

**A HISTORY OF
CATHOLIC CHARITIES OF THE
DIOCESE OF ROCHESTER
1910 - 2010**

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Introduction: 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.

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.

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.

Nearly 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 1974, 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 ten County agencies in the 14 County Albany Diocese.

Catholic Charities in the Rochester Diocese

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 1948, 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 2010 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 corporation 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 Mary 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 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 Gerald Lambert (Diocesan Director of Catholic Charities from 1937-1952), the creation in 1942 of St. Joseph's Villa, as a replacement for three orphanages that had been administered by parishes since the late 1900'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 1968.
- 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 I.

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.) 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 initiatives were consolidated with the creation of the Office of Human Development in 1970. A key moment came with the appointment in 1971 by Bishop Joseph Hogan, who succeeded Bishop Sheen in 1969, 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 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 1977. 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 Camp Executive Directors Ray Tette (1977-1997), Matt Flanigan (1997-2005), Natalie Anderson (2005-2008), and John Quinlivan (2008-present), the camp has been transformed into a modern facility which offers programs integral to youth ministry efforts in the Diocese on a year-round basis. Integral to the modernization of facilities were generous gifts from the Wegman's, which made possible a new dining hall (Peggy's Café) and the Wegman House which replaced the Big House in 2008.

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 has been a strong supporter of Catholic Charities ever since.

The five underlying principles outlined in the plan have informed the evolution of Catholic Charities over the last thirty 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 1992, just after Jack Balinsky was appointed Diocesan Director, a decentralized system of governance embracing its then existing three regional entities: Catholic Family Center, Catholic Charities of the Southern Tier and Catholic Charities of the Finger Lakes. (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 Family Center and 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, Catholic Family Center was established in 1910, 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 parallel to those established in Elmira and Geneva. Carolyn Portanova, who had been Director of the Restart program, was hired in 1989 as Executive Director of the “new” Catholic Family Center, and continues to serve to this day.

At that time, 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 served 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.

Over the past fifteen years, these three agencies have continued to provide quality services and encouraged education and advocacy activities in parishes. The stories of their work are told elsewhere. What follows here is the story of the evolution of other subsidiary agencies within the Catholic Charities family.

The Creation of Catholic Charities Community Services

In the wake of the Willowbrook Consent Decree which led to the deinstitutionalization of mentally retarded persons 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 our own Bishop'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, has flourished in the 1990's and 2000's. Services to developmentally disabled individuals have been expanded through creation of a new IRA's (individual residential alternatives), and significant expansion of community-based services. Catholic Charities Community Services has also substantially expanded its AIDS services in a variety of different ways, developed a Traumatic Brain Injury program which now serves over 50 individuals, and established in early 2009 a new initiative under the Department of Healthcare Nursing Home Transitions and Diversion Waiver programs.

In 2010-2011, the agency has undertaken a number of celebrations of its thirtieth anniversary.

The Creation of Providence Housing Development Corporation

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 August 2005, Maggie retired after eleven wonderful years of service and has been ably replaced by Monica McCullough, a very talented woman, who had interned and worked at Providence, and received her law degree and MBA from Syracuse University in May 2005. She has continued Maggie's outstanding leadership.

In addition to housing development and management, its major functions, the agency has developed two other significant program initiatives. At the very beginning of its existence, the agency received a grant to administrate the Shelter + 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 the full story of the accomplishments of Providence over the last sixteen and a half years is written elsewhere, two projects deserve special mention here.

How thrilling it was in March 2006, when Providence was a prominent partner present at the ground-breaking ceremony for the Olean project, the second phase of a major housing development project on the near southwest side of the city. Literally, a new neighborhood was created through the work of Providence, its for-profit development partner Cornerstone and the Rochester Housing Authority. This project was recognized with the Project of the Year Award given by the New York State Association for Affordable housing and won a national award from California-based WNE and Associates.

The second 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”.

At its gala 15th anniversary celebration, held on September 17, 2009, Providence reported these accomplishments:

- Securing \$115 million in funding for 758 housing units
- Leveraging \$25 million in affordable mortgages for first-time home buyers
- Supporting nearly 300 families in recovery
- Managing 17 communities offering 551 quality, affordable housing units to nearly 2000 children, women and men

The Creation of Catholic Charities of Livingston County

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 2006, 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.

Tim was followed as Executive Director by another extraordinary leader, Joe DiMino, who was hired in April 2004. With his business background, Joe was able to maintain most of the agency's programs, and also raise funds to purchase a building at 39 E. State Street as a permanent home for the facility.

