

1. STATEMENT OF THE PROBLEM: The New York City Department of Correction (NYCDOC), in conjunction with the Department of Education (DOE), Hostos Community College, and STRIVE International/East Harlem Employment Services will provide an intensive 3 month pre-release and 1 month post-release program to medium and high risk sentenced adult men at the Eric M. Taylor Center (EMTC) and women at the Rose M. Singer Center (RMSC), both located on Rikers Island in New York City, NY. In 2013, the average daily population at EMTC was 1,368. 72% were considered to be at medium, medium-high, or high risk of recidivating. During this same year, RMSC's average daily population was 792. At this facility, 62% were at medium or high risk of recidivating. Without targeted services, these individuals face three primary reentry barriers. *First*, they are ill-prepared to compete in the labor market: less than 25% of the target population has a high school diploma or G.E.D., and less than 15% has completed vocational trade and/or college classes.¹ In contrast, New York State Department of Labor data forecast that 80% of net job growth between 2010 and 2020 in New York State will be in sectors that require specialized training.² *Second*, many of these individuals return to poverty stricken, high crime neighborhoods. The 5 neighborhoods to which the largest number of inmates return have poverty rates ranging from 32.2% to 43.9% and 31.4 serious crimes per thousand residents, compared to 23.4 for New York City as a whole (see appendix 1). *Third*, when ex-offenders manage to secure entry level employment, income generated is unlikely to cover basic expenses such as food, clothing, and shelter. An individual who works a full time job at New York State's minimum wage earns \$1,280 per month while the median rent in these 5 low-income neighborhoods is \$985.60. And public programs only aide a small population segment: in 2013, 167,353 and 123,533 applicants were on the waitlist for traditional public housing and section 8

¹ 2007 Center for Economic Opportunity - Educational Expansion at Rikers Island - http://www.nyc.gov/html/ceo/downloads/pdf/rikers_prr.pdf

² 2013 New York State Department of Labor - Analysis of New York State's 2010-2020 Occupational Projections and Wages by Education Level

housing respectively.³ Hence without a support network or practical skills one can work full time and have no option but to reside in either a shelter or transitional housing facility – facilities routinely plagued by violence and substance abuse. **Demand for Green Technology Jobs** - When individuals receive industry recognized credentials in growing sectors such as green technology, their likelihood of securing employment improves significantly. According to an extensive New York State Department of Labor study, many employers in New York City are looking to fill numerous green technology related positions (see appendix 2): 38% of companies in New York City have difficulty staffing floor, ceiling and wall insulation workers, while 8% of employers are looking to fill general maintenance and repair worker positions. For construction laborer and grounds keeping worker positions, these numbers were 28% and 25% respectively. **Results from Current Program** - The above-mentioned data help explain STRIVE’s job placement outcomes for similar industries. The graduation rate of STRIVE’s 2013 Green Construction and Maintenance program averaged 75%. While placement activities for this cohort are still in process, the organization is on target to match its 2012 average job placement rate of 70%. To date the average wage of those employed by STRIVE is \$11.00 per hour, 37.5% more than New York State’s minimum wage. Of these individuals, many of whom reside in the same poor neighborhoods as the “Working I.T. Out” target population, more than 35% have incarceration histories. **Target Population** -Medium to high risk adult male and female inmates with three or more months left on their sentences will be eligible to apply for the “Working I.T. Out” program. NYCDOC selected this population subset for three reasons. *First*, as many studies indicate, individuals at these risk levels respond well to programmatic interventions. Indeed, a 2014 NYCDOC analysis of medium and high-risk Rikers Island Discharge Enhancement (RIDE) program participants

³ New York City Housing Authority Fact Sheet <http://www.nyc.gov/html/nycha/html/about/factsheet.shtml>

