



TOWN OF EXETER, NEW HAMPSHIRE  
HUMAN SERVICES  
FY 2018

Organization's Name: Cross Roads House Year Founded: 1982  
 Address: 600 Lafayette Road, Portsmouth, NH 03801  
 Executive Director/ Board Chair: Martha Stone, Executive Director/ Suza Tax ID Number: 22-2549963  
 Applicant Contact: Martha Stone, Executive Director  
 Email Address: m.stone@crossroadhouse.org Phone: 603-436-2218

**Organization's Mission Statement:** At Cross Roads House: \*We protect men, women and children of the Greater Seacoast area experiencing homelessness from exposure and hunger. \*We provide secure, transitional shelter for those seeking to break the cycle of homelessness. \*We support individuals and families by providing them with the opportunity to move with dignity and purpose to stable and decent housing.

**Statement of Grant Purpose; e.g. This grant will be used...:**

Cross Roads House provides emergency and transitional shelter for homeless families and individuals. This grant will be used to help us provide the basic human needs of shelter and food, and many other supportive services. In addition to basic needs, case management, mental health care, and medical and dental services are all available onsite and provided by Cross Roads House or one of our community partners.

% of overall services that goes to Exeter residents: 1%  
 # of Exeter residents served: 7

List all geographic area(s) served by organization: Rockingham County, NH Strafford County, NH  
Southern York Cty, ME

**Brief Detailed description of how the money will be specifically utilized for Exeter residents:**

Funding will be used for operating expenses. Exeter residents who seek services from our shelter could utilize all of the services that we offer, including a safe place to sleep, meals, basic human needs (shower, laundry, etc., case management, and a multitude of other supportive services and programs.

**Amount received from the Town of Exeter (by year) for the last 3 (three) years:**

2015 - \$3,500                      2016 - \$3,500                      2017 - \$3,500

Organization's total projected budget for FY 2018: \$ 1,655,158 Amount Requested: \$ 3,500

**Additional Information Required:**

Please supply the following items for a complete application to be considered:

- Provide a narrative, not to exceed two pages in size 12 font
  - Organization's overview
  - Program's impact on Exeter residents
  - Program changes and/ or highlights from the past year
- Complete financial statements (Please note: the organization's 990 may be requested)
  - Operating budget
  - Balance sheet
- Board of Directors List
- 2017 Funding recipients must submit an Annual Report prior to consideration of 2018 application

I certify to the best of my knowledge that the information in this proposal reflects accurate data concerning need and estimates of planned/delivered services. The proposal was considered and approved for submission by the agency Board of Directors on 08/29/2017 (date).

By signing this application the undersigned offers and agrees, if the proposal is accepted, to furnish items or services that is quoted. This agreement is subject to final negotiation and acceptance by the Board of Selectmen and the Budget Review Committee and subsequent contract award.

Director's (or Designee) Signature:  Date: 8/31/17

Submit no later than September 8, 2017:

Town of Exeter  
Town Manager  
10 Front Street  
Exeter, NH 03833



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Since 1982 Cross Roads House has been providing emergency and transitional shelter to homeless men, women, and children in the NH Seacoast area. We are guided by our mission, to meet the immediate needs of homeless families and individuals, and to provide them with the tools and guidance they need to successfully return to permanent housing.

At Cross Roads House, we provide:

- Emergency and transitional shelter
- Three meals a day provided to residents
- Dinner meal prepared and served by volunteers seven nights/week
- Needs assessments and case management services
- Access to a variety of services on-site (e.g., mental health counseling, primary medical and dental care, AA & NA meetings)
- Referrals to services throughout the community (e.g., public housing, rehab, counseling, parenting support, Community Action Programs and more )
- Support and direction for returning to permanent housing
- Post shelter case management to help maintain housing
- “Rent Ready” and “Ready to Work” seminar classes

In the year ended June 30, 2017, we provided 35,535 bed nights of shelter to 515 people, including 36 families with 63 children. Of those we served, 7 Exeter residents stayed at the shelter for a total of 282 bed nights. Demand for services remains high. Our 100 beds are nearly always full or over capacity. When all of our adult emergency beds are full, we often place mattresses on the floor or set up cots in rooms other than our designated bedrooms to accommodate those in need of shelter.

Our vision is “Breaking the cycle of homelessness”. We do this by continually striving to improve our resident outcomes, which are measured annually. Every year we measure number of residents served, resident lengths of stay, number of residents who successfully move to permanent housing, and recidivism rates, in order to develop effective programs and services.

Last fiscal year Cross Roads House has implemented two new programs, Permanent Supportive Housing and Housing Stability Case Management.

