

**A HISTORY OF  
CATHOLIC CHARITIES OF THE  
DIOCESE OF ROCHESTER  
1910 - 2014**

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### **INTRODUCTION**

#### **A. The Evolution of Catholic Charities in the United States**

To truly understand the history, context and role of Catholic Charities of the Diocese of Rochester, one must begin with the treaty of Westphalia of 1648.

History buffs will recall that this treaty brought to conclusion 100 years of religious warfare in Europe. The determining principle outlined in the treaty was “cuius regio, eius religio”, “whose territory, his religion.”

Resulting from this treaty, Europe became even more a series of homogeneous enclaves based on religion.

It was these homogeneous enclaves that were basically transported from Europe to the United States in the great European immigration waves of the late 1800’s.

Thus, there were established in many locations in the United States, particularly in the northeast and midwest, Catholic ghettos. An apt characterization of the ghettos was that in the context of the “no Irish need apply” mentality, Catholic communities became societies unto themselves. The priest was the ward healer. Catholics created their own school systems, healthcare services and also met human service needs of their parishioners. The earliest providers of Catholic social services were the parishes themselves, focusing on financial problems, marriage and family problems, care of the young and care of the old.

What is now known as Catholic Charities agencies came into being in the late 1800’s and early 1900’s largely to centralize and make more efficient the provision of social services, much as our churches now come together in communities to form one emergency services entity, soup kitchen or food pantry. These actions were the Catholic response to what had become known as the “progressive era” in our country.

The first convening of representatives from across the country of Bureaus of Catholic Charities occurred in Washington in 1910. A festive one hundredth anniversary celebration was organized by Catholic Charities USA in late September 2010.

#### **B. The Growth of Catholic Charities in the United States**

The growth and transformation of the Catholic Charities family in the United States in the last one hundred years has been remarkable.

Its roots are both the Diocesan structures described above, and the indefatigable work of communities of religious men and women, who even from the early 1700’s established healthcare

and child care institutions and programs to serve both the very young and also older persons in the community.

From earliest beginnings to the mid 1950's, the typical Diocesan Charities agency provided adoption, counseling and financial assistance services including food, clothing and shelter. The dominant evolution was toward professionalization of services, reflecting the drive of the larger social work profession to gain a status akin to that of the educational profession.

Catholic Charities agencies, often called Catholic Social Services agencies, were invariably led by priests, had no Boards or, if they did have Boards, had ecclesially-controlled Boards and were located almost exclusively in the See city of the Diocese.

The work of these agencies was often accompanied by Catholic institutions for children created by religious communities, primarily those of religious women.

It would be remiss not to mention the power of Catholic Charities advocacy during this time period. It was said, for example, that in a 40 year period not one piece of child welfare legislation was passed by Congress without the imprimatur of Msgr. John O'Grady, national Charities Director.

Then came the 60's, both in the Church and in the world.

Within the Church, among the many outcomes of the Second Vatican Council were a heightened sense of social justice awareness, including preferential option for the poor, a recognition of the role of the laity, and furtherance of the principle of subsidiarity, i.e. the recognition that issues should be addressed at the lowest possible level of social organization.

In the world, the 1960's began for Catholic Charities and other not-for-profit agencies in 1959 with the introduction of the government purchase of service concept. While Catholic Charities agencies and other not-for-profits had long worked in cooperation with government, this new concept resulted in an explosion of funding for not-for-profits and significant expansion of services. With this impetus, the initiation of the "war on poverty", and the creation of Medicaid and Medicare, Catholic Charities agencies became involved in everything from drug abuse and housing to the care of mentally ill and developmentally disabled persons, as well as advocacy programs.

Within a short period of time, by the late 1960's, Catholic Charities leaders were asking questions like:

- Not what can we do, but what should we do?
- What is Catholic about Catholic Charities?
- What has happened to our rootedness in parishes?
- If we accept government funding, can we still maintain our role as advocate with government?
- Should we serve only Catholics, or all persons in need?

These questions were answered through the Cadre Report adopted by the National Conference of Catholic Charities in 1972.

The Cadre Report outlined a three-fold mission for Catholic Charities:

- The quality provision of direct services (it's ok to accept government funding) on a non-denominational basis (and to serve more than Catholics).
- Advocacy for public policy priorities that would assist individuals to achieve their full human potential.
- A convening function, calling together local faith communities of all denominations and in particular Catholic communities, to address local issues.

While this three-fold mission was updated and refined somewhat in the Catholic Charities USA Vision 2000 process, it remains the central mission under which we operate today.

### **C. Catholic Charities in New York State**

Over the last century, the Catholic Church and Catholic Charities in New York State have been blessed by outstanding leadership.

Today, over one-third of all the activity carried out by Catholic Charities in the United States is accomplished here in New York State.

More than forty years ago, three outstanding leaders: Charles Tobin, the Executive Director of the New York State Catholic Conference, Monsignor Charles Fahey, Diocesan Director of Catholic Charities in Syracuse, and his attorney associate Bob McAuliffe, designed a governance structure for Catholic Charities to respond to the changing civic environment and to implement the Vatican Council concepts of lay involvement and subsidiary.

They created a decentralized governance concept whereby a tightly controlled hierarchical Board was replaced by a Diocesan Board comprised of priests, sisters and lay persons and whereby there would be established empowered regional or subsidiary Boards to carry on the affairs of the Catholic Charities corporation in a geographical or functional area.

Syracuse Catholic Charities implemented this structure in 1973, and Albany Catholic Charities followed suit in the late 1970's.

Today, in the Syracuse Diocese there are six County Catholic Charities agencies in the seven County Diocese, and eight County agencies in the 14 County Albany Diocese.

### **CATHOLIC CHARITIES IN THE ROCHESTER DIOCESE (1910 – 1992)**

Over the first three quarters of the twentieth century, Catholic health and social service activity in this Diocese reflected quite closely the national trends outlined above. The Daughters of Charity established St. Mary's Hospital in Rochester in 1848, followed by the creation of St. James Mercy Hospital in Hornell 1898, and St. Joseph's Hospital in Elmira 1908. The Franciscan Sisters created a nursing home in Auburn. Also in 1908 Bishop McQuaid established St. Ann's Nursing Home in Rochester and asked the Sisters of St. Joseph to administer its operations.

Major early developments in the Catholic Charities arena included:

- The formal initiation of what was to become Catholic Charities in fall 1910 when Bishop Thomas Hickey began planning the first Diocesan Charitable collection
- The establishment in 1914 by Father Jacob Staub of the Relief Department, which then evolved into the Family and Children's Services Department of Catholic Charities and was renamed Catholic Family Center in 1950. Kathleen d'Olier served as the chief staff person from 1915-1952
- The establishment in 1915 of the St. Elizabeth's Guild House as a residence for single women and the later creation of Camp Madonna as part of its programs
- Through the leadership of Bishop Thomas Hickey, the passage in 1917 of legislation which established Catholic Charities Aid Associations in each of the seven Dioceses in New York State, thus creating a formal, legal corporate structure for Catholic Charities, clarifying questions about the Church-State relationship
- The seminal decision by Bishop Hickey to accept the invitation of George Eastman to join the Patriotic and Community Fund, commonly known as the War Chest (later to become the Community Chest and then the United Way), a decision that was to set the pattern of collaboration adopted throughout the country
- The establishment in Rochester of two settlement houses to assist particularly the Italian immigrant community: Charles Settlement House on the Westside in 1917, and the Genesee Institute (later renamed Genesee Settlement house) in 1924 (Community Service icon Mary Hannick worked at Charles Settlement House from 1936-1944, and then after a stint with the Red Cross overseas in the Second World War, served as Executive Director of Genesee Settlement House from 1947-1971.)
- The establishment in 1926 by Fathers Eugene Hudson and Gerald Lambert of Camp Stella Maris, made possible by gift of the Big House and surrounding land by Max Russert
- The appointment in 1930 of Father Walter Foery as the first priest Diocesan Director of Catholic Charities
- At the request of the Community Chest, the creation in 1930 of Elmira Catholic Charities, which would be merged into the secular family services agency after the flood in 1972. (Margaret Fitzgerald served as Director until 1967. In 1935 Camp Villa Maria became a part of the program.)
- The creation in 1935 of the Columbus Youth Association whose name was changed in 1955 to the Catholic Youth Organization
- Under the leadership of Monsignor Gerald Lambert (Diocesan Director of Charities from 1937-1952) the creation in 1937 of Camp Columbus in Auburn by Father Frederick Straub
- Under the leadership of Monsignor Lambert, the creation in 1942 of St. Joseph's Villa, as a replacement for three orphanages that had been administered by parishes since the late 1800's
- The establishment in 1955 of Auburn Catholic Family Services which merged with the secular family services agency in 1970
- Under the leadership of Monsignor Arthur Ratigan, Diocesan Director of Charities from 1952-1963, the construction of the new St. Ann's Home on Portland Avenue in 1963

- The establishment in 1958 by Dr. Albert Sullivan of the DePaul Mental Health Clinic within Catholic Family Center

Through the leadership of many, but especially the priest Diocesan Directors of Catholic Charities, these programs served thousands of persons for the first seventy-five years of the decade. (A list of the Diocesan Directors of Catholic Charities of Rochester is attached as Appendix II.)

The winds of change began to have their impact on Catholic Charities in Rochester in the mid 1960's. Archbishop Fulton Sheen was appointed Bishop of Rochester and was installed in December, 1966 (He followed Bishop Thomas Hickey 1909-1929, Bishop John Francis O'Hern 1929-1933, Cardinal Edward Mooney 1933-1937, and Bishop James Kearney 1937-1966.) (A list of Diocesan Bishops is attached as Appendix I.) He was a nationally known figure who served as the national director of the Propagation of the Faith and was widely known for his weekly television program, "Life is Worth Living." His experiences with Propagation of the Faith had taken him to many third world countries and had instilled in him a special sensitivity to the poor. These experiences led him to appoint an urban vicar and three "secular missionaries" to serve the poor in many areas of the Diocese at a grassroots level. (The work of Father Tim Weider as secular missionary in the Southern Tier led to the establishment of the Kinship Group Home program.) These two initiatives were consolidated with the creation of the Office of Human Development in 1970. A key moment came in 1971 when Bishop Joseph Hogan, who succeeded Bishop Sheen in 1969, appointed diocesan priest Father Charles Mulligan as its Director. While Father Mulligan was significantly strengthening the Human Development Office, Diocesan Charities Directors were Monsignor Don Mulcahy (1963-1971), Father William Charbonneau (1971-1973) and Father Joseph D'Aurizio 1973-1977. They were responsible for administering Catholic Family Center, the Catholic Youth Organization, Charles Settlement House, Genesee Settlement House and Camp Stella Maris.

As a result of consultation with a team from the National Conference of Catholic Charities, Bishop Hogan renamed the Diocesan Catholic Charities organization, changing it to the Diocesan Office of Social Ministry and appointing Father Mulligan as Diocesan Director effective January 1, 1977. It was Father Mulligan's vision that led to the name change. He was concerned that the name Catholic Charities did not fully convey the three-fold mission statement adopted at the national level in 1972. He recommended the term "ministry" because he felt that Catholic Charities had become somewhat distant from the Diocese and parishes and the term ministry would emphasize a stronger connectedness. He recommended the term "social" because of the functions of providing social services, working with parishes on advocacy – parish social ministry, and socially connecting persons in institutions through chaplaincy services.

With assistance of a newly created Board, and Maurice Tierney, hired in early January, 1977, as Diocesan Director of the Catholic Charities component of the Office of Social Ministry, Father Mulligan oversaw the "spinning off" of affiliated agencies (St. Ann's Home, St. Joseph's Villa, Charles Settlement House, Genesee Settlement House, DePaul Clinic, and Kinship Group Home.) Moe Tierney in particular took a strong role in the transformation of Camp Stella Maris in 1977. From the time of its founding, it had been led by priest directors: Father Lambert, Father Joe Vogt, Father Gene McFarland and subsequent to that Diocesan Directors of Catholic Charities. Key leadership roles were played by seminarian head counselors including many priests active in the Diocese today. Most staff were seminarians. Mary Hannick led the first girls' encampment in 1942. The Sisters of Mercy became a powerful supportive force on staff in 1947. The focus was on

traditional camp activities: waterfront, ballfield and arts and crafts, as well as a spiritual program component which evolved over time. Father Walter “Bing” Cushing became a legend through his singing and dramatic presentations and the creation of Bing’s Barn which stands today.

By 1977, however, the camp was at a crossroads. Attendance was hurt by competition from specialty camps. Seminarians were no longer available as staff. The Sisters of Mercy adopted other ministries as priorities. The camp was badly in need of capital repairs. The revitalization came when Moe appointed Ray Tette as full-time year round camp director. Catholic Charities and the Diocese helped with funding for capital repairs and the process was put in place to create a Board. Through the leadership of the Board and Ray Tette, hired in 1997, the camp was on solid footing in 1992.

A tipping point in the history of Catholic Charities came with the development by the Board, Father Mulligan and Moe Tierney over a three-year period of the “Catholic Charities of the Future Plan.” This plan was to be presented to Bishop Hogan in 1979, but he retired and was replaced in June by Bishop Matthew Clark. Bishop Clark approved the “Catholic Charities of the Future” plan in September, 1979 and was a strong supporter of Catholic Charities until his retirement in 2012.

The five underlying principles outlined in the plan have informed the evolution of Catholic Charities over the last thirty-five years:

- The creation of a regional, decentralized governance structure
- Strong participation of lay leadership in governance
- The integration of the service and advocacy functions of the agency
- Reconnection with parishes through a strong emphasis on parish social ministry
- Establishment of a Justice and Peace Department in the Diocesan Office as the further evolution of the Office of Human Development

The plan laid out a blueprint for decentralization beginning with establishment of regional offices in the Southern Tier and Finger Lakes. The Southern Tier Office of Social Ministry covering a five county area was established in 1980 under the leadership of Father Neil Miller, and the Finger Lakes Office of Social Ministry also covering a five county area, was established in 1982 under the leadership of Giovina Caroscio. Each entity, under local Board leadership, developed its unique set of services in response to community need and in collaboration with existing agencies, in keeping with the three-fold mission articulated at the national level.

