

**together  
we are  
making a  
difference**



**CROSS  
ROADS  
HOUSE**

**FY 24 ANNUAL REPORT**



# A letter from our Executive Director

Dear friends,

Like any other year, 2024 was a hive of activity for a critical and essential social service nonprofit like Cross Roads House. Operating 365/24/7 multiplies our high level of activity. Somewhat like a hospital, we have people coming and going all day long. The nights are quieter, but they can still bring uncertainty in the form of medical emergencies, a fire alarm or loss of heating in the winter.

**This past year, we continued to focus on our facility and investing in needed improvements.** With summers getting hotter and to best serve the increase of residents coming in with acute medical conditions, we installed mini-splits (donated by Mitsubishi), through Peterson Engineering, in the large dorms and window units in the family rooms. These improvements have significantly enhanced the comfort and safety of our residents. We are also focusing on ensuring that our residents with mobility issues can get to places like the cafeteria with ease by installing new ADA doors. As the designated Winter Warming Center for Rockingham County, we are expecting to see a high number of those seeking shelter from cold winter nights. To help accommodate their needs, we are adding a bathroom in the cafeteria. We also installed a new air handler that manages our heating and cooling. This was a significant expense, but our friends at Portsmouth City Hall, through the Office of Community Development, awarded us a Community Development Block Grant (CDBG) to cover the cost.

## **Thank you to our volunteers!**

We have been so fortunate to host volunteers from companies both large and small. These amazing groups have helped spruce up the place through landscaping, deep cleaning, painting, and more.

**On the programmatic side,** we continue to think of ways to support our residents as they transition back into our Seacoast communities. While we have been holding classes for financial literacy and "how to be a good tenant" for many years, in partnership with Great Bay Community College and their WorkStudy program, we have added new programs in the area of skills building and preparation for employment success. Given our long wait lists to get into CRH and the growing population of unhoused individuals and families, the Board has also approved funding for homeless prevention. This will allow us to hire staff to specifically work with individuals and families on our wait lists to identify other means/options for being housed in transitional or permanent housing.

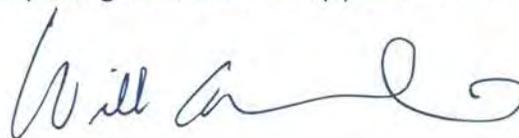
**On the advocacy front**, in 2024, we continue to work on the legislative front with Housing Action New Hampshire and the Department of Health and Human Services. We are also collaborating with Home for All to build a coalition of Seacoast organizations focused on the issues of homelessness and the lack of deeply affordable housing. We continue to push on the local and state levels to find solutions, call on the state to recognize the critical nature of New Hampshire's emergency and low-barrier shelter system and fund us at appropriate levels.

**Did you know that it costs us about \$120 per bed-night to house one individual?** The state historically has been reimbursing us at \$8 per bed night. Last year, they raised it to \$20 and most recently to \$27, thanks to advocacy on many fronts. However, all this may go away with the new biennial budget process and the disappearance of Federal ARPA funding. The worst case scenario is that we may be back at \$8 per bed night at a time when we need more beds, and costs have doubled over the last few years. Another solution is for the state and municipalities to prioritize building diverse housing, with a focus on deeply affordable housing. This is crucial as more people move to the state, increasing pressure on housing availability and affordability, which tragically contributes to the rise in first-time homelessness.

**On a more positive note**, we continue to meet our mission, thanks to a dedicated staff and community of donors and volunteers. And we continue to explore ways to inform and educate about the need for all of us to find solutions to homelessness. Over the past several years, we've held events at places like the Press Room, Vernon Family Farm, and Jimmy's Blues and Jazz Club. We recently held an Open House/Block Party at Cross Roads House, where we toured 30 current and new donors. We had live music, food, and just a wonderful time connecting with our community. Finally, we have been blessed to have a group of cyclists take up our cause. The United for the Homeless group has committed to riding one million miles and raising \$100,000 by the end of the year. We are ecstatic about this new partnership and are so grateful.

