

NEW DIRECTIONS, INC.

2011 ANNUAL REPORT



The New Directions mission is to empower veterans and facilitate their successful return to families and society.

MESSAGE TO FRIENDS AND SUPPORTERS OF NEW DIRECTIONS

In one word, we would describe 2011 at New Directions as a **significant** year. We made significant strides toward our goal of ending veteran homelessness in Los Angeles County and implemented a significant new program to help **prevent** homelessness among a new generation of veterans. The inclusion of new veteran board members and welcoming of new President and CEO Gregory C. Scott brought significant changes in leadership and a powerful knowledge base upon which to continue building our programs. And the groundbreaking of permanent supportive housing at our Sepulveda development signifies a culmination of 10 years of work to provide safe and affordable housing and services for elderly and disabled veterans.

The world, our nation, and our community at New Directions saw and felt a significant change on December 15, 2011 when the Iraq War came to its official end. Over the course of eight years, **more than one million U.S. troops served in Iraq.**

At New Directions, we fiercely believe that these recently returned men and women – and all veterans – deserve a roof over their heads, and the support of their country and community while reintegrating to civilian life. **We're evolving and growing to meet the needs of our new veteran population.** In 2011 we launched the Supportive Services for Veteran Families (SSVF) Program. With a grant from the U.S Department of Veterans Affairs, we're helping low income veteran families find and remain in permanent housing – rather than enter a debilitating cycle of homelessness - through housing counseling, personal financial planning, and tailored case management.

In 2011 we saw the enormous impact possible when a community joins together to enact change. We held our first annual Walk for Warriors 5K, an event supporting New Directions and raising awareness for the challenges facing veterans, including Post Traumatic Stress Disorder (PTSD), Depression, and Military Sexual Trauma (MST).

Most significantly, after a decade of constant attention and advocacy we broke ground on 147 permanent supportive housing units for homeless, disabled veterans at the Sepulveda V.A. in North Hills. Not only does this provide a crucial step toward housing more of our struggling veterans, it sets a precedent and model for the rest of the nation to follow suit.

Throughout the following pages, you will read an overview of our busy and significant year at New Directions. Your gifts and services make a vital and visible impact on each and every veteran we serve, from providing education and helping veterans find jobs to running transitional housing where men and women can regain their footing and accomplish new goals. On behalf of every veteran served by the New Directions program, thank you for partnering with us.



A handwritten signature in black ink that reads "Rudy E. Grimaldo".

Rudy E. Grimaldo
Chairman, Board of Directors



A handwritten signature in black ink that reads "Gregory C. Scott".

Gregory C. Scott
President and CEO



ACCOMPLISHMENTS

NEW DIRECTIONS EXPANDS SERVICES TO MEET THE NEEDS OF ALL VETERANS

“The needs of veterans at this juncture are changing” notes New Directions President and CEO Gregory C. Scott. “And New Directions is working hard to meet those needs with new options for younger veterans of Iraq and Afghanistan as well as permanent supportive housing in the works for the aging – and often disabled - population of homeless Vietnam Era veterans.”

BREAKING GROUND ON PERMANENT SUPPORTIVE HOUSING FOR ELDERLY AND HOMELESS VETERANS

New Directions took a major step toward the federal goal of ending all veteran homelessness by 2015, when construction broke ground on 147 units of permanent supportive housing in 2011. Scheduled to open in mid 2013, buildings 4 and 5 on the VA Campus in North Hills, CA will provide supportive and therapeutic housing for 147 formerly homeless veterans and disabled veterans.

New Directions worked with housing developer A Community of Friends and the VA to obtain funding for the \$48 million facility. Counseling and case management will be provided on site by New Directions. The renovated buildings will boast fully-furnished studio units, each with a full kitchen and a handicapped accessible bath. Due to the location on the VA campus, residents will have full access to VA case managers, social workers, mental health staff and other health care services.

PREVENTING HOMELESSNESS AMONG A NEW GENERATION OF VETERANS

Thanks to a one-year grant from the U.S. Department of Veterans Affairs, New Directions launched the new Supportive Services for Veteran Families (SSVF) Program. Through SSVF, New Directions will focus on homelessness prevention by providing critical housing, financial planning, transportation services and help obtaining appropriate VA benefits to 125 very low-income Veteran families residing in, or transitioning to, permanent housing. Rapid re-housing and short-term case management are key components for a successful program.

