

**A HISTORY OF THE
PROVIDENCE HOUSING DEVELOPMENT CORPORATION
1994 – 2009**

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1994 – 2009

A. INTRODUCTION

June 22, 2009 marked the fifteenth anniversary of the incorporation of the Providence Housing Development Corporation. A fifteenth anniversary fund-raising gala is planned for September 17, 2009. This history is written in connection with that event to commemorate the outstanding achievements of Providence and the enormous contributions of Board and staff toward improving the housing status of thousands of individuals throughout the 12 county Diocese of Rochester.

This history is organized in the following sections:

The Creation of the Corporation

- Diocesan Catholic Charities Board Strategic Plan 1992
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B. THE CREATION OF THE CORPORATION

1. Diocesan Catholic Charities Board Strategic Plan 1992

Like Catholic Charities organizations in the Albany and Syracuse Diocese, Catholic Charities of the Diocese of Rochester enjoys a decentralized structure in which subsidiary agencies are empowered by Diocesan Board By-Laws to carry on a large percentage of activities of the corporation in their respective geographic or functional areas of responsibility.

The evolution of the decentralized structure was envisioned in the Catholic Charities of the Future Report developed by the Diocesan Board and Diocesan Director of Social Ministry Father Charles Mulligan. This report was accepted in concept by Bishop Matthew Clark in the fall of 1979 shortly after he was installed as the eighth Bishop of Rochester.

The time period 1980-1990 was one of significant growth for the organization, featuring the establishment of three new regional offices. The decentralized system of governance was formalized with the passage of amended By-Laws in 1985. Yet, this time period was also one in which major growing pains were experienced. Much credit goes to the Diocesan Board, Regional Boards and Diocesan Directors Father Mulligan and Father John Firpo for grappling with the difficult governance issues inherent in such a decentralized structure.

Based upon learnings from these struggles, the Diocesan Board was substantially restructured in the fall of 2001 and given the responsibility to develop a strategic plan to guide the further evolution of the organization. Father Firpo decided to return to parish ministry and Paul Pickering, a Catholic Charities staff member, served a helpful stint as Interim Diocesan Director. Jack Balinsky was hired as Diocesan Director effective July 1, 1992. He had worked in Catholic Charities in Syracuse and for the New York State Catholic Conference of Bishops.

Led by Board Chairperson Sister René McNiff RSM and Strategic Planning Committee co-chairs Cathy Cain and Rose Malanowski, the major priority activity for the newly reorganized Board and Jack during the fall of 1992 was development of a strategic plan. This plan was adopted at the December 5, 1992 meeting.

A major recommendation in the plan within the general goal of responding to emerging and unmet needs was to respond formally to meet the needs of individuals and families

for decent, affordable housing. The adoption of this plan was the proximate cause for the creation of the Providence Housing Development Corporation.

2. The Context of Creation

To understand fully the reasons for creation of the Corporation, it is important to understand the evolution of Church involvement in developing and managing safe, affordable housing at the national and state level.

At the national level, in 1919, in the first formal gathering of the group that would ultimately become the United States Catholic Conference of Bishops, those present issued a seminal statement on economic conditions, including the need for adequate housing for all persons. In many ways, this document foreshadowed the New Deal. Continuing advocacy by the Bishops at the national level was one important factor in passage of a major urban renewal and housing legislation in the late 1940's. This led to fifteen-twenty years of creation of what we now refer to as "public housing", generally large concentrated projects overseen by local housing authorities. As national and local leaders began to experience the drawbacks of such an approach, there emerged in the early 1960's at the national level a series of programs: (221(d)(3), 236, and 202) which provided opportunities for private for-profit, not-for-profit and Church-related organizations to become involved in developing and managing low income housing projects. The National Bishops issued a Pastoral Letter on low income housing in 1973.

Similarly, at the state level, the Church had long been involved in advocating for adequate housing for all persons. In fact, the Bishops strongly advocated for inclusion of the following provision in the amended New York State Constitution, resulting from the Constitutional Convention in 1938.

"The clearance of slum areas and the rehousing of low income residents residing in these areas were made public purposes in aid of which adequate public grants and public credit could be used with appropriate limitations."

In the late 1960's, there were three initiatives throughout the state to respond to this "call to action" -in Brooklyn, Syracuse and Rochester. The Syracuse and Rochester experiences are more germane to the creation of Providence.

In Syracuse, Monsignor Charles Fahey was appointed Diocesan Director of Catholic Charities in 1967 (It was he who hired Jack Balinsky in 1971). Monsignor Fahey was a visionary and national leader. In 1968, he hired Robert J. Barrett, who had been working in real estate development, "to figure out what we could do in low-incoming housing". Assisted by volunteer leaders, including a group of Holy Cross College graduates who had created in 1962 an independent 221 (d) (3) project, the Mount St. James Apartments, Bob Barrett over the next twenty years put the Church in Upstate New York in the forefront of low income housing development. He became the expert on utilizing the HUD 202 program, a rent-assisted program for low income senior citizens. In this time, he was responsible for the development of more than thirty such projects across Upstate New York, including Dunn Towers I and II at St. Theodore's in Gates, named after its long-time pastor.

To provide a management vehicle for these projects, Syracuse Catholic Charities created the Christopher Community Corporation in 1976 (Jack Balinsky served as Board member from 1977-2007). Over this time, Christopher Community has managed over 1,500 units of low income housing, continued to develop 202 projects, and much as Providence, has employed other development mechanisms.

In Rochester one of the many legacies of Bishop Fulton Sheen was the creation of the Bishop Sheen Ecumenical Housing Foundation, Inc. jointly with the Episcopal Diocese of Rochester. Its history is chronicled extensively in a previous work by this author. Overall, for most of its life, it has taken a different direction than that of Christopher or Providence, focusing on affordable individual home ownership and home repair programs. Over the last several years, it has become involved in developing some large projects.

By 1979, each of the eight Dioceses in New York State had a low income housing development and management function of some sort. In the fall of 1979, the New York State Council of Catholic Charities Directors created a Housing Committee, focused both on advocacy at the state level, and also sharing information on developing and managing affordable housing. In the 1980's the Housing Committee played a major role in the establishment of such major initiatives as the Affordable Housing Corporation, the Housing Trust Fund and Rural and Neighborhood Preservation Companies. Jack Balinsky has benefited immensely from serving on this committee from its inception up until the present.

So, this is the context in which Diocesan leadership, the Diocesan Board and staff leadership sought to implement the Strategic Plan recommendation on affordable housing.

3. Early Planning/Organizing Activities

An early opportunity to begin to respond to housing needs in the Diocese was presented in spring 1993 when HUD released its annual NOFA (Notice of Fund Availability) for the Section 202 Senior Citizens program. Since the Diocese itself had no formal housing development mechanism and this program was not in the purview of Bishop Sheen Housing, with the approval of Bishop Clark, Jack Balinsky wrote all pastors in Monroe County, inquiring of their interest in developing such a program through Christopher Community. Two pastors responded, Father Tony Valenti at Our Lady Queen of Peace in Brighton and Father John Steger at St. Jude's in Gates.

The outcome of these two efforts at development could not have been more different. In Brighton Father Valenti and Jack worked with Peter Romeo from SWBR Architects to develop plans for a proposed project in the wooded area behind the church owned by the parish. Utilizing what they thought were good community organizing techniques, they invited 10-12 contiguous neighbors to a small meeting at the rectory during Holy Week. What resulted was a 250 + person event at the church, representing the quintessence of the NIMBY (not in my backyard) syndrome; effectively scuttled the project. Jack and Father Valenti felt they had experienced their own Good Friday experience on the cross.

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Father Steger was a long-time pastor and used to doing things in his own way. Following the Christopher model of working with its veteran team of architect, contractor and attorney, Jack and Mike Cooney (Nixon Peabody attorney and Catholic Charities volunteer) went to see Father Steger about the legal work for the project. Father Steger was adamant that he would put his own team together. In order to forward this project, the Diocese and Christopher Community acquiesced. This decision would come back to bite the project, as described below. Also contentious was the decision of Christopher Community staff to work with another not-for-profit to develop St. Jude's II in 2002 without communication with Providence leaders.

From a more formal perspective, the Diocesan Board created in spring 1993 a Rochester Diocesan Housing Workgroup to discuss plans for implementing housing programs. The Workgroup members were:

Kathy Cannon, Diocesan Urban Ministry
Sister Janet Korn RSM, McAuley Housing
Mark Greisberger, long-time Diocesan volunteer
Melissa Marquez, former Human Development staff person
Mary McGuire, Catholic Family Center Department of Housing
Tom McHugh, Executive Director of the Rochester Housing Authority
Father Tony Mugavero, St. Bridget's
Sister Julia Norton RSM, Our Lady of Mt. Carmel
Father Jim Schwartz, Holy Family and St. Louis
Allynn Smith, Bishop Sheen Ecumenical Housing Foundation
Father Larry Tracy, Holy Redeemer/St. Francis Xavier
Father Bob Werth, Roman Catholic Community of the 19th Ward
Jack Balinsky, staff

The first two meetings of the workgroup were held on March 8 and April 5. The major discussion centered around the fact that, despite the good work of the Bishop Sheen Ecumenical Housing Foundation, Rochester was the only Diocese without a development entity that would focus on larger projects, such as the 202 program, Housing Trust Fund programs, and the newly emerging Low Income Housing Tax Credit program. Discussion then centered on whether Bishop Sheen Housing wanted to become such a group. Mark Greisberger played a key role as Sheen Housing Board member and Charities volunteer in helping determine that the Sheen Board did not see within its mission a major focus on such projects. This was a decision that was not universally pleasing to all associated with Bishop Sheen Housing, but was instrumental in setting direction for the workgroup.

Based upon that decision, Jack Balinsky worked over the summer to develop a proposal of what a new Diocesan entity would look like. Very helpful in that effort was Tom McHugh, Executive Director of the Rochester Housing Authority and committed supporter of the Catholic Church whom Jack had come to know through their mutual friend Father Peter Clifford, the Director of Parish Support Ministry. Following an early July lunch with Jack, Tom wrote a letter on July 7, 1993, stating:

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“In conclusion, I support the establishment of a Diocesan Housing Development Corporation, and in fact, it is probably long overdue. Having said that, however, it is important to develop it correctly and having the right person to do the job.”

Tom also had indicated that if the Diocese was indeed interested in giving priority to affordable housing, it should develop a project on land at the Pastoral Center on Buffalo Road as a tangible evidence of that commitment.

Another important discussion during the summer was a meeting between Jack and Diocesan Board President Sister René McNiff, held on August 20, 1993 to discuss the possible development of a Diocesan Housing Development Corporation and review a draft proposal. Sister René, in one of her many contributions to Diocesan work, was supportive of this development.

Resulting from these efforts was the finalization on August 26, 1993 of a Proposal to Develop A Diocesan Housing Development and Management Corporation. It is attached as Appendix I.

There ensued in the 1993-1994 program year a series of activities to review and discuss this proposal leading up to final decision-making by the Diocesan Board and the Bishop. The Diocesan Housing Workgroup met on September 29, 1993 to review and make suggestions about the proposal. With support from Sister René and the Housing Workgroup for the proposal, Jack met on October 6, 1993 with Vicar General Father John Mulligan to discuss Diocesan support for such an organization. His memorandum summarizing that meeting reads in its entirety:

“As a follow-up to your request at our meeting yesterday, I am writing to specify my request for seed funding from the Diocese to create a Diocesan Housing Development Corporation.

My draft proposal of August 26 specifies the following corporate purposes for this organization:

1. Development of affordable senior citizen housing, low income housing and special needs housing, primarily through government funding.
2. Provision of assistance to parishes, religious congregations, Church affiliated non-profits in housing development.
3. Management of housing projects which the Corporation develops.
4. Management of existing low income housing projects currently managed by Catholic entities as appropriate.
5. Exploration of whether it would be helpful for the Corporation to serve as a “holding company” for facilities use in various special needs residential service programs.
6. Provision of advice to the Bishop, Social Ministry Office and Diocesan Public Policy Committee on housing related public policy issues at the local, state and federal levels.

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I believe we should create a separate not-for-profit 501(c)(3) membership corporation for this endeavor for funding, financial management and liability considerations. There are various possibilities for corporate members (Diocesan Officers, DOSM Officers, DOSM itself as sole member). I hope the members would elect a Board of about 10 individuals selected for their ties to the Diocese or Social Ministry, expertise in the housing field and geographical representation. I propose that I would serve as Chairperson of the Board of this Corporation.”

In the fall, there were two other significant developments that enhanced the momentum toward creation of a Corporation. In a meeting with Bishop Clark, in response to the Bishop’s question, Jack indicated that indeed Providence could provide management services to Church-sponsored programs such as McAuley Housing and Mt. Carmel. The Bishop responded positively. As described later, this comment proved to be an accurate assessment on Jack’s part. Only much later did the author learn that during the fall, Father Joe Hart, Synod Director and influential advisor to the Bishop, had advocated quietly “behind the scenes” and effectively in favor of this proposal.

Then came the critical moment in the process to create a Housing Development Corporation. Tom McHugh had emphasized in his July meeting with Jack the importance of having the right person to lead a new organization. He also indicated he had a person in mind. That person was Margaret (Maggie) Bringewatt. Maggie had worked as Housing and Government Relations Program Director for the United Way, where she helped establish the Martin Luther King Housing Fund and then for Tom as Assistant Director of the Housing Authority until she resigned after the birth of her son, John. In the interim she had stayed involved in community and housing related activities, serving as Chair of the Urban League Planning Committee and Chair of the United Way Housing Committee which established the new Housing Initiatives program. She was widely respected in both government and not-for-profit leadership circles.

When it had become clear that there was emerging momentum for creation of the organization, Jack asked to have lunch with Maggie in mid-September. From the outset, he was most impressed with her ability and experience. She also expressed great interest in the possible new challenge.

Then good fortune intervened. In November, Catholic Charities received a commitment for \$12,000 from Christopher Community as an appropriate share of the developer’s fee for the St. Jude’s 202 project. Following on further conversations with Maggie and with growing support for this initiative, the Diocesan Board passed a resolution at its December 4, 1993 meeting authorizing the expenditure of \$12,000 to hire Maggie as a consultant for the following purposes:

- To undertake a feasibility study as to the financial viability of a housing development corporation.
- To develop a three year business plan for the corporation.
- To provide assistance for specific project development as needed and appropriate.

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Maggie started work on December 13. She had extensive meetings with government officials, potential funding sources and community leaders. In addition, with Jack, she visited staff and Board in the regional offices. By February 1994, she had identified the following potential projects:

- 811 Rental Housing for Disabled Persons
 - ❖ Suburban Rochester
 - ❖ Southern Tier
 - ❖ City of Rochester
- Rehab/Rental for low income families
- 2002 Senior Housing Projects
 - ❖ Rochester
 - ❖ FLOSM Area
 - ❖ Southern Tier
- Farmers' Home Administration Projects in Southern Tier
- Retirement Community – suburban Rochester

Based upon the excellent progress that had been made, the Diocesan Board approved at its February 27, 1994 meeting a further seed grant of \$25,000 to foster the development of the corporation. This decision enabled Jack to extend the commitment to Maggie until May 15.

Another important moment in this process came on March 3, 1994 at a meeting between Diocesan leadership and newly-elected Rochester Mayor Bill Johnson's leadership team. A long-time friend of the Mayor from state-level connections, Jack had suggested the meeting to lay a foundation for collaborative activities going forward.

At the meeting, Maggie articulated her beliefs as to the value a Diocesan effort would bring to Mayor Johnson's neighborhood development strategy, as follows:

1. "An understanding of the housing and service needs of its parishioners and its neighbors, based on daily contacts.
2. A flexible approach to providing the housing and service needs, based on a commitment to resident involvement. In many of the poorest areas of the City, the Church serves as the organizer and advocate for the poor.
3. A parish and service network with major physical investments in the City. The Church's facilities provide the anchor for much neighborhood activity and offer the opportunity for serving as satellite sites for service delivery, the focal points for community organizing, and potential sites for the Mayor's satellite offices. Diocesan land and facilities also offer development opportunities.
4. The parish and service network also are natural focal points for the planning and delivery of housing efforts, including the rehabilitation of housing for both owners and renters.
5. Diocesan service agencies and the housing development corporation, working together in targeted areas, can meld shelter and services programs, ultimately providing an improved product to those we serve.

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6. Major Catholic institutions, which anchor various areas, can provide, through their development efforts, opportunities for training and job creation for neighborhood residents.
7. The parish and service network is in place. Major Catholic institutions have made a commitment to the City. The housing development corporation does need operating support, in addition to that committed by the Diocese, and access to capital funding sources.”

Despite some mixed commentary at the meeting from City Housing Commissioner Tom Argust, this meeting ultimately resulted in a \$25,000 seed grant from the City which was helpful to the corporation’s early days. Through Maggie’s contacts with Ruth Fleischman, a \$15,000 seed grant was received from the Wilson Foundation.

Also, at about this time, at Maggie’s behest, Juan Villanueva, Executive Director of the Greater Rochester Housing Partnership, who would later become a Catholic Charities Diocesan Board member, met with Bishop Clark, Father Mulligan and Jack to express his unqualified support for the new corporation.

During March, Maggie was also able to identify several potential projects for the 1994 round of 202 senior projects, including:

- Sisters of Mercy – Mercy High School
- First Baptist Church
- Henrietta
- Victor
- Penfield

Based upon all of these positive developments, the Diocesan Board and Diocese were ready to make a commitment to the creation of a Housing Development and Management Corporation.

4. Incorporation

In March, there began a series of meetings not about whether to create a corporation, but how to structure it. These meetings led to the incorporation of the organization in June.

The first such meeting occurred on March 10, 1994. Attendees were Maggie Bringewatt, Mike Cooney, Marty Moll, Father John Mulligan and Jim Rinefierd. Sister René McNiff and Sister Mary Wintish RSM were unable to attend because of poor weather.

At this meeting, these agreements were reached:

- Affirmation of underlying values, primarily:
 - ❖ To create a tax-exempt corporate vehicle which can apply for and receive government funding, foundation funding, etc.
 - ❖ To insulate the Diocese and Diocesan Catholic Charities from legal/financial liability.