**Thanks to your vision and foresight, Cross Roads House will continue to serve our most vulnerable through this time of transition as we all work together to maintain and improve the quality of life for all our New Hampshire citizens.**

With our deepest gratitude and appreciation,



Will Arvelo  
Executive Director



## A word from our Board President,

To our generous donors ,

**Here is our 2024 Annual Report. If you look at the financial statements, you will see an organization that received less than 40% of its annual revenue last year from government sources. The rest of it - over 60% - comes from you.**

As the result of persistent effort by our Executive Director Dr. Will Arvelo and other non-profit leaders in recent years, we were recently able to secure increases in government funding from \$8 per bed night to \$27. But even at that higher level, it is still a fraction of our estimated cost of \$120 per bed night, and – as Will points out in his letter - even this modest (albeit welcome) increase is guaranteed to last only until the next funding cycle.

Rest assured that our efforts to find ways to grow the financial participation of our state and local government partners will continue, but the consistent and generous support of our donor community will always be critical to the success of our mission. We consider ourselves extremely fortunate to have donors who are as committed to our mission as you are. As we told you last year, without that commitment, CRH simply would not exist. Your generosity leaves us feeling grateful, and inspires us to get better at what we do.

I am sure many of you have read or seen news accounts of increases in the unhoused population in the geographical area that we serve. We have all also read about the dearth of affordable (including deeply affordable) housing in our community. While we remain hopeful that more affordable housing will be created as the issue receives more attention from elected officials and enlightened developers, demand for our services continues to grow more intense. We do not expect this to change any time soon.

**In response, we are vigorously exploring ways to increase shelter efficiency, reduce our waiting lists, and get our residents securely housed in the shortest possible time.** Solutions are likely to include investments in new and greater shelter capacity, as well as in more programming and support services. As Will mentioned in his letter, this year the Board approved funding for a pilot program to work with individuals and families on our wait lists to identify possible alternative housing options that might enable them to avoid a stay in our shelter building entirely. Other opportunities, including the possible expansion of our programming services to support those who are currently housed, but at risk of becoming unhoused, are also being explored.

As the result of our many interactions with many of you, we know that you understand the importance of what we do and the value we bring to our community. Every amount you contribute has a direct impact. Thanks and thanks again for your generosity. As long as it continues, we remain confident of our ability to rise energetically to the challenges ahead.

In gratitude,

A handwritten signature in black ink, appearing to read "C Silva".

Chuck Silva, CRH Board President



“We make a living by what we get, but we make a life by what we give.”  
— Winston Churchill

# Leadership

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# mission

We offer shelter, respect and collaborative solutions to unhoused individuals and families who aspire to return to permanent housing and thrive in their community.

Since its inception over 40 years ago as a response to the urgent homelessness issue, Cross Roads House has transformed into a distinctive shelter with a proven and impactful strategy for assisting those who are homeless in the greater Seacoast area. We provide shelter case management and customized programs to aid individuals and families in need. From the beginning, the steadfast support of our donors has been crucial in propelling our ongoing success and has assisted numerous individuals and families in transitioning back into housing and reintegrating as thriving members of their communities.





**john,**  
*former resident*

Traditionally, when a resident moves out, they are invited to ring the brass bell in the lobby. The occasion marks a milestone and is met with cheers from friends and staff!

# more than a shelter

Not only do we offer emergency and transitional housing, at CRH, residents have access to unique services and programming to help them move towards permanent housing.

## **Case Management**

All residents are provided case management by our Social Work Team. Supervised by our Program Director, the team works closely with our Direct Services Team and other providers to help our residents move to safe and permanent housing in the most timely and successful way possible. The approach for each resident is customized with the goals, supportive services, and housing targets individualized to the resident's skills, needs, assets, and preferences. Our team uses clinical expertise and experience to create effective, collaborative, and personalized action plans to meet each individual or family where they are.

## **Housing Stability Case Management**

Families and individuals moving from the shelter to permanent housing can receive post-shelter case management from a Housing Stability Case Manager (HSCM). The HSCM works with former shelter residents, providing intensive and ongoing home-based support, helping them to stabilize, make new connections within the community, advocate for themselves, and maintain the support received while staying at CRH.

## **Permanent Supportive Housing**

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. 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 a variety of community resources like physical and mental health care, dental care, and transportation.

