YOUTH ADVOCATE PROGRAMS

ANNUAL REPORT 2019

Safely Home with Quality Services
YAP is a nationally recognized nonprofit exclusively committed to the provision of community-based alternatives to out-of-home care through direct service, advocacy, and policy change.

Since our founding in 1975, our expertise and passion have been in serving deep-end, multi-need and cross-system youth and families, though we have success across a continuum of needs and challenges. We provide safe, cost-effective services to youth and families involved in numerous systems, including the child welfare, juvenile justice, behavioral health, developmental disabilities, education and adult systems.

We serve more than 20,000 families a year in more than 100 programs across 29 states and the District of Columbia in rural, suburban, and urban areas including 25 major metro areas. Since our beginning in 1975, 100 percent of our programming occurs in the home communities of the people we serve.

MISSION

We Believe

the needs of individuals and families - even those with high risk - can safely and most effectively be met within a home and community setting.

that every individual possesses strengths, potential, interests and talents that make them unique and can be built upon and shared.

that everyone needs access to positive people, places and activities within their community to develop their natural potential and live full, productive lives.

that partnering with families to identify their needs and preferences preserves dignity and improves outcomes.

investing in community-based programming is a cost-effective, responsible alternative to out of home placements.
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Dear YAP Supporters, Partners, Friends and Family,

We closed 2019 having achieved unprecedented growth and scaling of the YAP Wraparound/Advocacy service model. By year end, nearly 2,400 YAP staff members were providing community-based services to 20,000 youth, adults, and families in more than 150 communities in 28 states and the District of Columbia. Our growth has been because of YAP’s outcomes as well as our advocacy where our local, regional, and national leadership, partnerships, and voices are impacting systems change.

- YAP became a new addition to the Office of Justice Programs (OJP) Crimesolutions.gov Promising Programs list and Office of Juvenile Justice and Delinquency Prevention (OJJDP) Model Programs Guide.

- In addition, early evidence from randomized controlled trial (RCT) studies could provide opportunities in the near future to renew our submission. For example, Chicago’s Choose to Change (C2C) program in Chicago, YAP’s partnership with Children’s Home & Aid, which includes ongoing RCT evaluation by the University of Chicago Crime Lab and Education Lab, suggested promising outcomes.

- We expanded our YAPWORX job readiness program, a unique addition to the tools available to YAP participants. YAPWORX recognizes that many systems-involved young people face substance abuse, behavioral health, and trauma-related challenges that if not addressed and treated properly make it extremely difficult for them to complete traditional job readiness programs.

- We also piloted YAPWORX DD to serve the needs of young people with developmental disabilities.

- In 2019, YAP convened leaders to provide coordination and synergy between field operations and the Central PA-based Support Center, an effort that included Race, Equity and Inclusion training for leaders and board members.

- The year proved to be unprecedented for YAP’s efforts to raise our public profile and for the YAP Tom Jeffers Endowment Fund, which raised nearly $2 million, mostly from staff donations.

We thank you for your generous support of your time, talent, and treasure, which has helped us advance our mission, keeping more young people out of institutions and Safely Home.

Jeff & Lynette
STRATEGIC PRIORITIES

YAPWise smart growth and financial sustainability for transformative scale of the YAP model

Gold Standard quality, performance and outcomes across all aspects of the organization

Systems change, advocacy and policy innovation

Streamlined, effective and equitable systems to support YAP’s people

Visionary, effective leadership: governance and management

Strategic communications excellence
YAP entered 2019 on the heels of our announcement of six new additions to the YAP Board of Directors. The experiences and backgrounds of the freshman class aligns with the organization's visionary and effective commitment to leadership.

