This annual report is dedicated to every employee who exemplifies the mission of NYAP in the work they do each day.

We thank you.
National Youth Advocate Program (NYAP) was founded in 1978 by Dr. Mubarak Awad, who felt firsthand what it was like to be separated from his family. Dr. Awad’s father was killed in a senseless act of violence, and as a result, 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 with his family, Dr. Awad grew with a solid understanding of the importance of being surrounded by those you know, trust and love.

With this deeply rooted belief in mind, NYAP was born out of a desire to help youth remain in the communities they call home. Nearly 45 years after Dr. Awad founded NYAP, we have more than 1,600 incredible employees who are committed to this same principle, providing comprehensive care and services across the country to thousands of children, youth and families.

The social, political and safety challenges of today have pushed our employees in urgency, responsiveness and creative problem-solving on behalf of those served. Our employees remain steadfast in their determination to do what is best for each person who participates in any NYAP 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 and embracing an unwavering commitment to diversity and inclusion. Our commitment to passion for social justice guides our work toward the ultimate goal of creating a world that is more fair, peaceful and just. Our tagline, organizational history, policies, approaches to solutions and people management are all designed to lift people up, support growth and creativity and inspire performance.

Our services create a continuum of care that are designed to enhance overall wellness, stability and strength of each individual and family. We are guided by our value of empowerment, in which we believe every person has an innate ability to learn, grow and achieve a successful life as they define it. Our goal is to partner with and 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. A hundred-mile journey begins with one step.
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.

Our Values

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.

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.

Universal Rights of Children

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.

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.

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

Peacemaking
NYAP applies the principles of restorative justice and the power of reconciliation to instill a sense of community and a commitment to nonviolence.
NYAP’s Workforce Demographics

**Race & Ethnicity**

- 48% WHITE
- 23% BLACK
- 20% LATINO/LATINA
- 8% ASIAN, AMERICAN INDIAN, PACIFIC ISLANDER OR UNSPECIFIED

*Through the provision and growth of the La Jornada program, NYAP’s overall Latinx representation has grown by 16% in less than three years. (see page 18 for more about La Jornada)*

**Valued Perspectives & Experiences**

- 10% GEN Z
- 48% MILLENIANS
- 30% GEN X
- 11% BABY BOOMER

**Employee Tenure**

- 1134 EMPLOYEES 0-2 years with NYAP
- 276 EMPLOYEES 3-5 years with NYAP
- 122 EMPLOYEES 6-9 years with NYAP
- 81 EMPLOYEES 10+ years with NYAP

**Cultural Landscape**

NYAP employees represent more than 35 different countries across the globe

ALBANIA | ALGERIA | BARBADOS | BELIZE | BRAZIL | CAMEROON CANADA | CHILE | COLOMBIA | CUBA | DOMINICAN REPUBLIC DEMOCRATIC REPUBLIC OF THE CONGO | ECUADOR | EL SALVADOR FRANCE | GERMANY | HONDURAS | INDIA | IRELAND | JAMAICA KENYA | LATVIA | MEXICO | MONGOLIA | NEPAL | NICARAGUA PALESTINE | PERU | RUSSIA | SOMALIA | SOUTH AFRICA SOUTH KOREA | SPAIN | THAILAND | VENEZUELA | ZIMBABWE

**Wealth of Knowledge**

- 12% HIGH SCHOOL DIPLOMA
- 7% ASSOCIATE DEGREE
- 46% BACHELOR’S DEGREE
- 34% MASTER’S DEGREE
- 2% DOCTORATE DEGREE
NYAP’s Education and Professional Development department provides trainings and educational resources to employees across the organization. We consistently integrate our organizational values throughout our employee development and educational content. We believe by doing so, we inculcate our mission into our work with an elevated level of commitment, passion and enthusiasm.

On behalf of those we serve, our dedication to excellence is reflected in our investment in employee trainings and educational curricula. We collaborate with each state and program to ensure education opportunities are aligned with their regional and programmatic needs, and identified areas of professional development. We conduct foundational literature reviews and research to keep step with current evidence-based and evidence-informed best practices within the fields of child welfare, juvenile justice, prevention services and behavioral health.

