



NEW DIRECTIONS, INC.



2010 ANNUAL REPORT

TRANSFORMING THE LIVES OF VETERANS SINCE 1992

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

Ending homelessness among veterans by 2015. That's the goal established by President Obama and Secretary of Veterans Affairs Shinseki. Here at New Directions, we spent 2010 working hard to do our share. We continued to operate the **only 24-7 emergency shelter for veterans in all of Los Angeles County**. We continued to provide services to men and women who have served in uniform for our nation, yet found themselves in need of help. **And we continued to see growing numbers of homeless younger veterans – especially those who have served in Afghanistan and/or Iraq, and rapidly increasing numbers of homeless female veterans.**

Strengthened and enhanced services to these men and women are essential. New Directions is constantly looking at ways to improve our services to ALL veterans, and the rapid growth of these populations drives home the need to fine-tune our approach even more. In 2010 we launched Trauma Informed Care, a treatment model that assumes that all veterans in our program have experienced trauma, and calls upon staff members to ensure that nothing they do adds to that trauma.

The external world shifted, too, with passage of the HEARTH Act, which has made planning for the future more challenging. When fully implemented, the HEARTH Act may result in little or no funding for longer-term transitional housing. This means we need to envision and create programs that will bring services to veterans already placed in permanent housing, but who need recovery and support services in order to live successfully on their own. Among our future challenges is to design and secure funding for mobile service delivery teams that will bring our program services to veterans wherever they may be living, in permanent housing, all over this region.

New Directions was built on the fact that veterans share a common experience of military service to our nation, and thrive in the company of other veterans. We are working to find clustered housing, and also to develop permanent supportive housing. Long before the HEARTH Act, New Directions foresaw the need for more affordable permanent housing and in 2001 began to develop plans for permanent supportive housing. We made progress on our Sepulveda project, and several other ventures advanced from mere discussions to more formal explorations. There is a huge and undeniable need for permanent affordable housing in our region.

We also celebrated many successes during the year. We took enormous and very special pride in our most visible alumni, the members of the New Directions Veterans Choir, founded and directed by George Hill, as they appeared on the national stage of "America's Got Talent". Their message of hope and inspiration moved the nation as George Hill said to 12 million viewers that it is okay for a warrior to ask for help.

The following pages give you an overview of our year. We hope that you take well-deserved pride in what your gifts and service have helped our men and women to achieve. Your gifts and service have been vital to the individual successes of each veteran who has achieved his or her goals in the New Directions program. On behalf of each and every one of them, we thank you.

Very sincerely,



Rudy Grimaldo
Chairman, Board of Directors



Toni Reinis
Executive Director

New Directions Announces Changes To Better Meet Veterans' Needs

“We are changing the culture of this agency to better serve homeless veterans and veterans who are at risk of becoming homeless,” notes Executive Director Toni Reinis. “Eighteen years ago the veterans in our care sought treatment for addictions to alcohol and drugs. Most aging Vietnam veterans who remain homeless today suffer from mental - and often physical - illnesses as well.

All have experienced trauma, whether in war, on the streets, or in childhood. For the younger generation of veterans - those who have served in the Global War on Terror - emotional trauma is a hallmark of combat experience. And, for today's women in uniform, sexual abuse all-too-often compounds the trauma of war. This abuse has become so common that there is an acronym for it: MST or Military Sexual Trauma,” notes Reinis. “We must change to better serve the special needs of all of our veterans - older as well as younger, and the growing population of female veterans.”

New Directions is retooling itself in four key areas. In addition to substance abuse treatment and the comprehensive array of services the agency has always offered (including successful programs in remedial education, job training, anger management, legal services, money management, housing placement and family reunification), the four new areas of focus include:

Integrated mental health treatment for all veterans.

New Directions' clinical staff has grown markedly over the past three years, and now includes nine clinicians as well as MSW and MFT trainees.

Establishment of a Trauma-Informed Community (TIC).

Because every veteran enrolled in New Directions' program has experienced trauma, the agency's entire staff - not just those who provide treatment - is being trained and challenged to develop a Trauma-Informed Community where every veteran will feel safe.



Ramped up outreach to female veterans.

Women who have served in the military often do not realize they are entitled to veterans services. Others shy away from the VA because it is a predominantly male environment in which they feel uncomfortable. Since 1994, New Directions has offered a program specifically designed for female veterans. The NDI Women's Program is located in private homes in the community apart from NDI's men's facilities. Outreach to all veterans - but especially to women - will be augmented by a new Veteran Advisory Board. Also, a new TV spot produced for New Directions by Women in Film informs female veterans that New Directions is a resource for them.