The new group was elected and welcomed by these accomplished and committed board members:

- **Lynette M. Brown-Sow**
  Chair, PA

- **Hon. Vivian Sanks-King**
  NJ

- **Joseph A. Snyder**
  Secretary, PA

- **Randolph N. Stone, Esq.**
  IL

- **Francis V. Lanigan**
  Treasurer, NY

- **Bill Wachob**
  PA, CA

- **Emily Ferguson**
  Parent Advocate, PA

- **John McKnight**
  Board Member Emeritus, IL
Donncha Hughes is an independent business advisor and mentor who supports start-ups in Ireland through training and consultancy. Hughes has served as a member of the YAP Ireland Board of Directors since 2016, where he was appointed Chair in May 2018, thereby joining the Board of YAP, Inc. While smaller in scale, the issues facing YAP Ireland are very similar to those of YAP, Inc. Outside of work, Hughes is a coach and player with the local hurling and camogie club where he works with his kids under 7 boys’ and under 9 girls’ teams. Hughes has a Bachelor of Commerce and a Master of Business and Science in marketing from National University of Ireland Galway.

Kamia Brown, FL

Kamia Brown is a Democratic member of the Florida House of Representatives. She has served Florida’s 45th District (much of west Orange County including Pine Hills, Apopka and Ocoee) since 2016. Impacted greatly by the suicide of a high school student in her district, Brown is a proponent of community-based wraparound behavioral health services. She is committed to serving the public through relationship building and problem solving. Experienced in fundraising and nonprofit governance, Brown earned the Children's Home Society as Legislative Champion Freshman Legislator of the Year award. The Florida Education Association also recognized her as Freshman Legislator Friend of Public Education.

Sebastian Johnson, MD

Sebastian Johnson is part of the Arnold Ventures Criminal Justice team that oversees the corrections and reentry portfolio. Previously, he was a senior associate at Freedman Consulting, where he managed strategic planning and research for major philanthropies pursuing criminal justice reform. He was also a state policy fellow at the Institute on Taxation and Economic Policy overseeing research on the use of state and local jurisdiction fines and fees. Johnson's writing on criminal justice reform and other topics has been featured in The Washington Post, Los Angeles Times and other publications. He earned a Master's degree in public policy from Harvard University and a Bachelor's of Science in political economy from Georgetown University.

Tremaine "Teddy" Reese, GA

Tremaine “Teddy” Reese is managing attorney of The Reese Firm, LLC, in Columbus, Ga. His advocacy for youth involved in the justice system began as an eighth grader, when his best friend with whom he shares a birthday was involved in an attempted robbery where another boy was shot. As a young college student, Reese wrote a letter to the parole board on his friend’s behalf and has advocated for him ever since. Reese is member of the American Bar Association, National Bar Association, Florida Bar, State Bar of Georgia, Fountain City Bar Association and the Columbus Bar Association. Reese earned a bachelor’s in computer science from Albany State University, a master’s in Public Administration from Georgia College & State University and graduated Cum Laude from Florida A&M University College of Law.

Ricardo Villalobos, NV

Ricardo Villalobos serves as Executive Director for the College of Southern Nevada’s Division of Workforce & Economic Development. He has also served as Director of Workforce Development Programs at Workforce Connections (local Workforce Development Board) and Director of YouthBuild Las Vegas. Each of these endeavors has been an expression of his passion to serve and empower underrepresented populations. Villalobos completed his undergraduate studies at Biola University and earned a master's degree from the University of San Diego, with an emphasis on Student Development. He has a Ph.D. in Workforce Development & Organizational Leadership from the University of Nevada Las Vegas, with a dissertation focus on how out-of-school youth successfully navigate workforce development programs.

Mamie Jackson Williams, DC

Mamie Jackson Williams is Planned Parenthood of Metropolitan Washington (PPMW)'s Vice President of Development, where philanthropy has more than doubled during her tenure. Previously, she served in senior development roles for George Washington University School of Business, the Smithsonian Institution, Spelman College, the Robert H. Smith School of Business at the University of Maryland-College Park, Rutgers University Division of Life Sciences and Purdue University. Williams has also served as a member of the faculty for CASE's Conference on Diverse Philanthropy and Leadership. She has a Master of Arts degree in philanthropic studies from the Lilly Family School of Philanthropy at Indiana University and an undergraduate degree from Sweet Briar College.