SSVF Program Supervisor, Eduardo Gonzalez said, “The New Directions mission has always been to empower veterans and to help them transition successfully to civilian life. As a result, we, as an organization, constantly seek new opportunities to best help veterans of all generations. Keeping the men and women who served our country in stable, permanent housing is essential to homelessness prevention.”

SOMETIMES COMING HOME IS THE HARDEST BATTLE: SPECIALIZING SERVICES FOR OEF/OIF VETERANS

As veterans return from Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) to a stagnant economy, New Directions continues to see an increase in young veterans in need of transitional housing and supportive services. Thanks to a 2011 grant from the UniHealth Foundation, New Directions was able research the most effective programs to help veterans 45 and under. The pressure of multiple deployments has left many veterans of these conflicts with a unique combination of issues, such as Severe Depression, Post Traumatic Stress Disorder, Traumatic Brain Injury, Military Sexual Trauma, along with self-medication through substance abuse.

New Directions has ascertained that younger veterans tend to desire short-term (less than 90 days) treatment, partly due to a strong desire to return to school and the job force. With this in mind, many younger veterans are focused on getting help with GI Bill paperwork. OEF/OIF veterans benefit from this research and personalized treatment at Chris' Place, a community-based home in West Los Angeles.



2011 HIGHLIGHTS

- As the only 24-hour emergency shelter facility for veterans in Los Angeles County, New Directions provided warm beds, a safe and caring environment, food, and detoxification services for 491 homeless veterans
- 386 veterans received New Directions' comprehensive services, including transitional housing, mental health counseling and substance abuse treatment
- An average of 6 veterans were placed in permanent housing each month
- Despite the barriers to employment faced by formerly homeless veterans, New Directions placed an average of six veterans in jobs each month
- 75% of New Directions graduates stayed connected to a network and community of support through New Directions aftercare and alumni programming

MAJOR GRANTS ENHANCE SERVICE TO VETERANS

Two major private grants received in 2011 are strengthening the ability of New Directions to help veterans secure employment and find housing.

Prudential Financial, Inc. awarded \$1.17 million to New Directions through its veterans initiative. These funds directly impact veterans, strengthening New Directions' capacity over the next two years to ready veterans for workplace and community reintegration.

The Home Depot Foundation launched its national veterans initiative at New Directions on August 24 (photo on back cover), and soon afterward announced a \$400,000 grant to the agency. The grant was allocated to refurbishing two of the agency's five transitional housing facilities, and will ensure acquisition of two foreclosed properties that are being converted to rental property for low-income veteran families.

VISTA VOLUNTEERS PLACED AT NEW DIRECTIONS

The Corporation for National Community Service (California office) awarded three AmeriCorps VISTA positions to New Directions. VISTA workers are serving veterans in three areas of the agency, contributing significantly to enhanced services for our veterans, and learning about this field at the same time.

New Directions, Inc. (NDI) is a 501(c)(3) nonprofit organization that provides comprehensive services and programs to assist homeless veterans and veterans at risk of homelessness. Since 1992, New Directions has helped thousands of veterans in the Greater Los Angeles area.

To learn more about available services and programs please visit www.ndvets.org

TAKING A LEAD ON VETERAN JUSTICE

New Directions, in collaboration with Public Counsel Law Center, expanded the scope of its work with justice-involved veterans in Los Angeles County in 2011. In its first full year of operation, the Los Angeles Veterans Court provided veterans whose criminal conduct is caused by a mental health or substance abuse problem with an alternative sentencing court. Formed due to the advocacy of organizations like New Directions and Public Counsel as well as the dedicated work of many others, the Los Angeles Veterans Court gives these veterans a chance to seek treatment at New Directions and other agencies.

As the newly appointed primary service provider for the Los Angeles Veterans Court, New Directions began developing a specialized case management and clinical program designed to meet the specific needs of justice-involved veterans. This program seeks to address the underlying problems that cause veterans to become entangled in the criminal justice system in the first place and puts special emphasis on addressing the needs of veterans returning from Iraq and Afghanistan, the core target population of the Veterans Court Project.



BREAKING NEW GROUND - The groundbreaking of 147 units of permanent supportive housing was celebrated at an event attended by some 200 representatives of the Department of Veterans Affairs, New Directions, Inc, A Community of Friends, funders and formerly homeless veterans.



