NYAP is an energetic instrument of compassion and change in the lives of children, youth, and families and the systems, structures and practices that affect them.

NYAP is universally recognized as the premier provider known for trailblazing creative and effective community-based solutions.
CHILDREN FIRST

NYAP has a non-negotiable commitment to doing what is best for children, youth and their families.

INDIVIDUAL ADVOCACY

Every person should have an advocate who can promote their unique needs and celebrate their accomplishments.

EMPOWERMENT

NYAP has an abiding faith that every person has an innate ability to learn, grow and develop.

DIVERSITY

NYAP believes people are united by our humanity and enriched by our diversity.

PEACEMAKING

NYAP applies the principles of restorative justice and the power of reconciliation to instill a sense of community and a commitment to nonviolence.

ADVOCACY FOR CHANGE

NYAP is a leader of positive change in the structures, systems and policies that impede the empowerment of children, youth and their families.

INNOVATION

Our values lead NYAP to find creative ways to meet the distinct needs of each child, youth and family while at the same time grounding all programs and services in the highest professional standards.

SOCIAL INCLUSION

NYAP creates safe environments where people can be themselves and explore their connectedness and their differences and find positive ways to learn and live with others in the greater community.

COMMUNITY

NYAP believes that children and youth learn life lessons best in the communities they call home.

UNIVERSAL RIGHTS OF CHILDREN

National Youth Advocate Program (NYAP) was founded in Ohio in 1978 by Dr. Mubarak Awad. Dr. Awad had a difficult childhood and learned what it was like to be separated from his family. His mother was forced to place him and his siblings in orphanages in Jerusalem after their father was killed in a senseless act of violence, and through the grief of his personal experiences, Dr. Awad came to understand the importance of always being surrounded by people you know, trust and love.

Now, more than 40 years later, we take pride in offering an array of community-based programs, including new services to meet the individual and evolving needs of the youth and families we serve.

As a national organization, we provide leadership to advocacy initiatives for youth and families driving positive change toward a world that is more fair, equitable and just. We also collaborate with various domestic and international organizations to bring new thinking and perspectives to complex social issues.
A LETTER FROM OUR PRESIDENT / CEO

**We Are NYAP.** From our humble beginnings in Van Wert, Ohio in 1978, National Youth Advocate Program has been committed to operating differently than other organizations in that our first and foremost consideration has always been people, whether those people are staff, clients, community members or “students or visitors from a foreign land.” Everyone is welcomed and treated with respect, dignity, kindness and sincere hospitality, without exception.

Today, we are building upon the multicultural traditions of our past while expanding our knowledge and understanding of diversity in its every form. Our commitment and passion for social justice guides our work, not any of the identifiers that would exclude individuals from having the opportunity to contribute to the very best of their ability to help make the world more fair, peaceful and just. Our tagline, organizational history, policies, approaches to problem-solving and people management are all designed to “lift people up” and support and inspire performance in a way that’s consistent with our values.

This past year, our nation was presented with many challenges and hurdles. Especially troublesome was learning about children being detained and separated from their parents at the border. There were even reports of children being put in cages. We didn’t focus on the “why” but rather the “how,” as in how can we be catalysts for change, offering effective interventions and services to help lessen the pain of migrant children and their families. In the spirit of NYAP, La Jornada (The Journey) was born. I’m happy to report that this year we began licensing foster parents in six cities across our country to provide safe, temporary shelter to displaced children who have experienced immense hardship and oftentimes unimaginable tragedies. We look forward to updating you on this initiative next year and the steps we have taken to positively impact those we are serving.

In 2019 NYAP was approved by the state of Louisiana as a treatment foster care provider. Our first office is in Baton Rouge where we will engage adolescents, sibling groups and families in community-based services consistent with their identified needs.

NYAP has faced the challenges of growth head-on, establishing 15 new offices for a combined total of 54 locations. These locations are spread amongst nine states, offering 34 different programs and services to more than 20,000 participants representing families in nearly 400 different counties. Without the dedication, expertise and support of our staff, we would not be able to demonstrate our commitment to caring for people, connecting communities and promoting peace.

