

# CATHOLIC CHARITIES

IN THE DIOCESE OF  
ROCHESTER  
1910–2010



**BY JACK BALINKSY**

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- George Montgomery, Executive Director of Catholic Family Center from 1952-1973, whose Master’s Thesis, “The Emergence of Multiple Functions of the Catholic Family Center of the Catholic Charities of the Diocese of Rochester” detailed the evolution of Catholic Family Center from its origins in 1915 until 1950

While I have benefited greatly from the work of others, I alone take responsibility for any errors and omissions in this work.

Jack Balinsky  
Victor, New York  
Summer 2010

The cover of this book features a photo of the Ferrao family used courtesy of *WalterColleyImages.com* and provided through Catholic Family Center.

# PREFACE

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

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

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

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

It was these homogeneous enclaves that were basically transported from Europe to the United States in the great European immigration waves from the mid-1800's until the early 1900's.

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

What are now known as Catholic Charities agencies came into being in the late 1800's and early 1900's largely to centralize and make more efficient the provision of social services, much as our churches now come together in communities to form one emergency services entity, soup kitchen or food pantry.

The first convening of representatives from across the country of Bureaus of Catholic Charities occurred in Washington, D.C., in 1910.

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

The growth and transformation of the Catholic Charities family in the United States in the last 100-plus years has been remarkable.

Its roots are both the Diocesan structures described above, and the indefatigable work of communities of religious men and women, who even from the early 1700's established healthcare institutions and programs to serve both the very young and also older persons in the community.

From its earliest beginnings to the mid-1950's, the typical diocesan charities agency provided adoption, counseling and financial assistance services almost exclusively to Catholics. The dominant evolution was toward professionalization of services, reflecting the drive of the larger social work profession to gain a status akin to that of the educational profession.

Catholic Charities agencies, often called Catholic Social Services agencies, were invariably led by priests, had no boards or, if they did have boards, had

ecclesially controlled boards, and were located almost exclusively in the See city of the diocese.

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

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

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

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

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

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

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

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

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

- the quality provision of direct services (it's OK to accept government funding) on a non-denominational basis (and to serve more than Catholics)
- advocacy to transform the social order
- a convening function, calling together local faith communities and in particular Catholic faith communities, to address local issues.

Probably the most important part of the Cadre Report, however, was the preamble, written by a visionary priest from New York, Monsignor Robert Fox, because it articulated a vision for the work of Catholic Charities. In accepting the Catholic Charities USA vision 2000 Award at the national meeting in New



Orleans in September, 2008, longtime Catholic Charities leader Bishop Joseph Sullivan of Brooklyn summarized the preamble in his address as follows:

*“However we are not driven by external events in charting our future. I believe it is worthwhile to review the report ‘Towards a Renewed Catholic Charities,’ especially the preamble – ‘A Theology of Charity’. It was penned by the charismatic Monsignor Robert Fox. It is the most important part of the study and a source of endless inspiration. It is a contemporary rendering of the meaning of charity. It embodies an ecclesiology rooted in the baptismal commitment of all the people of God, a principle of sacramentality which challenges us to make our programs and services transparencies of the love of Christ, a spirituality which sees all creation, events and happenings as a medium through which God reveals God and the consequent need for all to bring the gifts of the Spirit, wonder and awe, to our experiences. In a hectic and demanding social ministry, it is necessary for us to find time to create moments of celebration in which, with the aid of the Holy Spirit, we can digest the full meaning of our experiences. We ought to avoid the temptations to offer people easy escape from life’s hardship, but help them probe the meaning of these experiences in depth and with God’s grace to endure and overcome them. According to Monsignor Fox one did not have to escape city pavements to find beauty somewhere else in some future time or place, but in the midst of the struggle there was beauty all around us. As compassionate and competent professionals we had to go beyond particular acts of charitable service to probe the underlying contributing factors to poverty and oppression. The Cadre saw no dichotomy between social service and social action. It was essential to see them linked, lest one mute the harsh inequities of unjust policies and institutional practices or lest one becomes an ideologue with a cause and a methodology to bring about change.”*

While the three-fold mission statement was updated and refined somewhat in the Catholic Charities USA Vision 2000 process, it remains the central mission still today. Bob Fox’s vision statement was in many ways reaffirmed and extended in Pope Benedict’s first Encyclical “Deus Caritas Est.”

## **Catholic Charities in the Diocese of Rochester**

It is the purpose of this volume to detail the activities of Catholic Charities in the Diocese of Rochester from the fall of 1910 when Bishop Thomas Hickey, the second Bishop of Rochester, began planning the first centralized Diocesan charitable collection.

This author has previously written a related work Spirit Alive! Fifty Years of Consistent Life Ethic Advocacy and Parish Social Ministry in the Diocese of Rochester 1958-2008. It was the purpose of that rather unique volume to emphasize two elements of the three-fold mission statement of Catholic Charities adopted in the national meeting in Miami in 1972. That approach was taken because the author believed that as Catholic Charities USA was approaching its 100th anniversary, these two elements of the mission statement

generally across the country were not being given the emphasis that had existed forty years ago.

It was also the purpose of that volume to describe the extraordinary efforts of Catholic Charities in the Diocese to carry out the second and third elements of the national mission statement: consistent life ethic advocacy and parish social ministry.

It was the thesis of that volume that these accomplishments were made possible by:

- Decisions in the late 1960's and the late 1970's to devote considerable Diocesan resources to advocacy and parish social ministry.
- The successful integration of advocacy and direct service activities into one administrative structure, commencing with the creation in 1977 of what was then known as Office of Social Ministry (The name of the organization was changed back to Catholic Charities in the early 1990's).
- The integration over time, not without its continuing tensions, of social justice advocacy and life issues advocacy into a Consistent Life Ethic approach.
- The creation of a decentralized model of governance for Catholic Charities, first envisioned in the 1979 Catholic Charities of the Future proposal, which has enabled the organization to have substantial advocacy and parish social ministry presence throughout the Diocese.

In contrast, this volume is a more traditional history of Catholic Charities, written to contribute to the 100th anniversary celebration of Catholic Charities of the Diocese. The focus is on organizational evolution and service delivery. While there is also description of advocacy and parish social ministry activities carried out by subsidiary components at the regional level, there is no attempt to describe in detail those activities on a diocesan level. For that information, readers are referred back to *Spirit Alive!*

# DEDICATION

This book is dedicated to Mary Hannick, an icon in the Rochester community, and a treasure to the Church and the social work community.

Mary was born one year before the establishment of Catholic Charities in 1910 and has served the agency in one way or another her entire adult life.

As she would say, she became connected with Catholic Charities through one of President Franklin Roosevelt's New Deal "alphabet soup" programs, when one of her placements was at Charles Settlement House. She liked the work of the agency and the Director Elsie Strebler liked her so she stayed on. Mary also tells the story of how the Pope then intervened in her career. When Elsie left her job in 1937 to get married, then Diocesan Catholic Charities Director Father Walter Foery was not interested in her for the position. When the Pope intervened and appointed Father Foery Bishop of Syracuse, his successor Monsignor Gerry Lambert was delighted to hire her as Director.

Mary left this position in 1944 to go to work for Kodak and then went to Europe to work for the Red Cross during the war. When she returned in 1947, her plan was to return to Kodak. Monsignor Lambert asked her to lunch and told her in no uncertain terms to go to Kodak and resign. She did so and became the Executive Director of Genesee Settlement House, where she served twenty-five years from 1947-'71.

For the last forty years, she has done anything but "retire". She has served on numerous community boards, including especially Catholic Family Center where she still serves. In 1993, the agency named its new residential drug treatment facility for women and children in Newark after her: Hannick Hall. She has received many local, state and national awards, including the Free Spirit Award from the national Freedom Forum.

Yet it is not because of the length of her outstanding achievement nor her widespread recognition that the author has chosen to dedicate this book to her.

Rather he has chosen to do so because of her embodiment of the

mission of Catholic Charities. Her vision of social work includes three basic principles which are the foundation of the work of Catholic Charities:

- Her belief that the heart of social work is “walking with” rather than “treating” and thereby empowering persons to better their own lives
- Her belief that the neighborhood is a basic building block of society and that the true social worker should be in, of and for the neighborhood
- Her belief in the truest sense of community organization that neighbors should be empowered to address and improve local conditions

These themes are fleshed out in the material presented in this book about the work of the settlement houses. They also underlie more generally the evolution of Catholic Charities described herein. They are also reflected in an annual Christian poem Mary recites for the Board and her annual closing peroration to social work students at Nazareth.

*You who are young, it is you  
who must make the dreams of the world come true.  
You who are young have a world to build,  
the future will be what you have filled.  
So learn and practice, plan and do,  
and maybe, someday, because of you  
out of the mist and the darkness, a dream will come true.  
Because of you, because of you.*

For the interested reader, available in the Diocesan archives and Diocesan Catholic Charities office are DVD's of an interview of Mary on June 9, 2010.

# INTRODUCTION

For the convenience of the reader, highlights of each chapter are recorded here:

## **Chapter One: Getting Started 1910-1930**

- Efforts of Bishop Thomas Hickey to establish the organization, obtain passage of state legislation to establish Catholic Charities Aid Association in each Diocese, and to enter into the Community Chest at the invitation of George Eastman
- Evolution of the core organization from the Relief Department to Rochester Catholic Charities, as well as the creation of St. Elizabeth's Guild Association
- Creation of Charles and Genesee Settlement Houses
- Establishment of Camp Stella Maris
- Creation of the first incarnation of Elmira Catholic Charities

## **Chapter Two: Centralization and Growth 1930-1950**

- Contributions of Bishop John Francis O'Hern (1929-'33), Cardinal Edward Mooney (1933-'37) and Bishop James Kearney (1937-'66)
- Appointment of Father Walter Foery in 1930 as first Diocesan Director of Catholic Charities and Monsignor Gerald Lambert as his successor
- Purchase of Columbus Civic Center and establishment of the Columbus Youth Association
- Efforts to respond to the Great Depression and the Second World War
- Establishment of St. Joseph's Villa
- Evolution of the casework agency into Catholic Family Center

## **Chapter Three: Stability and the Winds of Change 1951-1965**

- Under Bishop Kearney, leadership provided by Diocesan Charities Directors Monsignor Lambert (1937-'52, Monsignor Arthur Ratigan (1952-'63) and Monsignor Don Mulcahy (1963-'70)
- Professionalization and expansion of services at Catholic Family Center
- Continuing activities of the various components of the agency
- Transformation of the Columbus Youth Association into the Catholic Youth Organization

## **Chapter Four: A Time of Turbulence 1965-'1979**

- Leadership provided by Bishop Fulton J. Sheen, who replaced Bishop Kearney in 1966, Bishop Joseph Hogan (1969-'79) and Bishop Matthew

Clark (1979-present)

- Establishment by Bishop Sheen of the “secular mission” which evolved into the Office of Human Development
- Diocesan Charities leadership provided by Monsignor Mulcahy, Father William Charbonneau (1971-'73) and Father Joseph D'Aurizio (1973-'76)
- The hiring of Father Charles Mulligan on January 1, 1997 as Diocesan Director of the Office of Social Ministry and his work with Maurice Tierney, whom he hired as Diocesan Catholic Charities Director, to create the “Catholic Charities of the Future” Report in 1979
- Integration of the Office of Human Development and the Catholic Charities organization into the Office of Social Ministry
- “Spinning Off” of St. Ann’s Home, St. Joseph’s Villa, Charles Settlement House, Genesee Settlement House, DePaul Clinic and the Kinship Group Home Program
- Transfer of administrative responsibility of the Family Life Office to Catholic Charities

## **Chapter Five: Implementation of Catholic Charities of the Future 1980-1985**

- Creation of the Justice and Peace Department
- Creation of the Southern Tier Office of Social Ministry
- Creation of the Finger Lakes Office of Social Ministry
- Development of Services to Disabled Persons
- Renewal of Social Ministry and creation of the Genesee Valley Office of Social Ministry

## **Chapter Six: The Further Development of the Office of Social Ministry 1985-1993**

- Appointment of Father John Firpo on July 1, 1985 as Diocesan Director of Social Ministry
- Evolution of the Genesee Valley Office of Social Ministry
- Evolving Administrative Structure
- Creation of the “new” Catholic Family Center
- Transition in Board and staff leadership
- Appointment of Jack Balinsky as Diocesan Director of Social Ministry on July 1, 1992
- Creation of a new foundation for the organization
- Creation of Catholic Charities Community Services in 1992

## **Chapter Seven: A Time of Growth and Expansion 1993-2002**

- Continuing existing agency activities
- Creation of Providence Housing Development Corporation in 1994
- Creation of Catholic Charities of Livingston County in 1995
- CCUSA national meeting in 1999, Catholic Charities Capital Campaign 2000, and creation of Works of Love program in 2001
- Ongoing efforts leading to the transformation of Catholic Charities of the Southern Tier into four new subsidiaries effective January 1, 2003
- Reintegration of Kinship Family and Youth Services into Catholic Charities in 2000

## **Chapter Eight: Achieving Efficiency and Accountability 2003-2010**

- Continuing existing agency activities
- The growth of the four new Southern Tier subsidiaries: Catholic Charities of Chemung/Schuylers Counties, Catholic Charities of Steuben County, Catholic Charities of Tompkins/Tioga Counties and Food Bank of the Southern Tier
- Creation of Catholic Charities of Wayne County in 2004
- Considerable strengthening of centralized services

1910



*Courtesy of Rochester Diocesan Archives*

St. Ann's Home, Rochester



*-Courtesy of Catholic Family Center*

Kathleen d'Oleier, Catholic Charities, Catholic  
Family Center, 1915-1952

TO 1930



# CHAPTER ONE

# GETTING STARTED

## 1910-1930

### ● A. INTRODUCTION

Even before the Diocese of Rochester was established in 1868, there were underway within current Diocesan boundaries a variety of human care efforts. These activities or organizations included:

- Those founded by religious communities, including:
  - St. Mary's Hospital founded by the Daughters of Charity in 1857
  - The conversion of Mother Hieronymo's Home of Industry into a home for aged Catholic women in 1898 (the Home had been established in 1873 on the site of St. Mary's Hospital)
  - St. Joseph's Hospital in Elmira established by the Sisters of St. Joseph in 1908
- Those founded under parish auspices but separately incorporated, including:
  - The Roman Catholic Orphan Asylum organized by St. Patrick's Church in 1836 (In May, 1897, the name was changed to St. Patrick's Girls' Orphan Asylum, and in 1935 to St. Patrick's Girls' Home. In 1942, this orphanage, together with St. Mary's Orphanage and St. Joseph's Orphanage were combined to form the current St. Joseph's Villa.)
  - St. Mary's Asylum for Orphans, organized in 1864 through the efforts of Father James Early, the pastor of St. Mary's Church
  - Smaller orphanages established in Corning, Canandaigua and Auburn which all closed before 1910
- Volunteer groups at the parish level, most notably St. Vincent de Paul groups, active nationally as early as 1845
- Volunteer groups existing for a specific purpose, such as a group of laymen of German descent who organized the St. Joseph's German Roman Catholic Orphan Asylum Society of Rochester, who opened St. Joseph's Orphanage in 1867.

These services were operating independently. Until 1910, there was no centralized Diocesan charitable organization. It can be said that the formal

initiation of what has become Catholic Charities came in 1910 when the second Bishop of Rochester, Thomas Hickey, began planning a Diocesan Catholic Charities collection. There had been incorporated in May, 1910 the United Charities of Rochester to coordinate the work of all local charitable agencies without destroying the identity of any of them. Bishop Hickey initially showed considerable enthusiasm for this organization, but later his support waned because he feared a loss of autonomy of Catholic Charities. It was his decision to withdraw from United Charities that led in late 1910 to the plan for a Diocesan Catholic Charities collection which was launched in January, 1911 to help finance “the care of orphans, the aged, the dependent and the delinquent of the Diocese, and to support the catechetical program and other missionary work.” The collection amounted to \$6,800 in the first year.

In 1912, the Bishop took an important first step toward the integration of diocesan charitable institutions into one governing body. He called a meeting of Catholic laywomen who determined to establish the Catholic Charities Guild. Bishop Hickey was elected president; Fathers John Francis O’Hern and Jacob Staub, Vice-Presidents; Miss Mary Jennings, general secretary; and Miss Elizabeth McSweeney, general treasurer. By the end of its first year of existence, membership in the Guild had risen to 200.

A number of departments or committees were formed to carry out Guild work including:

- Catechetical
- Social Inquiry
- Literature and Hospitals
- Sewing
- Juvenile Reform
- Physical Relief
- Material Transfer

Guild members were able to undertake an ordered program of volunteer charities financed by dues, voluntary gifts, benefit socials and other sources. In the first year, 500 families were served, \$1,000 was paid for widows’ rents, and 1,600 quarts of milk were furnished. The nurses and nuns of St. Mary’s Hospital made 1,200 visits to homes under Guild auspices. The aims of the Guild included far more than material relief. It was stated in the first report that a purpose of the work was “to help others help themselves.”

The Guild was the foundation for what was to become the Diocesan Catholic Charities organization. Several important components of the organization were established during this 20-year period. Their establishment and early activity is described in this chapter. They were:

- St. Ann’s Home - 1906
- Relief Department, which became the Catholic Charities Aid Association – 1914
- St. Elizabeth’s Guild House – 1915
- Charles Settlement House – 1917

- Genesee Settlement House – 1924
- Camp Stella Maris – 1926
- Elmira Catholic Family Center – 1930

## ● B. ST. ANN'S HOME

Even before the formal establishment of a centralized Catholic Charities organization, Bishop McQuaid successfully established St. Ann's Home for the Aged. Recognizing the inadequacies of the former Home of Industry, and ill himself, he decided that he would "build a home for the aged that would be worthy of my declining days." On his return from illness, he began to lay plans for the building of St. Ann's Home for the Aged which would be located on Lake Avenue near St. Bernard's seminary. The initial venture had accommodations for 150 women and 30 men as well as a chapel. Through fairs organized through the Poor Souls in Purgatory, (a group of Catholic lay volunteers) he raised \$55,000. The home was entrusted to the Sisters of St. Joseph and formally dedicated on January 6, 1906. (In the fall of 1906, the original Home of Industry was reopened as St. Agnes Institute, a school of art and music, and the forerunner of St. Agnes High School). In its first year, the Home served 100 residents.

In 1909, Bishop Hickey acquired a 21-acre addition to the St. Ann's property and on July 26, 1912 opened a new north wing of the Home constructed at a cost of \$36,000. To raise this amount, Bishop Hickey established "The St. Ann's Home Extension Society" with the following officers:

President: J. A. Kraeg

First Vice-President: W. C. Barry

Second Vice-President: Philip E. Yawman

Secretary: Michael Shaw

Treasurer: Peter A. Vauz

Chairman of the Executive Committee: Joseph Quigley

Mother Eusebius Cunnean SSJ was appointed the first administrator of St. Ann's Home. She served until 1918. She was succeeded in the position of administrator during this time period by Sister Sidonia McArdle 1919-'20 and Sister Justine Carroll 1920-'23 and then returned to serve as administrator from 1923-'30.

Various Catholic groups were active on behalf of the Home, including the Catholic Mutual Benefit Association, the Lidus Catholic Benevolent Association and the Victorian Council.

As indicated below, when the position of priest Diocesan Director of Catholic Charities was established in 1930, the person in this position became the link between the Home and the Diocese.

## ● C. RELIEF DEPARTMENT – CATHOLIC CHARITIES AID ASSOCIATION

### 1. The Relief Department and Men's Charity League-1914

An important figure in the founding of Catholic Charities was Father

Jacob Staub. He had been ordained a priest in 1889. After other parochial assignments, he became assistant pastor at Holy Redeemer in 1901. He was a charismatic leader who facilitated the growth of an energetic parish. He was also largely responsible for creation of St. Salome's and St. Andrew's parishes.

A dramatic incident led to Father Staub's involvement in the opening of a central office. In October, 1914, there was a run on a local bank. Father Staub addressed the crowd and persuaded the people to disperse. The experience opened Father Staub's eyes to the widespread effect of a recent business recession. This realization prompted him to advocate the establishment of a relief department by the Guild. The Relief Department began to function on November 5, 1914, staffed by Father Staub himself (part-time), assisted by Miss Elizabeth McSweeney ("Miss Mac" as a full-time volunteer and an interpreter.) In 1915, the new department secured a warehouse in which to store clothing, furniture and bedding brought in by the Guild's Garment Service Department.

At this time also, the Guild was developing ever expanding services. The Catechetical Department conducted Sunday School classes for children attending public schools. The Social Inquiry Department investigated cases of persons in need. The Department of Hospital and Literature made weekly visits to the hospitals and provided magazines for the patients. The Infants' Layette Department made layettes for distribution by the Guild. The Police Court Department gave advice to girls brought into Police Court for a first offense. The Physical Relief Department provided service to the sick in their own homes. The Child Helpers' Department provided "Christmas Cheer" for children. The Department of Child Visitors made home visits to all Catholic homes in some districts to encourage children to attend Sunday School.

The more the Guild's activities expanded, the more there was realization that a full-time worker was needed. The Federation of Catholic Women, through its treasurer, Miss Cecilia Yawman, guaranteed to provide a sum of money for the worker for one year. Miss Kathleen d'Olier, who had been associated with the Guild, was employed as a full-time social worker.

Miss d'Olier was to have a profound impact on the evolution of Catholic Charities for nearly 40 years. Kathleen was born in London, Ontario, Canada in 1883. She had always felt that her vocation was to be a doctor and set up her practice among the rural poor. After graduating as a nurse from Rochester City Hospital in 1907, she enrolled in Philadelphia's Medical School but was disappointed to learn that the scholarship money she had been counting on was not available to a Roman Catholic. She had only recently converted from the Episcopal Church but resolutely refused to go back, having contemplated the conversion after long years of study of the life and career of Cardinal John Henry Newman. As a registered nurse she was especially helpful serving the poor during the influenza epidemic of 1917-1920.

The decision to hire a staff worker led to the need for a more permanent source of funding. To address the need, Bishop Hickey founded the Catholic Men's Charity League. On May 15, 1915, the following officers were elected:

President: Peter Vay  
 Vice-President: Frank Hare  
 Secretary: Francis Yawman  
 Treasurer: John Connors

Over the next three years, the League provided most of the funding for the activities of the Guild, about \$8,000 a year.

The creation of the central office of the Guild brought a new type of structure into the field of Catholic charitable work in Rochester. The agency operated on a city-wide, rather than a parochial basis. It promoted "outdoor" relief and service to families in their homes, rather than institutional assistance. It provided a structure for cooperation with other charitable organizations and social agencies. Through centralization, it was a vehicle for study and analysis of the needs of Catholics in the community.

From the Guild and the Catholic Men's League came the leadership which was responsible for expanding the charitable work of the Diocese.

## **2. The Catholic Charities Aid Association**

Just as the work of a centralized organization was evolving in Rochester, so was it evolving in the other Catholic Dioceses in the state. In 1916, Cardinal John M. Farley, Archbishop of New York, had engaged the services of Albany attorney, Charles J. Tobin, to keep the Bishops of the New York province informed of pending legislation relative to Charities and other matters of Catholic interest. On January 25, 1917, the Bishops of the state decided to create a State Council of Catholic Charities and appointed Bishop Hickey and Bishop Thomas Cusack of Albany as a subcommittee to make specific recommendations as to how to best protect Catholic interests in the state.

Stemming from the work of an Organization Committee appointed by Bishop Hickey, and with the approval of the Bishops of the state, it was decided to seek legislation which would authorize the organization of Catholic Charities Aid Associations in each of the Dioceses in the State of New York. The Rochester Diocesan Organization Committee, with attorney Thomas P. McCarrick providing legal guidance, drafted legislation for the creation of such organizations. At the request of the Organization Committee, Assemblyman John Malone introduced a bill on April 2, 1917. Chapter 256 of the laws of 1917 was signed by Governor Charles S. Whitman on April 24, 1917.

On June 28, 1917, the Rochester Catholic Charities Aid Association was incorporated and the first Board meeting was held. Incorporators were the Bishop himself, four Rochester pastors and 18 prominent Catholic laymen. There was initial tension about whether the organization should be under lay or ecclesial control, but the Bishop remained firm, and those laymen chosen for Board membership were not opposed to ecclesial control. Officers were:

President: Bishop Thomas Hickey  
 Vice-President: John J. Keenan  
 Secretary: William T. Farrell  
 Treasurer: William C. Barry

General Secretary: (also known as Executive Secretary) William T. Nolan (who was the father of a priest who became a pastor at St. Mary's, Canandaigua)

The aforementioned Father Staub was continued as Director of the Relief Department. The Association then engaged a professional caseworker, Miss Kathleen d'Olier, who like Mr. Nolan, began a long and valuable career in the charitable work of the Diocese of Rochester.

There was also created a General Council which in essence performed the functions generally performed today by members of not-for-profit corporations.

At this meeting the Board approved the Constitution and bylaws which gave wide latitude to the possible activities.

The objectives of the Corporation, as provided in the law and embodied in the Corporation were:

“To aid, support and advise, and to conduct by itself, or in cooperation with any other agency, now or hereinafter existing, which shall be affiliated with the Corporation, any or all philanthropic work which shall be carried on within the State of New York, or elsewhere.”

Under the objectives, it was stated that the work shall be carried on “primarily for the benefit of the Catholics of the Diocese of Rochester.”

Most of the activities enumerated were within the realm of social case work agency. Foreshadowing the adoption of the Cadre report by Catholic Charities USA in 1972 as described above, there were listed two activities which fell within the realm of community organization or social action.

“To induce the adoption by the community at large of such measures in the organization and administration of charity as may develop self respect and increase the power of self-support of the poor”. And

“To promote Catholic charitable and social work in accordance with the Action of Incorporation.”

Then came the question of financing this growing enterprise. Generally, the components now confederated into the Rochester Charities Aid Association had been self-funded or supported by the Charities Guild and Catholic Men's Charity League. It was determined that to fund the organization, the only possible course of organization was to launch a drive for \$50,000. In November, 1917, this drive was conducted under the leadership of J. Adam Kreg, achieving pledges of nearly \$75,000.

Among the leaders of the campaign were J. Adam Kreg (“godfather of Rochester Catholic Charities”), Philip H. Yawman (“grandfather of Catholic Charities”), Father William Cowan, Father Augustine M. O'Neil and Father Jacob Staub.

These funds were allocated as follows, on a deficit financing basis:

Relief Department .....	\$9,600
St. Elizabeth Guild House.....	\$5,000
St. Ann's Home for the Aged.....	\$6,125
St. Mary's Boys' Orphan Asylum.....	\$2,625

St. Joseph's Orphan Asylum .....	\$875
St. Patrick's Girls' Orphan Asylum .....	\$2,625
St. Mary's Hospital .....	\$1,025
Administration and Operation (Executive Office) .....	\$2,182.49
Retirement of Loans and Payment of Interest Charges ..	\$30,247.94

It was the plan to continue this campaign (and funding) on an annual basis. Then, on March 13, 1918, the Bishop informed the Board of Catholic Charities that he had been asked to join a committee to organize a Patriotic and Community Fund, commonly known as a War Chest, for centralized financing of the local agencies, as well as the war-time agencies. Although the Board initially had great concerns about loss of autonomy if it joined such an effort, War Chest leader George Eastman assured the Bishop and the Board that the Catholic Charities Association would be granted funds sufficient for its needs. The Board voted to join the Patriotic and Community Fund in summer 1918.

Following World War I, nationally and in Rochester, the War Chest evolved into the Community Chest. The Community Chest was organized in 1919, and the Board voted to participate. The Catholic entities joined the Community Chest as separate entities. These were:

- The Catholic Charities case work department
- St. Patrick's and St. Mary's orphanages
- St. Ann's Home
- The Wilkins Nursery
- Charles Home

This development made conducting an annual Catholic Charities appeal unnecessary. Bishop Hickey served on the Board of the Community Chest until his resignation from the Office of Bishop in 1928. Bishop Hickey was credited with being an important leader in advancing the concept of the Community Chest. The "Rochester model" he advanced was important in shaping the national response to the creation of local Community Chests, and stood in contrast to the "Buffalo model" whereby Catholic Charities has to this day conducted its own annual fund appeal.

### **3. The Evolution of the Catholic Charities Aid Association**

#### **• a. Introduction**

With a definite organization and legally defined duties and powers, the Rochester Catholic Charities Aid Association was prepared to carry out its new responsibilities. It had the power to provide many types of services and began to organize to do so.

Father Jacob Staub continued as Director of the Catholic Charity Guild until 1919. The Bishop appointed a full-time director to succeed him. He was a former Army Chaplain, Father John B. Crowley, and he assumed his duties in the Catholic Charities office at 25 Exchange Street on August 1, 1919. William Nolan retained the general secretaryship and Kathleen d'Olier continued her casework position.

- **b. The Relief Department**

The central office of the Catholic Charity Guild was now officially titled the Relief Department, Rochester Catholic Charities Aid Association. The focus of the work was on services to help the needy, the sick, the dependent, immigrants and their children, the destitute and dependent and neglected children. The relief program which had been carried on by the Social Inquiry Guild was taken over by the visitors of the Relief Department. Most of the services ordinarily regarded as appropriate for a child-placing agency were now performed by the Relief Department. The agency had begun to do work in the adoptions field almost from the start. In 1918, over 600 children were served and 11 adoptions were completed.

- **c. The Parole Service**

As previously indicated, the members of the Catholic Charity Guild had provided an unofficial parole system for girls discharged from various institutions. On December 21, 1917, Father Staub reported that the Board had authorized creation of a Parole Committee. By agreement with the State Department of Corrections, effective on September 9, 1925, all Catholic men discharged to Rochester from Auburn prison were placed under the supervision of Rochester Catholic Charities. Local priests acted as sponsors. Responsibility for reporting, for financial assistance and specialized casework was vested in the Relief Department. An average of 60 cases were active each year.

- **d. Immigration Services**

Care for immigrants and their families was one of the objects of the association. There was cooperation with the National Council of Catholic Men and the Immigration Service of the National Catholic Welfare Conference in providing service to new arrivals. For many years the agency had an Italian interpreter on staff. About 100 families were resettled per year. With the decline in immigration in the depression years, the program was discontinued.

- **e. Work with Unmarried Parents**

From the time the central office was opened, the agency provided services for unmarried mothers. In 1918, the agency inaugurated the plan of using foster homes, rather than maternity homes, for the care of these girls. It is believed that the necessity of providing care for children born out of wedlock led to placements in Boarding care and adoption. Beginning in 1926, a special worker was assigned to work with unmarried mothers.

- **f. Group Work**

The Group Work Department under the direction of Kathleen d'Olier was the spawning ground for the development of Charles Settlement House and Genesee Settlement House described later in this chapter.

- **g. Anne Wilkins Nursery**

In 1918, the serious influenza epidemic left many infants orphans. The American Red Cross set up an emergency children's nursery for their care. On November 14, 1918, responsibility for the nursery was accepted by the



Board of Trustees. Supervision was assigned to the Family and Child Welfare Department.

The home was intended to be a temporary residence for children. There was a graduate nurse in charge and a lay staff. The use of the nursery, other than as a temporary residence, was not favored by the agency administration who recognized the importance of home care for children.

In the summer of 1925, there was an epidemic in which six children at the nursery died. This was evidence of the underlying vulnerability of such programs. It was further determined that placing infants in Boarding homes was more cost effective. These factors led to the closing of the nursery by the end of 1925.

#### • h. The Child Welfare Department

Early provisions for child care were made by the organization of the three children's institutions mentioned above. In 1910, St. Patrick's Girls' Orphan Asylum and St. Mary's Orphan Asylum jointly appointed an agent to find suitable homes for children, and to keep in touch with them after they were placed.

In 1916, Bishop Hickey wrote to the priests of the Diocese describing the limited facilities for the care of infants in institutions and asking them to assist in finding homes in which infants could be placed and receive motherly care which he described as a necessity.

Early in its work the agency also faced the need to make provision for the care of children born out of wedlock.

Between January 1, 1918 and September 1, 1918, 65 children were placed in Boarding homes.

In 1921, a worker was added to the staff and given the sole duty of finding and studying foster homes for children.

In 1924, a study undertaken in cooperation with St. Mary's Boys' Home and St. Patrick's Girls' Home found that many children were not benefiting from institutional care, and several steps were implemented to improve the situation. Intake studies were provided for all children admitted to the institutions and caseworker service was provided to children in placement. Follow-up casework service was provided to families, and to children placed in foster care or returned to their families. A Children's Committee was formed to coordinate services between the institutions and the agency. Its work continued until 1930 when the integration of the services of all Catholic Charities groups under a Diocesan Director made it no longer necessary.

#### • i. Administrative Evolution

As reported above, Father John Crowley replaced Father Staub as Director of Relief in August, 1919. William Nolan had been appointed as General Secretary on June 18, 1917. The General Secretary was responsible for budgeting and accounting procedures for all the agencies affiliated with Catholic Charities except the hospitals, and for reporting to the Board on their activities. The agencies and institutions had their own administrations.

The General Secretary's duties involved cooperation, not control. From the beginning, the office, known as the Executive Office, was separate from the other divisions. The Director of Relief came to have responsibility for the case work divisions of the agency and supervisory responsibility.

The organization was also evolving from a legal perspective. Chapter 306 of the laws of 1922 provided enhanced guardianship powers and also provided that the title of the corporations should be "Catholic Charities" preceded by the name of the city or town in which located. On January 22, 1924, an amended certificate of incorporation was filed changing the name of the Rochester Association to "Rochester Catholic Charities."

In 1924, after much discussion, Catholic Charities joined the newly formed Council of Social Agencies, once again after assurances that it would retain operational autonomy.

There were also administrative changes. In June, 1925, Father Crowley was appointed pastor of a Church in Auburn. Since there was a shortage of priests in the Diocese, it was not possible to assign a priest to his position.

