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.

Cover Photo: Former Cross Roads House residents Aimee, Neveah, and Liberty, show some heart during a holiday portrait session held at the shelter last year. These three sisters, along with their mother and two brothers, moved to a home of their own in October. To read their story, or to keep up-to-date with Cross Roads House activities, visit our blog at www.crossroadshouse.org/news-events/.
Dear Friends,

When reflecting on this past fiscal year, our activities from July 2019 - February 2020 now feel overshadowed by the outbreak of COVID-19 in early 2020. As the virus began spreading in the United States, and in our community, Cross Roads House Board and Staff worked diligently to formulate a plan that could protect our vulnerable shelter population of men, women, and children, who were living in a congregate setting. The importance of everyone in the community having safe housing became critically clear as we were asked to follow the Governor’s Stay at Home order. This highlighted the fact that there is a significant public health risk associated with being unsheltered, both for those experiencing homelessness, and the community at large.

As an essential business, Cross Roads House remained open and operational 24/7, providing vital emergency shelter, at times for over 100 people. Our dedicated staff continued to work both at the shelter, and in some cases, remotely. It quickly became clear that our traditional shelter model and the way we delivered services would not meet CDC guidelines, so we altered nearly every aspect of our operations in some way. In order to provide adequate space for social distancing in our emergency dorm rooms, which could accommodate nearly two dozen individuals in bunkbeds, some residents were moved to rented motel rooms. Additionally, medical and behavioral health providers who previously met residents onsite transitioned to conducting telehealth appointments, and a multitude of safely protocols and precautions were implemented. You can read more about our pandemic response on page 6.

We have always relied on donors to provide both financial support and a variety of in-kind donations, as well as volunteers who prepared and served our dinner meal every night. With the suspension of onsite volunteer activities and donation drop off, we had to reinvent how we were going to meet the needs of our residents in a safe way. It was inspiring to witness the outpouring of generosity that occurred, as community members rose to the occasion, helping us even when their own needs were so great.

Perhaps our most significant financial hurdle of the fiscal year was the cancellation of our 18th Annual Benefit by the Sea fundraising gala, originally scheduled for May 2, 2020. Anticipated revenue for this event was in excess of $400,000, which is nearly a third of our annual fundraising income. Like many nonprofits, we shifted to a virtual fundraising campaign to help us meet our financial goals. Between the generosity of our donors and COVID-19 related public and private grants, we are grateful to have finished the last year in a healthy financial position. Acknowledgement of donations begins on page 7 and our financial statement can be found on page 15.

As we navigate through a new fiscal year, our pandemic response is ongoing. Throughout these uncertain times, we will not lose focus on fulfilling our mission to provide families and individuals experiencing homelessness lifesaving emergency shelter, access to critical supportive services, and assistance securing permanent housing.

Despite the scarcity of affordable housing in the current rental market, we are proud to have helped 135 men, women, and children move to stable housing this past calendar year. To celebrate residents’ lease signing and inspire other shelter residents, we began offering the opportunity to ring a brass bell with a symbolic key. Some of these celebratory bell ringing ceremonies can be seen on our Facebook page.

Thank you to our donors, volunteers, Board of Directors, staff, partner agencies, and government officials for your support over the past year. These efforts helped us protect and meet the needs of hundreds of men, women, and children in our community who were experiencing homelessness. We are grateful to you all for dedicating your time and resources to ensuring that those who seek assistance at Cross Roads House can move from homelessness to a home of their own.

Ben St. Jean, Board President
Martha Stone, Executive Director

www.crossroadshouse.org
In the Fiscal Year ending June 30, 2020:

Cross Roads House provided 37,560 bed nights of shelter to 364 people.

Of residents who stayed at the shelter 90 days or more, 87% of all residents in all programs, including 92% of families, moved to permanent housing.

The average length of stay for all residents was 103 days.

More than 21,000 meals were served.

Cross Roads House provided shelter and supportive services to 27 families with 62 children.

Cross Roads House assisted individuals and families from:

- Rockingham County, 47%
- Strafford County, 36%
- Other NH Counties, 9%
- Out of State, 5%
- Southern York County, ME, 3%
Twenty-four-year-old Jonathan says his struggles with depression began five years ago when his father passed away. “The downhill started after my dad passed five years ago. My dad was the guy you always go to for anything. Everything always ran through him.”

