

# Fiscal Year 2025 Performance Data

JULY 2024–JUNE 2025



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# MAYOR'S OFFICE FOR ECONOMIC OPPORTUNITY

## FY 2025 PERFORMANCE DATA

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The [Mayor's Office for Economic Opportunity](#) (NYC Opportunity), in partnership with City agency, supports the City's efforts to reduce poverty and advance economic mobility by using data, innovation, and evidence to strengthen public services. As part of this work, NYC Opportunity monitors process and outcome data to ensure quality implementation and achievement of intended goals. We use performance data, site visits, agency check-ins, stakeholder feedback, and external evaluations to improve services and inform future funding allocations.

Each year, NYC Opportunity releases an Annual Data Report to provide an overview of program performance and highlight accomplishments and emerging trends across the portfolio of programs. This Fiscal Year (FY) 2025 Annual Data Report presents information on NYC Opportunity and select [Young Men's Initiative](#) (YMI) programs that operated between July 2024 and June 2025.

The report offers a snapshot of key metrics, including participation levels, service utilization, year-to-year performance trendlines, and other information including program start dates and scale. For each initiative, we also provide details on budgets, the number of program sites, length of program operations, and focus area. This context is important for interpreting performance results and understanding program evolution.

The programs featured in the report span education, employment, youth development, health, behavioral health, and capacity building. Together, they reflect NYC Opportunity's ongoing commitment to strengthening public systems, supporting families and communities, and ensuring that New Yorkers have access to high-quality services that enhance wellbeing and expand opportunity.

If you would like further information on this data, please contact [OpportunityReports@cityhall.nyc.gov](mailto:OpportunityReports@cityhall.nyc.gov)

# FY25 Program Spotlights

To complement the performance metrics in this report, [NYC Opportunity](#) is including a Program Spotlight section to provide contextual information about selected programs and initiatives. These spotlights highlight promising practices, insights, evaluation findings, and operational lessons learned during FY25.

## CUNY ACCELERATE, COMPLETE, ENGAGE (ACE)

[CUNY ACE](#) is modeled after the highly successful [CUNY ASAP](#) (Accelerated Study in Associate Programs) program, which NYC Opportunity was instrumental in launching in 2007 with the City University of New York (CUNY). ASAP has been rigorously evaluated, and demonstrated significant positive impacts on graduation rates for community college students getting their Associates degree.

ACE expands this successful model to select Bachelors degree programs at each participating CUNY Senior Colleges. ACE supports on-time bachelor's degree completion by integrating academic advising, financial support, targeted coaching, and data-driven decision-making to help students stay on track toward graduation, and addresses barriers related to financial instability and academic persistence.

A recent [2025 EdWorkingPapers report](#)<sup>1</sup> provided compelling evidence that CUNY ACE yields substantial long-term economic and social benefits. The findings show that ACE's benefits extend far beyond graduation and translate into stronger long-term economic mobility, increased tax revenue, and multi-generational social gains. Key findings include the following:

- ACE participants are expected to earn nearly \$52,000 more over their lifetimes due to higher and faster degree completion.
- These increased earnings generate approximately \$14,000 in additional tax revenue, benefiting taxpayers.
- After accounting for all costs, the program produces about \$48,000 in net social benefits per student, or a return of \$3.06 for every \$1 invested.
- When intergenerational benefits are included, such as children's improved educational attainment, health outcomes, and reduced involvement with the criminal justice and child welfare systems, the net benefit rises to over \$130,000 per participant.

Inspired by the success of ASAP and ACE at CUNY, the State University of New York (SUNY) expanded the ASAP|ACE model to five additional SUNY campuses, bringing the total to 17 campuses in Fall 2025.

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<sup>1</sup> Scott-Clayton, J., Garfinkel, I., Ananat, E., Collyer, S., Hartley, R. P., Koutavas, A., Wang, B., & Wimer, C. (2025). The net benefits of raising bachelor's degree completion through the City University of New York ACE Program (EdWorkingPaper No. AI25-1232). Annenberg Institute at Brown University. <https://edworkingpapers.com/ai25-1232>

## CUNY FATHERHOOD ACADEMY (CFA) – PEER RESEARCHER PROJECT

CUNY Fatherhood Academy (CFA) is a program that supports young and expectant fathers through High School Equivalency (HSE/GED) exam preparation or college and career readiness pathways. In addition to academic support, participants receive parenting education, life-skills training, and job readiness services. The program is funded by the [Young Men's Initiative \(YMI\)](#), with NYC Opportunity supporting ongoing monitoring and evaluation.

In recent years, the program has sought to strengthen participant recruitment and completion outcomes. In response, NYC Opportunity launched an innovative project that engages program participants directly to help identify key challenges and inform potential solutions.

The CUNY Fatherhood Academy Peer Researcher Project is a participatory research and capacity-building initiative that engaged alumni of the CFA program to serve as paid Peer Researchers to support program learning, evaluation, and improvement. The project was designed to elevate the voices of young fathers, ensure that evaluation activities reflect lived experience, and create recommendations for program improvement.