showed a 12% reduction in recidivism (see appendix 3). *Second*, NYCDOC knows the release dates of sentenced inmates and will only enroll those inmates with enough time left on their sentence to complete the program. In contrast, detainees - approximately 85% of the inmate population - do not have set release dates. *Third*, the logistics enable NYCDOC and its partners to effectively serve this segment of the population, because more than 90% of sentenced inmates are housed at EMTC and RMSC. **Baseline Recidivism** - NYCDOC's baseline one year recidivism rates for the target groups of the "Working I.T. Out" target population are 30% for medium-risk, 57% for medium-high-risk, and 75% for high-risk participants. NYCDOC arrived at these rates utilizing its Service Priority Level Instrument (SPLI), a risk assessment tool developed in collaboration with the Vera Institute of Justice (see appendix 4), to assess inmates admitted to custody in FY 2010 (July 2009 through June 2010) who were also city sentenced and had length of stay of ninety days or more (see appendix 5). To predict an inmate's risk level, SPLI looks at 1) whether an inmate's top charge is a misdemeanor; 2) whether the inmate has been charged with a property crime at any point in the last 10 years; 3) if there are prior incarcerations, the number of months since the last discharge (but only for discharges within the last 2 years); 4) the average number of admissions per year since age 16; and 5) the combined length of stay for all prior admissions in the last 10 years. **Equipment & Staff Needs** - All of the group programming will take place in DOE schools located at EMTC and RMSC. The successful implementation of the program will require Correctional Officers maintain a safe environment, and escort staff members to and from the program area. Furthermore, the Officers will escort inmates to and from appointments that had to be scheduled during program hours, such as clinic visits, medication pick up, meetings with attorneys, grievance appointments, and occasional family visits. In this way, inmates do not have to miss sessions because of a scheduling conflict. One NYCDOC program

coordinator will collaborate with all stakeholders to make sure program components are delivered in an integrated fashion. STRIVE's Training Coordinator will facilitate MRT and Job Readiness classes, and supervise two STRIVE case managers, and one STRIVE Employment specialist. Case managers will meet with "Working I.T. Out" program participants during the pre- and post-release phases of the program. During the pre-release phase, the case managers will develop professional relationships with participants, create Individualized Career Plans, and begin to coordinate the services participants need in order to remediate those barriers that could interfere with obtaining and maintaining employment. The STRIVE Employment Specialist will generate employment opportunities and work with the "Working I.T. Out" participants and case managers to identify suitable placements. Hard skill training will be provided by 4 DOE, Hostos, and Envirolution instructors. STRIVE and Envirolution's Employer Partners will supervise participants during phase 2 in the community. Participants will utilize networked computers in the RMSC and EMTC computer labs for the program's pre-release digital learning components. **2. PROGRAM**

DESIGN AND IMPLEMENTATION: Participant Recruitment and Selection - 400 male and 260 female inmates will apply for the "Working I.T. Out" program During the 4 recruitment phases for the 3-month program cycles, approximately 50% of 1320 medium to high risk inmates with lengths of stay of 90 days or more (see appendix 6) will apply for the program. Inmates at medium risk of recidivating will be encouraged to apply for the program through STRIVE led group presentations. Meanwhile, given that at EMTC and RMSC more high risk inmates refuse services compared to the medium risk population, STRIVE's Jail Based Case Managers will meet with the latter group on an individual basis and use motivational interviewing -an evidence based approach to engage individuals' intrinsic motivation in order to change behavior⁴- to encourage

⁴ Shannon, S; Smith VJ, Gregory JW (2003). *A pilot study of motivational interviewing in adolescents with diabetes. Arch Dis Child* **88**. pp. 680-683

participation. Eighty male inmates and sixty female inmates will qualify for, and enroll in, the program: STRIVE will assess applicants using the Level of Service – Case Management Inventory (LS-CMI), a nationally validated risk and needs assessment tool. By using this tool, staff will identify each participant's unique criminogenic needs, including substance use, education/employment, criminal history, pro-criminal companions, pro-criminal attitudes and cognitions, antisocial personality patterns, family/marital status, and leisure/recreation activities. Approximately 80% of applicants will not qualify for the "Working I.T. Out" program for three primary reasons. First, a subset of applicants has physical and/or mental health issues that prohibit (near term) labor force participation. More than 32% and 42% of inmates have been diagnosed with a serious mental illness at EMTC and RMSC respectively. While many of these individuals can partake in the program, a subset will need intensive (mental) health care services that cannot be offered in conjunction with the "Working I.T. Out" program. For example, on average, 2.2% and 12% of the EMTC and RMSC populations reside in the Mental Observation Unit, where movement is highly restricted. Second, many applicants will have substance abuse problems. In 2013, 26% of sentenced men and 29% of sentenced women voluntarily reported having a substance abuse problem during intake. But inmate assessments conducted as part of NYCDOC's discharge planning program suggest the actual percentage is closer to 75%. While some of these individuals could still participate, provided they concurrently partake in outpatient treatment, others individuals will need a long term inpatient program before they can transition to employment training. Third, as evidenced by RIDE participation levels and staff efforts to reach out to potential clients, a segment of inmates will not display an adequate level of motivation, even when staff discusses the program's benefits and clients' goals on an individual basis. Applicants who do not qualify for "Working I.T. Out" will be referred to other community based service providers for