# fy24 facts & figures

435 residents served including  
19 families and 39 children



32,574 meals served

28,201 bed nights provided



## 84%

of residents in our  
transitional program  
went on to permanent  
housing.

## Since 1982,

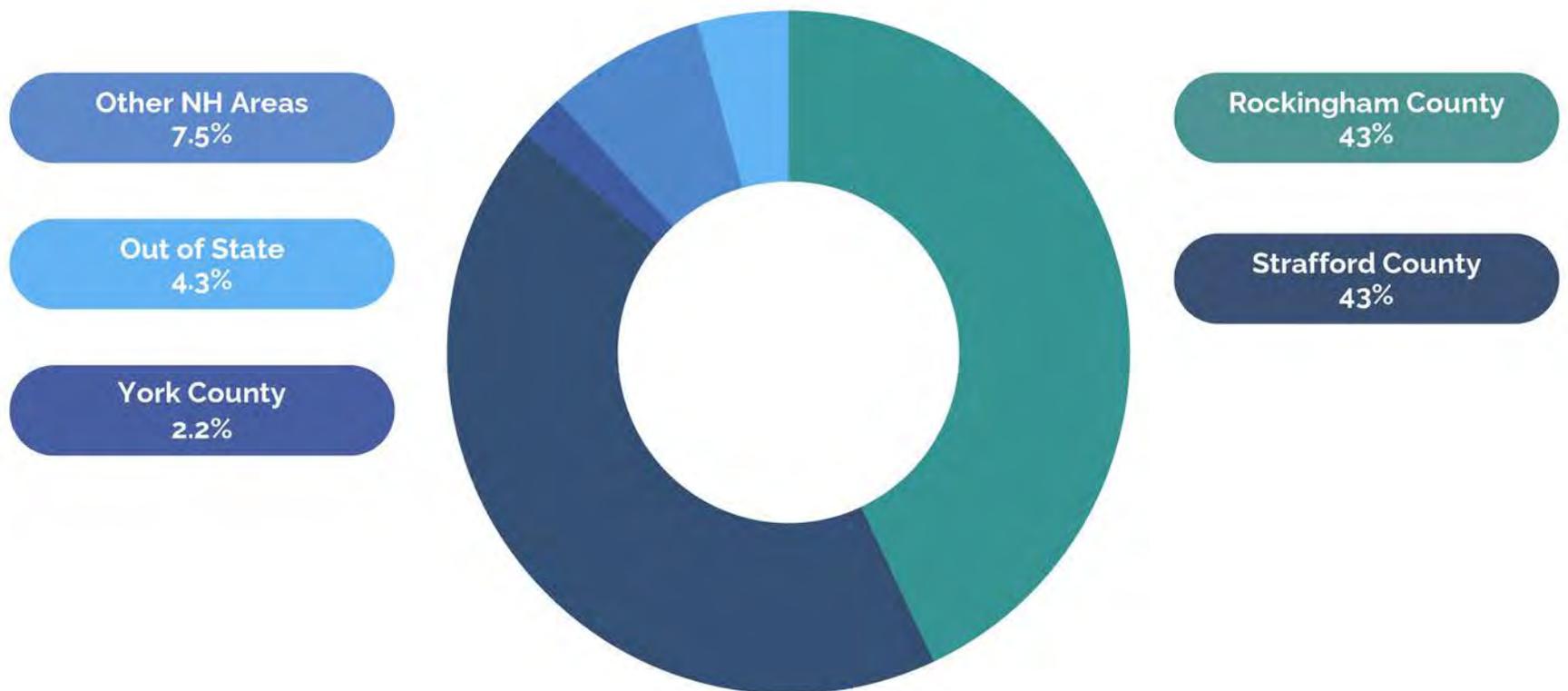
we have provided:

- shelter for over 20,000 residents
- over 1 million meals
- over 800,000 bed nights for individuals

# 97%

of the 110 households that received Housing Stability Case Management services have maintained permanent housing!

