



**FY2024**  
Impact  
Statement



The **Office of Training and Workforce Development (OTWD)**, within the Division of Policy, Planning, and Measurement (PPM), is dedicated to a systematic, mission-driven approach that is aligned with the strategic goals set forth by the commissioner of New York City's Administration for Children's Services (ACS). Those goals include preparing its workforce with the essential knowledge and skills to support children, youth, families and communities. OTWD's alignment to ACS's strategic goals strengthens its internal capacity to address complex issues and enhances its ability to work in partnership with stakeholders who support child welfare, juvenile justice, and family support initiatives. OTWD is a partnership between ACS and the City University of New York (CUNY).

Best practices in workforce development are evolving to meet the diverse and changing needs of our workforce and stakeholders. OTWD plays a central role in ensuring that ACS's goals are reflected in every professional development opportunity that it offers to staff at all levels. By focusing on the ACS commissioner's vision, OTWD prioritizes the well-being and safety of vulnerable populations and embeds values of respect, transparency and empathy into every level of its work.

# Our Team

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OTWD consists of three training entities:

The **James Satterwhite Academy (JSA)** focuses on establishing the foundations of fundamental practice for newly hired direct service staff and supervisors. Founded in 1987, JSA, named for its first executive director, is a national leader in child welfare and juvenile justice training and professional development.

The **Workforce Institute (WI)**, established in 2015, provides ongoing professional knowledge acquisition and skills development opportunities for direct service staff and supervisors at ACS and its many partner agencies across the child welfare and juvenile justice sectors.

Building upon the strong foundation established by JSA and WI, OTWD established the **Institute for Leadership Development (ILD)** in 2023. ILD enhances leaders' adaptive skills so they can be transparent, promote racial equity and social justice, and develop a culture of psychological and physical safety.

# Institute for Leadership Development Launch Event

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The Office of Workforce Training and Development (OTWD) proudly welcomed its newest entity, the Institute for Leadership Development (ILD), at a special event in October 2023. ACS Commissioner Jess Dannhauser, ACS First Deputy Commissioner Winette Saunders, ACS Deputy Commissioner for Policy and Planning Andrew White, and ACS Associate Commissioner for OTWD Cheryl Beamon spoke to the nearly 200 people gathered.

ILD is the third branch of OTWD, created through a partnership between ACS and the City University of New York's Hunter College Silberman School of Social Work. ILD supports leaders working within public and private child welfare and juvenile justice agencies in New York City. It aims to foster psychologically safe work environments that embrace equity, transparency, and innovation while supporting the workforce. ILD provides professional development, opportunities to network with colleagues, continuing education credits, and much more. Agency/organizational leadership participation creates cultural shifts to support the professional leadership journey of their staff.

The ILD vision is to establish one workforce of visionary and empathetic leaders who can navigate challenges, inspire their teams, ignite positive change and help children, families and communities to flourish.



# Our Team

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Staff members are culturally diverse, experienced, and highly qualified to provide professional development opportunities to direct service staff and supervisors.



Full-time Trainers and Support Staff



ACS Staff



CUNY School of Professional Studies Staff



Silberman School of Social Work Staff



Trainers, Coaches and Staff

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## The Office of Training and Workforce Development Advisory Group



The Office of Training and Workforce Development Advisory Group consists of stakeholders from across the child welfare and juvenile justice sectors who meet monthly to provide feedback on important training initiatives for staff.



Advisory Group Meetings Held in FY24

**Total Learner Participation** **Total Individual Learners**

Total FY24 Numbers **29,508** **10,770**



## JSA Learning Programs

The James Satterwhite Academy (JSA) provides intensive and thorough onboarding programs, facilitated by expert trainers. These programs combine classroom training with on-the-job experiences. In Fiscal Year 2024, JSA provided onboarding training to new Child Protective Specialists and Youth Development Specialists using a hybrid training model in addition to providing other specialized trainings.

