



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

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.

In Fiscal Year 2024, OTWD continued to grow in alignment with its mission to strengthen the child welfare and juvenile justice workforce. OTWD added 34 new staff, bringing the total team to 194 staff members. This growth reflects a sustained investment in workforce excellence, innovation and capacity to support learning at every level.



In Fiscal Year 2024, OTWD held eight Advisory Group meetings as part of an ongoing commitment to building strong, collaborative relationships with stakeholders. These meetings provided valuable opportunities to share updates, gather feedback and engage in meaningful dialogue about the needs of the workforce, professional development strategies and training programs.



Institute for Leadership Development Launch Event

The Office of Training and Workforce Development (OTWD) was excited to host a launch event in September 2023 for its newest entity, Institute for Leadership Development (ILD). The momentous occasion highlighted ACS's investment in ongoing professional development opportunities for ACS and its provider agency leaders, with over 150 colleagues in attendance. It featured an overview of the suite of ILD programs designed to strengthen ACS and provider agency leaders' skills, as well as a panel discussion featuring representatives from ACS, provider agencies and the Executive Coaching program. The discussion underscored the importance of building leadership capacity to advance equity and improve outcomes for children and families citywide. This event marked not just the launch of a new institute, but the beginning of a shared journey — one that reaffirms our collective commitment to cultivating courageous, compassionate, and equity-driven leaders. Through ILD, OTWD continues to invest in those who inspire change, challenge barriers, and lead with purpose to create a stronger, more just future for New York City's children, families, and communities.



Total Learner Participation **Total Individual Learners**

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



JSA 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 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 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 ACS and Provider Agency Senior-Level Leaders

LEAD
18 ACS and Provider Agency Senior-Level Leaders

OTWD Support of ACS Priority Initiatives

Since 2018, ACS and OTWD have been dedicated to transforming organizational culture by creating 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 Fiscal Year 2024, 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 Safety Culture.

Also in Fiscal Year 2024, 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.



Programs

OTWD's James Satterwhite Academy, Workforce Institute and Institute for Leadership Development offer 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
- Foundations of Motivational Interviewing: Communicating to Build Partnerships
- Leading and Exploring Through Accountability and Development
- 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
- Mandated Reporter Training: Identifying and Reporting Child Abuse and Maltreatment
- Medicine Safety for Children
- Motivational Interviewing eLearn: A Refresher for Skill Practice
- Motivational Interviewing: A Strengths-Based Engagement
- NYC Youth Justice 101
- 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

- 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
- 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

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

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



The James Satterwhite Academy (JSA) is committed to advancing the capacity of New York City's child welfare and juvenile justice workforce. Through comprehensive training and development initiatives, JSA equips professionals with the knowledge, skills, and tools necessary to effectively serve the city's most vulnerable children and families. In partnership with key internal stakeholders, JSA designs and delivers programs that address emerging workforce needs while upholding and advancing ACS strategic priorities.

JSA focuses much of its attention on the initial onboarding and in-service trainings for Child Protective Specialists (CPS) and Youth Development Specialists (YDS), offering the **CPS Practice Core** and **YDS Core**, respectively, while also providing additional specialized coursework.

The CPS Practice Core is a 41-day foundational training program that combines classroom instruction with on-the-job learning to support new CPS with the knowledge, skills and abilities required to conduct child protective investigations in New York City. In Fiscal Year 2024, JSA offered **27** CPS Practice Core classes, with **538** new CPS completing the training.

To further support new CPS, 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 ACS Division of Child Protection (DCP) borough offices. This program extends wraparound support to CPS graduates during the critical time of transitioning from 41 days of core training to their DCP 90-day, On-the-Job-Training (OJT) borough office assignments. 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.

