This annual report is dedicated to every NYAP employee who serves and meets the needs of our children, youth and families everywhere. We thank you.
OUR MISSION

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.

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National Youth Advocate Program (NYAP) was founded in 1978 by Dr. Mubarak Awad. Dr. Awad felt firsthand what it was like to be separated from his family after his father was killed in a senseless act of violence. As a member of a large family, his mother was forced to place him and his siblings in orphanages and homes of friends and family to ensure their basic needs—food, shelter and education—were met. Though he was able to visit frequently and maintain positive connection, he grew into a man with a solid understanding of the importance of being surrounded by people you know, trust and love.

Nearly 45 years later, we have nearly 2,200 incredible employees who are committed to providing comprehensive care and services to all individuals and families served.

The social, political and safety challenges of today have pushed our employees to urgency, responsiveness and creative solutions on behalf of persons served. In partnership with persons and families served, our employees remain steadfast in their determination to do what is best for and with each person who participates in one of our programs. Through the challenges faced by those we serve each and every day, we offer an unconditional commitment to their safety and success.

As a national organization, we advocate with and for those we serve to drive positive change within families and communities. Central to our work is strong collaboration with local, state and international system partners to bring new ways of thinking and fresh perspectives to complex social issues. Today, we focus on leveraging the multicultural traditions of our organizational history while embracing an unwavering commitment to diversity and inclusion in an ever-changing society. Our commitment and passion for social justice guides our work toward the ultimate goal of taking part in creating a world that is 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.

Our services create a continuum of care within our communities that are designed to enhance overall wellness, stability and strength of each individual and family. We are guided in our work by our founding value of empowerment, in that we truly do believe that every person has an innate ability to learn, grow and achieve a successful life as they define it. Our goal is to assist those we serve to empower themselves through enhanced capacity and access to needed resources.

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 so that our children, grandchildren and communities will be more safe, secure, equal, confident and proud beginning today. A hundred-mile journey begins with one step.
OUR VALUES

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

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

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

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

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

INNOVATION
NYAP’s values lead to finding creative ways to meet the distinct needs of each child, youth, and family in our care while at the same time grounding programs and services in the highest professional standards.

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

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 greater community.

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

UNIVERSAL RIGHTS OF CHILDREN
NYAP’s Workforce Demographics

NYAP believes we are enriched by our diversity and strives to ensure a representative and inclusive workforce.

Staff Ethnicity & Race

- **40%** White
- **21%** Black or African American
- **30%** Hispanic or Latino
- **3%** Do not wish to self-identify
- **3%** Unspecified
- **2.5%** Two or more races
- **1.5%** Asian
- **0.15%** Native Hawaiian or Other Pacific Islander
- **0.15%** American Indian or Alaska Native

Mid-Level Management

- **46%** White
- **28%** Hispanic or Latino
- **18%** Black or African American
- **3%** Do not wish to self-identify
- **2%** Unspecified
- **2%** Two or more races
- **1%** Asian
- **0.21%** American Indian or Alaska Native
- **0.21%** Native Hawaiian or Other Pacific Islander

Executive Management

- **61%** White
- **18%** Black or African American
- **18%** Hispanic or Latino
- **7%** Two or more races
- **7%** Do not wish to self-identify
- **4%** Unspecified

Gender

- **81%** Female
- **17%** Male
- **2%** Unspecified/Does Not Identify

Age

- **31%** 18-29
- **57%** 30-49
- **12%** 50+
CULTURAL LANDSCAPE

NYAP employees represent more than 52 different countries around the globe.
DEPARTMENT HIGHLIGHT: Human Resources

Human Resources (HR) continues its journey of people-centric and values driven strategies in pursuit of promoting healthy organizational culture and business growth. Talent acquisition, employee retention and satisfaction, leadership development, diversity and inclusion, and HR compliance, are key domains aimed at supporting and simplifying people’s work experience.

HR has dedicated enhanced resources to improve alignment with employment law and regulation compliance. The addition of a Compliance Coordinator to the HR team positions NYAP to deliver focused attention to compliance in-step with our lively rate of growth.