Miss Kathleen d'Olier had been the first-full time professional worker of the central offices. In October, 1919, she had resigned to accept the position of Director of the American Junior Red Cross. Later she worked in Puerto Rico. On her return to Rochester in 1924, she was offered a position as supervisor of social work for Rochester Catholic Charities. She accepted, with the intention of remaining only a short period of time. In April, 1924, she was described as Supervisor of Casework.

On August 5, 1925, Miss d'Olier was appointed "Supervisor of Catholic Charities." The letter of appointment stated that she was to take over:

"All of the duties and responsibilities belonging to the position of the Supervision of Catholic Charities, the position made vacant by the promotion of Father Crowley to a pastor."

Miss d'Olier assumed the position of administrative head of the case work agency and took over the duties of supervising the activities of Charles House and the Anne Wilkins Nursery.

The appointment of Miss d'Olier brought to the agency an experienced administrator, thoroughly familiar with case work, and with a wide knowledge of community needs and resources. She would continue as the actual Executive Director of the agency until her retirement on July 3, 1952. On June 25, 1952, she was recognized as Rochester's "Citizen of the Day". Also in 1952, she was awarded an honorary Doctorate of Letters by Nazareth College of Rochester for "her many years of distinguished humanitarian service."

At the time of Miss d'Olier's appointment, the agency was a complex structure. In the casework agency proper, there were three major divisions – Family Welfare Division, Children's Division and Protective Division. The agency also supervised the work of Charles House and the Anne Wilkins Nursery, with the exception of the hospitals and the children's institutions.

The Family Division was divided into five geographical districts. The

Children's Division was organized into two districts, one for infants under 2 years of age, the other for children over 2 years of age. The protective Division offered services to unmarried mothers. Services to immigrants and to men on parole were offered through the Family Division.

## ● D. ST. ELIZABETH'S GUILD ASSOCIATION – 1915

In his history of the Diocese, Father McNamara described the origins of the St. Elizabeth's Guild Association. One rainy night November 1, 1913, a young woman came to Blessed Sacrament parish, asking the pastor Father Thomas Connors, if he could recommend a Catholic woman's club where she could find lodging. There was no such place, so he had to direct her to a private home.

At the time the woman came to the door, Father Connors was chatting with J. Adam Kreag, a wealthy Rochester businessman interested in social welfare. Responding to the incident, he stated, "It's a shame we haven't a girls Boarding house for cases like this." He offered a large sum, at least \$10,000, to that end.

Bishop Hickey approved the project and on November 21, 1918, the remodeled former Pinnacle Club, located at Number 1 Field Street, was opened as the St. Elizabeth Guild House, a residence for girl students and working girls. It was remodeled in 1925 to expand occupancy from 25 to 42. (When the Pinnacle Road property was condemned in 1958 to make way for the Inner Loop Expressway, the Guild House moved to 1475 East Avenue. By 1965, times had changed, new approaches were taken and this program was discontinued.)

An important offshoot of the St. Elizabeth Guild House was a camping program. In 1919 Mrs. Mary F. Nier, matron of the Guild House, had inaugurated a small camp for Catholic women at Menteith's Point, Canandaigua Lake. It was called Camp Madonna.

In 1923, the Catholic Women's Club of Rochester purchased the camp. Formed in 1919 and incorporated in 1923, this club enjoyed the special approval of Bishop Hickey, whom it had invited to be its spiritual director. The club's program embraced a wide variety of charitable and social welfare projects, including participation in the local interdenominational Big Sister program. It made a substantial contribution to Diocesan catechetical efforts, and it subsequently provided Catholic Girl Scouting on the local scene.

For the first five years after 1923, the camp continued to operate along the same lines. By 1928, the camp began to make provision for little girl campers, and from 1930 on Camp Madonna was conducted solely for girls ages 10-18. The camp would function for many years with a capacity of more than 50.

## ● E. CHARLES SETTLEMENT HOUSE - 1917

The Charles House, the first Catholic settlement house in Rochester, opened its doors on November 30, 1917. The prime movers were a group of Catholic young women who wanted to do settlement work among the Italian

immigrants under Catholic auspices. With the permission of Bishop Hickey, the group organized and chose as their president Miss Harriett Barry. Miss Barry had had social work experience, having worked in Washington, D.C. with Miss Mary Virginia Merrick, founder of the Christ Child Society. She was a granddaughter of Patrick Barry, Rochester's leading pioneer Catholic philanthropist and daughter of his son Charles, also a leading Catholic layman. She decided, when given the privilege of naming the center, to call it Charles House in memory of her father.

The Charles House was originally located at 52 Magne (now Broad Street). Italians were fewer on the west side than they were on the east side. But the east side already had one center, the Lewis Street Settlement House. From a Catholic perspective, the Housekeeping Center provided a program on the east side. A Protestant mission had recently been established on the west side and it was desired to counter the attempt to proselytize the Italians of the neighborhood by opening this west side program.

In general, Charles House followed the typical settlement programs: classes and supervised recreation for boys and girls; meetings for mothers; recreation for working girls; and hygiene classes. A library was also set up.

Responsibility for supervision of Charles House was assigned to the Director of Relief. The services of the staff interpreter and of two case workers were made available from the staff of the Relief Department. For the first year the program was self sustaining. Then for one year, funds were made available from the Diocesan collection, and after 1919 funding was provided by the Community Chest.

Early volunteer leadership was provided by:

General Advisor: Mrs. Daniel Murphy

Vice-President: Mrs. Frank X. Kelly

Treasurer: Miss Margaret Fee

Registrar: Miss Monica McLeen

Chair, Serving Circle: Miss Helen Beattie

In September, 1920, the settlement moved from 52 Magne Street to 12 Reagan Street. After a year the settlement was moved to 445 Jay Street, its current location.

The new plant on Jay Street consisted of a two-story building with a small playground attached. On the first floor there was a small combination hall, one club room, a complete housekeeping suite and a shower room. On the second floor there was an auditorium which in the beginning was used exclusively for religious services. At that time there was no parish church in the vicinity so Charles House was privileged to supply the need for a chapel. Mass was said and religious instructions were given.

Mass continued to be said in the Charles House until 1929 when the Saint Francis of Assisi church was completed and the religious services were started in this new church. However, religious instructions continued at Charles House until the Church Hall connected with St. Francis of Assisi Church was built,

and then this last vestige of religious work on the part of the Charles House was taken over by the newly established parish.

On May 5, 1922 two new paid workers were employed: Miss Jane Griffiths, Supervisor, formerly psychopathist for City Department of Charities, and Miss Josephine Keeley, Assistant. There were ten volunteers at this time. On November 22, 1922, Miss M. E. Sheldon's name was mentioned as a volunteer, and it was also indicated that there were twenty-two volunteers at Charles House. In December of 1922, Mrs. Myron Dorsey's name was given as a volunteer.

On the first of October in 1922, a Medical Clinic was established under the direction of Dr. John S. Clifford. This operated with very great success until Dr. Clifford retired in 1925. He was assisted in his work by Dr. Joseph B. Loder and in the Charles House minutes it was indicated that they were making weekly visits to the Charles House Clinic.

In May of 1923, Mr. James E. Cuff reported as Scout leader at the Charles House. Meeting minutes reported that Miss Paclone was serving as a volunteer at the settlement, and in November, 1923 Dr. Perry G. Vayo was mentioned as helping out at the settlement.

In 1925, the small clinic that had been serving the community with prenatal, pediatric and gynecological care was closed because the hospitals in the community were able to take over this work completely.

An important moment in the evolution of the Charles House came in 1926. At this time, the programs had diminished to the point that they consisted only of religious instruction and one hour of unsupervised play. Acting on instructions from the Bishop, Miss Kathleen d'Olier, Director of the Family and Child Welfare Division, studied the problem of providing adequate group work opportunities. The staff refused to accept her proposal, which had been approved by the Bishop. The staff were permitted to resign.

From October 1926 to August 1932 a new director ran Charles House. Miss Marion Burke came to the House and worked under the supervision of Miss Kathleen d'Olier, Catholic Charities.

The growth of the program in ten years is demonstrated by the following statistics for the program year ending March 31, 1937. There were 18 groups engaged in the following activities: library, entertainment, clubs, gymnasium, sewing, cooking, recreational, educational, handicrafts, dramatics, homemaking, Scouts and baths. The total enrollment was 1,027 and the total attendance 18,419. There were 300 persons served outside this enrollment. The total number of home visits by workers was 427. For the eight months the dispensary was conducted, the following service was rendered: number of new cases, 348; number of different individuals, 957; number of treatments, 1,664; number of cases referred to hospitals, 144 and the number of visits to homes by a nurse, 445. The total contacts in both Settlement House and Dispensary was 3,156. The total attendance at recreational activities was 11,770 and at summer school, 1,931.

In August of 1932, Miss Marion Burke left Charles House to later become the wife of Dr. Theodore Teterkowski. Miss Frances McLaughlin assumed the duties of Head Worker from 1932 until October of 1933. In October 1933, Miss Elsie Strebler became Head Worker until August 1937.

The administrative personnel at this time was made up of the following Executive Committee: Rt. Rev. Msgr. Charles Shay, Chairman; William Farrell, Treasurer; Col. Frank Biel. Miss Elsie C. Strebler, Head Worker.

## ● F. GENESEE SETTLEMENT HOUSE - 1924

On January 24, 1924, the Board of Trustees of Catholic Charities discussed the need to organize a new settlement house to serve the east side. Many new immigrants had settled in the Bay Street area. There were no recreational or social facilities easily available to them. There seemed a need for a youth program, as well as a program for adults.

A committee of the Board was authorized to study the situation. On February 1, 1924, the committee reported to the Board that the “Big Brothers’ Club” under the sponsorship of J. Adam Kraeg and supported by the Knights of Columbus had been operating in that area and that it seemed desirable to take over that organization and expand its program, rather than create an entirely new organization. The Board voted to take over the Big Brother Club. A new name was selected – “Genesee Institute”. A committee of the Board was designated as the Advisory Board and Father Walter A. Foery was appointed priest in charge. Father Foery and the committee were responsible for program development. Administrative responsibility, including budgeting and accounting, was vested in the Executive Office. Genesee Institute was never under the supervision of the Family and Child Welfare Department. As in the case of Charles House, supervision became the responsibility of the Diocesan Director in 1930. Eventually, these two settlement houses became part of the Social Action Division of Catholic Charities.

In 1926, the Genesee Settlement House became a member of the Rochester Community Chest with its first director of activities housed at 347 North Union Street. In 1926 Rochester Catholic Charities purchased a building to serve as annex to the building. It was called the Merrimac Center.

This new center was located at 270 Merrimac Street at the corner of Hollister Street. The building was a one story structure formerly used as a church. The nave of the church was converted into a gymnasium and recreation hall. There was a movable stage at one end. The basement of the building was converted into a combination lecture-room and game-room, and three other rooms which were used as an office, kitchen and a dining room. In the rear of the church there was a second floor with two large and two smaller rooms. These were used as club rooms and as class rooms for handicraft and sewing. The purpose of Merrimac Center was to provide supervised recreation and social activities for the children in the immediate neighborhood thus taking some of the load from the Genesee Institute. Also later in 1926, two acres on Fromm Street

were purchased to be used as a playground.

## ● G. CAMP STELLA MARIS – 1926

Camp Stella Maris had its beginning through a disappointment. One of the co-founders, Gerald Lambert, then a student studying for the priesthood at St. Bernard's Seminary, was engaged as a swimming instructor at the Syracuse Diocesan Camp known as "Morning Star". This was in the summer of 1926. His services at Morning Star were ended with the close of the boys' season at the end of July; and being unable to find work for the month of August, he thought of the possibility of conducting a boys' camp for Rochester's Catholic boys. A former classmate of his, Eugene B. Hudson, then at home recovering from a severe case of rheumatic fever, encouraged the young seminarian in his plan, and together they set out for Conesus Lake to locate a cottage for their new project. They finally located one at McPherson's Point, the cottage of Doctor Frederick Goddard, located next to the Ritz Camp. The sum total of the first CSM treasury between Lambert and Hudson was \$20. Half of this sum was used for a deposit on the cottage and the rest as a down payment on the groceries, meat, and provisions for the two week period.

As yet, no thought had been given to campers, or, at least, no effort had been made to sign them up. Less than ten days remained to enlist the other personnel to run a successful camp. Monsignor Edward M. Lyons, then Father Lyons, assistant at St. Augustine's Church, was of great help in recommending the young seminarians to parents of prospective campers. Finally, after a week of strenuous work, affairs were set for the opening of Camp. Twelve campers had been signed up; provisions had been procured; Gerald Lambert had persuaded his mother, Mrs. Jerome Dalton, to donate her services as cook and camp mother. Gerald Lambert's younger brother, Paul, assisted him in carrying out the camp program. Gene Hudson, still greatly handicapped with an enlarged heart due to rheumatic fever, contributed most generously of his time in care of less strenuous activities such as keeping the books and budget and the purchase of food and other commodities. That first week was perhaps the most difficult in CSM's history and required almost constant attention on the part of the whole staff. The second week, however, was better organized all around, and the staff received the voluntary assistance of two other seminarians whose families had cottages at Conesus that summer, George Vogt and Leonard Kelly, both of whom contributed greatly to the progress of CSM through the early years.

These original two weeks went by very quickly and, from all reports of the campers and their parents, most successfully. So happy, in fact, were these parents that inquiries were made as to the future plans of the camp. These were discussed at length with Mr. Max Russer, father of one of the original campers, also named Max. The young seminarians spoke of the difficulties of running a permanent camp without a permanent location, and, when asked what they would consider a suitable camp site, pointed out the present

camp site at East Lake Road and VanZandt Road. However, at that time the camp site was the property of Mrs. Lucette Woodworth, wife of Mr. Harry Woodworth of Rochester. (Originally the main building or Big House was one of the first hotels built on the lake in the previous century by Jerry Bolles and was known as the Lake View House). Mrs. Woodworth had no intention of selling her property at the time; but under the persuasive argument of Max Russer (accompanied by Herman G. Hetzler and Clarence Piehler), arrangements were made and completed in May of 1927 to turn the property over to Mr. Russer. After his purchase, Mr. Russer turned the use of his land over to the seminarians for the conduct of Camp Stella Maris. This first season on the former property was a full one with a maximum of 40 campers per week over a period of 8 weeks. With the assistance of 4 other seminarians (Benedict Ehmann, Joseph Vogt, Leonard Kelly and Joseph McDonnell), the second season was a success. At this time, Camp had 500 feet of waterfront, but only ten acres of land. The age limits were between 10 and 15 years. Even in these early years, instructions were offered to both swimmer and non-swimmer by a qualified Red Cross lifeguard.

After the purchase of the camp property, Max Russer offered it as a gift to the Diocese of Rochester as a permanent camp for children. For reasons that have never been made clear, this offer was not accepted until the time of Mr. Russer's death in February of 1928. At his death, all the real estate which he owned was left in trust for his children. This included the camp property.

During the next two summers (1928-29), arrangements were made by the counselors, Lambert and Hudson, with the Genesee Valley Trust, Co., which held the camp property in trust, to allow the temporary continuation of Stella Maris until arrangements could be made for its final purchase from the Trust Fund.

Meanwhile, Gerald Lambert was ordained a priest in June of 1929. His first appointment was as chaplain of CSM. (Until this time, the spiritual needs of the campers and counselors had been cared for by Father William Brien, the summer chaplain at St. Margaret Chapel on McPherson Point.) With the appointment of Father Lambert as camp chaplain, CSM achieved its first official recognition from the Diocese of Rochester, under Bishop John Francis O'Hern.

It was in the following year the camp became a Diocesan institution. Max Russer had wished to donate the camp property to the Diocese before his death, and the same was true of Mrs. Eleanor Russer after the death of her husband. The camp property, however, was now part of the Trust Fund, and as such, was no longer under the control of Mrs. Russer. To enable the Diocese to purchase the property, Mrs. Russer spent \$10,000 from her personal funds as a down payment on the camp. This enabled the Diocese to purchase the property of the camp at a price of \$20,000. The difference of \$10,000 was carried for a number of years as a mortgage. Thus, CSM, which up to that time had been carried on through the generosity of Mr. and Mrs. Max Russer as a private



venture of Lambert and Hudson, now officially became a diocesan institution, again through the generosity of Mrs. Russer.

In terms of camp program itself, the enrollment for each two week period in the summer of 1928 was 60 boys, ages 10-15 years. Staff totaled nine seminarians, including five trained counselors and two who had received Red Cross lifesaver instruction. Instruction was given in boating, swimming, diving, first aid, wood craft and dramatics. Other activities were hikes and special campfire entertainment.

In 1929, there were four two-week encampments.

## ● H. ELMIRA CATHOLIC CHARITIES – 1930

Bishop Hickey retired in 1928, and was replaced by Bishop John Francis O’Hern. A major event in the development of Catholic Charities which occurred under Bishop O’Hern was the formation of Elmira Catholic Charities. This organization opened on January 1, 1930 in a small office in the Elmira Federation Building. Miss Mary E. Fitzgerald took over as Executive Director on that date. On March 13, 1930, she was joined by Mrs. Clara Rened, who became secretary, receptionist and intake worker. The new organization replaced the St. Vincent DePaul Society.

This was the first year of the Chemung County Community Chest, and the Elmira community welcomed the addition of the new Catholic agency which came into existence during the most trying period of the Great Depression.

Officers of the new corporation were:

President: Bishop O’Hern

Vice-President: Father James Bloomer

Father John Lee

Chairman of the Board: Cornelius O’Dey

Vice Chairman: Mrs. Edward J. Dunn

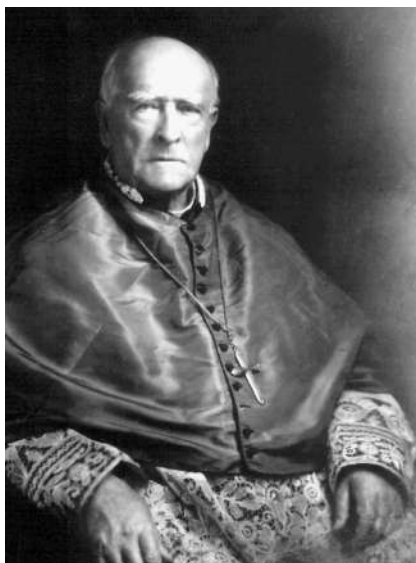
Treasurer: William Flannigan

Secretary: Martin Purcell

While the Elmira agency was then an independent unit, it later became an affiliate of Rochester Catholic Charities, moving the over-all organization one step further to becoming a Diocesan unit.

## ● I. CONCLUSION

What an amazing 20 years! From the first planning for a Catholic Charities Campaign in 1910, a centralized unit had been formed and greatly expanded. The new agency and other groups had created various other charitable entities. The Great Depression had put increasing pressure on the agency’s services. It was clearly time for further centralization of the agency’s administrative structure.



*-Courtesy of Rochester Diocesan Archives*  
Bishop Bernard McQuaid 1868-1908



*-Courtesy of Rochester Diocesan Archives*  
Bishop Thomas Hickey 1909-1929



St. Mary's Hospital, Rochester

*-Courtesy of Rochester Diocesan Archives*



*-Courtesy of Rochester Diocesan Archives*

St. Joseph's Hospital, Elmira



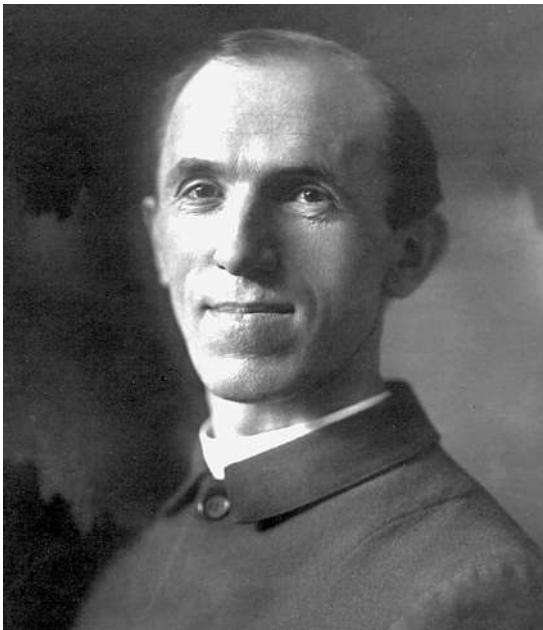
*-Courtesy of Rochester Diocesan Archives*

St. Joseph's Orphanage, Rochester



*-Courtesy of Rochester Diocesan Archives*

St James Mercy Hospital, Hornell



*-Courtesy of Rochester Diocesan Archives*

Father Jacob Staub, first Director Relief Department, 1914



*-Courtesy of Diocesan Archives*

Father Gerald Lambert with Miss Fitzsimmons and Miss d'Oleier



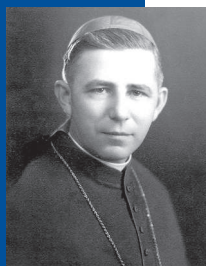
*-Courtesy of Camp Stella Maris*

Sisters of Mercy on staff at Camp Stella Maris

1930



*-Courtesy of Rochester Diocesan Archives*  
Bishop John F. O'Hern (1929-1933) at Camp Madonna, 1930



*-Courtesy of Rochester Diocesan Archives*  
Father Walter Foery, Diocesan Director of  
Catholic Charities 1930-1937

TO 1950

# CHAPTER TWO

# CENTRALIZATION AND GROWTH

## 1930 – 1950

### ● A. INTRODUCTION

The decades of the 1930's and 1940's were tumultuous times in the United States as the effects of the Great Depression were felt throughout the first decade, and preparation for and participation in World War II dominated the second decade.

These decades were also a time for great change for Rochester Catholic Charities, driven in part by the national environment, but, also by changes in the local environment, and internal changes effected by Diocesan officials, led by Bishop O'Hern (1929-1933), Archbishop Mooney (1933-1937) and Bishop Kearney (1937 for the rest of this time period).

The evolving structure and growth in service delivery are presented as follows:

- The Development of the Diocesan Agency
- The Columbus Civic Center
- The Impact of Unemployment and the Depression
- Evolution of the Casework Agency
- The Social Action Division
- St. Ann's Home
- St. Joseph's Villa
- Elmira Catholic Charities
- Relationship to the Community Chest and Council of Social Agencies
- Other Diocesan Charitable and Advocacy Activity

### ● B. THE DEVELOPMENT OF THE DIOCESAN AGENCY

By 1930, the function of the casework agency had been clarified to a great extent. The Anna Wilkins Nursery had been closed. Aside from supervision of Charles House, the activities of the agency were those of a multiple-function case work agency.

The heavy demands made of the Executive Director Kathleen d'Olier by the increased work of the agency made it seem impractical for her to devote time to anything but the administration of the case work agency. In the meantime, the other Catholic Charities organizations in the state had been assigned priest directors, who met regularly in Albany. Rochester Catholic Charities was without a priest Director, and accordingly was not represented at those meetings, and the agency was losing touch with the other Diocesan Charities agencies.

The organization of Elmira Catholic Charities in 1930 made it evident that Catholic Charities could no longer be considered a local organization. Elmira Catholic Charities had its own Board and provided only family casework service. It was, however, regarded as a part of the overall organization of Catholic Charities in the Diocese.

These considerations led the Executive Director in 1930 to recommend to the Bishop that she be relieved of all responsibility except for the casework agency in Rochester, and that a priest be appointed as Diocesan Director. The Bishop was reluctant to do so, because of the shortage of priests in the Diocese. He agreed to have a study made by an outside expert. Monsignor John O'Grady, Secretary of the National Conference of Catholic Charities, was selected to do the study. After doing this study, he recommended to the Bishop that a Diocesan Director be appointed.

The Bishop selected the Father Walter A. Foery, who had been associated with Catholic Charities as a member of the Relief Department Committee, and as a priest in charge of the Genesee Institute, to be Diocesan Director. Father Foery assumed his new duties in June 1930. Responsibility for all activities other than case work service was transferred from the case work agency to the Diocesan Director.

Later, an Assistant Director was appointed. By 1938, the work of Rochester Catholic Charities had been grouped in the four major Divisions: 1) The Division of Family and Child Care, with an Assistant Diocesan Director in charge; 2) The Social Action Division, composed of the group work agencies and related organizations with an Assistant Diocesan Director in charge; 3) The Division of Hospitals, directly under the Diocesan Director; and 4) The Division of Finance, under the General Secretary.

The first Assistant Director of the Family Division was Father Hubert Biskey. Father Joseph Vogt was the first Director of the Social Action Division. In 1939, Father Art Ratigan replaced Father Bixby and served as Assistant Director of the Division of Family and Child Care until 1950 when he became Assistant General Director and was replaced by Father John McCafferty. Described below is the succession of leadership of the Social Action Department.

The two child care institutions, St. Elizabeth's Guild and St. Ann's Home for the Aged, were separately incorporated and had their own Boards.



For purposes of co-ordination of services, these agencies were under the supervision of the Director of the Division of Family and Child Care.

In August 1937, Father Foery was consecrated Bishop and installed as Bishop of Syracuse. He was succeeded as Diocesan Director by Father Gerald C Lambert. Father Lambert, later named a Monsignor, had tremendous impact on the evolution of Catholic Charities in this time period. In addition to overseeing the growth of the organization as described here, he is particularly remembered for his leadership in creating a new "Model of Care", the "villa approach" at the new St. Joseph's Villa. Throughout his tenure he was ably assisted by Helen Costello, who took primary responsibility for financial management and accounting.

To clarify the position of the diocesan organization, and to eliminate confusion, the name of the diocesan organization was officially changed to "Catholic Charities of the Diocese of Rochester", on October 26, 1949, pursuant to Section 40 of the General Corporation law.

## ● C. THE COLUMBUS CIVIC CENTER

A concomitant development, the selection of enlarged appropriate office location, was also very important to the development of the diocesan organization. This possibility came about because of a decision made a decade earlier.

In 1919, the Rochester Knights of Columbus had purchased land at the corner of Lawn and Chestnut Streets in downtown Rochester. They envisioned building a self-supporting center where social and recreational activities could be provided for Catholics. With nearly \$600,000 raised in 1922, they considered adding four stories to the original plan. Unfortunately, only a smaller facility was built before funds were exhausted.

The Columbus Civic Center was opened in March 1928, (just 19 months before the beginning of the Great Depression). In April, 1930, the Center was incorporated by a special state law as a welfare institution "dedicated to improving the physical, social, intellectual and moral welfare of young men and women."

Even at the moment that the law took effect, the directors were without sufficient funds to make the upcoming payment on the second mortgage. After a quiet Fund-raising campaign in 1930 to assist the Knights failed, Bishop O'Hern decided to have the Rochester Diocese take over the Center and its debt of \$485,000. In August, 1931, the transfer was effectuating from the original trustees to a new Board comprising the Bishop and his Vicar General, twenty-four other Rochester priests and nine laymen.

Thereafter, the Diocese began gradually to move its offices into the Center. During the 1930's, the Society for the Propagation of the Faith, the Diocesan schools office, the Chancery (after the sale of the Cathedral property in 1937) and the Catholic Charities office moved to this facility. Plans were undertaken as early as 1931 to use the gymnasium and

swimming pool for an expanded Scouting program. That same year, the Columbus Club was founded to make these recreational facilities available to a wider public.

The newly founded Diocesan Charities organization had found a permanent home.

## ● D. THE IMPACT OF UNEMPLOYMENT AND THE DEPRESSION

During the late 1920's, dramatic increases in unemployment had increased the percentage of the diocesan relief budget expended for emergency assistance from 52 percent in 1927 to 63 percent in 1929. During the same period, relief expenditures for families of men working full time but not receiving wages which were sufficient to cover bare subsistence budgets increased over 300 percent.

On May 12, 1930, the Executive Director of Catholic Charities wrote to the County Bureau of Public Welfare that the agency was no longer able to accept cases where lack of employment was the only problem.

In 1931, the Community Chest appropriation to the agency was nearly doubled (from about \$100,000 to about \$200,000) to help meet the expanded need of relief for clients. It was clear that the burden was too great to be borne by the private agencies. Negotiations were undertaken with the Bureau of Public Welfare. In June 1931, the Rochester City Manager proposed a plan whereby the private agencies would provide services and the public agencies would provide funds for relief. This plan was approved by the Catholic Charities Board of Trustees on June 12, 1931.

In 1932, the agency expended \$350,000 for relief, of which \$250,000 came from the Bureau of Public Welfare. In this same period, the agency expended \$50,000 for administration. This expenditure alone was nearly equal that paid to the agency by the Community Chest in 1925. It was evident, that under these conditions, the agency could not expand sufficiently to meet new needs.

Case loads for mothers were high, averaging about 100. The staff was overworked and could not provide intensive case management services in many situations where they were needed. This situation led to the hiring of additional staff.

Effects of the Depression resulted in an increase in seriously disturbed adolescents in the families applying for relief. In 1934, to meet the needs of the adolescent girls, a worker was assigned a specialized caseload, and provided services for adolescent girls only. In 1937, an additional worker was assigned to work with unmarried mothers only.

In 1937 also, recognizing the increasing mental health needs of clients, the services of a consulting psychiatrist were secured. In 1938, a trained psychiatric social worker was added to the staff to serve as liaison between the psychiatrist and staff, to provide intensive case-work on selected cases and to act as consultant to staff. In 1940, a male worker for adolescent boys was added.

More generally in the community, this emerging need led to creation of a government-run Youth Service Bureau in 1938. After four years of discussion, it was recommended that this Bureau be discontinued because the services could better be provided on an integrated basis by family case work agencies.

The relief program was discontinued in 1943 as it was recognized that provision of income support was more properly a government function. (The federal Aid for Dependent Children federal program had been created in 1938.)

While the Depression resulted in these internal changes in the casework agency, the Diocese under Bishop O'Hern was also involved in combating the Depression from an economic perspective. The Bishop's best known effort to combat unemployment was his sponsorship of a widespread building campaign among the diocesan institutions. As early as March 16, 1930, the Bishop saw to it that an appeal was read from all the pulpits of the Diocese for cooperation in the anti-unemployment drive. The return of spring, he pointed out, suggested developing projects for schools and churches to help improve the local economy. Building projects slated for the 12 county Diocese in 1930 involved an expenditure of \$2 million. In addition to new churches, schools and parish buildings, major projects included a \$100,000 infirmary wing at St. Ann's Home, and a nurses' residence and medical building at St. Joseph's Hospital (financed largely by a bequest from Elmira industrialist Edward J. Dunn). The National Catholic Welfare Conference commended the Bishop's March, 1930 Pastoral Letter as the nation's first diocesan anti-unemployment campaign.

Efforts continued in 1931, when again almost \$2 million was spent on diocesan construction. Auburn's newly constructed Mercy Hospital at \$400,000 was the most important single undertaking. Other major projects were construction of the new Motherhouse of the Sisters of Mercy, Holy Family School, St. Stanislaus School and Holy Cross School in Charlotte.

## ● E. THE EVOLUTION OF THE CASEWORK AGENCY

As organized in 1939, the Family Division, the Children's Division, the Protective Division, Intake, Home Finding and Adoption Service were all supervised directly by the Executive Director.

In the Family Division, there were two supervisors, beginning in 1927. These supervisors, however, carried full case loads. They were actually the senior case workers in their districts, supervising the work of two to four other case workers.

Two factors were chiefly responsible for the creation of separate divisions or departments. The agency had, from the first, offered Catholic clients services equivalent to those of several others in the non-sectarian field. It was, however, classified as a Family Agency by the Community Chest. Repeatedly, representatives of the agency had to emphasize, in order to justify the amounts of money necessary for its work, that it offered more than one service. On May 1, 1928,

and on April 24, 1934, for example, the agency representatives emphasized to the Budget Committee of the Community Chest that the agency offered a number of services, equivalent to several agencies. In the minutes of the agency's Budget Committee for April 29, 1935, the existence of three major divisions is recognized: The Family Division, comparable to the Family Welfare Society and the Jewish Welfare Council; the Children's Department, offering a service equivalent to the combined services of the Children's Service Bureau, and the foster home service of Hillside Children's Center; and the Protective Division, providing service for out-of-wedlock cases.

The second factor was the need to provide service for special categories of cases at a time when the agency could not provide service through the Family Division caseworkers.

The addition of staff in the late 1930's is described above.

In 1940, the agency began to simplify its structure. The service formerly provided by the special institutional worker was transferred to the other workers in the Children's Division. In 1941, the services formerly provided by the special consultant were transferred to the workers in the Family Division. On April 1, 1943, the agency ceased to administer public assistance for the City Department of Public Welfare.

At this time, as previously indicated, the three diocesan orphanages were consolidated. St. Joseph's, St. Mary's and St. Patrick's orphanages had merged in 1937. St. Joseph's orphanage was closed. In November, 1937, the Diocese had obtained a suburban site for a single home for orphans – the Clark Farm on Dewey Avenue in the Town of Greece. The consolidated organization, St. Joseph's Villa, was incorporated on March 24, 1942. Through the efforts of Monsignor Lambert, a "villa plan" orphanage was erected with three cottages or home-type residences for boys and two for girls. The City School District agreed to continue to pay the salaries of the Sisters of St. Joseph who taught the Rochester orphans. Bishop Kearney blessed the buildings of the pleasant new "orphan's village" on June 24, 1942.

Staff shortages and rapid turnover of personnel, as well as increased demands on the agency, slowed the progress during World War II.

In 1945, two supervisory positions were created. One supervisor was given responsibility for the Family Division, and one for the Children's Division. Intake, Homefinding and Adoption and the special workers for adolescents and for unmarried mothers remained directly under supervision of the Executive Director. In June of the same year, the Agency began to provide intake service on a casework basis for St. Ann's Home.

In 1946, the agency agreed to provide casework service for refugee children brought into the diocese and for the strengthening of family life. The services of the Family Division were more and more focused toward the carrying out of this responsibility.

In the post-war years, especially, the emphasis on service rather than relief was very evident. The agency did not provide long-term income maintenance

relief. When relief was provided, it is incidental to other casework service.

