



NUBIAN DIRECTIONS II, INC.



MOVING FORWARD:

Micro-Enterprise Youth Opportunity Center

"Transforming Lives, Building Communities"



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BOARD & STAFF LIST



FAST FACTS ABOUT NUBIAN DIRECTIONS II, INC.

- **Founded:** 1995
 - **Legal Status:** Nonprofit, charitable 501(c)(3) Education, Technology, and Community Development Organization
 - **Staff:** 12
 - **Programs:** Nubian Directions operates several grant programs including YouthBuild, AmeriCorps, Mentoring, GED/HSE, and community-building initiatives
 - **Largest Employment Program:** Fall Kill Creek Clean-Up, 175 long-term unemployed participants (\$4.5 million)
 - **Number Served:** Over 1,000 inner-city youth and their families
 - **Headquarters:** Poughkeepsie, NY
 - **Locations:** City of Poughkeepsie - 23 Hooker Ave, 209 Cottage Street, 206 Winnikee Ave, 248 Main Street,
 - **FY 2018-2019 Budget:** \$735,959
 - **Funding:** Grants and contracts by U.S. federal, state, and local government, foundations, and corporations; private contributions
 - **Social Enterprises:** City Ambassadors/Adopt-a-block, Urban Youth Farm and Farmer's Market
 - **Community Awards:** 2016 Poughkeepsie Journal - Richard K. Wager – Small Business Diversity Award, YouthBuild GED 2009, YouthBuild USA Leader of the Pack Education Most Improved 2011
 - **Executive Director:** Robert Wright
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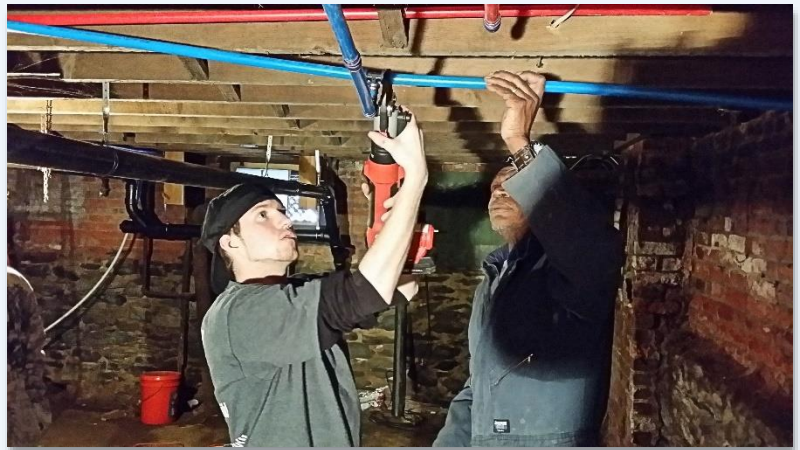
ABOUT NUBIAN DIRECTIONS II, INC.

Nubian Directions II, Inc. (NDI) is a 501(c)(3) tax-exempt not-for-profit organization. Our executive director, Robert Wright and his sister, Sarah Moore founded Nubian Directions in 1994. Our mission is to provide technology training, work readiness skills training, and educational support services for youth and adults to build skill sets that enhance their ability to enter, grow, and succeed in the local workforce in an ongoing effort to foster sustainable community development. NDI is well-known by government agencies and throughout the not-for-profit community in this region. NDI has 20 years of youth development experience designing and operating innovative after school and summer programs for middle and high school youth.

NDI is located at 248 Main Street in the heart of the City of Poughkeepsie's business district. NDI utilizes approximately 6,720 square feet of usable space and 300 square feet of storage. The main office has four sizable academic classrooms equipped for video-/teleconferencing and web accessible training, a ten-station (Windows 10) computer lab, five modest sized offices, one very large multipurpose-room, and a kitchenette.

In October 2004, the Poughkeepsie YWCA, which administered a YouthBuild program, closed its doors. YouthBuild is a national model for workforce skills development authorized under Section 171 of the

Workforce Innovation and Opportunity Act of 2014 (WIOA). Nubian Directions assumed the role of lead agency of the Poughkeepsie YouthBuild program. We renamed the program New Directions YouthBuild AmeriCorps Partnership. The program serves low-income at-risk young people ages 16 to 24. The program participants work full-time for 6 to 24 months toward their High School Equivalency (HSE), formerly the GED, while learning construction job skills by building affordable housing in their respective communities.



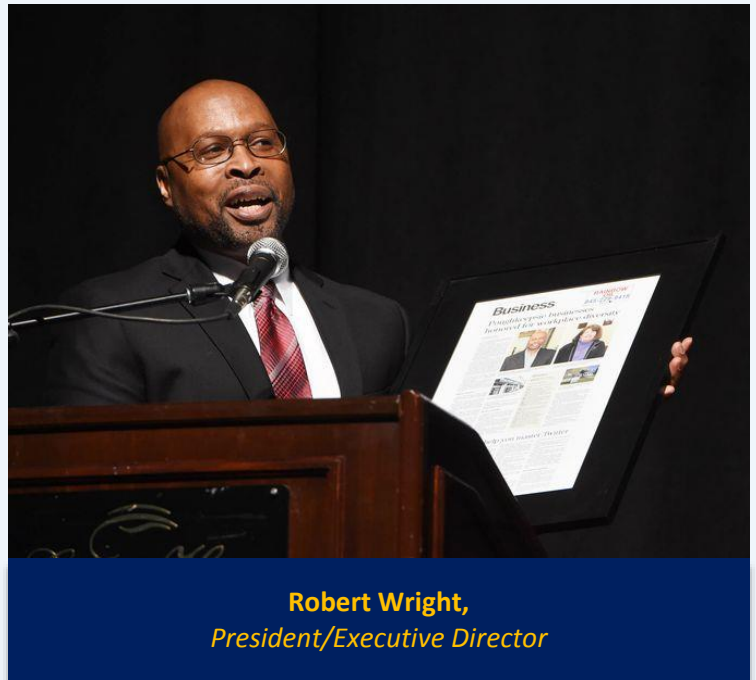
The work of NDI is enriched by the involvement of community partners, which includes, but are not limited to:

- Dutchess Community College
- Hudson River Housing
- Department of Children and Family Services of Dutchess County
- Dutchess County Workforce Investment Board
- Dutchess County Probation
- Family Partnership Center
- Habitat for Humanity Dutchess County
- Community Action Partnership
- Building Together Dutchess
- Home Depot
- Community Action Partnership
- Astor Services for Children and Families
- Finishing Trades Institute of New York (FTINY) at Wappingers Falls, an affiliate of District Council 9 IUPAT AFL-CIO Painters Union
- The Hudson Valley Building and Construction Trades Council (HVBCTC)/Local 17 Laborers Union
- The Hudson Valley Builders & Remodelers Association (HVBRA)

In 2016 NDI won the Poughkeepsie Journal Diversity Award. Nubian Direction's founder and current CEO, Robert Wright, is proud to have built one of the most diverse small nonprofits in the county. Nubian Directions' employees, program participants, program managers, and board members represent the cultural diversity of the youth they serve.

The Executive Director, Robert Wright, has more than 30 years of experience managing youth development programs including such positions as Associate Director of Project Upward Bound and the first Director of the New York State Liberty Partnerships Program, both operated by Marist College. Robert earned a Master's degree in Educational Psychology from Marist where he also taught for 15 years in the Behavioral Science Department.

Robert's involvement in the community is solid. He co-founded the African-American Association (AAA) in 1998 and served as its president for five years. The organization's main purpose was to empower and strengthen men and young men of color to be independent and self-sufficient leaders in their families and the community. AAA conducted symposiums at Dutchess Community College, strategic planning, and economic and community development and empowerment workshops. While at Marist College, he was a founding member and first Vice President of the Marist Minority Affairs Professional Organization (MMAPO), an advocacy group for professionals of color at the college.



