



TOWN OF EXETER, NEW HAMPSHIRE
HUMAN SERVICES
FY 2026

Organization's Name: Cross Roads House, Inc. Year Founded: 1982
Address: 600 Lafayette Rd, Portsmouth, NH 03801
Executive Director/ Board Chair: Anna Kay Vorsteg/Chuck Silva Tax ID Number: 22-2549963
Applicant Contact: Bridget Thompson Email: b.thompson@crossroadshouse.org
Address: 600 Lafayette Rd, Portsmouth 03801 Phone: 603-436-2218

Organization's Mission Statement and Statement of Grant Purpose (e.g. This grant will be used...):

This grant will be used to support our mission of offering shelter, respect, and collaborative solutions to unhoused individuals and families, bringing them to permanent housing so that they may thrive in their community.

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

We ask for this funding to subsidize the costs associated with providing shelter and supportive services to families and individuals in the NH Seacoast area who are unhoused, including supporting unhoused citizens of Exeter. CRH is open 24/7/365, providing vital services that allow our residents to stabilize and to successfully navigate the process of finding housing including: safe and clean shelter, meals, access to showers and laundry, phone, mail, and internet; supportive services including life skills assessment and workshops, individualized case management, and referrals to other key services throughout the community; other wrap-around services provided by partner agencies, including mental health and substance use disorders counseling, and primary medical care; and post-shelter support to help maintain housing provided by Housing Stability Case Managers.

% of overall services that goes to Exeter residents: 0.2%

of Exeter residents served: 2

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

Total Municipal Contributions in 2025: _____

List each town that contributes and the amount received: _____

Barrington - \$1000	Newington - \$2,000	Wakefield - \$2,000
Exeter - \$6,000	Seabrook - \$14,500	York - \$1,500
Hampton - \$39,000	Somersworth - \$1,000	

Organization's total projected budget for FY 2026: \$ _____

Amount Requested: \$ 5,000

Additional Information Required:

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

1. Provide a narrative, not to exceed two pages in size 12 font
 - a) Organization's overview
 - b) Program changes and/ or highlights from the past year
2. FY24 funded organizations must submit a brief summary of how those funds were used to support Exeter residents
 - a) If your organization is requesting an increase in funding for FY26, submit justification of increased need
3. Complete financial statements
 - a) Operating budget
 - b) Balance sheet

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 7/31/25 (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 Select Board and the Budget Review Committee and subsequent contract award.

Director's (or Designee) Signature: _____

Date: _____

CHIEF EXECUTIVE OFFICER

Submit no later than July 31, 2025:

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

Overview:

For over 40 years, Cross Roads House has provided emergency and transitional shelter and supportive services to individuals and families in the NH Seacoast area who are experiencing homelessness. We are open and staffed 24/7/365. Shelter staff work collaboratively to help our residents move to safe, permanent housing in the most timely and successful way possible. Last year, we provided a total of 57 bed nights for 2 Exeter residents, and we anticipate serving more in the upcoming year.

Everyone who comes to us seeks the fundamental promise of shelter and safety. However, each individual or family has a unique story that led them to become unhoused. Supervised by our Program Director, our Case Managers collaborate with Direct Services to help residents stabilize, realize personal success, return to permanent housing. Once there, our Housing Stability Case Managers (HSCM) continue that partnership, providing post-shelter case management as needed, further reducing the opportunity for recidivism or additional trauma.

To begin the process, each resident has a comprehensive needs assessment performed by their assigned Case Manager. This assessment focuses on basic survival needs first and then addresses long-range goals. Topics covered in the evaluation include:

- Housing and Employment History
- Safety Net Benefits
- Legal History and Outstanding Problems
- Sources of Income
- Educational and Employment Goals
- Personal Support Network
- Children's Health, Education, and Emotional Needs
- Substance Use Disorders, Mental Illness, or Health Problems

This personalized approach allows our team to leverage clinical expertise and experience, craft effective, collaborative, and personalized action plans. These plans are tailored to the unique skills, needs, assets, and preferences of each individual and/or family. We meet them where they are, ensuring they receive the care and attention they deserve.