Our Permanent Supportive Housing Case Manager works with individuals in the community who are considered chronically homeless. This innovative HUD-funded program follows the Housing First model, which provides long term rental assistance and ongoing intensive case management and support to some of the most vulnerable individuals experiencing homelessness. Case managers work with clients and landlords to obtain and maintain permanent housing, paid for by a rental subsidy. Once housing is established, the client is connected with a variety of community resources like health care, dental care, mental health care, and transportation.

Our Housing Stability Case Manager (HSCM) provides support for residents moving to permanent housing. For up to one year, the HSCM will work with families and individuals, providing intensive and ongoing home-based support, helping them stabilize, make new connections within the community, advocate for themselves, and maintain the supports that were set up while staying in our shelter. The HSCM will also serve as a resource to landlords so that

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Amortization	
Bad Debt	
Insurance	
Marketing	
Contingency Costs	
Other Event Costs	
Professional Fees	
Residual Services	288,100
Starting Payroll Expenses	1,470,750
Uncollectible Provisions to Other's	0
Utilities	87,250
Total Expenses	1,836,100
Net Ordinary Income	12,500
Other Income/Expense	
Other Income	
Capital Campaign Income	25,000
Grant Income	0
Dividends & Interest	0
Other Income	0
Capital Gain/Loss	0
Unrelated Business Income	0
Total Other Income	25,000
Other Expense	
Net Net Available	0
Budget Audit	
Building Reserves/Dep	
Capital Building Expense	

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any issues that arise can be dealt with promptly and avoid escalation that may lead to an eviction. In its first year, this program has already helped several individuals and families maintain community connections, continue to work on budgeting, avoid eviction, and ultimately stay in their homes.

Highlights from our last fiscal year (ending 6/30/17), are illustrated in the following outcomes:

- Our emergency shelter for single adults was over capacity 82% of nights, and 100% of nights November 30, 2016-June 29, 2017.
- Our average length of stay was 69 days
- 74% of residents who received case management moved to permanent housing. That is a 23% increase from the previous year. Of families who participated in our transitional shelter program 100% moved to permanent housing.
- Our volunteers provided nearly 23,000 dinner meals to residents



**Cross Roads House**  
**Profit & Loss Budget Overview**  
 July 2017 through June 2018

	Jul '17 - Jun 18
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Contributions and Donations	1,059,734
Municipalities	96,000
NH Charitable Distribution	5,055
Other Operations/Program Income	0
Pledges 2016 Wentworth	0
Private Grants	37,403
State & Federal Grants	456,966
Wentworth 2016	0
<b>Total Income</b>	1,655,158
<b>Gross Profit</b>	1,655,158
<b>Expense</b>	
Administrative	42,660
Amortization	225
Bad Debts	0
Insurance	32,000
Marketing	3,500
Occupancy Costs	104,718
Other Event Costs	73,000
Professional Fees	12,375
Resident Services	268,100
Staffing/Payroll Expense	1,009,730
Uncollectible Promise to Give t	0
Utilities	83,850
<b>Total Expense</b>	1,630,158
<b>Net Ordinary Income</b>	25,000
<b>Other Income/Expense</b>	
<b>Other Income</b>	
Capital Campaign Income	25,000
CDBG Capital Income	0
Dividends & Interest	0
Poker Income	0
Unrealized Gain/Loss	0
Unrelated Business Income	0
<b>Total Other Income</b>	25,000
<b>Other Expense</b>	
Ask My Accountant	0
Building Audit	0
Building Renovations	0
Capital Building Expense	0
Depreciation Expense	150,000
Designated Resident Services	0
<b>Total Other Expense</b>	150,000
<b>Net Other Income</b>	-125,000
<b>Net Income</b>	-100,000

**Cross Roads House**  
**Balance Sheet**  
 As of August 31, 2017

	Aug 31, 17
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	
Operating(Ocean Bank)	141,655.22
<b>Total Checking/Savings</b>	141,655.22
Accounts Receivable	
2016 Wentworth Pledges	350.00
2017 Wentworth Pledges	33,825.00
Capital Campaign Pledges	25,000.00
Rapid Rehousing 2015	602.35
Summary Accounts Receivable	14,330.59
<b>Total Accounts Receivable</b>	74,107.94
Other Current Assets	
CRH Endowment	130,525.01
HUD Program Client Receivable	4,501.00
Unconditional Promise to Give	171,000.02
<b>Total Other Current Assets</b>	306,026.03
<b>Total Current Assets</b>	521,789.19
<b>Fixed Assets</b>	
Accum Amortization	-1,296.57
Land Improvements	4,071.00
Property and Equipment	4,613,149.99
<b>Total Fixed Assets</b>	4,615,924.42
<b>Other Assets</b>	
2018 Prepaid	23,944.60
Accounts Receivable YEAJE	-25,000.00
Closing Costs	1,352.92
Long Term Reserve412968	683,734.48
Operating Reserve 412968T	125,551.75
Prepaid 2014	500.00
Prepaid Insurance	21,595.00
<b>Total Other Assets</b>	831,678.75
<b>TOTAL ASSETS</b>	<b>5,969,392.36</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	
Accounts Payable	-3,115.42
<b>Total Accounts Payable</b>	-3,115.42
Credit Cards	
Business Card Services	-1,219.78
<b>Total Credit Cards</b>	-1,219.78
Other Current Liabilities	
A/P CPA adj	19,944.60
Accrued Payroll Items	39,797.40
Deferred Seacoast Marathon Inc	16,449.00
Direct Deposit Liabilities	0.01
Other payroll liability	2,165.13
<b>Payroll Liabilities</b>	-10,346.15
Prepaid Grant for Kitchen	25,000.00
State Tax Liability	833.84