There were more requests for marital counseling. In the fiscal year ending March 31, 1947, there were 1512 such cases and in the next two fiscal years approximately the same number.

In October 1948, the geographical districts in the Family Division were abolished. In January 1949, the cases formerly handled by the special adolescent worker were assigned to the workers in the Family Division. The homefinder for Boarding homes was assigned to the Children's Division.

Through the casework service offered to families with children in parochial schools, efforts were made to reach young children who might become seriously maladjusted. This program was begun in 1949, under the theory that resources be provided so that, "as the school with its strategic position spots the symptoms of trouble, the family and children's casework services could be swung into action in a positive way".

The number of cases of pregnancy out-of-wedlock also increased greatly during this time period. In the five year period from 1938-'39 through 1942-'43, the average (mean) number of cases per year was 65, with the range from 53 to 78. From 1944-'45 through 1948-'49, the average (mean) number of cases per year was 123, with the range from 79 to 160. This increase in cases of pregnancy out-of-wedlock was reflected in the adoption program, which had been growing from year to year.

In the program of service for children, the agency's responsibility was seen as keeping the family intact, if possible and socially desirable. No home was broken up for economic reasons. No case was given to a children's worker, if there was still a home, until a worker from the Family Department had made an effort to preserve it. Child placements were regarded as temporary. It was the agency's policy to provide casework service for both the child and his family, aiming to reestablish the family unit. The casework services of the Family Division and of the Children's Division had a common objective – the preservation and strengthening of the family. The goal of the adoption program was essentially identical. This service involved the completion of a family, both from the viewpoint of the child's needs and those of the adoptive parents.

The Community Chest Budget Committee urged in the late 1940's that in all cases where there was eligibility for public order of support, the agency make a referral to the public agency as soon as possible. All requests for placement were studied by a caseworker and discussed in a regularly scheduled conference. If eligibility for a county order existed and if the parents were willing to make application, the case was referred to Child Welfare Division, Monroe County Department of Social Welfare. All cases referred were discussed in conference between the agency and the Children's Committee of the public agency. If an order was granted, a decision was made as to which agency would handle the case. The criteria for selection was who could best provide service to meet the family's needs.

These data do not represent an exhaustive analysis of the services of the

agency. They do reveal some trends toward agency service as supplementary to, rather than substitute for, family life.

Within the casework agency, integration of service was furthered by the crystallization of the concept of the “family-oriented” agency. Arbitrary transfer of cases from one division to another was no longer necessary. The decision as to assignment of a case was based on casework considerations. Caseworkers assigned to the Family Division could work with children in placement and their families. Caseworkers assigned to the Children’s Division could work with families around problems formerly regarded as within the area of the Family Division. The chief consideration was the provision of adequate skilled casework service in accordance with the client’s needs.

By the end of the 1940’s, the trend was toward “multiple-function caseloads” for each worker, and definitely away from arbitrary departmentalization.

The crystallization of the chief responsibility of the agency as the preservation and strengthening of family life, with the basis in Catholic philosophy, led to the agency becoming “family-oriented” in all phases of its work. It was perhaps more accurate to say that the agency focused more clearly on this responsibility, since it had from the beginning stressed the importance of the family and geared its work to the preserving the family. With the crystallization of this concept of agency orientation came a new emphasis on the preventative and constructive aspects of service. It was realized that families of all economic levels might require some of the services of a case work agency at some time.

In the sense understood by the Catholic Church, the term charity expresses the concept of the brotherhood of men as children of God and carries nothing of the unfavorable connotations the word came to have in common usage. Recognizing the broader implications of casework service, and realizing that some people who needed its service hesitated to use them because of the meaning read into its title, the agency decided to change its title. To denote its role as a family-centered case work agency, operating according to Catholic philosophy, the agency chose the name “The Catholic Family Center”. The change in name became effective May 1, 1950.

## ● F. THE SOCIAL ACTION DIVISION

### 1. Introduction

As indicated above, by 1938, the work of Rochester Catholic Charities had been grouped under four major units:

- The Division of Family and Child Care with an Assistant Diocesan Director in charge
- The Social Action Division, composed of the group work agencies and related organizations, also with an Assistant Diocesan Director in charge
- The Division of Hospitals, directly under the Diocesan Director
- The Division of Finance, under the General Secretary

Following the appointment of Father Walter Foery as Bishop of Syracuse in 1937, newly appointed Rochester Bishop James Kearney selected Father

Gerry Lambert as the second Diocesan Director of Catholic Charities. Father Lambert had been a founder and Director of Camp Stella Maris. He would serve ably as Diocesan Director from 1937-'52 and was responsible for the consolidation and growth of Catholic Charities described in this chapter. Assistant Directors for Social Action under Monsignor Lambert were Father Joseph Vogt, Father Eugene McFarland, Father Walter Fischer and Monsignor Don Mulcahy.

This Division included:

- Charles Settlement House
- Genesee Settlement House
- Catholic Camps
- Diocesan Boy and Girl Scout Committees
- Catholic Youth Organization (Columbus Youth Association)

## 2. Charles Settlement House

Recall that Charles Settlement House had been opened in 1917 on the near west side to serve the Italian immigrant community.

Early programs were:

- Classes and recreation for boys and girls
- Mother's clubs
- Recreation for working girls
- A clinic (operated for a short period of time)
- Catechism classes

By the early 1930's, the Executive Director of what had been renamed the Charles Settlement House was Elsie Strebler. The agency was located at the corner of Jay and Saxon Streets.

One of the most significant moments of the 100 years of Catholic Charities existence came in 1935 when Director Elsie Strebler hired Mary Hannick as a girls' worker. Thus began a career spanning nearly 40 years in which Mary was involved with Charles and Genesee Settlement Houses, followed by an additional 40 years in which she has provided invaluable volunteer assistance to Catholic Charities and other not-for-profit human service agencies. She has long been recognized as an icon in the human services community in Rochester, receiving many awards, including the Free Spirit Award from the Freedom Forum. Hannick Hall, a residential drug treatment program for women run by Catholic Family Center in Newark, is named after her. Much of the information provided about the Settlement Houses in this chapter and the next comes from an interview with Mary held on August 22, 1994.

Mary recalled that in 1937, Elsie Strebler had to resign her position as Executive Director of the Charles Settlement House because she was getting married, and at that time married women could not work for Catholic Charities. Father Foery was not interested in hiring her for the position then technically known as "Head Worker," but, as Mary likes to say, the Pope intervened, and made Father Foery Bishop in Syracuse. Monsignor Lambert and Father Vogt felt differently and hired Mary. Those associated with Charles Settlement were thrilled because no one in the Catholic Charities knew much

about the program.

Activities at that time were typical of settlement house programs:

- Neighborhood visitation
- After-school activities for children
- A pre-school program established by Mary, particularly for children whose parents worked
- Summer day camp
- Camping experiences for girls at Camp Stella Maris, beginning in 1941
- Boy Scouts and Girl Scouts
- English classes for foreigners
- A well-baby clinic

Programs started at 8:00 a.m. and went to 10:00 p.m. There was a half day program on Saturday.

Still at this time, most of the participants were Italian immigrants.

According to Mary, these people were deeply ingrained in Italian customs and family and were deeply concerned that their children marry within their own cultural background.

At this time, there was a small staff. Mary mentioned specifically Ruth Ehmann and Margaret Culhane. All the budgets were kept at the central office, making financial management difficult. There were no clerical staff, nor was there a Board for the agency, leaving great power for the Executive Director.

Mary recounted many interesting anecdotes about her work. Two are of particular interest. One was about a young man who came in and said he couldn't work for Kodak because "they don't hire Italians over there." When Mary asked who was the Italian looking for a job, he said he was. She corrected him, reminding him he was an American. He applied and got the job. This anecdote reflects the important role of the settlement house in acculturating the Italian-American community to America.

A second anecdote involved a young 14-year-old girl who called Mary one midnight saying she was at a telephone booth at Rochester General Hospital on West Main Street and her mother wouldn't let her into the house because she had stayed to see a second showing of a movie. Mary went right over to pick her up, couldn't get the mother to let the girl in the house, and so took her in for the night. Besides demonstrating Mary's heart and commitment, this anecdote reflects the strong community involvement of most persons associated with the Settlement House.

Mary left Charles House in 1944 to go to work at Kodak. Inspired by a sense of patriotic duty, she soon left Kodak to go overseas to work with the American Red Cross during the war. She was ably replaced by Ruth Ehmann Bongiorno who would serve as Executive Director until 1956.

### **3. Genesee Settlement House**

In the fall of 1930 the organization again underwent a change to meet the changing needs of the community and was renamed the Genesee Settlement House. It now became a center for both boys and girls with the maximum



age limit raised from 17 to 25 years of age. Miss Anne Gray, who had been trained at Henry Street Settlement in New York City, was transferred from the Family Welfare Division of Rochester Catholic Charities and named director of the new settlement house. Under her able management, Genesee Settlement increased its program of activities and became a greater force for good in the community. Miss Gray coordinated the work of the Genesee Settlement and of Merrimac Center, a satellite program which had opened in 1926 at 230 Merrimac Street. The limited staff was increased by recruiting volunteers from the University of Rochester and Nazareth College and numerous secondary schools. Many new classes were begun at the Settlement House especially in cooking and sewing. About this time the facilities of Public School #27 were added to those of the Settlement House. Mr. George Taylor, principal of School #27, became greatly interested in the work which the Settlement House was doing for the youth in the community. Due to his interest and cooperation, the Settlement House was able to extend its activities, which up to this time had been limited because of the lack of room and equipment in the North Union Street building. The Settlement House was permitted to use the school playground and equipment, and the Girl Scouts were allowed to use the facilities and accommodations of the playground on Niagara Street.

The new program was just nicely underway when the financial depression of the early 1930's began to show its effects. As a result of this, the Settlement House's budget was cut severely. The opinion of most municipal leaders was that when people were jobless, hungry cold, and without clothing or shelter, character building and recreational agencies were a luxury. Thus, in 1932, the budget was again cut, salaries were lowered drastically, and many social workers were put out of work. The program at the Settlement House was greatly curtailed. Miss Gray was forced to return to the Family Welfare Division of Rochester Catholic Charities. Miss Helen MacSweeney, assistant to Miss Gray, was put in charge of Genesee Settlement House and remained in that capacity until her marriage in 1940 at which time Miss Gray returned to Genesee Settlement as Headworker. The rise of crime and juvenile delinquency in the Italian section around the Rochester Public Market soon proved the imprudence of the decision to curtail the activities of the Settlement House. Steps were undertaken to remedy the situation, and the Genesee Settlement entered upon the busiest period in its history. After-school programs and evening activities were planned for the young; a leisure time and educational program was developed for adults. The Settlement House buildings were open from nine in the morning until ten at night for six days a week. The longer working hours and extensive activities in this time of need meant that the staff of workers was more than doubled. Salaries were paid by the Works Progress Administration and the National Youth Administration with state and federal funds. It was not until December of 1941 that all the extraordinary activities were ended and the Genesee Settlement House program returned to normal.

Even with increased staff in the late 1930's, the activities of Genesee

Settlement were still restricted, and the need for larger accommodations was becoming more and more apparent. This need was filled on June 1, 1939, when the Settlement House was moved to its present location at 10 Dake Street. This development was due primarily to the efforts of Father Joseph Vogt, at that time director of the Division of Social Action of Rochester Catholic Charities. The buildings were formerly Our Lady of Sorrows Church and the church's rectory. The church was a low-shingled structure. This was remodeled into a modern gymnasium complete with lavatories and showers. A stage was constructed at one end of the gymnasium so that the building could also be used as an auditorium. The rectory was remodeled to serve as the Settlement House proper. It consisted of three offices, a reception room, a game room, craft rooms, and class rooms in addition to a large dining room, kitchen, and library. The garage behind the house was being remodeled into a workshop for wood craft, metal craft, and work in plastics.

The final change in plant and equipment came in December of 1941. Merrimac Center at Merrimac and Hollister Streets was condemned by the building inspector as inadequate for the number of people using it. Since renovation would have been too expensive, Merrimac Center was closed and all activities were moved to the Settlement House proper.

During the 1940's, the activities of Genesee Settlement were of an educational, recreational, and character building nature for boys and girls, young men and women. The buildings were open daily except Sundays and holidays from 9 a.m. to 10 p.m. The activities of the Settlement may be classified under three headings: self-improvement group, social group and athletic and health group. The self-improvement group consisted of classes in handicrafts, domestic science, arts and crafts, photography, and library work. Under the title of social group were such activities as dramatics, glee clubs, music, story-telling, Scouting, social dancing and social games. Under the athletic and health groups were basketball, baseball, swimming, games of various sorts and gymnastic classes. Showers were provided for the children at all times. Lecture courses were arranged for the adults and mothers of the community through the Monroe County Public Health Association.

During the summer, the Settlement House held a Day Camp which provided day long activities for the children. The children met at the Settlement House in the morning for the day's activities. Two afternoons of each week the children were taken swimming at either the Rochester Natatorium or to the pool in the Knights of Columbus building. One day each week the children, accompanied by instructors, were taken by bus to various city and county parks where they spent the whole day and return in the late afternoon. In the summer of 1946, the Kiwanis Club of Rochester turned over the facilities of its "Three Lakes" camp to the Settlement Houses of Rochester, and Genesee Settlement was allowed to spend two days of each week there free of charge.

The Settlement House personnel at this time consisted of the Headworker, three full-time girl workers, four part-time boy workers, a janitor, two teachers

from the City School District and numerous volunteers.

The agency also had a significant impact on the neighborhood. According to Mary Hannick, the Settlement House started a neighborhood association which was instrumental in getting a traffic light installed at the corner of Central Park and Union Street where four streets came together. The Settlement House encouraged the businessmen's association to put up a Christmas display so the neighborhood would be attractive at Christmas time. Mr. Brennan, who worked at the Settlement House, was involved with finding jobs for the young people in the neighborhood. He had contacts with many industries, they would call him when they needed a specific kind of help and, he would find someone to fill that job.

Again in her August, 1994 interview, Mary shared an anecdote which reflects the flavor of activity. She recounted that one day Mrs. Schmitt came in and announced that she was going up to the attic to get a lot of cardboard boxes. When asked why, she said that a neighbor had to do laundry. His wife had been sick in bed for three weeks and they had no clean clothes. So she was going to take the neighbor to the laundromat and teach him how to use it. Mary described this accurately as "hands-on" social work.

In the interview, Mary lamented that there was not more contact with parishes. In this context, she was pleased that in more recent times, seminarians had received valuable experience working in settlement homes.

Similarly, there was not much contact with the Diocese, and all the funding for both Charles and Genesee Settlement House came from the Community Chest.

## **4. Catholic Camps**

### **• a. Camp Stella Maris**

The decades of the 1930's and 1940's were a time of rapid growth as the camp continued its mission of serving children from the city. Leadership was provided by Father Lambert and then Father Gene McFarland. This time period saw the creation of many new facilities and the evolution of several camp traditions. The enthusiastic efforts and energies of seminarians shaped that growth and started many of the traditions that continue to be part of the camp lore. Campers came from the settlement houses and city parishes, and in the early years, paid \$1.00 per day. In 1941, for the first time, girls participated with a two week encampment under the leadership of Mary Hannick from Charles Settlement House. This encampment was extended to four weeks in subsequent years and would be a regular feature of the camp program in the 1940's, as potential male staff were siphoned into the war effort. The Sisters of Mercy began to provide staff for the camp in 1946.

A major event in 1930 was the erection of the Alhambra Memorial, a beautiful bronze tablet, to Max Russer, at which campers would say the rosary in his memory. The creation of the monument was directed by Musa Caravan with assistance from Herman Hetzler and others. This monument was unveiled and dedicated by Bishop O'Hern in late July. At the ceremony Father Joseph

Gefell, pastor of Holy Family Church and a life-long friend of Max Russer, gave a talk on “the life, work and character of Max.” The inscription on the monument read:

“In memory of  
a sir noble who devoted his life  
to the physical, moral and  
religious advancement of youth  
and, through whose efforts  
Camp Stella Maris was founded  
A.D. 1926  
MUSA CARAVAN, ORDER OF THE  
ALHAMBRA, 1930”

In 1931, there were four two week encampments, with a fee of \$20 for the encampment. Camp counselors for the summer were Father Gerald Lambert and Father George Vogt, by then both professors at St. Andrew’s seminary. In addition, there were eight seminarians and a “camp mother” on staff. Activities included swimming, boating, hiking, baseball and classes in first aid and camp craft.

A first winter reunion of campers and staff was at the Columbus Civic Center in January 1932.

In 1932, Father Lambert was the Director and Father Vogt the Chaplain. By then, the daily camp program looked something like the following:

A.M.  
7:00 Reveille  
7:15 Calisthenics  
7:30 Optional Dip  
8:00 Breakfast  
8:30 Preparation for inspection  
9:00 Company inspection  
9:15 Classes  
10:15 Campus games (10 min. rest period)  
11:00 Swimming  
11:45 Rest period (swim for counselors)  
12:00 K.Ps. on duty  
12:15 Dinner  
P.M.  
1:00 Rest hour (Rosary and stories)  
2:00 Land hikes, boat hikes, etc.  
4:00 Rest period before swim  
4:15 Swim  
5:00 Rest period (Swim for counselors)  
5:45 K.Ps. on duty  
6:00 Supper

6:30 Baseball league (other games)  
 7:45 Preparation for campfire  
 8:00 Campfire  
 9:00 Tattoo  
 9:15 Evening prayers  
 9:30 Lights out

This year also saw the beginning of two traditions. One of the very earliest popular stories at camp was about the mysterious Indian Chief who glided up and down the lake in his canoe when the moon was full. Overnight outings became a staple of camp life. An ambulance took fully equipped campers to a secluded spot 10 or 20 miles from camp for an adventure which included some event such as a treasure hunt, followed by a campfire with songs and skits. (This site was Bishop McQuaid's summer home on Hemlock Lake.)

Visitors' Day was also a big event. In 1932, more than 600 people enjoyed a day at camp, with tours of the property given by counselors. The Blessed Sacrament Band played during the afternoon.

Also popular in the early 1930's was the "Bug House" – the building where campers' pets were kept, including snakes, tropical fish, bugs of various kinds and specimens of leaves, ferns and moss. The only problem came at the end of camp when the campers wanted to take their newly found animal friends home against the protests of their parents. In 1933, one such camper's effort was discovered when his suitcase lock came unsnapped and a rabbit came tumbling out.

On August 24, 1932, Mrs. Russer organized the first Card Party social as a Fund-raising event for camp.

The year 1933 also saw many developments. The prestigious position of Head Counselor was established. From 1926 until 1930, Father Lambert had served as Director/Chaplain. In 1931, he was joined in leadership as Director/Chaplain by Father George Vogt. The first Head Counselor appointed in 1933 was seminarian Joseph Cirincione. The transfer of power from one head counselor to the next became a tradition at the final Friday night campfire of the year.

In that year the first two weeks of camp were called the Baseball Encampment. The city parochial champions were present as guests to help instruct campers on the game. The camp was also visited by members of the Rochester Red Wings minor league team. During one campfire, a tradition was born with the organization of a boxing match on the beach: Battling Bozo, the King Kong of Lakeville vs Tarzan of the Grapes, the pride of "Jewtown". The fight went on to the cheers of the crowd. Finally, the judges gave their decision. "Both have lost, they forgot to report to the referee." The judges fled to safety.

On July 23, 1933, the shrine to Our Lady Star of the Sea, which stands between the road and waterfront, was blessed and dedicated by Monsignor William Hart. It was erected as a memorial to Bishop John O'Hern as "a

perpetual reminder of the Bishop's interest in youth." The year 1933 also saw the first edition of a CSM periodical called the "Star" a four page paper with a list of the campers' names, stories, jokes and a memory column of major events and happenings.

On January 18, the camp organized at a local park its annual "Pow-Wow" under the direction of the "High and Mighty Sachen Chief King Fischer". Activities included a cross-country treasure hunt, football game, hockey game, nature exploration, Indian fight., volleyball game and skating.

One of the early stories about camp was that of "good ole" Granpa' Hezzie. There were many versions. In 1934, a contest was held for the best Granpa' Hezzie story, composed by a camper for the prize of a free week at camp, which led to many imaginative compositions. July 1934 saw the first visit to camp by Archbishop Edward Mooney. Once again Father Lambert was the Director and Father Vogt the Chaplain. In 1934, reflecting the spiritual component of camp activities, the prayer "Mary, cause of our joy, pray for us" was added to night prayer. Camp Director Father Lambert, just returned from Rome, reported that Pope Pius XI had officially blessed the camp. Head Counselors in 1934 were Walter Fischer for the first part of the summer and Art Ratigan later in the summer.

For the summer of 1934, a record enrollment of 93 campers was achieved in the last session. In reviewing the summer, it was noted that while the camp fee was \$1.00 a day, the actual cost was \$1.40 a day, hence the need for the Annual Social.

The annual Pow-Wow for 1935 was held on January 6th at Mendon Ponds Park. This event was attended by 140 boys, some coming a distance from such places as Geneseo, Ionia, Avon and Batavia.

Camp spirits were dimmed with the untimely death on May 31, 1935, of camp co-founder Father Eugene Hudson.

In terms of the summer program, basketball was added as an activity because of the recent establishment of the Parochial League, as was handball. The fee was \$8.00 per week. Also, in 1935, a fire siren was donated to the camp, and, of course, a few counselors conspired to have a fire drill at 1 a.m. one day. The big question of that summer was whether or not the counselors could assemble the giant new 30 foot water toboggan that would give campers a slide into the lake. They did. The camp received a pony on loan from a Mr. Breen who lived in Industry. The counselors retrieved it after it escaped the first night.

Again in 1935, Father Lambert was Director and Father Vogt was Chaplain. Head counselor was John Merklinger.

In 1936 the Annual "Pow-Wow" was held on February 8th at Ellison Park. The Annual Card Party had been held on April 17th under the leadership of Mrs. Bernard Fischer to help fund \$1,000 in camp improvements made the previous fall.

The big project for 1937 was the building of the St. Jude's Chapel in the woods next to camp. The campers had previously attended Mass at St.

Margaret Mary Chapel at McPherson Point. The funds to build this chapel were derived from the annual card party held at the Columbus Civic Center for the benefit of the camp. The chapel was blessed on June 26 by Vicar General Monsignor William Hart because Archbishop Mooney, who had planned to do so, was pressured by his new duties in Detroit.

When Father Lambert became Diocesan Catholic Charities Director, Father Walter Fischer took over as Camp Director. Head counselor for 1937 was John Whalen.

Following the camp season, the facilities were extended the first week in September to girls from St. Patrick's Girls' Home under the supervision of a group of Catholic laywomen. Also following the camp season, the Annual Social attracted more than 1,000 participants.

There were several program highlights during the 1938 summer season. On July 4th, the camp counselors put on a fireworks display on a raft far out in the lake. On July 10th, the campers put on a one-act play called "Education of a Counselor," portraying the trials of a new counselor-in-training. In early August, two Rochester priests, Father Bernard Cullen and Father John Randall, visited camp and brought with them two members of the Blackfoot Tribe. One of the visitors was Aloysius Chief Crow, grandson of a famous Indian chief who had joined with Chief Sitting Bull to repel the advance of General Custer.

Early in the 1938 season, newly installed Bishop James Kearney made a surprise visit to camp. He inspected the handicraft department and admired one of the interwoven belts made by the boys. When he let it be known he needed a new belt, the boys made him one, which he happily accepted. By this time, (some years before the "new liturgy" was promulgated), counselors were teaching the campers to actively participate, using English missals. The study of nature was enhanced by the building of a park in the woods by Van Zandt Road.

In this year, regular sessions were ended early to make possible three special events. In late August, the camp was made available to about 100 boys from St. Jerome's of Rochester under the leadership of Father Gefell. This program was under the sponsorship of the C.Y.O. The first week in September the camp was once again made available to girls from the St. Patrick's Girls' Home.

On September 16-18, 1938, another first was achieved when the St. Margaret Mary Mens' Club held a retreat led by a Passionist priest, Father McHugh. Bishop Kearney celebrated Mass in the chapel on September 17th.

In early May, 1939, the Card Party was attended by over 1,000 individuals with proceeds directed toward a first aid Red Cross headquarters on property adjacent to camp, recently acquired by the camp. Also, a new fleet of row boats (built of cedar and cypress) was purchased for an expanded program to be supervised by Waterfront Director Dick Tormey. A new Stella Maris emblem was available: a small octagonal emblem in white felt with the Camp Stella Maris insignia.

For the three 2-week and one 1-week sessions, local participation was

enhanced by campers from Syracuse and Buffalo and from as far away as Long Island, Pennsylvania and Massachusetts. Three counselors also went to local grammar schools to recruit campers.

For this year, Father Walter Fischer continued as Director, Father George Vogt was the Chaplain and Jim Slattery was Head Counselor. The camp came under the general supervision of Father Joe Vogt, who was Director of the Social Action Department of Catholic Charities.

The year 1940 saw the emergence of the “Star Dust” – a student news sheet of various doings and happenings at camp the previous year. That same year, the dining room was redecorated. There were created a new Stella Maris T-shirt and caps with the traditional camp emblem. (Now the camp had its own uniform.) At this time, the capacity of the camp was about 90 boys. It was reported that 1940 was a good year for fishing. In this year, a new flag was presented to camp by the Knights of Equity in a special ceremony on Sunday, August 1st. Head Counselor for 1940 was Dick Tormey.

The big news of 1941 was that Camp Stella Maris would open its doors to girls for the first time. The first year, they were allotted two weeks in August, from the 10th to the 23rd. Another big addition to camp in 1941 was the renovation of an old shed on the campus into a modern new washroom. Head Counselor for 1941 was Gene McFarland.

The year 1942 was the official beginning of the “war years” for camp. Improvements made possible by a Fund-raising drive included construction of a new cabin and renovating the camp office off the dining room. The store which had been attached to the office was moved near the craft shop in the barn. A new porch was added to the main building. Ten adjacent acres were purchased for expansion of the ball diamonds, and to provide for a garden for vegetables for camp consumption, necessary because of wartime food rations.

World War II was in full effect by 1943. About 5 acres were cultivated for crops. A farmer of much experience was hired to care for the crops, as well as livestock, mostly chickens for eggs and Sunday dinner. There was more emphasis on body-building and physical development. There was little use of any car or truck because of gas rationing. Hence, there was more hiking. Since families could not get gas to drive their children to camp, the camp provided a bus for this purpose.

The war occasioned the involvement of the Sisters of Mercy at Camp Stella Maris. Because seminarians were required to study 11 months, they were not available as counselors until August. Girls’ sessions were moved to July, and the Sisters agreed to help out. Community Superior Mother Ligouri was able to recruit as volunteers for the July session Sisters Mary Kevin Ranny, Antoinette Ricardo, Alberta Kuhn, Jane Frances Houser and Edwina Butler.

The first few years, summer camp assignments were difficult and strenuous for the sisters. The young sisters, knowledgeable in book learning, but inexperienced as far as institutional cooking on a large scale was concerned, were helpers to the sister cook. To say the kitchen process was unorganized is an



understatement. Further, after working all day, there was no place for any recreational leisure except the camp kitchen. The only respite from the 12-hour-a-day schedule came when the campers went on an overnight experience. The sisters then were often able to use Father Fischer's home for a change of scenery.

By 1946, after three years of working under strained and difficult conditions, the personnel were increased and their living quarters greatly improved. Father Lambert built a small home for the Director across the road. The "White House" was renovated. Nine sisters were sent for 10 weeks and had use of the entire White House. Thus, the sisters had a chapel for their daily prayers and would often have daily Mass there.

From 1946 on, the roster of summer assignments included:

- A sister superior who always helped with household chores
- A sister cook for camp and three assistants
- A camp nurse
- A sister cook for the convent
- A sacristan
- A sister for priest duties

The key positions were held by the sisters assigned as cooks to the camp and convent.

The year 1944 was a standard year for camp activities. The Card Party benefit was held on May 10. There were nine sessions: six for boys (filled to capacity) and three for girls. St. Margaret Mary's Mens' Club held a retreat in September for the third consecutive year. The one difference was that there were no seminarians on staff. Students from Aquinas filled in as counselors.

During the winter of 1944-'45, St. Jude Chapel was severely damaged by a huge snowfall and high winds. Former campers offered their assistance in a special Fund-raising campaign to rebuild the chapel.

In 1945, the sessions were revised because of the war. Two 2-week sessions for girls were held in July. Two 2-week sessions for boys were held in August because that is when the seminarians were available. Once again, Eleanor Russer chaired the effort to organize the annual social and chicken supper at the Columbus Civic Center.

The year 1946 was a repeat of 1945, with two girls' sessions in July and two boys' sessions in August. The chicken supper was held on October 16.

The year 1947 was considered one of the camp's rainiest and wettest seasons in its entire history. One of the traditional carnivals (with concessions, side-shows and hawkers) was set up inside. A week at camp that year cost \$10. With seminarians back on the scene, the boys' and girls' sessions were reversed. Elmer McDonald was Head Counselor. A major development had come on April 1, 1947 when Monsignor Lambert hired Joe Morsch as caretaker for the camp. He would serve in the position for more than thirty years.

In 1948, Father Fischer was still the Director. There were three boys sessions from July to mid-August and one two-week girls' session convening on August 15th. The camp fee was \$20 per week. By now, there were two baseball

diamonds and two basketball courts.

The opening week of 1949 set an all-time record with 109 campers, including about 60 from St. Joseph's Villa. For the summer, there were 653 campers. There were 20 staff. This year was the fourth year that some Sisters of Mercy served as staff in the camp and also began the tradition of having the staff picture appear in the Courier. Father Don Mulcahy took over from Father Walter Fischer as Camp Director. Paul Morgan was Head Counselor.

A fitting conclusion recounting the history of the camp in this time period is the description of the Silver Year Jubilee celebration. Bishop Kearney celebrated Mass on July 4, 1951. Many former counselors and staff attended the Jubilee Mass, which was celebrated on an outside altar specially set up for the occasion next to Hudson Cabin. At the same time, the Bishop blessed a new cabin, which had been donated in honor of Monsignor Lambert and was named Our Lady of Lourdes. It was a fitting conclusion to 25 years of service and growth.

#### • b. Camp Madonna

During this time period, Camp Madonna continued to be a valuable Diocesan resource. In an article which appeared in the Canandaigua Daily Messenger earlier in this decade, Ellie Finigan Fralich described her experiences at the camp fifty years earlier. Her description began with the statement, "This wasn't a fancy place like the horseback riding camps were in those days, but it was paradise." She recounted the trip down Route 332 into Canandaigua and the contest in the car as to who would see the lake first.

According to Ellie, the camp routine included activity periods including crafts, croquet, kickball, boating and canoeing, baseball, volleyball, etc. Campers went swimming twice a day, in the morning for lessons and in the afternoon for free swim. There were also rowing lessons. Of course, a staple of the craft program was making a boondoggle whistle chain.

There were two hikes each week. Tuesday morning campers went up to Onondaga Glen to cook a pancake breakfast over campfires. The Thursday dinner hike took the age groups in different directions, including a trip for some to Cheshire, a nearby town.

The week concluded with the Saturday night camper-counselor softball game, followed by a hot dog roast and bonfire down at "the point".

Due to declining enrollment, the camp would be closed on February 1, 1957.

#### • c. Camp Columbus

Although never officially affiliated with Catholic Charities, Camp Columbus is described here because it was an important diocesan charitable activity.

Camp Columbus was made possible by the leadership of Father Frederick Straub, whose long tenure as pastor of St. Alphonsus parish in Auburn began on July 1, 1924. Among his many achievements at the parish was his work with young people.

From 1931 to 1935, he sponsored a summer camping program for high school boys of his parish at Camp Victory on the west side of Owasco Lake.

With an unexpected bequest of \$2,500, Father Straub purchased four lots of Gleason Shores on the east side of Owasco Lake on September 27, 1933.

After four years of hard work by parishioners led by Father Straub, land had been cleared and a large main cabin and three smaller sleeping cabins (Santa Maria, Pinto and Nina) had been constructed.

Camp Columbus opened for its first official season on June 27, 1937. During the first five years, Father Walter Fischer was Camp Director.

In June 1938, Father Straub purchased three rowboats, a sailboat and a green war canoe. The bath house, with sleeping quarters for the chef, was built in 1938. In 1939, the rapidly increasing number of campers made necessary the construction of two new sleeping cabins: Isabella and Ferdinand. A red war canoe was added.

To provide for continuation of the camping program in the event of his transfer or death, Father Straub formed a corporation to run the camp. The first meeting of the Camp Columbus Association was held at St. Alphonsus rectory on August 23, 1939. Father Straub was president of the corporation until 1948, at which time he became Chairman of the Board, a position he would hold until his death in 1958.

The year 1940 was important for the camp. Article I, Section I of the Bylaws of the Corporation stated that, the primary purpose of Camp Columbus was "to promote the spiritual well-being of Catholic youth." This goal was always foremost in Father Straub's mind. In May, 1940, the executive Board gave permission to build a chapel. Men of the parish donated their time and talents, and on June 27, 1940, Bishop Kearney celebrated Mass and consecrated the beautiful chapel, dedicated to Our Lady, Queen of Peace.

In 1941, the cement steps leading down to the waterfront were installed.

In 1942, Father Straub bought a building which had been a small restaurant and had it brought to the camp where it was to be used as the infirmary for the next five years.

In 1944, the John Foster Cottage and property adjoining the camp were purchased and served as an office and counselors' cabin. Thus was created the physical infrastructure which was to provide camping opportunities for more than 400 young people each summer. There were six sessions for boys and three for girls.

In 1947, the infirmary was converted to sleeping quarters for the head counselor and cook boys. It would serve this purpose until 1952.

The year 1948 brought the Auburn City Water System to camp.

To make room for the new parish school, Father Straub had purchased the property and buildings to the rear of the church. When construction started in 1949, the house was demolished and the garage was moved to camp. It was put to use as a cabin – the Port of Spain.