As Jonathan’s depression worsened, he sought help from family, friends, and medical professionals. Despite his efforts, he could not find his footing. “I needed medication and I didn’t know. I would do things impulsively. I was in and out of hospitals. I was put on medications that took time to work but I was let out of the hospital before they knew if it did. I was in a state of flux and I could barely keep a job. It’s hard to think about getting housing when you can’t even move two feet and you don’t have a stable platform to work off of.”

When he was admitted to Hampstead Hospital last year, Jonathan started on a new path. Staff there was able to find a medication that helped him, and his hospital social worker reached out to Cross Roads House to find him a place to stay when he was released.

“I didn’t know about Cross Roads so I was grateful for Hampstead reaching out to this place as a way of helping me get back on track. I’ve had a day or two in and out of other shelters. This place was more of an organization, where the other places were just a place to crash overnight. I thought it was going to be more of the same - just a place to crash then having to fend for myself when the morning came. The help here is a nice change of pace.”

Jonathan was very motivated to start over when he arrived at Cross Roads House in February 2020. He quickly met with his case manager, Julia, to begin mapping out a path to permanent housing. Within a couple of days, he had secured a job at Market Basket, where he has been working ever since. In mid-spring 2020, Jonathan was one of several Cross Roads House residents who moved from the shelter to a local hotel as part of our pandemic response plan. Jonathan continued to work and met regularly with Julia to continue his housing search.

“My case manager Julia has been the most influential person. Before I came here it seemed far-fetched to think about me ever having my own place. Having her in my corner really helped me to get over the hump from the bad times to the good times.”

Jonathan was thrilled when he found out that his hard work and perseverance had been worth it, and that he would be moving into his own apartment. “It seemed to happen almost overnight, because such a short time ago I was at the deep end [of my depression]. I’ve had jobs before that didn’t work out. I’ve had cars come and go. The idea of my first apartment is cool. I love the city of Portsmouth. It’s nice to be able to stay and be a beneficial resident of the city.”

Jonathan plans to continue working and living in Portsmouth. He is looking forward to visiting with family and spending time with them at the local parks and beaches. Jonathan feels like he is set up to be successful in this new chapter of his life. “I got a second chance at life. I was about to go down a dark road, through a dark time. I didn’t know where to turn. I was fortunate that this opportunity came up. I’m taking medicine now that I didn’t know I needed before. I have support from Cross Roads House, I have support at Seacoast Mental Health, I have work, I have a car, I have an apartment. I have that platform now I can launch myself from. This place saved my life.”

“Resident Story

“This place saved my life.”

Jonathan shows off the keys to his first apartment.

“I didn’t know about Cross Roads so I was grateful for Hampstead reaching out to this place as a way of helping me get back on track. I’ve had a day or two in and out of other shelters. This place was more of an organization, where the other places were just a place to crash overnight. I thought it was going to be more of the same - just a place to crash then having to fend for myself when the morning came. The help here is a nice change of pace.”

Jonathan shows off the keys to his first apartment.

Pictured above are Jonathan and his case manager, Julia, on his last day at Cross Roads House.
Programs and Services

Responding to Homelessness During Turbulent Times

For nearly 40 years, Cross Roads House has been providing emergency and transitional shelter to homeless men, women, and children in the NH Seacoast Area. We are open 24/7/365, ready to meet the immediate needs of families and individuals experiencing homelessness, and to provide them with the tools and guidance they need to successfully return to permanent housing.

At Cross Roads House, all residents have access to:
• Safe shelter
• Three meals a day
• Basic needs such as showers, laundry, phone, mail, and internet
• Supportive services that provide direction and support for returning to permanent housing including needs assessment, individualized case management, “Rent Ready” and “Ready to Work” seminar classes, and referrals to services throughout the community
• A wide variety of wrap-around services provided by partner agencies, including mental health and substance use disorders counseling, and primary medical care
• Post-shelter support to help maintain housing provided by Housing Stability Case Managers
• HUD Funded Permanent Supportive Housing (Housing First) Program
• Permanent rental housing in our Greenleaf Avenue facility for up to 12 individuals who previously experienced homelessness

In March 2020, our community was presented with previously unforeseen challenges related to the COVID-19 pandemic. Men, women, and children experiencing homelessness, whether sheltered or unsheltered, were facing dire circumstances. What could families and individuals do to keep themselves and the community safe if they did not have a home to go to? People experiencing homelessness are some of the most vulnerable to infectious disease and most at risk of developing severe illness. Many have gone without adequate medical care in years.