Safely Home Pilot
YAP planted the seeds for additional growth through a unique partnership with Georgetown University's Center for Juvenile Justice Reform (CJJR). YAP and CJJR awarded Safely Home Fund grants to six youth justice systems. After a competitive process, the awards went to systems in Arizona, California, Colorado, Illinois, North Carolina and Ohio for programs that launched at the end of 2019. The grants provided a year of startup funding for community-based mentoring, advocacy, support and services to young people who would otherwise be incarcerated. The Safely Home Fund dollars were part of YAP’s strategic priority to achieve smart growth and reduce the nation's reliance on incarceration and other out-of-home placement by supporting, strengthening and empowering young people -- especially youth of color -- through effective, evidence-informed community-based programming. Safely Home Fund YAP programs are intended to support medium-to-high-risk, complex-needs youth through YAP programs that can be sustained in 2021 when the technical assistance grant period ends.
YAP’s youth justice programs were highlighted in news media across the U.S. and were the subject of a two-part series on Davenport’s KWQC-TV, which led community leaders who were considering building a new youth detention facility to visit Chicago YAP and offer the program as an alternative.

Stories on CBS Pittsburgh and in the Pittsburgh Post-Gazette featuring former program participant Dan Hackett put a spotlight on YAP’s autism services. Dan talked about how, until he got involved with YAP, he was unemployed and had low-self-worth, and felt disconnected, misunderstood, unfulfilled and depressed. The news reports detailed how Dan’s involvement in YAP, which included supported work with Pittverse Magazine, and how he has become a global advocate for people on the autism spectrum. He attended the 27th European Social Services Conference in Milan, Italy, where he co-presented he discussion, “A Co-production Model for Working with Young People.”

News stories in Roanoke Valley VA put a spotlight on YAP’s child welfare programs. One story highlighted Michelle Labreque’s family. Two of her children have complex health and developmental challenges. She said one of her daughter’s behavioral disorder got so bad that she was in residential care.

“I felt like I myself, as a mom, was headed for a nervous breakdown so to speak,” she told a WFXR-TV reporter, as she explained she didn’t know where her family would be if not for YAP.

Several other local media stories highlighted YAP’s cultural competence. The YAP-hosted “Dear Black Girl: A Love Your Hair Affair” offered back-to-school hair care and styling tips. YAP Program Coordinator Pamela D. Smith told reporters the event was designed to provide support to black girls confronted with conflicting standards of beauty. Local hair stylists volunteered to teach girls how to achieve hairstyles that make them feel confident even if there’s no money in the family budget for salon visits.
Throughout 2019, YAP evolved its time-tested Wraparound Advocate Service Model, demonstrating its effectiveness in addressing communities’ unique and growing needs, including violence prevention, gang intervention, work readiness, young adult re-entry, substance use, and needs of LGBTQ+ young people and commercially sexually exploited youth.

Trauma-Informed Programming
Informed through our involvement in the National Council for Behavioral Health's Trauma Informed Care and Resilience Learning Community, we created the YAP Trauma Informed Care Committee. The committee, which comprises staff and one parent representing different regions, programs and diverse viewpoints implemented strategies to move the agency closer to having a trauma-informed, educated, and responsive workforce. The committee’s work resulted in new trainings, internal marketing materials, employee recruitment messaging, screening materials, and staff resources.

Choose to Change (C2C)
In its third year, Choose to Change (C2C), YAP’s partnership with Children’s Home & Aid and the University of Chicago Crime Lab and Education Lab, continued to see positive results. C2C combines YAP’s intensive neighborhood-based Advocate mentorship and Children’s Home & Aid's trauma-informed cognitive behavioral therapy with the University of Chicago Crime Lab’s rigorous evaluation.

By its third year, the program had served approximately 500 youth, ages 13 to 18, living in Chicago’s Englewood and West Englewood neighborhoods, and later youth on Chicago's West side. Also in 2019, the Crime Lab’s preliminary outcomes report suggested a 45 percent reduction in violent crime arrests among program participants along with an increase in school engagement.

As the program began reporting outcomes, the Chicago Sports Alliance joined the City of Chicago in providing funding to sustain the effort. The Sports Alliance members are the Chicago Bears, Chicago Blackhawks, Chicago Bulls, Chicago Cubs and the Chicago White Sox. Other C2C program funders have included Get IN Chicago, the John D. and Catherine T. MacArthur Foundation, the McCormick Foundation and Pritzker Pucker Family Foundation.
When YAP brought leaders together for a national training in November, five program experts shared their experiences in a TEDTalk-like presentation called YAPTalks. One of them was Nyeri Richards, Program Director for Clark County, NV YAP.