Robert Wright,
President/Executive Director

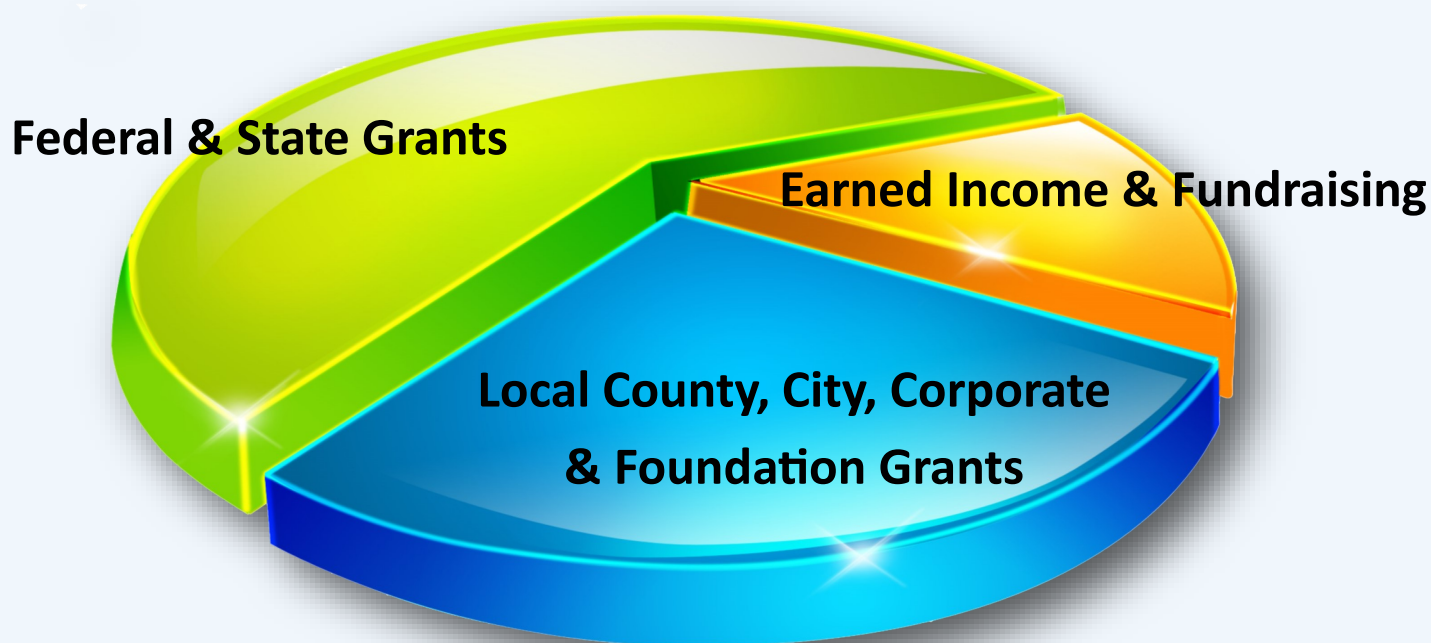
FISCAL MANAGEMENT

NDI has a record of accomplishment as a stable, responsible agency with strong accounting systems and controls in place. Each year we manage multiple funding streams including our summer youth program, fee-based computer training, YouthBuild & AmeriCorps program. Our fiscal policies ensure that all expenditures are necessary, reasonable, and in accordance with local, state, and federal grant requirements. Our Board of Directors approves our budget and monitors budget performance. Our financials are reviewed annually by an independent auditing firm.

NDI is well-known by government agencies and throughout the not-for-profit community in this region. NDI has a Board of Directors consisting of seven committed community members who give generously of their time and talents. We could not have accomplished this without the support of a great team of dedicated professionals, caring adults, and community partners.

YouthBuild USA was started informally in 1988 and incorporated in 1990 to guide the process of replicating and scaling up the YouthBuild program with quality in the United States after the program had succeeded in five neighborhoods in New York City. There are now 273 YouthBuild programs in 46 states, Washington, DC, and the Virgin Islands. 110,000 YouthBuild students have built 21,000 units of affordable, increasingly green, housing since 1994.

Sources of Revenue



Thank You

Dutchess Community College

Senator Sue Serino

Representative Frank Skartodos

Community Foundation of the Mid-Hudson Valley

City of Poughkeepsie

Dutchess County

YouthBuild USA

Dyson Foundation

Jane Nunn Foundation

Hudson Valley Federal Credit Union

KeyBank



The mission of YouthBuild & AmeriCorps program is to awaken the motivation in its trainees to achieve personal growth; academic, vocational, and leadership development; community service skills and competencies; to pursue challenging careers, life-long learning, and volunteerism; and to become mentally and morally tough by accepting responsibility for themselves, their families, and their communities.

In 2009, 2011, and 2015, Nubian Directions received sizable grants from the United States Department of Labor (USDOL) for YouthBuild. NDI currently administers the YouthBuild USA's AmeriCorps program, funded by the Corporation for National and Community Service, and the National Mentoring Alliance program, funded by a grant from the Office of Juvenile Justice and Delinquency Prevention.

The YouthBuild & AmeriCorps is NDI's anchor program. The program emphasizes youth leadership and development, and community service, while creating a positive mini-community and social network of young adults who are committed to each other's success. YouthBuild trainees earn AmeriCorps education awards through their homebuilding and other community service activities and projects. Upon program completion, the youth are counseled and encouraged to enroll in college or the workforce. YouthBuild & AmeriCorps also provides health care and technology career pathways in addition to housing construction.



For YouthBuild students who are interested in information technology as a career, NDI uses the online IC3 curriculum developed by Certiport Inc. and online Microsoft curriculum for Microsoft Office Specialist (MOS) or Microsoft Technology Associate (MTA) certification. Mastery of skills is measured by online practice tests.

Traditionally, Poughkeepsie's high-risk, low-income young adults, ages 16-24, enroll in our YouthBuild & AmeriCorps program.



In YouthBuild, trainees earn their High School Equivalency diploma and/or Building Performance Institute (BPI) certification, and learn valuable job, leadership, and life skills. As members of AmeriCorps they apply construction skills learned in the classroom to rehab dilapidated housing units in the community thereby addressing the need for more affordable housing units in Poughkeepsie.

Young people remain in our program from 6 to 12 months. Upon graduation they enter college or the workforce. In 2015, NDI acquired a dilapidated multi-family property from the City of Poughkeepsie located at 23 Hooker Avenue (above). This is a 1,888 square foot three-family home that sits on a 6,098 square foot lot and features 5 bedrooms and 3 bathrooms. This property was built in 1910. Both YouthBuild and professional contractors will refurbish the house. The housing will be rented to low-income families and/or veterans.

The training center will provide trainees with an opportunity to learn the full range of construction skills:

- **Demolition**
- **Framing**
- **Green Techniques**
- **Gypsum Wall Board Installation**
- **Painting**
- **Insulation**
- **Flooring**
- **Windows and Doors**
- **Basic Plumbing**
- **Electrical Installation**
- **Hands-On Training Trade Skills Experience**
- **Tool Use**
- **Job Site Safety**
- **Productive Work Habits**
- **Authentic Opportunities to Apply Math Concepts**



Trainees may select carpentry, plumbing, electrical, masonry, welding, and/or landscaping career paths. In addition, trainees have the opportunity to earn NCCER and BPI (BASI, Building Analyst, and/or Envelope Professional) certification, HVAC, or Solar Panel Installer certification, and will be prepared to enter apprenticeships or internships with local trade unions or employers.



Safety, as an ethos, is embedded in our organizational culture. Our safety measures and plans require daily monitoring of safety attire, tools, and construction site audits. The construction staff, paired with assigned trainees, conduct these audits. The Safety Committee, comprised of staff and trainees, review all safety incidents, OSHA reports, audit results, and guides corrective actions.

The U.S. Department of Labor requires that our youth complete the Office of Safety & Health Administration (OSHA) 10-hour training. This training provides training to our youth and staff on the recognition, avoidance, abatement, and prevention of safety and health hazards on the worksite. The program also provides information regarding workers' rights, employer responsibilities, and how to file a complaint.