As an essential service provider, Cross Roads House undertook the daunting task of changing nearly every aspect of our service delivery, all while remaining open 24/7. It quickly became evident that in our shelter setting there was not adequate space to separate people, keeping six feet apart as the CDC recommends. Our residents were sleeping in dorms with up to 24 beds each, sharing bathroom spaces, and eating meals together in our crowded dining room. Most of our staff needed to work on-site to provide direct care to the people we serve.

To meet CDC guidelines and keep residents and staff safe, Cross Roads House implemented a pandemic response plan that includes:
• Decreasing the population of the shelter by leasing private motel rooms for those who are medically frail or working
• Implementing new cleaning and social distancing standards
• Instituting daily health screening and a mandatory mask wearing policy for all residents, staff, and visitors
• Offering weekly COVID-19 testing for all staff and residents
• Temporarily halting on-site volunteering
• Working with partner agencies to facilitate telehealth appointments
• Supporting the remote learning needs of our school age children
• Making extensive renovations to our building

Our community is safer, healthier, and more prosperous when we all have a place to call home. Throughout the pandemic, Cross Roads House has remained open, providing access to critical emergency shelter, assisting in finding stable housing, providing referrals to local agencies, and offering post-shelter case management support, all vital tools in helping people get back on their feet, and move from homelessness to a home of their own.

Trudy, one of 135 Cross Roads House residents to move to stable housing last year, shows the keys to her new apartment.

Kitchen Coordinator Michael Jacobs works to prepare nutritious meals for residents.
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. 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 between July 1, 2019 - June 30, 2020.

| $40,000+ | Bardenwerper Family Charitable Fund | Helen Crowe & Thomas McGovern |
| Anonymous | Christopher Bellmare | Michael & Susan Daigle |
| Thomas W. Haas Fund of the NH Charitable Foundation | Bob & Gail Brown | Denis & Beth Dillon |
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| The One Hundred Club | The Fuller Foundation, Inc. | Bruce Hurley & Kimberly Weibrecht |
| Lex Scourby | G.W.F. Limited Liability Co. | Margaret Kennedy |
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| Jeannine & Scott Zeller | John Houlé Family Irrevocable Trust of 1996 | Liberty Mutual Insurance |

| $10,000-$19,999 | K & K Moody Fund of the Maine Community Foundation | Liberty Mutual Charitable Gift Fund |
| Bank of America Charitable Foundation | Liberty Mutual Group | Thomas & Diane Manson |
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| David & Karen Della Penta | Ocean Properties Ltd. | The O’Brien Charitable Gift Fund |
| Gregory & Sandra DeSisto | Henry & Justine Pallatroni | Neal & Darlene Ouellett |
| Anthony DiLorenzo & Raechel Landgarten | Jeff Scott | Wesley Pike |
| Dobles Foundation | Solomon Family Giving Fund | Caryl Sawtelle |
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| Albany International Corp. | Camden National Bank | CJ Wing |

| $1,000-$2,499 | Charities Aid Foundation of America | Michael Adams & Robin Tufts |
| Ken & Helen Cohen | | Amica Companies Foundation |
| James Connell | | Mark Anderson |
Leadership Giving Society

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WellSense Health Plan
Edwin West
Winthrop Family Fund
Tara Wright
James & Marsha Zavez
Thank you to all of our donors and supporters throughout the year.
Cross Roads House could not provide shelter and services without your generosity.