Yes, **We Are NYAP** and we offer the assurance to you and one another that we are here, in this moment together, to find purpose, and to learn and grow together so that our children, grandchildren and communities will be more safe, secure, equal, confident and proud beginning today. A journey of a hundred miles begins with a single step.

Sincerely,

Marvena Twigg
President/CEO
Geographic Impact

ILLINOIS est. 1997
INDIANA est. 1987
OHIO est. 1978
WEST VIRGINIA est. 1982
KENTUCKY est. 2016
SOUTH CAROLINA est. 1992
GEORGIA est. 1994
FLORIDA est. 2008
LOUISIANA est. 2019
**Office Locations**

**OHIO**
- Austintown
- Akron
- Canton
- Cincinnati
- Cleveland
- Columbus*
- Dayton
- Lima
- Newark*
- Toledo
- Washington Court House
- West Unity
- Zanesville

**SOUTH CAROLINA**
- Charleston
- Columbia
- Greenville

**FLORIDA**
- Deerfield Beach
- Fort Myers
- Jacksonville
- Miami
- Palm Beach
- Pensacola
- Sarasota

**WEST VIRGINIA**
- Beckley
- Fairmont*
- Harrisville
- Martinsburg
- New Martinsville
- Parkersburg
- Ravenswood
- Sutton
- Wheeling

**ILLINOIS**
- Chicago*
- Matteson

**KENTUCKY**
- Winchester

**INDIANA**
- Anderson
- Columbus
- Fort Wayne
- Indianapolis
- Madison
- Merrillville
- Scottsburg
- South Bend
- Versailles

**GEORGIA**
- Atlanta
- Augusta
- Gainesville
- Savannah

**LOUISIANA**
- Baton Rouge

*Multiple Sites within City

<table>
<thead>
<tr>
<th>9</th>
<th>States</th>
</tr>
</thead>
<tbody>
<tr>
<td>376</td>
<td>Counties Served</td>
</tr>
<tr>
<td>15</td>
<td>New Locations in 2019</td>
</tr>
<tr>
<td>54</td>
<td>Total Locations</td>
</tr>
</tbody>
</table>
2019 Employee Demographics

“UNITED by our humanity and ENRICHED by our diversity”

-NYAP Diversity Value
NYAP is a diverse organization.
It's our value. It's our commitment to the communities we serve.
Service Reception

24 HOURS A DAY. 7 DAYS A WEEK. 365 DAYS A YEAR.

We are here when you need us. Whether you are a referral source, a parent, a youth, a prospective foster parent or a concerned community member, we are here for you.

3,000+ calls fielded per day
2,119 youth placed
3,889 families served through Family Engagement Services
PREVENTION / INTERVENTION

NYAP offers a wide array of innovative, outpatient prevention and intervention programs for children, youth and adults. Assessment driven individualized services and treatment are designed to enhance the overall functioning of persons served based on their identified needs and preferences.

FAMILY PRESERVATION SERVICES

NYAP provides empowerment driven family preservation services that strive to help families live safely and successfully in the communities they call home. Family preservation services may be used both as a diversion program to prevent out of home placement, as well as a reunification program for children and youth returning home from higher levels of care placement.

POSITIVE YOUTH DEVELOPMENT

In keeping with NYAP’s strong belief in effective community-based programming, a variety of positive youth development programs provide strengths-based, individualized services and treatment for at risk youth who may otherwise end up homeless, incarcerated or institutionalized. Programming is designed to support youth in developing new skills and adaptive ways to live successfully within their communities.

OUT-OF-HOME CARE

When families are temporarily unable to care for their children due to situations beyond their immediate control, NYAP provides safe, nurturing, enriching living environments until families are able to resolve identified challenges. Specially trained foster parents and employees provide the support and care children need until they can be reunified with their families.

REUNIFICATION / PERMANENCY

NYAP offers several programs that aim to improve the likelihood of permanency for children and youth and that support the overall success of reunification. These programs are designed to develop the capacities of biological, adoptive and kinship families in the interest of achieving lifelong placement stability for children and youth served.

