

January 28, 2019

Honorable David Martin  
Mayor, City of Stamford  
888 Washington Boulevard  
PO Box 10152  
Stamford, CT 06904

Re: Fiscal Year 2019-2020

Dear Mayor Martin:

On behalf of Pacific House (PH), formerly known as Shelter for the Homeless, attached is the information for the City of Stamford Operating Budget Request for Fiscal Year 2019-2020. Please accept the enclosed information as the PH application for funds in the City of Stamford Fiscal Year 2019-2020 Operating Budget.

As always, we thank you and the City of Stamford for your continued support of our mission. Last year, we saw a reduction in the number of chronically homeless, the most difficult and demanding population to serve. On the other hand, however, we also experienced a reduction in funding overall. Our cost to operate even at a time when the demand for emergency shelter services had decreased somewhat, remained static. We are requesting the City to consider funding in the amount of Eighty thousand dollars (\$80,000.00).

As you are aware, three years ago, we increased our standard bed capacity from sixty-seven (67) to eighty-two (82). We have also seen a spike in the average length of stay as our clients are finding it increasingly difficult to find employment and deeply affordable housing within Greater Stamford area.

Unfortunately, we expect this trend to continue as the demand for shelter grows and the economy continues on a downward trajectory. The Shelter has, by default, become "no-income" or low-income housing for many of our clients. Two years ago, we served on average fifty-five (55) individuals per night. During that period, no one seeking shelter was turned away.



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We have received notification of possible funding cuts from other sources. Cuts that could jeopardize our ability to maintain the essential lifesaving service we provide. We recognize that economic times are tough for the City as well. We do not make this request lightly. We need your help to keep the vital safety net we provide in place.

Thank you in advance for your assistance and consideration our request. Please do not hesitate to contact me at 203-406-0017 with any questions or concerns you may have regarding this matter.

Sincerely,

Rafael Pagan, Jr., Executive Director

Cc: Jay Fountain, Interim OPM Director

RP/js



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## **Pacific House, Inc.**

### **Mission Statement**

The mission, as approved by the Pacific House, Inc. Board of Directors is as follows:

Recognizing the inherent worth and dignity of all people, Shelter for the Homeless, Inc. is committed to serving homeless adults in the greater Stamford area by providing safe shelter and nutritious food, complemented by a range of services designed to help our clients return to more viable, longer-term housing. Shelter for the Homeless offers a point of re-entry into the community for individuals who might otherwise remain homeless or displaced. Through well designed and professionally implemented programs, we offer our clients hope and access to a self-sufficient life.



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### **Emergency Shelter**

Pacific House is a 67 bed emergency shelter which operates 365 days a year and provides breakfast and dinner. During the winter months we are allowed to expand our bed capacity to 90 plus men. Individuals are allowed to seek shelter regardless of sobriety as long as their behavior is appropriate and they follow the agency rules and regulations. The Shelter is supervised 24 hours a day, 365 days a year.

### **Drop-In Center**

The Drop-In Center, located at Pacific House, is open all year round, from 9 am to 6 pm. Clients who stay at the Pacific House during the day are not allowed to come in and out. The clients are encouraged to participate in our delivery of services which are designed to help each client achieve a level of self-sufficiency. We provide an array of services for clients which include outreach, job-readiness/development, health screening, referral case management and a recovery program.

### **Case Management**

We provide referral case management for all of our clients. Case management supports both the emergency shelter and the drop-in center. We take an integrated, client-centered approach to services and interventions. All clients follow service plans that address their individual needs.

### **Outreach**

Dedicated case managers with expertise in drug treatment advocacy (DTA) and the Projects for Assistance in Transition from Homelessness (PATH) outreach project go out into the community and inform homeless individuals and persons at risk for homelessness about the services that are available. These services include but are not limited to: shelter (bed), food, clothing, and case management services that triage the individual's current needs. Outreach also serves to better understand the magnitude of homeless individuals in our area, offering encouragement and support every step of the way. Special emphasis is made during the winter and summer months when extreme weather conditions can lead to individuals being at risk.

### **Health Services**

The Shelter's partnership with Optimus Health Care, Inc. provides comprehensive primary health care services to all of our clients, regardless of insurance status. Optimus offers quality health care services twice a week by a group of professional health care workers who are culturally competent, accessible and responsive to the community's needs. Shelter clients are encouraged to be screened shortly after their initial intake. Medical related referrals are made as needed. Also offered are HIV/AIDS prevention counseling and treatment referrals.