## Bed Nights of Shelter Provided by Geography



**protect**  
**stabilize**  
**support**



## PROTECT

We often hear from our residents about how safe they feel at Cross Roads House. Before arriving at the shelter, many were apprehensive about what it would be like, as they didn't know what to expect. Our Direct Care staff takes daily measures to help each resident begin their journey toward healing. This commitment to each individual ensures their security, safety, and protection.

## STABILIZE

Everyone who comes to us seeks the fundamental promise of shelter and safety. The approach for each resident is customized with supportive services and housing goals individualized to the resident's skills, needs, assets, and preferences. Our Case Management team uses clinical expertise and experience to create effective, collaborative, and personalized action plans to meet each individual or family where they are. We work with them to stabilize, realize personal success, find their path back to permanent housing, and return to thriving members of their community.

## SUPPORT

We support each individual and family while at Cross Roads House and beyond. When a resident moves out, the support they received at the shelter essentially moves with them. The Housing Stability Case Managers provides individuals and families what they need for the best chance for success in their new home. Through our comprehensive programs we have seen a reduced recidivism rate with averages between 3%-7%.

# bill & gail



Bill and Gail, together 38 years, came to Cross Roads House after losing their home and staying in their car. This experience was dampened by their incredible positive energy and the drive to keep giving to others.

"I am grateful to be here. I am grateful to have warm meals, showers and a bed to sleep on. I have nothing negative to say about this place. It really helps you. The case managers help with everything you need to find a new place. This place gives people chances. This gave us a second chance in life. It really does feel like a miracle to be here."

Bill and Gail were proud to share how much they love taking care of people and especially feeding them. Even after becoming homeless, they would give out food they could find to other homeless friends.

"We want to give back by helping our fellow residents. It feels good to do good. Our goal is to leave CRH and move into our own place. And give another person a chance to be here because I know they will love it. And we will never have to sleep in a car again. This is the first time we have ever been homeless. And because we are here, we are building back up everything we need to have our own place. We are close and high on the list.

We are ok waiting as long as we are here. We know it will all work out."

Bill and Gail - current residents.

# community is everything

Thank you to our amazing partners.



Volunteers in Medicine of New Hampshire



**GoodWork**



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**DHHS**  
DEPARTMENT OF  
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**GRANITE PATHWAYS**  
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**UNITED FOR THE HOMELESS**  
ONE COMMUNITY • ONE MILLION MILES



Drawing by a current resident. "I am very grateful for CRH".



#### A few resident quotes:

"Cross Roads House has helped me evolve into being a better man with less fear of the unknown."

"Cross Roads has helped me gain more confidence in finding housing solutions."

"Cross Roads has helped me ... you guys really care and that really helps."

# to our volunteers



# we thank you!

Throughout the year, our compassionate and dedicated volunteers generously contribute their time to visit the shelter. They work tirelessly to enhance our environment, whether it's through planting and maintaining gardens, or undertaking other beautification projects. Additionally, they prepare and serve nutritious meals to our residents, creating a warm and welcoming atmosphere that fosters a sense of community.



# persevering through adversity

## one family's story - *edited for length*

To Whom It May Concern:

I am writing this letter as a former resident of Cross Roads House many many years ago. As a matter of fact my daughter who is now 43 was either in her last year of elementary school or her first year of middle school when we were there. My son was just a toddler. I remember my daughter would catch the school bus in front of the shelter.

Well anyway, back to the reason I felt the need to reach out to you. A while back I read somewhere Cross Roads House had celebrated so many years of helping others in the Seacoast area. I cannot hardly put into words what Cross Roads House did for me and my two children.

At that particular time in my life unlike no other before, I found myself and my children with no place to live. Someone had suggested Cross Roads House. Even though I knew we were homeless I was having a hard time coming to the realization that we were going to have to go to a shelter. Upon arriving at the shelter of course I was scared, but right away the residents and staff made us feel welcome and at ease. Because of their ages, it was much tougher being at the shelter for my daughter than it was for my son. I know she was embarrassed for her friends to see she lived in a shelter when the bus picked her up and dropped her off. Later on in her life at a very special moment, she would reflect on her experience with homelessness.

