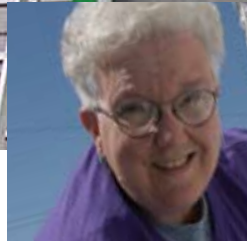




New Directions Housing Corporation



Annual Report 2006





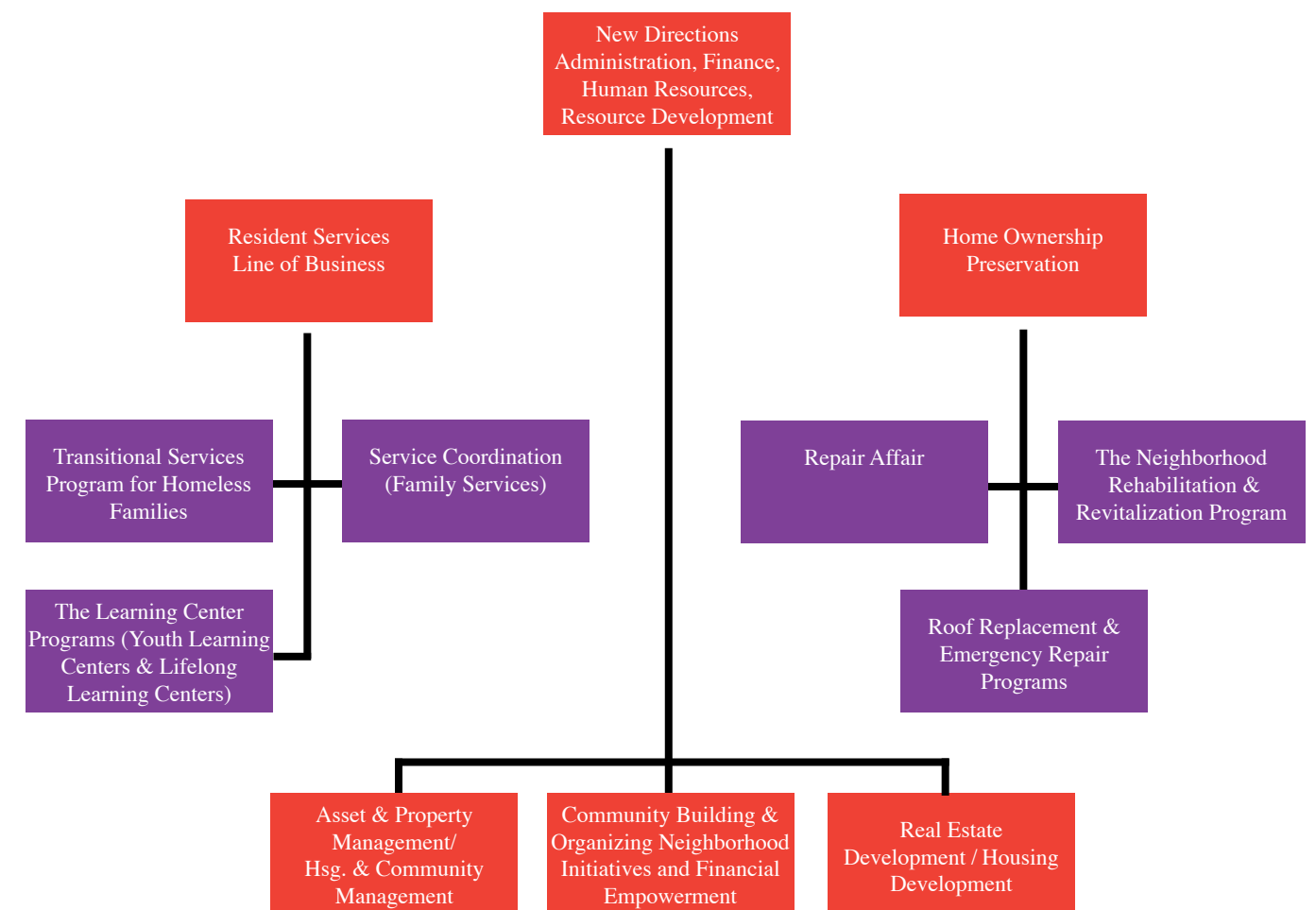
**New Directions Housing Corporation develops and maintains affordable housing and vital communities in partnership with neighborhoods and other stakeholders.** In this mission, the agency's relationships with donors and volunteers are especially valued.