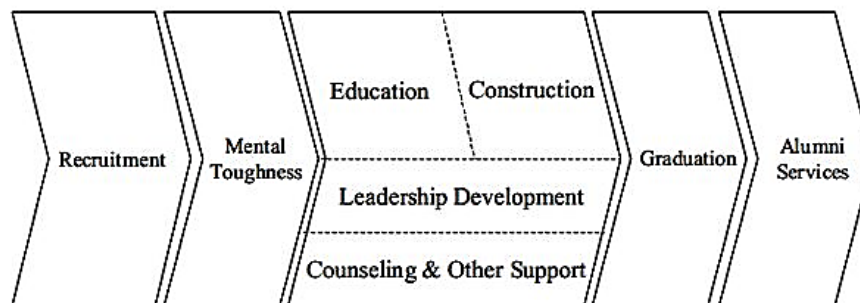


YOUTHBUILD MENTAL TOUGHNESS ORIENTATION

The YouthBuild model Value Chain begins with “Mental Toughness.” For many community-based educational training programs serving young people who are over-age and under-credited and have been pushed out of their previous high schools at the beginning or middle of each school year, this marks a particularly special opportunity to work with a majority of students who are enrolling at an alternative education setting for the first time. Unlike traditional high schools that can anticipate having cohorts of students for at least four years, opportunity youth, also known as “placed at-risk youth,” that come to New Directions YouthBuild bring a variety of personal, academic, and alternative experiences, as well as individual assets.

While this diversity is celebrated at NDI, it is an important part of any community school. Diversity in the student body creates a strong culture that fosters shared responsibilities, mutual respect, and collaboration which is particularly important for youth development. Every year 98% of students are new to the model and come with preconceived notions about what YouthBuild is all about.

The YouthBuild Value Chain



The “Mental Toughness” Orientation helps us to set the tone of expectation, change, seriousness of purpose, and success. The MTO allows the staff an opportunity to make a final assessment of each applicant before selection of participants is completed. The MTO is designed to expose potential participants to the kinds of activities and demands they will encounter once enrolled in YouthBuild.



AMERICORPS (COMMUNITY LEADERSHIP & CIVIC ENGAGEMENT)



*YouthBuild/AmeriCorps – Make a Difference Day
Project - Sneaker & Shoe Drive*

Nubian Directions has operated an AmeriCorps program since 2007. They have been at the forefront in creating opportunities for Community Service and Civic Engagement within the City of Poughkeepsie. Community service enhances student learning and development by empowering YouthBuild program participants to understand and respond to community needs. Curricular and co-curricular initiatives foster individual responsibility, create inclusive communities, encourage dialogues surrounding issues of social justice, and provide reflection opportunities on their volunteer experiences. These elements elevate participant efficacy, self-esteem, community self-worth, achievement, and hopefully life-long civic engagement.

Eligible young adults will be encouraged to participate in our AmeriCorps program where they provide up to 450 hours of community service to receive an education award for college or additional training. All our community service and leadership projects reflect

current training programs, matching construction training to rehab projects, and college entrance and/or employment.

In 2016, YouthBuild signed on to the City of Poughkeepsie Adopt-A-Block program. The YouthBuild & AmeriCorps members pick up litter and light debris on the Main and Market Street corridors in an effort to beautify the commercial business district and to earn additional AmeriCorps hours during the week.

The youth that participate in the MEYOC will develop and implement a number of meaningful community service projects throughout the City of Poughkeepsie to promote non-violence, community and neighborhood goodwill, and encourage individual and team leadership through civic reflection and service learning. Through partnerships with local CBOs, NDI will co-sponsor diverse community service projects based on community needs, participant interests, and levels of student motivation.



LEADERSHIP & PERSONAL RESPONSIBILITY

Youth leadership and personal responsibility is the key to success in every step of life regardless of the location and/or situation. Through interactive and challenging, individualized and team workshops and exercises, the participants will engage in innovative and fun leadership activities where they will both learn and apply essential leadership skills including: Team Building, Ethical Decision Making, Time Management, Goal Setting, Public Speaking, and Conflict Resolution.

To enhance leadership skills YouthBuild conduct weekly leadership group sessions to maximize opportunities to teach participants how to become better decision makers, practice leadership skills in their daily lives, time management, financial literacy and responsibility, develop workplace social skills, and inter-/intra-social skills.

SUPPLEMENTAL PROGRAM TRAINING

Youth leadership and personal responsibility is the key to success in every step of life regardless of the location and/or situation.

All trainees will earn their Office of Safety & Health Administration OSHA-10 and CPR/First Aid certifications. The curricula for construction and green construction skills training is NCCER Core, Your Role in the Green Environment, and NYSERDA/Building Performance Institute (BPI). Mastery of skills will be measured by written, oral, and field exams as required by NYSERDA/BPI examination policies and procedures. Students also engage in AmeriCorps Community Service Learning Trainings such as: Narcan (heroin overdose), Red Cross Disaster Readiness and Preparation, Mediation Center and Conflict Resolution, Planned Parenthood Educational Series, Hudson River Sloop Clearwater's Watershed Protection, and Green Stormwater Infrastructure.



MENTORING

YouthBuild USA National Mentoring Alliance (NMA) was originally founded in 2009 with funds from the Office of Juvenile Justice and Delinquency Prevention. The NMA includes 58 local YouthBuild programs and is in the process of expanding mentoring opportunities across the broad spectrum of YouthBuild programs in the United States and abroad.

The YouthBuild USA National Mentoring Alliance defines mentoring as “support and guidance, provided through a one-to-one relationship with a caring adult, to assist a young person in achieving his or her own developmental goals.” These one-to-one mentoring relationships can improve and enhance the life choices of the program participant. Mentoring can help boost academic achievement, assist with career exploration, enhance leadership development, and strengthen connections between program participants, their own families, and their respective communities. Each participant will be matched with a community mentor to help provide guidance and advice. Mentoring and bonding activities will be planned and scheduled throughout the year through community service, workshops, and social and athletic activities.



Mentoring is designed to prepare the young person for a lifetime of mentoring relationships. All mentees will learn social networking competency skills, including how to find and maintain mentors, coaches, and positive role models once they leave the mentoring program.

NDI currently administers a YouthBuild Mentoring program. The mentoring program is federally funded by the Office of Juvenile Justice Delinquency Prevention. It is an evidence based mentoring program that enables youth to become:

- 1) **Emotionally prepared to handle life’s stresses and successes**
- 2) **Knowledgeable about career options and actively pursuing a chosen career path**
- 3) **Unafraid and know how to seek advice from responsible caring adults**
- 4) **Leaders with access to community resources.**

The YouthBuild USA National Mentoring Alliance (NMA) has developed and implemented a high-quality youth mentoring program at YouthBuild programs around the country, including Nubian Directions.

Our mentoring relationships enhances the outcomes of NDI YouthBuild students, thus building on the personal growth and success they find in YouthBuild and helping them transition into the next phase of their life. Our Dutchess County/NDI YouthBuild mentors helps us to boost academic achievement, assist with career exploration, enhance leadership development, and strengthen connections between students, families, and local community. Our YB mentors stick with our students after YouthBuild program completion to ensure that each young person has the caring support as he/she moves forward in their life.

SUMMER EMPLOYMENT OPPORTUNITY PROGRAM (SEOP)



NDI's gardening and beautification projects are supported by City of Poughkeepsie CDBG funds

NDI designed and implemented a Summer Employment Opportunity Program for youth ages 14-18. In the program, youth learned work skills, gained income, and remained engaged in positive activities supporting their educational and occupational goals during the summer months.

Work experiences are designed to give youth participants exposure to the requirements of the working

world with age-appropriate skill development opportunities. Work activities meet all Department of Labor WIOA regulations and policies. All contractors and subcontractors must agree to comply with all federal, state, and local standards appropriate to the conduct of their business.