Nyeri read moving excerpts of letters written by children she and her team have served who were exploited sexually, trafficked and traumatized in many other ways as well.

Programs across the country are serving young people who have been exploited sexually and ensuring that our wraparound model addresses their trauma, as well as their health, education, vocational and safety needs. Nyeri’s YAP team works with these young people, employing evidence-based, trauma-informed care, holistic individualized goal setting wraparound services, and 24/7 crisis management.

“Oftentimes when a victim is ready to leave the volatile environment, they have been living in, they leave with the clothes on their back... they usually have nothing,” Nyeri said. “They own nothing. YAP has created care kits and ask the staff who work with victims to always keep one or two in their car. The care kit consists of one large t-shirt and sweatshirt/sweatpants, underwear, hygiene products, water and snacks, and a burner phone.”

YAPWORX

In spring 2019, ten Baltimore young people were among Maryland’s first graduates of YAPWORX, a tool that is becoming a part of growing numbers of YAP program participants’ Individualized Service Plan toolboxes. The Baltimore ceremony, which received generous local media coverage, featured keynote speaker Jasper Palmer. The then 18-year-old talked about how he had been in and out of locked facilities prior to enrolling in YAP. He talked about how YAP helped him gain and appreciate relationships or social capital. His YAPWORX experience led him to enrolling in community college and working full time at a security company. YAP Advocate Tim Rich, who also spoke at the graduation, helped Jasper apply for a learner’s permit and prepare for his GED exam, and walked him through his community college application process and job search. Speaking at the event, YAP Regional Director Craig Jernigan said, “Many young people who’ve been involved in the justice system are facing substance abuse, mental health and trauma-related issues that if not addressed and treated properly make it extremely difficult for them to complete job readiness program. YAP’s uniqueness is how it builds relationships with employers, recognizing that some are hesitant to hire these young people.”

YAPWORX DD

YAPWORX DD launched in 2019 as a pilot program serving 18-21-year-olds in Adams County, PA. The program provided unique career development and training for young people who have developmental disabilities. YAPWORX DD participants worked with YAP Advocates who helped them identify and realize their own special talents, skills and interests. The young adults explored jobs that matched their abilities and passions and received specialized job counseling and self-advocacy training that guided them in their job searches. In addition to providing each participant with his or her own personalized work readiness toolkit, YAPWORX provided the trainees with networking skills and introduced them to potential employers.
Transition-age Youth
Many of the young people YAP serves through its child welfare partnerships are foster care youth transitioning into adulthood. YAP works closely with these young people to ensure that they are connected to resources needed to pursue their individualized service plan-focused goals. Entering its third year of service, Rhode Island YAP serves as a model for working with transition-age foster care and other systems-involved young people. As part of National Mentoring Month in 2019, we shared video testimonials from some of the program youth who opened up about early traumatic experiences and how their YAP Advocates helped them navigate through the system to help them find employment and enter community college.

Substance Use Services
Amid the nation’s growing opioid crisis, YAP has been uniquely positioned to identify and address gaps that exist in most current substance use recovery systems of care. Advocates have personal or familial substance use-challenge backgrounds, which helps establish trusting and credible relationships with program participants. Among those providing testimonials at YAP St. Lawrence County’s 20th Anniversary celebration was Bobby Knepp of Massena, NY. He spoke of using opioids to battle demons from his childhood and how his involvement with Child Protective Service led him to YAP. In a news story, Bobby shared how his YAP Advocate went “far and beyond” her call of duty. “She was there when it mattered most,” he said. “Dealing with addiction is very up and down. YAP isn’t clock-in and clock-out support. A YAP worker is dedicating a big part of their lives to help other people. For that group of people to decide to do work just to help kids and parents and families, it’s breathtaking. It’s life support.”