Between March 2025 and August 2025, three Peer Researchers were selected and onboarded to work alongside NYC Opportunity staff. NYC Opportunity staff developed training materials to introduce Peer Researchers to how city government operates and prepare them to utilize evaluation methods. These Peer Researchers were hired as independent contractors through NYC Opportunity's [Community Compensation Fund \(CCF\)](#), which is a partnership between the [Service Design Studio](#) within NYC Opportunity, CUNY and [ideas42](#). The CCF enables city agencies to engage residents and program participants for insights on their experiences with services, while providing compensation for their time and contribution.

The Peer Researchers helped inform the assessment's priorities, collected data through surveys, focus groups and interviews, supported participant engagement, and provided critical program insights grounded in firsthand experience. Near the conclusion of the project they conducted a validation session with individuals who contributed to the research and presented their findings and recommendations for program refinement to CUNY staff.

Below are some findings from the assessment:

- There is a limited awareness of the CFA program among eligible fathers in the city.
- Peer-to-peer promotion of the program builds trust, especially in underrepresented communities.
- Supportive relationships with staff and peers help participants stay engaged.
- Time commitment and program schedule pose a challenge for some interested fathers.
- There is a need for more flexibility in program structure for those facing crises or unpredictable schedules.
- Participants report growth in parenting skills, educational progress, and increased self-confidence.
- More job placement or workforce opportunities desired.

NYC Opportunity, YMI and CUNY will be working to prioritize enhancements to strengthen the program.

## NEON WORKS

NeON Works is a community-based workforce development initiative that offers personalized career and education pathways for young adults, particularly those on probation or community supervision. This program, funded by the Young Men’s Initiative and overseen by NYC Opportunity, uses a “one-size-fits-one” approach to support participants in exploring career interests, accessing job training and internships, completing high school equivalency programs, and pursuing postsecondary opportunities.

NYC Opportunity launched and oversaw an independent mixed-methods implementation evaluation conducted by NORC at the University of Chicago between July 2023 and June 2025. A core feature of the evaluation was the utilization of a culturally responsive, equity-centered participatory research approach. NORC convened a Participatory Advisory Council (PAC) made up of former and current NeON Works participants and provider staff, who helped shape evaluation questions, co-developed data collection tools, interpreted findings, and surfaced community-informed recommendations.

Below are some key insights and learnings from the evaluation.

- Participants consistently described staff as relatable, supportive, and instrumental in building confidence and motivation.
- Participants reported high satisfaction with job training workshops (84%) and emphasized the importance of comfort, safety, and belonging in their engagement.
- Participants gained skills, confidence, and clearer educational and career goals. Older participants were more likely to secure employment, while younger youth gravitated toward education programs.
- Youth cited practical challenges (work, school, caregiving), environmental barriers (violence, transportation, housing instability), and internal barriers (shame, mistrust) that frequently affected full participation in the program.
- The program had overall low levels of completion of internships and enrollments in educational programs (below 10% and 5%, respectively). And only approximately 12% of participants obtained a job placement.
- Staff capacity varied across sites, affecting the availability of incentives, excursions, and consistent programming.
- Youth without high school diplomas participated less frequently in job training or placement, pointing to the need for differentiated, developmental supports.

The evaluation also identified several opportunities for future program enhancements to NeON Works:

- Expand virtual and hybrid access to accommodate youth with schedule conflicts or caregiving responsibilities.
- Invest in peer ambassador models and digital outreach to enhance recruitment and visibility.
- Strengthen wraparound supports—including mental health referrals, safety planning, and connections to housing, food, and transportation resources.
- Increase staffing and infrastructure for case management, milestone tracking, and cross-site learning.

For additional information about the evaluation, please refer to the following:

- [NeON Works Evaluation Report](#)
- [NeON Works Evaluation: Findings at a Glance \(2025\)](#)
- [Evaluating NeON Works, a Career and Education Program for Young People | by NYC Opportunity | Nov, 2025 | Medium](#)

## NYC BEHAVIORAL DESIGN TEAM (BDT)

Every interaction between a city agency and its employees or the residents they serve presents an opportunity to make our programs more effective. At the core, New Yorkers are just people, and people fall prey to common quirks of human behavior. We forget things, make inaccurate assumptions, and get discouraged by small hassles—even when the benefits of doing something are big. These traits influence every aspect of our daily lives, including how agencies manage and deliver social service programs in NYC.

With these goals in mind, NYC Opportunity partnered with CUNY and [ideas42](#), a leading behavioral science firm to launch the [Behavioral Design Team](#) (BDT) in 2016. **The BDT is funded by NYC Opportunity as a free resource that supports any NYC City agency seeking to incorporate behavioral science into their processes and programs.** The BDT also hosts workshops and weekly office hours that guide NYC staff through how to apply behavioral design strategies into their work.

Utilizing its expertise in social science research, psychology, and decision making, the BDT identifies the drivers of common behavioral problems and designs evidence-based, cost-effective solutions to address them. Over the years, some of the most common challenges the BDT has addressed include reducing drop-off from city programs, increasing uptake of available services and resources, ensuring compliance with rules and regulations, and helping individuals select the most optimal program or service option for them.