**Total Learner Participation**

**2,889**

**Total Individual Learners**

**1,155** ACS Direct Service Staff and Supervisors Onboarded

**Courses:**

- Child Protective Specialists (CPS) Practice Core
- Children’s Center Core Learning Program
- DYFJ Youth Development Specialist Core Training
- Family Team Conferencing Integrated
- Supervisory Core

Programs range from 4-41 days. JSA courses run for multiple weeks.

## WI Learning Programs

The Workforce Institute (WI) provides ongoing professional knowledge acquisition and skills development opportunities for direct service staff and supervisors at ACS and its many partner agencies. In Fiscal Year 2024, WI provided training in strengths-based practice, coaching, safety and risk assessment, and implicit bias, as well as other specialized coursework to numerous staff members.

**Total Learner Participation**

**26,555**

**Total Individual Learners**

**9,597** ACS and Provider Agency Direct Service Staff and Supervisors

**Courses:**

- eLearning Programs
- Coaching
- Motivational Interviewing
- Other Specialized Courses
- Safety and Risk

Workforce Institute Courses run for 1-3 days. Learners often attend multiple courses.

## ILD Learning Programs

The Institute for Leadership Development (ILD) provides training that supports leaders working within public and private child welfare and juvenile justice agencies in New York City. In Fiscal Year 2024, ILD’s Executive Coaching and Leading and Exploring Through Accountability and Development (LEAD) programs trained leaders to foster psychologically safe work environments that embrace equity, transparency and innovation.

**Executive Coaching**

**64**

**LEAD**

**18**

# OTWD Support of ACS Priority Initiatives

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Since 2018, ACS and OTWD have been dedicated to transforming organizational culture by creating a Safety Culture rooted in the values of racial equity and social justice. This culture shift emphasizes a work environment where psychological and physical safety are prioritized, and every individual feels respected, valued and heard. A safety culture promotes accountability and transparency. This developmental approach strengthens the workforce, cultivates a resilient community of professionals committed to continuous learning and improvement, and ultimately enhances the quality of services provided to children, youth, families and communities. In FY24, OTWD continued to work with ACS leadership to support the implementation of Safety Culture practices by leading conversations with Governance, Core, Implementation, and Local Action teams. Additionally, OTWD developed the first in a series of tip sheets that provide staff across ACS with actionable practices they can incorporate into their daily work to promote a Safety Culture.

Also in FY24, OTWD continued to support multiple ACS divisions in alignment with the commissioner's strategic priorities. Initiatives included:

- Training for Family Enrichment Center staff.
- Training and coaching for Fair Futures staff.
- Training and resources on maternal mental health.
- Training and workshops on racial equity.
- Working with the Rise organization to continue the integration of parent advocates in the work.
- Safe crisis management training for Juvenile Detention Center, Children's Center and security staff.

# Learning Programs

OTWD’s James Satterwhite Academy, Workforce Institute and Institute for Leadership Development offers instructor-led (virtual and in-person) and eLearning programs to direct service staff and supervisors at ACS and its many partner agencies across the child welfare and juvenile justice sectors. The programs feature a variety of adult learning methods, including new technologies, online resources, and simulation to equip the workforce with the skills needed to support children, youth and families.

## Launched in FY24

- COS - Collaborative Casework for Court Ordered Supervision
- Engagement Assessment and Documentation Guidance and Outline
- Engaging Parents with Cognitive and Developmental Disabilities eLearning

- Executive Coaching (ILD)
- Foundations of Motivational Interviewing: Communicating to Build Partnerships
- LGBTQAI+ Foundational: Include, Empower & Affirm
- LGBTQAI+ Refresher: Improving Outcomes for LGBTQAI+ Young People

- National Training and Development Curriculum TOT with TRIPP Principles
- TRIPP Foster Parents Webinar Video
- TRIPP for Staff

## Onboarding

- Child Protective Specialists (CPS) Practice Core
- Children’s Center Core Learning Program
- DYFJ Youth Development Specialist Core Training
- Foundational Foster Care Onboarding Program
- Interim Prevention New Worker Training
- Supervisory Core