Through leadership provided by Father John Firpo, Diocesan Director from 1985-1991, and following on the examples of Syracuse and Albany, the Bishop and Diocesan Board adopted in 1985 and refined in 1993, just after Jack Balinsky was appointed Diocesan Director, a decentralized system of governance embracing its then existing three regional entities: Catholic Family Center, the Southern Tier Office of Social Ministry, and the Finger Lakes Office of Social Ministry. Then Diocesan Board chairperson Sister Rene’ McNiff and attorney Mike Cooney were of enormous help in clarifying responsibilities in this system.

What follows is a more detailed history of the evolution of the Diocese of Rochester Catholic Charities from 1992 to the present.

## **CATHOLIC CHARITIES IN THE ROCHESTER DIOCESE (1992 – 2004): A TIME OF GROWTH AND EXPANSION**

### **A. Introduction**

Once the “growing pains” of the newly decentralized organization had been overcome, the foundation was established for the significant growth and expansion of the organization over the next decade. Described here is the evolution during this decade of the three existing divisions: Catholic Family Center, the Elmira and Geneva offices, Camp Stella Maris and then in chronological order the creation of seven new divisions and one new affiliated organization. Also described in the evolution of the Diocesan office in this period.

### **B. Catholic Family Center, Elmira and Geneva Offices**

In 1992, Catholic Charities of the Diocese had three subsidiaries – Catholic Family Center as well as the two new subsidiaries created in the early 1980’s.

As indicated above, the organization which came to be known as Catholic Family Center was established in 1914 as the Relief Department, as part of a community-wide effort to provide services on a more coordinated basis. For the next fifty years, it provided traditional services as described above. In 1989, the “new” Catholic Family Center was created from the merger of the “old” Catholic Family Center, the Catholic Youth Organization, and what had been the Genesee Valley Office of Social Ministry, an organization established in 1985 parallel to those established in Elmira and Geneva. Carolyn Portanova, who had been Director of the Restart program at Catholic Family Center, was hired in 1989 as Executive Director of the “new” Catholic Family Center, and would serve until December 31, 2011.

In 1992, Catholic Family Center provided services through the following Departments:

- Children and Family Services
- CYO
- Elder Services
- Employee Assistance Program
- Homeless and Housing Services
- Refugee Services
- Restart Substance Abuse Services
- Wayne County Services

It was the flagship Catholic Charities agency, providing services to more than 40,000 individuals.

The Southern Tier Office of Social Ministry had four major programs: the Samaritan Center (emergency services), the Food Bank, Gateways (community mental health services) and the Transitions program (alcohol and substance abuse counseling). Father Miller was followed as Director by Father Mike Bausch (1982-1985) and then Tony Barbaro, who assumed the position of Executive Director in 1985.

The Finger Lakes Office of Social Ministry was more focused on parish social ministry and community organization activities under the leadership of Giovina Caroscio who would serve from 1982-2003. The agency established the collaborative Community Lunch Program, and was responsible for creation of a Geneva-based Day Care Council, as well as other community coordinating groups. A great deal of focus was placed on encouraging education and advocacy activities in parishes in the five county area, and there were service programs such as those for pregnant and parenting women funded by the Maternity and Early Childhood Foundation.

In the mid and late 1990's, the Boards of both the Elmira agency and the Geneva agency voted to change their names to Catholic Charities, following the lead of the Diocesan Board to bring greater consistency and public relations efficiency to our work.

### **C. Camp Stella Maris**

In 1992, the camp had been well-served by a hard-working Board and fifteen years of outstanding leadership by Executive Director Ray Tette. When Ray decided in 1997 that he had given what he could to the camp and that it was time to move on, Jack Balinsky and the Board hired Matt Flanigan as Executive Director. This was a seamless transition because Matt had served under Ray for many years as Camp Director. The transition was further enabled because Matt was able to lure back as Camp Director Fiona Willis who had a long positive history of employment at the camp. She was followed in this position by Heather Jones from 1999 and 2000 and then Tom Weaver 2001-2007.

This decade saw significant program expansion and several much-needed improvements to the physical facility. In terms of program:

- The resident camp continued to have 100% occupancy.
- The day camp program, initiated in 1991, was serving 350 children each summer.
- The ABLE (Adventure-Based Learning Program) was attracting over 3000 participants annually, including both summer camp and off-season groups.
- Including the ABLE program, the camp rented its facilities off-session to churches, school and other organizations for retreats, educational and recreational programs serving over 3000 individuals.

Through on-going donor generosity and a formal capital campaign in the late 1990's which raised \$1.1 million, largely due to the generosity of Bob and Peggy Wegman, these major physical facility improvements were accomplished:

- Throughout the time period, continuing renovation and upgrading of cabins
- In 1996 purchase of a house and land adjacent to the camp for future growth opportunities
- In 1999, completion of the new dining hall, made possible largely through the generosity of Bob and Peggy Wegman and named Peggy's Café
- In 2000, renovation of the Chapel and creation of the Palermo amphitheatre
- In 2002, significant waterfront improvements

#### **D. The Creation of Catholic Charities Community Services (1992)**

In the wake of the Willowbrook Consent Decree which led to the deinstitutionalization of persons with developmental disabilities in the state, Catholic Charities in our Diocese, like so many Catholic Charities agencies throughout the State, was asked to develop community residences for this population beginning with houses in Lyons and Penn Yan. By 1992, Catholic Charities had responded to this challenge by creating eight such residences. Paul Pickering had been hired as program administrator in 1982.

Further, in the wake of the AIDS epidemic and attention to this poor and vulnerable population by the national Catholic Bishops, and Bishop Clark's widely acclaimed Pastoral, Catholic Charities was also asked to develop AIDS services, which we did in the form of a community residence for women with AIDS and their children.

In 1992, these services were a function of the Diocesan office and overseen by the Diocesan Board. Given the positive track record of staff leader Paul Pickering, in light of the principle of subsidiary, and as a vehicle to make possible future program growth, the Diocesan Board established Catholic Charities Community and Residential Services as a separate specialty subsidiary of the organization in October, 1992.

Under the leadership of its newly formed Board, and the continuing strong staff leadership of Paul Pickering, this organization, now known as Catholic Charities Community Services, flourished during this decade. Services to developmentally disabled individuals were expanded through creation of a new IRA's (individual residential alternatives), and significant expansion of community-based services. Catholic Charities Community Services also substantially expanded its AIDS services through the HOPWA (Housing Opportunity for Persons with AIDS) program and comprehensive Medicaid Case Management Services. First accepting clients in 1995, the Traumatic Brain Injury Program was formally established in 1997.

#### **E. The Creation of Providence Housing Development Corporation (1994)**

In the late 1970's, Catholic Charities agencies throughout the state turned their attention to the development and management of safe affordable housing for low income families and individuals, senior citizens and special needs populations. In the 1980's, the State Council of Catholic Charities Directors played a significant role in the establishment of state funded programs to develop such housing.

Out of a strategic plan completed in 1992 as part of the reorganization process at that time, the Diocesan Board, led by Strategic Planning Committee members Cathy Cain and Rose Malinowski, raised housing as a significant concern. There was a period of dialogue with Bishop Sheen Ecumenical Housing Foundation in which they indicated that they did not see larger projects within the purview of their mission.

So, with significant volunteer leadership provided by Mark Greisberger and Tom McHugh, and behind-the-scenes support of Fr. Joe Hart, was born Providence Housing Development Corporation in June, 1994.

Any idea or organization is only as good as the person running it, and the best thing that happened to Providence, Catholic Charities and the Diocese was hiring Maggie Bringewatt. Maggie was highly recommended by Tom McHugh, for whom she had worked for eight years as Deputy Director of the Rochester Housing Authority. Maggie was seeking to re-enter the workforce full-time as her son John was getting older. History shows it was a perfect fit.

In addition to housing development and management, its major functions, the agency during its first decade developed two other significant program initiatives. At the very beginning of its existence, the agency received a grant to administrate the Shelter Plus Care program providing housing and case management services for persons leaving drug and alcohol treatment programs. In 1998, the agency took over administration of the Monroe County Home Ownership program, providing: pre-preparation counseling, post-closing assistance, refinancing, home repairs and maintenance, credit and budget counseling, foreclosure prevention and assistance in “selling your home”.

While several projects were developed during this time period, beginning with the Union Meadows project in 1997, one project is mentioned here because of its symbolic value. In 2002, after several years of trying, Providence received approval to build the St. Andrew’s project, a 13-unit facility for developmentally disabled persons located on the campus of the Diocesan Pastoral Center. Thus, the Diocese responded directly to those who have opposed affordable housing development with the NIMBY – “not in my back yard” approach. The Diocese clearly said “we welcome our sisters and brothers with developmental disabilities to our front yard”.

A truly remarkable accomplishment was the collaboration of Maggie and LeCesse to restore within seven months the West Town Village project which had been devastated by fire on Memorial Day weekend 2004.

#### **F. The Creation of Catholic Charities of Livingston County (1995)**

The roots of Catholic Charities of Livingston County are advocacy by Sr. Rene McNiff, long-time President of St. James Mercy Hospital, that Catholic Charities of the Southern Tier extend its reach beyond Elmira and Corning to the poorer, western part of Steuben County and advocacy by Fr. Jim Hewes, Geneseo Newman Chaplain, Sr. Nancy O’Brien of the CFC Rural Outreach Program, and others that there was need for expanded presence in Livingston County.

The Diocesan Board of Catholic Charities appointed at its May, 1993 meeting, the so-called Steuben/Livingston Project Committee to do needs assessment and make recommendations on how Catholic Charities might better serve these communities. Although it was initially envisioned that there might be a recommendation to create a new Steuben- Livingston Catholic Charities agency, the committee recommended and the Diocesan Board approved exploring an effort in Livingston County only. This decision was made because of the large geographical area of the two counties taken together, numerous differences between the counties, the relatively large number of agencies already in Steuben County, and the relatively small number of agencies in Livingston County.

At its meeting in September, 1994, the Diocesan Board established a Livingston County Advisory Board, including persons who had served on Sr. Nancy’s Advisory Board, and challenged it to raise \$100,000 in seed money for a three year period as a condition of establishing a new County entity.

For the next year local leadership including Frs. Dan Condon, Bill Trott and Bill Gordonier, and lay leaders including Bill Derby, Jim Dollard and Mabel Treadwell, worked with staff coordinator Moe Tierney, who came out of retirement from his leadership position in Diocesan Catholic Charities (he served 1977-1991) to meet this challenge. With required funding commitments in hand, the building of some local support, and great enthusiasm, Catholic Charities of the Livingston County was created as a formal subsidiary of Catholic Charities of the Diocese in September, 1995.

This decision, based in part on the county model in the Syracuse and Albany Dioceses, was made both as a means to better serve those in need in Livingston County, and also as a model for other possible future County office expansion within Rochester Diocesan Catholic Charities. The focus was on counties because in New York State, human services delivery is a county driven function. Local ownership can do much more to garner support from government, from business and from faith communities to better serve the poor and vulnerable.

In Livingston County the theory was that the \$100,000 funding commitment would assure presence over a three-year period while Church leaders, the Board and staff worked to obtain more permanent program and funding commitments. In keeping with the national approach outlined above, within the three-fold mission of direct service, advocacy, and convening, Catholic Charities of Livingston County would seek to address local unmet needs in collaboration with other agencies.

Through the extraordinary staff leadership of Tim McMahon, together with the support of the newly created Board (especially Father Dan Condon), sufficient funds during this start-up period were generated to assure continuation of the agency. Tim's accomplishments in building programs and establishing the visibility of the agency not only helped it to serve over 2000 persons annually by the time he retired in 2004, but also had given the Diocesan Board enough confidence in the county-based model to transform what had been Catholic Charities of the Southern Tier into four new subsidiaries effective January 1, 2003, as described below.

#### **G. The Addition of Kinship Family and Youth Services (2000)**

As previously indicated, in 1967 Fr. Tim Weider was assigned by Bishop Fulton Sheen as a "secular missionary" to develop a rural outreach program to poor and vulnerable persons in the Southern Tier. Among his many accomplishments was the establishment of a group home in Perkinsville for troubled adolescent boys. Such were the roots of Kinship Family and Youth Services. First, under Tim's leadership and then under the very effective leadership of Tim's younger brother Joe, Kinship had become a flagship agency for services to children at risk and their families in an eight County area in the Southern Tier. In addition, in the last half of the 1990's, Kinship also next had developed a highly acclaimed residence for those recovering from alcoholism.

Recognizing the changing environment for provision of human services, and the many threats to the existence of smaller not-for-profit agencies, Joe and the Board of Kinship began in the early-to-mid 1990's to explore possibilities of affiliation with another organization. Recognizing their Catholic roots, a natural possibility was St. James Mercy Hospital in Hornell. The parties were very close to what presumably would have been an effective partnership, when Sr. Rene' left St.

James Mercy Hospital and her successors indicated that they were not interested in such an arrangement.

Inspired by Tony Barbaro and Chris Wilkins, who had moved from the Finger Lakes office to the Southern Tier office, discussions began in 1997 about the possibility of an alignment between Kinship and Diocesan Catholic Charities. With many fits and starts, and ups and downs, effective in 2000, Kinship became a full subsidiary of Catholic Charities of the Diocese and added a significant component to our presence in many Counties in the Diocese. In addition to its substance abuse residential services, therapeutic foster care, the Healthy Family program and the S.H.A.P.E program (Supporting Home and Parent Enrichment) were its two major programs.

#### **H. The Transformation of Catholic Charities of the Southern Tier (2003)**

The evolution of Catholic Charities of the Diocese of Rochester was significantly enhanced by the generosity of Nellie Monroe and the creative leadership of Tony Barbaro and the Board of Catholic Charities of the Southern Tier.

In the early 1990's, Nellie donated to the agency a valuable piece of land in Big Flats, to be used "for the greater glory of God". A first use of the property was a site for a new Food Bank facility. In the mid 1990's, the remainder of the land was sold to Loew's for \$1.3 million. Under Tony's leadership the Board of Catholic Charities of the Southern Tier committed 10% of this endowment annually to developing county outreach services.

