

ARC

114



STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH

JAN 28 2026

Lori A. Weaver
Commissioner

Katja S. Fox
Director

129 PLEASANT STREET, CONCORD, NH 03301
603-271-9544 1-800-852-3345 Ext. 9544
Fax: 603-271-4332 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

December 31, 2025

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into a **Sole Source** amendment to an existing contract with Cross Roads House, Inc. (VC#166570), Portsmouth, NH to add funding and modify scope for the continued provision of Continuum of Care housing services, by increasing the price limitation by \$128,433 from \$1,692,940 to \$1,821,373 with no change to the contract completion date of July 31, 2027, effective upon Governor and Council approval. 100% Federal Funds.

The original contract was approved by Governor and Council on July 19, 2023, item #17, and amended on July 24, 2024, item #7.

Funds are available in the following accounts for State Fiscal Years 2026 and 2027, and are anticipated to be available in State Fiscal Year 2028, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

This request is to add funding and modify scope for the continued provision of Continuum of Care housing services as further described below. This request is **Sole Source** because MOP 150 requires all amendments to agreements originally approved as sole source to be identified as sole source. Federal regulations require all procurement efforts for these services to be directed by the U.S. Department of Housing and Urban Development (HUD) through an annual Continuum of Care competitive application process. The Department must contract with the vendor selected as a result of this HUD process.

The purpose of this request is to add funding for the Permanent Supportive Housing as awarded by HUD to support the Contractor's continued delivery of Continuum of Care housing services. The additional funding is the result of the Consolidated Appropriations Act, 2024, which authorizes HUD to make reasonable cost of living adjustments to renewal amounts to help afford increasing costs of operations due to inflation. This amendment is also to make minor scope modifications to reflect updated HUD language and to add required contract terms included in all Continuum of Care projects.

Approximately 28 adults will continue to be served at any given time annually through the Permanent Supportive Housing program.

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
Page 2 of 2

The Contractor will continue to deliver Permanent Supportive Housing services offering long-term rental assistance for participants with a disability, as defined by HUD. Overall, the Contractor works to maximize each participant's ability to live more independently by providing connections to community and mainstream services.

The Department will continue to monitor services by reviewing annual reports provided by the Contractor and conducting annual reviews related to compliance with administrative rules and contractual requirements.

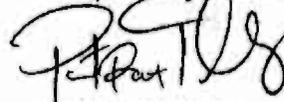
Should the Governor and Council not authorize this request, the Contractor will not receive additional funding, as awarded by HUD, to support cost of living adjustments, and the contract scope will not reflect current HUD language nor current contract terms, which may result in fewer permanent housing options and supportive services available, leaving vulnerable individuals and families experiencing homelessness in unsafe situations without needed support. Additionally, the Department will be out of compliance with federal regulations, which could result in a loss of federal funding for these and other types of permanent housing and supportive service programs.

The Department has determined that the Contractor is in good standing with the Secretary of State's Office, has secured the required levels of insurance, and has provided evidence of authority to execute and be bound by the contract. The Contractor is a non-profit organization, and the Department has also confirmed the Contractor is registered and in good standing with the Department of Justice's Charitable Division.

Area served: Statewide.

Source of Federal Funds: Assistance Listing Number #14.267, FAIN NH0095L1T002409

Respectfully submitted,



Lori A. Weaver
Commissioner

**DEPARTMENT OF HEALTH AND HUMAN SERVICES
FISCAL DETAILS SHEET**

05-95-42-423010-79270000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: HUMAN SERVICES, HOMELESS & HOUSING, HOUSING – SHELTER PROGRAM

100% Federal Funds

Cross Roads House

Vendor #166570

NH0095 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2024	074-500589	Grants for Pub Asst and Relief	TBD	\$377,601	\$0	\$377,601
2025	074-500589	Grants for Pub Asst and Relief	42307050	\$453,387	\$0	\$453,387
		Sub Total		\$830,988	\$0	\$830,988

Subtotal 7927	\$830,988	\$0	\$830,988
----------------------	------------------	------------	------------------

05-95-92-921510-31700000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: BEHAVIORAL HEALTH DIV; HOMELESS & HOUSING, HOUSING - SHELTER PROGRAM

100% Federal Funds

NH0095 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2026	072-509073	Grants Federal	92157050	\$415,697	\$117,730	\$533,427
2027	072-509073	Grants Federal	92157050	\$411,928	\$10,703	\$422,631
2028	072-509073	Grants Federal	92157050	\$34,327	\$0	\$34,327
		Sub Total		\$861,952	\$128,433	\$990,385

Subtotal 3170	\$861,952	\$128,433	\$990,385
----------------------	------------------	------------------	------------------

Overall Total	\$1,692,940	\$128,433	\$1,821,373
----------------------	--------------------	------------------	--------------------

**State of New Hampshire
Department of Health and Human Services
Amendment #2**

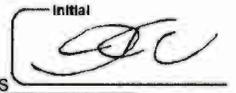
This Amendment to the Continuum of Care CRH contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and Cross Roads House, Inc. ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on July 19, 2023 (Item #17), as amended on July 24, 2024 (Item #7), the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

WHEREAS, pursuant to Form P-37, General Provisions, the Contract may be amended upon written agreement of the parties and approval from the Governor and Executive Council; and

NOW THEREFORE, in consideration of the foregoing and the mutual covenants and conditions contained in the Contract and set forth herein, the parties hereto agree to amend as follows:

1. Form P-37, General Provisions, Block 1.8., Price Limitation, to read:
\$1,821,373
2. Modify Exhibit A - Revisions to Standard Provisions, by adding Subsection 1.4., to read:
 - 1.4 Paragraph 6, Compliance by Contractor with Laws and Regulations/Equal Employment Opportunity, Subparagraph 6.1., is amended as follows:
 - 6.1. In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, RSA 151:21 Patients' Bill of Rights, civil rights and equal employment opportunity laws, and the Governor's order on Respect and Civility in the Workplace, Executive Order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.
3. Modify Exhibit B, Scope of Services, by replacing it in its entirety with Exhibit B – Amendment #2, Scope of Services, which is attached hereto and incorporated by reference herein.
4. Modify Exhibit C, Payment Terms; Section 1.1., to read:
 - 1.1. 100% Federal funds, Title XIV Housing Programs under the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act), Subtitle A-Housing Assistance (Public Law 102-550), by the US Department of Housing and Urban Development, Continuum of Care Program, Assistance Listing Number (ALN) 14.267, as awarded on:
 - 1.1.1. March 28, 2023, FAIN NH0095L1T002207
 - 1.1.2. June 11, 2024, FAIN NH0095L1T002308
 - 1.1.3. May 27, 2025, FAIN NH0095L1T002409
5. Modify Exhibit C-3, Budget Sheet – Amendment #1, by replacing it in its entirety with Exhibit C-3, Budget Sheet – Amendment #2, which is attached hereto and incorporated by reference herein.

Initial


All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be effective upon Governor and Council approval.

IN WITNESS WHEREOF, the parties have set their hands as of the date written below,

State of New Hampshire
Department of Health and Human Services

1/8/2026

Date

DocuSigned by:
Katja S. Fox

Name: Katja S. Fox
Title: Director

Cross Roads House, Inc.

1/8/2026

Date

Signed by:
AKV

Name: Anna Kay Vorsteg
Title: CEO

The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

1/8/2026

Date

DocuSigned by:
Robyn Guarino

Name: Robyn Guarino

Title: Attorney

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: _____ (date of meeting)

OFFICE OF THE SECRETARY OF STATE

Date

Name:

Title:

New Hampshire Department of Health and Human Services
Continuum of Care CRH

EXHIBIT B, Amendment #2

Scope of Services

1. Statement of Work

1.1. Continuum of Care

1.1.1. Permanent Supportive Housing (PSH)

- 1.1.1.1. The Contractor must provide PSH, which is long-term assistance for participants with a disability as defined by The U.S. Department of Housing and Urban Development (HUD). The Contractor must provide assistance to program participants until the participant(s) chooses to exit the project or is terminated from the project as determined by HUD regulations, 24 CFR 578.
- 1.1.1.2. The Contractor must provide a Permanent Supportive Housing Expansion program based in Rockingham and Merrimack Counties, in this agreement, that is targeted to serve 28 adults statewide, with scattered-site, long-term, tenant-based rental assistance and supportive services.
- 1.1.1.3. The Contractor must provide tenant-based rental assistance that is permitted for greater than 24 months, does not have a designated end date, and must be administered in accordance with the policies and procedures established by the Continuum, as set forth in 24 CFR 578.7(a)(9). Tenant based rental assistance is rental assistance in which program participants choose housing of an appropriate size in which to reside.
- 1.1.1.4. The Contractor must provide supportive services designed to meet the needs of the program participants.
- 1.1.1.5. The Contractor must ensure that program participants are not required to participate in supportive services as a condition of their housing.
- 1.1.1.6. The Contractor must ensure PSH projects provide supportive services for participants that will ensure successful retention in or help in obtaining permanent housing, including all supportive services, regardless of funding.
- 1.1.1.7. The Contractor must assign a case manager to each participant upon program entry.
- 1.1.1.8. The Contractor must develop a housing stability plan with program participants that outlines the steps to be taken, including but not limited to:
 - 1.1.1.8.1. Increasing both earned and non-earned income;

Initial


**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

1.1.1.8.2. Ensuring that program participants receive individual assistance in obtaining the benefits of mainstream health, social, and employment programs for which they are eligible to apply and that meet their needs; and

1.1.1.8.3. Maintaining permanent housing or facilitating exits to positive permanent housing destinations.

1.1.1.9. The Contractor must conduct an annual assessment of service needs of the program participants and adjust the services accordingly.

1.2. Provisions Applicable to All Services

1.2.1. The Contractor must adhere to all terms and conditions as set forth in the approved HUD Project Application #SF-424.

1.2.2. The Contractor must ensure that participants meet at least one, or more, of the qualifications of homelessness, as defined by HUD in 24 CFR 578.3.