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- ❖ To create a mechanism through which the new entity can communicate easily and quickly with both the Diocese and Catholic Charities.
- ❖ To put in place a mechanism for flexible/responsive decision making about development opportunities.
- ❖ Although not an issue in the short term, to reach an understanding about a mechanism for allocating fund balances which the Housing Corporation may generate over time.
- The new organization should fall under the direction of Charities.
- Agreement that Catholic Charities should serve as the sole members.
- With regard to Board composition:
 - ❖ Jack would serve as Chair
 - ❖ Jim would represent the Diocese of Rochester
 - ❖ We would seek other members with housing development and management experience
 - ❖ Donations of surplus funds would be made to Catholic Charities (Marty Moll, who was instrumental in all the decisions, particularly at Diocesan Board meetings, indicated that this potential to support Catholic Charities was a major reason for his support of this initiative).

At its April, 30, 1994 meeting, the Diocesan Board formally approved creation of the corporation, with the following guiding principles:

1. That the Housing Corporation relate to the Diocesan structure through the umbrella of Catholic Charities.
2. That the members of the Housing Development Corporation be ex-officio the Treasurer of the Diocesan Board, the Diocesan Director of Catholic Charities and an at-large member from the Catholic Charities Board.
3. That there is recognized agreement that any future fund surpluses would be taken into account in the overall funding relationship between the Diocese and Catholic Charities but not in such a way as to substantially reduce an agreed upon base Thanksgiving Appeal allocation for the Catholic Charities. (The name of the appeal was recently changed to the Catholic Ministries Appeal.)
4. That in the mission of the Housing Development Corporation it be recognized that efforts should go forward throughout the entire Diocese.
5. That Board membership represent the Diocese geographically as well as provide an appropriate representation in functional areas.
6. That there be developed a mechanism for regular reporting about the activities of the Housing Development Corporation to the Catholic Charities Boards.

Following on formal Diocesan Board approval, and with the strong endorsement of Bishop Clark, on June 6, 1994, Jack Balinsky, Marty Birmingham, Mike Cooney and Marty Moll met to finalize the details of the corporation, achieving these outcomes:

- The Corporation would be named Providence Housing Development Corporation (an interesting note is that in two months of discussion, several names were suggested including “Kataluma” (Greek word for shelter) Corporation, but the Bishop endorsed Jack’s suggestion of Providence.

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- The incorporation policies proposed would be filed immediately (incorporation was achieved on June 22, 1994).
- The Diocesan and Diocesan Catholic Charities Board commitments respectively of \$25,000 in loans and \$25,000 in grants were affirmed.
- The Board should have 11-13 members.
- The initial Board would be:
 - ❖ Jack Balinsky
 - ❖ Marty Birmingham
 - ❖ Mark Greisberger
 - ❖ Tom McHugh
 - ❖ Marty Moll
 - ❖ Tom Ament (Diocese)
- The first meeting of the Board was to be July 20, 1994.

So was created the Providence Housing Development Corporation.

C. BOARD AND STAFF LEADERSHIP

1. Board Leadership

a. Board Officers

Board President: Jack Balinsky 1994-present

Board Vice Presidents: Marty Moll 1994-2000
Sue Lawrence 2000-2003
Jim Cleary 2003-2007
Rick Rossettie 2008-present

Board Secretaries: Tom McHugh 1994-1997
Spencer Crowe 1997-2001
Rick Rossettie 2001-2008
David Tang 2008-present

Board Treasurers: Tom Ament 1994-1996
Tom McHugh 1997-2002
Jean Lindenhovious 2003-present

2. Board Membership

Jack Balinsky	1994-present
Mark Greisberger	1994-present
Marty Birmingham	1994-2004, 2005-2009
Tom McHugh	1994-2002

Marty Moll	1994-2000
Tom Ament	1994-1996

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Andy Griffith	1994-1995
Gloria Lopez	1994-1997
Burton Richardson	1994-2001
Mary Ann Starbuck	1994-1995
Spencer Crowe	1995-2001
Sue Richardson	1995-2005
Jim Rinefierd	1997-2006
Father Peter Clifford	1997-2002
Maggie Bringewatt	1998-2005
Kathy Cleary	1998-2001
Mike O'Donnell	1999-2002
Rick Rossettie	1999-present
Joseph Fazzary	2001-2004
Robert McCaughlin	2001-2004
Rick Herman	2002-present
Jim Cleary	2002-2008
Jean Lindenhovious	2002-present
Barton Butts	2004-2008
Candice Sheffer	2004-2008
Sr. St. Luke Hardy SSJ	2004-present
Monica McCullough	2006-present
David Tang	2006-present
Lisa Passero	2007-present
Evan Green	2007-present
Lloyd Theiss	2007-present
Father Jeff Tunnicliff	2009-present
Marion Goldberg	2009-present

Note: As a result of a By-Laws change approved in 2007, Board members going forward were limited to three three year terms. Staggered terms were determined by lottery as follows:

<u>2009</u>	<u>2010</u>	<u>2011</u>
Marty Birmingham	Candice Sheffer	Monica McCullough
Sr. St. Luke Hardy	Rick Rossettie	Jim Cleary
Jean Lindenhovious	Barton Butts	Mark Greisberger
		Rick Herman

As of July 1, 2009, Board terms are as follows:

<u>2010</u>	<u>2011</u>	<u>2012</u>
Lloyd Theiss	Monica McCullough	Sr. St. Luke Hardy
Rick Rossettie	Rick Herman	Jean Lindenhovious
	Lisa Passero	David Tang
	Evan Green	Father Jeff Tunnicliff
		Marion Goldberg

2. Staff Leadership

a. Introduction

Volunteer and Diocesan leaders have contributed greatly to the success of Providence over the past fifteen years. Mark Greisberger and Tom McHugh are truly the “godfathers” of Providence. Sister René, Marty Moll and Marty Birmingham were Diocesan Board members instrumental in the birthing and nurturing of Providence. Diocesan leadership has been very supportive over the entire fifteen year period.

Yet, Providence would not be where it is today without outstanding staff. Four women in particular have played significant leadership roles in the evolution of the organization:

- Maggie Bringewatt
- Jane Lange
- Monica McCullough
- Mary Mondo

b. Maggie Bringewatt

Tom McHugh was absolutely on target in his July 1993 letter articulating that a new housing corporation would be successful only if the right person was chosen as staff leader. He obviously had Maggie in mind and was correct in his assessment of her abilities. Her background and experience are described above. What cannot be adequately conveyed in words are her charisma, her ability to foster collaborative relationships, and her creativity in imagining and creating partnerships and projects. A high priority in her approach was always to take the ethical path. It is possible that Providence might have perdured without her leadership. It is certain that Providence was more successful under her leadership than it would have been with another person.

Maggie has had many successes and moments of recognition throughout her career. This book is a tribute to her work.

Two moments of special recognition deserve mention. In November, 2001, Maggie was named to “the McAuley’s Institute’s permanent roster of courageous women for her work to bring social justice to housing issues in the United States.” (The McAuley Institute, created in 1983 by the Sisters of Mercy, is one of the leading faith-based housing organizations in the country). On October 10, 2005, the Rochester City Council recognized Maggie by presenting her the Charles Crimi Award, given to “an individual who exemplified throughout his or her career a spirit of undaunted dedication to the principles of peace, justice, fairness, freedom and human understanding.”

c. Jane Lange

For a significant portion of the past fifteen years Jane Lange's "steady hand at the helm" was also a significant factor in Providence's success. Having earned an MBA from the Simon School, Jane had worked in the not-for-profit community for the Landmark Society and Nature Conservancy, and was engaged in a part-time consulting business with Maggie and two other partners. Having worked with Jane, Maggie reached out to Jane when, at a special Board meeting held on September 30, 1996, the Board authorized Maggie to have a development assistant on a temporary 10 hour per week basis. Work on a temporary basis continued through 1997. On January 1, 1998, Jane assumed the permanent full-time position with responsibilities for program development and marketing, which she held until July 24, 1998. After a sabbatical, which included an overseas trip with her family, she returned to Providence as full-time Director of Development. Over the next six years, she was the lead person in fleshing out the myriad details necessary to complete the projects Maggie had developed, took responsibility herself for development of some projects, and initiated the nascent organization's early fund-raising and public relations efforts. Jane was named Deputy Director in January, 2005.

When Maggie announced her resignation as Executive Director in August, 2005, Jane generously responded to the Board's request to serve as Interim Executive Director, while indicating that she was not interested in the position on a permanent basis. With Maggie serving on a part-time basis as Senior Development Consultant, Jane ably "held things together" while the Board conducted its Search Process.

When Monica McCullough became Executive Director on December 7, 2005, Jane returned to her previous responsibilities and ably assisted Monica. Jane resigned from Providence at the end of 2007.

d. Monica McCullough

The Providence Board found another treasure like Maggie when it hired Monica McCullough as Executive Director in late 2005. Monica had first come to Providence as a student intern when she was a junior at the University of Rochester in the 1999-2000 year. She filled in ably on a part-time basis in Jack Balinsky's office in the summer of 2000 when Judy Taylor was on medical leave. All associated with Providence were thrilled when she announced in May, 2001 that she was going to defer for one year matriculation in the Law School and Public Administration program at Syracuse University to which she had been accepted so she could work at Providence. Her oversight of the airport relocation program in 2001-2002 was a wonderful learning experience.

Not surprising to anyone, Monica was near the top of her class and had excellent choices for jobs at law firms. There were two features of her three years in Syracuse which were to have implications for the future. Building on her previous relationship with Jack, she met some others her age who were friends of Jack and also spent some time with Jack during her three years in Syracuse. One highlight was dinner and an SU basketball game with the Bishop and Jack. As part of her public administration

curriculum, Monica took a course on urban issues from adjunct professors Vito Sciscioli and Minch Lewis, a long-time friend of Jack's.

Knowing that Maggie was going to resign in August (she and Jack had agreed to defer the announcement until after the DHCR project awards were announced, so as not to risk chances of obtaining project awards) and knowing that Monica was graduating in May, Maggie recommended to the Board that they consider Monica for her position. After consideration, the Board concurred and on her graduation weekend Jack met with her in Syracuse to offer her the position. After a week of thoughtful consideration and consultation with one of her law professors, Monica turned down the offer, with a career plan to establish herself as a lawyer and then assist the not-for-profit community in a variety of ways.

While Monica was studying for and taking the New York State bar exam (she passed), and beginning her career at the well-respected Hodgson Russ Law Firm in Buffalo, the Board undertook a public search process for the Executive Director position. The Executive Director job description is attached as Appendix II. Over fifty applications were received. While the Board Search Committee was reviewing applications, Jack received an interesting e-mail from Monica in late September about three weeks after she started at the law firm. While asking Jack to complete a reference for her admission to the bar, she indicated she was questioning her decision to work in a law firm. Monica was next heard from as the Board was close to making a job offer to another candidate. After a flurry of activity, including many phone calls on the night of Thursday, October 16, the Board determined to offer the position to Monica and she accepted.

Once again, Providence had found "the right person". In her almost four years at Providence, Monica has brought to fruition a number of projects initiated by Maggie, developed several of her own, strengthened relationships with the Diocese through several project possibilities, strengthened the property management function, and created an administrative structure and approach needed by the ever expanding organization. Her intelligence, creativity and toughness have served Providence well.

e. Mary Mondo

Mary Mondo is the only staff person to work for Providence throughout its entire existence. Actually, she did work that helped lead to the creation of Providence beginning in the fall of 1992.

After working on a parish staff in the late 1980's, Mary had begun her work for the Diocese as administrative assistant to the Diocesan Director of Social Ministry. She left that position briefly, worked for a period as secretary to the Bishop when his secretary was on medical leave and was rehired as administrative assistant to the Director by Interim Executive Director Paul Pickering in early 1992. Hence, she was in this position on July 1, 1992.

From moment one, Jack and Mary enjoyed a wonderful partnership. Mary was involved with the Diocesan Board Strategic Plan and the Diocesan Housing

Workgroup described above. From the time when Maggie was hired as consultant in October, 1993, Mary provided her administrative support. As the activities of Providence expanded, so did the percentage of time that Mary spent on Providence activities. When Providence staff had expanded to the point that it was opportune for Providence to move to St. William House on the front part of the Pastoral Center campus in March, 2001, it was natural that Mary would move with Providence and become full-time administrative assistant. She has served in that role ever since, moving to a part-time role on June 1, 2008.

Like the other three women described in this section, Mary is a remarkable person and has had much to do with the success of Providence. When project applications were due and at other times, she devoted much extra time.

As “the face of Providence” to the community, as receptionist and first person reached on the phone, she has been gracious to all and helped earn much respect for Providence. Like Jane, she has been a steady “hand at the helm” and has added greatly to staff cohesion and morale. Together, Mary and Jack provide a great deal of the institutional memory of Providence.

All these contributions were recognized when Mary was presented the specially created “Fulcrum Award” at the Tenth Anniversary celebration held on May 19, 2004. She was recognized as:

“the voice and face of Providence, who exhibits grace under all circumstances, kindness to all residents, clients, staff and partners; our organizer, cheerleader, hand holder and center of our efforts.”

All associated with Providence congratulate her on the announcement of her retirement as of December 31, 2009, and will miss her greatly.

D. ORGANIZATIONAL EVOLUTION

1. Mission Statement

Although it has been modified slightly over the past fifteen years, the mission of Providence has remained very consistent since its inception.

The mission statement adopted by Board in the fall of 1994 read:

“The mission of the Providence Housing Development Corporation is the development and operation of well-designed affordable family, elderly and special needs housing which is linked to the resources offered by parishes, religious institutions and human services agencies.”

Recognizing the somewhat different nature of the Shelter + Care and Homeownership programs, the Board adopted a revised mission statement at its September 28, 1999 meeting. It read:

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“The mission of the Providence Housing Development Corporation is to strengthen families and communities by creating and providing access to quality affordable housing enriched by the availability of supportive services.”

As a result of the Board Strategic Planning held in spring 2004, the mission statement was amended to read:

“Providence Housing Development Corporation is a not-for-profit corporation affiliated with the Roman Catholic Diocese of Rochester. Providence develops, finances and manages housing for individuals and families in the 12 counties of the Diocese of Rochester. They include: Monroe, Wayne, Livingston, Ontario, Seneca, Cayuga, Yates, Steuben, Schuyler, Tompkins, Tioga and Chemung Counties.

This is the current statement.

2. **By-Laws**

Like the mission statement, the organization’s By-Laws have been amended from time-to-time over the last fifteen years.

Recall that the major factors of the By-Laws created in the spring of 1994 and adopted at the July 20, 1994 meeting:

- The sole member of the Corporation was Catholic Charities of the Diocese of Rochester.
- The Board would consist of 11-13 members with various areas of expertise.
- The Diocesan Director of Catholic Charities would serve as the Board President.

At the September 17, 1997 meeting, the By-Laws were amended to require that one-third of its members come from low-income census districts, so that Providence would be eligible to be classified as a Community Housing Development Organization (CHDO), which would be advantageous for some funding possibilities.

The By-Laws were amended at the July, 1998 Board meeting to change the date of the Annual meeting to June to coincide with the time when the Annual Audit would be available for review.

At the November 18, 1998 Annual Meeting, there was discussion and clarification of the role of the Catholic Charities corporation as the sole member of Providence.

At the request of the Bishop, because the factors which led to the decision in spring 1994 to have Catholic Charities be the sole member had never become issues, and to conform the Providence legal structure to that of Catholic Charities and Camp Stella Maris, the By-Laws were amended at the October 2, 2002 meeting to provide that the members of the corporation be: the Bishop, the Vicar General, the Chancellor, the President of the Providence Board and the Providence Executive Director.

Again, at the request of the Bishop, and again to conform to Diocesan practice, the By-Laws were amended at the December 13, 2006 meeting to limit going forward the time period which Board members could serve to a maximum of three three year terms. Subsequently, a staggered term system was established.

3. Strategic Planning

As described above, the context for creation of Providence was the Diocesan Catholic Charities Board Strategic Plan adopted in December, 1992.

The discussions held from spring 1993 through June, 1994, including the Proposal to Establish a Diocesan Housing Corporation, were in essence the strategic planning discussion which would guide the work of the corporation.

Described in the next two parts are conversations about development planning and organization of management services which were in essence mini-strategic planning discussions.

As the organization approached its tenth anniversary, the Board determined that this was an appropriate time for a more formalized strategic planning effort. This effort was facilitated by the Enterprise Foundation, whose mission is “to pioneer development solutions to help individuals and families secure a decent, affordable home.” Led by staff person Alma Balonon-Rosen, Enterprise has been an enormous asset to Providence in many ways.

A Board Strategic Planning Committee began meeting in summer 2003. It was agreed that the process facilitated by the Enterprise Foundation would include interviews of all Board members, all key staff and several external stockholders, and a four hour session with Board and staff, which was held on January 22, 2004.

The goals, objectives and committee assignments adopted at the March 27, 2004 Board meeting were:

1. Create a \$250,000 Predevelopment Fund within 3 years. This would result in moving costs off PHDC’s operating budget into a project development fund.

Outcome: normalizes cash flow.

Objective: create fundraising plan that would include addressing individual giving, annual events, UW designated agency status, foundations, corporations, vendors).

Committee: Jane Lang, 10 Anniversary Committee, chaired by Jim Cleary.

2. Succession Planning:

- a. Within 6 months create an emergency succession plan.

- b. Create a long term succession plan for Board and staff. Timeframe needs to be defined.

Committee: Mark Greisberger, Rick Rossettie, Jack Balinsky.

3. Organizational/Finance

Develop a cash flow situation where PHDC is funding operations through management fees received which is how Christopher Communities in Syracuse operates. Management fees will be from PHDC-owned or other non-profit-owned projects: PHDC would not rule out managing properties geographically concentrated. Outcome: certain percentage of operating budget will be covered by management fees within 3, 5 and 10 years.

Finance Committee (Cash Flow): Jean Lindenhovius, Jim Crowley, Maggie Bringewatt.

4. Image and Public Relations

Within 2 years, all foundations, county administrators and parish administrators would know what PHDC does. Parish administrators should know what PHDC can do for them with respect to project development and program offerings. PHDC will also educate the parishes so that they understand potential geographic constraints faced.

Objective: Marketing plan developed, use the 10 anniversary as a vehicle, use communication resources of parishes.