There has been written a history of Catholic Charities of the Southern Tier which details specifics, but "all of a sudden" we had a strong presence in Steuben, Tompkins/Tioga and Schuyler Counties. Bridget Steed in Chemung, Laura Opelt in Steuben, Paul Hesler and George Ferrari in Tompkins/Tioga, Dearon Joe Federowicz in Tioga and Sarah Conley in Schuyler, provided the excellent staff leadership to grow these agencies.

On January 1, 2003, Catholic Charities of the Southern Tier was transformed into four new subsidiary agencies: the Food Bank of the Southern Tier, Catholic Charities of Chemung/Schuyler Counties, Catholic Charities of Steuben County, Catholic Charities of Tompkins/Tioga Counties. With leadership from newly created Boards, the energy of the new Regional Executives and the support of Tony Barbaro, who assumed the position of Associate Diocesan Director of Catholic Charities on January 1, 2003, the significant expansion of county offices in these five counties has brought help and hope to thousands.

#### **Food Bank of the Southern Tier**

The Food Bank of the Southern Tier was an early component of the work of Catholic Charities of the Southern Tier, started by Father Neil Miller, its first Director, in 1980. A critical moment in the evolution of the Food Bank was the decision in 1992 to build a new facility in Big Flats on the land donated by Nellie Monroe. A second major factor in the evolution of the Food Bank was the decision in 1998 to hire Paul Hesler as Executive Director. Under his outstanding leadership the Food Bank had gone from delivering one million pounds of food to nearly six million, serving 200 soup kitchens and food pantries in eight counties in the Southern Tier of New York State and northern Pennsylvania, helping over 125,000 people in these counties.

### **Catholic Charities of Chemung/Schuylers Counties**

Catholic Charities of Chemung/Schuylers Counties was the largest of the four new subsidiaries. Shortly after its establishment as a separate division in 2003, the agency took responsibility for the Second Place East homelessness program and soon integrated it with the Samaritan Center program. This agency continued to play a lead role with the continuum of care, implementing a new HMIS (Homeless Management Information System). The agency continued to expand its Supervised Independent Living Program. In Schuylers County, Sarah Conley directed a domestic violence program in 1997, and added several services over the next five years, including a major federally funded pregnancy prevention program, enabling purchase of our office building in Watkins Glen.

### **Catholic Charities of Steuben County**

Catholic Charities presence in Steuben County was initiated under Chris Wilkins in a donated office in Bath in 1996. Early programs were assumption of the St. Mary's Day Care Program and Anawim Wine. Laura Opelt assumed the role of Executive Director in 1998. The major program development was the expansion of the Turning Point emergency services to three sites (Corning, Bath and Hornell) and collaboration at each site with Healthcare Ministry of the Southern Tier. With strong Board leadership and aggressive fund-raising, the Day Care Center was able to stay in operation. In 2004, the agency was forced to close its substance abuse and alcohol treatment program due to lack of government funding. The substance abuse prevention program continued but now consisted of Bath Hope for Youth, Steuben Council on Addictions, the Summer Recreation program and Drinking/Driver program.

### **Catholic Charities of Tompkins/Tioga Counties**

In 1995 the Board of Catholic Charities of the Southern Tier established an Advisory Council to explore possibilities of Catholic presence in Tompkins and Tioga Counties. On their recommendation, Paul Hesler was hired in 1997 to begin providing both emergency services through the Samaritan Center and justice and peace services. In 1999, George Ferrari replaced Paul who was hired as Director of the Food Bank, and emergency services were expanded. Office space was provided at the Immaculate Conception Convent on Buffalo Street.

The significant evolution of each of these four agencies over the next decade is described later.

## **I. The Creation of Catholic Charities of Wayne County (2004)**

Father Jim Hewes had been most instrumental a decade earlier in the creation of Catholic Charities of Livingston County. Soon after his appointment as Pastor of Clyde/Savannah in July 2000, he began his advocacy for the establishment of Catholic Charities of Wayne County.

More than twenty years earlier, Diocesan leadership of Catholic Charities had created confusion about the organizational presence of Catholic Charities in Wayne County. In 1979, Catholic Family Center established an intensive services program in Newark. When Catholic

Catholic Charities of the Finger Lakes was established in 1982, its Charter gave an authority to be the Catholic Charities Service provider in Wayne County, as well as the other four Finger Lakes Counties. Dual service provision in the county had been a source of confusion and frustration ever since.

Father Hewes and Father Peter Clifford in particular were able to generate strong support among the pastoral leaders of Wayne County for creation of Catholic Charities of Wayne County. Recognizing that seed money was needed for the start-up of any county agency, the notion arose that a percentage of the local share of the Partners in Faith Campaign could be a source of this seed money. In early 2003, the eight pastoral leaders of Wayne County agreed to tithe from the local share of Partners in Faith. In addition, with designated gifts (largely from Father Hewes parish), there was available \$200,000 over four years.

After a somewhat difficult joint planning process involving the Diocesan Board, Catholic Family Center (where John Guarre was most helpful), and Catholic Charities of the Finger Lakes (where Robert Kernan was most helpful), the Diocesan Board approved at its June 22, 2004 meeting, the creation of Catholic Charities of Wayne County. Loretta Kruger was hired as Executive Director in November, 2004, and skillfully oversaw (together with Sister Janet Korn) the creation of La Casa, a transitional housing program for migrants, the integration of Catholic Family Center and Catholic Charities of the Finger Lakes programs into Catholic Charities of Wayne County and the development of a strong Board.

#### **J. The Evolution of the Diocesan Office of Catholic Charities**

Probably the most significant leader of Catholic Charities in the Diocese of Rochester over the last fifty years was Father Charlie Mulligan, who was appointed to the Diocesan leadership position in 1977, and was in office until 1985.

In a variety of ways, Charlie reorganized the work of Catholic Charities. Throughout the country, and in this Diocese over the last forty years, there has been tension between “social justice advocates” and the more institutional Church, as represented in part by Catholic Charities.

As previously indicated, in this Diocese, Charlie sought to bring these sometimes opposing factions together into what he named the Office of Social Ministry. The ideal of the structure was that in the Diocesan office and in each Regional office there would be four leadership positions: the overall Director of Social Ministry, then a Director of Catholic Charities (services), a Director of Peace and Justice (advocacy), and a Director of Chaplaincy Services (actually transferred out of Catholic Charities in a Diocesan organization in 1991).

This organizational structure led to significant cohesion and organizational clarity. Still to this day in many dioceses in the Country, there is dissonance and sometimes open conflict between the more institutional Catholic Charities agency and the social justice advocacy community. In one of his last public addresses, the revered Cardinal Archbishop Joseph Bernardin of Chicago, exhorted our Catholic community to work together, in his emotional appeal at the Conference in 1997 celebrating the 25<sup>th</sup> anniversary of the Catholic Campaign for Human Development.

In the Diocese, through Charlie’s good work, three results have been achieved. First, significant advocacy activities occur within the framework of Catholic Charities, effectuated by the

outstanding work and regular meetings of Justice and Peace staff. Second, rare among Catholic Dioceses, parishes and priests are comfortable with and supportive of advocacy activities. The Diocese lives out the dictum articulated from the World Synod of bishops in 1971 that “advocacy on behalf of social justice is a constitutive element of the preaching the Gospel.” An example of this focus on advocacy was that as part of a state-wide advocacy campaign in 1981, every Parish Council in the Diocese of Rochester passed a resolution supporting an increase in the public assistance benefit level. Third, Catholic Charities has an important presence in promoting parish social ministry, which will be even more important in the days ahead.

In this context of this structure, created by Charlie, and the decentralized nature of the Catholic Charities organization, it is the responsibility of the Diocesan office to carry out only those functions which are Diocesan-wide in nature, or can best be accomplished by a Diocesan approach, including especially public policy advocacy. Meanwhile, while participating in Diocesan efforts, regional staff have participated in local advocacy activities and given great emphasis to developing parish social ministry at the local level.

In this time period, there were several Diocesan-wide initiatives.

### **Diocesan Public Policy Committee**

In 1992, Catholic Charities took a lead role in the establishment of the Diocesan Public Policy Committee. This 25-person body has representation geographically throughout the Diocese, as well as functional representation of different interest areas (education, health care, life issues, social justice). It was first chaired admirably by Father Mike Bausch and since 1997, Father Brian Cool has provided excellent leadership. Annually the Committee develops our own Diocesan legislative agenda, and chooses issues for Diocesan-wide parish-based petition or postcard advocacy. The committee also plans the Annual Bishop’s Legislative Luncheon, participation in the annual New York State Catholic Conference Public Policy Forum and is a grassroots vehicle through which public policy priorities can evolve. Through regular contact with legislators, the Bishop and the Diocese are considered at the state level to have the closest relationship of any Diocese with its legislative delegation.

### **Consistent Life Advocacy**

One of the four major priorities of the Diocesan Synod held in the fall of 1993 was Consistent Life Ethic Advocacy and Diocesan Catholic Charities was given responsibility for implementation of this priority. From September 1995 to June 2000, Suzanne Schnittman ably filled the role of Consistent Life Ethic Coordinator, and upon completion of the formal Synod implementation period, Diocesan Life Issues Coordinator.

She approached her responsibilities with passion, and among other things was responsible for implementation of Project Rachel and the Parish Pledge for Life, as well as the establishment of Vita Awards and the Consistent Life Ethic Grant fund made possible by the Consistent Life Ethic Dinner. An excellent symbol of the many challenges present in promoting the Consistent Life Ethic was Marty Moll Jr’s comment after trying with great frustration to raise money for this cause, “give me any disease to raise money for and I’ll be more successful.”

From June, 2000, to the present Suzanne has been ably succeeded by Jann Armantrout, who, like Suzanne had a long history of connectedness with the Diocese before her appointment. In addition, she played a significant role in the community, including her leadership of the Common Ground advocacy group. From the beginning of her tenure, Jann brought an organized approach to Life Issues Advocacy. Throughout this time, she continued established initiatives, and also become a Rochester Diocesan representative on the New York State Catholic Conference Public Policy Committee.

### **Catholic Charities USA Annual Convening and Follow-up Initiatives**

From the early 1990's, Catholic Charities has been blessed with wonderful Diocesan Board leadership, stemming from participation in the Catholic Charities USA Annual meeting in Milwaukee in 1996. Board leadership, especially Marty Birmingham and Pat Fox, facilitated bringing the National Annual Conference to Rochester in 1999. Sister Pat Prinzing continued the excellent tradition of leadership from 2001-2003. (All the Diocesan Board Presidents during this time have made enormous contributions. They are listed in Appendix II.)

This event was spectacular, and provided the context and visibility for three subsequent efforts. The first was in 2000 when we launched Catholic Charities Capital Campaign, from which we realized over \$1.2 million to enhance our endowment, (another \$2.5 million was added to endowment through the Diocesan Partners in Faith Campaign).

The second was creation of the Works of Love program designed to give greater visibility to Catholic Charities within the Diocesan community, particularly in parishes, schools and youth ministry groups. This effort was ably led by Ruth Putnam Marchetti, who had been a Diocesan Board member and had twelve years experience teaching in a Catholic school. In October 2001, over 8000 people from 75 different groups throughout the Diocese performed service tasks during Works of Love Week. With funding constraints at regional levels, Ruth moved into her new role as Justice and Peace Coordinator for Livingston County, the Finger Lakes office and Wayne County in September, 2005.

The third was the creation of the Bishop Clark Award as the highest honor of recognition given by Diocesan Catholic Charities. It was presented to him at the national meeting in recognition of his outstanding support of Catholic Charities. Recognizing their extraordinary contributions to Catholic Charities, this award was presented during this time period to:

2002: Deacon Tom and Jean Cass for extraordinary service to Catholic Charities of the Finger Lakes.

2003: Giovina Caroscio, for her more than twenty years of outstanding leadership as Executive Director of Catholic Charities of the Finger Lakes.

## **Project Unity**

Sr. Janet Korn was hired as Diocesan Social Justice Awareness Coordinator in September, 1998. Initially hired to help promote social justice awareness in conjunction with the 1999 CCUSA national meeting, she contributed to this awareness in many ways, especially through numerous presentations to parishes, schools and community groups and through Project Unity.

Project Unity has roots in this Diocese from the so-called Urban-Suburban Task Force, formed in 1994 and co-chaired by Fr. Peter Clifford and Jack Balinsky. This Task Force produced a report on how the Diocese might better foster urban-suburban connections in a similar fashion to what Bishop Anthony Pilla had done in Cleveland at that time through his Church in the City initiative.

In 1999, Bishop Pilla made a presentation to a joint meeting of the Stewardship Council and Priests' Council. A joint committee of these bodies recommended a year later the creation of Project Unity in our Diocese. Sister Janet fostered creation of ten new inter-parish cooperative efforts throughout the Diocese over this decade. In 2002, under Sister Janet's leadership, Project Unity announced creation of three pro-active projects to provide a framework for person-to-person connection: a WIN school tutoring effort, (initially led by Bill and Chrissy Carpenter) a mentoring program for first time homeowners, and an effort to create a safe house for migrant farm workers in Sodus.

The history of the creation of LaCasa, the transition housing facility for the migrant community in Sodus, is written elsewhere. It is a remarkable story, made possible by Janet's extraordinary work and the leadership and generosity of Tom McDermott, of how an entire Diocesan community rallied to create this important outreach effort, now operated by Catholic Charities of Wayne County.

## **Program Development Function**

One of the important functions envisioned for the Diocesan office in the reorganized structure was its ability to respond to emerging needs by developing new initiatives and structures where appropriate (this function was handled by Regional Agencies within their own area of activity).

Examples of such initiatives:

- The creation of Catholic Charities Community Services in 1992
- The creation of Providence Housing Development Corporation in 1994
- The creation of Catholic Charities of Livingston County in 1995
- The reintegration of Kinship Family and Youth Services into the Diocesan Catholic Charities entity in 2000
- The transformation of Catholic Charities of the Southern Tier into four new entities in 2003
- The creation of Catholic Charities of Wayne County, including the newly established LaCasa transitional housing opportunity for migrant farm workers, in 2004

## **Ongoing Efforts**

No history of the Diocesan Office would be complete without mention of Judy Taylor. Judy's seventeen years as a Catholic Charities employee came to conclusion on April, 2005, when she retired for health reasons. During her tenure, she made enormous contributions through the Christmas Appeal, Catholic Campaign for Human Development and Operation Rice Bowl of Catholic Relief Services.