We settled in the best we could. Everyone was assigned chores. I began to strike up conversations with some of the other residents. Everyone had their own journey which led them to Cross Roads House. Some of the requirements in residing at the Cross Roads House was meeting periodically with your assigned case manager and looking for a job and possible places to stay. I found my case worker to be very easy to work with. I followed her plan she laid out for me. While my daughter attended school, my son and I would walk downtown and would pick up job applications. My case manager would also give me job leads as well as possible openings at local apartment complexes.

...With the help of my case manager I was able to get a job lead which resulted in obtaining a job at a local hotel as a front desk clerk and also a lead about an apartment opening which resulted in us being able to get an apartment. Throughout our time there I met some great people. It was with the support of the staff and other residents that got me through tough times.

Fast forward many years. I remained employed at that hotel in Portsmouth and ultimately became director of sales and catering. My daughter went on to getting accepted at all the Ivy League Universities on academic scholarships. She ultimately decided on Brown University. At her commencement program she was asked to give a speech. It was during this speech which my daughter reflected on the time in her life when she was homeless. She touched on how you can overcome adversity with hard work and determination. It was after she graduated from college and had her own apartment and had been accepted into law school, that I then decided it was time for me to move back to my home state of North Carolina. While my son of course moved with me, my daughter remained in the New England area, ultimately receiving her law degree from Columbia Law School and today resides in New York where she is a practicing attorney and is married with three beautiful daughters.

Upon relocating to North Carolina I went back to working in the sales and catering industry. However, I soon discovered I wanted something different. I then began working for the local county government in an office support position. While in this position I was always looking for other jobs that were available within the county, however I was not qualified because I had no college education. So a lot of things began to go through my mind, especially what my daughter had said in her commencement speech. The word determination came to mind. If I wanted to better myself and possibly qualify for those other jobs, I would have to be determined. That is exactly what I did. I was finally determined to go back to school and obtain my degree. So at 46 years of age I obtained my degree in psychology and was able to obtain a job as a Child Protective Services Social Worker. My son also thrived. He went on to graduate from High School, spent four years in the United States Navy, obtained an associates degree, and ultimately a Bachelor's degree from the University of North Carolina at Charlotte. He married four years ago, bought a house, and now has a two year old daughter.

I guess I have rambled on quite a bit, however I thought it was important for you to know how our lives have been since we left Cross Roads House. I believe things could have turned out differently. I did not arrive at Cross Roads House with much hope, however I left there with a lot of hope. I want to bring all this story together not to highlight my life, but to highlight, point out, and give credit to the Cross Roads House for being a true "shelter" in my storm. You not only provided a place to lay our heads and hot meals, but also the support of staff who helped guide me to locating a job, a place to live, and sometimes just someone who will listen. Also I cannot forget the wonderful residents who I spent countless hours exchanging stories. Everyone there came from all walks of life. We all supported each other because everyone there was homeless. It may have been a very low point in my life, but it was a part of my life that was a part of my journey.

*Signed - a former resident*

# it's been a busy year



Because of a generous grant through the New Hampshire Charitable Foundation, we were able to host 3 workshops with The Center for Wildlife who came to the shelter with a few of their ambassador animals.

The Community Events Series - we partner with area venues & showcase local talent with proceeds to benefit the shelter.



The annual gingerbread house making competition was well attended and the residents were very invested. In the spirit of the holidays and a job well done, each team won a prize!





Jimmy's Jazz & Blues Club hosted a magic night to benefit Cross Roads House featuring Laurence Juber of Wings and his band Airfoil.

The mayor of Portsmouth delivered a proclamation acknowledging United for the Homeless and all the work they do to support the shelter.



We hosted our first annual Block Party and it was a huge success! Thank you to all who came out and enjoyed the cookout, games and live music!



# Leadership donors

Individuals and organizations who are committed to making Cross Roads House one of their philanthropic priorities by contributing \$1000 or more to our annual fund between July 1, 2023 and June 30, 2024.

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Individuals and organizations who are committed to making Cross Roads House one of their philanthropic priorities and the foundation of support essential to our mission by contributing \$100 or more during our fiscal year.

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**Thanks to your continued support, we are able to provide to our residents:**

- a warm bed
- showers
- laundry
- meals
- case management
- programming
- and more.