Our lines of business are designed to meet community need and maximize opportunity in neighborhood revitalization. These lines of business include Real Estate Development, Housing and Asset Management, Community Building and Organizing, Home Ownership Preservation and Resident Services. New Directions is a member of the NeighborWorks America® network and a Metro United Way member agency.

**Our motto: Make community happen!**

Good projects demand great partners. As New Directions Housing Corporation grows and its programs become more holistic, many kinds of partners have come forward to help. To understand the relationships that enrich our service delivery, a review of the agency's Lines of Business is helpful.

**New Directions Line of Business With Associated Service Programs**





## Our vision: Caring neighbors building community.

Partners often come to New Directions with focused interests, and then experience how that perspective can be connected to a more holistic approach—much as our mission began with housing, then necessarily expanded to neighborhood health and development. For this reason, we are especially grateful to our partners and sponsors with multiple points of agency contact. This includes grassroots leaders from across our region.

In 12 months ending in June 2006, New Directions work included 1,617 volunteers who together donated nearly 24,000 hours of service through Repair Affair, Learning Centers, board and committee work and other community initiatives.

Our services are founded in partnerships. They range from the development, construction and maintenance of affordable housing to the delivery of human services tailored to aid homeless or distressed families of low income. Neighborhood-based services offer technical support to grassroots and neighborhood groups. We encourage volunteerism and civic participation as ways to increase neighborhood resiliency.

Our service continuum begins with Real Estate Development to benefit neighborhoods, families of low income and people with special needs. In 2005, New Directions and The Housing Partnership, Inc., another nonprofit, joined forces to support Louisville Metro Housing Authority to build off-site replacement housing as a part of Liberty Green, the replacement and renewal of Clarksdale. In 2006, construction was completed on 69 homes in 14 neighborhoods, to serve residents of the Housing Authority.

Other community partnerships enhance neighborhoods through the creation of playgrounds, community rooms and computer labs. In November, residents at Jackson Woods Apartments participated in the fundraising and construction of a KaBOOM! Playground. Nearly 100 Home Depot employees joined them, to make the children's design a reality. Donations came from KaBOOM!, The Home Depot, PNC Bank, 4th District Councilman David Tandy and residents, who conducted fundraisers for many months.

**Housing and Asset Management** delivers activities in preservation, management and maintenance as permanent commitments to housing stewardship. With over 1,000 units under management serving families in 23 neighborhoods across Jefferson and Floyd counties, New Directions has a daily commitment to renewal and maintenance. Our professional management services are designed to respect residents as customers, while encouraging neighborhood viability.

Preserving affordable housing engages New Directions in regional and national competitions for precious capital repair funding. Funds from HUD and Kentucky Housing Corporation's Affordable Housing Trust Fund have recently been invested in the exterior renovation of historic Reeser Court Apartments in Old Louisville.







## New Directions is a member of the Multifamily Initiative of NeighborWorks America®.

Our **Community Building and Organizing** work spans our service continuum, reaching homeowners and the homeless, children and parents, regional volunteers and grassroots neighborhood groups. Our programs link the security of safe housing with innovative programming to benefit neighborhoods by encouraging personal strength and civic participation. Neighborhood Initiatives works with emerging leaders and others to strengthen grassroots organizations for increased safety and empowerment.

### Grassroots Leadership

The resident-driven Neighborhood Roundtable meets bi-monthly to exchange strategies and to encourage proactive civic participation.

- The annual Neighborhood Assessment Report links grassroots leaders with Louisville Metro Government to remedy site problems at properties located in 15 neighborhoods.
- *In May 2006, the Roundtable took a road trip to Nashville!* Fourteen members, led by New Directions Board President Allen Steinbock and fellow board member, Ben Johnson, participated in the Community Leadership Institute, organized by NeighborWorks®. As part of an action plan, the group committed to supporting the introduction of Study Circles in Louisville.
- In October 2006, New Directions launched The Greater Neighborhood Project, a year-long training and capacity building initiative in partnership with Study Circles Resource Center, The Federal Reserve Bank of Saint Louis, Louisville Branch, DataPlace.org, and NeighborWorks America® through its Community and Neighborhood Revitalization professional certification program. The initiative, funded by Louisville Metro Government, The Federal Reserve, The Gheens Foundation and Making Connections Network, included the first "place-based" delivery of Community and Neighborhood Revitalization classes.