She was properly recognized as recipient of the Bishop Clark Award at the All Boards Convening on October 24, 2005.

With her retirement, Kathy Dubel (long-time Justice and Peace staff person in the Southern Tier) took responsibility as Diocesan Director of Catholic Relief Services and Marvin Mich (a noted social justice author and staff member of Catholic Family Center) took responsibility as Diocesan Director of the Catholic Campaign for Human Development.

## **CATHOLIC CHARITIES IN THE DIOCESE OF ROCHESTER (2004 – 2014) : ACHIEVING ACCOUNTABILITY AND EFFICIENCY**

### **A. Introduction**

During the past decade, each of the entities of Catholic Charities has continued to enhance its service delivery and advocacy. An over-riding emphasis through this time period has been to enhance accountability and efficiency throughout the organization by strengthening centralized services as described below. Another common theme is the transition in leadership, with the departure of several long-term leaders and hiring a new generation of leaders who are poised for long-term success.

### **B. Achieving Accountability and Efficiency**

A major focus of the agency over the past ten years has been to enhance accountability and efficiency within the organization by strengthening centralized services.

Following Jim Crowley's retirement in 2004 after ten years as Diocesan Charities CFO, and a brief stint in that position by Joe DiPassio, the team of Tony Barbaro and Lee Randall took over the financial management function as CFO and Finance Director, respectively, on April 1, 2006. John Pennell was hired as CFO at Catholic Family Center in August 2006. Through Tony and Lee's efforts, the Northern Tier and Southern Tier office were merged into one consolidated office effective January 1, 2008. From 2008 – 2012, both the consolidated office and Catholic Family Center made great strides in achieving efficiencies, especially through greater use of information technology. By early 2013, it was clear the overall agency was ready for greater integration.

So was born the Back Office Integration project between the Diocesan Office of Catholic Charities and Catholic Family Center. From a financial management perspective the first steps were deemed to be implementation at Catholic Family Center of the Financial Edge financial management software used by the rest of Catholic Charities (completed February, 2014), and the agreement to develop a common accounting policies manual. With the resignation of John Pennell in October, 2013, the agency has been ably served by Kathy Johnson as Interim CFO, and

leadership staff from both Diocesan Catholic Charities and Catholic Family Center are now giving consideration to an integrated organizational structure.

Great contributions have been made in these years by the Diocesan Board Finance Committee (In the first half of this time period Father Mike Bausch, Father Dan Condon, Maureen O'Hara, Jim Gould and Andy Hislop and more recently Kevin O'Connell, Tim Sheehan, Marie Castagnaro and Mardy Fox) in revising and improving the employee retirement plan, addressing financial issues in individual agencies as necessary, and strengthening and consolidating the audit process Kevin O'Connell particularly has taken ownership for improving the retirement plan, acting as a strong advocate for employee saving. They also played a major role in the transition from the Diocesan Protected Self Insurance program to our own insurance program and department in collaboration with First Niagara Risk Management, effective January 1, 2009. This transition has resulted in significant staff training and improvements in risk management policies and procedures.

Similarly, through the leadership of the Diocesan Human Resources Committee (Peg Braunsdorf, Father Mark Brewer, Mary Pat Dolan, Mary Ann Palermo and Anne Sapienza), and particularly the leadership of Barbara Poling as Senior Human Resource Director and Donna Rieker as Human Resource Director, great progress has been made in strengthening the Human Resource function. Major accomplishments include updating personnel policies, developing a consolidated employee handbook, implementation of Diocesan-required Safe Environment Training, improving payroll practices, including electronic timesheets, monitoring workers' compensation and implementing risk management policies and training sessions. Initial Back Office Integration for Human Resources discussions are currently underway. This discussion would not be complete without understanding the enormous contribution that Barb has made in developing a cohesive staff team and addressing the myriad of issues required by our ever-increasing government regulation.

Catholic Charities is deeply grateful to the Diocesan Information Technology Department, its Director Tom Veeder and Catholic Charities Coordinators, Rick Harrington (2001-2009), Lisa Zelazny (2009-2011) and Mark Darling (2011-present) for their very able management of the evolution of Catholic Charities information technology services.

The work of Information Technology has become ever more complex and the IT team has been superlative in staying "ahead of the curve". Major early accomplishments included implementing the STEPS client data-tracking program, installing Denari as a fund development database system, using technology to improve financial management, HIPAA provision implementation and security oversight. The last two years, under Mark Darling's guidance, have seen a greater effort to enhance local agency capability through identification of on-site point persons and a much greater emphasis on training, the more focused planning for upgrading equipment, the significant decision in June 2013 to implement Raiser's Edge fund development software across all the agencies and the recently implemented Human Resource software.

Moreover, the most substantial progress in implementing Back Office Integration between Catholic Charities and Catholic Family Center has come in the IT area under the extraordinary leadership of Tom Veeder who assumed administrative responsibility for IT services at Catholic Family Center in the summer of 2013. There have been numerous specific areas of software upgrades, but a major focus has been on obtaining and implementing new Electronic Health Records (EHR) software which must be completed by August, 2014, to meet government

requirements. It is in this area of integration that we expect to ultimately achieve the greatest cost savings.

No discussion of achieving efficiency and accountability would be complete without giving extraordinary credit to Associate Diocesan Director Tony Barbaro. On a day-to-day basis he has consistently and patiently overseen the nuts and bolts of the finance and information technology improvements described here. For this work and his earlier work facilitating the evolution of the Southern Tier agencies he richly deserves the Bishop Clark Award which he received in 2012.

### **C. Diocesan Office**

This time period saw three stalwart staff persons who formed the heart and soul of the Office of the Director during the 2000's exit from the scene. Sr. Janet Korn left the Diocesan Office in June, 2009, to take the position of Urban Ministry Coordinator with the Diocesan Department of Parish and Clergy Services. Ruth Marchetti, who implemented the Works of Love initiative in 2001, and then provided justice and peace services in the Diocesan office and in various ways to Catholic Charities agencies in the Finger Lakes, Livingston and Wayne counties, retired in June, 2012. (Happily she soon took a part-time position assisting Marv Mich as the Parish Social Ministry Coordinator at Catholic Family Center.) JoAnn Anderson, Jack Balinsky's trusted long-term Executive Assistant, responsible among other things for the production of his books, retired on September 30, 2013. (Happily, that very day was the day Jack assumed the position of Interim CEO of Catholic Family Center as described below and since then he has been ably supported in his Diocesan role by Sandy Lane, Executive Assistant to the CEO of Catholic Family Center.)

Facing cutbacks in funding, the organization chose to change the focus of the Office of Director away from advocacy and parish social ministry (enabling regional offices to retain Catholic Ministries Appeal funding and continue this important work on a local level.). Instead, as a result of the work of the Diocesan Board described below, its focus changed to promoting the overall Diocesan Catholic Charities entity. Meanwhile, the office continued to support the work of the Diocesan Public Policy Committee and the work of Life Issues Coordinator Jann Armantrout. During this time period, Marvin Mich from Catholic Family Center served as Diocesan Director of the Catholic Campaign for Human Development and Kathy Dubel from Catholic Charities of Chemung/Schuyler Counties, served as Diocesan Director of Catholic Relief Services, ensuring that these activities continued to be Diocesan Office priorities.

### **Diocesan Board**

Throughout this decade, the Diocesan Board continued to be blessed with outstanding chairpersons:

<b>Ms. Maureen O'Hara</b>	<b>2003 – 2005</b>
<b>Mr. Robert Kernan</b>	<b>2005 – 2007</b>
<b>Mr. James Gould</b>	<b>2007 – 2009</b>
<b>Mr. Andy Hislop</b>	<b>2009 – 2011</b>

**Ms. Linda Stundtner**

**2011 – 2013**

**Mr. Timothy Sheehan**

**2013 -**

A major Diocesan Board function continued to be to organize the All Boards Convening, annually bringing together members of each of the local Boards as well as the Diocesan Board for education, enrichment and inspiration, as first proposed by Pat Fox in 1997. During this entire period, the events were ably planned by Linda Stundtner, Beth Talia and Flor Colon. Major events were the 2009 celebration of Bishop Clark’s thirtieth anniversary as Bishop, the 2010 event which featured a play depicting the 100 year history of Diocesan Catholic Charities, the March, 2012, event honoring Bishop Clark on his 50<sup>th</sup> anniversary as a priest and 33 years as Diocesan Bishop, and the March, 2014 event welcoming Bishop Salvatore Matano.

The Board made numerous presentations of the Bishop Clark Award, previously given to Deacon Tom and Jean Cass in 2002 and Giovina Caroscio 2003. During this decade the following awards were presented.

2005: Robert Turissini, for his instrumental role in the creation of Catholic Charities of Steuben County.

Judy Taylor, for “personifying the vision of caring and tireless effort on behalf of the poor and vulnerable throughout the world” in her seventeen years of service in the Diocesan Office of Catholic Charities.

2008: Linda Stundtner, for her extraordinary leadership as a member of the Board of Catholic Charities of the Southern Tier, Diocesan Board of Catholic Charities (two lengthy tenures), and Board of Catholic Charities of Steuben County.

2009: Mark Greisberger, for his lifetime of volunteer service to Catholic Charities, including serving on the Boards of Genesee and Charles Settlement Houses and the Diocesan Board of Catholic Charities, as well as his role as the “Godfather” of Providence Housing Development Corporation.

2010: Joe Weider, in recognition of his outstanding 40 year service to Kinship Family and Youth Services, including more than 30 years as Executive Director.

2011: Robert Kernan and Tim Buckley for two decades of outstanding leadership on the Board of Catholic Charities of the Finger Lakes and also for Bob’s service on the Diocesan Board, including his tenure as chairperson.

Carolyn Portanova, for her extraordinary thirty-seven years of service to Catholic Family Center including 23 years as CEO.

2012: Kevin O’Connell for his thirty-seven years of service, first on the Board of Catholic Charities of the Southern Tier, and after 2005, his leadership on the Diocesan Board, particularly in the financial area.

Tony Barbaro for his service as Executive Director of Catholic Charities of the Southern Tier, beginning in 1985, his extraordinary leadership in making possible the transformation of that agency into four new subsidiaries in 2003, and his subsequent service as Associate Diocesan Director.

Jack Balinsky for his twenty years of service as Diocesan Director. (In 2007, Jim Gould established the Jack Balinsky Endowment Fund to spur new program initiatives. In 2010, Jack received the Catholic Charities USA Centennial Medallion. In 2011, he was presented the J. Alan Davitt Leadership Award by the State Bishops and in 2013 he was given the Bishop Francis Mugavero Award by the State Council of Catholic Charities Directors.)

2014: Father Michael Bausch for his three decades of service to Diocesan Catholic Charities, first as Executive Director of the Southern Tier and Genesee Valley Offices of Social Ministry, and his work for more than twenty years as a Board member of Catholic Family Center and the Diocesan organization.

Father Dan Condon for his role as “Godfather” in the establishment of Catholic Charities of Livingston County in 1995, and then his long tenure as member of the Diocesan Board and its Finance Committee.

Mary Pat Dolan for her more than twenty years of service on the Boards of Catholic Charities of the Southern Tier, the Food Bank and the Diocesan Board, but especially for her generosity in effectively serving as the Interim Executive Director of Catholic Charities of Tompkins/Tioga Counties on three separate occasions.

Another significant accomplishment of the Board during this time came through the work of the Ad Hoc Task Force on Episcopal Transition, established under the leadership of Beth Talia in September, 2011. Its recommendations, adopted in May, 2012, led to all agencies revising their mission statement to reflect more clearly their membership in Diocesan Catholic Charities, the creation of a Mission Effectiveness Committee chaired by Beth, and the determination to more forcefully promote the Diocesan agency as a whole. One avenue for achieving this goal has been the creation of a Diocesan Catholic Charities Quarterly Newsletter.

### **Diocesan Public Policy Committee**

Throughout this ten year period, Diocesan Catholic Charities continued to provide staff support to the Diocesan Public Policy Committee, ably chaired throughout the entire drive period by Father Brian Cool. The annual activities (Bishop’s Legislative Luncheon, Advocacy Weekend, participation in State Catholic Conference Public Policy Forum, public policy education initiatives, individual summer legislative visits) continued. Major advocacy and education issues addressed during this time included abortion, end-of-life issues, global climate change, immigration reform legislation, mental health issues, and issues supporting children and families. At this writing, the Diocese of Rochester continues to enjoy the reputation as the Diocese in the state which has the best relationship with its Legislative delegates.

### **Life Issues Advocacy**

As previously indicated, Jann Armantrout was hired as Life Issues Coordinator in June, 2000.

In her fourteen years here, Jann has brought an organized approach to Life Issues advocacy in the Diocese, and has been a significant participant in activities at the State Catholic Conference, providing much needed leadership to the Diocesan Human Life Coordinators group. In addition, she has ably administered the Consistent Life Ethic grant fund, Project Rachel (in which she is a national leader) and the Pledge for Life program. In 2006, she received certification in bioethical research from the National Catholic Bioethics Center in Philadelphia. She was chosen for the prestigious Leo Holmsten Human Life Award in September, 2007. She has become a recognized expert on end-of-life issues and stem cells. In 2010, she was appointed to the Ethics Committee of the Empire State Stem Cell Research Board at the recommendation of Assembly Minority Leader Brian Kolb who represents Ontario County. In 2011, she began teaching a Bio-Ethics course at St. Bernard's for local medical professionals. She was the catalyst in establishing the Finger Lakes Guild of the National Catholic Medical Association.

Throughout the spring of 2013, Jann played a major leadership role in the enormously successful state-wide effort to block Governor Cuomo's abortion expansion initiative. It is clear that her leadership made a significant difference in this success. She has facilitated, with assistance from the Knights of Columbus, the installation of an ultrasound machine in pregnancy care centers throughout the Diocese in Monroe County. She has facilitated much greater collaboration among pregnancy care centers, including creation of an 800 call-in number for pregnant women seeking guidance and assistance.