After "graduation" from camp, boys had the option of joining the Columbus Squires, a junior branch of the Knights of Columbus, started by Father Straub in 1933. Through his untiring work with the boys, he became known as the

“Father Flanagan of the East.”

Upon “graduation” girls were able to join the Young Ladies Sodality. This organization kept the girls involved with Church activities. There were sports activities for girls as well.

Both the Squires and the Sodality continued to be involved helping out Camp Columbus.

As described below, the camp continued to thrive and grow in the 1950’s.

## **5. Boy Scouts and Girl Scouts**

In May, 1917, 42 boys of St. Mary’s parish, Canandaigua, raised their right hands with the Scout sign and took the Scout oath. They were members of the first Catholic-sponsored Boy Scout unit in the Diocese – Troup 31 of the Finger Lakes Council.

Shortly thereafter, other parish-related Scout troops were started. One especially outstanding troop was organized by Father Francis Lowe at Immaculate Conception, Rochester in 1920. Within two years, the troop had expanded so rapidly that two additional troops were organized.

In June, 1934, Catholic Charities leadership took a survey of the number of Catholic boys in Scouting in the Diocese. The survey showed a total of 28 Catholic sponsored Scout units with 820 boys in the seven Scout Councils in the Diocese.

Because there were a number of Catholic Boy Scouts not affiliated with a Catholic troop, on November 15, 1936, the United States Catholic Bishops’ Conference throughout the country inaugurated a “Plan of Cooperation” with the Boys Scouts of America. The plan provided for creating a Catholic Committee on Scouting in each Diocese to promote Scouting in the parishes. Archbishop Mooney appointed Monsignor Lambert as Diocesan Chaplain and Mr. Emmett Finucane as the first Chairman of the Catholic Committee on Scouting. When Bishop Kearney was installed in 1937, he named Father Joseph Vogt to direct the Scouting program.

In 1938, 625 Scouts from 22 troops attended a Scout Sunday Mass in Sacred Heart Cathedral. The Scouting Committee continued to promote expansion of troops. A high point came in May, 1946 when the committee sponsored the first field Mass for Boy Scouts and Girl Scouts.

During World War II, the committee was less active.

After the war, Bishop Kearney again gave emphasis to Scouting. On June 8, 1947, over 80 interested persons met to facilitate plans to extend the work of the Catholic Scouting Committee to every part of the Diocese. Mr. Louis Langie was appointed Chairman of the committee and Father Walter Fischer was named Diocesan Chaplain. The first Diocesan-wide Scout rally was held in September, 1947. At this event, Bishop Kearney awarded 33 Scouts the Ad Altare Dei Award and blessed the flags on eight new Catholic-sponsored Scouts units.

Thus, at the end of this time period, Scouting was again on the rise.

## 6. Columbus Youth Association – Catholic Youth Organization

Nationally, the Catholic Youth Organization was first organized in Chicago in 1930. Archbishop Bernard Sheil conceived and founded this organization to stimulate interest and activity among Catholic boys. As originally founded, the scope and purposes of Catholic Youth Organizations were:

- To coordinate parish activities
- To stimulate interest
- To facilitate interparish activities
- To train leaders
- To provide facilities, leadership and direction
- To serve as a clearinghouse for all parish units
- To promote community-wide youth activities
- To promote cooperation among Catholic youths

As originally envisioned, the Catholic Youth Organization functioned as a parish unit, and all its activities were directly governed by the pastor.

Parish C.Y.O. activities are described more fully in the next chapter.

From its inception until 1955, the Catholic Youth Organization was closely linked with the Columbus Youth Association. In 1955, the name of the Columbus Youth Association was changed to Catholic Youth Organization at the suggestion of the Community Chest.

The history of the Columbus Youth Association is an important part of the history of the Rochester Catholic Charities.

Recall that in July, 1931, the Diocese had purchased the Columbus Civic Center. At that time, its purpose was recognized as:

“The improvement of the physical, social, intellectual, moral and spiritual condition of young men and women of Rochester by procuring employment and by providing safe Boarding and lodging places, social meetings, libraries and reading rooms, facilities for gymnasts, athletic exercises and physical culture, lectures, exhibitions and demonstrations in the five useful arts and educational advantages and such other means and services which may be conducive to the accomplishment of this objective.”

In light of this purpose statement, it was evident that some physical activities had to be offered. The Columbus Civic Center opened a gymnasium, swimming pool and locker facility. There was no definite organization in charge.

In 1935, the physical program was entrusted to the Rochester Diocesan Catholic Charities and Council of Social Agencies. A short while later, this program became affiliated with the Community Chest. It was decided that a separate organization known as the Columbus Youth Association should be established to promote youth activities.

In the late 1930's and early 1940's, Diocesan Catholic Charities leaders served as Directors:

- Father Walter Foery – 1935-1937

- Monsignor Gerry Lambert – 1937-1939
- Father Joseph Vogt – 1939-1944
- Father Walter Fischer – 1944-1949

From 1935 to 1950, membership gradually increased from 2,500 to 10,000.

In February, 1944, aided by funds from the Rochester Community Chest, the Columbus Youth Association opened a youth program in St. Mary's parish under the leadership of Father Joseph Vogt. At that time, it was hoped that if this proved successful, the idea might be extended to other parishes. This program, however, met little success and after three years was abandoned. A more successful effort was organized at St. Jerome's parish in East Rochester in 1946.

## ● G. ST. ANN'S HOME

Throughout this 20-year period, St. Ann's Home continued to provide quality service and to grow.

The first major expansion of the Home came with a simple groundbreaking ceremony for a new south wing, presided over by Bishop O'Hern and Mother Eusebius, St. Ann's Administrator. Construction of this facility was made possible through the generous legacy of Mrs. Anna Wilkins, one of the founders of St. Ann's and an outstanding benefactress of the institution during her lifetime.

This new addition was planned as an infirmary building, where the care of sick and bedridden residents could be centralized. Its erection at this time solved a long-time critical need at St. Ann's. At the dedication for the new facility held on February 22, 1931, Bishop O'Hern explained the importance of the infirmary to the work of St. Ann's stating:

"It will centralize and unify the work for many who by reason of age and infirmity are bed-ridden and therefore need special care and attention."

The next major event in the evolution of St. Ann's came in 1936. Mother Eusebius who had opened the institution in 1906 and who had left her position as administrator in 1930, retired permanently from St. Ann's. This valiant woman had devoted her entire career to the care of the aged, beginning the work in 1898, when Mother Hieronmyo's Home of Industry was changed into a Home for the Aged. Administrators during this time period were: Sister Eustace Lyons, 1930-'36; Sister Benigna McCrain, 1936-'42; Sister Geraldo Nolan, 1942-'48 and Sister Eustace Lyons, 1948-'52.

For many years, lay members of the Diocese helped support the institution. The major Fund-raising effort was the annual "Donation Day" conducted by the Catholic women of the city.

With the addition of the new south wing, the capacity of the agency grew to about 200 residents by 1950.

The growth and financial strength of the agency are seen in the audits of the facility in 1940 and 1950. (Recall that Social Security or Old Age Assistance was enacted in 1936).

Highlights of the 1940 Audit include:

Capacity: 167 residents  
 Average cost: \$1.28 per person per day or  
 \$8.98 per person per week or  
 \$467.37 per person per year  
 Net assets: \$418,502  
 Total Income: \$83,378  
 Major Sources: Board paid by grants, \$45,341  
 Community Chest, \$16,767  
 Old Age Assistance, \$13,651  
 Total Expenditures: \$84,829  
 Major Expenses: Salaries and Wages, \$31,927  
 Provision: \$26,272  
 Repairs and Replacements: \$6,065  
 Furnishings: \$3,545

Highlights of the 1950 Audit include:

Total Income: \$201,569  
 Major Sources: Board paid by grants, \$97,161  
 Old Age Assistance, \$70,422  
 Gifts and Bequests, \$17,187  
 Community Chest, \$14,411  
 Total Expenditures: \$183,962  
 Major Expenses: Salaries and Wages, \$89,845  
 Provisions, \$52,671  
 Repairs and Replacements, \$11,241  
 Fuel \$10,003

The continuing quality service during these 20 years was a tribute to the Sisters of St. Joseph and a great gift to the Diocesan Church.

## ● H. ST. JOSEPH'S VILLA

Recall that the St. Patrick's Girls' Orphan Asylum had been established in 1836, St. Mary's Orphan Asylum created in 1864 and St. Joseph's Orphanage in 1867. As a result of a study undertaken in 1924, a Children's Committee had been formed to coordinate services between these institutions and the Catholic Charities agencies. In 1930, all services were integrated under the Diocesan Director of Catholic Charities.

Further integration occurred under the leadership of Diocesan Charities Director Father Gerald Lambert. On October 14, 1937, the trustees of St. Joseph's Orphanage and St. Patrick's Girls' Orphanage voted to merge with St. Mary's Boys' Orphanage and St. Patrick's Girls' Orphanage. St. Joseph's Orphanage was therefore closed on July 1, 1938.

In November, 1937, the Diocese obtained a suburban site for a single home for orphans – the Clark Farm on Dewey Avenue in the Town of Greece. The new institution, St. Joseph's Villa, was incorporated on March 24, 1942, and

the certificate consolidating the three orphanages into one was registered on the following May 14th.

Father Lambert envisioned a “villa plan” whereby three “cottages” or home-style residences were erected for boys and two were created for girls. Even though the facility was located outside the city, the Rochester Superintendent of Schools assured the Diocese that the City School District would continue to pay for the teaching of every city child who attended the little school house on the campus. Bishop Kearney blessed the buildings of the “pleasant new orphanage village” on June 24, 1942. On May 14, 1942, the Villa had been formally incorporated for:

“The maintenance and tuition of orphan children of the male sex and, in particular the male orphan children of soldiers who have lost their lives in the service of the United States; the care and maintenance of orphan, pauper and destitute girls and the provision of employment and homes for them; the moral and scientific education of orphan, half-orphan and destitute children.”

In addition to the five newly created cottages, there were on the campus a barn, a two story frame house which served as administration building and convent, a very large garage which eventually became a part of the school building, and another frame structure which served as the infirmary.

Under the leadership of Administrator Sister Edith Cunningham (1942-‘48), a small staff of 16 sisters performed all the duties involved in administration, child care and education of the 140 children housed in five cottages. The only lay staff were five cooks, a maintenance man and two high school young men who supervised the recreation of all the children in the afternoon after school. Social services were provided by the Relief Department of Catholic Charities. In January of 1945, at the suggestion of the State Board of Welfare, a Certificate of Extension of Powers was filed to amend the purpose to read:

“The care, maintenance and education of abandoned, dependent, destitute an/or neglected children as then are defined in Section 371 of Article Six of the Social Welfare Law of the State of New York.”

In 1948, Sister Clare Marie Enright was appointed Administrator. She would serve until 1954.

The Board of Directors included the Bishop, the Vicar General, the Pastor of St. Joseph’s Parish, the Diocesan Director of Catholic Charities, the Sister Superior of St. Joseph’s Villa, and four laypeople.

In 1949, the St. Thomas Chapel was dedicated.

The 1950 Audit provides a good snapshot of the status of activities at the villa at the end of this time period.

Total census: 114  
 Total Received in 1950: 39  
 From Public Welfare 28  
 From Parents and Guardians 11  
 Total Discharged: 38  
 Returned to Parents and Guardians 21



Discharged to Catholic Family Center 16  
 Discharged to Public Welfare 1  
 Total Days of Care: 42,703  
 Per Capita Rate Per day: \$2.81, per week \$19.67  
 Total Net Assets: \$372,088  
 Total Income: \$120,826  
 Major Sources:  
     Monroe County, \$62,680  
     Community Chest, \$30,753  
     Parents and Guardians, \$12,676  
     Rochester Board of Education, \$10,000  
 Total Expenditures: \$123,577  
 Major Expenses:  
     Salaries, \$45,935  
     Provision, \$30,628  
     Clothing, \$10,198  
     Fuel, \$5,985  
     Repairs, \$4,740

Clearly, in eight years, a firm foundation had been established.

## ● I. ELMIRA CATHOLIC CHARITIES

Another recommendation in the study done by Monsignor O'Grady from the National Conference of Catholic Charities was the foundation of Elmira Catholic Charities. This organization met on January 31, 1930 in a small office in the Elmira Federation Building. The first Executive Director was Miss Mary E. Fitzgerald. On March 13, 1930, she was joined by Mrs. Clara Rencue, who became secretary, receptionist and intake worker. The new organization replaced the St. Vincent DePaul Society. This was the first year of the Chemung Community Chest, and the Elmira community welcomed the addition of the new Catholic agency which came into existence during the most trying times of the Great Depression.

On July 13, 1930, a permanent agency structure was accomplished. Incorporated as a "benevolent order," Elmira Catholic Charities had as its initial officers:

President: Bishop O'Hern  
 Vice-President: Father James Bloomer  
     Father John J. Lee  
 Chairman of the Board: Cornelius O'Dey  
 Vice Chairman: Mrs. Edward J. Dunn  
 Treasurer: William Flannery  
 Secretary: Martin J. Purcell

The members numbered 21.

While the Elmira agency was thus an independent entity, it became an affiliate of Rochester Catholic Charities and moved that organization one step

further towards becoming truly a diocesan organization.

It was reported that between January, 1930 and January, 1931, the new Elmira Center had taken care of 1,063 needy individuals.

Elmira Catholic Charities took a significant step on June 16, 1940 when the Bishop received 147 local women into the Ladies of Charity. Around that time a corresponding Men's Service Council was established. Both the men's and women's groups were soon busy assisting the management of the Elmira Charities office.

The Elmira summer camp, Villa Marie, launched in 1945, made use of the Chemung County camping facilities on Harris Hill.

In October, 1946, Elmira Catholic Charities began child-placing services under the powers of the Rochester Catholic Charities Certificate of Incorporation.

In 1950, Miss Fitzgerald was still the Executive Director and the staff had grown in number to six.

## ● J. RELATIONSHIP TO THE COMMUNITY CHEST AND COUNCIL OF SOCIAL AGENCIES

### 1. Introduction

Throughout this chapter, reference is made of the relationship of the components of Catholic Charities to both the Community Chest and Council of Social Agencies. It is important to understand both these relationships in a broader framework.

### 2. Community Chest

Recall that Bishop Hickey and the Board had decided to affiliate with the Community Chest in 1918. Annual appropriations in the 1920's grew from \$10,000 to \$285,000.

Leaders in Catholic Charities in this time period, including Father Foery and Monsignor Lambert, continued to believe in the value of participating in the Community Chest. From the perspective of the Catholic Charities, agencies were relieved of the burden of Fund-raising, and, more attention could be given to program development and service provision. From the perspective of the Community Chest, participation by the Catholic group strengthened its efforts by making it a joint enterprise of people of all religious faiths, and truly community in scope. From the perspective of the Catholic community, participation led to a greater sense of responsibility for their own group as well as the whole community.

Allocations from 1929 to 1949 are demonstrated in the following chart:

Agency	1929	1939	1949
Rochester Catholic Charities	\$131,331.12	\$75,781.85	\$120,354.28
St. Elizabeth Guild	7,450.90	3,772.99	3,253.13
Genesee Institute	8,802.40	8,209.95	20,891.49
Charles House	5,150.30	6,146.72	15,035.15
St. Ann's Home for the Aged	29,908.32	16,434.67	15,709.63
St. Mary's Boys' Home	32,109.74	16,205.61	-----
St. Patrick's Girls' Home	24,790.97	12,761.02	-----
St. Joseph Orphan Asylum	10,485.51	1,490.64	-----
St. Joseph's Villa	-----	-----	30,318.15
St. Mary's Hospital	37,658.84	34,583.64	5,000.00
Columbus Youth Association	-----	8,555.82	37,124.00
TOTALS	\$286,688.10	\$183,894.27	\$247,685.35

### 3. The Council of Social Agencies

The Council of Social Agencies was established in 1924 as the vehicle for mutual planning by the agencies for the community's betterment. Throughout this time period there were probably no areas of health and welfare services in the community which were not vitally affected by the activities of the council's activities.

Having again been assured on the question of autonomy, Catholic Charities was a charter member of the council. Over this time period, agency representatives not only participated fully in council activities, but often provided effective leadership.

The experience in mutual planning, as well as working with representatives of other agencies and the broader community around common problems, affected the work of the agency. The inter-agency agreements reached through council discussion were important. More important still was the challenge to the agency to clarify its purposes, its objectives, its policies and its standards. In the words of Bishop Foery, "The Council of Social Agencies is, for the agency, the best school of social work".

On the other hand, the full participation of Catholic groups affected the Council. A large measure of the Council's success was due to the fact that the three major religious groups participated fully in the work. The base of representation was broadened, and the Council became more truly representative of the community.

## ● **K. OTHER DIOCESAN CHARITABLE AND ADVOCACY ACTIVITY**

### **1. Introduction**

In late 1933, Edward A. Mooney was installed as Bishop of Rochester, replacing Bishop O'Hern who had died suddenly during the summer. Like Bishops Hickey and O'Hern before him, Bishop Mooney had strong interest in charitable and community related activities. He was instrumental in making possible many of the developments in Catholic Charities described in this chapter.

In addition, he initiated a number of charitable and advocacy activities undertaken outside the formal Charities organization. Described here are:

- Outreach to the African-American community
- The St. Gerard Maternity Guild
- Establishment of parish credit unions
- The Catholic Worker group
- Advocacy activities

### **2. Outreach to the African-American Community**

One of the hallmarks of the Archbishop Mooney administration was his zeal for missionary work. It was this zeal that prompted him to start missionary work among the African-Americans of Rochester.

This initiative had its roots on June 9, 1935, when the Bishop presided at Confirmation at the poor little Italian mission Chapel of the Annunciation on the northern edge of the city. Among the confirmands was Jethro Urius Pinckney, a 50-year-old African-American. After learning more of Mr. Pickney's story, the Bishop indicated that he wanted the mission pastor, Father George Weinmann, to begin work among the African-Americans in whatever way he thought best.

Father Weinmann thought it best to begin by gathering a few African-American men for social meetings under Church auspices. This group soon organized itself as the St. Peter Claver Society. Its purpose was "to unite colored people under Catholic auspices". With the approval of the Bishop, membership was open to all Catholics of color and to all others interested in getting exact information about the doctrines and practices of the Catholic Church.

Original officers were:

President: Albert Broco, Sr.

Vice-President: Wilfrid Qugmina

Secretary: O.J. Green

Treasurer and Chaplain: Father George Weinmann

On March 1, 1936, the young society sponsored an important meeting on racial cooperation at the Columbus Civic Center. Present among others were representatives of the Catholic Interracial Council of New York City. Discussed were problems of integration and assimilation that foreshadowed what was to

explode in Rochester some 30 years later in race riots. Three local African-American ministers were present, adding an important interracial note to the meeting.

At this time, membership in the society totaled 50 persons. With the financial assistance of attorney James E. Cuff, who had chaired the interracial meeting and was Grand Knight of the Knights of Columbus Council, the Society purchased a residence at 13 Rome Street near the main Post Office, which became headquarters for the society.

The center on Rome Street was made available not only to members but to any other African-American group that wished to use it. For about a year, it served as home to the Catholic Worker movement. Summer vacation school was conducted by the School Sisters of Notre Dame. On Sundays during the school year, the Sisters of St. Joseph taught catechism to integrated groups of children.

By May, 1937, Father Weinmann had received 13 African-Americans into the Church. The St. Peter Claver Society was more widely valuable as a gesture of Catholic friendliness towards the local African-American population. Through its efforts, the first African-American students were admitted to the Aquinas Institute and Nazareth Academy.

When the Diocese decided to take a different approach to the Negro apostolate in 1944, the Society was disbanded, but in its nine years existence, it played an important role in Diocesan and community activities.

### **3. The St. Gerard Maternity Guild**

The St. Gerard Maternity Guild was established in 1935 with the approval of Archbishop Mooney, by the National Catholic Women's Union, the ladies' branch of the German Catholic Central Union. Its purpose was to supply funds, maternity clothes, layettes, etc to needy expectant mothers.

The Guild was established under the direction of Father Joseph Schagemann, with spiritual direction provided by Father Joseph Gefell, pastor of Holy Family Church.

Original officers were:

- President: Mrs. Mary Klos
- First Vice-President: Mrs. Margaret Spiegel
- Secretary: Mrs. Benedict Ehmann
- Treasurer: Mrs. Lawrence Weider

The Guild made its largest contributions during the Depression and gradually withered away in the 1970's.

### **4. Parish Credit Unions**

Rochester Verein (a German social society) members began thinking about local credit unions in 1934. At the end of 1936, Attorney Joseph Gerraro and Mr. John Ammering convinced their local Verein Conferences to take action. With the active backing of Pastor Joseph Gefell, the Verein Associate of Holy Family Parish organized the city's first parish credit union in April, 1937.

Parish credit unions offered a good opportunity for people of small means to borrow money without exposing themselves to the usury of some professional loan companies. The credit unions were operated by parish members for parish members.

The most successful parish credit union was the one at Holy Family. By 1956, its assets were close to \$350,000. Between 1937 and 1962, it made loans of \$3 million. It was of benefit to its members in the Depression, but even more during the 1950's when home loans were needed.

After Bishop Mooney left, four other German-oriented parishes of Rochester established credit unions. They were never as successful as the Holy Family Credit Union. Today, the St. Pius X Credit Union established by then pastor Father Donald Murphy is still in existence.

## **5. The Catholic Worker Movement**

This movement was inspired by the work of Dorothy Day and Peter Marin begun in the slums of New York City in 1933. These two founders aimed at opposing the spread of communism by preaching a doctrine of social justice based on the papal encyclicals, and illustrating that doctrine by an ardent “personalist” charity toward the city poor, whom they welcomed to its slum-centered “houses of hospitality”.

This movement caught the fancy of many young clergy and laypeople across the country. In Rochester, Father George E. Vogt, a professor at St. Andrew's Seminary, organized a “Catholic Worker” group in 1934 to study the papal encyclicals. Associated with this group were students from Nazareth College, St. Andrews Seminary and Aquinas Institute.

The first person from the Rochester area to fall under the spell of Dorothy Day was Miss Margaret Bigham of Canandaigua. Thus began a long career of social justice activities which continued until her death in 2008. She served on Boards of Catholic Charities in the Southern Tier from the 1980's onward. She was recognized by the State Council of Catholic Charities Directors in 2008 for her advocacy work.

It was Father Benedict Ehman who invited Dorothy Day to first speak in Rochester at the end of 1933. She addressed a full auditorium at the Columbus Civic Center on February 11, 1935, urging establishment of houses of hospitality. Before this could happen, Archbishop Mooney was named to his new position in Detroit. As time went on, this group was treated with increasing reserve by the Diocese, as it was viewed as a bit too radical.

## **6. Advocacy Activities**

Archbishop Mooney was also oriented to public policy involvement and advocacy.

Just before his arrival, the Diocese urged participation in a mammoth parade on September 26, 1933 to champion legislation to create the National Recovery Administration as an antidote to the Depression.

Diocesan leadership urged support of federal recovery measures in other ways.

In 1934, Diocesan leadership urged support of a state proposition to set aside further funds to combat unemployment.

In 1934 also, with encouragement from the Archbishop, the Diocesan Holy Name Society issued resolutions opposing the proposed child labor amendment to the federal constitution, and state legislation on divorce and contraception.

In 1935, Archbishop Mooney was elected Chairman of the Executive Board of the National Catholic Welfare Conference.

Also in 1935, with the encouragement of the Bishop, the Rochester Parish Sodality Union opened an evening school of Catholic Action, with sessions in the Columbus Civic Center. The purpose was to instruct the Diocesan Sodalities in the possibilities of Catholic action that were open to this. The Rochester "Catholic Action School" was the first of its sort in New York State.

## **7. Conclusion**

Bishop Mooney made outstanding contributions to the charitable work of the Diocese. In his work, it became clear that he was destined for further promotion. It was no surprise that he was appointed Bishop of a larger Diocese, Detroit, and later named a Cardinal. With his involvement with the African-American community, Catholic Worker movement and public policy advocacy, Detroit would welcome a leader versed in the issues that most concerned them.

## **● L. CONCLUSION**

A solid foundation had been build for the future.

There was now in place an administrative structure that would perdure the next sixty years.

The Columbus Civic Center would serve as home to Diocesan and Catholic Charities offices for more than 40 years.

This building became the focus of the newly created Columbus Youth Association which would evolve into the Catholic Youth Organization.

An increasing approach to professionalism and family orientation led to changing the name of what had begun as the Relief Department to Catholic Family Center.

St. Ann's Home, St. Joseph's Villa, Charles Street Settlement House and Genesee Settlement House were all on solid footing in 1950.

Three Catholic camps were operating successfully.

The reach of Catholic Charities in the Diocese had been extended to Elmira through the creation of Elmira Catholic Charities.

Three Bishops and Catholic Charities leadership helped those in the diocese weather the Great Depression and World War II.

In general, the Church was at a high point in its standing in the country.



*-Courtesy of Rochester Diocesan Archives*

Staff at Charles Settlement House



*-Courtesy of Rochester Diocesan Archives*

Early building at St. Joseph's Villa





*-Courtesy of Camp Stella Maris*

Monsignor Lambert, Bishop Kearney, and Father Mulcahy at 25th Anniversary Mass



*-Courtesy of Rochester Diocesan Archives*

Cardinal Edward Mooney 1933-1937



*-Courtesy of Rochester Diocesan Archives*

Boy scout receives award from Monsignor Lambert



*-Courtesy of Rochester Diocesan Archives*

Columbus Civic Center, home of Catholic Charities 1931-1992



*-Courtesy of the Catholic Journal, 5-4-39*

Catholic Charities leaders in 1939, from left to right: Rev. Joseph E. Vogt, Director, Social Action Division; Rev. Gerald C. Lambert, Diocesan Director, Rochester Catholic Charities; Rev. Hubert A. Biskey, Director, Family and Child Placing Division.

1951



*-Courtesy of Camp Stella Maris*



*-Courtesy of Rochester Diocesan Archives*  
New St. Ann's Home, opened 1963

TO 1965

# CHAPTER THREE

# STABILITY AND THE

# WINDS OF CHANGE

## 1951-1965

### ● A. INTRODUCTION

Just as over-all societal conditions had been powerful influences in the agency's evolution described in the previous chapter, so did the national environment, as well as the world-wide Church environment, greatly influence the work of Catholic Charities in this fifteen year time period.

The post World War II period of the 1950's was a time of peace (after the Korean War was concluded), prosperity and stability. In many ways, the Church was at a high point of its existence in the United States. Catholics were becoming ever more integrated into the economic life of the country. For the Church, this was a time of building churches, schools and seminaries.

The national experience was reflected in Rochester. Bishop Kearney was beginning the second half of his 30-year tenure and was a respected Church and community leader. For the human services community, this too was a time of stability and the increasing professionalization of social work. Catholic Charities activities remained focused on Catholics, and the basic framework of programs described in the previous chapter remained intact.

They are described here as follows:

- Diocesan Administration
- Catholic Family Center
- St. Ann's Home
- St. Joseph's Villa
- Charles Settlement House
- Genesee Settlement House
- Columbus Youth Association – Catholic Youth Organization
- Catholic Camps
- Boy Scouts and Girl Scouts
- Elmira Catholic Charities
- Auburn Catholic Family Center

Yet already by the end of the 1950's were unleashed societal and church

forces which would have dramatic implications for the structure and work of Catholic Charities beginning in the mid-1960's. Across the United States, the civil rights movement which had been stirring for years in more informal ways, found a focus in the Montgomery Bus Strike of 1958. Through the advocacy leadership of Reverend Martin Luther King, Jr. and then the political leadership of Presidents John Kennedy and Lyndon Johnson, there were enacted in a very short time legislation that would profoundly affect society and the work of Catholic Charities: the voting rights act, civil rights legislation, the Economic Opportunity Act and the programs of the War on Poverty.

Similarly, the election of Pope John XXIII in 1958 was to portend great changes in the Church. The Vatican Council brought not only a changed view of the position of the Church in the world, and sacramental practices, but had significant implications for the work of Catholic Charities. Particularly the principles of subsidiary and lay participation would have great impact on the work of Catholic Charities.

The effects of these powerful forces on the work of Catholic Charities are described in the next chapter.

## ● B. DIOCESAN ADMINISTRATION

In 1950, Monsignor Gerry Lambert was nearing the end of his 15-year tenure as Diocesan Director of Catholic Charities. As described previously, as the second Diocesan Director, he had been the architect of the new structure needed to manage the ever growing agency. He had created the positions of Assistant Director of the Family and Children's Division and the Social Action Division. At the beginning of 1950, Monsignor Arthur Ratigan served in the former position. The incumbent Assistant Director for the Social Action Division was Father Don Mulcahy.

In 1950, reflecting the growth of the agency, and in preparation for future leadership transition, Monsignor Ratigan was appointed as Assistant General Director and Father John McCafferty replaced him as Assistant Director for the Family and Children Department.

Following Monsignor Lambert's retirement from Catholic Charities in 1952, there was a modest restructuring. Monsignor Arthur Ratigan was appointed as Diocesan Director on January 1, 1953. He was an outgoing individual who would come to embrace the tenets of the Vatican Council. Among his many accomplishments over his 10 years of service would be the development campaign for and the construction of the new St. Ann's nursing home facility on Portland Avenue, dedicated in 1963. Father Don Mulcahy was appointed at this time as the new Assistant Director for the Division of Family and Child Care. The position of Assistant Director for Social Action was transitioned to the Assistant Director for the Youth Department. This position was filled by Father Gene McFarland who was still serving as Director of Camp Stella Maris.

A second change in administration during this time period came when Father Mulcahy was appointed Diocesan Director in 1963. He was one of

the first priests in the country to obtain a Master's Degree in social work. He would serve until 1971. Father McFarland continued to serve as Director of the Youth Department until 1965. The position of Assistant Director of the Division of Family and Child Care was filled beginning in 1964 by Father William Charbonneau.

An interview with Father Mulcahy reported in the *Catholic Courier* in April, 1965, gives good insight into the thinking of Diocesan Charities leadership at the end of this time period. He reflected on the changing times, noting that at that time Catholic Charities throughout the Diocese had nearly 500 specially trained workers. Many had the backgrounds and training to help clients address psychological, psychiatric and emotional problems. He emphasized that there was another important aspect of Charities: to provide services with love and Christian Charity, saying "God loves a cheerful giver."

Reflecting on societal changes including the Civil Rights Movement and the growing involvement of government in providing services, as well as the teachings of the Vatican Council, he talked more directly than his predecessors about the need for advocacy for public policies to help the poor. He called for "mutual concern and cooperation" between government and voluntary agencies.

Invoking the spirit of the Peace Corps, he talked about the need for idealistic young people to become involved in the work of Charities. He described the need for Scout troop leaders in inner-city parishes, teachers who would voluntarily help students with special needs, suburban families who would forge friendships with families in deprived sections for the city and parish-to-parish programs to provide emergency food and clothing supplies. He invited interested persons to contact him to discuss becoming involved in the activities of Catholic Charities.

This interview would foreshadow the work of Catholic Charities in its second 50-years.

## ● C. CATHOLIC FAMILY CENTER

### 1. Introduction

As the new decade began, the Rochester human services community was debating the "Supplement or Substitute" project. This debate, which was about whether the goal of casework and child care should be to substitute for family life or to supplement existing family life, reflected the state of the social work profession at this time.

In responding to the survey on this subject distributed by the Council of Social Agencies, CFC Executive Director Kathleen d'Olier stipulated in late 1949 that it had been the philosophy of the agency to act as supplement and not a substitute in its work with families. She also stated "that we have fallen far short of our goal patently".

After tracing the organization's evolution over 35 years, she indicated that it was then the goal of the agency to address certain objectives:

- Closer cooperation with group work centers

- Increased service to the aged – especially the chronically ill, whether in their own homes or in institutions
- More adequate service to families with children in parochial schools
- More provision for case work with displaced persons
- A lower case load in the Child Care Division to permit more intensive work with parents

These five objectives could be met with more adequate staff and would require:

- Improved professional standards by the employment of graduate case workers.
- Further development and improvement in in-service training. This could be implemented if an item for scholarships and/or for partial pay of regular staff workers on educational leaves of absence could be included in the budget.
- Better provision for care of adolescent boys. (This need could be met by a home for boys where, with special study and treatment, they could be prepared for family life in the community.)
- More funds for material relief where this is needed as an integral part of the case work service to families.
- A continuing process of study and refinement of services to the family so that Catholic Charities could grow in the future as it has in the past and may be better prepared to meet the challenges outlined in “Supplement or Substitute”.

This goal statement serves as a good introduction to this section. Provided here are two snapshots of the agency: the status of its activities in the early 1950’s and the status of activities as this period came to a close in the mid-1960’s.

## **2. A Snapshot of Work in the Early 1950’s**

### **• a. Introduction**

This snapshot of the agency’s work in the early 1950’s describes the following:

- Administration
- Services
- Professionalization/Staff Development
- Finance
- Conclusion/Planning for the Future

### **• b. Administration**

During 1952, there was a complete changeover in the administration of Catholic Family Center. Kathleen d’Olier completed nearly 40 years of outstanding contributions to Catholic Charities when she retired on July 1, 1952. That year, she was awarded an honorary Doctoral Degree by Nazareth College for her “outstanding humanitarian service to the community.” George W. Montgomery, who had been working at the agency and had recently received his Masters Degree in Social Work, was appointed to succeed her.



Catherine Wobus was appointed as Director of Casework at the same time.

At the request of the Community Chest and based upon the recommendation in the history completed by George Montgomery in 1950, a Board of Directors had been established in the mid 1950's. For the 1958-59 program year, Richard Thiele was the President.