### Financial Empowerment

New Directions recruits and trains volunteers to prepare free tax returns for residents in the California and Newburg neighborhoods. In 2006, 25 volunteers helped 220 low income households by helping them to file returns that brought a total of \$363,906 back to these neighborhoods. In Newburg, PNC Bank and National City continued a rich delivery of financial empowerment classes held at churches and at the O'Connor Learning Center, in alliance with the goals of The Newburg Weed & Seed Steering Committee.



**New Directions is a member of the Community Building and Organizing Initiative of NeighborWorks America®.**

**Home Ownership Preservation** work begins with Repair Affair which assists elderly and disabled homeowners of low income by organizing volunteers annually to make prioritized home repairs in Jefferson County, Kentucky and Floyd and Clark counties in Southern Indiana. In 2006, Repair Affair was a part of NeighborWorks® Week, joining volunteer initiatives across the country in work to sustain community revitalization.

Reinvestment in housing continues with important public partners. A roofing program funded by Louisville Metro Government was continued. Also, New Directions partners with The City of New Albany to administer their Emergency Repair Program. In a new endeavor, Jeffersonville's Urban Enterprise Association chose Repair Affair for a one-time investment of nearly \$30,000 earmarked to help senior homeowners with repairs. The Newburg Revitalization Program is a comprehensive housing rehabilitation program aligned with that neighborhood's successful Weed & Seed program and Louisville Metro Government.

**Resident Services** work begins with our eight Learning Centers designed to deliver the value of lifelong learning and community building. At four neighborhoods sites, we engage volunteers as tutors to help children complete homework and excel in their studies. Thanks to United Way and other private donors, neighborhood leaders are hired as mentors. For many of the Mentors, this is a first venture into the job market. New Directions Learning Centers are equipped with computer labs. At another four sites, elderly residents have access to computers and information regarding social services, recreation and health services.

Service Coordination links resident families with available community services to encourage self-sufficiency and independence. As a Metro United Way agency, New Directions reaches out to other agencies to offer its twin capacities of service coordination staffing and the availability of community rooms as a neighborhood-based delivery mechanism. We work with community partners to link residents and their neighbors to financial literacy training, parenting classes and other learning activities. The work is diverse and collaborative.

Our Transitional Services Program for Homeless Families provides a two-year shelter program to homeless, single-parent families offering intensive case management, goal setting, counseling and service coordination. This program was one of the first of its kind in the nation. Parents work intensively on financial skills, debt reduction and sometimes painful reflection on the choices and occurrences that brought them to homelessness. In April 2006, nine families graduated from our program, ready to attain and maintain permanent housing.