1.2.3. The Contractor must participate in the regional and CoC CE System.

1.2.4. For the purposes of this Agreement, all references to days means business days, excluding state and federal holidays.

1.2.5. The Contractor must participate in meetings with the Department as requested by the Department.

1.2.6. The Contractor must ensure staff participate in training as required by the Department.

1.2.7. The Contractor must ensure the program includes, but is not limited to:

1.2.7.1. Utilization of a service provision model that ensures:

1.2.7.1.1. Barriers to entering housing are not imposed beyond those required by federal regulations or state laws; and

1.2.7.1.2. Participation terminates only for the most severe reasons, after available options to maintain housing are exhausted, as detailed in HUD regulations, 24 CFR 578.91.

1.2.7.2. Development of an ongoing assessment of Housing and Supportive Services that is provided to participants in order to deliver assistance in obtaining necessary skills and resources to live in the community independently.

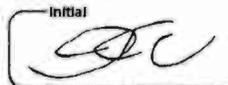
1.2.8. The Contractor must ensure participants connect with supportive services and community resources to meet basic needs including, but not limited to:

**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

housing, safety, food, mental health and medical care. The Contractor must ensure:

- 1.2.8.1. Participants increase safety through planning and trauma-informed resource provision;
- 1.2.8.2. Facilitation of the transition of individuals, youth, and families experiencing homelessness to permanent housing and maximized self-sufficiency;
- 1.2.8.3. Participants are empowered by Contractor's program to increase safety and regain control and independence;
- 1.2.8.4. Participants are offered connections to assistance in applying for Compensation funds, help filing for restraining orders, court advocacy and referrals to free legal services; and
- 1.2.8.5. Households with children will be connected to education resources, school staff, and childcare services, based on need.
- 1.2.9. The Contractor must conduct an annual assessment of service needs of the program participants and adjust the services accordingly.
- 1.2.10. The Contractor must ensure their staff assist with referrals for substance misuse, mental health, medical needs, peer support, or any other need for referral assistance identified by the participant.
- 1.2.11. The Contractor must assess project outcomes, to include participants moving into and retaining permanent housing, as well as participants' connections with community and mainstream services, to increase independence and household income to sustain permanent housing.
- 1.2.12. The Contractor must actively participate in reviews conducted by the Department, onsite or remotely, as determined by the Department or HUD, on an annual basis, or as otherwise requested by the Department, that must include, but are not limited to, participant files and financial data to ensure compliance with contract objectives, state policies and federal regulations. The Contractor must:
 - 1.2.12.1. Ensure the Department and HUD have access to participant files;
 - 1.2.12.2. Ensure financial data is available, as requested by the Department and/ or HUD; and
 - 1.2.12.3. Provide other information that assists in determining contract compliance, as requested by the Department and/ or HUD.
- 1.2.13. Notwithstanding the confidentiality procedures established under 24 CFR Part 578.103(b), HUD, the HUD Office of the Inspector General, and the Comptroller General of the United States, or any of their authorized representatives, must have the right of access to all books, documents, papers, or other records of the Contractor that are pertinent to the (CoC) grant,

Initial


**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

in order to make audits, examinations, excerpts, and transcripts. These rights of access are not limited to the required retention period, but last as long as the records are retained.

- 1.2.14. The Contractor must adhere to federal and state financial and confidentiality laws, and comply with the approved HUD CoC program application, program narratives, budget detail and narrative, and amendments thereto, as detailed in the applicable Notice of Funding Opportunity (NOFO) CoC Project Application approved by HUD.
- 1.2.15. The Contractor must cooperate fully with, and must answer all questions related to this Agreement from representatives of state or federal agencies who may conduct periodic observation and review of performance, activities, and conduct an inspection of records and documents.
- 1.2.16. The Contractor must provide services according to the HUD regulations outlined in Public Law 102-550, 24 CFR Part 578, the CoC Program, HUD Project Application #SF-424 and other written appropriate HUD policies/directives except for where HUD waivers are granted.
- 1.2.17. The Contractor must ensure participating individuals, youth, and families meet the requirement definition of homelessness, or at imminent risk of homelessness qualifications, as defined in HUD regulations, to be eligible for contract services, as applicable to the project.
- 1.2.18. The Contractor must utilize the New Hampshire Homeless Management Information System (NH HMIS) as the primary reporting tool for outcomes and activities of shelter and housing programs funded through this contract. The Contractor must:
 - 1.2.18.1. Ensure all programs are licensed to provide client level data into the NH HMIS or into a comparable database, per 24 CFR 578, eCFR :: 24 CFR Part 578 -- Continuum of Care Program; and
 - 1.2.18.2. Follow NH HMIS policy, including specific information required for data entry, accuracy of data entered, and time required for data entry. Refer to Exhibit K for Information Security requirements and Exhibit I for Privacy requirements.
- 1.2.19. The Contractor must comply with all record-keeping requirements as set forth by HUD under 24 CFR 578.103.
- 1.2.20. The Contractor must establish and maintain standard operating procedures to ensure CoC program funds are used in accordance with 24 CFR 578, 2 CFR Part 500, and must establish and maintain sufficient records to enable HUD and the Department to determine Contractor compliance, including but not limited to:

New Hampshire Department of Health and Human Services
Continuum of Care CRH

EXHIBIT B, Amendment #2

- 1.2.20.1. Continuum of Care Records. The Contractor must maintain the following documentation related to establishing and operating a CoC:
 - 1.2.20.1.1. Records of Homeless Status. The Contractor must maintain acceptable evidence of homeless status in accordance with 24 CFR 576.500(b);
 - 1.2.20.1.2. Records of at Risk of Homelessness Status. The Contractor must maintain records that establish “at risk of homelessness” status of each individual or family who receives CoC homelessness prevention assistance, as identified in 24 CFR 576.500(c); and
 - 1.2.20.1.3. Records of Reasonable Belief of Imminent Threat of Harm. The Contractor must maintain documentation of each program participant who moved to a different CoC due to imminent threat of further domestic violence, dating violence, sexual assault, or stalking, as defined in 24 CFR 578.51(c)(3). The Contractor must retain documentation that includes, but is not limited to:
 - 1.2.20.1.3.1. The original incidence of domestic violence, dating violence, sexual assault, or stalking, only if the original violence is not already documented in the program participant's case file. This may be written observation of the housing or service provider; a letter or other documentation from a victim service provider, social worker, legal assistance provider, pastoral counselor, mental health provider, or other professional from whom the victim has sought assistance; medical or dental records; court records or law enforcement records; or written certification by the program participant to whom the violence occurred or by the head of household; and
 - 1.2.20.1.3.2. The reasonable belief of imminent threat of further domestic violence, dating violence, or sexual assault or stalking, which would include threats from a third-party, such as a friend or

New Hampshire Department of Health and Human Services
Continuum of Care CRH

EXHIBIT B, Amendment #2

family member of the perpetrator of the violence. This may be written observation by the housing or service provider; a letter or other documentation from a victim service provider, social worker, legal assistance provider, pastoral counselor, mental health provider, or other professional from whom the victim has sought assistance; current restraining order; recent court order or other court records; law enforcement report or records; communication records from the perpetrator of the violence or family members or friends of the perpetrator of the violence, including emails, voicemails, text messages, and social media posts; or a written certification by the program participant to whom the violence occurred or the head of household.

- 1.2.20.2. Records of Annual Income. For each program participant who receives housing assistance where rent or an occupancy charge is paid by the program participant, the Contractor must keep the following documentation of annual income:
 - 1.2.20.2.1. Income evaluation form specified by HUD and completed by the Contractor;
 - 1.2.20.2.2. Source documents, which include but are not limited to:
 - 1.2.20.2.2.1. Most recent wage statement;
 - 1.2.20.2.2.2. Unemployment compensation statement;
 - 1.2.20.2.2.3. Public benefits statement, and bank statements for the assets held by the program participant; and
 - 1.2.20.2.2.4. Income received before the date of the evaluation.
 - 1.2.20.2.3. To the extent that source documents are unobtainable, a written statement by a relevant third party, which may include an employer or a government benefits administrator, or the written

Initial


New Hampshire Department of Health and Human Services
Continuum of Care CRH

EXHIBIT B, Amendment #2

certification by the Contractor's intake staff of the oral verification by the relevant third party of the income the program participant received over the most recent period; or

1.2.20.2.4. To the extent that source documents and third-party verification are unobtainable, the written certification by the program participant of the amount of income that the program participant is reasonably expected to receive over the three (3) month period following the evaluation.

1.2.20.3. Program Participant Records. In addition to evidence of homelessness status or at-risk-of-homelessness status, as applicable, the Contractor must keep records for each program participant that document:

1.2.20.3.1. The services and assistance provided to that program participant, including evidence that the Contractor conducted an annual assessment of services for those program participants that remain in the program for more than a year and adjusted the service package accordingly, and including case management services as provided in 24 CFR 578.37(a)(1)(ii)(F); and

1.2.20.3.2. Where applicable, compliance with the termination of assistance requirement in 24 CFR 578.91.

1.2.20.4. Housing Standards. The Contractor must retain documentation of compliance with the housing standards in 24 CFR 578.75(b), including inspection reports.

1.2.20.5. Services Provided. The Contractor must document the types of supportive services provided under the Contractor's program and the amounts spent on those services. The Contractor must keep documentation that the records were reviewed at least annually and that the service package offered to program participants was adjusted as necessary.

