



Case Study Analysis
AAD 610
New Avenues for Youth
Catrina R. Mathewson

Organizational Background

New Avenues for Youth was founded by Portland business members in 1997 to establish the street kid problem on the Portland streets. The founders believed that every youth should be offered the opportunity for food, shelter, education and job training. The mission of the organization is *work in partnership with our community to prevent youth homelessness and provide homeless and at-risk young people with the resources and skills needed to lead healthy, productive lives*. New Avenues for youth provides services in transitional housing, drop-in services, educational and job training, sex trafficking, addictions counseling, arts mentoring and LGBT specific services. The organization focuses on at-risk youth, foster youth and homeless youth.

Environmental Scan

1. Economic Scan

a. Contributed Income-

With data available on the New Avenues for Youth website (www.newavenues.org), I was able to compare their annual reports from 2013-2014 and 2011-2012. It appears that between these two years, annual contributions have decreased. There has been a difference of \$17,436.

Fiscal Year	Contributed Income
2011-2012	\$416,474
2013-2014	\$399,038
Difference	-\$17,436

b. Earned Income-

Fiscal Year	Special Events	Social Purpose Enterprise Sales
2011-2012	\$709,304	\$195,746
2013-2014	\$966,390	298,033
Difference	+\$257,086	+\$102,287

c. Government Income-

Government income has increased, this may be due to the increasing trend in serving homeless agencies. Homelessness has been back in the spotlight due to the tiny house and housing first movement. Both new movements look at housing homeless issues first and then providing services such as addictions counseling, job trainings and medical assistance. There has also been a recent shift in the LGBT services since marriage equality was passed and people are realizing there is a need to focus on this population, especially due to the large number of LGBT youth who are homeless. With the focus on both of these issues, there has been more government funding available for organizations within these spectrums.

Fiscal Year	Government Income
2011-2012	\$1,873,375
2013-2014	\$ 1,950,454
Difference	+\$77,079

d. Organizational Economic Past & Present- The organization is in very good health, each year their revenue is higher than their expenses. They have recently expanded their services to include a new shelter for homeless LGBT youth, the first shelter specifically for that population in Portland.

e. Other Factors- Recently, the mayor of Portland has declared a state of emergency for homelessness. This could directly affect New Avenues for Youth in one of two ways. Firstly, New Avenues could have access to more government funding or an increase of donations could begin as people see homelessness as an emergency. Secondly, more shelters could open which would potentially take away funding from New Avenues or displace the current residents.

2. Demographic Scan-

The demographics of the population served are youth from age 14-24 years old. New Avenues focuses on at-risk youth, currently in foster care as well as though who are currently homeless. New Avenues offers services for all genders and gender identities. Last year, 1,348 youth received services at New Avenues for Youth. The education level for the youth is at all different levels due to the wide range in age. For those without a high school diploma, there is an educational program to assist youth in achieving their GED or enrolling in college. The demographic that is at most concern for the organization, at this moment, is homeless LGBTQ youth. 40% of all homeless youth identify as LGBTQ (www.thinkprogress.org). LGBTQ youth are also at a higher risk of suicide (62%), twice the likelihood of heterosexual homeless youth (29%) (<http://www.endhomelessness.org/pages/lgbtq-youth>). This year, New Avenues for Youth opened Oregon's only homeless shelter specifically built for LGBT youth, called SMYRC (Sexual & Gender Minority Youth Resource Center).

3. Cultural Scan-

The culture of the organization is a youthful one. The leadership is made up of a Board of Directors, Ambassador Board and the paid Executive Leadership. The Board of Directors consists of 27 senior level professionals from around Portland. The Ambassador Board consists of 23 young professionals (Age 25-40). The Executive Leadership is made up of three individuals. Having a strong corporate world is very beneficial for gathering donations, promoting the organization and establishing legitimacy as “the best” in what they offer the city. The organization focuses on fundraisers that target young professionals; beer festivals, comedy nights and musical acts.

4. Other Environmental Elements-

Political- As mentioned above, Portland has recently declared homelessness a state of emergency. It is still unsure how this will affect organizations that serve the homeless.