post-release services. Community partner organizations include FACES NY for transitional and permanent supportive housing, and (mental) health care and MCM Faith Inc. for transitional housing and counseling services. ***Pre-release Program components & certifications - 52 male inmates and 39 female inmates will successfully complete the three-month comprehensive pre-release training program (phase 1)*** Applicants admitted into the "Working I.T. Out" program will participate in a three-month, five days per week, five hours per day, outcome-oriented training program with 6 components. The first component focuses on inmate Digital Literacy. Members of STRIVE's Employer Advisory Board consistently emphasize that for most positions, including the green technology sector, possessing a working knowledge of basic computer applications is a necessity. To be successful in entry level green construction positions such as electrician's helper and energy auditor, these employers point out, employees must be able to conduct tasks such as uploading and reading basic digital blueprints. Furthermore, most businesses that are open to hiring individuals with criminal backgrounds are small to medium size. They expect a level of versatility among employees that includes the ability to email invoices and type work orders. The digital learning component will therefore include 60 hours of Mavis Beacon typing and 120 hours of Certiport IC3 training. IC3 is a self-paced digital learning program focused on computing fundamentals, key applications, and digital communication that leads to industry recognized computer application certifications. In accordance with DOC security protocol, the computers do **not** have internet access. The second component focuses on Workplace Safety. Participants will complete the 10 hour Occupational Safety and Health Administration (OSHA) course, and learn how to prevent and/or abate common green construction hazards. Furthermore, they will learn about their rights, employers' responsibilities, and how to file complaints.⁵ The industry

⁵ careersafeonline.com/index.php/osha-10-hour-construction-industry

recognized OSHA credential is required in New York State to enter a construction site. The third component is centered around Weatherization and Energy Auditing - two core elements of the green technology sector. Students will learn basic concepts such as heat loss and air infiltration, how to find air leaks and inadequate insulation, ways to weatherize a home using different kinds of insulation materials, and strategies to reduce a home's energy base load.⁶ To support participants' chances with employers, Hostos will use the national Building Performance Institute (BPI)'s curriculum and materials and issue BPI certifications when students pass this program's component. The fourth part of the program revolves around basic Electrical Training. Students will learn safety rules and regulations for electricians, core electrical concepts such as resistance and force, systems used by electricians to mount and support electrical components, and how to read basic electrical construction drawings. For this section, Hostos will use a curriculum it designed in collaboration with Service Employees International Union (SEIU)'s 32BJ building services union. During STRIVE's Employer Advisory Board meetings, green technology employers not only pointed out students must have basic computer literacy skills, but they also indicated that many candidates who possess industry recognized certifications lack essential math skills. Hence the fifth section will focus on Contextualized Math, including basic multiplication, division, addition and subtraction, measuring circumferences, areas, and volumes. DOE and Hostos will incorporate contextualized math instruction and learning into program components and start all sessions with one or two practical problems participants are likely to encounter in the workplace, along with homework assignments that include similar problems. Developing the afore-mentioned skills and acquiring the industry recognized certifications will offer strong support to participants as they look to secure employment in the community post-release. But

⁶ nccer.org/uploads/fileLibrary/journeyLevel/fund_of_weatherization/Intro_to_Weatherization_2010_CEPs.pdf

when anti-social beliefs and negative attitudes about work or authority figures are not also addressed, most participants will not be able to maintain employment and/or advance in their careers. For example, according to a Center for Economic and Policy Research study, "time behind bars can lead to deterioration in a worker's human capital including...soft skills such as punctuality and customer relations."⁷ To make sure participants address self-defeating attitudes and behaviors and obtain job readiness skills, the sixth program component will include key components from STRIVE's CORE Attitudinal and Job Readiness program and Moral Reconciliation Therapy (MRT).⁸ STRIVE case managers, in collaboration with participants, will also prepare Individualized Career Plans (ICPs). As part of the ICP, each participant 1) assesses his or her interests, educational needs, skills, and work experience; 2) identifies skills that need to be attained; 3) outlines short and long term educational and career goals; 4) identifies the steps that need to be taken to achieve those career goals: to improve education or skills, to remove barriers, and to address gaps in work history, 5) specifies a timeline for achieving short and long term goals, 6) identifies the goals sought for the specific career path she or he selected e.g. energy auditor, insulator. ***Post-release employment (training) partners & certifications*** At least 26 male and 20 female phase 1 graduates will successfully complete the Economic Stability Workshop and Community Based Training Upon release, all "Working I.T. Out" participants will go to STRIVE to claim the certifications they earned during phase 1 of the program and meet with their case managers to review their Individualized Career Plans. At this stage, participants with their own employer connections will transition into full time employment, and approximately 25% will decide to look