1.2.21. The Contractor must maintain records that document compliance with:

1.2.21.1. The organizational conflict-of-interest requirements in 24 CFR 578.95(c);

1.2.21.2. The CoC board conflict-of-interest requirements in 24 CFR 578.95(b); and

1.2.21.3. The other conflicts requirements in 24 CFR 578.95(d).

Initial


**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

- 1.2.22. The Contractor must develop, implement and retain a copy of the personal conflict-of-interest policy that complies with the requirements in 24 CFR 578.95, including records supporting any exceptions to the personal conflict-of-interest prohibitions.
- 1.2.23. The Contractor must comply and retain documentation of compliance with:
 - 1.2.23.1. The homeless participation requirements in accordance with 24 CFR 578.75(g);
 - 1.2.23.2. The faith-based activities requirements in accordance with 24 CFR 578.87(b);
 - 1.2.23.3. Requirements of 24 CFR 578.93(c) for affirmatively furthering fair housing by maintaining copies of all marketing, outreach, and other materials used to inform eligible persons of the program;
 - 1.2.23.4. Other federal requirements in 24 CFR 578.99, as applicable;
 - 1.2.23.5. Other records specified by HUD. The Contractor must keep other records as specified by HUD; and
 - 1.2.23.6. Procurement requirements in 24 CFR 85.36 and 24 CFR part 84.
- 1.2.24. Confidentiality. In addition to meeting specific confidentiality and security requirements for HMIS data (76 FR 76917), the Contractor must develop and implement written procedures to ensure:
 - 1.2.24.1. All records containing protected identifying information of any participant who applies for and/or receives CoC assistance are kept secure and confidential;
 - 1.2.24.2. The address or location of any family violence project, assisted with CoC funds, are not made public, except with written authorization of the person responsible for the operation of the project; and
 - 1.2.24.3. The address or location of any housing of a program participant is not made public, except as provided under a preexisting privacy policy of the recipient or sub recipient and consistent with state and local laws regarding privacy and obligations of confidentiality.

1.3. Contract Administration

- 1.3.1. The Contractor must have appropriate levels of staff to attend all meetings or trainings requested by the Department's Bureau of Homeless Services (BHS), including training in data security and confidentiality, according to state and federal laws. To the extent possible, BHS must notify the Contractor of the need to attend such meetings five (5) working days in advance of each meeting.
- 1.3.2. The Contractor must inform the Department of any staffing changes within thirty (30) days of the change.

**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

- 1.3.3. Upon request by the Department, the Contractor must participate with the Department in a review, onsite or remotely at the Department's discretion, of the Contractor's participant files and at least one month of financial data to ensure compliance with the contractual objectives.

1.4. Reporting Requirements

- 1.4.1. The Contractor must submit an Annual Performance Report (APR) to the Department within thirty (30) days after the Contract Completion Date on the form required, or specified, by the Department.
- 1.4.2. The Contractor must ensure the APR is submitted to electronically as directed by the Department.
- 1.4.3. The Contractor must ensure the APR includes a summary of aggregate results of the project activities, consistent with the format proposed in the Contractor's application submitted to HUD for the relevant fiscal year COC Notice of Funding Opportunity (NOFO).
- 1.4.4. The Contractor must submit other reports as requested by the Department in compliance with NH HMIS policy and/or Department policies and procedures.
- 1.4.5. The Contractor may be required to collect and share data with the Department, in a format specified by the Department, for the provision of other key data and metrics, including client-level demographic, performance, and service data.

1.5. Background Checks

- 1.5.1. Prior to permitting any individual to provide services under this Agreement, the Contractor must ensure that said individual has undergone:
 - 1.5.1.1. A criminal background check, at the Contractor's expense, and has no convictions for crimes that represent evidence of behavior that could endanger individuals served under this Agreement;
 - 1.5.1.2. A name search of the Department's Bureau of Elderly and Adult Services (BEAS) State Registry, pursuant to RSA 161-F:49, with results indicating no evidence of behavior that could endanger individuals served under this Agreement; and
 - 1.5.1.3. A name search of the Department's Division for Children, Youth and Families (DCYF) Central Registry pursuant to RSA 169-C:35, with results indicating no evidence of behavior that could endanger individuals served under this Agreement.

1.6. Confidential Data

- 1.6.1. The Contractor must meet all information security and privacy requirements as set by the Department and in accordance with the Department's Information Security Requirements Exhibit as referenced below.

Initial


**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

1.6.2. The Contractor must ensure any individuals involved in delivering services through this Agreement contract sign an attestation agreeing to access, view, store, and discuss Confidential Data in accordance with federal and state laws and regulations and the Department's Information Security Requirements Exhibit. The Contractor must ensure said individuals have a justifiable business need to access confidential data. The Contractor must provide attestations upon Department request.

1.7. Privacy Impact Assessment

1.7.1. Upon request, the Contractor must allow and assist the Department in conducting a Privacy Impact Assessment (PIA) of its system(s)/application(s)/web portal(s)/website(s) or Department system(s)/application(s)/web portal(s)/website(s) hosted by the Contractor, if Personally Identifiable Information (PII) is collected, used, accessed, shared, or stored. To conduct the PIA the Contractor must provide the Department access to applicable systems and documentation sufficient to allow the Department to assess, at minimum, the following:

- 1.7.1.1. How PII is gathered and stored;
- 1.7.1.2. Who will have access to PII;
- 1.7.1.3. How PII will be used in the system;
- 1.7.1.4. How individual consent will be achieved and revoked; and
- 1.7.1.5. Privacy practices.

1.7.2. The Department may conduct follow-up PIAs in the event there are either significant process changes or new technologies impacting the collection, processing or storage of PII.

1.8. Department Owned Devices, Systems and Network Usage

1.8.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to use a Department issued device (e.g. computer, tablet, mobile telephone) or access the Department network in the fulfillment of this Agreement, must:

- 1.8.1.1. Sign and abide by applicable Department and New Hampshire Department of Information Technology (NH DoIT) use agreements, policies, standards, procedures and guidelines, and complete applicable trainings as required;
- 1.8.1.2. Use the information that they have permission to access solely for conducting official Department business and agree that all other use or access is strictly forbidden including, but not limited, to personal or other private and non-Department use, and that at no

**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

- time shall they access or attempt to access information without having the express authority of the Department to do so;
- 1.8.1.3. Not access or attempt to access information in a manner inconsistent with the approved policies, procedures, and/or agreement relating to system entry/access;
 - 1.8.1.4. Not copy, share, distribute, sub-license, modify, reverse engineer, rent, or sell software licensed, developed, or being evaluated by the Department, and at all times must use utmost care to protect and keep such software strictly confidential in accordance with the license or any other agreement executed by the Department;
 - 1.8.1.5. Only use equipment, software, or subscription(s) authorized by the Department's Information Security Office or designee;
 - 1.8.1.6. Not install non-standard software on any Department equipment unless authorized by the Department's Information Security Office or designee;
 - 1.8.1.7. Agree that email and other electronic communication messages created, sent, and received on a Department-issued email system are the property of the Department of New Hampshire and to be used for business purposes only. Email is defined as "internal email systems" or "Department-funded email systems."
 - 1.8.1.8. Agree that use of email must follow Department and NH DoIT policies, standards, and/or guidelines; and
 - 1.8.1.9. Agree when utilizing the Department's email system:
 - 1.8.1.9.1. To only use a Department email address assigned to them with a "@ affiliate.DHHS.NH.Gov".
 - 1.8.1.9.2. Include in the signature lines information identifying the End User as a non-Department workforce member; and
 - 1.8.1.9.3. Ensure the following confidentiality notice is embedded underneath the signature line:

CONFIDENTIALITY NOTICE: "This message may contain information that is privileged and confidential and is intended only for the use of the individual(s) to whom it is addressed. If you receive this message in error, please notify the sender immediately and delete this electronic message and any attachments from your system. Thank you for your cooperation."

Initial


**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

- 1.8.1.10. Contractor End Users with a Department issued email, access or potential access to Confidential Data, and/or a workspace in a Department building/facility, must:
 - 1.8.1.10.1. Complete the Department's Annual Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.
 - 1.8.1.10.2. Sign the Department's Business Use and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.
 - 1.8.1.10.3. Only access the Department's intranet to view the Department's Policies and Procedures and Information Security webpages.
- 1.8.1.11. Contractor agrees, if any End User is found to be in violation of any of the above terms and conditions, said End User may face removal from the Agreement, and/or criminal and/or civil prosecution, if the act constitutes a violation of law.
- 1.8.1.12. Contractor agrees to notify the Department a minimum of three business days prior to any upcoming transfers or terminations of End Users who possess Department credentials and/or badges or who have system privileges. If End Users who possess Department credentials and/or badges or who have system privileges resign or are dismissed without advance notice, the Contractor agrees to notify the Department's Information Security Office or designee immediately.

1.8.2. Workspace Requirement

- 1.8.2.1. If applicable, the Department will work with Contractor to determine requirements for providing necessary workspace and State equipment for its End Users.

1.9. Contract End-of-Life Transition Services

1.9.1. General Requirements

- 1.9.1.1. If applicable, upon termination or expiration of the Agreement the parties agree to cooperate in good faith to effectuate a smooth secure transition of the Services from the Contractor to the Department and, if applicable, the Contractor engaged by the Department to assume the Services previously performed by the Contractor for this section the new Contractor shall be known as "Recipient"). Ninety (90) days prior to the end-of the contract or

**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

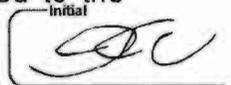
EXHIBIT B, Amendment #2

unless otherwise specified by the Department, the Contractor must begin working with the Department and if applicable, the new Recipient to develop a Data Transition Plan (DTP). The Department shall provide the DTP template to the Contractor.