Any resident residing in our Emergency Shelter, or Phase 1, of the shelter is actively working with their Case Manager on their housing goals and living drug and alcohol-free. They are then eligible to apply to our Transitional Shelter Program or Phase 2. Participants in Phase 2 stay in more private quarters, which allows for more independent living and

personal meal preparation. After completing the Transitional Shelter Program, most residents who have fully participated feel ready to return to independent living in the community.

All Phase 1 and Phase 2 residents are invited to participate in "Rent Ready," a day-long workshop that prepares individuals and families to move from the shelter to stable housing by providing financial and legal guidance and the life skills training they need.

Topics covered include personal finance, credit repair, conflict resolution, and tenant's rights. The workshop is presented by a team of professionals, including our Case Managers, representatives from local banks, rental property management partners, former CRH residents, Portsmouth Housing Authority, and NH Legal Assistance.

Families and individuals moving from the shelter to permanent housing can receive post-shelter case management from a HSCM. The HSCM works with former shelter residents, providing intensive and ongoing home-based support, helping them stabilize, make new connections within the community, advocate for themselves, and maintain the support received while staying at CRH. The HSCM also serves as a resource to landlords so that any issues that arise can be dealt with promptly to avoid escalation that could lead to an eviction.

We also offer support to chronically homeless individuals out in the community through our Permanent Supportive Housing Case Manager. 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. This specialized case manager works with clients and landlords to obtain and maintain permanent housing paid for by a rental subsidy. Once housing is established, the client is connected to various community resources like physical and mental health care, dental care, and transportation.

In January of 2025, we added a new full-time position, Wait List Case Manager. This position works with individuals and families on our wait list to connect them to local resources or housing opportunities in the community to prevent shelter entry altogether. This role supports our mission of breaking the cycle of homelessness,

How funds were used:

A bed night at Cross Roads House costs \$108 per night. Since we served 8 Exeter residents for a total of 57 bed nights, the total cost for Exeter residents is \$6,156. We hope you will consider granting us \$5,000 toward this cost.

Funding supports Cross Roads House in providing a vital service to the greater NH Seacoast area with access to critical emergency shelter, assistance in finding stable housing, partnerships with local agencies, and post-shelter case management support, all to get unhoused individuals and families stabilized and into permanent housing where they can thrive as contributing members of our community.

FY 26 Proposed Budget

Inflation Assumptions	Increase Rate/Amount vs. FY25 Est. Actual	Notes
Insurance - non- WC	2.0%	same as FY25 renewal
Benefits Insurance	8.0%	same as FY25 renewal
Workers Comp Insurance	8.0%	
Gala and Jimmy's Event	9.2%	per Development
Wages	3.0%	January CPI was 3%
Utilities	1.0%	January Energy CPI was 1%
Occupancy Driven Expenses	23.0%	3% inflation and increase of 20 to current avg. occupancy rate of 100. +10 residents from opening Phase 1.5. +10 residents from converting two Phase 2 dorms to Phase 1.5 set up, assumng 85% occupancy rate.
Most other expenses	3.0%	January CPI was 3%

Departmental Initiatives	Estimated Cost	See Initiatives Tab for Detail
Development	\$ 6,100	Software
Development	\$ 116,340	Development FTE plus Fringe Benefits TBD per AKV
Facilities	\$ 197,200	Assessments, Architectural Services, etc.
Finance	\$ 1,000	Training
HR	\$ 5,000	Enhanced Shared Experiences for Staff
IT	\$ 43,666	migration to cloud
Kitchen	\$ 25,304	Brunch and automated door
Programs	\$ 12,500	Fringe Benefits for WLO Case Mgr
Programs	\$ 18,800	Welcome Home Kits
Total Dept Initiatives	\$ 425,910	

Noted Changes Since 04.29.25 Proposed Budget

Contributions and Donations line item increased by \$180K to balance budget

Additional \$137K for Architectural Services for the new Family Building. This reflects the initial design stages and civil/site engineering – the services we estimate JSA will be providing in FY26.