⁷ Schmitt, Warner: Ex Offenders and the Labor Market, Center for Economic and Policy Research 2010.

⁸ "Over 120 outcome studies show that MRT significantly increases moral reasoning levels, enhances life purpose, facilitates increased social support, and gives participants more perceived controls over their lives. Consistent research outcomes from a host of MRT implementations shows that participants have a significantly lower level of re-arrests and re-incarcerations in comparison to appropriate controls. These results have been confirmed even in participants who have been released from the program for a full 10 years." (About MRT" in "How To Escape Your Prison: A Moral Reconciliation Therapy Workbook"

for employment independently. But recognizing the need for support and additional training, at least 50% will complete STRIVE's 12 hour Economic Stability Workshop and 1 month community based training. The workshop is a refresher of phase 1's job readiness/MRT training course. For the community training, participants can either enroll in the Green Energy or Green Construction/Electricity track. For the Green Energy track, STRIVE has partnered with Envirolution, a national nonprofit organization centered around green energy/industry training. Green Energy track participants will gain hands on experience at Envirolution job sites and complete one or more of the following certification courses: the Consolidated Edison (ConEd)'s Energy Efficiency Sales Auditor course, the Building Performance Institute (BPI) approved Building Analyst course and the Association for Energy Engineers' approved Certified Energy Auditor for Commercial Buildings (CEA) course. For the Green Construction/Electricity track, STRIVE has partnered with Dudley and Associates (Dudley), a minority owned New York City based long term STRIVE employment partner. Dudley and Associates will provide a four-week, 35-hour per week on the job learning experience for up to 40 participants at construction sites where the company has been contracted to perform electrical work. Dudley's staff will provide a project specific supervisor to provide ample supervision and demonstrate to participants the various safety and technical aspects of being an Electrician's Helper. Meanwhile, participants will have the opportunity to apply the knowledge they acquired through phase 1's NCCER Basic Electrical Training course. Furthermore, Dudley will prepare participants for the New York City Electrician's Helper examination. While they participate in the Community Based Training, participants will work with STRIVE job developers on securing employment. As described in detail in 13 support letters, Envirolution and Dudley's employment partners have strong records of placing community based training participants into full time employment opportunities.

Furthermore, as specified in two MOUs, the companies have agreed to set aside 10 full time employment positions for program graduates. ***Leveraging Resources*** – NYCDOC and DOE are providing an array of in-kind resources for "Working I.T. Out." To minimize additional personnel expenditures, three NYCDOC civilian and five uniformed staff members will take on additional responsibilities at a total in kind cost of \$207,564. NYCDOC will also absorb the cost of program space and equipment including mailing and copying expenditures at a total of \$6,000. DOE will incur the costs of the two digital learning teachers it will assign to "Working I.T. Out" during the school year at a cost of \$31,904. Additionally, DOE will make available its computer labs to program participants free of charge.

3. CAPABILITIES AND COMPETENCIES:

Management Structure - NYCDOC will be responsible for the implementation of "Working I.T. Out." Its Program Coordinator will manage the day-to-day operations. He or she will lead weekly meetings with the "Working I.T. Out" partner organizations, and oversee the applicant recruitment, assessment and selection process, make sure participants and staff have access to adequate space and equipment, and monitor program attendance and completion. The Coordinator will be supervised by (b) (6) , Director of Workforce Development, and receive guidance from Andre Bethea, Strategic Operations Director. A graduate of the Kennedy School of Government, (b) (6) has more than eight years of public sector experience. In his current role, (b) (6) manages all NYCDOC soft and hard skill training programs. Most recently, he assisted STRIVE's leadership team with the implementation of STRIVE for Success, a jail based program for sentenced fathers. (b) (6) has more than ten years of work experience at the New York City Department of Correction and has worked at all 14 facilities. He currently applies this knowledge by assisting with the design and implementation of new programs and initiatives. (b) (6) has Master degrees from John Jay College and Pratt Institute. (b) (6) and (b) (6) will receive