- 1.9.1.2. The Contractor must use reasonable efforts to assist the Recipient, in connection with the transition from the performance of Services by the Contractor and its End Users to the performance of such Services. This may include assistance with the secure transfer of records (electronic and hard copy), transition of historical data (electronic and hard copy), the transition of any such Service from the hardware, software, network and telecommunications equipment and internet-related information technology infrastructure ("Internal IT Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.
- 1.9.1.3. If a system, database, hardware, software, and/or software licenses (Tools) was purchased or created to manage, track, and/or store Department Data in relationship to this contract said Tools will be inventoried and returned to the Department, along with the inventory document, once transition of Department Data is complete.
- 1.9.1.4. The internal planning of the Transition Services by the Contractor and its End Users shall be provided to the Department and if applicable the Recipient in a timely manner. Any such Transition Services shall be deemed to be Services for purposes of this Agreement.
- 1.9.1.5. Should the data Transition extend beyond the end of the Agreement, the Contractor agrees that the Information Security Requirements, and if applicable, the Department's Business Associate Agreement terms and conditions remain in effect until the Data Transition is accepted as complete by the Department.
- 1.9.1.6. In the event where the Contractor has comingled Department Data and the destruction or Transition of said data is not feasible, the Department and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.9.2. Completion of Transition Services

- 1.9.2.1. Each service or Transition phase shall be deemed completed (and the Transition process finalized) at the end of 15 business days after the product, resulting from the Service, is delivered to the



**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

Department and/or the Recipient in accordance with the mutually agreed upon Transition plan, unless within said 15 business day term the Contractor notifies the Department of an issue requiring additional time to complete said product.

1.9.2.2. Once all parties agree the data has been migrated the Contractor will have 30 days to destroy the data per the terms and conditions of the Department's Information Security Requirements Exhibit.

1.9.3. Disagreement over Transition Services Results

1.9.3.1. In the event the Department is not satisfied with the results of the Transition Service, the Department shall notify the Contractor, in writing, stating the reason for the lack of satisfaction within 15 business days of the final product or at any time during the data Transition process. The Parties shall discuss the actions to be taken to resolve the disagreement or issue. If an agreement is not reached, at any time the Department shall be entitled to initiate actions in accordance with the Agreement.

2. Exhibits Incorporated

- 2.1. The Contractor must use and disclose Protected Health Information in compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit I, Business Associate Agreement, which has been executed by the parties.
- 2.2. The Contractor must manage all confidential data related to this Agreement in accordance with the terms of Exhibit K, DHHS Information Security Requirements.
- 2.3. The Contractor must comply with all Exhibits D through K, which are attached hereto and incorporated by reference herein.

3. Additional Terms

3.1. Impacts Resulting from Court Orders or Legislative Changes

3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

3.2. Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services (CLAS)

3.2.1. The Contractor must submit, within ten (10) days of the Agreement Effective Date, a detailed description of the communication access and language assistance services to be provided to ensure meaningful access to programs and/or services to individuals with limited English proficiency;

**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

individuals who are deaf or have hearing loss; individuals who are blind or have low vision; and individuals who have speech challenges.

3.3. Credits and Copyright Ownership

- 3.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of this Agreement must include the following statement, "The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."
- 3.3.2. All materials produced or purchased under this Agreement must have prior approval from the Department before printing, production, distribution or use.
- 3.3.3. The Department must retain copyright ownership for any and all original materials produced, including, but not limited to:
 - 3.3.3.1. Brochures;
 - 3.3.3.2. Resource directories;
 - 3.3.3.3. Protocols or guidelines;
 - 3.3.3.4. Posters; and
 - 3.3.3.5. Reports
- 3.3.4. The Contractor must not reproduce any materials produced under this Agreement without prior written approval from the Department.

3.4. Operation of Facilities: Compliance with Laws and Regulations

- 3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

Initial


**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

3.5. Eligibility Determinations

- 3.5.1. If the Contractor is permitted to determine the eligibility of individuals, youth, and/ or families such eligibility verifications must be made in accordance with applicable federal and state laws, regulations, orders, guidelines, policies and procedures.
- 3.5.2. Eligibility determinations must be made on forms provided, or required by the Department for that purpose and must be made and remade, or reissued at such times as are prescribed by the Department.
- 3.5.3. In addition to the determination forms required by the Department, the Contractor must maintain a data file on each participant of services hereunder, which file must include all information necessary to support an eligibility determination and such other information as the Department requests. The Contractor must furnish the Department with all forms and documentation regarding eligibility determinations that the Department may request or require.
- 3.5.4. The Contractor understands that all applicants for services hereunder, as well as individuals declared ineligible have a right to a fair hearing regarding that determination. The Contractor hereby covenants and agrees that all applicants for services must be permitted to fill out an application form and that each applicant or re-applicant must be informed of his/her right to a fair hearing in accordance with applicable regulations.

4. Records

- 4.1. The Contractor must keep records that include, but are not limited to:
 - 4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.
 - 4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
 - 4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, which records must include all records of application and eligibility (including all forms required to determine eligibility for each such recipient), records regarding the provision of services and all invoices submitted to the Department to obtain payment for such services.

**New Hampshire Department of Health and Human Services
Continuum of Care CRH**

EXHIBIT B, Amendment #2

- 4.2. Period of Record Retention. The Contractor must ensure all records, originals or copies made by microfilming, photocopying, or other similar methods, pertaining to CoC funds are retained for five (5) years following the Contract Completion Date and receipt of final payment by the Contractor, unless records are otherwise required to be maintained for a period in excess of the five (5) year period according to state or federal law or regulation.
- 4.3. During the term of this Agreement and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives must have access to all reports and records maintained pursuant to this Agreement for purposes of audit, examination, excerpts and transcripts.
- 4.4. If, upon review of the Final Expenditure Report, the Department must disallow any expenses claimed by the Contractor as costs hereunder, the Department retains the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

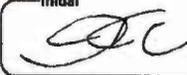
Cross Roads House
CoC Funds - NH0095L1T002409

Activity Name	SFY2026 - 8/1/25-6/30/26								
	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Rental Assistance	\$ 420,728	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 420,728	\$ -	\$ -
Supportive Services	\$ 66,417	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,417	\$ -	\$ -
Administration	\$ 8,186	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,186	\$ -	\$ -
25% Required Match	\$ 123,833	\$ -	\$ -	\$ 123,833	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL HUD FUNDS/BALANCE	\$ 619,164	\$ -	\$ -	\$ 123,833	\$ -	\$ -	\$ 495,331	\$ -	\$ -

Activity Name	SFY2027 - 7/1/26-7/31/26								
	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Rental Assistance	\$ 38,248	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,248	\$ -	\$ -
Supportive Services	\$ 6,038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,038	\$ -	\$ -
Administration	\$ 744	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 744	\$ -	\$ -
25% Required Match	\$ 11,258	\$ -	\$ -	\$ 11,258	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL HUD FUNDS/BALANCE	\$ 56,288	\$ -	\$ -	\$ 11,258	\$ -	\$ -	\$ 45,030	\$ -	\$ -

Activity Name	TOTAL - 8/1/25-7/31/26								
	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Rental Assistance	\$ 458,976	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 458,976	\$ -	\$ -
Supportive Services	\$ 72,455	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,455	\$ -	\$ -
Administration	\$ 8,930	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,930	\$ -	\$ -
25% Required Match	\$ 135,090	\$ -	\$ -	\$ 135,090	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL HUD FUNDS/BALANCE	\$ 675,451	\$ -	\$ -	\$ 135,090	\$ -	\$ -	\$ 540,361	\$ -	\$ -

Total W/O Match \$ 540,361

Contractor Initials 
Date 1/8/2026

State of New Hampshire

Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that CROSS ROADS HOUSE, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on March 24, 1982. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 62166

Certificate Number : 0007361115



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 5th day of January A.D. 2026.

A handwritten signature in black ink, appearing to read "David M. Scanlan", is written over a faint circular stamp.

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, Jason D. Gregoire, hereby certify that:
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of Cross Roads House
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on November 25, 2025, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Anna Kay Vorsteg (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of Cross Roads House to enter into contracts or agreements with the State
(Name of Corporation/ LLC)

of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority was **valid thirty (30) days prior to and remains valid for thirty (30) days** from the date of this Certificate of Authority. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

Dated: December 31, 2025


Jason Gregoire (Dec 31, 2025 13:34:14 EST)

Signature of Elected Officer
Name: Jason D. Gregoire
Title: Secretary

NONPROFIT COVER SHEET

A. Entity Name: Cross Roads House, Inc.

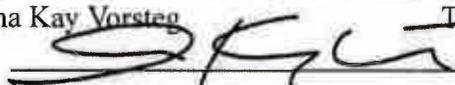
B. Entity's Contact Information:

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Amy Levine/ 603-436-2218 ext.104/ A.levine@crossroadshouse.org

Person responsible for Accuracy and Completeness of information provided:

Name: Anna Kay Vorsteg Title: Chief Exec. Officer

Signature: 

C. List Board of Directors and Affiliations

<u>Name (Identify any additional role(s) in Parentheses)</u> E.g., John Doe (President)	<u>Affiliations</u>
Chuck Silva (President)	Retired
Vanda Moore (Vice President)	Sprague Energy
Jason Gregoire (Secretary)	Sheehan Phinney
Bob Brown (Treasurer)	Self employed/consultant
Michael Adams	Architect
Michael Ambrogi	Novocure
Bob Bear	Retired
Chris Bellmare	Arista Networks
Suzanne Bresette	Stratoge Partners
Ken Cohen	Psychiatrist
Denis Dillon	McLane Middleton
Kathryn Drew	Merrill Lynch Wealth Management/Bank of America Corp.
Michael Dvorak	Service Credit Union
Brian Gibb	Drummond Group
Steve Goddard	Retired
Shaun Mathews	Retired
Teresa Palmer	State of NH
Maggie Randolph	GSD Studios, LLC
Lex Scourby	Chicken of the Sea Frozen Foods
Ben St. Jean	Clipper Strategic Consulting, LLC
Rob Stevens	Rector, St. John's Episcopal Church
Bruce Yohr	AEMC

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached):

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
Anna K Vorsteg	CEO	\$150,000	0
Christine Stover	COO	\$123,300	0

Tammy Whalen	Dir of Housing Success	\$85,000	\$11,900
Stephanie Bacon	Finance Director	\$82,750	\$3,310

DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY

E. Check one of the following:

- [x] The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**
 - [] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).
-
-
-

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

- [X] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**
- [] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- [] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

** Note: Attached screen shot from the DOJ Registered Charities List found at:

<https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf>

3207	Shen Road's House, Inc.	500 Lafayette Road	Portsmouth	NH	03801	G	11/15/2025
------	-------------------------	--------------------	------------	----	-------	---	------------

FINANCIAL DISCLOSURES

G. Check one the following:

- [X] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**
- [] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**
- [] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

	<u>Revenue</u>		<u>Expenses</u>
<i>Grants</i>	\$	<i>Compensation of officers, directors, and key personnel</i>	\$
<i>Donations</i>	\$		
<i>Program Services Revenue</i>	\$	<i>Other salaries & wages</i>	\$
<i>Interest & Dividends</i>	\$	<i>Payroll taxes & employee benefits</i>	\$
<i>All other Revenue</i>	\$	<i>Occupancy, rent, utilities, and insurance</i>	\$
<u>Total Revenue</u>	\$	<i>Printing, publications, postage, office supplies, and IT</i>	\$
		<i>All other expenses</i>	\$
		<u>Total Expenses</u>	\$

2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash & Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property & Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		

Cross Roads House Mission:

At Cross Roads House:

- We protect men, women and children experiencing homelessness in the Greater Seacoast area 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.