Youth Facing LGBTQ+-Related Challenges
YAP recognizes that there are significant barriers for LGBTQ+ youth and families that prevent them from experiencing well-being and achieving their potential. This results in an over-representation of LGBTQ+ individuals who are systems-involved -- experiencing discrimination and suffering from social rejection and poor physical, social, emotional, and financial wellbeing. YAP invested in expanding its culturally competent programs with special trainings focusing on services for LGBTQ+ young people. The organization developed and implemented a framework designed to ensure that YAP is providing safe, inclusive, and respectful services that position LGBTQ+ youth and families we serve and staff with every opportunity to participate and contribute to their potential. Trainings and coaching included materials and workshops to help staff better understand sexual orientation, gender identity and expression (SOGIE) while enforcing polices and practice guidelines and creating a welcoming environment. We also updated youth and family information forms to make them LGBTQ+ inclusive and worked with providers and contractors to ensure that their practices promote LGBTQ+ safety, respect and inclusion.
Maryland-DC (Metro) YAP broke new ground for the organization as it expanded into programs that engage and employ adults returning to their communities after serving time in prison.

**Credible Messengers**

In partnership with Safer Stronger DC Office of Neighborhood Safety and Engagement and the Washington DC Department of Youth Rehabilitation Services (DYRS) YAP Credible Messengers provide intensive mentoring and comprehensive culturally competent personalized support services to address social and emotional individual and family challenges faced by justice system involved men ages 18-35. Many of those served recently returned home after serving prison sentences that began in their youth. The YAP services are part of a comprehensive Pathways program, where program participants receive job training and serve temporarily as paid interns with DC government. YAP Credible Messengers provide intensive Advocate-mentoring as the men strengthen their life skills and seek more long-term training, educational and job opportunities.

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**Nokomis Hunter**

For two years, Nokomis Hunter tried unsuccessfully to find steady work after serving a 11-year sentence in federal prison that began when he was 16. Finally, his probation officer connected him to Washington DC’s Office of Neighborhood Safety and Engagement (ONSE), which led him to YAP’s DYRS Credible Messengers. Like many adults who began serving an adult prison sentence as a youth and return to the community, Nokomis had to rebuild family connections and reconstruct new ones in his community. Through YAP, Nokomis recognized his own leadership abilities and applied them in an internship in DC Councilman Kenyan McDuffie’s office. The opportunity led to a permanent position with a nonprofit in the district, a new apartment and, at age 29, a new life with a bright future.

Because YAP works with the entire family, YAP learned that Nokomis’ mother, with whom he was living when he returned from prison, wanted to apply her firsthand experience of overcoming many life challenges as a young mother, to work with girls in youth justice and child welfare systems. As a result, DC YAP connected her to its office in Prince George’s County, where today she works as an Advocate. At the 2019 YAP Maryland DC Awards Banquet, Nokomis presented his mother with a surprise tribute. Nokomis said YAP helped him in many ways; but that giving his mother an opportunity to realize her talents is what he values most from the services he and his family received.
Young Men Emerging: Safely Home
In late 2019, YAP received a Public Welfare Foundation grant to provide services to men in Department of Corrections’ DC Young Men Emerging Men’s Unit (YME). Through group review and acceptance of applications, juvenile lifers pending appeals serve as mentors to other juvenile lifers and have access to programming that supports the opportunity for growth, including the ability to enroll in Georgetown University classes. YAP began engaging with YME mentors as a provider of re-entry services to help them safely and successfully transition home to their communities upon their release from prison. As one former YME unit member told YAP, “these young men come home a little older, a little more mature, and sometimes this creates tension in their homes.” Services include working with formerly incarcerated adult Advocate mentors.

Baltimore Safe Streets
In 2019, YAP became a Baltimore City Safe Streets partner. Safe Streets is an evidence-based violence interruption program that employs individuals who have been involved with the justice system to serve as a positive force in their communities to prevent violence. YAP manages the city’s Safe Streets team in Penn-North, the neighborhood where riots broke out after the death of Freddie Gray, who lost his life after sustaining neck and spine injuries in a police transport vehicle. Baltimore’s Cure Violence/Safe Streets model is built on credibility and neighborhood rapport. Safe Streets team members identify and detect potential violence hot spots, mediating conflicts and applying interruption strategies. The Cure Violence model has been shown to be effective in reducing shootings and homicides in Baltimore.
YAP’s model is guided by principles that reflect the nonprofit’s mission to keep young people and families *Safely Home* together. Staff adhere to a no-reject, no eject policy; are available 24 hours, seven days a week; and serve the entire family to ensure that they have voice, choice and ownership in their individualized service plans. Committed to cultural and linguistic competence, YAP matches youth and families with professional advocate mentors with similar backgrounds, interests, and when possible, shared zip codes. YAP’s services are strength-based, empowering youth and families with tools to identify their gifts and talents, while connecting them to accessible resources to help them pursue their vocational, educational, and personal goals and give back to their communities.