In addition to providing quality educational content, NYAP prioritizes the use of diverse training platforms, including traditional classroom, eLearning, learning labs and focus groups, designed to enhance the applied transfer of knowledge.

The trainings helped me as a new employee prepare for success in my position. There are generous opportunities for further professional development in the areas of engagement, leadership, advocacy and person-centered therapy techniques. The time and effort put forth in research and topic development truly supports and aligns with the mission, values and goals of the organization. I feel prepared and have a solid foundation to be successful in my current and any future roles.

- ROBIN, LOUISIANA
International Employee Network

79 OFFICE LOCATIONS across the United States

28 FLEXIBLE WORKSITES for employees working remotely

10 STATES actively serving their communities

53 PROGRAMS providing services and treatment to children, youth and families
NYAP tailors programming to each region based on identified needs; and as such, we recruit professionals who live and work within our communities. We serve individuals and families in the following locations:

### Program Locations

<table>
<thead>
<tr>
<th>State</th>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ohio</td>
<td>AUSTINTOWN, CANTON, CINCINNATI, CLEVELAND, COLUMBUS, DAYTON, LIMA, MOUNT GILEAD, MOUNT VERNON, NEWARK, TALLMADGE, TOLEDO, WASHINGTON COURT HOUSE, WEST UNITY, ZANESVILLE</td>
</tr>
<tr>
<td>West Virginia</td>
<td>BECKLEY, FAIRMONT, HARRISVILLE, MARTINSBURG, NEW MARTINSVILLE, PARKERSBURG, RIPLEY, SUTTON, WHEELING, WINFIELD</td>
</tr>
<tr>
<td>Illinois</td>
<td>CHICAGO, MATTESON, PEORIA, SYCAMORE, ROCKFORD</td>
</tr>
<tr>
<td>South Carolina</td>
<td>COLUMBIA, GREENVILLE, NORTH CHARLESTON</td>
</tr>
<tr>
<td>Kentucky</td>
<td>WINCHESTER</td>
</tr>
<tr>
<td>Louisiana</td>
<td>BATON ROUGE</td>
</tr>
<tr>
<td>Indiana</td>
<td>COLUMBUS, EAST CHICAGO, FORT WAYNE, INDIANAPOLIS, MERRILLVILLE, SCOTTSBURG, SOUTH BEND, VERSAILLES</td>
</tr>
<tr>
<td>Florida</td>
<td>CAPE CORAL, DEERFIELD BEACH, HOMESTEAD, JACKSONVILLE, WEST PALM BEACH, PENSACOLA, SARASOTA, TAMPA,</td>
</tr>
<tr>
<td>Nevada</td>
<td>LAS VEGAS</td>
</tr>
</tbody>
</table>
NYAP's founding philosophy that children and youth are most successful in the communities they call home is embedded into all programming. With over 50 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. At NYAP, we 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 1,600 qualified, exceptional employees across the nation.

**Prevention/Intervention** programs are designed to enhance the health and well-being of each individual served.

- Anger Management
- Behavioral Health Care Respite
- Behavioral Health & Counseling
- Family Intervention Conflict Resolution
- Front Door Diversion Program
- Functional Family Therapy
- Healthy Ways – Treatment for Young Children with Maladaptive Sexual Behaviors
- Housing Stabilization & Community Living
- Mobile Crisis Response & Crisis Care Systems
- New Beginnings for Teen Parents
- Parenting Education
- Rapid Response Behavior Support
- School-Based Counseling
- Strengthening Families Program
- Substance Use Disorder Treatment
- Workforce Development

**Family Preservation** programs are designed to empower the family unit to help them live safely and successfully in their homes and communities. These programs can be used to divert youth from an out-of-home placement or to support a youth's successful return home upon reunification.