Committee: Jane Lange, Doug Mandelaro, Rick Herman.

5. Parish Connections

Connect with 160 parishes/parish community to determine which community needs Providence could address. Start with geographic focus.

Outcome: Within five years have five parishes participating with PHDC.

Strategy: Connect with Ruth Putnam of Catholic Charities who is involved with "Works of Love" program.

Committee: Ruth Putnam, Jack Balinsky, Donna Hall.

6. Increase Diversity of Project Financing Sources

Diversify project funding streams in 3 years.

Outcome: Finalize at least one major project which does not use LIHTC.

Committee: Mark Greisberger, Maggie Bringewatt, Steve Weiss, Marty Birmingham.

7. Governance and Program Review

a. Periodic review of PHDC by-laws, conflicts of interest policy, etc.

b. Periodic review of organizational processes and systems.

c. Periodic review of strategic planning goals to be able to assess progress over long term.

Committee: Rick Rossettie, Maggie Bringewatt, Jack Balinsky.

A good deal of Board focus over the next years prior to Maggie's resignation was on working toward the outcomes decided upon.

4. Finance Management

Like the other functions of the organization, the finance management function evolved slowly over time. Since this function was linked closely to Catholic Charities, it is

important to understand the evolving structure of finance management within Catholic Charities.

The decentralized structure of Catholic Charities is mentioned above. Until 1988, each of the three regional offices of Catholic Charities managed their own finances, and the Diocesan finance office provided services to the Diocesan Office of Catholic Charities. At that time, Deacon Tom Cleary was hired on a part-time basis by Catholic Charities to handle the financial management function for the Diocesan office. By 1989, it had become clear that there was need for a full-time Finance Director, particularly because of the expansion of the community residence program. A lengthy discernment process came to conclusion when Interim Diocesan Director Paul Pickering hired Tom Ament for this position in early 1992. Tom had recently retired after a successful career at Kodak and brought a wealth of experience to the program.

Tom began to put in place a more professional finance structure, but, unfortunately, because of a substantial cutback in TGA funding of Catholic Charities for the 1993-1994 fiscal year, an arrangement was created whereby Tom went to work in the Diocesan Finance Office and the Catholic Charities Diocesan Office again contracted with the Diocese for financial administration services. At this time, finance management of the community residence program was handled from an office in Geneva under the direction of Kathy Miller.

A major moment in the evolution of Catholic Charities and Providence came after Kathy resigned her position in spring 1994. Jim Crowley, who had recently retired from Rochester Telephone, was hired to replace her in late spring 1994. Effective January 1, 1995, Jim not only ran the financial operation for the community residence program from the Geneva office, but also became, on a part-time basis, the CFO for the Diocesan Catholic Charities office.

Jim was to play a major role in the evolution of Providence. Not only did he oversee the financial management function for Providence, but because of his outstanding ability and business experience, he became trusted “consigliere” to Maggie. It is not an exaggeration to say that many projects were planned “on the back of the envelope” emanating from the countless meetings between Jim and Maggie. Happily, this relationship perdured for the first decade of Providence’s existence. Financial management services to Providence were provided free-of-charge until January 1, 1998. By July, 1998, Providence was also in a financial position that it was able to begin, as promised, loan repayments to the Diocese and to Catholic Charities (to be completed by 2002). In February, 1999, Jim Rinefierd, Diocesan CFO and by then Providence Board member, wrote a very positive memorandum to the Diocesan Finance Committee, praising the accomplishments of Providence in its first five years, and indicating that loan repayments were on schedule. As the Providence financial situation continued to improve, on July 1, 2000, for the first time, the Diocese began to charge Providence rent for office space, initially at the Pastoral Center, and then in 2001, at St. William’s House where the office had been relocated as more space was needed for the expanding staff. Another positive step in the evolution of Providence’s finances was discussion at the September, 2004 Board meeting about creating a contingency reserve and fixed asset reserve.

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Unfortunately, as the saying goes, all good things must come to an end. Jim Crowley retired in December, 2004. His legacy of contributions to Providence over his ten years will endure. There has followed since his retirement a period of transition which has not been without difficulties.

The calendar year 2005 was the year of the “perfect storm”. The leaning curve for new staff in the finance office, and the loss of “institutional memory” when Maggie resigned in August on top of Jim’s resignation occurred just as Providence was engaged in development of its biggest project.

The 2006 calendar year was a year of transition. Jack Balinsky appointed Lee Randall Finance Director on April 3. Lee had worked for fifteen years as Finance Director for Catholic Charities of the Southern Tier, had done an outstanding job, and had developed a dedicated and experienced staff. Shortly thereafter, Jack appointed Tony Barbaro as CFO and Lee’s Supervisor. Tony had been Executive Director of Catholic Charities of the Southern Tier from 1985 until it was transformed into four new subsidiaries effective January 1, 2003 and then had become Associate Diocesan Director of Catholic Charities. The team of Tony and Lee, with able assistance from Kirstin Goodman, would ultimately dramatically improve the financial office.

There were still three transition difficulties to fix. The first was that staff in the Geneva office which provided services to Providence did not have the working environment attitude to which Lee was accustomed, and hence there was turnover and the expected learning curve for new staff. The second was the need for Tony and Lee to become familiar with the workings of Providence. The third was that there were many unresolved issues, particularly with the development partnership with Rochester’s Cornerstone Group with regard to the Olean-Kennedy Project and other projects.

Given these developments and recognition that the growing organization needed more professional staff attention, the Providence Board and Monica gave priority attention to the financial management situation, beginning at the May 3, 2006 meeting. There was discussion about bringing financial management “in-house”. The Board asked Monica to develop a proposal for this approach. Jim Rinefierd was very helpful in subsequent discussions, particularly at a May 15, 2006 meeting of the Finance Committee. The decision was made that Providence would hire a Finance Director to work at Buffalo Road, to assist Monica, and to relate to the Finance Committee. Providence was most fortunate to be able to hire in this role an experienced professional, Lloyd Theiss, who began work on June 5, 2006. He not only brought greater organization to the functioning of staff at Buffalo Road, but also was helpful in orienting Tony and Lee to the work of Providence. Unfortunately, this very talented person left after only two months to take on the role of Executive Director of the Highlands, a retirement community in Pittsford. Mark Bankes was hired to replace Lloyd on September 25, 2006 until April 2007. Fran Haywood, who had been the CFO at the Rochester Housing Authority, assumed the position of Interim Finance Director on July 1, 2007, and agreed in early 2007 to take the position permanently. From time-to-time throughout this two year period, there continued to be discussion about bringing this function in-house, but because of other issues to be addressed and because the Geneva office was providing better service under Lee’s direction, this notion was put on hold. The 2005 and 2006 audits went along much

better than had the 2004 audit. There was a minor blip in the 2007 audit that was of concern to the Board. Resulting from discussion at the April 23, 2008 Board meeting, Lisa Passero, who had been hired in May, 2007 to replace Jim Rinefierd as Diocesan CFO and had joined the Board, provided helpful consultation in framing Fran's role.

Two concerns drove the next step in evolution of financial management. The first was the audit difficulty just described. The second was the vacuum caused by Jane Lange's resignation as Deputy Director effective December 31, 2007. By spring 2008, Monica was articulating that, in Jane's absence, she in effect had two full-time jobs, director of administration and director of development. Even with assistance from Jack and several Board members, it proved to be difficult throughout much of the year to recruit a high level person for either function.

Thus, the scene was set for the hiring of Minch Lewis as Chief Operating Officer, effective December 1, 2008. Minch had been a long-time friend of Jack's stemming from their Notre Dame days and working together in Syracuse. As described above, Monica had come to know Minch during her time in Syracuse through Jack and also through the Maxwell School. Minch had had more than forty years of experience in a variety of positions in housing development, management, financial management, and information technology. During the fall, he was looking for a new career challenge and was a perfect fit for the position of Chief Operating Officer. In this new position, he has supervisory responsibility for the financial management and property management functions, leaving Monica the opportunity to focus more vigorously on development activities. In this role, Minch will guide the further evolution of the financial management function.

5. Human Resource Management

In terms of overall structure, what must be said first about human resource management is that for the entire fifteen year history of Providence, Mary Mondo has played the major role in on-site activity, including communications, reports, record-keeping, etc.

As was the case with finance management, in order to understand the evolution of the human resources management function at Providence, it is important to understand its evolution within the Diocesan Catholic Charities structure. Just as he had hired Tom Ament in early 1992 after a process of discernment, so did Interim Diocesan Director Paul Pickering hire Beverly Ludke as full-time Director of Human Resources in early 1992, following several years of discussion and the previous hiring of a part-time coordinator. Bev had a professional background and most recently had worked in human resources at Park Ridge Hospital. Just as TGA cutbacks forced a rearrangement of Tom Ament's position in July, 1993, so did it create a need to restructure Bev's position. In July, she went to work at Catholic Family Center as Human Resource Director on a full-time basis, with the understanding that she would devote 10 percent of her time to Diocesan concerns.

This arrangement perdured until the end of 2001, when Bev's ever increasing responsibilities at Catholic Family Center made it impossible for her to continue her work at the Diocesan level. Diocesan Catholic Charities and therefore Providence were blessed when the Diocesan role was assumed on a part-time basis by Barbara Poling.

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Barbara had begun work in 1985 at what is now Catholic Charities Community Services, assuming human resource functions in 1994. As Community Services grew rapidly in the late 1980's and early 1990's, there was need for a stronger human resources function. Barbara took it upon herself to become a "self-taught" human resources specialist. By 2002, she was an experienced professional and ready to effectively assume responsibilities at the Diocesan level. Like the finance function, the human resources function at the Diocesan level was further consolidated within the Diocesan office. Effective January 1, 2007, Barbara became the Senior Human Resources Director, and she and her team became a member of the Diocesan Services Office reporting to Jack Balinsky.

From the Providence point of view, throughout the 1990's, there was little need for outside human resources management assistance because there were so few staff. Bev's main role was to coordinate the provision of benefits.

The hallmark of Barb's role with Providence, particularly under Monica's leadership, has been the further professionalization and structuring of human resources function, much like the evolution of the finance management function.

Barb has been involved in several different areas of activity for the Providence staff which has grown somewhat at the main office, as described below in each of the four main program areas, but greatly with the hiring of property management staff working in the field.

She has continued to coordinate the provision of benefits, has been made available to staff a series of optional benefits, and also has achieved cost savings in health care, unemployment insurance and other areas. With the separation from the Diocese self-insurance program effective July 1, 2009, she has assumed greater responsibility in the administration of the worker's compensation program.

Following on the decision of the United States Catholic Conference of Bishops made in Dallas in the summer of 2002 in the wake of the child sex abuse scandal, she has overseen the required background checks and safe environment training for all Catholic Charities employees and employees of affiliates including Providence.

In summer 2007, Barbara and Monica combined to develop a revised employee handbook, further evidence of the increasing professionalism of the agency.

Of course, Barbara has been available for consultation about personnel issues with individual staff members throughout this entire time period.

A next step in the further structuring of the human resources function is the development of a written contract with Catholic Charities for human resource service provision.

6. Public Relations

Although they are closely related functions, public relations and fund-raising activities are described separately in this document because Providence fund-raising has been so

closely related to pre-development costs, and hence is most appropriately included in the next section on development activity.

While obviously informal public relations activities were critical to the newly created organization, it took some time for staff and Board to focus more formally on public relations activities since it was so important to give priority to project development.

An important on-going formal public relations activity was the issuance of press releases and efforts to attract media to groundbreaking and ribbon-cuttings or blessings of each project.

In addition, four other formal efforts have included: development of Annual Reports beginning in 1999, publication of semi-annual newsletters beginning in 2001, creation of a website by a volunteer from the University of Rochester in the fall of 2002, and continuing efforts to publicize the work of Providence in parishes as described in the 2004 Strategic Plan. Doug Mandelaro, Diocesan Communications Director, has been most helpful in this fourth effort.

When Jane Lange became Interim Executive Director, she hired Lori Foster on a part-time basis on August 25, 2005 to assist with public relations. Lori had worked for Jane on an ad-hoc basis, helping to design brochures, develop annual reports, website, etc. She had received a B.S. in Public Relations from the S.I. Newhouse School of Public Communications, Syracuse University and worked for Wolfe Community Newspapers for 16 years. She was promoted to Director of Marketing and Fundraising on August 21, 2006.

One very positive moment in Providence's public relations history came when the Catholic Courier published a major article on the work of Providence in its June 2007 issue. This story was engendered by the opening of the Homeownership Center described below.

In the article, Providence's accomplishments to date were detailed:

- 631 new units created
- 557 units managed in 17 communities
- 221 families served by the Shelter + Care program
- \$18.8 million in mortgage funding secured
- 1,500 1-1 counseling sessions
- 1,055 families received housing counseling

E. PROJECT DEVELOPMENT

1. Introduction

A primary function for which Providence was created was the development of safe, affordable, quality housing for low income individuals and families, senior citizens and persons with special needs.

From the outset, the important realities were recognized. First, it was clear that there would be many efforts which would be started and not come to fruition. Jack and Maggie had explained to the Diocesan Board and Diocesan leadership that during the development of any project a hundred different steps needed to be achieved, with every step being a potential deal-breaker. Second, as clearly stated in discussions that led to the creation of Providence, the staff and Board would give priority to developing projects using Diocesan facilities or land. In fact, for example, in the summer of 2002, a Providence intern working with Diocesan staff completed a properties survey. Returns came from 73 percent of parishes surveyed and revealed that there were 28 properties available for sale or lease. Of particular interest at that time were Church properties in Corning and at St. Salome's in Irondequoit.

Within these parameters, this section is organized as follows:

- Staff
- Legal Issues
- Partnerships
- Pre-Development Cost Loan Fund
- Projects Completed
- Projects not Brought to Completion
- Projects Pending

2. **Staff**

Throughout its fifteen year history, Providence has been blessed with extraordinary project development staff, as well as the all important administrative support of Mary Mondo. Of course, from the moment of her being hired as consultant in October, 1993 until October, 1996, Maggie was the project development staff. As indicated above, Jane Lange provided project development assistance from October, 1996-June, 1998. When Jane went on "sabbatical", Donna Hall was hired to provide assistance to project development. Donna had been working for Mark Greisberger. As time went on and more projects were opened, Donna devoted more of her time to property management being named Operation Director by 2000. Cheryl Harkin who had been working at the John D'Aurizio law firm and previously at Phillips-Lytle worked as a Development Associate from January 7, 2002-July 18, 2005. During this time, Sally Miller, who had previously worked on the airport relocation project, and then had worked in the Homeownership program, became a member of the development staff on December 1, 2004, serving in this capacity until May 2, 2008. (Sally had previously worked at Kodak) Karen Staertow, who had had sixteen years experience as a paralegal in real estate law at Phillips-Lytle, was hired by Monica on September 5, 2006. Since she has been at Providence, Karen has attended 12 different seminars/conferences to strengthen her skills in affordable housing. The development staff was strengthened in June, 2008 with the addition of Jeff Jozefski, who had recently graduated from Boston College and had been recommended by Roger Brandt from Rochester's Cornerstone group.

3. Legal Issues

a. Introduction

An important element in the development of projects was addressing legal issues which arose in their creation. With great assistance from Mike Cooney of Nixon Peabody, and Board member Mark Greisberger, the Board addressed three types of issues as project development progressed:

- Housing Development Corporation Governance
- Guarantees
- 501(c)(3) status – Kenedy Directory

b. Housing Development Corporation Governance

Funding agencies required that separate Housing Development Funding Corporations be created for each project. The Providence Board addressed early on the question of composition of the memberships of the Boards. At the January 16, 1997 meeting, the Board was presented three options for discussion:

- Several members of the Providence Board
- Community leaders, pastors, other community members
- A combination of the first two

After further discussion, the following Board policy was adopted at the January 21, 1998 meeting:

Housing Project Committees. For each housing development project the Board shall have a corporate committee for each project. The purpose of such committee shall be to coordinate the activities of the Corporation with respect to the specific project, and to provide a meaningful vehicle for low income program beneficiaries, neighborhood groups or institutions interested in such project to advise and otherwise participate in the activities of the Corporation related to design, location of sites, development and management of the project. Any recommendation to a project shall be considered by the Board of Directors prior to any vote of the Board upon such matter.

Since the inception of each project, that project Board has met annually in the summer to review the project audit, and, where necessary, elect new officers and members, and address any issues that had arisen in the management of the program.

c. Guarantees

Another legal issue which arose with the first project, Union Meadows, was the question of guarantees required for tax credit projects with regard to: meeting construction deadlines and costs, timely rentals and maintaining appropriate occupancy. At the September 19, 1996 Providence Board meeting, there was first discussion of the types of guarantees typical in a tax credit project. The next year there was a meeting with representatives of the Allied Irish Bank, which had a track

record of successfully working with other Catholic Charities agencies on tax credit projects, which led to comfort and approval for providing required guarantees. At this meeting, it was reported that the Diocesan Charities Board had approved their portion of guarantees for the Union Meadows project, required because Providence was not yet in a financial situation to be able to provide all the guarantees. Subsequent to that, Providence was able to and did provide guarantees as required to each project. Happily, to date, there has not been a problem in fulfilling guarantee requirements.

d. Internal Revenue Code Section 501(c)(3) Status

It is important and appropriate that each separate corporation achieve tax exempt 501(c)(3) status, both for income tax and sales tax purposes. Like Catholic Charities agencies and many other Catholic entities, the Providence Corporation itself was able to achieve this status initially by being one of the entities approved by the Diocese for inclusion in the Kenedy Directory, a vehicle approved by the IRS for obtaining blanket exemption for those entities listed. Initially, the hope was that each project would also be able to gain exemption by inclusion in the Kenedy Directory and this methodology was used for Union Meadows. On August 20, 1997, however, Father John Mulligan wrote to Jack that the Diocese did not feel it appropriate to use this methodology for obtaining the exempt status due to the nature of the projects, and asking that Providence apply for its 501(c)(3) status independently. Driven by the Brown Street project, the Board authorized application for independent 501(c)(3) at its November 19, 1997 meeting. Father Kevin McKenna, Diocesan Chancellor, wrote to Maggie indicating that the inclusion of Providence and any projects in the Kenedy Directory was to terminate as of June 30, 1998. While Providence did achieve its own 501(c)(3) status, and despite the best efforts of Nixon Peabody attorney Mike Cooney, the IRS was not willing to grant a group exemption to Providence for its projects, so each new project corporation has since had to apply separately.