Media Inventory

New Avenues for Youth utilizes many different medias. From their website, you can connect to their Facebook, Youtube, Twitter, Google+, Pinterest and Reddit. Below, each media will be analyzed to see how often each is used and for what.

- *Websites:*
 - www.newavenues.org
 - www.brewsfornewavenues.org/
 - <http://www.newavenuesink.org/>
 - <http://www.smyrc.org/>
- *Facebook-* Their facebook is updated 1-2 times per day. They are very active on Facebook with 2,423 followers.
 - <https://www.facebook.com/newavenuesforyouth/>
- *Youtube-* Their youtube channel has a new video uploaded at least one time a month and currently has 14 followers. The video views range from 8 views at the lowest all the way to 251 views at the highest. Youtube appears to be used for news stories, event advertisements and staff interviews. It could be beneficial to put some youth stories on there to better connect with the donor.
- *Reddit-* The Reddit icon on their website gives you the opportunity to start a conversation thread about New Avenues for Youth. Reddit is useful in promoting the organization and also useful for engaging people in conversation about the issues the organization addresses.

- *Twitter*- The twitter link from their facebook unfortunately goes to a different New Avenues Twitter account for an organization in Cleveland, Ohio. I was unable to find a Twitter account for their organization as a whole, I could however find an account for their Brews for New Avenues event. The event's Twitter is @BrewsForNewAves. The account was very active leading up to the event (September 12, 2015), but has been inactive since. Currently, the account has 187 tweets and 367 followers.
 - (<https://twitter.com/brewsfornewaves>).
- *Pinterest*- The organization's Pinterest is used to share promotional materials. They have uploaded their event promotions, logos and a few pictures of youth. The Pinterest is not used very often. There is a total of 7 images on their pinterest.
- *Google+*- The Google+ icon on their website leads to an opportunity to review the organization on google. icon on their website leads to an opportunity to review the organization on google.

SWOC- New Avenues for Youth

<p>STRENGTHS</p> <ul style="list-style-type: none">• Offers multiple services- addressing issues from a multitude of angles- Housing, education, addiction counseling. Job training, sexual etation• Addresses youth that are homeless and those who are at-risk or currently in foster care- Don't wait until they're homeless• Social Enterprise- Ben & Jerry's is a great partnership-uses a recognizable name and brand• Services are free to youth who need them• Has the only LGBT Youth homeless shelter in Oregon• Strong leadership committee-Board, Ambassadors and Execs.• Dedicated Volunteer staff & support from the business community• Downtown location- Easily accessible for youth and near public transit• Very active on Facebook	<p>OPPORTUNITIES</p> <ul style="list-style-type: none">• Could expand social enterprises (Ben & Jerrys, Print Shop) into other business areas- Restaurants, Hospitality, call centers. Could increase earned revenue sources• Homelessness= Declared state of emergency could open up more governmental funding• Could utilize Twitter to spread messages about the statistics of youth homelessness and the needs of the organization.• More public stories of the youth would be beneficial for connecting with donors.• Could work with foster care advocacy groups to help change the foster care system and potentially eliminate the need. Or work with foster care parent trainings programs• Sex-Trafficking Program- Having someone on the street finding those youth
<p>WEAKNESSES</p> <ul style="list-style-type: none">• Funding sources need to be diversified- Majority of funding comes from governmental money• Success of Social Enterprises depends on youth showing up for work- Youth who are already in traumatic lifestyles may not show up for work.• Cannot force youth to get help. Youth could show up for a meal and then never be seen again.• Housing cannot keep up with the demand.• New Avenues Ink- Not well advertised, no signage on the building.	<p>CHALLENGES</p> <ul style="list-style-type: none">• Homelessness= Declared state of emergency. More services could open up causing funding competitors• Homelessness is on the rise- Demand is higher than Supply• Multiple other organizations fulfilling the same niche in the city.• Lots of different programs at New Avenues- could result in the staff being spread too thin or some programs flourishing while others diminish.