- Identifying and Addressing Intimate Partner Violence
- Identifying and Working with Families of Native American Heritage
- Medicine Safety for Children
- Motivational Interviewing eLearn: A Refresher for Skill Practice
- Motivational Interviewing: A Strengths-Based Engagement
- NYC Youth Justice 101

- Crossover Youth Practice Model (CYPM)
- Department of Homeless Services: Understanding Your Role as Mandated Reporter to Support Child and Family Well-Being
- Engaging Parents with Cognitive and Other Developmental Limitations
- Family Team Conferencing Integrated
- FTC for CPS-Child Safety Conferences
- Identifying and Addressing Intimate Partner Violence

## Coaching

- Advanced Coaching Program Phase I: Skill Refreshers
- Advanced Coaching Program Phase II: Interactive eLearning Experience
- Advanced Coaching Program Phase III Learning Program
- Building Coaching Competency
- Building Coaching Competency: Coaching Collaboratives
- Building Coaching Competency for Senior Administrators
- Virtual Escape Room

- NYPD Training: Identifying and Reporting Child Abuse and Maltreatment/Neglect
- PROMIS Application Training
- PROMIS Application Training for Administrative Staff
- Safety and Risk: Investigation, Synthesis, and Assessment
- SCR Reform Bill: Promoting Equity Through Legislative Changes
- Systems Support Office-Service Management Portal Training
- Supporting Family Time at the Children’s Center
- The Enhanced Role of Parent Advocates in an Initial Child Safety Conference
- The NYC Child Welfare System Past, Present and Future
- Trauma: How it Impacts the Brain, Development and Behavior
- Understanding and Undoing Implicit Bias
- Understanding Substance Misuse and Its Effect on Families
- Understanding the Intersection of Immigration and Child Welfare
- What You Need to Know About Child Support

- Identifying Child Abuse and Maltreatment
- OCFS: Involving Fathers for Children in Child Welfare: Fundamentals
- Prevention, Detection and Response to Sexual Misconduct
- Safe Crisis Management
- Safety and Risk: Investigation, Synthesis, and Assessment
- Suicide Prevention and Intervention Training for Juvenile Justice Placement
- Think Trauma Training
- Trauma-Responsive and Informed Parenting Program (TRIPP)
- Trauma-Responsive and Informed Parenting Program – Spanish
- Trauma-Responsive and Informed Parenting Program – Webinar
- Understanding and Undoing Implicit Bias
- Using the ACS FASP Desk Guide in Foster Care Case Practice
- Virtual Engagement of Children, Youth, and Families: Gathering Information to Support Assessments and Informed Decision Making
- Writing Effective Progress Notes

## eLearning Programs

- Applications Role in CARES
- Applying the Mental Health Principles
- Asthma Self-Management
- CARES: Racial Equity Micro-Video Series
- Child Trafficking Database
- Communicating Infant Safe Sleep Practices
- CONNECTIONS Foster Care Placement Module: Initiating a Placement Request in the Placement Module for ACS Staff
- CONNECTIONS Foster Care Placement Module: Progressing Placements Through the Placement Module for ACS Staff
- Effective Writing Skills
- Embracing a Safety Science Culture
- Family Assessment Response CBT
- Family Team Conferencing Overview
- FTC Management Review Process

## Other Specialized Courses

- Attachment and Bio-Behavioral Catch-Up (ABC)
- Applying SCR Reform to Your Daily Practice: Information Gathering and Documentation
- Building Bridges Training-of-Trainers (ToT)
- Collaborative Assessment, Response, Engagement and Support (CARES)/Family Assessment Response (FAR)

## Motivational Interviewing

- Motivational Interviewing: A Strengths-Based Practice
- Motivational Interviewing: Engaging Fathers
- Motivational Interviewing: Investigative Strategies

# JSA Accomplishments

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## James Satterwhite Academy: Impact and Excellence



In FY 2024, the James Satterwhite Academy (JSA) continued to provide the ACS workforce with the tools needed to engage children, youth, families and communities with respect, empathy, transparency and inclusiveness. Collaborating closely with partners at the Division of Child Protection (DCP) and Family Court Legal Services (FCLS), JSA integrated new policies, strategies and initiatives to enhance its ability to work successfully with families.