JOINING FORCES - President and CEO Gregory Scott was joined by Steve Keesal, a veteran of service in Afghanistan and Iraq as they represented New Directions at the White House on Wednesday, April 11. New Directions was among the 20 organizations that competed for honors in the Joining Forces Community Challenge. The event was hosted by First Lady Michelle Obama and Dr. Jill Biden.



RECOGNIZED FOR SERVICE - New Direction received the NAACP Julius E. Williams Distinguished Community Service Award, in recognition of a veterans organization that has influenced broad service initiatives to develop veterans and community service partnerships. Vice President of Development and Marketing Cindy Young accepted the award presented by Anthony Hawkins.

WELCOMING NEW PRESIDENT AND CEO GREGORY SCOTT

Demonstrating a deep commitment to ending and preventing veteran homelessness in Los Angeles County, New Directions welcomed new President and CEO, Gregory C. Scott in October of 2011.

“Gregory Scott brings substantial leadership experience to New Directions” said Board Chairman Rudy E. Grimaldo. “Those skills, along with his mission-specific experience in delivering services will ensure that New Directions continues to serve the needs of all veterans including a special emphasis and growing focus on OEF/OIF veterans.”

Mr. Scott joins New Directions from the Weingart Center Association, where he led capital development for the new Center for Community Health and spearheaded a number of new initiatives including a Homeless Rapid Re-housing Program for Families.

Prior to his work with the Weingart Center Association, Mr. Scott lent his extensive nonprofit experience to organizations such as Susan G. Komen Breast Cancer Foundation (Costa Mesa, CA), the Neighborhood Youth Association, Inc. of Los Angeles, Sylvan Learning Systems, Inc. (Gardena, CA) and YouthBuild USA (Somerville, MA). Mr. Scott earned his bachelor’s degree from William Paterson University (Wayne, N.J.) and holds a master’s in community economic development from Southern New Hampshire University.



A PRESIDENTIAL MEDAL - New Directions Co-Founder John Keaveney accepted a 2011 Presidential Citizens Medal from President Barack Obama for ensuring that America keeps its promises to veterans. The ceremony took place October 20, 2011 at the White House. Keaveney, a Vietnam combat veteran, overcame PTSD related addiction and mental health problems to help found New Directions, where homeless veterans suffering from similar problems could seek help.

2011 GOVERNMENT AGENCY PARTNERS

New Directions delivers life-saving services in partnership with agencies at all levels of government. In 2011, government grants and contracts provided 55 percent of the agency's operating income.

The U.S. Department of Veterans Affairs Grant and Per Diem Program funded basic costs for displaced veterans in New Directions' transitional housing and the Emergency Shelter and Service Center. New Directions was also awarded Supportive Services for Veteran Families (SSVF) grant, a new program geared to prevent homelessness through rapid re-housing.

The U.S. Department of Housing and Urban Development (HUD) funded programs for veterans participating in the New Directions program through the *Supportive Housing Program (SHP)*.

The U.S. Department of Health and Human Services funded a supportive employment research project for veterans with co-occurring disorders through the *Substance Abuse and Mental Health Services Administration (SAMHSA)*.

The U.S. Department of Labor (DOL) supported employment services through the *Homeless Veterans Reintegration Program (HVRP)*.

The Substance Abuse Services Coordinating Agency (SASCA) funded the care of a few veterans.

The State of California's Employment Development Department (EDD) partnered with NDI to help veterans secure employment.

The County of Los Angeles awarded contracts from two agencies:

- Housing Authority of the County of Los Angeles
- Los Angeles County Department of Mental Health

The Los Angeles Homeless Services Authority (LAHSA), a joint powers agency coordinating the continuum of homeless services throughout the County and City of Los Angeles, continued its long-standing partnership with New Directions to care for homeless veterans in our vocational program and in the Oasis for Veteran Women.

The City of Santa Monica provided financial support as did **The City of Malibu**.

2011 SPECIAL PARTNERS IN THE COMMUNITY

Santa Monica College provided computer instruction, and **Working Wardrobes, Inc.** hosted events for veterans, men and women alike, who needed attire for job interviews. **Westside Community Adult School** provided an instructor who taught basic skills to veterans in need of a refresher course. **Levitt & Quinn Family Law Center** and **Public Counsel** provided legal services, and tax assistance came from Tony Zuzek, Professional Tax Services. Pro bono legal services were contributed by **Manatt, Phelps and Phillips, O'Melveny and Myers** and **Paul Hastings**. **Westside Food Bank** contributed food to the New Directions kitchen. Furniture and bedding at a value of \$40,000 was contributed by **Shelter Partnership**.