### **A nation's sorrow; Louisville responds**

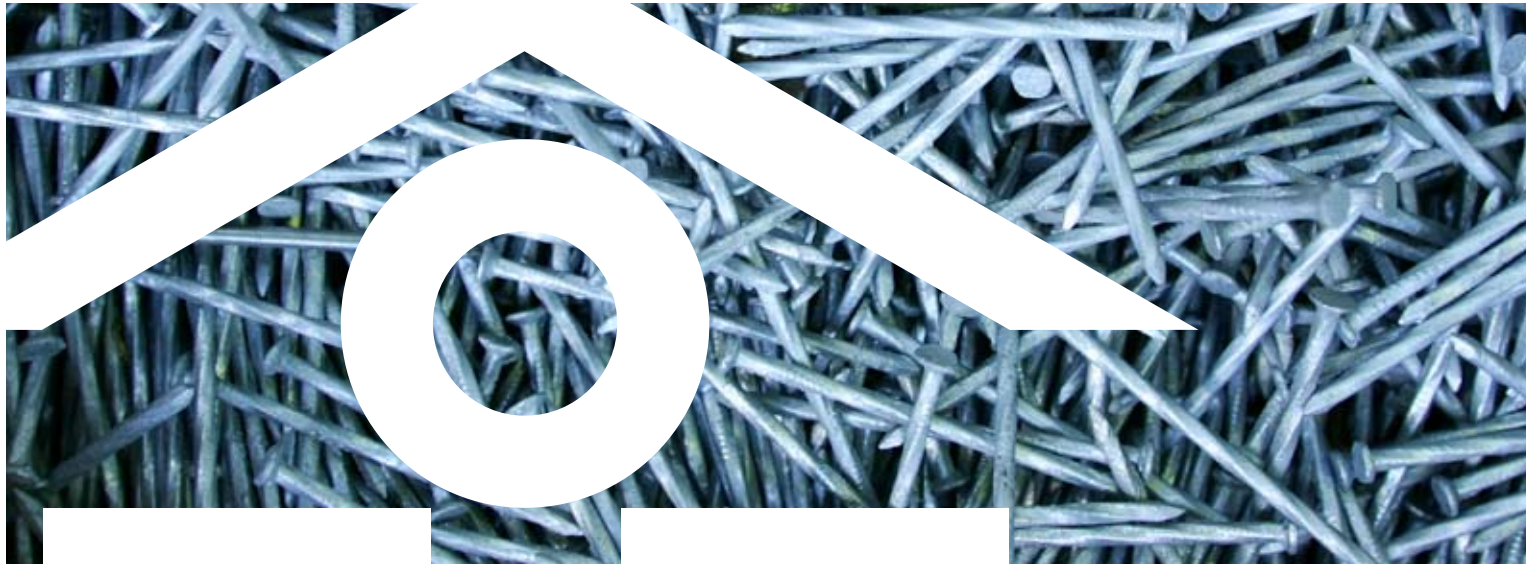
America watched in horror as Hurricane Katrina buffeted the Gulf Coast. More tragedy came as New Orleans suffered the breach of the levees. Then, Hurricane Rita followed. Families from the Gulf Coast region, forced to leave home, fanned northward. In Louisville, hundreds awaited the arrival of temporary neighbors. Nonprofits, Louisville Metro staff, community volunteers and local corporations each sought for ways to help.

New Directions found a unique job amidst the chaos. In October 2005, New Directions assumed responsibility for managing the city's Katrina Rental Assistance Program. Of the 319 families who completed the city's housing assessment, 135 families participated in the program—or, 323 people, most of whom came from communities in Louisiana (83 percent) and Mississippi (16 percent).

*New Directions thanks Charlie Casper, Cathy Rogers, Kevin Sullivan and Emily Reynolds. These four New Directions advocates came forward to work with the agency's director, Joe Gliessner, on the Katrina Rental Assistance Program. Daily, they answered questions and aided new friends from the Gulf Coast. In addition, New Directions salutes its many volunteers who have traveled to Florida, Mississippi and Louisiana to rebuild and restore the Gulf Coast, shoulder to shoulder with that region's brave citizenry.*

**New Directions Housing Corporation is a NeighborWorks America® network member and a Metro United Way Agency.**





### New Directions Housing Corporation Board of Directors

Anneta Arno <i>Executive Director, Community Resource Network</i>	Tom Monahan <i>President &amp; Publisher, Business First</i>
Sharan Benton <i>Pastoral Administrator, St. William Church</i>	David Nofsinger <i>Architect, Design Build Innovations</i>
Tony Biven <i>Health &amp; Safety Manager, UPS Airlines</i>	John C. Pieper, CPA <i>McCauley Nicolas &amp; Company, LLC</i>
Rev. Raymond Brown <i>Pastor, Third Central United Church of Christ</i>	Teresa Powell <i>Attorney</i>
Michael Byrne <i>Community Volunteer</i>	Phil Richardson <i>Manager of Aircraft Maintenance Control, UPS</i>
Nancy Fox <i>Community Volunteer</i>	Beth Cress Rose <i>Real Estate Agent, Milestone Realty Consultants</i>
Jackie James <i>Administrative Services Manager, Workforce Development Associates, Inc.</i>	Terry Singer <i>Dean/Professor, Kent School of Social Work University of Louisville</i>
Ben Johnson <i>Assistant Director, Office of Youth Development Louisville Metro Government</i>	Jim Stammerman <i>Executive Asst. to the Chancellor, Ivy Tech Community College</i>
Jackson Jones <i>Attorney, Valenti Hanley &amp; Robinson PLLC</i>	Allen Steinbock <i>President, Whip-Mix Corporation</i>
Sharon Landrum <i>President/Broker, Sharon Landrum Realty, Inc.</i>	Leonard Watkins <i>Community Volunteer</i>
Jack McGill <i>Area Director Provider Network Operations, Humana, Inc.</i>	Bill Weyland <i>Managing Member, City Properties Group</i>
Phil McHugh <i>President &amp; CEO, Fifth Third Bank</i>	Marita Willis <i>Assistant V.P. Community Consultant, PNC Bank</i>