4. Partnerships

Another important component of the nascent development effort was for the Board to determine its policies about project partnerships with either not-for-profit or for-profit entities.

A meeting arranged by Marty Birmingham including himself and Roger Brandt with Jack and Maggie to talk about possible partnerships between Providence and the Rochester Cornerstone group, a for-profit entity owned by Steve Natapow and Ted Spall, was to prove pivotal to the evolution of Providence. This seminal meeting took place on June 30, 1994 and was to result in several major cooperative efforts as described below.

At its January 16, 1996 meeting, the Board authorized creation of a partnership with Cornerstone group for a project in Chili. At the July 16, 1997 meeting, there was discussion of possible joint venture with Home Properties, Unity Health System and Bishop Sheen Housing. The quick emergence of Providence as a competent and attractive partner encouraged many suitors and much discussion at the Board level about partnerships

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During the January 16th discussion it was agreed that there was need for a Special Board meeting to address the issue of partnerships. Matters addressed at this meeting included:

- What are Providence's assets?
- How can we value these assets?
- What does Providence need from others?
- Do "Strategic Alliances" assist Providence?
- Factors to consider in deciding to enter into any "Alliances"
- Other concerns

It was decided that the Providence Board should continue discussion about this matter, that Maggie should continue dialogue with other groups and that there was need for a revolving pre-development loan fund of \$40,000.

At the November 19, 1997 Board meeting, it was reported that Providence representation continued to meet with leadership of Unity Health System (which had been created a year earlier by the merger of Park Ridge Health System and St. Mary's Hospital; a natural exploration of "the Catholic connection"). It was specifically reported that there had been discussion of a joint project in western Monroe county.

At the January 28, 1998 meeting, it was reported that Tim McCormick, Unity President and CEO, had proposed the creation of a separate not-for-profit corporation to "institutionalize and formalize" the relationship.

At its March 18, 1998 meeting, the Board approved a memorandum of understanding with Unity which provided a general outline of a relationship which imposed no limitation on activities of either entity.

After all this discussion with Unity, there never was a collaborative venture, but the discussions helped the Providence Board to clarify its role in the community and to recognize its positive reputation.

There continued to be other partnership discussions. Examples are:

- At the March 22, 2000 Board meeting, there was discussion about a possible joint venture with Home Properties to develop a project in Canandaigua which would include 168 rental units and 100 single family homes, but this project was never developed.
- In spring 2006, at the request of Catholic Family Center in the context of its acquisition of Family Services of Rochester, there was discussion about Providence developing a relationship with the Northfield Enriched Housing program in Fairport, but this possibility never materialized.
- In April, 2007, there was discussion of joint venture with Conifer and Ryan Homes to develop the Riverton project which would provide new construction for home ownership, but this possibility did not come to fruition.
- In 2008-2009, Providence has been working with Catholic Family Center to develop housing on Joseph Avenue for homeless persons and persons returning to

the community from prison. It is anticipated that this project will become a reality.

Discussion about a different kind of collaborative effort began at the November 30, 2001 meeting when the Board discussed a request from Community activist Mike Bleeg about assuming fiscal responsibility for a housing program for those with special needs he had developed at 85-87 Alexander Street in the city of Rochester. Thus began a long and interesting relationship with this project.

After four years of intermittent discussion, at its July 21, 2004 meeting, the Board authorized the acquisition of the 85-87 Alexander Street Corporation, with Providence becoming the sole member. Providence Board members Mark Greisberger and Sister St. Luke Hardy agreed to serve on that program Board and act as liaisons with the program. The property was officially transferred to Providence in December 2004. Mike wrote prior to the December 7, 2005 Providence meeting to request purchase of a house on Monroe Avenue to expand the program. When the Board turned down the request at its January 18, 2006 meeting, Mike asked for the opportunity to make a presentation at the March 8, 2006 meeting, but the Board did not change its decision. At the December 13, 2006 meeting it was reported that the 85-87 program was stable, but a second facility which was part of the overall program, the Chamberlain apartment, was “shaky”. In April, 2007 Mike asked for Monica’s assistance to a community group to develop a project known as Enriche Housing. Ultimately, it was decided that this group would pursue development efforts independently. In early 2008 after many discussions because of concerns about program quality and accountability, ownership of the program was transferred to St. Joseph Neighborhood Center. Providence had been helpful to the residents of the program over the five year period.

While the discussions with Unity Health System, other proposed partnerships, and the involvement with 85-87 were important in Providence’s evolution, it was the initial partnership with the Cornerstone group that was most beneficial to Providence. Details of these collaborative efforts are described below.

5. Revolving Pre-Development Cost Loan Fund

One of the many challenges faced by any housing project developer is the need to have funds available for pre-development costs:

- Architectural Concept Planning
- Site Layout Planning
- Geotechnical Evaluation
- Market Studies
- Appraisals
- Environmental Studies
- Formation of Corporate Entities
- Rezoning
- Application Submission Costs

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This challenge is especially difficult for not-for-profit agencies like Providence. An excellent example of this reality is that Providence had spent more than \$100,000 on the St. Salome's project before it was funded.

Throughout its entire fifteen year history, Providence has addressed this challenge.

The first successful effort was to obtain a pre-development loan from the city for the Brown Street project in October 1995.

In 1996, Providence received a member item grant from then State Senator Rick Dollinger in the amount of \$7,500.

First discussion of a fund-raising event for pre-development costs occurred at the January 16, 1997 Board meeting when it was suggested that such an event be held in conjunction with the Union Meadows groundbreaking. This discussion ultimately led to a small event organized by Marty Moll and held at Oak Hill on December 17, 1997.

Following on an earlier failed approach to Holy Sepulchre Cemetery for a \$1 million grant for pre-development costs and project funding, Board member Father Peter Clifford suggested at the March 23, 1999 meeting that Providence go back to Holy Sepulchre with a request for a specific project.

In 2000, Rick Dollinger again provided a member item grant, this time for \$5,000, for pre-development and marketing efforts.

In early 2001, Providence once again received from the city a pre-development loan of \$25,000, this time for the near Westside project.

At the May 23, 2001 Board meeting, it was reported that Jane Lange was leading a fund-raising initiative for pre-development costs and the Shelter + Care program. There was further discussion about this on-going initiative at the January 29, 2003 Board meeting.

Board member Jim Cleary agreed at the March 19, 2003 Board meeting to chair a committee to do fund-raising in conjunction with the 10 anniversary celebration which would be held in 2004. This event is described fully in the Conclusion of this document.

At its March 17, 2004 meeting, the Board adopted creation of a pre-development fund of \$250,000 as one of seven goals emerging from the Strategic Planning process described above.

On August 16, 2004, Marty Birmingham presented Providence with a \$50,000 check from Fleet Bank for pre-development costs.

At its December 8, 2004 meeting, the Board established a consulting fee schedule, hoping that this activity could serve as a source of pre-development cost funding.

In the fall of 2005, Enterprise extended to Providence a \$10,000 loan for pre-development costs at St. Salome's.

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In March, 2006, Enterprise awarded Providence a \$25,000 grant for capacity building. Providence received another such grant for rural capacity building in early 2008.

Senator Jim Alesi has provided three member item grants over the last decade.

The Board decided in early 2008 that a major goal of the 15 anniversary celebration was to raise \$100,000 for a revolving pre-development loan fund. At this writing, this goal has nearly been achieved. It is hoped that establishment of this fund will enable Providence to independently bring at least 3 to 5 projects to the application stage in a single year.

6. Projects Completed

a. Introduction

Over its fifteen year history, Providence has secured over \$110 million in funding for 758 housing units. These projects are listed in the table that follows. This part concludes with a narrative description of development highlights. While all the projects developed have been important and unique, seven are described in more detail because they have been especially significant in the evolution of Providence.

b. Projects Completed

Union Meadows Apartments	48	family rental units	new construction	Town of Chili	June 1998
		\$	LIHTC		
		3,516,430			
		\$	NYS HTF		
		1,650,000			
		\$	County of Monroe HOME		
		450,000			
	Total	\$			
		5,616,430			
Brown Street Infill	15	family rental units	new construction	City of Rochester	1998
		\$	LIHTC		
		1,530,790			
		\$	City of Rochester		
		600,000			
	Total	\$			
		2,130,790			
Clemens Manor	30	senior rental units	Rehabilitation	City of Elmira	May 2000
		\$	LIHTC		
		3,220,080			
		\$	NYS HOME		
		711,000			
		\$	City of Elmira		
		250,000			
	Total	\$			
		4,181,080			
West Town Village	59	senior rental units	new construction	Town of Henrietta	December 2000

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			\$	LIHTC		
			3,210,904			
			\$	NYS HTF		
			1,770,000			
			\$	Monroe County HOME & CDBG		
			350,000			
		Total	\$			
			5,330,904			
Elizabeth Blackwell		20	special needs rental units	Rehabilitation	City of Geneva	August 2000
Apartments			\$	LIHTC		
			1,690,000			
			\$	NYS HTF		
			646,000			
			\$	City of Geneva		
			129,750			
			\$	Federal Home Loan Bank		
			110,000			
		Total	\$			
			2,575,750			
Sullivan Street - Homeownership Program		9	single homes	new construction	City of Elmira	1998
			\$	City of Elmira		
			140,000			
			\$	NYS AHC		
			200,000			
			\$	Chemung Canal Trust		
			309,000			
		Total	\$			
			649,000			
Near Westside		26	family rental units	new construction	City of Rochester	Fall 2002
Rental			\$	City of Rochester		
			685,000			
			\$	LIHTC		
			2,204,053			
		Total	\$			
			2,889,053			
St. Andrews		13	special needs rental units	new construction	Town of Gates	August 2003
			\$	NYS HOME		
			742,836			
			\$	County of Monroe HOME & CDBG		
			125,000			
			\$	NYS FHLB/HSBC		
			53,822			
			\$	LIHTC/Equity		
			1,182,546			
			\$	Developer		
			15,600			
		Total	\$			
			2,119,804			
Union Park		50	senior rental units	new construction	Town of Chili	January 2005
			\$	NYS HOME		
			1,230,000			
			\$	County of Monroe HOME		
			500,000			

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			\$	FHLB NY/M&T		
			250,000			
			\$	LIHTC/Equity		
			3,627,861			
			\$	Developer		
			118,832			
			\$	M&T Permanent		
			280,000			
		Total	\$			
			6,006,693			
Northern Star		11	family rental units	rehabilitation of scattered sites	City of Rochester	January 2005
			\$	City of Rochester		
			363,000			
				County of Monroe (Lead Hazard Reduction Funds)		
			\$	CPC/CDFI		
			275,000			
			\$	FHLB of NY/HSBC		
			100,000			
			\$	MLK		
			25,000			
			\$	Leviticus Alternative Fund (Private Mortgage)		
			98,115			
		Total	\$			
			861,115			
Plymouth Manor		67	family rental units	new townhomes, scattered sites	City of Rochester	December 2005
			\$	LIHTC Equity		
			7,543,048			
			\$	Providence HDC (RHA)		
			1,700,000			
			\$	HTFC		
			2,100,000			
			\$	Providence HDC (AHP of FHLB)		
			350,000			
			\$	City of Rochester		
			120,000			
			\$	Rochester Equity Fund		
			150,000			
			\$	Developer		
			218,994			
		Total	\$			
			12,182,042			
Carlson Commons		77	family rental units	new townhomes, scattered sites	City of Rochester	Spring 2006
			\$	LIHTC Equity		
			6,419,864			
			\$	RHA		
			6,000,000			
			\$	HTFC		
			1,925,000			
			\$	AHP Loan		
			654,000			
			\$	City of Rochester		
			150,000			
		Total	\$			
			15,148,864			
Shortsville Meadows		20	family rental units	new construction	Village of Shortsville	March 2006
			\$	LIHTC Equity		

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			1,246,848				
			\$		USDA Rural Development		
			375,000				
			\$		HTF		
			740,300				
		Total	\$				
			2,362,148				
McNiff Commons		11	special needs rental units	new construction		City of Elmira	January 2007
			\$		HOME		
			373,530				
			\$		LIHTC Equity		
			1,881,881				
			\$		FHLB		
			82,500				
			\$		Developer		
			77,052				
		Total	\$				
			2,414,963				
Ehr-Dale Heights		33	senior rental units	new construction		Village of Churchville	2008
			\$		USDA Rural Development		
			659,035				
			\$		HTF		
			1,299,919				
			\$		Equity		
			2,032,458				
		Total	\$				
			3,991,412				
Medina Country Village		24	family rental units	new construction		Village of Medina	2008
			\$		NYS HTF		
			857,000				
			\$		USDA Rural Development		
			420,000				
			\$		LIHTC Equity		
			1,269,500				
		Total	\$				
			2,546,500				
St. Salome		45	senior rental units	new construction		Town of Irondequoit	October 2008 Patio Homes
			\$		NYS HTF		March 2009 Main Bldg.
			1,799,000				
			\$		LIHTC Equity		
			5,596,351				
			\$		Town of Irondequoit CDBG		
			450,000				
			\$		Monroe County HOME		
			450,000				
			\$		Developer Fee deferred/FHLB		
			682,887				
		Total	\$				
			8,978,238				
Olean Heights		32	family rental units	new construction, scattered		City of Rochester	June 2008

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			350,000			
Rogers House Exp.		6	rental units		Rehabilitation	City of Rochester 1997
Housing for formerly incarcerated men			\$		NYS HHAP	
			175,000			
Carpenter Housing		40	units		Rehabilitation	City of Elmira 1997
Housing for elderly			\$		NYS HHAP	
			175,000			
Miller Manor		12	rental units		new construction	City of Elmira 1998
Persons who have diagnosis of a mental illness			\$		HUD 202	
			2,600,000			
Kinship House		10	beds		new construction	Village of Dansville 2003
Diagnosis and therapeutic shelter for children and youth			\$		NYS HHAP	
			769,700			
Benton House		6	beds		new construction	Town of Benton 2005
Low income individuals with developmental disabilities			\$		HUD 811	
			795,711		OMRDD	
Crowley House		6	beds		new construction	Town of Lyons 2008
Low income individuals with developmental disabilities			\$		HUD 811	
			689,000		OMRDD	
Total units for Consulting Projects		92			70 units and 22 beds	
Total for Consulting Projects			\$			
			5,554,411			
Rent Subsidy Program		60	units			County of Monroe
(Shelter+Care)			\$		NYS OASAS/HUD	
			1,600,000		NYS OASAS	
			\$			
			40,000			
		Total	\$			
			1,640,000			
Monroe County -		30	families			County of Monroe
First-time Homebuyers			\$		Monroe County Home	
			100,000			
Program			\$		Comm. Dev. Block Grant	
			67,000			
			\$		Federal Home Loan Bank	
			311,540			
		Total	\$			
			478,540			

c. Project Highlights

i. Union Meadows

The development of Union Meadows is described here in more detail because it was the first project completed by Providence and because the partnership created with Rochester's Cornerstone Group would make possible several other projects.

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As described above, the significant event which would make possible all these cooperative efforts was the early meeting organized by Marty Birmingham between Roger Brandt and Jack and Maggie.

At its January 18, 1996 meeting, the Board authorized creation of a partnership with the Cornerstone group to develop a project in Chili.

On June 20, 1996, DHCR announced that it had awarded \$1.65 million from the Housing Trust Fund, and \$3.5 million in tax credits for what was now called the Union Meadows family rental program. Monroe County had previously committed \$450,000 to the project.

Final site approval was obtained on November 12, 1996. The groundbreaking ceremony was held on June 4, 1997.

The first Providence Ribbon Cutting ceremony was held on April 24, 1998. (The project had already been fully rented up). At the ceremony, Jack Balinsky congratulated all those who had made possible the project, but singled out SWBR architect Peter Romeo for designing what he termed the finest project he had seen in his nearly thirty years of involvement with affordable housing projects. Another milestone was achieved in September, 2005 when a group of volunteers erected a playground for the project with more than \$12,000 raised over the previous four years by Jane Lange.

ii. Brown Street – Near Westside

The Brown Street and Near Westside projects are specially mentioned for the reasons they were early efforts to respond to the commitments made to Mayor Johnson and his staff in the March, 1994, meeting and they were the vehicle through which Providence established a relationship with Mike Spaan of Atlas Construction. In addition to always completing units of the highest quality, Mike has become an outstanding supporter of Providence, as evidenced by his willingness to co-chair the 15 anniversary celebration.

As indicated above, already by October 6, 1995, Providence had received a pre-development loan from the city for the Brown Street project. In June, 1997, Providence received a tax credit allocation for the project. This 15 family rental unit was completed in 1998.

The second phase of the Brown Street project was to be called the Near Westside Project. It was initiated in spring 2000. All 26 family rental units were completed by early 2003.

iii. St. Andrews

As indicated above, Tom McHugh had articulated from the outset of discussions about Providence that, if the Diocese was indeed committed to affordable

housing, it should develop a project on the grounds of the Pastoral Center or Buffalo Road in Gates.

In January, 1996, Maggie began to explore this possibility by writing to John Mulligan proposing development of a 24 unit project for disabled persons for which Catholic Charities Community Services would provide support services.

On October 7, 1996, Paul Pickering from Community Services and Maggie met with Gates Town officials to discuss this project. From the outset, Gates Town Supervisor Ralph Esposito and his staff were supportive.

At its November 21, 1996 meeting, the Board approved an agreement with the Diocese to purchase property on the Buffalo Road campus for the project.

In an October 9, 1998 memorandum to Diocesan leadership, Jack updated them on the process underway to rezone the property to make possible such a project.

By February, 2001, it had become clear that the original proposal to locate the project behind the Pastoral Center was cost prohibitive because of water and sewer connections. Once again, Father Joe Hart, who had been appointed Vicar General and Moderator of the Church, effective July 1, 1998, came to the forefront in support of Providence. He secured Diocesan approval to build the project west of the driveway leading to the Pastoral Center.

The first application for the project was submitted in February, 2002. Word was received in August that the project had been funded. Construction began January 2, 2003.