JSA collaborated and partnered with the NYPD by providing training on child abuse and maltreatment investigations. To ensure that families are heard and engaged from the outset of ACS involvement, **Family Team Conferencing (FTC) Integrated** training strengthens collaboration and respect among all stakeholders. To enhance supervision, our seven-day Supervisory Core program provides new and experienced supervisors with the leadership skills necessary to support staff and ensure best practices in child welfare.

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## Building a Strong ACS: Onboarding Programs



The **Child Protective Specialist (CPS) Practice Core** is a 41-day foundational training program that combines classroom instruction with on-the-job learning. This program develops the knowledge, skills and abilities required for child protective investigations in New York City. Using an interactive, case-based approach, the training orients new Child Protective Specialists to their roles and responsibilities, providing the core skills necessary for success. In Fiscal Year 2024, JSA offered **27 core classes**, with **538 learners** completing the training.

When a child is in danger and requires temporary foster care, the first staff member they encounter must be well-trained and trauma-informed, demonstrating compassion and empathy. During Fiscal Year 2024, OTWD continued its Children's Center Core Learning program in collaboration with the Nicholas Scoppetta Children's Center, offering an onboarding training program. Newly hired staff participated in a seven-day training program, providing them with the foundational knowledge and skills needed to deliver high-quality care to children housed at the Center. In Fiscal Year 2024, JSA trained **40 staff members** through **five Children's Center learning programs**.

# JSA Accomplishments

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## Providing Knowledge to Key Strategic Partners

To strengthen collaboration between ACS and the New York City Police Department (NYPD), JSA provides training on child abuse and maltreatment investigations. The **Identifying Child Abuse and Maltreatment** training program is a two-day course designed to help NYPD officers understand ACS child protective practices. This training enables officers to recognize indicators of abuse and maltreatment, as well as conduct joint investigations with ACS Child Protective Specialists, when appropriate. A total of **106 NYPD staff members** completed this virtual training.



## Empowering Families Through Team Collaboration for ACS and Provider Agency Staff

Ensuring that families are heard and engaged from the outset of ACS involvement is a core principle. The **Family Team Conferencing (FTC) Integrated** training strengthens collaboration and respect among all stakeholders.



This four-day training program provides ACS and provider agency staff — who are responsible for leading Family Team Conferences — with a comprehensive overview of the conferencing process across child welfare disciplines. In Fiscal Year 2024, JSA conducted eight FTC Integrated learning programs, with **91 learners** completing the program.

## Strengthening Leadership: The Role of Supervisors

Supervisors play a pivotal role in staff retention, the transfer of learning, and advancing child welfare outcomes. The seven-day **Supervisory Core** course provides new and experienced supervisors with the leadership skills necessary to support staff and ensure best practices in child welfare. The training applies to Child Protection, Foster Care, and Preventive Services supervisors. The program focuses on leadership skills applicable to all child welfare disciplines and addresses discipline-specific responsibilities. These trainings offer insights on differentiating the roles, responsibilities and expectations of a supervisor, managing workflow and workforce in child welfare settings, and creating a team-oriented culture that fosters purpose, motivation and collaboration. Supervisory Core provides a strong foundation for supervisors to continue their leadership journey with OTWD's Institute for Leadership Development. In Fiscal Year 2024, JSA conducted **10 Supervisory Core** programs for **103 supervisors**.



# JSA Accomplishments

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## Bridge Program Supports New CPS in Making Successful Transitions from JSA to DCP borough offices



JSA, in partnership with the Silberman School of Social Work at Hunter College's Supporting Knowledge into Practice (SKIP) team, successfully implemented the CPS Bridge Program in all DCP borough offices. This program is designed to advance the transfer of knowledge for newly hired Child Protective Specialists (CPS) from the 41-day CPS Practice Core into the CPS role.