Since its inception, the NYC BDT has successfully executed over 100 projects in collaboration with over 40 city teams, agencies, and non-profit partners. Their research and designs have helped shape NYC programs and initiatives from the ground up and supported NYC agency staff to optimize programs and services for both residents and agency employees. Some of the BDT's notable collaborations from 2025 include:

- **Increasing “One Shot” loan repayments:** The BDT designed a new insert to accompany the monthly bills sent to Human Resource Administration “one-shot” loan clients. The NYC HRA One-Shot Deal is an interest-free, one-time emergency cash grant, generally requiring repayment, provided to low-income residents to prevent housing or utility crises. Those who received the insert were 60% more likely to repay their loans and 32% less likely to call HRA asking for help or clarification.

- **The behavioral design training series:** Trainings developed to strengthen NYC agency capacity to address behavioral challenges in their services, and included tailored workshops and office hours, focusing on real-time challenges through hands-on activities and guidance from ideas42 staff. The training provided resources, skills, and coaching to help staff integrate behavioral design practices into their roles and projects and was well-received, with 90% of attendees likely to apply the strategies learned and recommend the workshops to colleagues.
- **Expanding youth voice in NYC’s participatory budgeting process:** The BDT worked with the [Civic Engagement Commission \(CEC\)](#) to increase participation among New Yorkers ages 18–24 in [The People’s Money](#), the City’s participatory budgeting initiative. While many young people care deeply about their communities, fewer have been participating in the early stage of the process, when residents share ideas for how public funds should be spent. Using behavioral design, the BDT worked with CEC to better understand what makes it harder for young adults to get involved and to develop solutions that make participation easier, clearer, and more engaging. Over the course of the project, the team conducted research of youth experiences, designed practical tools and strategies to help more young New Yorkers share their ideas and shape investments in their communities.

## THE GRASSROOTS POLICY INCUBATOR (GPI)

The Grassroots Policy Incubator (GPI) is a capacity-building initiative that helped small, community-rooted organizations develop policy ideas grounded in lived experience. The program was created in partnership between NYC Opportunity and the [CUNY Institute for State & Local Governance \(ISLG\)](#) and included components such as funding in the amount of \$40,000 for each selected organization, technical assistance, policy development coaching, research support, implementation guidance, and opportunities for cross-organizational learning.

The initiative launched in April 2025 with a cohort of three grassroots organizations listed below that were selected through a competitive process.

- [The Flossy Organization](#) builds civic engagement in and advocacy for its home neighborhood of Canarsie, Brooklyn.
- [Immigrant Children Advocates’ Relief Effort \(ICARE\)](#) connects unaccompanied children facing deportation proceedings in NYC with a coalition of legal providers and other services.
- [Survivors Justice Project \(SJP\)](#) works to limit the impact of incarceration on domestic violence survivors through the New York Domestic Violence Survivors Justice Act (DVSJA).

Over the seven-month engagement period, grantees completed a comprehensive curriculum that included public problem-framing, evidence use, data interpretation, logic modeling, and theory of change development. The structured coaching and technical assistance model enabled the grantees to translate community challenges into actionable policy proposals, while cohort-based learning promoted collaboration, shared problem-solving, and mutual support.

Through their participation in the GPI, the organizations were able to enhance their operations or create and implement new policy recommendations.

- The Flossy Organization developed a data-driven engagement strategy and internal key performance indicators that will inform their advocacy strategy.
- SJP developed a policy paper detailing common obstacles to DVSJA eligibility and proposed legislative changes.
- ICARE initially participated in the GPI to establish a Friend of the Court volunteer program to provide in-court support for unaccompanied youth appearing before immigration judges without legal counsel. Following changes within the federal government, ICARE adjusted its strategy to develop and implement a virtual Court Watch program. Volunteer observers now function as the courtroom’s “eyes and ears,” systematically documenting observations that staff utilize to prepare youth for subsequent hearings and to prioritize high-risk cases.

Emerging lessons from the GPI include the following:

- Grantees appreciated the flexibility to be able to adjust their approach based on changing real-world situations.
- The seven-month timeframe was effective for the initial development of policy ideas, but a longer engagement period could allow for the implementation of those ideas.
- The Tailored Technical Assistance (TTA) could be more impactful when co-created with grantees based on their specific needs, rather than relying on a pre-scripted approach.
- Grantees desired more opportunities to deepen peer learning.

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## FY25 ANNUAL PERFORMANCE DATA

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### Program Status Definitions

Program status is provided to give context to the performance data. Status is not an indicator of the level of NYC Opportunity involvement in a program. In all cases, City agency management is key to NYC Opportunity programs. We describe program status using the following terms:

- **Successful** programs have demonstrated positive impacts through evaluation and performance monitoring.
- **Implementation** status indicates that early evidence (such as performance data) shows the program model is being implemented correctly and is generally meeting its performance and outcome goals, but has not yet had an impact evaluation.
- **Newly Launched** programs are in very early implementation and have less than a full year of data due to their recent “Start Date.”
- **Final Year** programs received their final year of funding from NYC Opportunity and/or YMI in FY24.