By placing people and organizational values at the core of our initiatives, NYAP has fostered a transformative culture that embraces innovation and growth. We continue to make the day-to-day HR necessities uncomplicated, internal customer service oriented and achievable for everyone. Our commitment to cultivating a thriving, diverse, and empowered workforce has paved the way for a future where every team member’s potential is harnessed to drive positive change. Looking ahead, we remain committed to pushing the boundaries of what is possible, continuing to unify the organization thereby propelling NYAP to new heights.
In 2022 NYAP added the critical position of Chief Diversity and Leadership Development Officer. This position spearheads the charge to advance the people leader skill-sets thereby better equipping NYAP to manage today’s challenges while preparing for tomorrow’s growth. Developing internal talent through coaching, mentoring, workshops and trainings positions employees and ultimately, NYAP for success. Leadership trainings include topics such as Legal Considerations when Managing Others, Flexibility and Productivity, Conflict Resolution, Employee Coaching and Employee Development. Diversity, inclusion and principles of social justice are embedded throughout.

NYAP’s talent acquisition employees work in lockstep with the Human Resources department to deliver efficient and effective support and a seamless hiring process for selected candidates. The talent team recruits skilled and compatible people within a fiercely competitive job market. Our competitive edge includes our rapid response to job inquiries, meaningful values-focused candidate engagement, and maximum recruitment platform user skills.

On the immediate horizon, NYAP is piloting an initiative to provide the foremost internship-to-employment experience for university student interns. Strategically recruiting, supporting and converting student interns into full-time employees, is an untapped talent pipeline that shows promise for enhanced employee recruitment.
NYAP tailors programming to each community, recruiting professionals who live and work within our communities. At NYAP, we strive to partner with those we serve to identify and develop the resources they need for success. Each program is rooted in our values and delivered by 2,198 qualified, exceptional employees across the nation.
We serve individuals and families in the following locations:

**OHIO**
- Austintown
- Canton
- Cincinnati
- Cleveland
- Columbus
- Dayton
- Dublin
- Hilliard
- Lima
- Mount Gilead
- Mount Vernon
- Newark
- Tallmadge
- Toledo
- West Unity
- Whitehall
- Zanesville

**ILLINOIS**
- Champaign
- Chicago
- Cicero
- Danville
- Decatur
- East Dundee
- Gurnee
- Matteson
- Naperville
- Peoria
- Rockford
- Sycamore
- Sauk Village

**INDIANA**
- Columbus
- East Chicago
- Fort Wayne
- Indianapolis
- Lafayette
- Madison
- Merrillville
- Scottsburg
- South Bend
- Valparaiso
- Versailles

**NEVADA**
- Las Vegas

**OHIO**
- Austintown
- Canton
- Cincinnati
- Cleveland
- Columbus
- Dayton
- Dublin
- Hilliard
- Lima
- Mount Gilead
- Mount Vernon
- Newark
- Tallmadge
- Toledo
- West Unity
- Whitehall
- Zanesville

**ILLINOIS**
- Champaign
- Chicago
- Cicero
- Danville
- Decatur
- East Dundee
- Gurnee
- Matteson
- Naperville
- Peoria
- Rockford
- Sycamore
- Sauk Village

**INDIANA**
- Columbus
- East Chicago
- Fort Wayne
- Indianapolis
- Lafayette
- Madison
- Merrillville
- Scottsburg
- South Bend
- Valparaiso
- Versailles

**NEVADA**
- Las Vegas
NYAP’S CONTINUUM OF CARE

Our programming is immersed in our philosophy that children and youth are most successful in the communities they call home. With over 60 programs and services offered to children, youth, adults and families, we bring innovative thinking, creative problem-solving and individualized service planning to meet the unique needs of each person and family served.

PREVENTION/INTERVENTION

Programs are designed to enhance the health and well-being of each individual served.