The environmental work consisted of 1) beautifying/maintaining City of Poughkeepsie gardens; 2) installing and maintaining an Urban Storm Water Management system thus creating a community garden, and constructing a greenhouse; and 3) restoring the Clarence Lown Rock Garden at College Hill Park in the City of Poughkeepsie.

Our SEOP program provided 16 local youths with a safe work environment. The youth were identified, screened, and interviewed by the Master Gardener and/or Greenway staff prior to being hired by Nubian Directions. The youth that are assigned to work with our Master Gardener, Dara Levine, will engage in gardening and landscaping basics while being introduced to Horticulture Therapy techniques as a means of managing stress. The job title for this group of workers is Gardening/Landscaping Intern. All gardening and landscaping work will be performed at various gardens around the City and the College Hill Rock Garden. Specific duties will include the following:

- garden bed preparation (weeding, soil amending, raking, edging)
- planting (annuals and perennials)
- mulching
- watering

The youth will gain valuable industry recognizable skills identified in the curriculum developed by the Professional Landcare Network for training Landscape Industry Certified Technicians. Daily hands-on activities have provided opportunities for the supervisor/mentor to discuss careers related to the land care and/or environmental care industries.



The Clarence Lown Rock Garden Project is supplemented by a 3-year NYS "Green Gems" Environmental Justice Grant.



PATHWAY TO UNION INTERNSHIPS & APPRENTICESHIPS

Nubian Directions has established partnerships with registered apprenticeships in demand industries. Our registered apprenticeships partners include the Finishing Trades Institute of New York (FTINY) at Wappingers Falls, an affiliate of District Council 9 IUPAT AFL-CIO Painters Union, the Hudson Valley Building and Construction Trades Council (HVBCTC)/Local 17 Laborers Union, and the Hudson Valley Builders & Remodelers Association (HVBRA). All have agreed to provide employment opportunities for interested YouthBuild graduates and program participants who earn industry-recognized certifications to apply for apprenticeship opportunities.

ENVIRONMENTAL INTERNSHIPS

Nubian Directions collaborates with Greenway Environmental Services owner, Shabazz Jackson, to provide internships at two locations: 209 Cottage Street in Poughkeepsie and Greenway's compost facility in New Paltz, NY. The youth are Environmental Interns who work at the plant nursery/community garden at 209 Cottage Street. The interns conduct the following activities:

- constructing nursery beds
- building the domed bamboo and plastic greenhouses
- managing the propagation of plants
- maintaining the plants and garden beds
- assisting with delivering produce to various locations in the community

The interns that work at the New Paltz compost facility conduct the following activities:

- construct a drainage system that will include:
 - swales
 - catchments
 - installation of pipe
 - plant marsh and wetland plants

The youth working with Greenway Environmental Services (or other service provider) will receive career path exposure in the following areas:

- Certified Compost Facility Operator
- Compost Facility Inspector (State, Municipal, Private Engineering)
- Stormwater Management
- Wetland Construction
- Landscaping

PERFORMANCE MEASURES AND PROGRAM EVALUATION

NDI tracks all quantitative data via DOL's Management Information System (MIS) and documents qualitative anecdotal notes and reports written by staff in measuring progress on each goal-related objective. To assess the appropriateness of data, staff meet to determine if measurable objectives are attainable. Reports are submitted on a quarterly basis or as required by YouthBuild USA and the National Community Service Corporation (AmeriCorps). The following reporting components have been implemented:

- YouthBuild AmeriCorps DYB Data Verification System (for basic demographics and program outcomes)
- Program developed assessments administered at the beginning, at graduation, and at 15 months
- DCTAT (OJJDP's MIS, every 6 months)
- Quarterly reports (data, financial, narrative)

The following are programmatic goals and performance measures for YouthBuild programs:

WIOA Goals:

- **70%** placement in employment or education after exit
- **50%** attainment of degree or certificate after program exit
- **50%** assessed as basic skills deficient in literacy or numeracy will rise by one EFL within one year of enrollment
- **20%** or less of enrollees who were youth or adult offenders at enrollment being convicted of a new crime or having a parole or probation revoked within one year of enrollment
- **75%** retention in placement after exit
- Changes in emotional wellbeing and social skills development



BY YOUTH FOR ALL (BYFA) LLC

Nationally, over 14,000 youth gain technical construction skills annually through participating in an apprenticeship program enhanced with entrepreneurship, life skills, and safety and health training. Other youth will receive the training that they need to become entrepreneurs in the construction sector along with support in microenterprise start-up or growth.



Graduates of the YouthBuild program as well as qualified youth who complete the program will receive certification in Green Building Construction, 30 hours of training recognized by the Occupational Safety & Health Administration (OSHA), leadership training and experience, as well as post-program career placement and education counseling. Successful YouthBuild program completers would become shareholders and joint owners of BYFA. The company would seek contracts with public entities and private homeowners to do the following:

Light Construction & Home Repairs

- Replace windows, doors, flooring, demolition,
- Painting
- Installation and finishing of gypsum wall board
- Boarding up and securing abandoned City buildings and homes, gut rehabs, and demolition

Landscaping

- Spring/Summer flower bed mulching (edge flower beds by hand, remove excess/rotted mulch, and spread)
- Lawn maintenance (regular lawn mowing services, trimming around the house, flower beds, and driveways)
- Installing Pop-Up Park lawn chessboards, horseshoe pits, barbeque pits/grills, picnic benches, low-ropes course, etc.
- Flower and shrub beds (install flower and shrub beds, weeding, pruning, and edging).
- Topsoil (amending, repairing, spreading, and seeding).
- Fall Cleanups
- Removal and Installation of fencing
- Curbside leaf removal
- Gutter cleaning
- Snowplowing, sanding/salting, and walkway shoveling

Weatherization

- Whole house insulation
- Windows, doors, ceilings, floors, etc.

Solar Panel Installation and Repair

- Seek subcontract work with private and public entities



In 2011, NDI expanded services to Beacon, New York. Working collaboratively with the City of Beacon and the Beacon Housing Authority, we reopened the Beacon Community Resource Center (BCRC) which had been closed for many years. Several organizations, including Cornell University's Cooperative Extension/Green Teens Program, Dutchess Community College, Beacon Light Tabernacle SDA Church, and Kid's Place Inc. provide various activities:

youth gardening programs, HSE prep services, Healthful Living Workshops, after school programs for teens, and food giveaway programs. Services were discontinued in 2014 to focus on the Poughkeepsie community.

In 2012, Nubian Directions secured a \$4.5 million federal National Emergency Grant (NEG) from the NYS Department of Labor. This grant enabled NDI the opportunity to design and create the FDR Project, the largest work program in the State of New York for long-term unemployed workers that year.

The need for the grant resulted from the devastation caused by Hurricane Irene and Tropical Storm Lee. On August 28, 2011, Hurricane Irene dumped 7-9 inches of rain in the Mid-Hudson and Dutchess County region. One of the hardest hit areas in the City of Poughkeepsie was the densely populated Northside community. The overflow of rain and storm water-runoff forced the evacuation of hundreds of low income city residents from their homes and apartments.



The FDR project, fully administered by Nubian Directions, identified, screened, and hired approximately 175 laborers, 10 supervisors, and other professionals to remove solid debris, fallen trees, rocks, and other obstructions from the 3-mile creek. By removing the solid debris and other obstructions caused by Hurricane Irene and Tropical Storm Lee it would prevent a future massive flooding event in the City of Poughkeepsie from occurring.