#### • c. Services

A snapshot of the agency's work at the beginning of this time period is provided by the 1952-53 and 1953-54 annual report. In each of these years, the agency received about 1,000 applications for family casework and about 300 applications for adoption and home-finding services. These new applications increased the total number of active cases to about 2,000 and the number of children in placement to about 600. In the home-finding services, there were approximately 150 certified homes. There were about 200 applications for adoptions each year. During this time, about 120 children were in adoption placement and supervision. About 60 adoptions were completed per year.

In addition to these core services, the agency undertook several special projects in the early 1950's.

#### **Service to Puerto Ricans**

Recognizing the recent influx of Puerto Ricans into the community, Father Ratigan asked the Columbus Youth Association and Catholic Family Center to develop programs to meet their needs. To facilitate program development, the agency hired Gladys Feliciare, a trained social worker from Puerto Rico, in January, 1953. She worked to provide English classes, helped further develop the Hispanioamerican Club of the Catholic Youth Association, arranged for a monthly Mass with a sermon in Spanish, and provided translation services for those involved with the Monroe County Department of Social Services and the Public Health Nurses.

#### **Service to Refugees and Immigrants**

During this time period, the agency continued to provide casework services for persons newly arrived in America under the auspices of the War Relief Service, of the National Catholic Welfare Conference. With the passage of the Refugee Relief Act of 1953, this service was greatly expanded.

#### **Police Referral Project**

This project was initiated in cooperation with the special services division of the Rochester Council of Social Agencies. This was basically a means of reaching marginalized people through an "aggressive casework" approach.

#### **Hanover House Project**

In cooperation with other agencies, the agency agreed to provide a caseworker for two days a week to assist Monroe County Health Bureau nurses, provide emergency services, and act as an intake agent on site at the housing project.

#### **Cooperative Work with Courts**

During this period, Catholic Family Center continued the special arrange-

ments with the Children's Court and City Court begun several years previously. A component of this effort was a research project on preventing juvenile delinquency.

### **Genesee Settlement – Catholic Family Center Project**

During this time, the cooperative casework – group work project with Genesee Settlement also continued. Annually free casework services were given to 45 families. In addition, the caseworker provided consultative services on 44 cases to members of the Genesee Settlement staff.

### **Cooperation with St. Joseph's Villa**

The decade long relationship with St. Joseph's Villa was continued during this time. Catholic Family Center provided casework services to Villa residents and their families before, during and after placement. In 1953, the Villa's Charter was amended to permit the placement of children committed by Children's Court on a delinquency petition. The Villa, in cooperation with Catholic Family Center, was thus able to accept and care for a number of disturbed children who required intensive casework.

### **Volunteers**

In the early 1950's, the volunteer program of the agency was strengthened and expanded. Volunteer services were provided by members of the St. Christopher Guild and several volunteer groups organized under the auspices of the Catholic Daughters of America. The Motor Corps transported children to doctors, clinics, commissary clothing and their homes, saving substantial professional staff time. The knitting group and sewing group provided layettes and articles of clothing for special occasions. In all, a total of 55 volunteers were involved.

#### **• d. Professionalization/Staff Development**

In January, 1950, Catholic Family Center inaugurated new personnel policies. From that time on, only persons holding a Master's Degree in Social Work were accepted for employment. With the cooperation of the Community Chest, salary levels were gradually raised to be comparable to other agencies in the community. Because it became difficult to recruit Master's-level employees, in 1952, a position of caseworker Grade II was established for employees with Bachelor's Degrees.

During this time, Catholic Family Center provided for the continued development of professional staff by various means. Staff were encouraged to take advanced seminars at Schools of Social Work. As far as finances permitted, agency staff participated in state and national conferences. The agency established a professional library. The staff held two staff development meetings a month. During 1952-'53, the focus of these meetings was "aggressive casework". During 1953-'54, the theme was "culture and casework". Staff continued to learn from and contribute to the work of various committees of the Council of Social Agencies.

Recognizing the need to recruit qualified persons to the social work

profession, Catholic Family Center worked closely to foster this goal with institutions of higher education. Graduate students for field work placements were accepted from the University of Ottawa, University of Buffalo and Catholic University of America. The agency cooperated with Nazareth and Mercyhurst Colleges in their programs of recruitment for social work. Orientation sessions also were given to student nurses at St. James Mercy Hospital in Hornell. Staff members participated in programs on vocations conducted by schools and Church groups.

• e. **Finances**

During the early and mid-1950's, the agency's operating budget grew slowly from \$300,000 to \$350,000. Actual income and expenses for the 1954-55 fiscal year were:

Total Expenditures .....	\$354,615.39
Total Receipts (other than Community Chest) .....	\$195,503.26
Operating Deficit (Community Chest) .....	\$159,603.62
Surplus.....	\$491.49
Specific expenses incurred were:	
Executive Office .....	\$4,800.00
Administration .....	\$132,041.05
Children's Relief .....	\$200,838.84
Family Relief .....	\$ 16,935.50
	\$354,615.39

• f. **Conclusion/Planning for the Future**

A regular state survey of Child-Placing services undertaken in 1954 by the State Department of Social Welfare concluded:

“The Catholic Family Center is doing excellent work with its focus on the preservation of the family. The practice of having the caseworkers carry a combined caseload of family cases and foster care helps to keep the work so focused. The reorganization of the agency to carry out this plan is sound.

“The agency is to be congratulated because of the good standards set for hiring staff. It can well be proud of the fact that the staff is a trained staff.

“The agency has good casework standards and children are not staying as long in foster care as they did formerly. The emphasis of the casework is on making permanent plans for children either back in their own homes when the families have been rehabilitated or in adoption homes when adoption is possible.”

The report made recommendations which were to guide the evolution of the agency. The most important recommendation was to create an Advisory Board for the agency.

When the Catholic Charities Aid Association was created in 1917, there was an adequate committee structure to oversee the needs of a casework agency. With the broadening of programs outside Rochester, and the organization of the agency into the Division of Family and Child Care, and Social Action Division, the Board's responsibilities became clearly those of an over-all Board

for the whole structure, rather than the Board of a casework agency. The over-all structure made the over-all Board remote from the Executive and staff of the agency. There was need for a responsible lay group to provide guidance to the case work agency. It was agreed that the establishment of such a group was possible within the agency's existing legal structure. The establishment of a group would soon be a major development in the agency's evolution.

The other recommendations of the report were:

- Clarify the roles of administration and supervisory staff, relieving supervisors of caseloads and reducing the supervisory responsibilities of administration staff.
- Increase in staff for adoption and home-finding
- Improve record keeping.

### 3. The Agency in the Mid-1960's

The decade between the mid 1950's and the 1960's was a time of slow growth and increasing professionalism within the agency.

The growth is documented by three audits of the agency: 1959, 1964 and 1966.

Recall that the operating budget for 1954 had been \$350,000.

By 1959, the annual operating budget had grown to \$444,000. Of this amount sources of revenue were:

Community Chest	\$225,571
Monroe Count	\$159,744
Individuals	\$26,725
Homemaker Service	\$5,312
Outside Counties and Towns	\$4,357
Adoptions	\$17,015
Voluntary Contributors	\$1,707
	\$440,425

Major expense areas were:

Subsistence and Support of Persons	\$219,957
Material	\$17,096
Medical	\$3,658
Homemaker Service	\$5,849
	\$246,560
	\$439,880
Net Surplus	\$545

By 1964, the budget had increased to \$745,000 because of a doubling of revenue from Monroe County and a significant increase from the Community Chest.

Revenue sources for the year were:

Community Chest .....	\$299,614
Fees for Services Rendered:	

Individuals .....	\$51,301
Monroe County .....	\$309,017
Monroe County Family Court .....	\$2,207
Other Public Funds .....	\$30,574
Other Community Chest Agencies .....	\$38,858
Sundry .....	\$678
Contributions .....	\$1,635
Payments of Financial Assistance.....	\$11,763
Miscellaneous.....	\$130
	\$745,776

Expenses for the year were:

Administration.....	\$284,551
Recruitment and Education .....	\$3,063
Promotion and Publicity .....	\$1,007
Promotion Services Legal & Professional.....	\$1,007
Transportation .....	\$6,327

Board Rate Payments

Chest Agencies .....	\$212,798
Foster Families .....	\$144,539
	\$357,337
Health and Allied Services.....	\$15,175
Clothing and Personal Needs .....	\$29,429
Financial Assistance .....	\$37,862
Miscellaneous .....	\$8,762
	\$744,478
Surplus.....	\$1,298

For 1966, the budget had grown yet again, fueled by \$100,000 increases from both Monroe County and the Community Chest, and expenditures for the first time reached \$1 million.

Revenue for this period was:

Fees for Services:

Individuals .....	\$ 45,342
Monroe County .....	\$403,352
Outside Counties .....	\$70,312
Other Chest Agencies .....	\$60,908
Repayments of Financial Assistance.....	\$14,572
Community Chest .....	\$382,164
All Other Increases.....	\$4,975
	\$981,631

Expenditures were:

Administration .....	\$385,510
Recruitment and Education.....	\$2,590

Promotion and Publication.....	\$1,107
Purchased Services .....	,086
Transportation .....	\$9,178
St. Joseph's Villa Board .....	\$321,793
Foster Families Board .....	\$184,236
Home Convalescent Care .....	\$3,562
Medical and Dental Payments .....	\$10,204
Other Medical Expenses .....	\$1,752
Clothing and Personal Needs .....	\$27,724
Financial Assistance .....	\$74,883
Planning Conference Expenses .....	\$1,200
Organization Dues and Fees .....	\$8,500
	Total \$1,021,739
	Deficit \$ 40,108

These succeeding audit reports show that the agency continued its almost exclusive focus on casework and child placement. It was clear that there was ever more reliance on an expanding St. Joseph's Villa, more referrals from outside counties, and an increase in direct financial assistance.

The adoption service had become ever more professional based on recommendations made in the dissertation written in May, 1960 by Father William Charbonneau in partial fulfillment of the requirements for the Degree of Master of Social Work at the National Catholic School of Social Service at the Catholic University of Anna. The dissertation outlined requirements for adopting families including:

- Information Form
- Adoption Application
- Physical Examination Form
- Sterility Survey
- References
- Religion (religious practice was required as essential)
- Mixed Marriages (assessment was made of the strength of the Catholic parent)
- Attitude Toward Children
- Children in the Home
- Childlessness
- Health
- Finances
- Education of the Child
- Motivation

There were two other programmatic developments during this time period. First was an increase in refugee resettlement. In 1956, because of the uprising in Hungary against Communist Russia, there was an influx of refugees from Eastern Europe. In the early 1960's, with Fidel Castro seizing power in Cuba, there was an influx of Cuban refugees. Also, in the early 1960's, again because

of political turmoil in their country, there was an influx of refugees from Haiti.

The second major program addition was the creation in 1958 of the DePaul Child Guidance Clinic for parochial school children. The prime mover in establishment of the program was Dr. Albert Sullivan. This service has evolved into DePaul Mental Health Services. Its evolution is described more fully in the next chapter.

Thus was the status of the agency on the eve of what would be major changes.

## ● D. ST. ANN'S HOME

### 1. Life at St. Ann's in the mid 1950's

There can be no better way to describe life at St. Ann's in 1956 than to quote directly from the beginning of the program written for the 50th Anniversary celebration of St. Ann's. This Anniversary was commemorated by a Golden Jubilee Mass celebrated by Auxiliary Bishop Lawrence Casey at which Bishop Kearney preached the homily.

The mission of the organization was clearly stated on the cover of the Golden Jubilee booklet:

“Where the Older Person has Future”

The text of the booklet, written by Catholic Courier Journal editor Monsignor Patrick Flynn begins:

“This is the Golden Jubilee Year of St. Ann's Home, which, since its opening in Rochester in 1906, has cared continuously for 50 years for aged and infirm men and women, irrespective of race or creed.

Attractively located on spacious and pleasant grounds on lower Lake Avenue and almost in the shadow of the Eastman Kodak Company's vast industrial empire, St. Ann's Home today is one of Rochester's proudest and best known landmarks. It also represents the city's most outstanding achievement in an ever growing special field of social service, the care of the aged.

This half century of service to Rochester's senior citizens will be commemorated next Sunday morning at 9 o'clock when a Golden Jubilee Mass will be offered in St. Ann's Home Chapel. His Excellency Bishop James E. Kearney will preach the sermon at this Mass which will be celebrated by His Excellency Auxiliary Bishop Lawrence B. Casey.

Immediate direction of this home for older people is in the charge of the Sisters of St. Joseph who have directed the home continuously since its establishment fifty years ago. At the present time, the Executive Director of St. Ann's is Sister Mary Walter. She is assisted by a staff of seventeen St. Joseph Sisters, six of whom are registered nurses.

This group of dedicated Sisters supervised the large and capable personnel of 54 fulltime workers required for the efficient management of the Home. A physician-on-call and a Catholic Charities staff worker complete the staff.

During the past year St. Ann's Home provided a total of 76,633 days care for the 261 “guests” who were resident there. The Home currently cares for 228

residents, 181 women and 37 men.

Financial reports covering the annual cost of operating the Lake Avenue Home reveal that it is one of the major charitable institutions of the Catholic Diocese of Rochester. Records for the last fiscal year (April 1, 1955 to March 31, 1956) show that the cost of operating St. Ann's during that period was \$302,173. Payments by guests and donations covered only \$253,737 of the annual expenses while the deficit of \$48,436 was contributed by the Rochester Community Chest of which St. Ann's is an affiliate.

The community's respect for the work carried on at St. Ann's is revealed not only in the generous public support which it has enjoyed during the past half century but also in the continuous and ever growing demand on its facilities by aged folk seeking admission.

Since the initial opening of the main building fifty years ago St. Ann's has been forced to undertake major expansion of its facilities at least three times. This was necessary in order to care for "the waiting list" of applicants wishing to live at St. Ann's. Following the opening of the original building in 1906, the North Wing was opened in 1912 and the South Wing in 1931. More recently, in 1954, the completion of a new Convent for the Sisters freed 18 rooms formerly occupied by them in the Home and offered partial solution to the waiting list of more than 50 applicants.

Elder Citizens of the community who today make St. Ann's their home enjoy splendid facilities and a daily routine designed to provide them contentment, comfort, and companionship.

For its resident guests, the Home provides not only the comfortable rooms where privacy may be enjoyed but also the excellent community facilities including cheerful dining rooms and recreation centers for both men and women. In the latter, guests find television, card games and the chance to chat with their neighbors. Elevator service gives the guests easy access from floor to floor.

Most appreciated by St. Ann's residents is, of course, the beautiful Chapel. To this sanctuary, centrally located in the main building of the Home, the guests can come at any hour they wish. Here they find Holy Mass and a place for devotion and prayer.

For the bedridden and seriously ill, around-the-clock, professional nursing service is provided in the Home's Infirmary. Here care of the soul as well as the body is of prime interest, as is revealed in the ever present, vigilant Sister and the spiritual ministrations of the Chaplain.

The daily program at St. Ann's is very flexible and geared to suit the convenience of the guests. There is the morning Mass in the Chapel for those who wish to attend and are able. Those confined to their rooms or the Infirmary are brought Holy Communion by the Chaplain.

The large grounds surrounding the Home offer ample opportunity for a pleasant walk in the sunshine. Benches casually located under shady trees are an invitation to relax and chat with friends.



St. Ann's is a home, not a prison. Guests are free to come and go during the day and those who are able do so. Alone or in groups, St. Ann's residents may be seen going out every day on downtown shopping trips, on visits to friends and relatives in the city, and on personal errands. But always they have St. Ann's to return to, the place they call "home".

Time does not hang idle on the hands of those who live at St. Ann's. Besides the normal opportunities of friendly conversation, television, card games, reading and the like, there are also formal programs offered to those wishing them. These latter include classes in sewing and knitting for the ladies and classes in leather handcraft for the gentlemen. Always welcome to the guests are frequent entertainments and movies brought to the Home by charitable groups and individuals.

Most of the men and women at St. Ann's are graying and reveal the normal infirmities of age, but all of them can smile. In St. Ann's Home they learned have that life can be worth living even though it is eventide".

## **2. The Construction of the New St. Ann's Facility**

As indicated above, a major achievement of Diocesan Director Monsignor Arthur Ratigan, (1952-'63) was construction of a new St. Ann's Home.

Recognizing the need for new and updated facilities, Diocesan leadership sold the land on which the facility had been located on Lake Avenue to the Eastman Kodak Company, first western acreage in 1957, and the rest in 1959. That fall, the Home acquired a new site of 23 acres on Portland Avenue between Norton Street and Ridge Road for \$125,000. The location was ideal – on a bus line and only 500 feet from the new outer loop.

The vision, physical structure and program activities of the new facility were described in great detail in an article by Monsignor Ratigan which appeared in March, 1960 in *Health Progress*, a magazine published by the Catholic Health Association.

Monsignor Ratigan began the article by describing changing perceptions in the community about care of the aging, including an increased emphasis on enabling older persons to live in the community as long as possible. He indicated that therefore the Home was also planning to offer services on a day care as well as inpatient basis.

Turning to the facility itself, he indicated that it would have a capacity of 354 residents, including 216 nursing care patients, eight priests and 138 so-called well-aged patients. In addition, a convent was planned for 30 Sisters of St. Joseph who would staff the facility. Recognizing that there would be a growing demand for service to the chronically ill, the facility would be built in such a way that all rooms could be converted to nursing rooms.

Another important element of the philosophy underlying the physical design was that specialized services should be offered in a way that they were added to a normal way of life and not a way of life in themselves. The goal was to integrate specialized services into a normal, home-like atmosphere which respected the guest's privacy and individuality. Thus, almost all rooms would be

private with their own bathroom.

There were to be 46 beds on each residential floor configured into a double nursing unit. Each floor was to have three small lounges and sun decks, and a small dining room for social gatherings.

The ground floor and first floor were to house service departments with vehicular access provided to both levels. A most important service would be a complete medical program beginning with a complete pre-admission medical exam. The medical wing would be divided into three sections: medical, physical and medical services, all supervised by a medical director. There was also to be an affiliation agreement with nearby Northside Hospital.

The main Chapel was to be located on the first floor, but was to be slightly removed from the main lobby to retain a sense of “going out to Church”. The Chapel was to be specifically designed for use by the aged, with an area especially designed for the use of those in wheel chairs. It would have a capacity of 375 persons.

The main dining room on the first floor would be subdivided by low space dividers into small areas for the use of 24 to 28 people to help provide an atmosphere cognizant of the resident’s personal dignity and individuality. Waitress service would be provided, with four persons at each table. The décor and atmosphere were to be that of a high class hotel dining room, complete with table cloths and carpeting.

The recreation room would also double as an auditorium with a portable stage and motion picture screen. It could also be subdivided for such activities as card games, etc.

The guest laundry was viewed as a morale builder enabling residents to wash out things they did not want to send to the main laundry.

The barber shop and beauty shop were a necessity for any long-term care institution.

The facility would be a “Cadillac” for institutions among its sort.

Despite obtaining significant funding from the state and federal government for this facility and generous bequests from Sarah McCort Ward and Mary McCort, paying for the \$5.76 million facility was a challenge met by the Board, who approved taking a mortgage for \$1,350,000 at 5-1/2 percent interest. With this mortgage, it was projected that the annual operating budget would be just under \$1 million, and the over-all cost per resident per diem would be just over \$7.00 based on total resident days of 122,343 per year.

Bishop Kearney dedicated the facility on May 1, 1963. His address brought to the minds of some the words of Bishop McQuaid in dedicating the original St. Ann’s:

“So may the work of the aged go on, century after century, because this is no flimsy structure we have built here. Let us give praise to God for what He has done for us”.

Sister Mary Walter Kohn had served as administrator from 1952-'58. Sister Thomasina Purcell who had become administrator in 1958 stayed on as admin-

istrator of the new facility. She was replaced in 1964 by Sister Marie Michelle Peartree who would serve until 1997.

As indicated above, the new facility had been constructed in such a way that it could for the first time accept applications from the sick-aged as well as the well-aged. (Over the previous eight years, the average age of applicants had been 80, and the average age of residents at the time of the move was 86). The two rates for the new St. Ann's Home were \$398 a month for the sick-aged and \$227 a month for the well-aged.

At the time of the move, about a third of the residents received old-age assistance or medical assistance to the aged from the County Welfare Department. The entire funding and service structure of the home would change dramatically with the enactment in 1965 of Medicaid legislation.

## ● E. ST. JOSEPH'S VILLA

By 1950, St. Joseph's Villa was providing the following services:

- Group residential care
- Social services for children and their families
- Psychiatric and psychological service
- Education
- Recreation
- Health and medical care
- Religious formation
- After care

From its inception, the Villa was staffed by the Sisters of St. Joseph. In 1950 Sister Clara Maria Enright was Administrator.

Applications for admission came through Catholic Family Center from various sources such as Child Welfare and Family Agencies, Child Guidance Clinics, Family Courts in various counties, schools and private sources.

As indicated previously, the Villa was operated on a "cottage" basis, with each cottage run as an independent unit. In each cottage, staff included a cottage mother and a teacher, a cook, a seamstress and a housekeeper.

Ten teaching sisters oversaw the education of the residents. The children were under the spiritual direction of the Chaplain, Father Austin Hanna.

By the early 1950's, there had been developed a very extensive recreation program supervised by group workers and play leaders. These were various seasonal elements to the program. Under the direction of Coach Joe O'Brien, two boys' football teams played regularly between halves at Aquinas football games. During the indoor months, the youngsters enjoyed regular membership in the Columbus Youth Association. Swimming and basketball were particularly popular activities. Outdoor winter activities included tobogganing and sledding. Many different Guilds and other Catholic groups organized seasonal parties for the residents, particularly at Christmas time.

In the summer, vacations were taken at the summer Villa on Conesus Lake, (a mile from Camp Stella Maris.) All the usual camping activities were

undertaken under the supervision of Sisters and group leaders. Again, many civic groups sponsored carnivals and picnics on the campus to round out summer festivities.

During this period, there were several major developments in the Villa's evolution and expansion.

A pivotal moment that would dramatically affect the agency's future came on April 22, 1953. A certificate of extension of powers was filed which authorized St. Joseph's Villa for the care, maintenance and education of abandoned, dependent, delinquent, destitute and/or neglected children as defined in the Social Welfare Law of New York State. This amendment permitted the Villa to alter its focus to include the emerging need for care of pre-delinquent and delinquent children. With the influx of more troubled children, it soon became apparent that 24 young people in a cabin were too many, so the total capacity was reduced to 80, 16 residents per cabin.

In 1954, Sister Mary William Ahrens replaced Sister Clare Marie as Administrator. In 1954 also, a separate infirmary was built to comply with state law. The sale of acreage from the original property provided funding for the construction. By the mid-1970's, the building housed the social services department.

In 1957, the Villa's Social Service Department opened with two lay social workers. By 1958, two Sisters of St. Joseph had received their Master's in Social Work degree from Catholic University so there were four trained staff to work with the children and their families. Since the Villa was understaffed in other areas, however, the trained sisters had to share their time and talents with the child care, recreation and volunteer programs.

In 1959, the Villa's first recreation director was hired and this department soon expanded and filled a vital treatment need.

In 1960, Sister Roberta Finnegan was appointed Administrator. She was succeeded in 1962 by Sister Rose Xavier Davis who would serve until 1968.

In 1965, the "one office" Administration building and the very small convent were replaced by a new convent-administration building whose construction was financed by a combination of Villa securities and the contributed services of sisters.

By the end of this time period, the staff had grown to include a resident Chaplain, 18 sisters of St. Joseph and 30 lay staff. Each cottage continued to be under the supervision of a sister cottage-mother, and house an average of 16 children ranging in age from 6 to 15. In general, children attended the school, but special provision was made for the education of hyperactive children who could not handle a normal classroom setting. In some cases, this would involve a special school off grounds. The four social work staff members had availability of psychiatric consultation. Medical care was overseen by a non-resident physician and a registered sister-nurse in residence.

## ● F. CHARLES SETTLEMENT HOUSE

As indicated earlier, Eileen McCarthy was appointed Executive Director of Charles Settlement House in 1956. In a Catholic Charities newsletter in the early 1960's, she expressed her views on the purpose and philosophy of a settlement house stating:

“A settlement house offers not a specific set of services, but an approach to a neighborhood. This approach means that the staff, especially the director, must be attuned to the changing needs of the area and must be flexible enough to meet these needs. As a result, this approach will also mean helping people to express problems, finding solutions for them and developing indigenous leadership to carry out the programs.”

With this philosophy, by 1962 the Charles Settlement House programs had evolved to include several program elements.

For children in primary grades, there was an after-school program offering participation in cooking, crafts, woodshop, gym, directed play, Brownies, club and art groups. During nice weather, the playground was well utilized for such activities as basketball and dodge ball.

There was continuing emphasis on a club program for older children and teenagers. Eight boys' clubs met during the evening on a weekly basis. Winter overnights, swimming and hiking were a few of the club special events. There were also nine clubs for girls. Activities included camping trips, hikes, arts, hobbies, sports and activities in the broader community. A Teen Council coordinated interclub activities and planning for co-ed events including dances and cabin parties.

In the area of education, Charles House facilities were utilized by the Rochester City School District to conduct classes in English and citizenship, sewing and a Guided Observation Program for mothers and pre-school children.

Classes in pottery and dancing met weekly.

The Charles House Mothers' Club, organized in 1958, met monthly at the facility and enjoyed a variety of activities, featuring topics of interest to family life and personal development.

A Home Demonstration Unit, an Italian Social Club and Scout troop committee also met regularly.

During the summer months, there was an active and varied summer day camp program.

As with Genesee Settlement House, at this time the population served was very diverse ethnically and racially.

In addition to the Executive Director, at this time, there was a full-time staff of two, with 18 part-time workers and 21 volunteers.

In an interview with the author on October 12, 1994, Eileen McCarthy described a very important development in the evolution of the organization during this time period, the creation of an Advisory Board, created in 1955.

From the beginning, the Advisory Board included both professionals and neighborhood residents, and became a great asset to the organization in many

ways. The first President was Lou Wheeland, a Kodak employee, who served the Catholic community in many ways. According to Eileen, he was quickly accepted by the United Way and the staff and was instrumental in getting salaries raised.

Other Board members were also helpful. A Board member, who was purchasing agent at the Holtan Company, facilitated much needed repairs at minimal cost. Bob Edelman, an attorney who had also served the Catholic community in many ways, was a long term reliable Board member who served two terms as President.

Eileen felt that the establishment of the Advisory Board also brought the agency closer to Catholic Charities. She felt that the experience of working with neighborhood persons provided a good education for Catholic Charities leadership.

She also indicated that there were signs of changes to come. As the Boards of the six settlement homes began to meet together, her Board could sense the independence of the non-Catholic Charities Boards and began to feel somewhat stifled. This feeling was the first expression of what was to bring major changes in the next decade.

## ● G . GENESEE SETTLEMENT HOUSE

### 1. Introduction

As indicated earlier, Mary Hannick was hired as Executive Director of Genesee Settlement House by Monsignor Lambert in 1947. She had left Charles Settlement House after a nine year stint, the last seven as Executive Director. She then took a job as a Personnel Counselor at Kodak. She took a leave of absence from this job to go overseas with the American Red Cross in World War II. When she returned, Monsignor Lambert was able to coax her into taking the leadership position at Genesee Settlement House. She would hold this position for 25 years until 1971.

Almost all of the material in this section is taken from the previously mentioned August 24, 1994 interview with Mary. It is organized to include:

- Programs
- Staff (including student placements)
- Advisory Board
- Community relationships
- Portents of change

### 2. Programs

The traditional settlement house programs for children and families continued during this time. In the 1961-'62 program year, the settlement house had a membership of 112 members and total attendance at all activities of 6,515. During 1961, there were 250 children enrolled in Day Camp and 114 children enrolled in the summer activities program (which led to a long-term relationship with Mary Cariola and then the Mary Cariola Center).

Included in this Day Camp program was special provision for retarded children. Seventh and eighth graders had a canteen program Friday afternoon from 3 to 5:30 p.m. Teenagers in the ninth through twelfth grades had their canteen Friday evenings from 8-10 p.m.

In addition to the Canteen programs, teenagers were served in other programs such as:

- The Career Club, providing information about various job opportunities
- The Pioneer Group, focusing on camping skills
- The Jay-Cee Group, focused on helping boys to stay in school

Another part of the program was the creation of the Genesee Home Bureau, which met on Thursdays from 10:00 a.m. – 3:00 p.m. This group of about 30 neighborhood mothers focused on making things for their homes.

Importantly, foreign language professors also helped new immigrants who did not speak English.

In 1962, activities included cooking, cleaning, arts and crafts, dramatics, boys' clubs and the like. Other agencies also used the facilities. For example:

- The Monroe County Department of Health held bi-monthly immunization clinics for pre-schoolers.
- The Red Cross used the facilities over a month to provide a party for persons who had formerly been patients in mental hospitals.
- The Rochester City School District used the agency to provide a Guided Orientation program to mothers and children to help them prepare for school.

Further programs became possible through a tragedy. The house next to the building was owned by the Morelli's. Mr. Morelli was the caretaker for the agency. On a night when the center was hosting a large Italian wedding party, Mr. Morelli died suddenly of a heart attack. This event upset the entire family and they decided to leave. Mary convinced the Diocese to buy the house so the gym could be expanded. And after the agency bought the end lot for parking, Mary achieved her dream that one whole side of Dake Street would belong to Genesee Settlement House.

Beyond the normal programming, the agency also became involved in a number of special programs during this time frame.

Mary was one of the leaders who started the Red Feather Basketball League, to give young men who couldn't play for their school a chance to play in an organized league. Mary brought together business leaders involved with the Community Chest to organize this program for all five Rochester settlement houses.

In addition to the regular summer day camp programs which ran from 9 a.m. to 4 p.m. for a few summers, Mary organized a special day camp program on Flanders Street which took place in the afternoon beginning at noon. Each day, the staff, led by a teacher from School #27, would load play equipment on the specially built red carts and take it over for the program. More than 200 children participated. Over-all, the agency had 65 or 70 staff people for

the summer camp program. Senior counselors were paid a \$120 salary for six weeks while junior counselors received \$60 for the time period.

One creative program idea was short-lived. Mary reported that one afternoon four or five little boys came to her and announced: "Miss Hannick, we are going to have a dictionary club." She responded, "Fine, what does a dictionary club do?" They replied that they were going to start with the first word in the dictionary and then learn all the words. But, by the time they had finished the fifth word, they decided that this club wasn't much fun.

Another creative initiative was gaining participation for settlement house children in the Rochester United Nations program. A number of suburban school districts organized a program whereby their students would go to New York City for the weekend to visit the United Nations. Mary was worried that city children didn't have the same opportunity, so organized a program that included them.

Nor were teenagers left out of programs. Two young men came to Mary one summer and asked for \$500 to run a summer program for teenagers on Scio Street. With the \$450 she provided them, they put together games, puzzles, a juke box and records, painted the facility and had an excellent program all summer long.

Obviously, this program description is not exhaustive, but rather illustrative of the imagination and creativity exhibited by Mary and her staff.

### **3. Staff (including student placements)**

Throughout her interview, Mary stressed the commitment and dedication of her staff. They were comfortable in the neighborhood and with the people. She mentioned several different times that the agency had no personnel policies and that was good, because staff were willing and able to be flexible in their schedules and work overtime when the need was there. When she started in 1949, besides herself, permanent staff were Anne Stalling and Mary Louise Ermentinger. When she left in 1971, the staff was much larger.

She contended that the agency's most important staff were the maintenance staff because a clean agency, and especially clean bathrooms, were the foundation of a successful program. She mentioned in particular Mrs. Saunders and Mrs. Speciale who were housekeepers, and Mr. McBride who was the maintenance man.

Staff was enhanced by several student groups.

One such group was seminarians from St. Bernard's. Students at the seminary had a "walk day" one day a week. Many seminarians would walk to the settlement house and play basketball. The agency provided sweet buns and coffee. Many of these seminarians then would help in the after-school and summer camp programs. Mary articulated her belief that this was wonderful training for them and expressed disappointment that most seminarians today don't have a similar opportunity.

There were several other student groups involved with the agency. The agency had a program with the University School of Nursing. There was also a



program with Willard State School, whereby students would intern for several weeks and participate in a child growth and development curriculum led by Dr. Albert Sullivan, founder of the DePaul Clinic. The agency also enjoyed the services of Nazareth College social work students who had field work placements supervised by Mary.

An anecdote about two such students gives a flavor of the commitment of all staff to the agency. Again, this anecdote begins with a tragedy. The agency suffered a terrible fire on a Christmas Eve in 1968. The whole second floor was gutted. Among the many who helped rehabilitate the second floor were two Nazareth students. Forgetting in the heat of the moment that they had finished their-field work placement and were headed off to vacation, Mary told them at the end of that hectic night that she would see them on Monday. Without a complaint, they volunteered their entire two week vacation and were instrumental in helping put the second floor back together.

#### **4. Advisory Board**

In describing her work at both Charles and Genesee Settlement Houses, Mary spoke of the significant on-site responsibilities of the Executive Director. All budgets and finances were handled at the central office, with only modest petty cash on hand, Catholic Charities leadership was quite remote (Mary recalled that when Monsignor Mulcahy returned from obtaining his Master's Degree in Social Work at Catholic University, he told her that he finally understood what she did). Nor, as compared to the other independently organized settlement houses, was there a Board on whom to rely in the decision-making process.

In the early 1960's, the Community Chest came to Monsignor Mulcahy and indicated that each agency must have a Board of Directors and an in-house budget. Mary took lead responsibility in organizing the Board. It included community leaders and neighborhood residents and had a multi-racial composition. For the first time, the agency participated in Community Chest budget hearings. Near the end of Mary's tenure, Genesee Settlement's annual operating budget was \$188,000 with \$176,000 coming from the Community Chest and \$12,000 coming from program fees and the like.

#### **5. Community Relationships**

Mary was instrumental in the 1960's in helping organize the five settlement houses in Rochester into the United Neighborhood Centers of Greater Rochester. She also helped organize the first conference for all settlement houses in New York State north of New York City. Nearly all were represented. This development was to provide the foundation for a major Fund-raising effort two decades later.

