



CROSS
ROADS
HOUSE



FY25 ANNUAL REPORT

Together we create change.

A Letter From Our Chief Executive Officer

Dear Cross Roads House Community Hero,

You have played an important role in our residents' successes this year. There is no greater example of true community than what is happening at 600 Lafayette Road in Portsmouth.

This place, this program, this noble mission is in positive motion because of you. On behalf of President Chuck Silva and the board, I am grateful to do this good work with you in the community we live in. I appreciate all of the ways you have fueled efforts to serve over 400 people here, and the hundreds more who have moved on to permanent housing.

There is so much worth celebrating. Still in my first year as CEO, I make rich discoveries daily that feed my belief that we who wish to address the issues that drive housing insecurity, can and will move forward in positive ways despite ever challenging terrain. **We are indeed a community with many still unmet needs, and we are a community of generous, generative people.**

How wonderful it is to witness entire teams from local business, universities and faith communities showing up at Cross Roads for service days. Add in those who quietly and consistently make donations, volunteer professional services, and prepare and serve meals. Hundreds of people, thousands of hours, and millions given. Thanks for being part of this success story.

I have enjoyed a long career in human service work, and have seen plenty, but never have I seen such a volume and variety of critical needs handled so well. What a remarkable team I have encountered here. No matter their role, it seems every staff member understands that our mission, well executed, can be transformative. Most residents never expected to find themselves in such a vulnerable position. **How important it is that our team greets them with resources, respect and compassion.** My colleagues show up, and with your help, support the critical needs of residents with great professionalism and even greater heart.

Because of you we are not just a holding place, but a place of honoring, healing and housing fresh newborns to the fresh elderly.

And I can share firsthand how it feels to greet a new resident in this place of healing. To welcome a child to their new temporary home. To show them the playground and the books that are there for them to enjoy. To walk a woman into the dining room and to invite her to eat a healthy meal that was lovingly prepared for her enjoyment. To explain that we will introduce them to the skills and resources that will help them navigate their future more successfully. How powerful it is to regularly hear expressions of gratitude from those gaining increased strength and hope. **This is my honor and your doing.**

I am in awe of our residents and what they have navigated to get to our door. **Resilience!** I am beginning to understand how many people faithfully hold this organization and help keep it in motion. **Premium fuel!** Whether ensuring our children have the school supplies they need and holiday gifts they wish for. The giving of gift cards, winter coats, food deliveries, or stock donations. All these things matter greatly in the lives of those in need.

You can be proud knowing 95% of those our team helps to secure housing are housed a year plus



after being with us. Our recidivism rate is a record low 5%. This is miraculous. A healthy network of non-profit organizations—many you may support as well—work collaboratively with us to improve residents' lives. They join us in the work of feeding, healing, teaching, driving, valuing and inspiring our residents. This is how community can and should work.

I am sure by now you get my message. **Together we have done life-changing work in this past year. And we have so much still to do.**

Driven by issues of low pay, lack of affordable inventory, and increased costs on every front, most especially medical expenses, New Hampshire has seen the greatest percentage increase in housing insecurity of any state. At last count, 6,806 New Hampshire residents—which translates to 49 out of every 10,000—were facing housing insecurity. **Each number is a neighbor. And, our neighbors are struggling like never before.**

I have lived in the Seacoast community for over 30 years. Sadly, too many good people who provide the services that help to make our community run are without adequate food, shelter and medical support. Too many children, retirees and people with health challenges are unhoused here in this beautiful place we call home.

The need for food, shelter and support services is only growing. So, while we are proud of our efforts, we can only pause for a moment to celebrate what was accomplished.

But I swear it, with increased resources, understanding and advocacy, combined with policy changes, you and I can work to end this housing crisis. **May we never normalize houselessness. Instead, may we aspire to normalize a community that values and holds all its members.**

Please enjoy finding the evidence of your support in these pages. What good work you have made possible! What important work we have yet to do.

Onward! Upward!

A handwritten signature in blue ink, which appears to read "AKV", likely representing Anna Kay Vorsteg.

Anna Kay Vorsteg
Chief Executive Officer

“It is in the
shelter of
each other
that the
people live.”

- Irish Proverb





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PROTECT • STABILIZE • SUPPORT

Our Mission

SHELTER

We provide a safe, stable place for people in crisis and push for practical solutions that strengthen our community.



RESPECT

Everyone deserves dignity. We meet people where they are, listen without judgment, and support those facing the hardest circumstances.



COMMUNITY

Strong partnerships help residents move forward and make long-term progress possible.



TEAMWORK

Every staff member plays a critical role. We communicate clearly, support each other, and work together to deliver consistent, effective services.



ADVOCACY

We educate and engage our community, partners, and local leaders to advance real solutions that address homelessness and expand access to affordable housing.