FINANCIAL STATEMENTS

June 30, 2024 and 2023
With Independent Auditor's Report





INDEPENDENT AUDITOR'S REPORT

Board of Directors
Cross Roads House, Inc.

Opinion

We have audited the accompanying financial statements of Cross Roads House, Inc. (the Organization), which comprise the statements of financial position as of June 30, 2024 and 2023, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Organization as of June 30, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with U.S. generally accepted accounting principles (U.S. GAAP).

Basis for Opinion

We conducted our audits in accordance with U.S. generally accepted auditing standards (U.S. GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Change in Accounting Principle

As discussed in Note 1 to the financial statements, the Organization adopted Financial Accounting Standards Board Accounting Standards Update 2016-13, *Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*, and related guidance as amended, during the year ended June 30, 2024. Our opinion is not modified with respect to that matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Board of Directors
Cross Roads House, Inc.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with U.S. GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with U.S. GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Berry Dunn McNeil & Parker, LLC

Manchester, New Hampshire
November 4, 2024

CROSS ROADS HOUSE, INC.
Statements of Financial Position
June 30, 2024 and 2023

	<u>2024</u>	<u>2023</u>
ASSETS		
Current assets		
Cash	\$ 2,670,774	\$ 1,766,126
Tenant accounts receivable	-	91
Grants receivable	505,942	180,597
Prepaid expenses and other current assets	<u>81,696</u>	<u>40,385</u>
Total current assets	3,258,412	1,987,199
Tenant security deposits	-	6,384
Property and equipment, net	4,294,585	4,807,393
Investments	3,479,469	3,092,702
Beneficial interest in an agency fund	<u>154,076</u>	<u>142,633</u>
Total assets	<u>\$ 11,186,542</u>	<u>\$ 10,036,311</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Current portion of long-term debt	\$ 13,066	\$ 23,213
Accounts payable and accrued expenses	60,889	38,802
Accrued payroll and related amounts	<u>126,058</u>	<u>74,624</u>
Total current liabilities	200,013	136,639
Tenant security deposits	-	6,384
Long-term debt, net	<u>237,480</u>	<u>487,822</u>
Total liabilities	<u>437,493</u>	<u>630,845</u>
Net assets		
Without donor restrictions		
Board-designated	3,263,860	2,887,702
Undesignated	<u>7,269,580</u>	<u>6,312,764</u>
Total without donor restrictions	10,533,440	9,200,466
With donor restrictions	<u>215,609</u>	<u>205,000</u>
Total net assets	<u>10,749,049</u>	<u>9,405,466</u>
Total liabilities and net assets	<u>\$ 11,186,542</u>	<u>\$ 10,036,311</u>

The accompanying notes are an integral part of these financial statements.

CROSS ROADS HOUSE, INC.

Statements of Activities

Years Ended June 30, 2024 and 2023

	2024			2023		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and support						
Government grants	\$ 1,647,993	\$ -	\$ 1,647,993	\$ 1,443,520	\$ -	\$ 1,443,520
Town warrants	97,450	-	97,450	94,950	-	94,950
Contributions	1,516,537	-	1,516,537	1,589,677	-	1,589,677
Rental income	59,950	-	59,950	74,584	-	74,584
Fundraising, net of direct expense of \$52,698 and \$107,049, respectively	617,256	-	617,256	526,422	-	526,422
Gain from sale of property and equipment	149,691	-	149,691	-	-	-
Other revenue	113,430	-	113,430	-	-	-
Net assets released from restrictions	-	-	-	150,000	(150,000)	-
Total revenue and support	4,202,307	-	4,202,307	3,879,153	(150,000)	3,729,153
Expenses						
Program services	2,521,264	-	2,521,264	2,325,855	-	2,325,855
General and administrative	445,930	-	445,930	598,659	-	598,659
Fundraising	353,431	-	353,431	318,320	-	318,320
Total expenses	3,320,625	-	3,320,625	3,242,834	-	3,242,834
Change in net assets from operations	881,682	-	881,682	636,319	(150,000)	486,319
Other changes						
Investment return, net of fees	451,292	10,609	461,901	218,574	-	218,574
Contributions for long-term purposes	-	-	-	-	205,000	205,000
Total other changes	451,292	10,609	461,901	218,574	205,000	423,574
Change in net assets	1,332,974	10,609	1,343,583	854,893	55,000	909,893
Net assets, beginning of year	9,200,466	205,000	9,405,466	8,345,573	150,000	8,495,573
Net assets, end of year	\$ 10,533,440	\$ 215,609	\$ 10,749,049	\$ 9,200,466	\$ 205,000	\$ 9,405,466

The accompanying notes are an integral part of these financial statements.

CROSS ROADS HOUSE, INC.
Statements of Functional Expenses
Years Ended June 30, 2024 and 2023

	2024				2023			
	Program Services	General and Administrative	Fundraising	Total	Program Services	General and Administrative	Fundraising	Total
Salaries and benefits								
Management salaries	\$ -	\$ 228,465	\$ -	\$ 228,465	\$ 122,967	\$ 220,536	\$ 83,435	\$ 426,938
Salaries and wages	1,195,134	28,456	199,189	1,422,779	922,436	107,198	56,752	1,086,386
Employee benefits	159,518	26,586	18,406	204,510	119,884	29,560	14,780	164,224
Payroll taxes	101,714	21,190	18,365	141,269	126,794	31,264	15,632	173,690
Total salaries and benefits	1,456,366	304,697	235,960	1,997,023	1,292,081	388,558	170,599	1,851,238
Other expenses								
Professional fees	1,262	46,860	-	48,122	7,419	13,396	-	20,815
Bad debt	-	1,232	2,875	4,107	-	7,176	16,745	23,921
Office and administration	104,697	75,367	74,957	255,021	26,881	66,408	64,830	158,119
Utilities	97,374	4,188	3,141	104,703	88,063	23,417	11,671	123,151
Repairs and maintenance	231,231	-	-	231,231	257,172	45,575	22,787	325,534
Interest	25,817	538	538	26,893	22,199	5,474	2,737	30,410
Insurance	25,530	1,098	824	27,452	46,589	11,488	5,744	63,821
Food	-	-	-	-	31,414	-	-	31,414
COVID expenses	-	-	-	-	57,457	-	-	57,457
Residential services	359,524	-	-	359,524	341,107	-	-	341,107
Volunteer and board development	-	-	-	-	-	-	3,583	3,583
Miscellaneous	9,361	2,096	27,809	39,266	-	-	-	-
Depreciation	203,489	8,752	6,564	218,805	150,204	37,038	18,518	205,760
Staff and program development	6,613	1,102	763	8,478	5,269	129	1,106	6,504
Total expenses	\$ 2,521,264	\$ 445,930	\$ 353,431	\$ 3,320,625	\$ 2,325,855	\$ 598,659	\$ 318,320	\$ 3,242,834

The accompanying notes are an integral part of these financial statements.

CROSS ROADS HOUSE, INC.**Statements of Cash Flows****Years Ended June 30, 2024 and 2023**

	<u>2024</u>	<u>2023</u>
Cash flows from operating activities		
Change in net assets	\$ 1,343,583	\$ 909,893
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Net realized and unrealized investment gain on investments	(336,623)	(135,981)
Gain from sale of property	(149,691)	-
Contributions for long-term purposes	-	(205,000)
Depreciation	218,805	205,760
Amortization	162	162
Change in operating assets and liabilities		
Tenant accounts receivable	91	6,210
Grants receivable	(325,345)	(84,896)
Contributions receivable	-	15,867
Prepaid expenses and other current assets	(41,311)	7,621
Accounts payable and accrued expenses	22,087	1,038
Accrued payroll and related amounts	<u>51,434</u>	<u>31,788</u>
Net cash provided by operating activities	<u>783,192</u>	<u>752,462</u>
Cash flows from investing activities		
Purchases of investments	(50,144)	(899,837)
Change in beneficial interest in an agency fund	(11,443)	1,834
Purchase of property and equipment	(106,306)	(112,761)
Proceeds from sale of property and equipment	<u>550,000</u>	<u>-</u>
Net cash provided (used) by investing activities	<u>382,107</u>	<u>(1,010,764)</u>
Cash flows from financing activities		
Principal payments on long-term debt	(260,651)	(22,726)
Contributions received for long-term purposes	<u>-</u>	<u>205,000</u>
Net cash (used) provided by financing activities	<u>(260,651)</u>	<u>182,274</u>
Net change in cash	904,648	(76,028)
Cash, beginning of year	<u>1,766,126</u>	<u>1,842,154</u>
Cash, end of year	<u>\$ 2,670,774</u>	<u>\$ 1,766,126</u>

The accompanying notes are an integral part of these financial statements.

CROSS ROADS HOUSE, INC.

Notes to Financial Statements

June 30, 2024 and 2023

Organization

Cross Roads House, Inc. (the Organization), was organized March 24, 1982, under the laws of the State of New Hampshire. Operations of the Organization commenced on January 1, 1984. The purpose of the Organization is to provide safe and supportive emergency and transitional shelter to individuals and families experiencing homelessness in southeastern New Hampshire.