#### **6. Portents of Change**

In the late 1950's, when the Hanover House apartment facility was built, demographic patterns began to change in the city. Many African-American families moved into the neighborhood of the settlement house and the Flanders

Street area. Mary recalls the first African-American family in the program was the Smith family, whose mother told her children, “Miss Hannick is your second mother and what she says goes the same as what I say”. Mary recounted that after her retirement, one of the Smith children called her to say that her mother had just died and she wanted Mary to be the first one to know. Mary spoke at her funeral.

Another important family to participate in the agency program was the Dobson family. Even though they didn’t live in the neighborhood, their mother, a social worker, sent them to the summer camp program because of its high quality. Both parents became leading Catholic lay activists in the community. One of their daughters, Jacquelyn, would later work for the Diocese for a number of years as the Coordinator of the Office of Black Ministry.

Mary also recalled the anecdote of the two Roberts, Robert S. and Robert A., who became “blood brothers” and helped to defuse racial tension in a settlement house program held shortly after the 1964 riot.

At the end of Mary’s time, the population at the agency was pretty evenly divided among Hispanics, African-Americans, Irish Catholics and Italian-Americans. Mary also worked hard to achieve African-American representation on the Board.

While integration was being achieved effectively within its programs, the agency was not immune from the racial tension which exploded in the community in the 1960’s. Described later are the riots of 1964, the dispute with Kodak, and the creation of the F.I.G.H.T. organization.

Mary disagreed with the community organizing philosophy of Saul Alinsky, who was the lead organizer of F.I.G.H.T., and had several unpleasant moments with him and F.I.G.H.T. staff, refusing to join the organization. She felt that the confrontation approach was counter-productive.

These developments and discussions were portents of the further evolution of the agency in the 1970’s.

## ● H. COLUMBUS YOUTH ASSOCIATION – CATHOLIC YOUTH ORGANIZATION

Nationally, the Catholic Youth Organization was first established in Chicago in 1930. It was envisioned as a parish-based structure to address the recreational, social, cultural and spiritual needs of Catholic youth.

In the Rochester Diocese, there were beginning efforts to establish such parish-based groups in the 1940’s.

In this 15-year time period, (1951-’66) the activities of parish-based and school-based youth groups expanded considerably in number, and focused primarily on such activities as basketball, swimming and dancing.

From the earliest days, however, C.Y.O. activities in the Rochester Diocese were focused on activities at the Columbus Civic Center.

As recounted earlier, the Columbus Civic Center was incorporated in 1931

to carry out purposes initially envisioned by the Knights of Columbus. Since the building had recreational facilities (pool, gym, club rooms) the Columbus Youth Association was formed in 1935 as a subsidiary of the corporation. The Office of Catholic Charities, which managed the building, would also be responsible for managing the Association. In this same year, Community Chest funding was secured for the operation of the Columbus Youth Program. A yearly membership drive provided other sources of income.

Activities at the Columbus Civic Center continued as the major focus of Catholic youth activities during this time period.

By 1953, the services provided by the Columbus Youth Association included:

- Supervised programs of indoor sports, swimming, health activities and recreation
- Organization of a Teen-Age Club for high school students
- Administration of sports programs in high schools and grammar schools
- Organization of a summer day camp program and other special summer activities

An important evolution in the history of Catholic youth services in the Diocese came in 1954-'55 when, at the suggestion of the Community Chest, and in keeping with the formation of a national Catholic youth organization, the Columbus Youth Association became an unincorporated agency of Catholic Charities of the Diocese of Rochester and was called the Catholic Youth Organization.

Also, at the suggestion of the Community Chest, there was created a C.Y.O. Board of Directors. The first president of the Board was Thomas J. Farrell who served from 1955-'56. Successive Board Presidents during this time period were:

- Martin Moll 1957-'58
- Thomas Meagher 1959-'60
- Mark H. Touhey, Jr. 1961-'62
- Louis Langie, Jr. 1963-'64
- Richard Scott 1965-'66

To launch the newly renamed organization, Catholic Charities launched a major membership appeal in 1954-55. The goal was to obtain 5,000 members. Bishop Kearney was the Honorary Chairman of the appeal. C.Y.O. leadership included Father Eugene McFarland, Diocesan Youth Director, William T. Nolan, Executive Secretary, and Howard Meath, who had been appointed Program Director in 1950.

Activities advertised in the appeal included: baseball, basketball, bowling, boxing, crafts, diving, dramatics, handball, shooting, swimming and tennis.

From the start, the program was well accepted.

In 1960, there were also developed C.Y.O. "Summer Sports Clubs." These clubs provided the following activities: games, track and field events, bus trips, Red Wings games, swimming, volleyball, handball, basketball, tennis, soccer and archery. Each club was limited to 30 members and was under adult

supervision. There were two instructors with each club.

By 1962, after almost a decade of success and program expansion, the C.Y.O. offered a wide range of services for members ranging from tots to mature adults.

For adult men, paddleball, handball and swimming were the most popular programs. Additional activities included calisthenics, weight-lifting, wrestling, basketball and volleyball. There were daytime and evening classes in novice swimming. The indoor golf range, installed in fall 1961, was also growing in popularity.

There were many activities for high school boys. A main staple was C.Y.O. and parish-league basketball. Swimming and diving were popular activities, with many swim club meets. The Aquinas and McQuaid swimming teams used the C.Y.O. pool as official practice grounds and all home meets. Life-saving classes were well attended.

Elementary school boys also enjoyed many activities, including boxing, wrestling and gymnastics, as well as the traditional sports of basketball, volleyball and softball. In 1961-'62, archery was introduced as a new activity.

Most popular in the high school girls department was the Friday night basketball program. Both Rochester public and parochial schools participated. Highlighting the 1961-'62 academic year was a series of home and home games with the Newark Community Center girls. For each away game, 40 uniformed C.Y.O. girls traveled to Newark via chartered bus. Home games were followed by splash parties.

Girls also found basic dance routines a pleasant route to relaxation. Advance routines were taught to more gifted participants. These girls made several guest appearances on a local TV program.

Approximately 150 student nurses from St. Mary's and Highland hospitals participated in physical education activities. Physical fitness needs were filled through programs in bowling, swimming and water ballet, slimnastics, apparatus, basketball and volleyball.

More generally, girls and women participated actively in slimnastics and conditioning classes held both mornings and evenings.

Increased inter-organization play sparked a large women's volleyball group. Matches were played with the local Ukrainian Youth Organization, Nazareth College, Buffalo Turrets, the Irondequoit adult recreation group and others.

Many forms of service were provided by the very active C.Y.O. teenage committee which included members from most of the local schools. Representatives attended the national C.Y.O. convention held in Buffalo in November, 1966 and the state C.Y.O. convention held in Syracuse in April.

Day camps operating out of C.Y.O., Holy Apostles, St. Andrew's, St. Augustine's and Christ the King churches were well attended during the summer months. Activities included swimming, hiking, handicrafts, bus trips, sports, overnight camping and dramatics.

As this period came to a close, in April, 1964, program director Howard Meath was appointed C.Y.O. Executive Secretary by Diocesan Youth Director,

Father Gene McFarland. Just prior to this appointment, Meath had been appointed as athletic advisor to the Catholic Schools Office. In this role, he coordinated basketball, track and golf leagues. The Diocesan basketball league had recently expanded from six to 14 teams. All told, more than 2000 boys and girls participated in these events.

## ● I. CATHOLIC CAMPS

### 1. Camp Stella Maris

Throughout this time, the structure, program and activities of Camp Stella Maris remained much as they had been in the previous decade. The camp would typically hold eight encampments: five for boys in July and three for girls in August. As the decade began, Father Don Mulcahy was Camp Director, John Hempel, who had returned from the service, served as head Counselor and the Sisters of Mercy continued to contribute greatly to the camp's work. During this time period, sisters were assigned by successive community superiors: Mother M. Liguori, Mother M. Camilla, Mother M. Magdalene and Mother Bride. In the early 50's, another important facet of camp activity was the summer Friday evening gathering at the Director's cabin of diocesan dignitaries from 50 Chestnut Street (the Columbus Civic Center) and Old St. Mary's (e.g. Fathers John McCafferty, Art Ratigan, Joe Daily, Jim McAniff, etc.).

Another camp staple of the early 1950's was Father Walter "Bing" Cushing. Father Cushing had come to camp as a seminarian in 1948. He served as counselor at Cabin Hudson Cabin until 1955. His more memorable contributions to camp, however, were his singing and theatrical abilities. Blessed with an outstanding voice, recognized even as early as his participation in his elementary school choir, he had already become known as "Bing", named after popular singer Bing Crosby. Among his most remembered contributions were leading campfire sing-a-longs and telling stories by the fire light. Most notable, however, were three special accomplishments. First was the transformation of the large barn up the hill from the main campus into a theatre stage, the scene of many wonderful plays, skits and other forms of entertainment. It today is still known as Bing's Barn. He also converted the smaller barn behind it into a "spook house" which provided much entertainment. This building was later converted into Cabin F + G. Third, there was much excitement when Bing and caretaker Joe Morsch concocted and launched a "diving tank," which turned out not to be a total success. More successful was a "Re-breather" obtained from the British Airforce.

While these elements were staples of camp life in the early 1950's each year of course brought its own unique events and excitement. Some highlights are recounted here.

In 1950, the annual Card Party to benefit Camp Stella Maris was held on May 17th at the Columbus Civic Center and featured a Teenagers and Children's Fashion Review. On the staff in 1950 were three counselors who had served in World War II: John Hempel, Bill Roche and Bob Kanka, as well

as eight sisters. A special opening boys' encampment of 110 included 50 boys from St. Joseph's Villa.

In 1951, the annual Card Party was a special Silver Jubilee event. In the June 8, 1951 edition of the Catholic Courier Journal, it was reported that "canoeing is a major sport at camp". Red war canoes were used for many trips to scenic places.

On Friday, August 22, 1952, Bishop Kearney dedicated two new cabins at the camp. The first was named Cabin St. John Fisher in honor of Father Walter Fischer. The second was named Cabin St. Leo (after St. Leo the Great), and was dedicated in memory of the late Leo F. LaPalm, Jr., former camper. Also that year, June M. Dickinson, an internationally known authority on Robert Schuman, who had a cottage on the east side of Conesus Lake, composed a new song "Camp Stella Maris". She invited 35 girl campers to her cottage to learn the song.

The July 31, 1953 issue of the Catholic Courier Journal listed the 116 campers present and described the campfire and fishing activity. On September 2nd, staff organized a camp supper and social for former campers that would help pay for camp improvements. This year saw construction of a new shower facility, "Peachie's Motel".

The "teen scene" page of the July 5, 1954 issue of the Rochester Democrat and Chronicle featured several articles about Camp Stella Maris. There was a feature article on the appointment of Father Gene McFarland as Camp Director and seminarian Dan Tormey as his head counselor. The article indicated that Father McFarland had started as a camper in 1928. In 1938, as a seminarian counselor he had as a camper a young boy named Dan Tormey. This unique bond was continued in the new relationship as Dan entered his tenth year as a counselor.

Both Father Dan Tormey and Father Bing Cushing have indicated over the years how important the camp experience was in the evolution of their vocations. As Father Tormey indicated in an article written for the Diocesan Antennae newsletter in June, 2004:

"The campers became admiring pals of the seminarian counselors, who bridged almost ten years in age span from St. Andrew's high school to deacons, and formed deep and lasting relationships with one another. The roster of our presbyterate who were campers is very large."

The two other articles in the Teen Scene page called attention to the importance of wildlife at camp. One article about the camp zoo recounted the capture of Squirrley the garden snake and Claude the Toad and their overnight escape. The other recounted the way six campers handled the experience of a skunk appearing on the doorstep of their Cabin St. Leo's.

A later wildlife experience came in 1963 when the camp "adopted" a pet raccoon.

One of the first things that Father McFarland did in 1954 as camp director was to renovate the convent chapel. He moved it to the first floor by building

an elongated space on one side of the convent, using a section of the porch. He also renovated the convent's kitchen-dining room combination, adding a large picture window on the side. During his 10 years as Camp Director he sought to make life pleasant for the sisters who, as he stated "were indispensable to Camp Stella Maris."

It is impossible to recount here the names and number of the more than 100 sisters who worked at the camp over the years. Some sisters deserve mention because of the length of their tenure and/or personality. Sister Mary Leonard Gavin served 16 years, either with Sister Mary Kevin or with Sister Mary Curran. All three of them enjoyed the camp atmosphere and made many friends among the seminarians, later the young priests of the Diocese. Sister Mary Dismas, who spent 18 years as camp cook, amazed all with her jolly disposition and great ability to tackle a colossal task. Sister Mary Bernard Butts spent 15 summers at camp taking on many different assignments. (Disaster was averted in 1960 when a cook boy, David Kunz, observed that her veil had caught on fire and quickly put it out.) For 14 years Sister Mary Gonzaga Williams cooked for the entire camp community. Sister Mary Virginia Sweeney (first sister camp nurse) served in that capacity for 18 years during the entire encampment. Mary Hannick recalled a skit the seminarians put on one year as a tribute to Sister Mary Bernard Butts, then the camp cook, entitled "This is Your Life," where she was depicted as the "wicked witch of the west". The hilarious skit is still remembered by some today. And the list could go on.

In 1955, Bishop Kearney made an appearance at the May 13th annual Card Party. That year, served by a 25 member staff, the camp achieved a record one week boys' enrollment of 128. David Finks was Head Counselor.

On August 24, 1956, Bishop Kearney blessed Cabin Mercy, located up on the hill, which was dedicated to the Sisters of Mercy. That year Mike Volpe was Head Counselor. Each cabin consisted of two counselors and 12 campers, and 519 boys participated.

1957 was another banner year for the camp. One week saw 136 boys participate, the largest enrollment in history. Head Counselor Tom Statt oversaw a staff which included 25 seminarians. That year the camp fee was \$30.00 per week, registration fee was \$5.00 and the insurance cost was \$.50 per week.

In mid-June 1958, under the leadership of Head Counselor Roger Switzer, 25 seminarians from St. Bernard's and St. Andrew's seminaries spent a weekend in "Operation Fix-Up" to prepare the camp for the 1,000 youngsters expected to attend that summer for the six weeks of boys' sessions and three weeks of girls' sessions. Ten Sisters of Mercy were expected for the summer. A new record enrollment came with 140 boys at the July 13th session. A record of 149 girls enrolled for the three girls' weeks.

This year also saw creation of a new craft lodge in the basement of the administration building and a new dock 100 feet long parallel to but connecting to the existing pier, thus creating a total of 400 feet of total dock

space. New lights enhanced the beauty of the altar.

In 1959, Head Counselor George Wiant oversaw a staff of 25 seminarians. A party for former campers was held the last week in 1959. One hundred former campers attended the event at the Columbus Civic Center. George Wiant and Ed Golden, Assistant Head Counselor, oversaw a program which included slides, pictures, songs and skits.

During the 1960 season, George Wiant was again Head Counselor. A new camp record of 600 boys were enrolled. Robert J. Davern, with the New York State Conservation Department visited, praised the camp as “the best in the state” and gave a course in motor boat safety. Water skiing was introduced that summer. A new boat house was built – BABO’S BOAT HOUSE.

Two Stardust newsletter articles written for staff by head counselor, George Wiant reflect well the vision and philosophy of camp at this time. The first described his vision that organized camping included at least five elements:

- Out-of-doors
- Recreation
- Group living
- Education
- Social adjustment

In this article, George expressed his concern that “gadgets of civilization” had been creeping into the camp setting, and asked for more emphasis on the skills required for living in the out-of-doors for even twenty-four hours meeting the daily needs of food, shelter and fun in the open.

His second article focused on his beliefs about the qualifications and responsibilities of a camp counselor. He stated;

“The camp counselor should be a guide, a friend, an example, an advisor and an instructor to the camper during the summer experience. A counselor should be emotionally mature, experienced enough to have good judgment, have a natural love for children, and without resorting to coercion, should be able to motivate them. He should have a wholesome outlook on life and be enthusiastic. He should have an interest and deep concern in the growth and development and happiness of each individual child placed under his care. He should be able to sense the needs of each of his charges and be objective and patient in all his relationships with campers. He should sense at all times the great trust place in him by the camp Director and the parents of the campers. Counselors have no right to expect from the campers that which they are not willing to show by their own example.

The counselor who respects and cooperates with other members of the staff, who looks upon the campers as his special responsibility, who adapts himself readily to the program of the camp and who sets an example of loyalty, cooperation and democratic living – he is striving to be a true counselor.”

Even though the “winds of change” had begun to swirl in the country and at the Vatican Council, they had little impact on camp functioning during the first five years of the 1960’s. Composition of campers and staff, program and



physical facilities remained much as they had in the previous decade.

Head Counselors for these five years were:

1961 – Al Cason

1962 – Jack O’Connor

1963 – David Connor

1964 – Dan Holland

1965 – Phil Billotte

Interviews conducted in November and December 2009, with Fathers Jack O’Connor, Dan Holland, Jim Lawlor (who had served in 1962 as Assistant Head Counselor), Jim Schwartz as well as David Kunz, who worked at camp as a seminarian from 1960-’66, elicited several anecdotes which give a good flavor of camp life in these five years. Highlights were:

- In the early 1960’s, a new baseball field and basketball court were created.
- Before the erection of the first bridge over East Lake Road, a major concern at camp was crossing East Lake Road to go between the main part of camp and the waterfront. Drilled into the psyche of the campers was don’t cross “the white line” alone (Actually the white line wasn’t even on the road, but on the sidewalks on both sides of the road). The behavior pattern of the campers and the emphasis put on this issue meant that no camper ever had to be disciplined for crossing the white line.
- All five of the persons interviewed emphasized the staff camaraderie, including echoing the sentiments of Fathers Tormey and Cushing about the importance of this experience to their vocations. One of the “team building” exercises was the enormous annual “Work Week” challenge of installing the dock, as described by Dan Holland. This effort involved use of air tanks to install the cradles that would support the dock. A frustration was that they would sometimes wash away. The dock was repainted each year. A somewhat easier but nonetheless daunting task was dismantling the dock and preparing the camp for winter after the campers left.

Each of the priests also talked about the spirit and morale-boosting activities among the staff.

- Jack O’Connor described the camp season as experiencing “the joy of the seminary without the rules.” He spoke of the importance of the staff generally eating together rather than with the campers (counselors returning from their day off took responsibility for supervising the campers at meal time).
- Jim Schwartz spoke about the importance of a signature part of camp life – “the Hearse” (a 1942 Packard called “the Dudley”.) Used for program as described below, the hearse was also used as conveyance for staff to the drive-in theatre in Lakeville (not always with the knowledge of camp leadership). He also recounted the “Mung Wars” as staff entertainment. Counselor Paul Freemesser (Mung) , George Wiant and David Connor,

all rather imposing physically, would go at it, trying to push each other off the raft.

- Dan Holland described occasional forays to Culver Manor, a restaurant just south of the camp, where the seminarians could enjoy a beer and listen to live piano. Onion soup was a favorite supplement to the sometimes spare fare at camp.
- Jim Lawler opined that long before the term “community” came into vogue, there was a true community in the best sense of the word among the seminarian staff and the staff as a whole.
- There were two other interesting facets of staff interaction. First was the “friendly” competition among those staff attuned to arts and crafts and those more athletically inclined. The second was the evolving role of the “cook boy.” This term was somewhat a misnomer because in addition to modest involvement in food preparation such as using the potato peeler, more time was spent on dishes, maintenance and part-time work as assistant counselors. By the end of the decade, this position would be more appropriately termed counselor-in-training.
- Nor were the Sisters of Mercy without their contribution to the spirit of camp. A wonderful history of the involvement of the Sisters of Mercy at camp written by Sister Florence in 1976 recounted “Backwards Day” of 1962 when Sister Mary Bernard had the counselors’ meals set up in the noisy dining room and had one of the boys’ cabins meals served in the counselors’ dining room.

Sister Florence also opined that while the seminarians were always most respectful and considerate of the sisters, they were at times typical young pranksters. One July morning in 1962 when the camp kitchen sisters hurried over to the kitchen to start breakfast before going to Chapel for Mass, two huge monsters, seven feet tall, greeted them. Seminarian Joe Kelly and his co-workers had used every pot, pan and kettle, together with kitchen towels and the sisters’ aprons to build and dress their creations. The sisters retaliated just as quickly, dismantling their nightly masterpieces and placing all the utensils on the stairs leading from their sleeping quarters. That morning, the seminarians were a little late arriving at chapel.

- Another theme running throughout the interviews with priests was that some of the activities would simply not be permitted now. Often campers would start on their hike with 24 campers at a time packed into the Hearse to be taken part way on their journey. As indicated elsewhere, older campers would go to Hemlock Lake for their hike. Although the camp had received permission from the Divine Word Missionaries (the religious order who owned the property) to swim in the lake, there were no boundaries and not the formal supervision of today. Dave Kunz and Phil Billotte were two of the Ole’ Rangers who organized these events.
- Several other aspects of the program were mentioned in the interviews.

- Jack O'Connor mentioned the annual multi-faceted competition between "the blues" the "the whites," with awards given to winners.
- David Kunz described the Cross and Star Honor Society for which each cabin weekly elected a winner as well as the best camper. Dan Holland described with delight the adventures in those large "war canoes" which could accommodate 14-18 campers. Dan also described the horse block as the place of camp assemblies. David Kunz described two new programs added in 1973. He passed a course in hunter safety which allowed him to start a rifle program with pellet guns for older campers. Campers who "passed" this course for two weeks were able themselves to earn a New York State hunter safety certificate.
  - A most important development deserves more detailed attention. Foreshadowing what would be a significant evolution in the camp's vision and mission, with assistance from seminary professor Father Bill Graf, Dave Kunz and Tim Weider developed a "leadership program." The spiritual foundation of this program was the notion that leadership is service of others – complete, unselfish, totally dedicated service. The practical belief was that "leaders could be developed." This program was begun in 1964. The basic notion was that selected older campers would be allowed to organize and lead some programs and take some responsibility in supervising the noon meal. Specific examples of possible activities included: referee water games, helping at the craft lodge, umping baseball and softball games, refereeing basketball games. These leaders also participated together in special activities organized by the Camp Leo counselors. This program was the first recognition that the camp could be more than the traditional ball field, waterfront, craft activities, Mass and evening prayer. It would eventually evolve into the leadership in training program.

All in all, it was a time of great enjoyment for both campers and staff.

This section concludes with mention of an interesting development which can be found in the archives of Camp Stella Maris. The document is entitled "The Church Key is Passed", Camp Life of Doctor Daniel Ottaviano Holland, Esq. It was presented at the end of the last camp session in 1963, as part of the aforementioned formal transition to Head Counselor, the role that Dan would fulfill in 1964. This hilarious document details life at camp from his first day at the camp, June 22, 1956, the day after his final examinations at St. Andrew's Seminary had concluded. His first assignment was as cook boy. In 1958, he became a counselor. His waterfront experiences began in 1959 under new waterfront director Oz (Jack) O'Connor. In 1960, he became a Red Cross certified water safety instructor. In 1961, he became waterfront director – (This was the year of the great waterfront-craft lodge feud mentioned above.) He returned in 1962 as waterfront director and in 1963 became Assistant Head Counselor.

The anecdotes in the document are too numerous to detail, but among them

were:

- His early assignment as the designee to go to Culver Manor for onion soup
- His participation in the trips to the “Greeks” in Geneseo for a “tunific”
- His late night visits with cook boys
- His annual trip to Geneseo during work week to pick up Father Dan Tormey’s boat
- His involvement when “Utica Club” came to camp in 1960 (all had a wonderful time at the Manor that night).
- The good luck that his decision in the clean-up week after camp to dispose of some rubbish by burning it behind the boat house resulted in only one tree catching on fire.
- The night his singing in the dining room of the big house at 2:00 a.m. awoke the Reverend Director of the camp
- Etc.

## 2. Camp Columbus

As described earlier, Camp Columbus was located on four lots on the east side of Owasco Lake, made possible through the extraordinary leadership of Father Frederick Straub, pastor of St. Alphonsus Church. From 1931 to 1935 he had run Camp Victory on the western shore of the lake. The first official season of Camp Columbus was in 1937.

Through the 1940’s, the camp served more than 400 young people each summer, with six sessions for boys and three for girls.

In the 1950, a new facility was built which became a combination garage and a storeroom which housed the tools and extra equipment. The old wooden garage was converted into a cabin, the San Salvador, housing six boys. In 1950, the junior campers enjoyed the swings, a slide and a merry-go-round, installed the previous year.

There were two new major highlights in 1951. The campers were surprised with the construction of a brand new black-top basketball court. The whole camp lined up to watch the launching of the third war canoe – a bright orange one.

The major event of 1952 was the blessing on October 12th of a beautiful shrine to Our Lady, Queen of Peace. This dedication culminated a long period of planning and activity. The plot had been chosen in 1938, and the landscaping was then done. A statue was donated, but the advent of World War II had prevented completion of the shrine and the statue lay crated for six years, stored at the rear of St. Alphonsus rectory. It was moved to the camp in 1950. By 1952, work had again started on the shrine, with labor and materials donated by parishioners. The shrine plans were specifically designed to accommodate the altar stone which was over 100 years old, and originally located at Holy Family Church in Auburn. Also, in 1952, the building that had served as sleeping quarters for the head counselor and cook boys was connected to the craft building.

There were two new major additions in 1956. A new dining room and

kitchen were opened, and a volleyball court was added.

The year 1957 also saw several new developments. The first permanent double cabin, housing thirty-six boys and four counselors, was built in the fall. The waterfront was improved with the installation of a new 170 foot-long dock and the purchase of an aluminum row boat. The building that had been the infirmary was converted to a new San Salvador cabin. The chapel was remodeled and Stations of the Cross were erected. The old "Port of Spain" cabin became sleeping quarters for counselors. The Craft Lodge was improved and became a cabin for senior boys.

The 25th Anniversary of the camp was observed in 1958. On July 15th a solemn high Mass was celebrated to commemorate this Anniversary. The same day, Father Raymond Wahl, then assistant pastor of St. Alphonsus, blessed the new double cabin, erected the previous fall. The units were called "Port of Spain" to replicate the old cabin and "Christopher." On the waterfront there were additions of three more aluminum boats, a new raft and diving Board. To further commemorate the 25th Anniversary, Auburn businessman John Bisgrove, a parishioner of St. Alphonsus, wanted "to do something to relieve Father Straub of some of his worries." He assumed camp debts totaling \$18,500.

The camping program for the Anniversary year reflected the program during this decade. There were nine weeks, six for boys and three for girls. Father Robert Kreckl was in charge of the first three week encampment and Father Paul Schnacky was in charge for the second three weeks. Seminarian Paul McCabe was head counselor. Staffing included 13 seminarians and two laymen. For the girls' three week encampment, Father Gerald Connor was camp director, and young women majoring in sociology in college worked as counselors.

Mention of seminarians working at camp leads to recognition of the many seminarians who worked at camp and went on to distinguished careers as priests. Cited in a "History of Camp Columbus" written in 1960 by Father John Quinn (from which much of the material for this section is drawn) were several priests who worked at camp. They included Fathers Charles Bennett, Bernard Casper, Joseph Gaynor, William Hart, Leo Inglis, John Klintges, Paul McCabe, Robert Miller, Albert Shamon and Edward Shamon. As with seminarians at Camp Stella Maris, their presence was not only a source of true inspiration to the campers, but also was responsible for planting in many the seed of a vocation to the priesthood.

Unfortunately, this wonderful story of Camp Columbus was to come to a sudden and dramatic end. Recall that Father Straub had established in 1939 a new corporation to oversee the camp operations, so that it would continue in the event of his transfer or death. He greatly influenced the selection of his successor as pastor of St. Alphonsus, Father Francis Waterstaat. When Father Waterstaat died suddenly and unexpectedly in 1962, he was replaced by a priest who had been serving at St. Mary's in Dansville, Father John Merklinger.

Unfortunately, despite the fact that he had served as head counselor at Camp Stella Maris, Father Merklinger had no interest in taking responsibility for the camp, and it was closed in 1962. Today, the camp site is used for retarded and challenged youth.

## ● J. BOY SCOUTS AND GIRL SCOUTS

The work of the diocesan Catholic Committee on Scouting, which was revitalized in 1947, continued during this time period.

One of its most important activities was promoting the Scout Retreat. In 1951, the Rochester area sponsored its first retreat at the old Camp Cutler on Lake Ontario. These retreats continued throughout this entire 15 year period. In the early 1960's, the retreat site was moved to St. Michael's Mission on Hemlock Lake. Other area committees soon took up the practice. During the summer camping season, the Catholic Committee arranged Mass celebrations for Scouts attending various Council camps.

The Catholic Committee continued to sponsor these "Sunday Rallies" until 1955, after which they became the "Bishop's Awards Dinner." At these banquets, Catholic laymen and clergy who rendered outstanding service to boys through the Scouting program were honored by the presentation of Bronze Pelican or St. George Awards. In 1951, Bishop Kearney was the first person in the Diocese to receive the Bronze Pelican – an award used by the Church to honor clergymen and laymen active in Scouting. In 1961, the St. George Award replaced the Bronze Pelican as the means of honoring such accomplishments. By 1965, more than 70 men in the Diocese had received this award.

By 1965, through the leadership of Bishop Kearney, the Scouting Committee and others, by 1965, the parishes and institutions of the Diocese sponsored 159 Cub Packs, Scout Troops and Explorer Posts – 15 percent of the total number of Scout units in the 12 counties of the Diocese. At that time, most of the Scout units continued the traditional Scout Week celebration by holding banquets and Communion Breakfasts. Shortly after this time period, liaison responsibility for Scouting was transferred to the Diocesan Education Department.

## ● K. ELMIRA CATHOLIC CHARITIES

### 1. Introduction

The 1962 Annual Report of "The Elmira Catholic Family Service of the Catholic Charities of the Diocese of Rochester", as the agency had become known by then, provides an excellent snapshot of an organization that had further evolved into a robust family service agency.

The report was "Dedicated in Grateful Tribute" to the Most Reverend James E. Kearney, Bishop of Rochester.

Described here are Governance, Services and Staff, and Finances of the agency. Its transition is then detailed.

## 2. Governance

The Board of Governors had evolved into a strong well-functioning group. Officers were:

Honorary President: Bishop Kearney  
 Honorary Vice-President: Monsignor Leo Schwab  
 Diocesan Director of Catholic Charities: Monsignor Arthur Ratigan  
 President: District Attorney Paul McCabe  
 Vice-President: Father Joseph Merkel  
 Executive Treasurer: John DeLauria  
 Assistant Treasurer: Dr. James Mack  
 Executive Secretary: John Bacon  
 Assistant Secretary: Joseph Hayes  
 Executive Director: Mary Fitzgerald  
 Board members were:

George Bragg      Daniel F. Kennedy  
 James L. Burke      Honorable Edward T. Lagonegro  
 Father William A. Burns  
 Honorable John B. Lawless  
 William D. Burns      Father John J. Leary  
 Adolph A. Cirulli      Father Thomas J. Manley  
 Joseph Danaher      Louis J. Mustico  
 William A. Danaher      Father Bartholomew J. O'Brien  
 Father Emmett Davis      Paul J. O'Brien  
 Honorable Daniel J. Donahoe      William J. O'Bryan  
 John J. Ervin      Father Francis J. Reilly  
 Honorable John D. Frawley  
 Mrs. Joseph R. Spiegel  
 Charles L. Gedatus      Father L.J. Szczepanski  
 Father John S. Hayes      Richard M. Wilson

The work of the Board was carried out by numerous standing committees. Five committees were comprised of Board members only:

- Executive
- Finance
- Nominating
- Personnel
- Resolution

Four committees were comprised of Board members and members at large:

- Advisory
- Camp Villa Maria
- Legal Aid
- Vincentian

The work of the agency was further supported by the Ladies of Charities who provided volunteer support through various sodalities such as St. Rose of Lima and Our Lady of Good Council.

Officers of the Ladies of Charity in this year were:

- Spiritual Advisor: Father Thomas Manley
- Executive Director: Mary Fitzgerald
- President: Mrs. Paul Donovan
- Vice-President: Mrs. Mary McDonald
- Executive Secretary: Mrs. Thomas Sullivan
- Assistant Secretary: Miss Eleanore Collins
- Executive Treasurer: Mrs. Frances Preston
- Assistant Treasurer: Mrs. John DeLaurea

### 3. Services and Staff

The mission of the organization was clearly stated as the preservation and strengthening of family life. In the report, the most formidable of the innumerable threats to family life were recognized as “the division of interest, the unwavering independence of the individual, the selfish safeguarding of personal preferences and the complete absence of unity.”

The array of services provided reflected this focus on family.

Marriage Counseling was a staple of the agency’s work from the time of its establishment. Such counseling could include not only the husband and wife but sometimes the entire family. The service was described as first and foremost “a listening process.” Mrs. James Owen was the marriage counselor on staff. She was assisted by psychiatric social worker Mrs. Kimble Marvin, who also provided consultation to other staff.

Services to pregnant unmarried women included:

- The utmost care in preserving confidentiality
- An individual program that focused on kindness and understanding for the young woman
- Arrangements for prenatal care in a maternity residence or a special Boarding home, if such was necessary
- Plans for hospitalization and post partum care
- Establishment of legal responsibility if so desired
- Working through the choice of plans for the girl’s and her baby’s future
- The ultimate placement of the baby in a carefully chosen adoptive home if this was the mother’s choice of plans

Mrs. John Hayes was the maternity and infant counselor and Mrs. William Emerson was the adoptive and foster home supervisor.

Foster Care was provided for children in situations where the primary objective of keeping the family together was impossible either temporarily or permanently.

Adoption services were an important part of services to unwed mothers, but also an important service to families not able to have their own children.

Counseling for teen-agers also focused on the importance of providing for the young person “someone to listen.” Miss Patricia Dwyer was the teen-age counselor.