Services

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

CASE MANAGEMENT

Every resident at Cross Roads House works with a case manager while they stay with us. Case managers meet one-on-one with residents to understand what led to their housing crisis and what support they need to get back into permanent housing. Together, they build a realistic plan and take it step by step - things like securing documents, applying for housing, connecting to benefits, finding work, or addressing health needs. Our team meets people where they are and helps them move forward with steady, personalized support.

HOUSING STABILITY CASE MANAGERS

When someone moves out of Cross Roads House and into permanent housing, our support does not end. Housing Stability Case Managers stay connected with families and individuals after they move, providing home-based guidance to help them settle in, stay stable, and avoid returning to shelter. They help residents build routines, navigate challenges, connect with local resources, advocate for themselves, and maintain the progress they made while at Cross Roads House. It's steady, practical support that helps people keep their housing long-term.



HOUSING LIAISON

Our Housing Liaison supports individuals in the community who are considered chronically homeless through a HUD-funded Housing First program that pairs long-term rental assistance with intensive, ongoing case management. This role is out in the community every day building strong relationships with landlords, helping resolve issues when they arise, and repairing trust between tenants and property owners. The Housing Liaison works closely with both clients and landlords to secure and maintain permanent housing through rental subsidies, keeping communication open so problems are addressed early and housing remains stable.





Resident Stories

Ricky

If you asked Ricky ten years ago whether he'd ever end up at Cross Roads House, he would've said no. He was living in his brother's place in Rochester until his brother needed to move back in, leaving Ricky with nowhere to go. His kids didn't have room for him, so he spent weeks living in his car.

Everything shifted once he arrived at Cross Roads House. Staff welcomed him, and his Case Manager helped him get organized, manage his medications, and take care of critical car repairs, including fixing his windshield, so it could pass inspection. Those basic but essential supports gave him the stability and safety he'd been missing.

"There are a lot of good people in this building. The staff goes above and beyond, and residents support one another despite our different backgrounds and experiences. Every day brings something new, and I'm grateful to be here. This place is a blessing, even if not everyone realizes how much good happens inside these walls."

Hawley

After a divorce, Hawley found himself spending two years living in the woods. Dealing with serious mental health issues, he eventually sought help through MaineHealth Behavioral Health who connected him to Cross Roads House. "Arriving here felt like stepping into a completely different world – almost like the "Sheraton" compared to where I'd been."

"The staff has been incredible. They treat me with respect, check in on me, and understand what brought me here, all while staying professional. You can feel that they genuinely care. I'd be lost without this place."



Judy

Judy has been a resident of Cross Roads House for 14 months. Her journey here began with an issue with her landlord. Her first call was to Portsmouth Welfare who were able to put her up in a hotel while she figured out her next step. Judy had heard about Cross Roads House and knew that's where she needed to be.

"This place is warm, clean, and run with care. Almost everyone who comes through these doors is kind, and the staff works hard to support people through difficult moments. If I'm struggling or in tears, someone steps in. I respect that."



Judy is finally moving into an apartment in the coming weeks.

Marking Milestones

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!

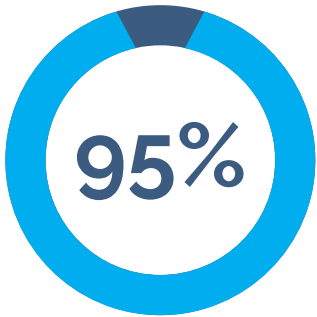


Together we create change

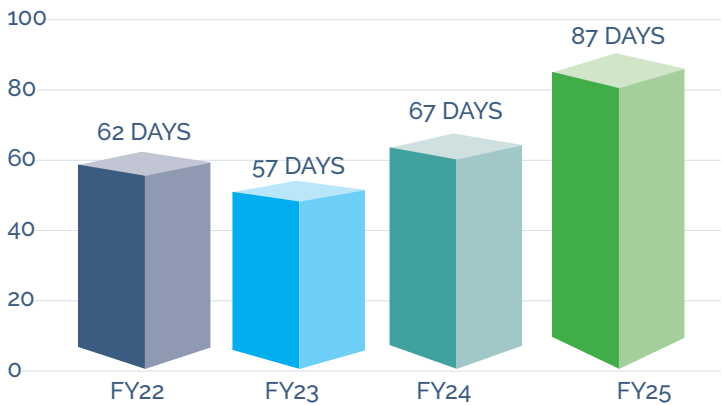
fy25 Facts & Figures



SUCCESS RATE
Percentage of people who remained housed a year after exiting Cross Roads House.



AVERAGE LENGTH OF STAY
For all residents, including children.