At this writing, Carlos Garcia, hired as Executive Director in April, 2010, following Joe's decision to pursue missionary work in Africa, is addressing significant funding cutbacks from the county and pursuing the possibility of opening an emergency housing program for women and young children in the Kinship facility in Dansville.

The Addition of Kinship Family and Youth Services

As previously indicated, in 1967 Fr. Tim Weider was assigned by Bishop Fulton Sheen 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 for the previous twenty-three years 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 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 alcoholic 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).

Even prior to reintegration with Catholic Charities, Joe Weider was working in coordination with seven County Commissioners of Social Services to create his vision of a Diagnostic Home for young children. With staff assistance from Providence Housing Development Corporation and the Leviticus Foundation, the new facility was opened in April, 2004. Its purpose was to provide a setting in which children between 5 and 12 who were having difficulties in their family, school or community could be evaluated for a period of up to three months to determine their most appropriate level of care and treatment. After a slow start, the program thrived for two years until referrals began to dry up. Because of fiscal pressures, the very same Commissioners of Social Services who had urged creation of the facility didn't respond positively to significant outreach for referrals and the home was closed in March, 2008. Aggressive efforts to find an alternate use or to sell the facility had not been successful by the end of 2010.

Three factors led to the next stage in the evolution of Kinship. Joe Weider announced in early 2010 his intention to retire on January 14, 2011, the fortieth anniversary of his hiring. (In recognition of his outstanding service, he was presented the Bishop Clark Award at the September 14, 2010 All Boards Convening.) Second, the inability to find an alternative use for the Diagnostic Home facility placed a significant financial burden on the agency. Third, as with the entire Catholic Charities agency, it was recognized that the tsunami of government funding cutbacks, already initiated in 2010, would grow greater in 2011. These factors led to a year long series of discussions involving the Diocesan Board, the Kinship Board and the Board of Catholic Charities of Steuben County that led to the integration of Kinship as a division of Catholic Charities of Steuben County effective January 1, 2011.

Transition at Catholic Charities of the Finger Lakes

As previously indicated, Giovina Caroscio had provided consistent leadership to the agency since its inception in 1982. From her resignation to the end of the decade was a time of transition. While new Executive Director Rik Fowler instituted and oversaw the purchase of facilities in Geneva and Auburn, supervised visitation and clinical counseling programs, the agency was unable to meet ambitious fund-raising goals and faced financial distress. Tony Barbaro, while continuing in his role as Associate Diocesan Director, served the Finger Lakes agency on a part-time basis as interim Executive Director. He brought financial stability to the agency, laying the foundation for the appointment of Ellen Wayne as Executive Director in September, 2007. Basic ongoing services were the Community Lunch Program, emergency services and case management services. Ellen was able to establish a new emergency services center in Canandaigua in collaboration with Thompson Hospital, as well as a new summer feeding program at three sites. In 2009, the agency

partnered with others by using federal stimulus funds to addressing issues of homelessness. Laurie Trojnor continued to lead programs in Cayuga County, especially the HEAP program.

The Transformation of Catholic Charities of the Southern Tier

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.

Again, 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, George Ferrari and Christine Sanchirico in Tompkins/Tioga, and Sarah Conley and Mike Gehl 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.

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 has gone from delivering one million pounds of food to nearly six million, serving 200 soup kitchens and food pantries in 12 counties in the Southern Tier of New York State and northern Pennsylvania, helping over 145,000 people in these counties.

Through Paul's leadership and that of Natasha Thompson who replaced him as C.E.O. in 2008, several new programs were developed: the Backpack program, the Mobile Food Pantry program, a summer feeding program, a volunteer repacking program, a hunger education program, and a food stamp outreach program. Planning for a new facility began in 2006, was assisted greatly by a favorable transaction with John Potter for the Seneca Beverage facility, and has culminated with the move to the new much larger facility as this history is being written.

Catholic Charities of Chemung/Schuyler Counties remains the largest of the four new subsidiaries. There have been a number of program enhancements in the last decade primarily

under the leadership of Executive Director Bridget Steed. 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). A new apartment building was purchased to house clients in SILP (Supervised Independent Living Program). The Schuyler County program was ably directed by Mike Gehl until he was replaced by Paul Marx in 2009. The major program development was loss of federal funding for the abstinence education program.

Catholic Charities of Steuben County continued to be ably led by Laura Opelt throughout the remainder of this decade. 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 fundraising, 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. A substance abuse prevention program included Bath Hope for Youth, Steuben Council on Additions, the Summer Recreation program and Drinking/Driver program.