guidance and support from Erik Berliner, Deputy Commissioner for Strategic Planning and Programs. During his twelve year tenure with NYCDOC, Mr. Berliner has developed and implemented several initiatives, including Court Based Intervention Resource Teams (CIRT) designed to release persons with certain mental health diagnoses from NYCDOC custody into community supervision, and Central Alternative Punitive Segregation Units, a collaboration with the New York City Department of Health and Mental Hygiene to form a clinically supervised alternative to punitive segregation for mentally ill inmates. Mr. Berliner has a Master degree from the New School Milano School of International Affairs, Management and Urban Policy. STRIVE's Training Coordinator, Case Managers and Job Developer will be supervised by (b) (6). (b) (6), a graduate of New York University, has worked with court involved populations for more than eight years. He recently spearheaded the development and implementation of STRIVE for Success and will receive guidance and support from STRIVE's leadership team, including its CEO, (b) (6). (b) (6) has worked in cross sectoral roles for almost 20 years. Prior to joining STRIVE, (b) (6) served as President of the NYC Workforce Investment Board, overseeing the largest local workforce investment area in the nation. (b) (6) holds an MBA from the Wharton School at the University of Pennsylvania. The DOE Digital Learning instructors will be supervised by (b) (6). In her current and past roles as Executive Principal and Assistant Principal, (b) (6) has collaborated closely with NYCDOC on expanding educational programming as well as extracurricular activities. (b) (6) graduated with a Master degree from Fairleigh Dickinson University. The Hostos instructors will work under the supervision of (b) (6), Vice President of Continuing Education and Workforce Development and former Dean of the College's Special Programs. (b) (6) received his Ed.D. from Columbia University. The Envirolution Team will be managed

by its Program Coordinator, (b) (6) . (b) (6) is an environmental scientist and spearheads Envirolution's educational and community training initiatives. (b) (6) graduated with a Bachelor degree from Washington State University. **Implementation Capabilities** - As evidenced by the successful implementation of two large outcome oriented initiatives for specific subsets of its population, NYCDOC is well positioned to implement the "Working I.T. Out" program. Recognizing the need to offer supportive services before and after release, NYCDOC, in collaboration with other city agencies and several nonprofit organizations, launched the Rikers Island Discharge Enhancement program (RIDE) in 2003 for adult sentenced male and female inmates. Over the course of 9 years, RIDE assisted more than 30,000 men and women – between two and three % of the inmate population per year - through the provision of work readiness training, discharge planning, and transportation to provider agencies for post release services including (transitional) housing, (mental) health care, and family reunification. Utilizing program participants' New York State Identification Numbers (NYSID) to track readmissions, NYCDOC's Population Research Division concluded program participants at medium low, medium, medium high, and high risk levels had lower readmission rates compared to the respective comparison groups, but that low risk inmates had higher readmission rates compared to the low risk comparison group (see appendix 3). In light of this finding, and current studies with similar results, the Department replaced RIDE with the Individualized Correction Achievement Network (ICAN) program, open to medium and high risk inmates only. Furthermore, to provide nonviolent conflict resolution training for its adolescent population, NYCDOC, in collaboration with the Mayor's Office Young Men's Initiative (YMI), the NYC Department of Education, Goldman Sachs, and MDRC, implemented the Adolescent Behavioral Learning Experience (ABLE) program in 2012. After a successful pilot program at one of the schools for a subset of the adolescent population,

NYCDOC expanded the program to all 4 schools to serve all adolescents in its custody. As of January 2014 more than 200 adolescents have successfully completed the entire 12 step program. STRIVE, too, has a track record of outcome oriented service delivery and program implementation. In addition to its afore-mentioned Green Construction and Maintenance Program, the organization has successfully implemented a Health and Office Operations Program. This 245 hour program provides training in the software required by a majority of office jobs. In 2013, 89% of participants successfully completed the program, and while placement activities are still in process, the organization is on target to hit its 70% placement objective. To date, the average wage of those who have secured employment is \$10.83 per hour. In response to increased unemployment among local residents, Hostos, under the leadership of (b) (6) applied for and received a \$7.4 million federal grant to train 900 public assistance recipients and other low-income individuals for jobs in the health care field. In light of positive outcomes of prior initiatives, the college received the Workforce Leadership award from the NYC Department of Small Business Services in 2010. Finally, since 2010 Envirolution has conducted eight Win-Win campaigns, whereby participants green energy training courses and community training experience. Out of 70 participants, more than 50 have graduated and 35 secured employment with the organization's employment partners and other premier New York City green technology businesses. **4.**