The following is a list of individuals, businesses, foundations, and religious and civic organizations who have generously contributed $100.00 or more to Cross Roads House between July 1, 2019 and June 30, 2020.

|$500 - $999

Houssam Aboukhater
Carol Allen
Timothy Allison
Dave & Catherine Anderson
Louise & Jacques Aquillon
James Beal
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Boat House, LLC
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Prince/Bergh Family Fund
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Brenda Rainville
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Sanford & Helaine Roberts
AG Romney Giving Fund
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Douglas Roy
Charles Samperil Humanitarian Memorial Foundation
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Sherry & Mark St. Pierre
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James Sullivan
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Debbi Toohey
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Keith & Christina Wilkinson
Hetz & Sandra Wochholz
Thomas & Danielle Worboys
Bethany Yeaton

Barbara Bertrand
Beswick Engineering Co., Inc.
Linda & Scott Bieber
Gary Blake
Jude Blake
Blueberry Bay Farm
Helen Brock & Douglas Knight
Stephanie Brown
Gina Bueno
The Bunnell Family Charitable Fund
Abraham Burtman Charity Trust
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Tom & Pam Clairmont
Roseann Clark
Kerry Cronin & Ken Truchan
Sarah Cullen
Danielle Cushing
Kelly DeCourcy
Nellie Dinger
Frank & Kerry Donovan
John R. DuBois
Tim & Liz Durkin
Bill & Catherine Epperson
Gregory Estey
Nicholas Faitoute
Wendy Fallon
Family Ear, Nose & Throat, LLC
Larry & Kathy Feltz
Linda & Mark Fishbaugh
Lani Fortier
Donna Gandt
Genentech
Greenland Women’s Club
GreenPages Inc.
Nancy Grigor & Gale Brown
Courtney Hendrix
Carol & Jon Hodges
Darcy Horgan & Dennis Kleinman
Impax Asset Management
Charitable Fund
Jane & Jeff Ingram
Tyler Joosten
Jackie Jorgensen
Elaine H. Kazmirek
The Paul F. Karl Family Charitable Trust

|$250 - $499

Jane Ahearn
Karen Andronaco
Anonymous
Jill Areson-Perkins
Fred & Judy Ashenden
Atkinson Congregational Church
Patricia A. Bacon
Michael & Julie Bean
Margaret Benton

$250 - $499

Barbra Bertrand
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Gary Blake
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Jackie Jorgensen
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The Paul F. Karl Family Charitable Trust
### Annual Fund Donors

<table>
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<tr>
<th>Name</th>
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Liz Hardy
Harmony Homes by the Bay
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Jude Blake
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The Brown Family
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Anonymous
Paul R. Beswick
Beswick Engineering Company
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David L. Gray
Janet & James Bruce
Mike Lake
Jacqueline Loucks
Dale Hardin
Patricia Campbell
Charles & Laura Matthews
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Arlene Frield
Helen Hoffmann
In memory of:

Trisha Kish
Kathleen Gallant
Noah Malarte Feldman
Larry & Claire Feldman
Janet Manuel
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James W. McCarthy
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Geraldine Palmer
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Margaret Tilton & Robert Leatherbee
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Wyatt Wellman Hood
Anne Leonard
Tuskegee Airman Leon ‘Smokey’ Williams
Alexis Mason & John Clymer

Cross Roads House Board Member Denis Dillon is a member of the Leadership Society, the Legacy Society, and sits on both the Development and Governance Committees of the Board of Directors. He has always believed in the value of helping those in need. “From an early age my parents instilled in me the idea of giving back to our community. Being involved with Cross Roads House allows me to give back to my community in a very meaningful way, by supporting an organization dedicated to providing basic human needs to families and individuals with nowhere else to turn.”

Denis knows how vital support in the form of an estate gift or bequest is for agencies like Cross Roads House. “I am an attorney and my practice is focused on helping people plan for what happens with their assets at the end of their life, including charitable giving. I like to think this gift will allow me to continue making a difference for the homeless in our community after I die. Ultimately homelessness is a life and death issue. By providing shelter, basic needs, and a path to permanent housing, Cross Roads House is offering people without a home not just the means to go on, but also the opportunity to thrive in a home of their own.”