**Cross Roads House**  
**Balance Sheet**  
As of August 31, 2017

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	Aug 31, 17
Total Other Current Liabilities	93,843.83
Total Current Liabilities	89,508.63
Long Term Liabilities	
CDFA	12,517.64
Ocean Loan	-630.58
Total Long Term Liabilities	11,887.06
Total Liabilities	101,395.69
Equity	
Designated Unrestricted	727,182.04
Permanently Restricted Assets	130,525.01
Retained Earnings	4,953,504.06
Temporarily Restr Net Assets	171,000.00
Net Income	-114,214.44
Total Equity	5,867,996.67
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>5,969,392.36</b>

**CROSS ROADS HOUSE**  
**Board of Directors 2017-2018**

<b>Name</b>	<b>Affiliation*</b>	<b>Town of Residence</b>	<b>Phone</b>	<b>Email Address</b>	<b>Committees</b>	<b>Term Began</b>	<b>Term Ends</b>
Adams, Michael	Adrenaline	Greenland	W: 603-957-4221	<a href="mailto:mcadamsaia@gmail.com">mcadamsaia@gmail.com</a>	Building	2016	2019
Ade, Richard	Ocean Properties Ltd.	Portsmouth	W: 603-559-2101	<a href="mailto:rich.ade@oceanprop.com">rich.ade@oceanprop.com</a>	Program	2011	2020
Allison, Tim	UNH	Portsmouth	C: 603-502-4450	<a href="mailto:tim_allison@hotmail.com">tim_allison@hotmail.com</a>	Development	2012	2019
Bresette, Suzanne <b>President</b>	Stratogé Partners	North Hampton	C: 978-857-7056	<a href="mailto:suzanne@bresette.com">suzanne@bresette.com</a>	Executive, Development	2007	2019
Brown, Bob	Self employed/consultant	North Hampton	C: 603-781-0100	<a href="mailto:rbrown1843@aol.com">rbrown1843@aol.com</a>	Finance	2011	2020
Blake, Jude	Self employed/consultant	Portsmouth	C: 603-502-4779	<a href="mailto:jude@judeblake.com">jude@judeblake.com</a>	Nominating & Governance	2010	2020
Campbell, Eric	Bottomline Technologies, Inc.	York, ME	W: 603-501-4898	<a href="mailto:ecampbell@bottomline.com">ecampbell@bottomline.com</a>	Program	2015	2018
Cloutier, Denis	CSNH	New Castle	W: 603-641-9666	<a href="mailto:denis@csnh.us">denis@csnh.us</a>	Program, Building	2012	2019
Cohen, Ken	Psychiatrist	Kensington	H: 603-772-2909	<a href="mailto:kenhcohen@comcast.net">kenhcohen@comcast.net</a>	Program	2013	2019
Dillon, Denis	McLane Middleton	Rye	W: 603-334-6921	<a href="mailto:denis.dillon@mclane.com">denis.dillon@mclane.com</a>	Executive, Finance, Nominating & Governance, Development	2004	2018
Drew, Kathryn	Merrill Lynch Wealth Management/Bank of America Corp.	Rye	W: 603-433-1170	<a href="mailto:kathryn_drew@ml.com">kathryn_drew@ml.com</a>	Nominating & Governance	1999	2018
Hayden, Richard (Chick)	Retired	Rye	H: 603-964-6349	<a href="mailto:richard.hayden3@comcast.net">richard.hayden3@comcast.net</a>	Nominating & Governance	1996	2018
Martindale, Vivan	Retired	Hampton	H: 603-601-7468	<a href="mailto:vmartindale@TTLC.NET">vmartindale@TTLC.NET</a>	Executive, Program	2006	2019
Moore, Vanda <b>Secretary</b>	Sprague Energy	Rye	C: 617-283-5876	<a href="mailto:rosstartan@comcast.net">rosstartan@comcast.net</a>	Executive, Development	2013	2019

\*Some members do not have professional affiliations because they are retired, self-employed, or unemployed