FAMILY ADVOCACY CENTER (FAC) | FRONT DOOR DIVERSION PROGRAM | HEALTHY WAYS | OUTPATIENT MENTAL HEALTH | PRACTICING ALTERNATIVE AND SAFE SOLUTIONS FOR PROBLEMATIC SEXUAL BEHAVIORS (PASS-PSB) | PROMOTING SAFE AND STABLE FAMILIES (PSSF) CRISIS STABILIZATION | SUBSTANCE USE TREATMENT

CASEWORK | THERAPY | FATHER ENGAGEMENT | HOMEMAKER PARENT AID | INTENSIVE HOME-BASED TREATMENT | PARENT ASSESSMENT SERVICES | WRAPAROUND

BRIDGES TO SUCCESS | BRIDGES TO PATHWAYS | CONSTANT AND NEVER-ENDING IMPROVEMENT (CANEI) | HOMELESS YOUTH PROGRAM | JUVENILE SERVING PROGRAM | JUVENILE VICTIM-OFFENDER MEDIATION (JVOM) | PROJECT RIZE AFTER-SCHOOL | PROMOTING SAFE AND STABLE FAMILIES (PSSF) INDEPENDENT LIVING | SUMMER YOUTH EMPLOYMENT PROGRAM | TRANSITION SERVICE PROGRAM

EMERGENCY SHELTER CARE | FAMILY & THERAPEUTIC FOSTER CARE | RESPITE CARE

ADOPTION | CARE MANAGEMENT | FAMILY ENGAGEMENT SERVICES (FES) | FAMILY PREPARATION | KINSHIP CARE | PARENT EDUCATION | VISITATION FACILITATION
# Program Outcomes

## Prevention / Intervention

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>82%</td>
<td>Of persons served demonstrated clinically significant improvement in level of functioning</td>
</tr>
<tr>
<td>87%</td>
<td>Of persons served for substance use treatment achieved progress on one or more identified goals</td>
</tr>
<tr>
<td>100%</td>
<td>Of persons served through the Promoting Alternative and Safe Solutions—Problematic Sexual Behavior (PASS-PSB) program remained free of new sexual offense charges</td>
</tr>
</tbody>
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## Family Preservation Services

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>83%</td>
<td>Of families served remained intact and/or reunified</td>
</tr>
<tr>
<td>97%</td>
<td>Of persons served remained free from new incidents of abuse/neglect</td>
</tr>
</tbody>
</table>

## Positive Youth Development

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>89%</td>
<td>Of persons served achieved educational success</td>
</tr>
<tr>
<td>95%</td>
<td>Of persons served through the Constant and Never-Ending Improvement (CANEI) program were discharged at the same or lower level than at program opening</td>
</tr>
</tbody>
</table>
Out-of-Home Care

- 94% of foster youth had 2 or fewer moves
- 99% of foster children/youth remained free from new incidents of abuse/neglect
- 91% of persons served in foster care and emergency shelter care achieved educational success defined as regular school attendance/participation, passing grades, achievement of high school equivalency or high school diploma
- 95% of persons served in foster care and emergency shelter care developed a connection to a reliable adult

Reunification / Permanency

- 100% of children and youth in our program did not have a placement move after adoption
- 96% of children and youth of families served through Parent Education programs remained free of new incidents of abuse or neglect
16% REVENUE GROWTH in 2019

13% FOSTER CARE REVENUE GROWTH in 2019

23% ASSET GROWTH in 2019

$98,142,350 gross revenue

$95,600,418 total investments

$16,743,942 total assets
Sources of Revenue

- Foster Care: $50,953,279 (52%)
- Community-based Services: $17,531,388 (18%)
- Managed Care: $13,712,802 (14%)
- Medicaid: $9,569,850 (10%)
- Emergency Shelter Care: $2,803,336 (3%)
- Grant-funded Programs: $3,571,695 (3%)

Total Gross Revenue: $98,142,350

Investments in Child Care & Welfare

- Youth-related Investments: $56,259,963 (59%)
- Foster Parent Investments: $25,367,155 (27%)
- Program-related Expenses: $1,158,299 (1%)
- Management / General Expenses: $12,815,001 (13%)

Total Investments & Expenses: $95,600,418