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# Acronyms in the NYC Opportunity FY 2025 Performance Data

ACE	Accelerate Complete Engage
ACS	Administration for Children’s Services
AHP	Adolescent Health Program
ASAP	Accelerated Study in Associate Programs
C2C	Connections to Care
CARES	Comprehensive Access to Resources for Essential Services
CBO	Community-Based Organization
CUNY	City University of New York
DCWP	Department of Consumer and Workforce Protection
DOHMH	Department of Health and Mental Hygiene
DOP	Department of Probation
DYCD	Department of Youth and Community Development
H+H	Health and Hospitals Corporation
HRA	Human Resources Administration
HSE	High School Equivalency
IJO	Institute for Justice and Opportunity at the John Jay College of Criminal Justice
MEOC	Manhattan Educational Opportunity Center at the State University of New York
NeON	Neighborhood Opportunity Network
NYCHA	NYC Housing Authority
NYC Opportunity	NYC Mayor’s Office for Economic Opportunity
NYCPS	NYC Public Schools
OFE	Office of Financial Empowerment
Parks	Department of Parks and Recreation
SBS	Department of Small Business Services
SUNY	State University of New York
YMI	Young Men’s Initiative

# EDUCATION INITIATIVES

Education is foundational to sustainable employment and self-sufficiency, but is not equally attained. An individual who earns a high school diploma or high school equivalency (HSE) diploma will increase their lifetime earnings by approximately \$400,000. An individual who earns an associate’s degree increases lifetime earnings by an additional \$400,000, and one who earns a bachelor’s degree an additional 800,000 beyond that.<sup>1</sup> To promote educational opportunity, NYC Opportunity provides a broad range of programming focused on mentoring, increasing literacy skills, working with disconnected youth, and bridging the graduation rate gap. Programs include components such as support services, benefits, and paid opportunities for advancement. NYC Opportunity’s successful CUNY ASAP program is one such initiative. It was expanded in 2017 to assist 25,000 students each year in creating a path towards graduation. NYC Opportunity tracks program participation and measures success by assessing educational gains in grade levels and attainment of a HSE diploma, high school diploma, or college degree.

## COLLEGE

### CUNY Accelerate Complete Engage (ACE)

Assists students attending CUNY colleges in earning bachelor’s degrees within five years by providing a range of academic and support services. CUNY ACE is based on the successful model of CUNY ASAP.

	Metric	Participants	Target
<b>Agency:</b> CUNY			
<b>Start Date:</b> 08/2017 <sup>2</sup>	Fall 2024 cohort retention rate <sup>3</sup>	85.7%	-
<b>FY25 Budget:</b> \$9,360,000 (NYC Opportunity, Other and Private Funding)	Fall 2023 cohort retention rate <sup>3</sup>	74.5%	-
<b>Status:</b> Successful	Fall 2022 cohort retention rate <sup>3</sup>	63.3%	-
<b>Sites:</b> 7	Fall 2021 cohort 4-year graduation rate	45.7%	50%
	Fall 2020 cohort 4-year graduation rate	57.8%	50%
	Fall 2019 cohort 4-year graduation rate	53.1%	50%
	Fall 2018 cohort 4-year graduation rate	58.8%	50%
	Fall 2017 cohort 4-year graduation rate	59.9%	50%

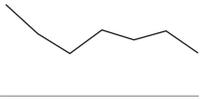
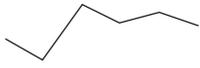
1 Anthony P. Carnevale, Ban Cheah, and Emma Wenzinger. The College Payoff: More Education Doesn’t Always Mean More Earnings. Washington, DC: Georgetown University Center on Education and the Workforce, 2021. [cew.georgetown.edu/collegepayoff2021](http://cew.georgetown.edu/collegepayoff2021).

2 The first CUNY ACE cohort was admitted in the summer of 2015 to John Jay College. NYC Opportunity funding started with the second CUNY ACE cohort, which was admitted in the summer of 2017.

3 For the retention rate, please note that retention is based on re-enrollment in the fall 2025 semester.

## NYC MenTeach

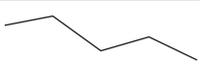
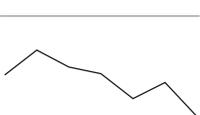
A teacher recruitment and retention strategy aimed at increasing the number of qualified male teachers of color within NYC public schools.

		FY24	FY25		FY19-25
Metric		Actual	Actual	Target	Trendline
<b>Agency:</b> CUNY/ NYCPS					
<b>Start Date:</b> 01/2016					
<b>FY25 Budget:</b> \$6,011,533 (YMI)	Participants newly enrolled in academic training to become teachers at CUNY this fiscal year	296	249	245	
<b>Status:</b> Implementation					
<b>Sites:</b> 15	Number of participants hired as full-time teachers by NYPS	603	591	-	

## PRE-HSE & HSE

### CUNY Fatherhood Academy

The CUNY Fatherhood Academy (CFA) is a program that supports young and expectant fathers through High School Equivalency (HSE/GED) preparation or college and career readiness pathways. In addition to academic support, participants receive parenting education, life-skills training, and job readiness services.