Additional \$56,540 for Development Team Staffing and Fringe Benefits for a total of \$116,340

Campaign Income estimated by CCS of \$2,938,383

Campaign Expenses estimated by CCS of \$488,990

**Proposed
Budget**

Jul '25 - Jun '26

Ordinary Income/Expense

Income

Donation & Fundraising Income

Contributions and Donations

Contributions and Donations - Other

\$ 1,521,049

Total Contributions and Donations

\$ 1,521,049

Fundraising Events

Gala 2026 - Sponsorship

\$ 435,000

Gala 2023

\$ -

Community Events

\$ 10,379

Gala 2025 Sponsorship

\$ 50,555

Gala 2025 Sponsorship

\$ 30,500

Gala 2026

\$ 190,000

Income from Poker

\$ 100,000

Jimmy's Event

\$ 63,326

Total Fundraising Events

\$ 879,759

Grants

Restricted Grants & Funds

Tenant Assistance Fund

\$ 2,000

Veterans Fund

\$ 500

Restricted Grants & Funds - Other

\$ 90,750

Total Restricted Grants & Funds

\$ 93,250

Unrestricted Grants

\$ 157,000

Total Grants

\$ 250,250

M. Stone Endowment

\$ -

NH Charitable Distribution

\$ -

Stock Donations

\$ 36,377

Total Donation & Fundraising Income

\$ 2,687,435

Municipal Income

City of Portsmouth - ARPA

\$ -

CDBG - Facilities Grant

City of Portsmouth

\$ 75,000

CDBG - Facilities Grant - Other

\$ -

Total CDBG - Facilities Grant

\$ 75,000

CDBG - Public Service

CDBG - Dover PS

\$ 6,656

CDBG - Portsmouth PS

\$ 19,333

CDBG - Rochester PS

\$ 4,083

CDBG - Public Service - Other

\$ -

Total CDBG - Public Service

\$ 30,072

Town Funds - Income

\$ 90,112

	Proposed Budget Jul '25 - Jun '26
SSG - City of Ports - Welfare	\$ 120,000
Total Municipal Income	\$ 315,184
State & Federal Funding	
Emergency Food & Shelter Prog	\$ 5,850
Permanent Supportive Housing	\$ 387,922
SGIA	\$ 815,152
SGIA - ARPA Funds	\$ -
USDA Reimbursement	\$ 8,043
Winter Warming Shelter - CWS	\$ 79,997
Total State & Federal Funding	\$ 1,296,964
Private Contributions & Grants	
United Way & Other Grants	
United Way - AHIP	\$ 2,500
Total United Way & Other Grants	\$ 2,500
Total Private Contributions & Grants	\$ 2,500
Total Income	\$ 4,302,083
Gross Profit	\$ 4,302,083
Expense	
Administrative	
Computer Support	\$ 106,221
Dues, Subscriptions & Licenses	\$ 5,844
Office Expense	\$ -
General Office Expense	\$ 9,708
Office Supplies	\$ 8,984
Printing	\$ 2,668
Software	\$ 10,416
Total Office Expense	\$ 31,776
Total Administrative	\$ 143,841
Auto - CRH	\$ -
Gas & Maintenance - Auto	\$ 716
Registration - Auto	\$ 579
Total Auto - CRH	\$ 1,295
Bad Debts	\$ 4,807
Bank Service Charges	\$ 861
Insurance	\$ -
Non Profit Umbrella	\$ 44,552
Directors & Officers	\$ 2,852
General Insurance	\$ 3,970
Total Insurance	\$ 51,373
Investment Management Fees	\$ 25,848
Building Improvements	\$ 197,200