Ongoing specialized services for veterans of Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF).

OEF/OIF veterans continue to exhibit

very high incidences of depression and Post Traumatic Stress Disorder (PTSD) upon return from combat. Symptoms include difficulties with sleep, hypervigilance, and challenges in readjusting to family and civilian life. OEF/OIF veterans at New Directions benefit from more personalized treatment in smaller groups, and can spend the last phase of their treatment in a designated OEF/OIF home in the community, Chris' Place, named to honor the late Chris Russell, Vietnam veteran and longtime NDI Board member.

THE YEAR 2010 IN REVIEW

2010 HIGHLIGHTS

- As the **only 24-hour detox facility in Los Angeles County for veterans**, New Directions provided a warm bed, food and detoxification services for 572 formerly homeless veterans
- In 2010, New Directions received a **commendation during National Alcohol and Drug Addiction Recovery Month from the Council of the City of Los Angeles** for our outstanding commitment to the treatment of and recovery from substance abuse disorders
- **417 veterans received New Directions' comprehensive services** that include treatment for substance abuse and mental health issues
- Despite the tough economy and barriers to employment, New Directions was able to **place an average of 5 veterans** in jobs each month
- An average of **7 veterans** went into permanent housing each month
- **83% of our graduates** continued to stay connected with our community and participate in after care and alumni activities



New Directions, Inc. (NDI) is a 501(c)(3) nonprofit organization that provides services and programs to assist veterans as they transition back to civilian life. Since 1992, New Directions has helped thousands of veterans in the Greater Los Angeles area.

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



NEW DIRECTIONS VETERANS CHOIR: *Since their debut on America's Got Talent, the New Directions Veterans Choir has been afforded the opportunity to perform at events nationally, bringing awareness to the issues facing homeless veterans.*

New Directions Shares Talent

In June 2010, the New Directions Veterans Choir earned high praise and a national following after its performance on NBC's "America's Got Talent." The a cappella group of formerly homeless veterans received a standing ovation from the audience (and all three judges) after a moving rendition of "Old Man River."

After the performance, the choir's founder and director George Hill reminded fellow veterans that "it's okay for warriors to seek help." Although, ultimately, the group didn't win the top prize, the choir was among the last acts cut before the final rounds in Hollywood.

Not only are members of the New Directions Veterans Choir consummate performers, but they serve as ambassadors of hope to veterans everywhere who are struggling with trauma, addiction and/or homelessness. After the choir's appearance on "America's Got Talent," New Directions received an outpouring of support, including a letter from the Secretary of Veterans Affairs, Eric Shinseki, who personally congratulated the group for its efforts.

The choir's increased popularity has afforded them the opportunity to travel more throughout the country, performing and refining their signature sound. Currently, they are working with vocal coach Morgan Ames, and the choir is also in the process of recording a CD.

Los Angeles Veterans Court Opens

Veterans in Los Angeles County who find themselves in trouble with the law may now receive more humane treatment from the courts, thanks in part to the efforts of New Directions and Public Counsel to advocate for creation of a Veterans Court in Los Angeles. On September 13, 2010 Los Angeles Superior Court held its first session specifically for veterans. This historic occasion was the culmination of two years of organizing and planning that involved New Directions and Public Counsel playing a leading role with financial support provided by the Iraq Afghanistan Deployment Impact Fund of the California Community Foundation.

A Veterans Court is a specialized alternative sentencing Court that aims to connect veterans entangled in the justice system with treatment as opposed to incarceration when their criminal conduct is caused by a mental health or substance abuse problem. The process leading up to the opening of the Los Angeles Veterans Court involved the Superior Court, Public Defender, District Attorney, United States Veterans Administration (VA), and others working together to reach a mutual understanding about how the Court would function. Public Counsel and New Directions played an active role in advocating for the Court, bringing together key leaders and agencies, and providing advice about how the Court should be structured.

Veterans courts are a response to the failed criminal justice policies that resulted in literally thousands of mentally ill and addicted Vietnam veterans suffering through lifetime cycles of crime, arrest, court proceedings, incarceration, release, and more crime. Many of the approximately 2 million veterans deployed to fight in Iraq and Afghanistan are now returning home and history teaches us that far too many of them will end up in the criminal justice system. By substituting treatment for incarceration, alternative sentencing can also save state and local governments significant amounts of money, especially when veterans are connected to federally funded treatment programs.