- Anger Management
- Behavioral Health Treatment
  - Functional Family Therapy
  - School-Based Counseling
- Crisis Intervention
- Domestic Violence Services
- Family Intervention Conflict Resolution
- Diversion Program for Mentally Ill Adults
- Healthy Ways for Maladaptive Sexual Behaviors
- Homeless Youth Program
- Housing Stabilization & Community Living
- New Beginnings for at-risk Infants and Families
- OhioRISE
- Parent Development
- Rapid Response Behavior Support
- Strengthening Families Program
- Substance Use Disorder Treatment

POSITIVE YOUTH DEVELOPMENT

Programs provide trauma informed, person centered treatment for youth who are at risk of involvement in the juvenile justice system.

- Bridges to Success - Independent Living Services
- Constant & Never-Ending Improvement (CANEI)
- Justice Advisory Council Violence Prevention
- Juvenile Victim-Offender Mediation
- Juvenile Justice Case Management
- Practicing Alternative & Safe Solutions for Problematic Sexual Behaviors (PASS-PSB)
- Reimagine Violence Prevention
- TeenReach After School Program
FAMILY PRESERVATION

Programs are designed to empower the family unit to help them live safely and successfully in their communities. These programs can be used to divert youth from an out-of-home placement or as a reunification program to support a youth’s successful return home.

- Community-Based Casework & Therapy
- Family Care
- Family Preservation Program
- Homemaker Parent Aid
- Intensive Home-Based Treatment
- Parent/Family Assessment Services
- Wraparound Services

REUNIFICATION/PERMANENCY

Programs aim to improve the likelihood of permanency for youth and support family reunification. These programs partner with biological, adoptive and kinship families, with the goal to achieve lifelong placement stability for children and youth served.

- Adoption Services
- Care Management Program
- Case Management Program
- Extended Family Support
- Father Engagement
- Kinship Care Programs
- Supervised Visitation Services

OUT-OF-HOME CARE

When a family is unable to care for their youth due to various challenges, we provide safe, nurturing foster care until the family can be reunified.

- Community-Based Emergency Stabilization
- La Jornada (Foster Care for Unaccompanied Children)
- Respite Care
- Treatment Foster Care
OhioRISE aims to shift the system of care by keeping more families intact through enhanced access to in-home and community-based services. Managed care programming is child and family-centric to best address complex Behavioral Health challenges. Aetna Better Health of Ohio (the OhioRISE plan) is partnered with Ohio Department of Medicaid, state agencies, providers, families, and other stakeholders to develop and implement new and enhanced services.

NYAP was selected as one of 18 agencies to partner with OhioRISE. Our mission represents our value of system advocacy which aligns closely with the goals and objectives of the OhioRISE program. NYAP firmly believes that children do best when they are raised within their family, and is committed to supporting families by identifying and removing barriers to children residing safely in the home with their family.

NYAP has deep ties to the counties within which we partner with OhioRISE. We have been providing services in this region of Ohio for well over 40 years. Our history of providing family-centered, strengths-based, innovative, and cost effective services to families and children, along with our commitment to the goals and objectives of the OhioRISE program, makes NYAP uniquely well-suited.

Managed care partners such as NYAP serve as the go-to providers for wraparound care coordination services and behavioral health needs. Managed care partners are also responsible to support the growth of systems of care in their communities thereby expanding access to children and youth and their families.

OhioRISE OBJECTIVES:

- Prevent custody relinquishment and better serve multi-system youth
- Add more intensive in-home and community-based services and supports
- Family and youth are at the center, with voice and choice prioritized
- Stakeholder engagement, transparency, and accountability,
- Shared governance model

The impact OhioRISE has had on our family is phenomenal. Every week is different sometimes we take a step back but our Care Coordinator is right there to guide us in the right direction. OhioRISE has given us great resources to help everyone in my household. OhioRISE really does care!

- Person Served, Shelby County, OH
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COUNTIES SERVED
NYAP was selected as the CME for Catchment Area C:

Allen | Auglaize | Champaign | Clark | Darke | Greene | Hardin | Logan | Madison | Miami | Shelby

Total Number of Youth Enrolled with NYAP:
828
(between 7/1/22 – 12/31/22)

Total Number of Staff enrolled with OhioRISE:
26 Care Coordinators
5 Leadership

(between 4/1/22 – 12/31/22)
PROGRAM HIGHLIGHT: 
Behavioral Health

Behavioral Health programming at NYAP is tailored to meet the unmet needs of children, youth, and families with the aim to help them live respectfully and productively in the communities they call home.