Catholic Charities of Tompkins/Tioga Counties was led by George Ferrari until summer 2005, for a short time by Mary Pat Dolan on an interim basis, and since late 2005 by Christine Sanchirico. The Samaritan Center continued to grow throughout the decade, augmented by the addition of a facilitated enrollment for health insurance. Other new program additions were nutrition education and outreach and a refugee services program. In 2009, the agency received federal stimulus money to address homelessness in Tompkins County. The Tioga office under the leadership of Angela Klopf continued to provide a variety of services and took a leadership role in responding to the flood of June, 2006.

The Creation of Catholic Charities in Wayne County

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 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 November 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 2004, 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 programs into Catholic Charities of Wayne County and the development of a strong Board.

In early 2008, Tim Sullivan replaced Loretta as Executive Director. In addition to maintaining existing programs, Tim, together with the Board, was instrumental in developing the new initiatives: a clothing closet in Wolcott, and a Food Pantry supported by Foodlink at the main office in Newark.

Catholic Family Center – the Acquisition of Family Services of Rochester

For nearly a century now, Catholic Family Center, the Catholic Charities subsidiary agency serving Monroe County, has been a leading human services provider in Monroe County, and the flagship agency of Catholic Charities of the Diocese.

For more than thirty years, Catholic Family Center has benefited from the extraordinary leadership skills of Carolyn Portanova, who has been Executive Director since 1989, and who has received numerous awards and leadership accolades.

For the last twenty years, Board leadership at Catholic Family Center has worked with Carolyn to assure that Catholic Family Center is on the leading edge of service delivery. Catholic Family Center now services more than 70,000 persons annually through numerous programs at 21 different locations in Monroe County.

Reflective of the trend of declining funding availability and the need to make service delivery more efficient, Catholic Family Center was once again on the cutting edge of the evolution of human services provision when it acquired Family Services of Rochester in October 2005. Made possible through extraordinary leadership of Board members, Brian Dwyer, David Pitcher and Maureen Mulholland, 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 health services. In the last three years, Catholic Family Center has been the lead coordinator of a prison re-entry program. These developments further solidified Catholic Family Center's position as the leading multi-service provision agency in Monroe County.

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 25th 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 to 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 an 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.

There have been several such initiatives over the last fifteen years.

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. In her ten 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 2006, she received certification in bioethical research from the National Catholic Bioethic 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 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.

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. (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 these subsequent efforts. The first was in 2000 Catholic Charities Capital Campaign, from which we realized over \$1.2 million to enhance our endowment, (another \$2.5 million will be added to endowment through the Diocesan Partners in Faith Campaign).

The second spin-off from Catholic 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 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. Over the last decade, recognizing their extraordinary contributions to Catholic Charities, this award has been presented to the following individuals:

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

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

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 farmworkers 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.

In July 2009, Janet left Catholic Charities to take on a challenging new position as Diocesan Coordinator of Urban Ministry.

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) has taken responsibility as Diocesan Director of Catholic Relief Services and Marvin Mich (a noted social justice author and staff member of Catholic Family Center) has taken responsibility as Diocesan Director of the Catholic Campaign for Human Development.

Achieving Accountability and Efficiency: Centralized Services

A major focus of the agency over the past five 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. Both the consolidated office and Catholic Family Center have made great strides in achieving efficiencies, especially through greater use of information technology.

Great contributions have been made in these years by the Diocesan Board Finance Committee (Father Mike Bausch, Joe Burke, Father Dan Condon, Jim Gould, Andy Hislop and Maureen O'Hara) in revising and improving the employee retirement plan, addressing financial issues in individual agencies as necessary, and strengthening and consolidating the audit process. They also played a major role in the transition from the Diocesan Protected Self Insurance program to our own insurance through First Niagara Risk Management.

Similarly, through the leadership of the Diocesan Human Resource 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 an 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.

Catholic Charities is deeply grateful to the Diocesan Information Technology Department, its Director Tom Veeder and Catholic Charities Coordinators, Rick Harrington (2001-2009) and Lisa Zelazny (2009-present) for their very able management of the evolution of Catholic Charities information technology services. Major accomplishments included implementing the STEPS program, installing Denari as a fund development data base system, using technology to improve financial management and providing endless staff training sessions.

These approaches were clearly not fully detailed in the original Catholic Charities of the Future Report, and have been made possible by Diocesan and regional leadership.