**Participant Demographics**

- **Gender**: 64% female, 36% male
- **Race**:
  - African American
  - Asian
  - Bi-Racial
  - Caucasian
  - Hawaiian or Pacific Islander
  - Hispanic
  - Multi-Racial
  - Native American
  - Other

**FORTIFYING EVIDENCE OF OUR SUCCESS**

Gold Standard Quality

20,000 families served annually
YAP Earns Office of Justice Programs’ Promising Practice Rating

In 2019, the Office of Justice Programs (OJP) added YAP to its Crimesolutions.gov “Promising Programs” list and Office of Juvenile Justice and Delinquency Prevention (OJJDP)’s Model Programs Guide. The OJP promising rating was based primarily on outcomes of quasi-experimental research conducted by Michael J. Karcher, Ed.D., Ph.D., of the University of Texas, San Antonio and David Johnson, Ph.D. of Wake Forest University with additional data from quasi-experimental research conducted by Jeffrey Butts, Ph.D., and Doug Evans, Ph.D., of the John Jay Research and Evaluation Center focusing on a YAP program in Orlando, FL.

More Deep Diving

We received preliminary results from an assessment of the YAP Wraparound Advocate Model when used specifically in the child welfare context. Indicators that the YAP model keeps child welfare-system youth *Safely Home* and on track with their individualized service plans led researchers to conclude that this programming merits rigorous, perhaps, comparison group evaluation. We plan to embark on such a study to evaluate how outcomes are linked to program participation specifically as used in serving young people in the child welfare system. This will be an important next step in adding to YAP’s research and outcomes portfolio.

Empirical Research - Time Tested Model

YAP program practitioners combined independent studies with their empirical knowledge to pen an article, “Increasing Resilience in Youth and Families: YAP’s Wraparound Advocate Service Model,” published in *Child & Youth Services*, a peer-reviewed journal. Authors Dorienne J. Silva, M.S.W.; Caroline M. Petrilla, J.D., M.A.; Diana Matteson, M.A.; Séamus Mannion, M.A.; and Stacy L. Huggins, M.S., provided a blueprint of the design, implementation, research base, and future global application of the YAP Wraparound Advocate Service Model.
YAP has emerged as a major player in the decarceration and de-institutionalization movements and efforts to address racial inequality in youth justice and family services systems. Dedicated organizing and coalition building over the years paved the way for expanded services, including new programs in Maine, Virginia, Maryland, Florida, New York City, Chicago, West Virginia, New Jersey, Iowa, Connecticut, Washington DC, Philadelphia, and other communities.

YAP’s advocacy work is not limited to efforts to expand our model or grow our programs. Our voice has been part of a chorus of grassroots organizations working together to reform systems. We partnered with Youth First to support local state-based campaigns to close youth prisons. These campaigns, led by directly impacted people and community-based advocates, rely on YAP staff to provide expertise on what the community-based alternatives to youth prisons look like, and how communities can keep families together and safely home. In communities where YAP has programs, staff members have played an active role. YAP supports Rise for Youth in Virginia and New Jersey YAP Operations Director Fred Fogg works closely with the New Jersey Institute for Social Justice (NJISJ), part of a statewide task force addressing youth justice reform. With NJISJ, Salvation and Social Justice and other partners, YAP has been working to develop a community-based system of care in support of the 150 Years is Enough campaign. Based on a wraparound model, the system is designed to serve as a cost-effective, community-based network of support that serves as an alternative to out-of-home placement. The campaign has already worked to develop a concept for restorative justice hubs -- a safe place to provide these supports as well as peaceful, productive youth conflict mediation.