**Delivered with the dignity and respect deserved by all.**

# tribute gifts

Many of our donors chose to honor a loved one or someone special in their lives when making a donation.

## In honor of...

**Diana Richman** by Liz Levey-Pruyn

**Ann Marie McLaughlin** by Zach McLaughlin

**Anthony Ippolito**

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**Brenda Scolaro** by Julie Ogilvie

**Brittany Gainsley** by Gail M. Bergeron

**Bruce A. Yohr** by Kristy Ford

**Cal Shook** by **James W. Shook**

**Cal Shook** by **Cal Shook**

**Christopher Ekstrom** by Cronan Schramm

**Cristin Plaisted** by Nicole Stevenson

**Croan McCormack** by Gail M. Bergeron

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**Dan Posternak** by Liz Levey-Pruyn

**Daneil Verdick** by Liz Levey-Pruyn

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**David Chaves** by Gail M. Bergeron

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**Karrine Tessier** by Liz Levey-Pruyn

**Katelyn Kwoka**

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and Nancy Pearson

# tribute gifts

**Joseph Fellows** by Katherine E. Maly  
**Kathleen Ceconi** by Gail M. Bergeron  
**Kimberly Wade Snow** by Angel Smith  
**Lee Mallet** by Liz Levey-Pruyn  
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**Lisa Wolford** by Marta Hurgin  
**Lori Soloway** by Liz Levey-Pruyn  
**Lorraine Morse** by Gail M. Bergeron  
**Lucas Hayford** by Taryn Dailey  
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**Margaret McCormick** by Gregory F. McCormick  
**Mark G** by Barbara Benham  
**Martha E. Stone** by Nancy Anderson,  
New Hampshire Charitable Foundation  
and Berounsky Family Fund  
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**Stephen Finberg** by Liz Levey-Pruyn  
**Meredith Mitchell** by Angel Smith  
**Meredith Moffett** by James A. Moffett  
**Matt Morris** by Tami Mallett  
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**Meredith Moffett** by James A. Moffett  
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# in memory of

**Abraham Burtman** by Abraham Burtman Charity Trust

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**Abiola & Olukemi Cahill** by Atinuke A. Cahill

**Victoria McGrath** by James McGrath

"Coming into Crossroads was a big step in the right direction after my home situation became unhealthy. I needed a place to find my grounding. Not only do I have all the resources needed to find my way in a world I wasn't prepared for, but I also have a community of people behind me I never expected. The care from the staff and even the friendships I've encountered here have been a part of long overdue healing. I went from having nothing to having hope that life can be good once again."

Melissa - *current resident*



# legacy giving

This vital group of donors is dedicated to ensuring the sustainability of our mission for generations to come.

Members of the Cross Roads House Legacy Society actively choose to contribute to the impactful work we do by including a provision or bequest in their will, trust, or other charitable plans.

In making this thoughtful decision, they not only secure crucial resources for the future but also affirm their commitment to supporting those who will seek our assistance in the years ahead.

Their generosity ensures that Cross Roads House will continue to be a vital lifeline for individuals and families in need.

## Legacy Members

Wildolfo Arvelo, Ed.D.	Marie Kiely
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To learn more about CRH Legacy Giving, please contact  
Joanne Muckenhaupt - Director of Development at  
603.436.2218 or [j.muckenhaupt@crossroadshouse.org](mailto:j.muckenhaupt@crossroadshouse.org)

# last day at the shelter



"I am so grateful to every single person at Cross Roads who believed in me, worked with me, and encouraged me to give just a little bit more when I thought that I had nothing left to give."

Sylvia - former resident



# Benefit *by the* Sea

The 2024 Benefit by the Sea event was a night full of laughter and support with 200 friends, communities members and staff joining us for this memorable evening.

This successful event is credited to our generous sponsors who helped to underwrite the evening as well as our dedicated donors who contribute to CRH throughout the year.

## 2024 Sponsors

### PRIMARY SPONSORS



Anonymous

Jonathan Bobbett

Lex Scourby

### SHELTER BENEFACTORS



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## RESIDENT ALLIES

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### DECOR



### A/V TECH

Anonymous

## IN KIND SUPPORT

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WENTWORTH  
BY THE SEA

**vital.**

## THANK YOU!

**SAVE THE  
DATE**

Benefit By the Sea  
May 3, 2025

Interested in becoming a  
sponsor for next year?