While Public Counsel and New Directions played an active role in advocating for a veterans court, the process involved the Los Angeles Superior Court, Public Defender, District Attorney and the United States Veterans Administration (VA), and took over two years of research and planning before the court was opened. New Directions continues to work closely with law enforcement officials and troubled veterans, in the hope that a caring, compassionate legal system can result in healthy and productive citizens.



John Keaveney and Board Member Ted Howells

John Keaveney Retires

After two decades of serving his fellow veterans, New Directions co-founder John Keaveney retired in 2010. During a ceremony in September, he was honored by friends and supporters of the agency he helped create.

John, who joined the Army as a young man after immigrating to the U.S. from Scotland, served two tours of duty in Vietnam before he was wounded and discharged from the military. He received a number of decorations and distinctions for his service. However, after he returned home from Vietnam, he faced other battles that led him to years of addiction and incarceration. Unbeknownst to him at the time, John was suffering from Post Traumatic Stress Disorder (PTSD).

In 1983, John was court-committed to a Veterans Administration drug rehabilitation program that ultimately saved his life. When the program was closed down due to budget cuts, John was inspired to create a new program. He contacted Toni Reinis, a public policy advocate for homeless people, and together with fellow veteran Larry Williams, they opened the nonprofit New Directions in 1992. Today, New Directions serves some 600 veterans each year at five different facilities.

John's vision helped New Directions to become a model nonprofit that is known nationally for its advocacy and compassion for veterans. Today, John still champions the causes of those men and women who have nobly served their country. He is an active member of the Military Order of the Purple Heart, Chapter 2.

2010 GOVERNMENT AGENCY PARTNERS

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THE U.S. DEPARTMENT OF VETERANS AFFAIRS (VA) Grant and Per Diem Program funded costs of housing and food for displaced veterans.

THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) supported NDI's mission through the Community Planning and Development Program.

THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES funded delivery of substance abuse and mental health services through the Substance Abuse and Mental Health Services Administration (SAMHSA).

THE U.S. DEPARTMENT OF LABOR (DOL) supported employment services through its Homeless Veterans Reintegration Program.

THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) helped New Directions provide shelter, and the Substance Abuse Services Coordinating Agency (SASCA) funded the care of some veterans in need of drug and alcohol counseling.

THE STATE OF CALIFORNIA'S EMPLOYMENT DEVELOPMENT DEPARTMENT (EDD) partnered with NDI to help veterans secure employment.

THE COUNTY OF LOS ANGELES awarded grants and contracts from three different agencies:

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

THE CITY OF SANTA MONICA provided funding and technical assistance for the Homeless Management Information System (HMIS) which tracks participant data and outcomes.

THE CITY OF MALIBU AND THE CITY OF WEST HOLLYWOOD also funded New Directions' program for homeless veterans.

2010 SPECIAL PARTNERS IN THE COMMUNITY

The Los Angeles Unified School District Adult Education Division continued to provide an instructor who taught classes at New Directions for veterans needing a refresher course in basic skills; **Santa Monica College** provided computer instruction, and **Working Wardrobes, Inc.** hosted events for veterans – both men and women – in need of interview clothing. **Jewish Vocational Services** provided vocational assessment and job search assistance; **Westside Food Bank** provided 68,750 pounds of donated food to our programs at a value of \$75,625; **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**.

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Lisa K. Schwartz
Shawn's Christmas Trees
William Shean
Noreen Shortway
Simi Hills Golf Course
Skirball Cultural Center
Charles Smith
Southern California Gas Company
Guy Spencer
Spin Master Inc
Spirit Cruises
St. Albans Episcopal Church
Richard Tashman
Tengu
Terranea Resort
Darrell Terry
TGA Premier Junior Golf
The Admiral Risty
The Colony Theatre
The Lobster Restaurant
The Midnight Mission
The Playtone Company (HBO)
The Regency Club
The Ridge Tahoe
The Sports Club/LA
Janet Thornber
Marty Todd
Trader Joe's
Delia Traisler
Trump National Golf Club
Turning Point School
Universal Studios Hollywood
W Los Angeles Westwood
Jessica Walker
Michael Walsh
Shirley Ward
Westin Arlington Gateway
Barbara Whittenburg
Wild Rivers Waterpark
A.J. Wilder
Bruce Williams
Carin Wong
Jerry Woods
Daphne D. Wright
Cindy Young
Jack Yu
Valorie Zagebaum
Enid Zaslow