YAP’s advocacy efforts included co-sponsoring with the McCourt School of Public Policy at Georgetown University Center for Juvenile Justice Reform (CJJR) the 2019 Janet Reno Forum: Building the Ideal Juvenile Justice System—Guiding Principles and Strategies for Reform forum. The event explored answers to the question: what exactly does the ideal juvenile justice system look like and how do we get there? Forum discussions were guided by "A Roadmap to the Ideal Juvenile Justice System," a white paper commissioned by CJJR, authored by Tim Decker on behalf of the Juvenile Justice Leadership Network.
YAP Evolves to Best-Practice Human Services Data Collection and Time Management

In 2019, YAP transitioned to state-of-the-art program time management/services data collection with agency-wide integration of updated Netsmart® myEvolv billing technology. “Evolv” replaced YAP’s WebApps platform in January and continued to roll out throughout the year.

Created for behavioral healthcare systems, Evolv software enables YAP to securely and comprehensively record and track service delivery time and costs. We are evolving Evolv further to better help local offices provide individualized services while ensuring necessary billing, compensation, and reimbursement accuracy.

Staff Demographics

2,400 employees

African American
Asian
Caucasian
Hawaiian or Pacific Islander
Hispanic
Multi-Racial
Native American

0% 10% 20% 30% 40% 50%

Female 69%
Male 31%

Full-Time 18%
Part-Time 82%
TeamYAP: Bringing Staff Together
As part of our focus on streamlining systems to support YAP’s people, YAP brought leaders from programs across the country and global partners together to share best practices and gain new ways to scale our model to serve more young people and families. A highlight of these gatherings was Cruising Into a Bright Future, a retreat-like meeting and training in Harrisburg. National, regional, and local leaders convened with board members for networking, team building, and workshops and wellness activities. The event kicked off with National Council for Behavioral Health consultant Tony Salerno, Ph.D., who set the tone for the event with a presentation on “Trauma and Resilience.”

Workshops offered opportunities for program leaders to share best practices for how to achieve YAP’s strategic goals. They included workshops on childhood adversity: trauma and toxic stress; building resilience; trauma-informed supervision; best-practice trauma-informed care; introduction to motivational interviewing; street soccer as a tool for youth engagement and empowerment; engaging challenging families; parent engagement and collaboration; substance abuse and the stages of change; and mental health 101 for advocates. Other presentations shared case studies and offered tools for achieving effective program startup and sustainability; impactful communications and social media; successful community engagement; efficient program start-up; and financial sustainability.

Leaders shared best practices on achieving systems change through policy and advocacy innovation with sessions on policies that impact our families; race, equity and inclusion; legislative advocacy and YAP Ireland’s VOICE; youth and family participation.

Sessions focused on streamlined effective and equitable systems to support YAP’s people covered using Office 365 for collaboration; the first five months: transforming and onboarding; recruitment; building engaged teams; and vicarious trauma and self-care.

The gathering also provided a platform for introducing YAPTalks, short, heartfelt presentations from local leaders of innovative community-based services.

YAPTalk speakers: Charles Bentil, Nyeri Richards, Dana LaCoss, Dennis Wise, and Chris Sutton
News stories telling YAP’s story with messaging focusing on our unique individualized service plans and outcomes augmented marketing efforts to expand our footprint. The media coverage was part of a strategic initiative-aligned communication plan that included special training and coaching for staff, youth and families and coordinated efforts with referring authorities and community partners. As part of the communications plan, YAP also launched a news site, TheNeighborhoodAdvocate.org, which provides a new platform to offer story ideas to journalists and content for social media sharing.
In 2019, YAP awarded 68 Tom Jeffers Endowment Fund for Continuing Education scholarships. Established in 2004 and funded primarily through employee payroll deductions, in 2014, the fund was named for the late Tom Jeffers, YAP’s founder.

The endowment fund creates an opportunity for YAP to support the education and vocational pursuits of program participants and their families. Since its inception, YAP staff have raised more nearly two million dollars and awarded more than 300 scholarships. Nearly one-quarter of YAP employees contribute to this fund through weekly payroll deductions.
Guatemala
YAP collaborated with our Guatemala sister agency, Siembra Bien, on #YAPGuatemalaLove, a social media campaign to raise awareness and financial support for the groundbreaking work Siembra Bien is doing in Guatemala City. Employees Going the Extra Mile and external donors support educational programming where a $1 weekly donation provides the annual school fees, uniform, and school supplies for one youth.