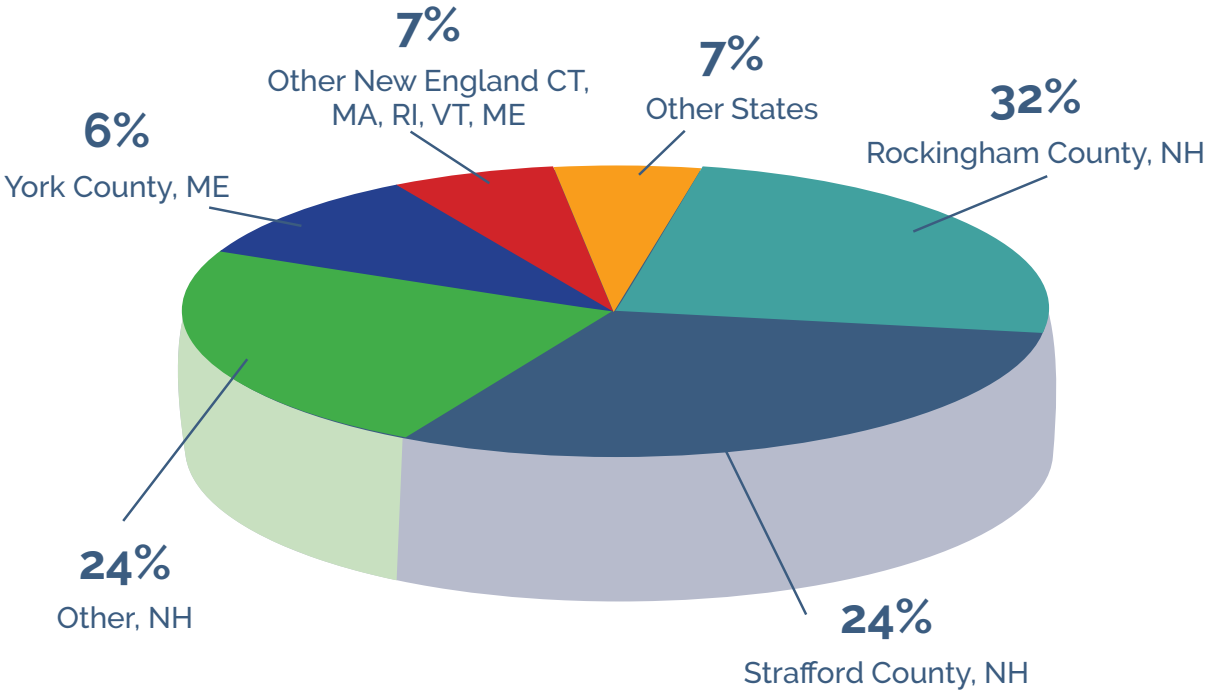
603
volunteer hours
preparing meals



220
unique
volunteers



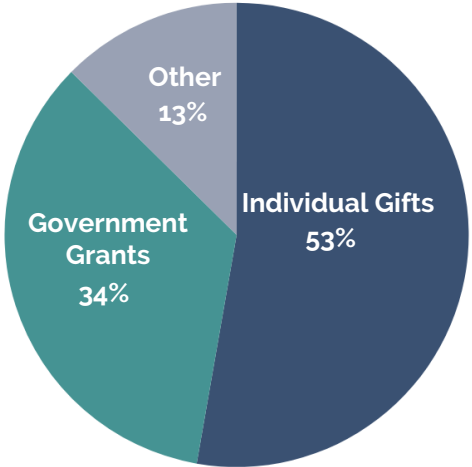
In our Fiscal Year ending June 30, 2025, we provided shelter to **409 people** for **35,731 bed nights**.



A thriving community provides a place for all.
The majority of our budget comes directly from donors like you. Your support isn't supplemental, it's what makes our work possible. Because of you, our residents receive steady guidance, essential services, and the resources they need to secure and keep permanent housing. Your contribution drives real change for the people we serve.

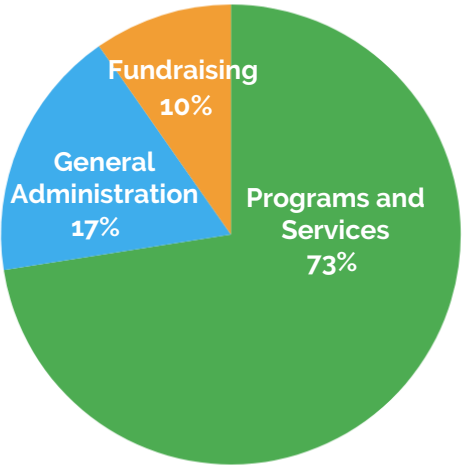
REVENUE

Individual Gifts	\$2,502,313
Government Grants	\$1,642,468
Other	\$598,573



EXPENSES

Programs and Services	\$2,746,337
General Administration	\$672,021
Fundraising	\$368,173



*Figures adjusted to reflect year-end actuals

impact, influence, and inspiration

Leadership Donors

Individuals and organizations who are committed to making Cross Roads House one of their philanthropic priorities by contributing \$1,000 or more. Data reflects gifts made between July 1, 2024 and June 30, 2025.

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steady support ensures a foundation of growth

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