- Casework
- Family Preservation and Stabilization Services
- Family Therapy
- Homemaker Parent Aid
- Intensive Home-Based Treatment
- Parent/Family Assessment Services
- Wraparound
- Safe-at-Home Family Program
Positive Youth Development

Positive Youth Development programs provide strengths-based individualized treatment for youth who are at risk of involvement in the juvenile justice system.

- Bridges to Success Transitional Program
- CANEI – Treatment for Youth At Risk of or Involvement in the Juvenile Justice System
- Homeless Youth Program
- Justice Advisory Council Violence Prevention
- Juvenile Victim-Offender Mediation
- Mental Health Juvenile Justice
- PASS-PSB – Treatment for Youth with Problematic Sexual Behaviors
- Summer Youth Employment
- Teen REACH After-School Programming

Reunification/Permanency

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.

- ACTION Adoption
- Care Management
- Case Management
- Family Preparation Services
- Kinship Care
- Parenting Education
- Supervised Visitation Services
- Wendy's Wonderful Kids® Adoption

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.

- DIY/RUR – Serving Youth Dually-Involved in the Department of Juvenile Justice
- Emergency Shelter Care
- Domestic Foster Care – Family & Treatment
- International Foster Care – La Jornada
- Respite Care

At NYAP, we focus on providing quality services to assist individuals in their overall well-being by providing a continuum of care throughout various areas of an individual’s lifespan. To ensure that individuals have equal access to our services, we provide majority of our services in the community and use strengths-based approaches.

- DANIELLE, ILLINOIS
The goal of foster care is to provide temporary, community-based foster homes for children and youth who are unable to remain with their family of origin due to various reasons, including abuse, neglect, dependency, delinquency, family conflict or substance abuse. NYAP recruits, trains and licenses highly skilled foster parents across the country to join in NYAP’s unique commitment to serve youth in foster care, with a unique focus on serving older youth and teens with specified needs and challenges.

A primary focus in foster care is preserving the connection with the youth’s biological family through scheduled visitation and strong involvement of the family in their youth’s care and treatment. NYAP team members are devoted to maintaining meaningful connections between children, youth and their families throughout, and we work with foster parents to ensure they understand and embrace the critical involvement of the biological families.

NYAP’s foster parents are the heartbeat of our program. Youth are purposefully and carefully matched with foster parents who are best equipped for their unique circumstances. Often lifelong relationships are formed between youth and foster parents, extending the natural network of reliable adults to the youth as they grow into adulthood.

We see our foster parents as additional PARTNERS in the care of children and youth. They are essential to creating nurturing, safe and stable environments, within which youth with trauma are able to heal and ultimately achieve permanency with their biological families.

Both employees and foster parents receive extensive trauma-informed training that equips them to compassionately respond to youth and effectively stabilize behavioral challenges. In addition to state-required core training, NYAP has invested in Trust-Based Relational Intervention (TBRI) as the foundation on which foster parents are educated and prepared for placements.

Examples of 2021 Foster Parent Training Topics
- Managing Challenging Behaviors
- Impact of Trauma on Development
- Compassion Fatigue
- Importance of Empathy
- Impact of Sexual Abuse
- Understanding Sensory Processing
- Autism Awareness and Advocacy
- Active Listening
- Teens, Love and Relationships
- Fostering Teens
- Positive Discipline for Older Youth
- Fostering for the Holidays
- Dangers of Labeling Youth

We have loved every NYAP Treatment Coordinator we ever worked with. Two and a half years ago we were ready to give our license up, but NYAP welcomed us with open arms and I am so glad we are still fostering. We absolutely love you all. You have opened my eyes and heart to teens and I have really loved the few we have had the pleasure of knowing.

- JEANIE, INDIANA FOSTER PARENT
Located in the heart of Columbus, Ohio, NYAP’s Care Management program has stood as a beacon of NYAP’s philosophy that children and youth to remain with their families in the communities they call home. In an innovative and cost-effective partnership with the local children’s county services office, NYAP is entrusted to provide a full continuum of child welfare services for youth and families randomly assigned to the program each month. The Care Management team is tasked with providing the highest quality of programming and services in a creative and fiscally responsible manner, ultimately working to achieve safe family preservation or reunification.