**CROSS ROADS HOUSE**  
**Board of Directors 2017-2018**

Scourby, Lex	Chicken of the Sea Frozen Foods	Portsmouth	C: 603-498-4887	<a href="mailto:alexander.scourby@thaiunion.com">alexander.scourby@thaiunion.com</a>	Executive, Finance, Nominating & Governance, Development	2003	2018
Silva, Chuck	Albany International, Corp.	Portsmouth	W: 518-445-2277	<a href="mailto:Charles.Silva@albint.com">Charles.Silva@albint.com</a>	Nominating & Governance	2015	2018
St. Jean, Ben <b>Vice President</b>	Clipper Strategic Consulting, LLC	Portsmouth	W: 603-205-5772	<a href="mailto:benstjean@outlook.com">benstjean@outlook.com</a>	Executive, Finance, Building	2015	2018
St. Martin, Joe <b>Treasurer</b>	Pro Resins & Colors, Inc.	Exeter	C: 603-553-4553	<a href="mailto:joe_stmartin@yahoo.com">joe_stmartin@yahoo.com</a>	Executive, Finance	2015	2019
Van Patten, David	Self employed/consultant	Stratham	C: 603-498-4331	<a href="mailto:dave@dvanpatten.com">dave@dvanpatten.com</a>	Executive, Development	2007	2019
Mary Lee Worboys	Retired	Durham	H: 603-868-1490	<a href="mailto:mlworboys@comcast.net">mlworboys@comcast.net</a>	Program	2011	2020

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# CROSS ROADS HOUSE

*New Directions for the Homeless*



**2016 Annual Report**



*Partners Offering  
 On-Site Services*

Alcoholics and Narcotics Anonymous

COAST Transportation

Families First Health & Support Center  
 & Healthcare for the Homeless

Supportive Services for  
 Veteran Families (Harbor Homes)

Joan G. Lovering Health Center

New Hampshire Legal Assistance

Port City Chiropractic, Dr. Shawn Shapiro  
 Rockingham Community Action Asset  
 Development

Seacoast area attorneys

Seacoast Area Teachers of  
 Yoga in Action (SATYA)

Seacoast Mental Health Center

University of New Hampshire Cooperative  
 Extension Nutrition Connections, and  
 Departments of Social Work & Family Studies

Veterans, Inc.

VA Outreach

Wells Fargo (Ready to Work Program)

*Mission Statement*

*At Cross Roads House:*

*We protect men, women and children of the Greater  
 Seacoast area experiencing homelessness from exposure  
 and hunger.*

*We provide secure, transitional shelter for those seeking  
 to break the cycle of homelessness.*

*We support individuals and families by providing them  
 with the opportunity to move with dignity and purpose to  
 stable and decent housing.*



Dear Friends,

Looking back over the past year, what stands out most is how busy we were, despite the very mild winter. For the first time ever, in order to meet the demand for shelter, we had to use our dining room floor to accommodate all of the "overflow" mattresses. It's not unusual for us to have demand beyond our capacity, but in prior years our resource rooms had provided sufficient space to meet this need. We were over capacity in our single adult emergency shelter 87% of the time.

Cross Roads House served 515 people, including 30 families with 57 children last year. Among the families in our emergency and transitional programs, 76% moved to permanent housing (a 17% increase); among the families in our transitional program, 100% moved to permanent housing. Overall, 60% of residents (both single adults and families in both our emergency and transitional programs who received case management) moved to permanent housing.

We continue to focus on expanding and enhancing our services in response to the most pressing needs and challenges of our residents. Last year we worked to secure funding and prepare for the implementation of two new programs, Housing Stability Case Management and Permanent Supportive Housing (PSH).



*Suzanne Bresette, CRH Board President and  
Martha Stone, CRH Executive Director*

Our Housing Stability Case Manager (HSCM) provides much needed support for residents moving from the shelter to permanent housing. The HSCM provides intensive and ongoing home-based support, with the goals of establishing housing stability for transitioned residents, supporting positive tenant-landlord relationships, and decreasing the number of individuals and families returning to homelessness. This pilot program is made possible through grants from the NH Charitable Foundation Entrepreneurs Fund and the Eastern Bank Strengthening Families grant.

Our PSH Case Manager works with individuals in the community who are chronically homeless. This innovative HUD-funded program follows the Housing First model, which provides long-term rental assistance and ongoing intensive case management and support to chronically homeless individuals overcoming major physical and behavioral health conditions. Our PSH Case Manager works with clients and landlords to obtain and maintain housing and to connect clients with community services.

We are confident that these new programs, in conjunction with our many existing services and collaborative partnerships, will help us improve our overall success. You can read more about these programs on pages 6-7.