TONI REINIS RETIRES

After almost two decades at the helm of New Directions, Inc., an agency she co-founded, Executive Director Toni Reinis retired in 2011. A visionary leader, Toni's passion and expertise have had a lasting impact not only on New Directions, but also on local and national public policy.



Since 1982, Toni has advocated for low income and homeless Californians. She began her impressive career combating poverty and homelessness in Southern California as a founder of Los Angeles food pantry SOVA. She went on to become the Southern California Director of the California Homeless and Housing Coalition. In 1992, she and John Keaveney, a formerly homeless Vietnam veteran, co-founded New Directions, Inc. (NDI).

Throughout her career, Toni stayed ahead of the curve of change in federal homelessness policy. Her advocacy helped New Directions become the first community based nonprofit agency to secure a long-term lease on a vacant VA property. This established New Directions as a leader in converting vacant federal property to productive use and as an exemplary provider of veterans' services. This precedent helped reduce underutilized federal property.

Toni's many formal honors include recognition from Loyola Marymount Hilton School of Management, the Westside Women's Network and the Santa Monica Commission on Women. Toni has testified in Congressional Committees, at the Interagency Council on Homelessness in Washington and before State committees including a joint Senate/Assembly Housing Committee and Veterans Affairs Committee.

Toni's vision of securing permanent housing for homeless veterans positioned New Directions well for the future, and she worked tirelessly to secure two unused buildings on the Sepulveda VA campus in North Hills, CA to be used for permanent supportive housing for homeless elderly and disabled veterans.

Toni's activism has helped bring dignity to thousands of homeless veterans, with a profound ripple effect felt throughout community. Toni has returned to her sculpture studio and is spending time with her husband, four children, and nine grandchildren.



PRIVATE PHILANTHROPIC SUPPORT

LIFETIME PHILANTHROPIC PARTNERS

FOUNDER

The Ahmanson Foundation
Annenberg Foundation
California Community Foundation
• Iraq Afghanistan Deployment
Impact Fund
California Veterans Charity Fund
Disabled Veterans Charities
Home Depot Foundation
McCormick Foundation
O'Melveny & Myers
Prudential Financial, Inc.
Ralph M. Parsons Foundation
Shelter Partnership
UniHealth Foundation
Westside Food Bank

GOLD

American Legion Pacific Palisades Post
The California Endowment
The California Wellness Foundation
The Corporation for Supportive Housing
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Thomas Safran
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2011 PRIVATE FOUNDATION AND CORPORATE PARTNERS

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California Community Foundation	Hennings-Fischer Foundation	Northrop Grumman Foundation
• Iraq Afghanistan Deployment Impact Fund	Hollywood Canteen Foundation	Orange County Community Foundation
California Veterans Charity Fund	The Home Depot Foundation	PenFed Foundation
The California Wellness Foundation	Jewish Community Foundation, Los Angeles	The Ralph M. Parsons Foundation
The Capital Group Companies Charitable Foundation	Jewish Community Foundation, San Diego	Prudential Financial, Inc.
Corporation for Supportive Housing	John W. Carson Foundation	The Rose Hills Foundation
The Davidow Charitable Fund	Kenny Nickelson Memorial Foundation	Schwab Fund for Charitable Giving
Disabled American Veterans Charitable Service Trust	Lon V. Smith Foundation	Sidney Stern Memorial Trust
Disabled Veterans Charities	Long Beach Community Foundation	The Stanley & Joyce Black Family Foundation
The Dover Fund	California Veterans Charity Fund	UniHealth Foundation
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THANKS TO OUR 2011 CONTRIBUTORS

New Directions appreciates all of our generous and committed supporters.
The following donors contributed gifts of \$100 or more in 2011.

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Every effort has been made to ensure accuracy in this list. Please report any errors of omission or commission to the New Directions Development Department at (310) 914-4045 ext. 112. Thank you.