### Officers of the Board

Allen Steinbock <i>President</i>
Marita Willis <i>Vice President</i>
Sharan Benton <i>Secretary</i>
Jack McGill <i>Treasurer</i>

## Financial Statments

### Comparative Balance Sheet June 30, 2006 and 2005

	2006	2005
Assets		
Current Assets		
Cash	588,734	1,238,587
Accounts Receivable and Deposits	2,331,222	2,089,716
Inventories and Prepaid Expenses	272,671	250,357
	3,192,627	3,578,660
Funded Reserves	2,160,766	2,235,153
Property, Plant and Equipment		
Land	2,249,218	1,787,751
Buildings	21,073,444	17,011,167
Equipment	825,389	782,221
	24,148,050	19,581,140
Less Accum. Depreciation	(4,607,684)	(3,820,596)
	19,540,366	15,760,544
Other Assets	1,540,021	2,240,088
	26,433,779	23,814,445
Liabilities and Net Worth		
Current Liabilities		
Accounts Payable	437,784	638,871
Notes & Mortgages Payable	3,076,259	2,217,412
Other	197,061	171,840
	3,711,104	3,028,123
Notes and Mortgages Payable	18,720,946	15,979,486
Ending Net Assets	4,001,729	4,806,837
	26,433,779	23,814,445

### Total Assets of New Directions and Affiliates June 30, 2006 and 2005

	2006	2005
New Directions Housing Corp.	26,433,779	23,582,507
Reeser Court, Inc.	1,041,152	1,116,611
Smoketown Housing Imp. Corp.	295,457	295,094
St. John Gardens, Inc.	700,897	471,823
The Friary, LTD	0	878,481
Brandeis Partners, LTD	2,581,470	2,732,914
Roosevelt Partners, LTD	0	3,256,819
Pearson Apartments Company	227,259	231,362
O'Connor Square Limited	3,579,353	3,792,189
St. Edward Court	5,812,402	6,059,811
Clifton Court	1,454,507	1,508,129
Minority Interest	144,258	150,951
Total Assets	42,270,534	44,076,691

### Comparative Statement of Support and Expenses For Fiscal Years Ending June 30, 2006 and 2005

	2006	2005
Revenue		
Rent	3,806,070	3,575,366
Grants	3,077,254	2,025,262
Management & Other Fees	572,471	465,609
Development & Consulting Fees	180,963	139,173
Miscellaneous	328,404	510,684
Total Revenue	7,965,162	6,716,093
Expenses		
Management & General	1,163,108	839,857
Fund Raising	31,648	51,114
Asset & Property Management	1,803,067	1,639,909
Community Building & Organizing	278,443	219,148
Home Ownership Preservation	1,818,738	1,462,614
Rental Property	4,668,785	4,070,169
Real Estate Development	157,192	91,434
Resident Services	651,088	536,264
Inter-company Eliminations	(2,087,613)	(1,694,625)
Total Expenses	8,484,456	7,215,884
Excess Revenue over Expenses	(519,294)	(499,791)