We offer our heartfelt thanks to the many who support Cross Roads House. Our dedicated and generous Board of Directors offers leadership and professional expertise. Our donors continue to provide the majority of our funding and without them our services would be unavailable to those seeking our help. Our staff works tirelessly 24/7 to meet the tremendous and varied needs of our residents. Our partner agencies provide critical services like health care, dental services, mental health care and more. Hundreds of volunteers provide vital services to our residents 365 days a year, many of them cooking and serving dinner for our residents.

Collectively, we are providing a safe place to sleep, nutritious food, and supportive programs and services to some of the most vulnerable people in our community. Most importantly we are offering them an opportunity to break the cycle of homelessness. Thank you to all who support Cross Roads House and make these life changing services possible.

Suzanne Bresette, Board President

Martha Stone, Executive Director

## Board of Directors

Suzanne Bresette, *President*  
Bob Brown, *Vice President*  
Joe St. Martin, *Treasurer*  
Vanda Moore, *Secretary*

Michael Adams  
Richard Ade  
Tim Allison  
Jude Blake  
Eric Campbell  
Denis Cloutier  
Ken Cohen  
Denis Dillon  
Kathryn Drew  
Richard Hayden  
Rev. Vivan Martindale  
Lex Scourby  
Chuck Silva  
Ben St. Jean  
David Van Patten  
Mary Lee Worboys

## Senior Staff

Martha Stone  
*Executive Director*

Sandra Beaudry  
*Program Director*

Susan Duchesney  
*Finance Director*

Daniel Mitchell  
*Operations Director*

## Contact Us

Cross Roads House  
600 Lafayette Road  
Portsmouth, NH 03801

Phone 603.436.2218  
Fax 603.430.9217

info@crossroadhouse.org  
www.crossroadhouse.org

## ✦ In the Fiscal Year ending June 30, 2016:



Cross Roads House provided 32,224 bed nights of shelter to 515 people, including 30 families with 57 children.

Our emergency shelter for single adults was over capacity **87%** of the year.

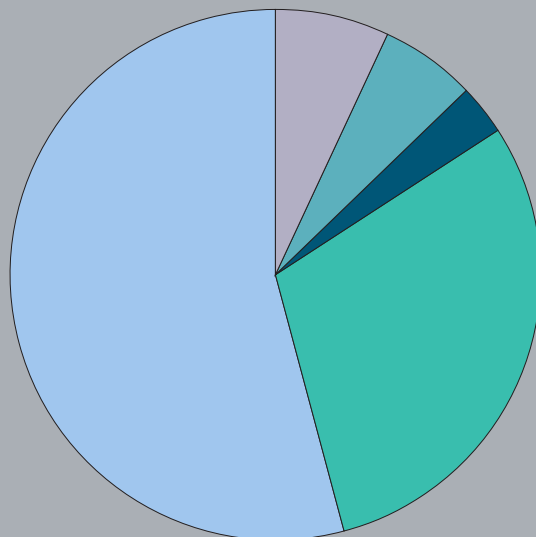


The average length of stay for all residents was **63 days**.

**100%** of families and **66%** of single adults in our transitional shelter program moved to permanent housing.



## 87% of residents were from New Hampshire



- Rockingham County, 54%
- Stafford County, 30%
- Other NH Counties, 3%
- Southern York County, ME, 6%
- Out of State, 7%

## *“Being homeless and a senior citizen is terrifying.”*

Terri had been living at Brewster Street rooming house in Portsmouth for about a year when she got a knock on her door. Another resident told her the building was being shut down by the city. Terri sat in her room and waited for the commotion to pass. She knew she could not stay in her home, but she had nowhere else to go. That’s when the Portsmouth City Welfare Office referred her to Cross Roads House.

“That was the beginning of the end of my life, or so I thought. As the gospel song by Casting Crowns goes, ‘my life wasn’t falling apart, it was falling into place’.”

Terri arrived at Cross Roads House not knowing what to expect. “Being homeless is a scary thing. Being homeless and a senior citizen is terrifying. I never knew a wonderful place like Cross Roads existed.”

At first Terri was unsure of how to move forward. She worked part time at the unemployment office, but shortly after her arrival at Cross Roads House, her hours were cut. “I thought, ‘I’m homeless, I’m old, and my credit sucks. What am I going to do?’”



*Terri on her last day at Cross Roads House.*

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*“There’s nothing else like Cross Roads House. They gave me back my life.”*

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Terri soon found the supportive staff along with the programs and services at Cross Roads House could help her. “Cross Roads is like a safe haven. The staff are so supportive. You get three meals, you get clean linen twice a week, you get a doctor, a dentist, a chiropractor, that all come here. You don’t even have to leave the building.”

Terri started working with a case manager who helped her with budgeting, time management, housing applications, credit reparations, and apartment searching. “If you’re really ready to make that move and have a second chance, Cross Roads is the place. It’s not just a place to live. There’s education and training. They teach you what to do when you get your housing back, how to manage things financially, how to manage your time. It’s like a resource center. There’s nothing else like Cross Roads House. They gave me back my life.”