On an average day in 2021, NYAP served 400+ families with more than 900 youth in Care Management. NYAP receives an average of 32 new cases per month, with an increased contract renewal of 40 new cases monthly as of March 2022. In correlation with the country’s move toward performance-based contracting, NYAP has benefited from meeting nine out of the 13 identified performance metrics, leading to a significant reduction in out-of-home paid care for the county.

As an organization, NYAP believes in and leads with the foundational mission that children and youth are best served in the communities they call home. The Care Management program has demonstrated consistent success in helping youth remain with their families in their communities, either with extended family members or non-relative (kin) placements. Care Management drives NYAP’s mission forward in every interaction with each youth and family.

Care Management’s philosophy extends beyond those working directly with families; it is a shared priority of every employee, regardless of age, gender, race, tenure or experience. As they have consistently done for more than 22 years, the Care Management program will continue to collaborate on behalf of family safety and preservation within their home community.

Program Highlight: Care Management

429 FAMILIES served on average at any given day in 2021
933 YOUTH served on average at any given day in 2021
104 YEARS of combined NYAP leadership experience
36 CASE WORKERS serving over 400 families each month
Program Highlight: La Jornada

Every year, more than 40,000 families are forced to flee their home countries to the United States due to poverty, war and violence. In doing so, many families are separated at the border, forcing parents to send their children into a new, unknown land on their own.

NYAP’s international foster care program, La Jornada, (“The Journey” in Spanish) seeks to provide temporary foster homes for unaccompanied youth ages 0 to 17 as they await reunification. In collaboration with specialized, licensed foster parents, La Jornada employees are able to safely reunify children with their loved ones.

La Jornada foster parents are bilingual, bicultural caregivers who are eager to assist children and youth on their journey. They are comprehensively trained in trauma-informed care, culturally competent parenting, caring for human trafficking victims and crisis intervention to equip them in meeting the individualized needs of each youth.

NYAP’s support for children and youth served in the La Jornada program extends beyond excellence in foster care. Our employees exemplify the mission of advocacy through their daily work, inclusive of tutoring, English classes, art projects and case management. Employees are culturally competent and excited to embrace each youth’s culture and heritage. They spend extensive time learning and discussing the unique backgrounds of each youth in order to provide personalized care and support, promoting a positive new beginning in the United States.

YOUTH FROM **12 DIFFERENT COUNTRIES**  
EMPLOYEES REPRESENTING **19 DIFFERENT COUNTRIES**

| 812 UNACCOMPANIED CHILDREN placed with a licensed NYAP foster parent | 780 FAMILIES REUNIFIED across 43 different states in the U.S. |
| 219 BEDS AVAILABLE in licensed, trained, transitional foster homes | 22.8 AVERAGE DAYS unaccompanied children spent in transitional foster care |
Featured Art from Youth Served through La Jornada
The unique landscape of Chicago includes communities with rich diversity, cultures and histories. Chicago is also home to more than 700,000 Hispanic and Latinx individuals and families, making up almost 30% of the city's population. Many Hispanic families are not able to access the same resources for themselves and their families as others, due to barriers in language, funding or geographical opportunity.

Programming offered by the Illinois Center for Adolescents & Families (the Center) is designed to serve Hispanic families throughout Chicago, with programming offered in both English and Spanish. The Center offers Parent Education, immersed in TBRI training to fortify the parent’s knowledge of the potential impact of trauma; Anger Management, certified through the National Association of Anger Management as an effective resource for court-ordered adults in community-based settings; New Beginnings, a program for new mothers with babies in need of support and guidance utilizing the Parent As Teachers (PAT) standardized curriculum; and case management.