IMPACT/OUTCOMES, EVALUATION, AND SUSTAINMENT, AND PLAN FOR COLLECTING DATA FOR THIS SOLICITATION'S PERFORMANCE MEASURES

Program Impact – NYCDOC projects the "Working I.T. Out" program will reduce the one year readmission rate by 15-20%. Specifically, the readmission rate for medium risk inmates would go down from its current baseline level of 30% to at least 26%. For medium high risk inmates it would go down from its current baseline level of 57% to at least 48%. The one year readmission

rate for High risk inmates would decrease from 75% to at least 64% (see appendix 7). NYCDOC's Population Research Division makes this prediction for the following reasons: *first*, "Working I.T. Out" will consume more than 50% of inmates' time during the program's pre-release component (phase 1), and 75% during the post release components (phases 2&3). Studies indicate that the most effective reentry programs organize between 40% and 70% of inmates' time in structured activities for at least 3 months prior to release.⁹ *Second*, only medium to high risk inmates will be eligible for "Working I.T. Out" and studies, including NYCDOC's aforementioned analysis of its reentry program, indicate that doing so maximizes recidivism reduction, in certain cases by as much as 25 %.¹⁰ *Third*, according to a 2011 National Institute of Corrections study, workforce development services can reduce recidivism by as much as 33%.¹¹ *Fourth*, several studies indicate that Moral Reconciliation Therapy, even when conducted in isolation from other programs, can reduce recidivism by 22%.¹² **Data Collection and Evaluation:** NYCDOC records the New NYSIDS of all inmates. The NYSID is a unique identifier assigned to any individual who is arrested on a criminal matter by the New York State Division of Criminal Justice Services (DCJS). The number, which is linked to a person's fingerprints, is used by the police, the New York State court system and by NYCDOC to identify and track persons in the State's criminal justice system. NYCDOC'S Population Research Division will use these unique identifiers to verify how many "Working I.T. Out" participants were readmitted to NYCDOC, as well as the New York State Department of Corrections and Community Supervision (DOCCS). The Population Research Division uses the same process to determine the outcomes of the RIDE, ICAN, and ABLE programs. **Partnerships** - NYCDOC, STRIVE and Hostos are active members

⁹ The PEW Center on the States - Risk / Needs Assessment 101: Science Reveals New Tools to Manage Offenders

¹⁰ National Institute of Corrections (NIC) - Evidence Based Correctional Practices

¹¹ National Institute of Corrections - Offender Workforce Development Services Makes an Impact

¹² Meta-Analysis of Moral Reconciliation Therapy - Gregory L. Little, Ed.D., NCP, LPC

of the New York City Reentry Education Network (REN). By using REN meetings as a platform to discuss programmatic obstacles and opportunities, and share employment outcomes on a monthly, and recidivism data on an annual basis, NYCDOC will garner support from the City's nonprofit community to maintain and expand "Working I.T. Out." ***Program Sustainability*** – NYCDOC, STRIVE and Hostos have strong records of program maintenance and expansion. Noting the afore-mentioned success of the RIDE program, NYCDOC expanded the delivery of cognitive therapy and discharge planning services from 2 to 10 facilities through the ICAN program. Similarly, after training select DOE and NYCDOC staff and implementing an MRT pilot program for adolescents, NYCDOC contracted with two provider organizations to enroll all male and female adolescent inmates – a total of 2,488 since its January 2012 inception. STRIVE has replicated several of its programs in more than 20 high-crime areas through its network of community based organizations. In addition, the organization has implemented the DOL funded "Pathways out of Poverty" and "Serving Juveniles in High-Poverty, High-Crime Communities" in a total of seven cities. Hostos, after the successful implementation of its Healthcare Interpreter Program, secured more than \$7 million in federal grant funds to build on this success and implement the Allied Health Career Pipeline program. Following qualitative and quantitative analyses of "Working I.T. Out," NYCDOC and its partner organizations will make modifications, where necessary, build on their track records of program expansion and leverage public and private funds to replicate the program in all of its facilities.