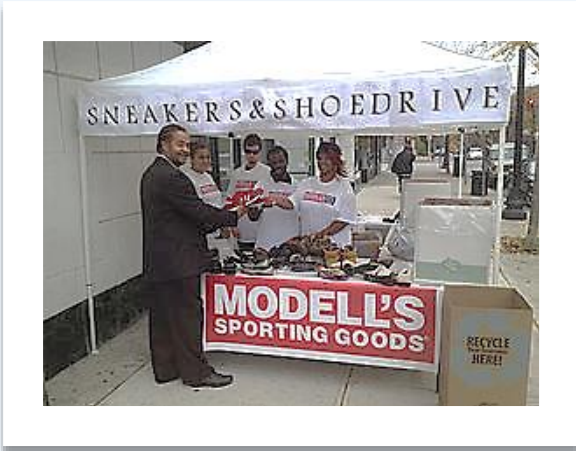
Nubian Directions identified and hired all project managers, supervisors, and supporting staff. NDI assisted the Dutchess County Workforce Investment Board/Dutchess One-Stop with identifying and screening of construction laborers. Nubian Directions worked closely with Construction Force, Inc., the employer of record for construction laborers, to interview and select candidates for hire.

All FDR laborers were required to attend a four-day orientation training conducted by the staff at Nubian Directions. This training helped to orientate and educate the workers about the Fall Kill Creek. Employees/laborers were informed of the purpose, objective, and the scope of work for the project. All employees were further informed about the work requirements, assigned tasks, rights, and responsibilities. The orientation included: OSHA 10-hour training, water safety, environmental overview, and Nubian Directions personnel policies.



**2011 YOUTHBUILD MEMBERS
CONSTRUCTING A "GREEN"
DOGHOUSE FOR THE BUILDERS
ASSOCIATION OF THE HUDSON
VALLEY ANNUAL TRADE SHOW.**





**YOUTHBUILD & AMERICORPS
SNEAKER & SHOE DRIVE FOR
SOLE TO SOUL
(YOUTHBUILD COLLECTED MORE
THAN 2,000 PAIRS OF SLIGHTLY
USED SNEAKERS AND SHOES)**



**“TRANSFORMING LIVES,
BUILDING OUR
COMMUNITY”**

**YOU'RE
INVITED**

Nubian Directions II, Inc., host of New Directions YouthBuild AmeriCorps Partnership is proud to announce the completion of its first sustainable rehab in Poughkeepsie New York with support from YouthBuild USA , City of Poughkeepsie, Dutchess County, Dutchess Community College, Community Capital NY, and Home Depot.

Please Join us for our Poughkeepsie Urban Watershed presentation by Clearwater and Greenway Environmental Services and House Opening Ribbon-cutting Ceremony with our special guest United States Senator Kirsten Gillibrand

WHERE
Poughkeepsie YouthBuild House
206 Winnikee Avenue
Poughkeepsie NY 12601

WHEN
Monday, October 27, 2014
Urban Watershed 2:00 pm—3:00 pm
Open House/Ribbon-Cutting 3:00 pm-4:00 pm
(Rain or Shine) To RSVP, click [HERE](#)

Refreshments will be provided

YouthBuild U.S.A.
CITY OF POUGHKEEPSIE
DUTCHESS COUNTY
DUTCHESS COMMUNITY COLLEGE
Community Capital New York
THE HOME DEPOT
More saving.
More doing.

2014 NDI YouthBuild & AmeriCorps Invitation to the Ribbon Cutting Ceremony.



RIBBON CUTTING CEREMONY WITH NY SENATOR KIRSTEN GILLIBRAND, U.S. REPRESENTATIVE SEAN PATRICK MALONEY, NYS STATE SENATOR SUE SERINO, NYS ASSEMBLYMAN FRANK SKARTADOS, CITY OF POUGHKEEPSIE MAYOR JOHN TKAZYIK, DUTCHESS COUNTY EXECUTIVE MARC MOLINARO, DUTCHESS COUNTY LEGISLATORS BARBARA JETER JACKSON AND JOEL TYNER, CITY COUNCILMAN ROBERT MALLORY, AND COUNCILWOMAN ANNE PERRY

CONGRESSMAN SEAN PATRICK MALONEY AND COUNCILWOMAN NATASHA CHERRY (6TH WARD) VISITED OUR CONSTRUCTION WORKSITE LOCATED AT 23 HOOKER AVENUE. THE MULTI-UNIT HOUSE IS BEING CONVERTED INTO THREE LOW-INCOME RENTAL APARTMENTS.



MOVING FORWARD

MICRO-ENTERPRISE YOUTH OPPORTUNITY CENTER

The MEYOC will be unlike any other youth center in the Hudson Valley Region. The center will be a place where young adults can begin the process of rebuilding their lives, reconnecting with family, and reclaiming their place as productive members in their community.

MISSION | PURPOSE

The MEYOC is a realistic concept built on the premise that our youth are vitally important to the redevelopment and economic stability of Dutchess County and the City of Poughkeepsie.

The MEYOC will serve youth ages 16 to 24 in an effort to integrate youth programs and services and to close the opportunity gap that exists for youth in the City of Poughkeepsie, Beacon, Dover, Red Hook, Hyde Park, and Dutchess County.



NDI will expand and replicate its YouthBuild/AmeriCorps program model and its youth services that include: counseling/case management, career and college exploration, mentoring, community service, mediation (conflict resolution), anger management, HSE program, tutoring, life skills workshops, Narcan, Disaster Preparedness, green building and construction, fitness and nutrition, and OSHA and first-aid training. By employing the YouthBuild model and bringing various youth services/training programs together under “one roof,” NDI will be able to provide the youth a clear “pathway” to education, growth, and employment.

Nubian Directions will expand and redesign its existing youth programs to create the following programs:

EXPANSION

- YouthBuild (Construction and NCCER Certification)
- AmeriCorps (Community Service and Leadership Development)
- Environmental (Organic Gardening)
- Employment (Union Apprenticeships and Internships)

NEW

- Youth Diversion & Re-Entry Initiative (YRDI)
- Youth Entrepreneurial Training (YET) program
- Urban Youth Organic Farm & Urban Farmer’s Market
- BYFA LLC

The MEYOC will be a newly renovated multi-purpose facility where at-risk youth can receive job training and preparation, earn nationally recognized industry certifications, perform community service, earn their High School Equivalency, and obtain entrepreneurial and business skills.

GOALS & OBJECTIVES

- 1** Assist in the coordination and expansion of county/city youth employment initiatives, educational programming, and provide re-entry services for previously incarcerated youth.
- 2** Expand NDI out-of-school youth services to the insufficiently skilled, unemployed, and underserved youth in the City of Poughkeepsie and its surrounding areas (Dutchess County).
- 3** Increase youth employment opportunities, promote and foster educational attainment, and develop entrepreneurial skills.
- 4** Reduce youth incarceration, recidivism, and involvement with the Dutchess County Criminal Justice system.
- 5** Provide life skills, mentoring, and community service and leadership opportunities through the YouthBuild/AmeriCorps model.



The MEYOC will:

- Collaborate with local nonprofits, law enforcement, and county agencies that are dedicated to youth development and achievement;
- Align existing county, city, and state youth initiatives, resources, and expertise to meet the needs of young people;
- Ensure that all young people can easily access basic needs: caring adults, a safe learning environment, quality education, and community service opportunities to help others;
- Assist in removing barriers that prevent youth from employment and going to college, and reduce the numbers of youth entering the criminal justice system;
- Increase the efficiency of agency partners through shared programmatic services.