During their first 100 days on the job, Practice Instructors facilitate three Touch Point meetings with borough-based groups of new CPS that focus on specific casework skills, steps in critical thinking and decision-making, and effective communication.

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## A Holistic Approach at DYFJ – Training and Coaching



OTWD continues its strong partnership with the Division of Youth and Family Justice (DYFJ) to enhance the quality of youth experiences in detention, reduce recidivism, and expand alternatives to detention that promote community safety. .

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## Onboarding New Youth Development Specialists



In Fiscal Year 2024, JSA successfully completed onboarding training for 232 new Youth Development Specialists (YDS). This six-week, intensive program integrates classroom learning with on-the-job training to equip new staff with the skills and knowledge necessary for success.

On-the-Job Learning (OJL) is essential for staff retention and the transfer of learning, particularly in JSA's work with juvenile justice facilities. To support OJL for new YDS and their leadership, SKIP Coaches and JSA Juvenile Justice leadership partner with the facilities' Directors of Performance and Learning.

# JSA Accomplishments

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## Advancing a Coaching Mindset



To further support staff development, OTWD strengthened transfer-of-learning efforts by embedding a SKIP coach at both the Crossroads and Horizon Juvenile Detention facilities, a significant milestone for FY24. These coaches work closely with facility leadership to enhance staff competencies and practices, including the ongoing professional development of Youth Development Specialists.

In collaboration with facility leadership teams, the coaches actively participate in hall leadership meetings, focusing on:

- Enhancing pro-social youth engagement.
- Supporting professional development for Youth Development Specialists.
- Recognizing staff successes through purposeful feedback.

SKIP coaches conduct individual coaching sessions with leadership and work closely with Practice Improvement Coordinators to foster a strong community among Youth Development Specialists while reinforcing the Strive parenting skills model throughout the facilities. Additionally, SKIP Coaches collaborate with Facilities Operations Managers and external consultants to explore youth engagement strategies, particularly for longer-term residents. The coaches also participated in a weeklong Restorative Justice: Circle Keeping learning series alongside other divisional leaders.

In November 2024, SKIP coaches will launch a new coaching learning pathway in partnership with the ACS Admissions and Court Services teams to further embed a coaching mindset within the DYFJ system.

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## Working Together to Advance Retention



On-the-Job Learning (OJL) is essential for staff retention and the transfer of learning, particularly in JSA's work with juvenile justice facilities. To support OJL for new Youth Development Specialists and their leadership, SKIP Coaches and JSA Juvenile Justice leadership partner with the facilities' Directors of Performance and Learning. Together, the teams are working to build a

stronger DYFJ workforce through trainings that:

- Enhance skill application and competence.
- Boost employee engagement and satisfaction.
- Strengthen organizational culture and knowledge sharing.
- Reduce turnover by increasing confidence and readiness.

# WI Accomplishments

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## Collaborative Assessment, Response, Engagement, and Support (CARES)



ACS is committed to addressing racial disproportionality in child welfare through the Collaborative Assessment, Response, Engagement and Support (CARES) approach. To support this commitment, the Workforce Institute has partnered closely with the Division of Child Protection (DCP) to expand the CARES model across all boroughs, a total of 64 units citywide, ensuring that this essential, equity-focused practice reaches every community. By grounding interactions in empathy and partnership, the CARES approach aims to mitigate racial disparities and promote fair, equitable outcomes for children and families across New York City.

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## Support for Newly Arriving Families



In collaboration with the Division of Prevention Services and the Mayor's Office, WI developed a comprehensive guide to support newly arriving immigrant families facing unique challenges as they adapt to life in New York City. This guide connects immigrant children and families — regardless of immigration status — to critical resources, ensuring their safety and well-being.

The guide includes information on:

- Child safety.
- Access to education and childcare.
- Crisis intervention services.
- Medical insurance.
- Additional services available across New York City.