Australia
A YAP team traveled to Sydney and Darwin to support the Sydney YAP program and collaborate on a plan to develop and expand into other program and geographical areas in Australia. Activities in Sydney included planning, training, external meetings and hosting a workshop, and spending an afternoon with Advocates and YAP youth and families. In Darwin and meetings with Life Without Barriers staff, an Aboriginal Controlled Organization (ACO), and various stakeholders in the youth justice sector educated the YAP team and gave them an opportunity to introduce YAP to the Northern Territory.

Suellen Lembke from Sydney was welcomed in Washington, DC and at Pennsylvania YAP sites. Lebanon County YAP showcased programming to Suellen and to our YAP Ireland delegation a month later.

Ireland
YAP Ireland, after the successful launch of Parent Forums, presented a virtual exchange between YAP Ireland and YAP, Inc. parents.

Belgium
We presented at the International Institute for Restorative Practices Conference in Belgium and the European Social Network Conference in Italy. Two YAP teams traveled to Brussels and Milan.
Portugal
Following up from the conference in Milan, the Portuguese charity Santa Casa de Misericordia invited a YAP delegate to Lisbon in November to lead a roundtable on the international implementation of the YAP Wraparound Advocate Service Model.

Ukraine
Through dedicated solidarity calls, the YAP team and the Kyiv-based NGO Convictus identified strengths, needs and interests to develop a proposal for serving Ukrainian youth.

International Interns
The Monmouth University School of Social Work continues to send stellar MSW-candidate students to intern with YAP International. Interns supported our work through firsthand experiences with YAP sister programs in Guatemala City, Guatemala; Freetown, Sierra Leone; Sydney and Darwin, Australia; Belgium, Italy, Ireland and Lisbon, Portugal.

YAP Ireland Study
YAP Ireland announced the results of a qualitative study of the YAP Wraparound Advocate model conducted by NUI Galway UNESCO Child and Family Centre. "The Strengths and Challenges of the Community-Based Advocate Model" analyzed the opinions and experiences of young people, families, referring agencies, staff/Advocates and board members. Using interviews, focus groups and an online staff survey, the study resulted in eight key findings that define the YAP model.

- The development of a supportive relationship between the advocate and the young person is an essential part of the YAP process and acts as a basis from which progress can be made in meeting the identified needs of the young person and change can occur.
- Advocates investing time to develop a trusting relationship with young people and their parents is noted as a unique aspect and foundation of the program.
- The focus on the positive aspects and strengths of the young person and their families is an essential characteristic of the YAP model.
- YAP has in place a range of processes to monitor the effectiveness of the program delivery.
- Strong evidence that the advocates and team leaders use a needs-led approach and that the young person is placed at the center of the planning process and supported to articulate what he or she wants or needs.
- Facilitating young people to access local community resources is a key component of the YAP model and central to the success of the intervention.
- Listening to the voice of the young person and their family and ensuring their central role in deciding on an appropriate supportive response is achieved in a range of ways.
- The YAP program is time limited.
FOUNDATION AND CORPORATE SUPPORT

$1 million +
- Ballmer Group
- Chicago Beyond
- AbbVie, Inc.

$100k - $500k
- Chicago Sports Alliance
- McCormick Foundation
- Chicago Community Trust (Get In Chicago)
- Public Welfare Foundation
- Pritzker Pucker Foundation
- Circle of Service

up to $100k
- Rutgers Community Health Foundation
- Annie E. Casey Foundation
- My Brother’s Keeper
- Warehime Foundation
- Kaiser Permanente
- Edith L. Trees Foundation
- Colorado Health Foundation
- Walker Area Community Foundation
- Marshall County United Way
- Solon & Martha Dixon Foundation
- BB&T Bank
- Wells Fargo Foundation
Total Revenue FYE 2019
$77,112,667

- Government Grants/Contracts for Services: 89.77%
- Foundation Grants for Services: 4.9%
- Other Donations: 5.33%

25% of employees give regularly to the Endowment Fund