1. Summary of Significant Accounting Policies

A summary of the Organization's significant accounting policies consistently applied in the preparation of the accompanying financial statements in accordance with U.S. generally accepted accounting principles (U.S. GAAP) follows:

Recently Adopted Accounting Pronouncement

Financial Accounting Standards Board (FASB) issued Accounting Standards Update No. 2016-13, *Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*, and related guidance as amended, which replaces the incurred loss methodology with an expected loss methodology that is referred to as the current expected credit loss (CECL) methodology. The measurement of expected credit losses under the CECL methodology is applicable to financial assets measured at amortized cost. The adoption of Topic 326 during the year ended June 30, 2024 did not have an impact on the financial statements of the Organization.

Basis of Presentation

Net assets and revenues, expenses, gains and losses are classified as follows based on the existence or absence of donor-imposed restrictions:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of the Organization's management and the Board of Directors.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions are to be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity. At June 30, 2024 and 2023, the Organization did not have any funds to be maintained in perpetuity. At June 30, 2024 and 2023, the balance in net assets with donor restrictions was made up entirely from net assets that are temporarily restricted in nature from a single donor. The fund are to be used to fund clothing and shoe purchases for residents.

CROSS ROADS HOUSE, INC.

Notes to Financial Statements

June 30, 2024 and 2023

All contributions are considered to be contributions without donor restrictions unless specifically restricted by the donor. Amounts received that are designated for future periods or restricted by the donor for specific purposes are reported as increases in net assets with donor restrictions. When a donor restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions. Contributions with donor restrictions whose restrictions are met in the same year as received are reflected as net assets without donor restrictions in the accompanying financial statements.

The Organization reports contributions of property or equipment as support without donor restrictions, unless explicit donor stipulations specify how the donated assets must be used. Contributions of long-lived assets with explicit restrictions that specify how the assets are to be used and contributions of cash or other assets that must be used to acquire long-lived assets are reported as contributions for long-term purposes with donor restrictions. Absent explicit donor stipulations about how those long-lived assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service.

Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash

The Organization considers all highly liquid investments with an original maturity date of less than three months to be cash equivalents for the purposes of the statements of cash flows. At June 30, 2024 and 2023, the Organization did not have any funds considered to be a cash equivalent.

Tenant Accounts, Grants and Contributions Receivable

Tenant accounts, grants and contributions receivable are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts through a charge to current year earnings and a credit to a valuation allowance based on its analysis of the Organization's past history and identification of trends for all funding sources in the aggregate. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to the related receivable. As of June 30, 2024 and 2023, management determined an allowance for uncollectible accounts was not necessary for tenant accounts, grants or contributions receivable.

CROSS ROADS HOUSE, INC.

Notes to Financial Statements

June 30, 2024 and 2023

Property and Equipment

Property and equipment are recorded at cost or, if donated, at their estimated value at date of receipt. Depreciation is calculated using the straight-line method over the estimated useful lives of the related assets as follows:

<u>Description</u>	<u>Estimated Lives</u>
Land improvements	15 years
Buildings and building improvements	15 - 40 years
Furniture, equipment and vehicles	7 - 10 years

Investments

Investments are stated at fair value, with the difference between cost and fair value being included in unrealized gains (losses) on investments. Interest income is recorded on the accrual basis. Dividend income is recorded on the ex-dividend date. Purchases and sales of investments are recorded on a trade date basis. Realized gains (losses) on investments sold are calculated using the average cost method.

Change in Net Assets from Operations

The statement of activities includes a measure of change in net assets from operations. Changes in net assets which are excluded from change in net assets from operations include investment return, net of the amounts distributed pursuant to the Organization's spending policy and investment fees, contributions or grant revenue which are donor restricted, and the release thereof when the Organization has complied with the donative restrictions.

Functional Allocation of Expenses

The costs of the various programs and other activities have been summarized on a functional basis. Accordingly, costs have been allocated among the programs and supporting services benefited.

Income Taxes

The Organization is a not-for-profit corporation under Section 501(c)(3) of the Internal Revenue Code (Code) and is exempt from income taxes on related income pursuant to Section 501(a) of the Code.

Subsequent Events

For purposes of the presentation of these financial statements in conformity with U.S. GAAP, the Organization has considered transactions or events occurring through November 4, 2024, which was the date that the financial statements were available to be issued.

CROSS ROADS HOUSE, INC.

Notes to Financial Statements

June 30, 2024 and 2023

2. Availability and Liquidity of Financial Assets

The Organization regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to optimize the investment of its available funds. The Organization has various sources of liquidity at its disposal, including cash and a line of credit, as disclosed in Note 6.

For purposes of analyzing resources available to meet general expenditures over a 12-month period, the Organization considers all expenditures related to its ongoing activities and general and administration, as well as the conduct of services undertaken to support those activities to be general expenditures.

In addition to financial assets available to meet general expenditures over the next 12 months, the Organization operates with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures not covered by donor-restricted resources.

The following financial assets are expected to be available within one year of the statements of financial position date to meet general expenditures:

	<u>2024</u>	<u>2023</u>
Cash	\$ 2,670,774	\$ 1,766,126
Tenant accounts receivable	-	91
Grants receivable	<u>505,942</u>	<u>180,597</u>
Financial assets available within one year for general expenditure	<u>\$ 3,176,716</u>	<u>\$ 1,946,814</u>

The Organization has board-designated investments that are intended to support general operations at the discretion of the Board of Directors. Since the Board of Directors does not currently intend to use these board-designated investments and is expected to maintain these funds for a long-term purpose, they have not been included in the information above.

3. Property and Equipment

Property and equipment consisted of the following:

	<u>2024</u>	<u>2023</u>
Land	\$ 213,195	\$ 458,291
Land improvements	4,071	4,071
Buildings and building improvements	6,154,329	6,262,849
Furniture, equipment and vehicles	<u>565,625</u>	<u>536,348</u>
	6,937,220	7,261,559
Less accumulated depreciation	<u>(2,642,635)</u>	<u>(2,454,166)</u>
Property and equipment, net	<u>\$ 4,294,585</u>	<u>\$ 4,807,393</u>

CROSS ROADS HOUSE, INC.

Notes to Financial Statements

June 30, 2024 and 2023

4. Beneficial Interest in an Agency Fund

The Organization is a beneficiary of an agency fund maintained at the New Hampshire Charitable Foundation (NHCF). Pursuant to the terms of the resolution establishing this agency fund, property contributed by the Organization to NHCF is held as a separate fund designated for the benefit of the Organization. The Board of Directors of NHCF do not have the power to redesignate the funds contributed by the Organization. At June 30, 2024 and 2023, the estimated value of the future distributions from the agency fund in the amount of \$154,076 and \$142,633, respectively, is included in the statements of financial position as beneficial interest in an agency fund.

5. Fair Value Measurement

FASB Accounting Standards Codification (ASC) Topic 820, *Fair Value Measurement*, defines fair value as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. FASB ASC Topic 820 also establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

The standard describes three levels of inputs that may be used to measure fair value:

- Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets that the entity has the ability to access as of the measurement date.
- Level 2: Significant observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, and other inputs that are observable or can be corroborated by observable market data.
- Level 3: Significant unobservable inputs that reflect an entity's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

Assets measured at fair value on a recurring basis are summarized below:

	Fair Value Measurements at June 30, 2024 Using:			
	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Investments				
Cash equivalents	\$ 490,234	\$ 490,234	\$ -	\$ -
Equity securities	1,501,719	1,501,719	-	-
Exchange traded funds	1,340,816	1,340,816	-	-
Mutual funds	<u>146,700</u>	<u>146,700</u>	-	-
Total investments	<u>\$ 3,479,469</u>	<u>\$ 3,479,469</u>	<u>\$ -</u>	<u>\$ -</u>
Beneficial interest in an agency fund	<u>\$ 154,076</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 154,076</u>

CROSS ROADS HOUSE, INC.

Notes to Financial Statements

June 30, 2024 and 2023

	Fair Value Measurements at June 30, 2023 Using:			
	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Investments				
Cash equivalents	\$ 461,030	\$ 461,030	\$ -	\$ -
Equity securities	1,271,765	1,271,765	-	-
Exchange traded funds	967,681	967,681	-	-
Mutual funds	<u>392,226</u>	<u>392,226</u>	-	-
Total investments	<u>\$ 3,092,702</u>	<u>\$ 3,092,702</u>	<u>\$ -</u>	<u>\$ -</u>
Beneficial interest in an agency fund	<u>\$ 142,633</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 142,633</u>

The fair value of the Organization's beneficial interest in an agency fund is categorized as a level 3 measurement because the interest is not marketable. The fair value of the assets held in the agency fund is based on the quoted market prices of the underlying assets. Due to the level of risk associated with the fair value of the underlying securities and the level of uncertainty related to changes in their value, it is at least reasonably possible that changes in risks in the near term would materially affect the amounts reported in the statements of financial position. Changes in fair value of the Organization's beneficial interest in the agency fund consisted of:

	<u>2024</u>	<u>2023</u>
Balance, beginning of year	\$ 142,633	\$ 144,467
Investment return	17,790	4,566
NHCF fee	(940)	(957)
Distributions	<u>(5,407)</u>	<u>(5,443)</u>
Balance, end of year	<u>\$ 154,076</u>	<u>\$ 142,633</u>

6. Line of Credit

The Organization has established a \$300,000 line of credit with Provident Bank with a current interest rate of 8.5%. The interest rate is directly tied to the Wall Street Journal Prime Rate with no margin. Accordingly, any changes to this rate will change the Organization's line of credit rate. There was no outstanding balance as of June 30, 2024 and 2023.

CROSS ROADS HOUSE, INC.

