

# NEW AVENUES *for* YOUTH

**NEW  
AVENUES**  
*for* Youth

Annual Report  
2006-2007



# FROM THE EXECUTIVE DIRECTOR

## NEW AVENUES FOR YOUTH MISSION STATEMENT

To help every youth reach their fullest potential by offering a continuum of outcome-based services that empower homeless youth to exit street life and that prevent other youth from becoming homeless.

Every day there are as many as 400 homeless youth living on the streets of Portland. Each youth has a different story—a different set of needs and challenges. Some are teen parents, some are addicted to drugs, and some have mental health issues. Some have spent years in foster homes. Others are forced out of their homes or abandoned by parents. Many run away from abuse. Most distrust authority and adults. All of them have been forced to leave their childhood behind and adapt to street life.

At New Avenues for Youth we offer a safe environment, positive adult role models, and creative programs rooted in best practices for homeless youth and those at risk of becoming homeless. Our dedicated staff and committed volunteers provide the tools, encouragement, and support that enable these youth to build the skills they need to live successful, healthy, and independent lives off of the streets.

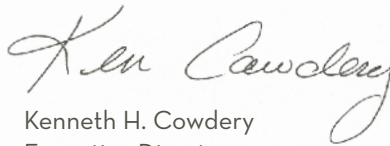
As you will see throughout the pages of this year's annual report, people become involved with New Avenues for Youth for many reasons. One reason I often hear from donors, for example, is that we can clearly demonstrate the value of their investments in our programs.

Last year we conducted a cost-benefit study which shows that \$1.00 invested in the programs of New Avenues saves \$4.12 in costs to society. These are costs associated with the juvenile justice system, incarceration, emergency room medical care, foster care placement, and school system costs related to delayed learning and inter-school movement, among others.

If not properly addressed, these costs can become permanent social liabilities and spiral out of control as homeless youth become homeless adults with negative effects and costs to our public and private care systems. Little work has been done until now to examine the economic benefits of investing in services specifically designed to break the cycle of youth homelessness.

Throughout our ten year history, homeless young people have shown us repeatedly that they are resilient and able to make lasting changes. Instead of sleeping on the streets, young people are able to find permanent homes. Instead of panhandling, they are able to get and keep good jobs. Instead of addiction and substance abuse, young people can choose and maintain health and well-being.

I invite you to read our cost-benefit study, which can be found on our website [www.newavenues.org](http://www.newavenues.org), and learn more about New Avenues for Youth. I also invite you to contact me for any additional information.



Kenneth H. Cowdery  
Executive Director



"The Ben & Jerry's PartnerShop brings value on so many levels for our community: ice cream dollars are directed towards a great cause, and youth are able to gain work experience in a demanding yet supportive environment. This entrepreneurial venture serves as a great example for nonprofit organizations in Portland and beyond."

Yassi Irajpanah  
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EAB (Employer Advisory Board) is a partnership between New Avenues career training program (PAVE) and community business partners. The EAB meets to discuss issues that impact youth employment, such as job trainings, curriculum development, work experiences, job shadows, employment retention strategies and general job readiness.

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Lynn Dueltgen  
Laurel and Joseph Dukehart

“One of the wonderful things about New Avenues for Youth is the awareness they bring to the City of Portland about the problem of youth homelessness right here in our own city. They come up with creative ways to nurture and inspire youth to make a home away from the streets.”

*Cindy Campbell  
Campbell Foundation*

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"I volunteer at New Avenues for Youth because I know how unique they are as an organization. The inspiring staff are not only meeting their young client's immediate needs, but helping them to realize their potential. For these vulnerable youth, the time they spend at New Avenues represents their very best hope for a stable and independent future. New Avenues is the safety net for all kids in our community, and it is worth supporting."

*Shannon Kroah Hartman  
Volunteer*

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The Greenbrier Companies  
Bre and Eric Gregg  
Hunter and Bettina Gregg  
Tim Greve  
Mike Griffin  
Brent Guinn  
Ken Hanson  
Louise Haronwala  
Kristine Harter  
Hedinger Family Foundation  
Fran and Robert Heinith  
Carol Herzog  
Joan and Steve Hofmeister  
Dena Holley  
Kirsti Holley  
Fanny Horowitz  
Hotel DeLuxe  
Hotel Max  
Linda Huddle  
Hurley's  
Jane Hurt  
Josh Isakson  
Patricia Jay  
Krista Jellison  
Jennifer Adams Design Group  
Ashley Jensen  
Carol Joerg  
Dustin Johnson  
Gail L. Johnson and Roger Demuth  
Dustin Johnson  
Ellen Jones