**Proposed
Budget**

Jul '25 - Jun '26

Development & Marketing Expense	\$ -
Development Supplies	\$ 153
Community Event Expenses	\$ 2,970
Development Software Expense	\$ 21,774
Donation Credit Card Fees	\$ 6,531
Gala Expense	\$ 69,997
Jimmy's Event	\$ 14,680
Marketing Dues & Subscriptions	\$ 6,787
Marketing Printing	\$ 13,481
Poker Expense	\$ 50
Postage	\$ 5,544
Special Events Expense	\$ 5,110
Vol & Board Development	\$ 2,615
Total Development & Marketing Expense	\$ 149,691
Occupancy Costs	
Offsite Storage	\$ 685
Fire Alarm System Monitoring	\$ 5,004
Int Exp - Bank Prov Mortgages	\$ 16,127
Repairs & Maintenance	\$ -
Equipment Repair & Maintenance	\$ 23,632
Floor Maintenance	\$ 17,402
General Maintenance	\$ 36,475
General Repairs	\$ 32,903
Housekeeping Services	\$ 43,588
Janitorial Supplies	\$ 8,651
Lawncare	\$ 3,090
Plumbing & Heating	\$ 12,379
Trash & Snow Removal	\$ 21,648
Repairs & Maintenance - Other	\$ -
Total Repairs & Maintenance	\$ 199,767
Occupancy Costs - Other	\$ 524
Total Occupancy Costs	\$ 222,107
Professional Fees	
Audit & Accounting	\$ 35,000
Legal	\$ 3,219
Total Professional Fees	\$ 38,219
Resident Services - CRH	
Food Service	\$ -
Food Costs	\$ 84,605
Kitchen - Equipment & Supplies	\$ 10,018
Kitchen & Cafeteria Cleaning	\$ 9,409

**Proposed
Budget**

Jul '25 - Jun '26

Kitchen Equip - R & M	\$ -
Kitchen Laundry	\$ 3,115
Food Service - Other	\$ -
Total Food Service	\$ 107,146
Resident & Household Supplies	\$ 21,739
Resident Services and Programs	\$ 24,112
Resident Transportation - CRH	\$ 943
Permanent Supportive Housing	\$ -
Client Assistance - Not PSH	\$ 24,447
Rental Assistance	\$ -
Apartment Damage	\$ 3,605
Landlord Rents	\$ 371,967
PSH Moving Costs	\$ 504
Security Deposits	\$ 15,327
Utilities PSH	\$ 1,452
Total Rental Assistance	\$ 392,856
Total Permanent Supportive Housing	\$ 417,304
Total Resident Services - CRH	\$ 571,243
Restricted Expenses	
Winter Warming Shelter - EXP	\$ 8,962
CDBG - Exp - Building Projects	\$ 75,000
Restricted Donation Expense	\$ 32,503
Restricted Grant Expense	\$ 338
Total Restricted Expenses	\$ 116,803
Staffing/Payroll Expense	
Other Staffing Expense	
Criminal Record Expense	\$ 733
Health/Dental Insurance	\$ 213,226
Mileage	\$ 17,785
Quickbooks/Payroll Fees	\$ 10,809
Recruitment	\$ 3,000
Staff Appreciation	\$ 9,114
Staff Development	\$ 9,277
Tolls & Parking	\$ 179
Workers Compensation Insurance	\$ 34,332
Total Other Staffing Expense	\$ 298,455
Payroll Expenses	
401k Fees	\$ 1,500
Gross Salaries/Wages	
Total Administrative Staff	\$ 366,102
Total Development	\$ 318,642

**Proposed
Budget**

Jul '25 - Jun '26

Total Direct Services		\$	601,435
Total Facilities		\$	132,613
Total Programming Services		\$	515,752
	Bonus - Holiday	\$	7,081
	Earned Leave	\$	123,717
	Employer Match - 401K	\$	53,340
	Overtime	\$	32,541
Total Staff Exp - General		\$	216,679
Gross Salaries/Wages - Other		\$	14,085
Total Gross Salaries/Wages		\$	2,165,307
Payroll Adjustments/Corrections		\$	1,100
Payroll Taxes			
	Accrued Employer Payroll Taxes		
	Employer Fed (SS & Med) Taxes	\$	168,072
	State Unemployment	\$	3,034
Total Payroll Taxes		\$	171,107
Payroll Expenses - Other		\$	8,659
Total Payroll Expenses		\$	2,347,673
STD/LTD/Life Insurance		\$	24,226
Total Staffing/Payroll Expense		\$	2,670,355
Utilities			
	Cable TV	\$	3,573
	Electric	\$	39,733
	Gas Heat	\$	17,217
	Internet	\$	4,530
	Telephone	\$	16,723
	Water & Sewer	\$	26,665
Total Utilities		\$	108,442
Total Expense		\$	4,302,083
Net Ordinary Income		\$	0
Other Income/Expense			
Capital Campaign Income			
	CC - Unrestricted	\$	2,938,383
	D & I - Capital Campaign MM		
	Capital Campaign Income - Other		
Total Capital Campaign Income		\$	2,938,383
Dividends & Interest			
	D & I - Bankprov MM		
	D & I - General Operating		
	D & I - MStone Endowment		
	D & I - Schwab		