Camp Villa Maria was a camp program initiated in 1945, which provided



a camping opportunity for two weeks during the summer. It was operated at a park on Harris Hill owned by Chemung County. Both boys and girls could go for one week or two weeks. It was closed during the transition process described below.

While Mary Fitzgerald had remained as Executive Director of the agency since its establishment in 1930, by 1962 she was assisted by Mrs. Clara Rensel as Officer Coordinator and Mrs. Durwood McCallum as Dictaphone Operator.

#### **4. Finances**

The financial statement for 1962 reported income and expenses just in excess of \$75,000. The Community Chest, which had been influential in advocating for the establishment of the agency in 1930, provided for more than half of the revenue of the agency through an allocation of \$42,000. Other major funding sources were payments from the Chemung County Department of Public Welfare and parents and relatives, both in the \$12-13,000 range. Major expenses were salaries and benefits of about \$35,000 and costs for children's foster and institutional care of \$27,000.

#### **5. Transition**

To a large degree, this year represented the height of activity of the agency. Mary Fitzgerald retired after 35 years of outstanding service in 1965. She was ably replaced as Executive Director by Father Joseph D'Aurizio, who would later become Diocesan Director. In the aftermath of the flood of 1972, at the urging of the United Way, the agency was consolidated into the secular family service agency. There would be no formal Catholic Charities presence in the Southern Tier until the establishment of the Southern Tier Office of Social Ministry in Elmira in summer 1980 as described below.

### **● L. AUBURN CATHOLIC FAMILY CENTER**

Auburn Catholic Family Center was established in 1955 as a component of Catholic Charities of the Rochester Diocese because of the concern of Catholic clergy and laity that professional counseling services be provided to Catholics in Cayuga County. The first President of the Board was Monsignor Frederick Straub. These services addressed marriage, out-of-wedlock issues, adoption and personal need problems. The Auburn Center's objectives, stated in the original constitution were:

- To cooperate with pastors and priests of Auburn and Cayuga County in order to foster through casework and other service the spiritual and temporal welfare of Catholic families and individuals
  - To stimulate and promote such social thinking and action in the community as to gain better economic and social conditions for well-being of the family
  - To engage in the study of factors contributing to family disorganization
  - To develop skill and knowledge in dealing with personal and family problems
- The agency became a member of the United Fund in 1957.

As the agency grew, a staff caseworker was authorized and employed in 1963.

In 1967 it became possible for Catholic Family Center and the non-sectarian Family Services agency in Auburn to share the services of one Executive Director.

In 1969, after Catholic Family Center had moved to 80 North St., directly across from Family Services, a partnership agreement was formed, whereby Family Services would run the Division for Youth programs and Catholic Family Center would continue its programs and maintain its relationship with Rochester. At that time, programs included: counseling for marriage problems; parent child relationships; planning and counseling with out-of-wedlock and extra-marital pregnancies; and personal adjustment problems services such as mental and emotional illness, alcoholism; financial counseling and emergency financial assistance. An adoption service was also part of the program. The allocation of time and resource was: out-of-wedlock programs, 30 percent; adoption, 20 percent; family and personal counseling, 40 percent; community service, 10 percent. The agency was serving proportionally more non-Catholic than Catholic clientele.

For the five year period 1965-'70, unduplicated service statistics included:

- 64 adoptions
- 96 out of wedlock programs
- 312 family, marriage and child behavior problems
- 160 counseling for personal adjustment
- 632

In 1970, the name of the agency was changed to Cayuga Family Center, with two Boards, one budget, one program. From the community's perspective, it came to be regarded as one agency. The two Boards were merged in the fall of 1973.

## ● M. CONCLUSION

On the surface the face of Catholic Charities in the Diocese in 1965 seemed much as it had been in 1950.

Camp Columbus had closed in 1962, but Auburn Catholic Family Center had opened in 1955.

The Columbus Youth Association became the Catholic Youth Organization in 1955. Other programs had expanded their services.

Even though there were signs of change in Church and society, it would have been difficult to predict the "Time of Turbulence" the Church would experience in the next fifteen years.



*-Courtesy of John Larish*

Mary Hannick, Director Genesee Settlement House 1947-1971



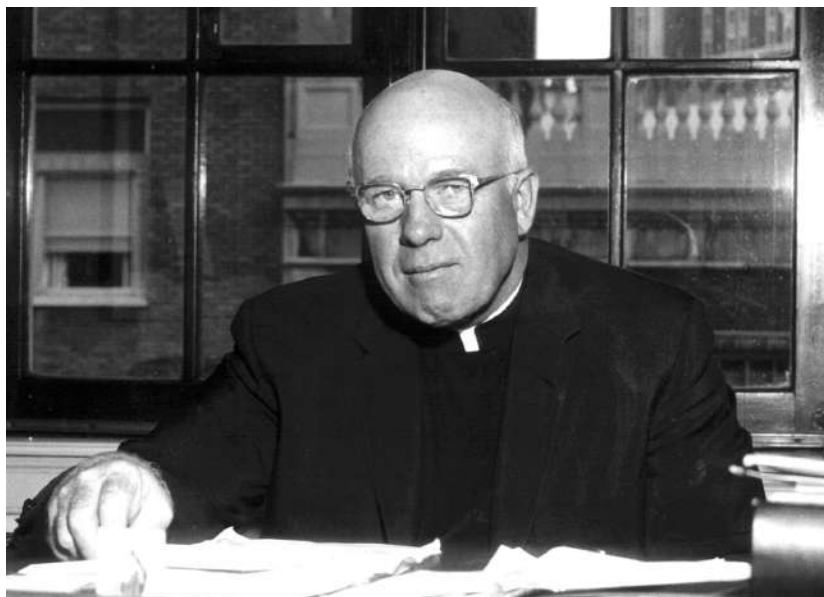
*-Courtesy of Catholic Family Center*

CYO activity, mid-1950s



*-Courtesy of Camp Stella Maris*

Camp Director Father Gene McFarland and staff, 1960



*-Courtesy of Rochester Diocesan Archives*

Monsignor Arthur Ratigan, Diocesan Director Catholic Charities 1952-1963



*-Courtesy of Catholic Courier Journal, 2-10-67*

Bishop James Kearney (1937-1966) at scout award ceremony



*-Courtesy of Rochester Diocesan Archives*

Monsignor Don Mulcahy, Diocesan Director Catholic Charities 1963-1971

1965



*-Courtesy of Rochester Diocesan Archives*  
Father Tim Weider, Secular Mission in Steuben County

TO 1979

# CHAPTER FOUR

# A TIME OF

# TURBULENCE

## 1965 – 1979

### ● A. INTRODUCTION

Nationally, the winds of change, which had been emerging in the late 1950's, had exploded full bore by the beginning of this time period. The Civil Rights Movement, fueled by the leadership of Dr. Martin Luther King, Jr. and aided by the political acumen of President Lyndon Johnson, had produced two pieces of legislation that would dramatically change the country's social and political landscape. The Civil Rights Act was enacted in 1964 and the Voting Rights Act in 1965. At the same time, the energy that had sparked the movement exploded out of control in urban riots that ravaged numerous United States cities in the mid-1960's.

Fueled by the seminal work of Michael Harrington, *The Other America*, attention was also focused on the problem of poverty. Carrying forth the work begun by President John Kennedy, President Johnson launched his "War on Poverty" through enactment of the Economic Opportunity Act of 1965. Equally important were initiation in 1965 of the Medicaid and Medicare programs.

Similarly, the winds of change were fully abroad within the international and national Church. Guided by such seminal Vatican Council documents as *Gaudium et Spes* and *Lumen Gentium*, Church leaders called upon Catholics to become more involved in the community around them, advocating for principles of Catholic Social Teaching which had evolved over 70 years. Particularly important to the work of Catholic Charities was emphasis on the principles of lay participation and subsidiarity.

The impact of all these developments on the work of Catholic Charities nationally is described in the Preface to this book.

National political developments and a changing Church view of the world had great impact on the Rochester Diocese.

The most publicized effect on the Rochester community was the riot of 1964 which brought to the surface long simmering racial tension. The ecumenical

Church community took leadership in addressing racial injustice by taking steps to bring to Rochester nationally known community organizer Saul Alinsky who was instrumental in establishing the F.I.G.H.T. organization.

Even though community attention was focused primarily on these events, there were enacted other major changes that affected all human services and health care delivery in Rochester, including Catholic Charities. Not only did Community Action Agencies (created by the Economic Opportunity Act) which provided a new mode of service delivery compete with more traditional approaches, but not-for-profit agencies themselves changed internally as they received government money to initiate new programs. The creation of the Medicaid and Medicare programs affected not only funding mechanisms for health care and ultimately human services, but also changed service delivery methodology.

Similarly, international and national Church currents and the appointment of two new Bishops in this time period had great impact on the Diocese and on the work of Catholic Charities. Internationally known Archbishop Fulton J. Sheen was installed as the sixth Bishop of Rochester in December, 1966, replacing Bishop Kearney who had served the Diocese nearly 30 years. Known for his work with the poor in his position as national Director of the Society for the Propagation of the Faith, and widely followed through his weekly television program *Life is Worth Living*, Bishop Sheen brought a new dimension to the work of Catholic Charities. After three rather tumultuous years, he resigned in 1969. Pope Paul VI appointed as his successor a long-time seminary professor from the Rochester Diocese, Father Joseph Hogan. Bishop Hogan's Vatican II approach of subsidiarity and empowerment would also have great impact on the work of Catholic Charities.

In fact, the history of Catholic Charities in these 14 years is really a story of two agencies. Initiated by Bishop Sheen's appointment of an Urban Vicar in January, 1967 and the creation that summer of what became the Office of Human Development, there was already under development the document that would come to be known as "Catholic Charities of the Future." Meanwhile, influenced by Bishop Hogan's theology and personality, and buffeted by major changes in the community and in human services, the "old guard" Catholic Charities was dramatically transformed as many of the traditional programs were "spun-off" to independent status.

These developments are described as follows:

- Diocesan Administration and Office of Human Development
- Catholic Family Center
- St. Ann's Home
- St. Joseph's Villa
- Charles Settlement House
- Genesee Settlement House
- Catholic Youth Organization
- DePaul Clinic



- Camp Stella Maris
- Office of Family Life (including Human Life Issues)
- Kinship Group Home Program

## ● B. DIOCESAN ADMINISTRATION AND OFFICE OF HUMAN DEVELOPMENT

### 1. Introduction

The “Tale of Two Agencies” is told as follows:

- Diocesan Catholic Charities 1966-‘76
- The creation of the Office of Human Development 1967-‘79
- The creation of the Office of Social Ministry 1976-‘77
- Preparing for Catholic Charities of the Future 1977-‘79
- The Catholic Charities of the Future Report ‘79

### 2. Diocesan Catholic Charities 1966-‘76

From 1966-‘76, the Diocesan Catholic Charities structure continued to function as it had previously. Monsignor Don Mulcahy had been appointed Diocesan Director in 1963. He had obtained his Master’s Degree in Social Work from Catholic University that year. Of all the Diocesan Charities Directors, he was perhaps most attuned to the needs of the poor. He served as the first Board chairperson of Action for a Better Community, the local community action agency created by the Economic Opportunity Act. In an April, 1965 interview reported in the Catholic Courier, he spoke more directly than his predecessors about the need for public policies to help the poor. He called for “mutual concern and cooperation” between government and voluntary agencies. Invoking the spirit of the Peace Corps, he talked about the need for idealistic young people to become involved in the work of Catholic Charities. This interview would foreshadow the work of Catholic Charities over the next 50 years.

This concern for the poor was further evidenced by a session organized by Monsignor Mulcahy in April, 1970, at which Bishop Hogan addressed 75 diocesan workers in health, welfare and social action who gathered at Notre Dame Retreat House to discuss among themselves each other’s work. They concluded that effective programs to meet people’s needs would mean more Regional planning and interaction between diocesan workers in the 72 Church agencies then providing services.

Monsignor Mulcahy proposed that clusters of counties in the Diocese form their own groups of priests, religious and lay persons to serve as a focal point for the Church’s community service in that particular location. It was hoped that such a service area organization would stimulate parish service in their own neighborhoods to effectuate changes in housing, education and employment.

Referring to the “secular mission” described below, Father John Hempel described progress made in serving rural communities over the previous three years. He stated:

“The local and federal governments, with public money and ecumenical community groups, have been practically forced by the Church’s pioneer efforts in several of our counties to take over the work that we have started.”

When Monsignor Mulcahy left his position it was taken in 1970 by Father William Charbonneau who had served as Assistant Director of the Division of Family and Child Care since 1964. He would serve as Diocesan Director for two years. According to his Catholic University classmate, Father Gerry Krieg, Father Charbonneau was a dynamic outgoing priest who did well with his peers and especially with young persons. His love of parish work led him to leave Catholic Charities after his short stint. He would be replaced as Diocesan Director by Father Joseph D’Aurizio. Father D’Aurizio had started his work at Catholic Charities when he was appointed Associate Diocesan Director in 1964. In 1965, he became Executive Director of Elmira Catholic Charities (replacing Mary Fitzgerald who had served from 1930-‘67).

Father D’Aurizio was appointed Diocesan Director in 1972 when Father Charbonneau became pastor at St. Mary’s Canandaigua.

Four major themes undergirded the work of the diocesan office under the leadership of Fathers Charbonneau and D’Aurizio.

First, Catholic Charities continued to be a major partner with and contributor to the Community Chest, which was now called the United Way. Particularly, Father D’Aurizio was active in United Way Fund-raising and planning committees.

Second, there was growing tension between the United Way funded agencies, Diocesan Catholic Charities and the United Way itself. As previously reported, in the mid 1950’s, the then Community Chest had strongly encouraged the establishment of Advisory Boards for each of the funded programs: Catholic Family Center, Catholic Youth Organization, Charles Settlement House and Genesee Settlement House. The Boards each made separate requests for funding. The concern of both the Boards and United Way was that included in the budgets were “Charter Dues” to fund the Diocesan Catholic Charities offices. This allocation was necessitated because the Diocese had provided no direct Church funding to Catholic Charities since Catholic Charities had become a member of the Community Chest in 1918. Both the agencies and the United Way questioned what activities validated the allocation of such funding.

This factor was one element in a general movement toward agency independence. As indicated above, by theology and personality, Bishop Hogan was inclined to empower more lay leadership and to “spin-off” agencies in the spirit of subsidiarity. These factors brought the movement to independence described below.

Fourth, belying the spirit of cooperation which had been articulated at the April, 1970, Notre Dame Retreat House Conference, there was growing tension between Catholic Charities leadership, who were viewed by some as being “too establishment,” and the Office of Human Development staff, who were clearly

“grassroots” oriented.

### **3. Creation of the Office of Human Development 1967-‘76**

#### **• a. Introduction**

A detailed description of the creation of the Office of Human Development can be found in a previous volume written by the author, *Spirit Alive! Fifty Years of Consistent Life Ethic Advocacy and Parish Social Ministry in the Catholic Diocese of Rochester 1958-2008*. Highlights of this evolutionary process are described here:

- The Urban Vicar 1967-‘69
- Secular Mission – Office of Human Concern 1967-‘71
- Consolidation of the Office of Human Development 1971-‘76

#### **• b. The Urban Vicar 1967-‘69**

As indicated above, the F.I.G.H.T. organization had been established in 1965 as an ecumenical church driven response to racial tension in the community. Its elected leader was black minister Reverend Franklin Florence. Two Catholic leaders in the establishment of F.I.G.H.T. were priests assigned to Immaculate Conception Parish, Father Robert Kreckl and Father P. David Finks. They arranged to meet with Bishop Sheen within a week of his installation in December, 1966. Following a surprise visit by Bishop Sheen to celebrate Mass at Immaculate Conception on New Year’s Day, Father Finks was summoned to a press conference at the Bishop’s office with F.I.G.H.T. leaders in the first week in January. At this time, Bishop Sheen appointed him Episcopal Vicar for Urban Ministry. As indicated above, Bishop Sheen had an orientation to the poor, and had been convinced by the two priests that the only way to have relevance with the black community was to work with F.I.G.H.T.

So began two years of intense activity. Shortly after the appointment, Bishop Sheen wrote an open letter to the pastors of inner-city parishes raising 14 questions about their ministry to the poor. The Bishop did not make many friends when he strongly advocated for the poor in an address he gave to the Chamber of Commerce on January 23, 1967. This presentation “rubbed the establishment the wrong way” and many business and civic leaders never thereafter became supportive. A bellweather of the Bishop’s future actions came in May of that year when he and his staff basically ignored a report Father Finks had developed recommending the restructuring of five inner-city parishes. A further blow to the work of the Urban Vicar came in the spring of 1968 when the Bishop had to withdraw in response to great protest his proposal (developed without consultation) to sell St. Bridget’s parish to H.U.D. for development of low-income housing. Many observers would say he became from that time on “a caretaker administrator” until he resigned in October, 1969.

The work of the Urban Vicar was carried on when the Joint Office for Urban Ministry was created in 1967, the first totally ecumenical operation in the country for urban ministry. Father Finks’ group and that of Herb White, Director of the Board of Urban Ministry, created by the Council of Churches,

engaged in a variety of ministerial actions.

When Father Finks left in 1969 to go to Washington to work with the United States Catholic Conference of Bishops on urban ministry, Bishop Sheen appointed Father Hempel as his successor on July 1, 1969 and merged this work and that of the secular mission into the Office of Human Concern.

• **c. The Office of Human Concern 1967-'71**

Another manifestation of Bishop Sheen's concern for the poor came when he would travel along the main thoroughfares of the Diocese and express to his secretary, Father Mike Hogan, his concern about the shabby houses he saw along the roads. This concern led to his decision to appoint three "secular missionaries", so-called because they were diocesan or "secular priests" rather than priests from a missionary order such as Glenmary.

The initial appointees in the summer of 1967 were Father Jack Hempel, who served Seneca, Yates and Ontario counties; Father Tim Weider, who served Steuben county and Father John Gormley, who served Tompkins and Tioga counties. Father George Wiant was appointed in February, 1971, to serve Wayne county. Their work is described extensively in *Spirit Alive!*

• **d. Consolidation of the Office of Human Development 1971-'76**

With the creation of the National Campaign for Human Development in 1970, Bishop Hogan changed the title of the Office of Human Concern to the Office of Human Development. (The annual Campaign for Human Development collection was created to assist groups led by low income individuals to develop grassroots efforts to reduce poverty.) The Bishop appointed Father Charles Mulligan as Director of the office in June, 1971, when Father Hempel took over as Director of Beckett Hall, a newly created residence for seminarians or those considering the seminary. This appointment would lay the groundwork for Charlie's appointment as Director of the Office of Social Ministry effective January 1, 1977 and dramatically effect the future of Catholic Charities.

By 1973, Charlie had assembled one of the largest diocesan staffs dedicated to the work of human development. They were:

Director: Father Charles Mulligan

Human Development Campaign: Sister M. Josepha SSJ, Susan Dollinger

Communications: Susan Dollinger

Human Development Committee Training: Joseph Torma

Office of Human Development Rural: Sister Alice McLoughlin SSJ,

Sister Mary Krukow RSM, Father George Gauthier, Father George Wiant

Lobby: Sister Frances Sweeney SSJ

Urban Ministry: Sister Grace Miller RSM

Ministry with Older Persons: Sister Judith Reger SSJ,

Sister Frances Sweeney SSJ

Jails and Prisons: Father Charles Mulligan

Among the office's many activities, three stand out:

- Taking the lead role in organizing the Diocesan response to the flooding in

Corning in 1972, with Father Peter Bayer directing the operation “on the ground.”

- Participation in the national boycott of Farah slacks in support of better conditions for workers at the company.
- The integration of the work of Bishop Sheen Housing, established in 1968 jointly with the Episcopal Diocese, into the work of the office.

With the able contribution of Father Dan Tormey who worked as Assistant to the Director from 1974-‘76, a major accomplishment during this time was truly integrating the work of the various components. This work laid the groundwork for the creation of the Office of Social Ministry and the evolution of the Office of Human Development within it.

• **e. Office of Human Development Within Social Ministry 1976-‘79**

While the events described below leading to the adoption of The Catholic Charities of the Future Report were occurring, the now consolidated Office of Human Development continued to carry out the advocacy work of Catholic Charities/Office of Social Ministry. The work of the office during this time is described in great detail in *Spirit Alive!*

Major new initiatives described in that volume are the establishment of the Diocesan Human Life Commission and International Justice and Peace Commission in 1978, and the further evolution of services and integration of Bishop Sheen Ecumenical Housing Foundation, Inc., established in 1968 as a joint venture with the Episcopal Diocese.

A brief overview of this work is provided here.

The first part of this five year period was a time of turbulence. After Charlie Mulligan was appointed by Bishop Hogan to be Diocesan Director of Social Ministry effective January 1, 1997, he hired John Salter to replace him as Director of the Office of Human Development.

From the outset, there was great conflict among John and his staff and between John and Charlie.

John’s tenure ended in the summer of 1978.

Father George Wiant, who had previously worked in the office, returned as Interim Director from July 1978-June 1979.

His departure was followed by a difficult transition period during which there was “governance by committee” while there was a stalemate in the hiring process.

With help from Professor Paul Kazmerski from RIT, by the end of 1979, there was a clarification of the role of the office and a new job description for the Director. This effort would result in the hiring of Mary Heidkamp as Director in August, 1980.

Meanwhile, work was ongoing in the sectors:

Administration: George Wiant

Bishop Sheen Housing: Kathy O’Neill

Campaign for Human Development: Carole Lloyd, Giovina Caroscio and Francine Patella

Education: Adele Schneider, Kevin Cullen and Joe Torma  
International Justice and Peace Commission: Lourdes Perez-Albuerne  
Political: Tim McGowan and Sister Mary Wintish RSM  
Regional: Northern Tier: Father Bill Spilly and Sister Anne Urquhart;  
Southern Tier: Father Neil Miller, Sister Mary Kruckow and  
Giovina Caroscio  
Urban: Carol Schwartz

The integration of the Office of Human Development into the evolving Catholic Charities of the Future would be one of many challenges for that emerging organization.

#### **4. Creation of the Office of Social Ministry 1976-‘77**

##### **• a. Introduction**

During 1976 and 1977, Bishop Hogan, with assistance from Charlie Mulligan, orchestrated a major change in the Catholic Charities organization which was to lay the foundation for its future activities over the next 30 years.

Recall that the mission of Catholic Charities adopted in the Cadre Report at the national meeting of Catholic Charities in 1972 had envisioned a three-fold mission statement for Catholic Charities:

- Direct service provision
- Social justice advocacy
- Reconnection with parishes

As the work of the Office of Human Development evolved, it became clear that there was a tension and dichotomy between its work and that of Catholic Charities, which was basically by then Monroe County United Way-funded agencies providing family and emergency services to the Catholic community. It was also the case that at this time, certainly with the blessing of Bishop Hogan, Catholic Charities was in the process of “spinning off” of services: Charles Street Settlement House, Genesee Settlement House, St. Ann’s Home, St. Joseph’s Villa, DePaul Mental Health Services.

As a visionary leader, Charlie Mulligan believed that the Diocese of Rochester should explore ways to carry out the national Catholic Charities vision statement adopted in 1972. He proposed and Bishop Hogan agreed that there should be a study of this activity in the Rochester Diocese.

In early 1976, Bishop Hogan requested the National Conference of Catholic Charities to evaluate all aspects of diocesan “social ministry” including Catholic Charities. Father Vincent Mainielli, a priest of Omaha, Neb., then serving as Associate National Director of Catholic Charities, headed a three-person task force who submitted a report to the Bishop in June of 1976. (Syracuse Diocesan Charities Director Monsignor Charles Fahey and Father Ed Malloy from Catholic Charities in the Rockville Centre Diocese were the other members.) They found that there were many different programs being operated throughout the Rochester Diocese with many different funding streams. They stated that Catholic Charities was confined to Monroe County, had a somewhat distant relationship to the diocese and had experienced some

difficulty with the Office of Human Development. In general, there had been many good beginnings in ministry throughout the Diocese, but the future of these operations and their funding were quite uncertain. There was no central planning desk and no potential for coordination. Finally, chaplaincy services were not coordinated.

Based on the recommendations in this report, Bishop Hogan appointed Father Charles Mulligan to be the first director of the Division of Social Ministry effective January 1, 1977, and requested that Catholic Charities immediately begin a planning process that would extend its services to all 12 counties in the Diocese. The landmark decision provided the organizational basis for the integration of service provision and advocacy as envisioned in the national mission statement.

While clearly the adoption of the Cadre Report and the influence of the Mainielli Committee were instrumental in creation of this new organizational structure, it was Charlie Mulligan who introduced the concept of “social ministry.” He did so because he felt that, at least in the Rochester Diocese, the name Catholic Charities had become identified only with direct service delivery, and the new name - Office of Social Ministry - would better express the three-fold mission of the organization. Together with his advisors, he chose that term because he wanted to emphasize church connectedness by explicit use of the term “ministry” and because there was a social component to the relationship with vulnerable people in institutions, there was a social justice focus in advocacy activities, and a social service focus in direct service work. Hence “social ministry.”

A good definition of social ministry can be found in the 1985-’86 Office of Social Ministry Annual Report. The introduction letter written by Bishop Clark read:

“Social Ministry is the expression of the Church’s pastoral mission to promote a society founded upon the human and gospel values of truth, love, justice, freedom and the human dignity of persons. As you know, actions on behalf of justice and participation in the transformation of our world is the responsibility of every Christian. The Division of Social Ministry does its work deeply rooted in prayer, aware that it is only when persons undergo conversion that it is possible to achieve a society in which justice and peace prevail. The Division of Social Ministry further carries out its work using the expertise and experience, not only of its staff, but of many dedicated volunteers. In offering leadership and engaging our diocesan people, the Division of Social Ministry enables our people, especially the poor and marginalized person, to encounter the living and healing presence of God.”

The purposes of the new office were reiterated as:

- To achieve coordination and unity in delivery of human care and human development services
- To provide a structure to rationalize allocation of resources
- To increase identification with the diocese

- To increase collaboration between the work of social ministry and that of the Diocese of Rochester
- To help achieve those purposes, there was established a Social Ministry Policy Table which included the leadership of the various components of the Office of Social Ministry and would be the forum for dynamics of:
  - Planning
  - Budget formulation
  - Program evaluation
  - Solving common problems

It should be noted here that this vision was created with considerable input from what had been learned from the implementation of similar structures in the Syracuse and Albany Dioceses. Based upon Vatican Council principles of lay participation and subsidiarity, Monsignor Charles Fahey, Syracuse attorney Bob McAuliffe and Charles Tobin, Jr., Executive Director of the New York State Catholic Conference had developed a model of decentralized governance for Syracuse Catholic Charities which envisioned the creation of bylawed subsidiaries in each of the seven counties of the Syracuse Diocese, each with its own Board comprised of priests, deacons, religious women and laypeople. In November 1973, Bishop David Cunningham accepted this proposal, which was rather radical at the time, because Boards of most Charities agencies at that time generally consisted of the Bishop, Vicar General, chancellor and priest Charities director. This model was adopted also in the Albany Diocese in the mid-1970's. Both experiences helped in developing the vision for Rochester.

## **5. Preparing Catholic Charities of the Future 1977-'79**

In accepting the Mainielli Report in 1976, Bishop Hogan gave two mandates to the newly created coordinating body:

- To develop a legal format to strengthen the continued operations of Catholic Charities
- To develop a plan for extending Catholic Charities services to people in need beyond the boundaries of Monroe County

Five major decisions in the 1977-'79 time period created the foundation for this work.

First, Maurice J. Tierney was hired as Diocesan Director of Catholic Charities effective January 3, 1977 (He had for a number of years been a staff member of the Community Chest/United Way in Syracuse.)

Second, even as early as spring 1977, the bylaws of the Diocesan Board were modified so that the Board of Directors would be comprised of 27 at-large persons and one representative from each of the subsidiaries/affiliates. The reason for significantly expanding membership was to gain the involvement of more people, especially minorities and women, in the work of Catholic Charities. (It should be noted that this change, as well as many others described throughout this book, did not fare well with some of the senior Board members of Catholic Charities and eventually they retired or did not seek a new term.) Board Presidents in this time were Donald Robinson 1977-'78 and



Patrick Gaffney 1978-'80.

Third, during mid-1977, the Board appointed an Affiliation Committee which included William Bleier, Sister Ann Vincent DeRitis SSJ and Charlie Crimi to develop affiliation agreements, a goal outlined in the Catholic Charities of the Future Report. Syracuse Diocesan Director Monsignor Charles Fahey wrote a paper on affiliation which proved to be very helpful to this process.

In general, the affiliation agreements stated that Catholic Charities was an apostolic Christian agency providing services but also acting as leaven in society to improve life for the poor, the marginalized, the unrepresented. These agreements highlighted what Charities could do for the affiliate, what the affiliate could do for Charities and what they could do together. The affiliation process was an important step in reconnecting the separately incorporated agencies and the subsidiaries with the Catholic Charities movement.

By the end of the decade, agreement had been signed with these incorporated affiliates:

- DePaul Clinic
- St. Joseph's Villa
- St. Ann's Home
- Genesee Settlement House
- Charles Settlement House
- Kinship Group Homes

Fourth, a committee of the Board was appointed under the leadership of Board member John Stampfli to develop a Catholic Charities of the Future Report. Other significant Catholic Charities Board leaders who supported development of the proposal were Donald E. Robinson, Patrick Gaffney, Edward Nowak, Robert Burke, John Oberlies and Jean Cardinali. The committee was representative of the Board of Catholic Charities, the Office of Social Ministry and the Office of Human Development.

Fifth, when it became clear by the fall of 1977 that the "charter dues" arrangement with the United Way funded agencies was not sufficient to fund the position of a lay director of Catholic Charities, discussions began with the Diocese. These discussions resulted in an agreement between Catholic Charities and the Diocese reached on March 27, 1978, which included these major provisions:

- The Diocese of Rochester recognized Catholic Charities, Inc. as a full member of the diocesan structure equivalent in status to other members of that structure. As such, the Diocese committed itself to "provide such financial assistance as necessary to insure the continued existence of Catholic Charities."
- Catholic Charities was to strengthen the affiliate agreements maximizing income from that sector.
- Catholic Charities promised "not to raise any monies on its own, except in full accord with the Fund Development Office."

- Catholic Charities transferred its bookkeeping and accounting services to the Finance Office of the Diocese.
- Catholic Charities would continue to subsidize its own operations within the limits of its resources. This implied that should Catholic Charities receive a bequest or other unrestricted gifts, the Diocese would have the right to request that the money be used for ordinary expenses.

Shortly after that agreement was reached, Catholic Charities received a major bequest (the Devine estate). The Diocese and Catholic Charities agreed that these funds could be used for ordinary operating expenses, enabling the hiring of an assistant director to help with program development. Bill Privett, who had been involved with the Office of Human Development, was hired in this role on July 1, 1979. Hence, there was sufficient staff leadership to enable a clearer delineation of the role of the Office of Social Ministry.

## **6. The Catholic Charities of the Future Report 1979**

By spring 1979, while these other administrative matters had been addressed, the committee and staff had completed the Catholic Charities of the Future Report requested by Bishop Hogan. Unfortunately, before it could be presented to him, he retired due to ill health. He was replaced by Matthew Clark, an Albany priest who had been working as Spiritual Director at the North American College in Rome. Bishop Clark was installed in June, 1979. He accepted the report in September of that year. It presented a vision for the creation of a decentralized system for provision of services and advocacy throughout the 12-county Diocese. Bishop Clark's decision to accept the report would guide the work of the agency for the next 30 years.

Specific elements of the vision included:

- Planning Principles
  - The Role of the Diocesan Board in a decentralized structure
  - The Role of Regional Boards
  - Plans for creating North, East and South Charities Boards
- **a. Planning Principles**

The report outlined three basic planning principles for effectuating this vision:

### **Overall Principles**

Charities should plan for services in those areas of the diocese where human need is not well met by existing service agencies. It should be done in accord with the basic values of Catholic Charities of the Diocese of Rochester which are:

- Protection and support of the poorest, the weakest, the most marginal and exploited
- Respect for and fostering the appreciation of the sacredness of human life at all stages
- Maintenance of a Christian view of the social nature of property and the goods of the earth

- Respect for the dignity of human work and the right of people to work.
- Fundamental commitment to the unity of all peoples and to the constant need for reconciliation and forgiveness in striving for a society of justice and peace
- Support of Christian dignity and the sacredness of marriage and family life
- Enhancement of individual family or group responsibility and their right to participate in decisions affecting their lives
- Affirmation of and sensitivity to the cultural traditions of the peoples
- Service to all people in the Spirit of Christ and action as leaven in larger society

### **Service Delivery Principles**

Catholic Charities of the Diocese of Rochester has an important and unique role to play in human care services because of the following:

- Its emphasis on the individual as formed in the image and likeness of God
- Its approach to serving individuals and families, which affirms all aspects of their needs and hopes
- The influence of its values in shaping the direction and type of services provided
- Special attention to individuals and families who are most marginal and neglected
- Ability to offer programs that are:
  - o Highly specialized
  - o Flexible
  - o More quickly implemented
- The Church is mission to motivate people to solve problems of their own community

### **Principles Relating to Integration of Activity**

The Office of Human Development and Catholic Charities share the same basic mission. Catholic Charities will emphasize the role of organized Human Care Services (i.e. nutrition sites for older persons, a full range of family life enrichment services including Pre-Cana, Ministry to Separated and Divorced, counseling to unmarrieds, marriage counseling, foster and adoption care; services to youth stressing self-development, sports, camping experience in a Christian context; needs assessment, program funding consultation), whereas the Office of Human Development will stress political advocacy, community organization and parish committee training.

#### **• b. The Role of the Diocesan Board in a Decentralized Structure**

Critical to the success of the vision for a decentralized organizational structure would be the role of the Diocesan Board. The report called for formation of a new centralized Diocesan Board. It was envisioned that its mission would be:

“To be an agent in society which according to the insight of the Gospel, improves the quality of life by recognizing the talents and gifts of all people and enabling them to put these to use in serving those individuals and families in

need.”