### **D. Catholic Family Center**

During this decade, Catholic Family Center (Catholic Charities of Monroe County), continued to be a leadership human services provider in Monroe County, and the flagship agency of Catholic Charities of the Diocese. During this decade of transition, the agency took advantage of new opportunities, faced significant challenges and underwent leadership changes. The Board, led by Chairpersons John Guarre 2005-'07, Douglas Parker 2007-'09, Anthony Adams 2009-'11, Maryanne Townsend 2011-'13, and P.J. Guisto 2013-present, has ably managed this transition time.

By far the most significant service delivery development of the decade was the acquisition of Family Services of Rochester in 2005. Reflective of the trend of declining fund availability and the need to make service delivery more efficient, community leadership including the "RUMP Group" of business leaders and the United Way were aggressively promoting agency consolidation. Catholic Family Center was therefore once again on the cutting edge of the evolution of human service provision when it made this acquisition. Made possible through the extraordinary leadership of Board members Brian Dwyer, David Pitcher and Maureen Mulhammad, this acquisition brought to Catholic Family Center some fifty-five additional employees with approximately \$4 million in annual funding, and new lines of business, including especially community mental health services.

Even as early as 2006, however, it became clear that the acquisition had brought with it significant financial and organizational challenges with which the organization has struggled over

the last eight years. The two major sources of financial difficulty have been the mental health clinic, where ongoing government rates are insufficient and other expected revenue did not materialize and the underfunded defined benefit pension plan established for former FSR employees, a mirror-image of the plan that had been offered by that agency. Today, the agency, having experienced deficits in recent years, is finally making headway on both fronts. Thanks to the leadership of staff Marlene Bessette, Sally Partner, and Kristie Elias, the mental health clinic has come much closer to a breakeven status, and the Board, led by P.J. Guisto and David Peartree, is taking significant steps to address the pension plan issue.

Typical of most such mergers and acquisitions, this event also produced internal organizational challenges in the effort to merge two different corporate cultures. In this period, the organization adopted these management strategies:

- Clearly establishing that the role of the President and CEO as externally oriented, with a major focus on fund development
- Establishing the position of Chief Operating Officer
- Creating an organizational structure of four “pillars”: Behavioral Health Services, Families, Housing Services, Workforce Development
- Creating the Family Investment Initiative
- Finally, establishing two divisions: Community Services (VP Sally Partner) and Housing Services (VP Lisa Lewis)

Meanwhile, the agency was expanding its services in other areas:

- Establishment of a re-entry program
- Establishment of the Kinship Navigator Resource program to enhance foster care
- Construction of a new Liberty Manor residential drug treatment facility for women and children
- Initiation of a medical case management program for refugees
- In collaboration with Providence Housing Development Corporation, creation of the 20 bed Son House transitional housing facility next to Francis Center

While these developments were occurring on the service delivery side, advocacy and parish social ministry continued under the able leadership of Marvin Mich, Director of the Office of Social Policy and Research. A moral theologian and noted author, Marv focused on CFC advocacy priorities, became heavily involved in ecumenical community through his leadership role in the Greater Rochester Community of Churches and played a major leadership role in forwarding the activities of the Diocesan Public Policy Committee. As previously mentioned, Ruth Marchetti joined this staff in July, 2012, as part-time parish social ministry coordinator.

Similarly, fund development activities continued. Through the leadership of Bill Wynne, hired in fall 2012, the annual Gala and golf tournament were revitalized and the “Understand Your Heart” major gift campaign was launched.

Finally, within the last three years there has been significant leadership transition at the agency. Carolyn Portanova retired as CEO effective December 31, 2011, capping her iconic career at Catholic Family Center. Mark Wickham, CEO of Lakeview Mental Health Services, was hired

as CFC CEO effective January 1, 2012. After a year of transition in the position, Mark hired Marlene Bessette as Chief Operating Officer effective January 1, 2013. After a distinguished 28 year career in top leadership positions at Xerox, Marlene, seeking to find a way to live out her faith commitment in her professional life had come to CFC on a social service leave the previous April, an experience which turned into a happy marriage as she accepted the COO position rather than returning to Xerox. Recognizing the many difficulties inherent in following a long-term iconic leader, the Board and Mark came to agreement that his tenure would conclude on September 30, 2013. Jack Balinsky served as Interim CEO from then until December 31, 2013, when, on appointment by the Board and Jack, Marlene became the President and CEO of CFC. The agency is in most capable hands moving into the future.

### **E. Catholic Charities of the Finger Lakes**

As previously indicated, Giovina Caroscio had provided consistent leadership to the agency since its creation in 1972. Her resignation in 2003 ushered in a time of transition at the agency. During this transition time, the Board was led by John Shanahan, 2003-'05, Timothy Buckley 2005-'08, Robert Kernan 2008-'11 and Robert McFadden 2011-present. Rik Fowler, who had fund-raising background at Columbia-Allendale-Harley school, had social and human services background as regional director of a Family and Children's Services agencies in Florida, was hired as her replacement. He was able to institute establishment of local offices staffed on a very part-time basis in several parishes as well as the supervised visitation and clinical counseling programs. He spent considerable time overseeing the purchase and renovation of office/program facilities in Auburn and Geneva (co-locating there with the Diocesan Finance Office). Unfortunately, under his leadership, the agency was unable to meet ambitious fund-raising goals and by mid-2005 was in severe financial distress.

Once again, enter Tony Barbaro to the rescue. At a time before he took over responsibility for financial management for the agency and for a year even after he had this new responsibility, he served effectively as Interim Executive Director, while continuing his role as Associate Diocesan Director. With financial stability achieved and the staff accounting function integrated into the consolidated Finance Office, the agency was ready for a new permanent Executive Director.

For the past several years, the agency has been blessed by the outstanding leadership of Ellen Wayne, who was hired as Executive Director in September, 2007. She, too, brought both human services administrative and fund-raising experience to her new position. She had worked for five years in a high-level administrative position within the Seneca County Department of Social Services, and most recently had been director of development for the ABC anti-poverty agency in Rochester. Her intelligence and boundless energy would be reflected later in her successful effort to achieve in 2014 a Doctoral Degree of Education in Executive Leadership from St. John Fisher while effectively continuing her full-time responsibilities at the agency.

Under Ellen's leadership, the agency has continued its tradition of outstanding service provision to Ontario, Seneca, Yates and Cayuga counties. Several important programs continued, including the Community Lunch Program (13,000 meals provided in 2012), Emergency Assistance and HEAP Programs in Cayuga and Ontario counties (3000 persons served) and Supervised Case Management. Also, the agency continued to hold its signature community event, the Sharing the Light Dinner, conferring awards on numerous community leaders and grassroots volunteers. Fund-

raising was consolidated into an organized year-round effort focusing on the agency's thirtieth anniversary.

Ellen's initiative and collaborative abilities brought many new and exciting opportunities to the agency. A first example was obtaining in 2008 a food stamp outreach grant for Seneca, Yates and Ontario counties.

One of the agency's most exciting collaborations led to the establishment of a comprehensive emergency assistance center in Canandaigua. Dr. Rick Constantino, a Board member since 2005, had been instrumental in bringing the work of Catholic Charities of the Finger Lakes to the attention of the Canandaigua community through hosting a fund-raising event at his farm. Building on this moment, with his support and that of Linda Farchione, President of Thompson Hospital, the agency worked with an interfaith Church coalition, including Father Tom Mull, pastor of St. Mary's, to establish a one-stop shopping center for both medical and human services at a new office location in Canandaigua.

Ellen also utilized her previous connections with ABC in Rochester to establish new initiatives. In 2009, Catholic Charities took over the administration of three summer feeding sites in Ontario County previously operated by ABC. In 2012, this program was carried out in collaboration with the Salvation Army. Another major collaboration was established through stimulus funds to address issues of homelessness. In 2009, through assistance from Administrative Judge Craig Doran the agency established a Court Appointed Special Advocates (CASA) program, but its duration was short-lived due to funding difficulties. Partnership with ABC in utilizing CSBG funds for emergency assistance in Ontario County has continued up until the present time.

While these program developments proceeded, Ellen also oversaw the internal organizational development of the staff. From the agency's inception in 1982 until Scarlett Emerson's retirement in 2005, the agency had employed a full-time Parish and Community Services Coordinator. When Scarlett retired, given the existing financial crisis, but with financial assistance from the Diocesan Office, Ruth Marchetti filled this position on a part-time basis. In addition to her work promoting Catholic Social Teaching and advocacy activities through the Diocesan Public Policy Committee, Ruth initiated the highly successful Empty Bowls initiative. She was ably replaced in 2012 by Laurie Konwinski, the Justice and Peace Coordinator at Catholic Charities of Tompkins/Tioga Counties, who also initiated the Justice, Peace and Life newsletter.

Through Giovina's leadership and that of pastors in Auburn County, the Cayuga County office had been strengthened in 1996. It was only when Laurie Trainor became full-time Director of the Cayuga County office in 2001, however, that programs really took hold. Laurie effectively oversaw these programs for more than a decade before moving out of state. With her departure, Ellen reorganized staff, naming long-time employee Bill Lamb as Director of Program Services in April, 2012. Former Geneva Mayor Stu Einsten was hired in fall 2013 as Director of the Community Lunch Program. A constant throughout almost all of the agency's existence has been the outstanding work of Office Manager Rhonda Zettlemyer.

## **F. Camp Stella Maris**

The past decade has been a time in which the camp, while continuing to enhance its programs and facilities, has in many ways returned to its roots, embracing the vision of Founders Father Gerry Lambert and Father Eugene Hudson.

Board leadership during this time included David Nasta 2003-'05, Al Schum 2005-'07 and 2011-'12, Jay Travers 2007-'08, Daniel Dey 2008-'10, Chris Nedler 2010-'11, and Cathy Gueli 2012-present.

There have been two staff leadership changes in this decade. When Matt Flanigan decided it was time for new challenges after more than twenty years of dedicated service to the camp, Natalie Anderson was hired as Executive Director in 2005. She had been hired two years previously as Development Director at the Camp, so it was fitting that her major contribution was facilitating both a visioning and a fund-raising process that led to dedication of the Wegman House as a replacement for the Big House in June, 2007. This modern, year-round facility has enhanced the summer camp experience as well as greatly expanding opportunities for off-season use. It is fitting to note that also in 2007, Mondo Cabin was erected, in recognition of Armando Toppi, a camp staff member for forty years. He also served as Camp Director in 2008, replacing Tom Weaver who had served 2001-2007.

When Natalie decided after three years that her professional aspirations lay in other areas, John Quinlivan was hired as Executive Director in 2008. He had worked the previous twenty years at GEVA Theatre in Rochester, including the last six as Managing Director. He had been deeply touched by his relationship with Father Jim Hewes, his pastor in Rush, and had become interested in the camp as a way to live out his faith professionally with the guidance and support of the Board. It is his passion and leadership that have driven the camp to return more closely to the vision of its founders. In this work he has been ably assisted by Adam Bell as Camp Director.

While programs as previously described have flourished and continuing physical improvements have been made, three over-achieving themes have characterized his tenure:

- More emphasis on service to the poor
- Enhanced spirituality program
- Focused effort to become an integral part of the youth ministry activity of the Diocese

An important element in Catholic Social Teaching is a preferential option for the poor. Camp Stella Maris has embodied these principles from its inception. Fathers Hudson and Lambert started the camp to provide opportunities for children without other alternatives.

As time went on, the general economic status of Catholics improved and costs of camp accelerated without the availability of seminarians and women religious. The camp began to serve a higher percentage of middle income and upper-middle income families, particularly from south-east Monroe County. Continuing focus by the members of the corporation on the need for economic, cultural and racial diversity was a major reason why the camp began a campership program in the mid 1970's. In 1997, Wegman's made a major contribution to the scholarship fund and continue to do so until this day. With scholarships now provided to nearly 500 children, John has used this opportunity to reach out to other organizations to expand significantly diversity of the

camp population, particularly involving children of migrant farm workers through Catholic Charities of Wayne County, as well as residents of Livingston County through that Catholic Charities agency.

The spirituality component of the camp's program has been significantly enhanced under the leadership of Alice Miller-Nation who was hired as Spiritual Director in 2003 and who currently also serves as Pastoral Associate at St. Matthew's, Livonia. In 2005, her title was changed to Spiritual Coordinator to reflect that her responsibilities were broadened to attend to the overall spiritual component of the mission statement of the camp. Among areas of her achievements were:

- Facilitating the reconnection with a number of priests who had previously been involved with the camp to make possible a more robust mass schedule (this effort was enhanced by the work of John and Board member Fiona Willis, chair of the Camp Alumni Association)
- Reinstating the procedure of inviting the Bishop to celebrate mass annually
- Working with staff to help them truly understand and embrace the camp's mission
- Enhancing the scholarship program, especially establishing contacts with referring agencies such as Bethany House, Hillside, Catholic Family Center, WIN schools and the like

From the outset, John has viewed the camp as an integral part of the youth ministry program of the Diocese. He has been an important member of the Executive Staff team of Catholic Charities contributing to the work of the overall agency. He has reached out to other Diocesan offices, offering not only space but staff leadership assistance to Diocesan and parish youth ministry programs. He has expanded the Counselor-in-Training program for 16 year olds started in the late 1970's and the Leadership-in-Training program for 15 year olds introduced in 1995. Truly a youth ministry initiative, these programs focus on developing peer relationship, working with children of a variety of age and gifts, living in a Christian community and learning to appreciate the importance of taking responsibility.

### **G. Catholic Charities Community Services**

Board Chairpersons at Catholic Charities Community Services during this time period were: Todd Gunther 2004-'09, Ed Starowicz 2009-'13, Virgil Joseph 2013-present. The major development over the past decade at Catholic Charities Community Services which has continued to provide quality services in a changing environment, was the staff leadership change which occurred in 2013. Recall that Paul Pickering had joined Catholic Charities staff in 1982. Over thirty plus years, he grew the agency from two community residences to a \$10 million multi-service agency serving over 1000 individuals with over 200 staff. In addition to his duties as Executive Director of Catholic Charities Community Services, Paul made significant contributions to the Diocesan Catholic Charities Family and larger human services community in a number of ways. At the Diocesan Catholic Charities level, Paul who had also served as Interim Executive Director of Catholic Charities of Livingston County in 1996, served as Interim Executive Director of Catholic Charities of Wayne County from mid-October, 2007, until the end of January, 2008. In addition, at the state level, Paul continued his extensive involvement with NYSACRA, serving in several elected leadership positions and his participation on the State Council of Catholic Charities Director, (receiving the coveted Vinnie DeFazio Award in 2008).