## New Directions Housing Corporation Staff

### Administration

Joseph E. Gliessner, Jr.  
*Executive Director*

Lisa Thompson  
*Assistant Director*

Ed Martin  
*Chief Financial Officer*

Darwin Newkirk  
*Controller*

Alice Taverine  
*Accounting Assistant*

Julie Zoeller  
*Accounting Assistant*

Thomas Meagher  
*Financial Specialist*

Joel Henderson  
*Human Resources Generalist*

Janice Hill  
*Management Information  
Systems Director*

Samantha Pope  
*Receptionist*

Kathryn Johnson  
*Resource Development Coordinator*

Pam Stone  
*Resource Development Coordinator*

Rosetti Ann Rhodes  
*Executive Secretary*

### Resident Services

#### **Transitional Services for Homeless Families**

Erika Taylor  
*Program Manager*

Dorothy Russell  
*Transitional Services Coordinator*

Rebecca Bazzle  
*Transitional Services  
Housing Coordinator*

Mary Frances Schafer  
*Transitional Services  
Practicum Advisor*

### Family Services

Dawn Davis  
*Program Manager*

James Ziegler  
*Family Services Specialist*

Ideisha Bellamy  
*Family Services Coordinator*

LaTisha Gazaway  
*Family Services Specialist*

William Mack  
*Youth Services Specialist*

LaTonya Carter  
*Neighborhood Mentor*

Yolanda Chandler  
*Neighborhood Mentor*

Turquoise Clay  
*Neighborhood Mentor*

Veneeta Darnley  
*Neighborhood Mentor*

Camisha Graves  
*Neighborhood Mentor*

Chastity Jackson  
*Neighborhood Mentor*

Denita Jordan  
*Neighborhood Mentor*

Stacee Spurling  
*Neighborhood Mentor*

Mary Tennyson  
*Neighborhood Mentor*

Kristy Wiley  
*Neighborhood Mentor*

Taj Jarrett  
*Be Real Coordinator*

### Asset and Property Management

#### **Asset Management**

Theresa McCauley  
*Director*

#### **Housing Management**

James Thomas  
*Director*

Bridgette Johnson  
*Systems Manager*

Bill Hill  
*Maintenance Manager*

Tracey Wilson-Williams  
*Quality Control Manager*

Tara Carmen  
*Property Manager*

Letitia Felton  
*Property Manager*

Laura Lindsey  
*Property Manager*

Kevin Marshall  
*Property Manager*

Dale Georgel  
*Maintenance Coordinator*

Ben Wilson  
*Maintenance Coordinator*

Brian Seagraves  
*Materials Manager*

Amelia Bissmeyer  
*Customer Service Specialist*

Beverly North  
*Customer Service Specialist*

Rosalyn Thompson  
*Invoice Control Clerk*

Joyce Muir  
*Administrative Assistant*

Jackie Bradshaw  
*Leasing Consultant*

Phyllis Hall  
*Leasing Consultant*

Eula Leachman  
*Leasing Consultant*

Sheila Ledford  
*Leasing Consultant*

Lamika McCown-Perry  
*Leasing Consultant*

Heidi Stankowski  
*Leasing Consultant*

Jim Calhoun  
*Maintenance Technician*

Albert Cardwell  
*Maintenance Technician*

Charles Hickman  
*Maintenance Technician*

DeMarcus Keene  
*Maintenance Technician*

Ronald McClain  
*Maintenance Technician*

William Meneese  
*Maintenance Technician*

Antoine Neely  
*Maintenance Technician*

Theorpus Oates  
*Maintenance Technician*

Thomas Pierce  
*Maintenance Technician*

Michael Robinson  
*Maintenance Technician*

Stephen Usher  
*Maintenance Technician*

Mark Wright  
*Maintenance Technician*

Timothy Jefferson  
*Inventory Clerk*

Scottie Brock  
*On-Site Custodian*

Reginald Miller  
*On-Site Custodian*

Ricky Ober  
*On-Site Custodian*

William Smith  
*On-Site Custodian*

Andrea Stevenson  
*On-Site Custodian*

William Thomas  
*On-Site Custodian*

Richard Daily  
*Unit Prep Painter*

Terry Patterson  
*Unit Prep Painter*

Debra Moore  
*Laundry Room Attendant*

### Real Estate and Housing Development/Home Ownership Preservation

Al Spotts  
*Director of Housing Development*

Jeremy Angermeier  
*Construction Administrator*

Michael Gardner  
*Housing Development Specialist*

Mark McKinley  
*Housing Construction Specialist*

#### **Home Repair**

Danny Flanigan  
*Program Manager*

Booker Rice  
*Customer Service Specialist*

Amie Cloutier  
*Home Repair Specialist*

### Community Building and Organizing

#### **Neighborhood Initiatives**

Gwen Lauer  
*Program Manager*

Holly Stivers  
*Neighborhood Development  
Specialist for the Individual  
Development Accounts Program*