		Preliminary FY24	Preliminary FY25 <sup>1</sup>		FY19-25
Metric		Actual	Actual	Target	Trendline
<b>Agency:</b> CUNY					
<b>Start Date:</b> 03/2012					
<b>Relaunched:</b> 01/2016					
<b>FY25 Budget:</b> \$2,074,306 (YMI & CUNY)	New Enrollees	152	155	210	
<b>Status:</b> Implementation	Percent of HSE Prep participants who earned an HSE diploma	26%	21%	30%	
<b>Sites:</b> 3	Percent of College & Career Prep participants who received job placements <sup>1</sup>	18%	6%	30%	
	Percent of HSE Prep participants who received job placements <sup>1</sup>	13%	3%	30%	
	Percent of HSE Prep participants who enrolled into post-secondary education or industry-based training within 2 years <sup>1</sup>	9%	4%	20%	
	Percent of College & Career Prep participants who enrolled into post-secondary education or industry-based training within 2 years <sup>1</sup>	30%	9%	30%	

<sup>1</sup> Because outcome metrics for CUNY Fatherhood Academy are captured over a 2 year period, outcomes for the current fiscal year's participants initially appear low and increase to their actual rate in subsequent years. Therefore, outcomes from FY23 may be viewed as final, while those from FY24 and FY25 will be expected to increase.

## HSE Connect

The Institute for Justice and Opportunity (IJO) at John Jay College of Criminal Justice and the State University of New York’s Manhattan Educational Opportunity Center (MEOC) work collaboratively to connect legal system-involved adults who lack a high school credential to adult basic education, High School Equivalency (HSE) test preparation, and workforce development programming.

Agency: CUNY, SUNY	Metric	FY24	FY25		FY21-FY24
		Actual	Actual	Target	Trendline
<b>Start Date:</b> 07/2020	Number of individuals who completed onboarding appointments at the IJO	93	59	-	
<b>FY25 Budget:</b> \$400,000 (NYC Opportunity)					
<b>Status:</b> Final Year	Number of individuals who completed the admissions process <sup>1</sup>	55	82	45	
<b>Sites:</b> 3					
	Number of participants who completed MEOC program <sup>2</sup>	46	13	-	
	Number of participants who earned their HSE diploma	9	7	-	

1 The Number of individuals who completed the admissions process is higher than the Number of individuals who completed onboarding appointments at the IJO as it also includes individuals who were onboarded by the MEOC

2 At the time of publishing, work was underway to identify why the reasons for the decline in “Number of participants who completed MEOC program”

## EMPLOYMENT INITIATIVES

NYC Opportunity’s research found that in 2022 42.9% of New Yorkers were below or near the poverty-line, and 6.6% of New Yorkers who work full-time, year-round continue to live in poverty. Additionally, 29.6% of employed persons fell below 150% of the NYC poverty threshold.<sup>1</sup> NYC Opportunity uses tested workforce strategies that address the needs of both employers and low-wage workers to improve incomes and grow businesses. These strategies, coupled with job quality enhancement efforts, are essential steps in addressing income inequalities and promoting economic mobility. NYC Opportunity has developed a range of strategies that build the skills of low-wage workers, meet the needs of employers, and promote job placement, retention, and advancement. The programs below use data and innovation to make finding a job more accessible, focus programs around particular industry sectors or communities, and tailor services to unique populations, such as individuals with a criminal history, young adults, or public housing residents. To monitor program effectiveness, NYC Opportunity and agency partners track service utilization and participant outcomes, such as occupational certifications attained, job placement levels, wages earned, and employment retention rates.

1 New York City, Mayor’s Office for Economic Opportunity. New York City Government Poverty Measure 2022: Comprehensive Brief, An Annual Report from the Office of the Mayor, 2025

## LOW-INCOME ADULTS

### Customized Training<sup>1</sup>

Helps businesses provide professional training services that can reduce employee turnover and increase productivity, thereby saving them money and growing their business. Workers benefit by developing new skills and earning salary increases upon training completion. The program has prioritized awards to businesses that are focused on increasing the wage of participants. FY25 is the final year of NYC Opportunity funding for this program, but the program will continue beyond FY25 with funding from other sources.

		FY24	FY25	FY19-25
Agency: SBS	Metric	Actual	Actual	Target
<b>Start Date:</b> 02/2007				Trendline
<b>FY25 Budget:</b> \$400,000 (NYC Opportunity)	Grants awarded in this FY	12	15	25
<b>Status:</b> Final Year				
<b>Sites:</b> 15	Dollars awarded in this FY	\$ 1,245,131.16	\$ 1,617,862.13	-
	Dollars contributed by employers in this FY	\$ 533,533.75	\$ 688,033.35	-
	Total number of trainees in this FY <sup>2</sup>	455	373	700
	Low-income incumbent trainees in this FY	321	284	239
	Projected average wage gain for incumbent trainees from this FY	9%	8%	7%
	Incumbent and new trainees from previous FY who completed the training	224	206	-
	Average actual wage gain for incumbent trainees from previous FY	11%	13%	10%
	Percent of incumbent trainees from previous FY receiving a wage gain <sup>3</sup>	82%	58%	80%

1 Formerly the Business Solutions Training Funds.

2 The total number of trainees target was based on the target for grants awarded in this FY. Because the number of grants awarded in this fiscal year was below target, the total number of trainees was as well.

3 In FY25, businesses that received a grant in the previous FY experienced higher employee turnover than those from FY24. This is in part due to the fact that employers from FY24 were larger than the ones in FY25. Larger businesses tend to have more capacity to do training and can pay employees more, leading to higher levels of retention on average. In addition, in FY25 the program served more businesses from industries where employee turnover tends to be higher than others, such as Hospitality.