Bishop Clark blessed the 12 unit facility on August 6, 2003. At the ceremony, Jack proudly indicated that this project was concrete response to the NIMBY syndrome, stating that “we warmly welcome our new neighbors to our front yard”.

iv. West Town Village

The West Town Village project is described here in greater detail because it symbolizes the incredibly important role that the LeCesse Construction company has played in developing quality projects.

First discussion of this senior citizens project occurred in 1997. The 1998 application to DHCR was not funded, but the project was awarded funding the second time around in 1999. Ground-breaking occurred on October 29, 1999. The project was dedicated on December 6, 2000. In September, 2002, LeCesse donated and completed a gazebo on the project grounds.

Special mention is made of this project because it is the site where the greatest tragedy to befall Providence to date occurred. At about 6:00 P.M. on Sunday, May 30, 2004 (Memorial Day Weekend), a LeCesse employee passing by on the

Thruway noticed that the project was on fire. His quick action led to early notification of fire authorities, and fortunately no lives were lost. The fire, however, caused extreme damage to the building. It is assumed that the fire resulted from a barbeque grill on a deck, spread through the rafters and did not early on trigger the sprinkler system. The building was not habitable.

This tragedy brought heroic response from staff, led by Maggie, Jane, Donna Hall, and on-site property manager Ellen Lotta, as well as program directors Lisa Alcott and Mary Jo Carbonaro. Staff were on-site until late Sunday night, all day Monday, and for much overtime in the subsequent few weeks. With assistance from the Red Cross, all residents were able to find lodging for the night, either with relatives or friends or in a close-by motel. In the next weeks, staff helped residents find more long-term interim residences and in the recovery of possessions.

Quickly the decision was made to rebuild the facility, which was adequately insured. (Jim Crowley was immensely helpful in negotiations with the insurance company). Maggie and the LeCesse team accomplished the extraordinary miracle in achieving certificates of occupancy for the rebuilt facility for two wings on November 29, 2004 and the remaining two on December 8, 2004. Many of the residents returned to their apartments, while some had become comfortable in and stayed permanently in other situations, and some preferred not to return to the site of a traumatic experience.

This experience highlights the extraordinary long-term LeCesse competence and commitment to Providence. Andy Hislop, LeCesse president, has been a loyal supporter and has co-chaired the 15 anniversary committee.

v. Olean-Kennedy Project

The Olean-Kennedy Project represent a significant moment in the evolution of Providence and in many ways remains its signature project.

On July 15, 2002, the Providence team, including partners and colleagues Cornerstone, LeCesse, SWBR, Sear Brown, Allied Irish Bank, Steve Weiss and Mark Greisberger made a presentation to Rochester Housing Authority leadership in response to a Request for Qualification (RFQ) to become the development team for a major public housing demolition and new construction program on the city's near southwest side. In September, the Providence team was chosen to lead two projects. (The only negative consequence of this decision was that Tom McHugh felt he had to resign from the Board because of a conflict of interest. The Providence Board of Directors lost a valued leader.)

The initial plan for the project, developed by September, 2003 after a year long planning effort, is attached as Appendix III.

What resulted after four years of intense activity was completion of a two-phase project, for which 16 funding sources were combined to provide \$30 million for

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construction for affordable housing and the literal revitalization of an entire neighborhood. In December, 2004, HUD Deputy Director Roy Bernardi played a major role in assuring that the project would remain financially feasible.

The first phase of the project involved demolishing and rebuilding Kennedy town homes which were renamed Plymouth Manor. Plymouth Manor has 35 public housing units which are available to the lowest income families. The rest of 67 family units are tax credit rents, available to families who earn less than 50 percent of the area median income, usually from the mid-\$30,000's and lower. Eleven units are available to a targeted population – grandparents raising grandchildren, with someone within the household having a physical or developmental disability.

The second phase of the revitalization was the revitalization of the Olean housing development. Renamed Carlson Commons after former Deputy Mayor Jeff Carlson, the project is comprised of 48 townhome units and 29 single family homes. Several single family lots were also added to the project rents.

It was at the groundbreaking ceremony for this project held on April 3, 2006 when Jack Balinsky, gazing out at the vast expanse of dirt and empty land, expressed to Bishop Clark that Providence was about the business of creating safe neighborhoods as well as giving the opportunity for quality, affordable housing. This project was completed in May, 2007.

Hence, when the Bishop and Diocesan leadership staff met with recently elected Mayor Bob Duffy and his staff on May 24, 2006, Providence was able to report its accomplishments in the city:

Brown Street Infill
15 family rental units
Total Cost - \$2,130,790
City of Rochester - \$600,000

Near Westside
26 family rental units
Total Cost - \$2,889,053
City of Rochester - \$685,000

Northern Star
11 family rental units
Total Cost - \$861,115

Plymouth Manor
67 family rental units
Total Cost - \$12,182,042
City of Rochester - \$120,000

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Carlson Commons
77 family rental units
Total Cost - \$16,404,142
City of Rochester - \$150,000

The Plymouth Manor and Carlson Commons projects were recognized statewide and nationally. In 2006, the first phase received the Project of the Year Award given by the New York State Association for Affordable Housing. It also won an award from California-based WNC and Associates, the fourth largest privately held owner of affordable housing in the United States.

In summer 2007, the two phase project was recognized as one of the top urban affordable housing projects in the country by the National Tax Credit Coalition.

Shortly thereafter, the Providence-Cornerstone partnership received a funding commitment for the Olean III project. This is a 32 unit family rental scattered site program in the same neighborhood, which opened in June, 2008. For the lottery 785 applications had been received for the 29 affordable units, with 13 being set aside for special populations.

Through these three projects, Providence and its partners have made an enduring commitment to the City of Rochester.

vi. Elmira Projects

From the outset, it was the intent of Providence to do project development throughout the twelve county Diocese. The project development chart lists accomplishments in Geneva, Shortsville, and Dansville. The most significant project efforts outside of Monroe County have been in Elmira:

- In 1995 and 1996, Providence provided consulting assistance to Catholic Charities of the Southern Tier for a 3 unit Homeless Housing Assistance project.
- The first two of ten scattered site houses called Sullivan Street housing were completed in April, 1998.
- Miller Manor, a 12 unit facility for persons with mental illness, again for which Providence provided consulting assistance to Catholic Charities of the Southern Tier, was also opened in 1998.
- The ribbon-cutting ceremony for the 11 unit McNiff Commons project for persons with special needs was held on April 27, 2007. At this ceremony, Jack paid special tribute to Sister René, who had been so instrumental in the creation of Providence and for whom the facility was named. He also expressed appreciation to Sister Pat Prinzing RSM who had supported Providence in her role on the Diocesan Charities Board, including a term as Board chairperson, and to the many contributions of the Sisters of Mercy community in the Diocese of Rochester.

vii. St. Salome's

The St. Salome's project is described more fully because it is an important example of Providence's commitment to working with Diocesan properties to develop affordable housing projects.

In early 2003, Providence was approached by St. Salome's parish because the school had previously been closed and there was discussion in the pastoral planning process about the future of the parish and surrounding parishes, especially given financial issues faced by the parish.

There was conceptual agreement that Providence would seek to develop affordable housing for senior citizens by razing the school building, creating new cottage units, and utilizing the Church as a community center with the possibility of its also being used as a Chapel.

The first application for this project was submitted to DHCR in February, 2004. This application was not funded. A second application was submitted in 2005, also rejected. The third application, submitted in February, 2006 was amended to provide for 33 units in the school and six cottages. This application was for \$5.6 million in tax credits and \$1.8 million in Housing Trust Fund money. Monroe County had committed \$350,000 and the Town of Irondequoit had pledged \$150,000 in Community Development Block Grant funds. St. Salome's would realize \$800,000 for the community center. When this application was also denied, DHCR officials indicated to Monica in the exit interview that the reason for denial of the application was a perceived "funding gap". Monica told Diocesan and parish officials that there needed to be an increase in the number of units in the project.

A revised application calling for 45 units was submitted in 2007. Recognizing that this was the final chance for the project because of planning and financial issues, the Diocese and Providence made an all-out effort to advocate for the project. A pivotal moment in the project came when Bishop Clark and Jack visited Assemblyman Joe Morelle in his office in Albany on March 14, 2007 to ask his support of the project, which he pledged. A delightful moment for all came on the evening of August 7, 2007 when Joe called the Bishop at his residence to inform him that the project had been funded. The cottages were rented up by December, 2008, the main facility was opened on March 1, 2009 and a joyous ribbon-cutting ceremony, featuring a blessing by the Bishop, was held on June 26, 2009.

This effort led to an interesting offshoot. Recognizing the importance of this project to the Diocese, and the uncertainty of state funding, Monica had submitted during the spring of 2007 an application to HUD for 202 funds for St. Salome's. Shortly after word of state funding was received, Providence learned in fall 2007 that the 202 application was also funded. With the great need for senior housing in Irondequoit, strong support from Irondequoit Town Supervisor Mary Ellen Heyman, who had great respect for Providence, and Diocesan approval, Monica

approached Father Norman Tanck, pastor of Christ the King parish, about the possibility of developing a 33 unit project on 2 acres of land owned by the parish. Father Tanck was enthusiastic about the project. Unfortunately, however, the project was derailed by opposition from neighbors and parishioners. Happily, HUD was flexible and approved seeking another location. After another failed effort in Fairport (because of a site control issue), the project is now well underway in Gates. It is described more fully in the part on “Projects Under Development”.

Another offshoot of the St. Salome’s project was difficulties with the Building Trades Unions – the first time in its history that Providence had such difficulties. In order to make the project feasible, it was necessary to construct the financing in such a way that payment of Davis-Brown wages was not required. Because the unions had close ties with the Town of Irondequoit and Assemblyman Morelle, they were angered by the approach.

An April, 2008 meeting between Diocesan Chancellor Father Dan Condon and Monica and union representatives convened by Town Supervisor Mary Ellen Heyman did not satisfy union representatives.

There followed a three month period which featured the appearance of the union’s inflatable rat at the St. Salome’s site, the Diocesan Pastoral Center and Catholic Charities Community Services, as well as distribution of fliers to parish offices and other places decrying this approach and urging Catholics not to contribute to the Diocese. About 20 persons wrote to the Diocese, indicating that they would not contribute in protest of this project.

Dan Condon and Joe Morelle were both helpful in further contacts with union representatives which brought the protests to conclusion by the end of August. The Providence Board determined in the wake of this event that it should develop a Labor Policy. The policy it adopted at the June 24, 2009 meeting is attached as Appendix IV.

7. Projects Not Brought to Completion

As indicated early in this document, it was anticipated that only a very small percentage of projects conceived and discussed would ultimately come to fruition. Problems that could derail projects, among others, were: site control, environmental issues, cost issues, political opposition and especially intense competition for scarce development resources.

It would be impossible to list all the projects to which staff gave thought and initial exploration.

Listed here, by year, however, are those projects that matured to a point where they were on a Board agenda.

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1995

Mercy High School Site
Victor 202 Project

1996

Carmelite Monastery Property
Purchase of HHAP homes in Geneva from Catholic Charities of the Finger Lakes
Honeoye Elderly Project

1998

Sisters of St. Joseph Property
Refinancing Southview Towers in partnership with Landsman

1999

Westown Village – Ithaca – existing apartment purchase
Geneva Gardens-Geneva – existing apartment purchase

2000

Macedon site
Livonia site

2001

Elmira Project

2002

Purchase of Bloomfield Meadows from Bishop Sheen
Family Project in Avon
16 unit project in Town of Fayette
Newark Elderly Project

2003

Elmira Project
Northwest City project in conjunction with Cathedral renovation
Seneca Lake Senior Housing

2004

Lakeview Park
Parcells Commons
AFC – mobile home replaced (funded, but funds returned because of difficulties in implementation)
Rural development family projects with Cornerstone
Corpus Christi with Conifer
Seneca Falls – DHCR family program
Resubmission of Northwest city project in conjunction with Cathedral renovation

2005

Sodus project with Cornerstone
LeRoy project with Cornerstone

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11 units in Greece with Cornerstone

2006

Grace Baptist project
Corning Mews
Eastgate – Elmira
Nunda Apartments
Abraham Lincoln Apartments
New Honeoye project
Northeast city project with Community Place

2007

Waverly site
Dansville site
Veterans project
Farmington Senior Housing
Lyons family project

2008

Northfield Enriched Housing with CFC

2009

Transfiguration parish project

8. Projects Pending

a. Projects Funded

The details of three projects which have been funded but are not yet completed are provided in the project development chart displayed above:

- Atwood Apartments
- Northwest City Project
- Union Meadows II

b. Projects Under Consideration

There are a number of projects currently under consideration:

- St. Jude's I and II

As described above, St. Jude's I at the Gates parish was built before Providence was created. In the fall of 2002, there arose tension between Providence and Christopher Community in Syracuse when it was learned that, at Father Steger's request, Christopher had received approval to develop a second 202 project at St. Jude's with another not-for-profit partner, without even informing Providence. When problems arose in project management by Christopher Community in early 2007 (recall Father Steger's insistence on

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hiring his own attorney), discussions began between the Rochester and Syracuse Diocese about transferring ownership and management to Providence. It is hoped that the recent appointment of a new Bishop in Syracuse will forward those developments.

- Catholic Family Center Joseph Avenue Project

Application has been made in conjunction with Catholic Family Center for federal stimulus funds to develop a 20 bed facility for homeless persons on Joseph Avenue

- Catholic Charities of the Finger Lakes

Application has been made to the State Office of Temporary and Disability Assistance to assume responsibility for eight units for homeless persons in conjunction with Catholic Charities of the Finger Lakes.

- Holy Rosary Campus

Discussions are underway about a possible project on the campus, with approval of the Cathedral parish community.

- Corning

Discussions are underway about possible use of parish property in Corning.

F. PROPERTY MANAGEMENT

Based on the Christopher Community model, it was intended from the beginning that Providence would seek to develop a management function that would first become self-sustaining and then be a consistent source of funds as a protection for those times when development possibilities were not good.

At the September 14, 1995 meeting, in anticipation of project development, there was discussion of how the management function should be legally structured within the Providence corporation. There was agreement at that meeting that there should be created a new management corporation, either on a profit-basis or not-for-profit basis, of which Providence would be the sole member.

At the March 31, 1996 Board meeting, it was reported that management prospects were “fading” because no Providence projects had been completed, and as sole staff member, Maggie did not have the time to focus on developing a property management capacity.

By the September 19, 1996 meeting, recognizing that Providence would be required to submit a management plan for Union Meadows, the Board authorized exploration of possible technical assistance funding to create a management corporation.

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Maggie was indeed an extraordinary professional. In addition to focusing on organizational development issues, leading the development function (with assistance from Jane Lange after October, 1996), and administrating the Shelter + Care program until Heidi Carson was hired on a part-time basis on April 1, 1997, Maggie also gave oversight to the property management function until Donna Hall was hired on July 13, 1998. As indicated above, Donna had worked for Mark Greisberger and came highly recommended. Donna would devote part-time to property management and part-time to assisting with development. Obviously as the number of projects grew, Donna's property management responsibilities increased. In spring 2000, she was made Operations Director.

The first instance in which Providence began to fulfill its pledge to the Diocese to assist in managing Diocesan projects was undertaking the management of 12 unit Mt. Carmel Housing on September 1, 2001. Providence quickly effectuated needed repairs and brought greater back-up to the on-site management.

Beginning in early 2002, at the Diocese's request, Providence assumed responsibility of managing properties around the Cathedral which were being acquired in anticipation of restoration of the Cathedral. On several occasions over the next three years, Diocesan leaders expressed great appreciation to Maggie for effectively fulfilling this responsibility.

At the request of Mercy Residential Services, Providence assumed responsibility for the management of McAuley Housing on May 29, 2001. This relationship lasted for three years.

At this time, there was discussion of whether Providence could or should provide management to other Dioceses or Catholic Charities properties. This never happened because no agreement could be reached on an appropriate cost for such services.

After discussion of the question at the December 8, 2004 Board meeting, it was affirmed that the management function should be retained in the Providence corporation.

When Donna left in the late spring of 2005, Helen Bianchi was hired as Director of Asset Management effective August 1, 2005. Helen brought great experience to this position, having worked for many years at Home Properties.

On January 1, 2006, Providence assumed management responsibility for Bloomfield Meadows, a project owned by Bishop Sheen. (Although there had been on and off discussions over the previous two years about purchasing the facility, it was ultimately decided not to do so.)

In spring 2006, it was determined that Providence would engage in third party management contracts with non-Catholic entities, and in mid-2007, Providence assumed management responsibilities for the 40 unit Elizabeth Crossing project in Waterloo. One other such contract was established with the Ehr-Dale project in Churchville. By late 2008, it was determined that it was not cost-effective for Providence to do so and these contracts were terminated.

As described above, the property management function was strengthened with the addition of Minch Lewis as Chief Operating Officer on December 1, 2008. Minch has worked with

Helen on improving staff training and accountability. The addition of Boston Post software has also helped financial management of the properties which Providence manages.

Currently, Providence manages 17 communities offering 551 quality affordable housing units to 1874 children, women and men. The following excerpt from the 2006 Annual report provides an example of the importance of this work:

Providence Staff: “Good People Doing Good Things”

“Seniors Neta and Ron Seever have been married 30 years and have lived a lot of places. They’ve also managed rental housing together. Consequently, they know what’s good and what isn’t. ‘When we moved into West Town Village in 2000 we thought we were living in the Waldorf Astoria! What a grand place,’ said Ron Seever. While living in Greece they had heard from a friend about West Town Village, 50 units in a single building, in West Henrietta. ‘We lived at West Town for almost 3 years.’

Then they heard about Union Meadows, townhouses for seniors and families, in North Chili. They submitted their application and were placed on a waiting list. While on the waiting list for Union Meadows they lived in Charlotte, but couldn’t wait to get back to Providence Housing property.

A one-bedroom townhouse at Union Meadows became available a year later. They moved in during a cold wintry January. ‘I think no one else wanted to move in the snow.’ Said Neta. ‘That’s how we got the apartment!’ When spring came Ron found himself doing yard work. ‘We treated it like it was our own home,’ reflected Ron. ‘We had flowers and I watered the grass. That was our house.’