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## Pacific House, Inc. Program/Service Summary

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### **Recovery Program**

The Recovery Program is a twelve-step program targeted at the recovery from alcohol and substance abuse. We have an 12 bed capacity and require a six-month length of stay. Participants are required to attend Alcoholics Anonymous, Anger Management, and addiction counseling sessions on-site. All participants attend services at Liberation substance abuse programs or other related programs which are coordinated with our services.

### **Education**

In alignment with The Shelter's triage, referral-based case management approach, our team assesses client needs and goals as they relate to education and vocational training. Once a goal-oriented plan is formulated, case managers make referrals to the appropriate local-based agencies specializing in higher education, basic literacy, ESL, GED, as well as other education-related programs and workshops in Fairfield County.

### **Pathways To Housing**

The Pathways to Housing Program is a 12-bed shelter-based transitional housing program for clients who are ready to take that next step towards independent living. The program works intensively with clients who are stably employed or have an income source such as Social Security and are beginning the process of looking for permanent housing. These participants are ready to be integrated back into the community.

### **Permanent Supportive Housing**

Berkeley House is the permanent supported housing facility for homeless individuals with maximum capacity to serve 8 tenants. This program allows clients to live more independently while receiving the support from case managers who continue to assist them with life skill development and the search for more permanent, affordable housing. Funding for Berkeley House is provided mainly by Housing & Urban Development (HUD).

### **Permanent Affordable Housing**

Beacon House (Stone Street) is a permanent affordable housing development that was developed in collaboration with Charter Oak (Stamford Housing Authority). It provides 5 site-based Section 8 Vouchers for individuals who are homeless. Charter Oak is also responsible for referring potential tenants that meet their criteria to be screened by the Shelter for tenancy. Supportive services are made available to all tenants, and staff members visit the site routinely to insure proper maintenance and safety.

STATEMENT OF REVENUE AND EXPENDITURE  
 ----- EXCLUDES CAPITAL EXPENDITURES -----  
 FISCAL YEAR JULY 2018- JUNE 2019

| 5/10/2018   | "A"<br>2017-2018<br>Annual<br>Budget | "B"<br>2018-2019<br>Annual<br>Budget | "B - A"<br>Differences |
|---|--------------------------------------|--------------------------------------|------------------------|
| <b>REVENUE</b>  |                                      |                                      |                        |
| <b>EMERGENCY SHELTER</b>                                      |                                      |                                      |                        |
| <b>GOVERNMENT &amp; UNRESTRICTED FUNDS</b>                    |                                      |                                      |                        |
| Government Grants   | 763,994                              | 725,000                              | (38,994)               |
| United Way Contracts  | 64,500                               | 62,500                               | (2,000)                |
| Client Fees - Pacific House                                   | 56,300                               | 0                                    | (56,300)               |
| <b>TOTAL GOVT &amp; UNRESTRICTED FUNDS</b>                    | <b>884,794</b>                       | <b>787,500</b>                       | <b>(97,294)</b>        |
| <b>ANNUAL APPEAL FUNDS</b>                                    |                                      |                                      |                        |
| Annual Appeal   | 717,600                              | 820,000                              | 102,500                |
| Gala  | 500,000                              | 700,000                              | 200,000                |
| Chocolate Event   | 108,000                              | 195,000                              | 87,000                 |
| Foundations   | 85,000                               | 85,000                               | 0                      |
| <b>TOTAL DEVELOPMENT FUNDS</b>                                | <b>1,410,500</b>                     | <b>1,800,000</b>                     | <b>389,500</b>         |
| <b>HOUSING FUNDS</b>  |                                      |                                      |                        |
| Government Grants HUD/DHMAS                                   | 476,444                              | 520,500                              | 44,056                 |
| Rental Income   | 401,668                              | 492,000                              | 90,332                 |
| <b>TOTAL HOUSING FUNDS</b>                                    | <b>878,112</b>                       | <b>1,012,500</b>                     | <b>134,388</b>         |
| <b>TOTAL REVENUE</b>  | <b>3,173,406</b>                     | <b>3,600,000</b>                     | <b>426,594</b>         |
| <b>EXPENSES</b>   |                                      |                                      |                        |
| Total Salaries, Benefits, + Payroll Taxes                     | 2,182,738                            | 2,288,600                            | 135,862                |
| Salaries  | 1,732,838                            | 1,837,600                            | 104,762                |
| Employee Benefits incl Health Ins                             | 274,400                              | 284,000                              | 9,600                  |
| Payroll Fees and Taxes  | 155,500                              | 177,000                              | 21,500                 |
| Special Events Expenses incl Newsletter                       | 228,000                              | 298,000                              | 68,000                 |
| Operations/Program Exp (Rent, Supplies, transportation, etc.) | 170,600                              | 198,000                              | 27,400                 |
| Occupancy Expenses (Electricity, fuel oil, etc)               | 275,030                              | 355,000                              | 79,970                 |
| Professional Fees [Consulting + Audit Fee]                    | 119,000                              | 144,000                              | 25,000                 |
| Insurance   | 85,000                               | 93,000                               | 8,000                  |
| Mortgage Principal and Interest                               | 31,700                               | 103,000                              | 71,300                 |
| Replacement Reserve   | 0                                    | 10,400                               | 10,400                 |
| <b>TOTAL EXPENSES</b>   | <b>3,072,068</b>                     | <b>3,498,000</b>                     | <b>425,932</b>         |
| <b>NET INCOME(LOSS) BEFORE DEPRECIATION</b>                   | <b>101,338</b>                       | <b>102,000</b>                       | <b>662</b>             |