When Paul decided to retire in early 2013, Jack and the Board hired Lori VanAuken as Executive Director, effective March 18, 2013. Lori came with an outstanding record in human services administration in the Rochester area, having worked for nearly a decade as a program officer of the Rochester Area Community Foundation, and seven years with the Children's Institute within the structure of the University of Rochester, serving as the Deputy Executive Director.

Already, after a year, she has brought new vitality and energy to the agency, recruiting new Board members, working with Tracy Kroft to enhance visibility of the agency, and embarking on a visioning and branding process, as well as ably handling many funding and program development challenges. Recognizing that she needs to turn her focus more outside the agency, she promoted Tracy Boff, Director of HCSS (Health Coordination and Support Services – formerly AIDS services) to the position of Deputy Executive Director. The agency continues to be well served by long-time leaders Kathy Termine in the Developmental Disability program and Tracy McNett in the Traumatic Brain Injury Program.

The other major overall change within the agency was the move to a new location. With the current lease expiring, and concerns about conditions in that location, Paul and then Lori led an extensive search for new quarters, resulting in relocating to Watertower Park on Jay Street effective July 1, 2013. Lori and Tracy did magnificent work in facilitating the move, with considerable assistance from Diocesan IT staff.

Within each of the major program areas, there have been changes and enhancements.

The major development with Development Disabilities Services was the opening of two new residences, Benton House in Penn Yann in 2005, and Crowley House in Lyons in 2008. Both developments were made possible by HUD grants orchestrated through Providence Housing Development Corporation, and were consistent with state policy to move toward smaller houses and also, with the aging in place of the client population, to totally handicapped-accessible facilities. Throughout this time period, the program experienced some financial difficulties which were remedied to an extent by retroactive rate increases given in 2010. The community-based program continued to expand. In late 2009, the program received a boost when "Rapid Re-Housing" funds became available to supplement emergency assistance for community-based clients. A financial management service was added in 2013.

AIDS Services, in 2011 renamed Health Coordination and Support Services underwent significant changes in this decade. One constant was outstanding leadership, Jane Hallinen serving as Director until 2007, when she was replaced by Tracy Boff who had been her assistant. The early years of this time period were times of significant financial difficulty, and in 2008 the Board gave serious consideration to termination of the program given unsuccessful rate appeals. Happily in 2009 and 2010, through Tracy's good work, the program received four new major grants stabilizing its financial condition. When Tracy was named Deputy Executive Director effective January 1, 2014, Phyllis McElligott assumed responsibility for this program.

The agency and program were then challenged to respond to a rapidly and dramatically changing environment. Governor Andrew Cuomo was elected in 2010, promising an approach to bring fiscal stability to deeply troubled state finances. His major vehicle for doing so was establishment of the so-called Medicaid Redesign Team. By the end of 2011 the Team made and

the State began to implement recommendations to establish managed care for the high user chronically ill populations served by both the AIDS services and Developmental Disabilities programs. So was born the concept of Health Homes for the AIDS population and other chronically ill populations and DISCO's for the developmentally disabled population. Through the leadership of Paul, Lori and Tracy, Catholic Charities Community Services was on the leading edge of response, adapting its services to serve a broader chronically ill population (hence the name change) and aggressively seeking new referrals. The significant increase (more than 500) of clients in Health Homes in the Finger Lakes region (particularly Steuben and Yates counties) led to opening an expanded office in Penn Yan together with Catholic Charities of Steuben in 2013. It also led to transfer of administrative responsibilities for Health Homes to the TBI department. The year 2013 was a very positive year financially because of these developments and other new major grants obtained by Tracy.

The Traumatic Brain Injury program, ably led by Tracy McNeff, also experienced growth and suffered through financial difficulties, as well as adding a new service in 2008. By the end of 2006, the financial situation had become so dire that the agency announced it would discontinue the program effective January 1, 2007. After a State Department of Health meeting in late December, rates were increased and the program was saved. In the last four years, many more veterans have been served in this program. In early 2008, the agency was certified to provide services under the State Department of Health – Nursing Home Transition and Diversion Waiver program: a series of support services offered to keep persons with disabilities over the age of eighteen living independently in the community. Over the last four years, the number of clients in this program grew significantly.

## **H. Providence Housing Development Corporation**

In its second decade, Providence Housing Development continued its significant growth, but also experienced a time of great change.

In the early part of the decade, there was a change at the top. After eleven years of service, Maggie Binguett decided to retire in August, 2005, at the same time her husband was doing so. (It was fitting that in October, 2005, she received the City Council Charles Crimi Award.) In December, 2005, after Jane Lange had served effectively as Interim Executive Director, but had no interest in the permanent position, Monica McCullough was named Executive Director. This decision proved to be an excellent step for the organization. Monica was a very talented woman, who had interned and worked at Providence and had received her law degree and MBA from Syracuse University in May, 2005. She continued Maggie's outstanding leadership.

Providence continued throughout its second decade to put together significant development projects. Three are especially worthy of mention. The first, was the completion of the three phase Olean-Kennedy Development in cooperation with the Rochester Housing Authority. In May, 2007, the first phase of the project received the New York State Housing Project of the Year Award. The second was the opening of the St. Salome's project in fall 2008 with significant assistance from Assemblyman Joe Morelle. The third was the ribbon cutting for the Holy Rosary project held on November 6, 2013, the very day that the Most Reverend Salvatore Matano was named the ninth Bishop of Rochester. Former Mayor Bob Duffy had been instrumental in making possible this 60 unit project, which included housing both on the campus and also scattered throughout the

surrounding community. As in most projects, LeCesse Construction, and Atlas Construction under owner Mike Spaan, had done an outstanding construction job.

Hence, on the cusp of its twentieth anniversary, the organization had, procured \$150 million in funds for development of 750 units and it was managing 21 residential communities containing 900 units.

This significant growth required strengthening the staff infrastructure. Helen Bianchi was hired on August 1, 2005 as Director of Asset Management and has successfully managed the growing number of units for nearly a decade. Jane Lange left Providence at the end of 2007 after playing many roles in her near-decade of service. Minch Lewis was hired as COO on December 1, 2008 and successfully established Providence's independent financial administration, now ably managed by Cathy Vail who replaced him after his retirement in March, 2013.

For most of the decade, Providence's two other services, Shelter Plus Care and Home Ownership, thrived. The Shelter Plus Care program had been Providence's first initiative, launched in 1994, and through the outstanding work of Mary Jo Carbonaro had supported over 300 families in recovery by the fifteenth anniversary. Providence had assumed responsibility for the Home Ownership program under the leadership of Lisa Alcott in 1998. A milestone was the opening of the Home Ownership Center at St. William's House on the campus of the Pastoral Center on June 6, 2007. By the fifteenth anniversary in 2009, the program had leveraged \$25 million in affordable mortgages for 400 first-time home buyers.

By 2010, it had become clear that all these positive developments were placing a stress on agency leadership. Through a strategic planning process carved out over several months, the Board reaffirmed that its primary mission was the creation and management of safe, affordable housing for low-income individuals and families, senior citizens and special needs populations. The decision was made to spin-off Shelter Plus Care and Home Ownership. In 2012, case management responsibility for the Shelter Plus Care program was assumed by East House and the Home Ownership Program was outsourced to the Housing Opportunities organization. This decision in no-way detracted from extraordinary work that helped hundreds of families over more than fifteen years.

Just as Providence's second decade had begun with a leadership change, so did the end of this time frame see another change at the top. Monica resigned her position effective July 1, 2013 to take a significantly larger development responsibility working for Pathstone, Inc. Deacon John McDermott was hired to replace her effective that date. While he had spent his career in the for-profit sector, he was well known in Diocesan circles for his extraordinary three month effort in fall 2005 establishing and coordinating a Diocesan partnership with the Archdiocese of New Orleans in the wake of Hurricane Katrina, as well as his work as a Deacon in parishes and his leadership in Urban Ministry planning. This decision represented a major step for the Board recognizing it had grown to a place where it could afford an Executive Director and a Development Director. Already, he, together with Justin Rudgick, recently hired as Development Director, have successfully landed the Biltmore Crossing project in Corning, and a major Federal House Loan Bank grant for Son House, and have submitted applications for Clark Park Apartments in Geneva and a second collaboration with East House (Paul Wolk Commons was opened in 2012) on Alexander Street.

## **I. Catholic Charities of Livingston County**

Catholic Charities of Livingston County also experienced a similar leadership transition during this decade. After eight years of outstanding work establishing the agency, its programs and its visibility in the community, in early 2004, Tim McMahon “retired” a second time. The developments described here were overseen by Board Chairpersons, Mary Ann Palermo 2004-’06, Matt Gaynor 2006-’08, Art Hatton 2008-’11, Wes Kenison 2011-’13, and Deborah Farberman 2013-present.

In his tenure, in addition to establishing public relations/development initiatives including the golf tournament, the August Parish Appeal, the Annual Dinner, and the St. Nicholas Appeal, Tim had overseen the establishment of these programs:

- Rural Outreach (inherited from Catholic Family Center)
- Community of Caring (inherited from Catholic Family Center)
- HOPE Youth Mentoring
- Partnership for Success (Housing Initiative)
- Hispanic Outreach
- Wheels for Work
- Faith in Action

From its early days of serving 200 people in the Rural Outreach Program under the iconic leadership of Sr. Nancy O’Brien, the agency was serving over 2000 people in 2004.

When Tim left, Joe Dimino was hired as Executive Director effective April 1, 2004. Through Joe’s leadership, programs continued to grow. During his six year tenure, these programs were added:

- Parish Social Ministry
- Connections
- Budget Management
- SSI/SSD Case Management

When Joe left in 2010, the number of persons receiving service had doubled to nearly 4000.

It was in finding a permanent home for the agency, though, that Joe made his most significant contribution to Catholic Charities of Livingston County. From his very first meeting with the Board, he made clear that his first priority for the agency was finding a replacement facility for the crowded quarters on Chapel St. which the agency had clearly outgrown. After several false starts, an anonymous donation of \$100,000, approval from the Diocese to run a capital campaign in 2008 and 2009, and approval from the Diocesan Board to lend up to \$250,000 for the effort made possible the purchase and renovation of a facility at 34. E. State St. Renovations completed, the agency moved in the first week in May, 2009. Plans for further expansion were first put on hold because the recession put a damper on the capital campaign, and then eventually scrapped because significant cutbacks in funding began to occur.

In his capacity as Executive Director Joe had began to work closely with a Livingston County pastor, Father William Kamau from Kenya, and decided that it was an important mission in his life to help Father William manage a boys' orphanage in Mranga, Kenya. His resignation in spring 2010 ushered in a period of transition. Carlos Garcia, who had worked a number of years for the Rochester Police Department in both the Youth Services Division and Communications, and who had most recently been a Program Director for the American Red Cross in Rochester, was hired as Executive Director. His short tenure was marked by funding cutbacks from the County (primarily because of Federal and State cutbacks), shortfalls in fund-raising, and failure to attract foundation grants, finally compounded by serious illness which caused him to resign his position at the end of 2011.

There ensued another interim leadership situation. On October 11, 2011 Jack Balinsky agreed to assume this position, recognizing that he would rely heavily on Tabitha Brewster, who had first joined the agency in 2007 as Director of the Budget Management Program, and had been named Associate Executive Director in December, 2010. Tabitha's outstanding work led to her appointment as Executive Director, effective July 1, 2013.

Over these past two years, largely through Tabitha's leadership, the agency has rebounded dramatically, both programmatically and financially. There have been new contracts with the county: TASA (teen program) and Employment Services (two positions). With monumental assistance from former employee and now volunteer grant writer Carol Bauman, the agency has received grants from two major national foundations: the Porticus Foundation and the HomeInstead Foundation, and the local Feinbloom Foundation. The State Maternity and Early Childhood Foundation reinstated its grant for the Community of Caring and Mentor Moms programs. With able assistance from volunteer leader Art Hatton, philanthropic fund-raising sky-rocketed. As a result, the agency was able to both repay a \$50,000 loan from Diocesan Catholic Charities and also achieve substantial surpluses in both 2012 and 2013. Tom Baldwin, Board Treasurer and Chairperson of the Finance Committee, played a major role in this improvement.

Throughout the decade, justice and peace services were provided by a variety of persons. As previously described, Mabel Treadwell had ably served this role for over a decade as a volunteer. In 2005, Ruth Marchetti became the first paid staff person in this position, working on a part-time basis. She was replaced by Brigit Hurly in March, 2008, then by Jack Balinsky for 2012 and the first half 2013, and finally Tabitha Brewster. A Board Parish Social Ministry Committee, comprised of a representative designated by each Pastoral leader, significantly enhanced these efforts, one positive result being a significant increase in Rice Bowl collections.

Year-end statistics demonstrate the results of these efforts. In 2012, CCLC served more than 7000 individuals, nearly one in ten residents of the county. Once again, its future is bright under the leadership of Tabitha and the Board.

#### **J. Catholic Charities of Chemung/Schuyler Counties**

Over the past decade, Catholic Charities of Chemung/Schuyler counties, newly separated as an individual agency in January, 2003, continued to grow its emergency services, homelessness services, mental health services and home ownership services, as well as continuing its activities in Schuyler County. Through this time period, Board Chairpersons were: Joe Caparullo 2003-'06, Marie Finnerty 2006-'13, and Mark Schuller 2014-present.

Throughout much of this time period, this growth was led by Bridget Steed, who served as Executive Director from June, 2003 to spring 2012. After Bridget resigned, Tony Barbaro assumed the role of Interim Executive Director until June, 2013, when Chuck Nocera was appointed as Executive Director. Chuck had served as Associate Executive Director for 18 months prior to his appointment and had previously worked for nearly 20 years as Executive Director of the American Red Cross in Ithaca. In December, 2012, Ellen Topping was named as Director of Case Management Services.