The plan is to have program participants access services offered by a number of youth service organizations without ever having to leave the building. NDI plans to collaborate with the following agencies and organizations:

- Dutchess County Youth One-Stop
- Exodus
- Planned Parenthood—Mid Hudson Valley Education
- Project M.O.R.E.
- Astor Services for Children and Families
- Northeast Community Center
- Gateway to Entrepreneurial Training (G.E.T.)
- D.C. Dept. of Community & Family Services
- Lexington Recovery Center
- Mediation Center of Dutchess County
- Dutchess Community College
- DC Mental Health Association
- Dutchess County BOCES
- Armed Services
- NYS OCFS
- Dutchess County Youth Bureau
- Real Skillz



PROPOSED MEYOC SERVICES & EDUCATIONAL PROGRAMS

- College Preparation - Online FAFSA
- Computer Access and Training
- Counseling & Case Management
- Drug Intervention Assistance
- HSE/GED Classes
- Gang Resistance
- Mental Toughness
- Leadership & Civic Engagement
- Fatherhood & Parenting
- Office of Safety & Health Administration
- (OSHA-10 training)
- Healthy Teens Program
- Job Search Preparation & Workshops
- Life Skills Workshops
- Tutoring & Academic Enrichment
- Volunteer Community Service
- Youth Advisory Board (leadership)
- Mediation and Conflict Resolution
- YouthBuild & AmeriCorps



Located at 209 Cottage Street in Poughkeepsie, the MEYOC will contain up to ten classrooms including a large construction lab, office space, computer center, auditorium, functional cafeteria, and storage space. The center will also develop space for light manufacturing, product assembly, and packaging for distribution. The renovated space will help attract entrepreneurs/businesses interested in creating products that may be assembled, shipped, or marketed locally or regionally.

FUNDING AND CAPITAL COSTS

NDI is soliciting both private and public funding to convert our 22,000 square foot warehouse into a Regional Micro-Enterprise Youth Opportunity Center (MEYOC). The capital improvement and development cost for the center is estimated to be \$4,500,000. Since 2012, Nubian Directions has invested \$800,000 into the MEYOC.

NDI will continue to seek donations of construction materials from local building suppliers and grants from governmental agencies such as the U.S. Department of Labor, U.S. Department of Housing and Urban Development (HUD), and businesses such as Home Depot, Lowes, and Walmart, and private funding from agencies such as Dyson Foundation, Dutchess-Orange United Way, and Community Foundation of the Hudson Valley. Nubian Directions will also apply for capital improvement grants from federal, state, and local sources.

Year	Scope of Work	Status	Cost	Comments
2012	Purchase of property	Completed	\$75,000	
	Demolition and debris removal	Completed	\$15,000	Removal of oil tanks
	Fallkill Creek (FDR) Staging Area	Completed	\$250,000	
	Demolition and removal of 3- bay garage	Completed	\$25,000	
	Removal of vehicles, debris, and metals	Completed	\$1,500	Trailer, cars, various metals, and recyclables
	Wiring and lighting	Completed	\$7,500	
	Camera installation (security)	Completed	\$1,000	
	Warehouse Office	Completed	\$3,500	
	Installation of roof & Skylights	Completed	\$400,000	
2013	Bio-filtration/Storm Water system	Completed	\$3,500	
2016	Bathroom design and construction (2)	Completed	\$20,000	Two handicap accessible bathrooms
	Install windows, replace 4 bay doors, heat	Pending	\$80,000	
	Install Solar Heating System	Pending	\$135,000	
	Construct 1 st floor offices, cafeteria, install elevators, create light manufacturing areas	Pending	\$750,000	
	2 nd Floor classrooms, offices, auditorium, restrooms, computer labs	Pending	\$850,000	
	3 rd Floor executive offices, restrooms, parking, landscaping, and equipment installation	Pending	\$950,000	

HIGH SCHOOL EQUIVALENCY (HSE/GED) (ACADEMICS)

NDI is also an official Dutchess Community College (DCC) site for HSE English and HSE English as Second Language (ESL) prep classes, which are held four days per week. All program participants who left school without a diploma will be required to enroll in the High School Equivalency (HSE) preparation classes.



Dutchess Community College is our education partner providing instructors for the HSE component. All participants/trainees will complete the program with their HSE in hand and an industry-recognized credential/certificate. The program participants will receive both soft and hard skills training that will enhance the probability of their success as they ready themselves to enter the workforce or post-secondary education. The curriculum has been influenced by the needs of local employers.

NDI YOUTH RE-ENTRY AND DIVERSION INITIATIVE (YRDI)

A major component of the MEYOC will be the Youth Re-Entry and Diversion Initiative (YRDI) network: local, county, and state law enforcement officials working collaboratively to reduce youth recidivism and involvement in the Dutchess County and City of Poughkeepsie penal system. Goal focused and strategic planning sessions with local/county Re-Entry programs such as: Project M.O.R.E., Exodus, DC Probation, NYS Office of Children & Family Services, Dutchess County Criminal Justice Council, and the City of Poughkeepsie Juvenile Division. NDI would inform the above-stated agencies of the design of the YRDI.

The YRDI would provide prevention and intervention services for out-of-school, low income, under-skilled, and unemployed youth in Dutchess County who are at high risk for involvement in drug or gang activity and future incarceration. The YRDI would enhance the quality of life for youth involved in the criminal and juvenile justice system. The objective of this initiative is to help the youth improve self-sufficiency, increase positive social supports and family ties, overcome barriers to employment and goal achievement, access to community resources (mental health, education, employment, family and supportive services), and reduce the risk of recidivism.

All YRDI youth will work individually with a case manager to identify their areas of need, set goals, and develop an individual "Life Plan." Continual contact with a case manager will help the youth to maintain records of their personal progress and to access necessary community services. Based on the youth's "Life Plan," the youth may participate in any of the following services:

- **Individual and group counselling and/or intensive case management sessions**
- **Anger management classes**
- **Parenting and Fatherhood classes**
- **Peer support group**
- **Clothing and hygiene supplies**
- **Employment readiness (resume writing, preparing for an interview)**
- **HSE/GED and College Preparation classes**



NDI would also design a culturally specific out-of-school youth diversion program that would work to prevent crime and substance abuse among youth at-risk that live in the City of Poughkeepsie Public Housing Authority. Youth who live in the PHA would be served through educational, recreational, and employment training programs that stress safety, health, and personal responsibility.

NDI's YRDI program attempts to address delinquent behavior informally in the community in an effort to prevent subsequent offending. NDI is committed to supporting youth exhibiting at-risk behaviors and encouraging them to recognize and reach their full potential. All of NDI's youth programs (SEOP, YouthBuild, AmeriCorps, and Mentoring) encourage youth to develop skills that promote a positive response to self, others and the community. NDI focuses on developing and fostering values such as integrity, self-honesty, responsibility, commitment, and caring for young people in our community. We will promote and encourage changed attitudes and behaviors by providing challenging, accommodating programs and services in a variety of inviting settings.

NDI believes in the **advancement** and **safety** of our diverse community by aiding in the development of the youth, while instilling within them the fundamental principles of **responsibility** and **accountability** and garnering an appreciation of the consequences of their actions through education, encouragement, and positive reinforcement.

NDI SERVICES PROVIDED

- **Intake/Assessment:** All youth served by the YRDI program will complete an intake/assessment. If there is an indication that the youth/family is in need of other community resources, referrals will be made and provided.
- **Case Monitoring:** Case managers and various youth service providers will help monitor cases on an ongoing basis to track the youths' progress in completing their diversion agreements. If the youth have problems or challenges with their agreements, then the Case Management staff will work to assist them in successfully completing the requirements.
- **Volunteers:** Staff recruit, train, and provide support to community members to encourage their voluntary participation with the YRDI Program.

Youth At-Risk Diversion Initiative (YRDI) provides a series of youth programs that focus on building confidence, improving life-skills, making healthy decisions, and improving communication. The goals of the YRDI program are to divert youth away from the court system and to reduce recidivism in the youth that participate.

The YRDI is a 10-week social/life skills program that is designed to meet the needs of youth by utilizing a variety of evidence-based practices that promote and encourage personal growth. Program facilitators and community instructors will utilize interactive activities, "Mental Toughness" exercises, behavior rehearsals and role playing, guest speakers, and PowerPoint presentations and video clips to illustrate the discussion topics. Discussion topics include: communication skills, decision making, goal setting, teamwork, anger management, gang involvement and resistance, conflict resolution, life-mapping, sexual responsibility, peer pressure/self-respect, drug awareness, bullying, crime, and the law/justice.

Participants will leave the program with a positive attitude, improved problem solving skills, a better understanding of self and others, and the realization that they are responsible for their behavior.