# *Pacific House, Inc*

## 2018-2019 Proposed Budget Narrative

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### Summary

Our proposed budget for FY 2019 will project a surplus of approximately \$ 102,000

### Budget Highlights

Income: Increase (Decrease)

#### Government Grants

- (\$ 5,252) DHMAS Reduction
- (\$33,742) Reduction in Town & Government Grants

#### Client Fees

- (\$56,300) Proposed elimination of Clients Fees by DOH

#### Development Funds

- \$389,500 Increase in Fund Raising Development Income – Budget to Budget

#### Government Grants HUD/DHMAS

- \$ 53,742 PHS – NEW HUD FUNDING
- (\$ 9,686) DHMAS Reduction

#### Rental Income

- \$ 90,332 Increase– Rental Income

104 Richmond Hill to come on board around October, 2018

190 Stillwater to come on board around April, 2019

Expenses: Increase

#### Salaries

- \$111,000 Case Manager Supervisor plus one new Full time & one Part Time Case Mangers
- \$ 70,000 Development Associate
- \$ 15,700 Cost of \$ 1 Increase towards \$15 an hour living wage. All Staff at \$15 as of July 1, 2018
- \$ 52,600 3% Staff Bonus included in Budget usually voted on after Budget approval
- \$ 3,000 Increase cost of 3% 403(b) contribution match over 2% in previous years

# *Pacific House, Inc*

## Special Events Expenses

- \$ 68,000 Increase in Fund Raising Expenses – Budget to Budget

## Occupancy Expenses

- \$ 79,970 Increase – Takes into account completion of Beacon II & Lighthouse I and some unanticipated expenses.

## Debt Service

- \$ 71,300 Increase – Beacon II & Lighthouse I mortgages

## Replacement Reserve

- \$ 10,400 Increase – Beacon II





**STATEMENT OF REVENUE AND EXPENDITURE**  
**----- EXCLUDES CAPITAL EXPENDITURES -----**  
**FISCAL YEAR JULY 2019- JUNE 2020**