Genevieve Joplin  
Kaufmann Streamborn  
Kells Irish Restaurant & Pub  
Sheila Kelly  
Scott and Lisa Kendig  
Kern Park Christian Church  
Ellen Kingstad  
Mary Ann Kooning  
Megan Korby  
Mark Kralj  
Mel Kravitz  
Anne Kroma  
Lago di Merlo Vineyards & Winery  
Julia Lanning  
Living Yoga  
Billie Lopez  
Jedediah Lythgoe  
Michael and Christine Magaurn  
Pat Maharg  
John Maletis  
Mario's  
Katrina Marker  
M. Ray and Ann-Britt Mathis  
Jennifer Maxwell - Muir  
McKinstry, Inc.  
The Mercantile  
Mike Merz  
Dewey Meyer  
Todd Michael  
Theresa Middleton  
Max Miller, Jr.  
Cheryl Montoya  
Crystal Moore  
Antoinette Morgan  
Roger Mosser  
Mother's Bistro & Bar  
Movies2Sell  
Mt. Bachelor Ski Resort  
Multnomah Athletic Club Teen  
Advisory Committee  
Darcy Mundorff  
Ashlee Munson  
David Murphy  
Music Millennium  
Nemo Design  
Next Adventure  
Nike, Inc.  
Northwest Medical Teams  
NPC Research

Oba!  
Occasions Fine Gifts  
Paul O'Mara  
Oregonian Publishing Company  
Paley's Place  
The Pape Group, Inc.  
Ryan Parish  
Peet's Coffee  
Trish Perrin  
Sari and Ron Peterson  
Nancy Pinkerton  
Jane and Mark Porter  
Portland Art Museum  
Portland Children's Museum  
Portland Columbia  
Symphony Orchestra  
Portland Public Schools  
Portland Trail Blazers  
Angela and Nelson Pratt  
Vanessa Preisler  
PTown  
Rebecca Purcell and Jasper Sky  
Eva Reef  
Mark Rego and Kimberlee Parkin-Rego  
REI - Recreational Equipment, Inc.  
Rebecca Reinke  
Linda Robinson  
Rosalind Roseman  
Ruby Receptionists  
Megan and Jill Sage  
Laura and Trey Scavone  
Susan Schneider  
Kathy Schneider  
Judy Schrader  
Dale Schwartz  
Anna Seeley  
Jennifer Sheppard  
Skamania Lodge  
Janean Slack  
Susan Sokolowski  
Solena Cellars  
Southpark  
Spence & Company  
St. Mary's Cathedral  
Ed and Christine Stair  
Standard Insurance Company  
Myla Stauber  
Sunset Presbyterian Church  
Sustainable Northwest

Synopsys Inc.  
Terry Hines & Associates  
Kathie Test  
Donna Thomas  
Julia Thompson  
Joe Thorpe  
Trinity Episcopal Cathedral  
Robert Trotman and Bill Hetzelson  
Pat and Tony Trunzo  
Twist  
Phyllis Uitto  
USI Northwest  
Leisa Vandehey  
Steve VanDyke and Diane VanDyke  
Rachael Wallace  
Waluga Junior High School  
The Westin Seattle  
Widmer Brewing Company  
Wanda Williams  
Caroline and Gregg Wooden  
Joan Wright  
Morgan Wright  
Brian and Alice Wright  
Earl Wright  
Dean Yao

"Through successful and unique programs, New Avenues for Youth is making a major difference in the lives of homeless youth in our community. We continue to be impressed by the dedication, enthusiasm and generosity of New Avenues' supporters, staff and Board of Directors, and we are honored to continue our partnership."

*Heather Martin  
Executive Director  
Classic Wines Auction*



***We are grateful to all of our donors who make New Avenues' successes—and the successes of the youth we serve—possible. Sometimes, despite our best efforts, we inadvertently leave someone out. If we missed you, please accept our sincere apologies and know we are deeply thankful for your support.***

# PROGRAM OVERVIEWS

At New Avenues for Youth, we are committed to creating and providing excellent programs and services for homeless and at-risk youth to assist them in developing the skills they need to exit street life forever. The New Avenues for Youth continuum of care is broken into four key areas: Early Intervention & Prevention, Outreach & Engagement, Stabilization and Skill Building.

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## EARLY INTERVENTION & PREVENTION

### Fostering Independence

Nationally, teens exiting foster care are at higher risk of negative life experiences, including homelessness, unemployment or low-paying jobs, and school failure, compared to non-foster teens. The Fostering Independence Project, a collaboration between the Oregon Department of Human Services—Foster Care (DHS), Portland State University's Child Welfare Partnership (CWP) and New Avenues For Youth, is designed to prevent teens 13 to 17 from running away from foster care placement or exiting foster care without the supports and skills needed to prevent homelessness and to thrive.

Through early identification of youth at risk of foster care disruption, the Fostering Independence project collaborates with youth to identify their real-life goals, develop a personal plan to help them reach their goals, and connect youth to needed resources and supports. A Master's-level case manager uses strengths model case management to engage youth, assess their strengths and needs, and develop a relationship wherein youth are empowered to achieve their goals.



## OUTREACH & ENGAGEMENT

### Drop In Center

The Drop In Center is a safe place where homeless teens can go to have their basic needs met, such as meals, clothing and showers, while interacting with staff to develop trust and connection with a supportive community. A music studio, art classes, and recreational outings assist youth in feeling comfortable and more willing to engage in our services. Once youth are engaged, they are paired with a case manager who helps them develop a plan to exit street life. Our case managers also provide the support necessary to deal with past issues through counseling, family reunification, drug and alcohol treatment and crisis intervention.