The YRDI will use a pre- and post-test survey. The youth will rank themselves on a scale of 1-10 before participating in the program and again after the completion of the 10-week program. Its overall goal is to:

- Increased decision making abilities
- Increased self-respect and self esteem
- Increased ability to manage incidents of bullying
- Increased knowledge about drug addiction and recovery
- Increased knowledge of the law and the criminal justice system
- Reduction of criminal and court involvement
- Increased control over their anger





THE POUGHKEEPSIE URBAN YOUTH FARM

The Poughkeepsie Urban Youth Farm will be an outdoor classroom and a green job incubator for local youths. The Urban Youth Farm will be an education-focused production farm in the City of Poughkeepsie that will offer neighborhood youth and community residents the opportunity to increase their knowledge of the local food system and build their knowledge base of organic growing skills to share with their families and local community. The Urban Youth Farm will grow organic food and flowers on one acre (in hopes of expanding to 5 acres) for the Northside Community. The farm will offer opportunity for agricultural training, nutritional competencies, and youth employment opportunities.

One of the major goals of the Urban Farm is to promote and foster the rapidly growing Farm-to-Table movement that has taken root across the nation and the Hudson Valley. The Farm-to-Table movement has been spurred on both by the awareness of the negative ramifications of how our food is grown, as well as the discovery by the masses of the intense pleasure of eating locally grown fresh vegetables and produce.

The MEYOC and the Urban Farm will provide the youth a safe space for real hands-on and interdisciplinary training in green job skills. The Urban Youth Farm will primarily focus on providing job training and life skills to under-served youth. The Urban Farm will be a year-round, youth leadership and employment program that will offer academic and entrepreneurial training, as well as professional experience in community gardening, farming, and maintenance.

The Urban Youth Farm will employ sustainable soil cultivation and growing practices inspired by natural farming techniques prior to the introduction of chemical-based farming. The food system classes at the MEYOC will engage all youth who struggle to maintain focus or thrive in a traditional classroom setting. Out on the farm, students will engage their brains and bodies simultaneously. Discussions about food justice and their own food options will heighten their experiences of digging, planting, and harvesting.

The Urban Farm will seek to work holistically, integrating the demands and needs of the soil, the crops, and the surrounding community to maintain and sustain health, vibrancy, and economic sustainability. Healthy soil fertility management is of the utmost importance, and seen as the key to crop production and a balanced, diverse ecosystem. NDI will manage and improve the soil through annual soil testing, crop rotation and companion planting, constructing raised beds and creating walking paths, heavily applying compost made on-site, and minimizing tillage.

The Youth Farmers will be prepared for future job and leadership positions via sustainable agriculture.

The Youth Farmers will be prepared for future job and leadership positions via sustainable agriculture. The Youth Farm will look to employ 10-12 seasonal workers (spring, summer, and fall). These jobs will emphasize important job training skills: attendance, attitude and team spirit. The youth will get valuable experience with hands-on farm work, training in entrepreneurship, nutrition/cooking, and community organizing. In addition to hands-on instruction at the farm, the youth will explore the science behind farming. Through several inquiry-based experiments, the youth will learn about nutrition, hunger, cooking, art, and food justice. They will also learn the fundamentals of produce composting, prepping of growing beds, and how to identify, plant, nurture, and harvest crops/vegetables to market.

The farm trainees will also learn a number of tasks that will constantly take place at the farm. They will learn basic construction and technical skills essential for urban farming. The youth will grow organic vegetables, herbs, and flowers and participate in all phases of farm production.

During the winter and spring months, the youth will build, construct, and repair raised beds, aquaponics systems, and greenhouse and hoophouse construction. Throughout the year, the youths will participate in a series of career building workshops focused on interview prep, resume building, occupational skills, future employability, leadership training, micro-enterprise, and business development. The youths will be continuously engaged in all aspects of managing an on-site farmers market, while increasing access to affordable produce for their community, and learning the economic and entrepreneurial opportunities that exist within food system development. The youth will lead fieldwork activities for adult and local youth volunteers, lead farm tours, sell produce and may conduct cooking demonstrations at the Urban Farmers market.

Lastly, the youth will be engaged in AmeriCorps community-based service learning by helping with the distribution of produce from the farm to local food bank and various other food banks. Ultimately Nubian Directions would create and manage a City of Poughkeepsie based Urban Farmers Market.



MICRO-ENTERPRISE & YOUTH ENTREPRENEURIAL TRAINING (YET) PROGRAM

The MEYOC will be an urban micro-business incubator to educate, train, and employ urban youth in a full-service entrepreneurial business center. The facility has approximately 22,000 square feet of space, which will be devoted to light manufacturing, green training, gardening, construction, storage, product assembly, packing for product distribution, and business incubation with many business-related support services.

BUSINESS-RELATED SUPPORT SERVICES

- An on-site receptionist to answer calls, greet prospective clients, receive packages, handle mail, schedule meetings, and store and secure data and business records.
- Meeting rooms with flexible Wi-Fi capabilities for varying business needs
- Phone, fax, and internet
- Professional office suites
- Conference room rental
- Short-term office rental
- Mailbox rental
- 24-hour security and easy accessibility
- Furnished and unfinished professional office space
- Flexible rental and leasing options (rent office for one day, one month, or a 1-3 year lease)

The YET Program will collaborate with local business support organizations (SCORE, Regional Chamber of Commerce, SBA, GET) to assist aspiring young entrepreneurs in developing basic business management skills, refining business concepts, devising early-stage marketing plans, and preparation of action plans. These agencies may offer the following training services to youth entrepreneurs:



- **Counseling on the feasibility of starting a business**
- **Assistance in refining a business concept and developing a business plan**
- **Education in established management and business principles and practices**
- **Business counseling in product development and marketing**
- **Guidance in exporting, contract procurement, and licensing**
- **One-on-one counseling in identifying and accessing capital and credit**
- **Access to business support networks**
- **Ongoing and continued technical assistance to program graduates including linkages to other small business services**

The goal of the YET program is to have the following effects on the community:

- increase in business ownership among minority group members and women;
- minority and women-owned start-ups making the transition into small-growth companies;
- increased access and knowledge to financing by minority and women-owned businesses;
- expand the knowledge base significantly and increase entrepreneurial business skills of minority and women-owned firms.

The YET will offer a one 40-hour entrepreneurship course supplemented by a minimum of 15 hours of intensive technical assistance to help young entrepreneurs complete business plans and help them develop a viable business.

Similar to the Westchester County Women's Enterprise Development Center, YET would offer a 40-hour comprehensive business training program that would teach the youth how to write a business plan. The YET participants would learn the basic concepts of owning and operating a small business. Instruction includes:

- Definition and review of legal business structures
- Understanding Profit and Loss, Cash Flow, and Balance Sheet statements
- Business management skills and organization
- Use of traditional and internet marketing to attract clients
- What technology is needed for business
- Cash flow and budgeting
- Insurance needs for small businesses
- Social media
- Market research skills
- Success planning
- Training on business presentation skills

The YET program would also include a six-hour life skills seminar that would enable each participant to confront personal barriers to success and become empowered and motivated to realize her/his strengths. Participants would prepare detailed and professional business plans and present them to an executive panel (SCORE) that would include representatives from the business and banking sectors.