The YDS Core is a six-week, intensive program that integrates classroom learning with OJT to equip new YDS with the skills and knowledge necessary for their success. In Fiscal Year 2024, JSA offered **12** YDS Core class, with **232** new YDS completing the training. SKIP coaches partnered with ACS Division of Youth and Family Justice (DYFJ) Detention Center leadership to support and enhance the on-the-job learning experiences for newly hired YDS.

Additionally, JSA provided:

- **Five Children's Center Core classes**, with **40** newly hired staff at the Nicholas Scopetta Children's Center completing the training.
- **Eight Family Team Conferencing (FTC) Integrated classes**, with **91** learners completing the training.
- **10 Supervisory Core classes**, with **103** supervisors completing the training.
- **Six Identifying and Reporting Child Abuse and Maltreatment classes**, with **106** NYPD officers completing this training.

WI Accomplishments



The Workforce Institute offers direct service staff and supervisors with training and coaching opportunities to support best practice. WI fosters a culture of continuous learning, empowering professionals to deliver family-centered services that build on strengths, meet the unique needs of every child, and establish successful partnerships with families. In Fiscal Year 2024, WI focused on advancing key initiatives in support of ACS strategic priorities.

The **Collaborative Assessment, Response, Engagement, and Support (CARES)** approach upholds ACS' commitment to addressing racial disproportionality in child welfare by grounding interactions in empathy and partnership. In collaboration with the ACS Division of Child Protection (DCP), WI expanded the CARES model across all boroughs, to a total of **64** units citywide, by providing training and coaching. The full expansion of CARES in Fiscal Year 2024, a major achievement that started in 2013, ensures that this essential, equity-focused practice reaches every community.

To support sustainable family engagement and the goals of the Family First Prevention Services Act (FFPSA), WI launched a newly enhanced, hybrid Motivational Interviewing (MI) training consisting of two trainings – **Foundations of Motivational Interviewing: Communicating to Build Partnerships** and **Foundations of Motivational Interviewing: Practicum**. This multi-day learning experience introduces foundational MI skills while building capacity for child welfare professionals to support behavior change, safety planning, and family stability. All prevention services staff are expected to integrate MI into their practice, with these courses serving as a critical component of New York City's broader prevention strategy. Additionally, the Workforce Institute updated the **Tending the Roots: Recognizing Trauma and Cultivating Wellness** learning program to support all child welfare staff in being trauma-informed, another component of the FFPSA.

The Workforce Institute expanded its support of provider agency trainers to prepare foster and adoptive parents for their roles by developing the **National Training and Development Curriculum (NTDC) with TRIPP Principles Training-of-Trainers (TOT)** program. This program includes key themes, such as trauma and child development, separation and loss, reunification as the primary permanency goal, maintaining children's connections, mental health considerations, and cultural humility, that are vital to ensuring foster and adoptive parents are qualified to meet the varying and complex needs of foster children in NYC.

Finally, the Workforce Institute SKIP team advanced its integration of a coaching mindset within DCP and the Division of Youth and Family Justice (DYFJ). Specifically, SKIP coaches, in partnership with DCP and the Office of Quality Improvement, designed customized coaching interventions for **13** DCP zones, identifying improvement areas across the **eight** practice domains. Additionally, for the first time, SKIP coaches were embedded at both **DYFJ Juvenile Detention facilities** to work closely with facility leadership to enhance supervisors' coaching skills and 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 and provider agency employees, and the continued professional development of licensed social workers at ACS. Highlights from this fiscal year's achievements include:

- **ACS PDP Alumni Network:** 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 to further 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:** Hosted 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:** Awarded 33 scholarships totaling \$312,427 to provider agency staff pursuing MSW degrees at 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 to celebrate 32 graduates and provide networking opportunities with PDP alumni and ACS leadership.
- **Parenting Journey:** Supported the training of MSW interns in the Parenting Journey program. In collaboration with the Division of Child Protection, these interns provided parenting support to families, and 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 FY24

\$3,805,386.15

Awarded to Date (FY19-Present)

ILD Accomplishments



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 agency/organizational 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.