Summary Financial Information

Federal Tax ID # 95-4242745

	2010	2009
Revenue		
Government Contracts	\$ 4,140,015	\$ 4,681,529
Grants and Contributions	661,365	2,582,291
Program Income	298,902	268,351
Special Events	244,124	222,212
In-kind Contributions	229,808	272,956
Other	18,551	54,442
Total Revenue	\$ 5,592,765	\$ 8,081,781
Expense		
Salaries and Benefits	\$4,238,163	\$4,649,413
Food and Supplies	573,467	683,254
Facilities	320,673	440,266
Other operating	789,165	906,764
In-kind Expenses	229,808	272,956
Depreciation	248,427	244,915
Total Expense	\$6,399,703	\$7,197,569
Excess of Revenue over Expenses	\$ (806,938)	\$ 884,212
	(a)	
(a) Loss shown is covered by restricted funds received in prior years.		
Expense by Usage		
Program services	\$ 4,442,213	\$ 5,176,561
Support services (excludes Depreciation)	1,252,255	1,225,137
Fundraising	456,808	550,956
	\$6,151,276	\$6,952,654
Assets		
Cash and Cash Equivalents	\$1,994,458	\$2,424,287
Receivables	1,256,708	1,439,664
Other Current Assets	105,811	129,875
Other Assets	573,304	505,372
Property and Equipment (net)	4,020,793	4,126,831
Total Assets	\$7,951,074	\$8,626,029
Liabilities		
Current Liabilities	\$659,364	\$571,642
Loans Payable	608,016	615,434
Other Liabilities	870,308	798,962
Allowance for contract settlement	224,033	243,700
Total Liabilities	\$2,361,721	\$2,229,738
Net Assets	5,589,353	6,396,291
Total Liabilities and Net Assets	\$ 7,951,074	\$ 8,626,029

Audited financial statements are available upon request.

YEAR IN PHOTOS 2010



BIG SUNDAY Mayor Antonio Villaraigosa (center) stopped by New Directions North during Big Sunday Weekend to show support to our veterans. Pictured here with the Mayor is David Levinson, Executive Director of Big Sunday (left) and Gary Meraz, Program Supervisor for New Directions North (right).



COL. DAVID SUTHERLAND, Special Assistant to the Chairman of the Joint Chiefs of Staff for Warrior and Family Support, visited NDI and spoke to veterans of combat in Iraq and Afghanistan. Flanking him at left, Executive Director Toni Reinis and co-founder Larry Williams (right).



HABITAT FOR HUMANITY Veterans from New Directions took part in a special Build Day in Long Beach for Habitat for Humanity of Greater Los Angeles. By participating as the building crew for Habitat, veterans gained marketable skills while giving back to the community.



NAACP The NAACP Youth Council brought holiday cheer to veterans when they visited at Thanksgiving and in December. The young people, pictured here with their advisor Merlean Wilson (right), gave musical performances, read poetry, and thanked our veterans for their service.

BOARD OF DIRECTORS

- Rudy Grimaldo.....Chairman
- Stephanie Stone.....Secretary
- Ted Howells.....Treasurer
- John Keaveney.....Honorary Director
- David Baylor
- Rachel Davenport
- George Davis
- John Fitzgerald
- Jackie Freedman
- Ben Gales
- Andrew David Gross
- Charles Kahn
- Scott Sale, M.D.
- Philip Scully
- Bill Shean

SPRINGBOARD

- Ben Gales.....Chairman
- Elijah Adams
- Ric Arthur
- Joshua Jacobs
- Steve Keesal
- Jeremy Lai
- Ralph Martinsen
- Jim Murphy
- Sabir Rashid
- Jeff Shane
- Shiwan Tribbett
- Michael Valania
- Brian VanRiper
- Stacy Garrick Zimmerman

EXECUTIVE STAFF

- Toni Reinis..... Executive Director
- Rachel Feldstein..... Associate Director
- Carrie Hidding..... Director of Finance
- Gigi Szabo..... Director of Housing
- Randall Teramoto..... Human Resources & Operations Manager
- Cindy Young..... Director of Development & Marketing
- Jack Yu..... Controller



New Directions, Inc.
 11303 Wilshire Blvd. VA Bldg. #116 • Los Angeles, CA 90073-1003 • (310)914-4045
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