### Street Outreach

Street Outreach is a component of our work that reaches out to youth who are unaware of our services or have significant barriers getting to our facility to access them. We do this by sending counselors to areas where homeless youth live, to engage them with New Avenues or other services that are available to them.

### Road Warrior

Road Warrior is a component of street outreach that targets youth that do not access our services, but are in extreme need of doing so. Twice per week, we serve dinner and watch a movie, while staff engage youth and build trust, while recommending our services or those of another agency.

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## STABILIZATION

### Transitional Housing

Transitional Housing offers 24-hour supervision and safe living environment for teens who are ready to execute a plan to exit street life. From the safety of a structured living environment, residents learn the life lessons necessary to succeed in the outside world: how to set and attain healthy goals, respect for oneself and others, and learning how to operate within a set of rules.

Youth work with case managers to identify personal goals focusing on life skills development, job training, education, and ultimately achieving self-sufficiency.

### Independent Living

Independent Living is a program that utilizes federal Housing and Urban Development (HUD) funds to provide youth with sliding scale rent and utility assistance for up to 18 months. Not all youth need the close supervision offered by programs such as Transitional Housing. Some may simply need a helping hand to make the final leap to self-sufficiency.

## Case Management

Every youth at New Avenues is paired with a case manager who serves as a stable and consistent guide, to help youth develop an action plan to exit street life. The top priority for our clinical case management team is to engage in positive relationships with youth to assist them in stabilizing their lives, defining their dreams, and reaching their goals. Each action plan identifies the specific needs of the youth, and may include education, housing, mental health, and employment. Each action plan includes a step-by-step process of how areas of concern will be addressed. Action plans are designed to help youth meet their goals and prepare them for independence. Case managers provide ongoing individual counseling, family counseling, advocacy and the support necessary to exit street life.

## SKILL BUILDING

### Education

New Avenues' Alternative School is an option for youth who wish to develop their knowledge, skills and confidence to obtain and retain a living wage job. Often, our students equate education with failure and humiliation and need someone to show them the power education can have in their lives. Our teachers understand these challenges and work with students to nurture their interests and develop their skills and confidence.

### PAVE

New Avenues' career training program, PAVE (Promoting Avenues to Employment) prepares homeless and at-risk youth for employment through internships, job readiness training and employment opportunities. Our curriculum is designed in partnership with private sector employers, so our youth can develop the skills to meet the needs of local businesses.

### The Ben & Jerry's Partnership

The Ben & Jerry's Ice Cream PartnerShop provides homeless youth a real world experience and an opportunity to build skills through job training. Youth go through six weeks of customer service and hospitality training through our PAVE program, and if ready, they move to an in-house training at the Ben & Jerry's PartnerShop located at 524 SW Yamhill in downtown Portland. Once their training is complete the PartnerShop can hire them, where they begin developing tangible work experience while building their resume.



"New Avenues is adept at managing complex programs with business and social service partners who often have competing needs. I am always confident in their ability to come to the table with great ideas that are then well executed, often leading to models of best practice."

*Amy Parkhurst  
Senior Project Manager  
Worksystems, Inc.*



"What has most impressed me as a Board member at New Avenues is the passion that I see from our Board and from the New Avenues staff to do all we can to help our youth realize their potential and lead productive lives away from the streets."

*Ed Stair  
GM of Global Nike Factory Stores*

# PROGRAM OUTCOMES

from July 1, 2006—June 30, 2007

- Through the services and individualized attention provided in our school, 36 youth received their GED—our largest graduating class ever!
- Case managers successfully exited 142 youth into safe, stable housing.
- 44 youth exited our transitional housing program and moved into stable living situations.
- PAVE, our job training program, placed more than 150 youth into employment.
- Our street outreach team made contact with approximately 662 high-risk youth and created a satellite office in Gresham, where there are increasing numbers of homeless youth.
- Our Ben & Jerry's Ice Cream PartnerShop trained and provided work experiences to 35 youth.



www.newavenues.org  
503-224-4339

# FINANCIALS

June 30, 2007

## REVENUES

Corps., Foundations & Individuals	\$923,720
Government Grants	2,018,053
In-kind Contributions	96,633
Other Income	420,096

**TOTAL REVENUES** 3,458,502

## EXPENDITURES

### PROGRAM SERVICES

Engagement Services	532,025
Education & Career Development	1,083,699
Case Management	484,557
Housing	598,578
Prevention Services	359,710

**TOTAL PROGRAM SERVICES** 3,058,569

Administration & Fund Raising 362,330

**TOTAL EXPENDITURES** 3,420,899

Excess of Operating Revenues  
over Expenditures 37,603

Depreciation Expense (292,672)

**Operating Deficit After Depreciation** (255,069)

Investment Income, net 270,537

**UNRESTRICTED NET INCOME** \$15,468

“When I thought of working with homeless youth on a public mural, contacting NAFY was the natural choice. The professionalism and enthusiasm consistently displayed by staff members working for the advancement of students was impressive. Working with NAFY on this project has been a true highlight of my career.”

Betty Woodward,  
Officer, Portland Police Bureau