Relating to emergency services, a major moment had come in 2003 when the agency was asked by Chemung County leadership to assume responsibility for the homelessness program called Second Place East. Over time, this program was integrated with the Samaritan Center program and the agency successfully transitioned the program from a housing placement mentality to a homelessness prevention program. The Friends of Second Place East, a volunteer coalition committee created to formally support the program, would prove to be an essential source of guidance and financial support to the program during this transition process. By 2012, the agency was providing food, clothing, heating and prescription assistance to over 8000 individuals annually.

During this time, Catholic Charities continued to play a leadership role in the Continuum of Care which addressed all special needs housing programs. In 2007, the agency partnered with Providence Housing to develop McNiff Commons, a neighbor to Miller Manor, both of which provide housing to Catholic Charities clients. With considerable assistance from the Diocesan IT department, the agency developed a multi-county Homelessness Management Information System (HMIS), which would provide a common database and information system to track all housing and related services. This accomplishment led to further infusion of HUD funding and State OTDA funding to address the needs of other low income and special needs individuals. In 2010 and 2011, the agency benefitted from a substantial Homelessness Prevention and Rapid Re-housing grant from federal stimulus funding. In 2011, Catholic Charities was awarded a grant of \$100,000 a year for five years for parolees re-housing and in 2013 a \$100,000 HUD grant for nine permanent supported housing units.

Mental Health Services also continued to grow. The Supervised Independent Living Program, established in 1999, expanded. In 2009, the agency purchased apartment facilities and property at 305-307 Hoffman Street on the west side of Elmira to be the home of SILP and other agency housing services. In 2011, the agency received a grant of \$85,000 a year for five years for supported housing for youths and their families. In 2012, an additional 2500 square foot office facility adjacent to the Hoffman Street property was purchased, freeing up two more living units. With government funding reductions, at the end of this time period, the agency was planning how to operate this program at a lower enrollment level.

In 2013, capacity for various mental health services was:

- Community Residence 14
- SILP 8
- Miller Manor 12
- SHARE 12
- Shelter Plus Care 25
- Supported Housing 95
- Treatment Apartments (Sunshine) 36

Throughout this decade, Justice and Peace Coordinator Kathy Dubel, continued her enormously effective advocacy work. In 2008, the State Council of Catholic Charities Directors recognized Kathy's long-time contributions by presenting her with the prestigious Vincenza DeFazio Award. In 2007, she was named Diocesan Director for Catholic Relief Services. In 2009, she led the initiative which led to the establishment of an Environmental Justice Subcommittee of the State Catholic Conference Public Policy Committee which she chaired. Over this entire decade, she continued to oversee the First Time Homebuyer Program with foreclosure prevention and loss mitigation added as other housing counseling services.

Several leadership changes marked services in Schuyler County offered during this time period. Mike Gehl, previously administrator of a nursing home in Watkins Glen, replaced Sarah Conley as Schuyler County Director in 2004. In 2009, Paul Marx, long-time supporter of Catholic Charities and a member of various Charities Boards while employed at Corning, Incorporated, replaced Mike. And, in fall, 2012, Debra McDonald replaced Paul.

The agency's service configuration was also transformed during this time period. The focus had previously changed from Domestic Violence Services initiated by Sarah Conley to teen services, made possible in 2002 by a three year federal grant to promote abstinence education and behavior to adolescents and families. A component of the grant featured the development of Teen Centers in Watkins Glen and other parts of the county. These centers were closed when the program was not refunded in 2006. Happily, in 2011 the agency received a \$230,000 grant for transitional and permanent housing. In 2013, the county office assumed administration of the RSVP program serving Schuyler and Yates counties. This program pairs more than 325 over-55 volunteers with people who need services ranging from tax preparation to reading to transportation.

#### **K. Catholic Charities of Steuben County**

Unlike so many of its sister agencies, Catholic Charities of Steuben County has enjoyed consistent staff leadership over the past decade. With guidance and support from Board Chairpersons Bob Turissini 2003-'09 and Mike Gabrielli 2009-present, Laura Opelt has provided outstanding leadership as Executive Director over this entire decade. She has been able to attract effective leadership. Jim Bassage has been a stable leader for preventive Substance Abuse Services programs. For short-time periods, Laura was assisted directly by Anne Crowley and Melody Johnson, who served as Chief Operating Officer. The expanding Turning Point program was led for many years by Andy Mazzella, United Way Director for Chemung and Steuben Counties, who has made so many contributions to the organization, including especially fund-raising. Lisa Galatio and

Margaret Duff have provided leadership in the Kinship Division into which the Day Care program was integrated.

There have been numerous developments in program services.

In Substance Abuse services, the agency suffered a major blow in 2004, when OASAS redirected over \$100,000 in funding for treatment services funding from Catholic Charities to the county administration. With this change, the department was renamed Preventive Services and Jim Bassage was named Department Director with services including Bath Hope for Youth. Steuben Council on Addictions, Summer Recreation program and Drinking/Driving Program. Since that time services have remained relatively constant.

What began as a single emergency service unit has evolved over the last decade into a multi-service Anti-Poverty program.

Major milestones have included:

- In 2004, initiation of the Homeless Intervention/Supplemental Homeless Intervention Program
- In 2006, establishment of the Corning Turning Point office, now co-located with the Corning/Painted Post Food Pantry
- In 2008, establishment of the Turning Point program in Hornell with assistance from the United Way, St. James Hospital, the City of Hornell, Wegman's and several other community groups
- In 2009, receipt of stimulus funds through Steuben County
- In 2011, establishment of a collaborative relationship with Fidelis Care New York for provision of facilitated enrollment services
- In 2011, establishment of the Bridges Out of Poverty program, a nationally popular welfare-to-work program, emanating from the 2010 "Fall Forum" and administered by Lynda Lowin, hired as Justice and Peach Coordinator in 2010
- In 2012, provision of assistance to 22,000 individuals living in 9000 households
- In 2013, hiring of Lynda as the full-time Director of Anti-Poverty programs
- In 2013, integration into Catholic Charities of the Steuben Rural Ministry program, led by Sister of Mercy Susan Cain

At this point, the Anti-Poverty program includes the following components under Lynda's direction:

- Turning Point services in Corning, Bath and Hornell
- Community Food Pantries in Bath and Hornell
- Emergency Assistance Program to prevent power shut-offs, which assists families with emergency prescriptions, transportation, clothing, school supplies and other needs.
- Income Tax Preparation
- Mentoring
- Financial Counseling
- Nutrition Outreach and Education
- Bridges Out of Poverty
- Steuben Rural Ministry

From 2004 to 2010, the Day Care program continued to struggle with financial difficulties but continued to survive, serving over 120 infants, toddlers, pre-schoolers and school age children.

In early 2010, planning began for what was to become a major development in the evolution of Catholic Charities of Steuben County. The Diocesan Board encouraged discussions between Catholic Charities Steuben and Kinship Family and Youth Services, which had been integrated into Diocesan Catholic Charities as a separate Catholic Charities subsidiary in 2000. This development was triggered by Joe Weider's impending retirement on January 14, 2011, forty years to the day after he had started with the agency. Kinship was beset with financial difficulties caused by the closure in 2008 of the Diagnostic Home in Dansville (It was not until January, 2014, that the vacant facility was finally sold.), and with the clear understanding government funding was continuing to be cut-back in the types of services offered by Kinship, it was felt that consolidation of its services into Steuben Catholic Charities, retaining the Kinship identity, made sense. After a year-long planning process, with discussions facilitated by Penny Schoonmaker, the decision was made to move in this direction effective January 1, 2011.

To accommodate this integration, Catholic Charities of Steuben County was reorganized to provide for the position of Chief Operating Officer. Melody Johnson was hired for this position and played a critical role over the next two and one-half years to make this integration successful. At this writing the Kinship Division of Catholic Charities Steuben includes:

- Healthy Families (Lisa Galatio)
- S.H.A.P.E. (Supporting Home and Parent Enrichment) (Margaret Duff)
- Foster Care (Cindy Fitzwater)
- Day Care Services (Margaret Duff)
- Rehabilitation Services (Kim Robards-Smith)

While all these programs were evolving, facilities-related opportunities were also presented for the agency. In 2013, the agency purchased the facility at 23 Liberty Street in Bath which it had been renting for more than a decade. With the expiration of the Kinship lease for the facility on Route 36, the agency was able to effectuate the relocation of that office into the recently closed St. Ann's school in Hornell, a development still in process at this writing.

## **L. Catholic Charities of Tompkins/Tioga Counties**

Mary Pat Dolan, 2014 Bishop Clark Award winner, played the most significant leadership staff role over the past decade at Catholic Charities of Tompkins/Tioga Counties. She had been for many years the Commissioner of Social Services in Tompkins County, and had served on the Catholic Charities of the Southern Tier Board and after its transformation in 2003 as a member of the Food Bank Board. As events unfolded, following her retirement from her government leadership position over the past decade, she served three separate times as Interim Executive Director of Catholic Charities of Tompkins/Tioga Counties. As Tony Barbaro and the Board sought permanent replacements for departing Executive Directors, she played this role in 2005, when George Ferrari left to become Executive Director of the Ithaca Community Foundation until Christine Sanchirico was hired. When Christine left in late 2010 to take a position at Cornell University, Mary Pat again stepped in until Diane DeMuth, previously Executive Director of ARC of Chemung County was hired in mid-2011. And when Diane left in July, 2012, she once again accepted this responsibility until Renee Spear, who had been on the staff of Catholic Charities of Broome County, was hired on October 22, 2012.

Throughout the decade, the agency enjoyed excellent Board Leadership, including contributions by Chairpersons Carol Cooke 2003-'05, Karl Pillemer 2005-'07, Mary Berens 2008-'10, Phil Cox 2010-'12, Jerry Haas 2013 and Jo Ellen Rose 2013-present. Unfortunately, Jerry's tenure was cut short by his sudden and untimely death in early 2013. As well as making numerous contributions to the Diocese, he had assisted Catholic Charities in many ways. One important accomplishment of the Board collectively had been creation of the Samaritan Society which has raised considerable philanthropic funding in support of the agency.

Throughout the decade, the Samaritan Center continued to be the mainstay of agency programs:

- In 2004, the agency added Child Health Plus enrollment services.
- In 2005, the agency added a nutrition outreach program which continues to this day.
- In 2008, Fidelis Care New York began offering facilitated enrollment services.
- For several years the agency enjoyed a contract with the Ithaca Urban Renewal Agency to provide security deposits for low income individuals.
- In 2009, the Samaritan Center began to team up each year with the Ithaca Rotary Club for the Share the Warmth Clothing drive.
- In 2009, the agency received a grant through Tompkins County from federal stimulus funds to address homelessness in Tompkins County.
- In 2012, the agency dispersed more than 30,000 items of clothing, served more than 2000 families through the food pantry, and helped 1000 families through its Nutrition Outreach program.

While this program was the agency's major focus, over the last decade it has developed other services. Since 2002, it has offered Family Empowerment Services which assists parents, families and individuals who have children with special needs in child protective and mental health services. Attempts to find funding for a Fatherhood Initiative have not yet been successful. In 2007, the agency began providing immigration and refugee services. When funding for this

program from the State Bureau for Refugee and Immigration services was discontinued in 2012, happily it was replaced by funding from the Office of New Americans.

During this decade, effective Justice and Peace advocacy services were provided first by Edie Reagan and then beginning in 2010 by Laurie Konwinski. Much was done on an interfaith basis. Focus was on living wage and peace advocacy.

Providing services and advocacy in Tioga County is also a central part of the agency's mission. The Tioga Outreach Center was ably led until the end of 2011 by Angela Klopff, who left to head up the Community Foundation. She was ably replaced by Laura Ellis. The Outreach Center was moved from Waverly to Nichols in 2012. Major services continued to be provision of emergency assistance and the Youth Engagement Services mentoring program, a partnership with the Newark Valley School District helping children through an after-school program for assistance with school work, life skills and employment. For many years until the program was terminated in 2012, the agency offered the Wheels to Work program to enable families to obtain reliable transportation needed for employment. Kathy Dubel continued to coordinate Justice and Peace activities.

Twice during this decade, Tioga County was ravaged by flooding and Catholic Charities was heavily involved in the recovery effort. The first came in June, 2006, when assistance was offered for groceries, department stores and gas purchase. Housing assistance was also provided. Staff conducted volunteer activities and efforts to generate donations and clean up. Providence Housing and LeCesse Construction collaborated on a volunteer clean-up week.

The county was even harder hit in late summer 2011 by Hurricane Irene and Tropical Storm Lee. The situation was so dire that the Diocese authorized a second collection which raised \$200,000 to provide direct emergency assistance to Tioga residents. Through this funding, 227 families including over 500 people were helped. For several months in late 2011 and early 2012, there were efforts to develop a Disaster Response Case Management Program in coordination with Catholic Charities USA, but unfortunately, for a variety of reasons this program never really took off. It was fortunate that the Diocese had provided the resources to help.

### **M. Food Bank of the Southern Tier**

The past decade has been a time of extraordinary growth for the Food Bank, made possible by outstanding Board and staff leadership. Over this decade, Board Chairpersons were: Richard Wardell 2003-'06, Sister Marie Castagenaro 2006-'09, Mary Pat Dolan 2009-'12, Krista Niles-Updyke 2012-'14 and Stephen Fowler 2014-present. Natasha Thompson, who had been working at the agency as Agency and Program Services Manager, replaced Paul Hesler as President and CEO in June, 2008. She has become a member of the National Feeding America Advisory Board and has been nationally recognized for her services. For the last several years, she has been ably assisted by Chief Operating Officer Tim Currie.

Through a variety of initiatives, the amount of food distributed annually doubled during this period to 9 million pounds, including 3.25 million pounds through the Mobile Food Pantry.

In addition to distributing food, the Food Bank continued providing assistance and technical support to approximately 175 hunger relief agencies. Services included: door-to-door deliveries,

nutrition education workshops and outreach material, food safety and sanitation training, access to operational support and capital equipment grants, volunteer recruitment, fund-raising and networking opportunities with other social service agencies. The reach of these efforts was extended in late 2012 when a contract was signed with the Broome County Council of Churches.