## Jobs-Plus

Offers NYCHA residents employment and training services, community-based support for work, and financial empowerment tools, including rent-based incentives. The program was expanded through the Young Men’s Initiative in Spring 2013. Informed by the Connections to Care (C2C) model—a former NYC Opportunity initiative that integrated mental health support into community-based services—Jobs-Plus staff at participating sites are also trained to identify and respond to participants’ mental health needs and connect those with more serious needs to clinical treatment, ensuring access to integrated supports such as on-site clinical care and trauma-informed programming.

	FY24	FY25	FY19-25
Metric	Actual	Actual	Trendline
<b>Agency:</b> NYCHA, HRA, DCWP-OFE			
<b>Start Date:</b> 10/2009			
<b>FY25 Budget:</b> \$8,540,506 (YMI) <sup>1</sup>			
<b>Status:</b> Successful			
<b>Sites:</b> 10			
New enrollees	4,993	3,483	5,454
Full-time and part-time hires	1,483	1,234	1,852
4-6 Month Job Retention Rate	48%	38%	70%
10-12 Month Job Retention Rate <sup>2</sup>	46%	28%	60%
Jobs-Plus C2C Metrics			
Number of CBO staff who received psychoeducation training for the first time	174	113	-
Number of participants screened for depression	5,222	5,092	-
Number of participants who participated in at least one psychoeducation session	697	1,056	-

<sup>1</sup> Reflects only YMI funding, does not including funding from additional sources

<sup>2</sup> Enrollee and retention rates were impacted by the closing of site.

## Unlocking Employment

“Unlocking Employment: How to Partner with Job Seekers Impacted by the Legal System” is a 90-minute online course for New York City workforce development providers designed to enhance skills and build capacity for working with job seekers who have legal-system involvement.

		FY24	FY25	
Agency: CUNY	Metric	Actual	Actual	Target
<b>Start Date:</b> 04/2022				
<b>FY25 Budget:</b> \$115,502 (NYC Opportunity)	Number of Program Registrants	476	665	580
<b>Status:</b> Implementation				
<b>Sites:</b> N/A	Number of Course Completions	119	206	155
	Average Course Completion Time in Days	5.5	5.3	-

## YOUNG ADULTS

### Advance and Earn

Advance & Earn provides education and employment services to opportunity youth - youth ages 16–24 who are not currently working or attending school. The program supports participants’ personalized career pathways through literacy instruction, High School Equivalency test preparation, employer-recognized trainings, credentials and certifications, and paid internships.

		FY24	FY25	FY21-FY25
Agency: DYCD	Metric	Actual	Actual	Trendline
<b>Start Date:</b> 02/2020				
<b>FY25 Budget:</b> \$20,879,324 (NYC Opportunity, YMI, & CTL)	Number of enrolled participants	1,152	1,197	
<b>Status:</b> Implementation				
<b>Sites:</b> 6	Number placed in internships	603	904	
	Full-time and part-time hires	167	222	

## Green Applied Projects for Parks

The Green Applied Projects for Parks is a subsidized jobs program for young adults, including those that are justice-involved, and administered by the Department of Parks and Recreation.

Agency: Parks	Metric	FY24	FY25	FY19-25
		Actual	Actual	Trendline
<b>Start Date:</b> 02/2018	Participants <sup>2</sup>	9	16	
<b>FY25 Budget:</b> \$400,000 (NYC Opportunity)	Completed subsidized employment	9	16	
<b>Status:</b> Implementation	Average subsidized earnings	15,498	13,497	
<b>Sites:</b> N/A <sup>1</sup>	Placed in job or education	6	7	
	Placed in Job	4	4	
	Placed in Education	2	3	

## NeON Works

NeON Works provides youth and young adults with the opportunity to acquire the knowledge, skills, and experience that prepare them for success in the workplace. NeON Works is open to people on probation and other residents in the seven communities where NeON sites are located. Participants can access both online and in-person programming.

Agency: DOP	Metric	FY24	FY25	FY21-25
		Actual	Actual	Target
<b>Start Date:</b> 09/2020	Number of clients served <sup>3</sup>	924	923	1,200
<b>FY25 Budget:</b> \$2,825,000 (YMI)	Number of program enrollees provided a supported connection <sup>4</sup>	259	280	271
<b>Status:</b> Implementation	Number of participants connected to a credential opportunity	192	193	-
<b>Sites:</b> 7	Number of participants who enroll in college	15	10	-
	Number of participants who enroll in HSE program or re-enroll in a high school	15	23	-
	Number of participants taking part in internships	62	32	-
	Number of participants hired into jobs	101	89	-

1 Participants are based at one site but rotate through various sites during the program.

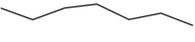
2 The second cohort of 16 GAPP participants which started in FY24 continued their engagement into FY25. Their participation and outcomes are reflected in the FY25 numbers, explaining why they are significantly higher.

3 Services at the NeON Works Harlem site were paused in FY24 through FY25 due to a change in service provider, leading the number of clients served to fall below target.

4 Supported connections refer to the assistance provided by the NeON Works program to help participants access resources and opportunities that align with their individual needs and goals. These can include assistance with enrolling in high school equivalency (HSE) programs, college enrollment, or college pathway programs, guidance and resources to secure internships, job services programs, or training that leads to high-quality credentials for job placement, as well as access to mental health support, housing assistance, transportation support, food security, and other community resources

## Work Progress Program

Work Progress Program (WPP) provides wage reimbursements to community-based organizations seeking to provide short-term employment opportunities to the low-income young adults they serve.