To learn more about the Legacy Society, contact Martha Stone at 603.436.2218 or m.stone@crossroadshouse.org

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.

www.crossroadshouse.org
Due to the COVID-19 pandemic, Cross Roads House was unable to host its 18th Annual Benefit by the Sea gala fundraiser on May 2, 2020. This is the shelter’s only fundraising event each year, and proceeds usually account for 1/3rd of the funds which need to be raised. We were overwhelmed by the generosity of the community, who stepped up to help us fill the gap by sponsoring or donating to our Benefit by the Sea online end-of-fiscal-year campaign in June 2020. This generous support, coupled with additional fundraising, helped us to not only meet, but to exceed our annual goals. In a year with increased expenses, this was vital.

A special thank you to the generous Benefit by the Sea online end-of-fiscal-year campaign sponsors, listed below. We are so grateful for your support during these trying times!

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<tr>
<th>Silver</th>
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<tbody>
<tr>
<td>Unitil</td>
<td>[Wells Fargo]</td>
</tr>
<tr>
<td>Richard &amp; Lisa Ade</td>
<td>[Merrill Lynch]</td>
</tr>
<tr>
<td>Bob &amp; Gail Brown</td>
<td>[Prudential Financial Services]</td>
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<tr>
<td>Steve &amp; Karen Goddard</td>
<td>[The Advisor Group]</td>
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<tr>
<td>Chick &amp; Carol Hayden</td>
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<tr>
<td>Vanda &amp; John Moore</td>
<td>[Nebula Personnel]</td>
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<tr>
<td>Joe &amp; Sue St. Martin</td>
<td>[Jaws &amp; Claws]</td>
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<tr>
<td>Chuck Silva &amp; Margaret Moran</td>
<td>[Easter Seaboard]</td>
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<tr>
<td>Kevin &amp; Lyn Swenson</td>
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<tr>
<th>Bronze</th>
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<tbody>
<tr>
<td>Clarkson Davis</td>
<td>[Wells Fargo Capital Markets]</td>
</tr>
<tr>
<td>MCLANE Middleton</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>ORIGIN MICRO</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>VIGILANT Capital Management, LLC</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>Mike Adams &amp; Robin Tufts</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>Donnajean Ahigian &amp; Jeff Gordon</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>Suzanne Bresette &amp; Donald Gould</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>Ken &amp; Helen Cohen</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>Kathryn &amp; Mitch Drew</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>Pauline Elkin</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>Wes Gardner</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>JoAnn Rohde &amp; Tony McManus</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>John Small &amp; Philip Marcus</td>
<td>[Wells Fargo Wealth Management]</td>
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<tr>
<td>Eric &amp; Martha Stone</td>
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<th>In Kind</th>
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AUDITED FINANCIAL RESULTS
Fiscal Year End June 30, 2020

REVENUES
Private Contributions & Grants $1,439,937
Government Grants $1,208,098
Other Revenue $  144,549
*TOTAL OPERATING REVENUES $2,792,584

EXPENSES
Program Services $1,554,128
General & Administration $   477,853
Fundraising $  152,741
**TOTAL OPERATING EXPENSES $2,184,722

* Includes multi-year COVID Relief funding to be spent in FY20-21.
**Includes non-cash expense of $171,383 depreciation.

In the fiscal year ending June 30, 2020, Cross Roads House received funding from the following municipalities and government sources:

Dover CDBG
Portsmouth CDBG
Rochester CDBG
Exeter
Greenland
Hampton
Kittery
New Castle
Newfields
Newmarket
North Hampton
Portsmouth
Rye
Seabrook
Somersworth
Stratham
Wakefield
York
Connections for Health - IDN 6
Emergency Food and Shelter Program
HUD, Continuum of Care - Permanent
Supportive Housing
NH Department of Health and Human
Services - Decompression Services for
Homeless Shelters
NH Housing and Finance Authority
NH State Grant In Aid
Payrol Protection Program
USDA

LIVE UNITED
United Way
of Massachusetts Bay
and Merrimack Valley

www.crossroadshouse.org
Help break the cycle of homelessness

Make a donation
Every year we must raise more than $1 million from private sources.

Volunteer
Email volunteer@crossroadshouse.org for more information about our volunteer opportunities.

Provide items from our wish list
View our wish list at www.crossroadshouse.org/donations/wish-list