The length, frequency, and elements of Behavioral Health programs make use of evidence-based models that provide a continuum of services that match identified needs of person and families served.

Industry wide research confirmed that 2022 brought about many continued many challenges within the mental health and child welfare fields. Challenges include the attraction and retention of qualified employees, the high costs of evidence-based curricula, and the delivery initial and ongoing employee training.

In 2022, NYAP successfully launched and replicated three evidence-based practices: Functional Family Therapy (FFT), Brief Strategic Family Therapy (BSFT), Child and Family Traumatic Stress Intervention (CFTSI). NYAP employees across the organization also completed training proficiencies or earned certification in five different evidence-based models or programs: BSFT, Parent Child Interaction Therapy (PCIT), Neurosequential Model of Therapeutics (NMT), Nurturing Parenting, and Trauma Focused Cognitive Behavioral Therapy (TF-CBT).

“\nI have worked [with NYAP] for the past 2 years and over that time period have seen phenomenal growth in programs, staffing and clients served. I have worked at several other community mental health organizations over the past 15 years, and NYAP’s culture has been such a unique and positive change. I have never experienced leadership that was so down to earth, directly involved with client care, accessible to staff, and open to new ideas and change. I believe this openness to change has facilitated the vast amount of growth and expansion.  

- Rebecca Guhl  
  Clinical Supervisor, Columbus, Ohio

NYAP’S BEHAVIORAL HEALTH PROGRAMS:

• Anger Management
• Brief Strategic Family Therapy (BSFT)
• Case Management
• Comprehensive Assessment Skills
• Family Support Services
• Functional Family Therapy (FFT)
• Group Therapy
• Individual & Family Psychotherapy
• Intensive Home-based Therapy (IHBT, IIHS)
• NMT Brain Mapping
• Parenting Development
• Practicing Alternative Safe Solutions for Problematic Sexual Behaviors (PASS-PSB)
• Healthy Ways
• Psychiatry
• School-based Counseling
• Substance Use Counseling
• Telehealth*
• Wraparound Service
Outpatient Mental Health (OPMH), the organization’s largest Behavioral Health program, is offered in 7 of our 11 states including: Florida, Georgia, Illinois, Kentucky, Nevada, Ohio and West Virginia. OPMH is a versatile therapeutic program, typically implemented within a structure and service modality that meets the contractual and geographic needs of the service population. OPMH can be delivered within the home or in the community of the person served, in-office or in a community mental health center, via telehealth based on the preferences or needs of persons and families served. In some instances, OPMH is implemented alongside or in conjunction with another primary treatment service to ensure the complex needs of persons and families served are met.

NYAP adopted the TF-CBT model organization wide in 2012 as a consistent way to implement trauma informed care for those we serve.

In 2022

<table>
<thead>
<tr>
<th>State</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>Florida</td>
<td>47/Hours</td>
</tr>
<tr>
<td>Georgia</td>
<td>1,406/Hours</td>
</tr>
<tr>
<td>Illinois</td>
<td>944/Hours</td>
</tr>
<tr>
<td>Indiana</td>
<td>24/Hours</td>
</tr>
<tr>
<td>Kentucky</td>
<td>272/Hours</td>
</tr>
<tr>
<td>Ohio</td>
<td>26,285/Hours</td>
</tr>
<tr>
<td>South Carolina</td>
<td>428/Hours</td>
</tr>
<tr>
<td>West Virginia</td>
<td>988/Hours</td>
</tr>
<tr>
<td>NYAP TOTAL</td>
<td>30,394/Hours</td>
</tr>
</tbody>
</table>

*NYAP rose to the challenges related to Shelter-in-Place orders of the Covid-19 pandemic and continued to utilize Telehealth for virtual service provision into 2022.