Three years after moving into Union Meadows, the Seevers wanted to return to a quieter senior’s only community. They chose to move just around the corner to Union Park housing in Chili similar to West Town Village. While at Union Park they set-up coffee hour and a donation drive for servicemen. ‘We’d send them pencils, little stuffed animals, coloring books and crayons. They loved giving gifts to the children in the streets,’ Ron said. ‘They loved giving pens to the children too!’ chimed Neta.

‘Providence Housing does a good job helping people. And they have good maintenance men, too!’ Ron said. ‘They are all good people doing good things. They are not stand-off-ish. They are always available. They invite you to come in and talk.’

When asked where would they have lived if they hadn’t had the Providence Housing opportunities, Neta replied ‘we’d probably be living in some run-down place.’

After almost 7 years of being tenants of Providence Housing, the Seevers have recently moved back to Greece. The Seevers are now on Section 8 and that helps a lot with the rent. ‘We wanted to be closer to hospitals because of Ron’s health and on a bus line so I can go shopping if Ron can’t drive. And it’s closer to family,’ said Neta.

Their gratitude for decent affordable housing radiates in their smiles and their words as they both say how appreciative they were for the opportunities they’ve been given. ‘One day I

walked up to Roger Brandt of Rochester's Cornerstone Group (one of PHDC's co-developers) and I thanked him for developing Union Meadows,' Ron says proudly. 'I've thanked Maggie and Monica, too!'"

G. SHELTER + CARE PROGRAM

An early strategic decision was made in the summer of 1994 to apply to administer the Shelter + Care program, funded by HUD through the State Office of Alcohol and Substance Abuse Services. It was felt that undertaking this program was consistent with the mission of Providence and would help defray overhead costs of the nascent organization.

On September 28, 1994, Providence was awarded a grant of \$850,000 over five years to provide rent subsidies for individuals and families completing a substance abuse services program. The funding provided for 25 units.

In September, 1996, Providence received a funding commitment for an additional 25 units. Until April 1, 1997, Maggie herself, with assistance from Mary Mondo, administered the program. With the availability of administrative funding from both grants Providence was then able to hire Heidi Carson on a part-time basis to administer the program. Heidi had worked at Catholic Charities Community Services and was well suited to working with the target population. She held this position until the end of July, 1998, when she left to pursue further studies.

In July, 1998, Providence was once again fortunate to identify and hire a staff person who has been a treasure to Providence for more than a decade. Mary Jo Carbonaro assumed the position of Program Director on a part-time basis on July 13, 1998, facilitating two weeks of transition discussions with Heidi. From 1988-1995, she had worked in mental health and chemical dependency services for DePaul and East House Corporation. With three young children, she left that position and opened a small day care program in her home. After her husband's untimely death, she was looking for a new opportunity and took it with Providence.

Mary Jo made a presentation at the July 22, 1999 Board meeting, describing the program. The written document she distributed read:

“The Shelter + Care program is a HUD program designed to provide housing rental assistance to income-eligible persons who are a minimum of 18 years of age, are low-income, have been homeless at some point in their recent past, and have been diagnosed as having substance abuse problems.

The HUD funds provide money for Providence Housing, an affiliate of Catholic Charities, to pay the rent, pay the security deposit if required, and pay damages equal to one month's rent for a client.

To start the referral process, a completed Application Form is completed by a service provider such as the Restart program at Catholic Family Center, Catholic Charities Community and Residential Services (CCCRS), or the Veterans Outreach Center (VOC)

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and forwarded to Providence. The form must be complete and the client must sign the Discharge Policy, with a witness signature also present.

The client may locate his/her own unit or Providence will locate the unit. Providence will then inspect, verify rent, and execute a lease. Providence will also locate, inspect, and lease units and offer them to clients.

The housing must meet HUD Housing Quality Standards and the rent cannot exceed the HUD Fair Market Rents for the area. We inspect the units, verify rent and execute lease with the owner or his/her agent.”

Fall, 1999, brought a challenge to the program when new lead paint regulations were established. Staff had to receive specialized training on identifying and providing remedy to apartments not in compliance. At the July 13, 2000, Board meeting, there was brief discussion about establishing a separate corporation to limit Providence’s liability, but it was decided not to do so.

Another important moment in the evolution of the program came in the fall of 1999 when OASAS granted supplemental funding of the program to enable provision of case management services. This additional funding enabled Mary Jo to go full-time. Since early 2000, the program has been enhanced by the hiring of staff to provide part-time administrative assistance to Mary Jo:

Becky Bianchi 1/20/2000-2/10/2001

Cheryl Hocking 9/25/2001-6/19/2003

Michelle Felcher 10/12/2004-present

In the interim periods, Mary Jo served as sole staff person. For a time, when she had staff assistance, she voluntarily increased the size of the program to 60 units.

In early 2005, the two Shelter + Care awards were consolidated into one grant, and later in the year these contracts were also consolidated with the case management contract into one over-all contract.

The program faced a major crisis from December, 2006-February, 2007. On December 18, 2006, Providence received notice that the case management portion of its contract was being terminated effective January 1, 2007 due to lack of funding availability to OASAS. Through the intervention of Jack Balinsky, a long-time colleague of OASAS Regional Director Tom Haschman, the program was initially extended one month. Then, through the advocacy of Assemblywoman Susan John, Providence received a letter from OASAS Commissioner Karen Carpenter-Palumbos on February 27, 2007, indicating that full case management funding had been restored permanently. Very helpful in this advocacy process was a chart developed by Mary Jo showing the difference in program success when case management services were provided. An updated version of that chart is attached as Appendix V.

Through the good work of Mary Jo and others, over its fifteen year existence, the program has supported over 300 persons in recovery.

Two anecdotes provide the human flavor of the program.

The first appeared in the 2006 Annual Report. It read:

Mother and Daughter Reunited

“While other girls between the ages of 12-18 were living the life of school, friends, fun and dreams of the future, Stephanie was learning about drugs; as well as how to use them from family and friends. As most young girls do, Stephanie was in search of acceptance and love in her life. The path Stephanie took brought her far from her dreams and deeper into the loneliness she was fighting. Stephanie started her use of drugs and alcohol at the age of 13 and continued for the next 12 years, using almost any drug that came her way, including crack, heroin and marijuana. At 18 years of age, as others her age prepared for their futures in college and the work force, Stephanie prepared for her first admission into an inpatient treatment center for help in fighting her addiction. There were multiple attempts at recovery over the next several years. In between these attempts, Stephanie lived the life of a street addict in New Jersey and turned to crime to support her growing drug habit. Stephanie spent time in jail for these crimes as well. At 25 years old, Stephanie entered treatment again, this time in Rochester, a place she had never been.

Stephanie came with next to nothing to this unfamiliar place; however, she was able to learn the skills of recovery. With the help and the support of counselors and fellow recovering addicts, she was able to apply these skills. She now celebrates 2 ½ years of sobriety and quotes, “If I can get clean and sober, anyone can!” Because of her continued sobriety, she has reunited with her 6-year-old daughter Desiree. Stephanie has been with Providence Housing’s Shelter Plus Care program since August 2006.

Shelter Plus Care Director Mary Jo Carbonaro says that, “Stephanie received appropriate housing from us to show the judge that she had the necessary housing available for her daughter. I called her attorney and wrote to her judge and to her child protection agency in New Jersey on her behalf to assist in her case.

Since enrolling in the Shelter Plus Care program, Stephanie has been able to enroll at MCC and is attending classes full time. Stephanie’s goal is to get her degree and pursue a career as a physical therapist. Most importantly, Stephanie has remained clean from alcohol and drugs and has been able to provide a home for her daughter. “Providence has allowed me opportunities to create a home so I could regain custody of my daughter, and move forward with my goal for school and a life of independence.”

Please join us in congratulating Stephanie and Desiree and keep them in your thoughts as they continue with the beauty of creating their lives.”

The second was written recently by Mary Jo.

Tom and His Son

“Tom first called Providence Housing at the end of 2005, but it would be almost 2 more years before he began as a client of the Shelter Plus Care (S+C) program. Tom had some work to do.

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At one point Tom believed he had it all. He worked successfully as a stockbroker, was married with a son, and he and his wife had a home. What he could not see was there was a poison slowly taking over his life. "I was a double-minded man" says Tom. "I believed I could have all of these things and still drink, gamble and do drugs." In his mind, he was in control of these things but in reality, these things came to control him and nearly destroy him.

He began drinking in 8th grade. What began as an experimentation of a young teenager turned into a full addiction later in life. This pain in his life would play out in the form of cocaine, alcohol and gambling addictions for the next 20 years. It would cost Tom his marriage, and many failed relationships, along with his career and time spent with his son. Tom would attempt to find his way through his addiction with 3 separate attempts at rehabilitation. Yet he would never stay "clean" from alcohol or drugs for any length of time. One day, as Tom looked over the wreckage that had become his life, his thoughts turned to suicide. Tom looked in the mirror and did not know the man looking back at him. "It was a frightening moment, and one that led me to the only thing that could save me", says Tom. According to Tom, "at that moment, I surrendered. I knew I could not control this on my own and I desperately needed help".

Tom started his recovery process from alcohol and drugs by staying temporarily at an emergency shelter for 4 weeks and then with family, while attending a treatment center. Tom called Program Director Mary Jo Carbonaro and stated he needed an apartment because his family was leaving town and he would need a place to stay. Staff directed Tom to continue his rehabilitation, informing him that this process of recovery would take some time and encouraged him to step slowly into each phase. Staff discussed the various housing options that were available to Tom, although the Shelter Plus Care program was not an option at this point in time. Tom stayed with church members and family on and off over the next year and a half, sleeping on people's floors and couches, attending church and an outpatient program. Tom would call S+C program director several more times to talk about what he was doing and to get a "listening ear" before he was ready to hand in an application. He still had work to do. In February of 2007, after completing outpatient treatment, Tom brought his application to the office.

Tom was accepted into the S+C program and was placed into a 1 bedroom apartment. Tom and S+C staff outlined goals for Tom's future, with the eye on self-sufficiency as the end result. Tom stated that the concept of self-sufficiency had not occurred to him. He was just interested in a place to "lay my head". Nonetheless, Mary Jo Carbonaro pushed Tom, step by step, to independence and to set goals. The goals were set: maintain sobriety, reunite with his son, and get work. Day by day, Tom worked at these goals, both independently, and with his sober supports and church family. Days turned into months, which turned into a year. Tom has now proudly and very capably joined the work force again, and has moved into a 2 bedroom apartment so he can have his son more often. This apartment is possible through Providence Housing S+C program that subsidizes the rent and makes the apartment an affordable reality for Tom and his son. As Tom's work history becomes stable again and his income increases, his rent will increase as well, until he is able to "fly on his own" according to Mary Jo. She adds "However, if Tom experiences a set back of any kind, we are here to support him and assist so that he does not lose all that he has achieved, which often times can happen for people re-entering the community and work force. As his

confidence and work history grows, Tom is also learning how to live a sober, happy, responsible and fulfilling life. These are lessons he did not get earlier in life because of his active addictions.

Tom's young, autistic son has found safety and consistency now when he stays with his Dad. They no longer have to sleep on floors or go to other people's homes to be able to spend time together. They have their own place and young Tommy has his very own room. Grown –up Tom states he is finding a deeper meaning to his role as a father and as a man. He says he feels confidence and independence he did not even know existed. Tom admits he has had to slow down when he was inclined to push through each step or be pushed to take the next step when he wanted to settle for his current existence. Each step along the way he has had many supports and Providence is proud to be one of them. “ Tom has done every bit of the work, but it has been wonderful to be able to provide him with an opportunity to become self sufficient in a safe environment” says Program Director Mary Jo Carbonaro. Tom took the opportunity when he was ready to do so.

Tom still has work to do, as we all do, but now he knows he does not have to walk alone.”

G. HOMEOWNERSHIP PROGRAM

It was first reported to the Board at its January 21, 1998 meeting that Monroe County officials had approached Maggie about Providence taking administrative responsibility for its Homeownership Program. The program had been administered by another not-for-profit agency since 1998. The Board made yet another good decision when it approved this request. Since August 1, 1998, Lisa Alcott, like Mary Jo, has been a treasure to Providence now for more a decade. She had worked for the other not-for-profit as Program Director and brought her energy, enthusiasm and creativity to Providence. Also like Mary Jo, she brought great experience in working with the population she would serve.

Lisa sent a memorandum to the Board on August 25, 1998 listing the services provided in the Homeownership program:

- Pre-preparation counseling
- Post-closing assistance
- Refinancing
- Home repairs and maintenance
- Credit and budget counseling
- Foreclosure prevention
- Assistance in “selling your home”

At the July 27, 1999 Board meeting, Lisa gave an oral report and distributed a written summary of first year accomplishments which read as follows:

“Providence Housing Development Corporations Monroe County Homeownership Program was started August 1, 1998. Administratively funded with \$67,000 of Monroe County 23 year CDBG funds, and \$100,000 in HOME funds, staff has counseled in excess of Fifty (50) income eligible families resulting in Ten (10) families closing on

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affordable homes throughout Monroe County. In addition Two (2) families are waiting to close.

FAMILY DEMOGRAPHICS

Singles Female Head of Household	5
Parent in a 2-parent family	7

AREA MEDIAN INCOME SERVED

0 to 50% of AMI	4
50.01% to 65% of AMI	0
65.01% to 80% of AMI	8

TYPES OF FINANCING

FHA	6
Rural Development 50/50 Initiative	2
SONYMA	3
Habitat	1

FUNDING/MORTGAGE

HOME Dollars spent	\$ 37,333
Affordable Mortgages Leveraged	\$898,521

Monroe County CDA will be funding us with 24 year CDBG funds in the amount of \$70,000 and HOME dollars of \$100,000, this will cover the period August 1, 1999 through July 31, 2000.

Staff has made several attempts to secure funding through the Federal Home Loan Bank of New York, working in conjunction with HSBC (formerly Marine Midland). We have submitted three (3) applications of which none as of yet have been funded; we are the 1 alternate for the First round 1999. We remain optimistic. This request for \$450,000 will allow us to leverage the county HOME dollars empowering us to ensure affordable homeownership to at least Sixty-three (63) eligible families.”

Later in 1999, the program received a grant from the Federal Home Loan Bank of New York for \$311,450 to provide assistance to 45 income eligible families.

In May, 2000, a credit repair program was initiated. Sasha Bergstrasser served as credit counselor for six months.

In May, 2001, the Family Self Sufficiency program to enable families receiving Section 8 assistance to move to homeownership was initiated.

During this time Lisa herself served as credit counselor. Lisa also began in 2001 to provide this service to clients of the Regional Center for Independent Living.

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In December, 2001, for the first time, the program received a \$20,000 grant from Catholic Charities USA. Since then, this funding has been provided annually, generally at about the \$20,000 level, except for one year, 2004, when CCUSA had additional funding and the grant was in the amount of \$40,000.

Over this time, Lisa has become recognized by Catholic Charities USA as a respected leader in her field, and has made presentations at their request at three different national training sessions on homeownership.

After initially working in the airport relocation program, Sally Miller briefly served as Credit Counselor from January 3, 1993-September 29, 2003. Cheryl Harkin took over this role from September 1, 2003-October 9, 2004.

Tania Graf has ably fulfilled the role of administrative assistant and credit counselor since September 11, 2006.

In March 2003, Providence began to receive funding from the ROSS program at the Rochester Housing Authority to extend the Section 8 to home ownership program to Housing Authority tenants.

In December, 2004, Lisa was certified by USDA Rural Housing Service to become a loan packager for its Section 502 Direct Single Family Homeownership Program.

In February, 2005, Providence received \$115,000 through the Greater Rochester Housing Partnership to assist nine households headed by disabled persons. This funding leveraged \$554,000 in affordable mortgages and made homeownership attainable and sustainable for these families.

Work began in the summer of 2005 on a single family affordable homeownership program.

The calendar year 2006 saw three important successes for the Homeownership program:

- Providence qualified for the Rochester Housing Authority Homeownership Readiness Counseling Program which would provide a fee of between \$250 and \$375 per client.
- Providence received a second grant from the Federal Home Loan Bank for \$180,000 to assist 30 families from Section 8 to Homeownership.
- State DHCR provided a grant of \$236,520 to assist 30 families with income below 60 percent of the median.

Also, in the summer of 2006, there was first discussion of renovating space at St. William's House to create a homeownership center. Support was expressed by Monroe County, Citizens Bank, Chase Bank and Canandaigua National Bank. This Center was formally opened at a ceremony involving Bishop Clark and County Executive Maggie Brooks on June 7, 2007.

In early 2008, the fee for clients in the RHA Saver's Club program was increased to \$500. In the summer, Providence received a second grant from DHCR of HOME funds in the amount

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of \$200,000 for 25 units. Providence also provided a special homeownership training program for employees of the Sisters of St. Joseph Community.

Highlights of a Power Point presentation given recently to county officials on the work of Providence over the last five years included:

- Funded by Monroe County HOME and CDBG allocations, this unique program continues to make possible the “American Dream” of homeownership to people previously left out.
- Program services delivered by a HUD certified counselor were:
 - ❖ Individualized pre-purchase credit
 - ❖ Group education
 - ❖ Credit restoration assistance
 - ❖ Budgeting before and after purchase
 - ❖ Home maintenance
 - ❖ Fair Housing and Predatory Lending
- Details were provided about the pre-purchase process, purchase plan, “protecting your investment”
- It was reported that over the last five years 189 families had purchased affordable housing
 - ❖ 61 below 50% of median income
 - ❖ 47 50%- 65% of median income
 - ❖ 81 65%-80% of median income
- Additional Resources Raised
 - ❖ Total affordable first mortgage \$15,175,000
 - ❖ Monroe County HOME \$574,500
 - ❖ Monroe County ADD \$230,300
 - ❖ Individual family investment \$382,450
 - ❖ CRA enhanced mortgage investment \$123,000
 - ❖ SONYMA closing cost assistance \$283,000
 - ❖ Federal Home Loan Bank \$440,000
- 100 % Retention Rate!! NO FORECLOSURES

Over its eleven year history, the program has leveraged \$25 million in affordable mortgages for 400 first-time homebuyers.

This article from the 2006 Annual Report provides a human perspective to these numbers.

