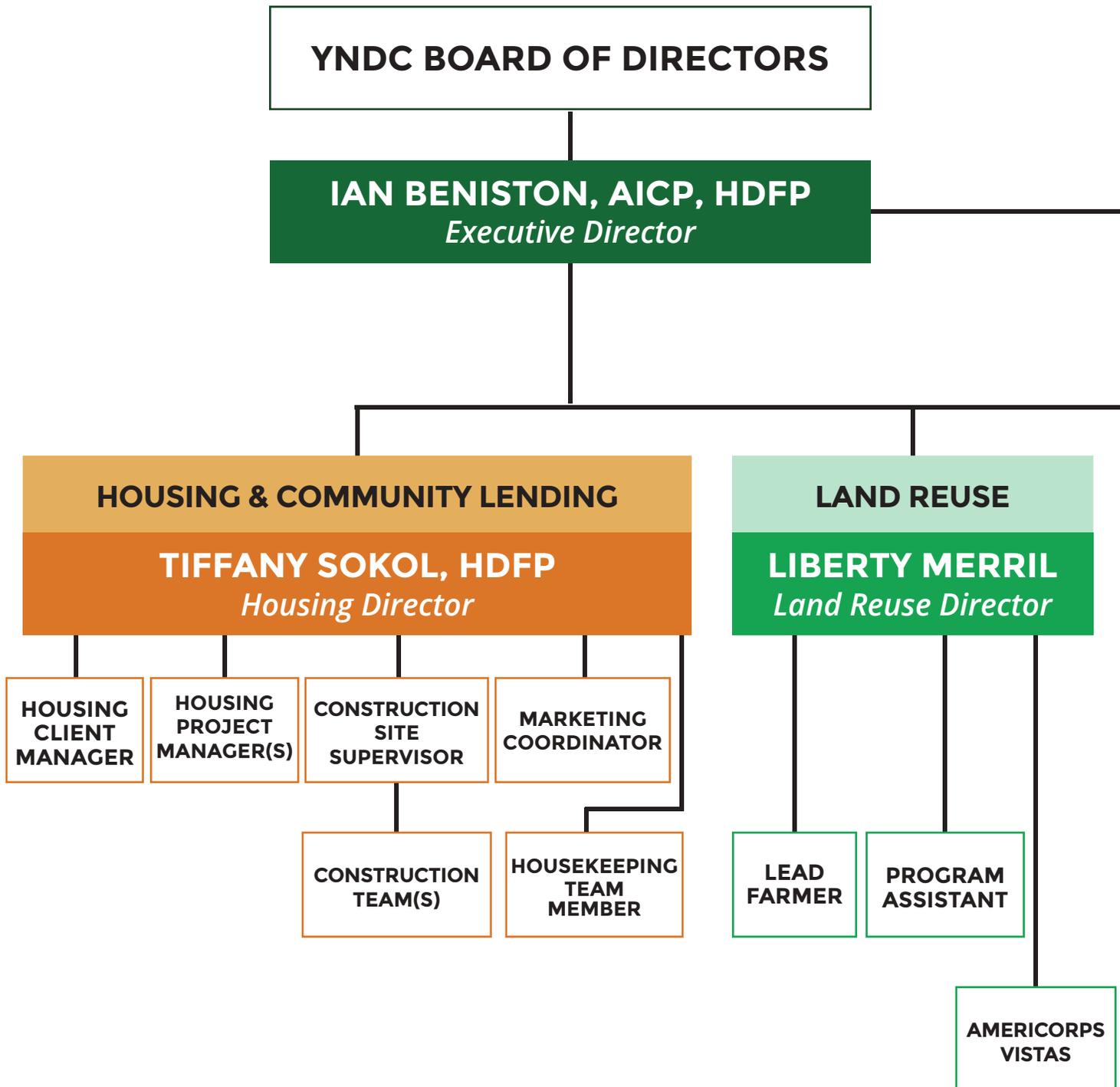
YNDC will continue the development of the Board of Directors and strengthening board governance systems and communication to achieve a standard of excellence. YNDC will also ensure continued compliance with Community Housing Development Organization (CHDO) and other funding requirements. Non-CHDO seats on the Board of Directors will be reserved for those that add value to YNDC through specific skills or access to new resources.