NYAP achieved or were in process of obtaining TF-CBT certification.
PROGRAM HIGHLIGHT: La Jornada

MARIA’S* STORY

*Child’s name has been changed to protect her privacy.

6-year-old unaccompanied Maria, a child from Honduras, was referred to NYAP’s La Jornada program after her “alleged” parents were determined to not be her biological parents, but were actually perpetrators of abuse and labor exploitation. Maria reported that she was a victim of sexual abuse by relatives, forced labor, and neglect by caregivers in her home country. Due to the previous abuse she suffered at hands of her family, her potential sponsors were deemed ineligible.

Because of NYAP’s advocacy and commitment to the safety and well-being for children in care, and in collaboration with leadership of the Office of Refugee and Resettlement (ORR), it was decided that it would be in Maria’s best interest to live with her Foster Parents permanently, who were approved to become her sponsors. During her stay with NYAP, Maria began to heal from her trauma demonstrating significant improvement in her behavior. She learned to establish healthy friendships and engage age appropriate with other children in the La Jornada program. She learned how to establish healthy boundaries in her relationships with adults and is able to identify healthy ways of keeping herself safe from abuse and harm. Maria consistently reported feeling happy and safe in NYAP’s care and is doing extraordinary with her new family. Maria was discharged to her sponsors (former foster parents) after 447 days in foster care, making her case a first in ORR’s history.

TIMELINE OF LA JORNADA PROGRAMS IN 2022

Start of 2022

La Jornada began the year with 7 programs:
- Chicago, IL
- East Chicago, IN
- Homestead, FL
- Lawrenceville, GA
- Greenville, SC
- Gurnee, IL (LTFC)
- Naperville, IL (LTFC)

July 2022

La Jornada was awarded the program’s largest TFC contract, including 10 new sites located in:
- Phoenix, AZ
- Marietta, GA
- Cicero, IL
- East Dundee, IL
- Indianapolis, IN
- Valparaiso, IN
- Metairie, LA
- Hilliard, OH
- Las Vegas, NV
- Columbia, SC

November 2022

La Jornada was awarded an unlicensed contract, including 4 new sites (cities TBD) located in:
- Colorado
- Maryland
- Virginia
- Wisconsin
**LA JORNADA 2022 STATS**

- **1,386** Total Children Served
- **1,208** Families Reunified
- **35 Days** Average Length of Stay
- **97%** Average Case Compliance
- **254** Licensed Beds at the end of 2022
- **92** Licensed Homes at the end of 2022

**SIGNIFICANT EVENTS IN 2022**

- Awarded our largest Transitional Foster Care (TFC) contract
- Achieved 500+ children served milestone in Homestead, FL
- Increased number of successful reunifications of long-stay children

**PERSONS SERVED**

- **654** Female
- **567** Male
- **132** 0-2
- **16** 3-5
- **132** 6-9
- **520** 10-14
- **421** 15-19

**Licensed Beds at the end of 2022**

**Licensed Homes at the end of 2022**
PROGRAM HIGHLIGHT:
Housing Advocacy Program

The Housing Advocacy Program is designed to assist youth and families who are experiencing housing insecurity or homelessness by locating and securing safe, affordable, and stable housing. Similarly, the Youth Housing Advocacy Program helps current and former foster youth achieve independence through housing subsidies provided by Department of Children and Family Services (DCFS), housing education, and housing advocacy.

Housing advocates guide persons served through the complicated process of navigating the local and statewide housing markets and housing authorities, as well as providing education on tenant rights and responsibilities and other housing related matters. Youth served receive assistance with registering in post-secondary education, employment, assistance with clothing and work uniforms, assistance with transportation and basic furnishings for their new home. Families served receive case management services as well and financial assistance to meet their children's basic needs, such as beds, dressers, clothing, and school supplies, to ensure they have necessities to maintain the family unit or regain custody of their children.