|   | <b>2019-2020<br/>Annual<br/>Budget</b> |
|---|--|
| <b>REVENUE</b>  |  |
| <b>EMERGENCY SHELTER</b>                                      |  |
| <b>GOVERNMENT &amp; UNRESTRICTED FUNDS</b>                    |  |
| Government Grants   | 766,000                                |
| United Way Contracts  | 66,000                                 |
| Client Fees - Pacific House                                   | 42,500                                 |
| <b>TOTAL GOVT &amp; UNRESTRICTED FUNDS</b>                    | <b>874,500</b>                         |
| <b>ANNUAL APPEAL FUNDS</b>                                    |  |
| Annual Appeal   | 740,000                                |
| Gala  | 520,000                                |
| Chocolate Event   | 195,000                                |
| Foundations   | 94,000                                 |
| <b>TOTAL DEVELOPMENT FUNDS</b>                                | <b>1,549,000</b>                       |
| <b>HOUSING FUNDS</b>  |  |
| Government Grants HUD/DHMAS                                   | 560,000                                |
| Rental Income   | 600,000                                |
| <b>TOTAL HOUSING FUNDS</b>                                    | <b>1,160,000</b>                       |
| <br>  |  |
| <b>TOTAL REVENUE</b>  | <b>3,583,500</b>                       |
| <b>EXPENSES</b>   |  |
| Total Salaries, Benefits, + Payroll Taxes                     | 2,244,591                              |
| Salaries  | 1,784,791                              |
| Employee Benefits incl Health Ins                             | 283,624                                |
| Payroll Fees and Taxes  | 176,176                                |
| Special Events Expenses incl Newsletter                       | 318,000                                |
| Operations/Program Exp (Rent, Supplies, transportation, etc.) | 207,560                                |
| Occupancy Expenses (Electricity, fuel oil, etc)               | 366,017                                |
| Professional Fees [Consulting + Audit Fee]                    | 152,250                                |
| Insurance   | 97,650                                 |
| Mortgage Principal and Interest                               | 138,207                                |
| Replacement Reserve   | 14,225                                 |
| <b>TOTAL EXPENSES</b>   | <b>3,538,500</b>                       |
| <br>  |  |
| <b>NET INCOME(LOSS) BEFORE DEPRECIATION</b>                   | <b>45,000</b>                          |



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### Goal Statement:

Our goals for fiscal year 2019/2020 are directed at further improving services offered to our clients. The foundation of our agency is our Emergency Overnight Shelter Program (EOS). Through this program we provide emergency overnight shelter, a hot dinner, and nutritious breakfast. When clients first come to the Shelter they are served in the EOS where they are assigned a bed nightly, and are permitted to store their belongings in an assigned locker. Those clients who are working diligently on their case plan are assigned to a Pathway to Housing Program bed. Clients at this level are assigned to the same bed every night and are permitted to store some belongings in their room. We have eighty-two (82) beds due to the increase in demand for shelter services. We still provide overflow beds to accommodate the increased demand in extreme weather conditions giving us a total capacity of one hundred and ten (110) beds.

During the period from 7/1/2017 through 6/30/2018, Pacific House Emergency Shelter served 345 unique individuals and provided 19,952 bednights. Our goal for the FY 2019/2020 is to continue to provide emergency shelter to adult homeless men.

The Shelter's Recovery Program, which collaborates with substance abuse treatment programs, in Stamford, across the state and in other locals to accommodate for the special needs of the individual, is designed to help up to 12 clients at a time to work to adopt a more stable lifestyle, without the abuse of alcohol or drugs. The treatment programs provides substance abuse treatment and counseling in an outpatient setting, while Pacific House provides shelter, meals and case management services. The Recovery Program requires a six-month commitment and contains three phases of development in addition to After Care, to increase self-sufficiency and stable sobriety. Upon completion of the program, clients will have secured a job or other productive activity, gained increased community support and developed significantly more self-awareness and self-confidence.

To date the program has served over 350 men and have had 70 graduates of the program successfully changed their lives through sobriety and the life skills they have learned. The goal for this program is to serve 30 clients in fiscal year 2019/2020



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Clients who are ready to leave the EOS Program, but who do not quite have the skills to live independently, may apply for our Supportive Housing Program. Berkeley House, which serves a total of eight, has three separate apartments accommodating three to four men each. The Supportive Housing Program helps clients continue to learn independent living skills, work on their vocational or increasing educational skills, and continue to save money as part of their self-sufficiency.

The goal is to serve 10 clients in the 2019/2020 fiscal year. The program served 10 in fiscal year 2017/2018.

The Drop-in Day Program is available to clients of the Emergency Overnight Program, Supportive Housing Program participants as well as men and women in the community who are homeless or at risk of becoming homeless. A full-time outreach worker visits area parks, vacant buildings, under bridges, railroad stations and downtown areas where the homeless are known to congregate to make them aware of available services. Additionally, we are in the process of formalizing a collaborative relationship with Stamford Health Systems to provide on-site outreach to the homeless visiting the emergency room. Once engaged individuals are provided with bi-lingual case management services including housing referrals, access to mental health counseling, and for those with addiction issues a full-time drug treatment advocate is available. Four hundred sixty five (465) individuals were provided services during the 2017/2018 fiscal year.

The goal for 2019/2020 is to serve 500 clients.

As always we at Pacific House, Inc. will be examining ways to improve client services and reach more members of the homeless or at-risk community.