	FY24	FY25	FY19-25
Metric	Actual	Actual	Trendline
<b>Agency:</b> HRA			
<b>Start Date:</b> 02/2012			
<b>FY25 Budget:</b> \$4,482,047 (NYC Opportunity)			
<b>Status:</b> Implementation			
<b>Sites:</b> 52			
Participants	1,261	1,396	
Completed subsidized employment	803	971	
Average subsidized earnings <sup>1</sup>	\$ 2,533.12	\$ 2,251.70	
Placed in job or education	513	555	
Placed in Job	346	331	
Placed in Education	167	224	

<sup>1</sup> This average listed is calculated based on the minimum wage rate that is applied to most WPP programs. WPP also includes stipend-based payment models that fall under the minimum wage rate.

# HEALTH INITIATIVES

NYC Opportunity recognizes the link between poverty and health, and has designed and supported innovative solutions to address health disparities, such as mental health services, healthy food access, and reproductive healthcare. To promote access to healthy food, NYC Opportunity, with DOHMH, created the Shop Healthy outreach program that empowers corner stores to provide more healthy food options. To address system-level barriers affecting low-income, underserved youth seeking sexual and reproductive healthcare, NYC Opportunity worked with YMI to create the Adolescent Health Program, which seeks to make the City’s public hospitals system more responsive to the needs of adolescent patients ages 12 - 21. To advance youth-centered responses to rising rates of distress and their underlying causes, NYC Opportunity partnered with the Academy for Community Behavioral Health to launch the Youth Mental Health Advocates (YMHA) program, which provides comprehensive training and guidance for young participants to become Youth Mental Health Advocates and provide mental health support at NYC community-based organizations (CBOs). Each of these initiatives has unique metrics established to track fidelity to the program models and impact on the target communities.

## BENEFITS ACCESS

### CUNY Comprehensive Access to Resources for Essential Services

CUNY Comprehensive Access to Resources for Essential Services (CARES) provides integrated and coordinated health and social services to CUNY students to promote academic success and higher retention and graduation rates. The initiative is currently in its second year of a three-year pilot in three Bronx CUNY campuses. The main components of CUNY CARES include peer benefit navigators, building out partnerships and faculty engagement, and an evaluation to assess impact of the initiative.

		FY24	FY25
Agency: CUNY	Metric	Actual	Actual
<b>Start Date:</b> 07/2023			
<b>FY25 Budget:</b> \$459,758 (NYC Opportunity) <sup>1</sup>	Number of hours worked by advocates, navigators and supervisors	16,660	15,571
<b>Status:</b> Implementation			
<b>Sites:</b> 3	Number of students that met with navigators for direct assistance <sup>2</sup>	573	872
	Number of students deemed eligible for benefits from the HRA eligibility screener <sup>2</sup>	242	730
	Number of students enrolled in benefits (through direct support from CUNY CARES) <sup>3</sup>	135	202

1 This number does not include additional funding provided by CUNY and other sources.

2 By developing an outreach infrastructure in FY23 and FY24 with Bronx campus faculty, staff, and CUNY offices (such as the Office of Student Financial Assistance), the program was able to shift its focus to direct student benefits assistance in FY25, leading to an increase in key performance indicators despite a decrease in the number of hours worked by advocates, navigators, and supervisors.

3 This metric does not include students enrolled in benefits by partners CUNY CARES referred them to.

## COMMUNITY NUTRITION

### Shop Healthy NYC

A neighborhood-based approach that simultaneously addresses supply and demand to increase access to healthy foods in underserved neighborhoods by working with food retailers, community groups, food suppliers, and food distributors.

	Metric	FY24	FY25	
		Actual	Actual	Target
<b>Agency:</b> DOHMH				
<b>Start Date:</b> 01/2012				
<b>FY25 Budget:</b> \$404,213 (NYC Opportunity & Other)				
<b>Status:</b> Success				
<b>Sites:</b> 4				
	Number of people engaged in community activities	649	280	250
	Percent of unique neighborhood retail food stores approached	0.89	0.82	0.9
	Of cumulative sites approached, percent initially agreeing to meet all 7 Shop Healthy requirements	0.83	0.52	0.7
	Of active stores in Retail Challenge, percent meeting at least 6 of 7 requirements	0.63	0.75	0.7
	Ratio of unhealthy vs healthy ads prior to intervention	4:1	4:1	-
	Ratio of unhealthy vs healthy ads post intervention	1:3	1:1	-

## MENTAL HEALTH

### Youth Mental Health Advocates

Engages young people ages 18-24 who have completed high school or a GED and are not currently enrolled in college to serve as youth mental health advocates. These advocates are given a part-time, subsidized job placements at youth-serving CBOs working to improve their mental health programming, applied skills training and coaching, access to college level courses, and support to identify and take a next step in their education or career.