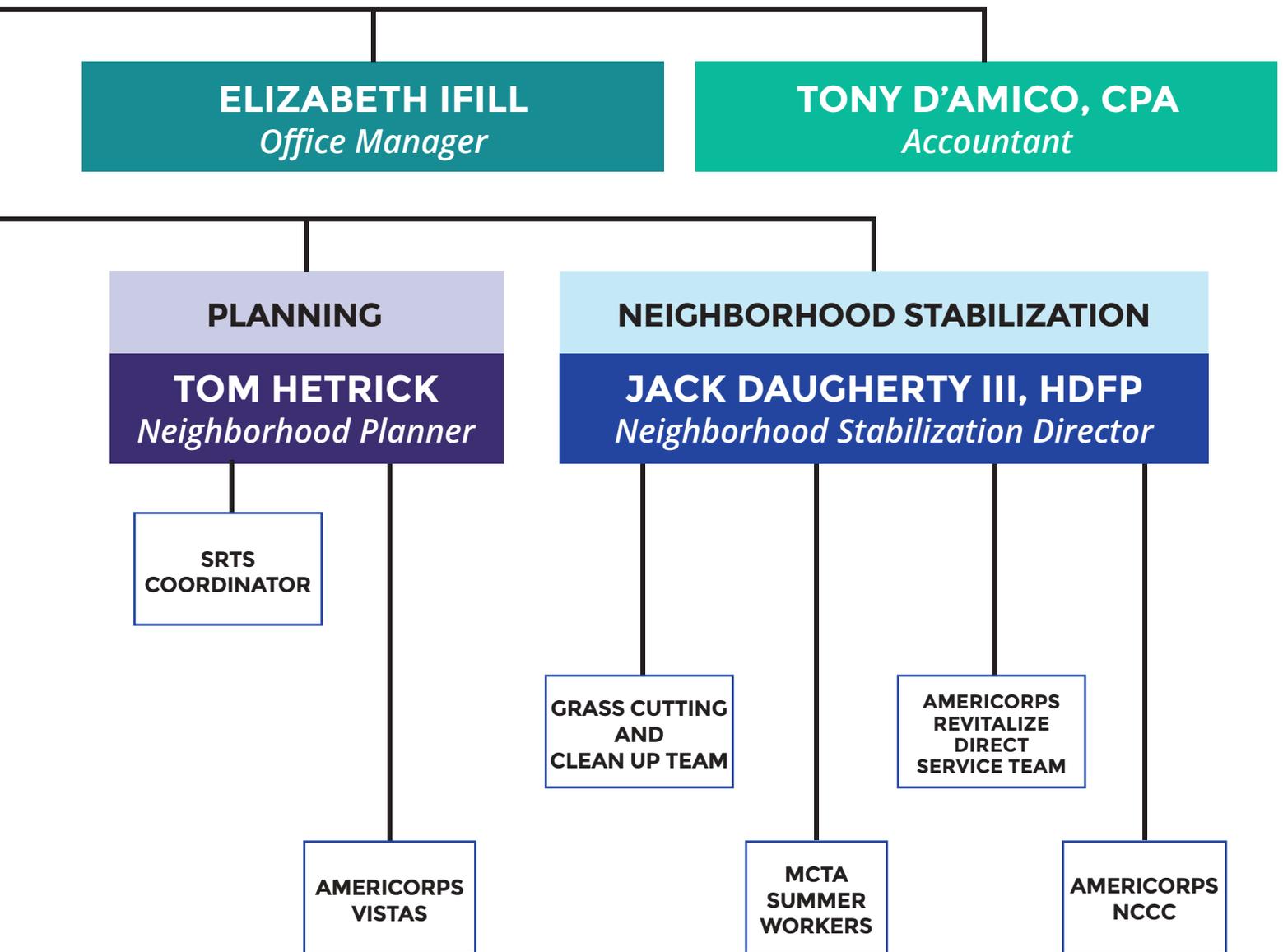
## **ORGANIZATIONAL STRUCTURE**

YNDC will continue to grow and evolve its organizational structure to adapt to growing opportunity, increase the organization's sustainability, and maximize impact in the city's neighborhoods. Over the course of the three year planning period YNDC anticipates adding a marketing coordinator, housing project manager, and other necessary new positions.



# ORGANIZATIONAL STRUCTURE: 48





# ORGANIZATIONAL STRUCTURE: 50

## HOUSING PROJECT MANAGER(S)

Housing project managers will manage the implementation of repair and rehabilitation projects as well as oversee ongoing maintenance of YNDC rental property. This position will allow for an increase in the volume of vacant structure rehabilitations for sale and rental. If growth allows, multiple full and part-time positions may be created in this category, particularly if a second construction team is developed.

## HOUSING CONSTRUCTION TEAM MEMBERS

Housing construction team members will be added to YNDC's construction team as growth and opportunity allow. YNDC has received a three year US Department of Health and Human Services Community Economic Development grant that provides support through late 2018 to fuel the growth of the housing team. YNDC anticipates adding 5 to 10 new jobs in housing development and construction through 2019. This will allow for the creation of a second construction team.

## SAFE ROUTES TO SCHOOL COORDINATOR

The Safe Routes to School Coordinator will collaborate with a team of professional staff to institute Safe Routes to School programming at elementary schools in the City of Youngstown per the Citywide Safe Routes to School Plan developed by the Youngstown Neighborhood Development Corporation.