Terri has moved out of Cross Roads House, and into her new apartment. She is finishing up classes for her Master’s Degree in Public Administration. She is very thankful for all the assistance she received while at the shelter. “Cross Roads saved my life. Once again I have my own place and I’m going to be able to start over. I couldn’t have done that on my own.”



### *Cross Roads House: A Comprehensive Solution To Homelessness*

Cross Roads House offers programs and services that address the root causes of homelessness and provide the support necessary for future success. We do this with intensive mentoring by our case managers, connecting residents with community based programs and services, and providing classes for residents that provide instruction in several topics that are crucial to finding and keeping a job and a home. These programs and services help to shorten resident lengths of stay and decrease the likelihood of recurring instances of homelessness.

#### *✦ Case Management*

The residents we serve often arrive with a multitude of challenges in addition to being homeless, which may include untreated mental illness and/or substance use disorder, no connection to physical or mental health care, no income, no ID, poor credit, budgeting issues, and difficulty navigating the complex process of applying for public assistance and/or housing assistance.

Members of our Social Work Team, made up of a clinical Program Director, a master's level social worker, shelter and post-shelter case managers, and University of New Hampshire graduate and undergraduate social work interns, provide case management to all residents.

Case managers meet residents "where they are" and assist them with creating individualized plans to help move from homelessness to a stable home. Case Managers work closely with the shelter's direct service staff and other service providers, to help residents move to safe, decent, and permanent housing in the most timely and successful way possible.



*A family works with Cross Roads House Case Manager Brittany.*

#### *✦ Housing Stability Case Management*



*Housing Stability Case Management helps families and individuals maintain permanent housing after moving out of the shelter.*

Thanks to funding from The NH Charitable Foundation's Entrepreneurs' Fund AMP Award and Eastern Bank's Strengthening Families grant, in 2016 Cross Roads House began providing post shelter case management to individuals and families.

The Housing Stability Case Manager (HSCM) works closely with residents as they prepare to leave the shelter and for up to one year after moving into permanent housing, providing intensive and ongoing home-based support, helping them stabilize, making new connections within the community, learning how to advocate for themselves, and maintaining the supports that were set up while staying at Cross Roads House. The HSCM also serves as a resource to landlords so that any issues that arise can be dealt with promptly.

This new program will help participants establish connections to community supports beyond the shelter, assist clients with maintaining their housing, and lessen the likelihood of returning to homelessness.

### ✦ Permanent Supportive Housing



*Permanent Supportive Housing client Brad, with the keys to his new apartment.*

In 2016, Cross Roads House implemented a Permanent Supportive Housing program. This innovative HUD funded program serves chronically homeless individuals following the Housing First model, an approach that prioritizes providing people experiencing homelessness with permanent housing as quickly as possible, and then providing voluntary supportive services as needed.

Case managers work with clients and landlords to obtain and maintain permanent housing, paid for by a rental subsidy. Once housing is established, the client is connected with a variety of community resources like health care, dental care, mental health care, and transportation. Housing First does not require people experiencing homelessness to address the all of their problems before they can access housing. It uses housing as the foundation for change.

At Cross Roads House, our Permanent Supportive Housing Case Manager works with clients to obtain and maintain housing, provide ongoing, in-home supports, and connect with community resources that will help the client remain stably housed.

*Last year volunteers prepared and served nearly 22,000 dinner meals for our residents.*

**Every night, volunteers prepare and serve meals to the individuals and families staying at Cross Roads House.**

While most of our volunteer opportunities involve preparing and serving dinner for our residents, in some cases, volunteers provide professional services. Last year volunteers helped with child care, chiropractic adjustments, gardening at the shelter, landscaping, legal consultations, hair cuts, massage therapy, tax preparation, and much more.

We are so fortunate to have a committed group of more than 375 volunteers who generously share their time and talents. The residents and staff are very grateful for their steadfast dedication to Cross Roads House.

**THANK YOU!!**

[www.crossroadshouse.org](http://www.crossroadshouse.org)

## Volunteers



*Volunteers prepare dinner for Cross Roads House residents every night of the year.*

# Leadership Giving Society

Members of the Leadership Giving Society are committed to making Cross Roads House one of their philanthropic priorities by contributing \$1,000.00 or more during our fiscal year. As members, they provide vital financial stability and critical operating revenue that enables us to provide shelter and services to our residents.

The individuals and organizations listed below provided the foundation of support essential to our mission in the fiscal year ending June 30, 2016.



Amanda Elkin and Leadership Donor, Pauline Elkin at the 2015 Cross Roads House Leadership Giving Society reception.

