



SCOFIELD MANOR

Stamford's residential care home

REQUEST FOR FY25/26 OPERATING AND CAPITAL FUNDING

**Stamford Board of Representatives
Fiscal Committee**

April 16, 2025

Natalie Coard, Executive Director
Vincent Tufo, Chief Executive Officer



PROGRAM BACKGROUND

- Scofield Manor is owned by the City of Stamford.
- Scofield Manor is the only Residential Care Home (RCH) in Stamford and the only RCH operated and managed by Charter Oak Communities (COC).
- COC has managed Scofield Manor for 30+ years.
- RCHs offer:
 - continuum of residential support
 - care for occupants with limited financial means who are living with mental and/or physical disabilities.
- RCHs provide an array of supportive services:
 - personalized assistance
 - health care and pharmacological support to meet residents' diverse needs.



REQUEST FOR FY25/26 OPERATING SUPPORT

- COC requests **\$514,074** to continue operating the 50-bed, City-owned RCH, **Scofield Manor**.
- There is an immediate need to place Scofield on a sustainable financial and operational footing.
- Scofield Manor continues to run a structural operating deficit and requires the requested funding for its continued operation.



FINANCIAL SUMMARY

Budget **FY 2025**

Revenue

Resident Revenue	\$ 2,449,761
Other Revenue	\$ 228,852
City of Stamford Grant	\$ 514,074
Total Revenue	\$ 3,192,687

Operating Expenses

Administrative	\$ 762,982
Maintenance	\$ 315,685
Utilities	\$ 123,823
Tenant Services	\$ 1,896,885
Other	\$ 93,312
Total Operating Expenses	\$ 3,192,687

Net Operating Gain/Loss	\$ -
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TRENDING PROJECTION

	<u>Actual</u> <u>FY 2024</u>	<u>Budget</u> <u>FY 2025</u>	<u>Forecast</u> <u>FY 2026</u>	<u>Forecast</u> <u>FY 2027</u>
<i>Revenue</i>				
Resident Revenue	\$ 2,383,956	\$ 2,449,761	\$ 2,498,756	\$ 2,548,731
Other Revenue	\$ 222,786	\$ 228,852	\$ 233,429	\$ 238,098
City of Stamford Grant	\$ 447,619	\$ 514,074	\$ 521,270	\$ 525,428
Total Revenue	\$ 3,054,361	\$ 3,192,687	\$ 3,253,455	\$ 3,312,257
<i>Operating Expenses</i>				
Administrative	\$ 756,485	\$ 762,982	\$ 781,783	\$ 800,119
Maintenance	\$ 310,018	\$ 315,685	\$ 325,155	\$ 334,910
Utilities	\$ 128,009	\$ 123,823	\$ 127,538	\$ 131,364
Tenant Services	\$ 1,884,791	\$ 1,896,885	\$ 1,925,592	\$ 1,954,826
Other	\$ 84,626	\$ 93,312	\$ 93,387	\$ 91,038
Total Operating Expenses	\$ 3,163,929	\$ 3,192,687	\$ 3,253,455	\$ 3,312,257
Net Operating Gain/Loss	\$ (109,569)	\$ -	\$ -	\$ -

REVENUE DRIVERS


- **Occupancy rates**: Occupancy is currently hovering at about 90%
 - Suboptimal occupancy rate impacts our Medicaid revenue.
 - A full complement of staffing is State-mandated
- **State reimbursement**: Scofield Manor was 'flat funded' by the State up to the 2021 fiscal year
 - State Medicaid payments have increased in the past year by \$5.67 per patient day, an increase of only 2.4%.

EXPENSE DRIVERS

Medical coordination: With high acuity level of residents, nurses are responsible for managing 600+ daily medications, all medical needs




Qualified staffing: The shortage of available staff and certification requirements, forces us to temporary outsource for licensed nursing and attendants.



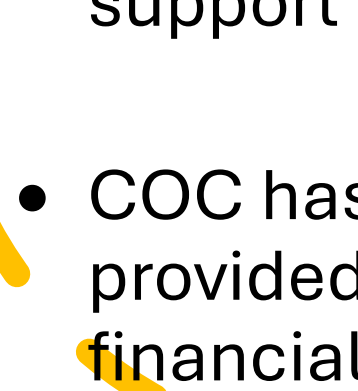
Food: Food is 6-8% above previous years' cost.




Extraordinary maintenance: City is responsible for capital replacement (e.g., boiler, roofing). COC provides ongoing repairs to this 90+ year old facility (e.g., piping, pumps, tanks, etc.).



REQUEST FOR FY25/26 CAPITAL SUPPORT

- COC requests **\$635,000** to fund needed capital repairs and replacement at the 50-bed, City-owned RCH, **Scofield Manor**.
 - COC is committed to addressing Scofield Manor's ongoing capital needs, only with the full cooperation and financial support of the City of Stamford.
 - COC has prevented liability exposure to the City of Stamford and provided a vital resource to the community, while carrying financial and operational burden.
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CAPITAL REQUEST #1 - \$355,000.00 Replace Existing Chiller & Vertical Stack Air Conditioning

- COC proposes to replace 45 individual vertical stack fan coil units located in the resident rooms and offices throughout the building.
- Parts for both the chiller and the fan coil units are increasingly hard to locate.
 - Cleaned 2X a year and filters replaced, they are increasingly problematic and prohibitive to maintain.
 - Obtaining parts for the chiller has resulted in periodic shutdowns while parts are ordered, delivered, and installed.
- Approval to replace the system would reduce the liability and eliminate ongoing costly repairs, saving money in the long run.
- Approved by CDBG to replace Chiller- \$46,130.00

CAPITAL REQUEST #2 - \$280,000.00 Replace Windows, Site Paving, Site Lighting, & Handrails

- **Window Replacement** – The windows throughout the entire facility are worn out, leak energy and need replacement.
- **Site Paving-** The parking areas and driveways at Scofield Manor are in poor condition. A majority of the driveway presents hairline cracking and settling and generates numerous potholes requiring constant repair.
- **Lighting-** The light poles are 20+ years, and the fixtures need replacing. Site lighting is proposed to be added to the front lawn sitting area for the benefit of residents.
- **Handrails-** Are not code compliant and are in disrepair.

SUMMARY

- Scofield Manor is not sustainable without the City Grant and requires \$514,074 to cover operating costs for the 2025 fiscal year and \$635,000 to address accrued capital needs.
- A decision regarding Scofield Manor's future must be made. Accrued capital needs of an aging building, threatens all parties involved, especially the residents who call Scofield Manor home.
- COC has consistently requested money from the City since 2013; unable to absorb current and projected financial losses
- Long-term alternatives must be identified and implemented to alleviate the risk to the City of Stamford, residents and COC



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QUESTIONS and COMMENTS

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