Notes to Financial Statements

June 30, 2024 and 2023

7. Long-Term Debt

Long-term debt consisted of the following:

	<u>2024</u>	<u>2023</u>
Note payable to Provident Bank, due in monthly installments of \$1,293 including interest at 4.69%, through August 2037; collateralized by real estate.	\$ 153,684	\$ 160,402
Note payable to Provident Bank, due in monthly installments of \$953 including interest at 5.62%, through August 2037; collateralized by real estate.	98,986	104,586
Note payable paid off in 2024	<u>-</u>	<u>248,333</u>
	252,670	513,321
Less current portion	13,066	23,213
Less unamortized debt issuance costs	<u>2,124</u>	<u>2,286</u>
Long-term debt, net	<u>\$ 237,480</u>	<u>\$ 487,822</u>

Future minimum principal payments of long-term debt are as follows:

2025	\$ 13,066
2026	13,865
2027	14,712
2028	15,577
2029	16,935
Thereafter	<u>178,515</u>
	<u>\$ 252,670</u>

Cash paid for interest approximates interest expense.

8. Concentration of Credit Risk

For the years ended June 30, 2024 and 2023, approximately 39% and 39%, respectively, of revenue and support of the Organization was derived from government grants.

CROSS ROADS HOUSE, INC.

Notes to Financial Statements

June 30, 2024 and 2023

9. Greenleaf Apartments

The Organization owned a 12-unit single room occupancy building in Portsmouth, New Hampshire. The property was sold for \$550,000 in May 2024, resulting in a gain on the sale of property of \$149,691. For the years ended June 30, 2024 and 2023, rental income was \$59,950 and \$74,584, respectively, and rental expenses were \$37,552 and \$59,827, respectively. Rental expenses are included in the statements of functional expenses as program expenses.

Anna Kay Vorsteg

PROFESSIONAL SUMMARY

Seasoned executive with 35+ years in the nonprofit sector. Decisive leader, skilled group facilitator, and excellent team builder. Experienced convener of stakeholders with a demonstrated ability to inspire collective interest in common purpose and guide collaborative action in its pursuit. Proficient public speaker, engaging presenter.

WORK HISTORY

PRESIDENT AND CEO 03/2004 to 01/2024

The American Youth Foundation, St. Louis, MO; Tuftonboro, NH; Shelby, MI

- Led national, multi-site youth empowerment organization, serving as many as 7,000, young people and adults, per calendar year, through residential programs
- Lifted organization from deficit spending to sustained fiscal health through a two-pronged approach, involving reductions in spending, on one hand, and conceptualizing and leading a revenue growth strategy, on the other
- Grew organization from annual budget of \$3.5M to \$8M, expanding and diversifying program audiences and offerings,
- Built endowment from \$7M to \$40M, through annual fundraising, major gifts, and capital campaigns
- Strengthened program quality and results through a disciplined realignment with organization's mission, resulting in increased donor participation, strong client retention, and full enrollment for all seasons, across campuses, pre-pandemic
- Reorganized executive structure, dismantling national office and distributing leadership authority and responsibility across program campuses
- Deepened and broadened health team expertise across campuses, enabling programs to serve a broader array of participants with diverse physical and mental health needs
- Cultivated strong relationships with internal and external stakeholders to maximize collaborative efforts while serving as member of Executive Committee of the AYF Board of Directors, as well as liaison to Program and Education, Finance, Investment, Development, Risk Management, Human Resources, Strategic Planning, and Property and Maintenance Committees

EXECUTIVE DIRECTOR, MERROWVISTA EDUCATION CENTER 09/1994 to 03/2004

The American Youth Foundation, Center Tuftonboro, NH

- Established new relationships and partnerships with schools and community organizations throughout the Northeast
- Expanded scholarship program to include multiyear grants targeting underserved and under-resourced communities
- Convened roundtable sessions for parents and practitioners addressing pressing social issues, including poverty, substance abuse, social-emotional health, and gun violence
- Developed and implemented campus master plan to transform an aging infrastructure, addressing risk management, accessibility, sustainability, and program use concerns, while expanding capacity and enabling year-round operations
- Improved seasonal staff recruitment, training, and support, achieving a retention high of 80%, a benchmark for the camping industry in the Northeast

**WORK HISTORY
CONTINUED****SENIOR PROGRAM DIRECTOR, MERROWVISTA EDUCATION CTR 01/1990 to 09/1994
The American Youth Foundation, Center Tuftonboro, NH**

- Directed summer camps and founded year-round, residential community and school programs that inspire youth to discover and develop their personal best and make a positive difference in their communities
- Leveraged federal and foundation funds (e.g., USDOE Safe and Drug Free Schools and Annie E Casey Foundation grants) to underwrite programs for youth designed to improve health and wellness, academic performance, and self efficacy
- Designed and implemented mission-supporting, experience-based programs tailored to meet individual client needs including underserved populations and individuals with chronic health conditions
- Founded residential college internship program
- Established relationships and partnerships with institutions of higher education that served as feeder organizations for staff and intern talent

**PROGRAM DIRECTOR 08/1988 to 08/1989
Cal-Wood Education Center, Jamestown, CO**

- Partnered with community organizations in the greater Denver region to develop and implement residential programs for vulnerable populations, including recent immigrants, people with disabilities, and those living with food or housing insecurities
- Worked with Boulder Valley School District to develop experience-based education programs for students and teachers
- Hired, trained, managed college and graduate level interns and program staff

EDUCATION

**University of Maryland , College Park, MD
Undergraduate Studies in Education**

**Antioch New England Graduate School, Keene, NH
Graduate Studies in Non Profit Management**

**COMMUNITY
SERVICE
EXPERIENCE**

- Portsmouth Initiative for Workforce Housing, Housing for Victims of Domestic and Sexual Violence, and Child Care; Committee Member
- Housing First for Victims of Human Trafficking Initiative, Organizer
- Middle- and High School Student Community Service Program, Group Leader
- Zebra Crossings, Volunteer Fundraiser
- Seacoast Outright, Board Member and Volunteer
- Dan Hole Pond Watershed Trust, Treasurer
- St. John's Episcopal Church Vestry, Senior Warden
- Governor's Task Force on Service Learning, Committee Member
- PlusTime NH, Board Chair

CHRISTINE A. STOVER, MBA

PROFESSIONAL SUMMARY

Inspirational leader who has increased net income in every position held by exercising critical thinking, collaborative management, and analytical accountability.

PROFESSIONAL EXPERIENCE

Firehouse Center for the Arts, Newburyport, MA

June 2021 – Present

Regional 191-seat performing arts center that produces plays, presents concerts and hosts community-based productions and events for 25,000+ visitors annually.

Director of Operations and Administration: Leadership Team Member handling all Finance, Human Resources, Facility Management, Front of House operations and 125+ volunteers corps.

- Oversee Facility Rental Program with 188% revenue growth vs. pre-pandemic levels.
- Drive 107% increase in Concessions Revenue compared to pre-pandemic levels.
- Realized 15% annual savings in recurring operational costs in the first year.
- Professionalize HR and Front of House operations by establishing processes, training and reporting.
- Assess and establish Commercial Cleaning Contract, Commercial and Medical Insurance, 401(k) Plan.
- Execute multiple deferred maintenance and facility enhancement projects to elevate patron experience.
- Quickbooks, Audience View and Spektrix proficient.

Infinity Global, Danville, VA

May 2018 – May 2021

Privately-owned luxury retail packaging global supply chain company with \$110M revenue, eight offices in five countries, a distribution center and 11 third-party warehouses.

Account Manager: Strategic Business Unit Manager responsible for driving operational profitability for 15 global clients representing \$26M annual sales revenue through effective supply chain management.

- Responsible for \$26M in Sales and a team of 10 direct reports.
- Drove the Sales and Operations Plan for each brand and executed the corresponding Supply Plan.
- Worked collaboratively with clients and shared support services such as Purchasing, Logistics, Forecasting, Business Development and Creative to improve company profitability.
- Determine total cost-to-market including product cost, freight, duties, tariffs, taxes and handling.
- Hands-on detailed inventory and demand planning from brand to item level.

First Piedmont Waste and Recycling Solutions, Chatham, VA

February 2005 – May 2018

Privately-owned regional company with \$36M in revenue, 90+ trucks, a landfill, two transfer stations and 150 employees.

Vice President of Sales and Support Services: 2011 – 2018. Led Accounting, Sales, Customer Service, Human Resources, Information Technology, Credit and Collections departments – a division totaling 19 employees.

- Restructured Sales Team which drove 36% increase in revenue since 2011.
- Created new pricing strategy which yielded three percentage-point increase in profitability since 2015.
- Realigned resources and personnel to improve efficiency, saving \$185K annual GS&A.
- Assisted CEO with acquisitions including valuation, negotiation and integration.
- Developed and utilized pro-forma tool for construction and operation of CNG fueling station.
- Constructed and implemented new performance review process for managers.
- Designed marketing plan using digital and asset-based promotion and community engagement.

CHRISTINE A. STOVER, MBA

Chief Administrative Officer and Special Projects Manager: 2008 – 2011. Worked directly with CEO on company-wide initiatives while leading Customer Service, Billing, AR, Payroll and Dispatch Departments.

- Reduced Customer Service Department staffing 15% through job evaluation and utilization of software.
- Instituted additional fees which generated \$36K annually.
- Spearheaded change to mechanic work order tracking system, linking productivity to compensation.
- Built driver productivity metrics system.

Chief Administrative Officer: 2005 – 2008. Led Customer Service, Billing, AR and Dispatch Departments. Performed all payroll duties including bi-weekly, quarterly and annual state and federal tax filings.

- Transformed Customer Service, Billing and Dispatch into a cohesive, efficient team while streamlining daily workflow and monthly billing processes.
- Wrote countless custom Crystal Reports to increase efficiency and internal and external communication.

Chatham Hall, Chatham, VA

August 1992 – February 2005

An all-girls college-preparatory boarding school founded in 1894 with students from around the world. Alumnae body of 4,000+ and operating budget of \$4M.

Director of Advancement: 2003 – 2005. Led team of seven professionals responsible for all fund raising, alumnae relations, school communications, gift recording, research, stewardship and event planning.