“I’m buying a house of my own....and we’re getting a dog”

Those are powerful words and a dream come true for Jen Ortega and her 8 year old son, Mateo. The years of apartment renting and landlord frustrations are almost over. “I won’t have to follow landlord rules,” she says. “And we’re getting a dog because we’ll have a back yard!” Jen grins as she recalls the first house they looked at to buy. “Mateo was running all around!”

Jen wasn't always so optimistic. In 2003 she was living in public housing. On recommendation from the housing manager, she met with the advisors at Rochester Housing Authority's Family Investment Center. There she received help in learning how to reach financial independence through the Resident Opportunities and Self Sufficiency (ROSS) grant program. One objective through that program was to graduate from college. In 2005 Jen completed her degree in radiology technology and was offered a position at Strong Hospital.

In 2006 Jen was referred by her case manager to Providence Housing's Homeownership Program that offers grant assistance to first-time homebuyers. "I wanted to build equity," says Jen about owning a home.

Meeting income qualifications and possessing acceptable credit, Jen took the First-time Homebuyers 8-hour workshop presented by Home Ownership Director Lisa Alcott, HUD certified counselor. "I learned a lot!" says Jen. "I learned how not to get into something I'll regret."

The steps Jen took will make home ownership more affordable. The First Home Club program through M&T Bank matched Jen's saving 3-to-1, up to \$5,000.

Through the Monroe County Home Ownership Program, administered by Providence, Jen was able to receive an additional \$5,000 to assist with down payment and closing costs, because she was looking at purchasing a home in Greece.

As a first-time homebuyer, Jen also qualified for a SONYMA (State of New York Mortgage Agency) mortgage that offers low interest rates along with closing cost assistance of up to another \$5,000.

*Lisa worked with Jen individually to prepare her finances for a mortgage. She encouraged and helped Jen through the whole process. In 2007 Jen will close on her first home, and will be able to have space for her son to run around....**with his new dog in their own backyard!***

I. CONCLUSION

1. Individual Events

Clearly, completion of every new project management agreement or new service has been a milestone for Providence. Rather than duplicate information which has been described in the last four sections, the following recount only the most significant moments in the growth of the organization:

- October 13, 1993 – Hiring of Maggie Bringewatt as Housing Consultant
- March 3, 1994 – Meeting of Diocesan leadership team with Mayor Johnson and leadership staff
- June 4, 1994 – Jim Crowley hired by Catholic Charities Community Residence program

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- June 22, 1994 – Formal Incorporation
- July 20, 1994 – First Board Meeting
- September 28, 1994 – Awarding of Grant for Shelter + Care
- January 24, 1996 – First discussion of use Pastoral Center campus as a site
- October, 1996 – Hiring of Jane Lange
- June 4, 1997 – Groundbreaking for first project, Union Meadows
- December, 1997 – Firm commitment for Elmira Sullivan Street Homeownership Program
- April 24, 1998 – Union Meadows Ribbon Cutting
- July 13, 1998 – Hiring of Mary Jo Carbonaro as Director of Shelter + Care Program
- July 13, 1988 – Hiring of Donna Hall
- August 1, 1998 – Initiation of Homeownership Program with hiring of Lisa Alcott
- June 1, 1999 – Fifth Anniversary Lunch (see below)
- October 29, 1999 – West Town Village Groundbreaking
- December 6, 2000 – West Town Village Ribbon Cutting
- March 6, 2001 – Awarding of Airport relocation contract from Monroe County Department of Aviation
- March, 2001 – Providence office moves to St. William’s House
- November 2001 – Maggie Bringewatt receives McAuley Institute Award
- November, 2001 – Elizabeth Blackwell project receives “Eagle Plaque” from Geneva Historical Society
- December, 2001 – Providence agrees to assist in management of property near Cathedral
- December, 2001 – First Home Ownership Grant from Catholic Charities USA
- July 15, 2002 – Providence team makes presentation to Rochester Housing Authority on major revitalization program
- September, 2002 – Providence Team chosen for RHA project
- September, 2002 – Survey of Rochester Diocesan properties completed
- October, 2002 – Discussion with Christopher Community about St. Jude’s II
- November, 2002 – Website completed
- December, 2002 – Construction started on St. Andrews project at Pastoral Center
- August 6, 2003 – Blessing of St. Andrew’s project
- December 8, 2003 – Kennedy relocation complete, demolition begins
- January 22, 2004 – Strategic Planning meeting
- March 12, 2004 – 7 Strategic Planning Goals adopted
- May 19, 2004 – Tenth Anniversary Dinner (see below)
- May 30, 2004 – Fire at West Town Village
- July 21, 2004 – Providence becomes sole member of 85-87 Alexander St. project (Mike Bleeg)
- August 16, 2004 – Providence receives \$50,000 grant from Fleet Bank (Marty Birmingham)
- November 29 and December 8, 2004 – Rebuilt West Town Village wings receive Certificate of Occupancy

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- December, 2004 – Jim Crowley retires from Diocesan Catholic Charities CFO position
- February, 2005 – Affordable Housing Public Policy Committee petition advocacy issue
- August 1, 2005 – Helen Bianchi hired as Director of Asset Management
- August 15, 2005 – Maggie Bringewatt resigns as Executive Director, remains as part-time Senior Development Consultant, Jane Lange appointed Interim Executive Director
- August 29, 2005 – Lori Foster hired as Marketing and Fundraising Assistant
- September 21, 2005 – Union Meadows Playground completed
- October 18, 2005 – Maggie Bringewatt receives City Council Charles Crimi Award
- December 7, 2005 – Monica McCullough begins as Executive Director
- December 15, 2005 – Ribbon Cutting for Plymouth Manor
- January 6, 2006 – Maggie Bringewatt resigns as Senior Development Consultant
- May 15, 2006 – McNiff Commons Groundbreaking
- May 24, 2006 – Meeting of Diocesan leadership with Mayor Duffy and his leadership team
- August 21, 2006, Lori Foster promoted to Director of Marketing and Fundraising
- December 13, 2006 – Democrat and Chronicle front page story on Olean Kennedy
- February 27, 2006 – Shelter + Care OASAS funding crisis resolved
- April 27, 2007 – McNiff Commons Ribbon Cutting
- May 4, 2007 – Carlson Commons Ribbon Cutting
- June 6, 2007 – Home Ownership Center opens
- June, 2007 – Catholic Courier articles traces history and accomplishments of Providence
- June, 2007 – First phase of Olean-Kennedy receives New York State Housing Project of the Year Award
- August, 2007 – St. Salome's receives DHCR grant
- November, 2007 – Providence receives 202 grant originally intended for St. Salome's
- December, 2007 – Jane Lange resigns
- May 16, 2008 – Groundbreaking for St. Salome's
- June 6, 2008 – Site control for 202 at Christ the King rescinded
- Summer, 2008 – Union protests over St. Salome's
- October, 2008 – Townhouses at St. Salome's occupied
- December 1, 2008 – Minch Lewis hired as COO
- December, 2008 – Fairport out as 202 site
- June 24, 2009 – Providence Board adopts Labor Policy

2. Anniversary Celebrations

Providence has organized two important anniversary events and is planning a third for September 17, 2009.

The fifth anniversary was celebrated on June 1, 1999 with a lunch in downtown Rochester. The guest speaker was JoAnn Kane, Executive Director of the McAuley Institute, created in 1983, and one of the leading national faith-based affordable housing organizations in the country. Numerous community and political leaders attested to the contributions of Providence to the community.

The tenth anniversary celebration was celebrated on May 19, 2004 with a dinner at the RIT Conference Center in Henrietta. The keynote speaker was Sheila Crowley, President and CEO of the National Low Income Housing Coalition. Nearly 200 people attended the event, which raised \$55,000 for pre-development funding. Founders Awards were presented to Bishop Clark, Tom McHugh, Mark Greisberger, Marty Birmingham and Jack Balinsky. As described above, Mary Mondo was presented a special “Fulcrum Award.”

On September 15, 2009, Providence will honor its fifteenth anniversary with a Birthday Bash at the Rochester Yacht Club, with the goal of establishing a \$100,000 Revolving Pre-development Loan Fund.

3. Audit Results

Another way to observe the growth of Providence is to review the annual audit results as documented in the following table. (It should be noted that some of the fluctuations relate to the timing and accounting treatment of developer’s fees and grants.)

<u>Year</u>	<u>Income</u>	<u>Expense</u>	<u>Difference</u>
1995	\$60,000	\$90,000	(\$30,000)
1996	\$225,000	\$225,000	-----
1997	\$370,000	\$290,000	\$80,000
1998	\$850,000	\$550,000	\$300,000
1999	\$1,250,000	\$650,000	\$600,000
2000	\$1,110,000	\$800,000	\$310,000
2001	\$750,000	\$1,000,000	(\$250,000)
2002	\$1,300,000	\$1,100,000	\$200,000
2003	\$1,200,000	\$1,150,000	\$50,000
2004	\$1,230,000	\$1,330,000	(\$100,000)
2005	\$3,640,000	\$2,000,000	\$1,600,000
2006	\$4,350,000	\$3,900,000	\$450,000
2007	\$1,550,000	\$1,850,000	(\$300,000)
2008	\$2,650,000	\$2,000,000	(\$650,000)

4. Service to the Community

For fifteen years, Providence Housing Development Corporation has been creating quality affordable housing opportunities. Since 1994, the organization has secured \$115 million in funding for 758 housing units, has leveraged \$25 million in affordable mortgages for 400 first-time homebuyers and has supported nearly 300 families in recovery. Currently, Providence manages 17 communities offering 551 quality, affordable housing units to more than 1,874 children, women and men.

APPENDIX I

August 26, 1993

OFFICE OF SOCIAL MINISTRY

PROPOSAL TO DEVELOP A DIOCESAN HOUSING DEVELOPMENT & MANAGEMENT CORPORATION

BACKGROUND

In approving its strategic plan for 1993-1998 at its December, 1992 meeting, the Diocesan Board of Social Ministry identified as an important priority development throughout the Diocese of low income family, senior citizens and special needs housing. This priority was established in recognition of the central role that safe, affordable housing plays in the lives of the poor and marginalized, the need for such housing throughout the Diocese, and recognition that in other areas in the State and Country, the Catholic Church has played a major role in housing development and management.

Within New York State, each of the other seven Catholic Dioceses has made a major commitment to low income, affordable housing development and management. While the forum of this commitment has varied from Diocese to Diocese, exemplary of the positive results of Church involvement have been the creation of 300 units of rural housing through the work of Catholic Charities in the Diocese of Ogdensburg, the creation of the new Highbridge Community in the Bronx by the Housing Office of Catholic Charities in the Archdiocese, and the work of Christopher Community, the not-for-profit housing area of Syracuse Catholic Charities. Throughout upstate New York, Christopher Community has successfully developed in conjunction with the Syracuse Diocese and other Dioceses over 30 Section 202 Senior Citizens projects, and now manages over 2000 units of low income housing throughout the State.

There has also been a commitment to housing development within the Rochester Catholic Diocese. Twenty-five years ago, what is now a joint Episcopal-Catholic housing effort, was launched in the form of the Bishop Sheen Ecumenical Housing Foundation. Currently, Bishop Sheen runs an extensive home repair program and is also recognized throughout Western New York as an effective agency in developing affordable housing for home ownership. In addition, the Steuben-Livingston Area Project, affiliated with the Diocese, has developed several projects in northern and western Steuben County. Discussions over the last year with both groups have shown that both entities are comfortable with their current focus, and would be supportive of a Diocesan effort which was broader in scope, both in terms of the type of housing developed (i.e. - low income rental, Section 202 Senior Citizens, special needs), and also in terms of the area served (the 12 County Rochester Diocese).

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Finally, the Synod process has identified housing development as a major priority within Theme VI. One of the frustrations of the parish discussions about housing issues was that other than the notion of doing something like volunteering for Habitat for Humanity, the process of housing development and management is just too technical, complex and overwhelming for parish action. One of the Theme VI writing committee members, reflecting on the Synod discussion about housing, has proposed formation of a Diocesan Housing Development Corporation as the most effective way for the Diocese to respond to Synod input in this area.

NEED

Housing development and management was identified as a high priority in the Diocesan Board strategic plan because of the demonstrated need for these services throughout the 12 County Diocese. Specific evidence of such need includes:

A. Housing Development

1. Rochester Metro Area

For planning purposes relating to housing needs statistics, the Rochester Metro Area includes Monroe, Wayne, Ontario, Livingston and Orleans Counties. Low income rental housing needs in this area were outlined at length in a series of articles in the Democrat Chronicle in May, 1993. Statistics released by the Center on Budget and Policy Priorities in November, 1992 showed:

- low income people pay more of their income for housing in the Rochester metro area than in any other of the 44 largest metropolitan areas in the country;
- about 89% of poor renters paid more than half their income for rent in the year (1986) the national study was done.

In addition, research done by the Democrat Chronicle showed:

- affordable rental units in the Rochester metro area declined from a total of 6,200 in 1975 to a total of 3,400 in 1986;
- about 1,000 families on welfare who are renters move every month, indicating substantial problems with the current rental housing stock;

- in July 1993, (the Rochester Housing Authority reported) there were 2293 households on the waiting list for public housing and 4864 households on the waiting list for Section 8 housing, for a total waiting list of 7157 households.

- in March, 1993, there were 1,853 households on the waiting list for 2,500 units of rental housing owned by the Rochester Housing Authority.

In a related matter, our own strategic planning process revealed that in Monroe county in 1990 there were about 4,500 people who were homeless at some point in time, that on any given night there were 250 - 400 people in need of housing, and that shelters in Rochester are nearly always filled to capacity.

In the area of affordable housing for low income senior citizens, the 1989 Elderly Housing Study, developed by Monroe County, showed that while there is less need for such affordable housing in the city of Rochester, there is substantial need for such housing in the towns surrounding Rochester. For example, in both the towns of Gates and Brighton, where we did some exploratory work about developing federally funded Section 202 Projects, there are over 2,000 persons in each town currently eligible by age and income for this subsidized program.

Based upon this need, the Monroe County Comprehensive Housing Affordable Strategy (CHAS) for the time period October 1, 1992 - September 30, 1993 identified among its various strategies these three priorities:

- a) The development of rental housing for low and very-low income elderly households through working with non-profit organizations and public benefit corporations like the Rochester Housing Authority.
- b) Development of rental units for very-low income families, particularly in areas where the number of service related jobs is increasing, again working primarily through non-profit development corporations and public benefit corporations.
- c) Work through non-profit organizations to provide housing and support services to persons with special needs including: youth, persons with mental and physical handicaps, and migrant workers.

2. Need Within the Diocese Outside Monroe County

While there exists no comparable comprehensive study about housing needs outside of the five County Rochester metro area, various other indices of need describe the housing situation in the other eight Counties of our Diocese:

a) **Social Ministry Strategic Planning Process**

While housing needs were not the major focus of the data collection effort in our strategic planning process, the data collected showed two important housing needs:

- Steuben, Schuyler and Chemung Counties ranked respectively as the 9th, 10th and 11th Counties in the State in terms of highest percentage of elderly homeowners in substandard housing;

- a great housing need exists for 7,265 seasonal migrant farmworkers who come annually to the Rochester Diocese.

b) **Study Conducted in 1992 by the Housing/Homeless Task Force of Steuben County**

Key findings from this study indicated:

- there is a great amount of mobility among renters within the County, because of concerns about affordability and quality of housing;

- most renters pay more than 30% of their monthly income towards rent and utilities;

- in many towns in Steuben County, according to a recent Federal Block Grant Housing Survey, between 38% and 53% of all homes are substandard;

- a number of respondents to a County housing survey reported they were not living in permanent housing (13%); faced with overcrowding (12%) or homeless (20 persons).

NOTE: A similar study is being developed for Schuyler and Steuben Counties and is due to be completed in the next six months.

c) **Finger Lakes Homeless Task Force**

Through leadership provided by the Finger Lakes Office of Social Ministry, three years ago the Finger Lakes Task Force on the Homeless was created. As a result of the work of this group, several housing related needs in the Finger Lakes have been identified as follows, for Ontario, Seneca, Wayne, and Yates Counties:

- in the decade between 1980 & 1990 there was a loss of nearly 8,000 housing units occupied by renters paying less than \$300 a month,
- the number of "homeless" cases served during 1991,
- at the end of 1991 there were 1,500 households on the waiting list for public/subsidized housing broken down as follows:
 - 516 for elderly or handicap housing
 - 589 for small families (1 to 2 bedrooms)
 - 395 for large families (3 plus bedrooms)

3. Housing Management Needs

Just as the Synod process has resulted in understanding that the housing development process is so complex that it is difficult for a parish or small organization to become successfully involved, so it is true that to effectively manage senior citizens, low income or special needs projects, there must be a critical mass of units.

At this time, various groups associated with the Diocese are involved in managing small low income projects, at great financial cost and often personal cost to dedicated individuals involved in the effort. Examples of such projects are the McCauley Housing Program, rental units at Mt. Carmel, the rental project owned by Sts. Peter and Paul, Francis House and Women's Place operated by Catholic Family Center, and the five HHAP (Homeless Housing Assistance Program) houses managed by the Finger Lakes Office of Social Ministry in Geneva. One possibility which could be explored is the possibility that a new Diocesan Housing Corporation could take hard management responsibility for such projects, allowing service provider agencies to focus more on their area of expertise in "soft" service provision.

A related issue is facilities owned or operated by Social Ministry agencies serving special needs populations. Examples of such facilities are Liberty Manor, Freedom House and Hannick Hall operated by Catholic Family Center; residence for persons who are mentally ill operated by the Gateways program of STOSM; and the residential facilities for persons who are mentally retarded operated by Catholic Charities Community and Residential Services. Albany Diocesan Catholic Charities has found it beneficial to have such facilities owned and managed by a holding corporation (McCluskey Corporation). While a lesser management need than those outlined above, possibly there could be some benefit to such an approach in the Rochester Diocese.

Proposal for Creation of a Diocesan Housing Corporation

Proposed here is the creation of a new, separate Diocesan Housing Development and Management Corporation, effective January 1, 1994.

