



Children's Aid

Children first.

2025–2029 Strategic Plan

Every child deserves to grow up healthy, supported, and full of possibility—

but for 420,000 children in New York City, poverty stands in the way. It threatens their health, disrupts their education, and destabilizes their families. At Children’s Aid, we refuse to accept this as an inevitability. For more than 170 years, we have been relentless in breaking down barriers and ensuring children have every opportunity to thrive.

As we launch our new strategic plan, our commitment is clear: children remain at the heart of everything we do. This plan is not just about sustaining our impact—it’s about amplifying it. By creating seamless access to critical services, investing in our staff, and strengthening community partnerships, we will empower children and families more than ever before.

We invite you to join us. Your support will ensure every child, regardless of circumstance, has the opportunity to thrive. Together, we will create lasting change—one child, one family, one community at a time.



We are dedicated to building brighter futures by deepening our impact.

By 2029, at least 90% of Children’s Aid youth will outpace their peers on **academic milestones**, have consistent access to **quality health care**, and grow up in **safe and stable homes**.

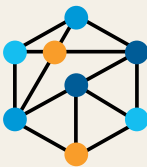
To achieve this goal, we will leverage the strategic plan to ensure:



Every child Children’s Aid serves has **seamless access to services** that empower them to succeed in all aspects of their lives.



The Children’s Aid team receives the training, technology, and support they need to deliver **transformative care**.



New York communities experience Children’s Aid as a trusted **partner and advocate**, dedicated to driving positive change for young people.

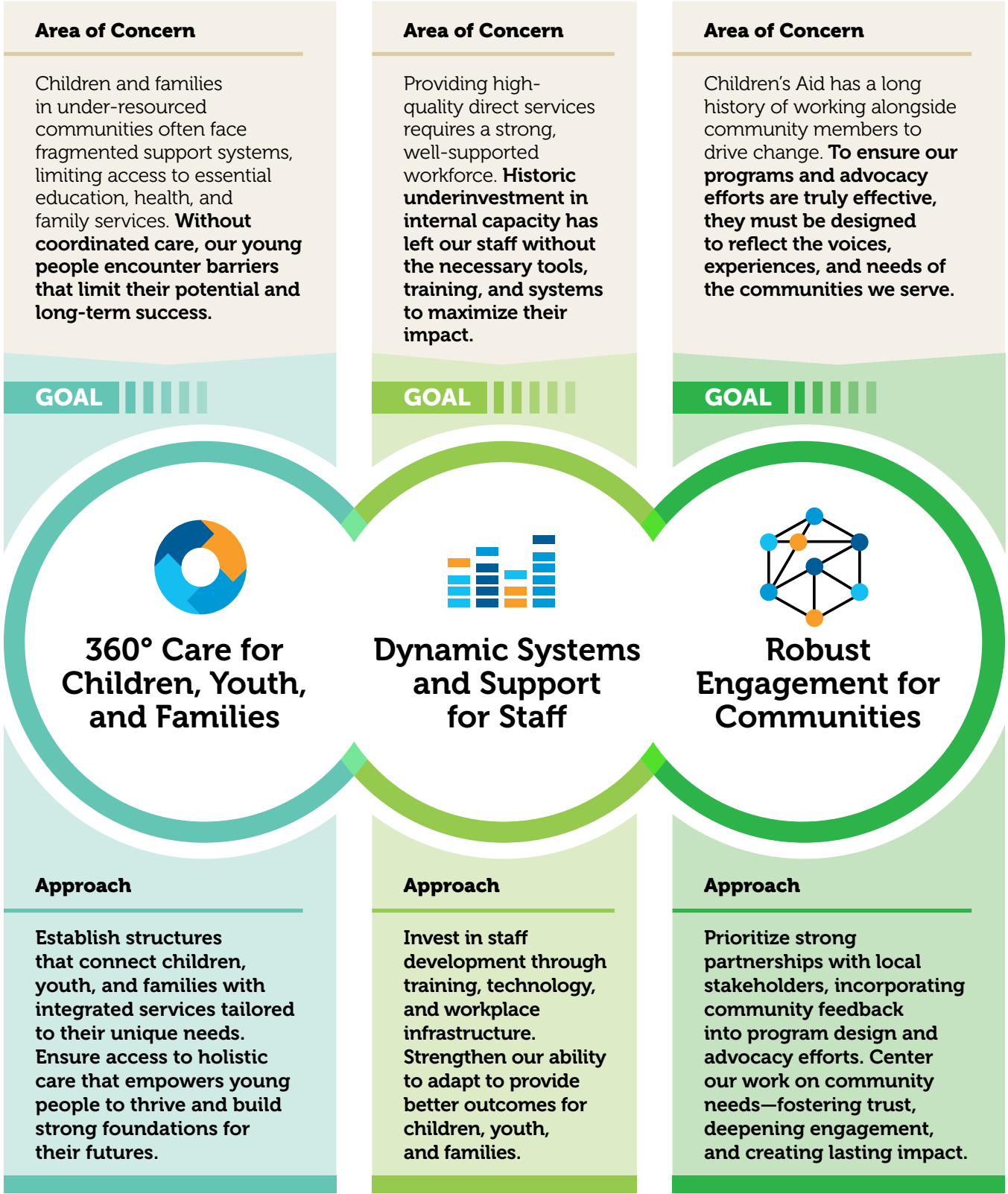
On the front cover: Liam, Age 13
This page: Asha, Age 10



Children first.