Most recently, the Center has begun four new programs that further enhance services for Spanish-speaking families throughout Chicago: Kinship, family-finding for youth who are temporarily removed for their home; Norman Family Housing, housing assistance for families involved with the local public agency; Youth Housing Advocacy, advocacy program for youth who have been emancipated; and Triple P, “Positive Parenting Program” designed to serve newly adoptive families with young children facing behavioral issues. The Center boasts a dedicated team of empathetic, mission-driven individuals who are only just beginning to make their mark across the diverse Chicago landscape.
## Program Impact & Outcomes

<table>
<thead>
<tr>
<th><strong>INDIVIDUALS SERVED</strong></th>
<th><strong>FAMILIES SERVED</strong></th>
<th><strong>YOUTH SERVED</strong></th>
<th><strong>YOUTH SERVED</strong></th>
<th><strong>YOUTH SERVED</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>727</td>
<td>197</td>
<td>316</td>
<td>3,200</td>
<td>185</td>
</tr>
<tr>
<td>through community-based behavioral health services</td>
<td>through Indiana’s Family Preservation Services</td>
<td>through a juvenile justice youth-serving program</td>
<td>through connecting with a reliable adult while in foster care</td>
<td>by being placed with a relative/kin through our Kinship program</td>
</tr>
</tbody>
</table>

- **94%** of youth served through PASS-PSB had no new sexual offense charges
- **90%** of families served through family preservation programs remained intact and/or reunified
- **93%** of youth served in CANEI were discharged at the same or lower level than at admission
- **90%** of youth placed in foster care had two or fewer moves
- **90%** of youth placed in foster care achieved educational success
- **100%** of all adoptions were successfully finalized
- **92%** of youth served through Care Management were placed with a relative/kin in their communities

15,604 individuals were served in 2021.
Financial Impact

Operating Revenue

- Children & Family Services: 74%
- Grant-Funded Programming: 13%
- Patient Services: 11%
- Additional Revenue: 1%

OPERATING REVENUE

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children &amp; Family Services</td>
<td>$98,682,731</td>
</tr>
<tr>
<td>Grant-Funded Programming</td>
<td>$17,734,289</td>
</tr>
<tr>
<td>Patient Services</td>
<td>$14,658,363</td>
</tr>
<tr>
<td>Additional Revenue</td>
<td>$1,500,034</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$132,575,418</strong></td>
</tr>
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</table>

Investments & Expenses

- Youth-Related Expenses: 19%
- Foster Care Investments: 24%
- Administrative & General Expenses: 57%

INVESTMENTS & EXPENSES

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth-Related Investments</td>
<td>$26,218,202</td>
</tr>
<tr>
<td>Foster Care Investments</td>
<td>$32,493,922</td>
</tr>
<tr>
<td>Administrative &amp; General Expenses</td>
<td>$77,740,508</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$136,452,632</strong></td>
</tr>
</tbody>
</table>
As we look back on our successes and innovative problem-solving throughout the year, we also look ahead to the coming years full of opportunities for additional growth, improvement, inclusion and connection. Most importantly, we are eager to increase our services for children, youth and families.

EXPANSION IN REACH

Our states continually collaborate with local county and state services to identify the needs in each region. With these partnerships come immense opportunities for expansion in our current services as well as new services to reach specific populations in need. In 2022, NYAP has begun to provide transitional foster care for unaccompanied children at 10 additional sites, Chicago’s Center for Adolescents and Families has new grants to build upon and Care Management in Columbus, Ohio is set to serve 100 more children a day with their contract extension.

TRAININGS & PROFESSIONAL DEVELOPMENT

In 2021, we heard and responded to categories in need of further training, allowing 2022 to bring more education opportunities to employees, better informing their daily work. NYAP seeks ways to hear and respond to these requests of each community and team, providing them with national support and advocacy. New topics on coming trainings for our employees include Compassion Fatigue, Suicide Signs and Symptoms, Cultural Humility Inclusion, Leadership Development, Crisis Management and much more.

A CONTINUED COMMITMENT

The needs in our communities are not slowing. In turn, our commitment only deepens. As our work is not done, we move forward with increased collaboration, determination, innovation and dedication. We will continue to raise our voices, encouraging our partners and communities to join in, with the ultimate goal of creating a world more fair, just and peaceful for all.