# WI Accomplishments

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## Motivational Interviewing Training Update



Recognizing the importance of behavioral change and strategic engagement in working with families, Workforce Institute enhanced its Motivational Interviewing (MI) course, transitioning it into a hybrid, multi-day learning program which serves as an introduction to MI. These courses also support the implementation of the Family First Prevention Services Act (FFPSA), which requires all Preventive workers to integrate MI in their practice as a strategy to keep children safe at home.

### **Foundations of Motivational Interviewing: Communicating to Build Partnerships**

- 4-Hour Virtual Instructor-Led Training.
- Familiarizes learners with the spirit of MI, emphasizing partnership and engagement.
- Introduces the foundational listening skills of OARS: Open-Ended Questions, Affirmations, Reflective Listening, and Summarizing.
- Covers the concepts of change talk and sustain talk.

### **Foundations of Motivational Interviewing: Practicum**

- Full-day in-person training.
  - Builds on foundational knowledge through experiential learning.
  - Explores change talk and sustain talk in depth, linking them to behavioral change.
  - Provides strategies for delivering information and advice thoughtfully and effectively.
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## Tending the Roots: Trauma-Responsive and Resilience-Informed Care



Formerly titled Trauma-Responsive and Resilience-Informed Care, this updated two-day, seven-hour virtual course based on federal legislation provides a foundational understanding of the effects of toxic stress, trauma, and adversity on health and well-being.

Objective: Equip learners with a standardized approach to practicing trauma-informed care.

Focus Areas:

- Understanding the impact of trauma and adversity.
- Building resilience and promoting recovery in interactions with families.

# WI Accomplishments

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## National Training and Development Curriculum (NTDC) and TRIPP Principles



The Workforce Institute expanded its efforts to prepare caregivers for their roles by developing the NTDC with TRIPP Principles Training-of-Trainers (TOT) program. This initiative ensures that foster parent trainers from provider agencies can deliver the 30-hour NTDC to prospective foster and adoptive parents. Key themes include trauma and child development, separation and loss, reunification as the primary permanency goal, maintaining children's connections, mental health considerations, and cultural humility.

Key Themes:

- Trauma and child development
- Separation and loss
- Reunification as the primary permanency goal
- Maintaining children's connections
- Mental health considerations
- Cultural humility

This program plays a critical role in preparing caregivers to support children with empathy, knowledge and cultural awareness, ensuring they are well-equipped to address the complexities of foster and adoptive care.

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## Advancing a Coaching Mindset with DCP and DYFJ



SKIP coaches, in partnership with DCP and the Office of Quality Improvement, designed customized coaching interventions for 13 DCP zones. These coaches identified improvement areas across the eight practice domains. OTWD also strengthened transfer-of-learning efforts by embedding a SKIP coach at both the Crossroads and Horizon Juvenile Detention facilities, to work closely with facility leadership to enhance staff competencies.

# WI Accomplishments

## Professional Development Program Expansion



Fiscal Year 2024 was filled with amazing opportunities for the Professional Development Program (PDP), which supports the higher education of ACS employees, and the continued professional development of licensed social workers at ACS. Highlights from this fiscal year's achievements include:

- **ACS PDP Alumni Network Launch:** 210 ACS workforce members registered to participate in the Alumni Network and serve on various subcommittees, including serving as scholarship selection committee members and PDP Ambassadors for the Child Welfare Matters recruitment and retention collaborative work with the schools of social work.
- **ACS Social Work Advisory Consortium:** Hosted three meetings of the collaboration between the schools of social work and ACS. The consortium's work centers on curricula development and leadership development to prepare, recruit and retain the child welfare/juvenile justice workforce to meet the needs of today's children and families. These forums share information on social work education and ACS best practices and initiatives focused on addressing disparities and inequities in child welfare. This year, PDP welcomed the University of Buffalo School of Social Work to the group.
- **First Annual Social Work Conference:** A half-day conference in April 2024 for practicum instructors from ACS and provider agencies participating in the ACS Provider Agency Scholarship Program. 130 social workers attended the conference. Continuing education credit hours were provided for licensed social workers who participated in the full conference.
- **ACS Provider Agency Scholarship Program:** 33 scholarships totaling \$312, 427 awarded to staff members pursuing MSW degrees at ACS partner colleges/universities in the inaugural year of this program. It was a year of learning, developing, and strengthening partnerships with affiliated schools of social work and ACS provider agencies contracted to provide child welfare and juvenile justice services.
- **Celebration of Success:** Hosted an in-person event at Baruch College in June 2024. PDP celebrated 32 graduates and provided networking opportunities with PDP alumni and ACS leadership.
- **Parenting Journey:** Support the training of MSW interns in the Parenting Journey organization. In collaboration with the Division of Child Protection, these interns provided parenting support to families served in community offices and community-based organizations. The MSW interns facilitated various 12-week Parenting Journey workshops in English and Spanish.



PDP Participants  
**82**



BSW Practicums  
**6**



Degrees Supported in FY24  
• Master's in Social Work  
• Master's in Public Administration



MSW Practicums  
**54**



Practicums Supported since FY19  
**335**



Graduates in FY24  
**32**

**88**

Scholarships Awarded in FY24

**\$858,797.09**

Awarded in Y24

**\$3,805,386.15**

Awarded to Date (FY19-Present)

# ILD Accomplishments

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The Institute for Leadership Development (ILD) is a transformative initiative reshaping leadership in New York City's child welfare and juvenile justice sectors. By embedding equity, transparency and innovation into organizational culture, ILD empowers leaders to create workplaces where psychological safety thrives — inspiring teams to reach their full potential.

Through its signature programs — Executive Coaching and Leading and Exploring Through Accountability and Development (LEAD) — ILD equips leaders with the tools to navigate complex challenges, strengthen adaptive leadership behaviors, and enhance emotional intelligence and self-awareness. These programs foster a growth mindset, enabling leaders to chart their professional development paths and lead with vision and empathy.

The **Executive Coaching** program delivers personalized one-on-one sessions, providing senior leaders with strategies to address immediate organizational challenges and drive long-term systemic change. Meanwhile, **LEAD**, an evidence-informed training framework, leverages the collective expertise of child welfare and juvenile justice professionals, cultivating a culture of shared learning and collaboration. Research-backed principles and best practices form the foundation of LEAD, ensuring its effectiveness in building leadership capacity.

Key initiatives within LEAD that support amplifying its impact:

- **Intentional Community Building** events create opportunities for leaders to forge meaningful relationships while applying principles from the National Child Welfare Workforce Institute (NCWWI) curriculum to real-world leadership challenges.
- **Transformational Tuesdays** engage executive leadership in critical dialogues, fostering commitment to systemic change and promoting collaborative problem-solving.
- **Change Projects** align leadership initiatives with the agency's strategic priorities, advancing social justice, dismantling systemic oppression, and fostering a culture of safety.

The LEAD coaching model component integrates both individual and group sessions. Individual coaching builds on personal development goals while incorporating a leadership competency framework. Group coaching fosters a supportive environment for peers to collaboratively address challenges encountered during their Change Projects.

In its inaugural year, ILD served 82 leaders through its programs, achieving over 90% satisfaction rates. Specifically, LEAD had 18 participants across two cohorts (focused on child welfare and administrative leadership), while Executive Coaching supported 64 participants. Participants reported enhanced confidence, improved leadership strategies, and increased capacity to lead systemic change.

Leadership development within ILD is not an isolated endeavor. Success requires active engagement from C-suite leadership to enable cultural shifts. By prioritizing time for emerging leaders, practicing strengths-based communication, and participating in professional development workshops, organizations can ensure workforce longevity and effectiveness.

By continuing to invest in leadership development, ILD is cultivating a unified, empowered workforce dedicated to supporting children, youth, families and communities. These efforts create a ripple effect that extends beyond individual organizations, driving systemic change that will transform the lives of New Yorkers for generations to come.