2011 IN-KIND CONTRIBUTORS

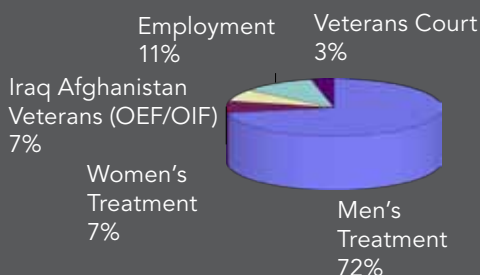
Jack Akerblom	Gateway Christian Church	Operation Gratitude
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SUMMARY FINANCIAL INFORMATION

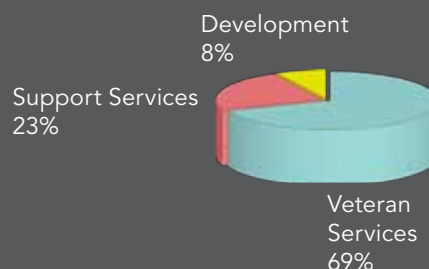
Federal Tax ID # 95-4242745

	2011	2010
REVENUE		
Government Contracts	\$3,916,604	\$4,140,015
Private Grants and Contributions	2,596,593	661,365
Program Income	289,162	298,902
Special Events	333,699	244,124
In-kind Contributions	83,061	229,808
Other	16,559	18,551
Total Revenue	\$7,235,678	\$5,592,765
EXPENSE		
Salaries and Benefits	\$3,903,419	\$4,238,163
Food and Supplies	425,631	570,467
Facilities	383,285	320,673
Other Operating	1,354,530	792,165
In-kind Expenses	83,061	229,808
Depreciation	253,814	248,427
Total Expense	\$6,403,740	\$6,399,703
Excess of Revenue over Expenses	\$831,938	\$(806,938)
(a) Loss shown was covered by restricted funds received in prior years.		
EXPENSE BY USAGE		
Veteran Services	\$4,439,058	\$4,442,213
Support Services (excludes Depreciation)	1,476,624	1,500,682
Fundraising	488,058	456,808
Total	\$6,403,740	\$6,399,703
ASSETS		
Cash and Cash Equivalents	\$2,014,487	\$1,994,458
Receivables	2,292,717	1,256,708
Other Current Assets	152,193	105,811
Other Assets	637,187	573,304
Property and Equipment (net)	3,902,857	4,020,793
Total Assets	\$8,999,441	\$7,951,074
LIABILITIES		
Current Liabilities	\$830,438	\$659,364
Loans Payable	600,026	608,016
Other Liabilities	949,876	870,308
Allowance for Contract Settlement	197,810	224,033
Total Liabilities	\$2,578,150	\$2,361,721
Net Assets	6,421,291	5,589,353
Total Liabilities and Net Assets	\$8,999,441	\$7,951,074

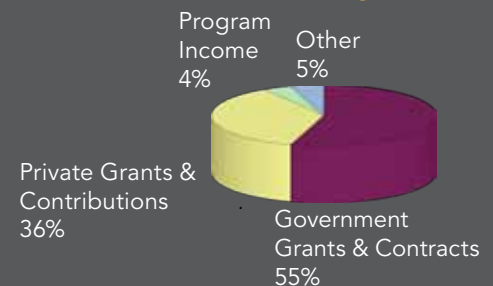
VETERAN SERVICES



EXPENSE



REVENUE





GAINING NEW SKILLS - In partnership with Heritage Square and Preservation Arts, six formerly homeless veterans from New Directions gained marketable on-the-job training restoring beautiful Victorian homes in Highland Park.



A SHOW OF SUPPORT - Hundreds of community members joined New Directions and the West Los Angeles Chamber of Commerce for the first annual Memorial Day Walk for Warriors 5K walk and run on the West Los Angeles Veterans Affairs campus.



A CELEBRATION OF SERVICE - New Directions was honored to host The Home Depot Foundation as they kicked off their year-long Celebration of Service. Home Depot employees, veterans from The Mission Continues and New Directions participants spent the day beautifying the grounds of the Veteran Opportunity Center.



WELCOMING VETERANS HOME - Cedars Sinai Medical Group collected home goods and appliances to welcome homeless veterans into permanent housing. New Directions Staff member and Operation Iraqi Freedom veteran Eric Buss (left) and LaShanda Maze (right) thanked Cedars Sinai employees for their contributions.

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NEW DIRECTIONS, INC.



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