In addition to its ongoing support of these agencies, the Food Bank responded to three different national disasters over the last decade, shipping food to aid in recovery after Hurricane Katrina in New Orleans in 2005, flooding in Tioga County in 2006, and once again helping Tioga County in 2011, providing over 450,000 pounds of food in the wake of Hurricanes Irene and Lee.

An exciting element of the Food Bank's growth during the decade was the creation of several new programs:

- In 2005, the agency initiated the Back Pack program, targeted to serve children who are at-risk of hunger by providing a bag of nutritious food each Friday through the school year. By 2012, the agency had expanded the program to 33 school districts serving 1900 children.
- With assistance from John Potter of Seneca Beverage who donated the first two trucks, the Mobile Food Pantry program was initiated in 2007. Through this program, fresh produce, dairy and other food and grocery products are delivered directly to consumers in rural areas to better serve those who have difficulty accessing the food pantry network. With the addition of a third truck in 2013, 3.25 million pounds of food are now delivered annually through this program.
- The Summer Feeding program is directed to offer nutritious meals to students at-risk when school is not in session. The agency currently serves approximately 20 sites by providing more than 40,000 meals to more than 1000 students.
- The Repacking Program features volunteers breaking down bulk product into smaller packages of product acceptable for families/household. In 2005, the agency was presented with the America's Second Harvest Volunteer Program Model Award for Hunger Challenge.
- The Hunger Education Program consists of a variety of education activities about the causes of hunger, resources available to address the problem, and tactics for providing advocacy. A full-time coordinator was hired in September, 2011.
- Finally, throughout the time period, the Food Stamp Outreach program has continued to provide information and advocacy about the Food Stamp Program in Chemung County.

The most important area of program development, however, was the decision to acquire a larger facility, a decision which would require initiation of a capital campaign. In April, 2006, Mary Pat Dolan became the Chairperson of an Ad Hoc Facilities Committee with the charge of developing a 10 year projection of facility requirements in light of the plan to grow distribution volume. By 2007, the decision had been made to buy land in Horseheads to build a new facility. However, in the middle of this decision-making process, John Potter, President of Seneca Beverage, made an attractive offer for the Food Bank to purchase his Seneca Beverage facility located at 388 Upper Oakwood Avenue in Elmira. The new 65,000 square foot facility complete with freezer was opened in February, 2011 and was blessed by Bishop Clark in May, 2011. Happily, the agency was

subsequently able to sell land it had purchased in Horseheads for a new facility, and then, finally in April, 2012, its previous facility on County Route 64 in Big Flats.

Through the work of the Board and staff leadership, the agency was focused from early 2004 on raising community awareness and fund-raising. For example, in 2004, the fund-raising budget was \$600,000 accounting for 10% of the agency budget. By 2010, it had grown to more than \$1.5 million, 18% of the total budget. It was in this context, following a feasibility study, the organization launched publicly in 2011 a \$5.75 million capital campaign to raise funds to purchase and renovate the facility and significantly expand programs. An initial gift of \$500,000 from the Corning Foundation and gifts from the Wegman Family Foundation, Seneca Beverage, and over 150 individuals totaling over \$4 million were already in hand when the campaign was launched. A significant moment in the agency's history came at the November 14, 2013 celebration of achievement of the \$5.75 million goal. Through the campaign, the agency now has a facility which can accommodate distribution of 16 million pounds of food annually and funding in place to substantially expand the programs described earlier.

#### **N. Catholic Charities of Wayne County**

On June 22, 2014, Catholic Charities of Wayne County will observe its tenth anniversary, which will be formally celebrated at its annual fund-raising event on September 12, 2014.

Building on the foundation erected by Wayne County pastoral leaders, especially Father Jim Hewes and Father Peter Clifford, Board and staff leaders have successfully integrated programs inherited from Catholic Family Center and Catholic Charities of the Finger Lakes and established numerous new initiatives. Throughout this entire decade, the Board has been anchored by the leadership of Carmen Pagano, a retired school principal from Macedon. Following Father Clifford's one year stint as Board Chairman, Carmen has ably served in this position since 2005. The Board, together with staff, have helped organize the annual celebration, as well as other fund-raising activities including parish second collections, a December appeal, and fund-raising for LaCasa.

During this time period, the agency has benefitted from three outstanding Executive Directors. Loretta Kruger, who returned to her Rochester roots after serving as a not-for-profit agency executive in the mission district in San Francisco, served from October, 2004 – October, 2007. (Paul Pickering, in his fourth such stint, served as Interim Executive Director from November, 2007 – January, 2008.) Deacon Tim Sullivan, who had previously served eight years as Diocesan Director of Catholic Charities in Tulsa, Oklahoma, served from February, 2008, to October, 2013. Deacon Peter Dohr, who had had an extensive career in the for-profit sector, three years served as a deacon and two years in his own Family Consultation business, assumed the leadership role on October 1, 2013.

From a programmatic viewpoint, the first order of business when the agency was launched was to consolidate programs previously operated by Catholic Family Center, those administered by Catholic Charities of the Finger Lakes and LaCasa into an integrated whole. That task has been accomplished.

Under the able leadership of Inga Rojas, Director of Clinical Services throughout the entire period, the PINS (Persons in Need of Supervision), College Bound and Early Intervention programs

have thrived. In 2009, the agency received funding from the Bullis Foundation for a pre-k early intervention program providing day care services three days a week to at-risk children between the ages of one and five.

Service statistics for 2012 are impressive. The Early Intervention Program provided more than 2000 hours of clinical services to 572 family members, with a success rate of more than 97%. Through the PINS program, 347 family members received more than 2000 hours of case management and 435 hours of counseling services. The College Bound program provided services to 121 students, with all seniors completing the program accepted into college.

Catholic Charities of Wayne County inherited two programs from Catholic Charities of the Finger Lakes: the Maternity and Early Childhood Teen Pregnancy program and Justice and Peace Services. Unfortunately, due to cutbacks at the state level, the Maternity and Early Childhood Foundation program ended in 2006. Justice and Peace services flourished from 2005 – 2012 under Ruth Marchetti, a year from Deacon Jim Nail and then through Peter Dohr himself.

The “Miracle of LaCasa” (see another history written by this author) has perdured throughout the decade. Since this program is ineligible for government funding, it has survived through generous contributions from individuals and parishes as well as foundation grants. For the first five years, the Diocesan office, through the outstanding work of Sister Janet Korn, took responsibility for funding the program. Over the last five years, the agency itself has successfully accomplished this task. The struggle has been worthwhile. Under the leadership of Peter (Pedro) Mares, who has served in this role for a decade, in 2012, the agency provided more than 2500 days of transitional housing for 52 migrant farm worker families (average stay of 53 days).

While maintaining these programs, as envisioned by its founders, the agency has also initiated a number of new services:

- In 2005, the Community Outreach Program was established to provide information and referral to services that assist in achieving self-sufficiency and also to provide limited emergency financial assistance.
- In 2008, the agency took responsibility for the Wolcott Clothing Center. This program had been operated on a primarily volunteer basis for nearly twenty years, but the core volunteer leadership no longer felt able to continue. Under the leadership of Catholic Charities of Wayne County, particularly that of Jill Lee who serves as Director on a volunteer basis, the center has thrived. Clothing was provided to 6700 families in 2012.
- In fall 2008, the agency began partnering with Rochester Rotary in the operation of the Food Sense program providing quality food at lower prices to needy individuals. In summer 2009, in cooperation with Foodlink, the agency opened a Food Pantry in what had been the garage facility on E. Union Street. Through these programs, in 2012, the agency provided more than 25,000 food items to 1700 adults and 950 children. In 2014, administrative responsibility for a consolidated effort was assumed by the Newark Food Pantry, with Catholic Charities continuing to provide the connection to Foodlink.

- In 2009, again with the support of the Bullis Foundation, the agency initiated a program to provide support to clients involved in the Wayne County Drug Court Program.
- In 2012, the agency received a grant from the Bullis Foundation to develop an anti-bullying education program in the Palmyra-Macedon School District.

At this writing the agency is exploring a possible office location change and researching the possibility of developing support programs for senior citizens.

## **CONCLUSION**

Bishop Thomas Hickey could have hardly imagined in the fall 1910 when he was planning the first centralized diocesan collection for charitable activities (\$6,000 was raised) what Catholic Charities would look like more than one hundred years later.

Today, the agency touches the lives of more than 250,000 people in the twelve-county Rochester Diocese. One hundred twenty-five thousand receive food from food pantries and soup kitchens supported by the Food Bank of the Southern Tier. Another one hundred twenty-five thousand are supported in some fashion by the other eight agencies within the Catholic Charities corporation and its two affiliates, Camp Stella Maris and Providence Housing Development Corporation. More than 1,000 people are employed. The Catholic Charities family is led by 300 committed volunteers, and has an annual operating budget for 2014 of \$64 million.

As indicated throughout this work, literally thousands of individuals have made possible the evolution of the organization over this more than one hundred year period. The contributions of a few individuals have been critical to this development. Bishop Thomas Hickey's commitment to charity and leadership ability led not only to the creation of the agency, but also to the passage of landmark legislation in 1917 solving the church-state issue of government funding to a Church-related organization, and the integral participation of the church in the community-wide fund-raising known as the United Way. While all the Bishops of Rochester were supporters of the work of Catholic Charities, it was Bishop Fulton Sheen's intervention with the establishment of the position of Urban Vicar and the "secular mission" that began to take the agency in a new direction. Bishop Joseph Hogan and Father Charles Mulligan paved the way for "Catholic Charities of the Future". It was Bishop Matthew Clark, with able assistance from Vicars General Father John Mulligan and Joseph Hart, who have made their vision a reality over the last thirty plus years.

One thread running throughout this volume was articulated in the recent Catholic Family Center Strategic Planning process: "Innovation is in our DNA." Throughout the book, there are countless examples of how Catholic Charities leaders devised creative approaches to changing conditions and emerging needs.

It is important that this creative leadership continue. Jesus said that "the poor will always be with you." It is ironic that Father Jacob Staub's effort to stop a "run on the bank" in 1914 led to creation of the first formal Catholic Charities program, the Relief Department. The "Great Recession" of 2008 and 2009 and the slow recovery since then have in a way repeated this history. The needs of an increasing number of individuals and families, at a time when there is concomitant pressure on funding sources, have created even more need for creative responses. It is the authors firm belief that under the guidance of our new Bishop, Most Reverend Salvatore Matano, installed

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as ninth Bishop of Rochester on January 3, 2014, and with a dynamic Board and staff, infused with new leadership at many agencies, the organization will continue to respond to this and other challenges.

**Author's Note:**

Attached as Appendices I, II and III are a list of Bishops of Rochester, a list of Diocesan Directors of Catholic Charities and a list of Diocesan Board Chairperson since the decentralized governance model was adopted in 1985.

For those who would like more detailed information about the history of Catholic Charities available on Jack Balinsky' website – [www.jackbalinsky.org](http://www.jackbalinsky.org) – are three books:

Spirit Alive! Fifty Years of Consistent Life Ethic Advocacy and Parish Social Ministry 1958-2008`

A History of Providence Housing Development Corporation 1994-2009

A History of Catholic Charities in the Diocese of Rochester 1910-2010

Also available at the Diocesan Office and each regional office is a DVD of the September 14, 2010, All Boards Convening presentation.

And, special thanks to my outstanding Executive Assistant Sandy Lane who made possible production of this work.

## **Appendix I**

### **Leaders of the Diocese of Rochester**

<b>Bishop Bernard McQuaid</b>	<b>1868 – 1909</b>
<b>Bishop Thomas Hickey</b>	<b>1909 – 1929</b>
<b>Bishop John Francis O’Hern</b>	<b>1929 – 1933</b>
<b>Cardinal Edward Mooney</b>	<b>1933 – 1937</b>
<b>Bishop James Kearney</b>	<b>1937 – 1966</b>
<b>Bishop Fulton Sheen</b>	<b>1966 – 1969</b>
<b>Bishop Joseph Hogan</b>	<b>1969 – 1979</b>
<b>Bishop Matthew Clark</b>	<b>1979 – 2012</b>
<b>Apostolic Administrator Bishop Robert Cunningham</b>	<b>2012 – 2014</b>
<b>Bishop Salvatore Matano</b>	<b>2014 - present</b>

**Appendix II**

**Diocese of Rochester**

**Diocesan Directors of Catholic Charities**

**Diocese of Rochester**

**Rev. Walter A. Foery 1930 to 1937**

**Msgr. Gerald C. Lambert 1937 to 1952**

**Rev. Arthur Ratigan 1952 to 1963**

**Msgr. Donald Mulcahy 1963 to 1971**

**Rev. William Charbonneau 1971 to 1973**

**Rev. Joseph D'Aurizo 1973 to 1977**

**Rev. Charles Mulligan 1977 to 1985, Diocesan Director, Office of Social Ministry**

**Rev. John Firpo 1985 to 1991, Diocesan Director, Office of Social Ministry**

**Paul Pickering 1991 to 1992, interim Diocesan Director, Office of Social Ministry**

**Jack Balinsky 1992 to present, Diocesan Director, Catholic Charities**

**Appendix III**  
**Diocese of Rochester**  
**Catholic Charities**  
**Diocesan Board Presidents**  
**1985 – Present**

<b>Mr. Bill Wynne</b>	<b>1985 – 1987</b>
<b>Mr. Al Brault</b>	<b>1987 – 1989</b>
<b>Ms. Gaynelle Wethers</b>	<b>1989 - 1991</b>
<b>Sister Rene McNiff</b>	<b>1992 – 1995</b>
<b>Ms. Ellen O’Neill</b>	<b>1995 – 1997</b>
<b>Mr. Patrick Fox</b>	<b>1997 – 1999</b>
<b>Mr. Martin Birmingham</b>	<b>1999 – 2002</b>
<b>Sister Pat Prinzing</b>	<b>2002 – 2003</b>
<b>Ms. Maureen O’Hara</b>	<b>2003 – 2005</b>
<b>Mr. Robert Kernan</b>	<b>2005 – 2007</b>
<b>Mr. James Gould</b>	<b>2007 – 2009</b>
<b>Mr. Andy Hislop</b>	<b>2009 – 2011</b>
<b>Ms. Linda Stundtner</b>	<b>2011 – 2013</b>
<b>Mr. Timothy Sheehan</b>	<b>2013 - present</b>