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Cross Roads House could not provide shelter and services without your generosity.**

*The following is a list of individuals, businesses, foundations, religious and civic organizations who have generously contributed \$100.00 or more to Cross Roads House between July 1, 2015, and June 30, 2016.*

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*Every effort has been made to recognize our many financial supporters in the appropriate categories. Please notify us if an omission or error has been made and accept our sincere apologies.*

## In Memory of James W. McCarthy

We were deeply saddened when Jim McCarthy, a member of our Board of Directors, passed away on October 22, 2015. Jim joined the Cross Roads House Board of Directors in 2010. He was a member of our finance committee and served as Board Treasurer.

Jim's first involvement with Cross Roads House was as a sponsor of our annual "Benefit by the Sea" gala in 2004. In 2007, Jim was among the most generous donors to our capital campaign. The reception and welcome area in the shelter are named in honor of Jim's company, Seascope Capital Management. The dedication plaque in the shelter lobby will forever remind us of Jim's tremendous generosity, compassion, and dedication to Cross Roads House.



Jim will be missed by his family, friends, and all those touched by his giving spirit.

We are grateful to the following individuals and businesses who made a contribution to Cross Roads House in memory of Jim:

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Timothy Allison	Darmody, Merlino & Co., LLP	Joan Kirwin	Bill & Linda Schuler
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Anonymous	Kathryn & Mitch Drew	The Gleason Family Fund	Charles J. Silva & Margaret Moran
Peter & Holly Beck	Greg Dunko	Vivan & Esther Martindale	Joseph Simeone & Gerry Weidema
Jude Blake	Peter J. Griffin	MATEP	Martha & Eric Stone
Tom & Lisa Breen	Billy Hagerty	Frances D. Meyers	Kevin & Lyn Swenson
Suzanne Bresette & Donald Gould	Chick & Carol Hayden	Vanda & John Moore	Kurt & Elaine Swenson
Bob & Gail Brown	Catherine Hoodlet	Daniel & Pamela Morrison	David & Dana Van Patten
Barbara Child	Dara Hosch	Susan S. Poverman	Mary Lee Worboys
Denis & Carolyn Cloutier	Steve & Kate Jewkes	Ted & Chris Ristaino	

### Cross Roads House Legacy Society

Through a provision in their will, trust, or other charitable vehicle, members of the Cross Roads House Legacy Society make a commitment to our mission to assist the homeless in our community with shelter, food, supportive services, and the life skills needed to transition into stable and independent housing.



"We are proud to support Cross Roads House, an organization whose positive impact tirelessly benefits so many in our seacoast community. We believe it is our duty to give back, we are very happy that our gifts not only assist families in crisis, but also provide resources for education and ongoing support."

- Joe & Dodi Guyton, Legacy Society Members

#### *Legacy Society Members*

Jude Blake	Judy Marsh
Anthony Coddling	Peg Millar
Denis Dillon	Mary & Ted Robbins
Mitchell & Kathryn	Caryl Sawtelle
Gill Drew	Lex Scourby
Wes Gardner	Deborah Shelton
Beverly Giblin	Martha Stone
Joe & Dodi Guyton	Dave Van Patten
Nancy Jackson	Mary Lee Worboys

For more information about the Cross Roads House Legacy Society, contact Martha Stone at 603.436.2218 or [Martha@crossroadshouse.org](mailto:Martha@crossroadshouse.org)



## 14th Annual BENEFIT BY THE SEA at Wentworth by the Sea

Thank you to all the sponsors and donors who supported our annual gala. Their generosity provides critical operating revenue and makes it possible for us to fulfill our mission to help our residents move with dignity and purpose to stable and decent housing.

### PLATINUM

### 2016 SPONSORS



LEX SCOURBY



MICHAEL & JULIE BEAN

### GOLD

### 2016 SPONSORS



CHICK & CAROL HYADEN

DAVE & DANA VAN PATTEN

ED & FRAN MALLON

MARY LEE WORBOYS

JOE & SUE ST. MARTIN

### SILVER

### 2016 SPONSORS



ANONYMOUS (2)

BOB & GAIL BROWN

SUE & MIKE DAIGLE

THE MONTRONE FAMILY

### BRONZE

### 2016 SPONSORS



VIGILANT Capital Management, LLC

ANONYMOUS  
ERIC & HEATHER CAMPBELL

DONNAJEAN AHIGIAN & JEFF GORDON  
ERIC & JEN CHINBURG  
CHUCK SILVA & MARGARET MORAN

JUDE BLAKE  
KEN & HELEN COHEN  
ZACHARY & NANCY SLATER

TOM & LISA BREEN  
KATHRYN & MITCH DREW  
KEVIN & LYN SWENSON

SUZANNE BRESSETTE & DONALD GOULD  
WES GARDNER  
VANDA & JOHN MOORE  
SEAN & LINA TRACEY

### IN-KIND

### 2016 SPONSORS



KEVIN A. PARKER  
PHOTOGRAPHER

SAVE THE DATE FOR OUR 15TH ANNUAL BENEFIT BY THE SEA, SATURDAY, MAY 6, 2017

Last year Cross Roads House received funding from multiple sources, the largest of which (72%) continued to be from private contributions and grants. These consist of donations from businesses and individuals, the United Way, and competitive private grants that we were awarded. The remaining support was provided by federal, state and local municipal funds. Given the uncertainty of public support from year to year, the generous and consistent support from private sources remains vitally important.