When we put children first, we create lasting change—by unifying services, empowering our team, and strengthening communities, we’re building a future where every child can thrive.

Children’s Aid will ensure every child benefits from an integrated network of services.





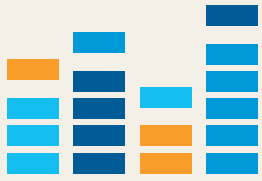
360° Care for Children, Youth, and Families

Poverty presents interconnected challenges that demand comprehensive solutions. Our 360-degree approach will deepen our ability to provide education, health, and family **support tailored to each child's unique needs**, ensuring families have access to the resources needed to thrive.

IMPLEMENTATION STRATEGIES

- **Universal Service Mapping:** Establish an innovative system to identify and connect children, youth, and families with the precise services they need, where they need them—whether within Children's Aid or through our trusted community partners. No child or family will fall through the cracks.
- **Integration Coordination:** Leverage a dedicated team to oversee coordination of services across all programs, breaking down silos and amplifying the impact of our holistic approach.





Dynamic Systems and Support for Staff

Families thrive when they are supported by a network of highly trained professionals. We will provide the **training, technology, and resources necessary to build an effective, compassionate team** dedicated to driving improved outcomes for the children and youth we serve.

IMPLEMENTATION STRATEGIES

- **Continuous Learning:** Build robust learning and development programs that empower staff to stay at the forefront of best practices and innovation.
- **Elevating Employee Experience:** Redefine organizational values and strengthen the workplace culture to ensure staff feel valued, supported, and inspired to deliver their best.

Isabel Escobar
Social Worker, Children's Aid

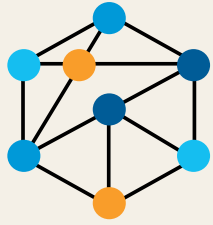
Since 1993, Isabel has risen through the ranks at Children's Aid. With our support, she earned a master's degree and now thrives as a social worker at one of our community schools, P.S. 8 in Washington Heights. Isabel's journey, marked by continuous learning, highlights our dedication to professional development and the profound impact of empowering staff.

Outcomes for Our Staff:

100%
will engage in
professional
development

100%
will facilitate
equitable
outcomes

100%
utilize systems
that optimize
outcomes



Robust Engagement for Communities

Organizations that actively build strong partnerships with their communities gain a deeper understanding of local needs and build trust. We will **embed community voice into our programming and advocacy**, achieving greater community support and more impactful results.

IMPLEMENTATION STRATEGIES

- **Community-Centered Partnerships:** Work hand-in-hand with community leaders and families to co-design programs, leveraging their expertise to meet evolving needs and create lasting change.
- **Feedback-Driven Innovation:** Establish accessible channels for children, youth, and families to share their experiences, ensuring their insights shape our programs and advocacy efforts.



Liliana Sarmiento
Co-Chair, Parent/Caregiver Council

Through our collective impact initiative in the South Bronx, Liliana found the opportunity to fulfill her passion—giving back to her community. As co-chair of the Parent/Caregiver Council, Liliana leads workshops to empower Bronx parents on early childhood development and advocacy. Offered in English and Spanish, these parent-led workshops foster resilience and confidence, with 99% of participants reporting positive impacts.

Outcomes for Our Communities:

100%
of staff will be
proficient in
community
engagement
strategies

100%
of major
decisions will
incorporate
community
feedback

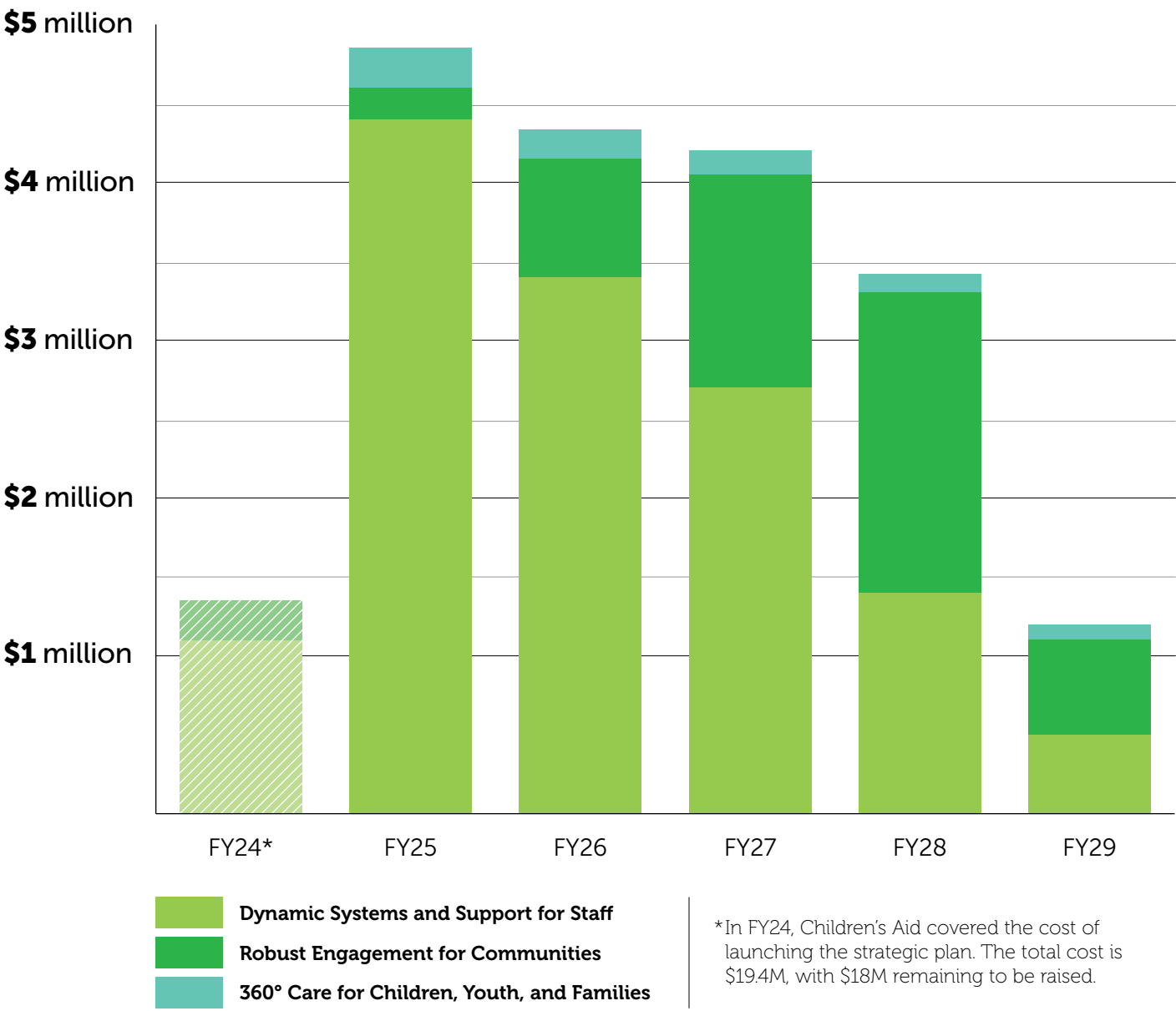
90% or more
of community
members will
recognize us
as a valuable
partner

Holydae, Age 15
with her father, Lance



Strategic Plan Budget

To fulfill the our plan’s vision and put New York City’s children first, we must leverage \$150 million in direct service support by raising an additional **\$18 million.**



Board of Trustees*

Ashish Bhutani
Russell Diamond
Laurel FitzPatrick
Raja Flores
Ivan Giraud
Mike Goss
Sebastian Guth
Ellen Jewett
Linda Kao
Alan E. Katz
Gregory E. Kerr, MD
Beth Leventhal
David Markus
Roselly Molina
Jill J. Olson
Tom Reynolds
Rudis Rodriguez
Eren Rosenfeld
Lauren Razook Roth
Yassaman Salas
Madeleine Schachter
Brad I. Silver
Jose Tavaréz
Kelly Tullier
Peter Wallace
Suzanne Waltman

**As of March 31, 2025*

Strategic Plan Leadership Implementation Team

Michelle Avila
Director of Public Policy

Marty Baicker
Chief Operating Officer

Georgia Boothe
Executive Vice President

Phoebe Boyer
President and CEO

Sarah Brennan
HR Information System Administrator

Caroline Brown
Performance Analyst

Audrey Burkey
Performance Management Assistant

Moria Cappio
Chief of Staff

Sandra Escamilla-Davies
Executive Vice President

Sabrina Evans-Ellis
Vice President of Learning and Development

Bradley Faust
Senior Data Analyst

Susan Fojas
Director of Performance Management

BA Fox
Chief Information Officer

Caroline Gallagher
Chief Development Officer

Jamel Hunt
Vice President of Talent Management and Human Resources

Cecile Koehler
Budget Director

Vanessa Lecorps
Vice President of Engagement and Belonging

Ezra Miller
Chief Financial Officer

Nikki Lin
Board Liaison and Special Assistant to the Chief of Staff

Anthony Ramos
Vice President of Marketing and Communications

Sheryl Taylor
Chief People and Culture Officer

Nicholas Woo
Assistant Director of Performance Management

Lance, Age 12

Children first.

Join us in advancing a bold vision where every child has the support, opportunities, and community they need to thrive.

For more information, please contact:

giving@ChildrensAidNYC.org 212.949.4936 ChildrensAidNYC.org/get-involved

*Iyan, Age 10
with his mother, Mercedes*



Children's Aid

117 West 124th Street, 5th Floor New York, NY 10027 212.949.4936

f X @in @ChildrensAidNYC giving@ChildrensAidNYC.org ChildrensAidNYC.org