Contact Joanne Muckenhoupt - Director of Development  
[j.muckenhoupt@crossroadshouse.org](mailto:j.muckenhoupt@crossroadshouse.org) | 603.436.2218

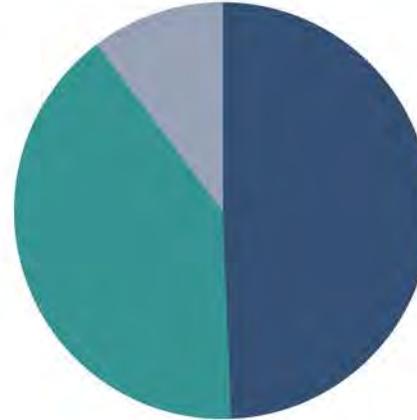
# financials

FINANCIAL STATEMENTS FOR FISCAL YEAR ENDING IN JUNE, 2024.

## REVENUES

● Private Gifts & Grants	\$2,190,131
● Government Grants	\$1,687,515
● Other	\$567,391
	-----
Total Income*	\$4,445,037

*\*includes interest from investments*



49%  
Private Gifts & Grants

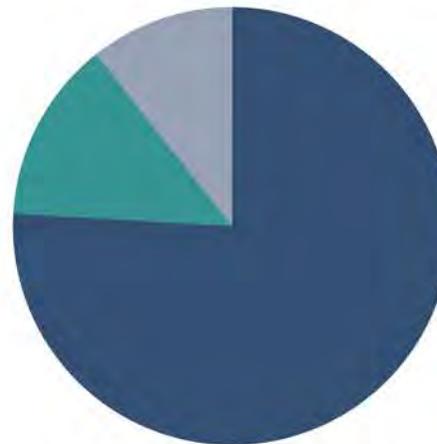
38%  
Government Grants

13%  
Other

## EXPENSES

● Programs & Services	\$2,521,264
● General Administration	\$469,176
● Fundraising	\$ 352,781
	-----
Total Operating Expenses	\$3,343,221

*\*Includes non-cash expense of \$218,805 in depreciation*



75%  
Programs & Services

14%  
General Administration

11%  
Fundraising

In the fiscal year ending June 30, 2024, Cross Roads House received funding from the following municipalities & government sources:

### NH Town Funding

Barrington    Newington    Seabrook  
Exeter        New Castle    Somersworth  
Hampton      Portsmouth    Stratham  
Newfields    Rye            Wakefield

### ME Town Funding

Kittery  
York

### CDBG Funding

Dover  
Portsmouth  
Rochester

Home for ALL - Granite United Way  
NH Dept. of Health & Human Services  
Bureau of Housing Support  
NH State Grant in Aid (SGIA)  
USDA  
HUD

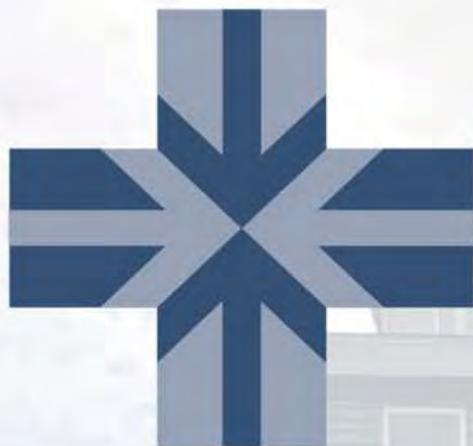
"Spread love everywhere you go.

Let no one ever come to you without leaving happier."

Mother Theresa



A few residents during the 2024 holiday photo shoot.



# CROSS ROADS HOUSE

*A Thriving Community Provides a Place for All*

Your donation to Cross Roads House provides life-saving shelter and supportive services to families and individuals in need. Scan the QR code below to make a difference and help families and individuals find safety, stability, and a path to a brighter future. Every gift matters—thank you for your generosity!



**DONATE**

## Cross Roads House

600 Lafayette Road | Portsmouth, NH 03801

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