- Conceptualized and executed an integrated advancement plan resulting in \$2.5M in annual donations.
- Worked closely with Board of Trustees and major donors to realize school's Strategic Plan.

Director of Marketing and Communications: 2002 – 2003.

- Launched new institutional identity across multiple platforms with an annual budget of \$200,000.

Director of Admissions: 1997 – 2002. Led student recruitment under Board directive to increase enrollment.

- Increased new student enrollment 30% and total enrollment 15% while improving academic profile of recruits.
- Managed a \$750,000 Financial Aid budget.
- Traveled extensively domestically and internationally.

Director of Annual Fund and Alumnae Relations: 1992 – 1997. Created and executed fund-raising plan utilizing peer solicitation, extensive class agent network, direct mail, and telephone. Organized numerous alumnae events.

- Exceeded previous Annual Fund dollars raised five years in a row, breaking all institutional records.
- Worked in concert with Director of Advancement and Board of Trustees on \$21.5M Capital Campaign.

Assistant Buyer, Hecht's – A May Department Store, Arlington, VA

August 1989 – August 1992

EDUCATION

Master of Business Administration 2004

Averett University, Danville, VA

4.0 GPA

Bachelor of Arts in History 1989

University of Virginia, Charlottesville, VA

Echols Scholar

COMMUNITY LEADERSHIP

Board President: Danville Pittsylvania County Chamber of Commerce, Boys and Girls Clubs of the Danville Area, Woodlawn Academy. **Board Treasurer:** Virginia Museum of Natural History. **Board Member:** Institute for Advanced Learning and Research, Dan River Non-Profit Network, Danville Museum of Fine Arts and History.

References Available on Request

Tamara A. Whalen, M.Ed.

EDUCATION and PROFESSIONAL TRAINING

University of New Hampshire, Durham, NH — M.Ed. School Counseling

Simmons University, Boston, MA — BA dual degree in Sociology/Social Work

EXPERIENCE

Seacoast Mental Health Center- Critical Time Intervention (CTI) Program Manager (June 2022-current)

Critical Time Intervention (CTI) is an evidence-based practice that provides staged levels of intensive care as participants transition from psychiatric hospitals to their home communities.

- Serves as the contact point for all DRF hospitals, assigns cases to CTI coaches, coordinates with hospitals, and social service providers
- Develops and evaluates CTI data reports to DHHS monthly, and internal QI and Compliance departments
- Supervises 3 FTE, conducts employee evaluations, manages flex fund expenditures, reviews data for billing, and reports metrics for CTI Fidelity.
- Delivers *CTI New Worker* and *CTI Train-the-Trainer* programs to teams across the state, ensuring comprehensive training and skill development.

Integrated Delivery Network (IDN), Dover, NH — *Care Transitions Team Program Director* (Dec 2017- June 2022)

IDN was a Medicaid-funded DSRIP project serving approximately 30,000 Medicaid recipients in the Strafford & Seacoast NH areas to develop service delivery models integrating clinical and non-clinical care.

- Managed and supervised Critical Time Intervention (CTI) program operations, leading a team of five community-based case managers to support 500+ referred clients from more than 60 multi-sector partners.
- Developed and implemented professional development initiatives, educational programs, and networking opportunities to strengthen partner agencies, including *Case Management Support Group*, *Ready to Rent*, *Homeless Outreach Coordination*, and *Getting to Know Your Welfare Officer*.
- Led Community Care Team (CCT) meetings, designed and maintained a database to track referrals and outcomes, and fostered collaboration with over 40 partner organizations.
- Conducted qualitative and quantitative analyses for state reporting, assisted partner agencies in grant proposal development, and contributed to the evaluation and review of applications for IDN COVID funds.
- Coordinated service responses for Strafford County emergency shelters.

Cross Roads House, Portsmouth, NH — *Housing Stability Case Manager* (July 2015- Dec 2017)

Conducted intensive case management for *Rapid Rehousing* and *Permanent Supportive HUD* housing initiatives, serving over 40 individuals and families to establish and maintain housing.

- Determined program eligibility and service planning for individuals with mental health and/or substance use disorders and maintained HUD documentation as required by the grant.
- Developed relationships with landlords, serving as a liaison between the tenant & landlord, mitigating housing issues to prevent evictions.
- Facilitated *Rent Ready*, a monthly daylong seminar for shelter residents to learn the skills, attitudes, and behaviors for a successful tenancy.

Tamara A. Whalen, M.Ed.

EDUCATION and PROFESSIONAL TRAINING

University of New Hampshire, Durham, NH — M.Ed. School Counseling

Simmons University, Boston, MA — BA dual degree in Sociology/Social Work

EXPERIENCE

Seacoast Mental Health Center- *Critical Time Intervention (CTI) Program Manager* (June 2022-current)

Critical Time Intervention (CTI) is an evidence-based practice that provides staged levels of intensive care as participants transition from psychiatric hospitals to their home communities.

- Serves as the contact point for all DRF hospitals, assigns cases to CTI coaches, coordinates with hospitals, and social service providers
- Develops and evaluates CTI data reports to DHHS monthly, and internal QI and Compliance departments
- Supervises 3 FTE, conducts employee evaluations, manages flex fund expenditures, reviews data for billing, and reports metrics for CTI Fidelity.
- Delivers *CTI New Worker* and *CTI Train-the-Trainer* programs to teams across the state, ensuring comprehensive training and skill development.

Integrated Delivery Network (IDN), Dover, NH — *Care Transitions Team Program Director* (Dec 2017- June 2022)

IDN was a Medicaid-funded DSRIP project serving approximately 30,000 Medicaid recipients in the Strafford & Seacoast NH areas to develop service delivery models integrating clinical and non-clinical care.

- Managed and supervised Critical Time Intervention (CTI) program operations, leading a team of five community-based case managers to support 500+ referred clients from more than 60 multi-sector partners.
- Developed and implemented professional development initiatives, educational programs, and networking opportunities to strengthen partner agencies, including *Case Management Support Group*, *Ready to Rent*, *Homeless Outreach Coordination*, and *Getting to Know Your Welfare Officer*.
- Led Community Care Team (CCT) meetings, designed and maintained a database to track referrals and outcomes, and fostered collaboration with over 40 partner organizations.
- Conducted qualitative and quantitative analyses for state reporting, assisted partner agencies in grant proposal development, and contributed to the evaluation and review of applications for IDN COVID funds.
- Coordinated service responses for Strafford County emergency shelters.

Cross Roads House, Portsmouth, NH — *Housing Stability Case Manager* (July 2015- Dec 2017)

Conducted intensive case management for *Rapid Rehousing* and *Permanent Supportive* HUD housing initiatives, serving over 40 individuals and families to establish and maintain housing.

- Determined program eligibility and service planning for individuals with mental health and/or substance use disorders and maintained HUD documentation as required by the grant.
- Developed relationships with landlords, serving as a liaison between the tenant & landlord, mitigating housing issues to prevent evictions.
- Facilitated *Rent Ready*, a monthly daylong seminar for shelter residents to learn the skills, attitudes, and behaviors for a successful tenancy.

Stephanie A. Bacon

EDUCATION

New England College, Henniker, New Hampshire
Bachelor of Arts, Business Administration
Associates in Applied Science, Accounting

VALUABLE SKILLS

Intuit products with a focus on Quickbooks Pro Desktop, beginning QBO training now
Solid MS Excel (up to intermediate) & Word experience
Adapts easily to other industry specific software and willing to train online for new programs

WORK HISTORY

- 1/19 to 12/20 MSJ, Dover, NH
Full Charge Bookkeeper/Office Administrator
Accounting to include daily data entry and reconciliation of 12 checking accounts, cash/credit card deposits from 6 brick & mortar stores and online sales, monthly sales tax reports/payments for ME and MA, Bi-weekly payroll for 20/30 employees using 3rd party payroll co., 1099 payments to contractors, tracked and filed all licenses needed, setup and maintained sales commission reports, Bookkeeping office relocated to Newburyport, MA from Dover, NH during COVID, unable to commute causing job change
- 11/06 to 1/19 HCA, Kennebunk, ME
Bookkeeper/Office Administrator
Full Charge Bookkeeper for a small 501c (3) Art school, work included tracking & invoicing students/donor contributions, Accounts Payable & Receivable, bank account reconciliation, cash flow management, sales tax payments and reports for ME & MA, 941 & 940 deposits and reports, prepared QB files and Statement of Functional Expenses for accountant to complete Form 990, assisted with enrollment, certifying documents and fund-raising, managed on-site retail art supply store including ordering/tracking inventory & cash flow, founder of school has retired, classes & workshops have been relocated to Colorado
- 04/03 to 11/06 Fitness in Northern New England, Inc., York, ME
Bookkeeper/Office Administrator
Account reconciliation, A/P & A/R, cash flow analysis for 6 fitness centers/locations, banking, AJE's, invoicing & sales tax reports for owner's second business
Owner successfully sold both businesses leading to position at HCA
- 09/00 to 04/03 McHenry Architecture, Terra Firma Landscape Architecture, Sumner Davis Architects
Bookkeeper/Office Administrator – Independent Contractor
Bookkeeping and Administrative support for all three businesses
payroll & tax deposits, 941 & 940 reports, AJE's, account reconciliation, tracked architectural contracts and reimbursable expenses, monitored lines of credit and loans, administrative work as needed, all three businesses grew big enough to require full-time support which coincided with being hired to assist Fitness in Northern NE with the sale of their business

Stephanie Balon

06/1998 to
present

Long Sands General Store, York, ME
Bookkeeper/Office Administrator

Bookkeeping and Administrative support for small Mom & Pop – Seasonal Business
Prepared payroll & tax deposits, 941 & 940 reports, AJE's, Bank Statement Reconciliation
Sales Tax deposits/reports, CPA Journal Entries to QBooks after annual review

As a Leddy Group employee, I have undergone a recent criminal background check
and all references have been verified.