**Proposed
Budget**

Jul '25 - Jun '26

Int Income & Other Dividends	
Dividends & Interest - Other	
Total Dividends & Interest	
Realized Gain/Loss	
Unrealized Gain/Loss	
Total Other Income	\$ 2,938,383
Other Expense	
Capital Campaign Expense	
CC - Events	\$ 26,550
CC - Printing & Advertising	\$ 22,440
CC - Professional Fees Exp	\$ 240,000
CC - Software Expense	
Total Capital Campaign Expense	\$ 288,990
Depreciation Expense	\$ 200,000
Total Other Expense	\$ 488,990
Net Other Income	\$ 2,449,393
Income	\$ 2,449,393

Cross Roads House

Balance Sheet

As of June 30, 2025

	Jun 30, 25
ASSETS	
Current Assets	
Checking/Savings	
Bank Prov #2791	909,505.52
BankProv - MM - #9475	2,099,483.69
BSB - #1111	4,948.00
BSB - MM #1076	97,578.39
Total Checking/Savings	3,111,515.60
Accounts Receivable	
Summary Accounts Receivable	
Permanent Supportive Housing	136,899.41
SGIA	17,254.36
USDA - Children's Meals	369.02
Winter Warming Shelter	30,212.16
Town Funds & CDBG	-2,880.31
Total Summary Accounts Receivable	181,854.64
Total Accounts Receivable	181,854.64
Other Current Assets	
Prepaid Expenses	
Software	20,599.04
Total Prepaid Expenses	20,599.04
Total Other Current Assets	20,599.04
Total Current Assets	3,313,969.28
Fixed Assets	
Acc. Amort - Closing Cost 2018	-2,636.90
Land Improvements	4,071.00
Property and Equipment	
2023 Ford Cargo Van	46,384.00
Accum. Depreciation	-2,841,004.65
Building Improvements	916,395.90
Buildings	5,461,402.55
Camera & Security	24,602.55
Cell Phones	3,728.92
Computer System	77,091.92
Equipment	213,169.28
Furnace System	18,546.97
Furniture and Fixtures	177,081.25
Kitchen Equipment	22,954.57
Land	213,195.30
Laundry Equipment	30,290.86
Total Property and Equipment	4,363,839.42
Total Fixed Assets	4,365,273.52
Other Assets	
Long Term - Operating Reserve	
Cash/Bank - Schwab	11,966.35
Restricted-MM-Capital Campaign	831,807.21
Schwab - Investments	3,490,320.92
Total Long Term - Operating Reserve	4,334,094.48
NHCF - CRH Fund	154,402.32
MStone Endowment - Schwab	224,999.95
Closing Costs - 2018	4,598.95
Prepaid Insurance	34,455.70
Total Other Assets	4,752,551.40

Cross Roads House
Balance Sheet
As of June 30, 2025

	Jun 30, 25
TOTAL ASSETS	12,431,794.20
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	49,842.06
Credit Cards	2,401.46
Other Current Liabilities	
Accrued Earned Leave Time	60,328.11
Accrued Payroll	42,850.39
Payroll Liabilities	4,857.51
State Tax Liability	
NH SUTA	2,154.53
Total State Tax Liability	2,154.53
Total Other Current Liabilities	110,190.54
Total Current Liabilities	162,434.06
Long Term Liabilities	
600 Lafayette Mort #1 - #9749	145,248.98
600 Lafayette Mort #2 - #6228	93,042.60
Total Long Term Liabilities	238,291.58
Total Liabilities	400,725.64
Equity	
Restricted Net Assets	
Temporarily Restricted Assets	215,608.74
Total Restricted Net Assets	215,608.74
Retained Earnings	10,532,577.76
Net Income	1,282,882.06
Total Equity	12,031,068.56
TOTAL LIABILITIES & EQUITY	12,431,794.20