Agency: CUNY, DOHMH, HRA Start Date: 07/2023 FY25 Budget: \$568,388 (NYC Opportunity, CUNY and Private Funding) Status: Newly Launched Sites: 8	Metric	FY24	FY25
		Actual	Actual
	Total number of new enrollees	23	15
	Number of new enrollees who were neither in school nor working prior to placement	16	12
	Number of work hours completed	6,794	6,851
	Number of participants that completed subsidized job placement	2	11

## YOUNG ADULT HEALTH

### Adolescent Health Program<sup>1</sup>

Provides Health and Hospitals' (H+H) health and school-based clinics with comprehensive adolescent care training and clinical services, adolescent-friendly systems improvements, and youth engagement programming.

Agency: H+H Start Date: 11/2011 FY25 Budget: \$538,614 (YMI & H+H) Status: Implementation Sites: 19	Metric	FY24	FY25	FY19-25
		Actual	Actual	Target Trendline
	Number of healthcare provider staff receiving any training to improve adolescent service delivery	356	922	200 
	Number of unique adolescent patients served in pediatric/adolescent clinics	56,831	57,277	- 

<sup>1</sup> Previously called Teen Health Improvement.

## CAPACITY BUILDING INITIATIVES

NYC Opportunity recognizes the need for innovation not just in new initiatives but in improving the delivery of existing programs. Through initiatives such as the NYC Behavioral Design Team, the Academy for Community Behavioral Health, and Managing for Innovation, programs are provided with targeted training, technical assistance, and coaching to help them apply research-informed strategies, improve management practices, and enhance behavioral health competencies. These efforts support more effective, person-centered, and responsive programming, ensuring that organizations are better equipped to meet the needs of New Yorkers.

### BEHAVIORAL INTERVENTION

#### NYC Behavioral Design Team (BDT)

The BDT uses behavioral-science tools to develop evidence-based, cost-effective solutions to problems in the City's delivery of public services. The BDT helps city agencies in applying behavioral design insights to new and existing processes and programs. The BDT also conducts remote office hours for agency staff, on topics ranging from improving client communication to redesigning programs to improve client experiences and outcomes.

	Metric	FY24	FY25	
		Actual	Actual	Target
<b>Agency:</b> CUNY				
<b>Start Date:</b> 04/2015				
<b>FY25 Budget:</b> \$1,100,000 (NYC Opportunity)				
<b>Status:</b> Successful				
<b>Sites:</b> N/A				
	Number of behavioral design projects implemented	9	10	8
	Number of office hours held	17	14	-
	Number of workshops held	5	4	-
	Number of City agency and non-profit providers served	122	148	-

## COURSES

### Academy for Community Behavioral Health

The Academy provides training, coaching, and technical assistance that build the capacity of community-based organizations, City/State agencies, and other social service providers to address behavioral health. The Academy equips social service providers with actionable behavioral health skills, supports them to manage the emotional demands of their work, and advances community-centered care models.

		FY24	FY25	FY21-25
<b>Agency:</b> CUNY				
<b>Start Date:</b> 06/2021	Metric	Actual	Actual	Trendline
<b>FY25 Budget:</b> \$1,712,325 (NYC Opportunity)	Number of learners served	1,154	1,016	
<b>Status:</b> Implementation	Total number of courses	217	213	
<b>Sites:</b> N/A	Percent of learners that serve at least one TRIE neighborhood through their work <sup>1</sup>	81%	79%	

### Managing for Innovation

Managing for Innovation is a free, competency-based professional and leadership development course open to program managers and emerging leaders at NYC human services providers and in City government. The course helps participants to build and enhance the critical skills needed to effectively administer their programs, focusing on core competencies such as strategic planning, leading teams, and contract management and budgeting.

		FY24	FY25
<b>Agency:</b> CUNY			
<b>Start Date:</b> 02/2013	Metric	Actual	Actual
<b>FY25 Budget:</b> \$209,000 (NYC Opportunity)	Number of provider staff enrolled	20	21
<b>Status:</b> Successful	Provider staff completion rate	100%	90%
<b>Sites:</b> 1	Percent of surveyed provider staff participants "Satisfied" with the course <sup>2</sup>	93%	100%
	Number of City staff enrolled	18	20
	City staff completion rate	100%	90%
	Percent of surveyed City staff participants "Satisfied" with the course	100%	100%

<sup>1</sup> TRIE neighborhoods are those identified by the NYC Taskforce on Racial Inclusion & Equity as those most impacted by COVID-19, in addition to communities that have a high percentage of other health and socioeconomic disparities.

<sup>2</sup> The percent satisfaction rate and likelihood to recommend are calculated based on the subset of program completers who provided course feedback.

## POLICY INCUBATORS

### Grassroots Policy Incubator

The Grassroots Policy Incubator (GPI) supports grassroots leaders and small community-based organizations in addressing pressing policy challenges facing New York City communities. Through funding, technical assistance, and structured peer learning, the program equips community-rooted changemakers with the tools to diagnose systemic issues, design evidence-informed solutions, and develop policy-relevant deliverables.

		FY25
Agency: CUNY	Metric	Actual
Start Date: 04/2025		
FY25 Budget: \$326,229 (NYC Opportunity)	Number of grassroots organizations	3
Status: One-time		
Sites: N/A	Number of grassroots organizations piloting or developing policy recommendations	3



# Fiscal Year 2025 Performance Data

JULY 2024-JUNE 2025

**NYC**  
Opportunity