A. Corporate Purposes

Based upon the background and need discussion above, this Corporation, which would serve the entire 12 County Rochester Diocese, would have the following corporate purposes:

1. Development of affordable senior citizen housing, low income housing and special needs housing, primarily through government funding.
2. Provision of assistance to parishes, religious congregations, Church affiliated non-profits in housing development.
3. Management of housing projects which the Corporation develops.
4. Management of existing low income housing projects currently managed by Catholic entities as appropriate.
5. Exploration of whether it would be helpful for the Corporation to serve as a "holding company" for facilities used in various special needs residential service programs.

6. Provision of advice to the Bishop, Social Ministry Office and Diocesan Public Policy Committee on housing related public policy issues at the local, state and federal levels.

B. Corporate Structure

Corporate activities would be carried out through creation of a new, non-profit 501 (c) (3) membership corporation. A new corporation is advisable for funding, financial management, and liability considerations.

With regard to members of the Corporation, a variety of options are possible: the DOSM Board could be the sole member of the Corporation; three members/officers of the DOSM Board could serve as members; or using the Syracuse model, we could specify the members as the Diocesan Bishop, Chairperson of the Diocesan Board of Social Ministry, and DOSM President (Diocesan Director Social Ministry).

The members could annually elect a Board of Directors of up to 10 individuals selected for their ties to the Diocese or Social Ministry, expertise in the housing field, and geographical representation of the Diocese. The DOSM President (Diocesan Director) would serve as Chairperson of the Board of this Corporation.

C. Organizational Operation

Initially, this new Corporation would be located at the Diocesan Pastoral Center, functioning with an Executive director hired by the Board and part-time support staff.

The Executive Director would be paid from \$60,00 - \$75,000 based upon experience and qualifications. Key qualifications would include:

- a) experience in housing development and management;
- b) familiarity with housing issues in urban, suburban and rural areas;
- c) "political savvy";
- d) familiarity with the Rochester Diocesan scene or a demonstrated ability from another location to transfer a "track record" to the Diocese;

- e) proven organizational development capability.

At the outset, part-time clerical support would be provided to the Executive Director. Financial Management Services would be provided through contract with the Diocesan Financial Management Office.

D. **Seed Funding**

Experience in other Dioceses has shown that such Diocesan Housing Corporations can become self-sustaining, and indeed in the case of Christopher Community in Syracuse also subsidize Catholic Charities operations and provide seed money for various housing related projects. Hence, Diocesan or Social Ministry funding needed to initiate this process is sought on a "seed money" basis. On the other hand, knowing the length of time it takes to develop housing projects, it is unreasonable to expect that such a corporate activity could be completely self-sustaining in the first three years.

Given this perspective, it is proposed here that an initial funding availability of \$100,000 is needed for this project, with a guaranteed provision to borrow up to \$50,000 additionally if needed during the first three year start-up period. Proposed here is the utilization of two sources for the initial \$100,000 seed money: Diocesan Social Ministry Board Designated Funds, and Diocesan Funds. such funds could be made available on a combined grant/loan basis. One example of an approach would be to fund the initial seed money \$50,000 from Diocesan Board Designated Funds, half grant and half loan, and the other \$50,000 from the Diocese on the same basis, with the understanding that each entity would make available a further loan of up to \$25,000 if needed.

E. **Timing**

It would be appropriate to announce the formation of this Housing Development and Management Corporation as a Synod response in late 1993. A target would be to ask for DOSM Board approval at its December 4 meeting, with the hope that staff could be hired shortly after the first of the year.

APPENDIX II

PROVIDENCE HOUSING DEVELOPMENT CORPORATION JOB DESCRIPTION

POSITION TITLE Executive Director

DEPARTMENT Administration

PRIMARY FUNCTIONS Serves as the Chief Executive Officer and Spokesperson for the Agency in carrying out the policies, directions, and plans for the Providence Housing Development Corporation. In this capacity, provides leadership and management in the areas of housing development, property management, housing services and advocacy.

TITLE OF DIRECT SUPERVISOR Board of Directors

SPECIFIC DUTIES & RESPONSIBILITIES

1. Reports and provides staff support to the Providence Board of Directors.
 - ◆ Develops, in collaboration with the Board, short and long range plans, which address the needs of the Diocese.
 - ◆ Prepares recommendations for Board consideration on matters of policy direction for the Agency.
 - ◆ Reports regularly to the Board on services, advocacy, financial situations, and overall Agency performance.
 - ◆ Coordinates Board orientation and training as directed by the Board.
2. Evaluates the structure and service delivery system of the Agency to insure the organization efficiently meets the housing needs of the Diocese.
 - ◆ Implements policies and directions set by the Providence Board.
 - ◆ Insures that the legal obligations of the Agency are met.
 - ◆ Develops and monitors reporting systems for effective public accountability of the Agency.
 - ◆ Creates and maintains a staff management team to implement the policies, directions, and plans of Providence Housing Development Corporation.
3. Provides leadership and direction in the identification of housing needs and of housing development opportunities, the creation of financially viable development projects, the successful completion of the housing projects, and the relationship between Providence, funders, and all others key in the housing development process.

4. Insures that the financial management of the organization is in accord with generally accepted accounting principles.
 - ◆ Directs the preparation of the annual budget.
 - ◆ Provides for an annual, independent audit of the Agency.
 - ◆ Seeks out and recommends to the Board additional sources of funding and coordinates fund raising activities.

5. Insures that the personnel management of the Agency is consistent with currently accepted, progressive human resources practice and is conducive to healthy, productive employer/employee relationships.
 - ◆ Assures the administration of personnel policies as approved by the Board.
 - ◆ Recruits, hires, and evaluates the Executive Staff.
 - ◆ Assures appropriate management responsiveness to employee concerns.
 - ◆ Assess and recommends to the Board changes to the Personnel Policies and staff/organizational structure.

6. Assures positive, ongoing public and community relations for the Agency.
 - ◆ Represents the Agency through personal contacts, associations with other organizations, and public presentations related to key service and advocacy issues.
 - ◆ Develops, in collaboration with the Board, an Agency public relations plan and monitors Agency performance to the plan.
 - ◆ Insures adequate printed materials about the Agency are produced and circulated throughout the entire region and that an Annual Report is produced yearly.
 - ◆ Fosters and promotes open communication with parishes regarding the social justice initiatives of the region.

GENERAL DUTIES

1. Compile reports on a quarterly, semi-annual and annual basis, as required by PHDC and funders.
2. Complete applications for renewal funding, program expansion and enhancement as required.
3. Review potential new grants/funding sources.
4. Participate in appropriate related committees, Board committees and networking systems.
5. Assure compliance with all policies procedures and regulations.

GENERAL DUTIES FOR SUPERVISORS

1. Facilitate monthly staff meetings.
2. Supervise staff, hire, schedule, and train or procure training, evaluate staff and promote staff development.
3. Develop and implement a fiscal budget for program.
4. Assure overall compliance and accountability for the budget.

QUALIFICATIONS

EDUCATION Master in Human Services Management, Public Administration, Business Administration, or related degree with a minimum of eight years in a senior management position within a housing/social service/advocacy agency including five years of supervision. At least three years of experience should be in housing development, planning and services.

SPECIAL REQUIREMENTS

Valid NYS Driver's License, ability to travel within DOR and outside of DOR when needed.

Commitment to Providence Mission and Values.

APPENDIX III

Rochester Housing Authority Olean-Kennedy Revitalization Plan

Project Summary

The proposed mixed finance project is the result of a year long planning effort in which the Rochester Housing Authority (RHA) and its planning partners analyzed the strengths and weaknesses of the Olean and Kennedy townhouse units and developed a plan to revitalize the complexes and the surrounding community.

During the initial phase of the project, the planning team met with RHA staff, RHA residents, Plymouth Exchange neighborhood representatives, and local government representatives to evaluate the subject complexes. Based on the interviews and the team's observations the family developments were determined to be functionally obsolete. Although RHA could attempt to modernize the complexes, the cost of the project did not justify the outcome. The planning team did not believe a modernization project could correct all the obsolete elements of the family project. Therefore, the planning team recommended the Olean and Kennedy Townhouse units be demolished. The team believed Kennedy Tower, a senior high-rise neighboring the Kennedy Townhouses complex was viable, but would benefit from modest improvements.

In the second phase of the planning project, the planning team conducted a series of charrettes with RHA staff, residents, neighborhood interests, and local government to gather design recommendations for the new complex. The team incorporated many of the desired elements into several site plans and presented them to the community for comment and approval. As the team progressed in the design and layout of the new complex, City of Rochester staff reviewed the site plan to ensure elements within the plan were feasible and consistent with City goals.

In early 2002, a request for qualifications was sent out to the development community for a development team to carry out the revitalization plan. From a group of teams who submitted proposals, Providence Housing Development Corporation and Rochester's Cornerstone Group were selected as the development team to commence activities to move the redevelopment of the Olean-Kennedy projects forward in order to meet the timelines established by the Rochester Housing Authority.

Olean-Kennedy Revitalization Plan proposes the following project:

PHASE ONE – MIXED INCOME RENTAL DEVELOPMENT

The Kennedy Townhouses would be demolished. The Kennedy site would be expanded through the acquisition of property on South Plymouth Avenue, Doran Street and on 39 vacant City-owned lots spread throughout southwest Rochester.

The first phase of the redevelopment project, to begin the fall of 2003, would construct 67 tax credit units, of which 35 would also be public housing units. These units would

consist of detached single-family units, duplex units, and triples. The triples are proposed to provide separate entrances for each unit. Twenty-eight units will be constructed on the existing Kennedy Town House site, with the remainder constructed on vacant lots throughout the southwest. The proposed bedroom mix is as follows:

Phase I

Total Units	67
2 BR	23
3 BR	28
4 BR	14
5 BR	2

The estimated cost for Phase One is \$7.5 million dollars, excluding costs for infrastructure.

PHASE TWO -- MIXED INCOME RENTAL DEVELOPMENT

The second phase of the revitalization plan would be focused on the existing Olean site, which will be expanded by acquisition of an undeveloped parcel owned the City of Rochester. The Olen parcel will be reconnected to the Plymouth/Exchange street grid. The new units would consist of 77 tax credit units of which 38 will be public housing units. The units proposed for the second phase of the project would include detached single-family units, duplex units, and triples. The triples are proposed to provide separate entrances for each unit. The proposed bedroom mix for Phase Two is as follows:

Phase II

Total Units	77
2 BR	30
3 BR	36
4 BR	9
5 BR	2

The estimated cost for Phase Two is \$8.5 million dollars, excluding costs for infrastructure.

HOMEOWNERSHIP UNITS

A portion of the Olean parcel is proposed to be used for the construction of 17 single-family homes that would provide homeownership opportunities. RHA anticipates the City of Rochester will administer the homeownership phase of the project through its Home-Expo program, in 2004-2005.

The estimated cost for the Homeownership Phase is \$2.5 million dollars.

It is RHA's hope that an additional 22 scattered site homeownership units will be constructed in conjunction with the HOME Expo.

The estimated cost for the Scattered Site Homeownership Phase is \$2.4 million dollars.

SCATTERED SITE PUBLIC HOUSING DEVELOPMENT

RHA is committed to replacing each of the 111 public housing units that will be demolished at the Olean and Kennedy complexes. Phase I and Phase II of the construction project will replace 73 public housing units. To achieve its one for one replacement goal, RHA intends to acquire 38 units through scattered site development. The scattered site phase of the project will be conducted by RHA over a five to ten year period, as funding permits.

The estimated cost for the Scattered Site Public Housing Development is \$3.8 million dollars.

KENNEDY TOWER MODERNIZATION

The Revitalization Plan recommends improvements to the exterior and interior of Kennedy Tower. These improvements include the relocation of the Tower's main entrance to the rear of the property, the expansion of the Tower's parking lot, and various improvements to the first floor of the complex.

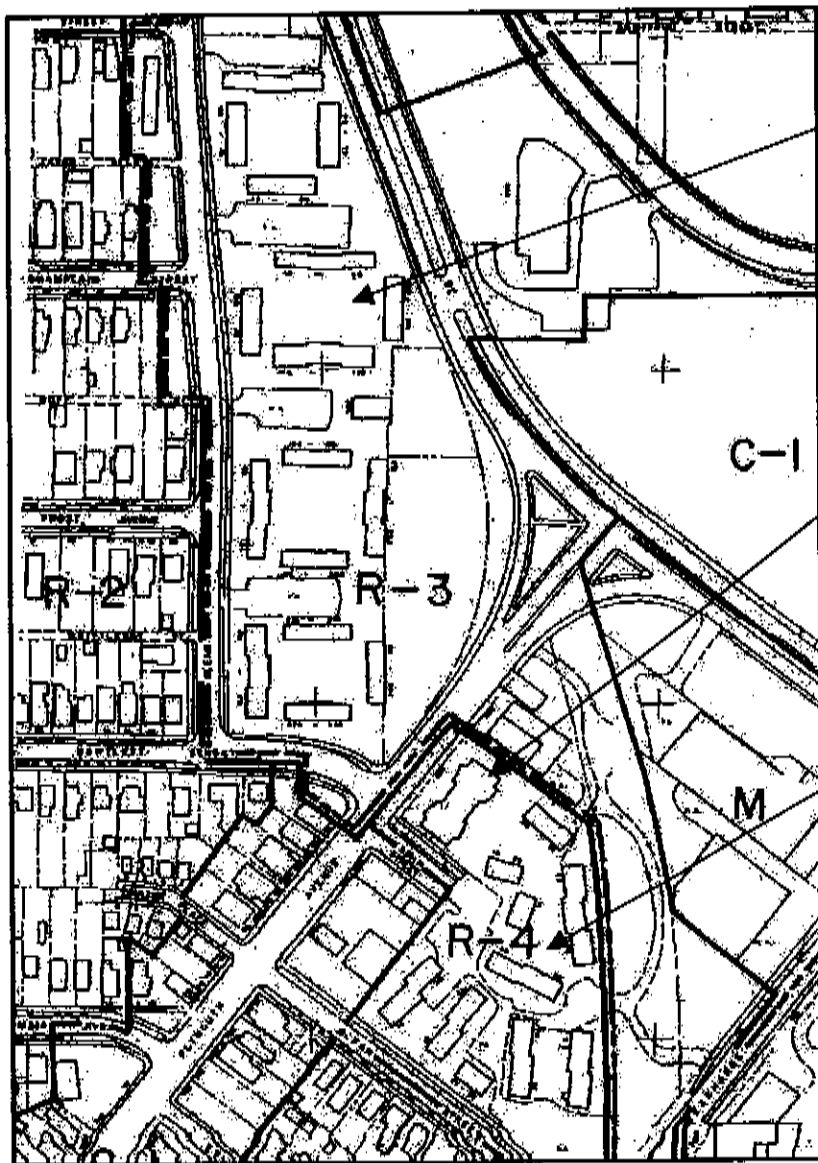
The estimate cost for the improvements to Kennedy Tower is approximately \$2.7 million dollars, to be funded out of RHA capital dollars.

The completed complex will result in a total 301 housing units with a total proposed budget of over \$27 million dollars.

PHASE 1 COMMITMENTS

1. RHA has committed \$2 million out of their local fund to Phase One. In addition, RHA will demolish the existing townhouses, relocate all tenants, and provide relocation vouchers and counseling. RHA will sell the Kennedy Townhouses parcel for \$1. Once the project is complete, RHA will provide \$230 per unit per month operating subsidy for the public housing units. RHA has completed the SEQR process for the entire project.
2. The City of Rochester is reconstructing South Plymouth Avenue in front of the project at a cost of several million dollars. The City is providing technical assistance to the development process. The City is selling the vacant lots to the project for a nominal fee and has agreed to a PILOT for the project.

Existing Complexes



Olean Townhouses

7 acre site
Constructed 1970

76 Townhouse Units
53 - 3br units
24 - 4br units

Kennedy Tower

.75 acre site
Constructed 1966

80 apartment units
80 - 1br units

Kennedy Townhouses

2.9 acre site
Constructed 1966

35 Townhouse Units
15 - 3br units
10 - 4br units
10 - 5br units

APPENDIX IV

Providence Housing Development Corp. Labor Policy

Statement of Catholic Identity

Catholic tradition calls us to put first the needs of the poor and vulnerable, and to work, where possible, to foster their economic independence. Because human beings are sacred, we must help to ensure that all persons have a safe place to live, food to eat, and clothes to wear. The economy must be at the service of all people, especially the poor.

People who are particularly vulnerable because of age, addiction, disability or immigration status have unique needs and hold a special place in Catholic social teaching. Those with the greatest needs require the greatest response. Moreover, Catholic tradition defends basic human rights, including the right to live and work without exploitation or substandard conditions.

Providence Housing is an organization rooted in Roman Catholic teachings of social justice for all human beings. Providence Housing was created to promote that mission by providing safe, affordable, quality housing to low and moderate income families, seniors, and individuals with special needs, with the availability of supportive services.

General Contractor Policy

Providence Housing has a responsibility of stewardship over the public and private funds we are awarded to create and maintain affordable housing. Providence Housing strives to work with development partners who share in our mission and values as a Catholic organization.

Providence Housing will work with partners, contractors and vendors who agree to the following, and who hire/subcontract with businesses that agree to the following:

- ❖ Fair treatment of employees and labor practices in accordance with all state and federal laws;
- ❖ Commitment to employee safety as evidenced by participation in OSHA certified training programs and disclosure of past OSHA violations;
- ❖ Maintenance of adequate liability and worker's comp insurance;
- ❖ Allowing inspection of subcontractor records and payroll at agency's request; and
- ❖ Willingness to hire from the local community, including residents of the community in which a project will be located.

Providence Housing is committed to working in concert with our general contractors to increase the number of subcontractor bids submitted by:

- ❖ Section 3 businesses;
- ❖ MBE/WBE certified contractors;
- ❖ Businesses employing a workforce of women and minorities;
- ❖ Union subcontractors; and
- ❖ Locally owned businesses.

APPENDIX V

Since 2002

80 in college
27 graduated from college
7 left the program because they were over income

Remained Housed for 12 month	90%
Remained Housed for 24 month	84%
Increased Education or Employr	87%
Worked	82%

Hispanic	6%
White	48%
Black	44%
Native American	1%
Multiracial	1%

2 started the program
268 people served
75% dual diagnosis in mental health and substance abuse disorders
50+ people on average in the program at any given time

People in College

2003	3
2004	13
2005	12
2006	17
2007	17
2008	18