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 St. Margaret Mary Church  
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 Development*

**Housing Development Donors**

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 NeighborWorks America  
 Alfred L. Spotts and Maggie Steptoe

**Home Ownership Preservation  
 Newburg Revitalization Donor**

Louisville Metro Government

**Repair Affair Donors**

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 Louisville Metro Government  
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 Lyon's Roofing



### Repair Affair Donors (cont)

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Wall Street United Methodist Church  
Dick and Cora Washburn  
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Joe and Ruth Wimsatt  
Women 4 Women, Inc.

### Roof and Emergency Repair Program Donors

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Louisville Metro Government  
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4th District, Louisville Metro Government

### Resident Services

Family Services Donors  
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Alfred L. Spotts and Maggie Steptoe  
St. Edward Church  
U.S. Department of Housing and Urban Development

### Learning Center Program

Ace Hardware  
Jeremy Angermeier  
Sharan A. Benton  
Leonard and Shirley Cadarette  
Louisville Asset Building Coalition  
Computers By Design  
Concrete Lady  
Dismas Charities, Inc.  
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St. Williams Church  
Allen and Sherry Steinbock  
Ziegler's Catering

### Shawnee Learning Center Capital Fund

Jeremy Angermeier  
Ellen Ballard  
Floyd and Estelle Benner  
Sharan A. Benton  
Edith S. Bingham  
Bosse Mattingly Constructors Inc.  
Jackie Bradshaw  
Allan and Sandi Bryant  
Jim Calhoun  
Martha Daniel  
Dawn Davis  
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Michael D. Gardner  
Candy Getz  
Joseph E. Gliessner, Jr.  
Arvel and Phyllis Hall  
June Hampe  
Brooks and Mary Hatcher  
Amy Held  
Joel Henderson and Alison Huff  
Janice and Bill Hill  
Julius Schnurr & Sons, Inc.  
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James and Regina Leitner  
Laura Lindsey  
Deb Lowe  
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National Environmental Contracting, Inc.  
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Goldye L. Opper  
Rev. Robert E. Osborne  
Michael Peak  
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Deborah Walker  
Wal-Mart  
Ben Wilson  
Tracey Wilson-Williams  
Joe and Ruth Wimsatt  
Malcolm Wintergerst  
James Ziegler  
Julie Wise Zoeller

### Transitional Services

Mary Beth Blackburn  
Coalition for the Homeless, Inc.  
Chris Furnish  
Laura Heverin  
Marion S. Kely  
Louisville Metro Government  
Metro United Way  
Staff Association of the Presbyterian Church  
U.S. Department of Housing and Urban Development  
Art Therapy  
Hanna Andersson Children's Foundation

### Smoketown—Shelby Park Back to School Jam

The Annie E. Casey Foundation  
PNC Foundation  
Presbyterian Community Center  
Riverview Baptist Church  
Rodgers—Awkard & Lyons Funeral Home

### Community Building and Organizing

#### Neighborhood Initiatives

The Annie E. Casey Foundation  
Louisville Asset Building Coalition  
The Housing Partnership Inc.  
Louisville Metro Government  
Metro United Way  
National Federation of Community Development Credit Unions  
Study Circles Resource Center

#### Newburg Back to School Fest

Bethlehem Baptist Church  
National City Bank

#### Jackson Woods Community Playground

Cinnabon  
Jackson Woods Residents' Fundraiser  
KaBOOM! Playground Institute  
Louisville Metro Government  
PNC Foundation  
Quantum Enterprises  
The Home Depot

#### Katrina Relief

Louisville Metro Government  
Metro United Way

#### Designated through Metro United Way Campaign

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