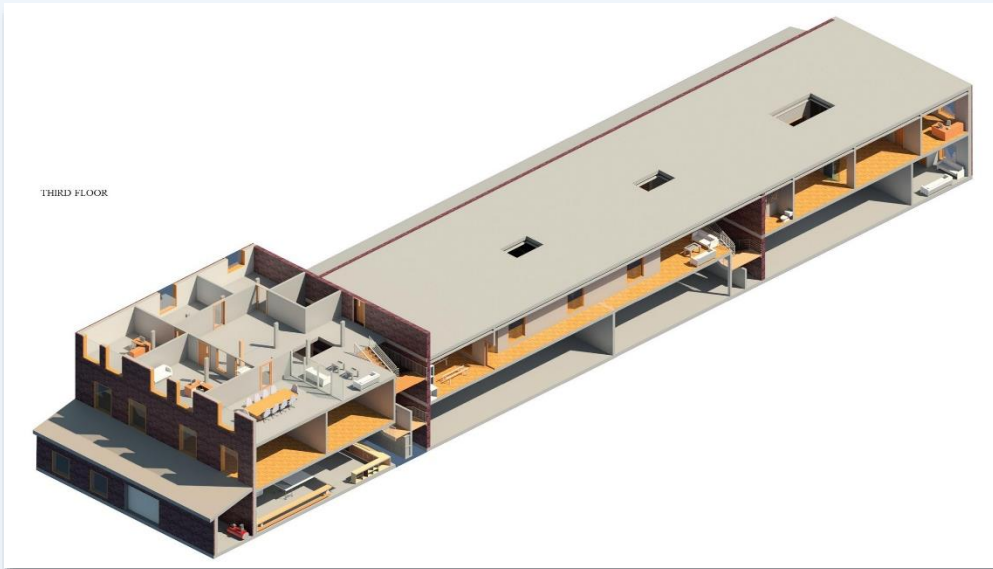
The YET program would be a focused curriculum-based 15-week program. Class size would be limited to 15 so that students have the opportunity to share ideas with the class and receive individualized counseling from the course trainer. The YET will collaborate with the following organizations to provide entrepreneurial business services:

- **New York State Small Business Development Center (SBDC)**
SBDC provides technical assistance to start-up and existing small businesses.
- **Service Corps of Retired Executives (SCORE)**
SCORE is a national network of volunteer business executives who provide start-up and small business expertise.
- **Professional Development Center at Westchester Community College (PDC)**
PDC provides a comprehensive curriculum of counseling for business owners, their employees, and entrepreneurs.
- **Women's Enterprise Development Center (WEDC)**
WEDC is a micro-enterprise development program that provides women with the training and resources needed to manage a small business.
- **U.S. Small Business Administration (SBA)**
The SBA provides information about various programs that can help position businesses for contractual opportunities within the federal government.

MICRO-ENTERPRISE YOUTH OPPORTUNITY CENTER (MEYOC) CONCEPTUAL MODEL

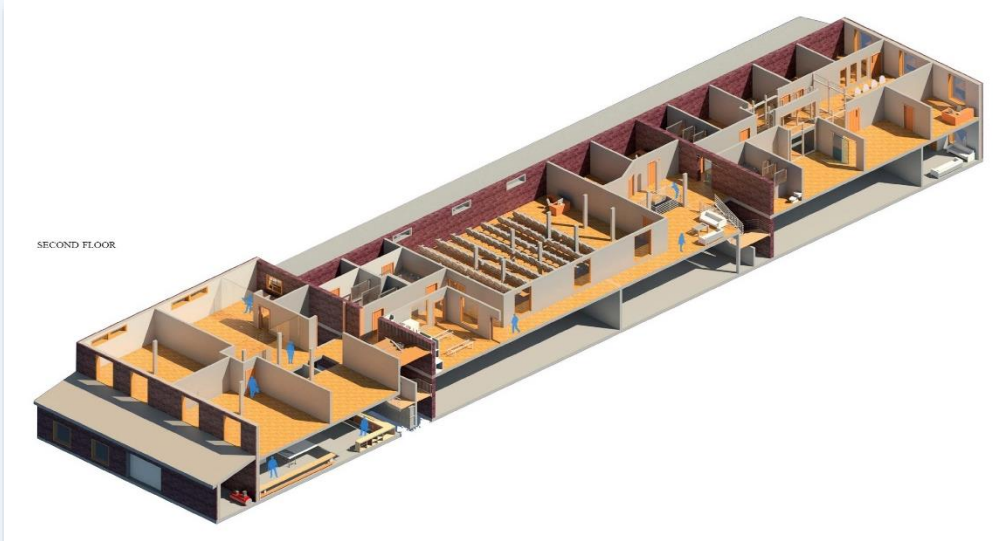
by Christopher Boston, AIA Member





Third Floor Space Usage

- Offices
- Conference Rooms
- Weight Room/Gym
- Locker Room & Showers



Second Floor Space Usage

- Classrooms
- Conference Rooms
- Auditorium
- Computer Labs
- Offices



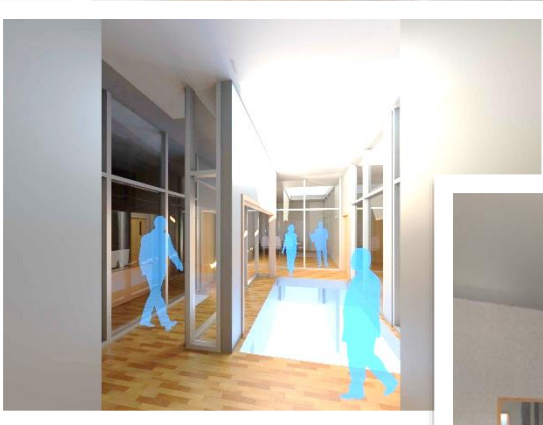
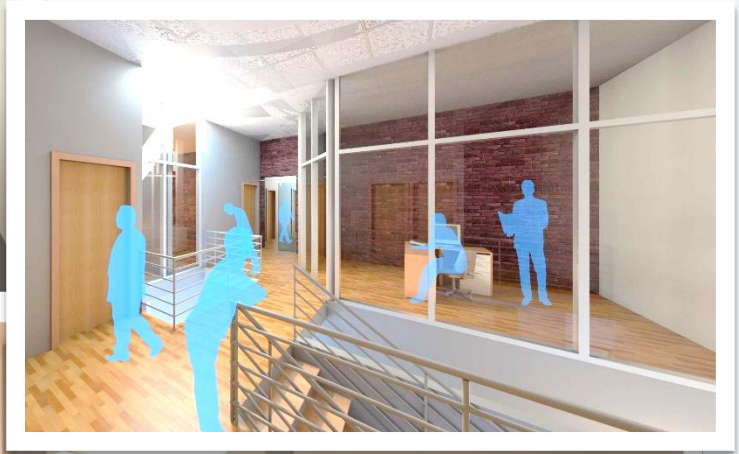
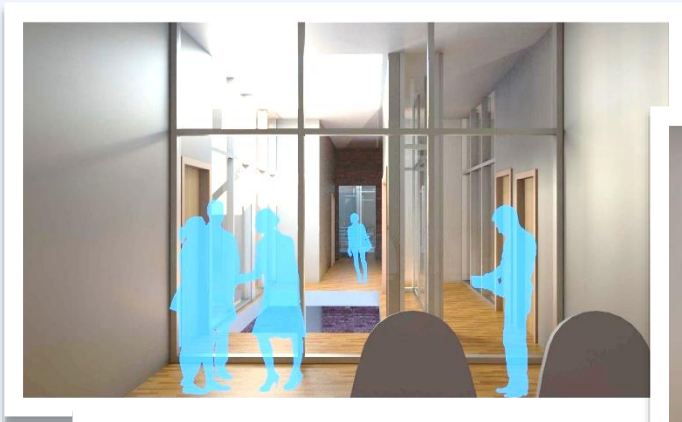
First Floor Space Usage

- Construction Training Classroom
- Café Area
- Lite Manufacturing Space
- Storage Space



MOVING FORWARD: Micro-Enterprise Youth Opportunity Center





NUBIAN DIRECTIONS EXECUTIVE BOARD MEMBERS

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William Patterson, YouthBuild/AmeriCorps Program Manager
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Hillary Simpson, Fiscal Administrator
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RaChel Cabral, Transitions/Jobs Specialist
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Daymon Sutton, Case Manager
Vivienne Silva, Case Manager
Moreen Blasse, Office Assistant
Dara Levine, Master Gardener/SYEP Program Supervisor

DUTCHESS COMMUNITY COLLEGE STAFF

Alice Rienzo, Lead HSE Instructor
William Artist, Construction Manager/Instructor

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