Conclusion

Attached as Appendix III is a current organization chart of the Diocesan organization on its 100th birthday (A multi-media presentation at the All Boards Convening on September 14th depicts the evolution of the organization as described here.

What's Next

This history of Catholic Charities of the Diocese of Rochester, would not have been possible without the leadership and support of Bishop Matthew Clark. Bishop Clark gives high priority to carrying out the work of social justice, both in service delivery and advocacy, and has given rock solid support to Catholic Charities in his 32 year tenure as Bishop of Rochester.

Over the last twenty years, Catholic Charities has also benefited greatly from the staunch support of Vicars General Father John Mulligan and Father Joseph Hart.

This leadership and support has been especially valuable in light of the many complexities that arise because Catholic Charities is truly at the intersection of Church and society, serves an at-

risk population, and faces “messy” issues like politicians and abortion, and issues surrounding provision of services to persons who are gay and lesbian.

Presuming continued strong leadership and support from the Diocese, Catholic Charities of the Diocese of Rochester nonetheless faces significant challenges over the next several years.

Much of the recent history has focused on the establishment of county offices. It is still to be determined what will be the ultimate form of Catholic Charities presence in three counties – Cayuga, Schuyler and Tioga.

Catholic Charities has had a long and inconsistent presence in Cayuga County, which is more oriented to Syracuse than Rochester. More than ten years ago, in the wake of the establishment of Catholic Charities of Livingston County, there were discussions about the possibility of creating a Catholic Charities of Cayuga County. It was only with the appointment of Laurie Trojner as County Director on a full-time basis in 2001 that Catholic Charities began to gain some traction in Auburn. Still, ten years later, lack of funding and competition from other agencies continue to be challenging.

In many ways, what has happened over the last ten years in Schuyler County is amazing. Driven almost solely by the leadership work of Sarah Conley, Catholic Charities established a strong presence with an annual operating budget of nearly \$1 million in this small rural county. Sarah retired early in 2005, and has been ably replaced by Mike Gehl. In 2009, Paul Marx took this leadership position. Like in Cayuga County, the question of whether Schuyler County, now linked with Chemung County, becomes an autonomous subsidiary, remains to be determined. As indicated previously, the loss of federal education funding has presented a further loss.

A third county requiring attention is Tioga County. Because the environments in Tompkins County and Tioga County are so different, and the governance needs in Tompkins County are so great, the Tompkins Board has initiated discussion with leaders in Tioga County, and may soon make recommendations to the Diocesan Board about a different governance arrangement for Tioga County.

There are three more generalized current challenges to Catholic Charities. As indicated above, much progress has been made in consolidating “back office” services. (IT, financial, and human resources), while retaining autonomy of decision-making at the subsidiary level. There is still much work to be done in these areas, work that is ever more important in light of continued funding cutbacks.

Second, work needs to continue on building the endowment funds of Catholic Charities, as a safeguard against future funding cutbacks. Through Catholic Charities Capital Campaign 2000 and the Partners in Faith, nearly \$4 million in endowment money has been secured. An informal goal is \$10 million.

A third major challenge is recreating and developing the next generation of staff leadership for the organization. Like leadership staffs in human services and Catholic Charities agencies around the country, our Executive staff is “of an age” where succession planning is mandatory.

A History of the Diocese of Rochester
March 2011

Happily there are in place a strong Diocesan Board and strong Regional Boards to help Catholic Charities meet these and other challenges, and to continue to bring help and hope to those in need.

P.S. Like so many accomplishments in Catholic Charities, the production of this work would not have been possible without the able work of JoAnn Anderson, Administrative Assistant to the Diocesan Director.

Note:

For those who would like more detailed information about the history of Catholic Charities available on Jack Balinsky' website – 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.

Appendix I

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 II

Diocese of Rochester

Catholic Charities

Diocesan Board Presidents

1980 – Present

Mr. Ed Nowak	1980 – 1982
Mr. Robert Burke	1982 – 1984
Mr. John Oberlies	1984 – 1985
Mr. Bill Wynne	1985 – 1987
Mr. Al Brault	1987 – 1989
Ms. Gaynelle Wethers	1989 - 1991
Sister Rene McNiff	1992 – 1995
Ms. Ellen O’Neill	1995 – 1997
Mr. Patrick Fox	1997 – 1999
Mr. Martin Birmingham	1999 – 2002
Sister Pat Prinzing	2002 – 2003
Ms. Maureen O’Hara	2003 – 2005
Mr. Robert Kernan	2005 -