## AUDITED FINANCIAL RESULTS

Fiscal Year End June 30, 2016

### REVENUES

Private Contributions & Grants	\$887,353
Government Grants	\$324,695
Other Revenue	\$ 23,165

**TOTAL OPERATING REVENUES** \$1,235,213

### EXPENSES

Program Services	\$996,221
General & Administration	\$197,225
Fundraising	\$ 67,943

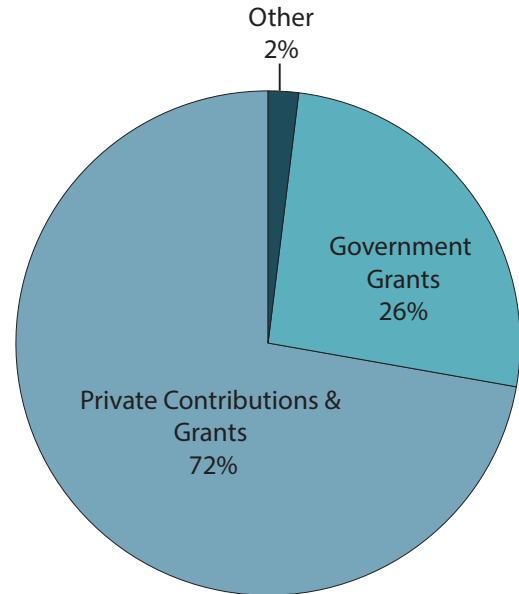
**\*TOTAL OPERATING EXPENSES** \$1,261,389

\*Includes non-cash expense of \$155,627 depreciation.

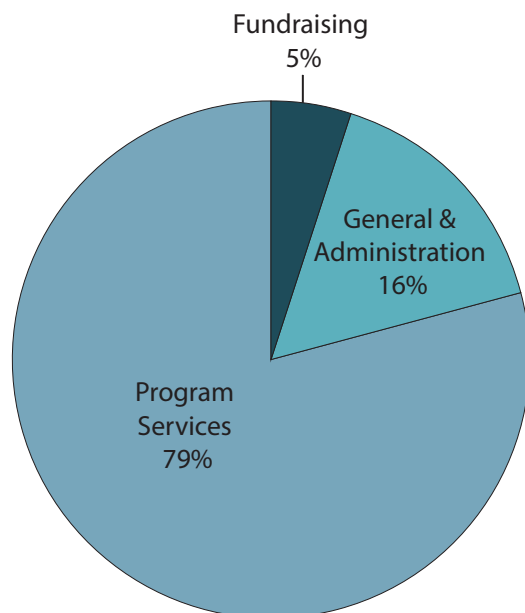
## FISCAL YEAR

JULY 1, 2015 - JUNE 30, 2016

### REVENUE



### EXPENSE



In addition to donations from private sources (listed in the donor section of this report), Cross Roads House also received funding from the following municipalities and government sources last year:

- Dover CDBG
- Durham
- Exeter
- Greenland
- Hampton
- Kittery
- Portsmouth
- Portsmouth CDBG
- Rochester CDBG
- Rye
- Seabrook
- Stratham
- York

- Community Action Partnership of Strafford County
- New Hampshire State Grant In Aid
- USDA







CROSS  
ROADS  
HOUSE

Cross Roads House, Inc.  
600 Lafayette Road  
Portsmouth, NH 03801-5435

Non-Profit  
Organization  
U.S. Postage Paid  
Permit No. 161  
Portsmouth, NH 03801



## Break the cycle of homelessness

### *Make a donation*

Two thirds of our funding comes from private donations.

### *Volunteer*

Attend one of our monthly orientation sessions.

### *Provide items from our wish list*

Wish list items in greatest demand include:

- ❖ Gift cards to gas stations and Walmart
- ❖ New or gently used twin size sheets, blankets, pillow cases, and bath towels
- ❖ New adult socks and underwear
- ❖ See our full wish list on our website, [www.crossroadhouse.org](http://www.crossroadhouse.org)

Phone: 603.436.2218

• Fax: 603.430.9217

• Email: [info@crossroadhouse.org](mailto:info@crossroadhouse.org)

• [www.crossroadhouse.org](http://www.crossroadhouse.org)

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• Follow us on Twitter: [cross\\_roads\\_nh](https://twitter.com/cross_roads_nh)