## OPERATIONS & ADMINISTRATION

As the organization continues to grow, an additional position may be warranted to assist with general operational activities, internal communication, board governance, filing, and other routine items. The specific duties and functions of this position will be determined at the time when continued growth warrants its creation.

## MARKETING COORDINATOR

The marketing coordinator will assist with the completion of routine organizational communications and marketing. This position will remove the responsibility of marketing and communications from the Housing Director and allow her to concentrate on housing and lending. Additionally, the Marketing Coordinator will assist in elevating YNDC communications by setting a high standard for all external communications and materials and increasing their distribution.

## FELLOWSHIP PROGRAM

A local foundation is currently investigating the feasibility of a fellowship program with several partner organizations. If this program advances, YNDC is likely to participate and will receive at least one fellow. The fellow will be a mid-career professional and have a specific work and learning plan for his or her time at YNDC. The fellow will be engaged in an individualized professional and leadership development program throughout the course of the fellowship and may have a future at YNDC beyond the duration of the fellowship depending on performance and resources available. The fellowship program will be multiple years.

## AMERICORPS

YNDC will continue utilizing all available AmeriCorps resources including: VISTA, VISTA Summer Associates, National Civilian Community Corps, and AmeriCorps. YNDC has recently been awarded both VISTA (capacity building) and AmeriCorps (direct service) sites in addition to NCCC and VISTA Summer Associate resources. YNDC will continue to evaluate annually whether or not it should remain AmeriCorps VISTA and direct service sites, as both programs require significant organizational resources. The impact will continue to be closely monitored and evaluated.

## PARTNERSHIPS

YNDC will continue and strengthen its partnerships with: the City of Youngstown, The Raymond John Wean Foundation, Mahoning Valley Organizing Collaborative, Trumbull Neighborhood Partnership, Mahoning County Land Bank, United Way of Youngstown and the Mahoning Valley, Ursuline Center, Fresh Coast Capital, Eastgate Regional Council of Governments, Tabernacle Evangelical Presbyterian Church, University of Michigan Youth Violence Prevention Center, Youngstown Warren Regional Chamber, Taft Promise Neighborhood Engagement, Infrastructure, Housing, and Safety Council, and Ten Neighborhood Action Teams among many other partners. YNDC will also continue to establish new value added partnerships as they are identified to continue to increase organizational impact.

## STAFF DEVELOPMENT

YNDC will continue to ensure all staff and members of the board of directors receive necessary training and development. Staff training and professional development will be focused on the acquisition of new and specific skills. Particular focus will be given to necessary training and professional development for housing development, home sales, and lending staff including: Ohio Real Estate Salesperson pre-licensure education, rental property management training, National Development Council Housing Development Finance Professional Training, NeighborWorks housing counseling training, and mortgage lending training.



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## FACILITY IMPROVEMENTS

YNDC does not anticipate developing any new facilities over the 2017 through 2019 period. YNDC currently owns and operates its primary office and neighborhood revitalization campus at 820 Canfield Road, board cutting and construction storage facility at 45 Oneta Street, and grass cutting facility at 747 Parkview Avenue. Many of these facilities were newly constructed or renovated within the past three years, so YNDC does not anticipate major capital improvements over the three year plan period.

YNDC does plan to expand the size of its grass cutting facility through the acquisition of adjacent blighted property. This will increase the security of the facility and remove neighborhood blight. YNDC will also complete the outfitting and organization of its new construction storage building at 45 Oneta Street.

YNDC also anticipates undertaking significant routine maintenance at its 820 Canfield Road office. This will include repainting the interior, refinishing and replacing hardwood flooring as necessary, and any other improvements necessitated by general wear and tear or continued growth. At times YNDC has more than fifty team members and an equal number of visitors utilizing the facility on a daily basis. This volume of people moving through a historic home can cause significant wear over time. It is anticipated that these routine maintenance improvements will cost no more than \$20,000. Over the plan period, YNDC may also attempt to increase the number of parking spots at its 820 Canfield Road office, if a cost effective opportunity to acquire adjacent property presents itself. All of these improvements will be paid for using the Maintenance and Facilities Reserve.

## ORGANIZATIONAL OUTPUT DATABASE

YNDC will continue building its internal tracking and evaluation systems. This will include the development of a centralized organizational output database so all programmatic functions are centrally located. This will allow for more efficiency and consistency in communication, resource development, and evaluation of program impact and effectiveness.







# YOUNGSTOWN NEIGHBORHOOD

DEVELOPMENT CORPORATION

[www.yndc.org](http://www.yndc.org) • 330.480.0423

820 Canfield Road, Youngstown, Ohio 44511



@youngstownndc



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