SUCCESS STORY:
A young, single mother whose children were living in foster care came to us living in a hotel, without stable housing. She had faced difficulty finding housing due to past legal trouble and her low income. Within one month, with the help and support of her housing advocate, she was able to obtain a housing choice voucher through her local housing authority, which created the opportunity for her to afford stable housing on her limited income. Her new home was also in the district where her children were attending school and near her natural support system. Shortly thereafter, she obtained full-time employment and was approved to have her children returned to her care. During a recent home visit with her housing advocate, this young mother expressed how grateful she was for the help she received through NYAP’s Housing Advocacy Program, stating that her housing advocate “never gave up on us.” In just a year, she was successfully discharged from the program with stable housing, a full-time job, reunited with her children, and everyone thriving.
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COUNTIES SERVED
Currently, this program operates out of 5 locations.

NYAP began providing housing advocacy programming in the winter of 2021.

In 2022, our housing advocacy programs have worked with:

255 Youth & Families

85% Achieved Housing Stability

because of their involvement with our program.

Chicago | Matteson | Peoria | Rockford | Sycamore
18,490

Individuals Were Served In 2022

15,604 Severed in 2021

93%
of youth served through PASS-PSB had no new sexual offense charges

81%
of families served through family preservation programs remained intact and/or reunified

84%
of youth served in CANEI were discharged at the same or lower level than at admission

94%
of youth placed in foster care had 2 or fewer moves

86%
of youth placed in foster care achieved educational success

100%
of all adoptions were successfully finalized

92%
of youth of the family or person served through Care Management were free from new episodes of substantiated abuse or neglect during the course of services or treatment
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**Care Management for Ohio served on average:**
- **523** Families
- **1,036** Children

**through community-based Behavioral Health services.**

**1,420** YOUTH SERVED established a meaningful connection to a reliable adult while in foster care.

**380** YOUTH SERVED were placed with a relative or kin through our Kinship program.

**510** YOUTH SERVED through a juvenile justice youth-serving program.

**7,917** INDIVIDUALS SERVED through NYAP’s Family Preservation Services.

**1,389** FAMILIES SERVED through NYAP’s Family Preservation Services.
Our Board of Directors

Mary Ramseyer, Chair

DeLois McKinley-Eldridge, Vice Chair

Dr. Frances James-Brown, Ph.D, Secretary

Dr. W David Gemmill, MD, Treasurer

Luke Fedlam

Dr. Janet Rechtman, Ph.D

Gabrielle Benoit

Linda Nystrom

Alejandro Lucas

Marvena Twigg, President/CEO

NYAP board members are passionate and dynamic individuals from local communities, and of various professional backgrounds including, but not limited to, professions within the social services sector. A driving passion for meaningfully and positively affecting the wellbeing of youth, families and communities grounds and unites the group. There are currently nine board members, including board chair, Mary Ramseyer and NYAP’s Chief Executive Officer, Marvena Twigg.
FINANCIAL IMPACT

Operating Revenue

- Children & Family Services: $109,764,384
- Grant-Funded Programming: $30,092,186
- Patient Services: $16,379,766
- Additional Revenue: $955,184
- Total: $157,191,520

Investments & Expenses

- Youth-Related Investments: $103,751,434
- Foster Care Investments: $29,955,858
- Administrative & General Expenses: $26,054,575
- Total: $159,761,867

Youth-Related Expenses: 65%
Administrative & General Expenses: 16%
Foster Care Investments: 19%
Additional Revenue: 1%
Children & Family Services: 70%
Grant-Funded Programming: 19%
Patient Services: 10%

LOOKING AHEAD

As we look back on the successes achieved in 2022, we look to the future with excitement, commitment, and renewed passion for the work we do with children, youth, and families. We have immense opportunity in the upcoming years...opportunities to advocate and serve more individuals through unique programming, geographical expansion, and enhanced infrastructure and efficiency.

The need in our communities is ever growing, with increased demand for family centered services, population specific services and treatment, and an inclusive philosophy that translates to strong employment and program practices.

With each passing year, we learn and based on this learning, we deepen our determination to grow and develop with innovation in the true spirit of advocacy on which we are founded. For over 46 years, NYAP has joined with our partners and communities to raise our voices with an unwavering commitment to create a more caring, connected, and peaceful world.