The Board was to be composed of a majority of at-large trustees, plus area representatives and delegates from diocesan-wide affiliates and the Bishop of Rochester, the Vicar General, the director of the Division of Social Ministry and the Diocesan Director of Catholic Charities.

The major functions of the central Board/staff would be:

- To provide administrative services to regions and affiliates, including particularly: legal, bookkeeping/accounting, computer
  - To provide grantsmanship services to regions and affiliates
  - To serve as facilitator of planning among the areas
  - To serve as a public relations vehicle
  - To assist regions and affiliates in implementing the overall vision of Catholic Charities, including consciousness-raising, legislative activity, seeking systemic change and provision of services throughout the Diocese.
- **c. The Role of Regional Boards**

In proposing the establishment of Regional/subsidiary Boards, the report affirmed:

“All power of the Board of Trustees of Catholic Charities of the Diocese of Rochester flows as authorized for its 1917 Charter and the State Charities Aid Association Law.”

The word subsidiary was used to recognize the clearly derivative powers of Regional Boards and to affirm their unity with the Bishop of Rochester and the entire people of the Diocese of Rochester.

The basic criteria for service on Regional Boards were described as:

- Love of people
- Commitment to the social mission of the Church
- Ability to bring talents/gifts/skills to the Board
- Knowledge and understanding of the geographic area to be served
- Knowledge and understanding of the strengths and limitations of organizational structures
- Ability to take advantage of all the strengths and potentials of a parish
- An openness to change and willingness to venture forth into a new evolution of the Catholic Charities of the Diocese of Rochester

The functions of the proposed Regional Boards were:

- To convene local people around problems, needs, issues and to promote general, community and parish awareness of these concerns
- To develop methods of surveying and assessing human care needs and resources using solid data and community/parish input
- To assist in leadership development and training
- To provide leadership in promoting awareness of available or potential services, program and proposal consultation and if need be, Charities-sponsored program responses to priority needs
- To offer the talents and connections of its members and to utilize the volunteer/staff bank of the entire organization as a resource for the benefit

of the people of the region

- To prepare semi-annual reports on achievements in regard to these objectives for presentation to the Board of Trustees of Catholic Charities of the Diocese of Rochester, which shall in turn be shared as information with the Regional coordinators of the Diocese
- **d. Plans for Creating North, East and South Charities Organizations**

The report then outlined specific planning activities and a timetable for creating North, East and South Charities Boards. Since there were many existing Boards in Monroe County, it was agreed that creation of a new North Charities Board would be deferred until a future time. In the report, it was envisioned that the development of both the East and South Boards would be completed by July 31, 1981.

## **7. Conclusion**

Through these monument developments achieved over a decade, the foundation was laid for creation of Catholic Charities of the Future.

# ● C. CATHOLIC FAMILY CENTER

## **1. Introduction**

This fifteen year time period saw not only a change in agency leadership but also the beginnings of a dramatic increase in services. From 1965-'72, George Montgomery continued his leadership as Executive Director and the agency continued to focus primarily on adoption and counseling services. Jim Maloney was appointed as Executive Director and Catherine Wobus was appointed his assistant in 1973. There then began a time of rapid service expansion due to increasing community needs and the availability of government funding. Also, at this time, the Advisory Board, which had been created in the mid 1950's at the strong encouragement of the Community Chest, began to take a much more active role in the work of the agency.

## **2. The George Montgomery Era 1965-'72**

George Montgomery had been appointed as Executive Director in 1952. He continued to provide effective leadership until his retirement in 1972. The major services continued to be adoption and counseling, but, with a growing minority and poor population in the inner-city, a new Inner-city Service program was added in 1967.

The two major issues facing the adoption program in this time period were the question of placing Catholic children with non-Catholic parents and the impact of passage of legislation in 1970 legalizing abortion in New York State.

From the inception of the adoption program, Catholic Charities in Rochester, like all Catholic Charities agencies, had the policy of placing Catholic children only with Catholic parents. In the early 1960's, because of the growing prevalence of mixed marriage, that policy had been modified to allow for placement of children in "families of mixed religion" approved by the Board.

Two factors caused staff leadership to review this policy in the fall of 1970: the growing number of “hard-to-place” children (older children and children with health problems, who were often from minority families), and the passage of legislation in the 1970 legislative session amending the adoption law. This amendment introduced the concept of religious wishes of the parent. A parent surrendering a child for adoption could include “wishes” that the child be placed:

- In a family of the same religion as the parent
- A family of a different religion
- With indifference for religion
- With religion as a subordinate consideration

The emergence of these two questions caused Catholic Family Center to survey the practices of Catholic Charities agencies across the county. One hundred nine agencies out of the one hundred forty four surveyed sent in responses. Sixty-four agencies indicated that they had a policy of not placing Catholic children in non-Catholic homes, but twenty indicated that they had made exceptions to their policy, almost entirely for hard-to-place children to be placed in non-Catholic homes.

After analysis of this data and due consideration, on recommendation of George Montgomery, the Board adopted a resolution on November 19, 1970, that it continue its policy of placing children only with Catholic families or with “families of mixed religion approved by the Board.” It added a proviso however that:

“the Diocesan Director is authorized to permit the placement of a Catholic child with a family of another Christian denomination if a Catholic family has not been located after diligent effort and if the welfare of the child will be better served by adoption placement.”

While this discussion was of great moment at the time, it was soon to be overshadowed by the impact of the abortion legislation enacted in 1970. Within a very few years, the number of healthy babies available for adoption declined dramatically and work with “hard-to-place” children became a large part of the adoption program. This reality and the enactment of further state regulations would ultimately make the religion of adoptive parents a moot question. And already in 1970, Catholic Family Center began to offer program alternatives to abortion, including counseling, financial support and, if necessary, residential placement.

In the early 1970’s, counseling was the other major program. In an interview with the author on April 4, 1996, Reverend Tom Hansen, an Episcopal priest who had worked in the counseling program for more than twenty years, provided information which gives a good picture not only of the counseling program but also of the agency as a whole when he started in 1972. He began by indicating that he had come to work at Catholic Family Center because he had interned there as a student in the Colgate Rochester Family Ministry program and had applied for a full-time position which had opened up. It was

to be an interesting experience for a non-Catholic, and an Episcopal clergyman at that, working with a staff that was almost entirely Catholic.

He described several aspects of his work. When he started, all the other diocesan offices which had been located at 50 Chestnut Street had moved out to the Diocesan Pastoral Center, leaving only Catholic Family Center and the Catholic Youth Organization. There were about 50 staff persons at Catholic Family Center and they were all located on one floor "in fairly small snug little offices." There was one outreach office in Henrietta.

He indicated that the basic services were adoption, foster care, marriage counseling, family counseling and emergency financial assistance. From his recollection, about sixty percent of the funding came from the United Way. He was one of five counselors on staff. The clientele in the counseling program was basically Catholic. Overall he estimated that the total population served was about seventy percent Catholic.

One of the most important issues that the staff addressed was relationships with parishes. He indicated that when he arrived at an early counseling staff meeting he was amazed because the perception was that parishes viewed the agency as "the enemy." The belief was that the counselors were basically telling people to get divorced. He indicated that the staff then worked hard to reach out to parishes and that one of the most satisfying aspects of his job was to, as an Episcopal clergyman, come to know and respect a large number of Catholic priests. He also indicated that the successful outreach to parishes had a "ripple effect" in that satisfied parish leaders and clients referred others to the program.

Tom cited as one interesting interaction he had with a pastor was that with Father James Moynihan, the pastor at St. Joseph's Church in Penfield, and later Bishop of Syracuse. Father Moynihan came to him for advice about two parishioners who had been married, gotten an annulment and wanted to remarry. Father Moynihan thanked him profusely for his advice after three or four conversations.

A new service added in this time period was an Inner-City Services program initiated in 1967. There were placed in three Catholic rectories in the inner-city a case worker and two family workers, thus adding about 10 persons to the staff. A major center of service was Immaculate Conception parish. Most of those served were minority and non-Catholics. After a six month evaluation, George Montgomery stated "the program has been succeeded beyond our expectations."

### **3. Jim Maloney and Catherine Wobus 1972-'79**

The establishment of the Inner-City program foreshadowed what was to be a time of major program expansion in the late 1970's, directed by Jim Maloney as Executive Director and Catherine Wobus as his assistant. Jim came to the agency after an extensive background in government services. Catherine had joined the agency as a caseworker in the 1940's, after graduating from Manhattanville College of the Sacred Heart, and earning a master's degree in social work from Smith College in Northampton, Massachusetts. Her initial

duties were placing foster children in suitable homes. Over the years, her responsibilities grew. During this seven year time period, she would work closely with Jim in helping to establish the new program initiatives described below.

In a November 10, 1974 memorandum to the Board, Jim Maloney outlined his thoughts on the status of the agency's work. He indicated that two major accomplishments of the previous year were the involvement of staff in "goal-setting" sessions and the initiation of training programs for staff working with groups.

He then commented on recent developments in each of the programs. With regard to the Adoption Program, he reiterated the growing emphasis on "hard-to-place" adoptions. He outlined a cooperative agreement with St. Mary's Hospital in the Counseling for Unwed Parents Program. There were 130 children in the Foster Care Program. In the Counseling Program, through collaboration with the Office of Family Life, there was more preventive counseling and greater involvement with parish groups. He commented briefly on the Outreach Emergency and Old Age Assistance Counseling. He indicated that the curtailment of financial assistance had had especially high impact on the Inner-city Program. The Court Team had just been hired for the Restart Drug Abuse program for inmates. He raised questions as to whether the Christmas Basket program should be transformed into a year round clothing and furniture program.

He concluded with a hope that the Board and staff could work together on goal-setting for future endeavors.

In 1975, Catholic Family Center was operating basically the same programs that had existed in 1965, with the exception of the Inner-city Service Program. Its operating budget was about \$1 million, with \$630,000 coming from the United Way and almost all the rest client fees.

The last half of the decade saw the expansion of existing programs and the addition of new services.

Late in 1974, with funding originating from the State Office of Substance Abuse Services, Catholic Family Center initiated the Restart Drug Abuse program including services to jail inmates, information and referral, and short-term treatment.

In 1975, with the fall of Saigon, there began a heavy influx of Southeast Asians into the United States. Through the United States Catholic Conference, Catholic Family Center began its refugee resettlement program. Over the next decade, CFC would resettle more than 3,000 Southeast Asians.

In 1976, CFC first received a preventive services contract from the county designed to reduce foster home placements.

The Community Services for the Elderly program designed to delay institutionalization was established in 1977. By 1979, this program was supported by three major contracts under: Nutrition Title VII, Housing Title III, and Older Americans Employment Act Title IX.



Another major development which would affect the agency's future was the separate incorporation of the DePaul Clinic in 1979. After some years as an affiliate, it was to become a totally independent agency, DePaul Mental Health Services. Also in 1979, Catholic Family Center, C.Y.O and DePaul established a joint outreach program in North Chili.

In the 1979 Catholic Charities Annual Report developed by Diocesan Charities Director Maurice Tierney, Catholic Family Center is described as follows:

President: Thomas Hogan

Executive Director: James Maloney

Branch Offices:

3161 Union Street, N. Chili, NY

187 Edinburgh Street, Rochester, NY

343 Clifford Avenue, Rochester, NY

130 Ontario Street, Rochester, NY

148 S. Fitzhugh Street, Rochester, NY

27 Main Street, Webster, NY

Purpose: To strengthen and preserve family life and contribute to growth of its individual members through Christian principles based on Catholic teaching.

Service Area: Monroe County, parts of Wayne and Ontario counties.

Adoption and unwed mother services throughout Diocese, as well as refugee resettlement.

Programs:

1. Family Strengthening Supplemental Services

a. Intake, family, individual, marriage counseling; Family Life enrichment groups and Human Sexuality seminars in parishes and high schools; drug counseling; unwed parent counseling; services to neglecting and abusing parents; refugee resettlement.

b. Inner-City, outreach to families, children and youth, crisis counseling, case advocacy, food pantry and clothing, single parent, family counseling.

2. Family Substitutive Services

Preventive counseling, adoption, foster care, jail ministry.

3. Services to the Elderly

a. Individual, family, financial counseling

b. Housing counseling/housing options

c. Two nutrition sites

Eligibility: All – regardless of income, race or creed

Fee Policy: Sliding scale based on income and number of dependents

Operating Finances:

Revenue \$1,093,494.00 as of March 30, 1979

Expenditures \$1,073,741.00

(It is interesting to note that while the total budget was about the same as

in 1975, United Way income had dropped to less than \$600,000, government grant income was greater than \$300,000 and program fees less than \$100,000).

**Program Achievements: 1978-79**

Name	No. of persons served	No. of service units provided
1. Counseling/family life		
Refugee resettlement .....	3,560 .....	11,179
2. Inner-City .....	3,313 .....	10,702
3. Unwed parent counseling .....	301 .....	2,400
4. Child abuse/neglect .....	115 .....	5,113
5. Adoption .....	300 ...	76 finalized adoptions
6. Preventive counseling .....	200 .....	2,000
7. Foster care .....	98 .....	13,975 days care
8. Elderly counseling/Housing assistance.....	1,110 .....	5,808
9. Nutrition centers.....	1,400 .....	17,965 meals served
10. Restart drug counseling/Jail ministry.....	766 .....	2,438

**Program Achievement Highlights:**

1. United Community Chest Development Grant for N. Chili office in conjunction with DePaul Clinic and C.Y.O.
2. Funding from Monroe County Department of Social Services for preventive service to reduce foster care.
3. Planning for increased services to Hispanics.

**Current Achievements Highlights:**

1. Long-range goal-setting through Board
2. Committee/staff input in planning process

New Directions: Increased services, visibility and accessibility to Hispanics; home supportive services for elderly; decentralized services in Southeast quadrant of Monroe County; proposal to United Community Chest for Natural Family Planning to become a service of Catholic Family Center.

Just as programs were expanding, so was the Board's role.

In 1974-75, Lawrence Camuso was President of a Board which was comprised of 25 persons, including 23 laypeople and Fathers Joseph D'Aurizio and Robert Collins. Board committees focused on:

- Long-range Planning
- Finance
- Legal
- Personal
- Aged
- Counseling
- Drug Addiction
- Family Life
- Foster Care
- Inner-city

- Tri-Agency (three family service agencies)
- Unwed Mothers
- Social Action

Mr. Camuso stayed on as Board Chairperson for the 1975-'76 program year. For the 1976-'77 year, Marion Leaty served as Board Chairperson.

The Board President for 1977-'78 was Patricia Geraci.

Thomas Hogan served in that role from 1978-'79 and 1979-'80.

An important Board activity at the end of the decade was the reconsideration of the question of separate incorporation of Catholic Family Center. The status of consideration was outlined in a December 4, 1978, memorandum from Board President Patricia Geraci to the Board.

She began by reminding the Board that this possibility had been considered a few years earlier, but tabled due to the pending change in Charities leadership at the time.

She then outlined the reasons for such considerations:

- Legal – the Board is advisory, has no legal status and cannot own property or receive funds designated in wills.
- Independence – a more clearly defined relationship, but with no change in the affiliation agreement.
- Flexibility and Control – more freedom in pursuing programs or goods.
- External Appearance – no valid reason for the agency not to be a separate entity.

She mentioned that one possible downside would be the potential legal liability of Board members.

She concluded by emphasizing that the agency was not attempting to change its relationship with Charities, but rather was seeking to enhance its own status.

This discussion foreshadowed much of what would happen relating to governance in the next decade.

## ● D. ST. ANN'S HOME

### 1. Introduction

A significant moment in the history of St. Ann's Home came with the appointment of Sister Marie Michelle Peartree as administrator in 1964. This strong leader would serve until 1997 and ably maintain St. Ann's "leading edge" position through rapidly changing conditions in the world of service provision to older persons.

Four important developments occurred during this fifteen year period:

- The introduction of Medicare and Medicaid in 1965
- The opening of the Heritage in 1972
- The further evolution of services in the 1970's
- The decision to "spin-off" from the Diocese in 1975

### 2. The Introduction of Medicare and Medicaid in 1965

In 1965, Congress passed and President Johnson signed landmark health care insurance legislation: Medicaid, which insured indigent persons and Medicare, a health insurance vehicle for persons 65 and older. Passage of this legislation had enormous impact on the nursing home industry in general and St. Ann's home in particular.

In the late 1960's, there was a dramatic increase in the number of residents supported by Medicaid funding through the Monroe County Department of Social Services. In 1966, 160 residents were funded through social services. In 1967, this number grew to 249 residents. In 1968, the number further grew to 305 persons.

With this change in funding pattern, and the increasing longevity of the resident population, service was provided in varying levels of care to not only meet the needs of the individual but to respect the dignity of the human person. The breakdown of residents by level of service in 1969 was:

- Ambulatory – 100
- Intermediate Care – 92
- Infirmary – 116
- Extended Care Unit – 46

In 1968, a Day Services program was initiated but it was discontinued two years later because it was not self-supporting.

The operating budget in 1969 was \$3 million.

### **3. The Opening of the Heritage in 1972**

The idea of constructing a new health related facility on the St. Ann's campus was first discussed formally at the May 27, 1969 Board of Trustees Annual Meeting. By the June 22, 1970 meeting, much progress was reported in design and obtaining necessary approvals.

The proposed new facility was envisioned as providing service to 249 "well" elderly persons at a level of care which would be less than that of a skilled nursing home, but more than just residential housing. This facility was designed for the growing number of elderly persons unable to manage their own homes or apartments due to social isolation, increased fragility, forgetfulness, etc., but who were not in need of extensive nursing care as was provided in a nursing home. The concept was that an intermediate type of residence providing appropriate supportive service would permit residents to function independently for a longer span of time and thus prevent early admission to a nursing home.

The Board created a new not-for-profit membership corporation to operate the new facility in compliance with N.Y.S. Public Health Law 28-A, meeting all federal, state and local regulatory requirements.

A major advantage of locating the new facility on the St. Ann's campus was the availability of a number of supportive services from the existing facility to residents in the new facility. Among facilities available in the existing building were the large recreation room with stage platform, storage and adjoining terrace, about 50 percent of the spacious, attractive dining area and the

beautiful chapel. Active full-time medical services including physical, occupational and speech therapy programs were to be available to HRF residents using those services. Drug, dental and eye services, a beauty parlor and a barber shop were also available. A direct, convenient, enclosed walkway would provide easy access to these opportunities.

The Heritage was opened in October, 1972. The total cost was \$9 million.

There were initial advantages and difficulties resulting from the existence of this new facility. As expected, many services at the Home were extended to the Heritage. Significant increases were realized in such departments as Dietary, Pharmacy and Housekeeping.

In the early years of operation, however, there were difficulties in maintaining occupancy. Only 30 percent of Heritage residents were Medicaid recipients, compared to 60 percent at the Home (only 15 persons at the Home were on Medicare due to strict eligibility requirements). The census at the Heritage did not remain constant for any length of time due to the profile of the residents. A further difficulty was that in 1973-74 the State Board of Social Welfare had licensed 1,800 Private Proprietary Homes for Adults (PPHA's) beds and there was confusion about placement in appropriate level of care between PPHA's and facilities such as the Heritage.

Happily, within a few years, these problems were addressed and the Heritage began to enjoy full occupancy.

#### **4. The Further Evolution of Services – 1970's**

Another significant accomplishment under the leadership of Sister Marie Michelle during the 1970's was the further evolution of services.

The Annual Report presented at the March 25, 1975 meeting to the Administrative Boards of St. Ann's Home for the Aged and St. Ann's Nursing Home Campus, Inc. (the Heritage) provides an excellent snapshot of the programs of the facilities at the time.

Highlights by department included:

Dietary: Director Marion Wishart

- 50,000 meals per month
- \$2.36 average cost per meal
- Implemented, modified, selective menu program for tray service to all floors throughout the home

Employee Relations Department: Director Donald F. Powers

- 470 employees equaling 400 full-time equivalents
- Turnover rate reduced to under 50 percent
- 24 percent of employee population was African-American
- Average hourly wage increase of 12.5 percent

General Services Department: Director Sister Ruth Agnes

- Department newly established to oversee communications, security and the Pear Tree Heritage store
- Planned, implemented and controlled operation of the Pear Tree Heritage store, incorporating shopper cart service to all floors in the

home

Housing Department: Director Marion Carlucci

- 46 total employees
- New program of complete cleaning of all rooms every three months in addition to daily cleaning
- Planning for drapery replacement

Intake Department: Director Marie Weider

	Infirmary	Home Intermediate	Total	Heritage
<b>Admissions</b>				
Heritage	52	30	82	
Hospital	177	24	201	19
Home	8	30	38	63
Nursing Home	6	7	13	2
St. Ann's				79
Another Unit	76	63	139	
<b>Total</b>	<b>319</b>	<b>154</b>	<b>473</b>	<b>163</b>
<b>Discharges</b>				
Heritage	41	38	79	
Hospital	38	25	63	41
Home	68	5	73	7
Nursing Home	12	1	13	0
Death's	94	7	101	2
St. Ann's				82
Another Unit	63	76		
<b>Total</b>	<b>316</b>	<b>152</b>		<b>132</b>

Admissions and discharges reflect all discharges on a temporary status to a hospital, or in the case of The Heritage, to St. Ann's and then readmitted. Therefore, the numbers involved are greater than the actual number of persons.

	Home		Heritage
	Infirmary	Intermediate	
<b>Age of Population</b>			
21-49	1	-	-
50-64	8	6	5
65-74	22	14	29
75-84	66	77	113
85 and over	71	86	81

Laundry Department: Director Harold Newman

- 8 staff
  - 70,000 pieces of clothing cleaned
  - Contract with Consolidated Laundry to clean all sheets and pillow cases
- Medical Department

#### MEDICAL SERVICES STATISTICS – 1974

Staff Physician Visits	6347	X-ray Procedures	922
Consultant Visits	5850	Laboratory Procedures	5334
Dentistry	1597	Ekg	535
Dermatology	360	Dental Hygienist	497
Ent	22	Speech Therapist	351
Gynecology	19	P.t. Treatments	18,287
Neurology	49	O.t. Treatments	4,346
Ophthalmology	385		
Optometry	387		
Podiatry	1,836		
Surgery, General	27		
Surgery, Orthopedic	148		
Surgery, Vascular	12		
Urology	25		
<b>Mental Health Program</b>		<b>Employee Health Program</b>	
Group Therapy Sessions	207	Pre-employment Examinations	
Reality Orientation Team			
Conferences	19	Health Clinic Visits	
Psychiatric Consultations	125		
<b>Clinics And Conferences:</b>			
Cardiac Conference	Weekly		
Physical Medicine Conference	Weekly		
Orthopedic Clinic	Monthly		
Evaluation Conference	Weekly		

Nursing Department: Director June Norton

- Problem oriented (S.O.A.P.) charting format
- Emphasis on mental health
- Placement and affiliate site for students (Rochester General Health and Rochester Manpower Skills)

Department of Pastoral Care Services: Director Father Raymond Moore

- Staffing: volunteer weekend assistant, Sister Sacristan, 41 adult volunteers, 12 youth volunteers, volunteer Practical Chaplain sponsored by GEM for monthly services
- Daily mass attendance of 75-80

Pharmacy Department: Director Murray Notebeart

- Staffing: staff Pharmacist, 2 relief Pharmacist and Pharmacy clerk
- Survey on patients' reliability in taking medications
- In-service programs for nursing staff

Plant Engineering and Maintenance: Director Willard Clark

- Total staff of 22
- Mr. Clark new Director on September 30, 1974
- Several major projects

Recreation Therapy Department: Director Helen Waters

- Total staff of 10
- New areas organized: craft therapy, volunteers and recreational activities

Heritage Resident Service Coordinator: Sister Michele

- Goal: to make residents feel comfortable and at home and as independent as possible by keeping residents informed of the what, why and how of the system
- Also to keep administration informed and sensitive to the needs of residents by bringing the residents' perception of service to the attention of administration and staff

Social Service Department: Director Sister Marion Gundell

- After-care program of visitation to discharged residents
- Auxiliary members merged into St. Ann's volunteer program
- Field placement site for students of St. Bernard's Seminary, Nazareth College and Monroe Community College

## **5. The Decision to Spin-Off from the Diocese in 1975**

As reported earlier, when Bishop McQuaid established St. Ann's Home in 1906, he entrusted its administration to the Sisters of St. Joseph in Rochester. Funding for St. Ann's was included in diocesan collections for charitable purposes in 1911 and 1917. When Catholic Charities joined the Community Chest in 1918, part of its allocation went to St. Ann's. When the position of priest Diocesan Director was established in 1930, one of his responsibilities was the supervision of St. Ann's Home. This arrangement remained in place until the mid 1960's.

The first change in governance structure was the establishment of an Administrative Board of 15 laypersons in 1963. Until 1975, this group supported the work of the Board of Trustees.

In terms of the work of the Board, an important evolution occurred at the May 27, 1969 Annual Meeting where several members of the Administrative Board were added to the Board of Trustees.

Officers were:

- President: Bishop Fulton J. Sheen, D.D.
- Vice-President: Bishop Dennis W. Hickey, D.D.
- Secretary: Elliott Horton
- Assistant Secretary: Monsignor Donald J. Mulcahy
- Treasurer: Frank E. Wolfe
- Assistant Treasurer: Sister Marie Michelle

New members elected were:

- Father William G. Charbonneau
- Father Joseph W. Dailey



Frank E. Wolfe  
 Elliott Horton  
 John H. Glavin  
 Martin F. Birmingham

On March 8, 1971, bylaws were approved for the newly created St. Ann's Nursing Home Company (Heritage) Board of Directors.

Within the spirit of the Second Vatican Council which encouraged subsidiarity and lay participation, with the construction of the Heritage, with growing dependence on government funding, and with the growing complexity of the organization, there soon began discussions about the relationship of St. Ann's to the Bishop's Office and the Diocese.

One illustrative exchange occurred at the August 3, 1972 Annual Meeting. Sister Marie Michele indicated that with the completion of the Heritage, the Long Range Planning Committee would be reactivated in the fall. Monsignor Mulcahy indicated his belief that there was need for closer relationship to the mission of the church and the total Diocese. He raised questions including:

- Should St. Ann's take the lead in care of the elderly?
- Should we be doing more outreach?
- Should we build into long range planning more than building concepts?
- Should St. Ann's Home be a center for the total concerns of the church in the Diocese or be separate?
- For example, should the home be assisting victims of the flood in the Southern Tier?

This discussion and many other led to the decision at the March 25, 1975 Annual Meeting to eliminate the Administrative Boards of both facilities and to establishment of Legal Boards, clearly separate from the Bishop and the Diocese.

Board members of the first Legal Boards were:  
 Martin F. Birmingham Charles E. Lyons  
 Donald J. Burruto Donald E. McConville  
 William L. Craver, M.D. William G. McDonnell  
 Father Joseph F. D'Aurizio William D. McGrath  
 Thomas G. Dignan Anthony R. Palermo, Esq.  
 John H. Glavin, Vice-President Harold C. Passer, M.D.  
 Friedrich J. Grasberger Sister Marie Michelle Peartree  
 Martin T. Gullen, Sr. Thomas P. Riley  
 Elliott Horton James D. Ryan  
 Nathaniel J. Hurst, M.D. Alice H. Young, Ph.D.  
 Julius G. Kayser Raymond E. Hebert  
 Ruth A. Lawrence, M.D. Frank E. Wolfe  
 Donald D. Lennox

Thus began a new era for St. Ann's. History of its activities subsequent to 1975 can be found at the Home and the archives of the Sisters of St. Joseph.

## ● E. ST. JOSEPH'S VILLA

Another of several organizational changes which occurred during this time was “spinning off” from Catholic Charities St. Joseph’s Villa as a separate corporation. An important first step was the establishment of an Advisory Board in 1966 to work toward the establishment of an independent Board of Trustees. One of its outstanding leaders over the years was Albert J. Klemmer.

While this Advisory Board was slowly working toward this goal, there were a number of important administrative, program and physical structure changes at the Villa.

In 1966, the Villa opened the first Boarding home for youth in the city of Rochester. This community-based facility provided care and treatment for six teen-age boys and endeavored to bridge the gap between the institution and the community.

Sister Ann Vincent DeRitis SSJ was appointed Administrator in 1968. She would drive the changes that occurred in the 1970’s. She was also recognized nationally by Catholic Charities, being elected in 1972 as President of the Conference of Women Religious within the structure of Catholic Charities.

In 1968, the Villa built a swimming pool with the aid of volunteer services and donations. It also opened its second group home, increasing total capacity to 12 boys.

In 1973, St. Mary’s Cottage and St. Agnes Cottage were opened. They were staffed by lay persons. Also that year, the agency opened its third group house, located on Nester Street. With seven boys added, the total group home census reached 19.

By 1975, the Recreation Department, in existence since 1959 and originally staffed by volunteers and part-time counselors, became staffed by full-time recreation counselors.

The year 1975 also saw the completion of an addition to the campus school to provide for consolidation of classes previously held in a separate building. The cost of the addition was \$37,155 for 3,000 square feet. Construction was done by staff.

Also in 1975, the residential program was organized into two treatment units, each supervised by a Residential Unit Manager, overseeing 40 youth.

At that time, the child care staff consisted of 49 child care workers distributed through five campus cottages and five agency group homes. The agency continued a multi-disciplinary approach toward clinical services, including: child care, education, nursing, pediatrics, psychiatry, psychology, recreation and social work.

There were roughly 90 children served. About 70 percent were voluntary, 20 percent court placement and 10 percent placed for persons in need of supervision, neglect or delinquency reasons. The average age was 12 years, 8 months. Two-thirds attended school at the Villa, 10 percent in the Rochester City Schools, 10 percent Greece schools; and the remainder at the School of the

Holy Childhood, BOCES or Vocational Rehabilitation.

About 80 percent were male. Seventy percent were white, 10 percent black 10 percent Puerto Rican and 10 percent mixed race. Sixty-five percent were Catholic, 30 percent were Protestant and 5 percent had no religion affiliation.

The volunteer program, which had been initiated in 1959, was expanded to include the services of a full-time director. There were about 100 volunteers and part-time counselors.

The year 1976 was also an important year for the Villa. The Development Office opened. The Villa took over three group homes operated by the Genesee Settlement House and located on Linden Street, Grand Avenue and Main Street, respectively.

While these were all important accomplishments, it was the work of the Long-Range Planning Committee of the St. Joseph's Villa Advisory Board that would have the most dramatic impact on the agency's future.

A key moment in this work came at a special meeting of the Board of Trustees held on Thursday, January 16, 1975 at the Villa. Members present were Bishop Hogan, Bishop Hickey, the Very Reverend Albert Riesner, C.S.S.R., Father Joseph D'Aurizio, Mr. Carroll Casey and Sister Ann Vincent. Also present was Charles Seuffert, chairman of the Advisory Board.

Sister Ann Vincent opened the meeting by noting that the last annual Board meeting had been held in 1964, four years before her appointment. She reported briefly on the increases in income, expenditures, staff, population and programs over that decade.

Mr. Seuffert then presented the "Interim Report" for Survey, Evaluation and Plan for St. Joseph's Villa, Rochester, New York, prepared at the request of this Board by John Foley of the Advisory Board.

He began by noting that neither the Community Chest nor the county had ever allowed the agency to budget for depreciation. He indicated that there was great need for rejuvenation and expansion of facilities since most were more than 30 years old, and that there were no funds available. Mr. Casey interjected that the construction of the convent and administration building had been realized through "manipulation of securities and donated services of the sisters," that this debt had been liquidated in 1968, and that there was the "slim possibility" the same procedure could be used again.

On the positive side, Mr. Seuffert noted that county per diem Board rates (last raised in 1973) had been increased significantly effective January 1, 1975:

Program	Previous Rate	New Rate
Campus	\$22.50	\$35.35
School	\$11.60	\$12.50
Boarding Homes	\$23.00	\$26.85

Sister Ann Vincent indicated that the 1975 budget was the first time that revenues would approach true cost, partially because James Reed, the Director of Monroe County Department of Social Services, had suggested that sisters'

salaries be listed at full value of services. In the finalized budget, two thirds of full salary was to be reimbursed. The total budget for 1975 was almost exactly \$1.3 million.

Sister Ann presented a plan to address the physical needs of the camp. She indicated a portion of the sisters' salaries would be donated to a special fund, the income and principal of which would go to special projects until the debt was liquidated. The details of the plan were to be worked out by the Advisory Board. Sister Ann also stated that the Villa would like to begin a program of deferred giving, writing to lawyers to seek bequests.

Lively discussion followed this presentation. Father D'Aurizio pointed out that trends in child placement were:

- The average age of placement had increased from elementary school to adolescent.
- Private payment for placement had been largely replaced by county reimbursement.
- The county wanted placement in agencies within its jurisdiction to prevent placement in higher cost out-of-county placements.
- There was increased accountability to the county and state.

There ensued discussion about maintaining Catholic identity in programs largely funded by government, and also whether private money should be used for capital costs. Sister Ann addressed both matters to the satisfaction of Bishop Hickey.

Following discussion these decisions were reached:

- Bishop Hogan promised that Joseph Smith, who was in charge of development planning for the Diocese, would study with an Advisory Board member a development plan presented earlier in the month and that he would abide by their decision.
- The Bishop thanked the Advisory Board for their work, and noted that "the Church has never educated people to the value of contributed services given by members of religious communities and the clergy."
- At the request of Sister Ann Vincent, the Board adopted the following resolution:

Resolved: Over the years St. Joseph's Villa has striven to respond to needs of the community. In most recent years programs have been focused on residential treatment of adolescents. In order to adequately carry out these programs, expansion of physical facilities is necessary, particularly in the area of physical and vocational education.

St. Joseph's Villa is keenly aware of other needs which eventually must be met if it is to persevere in rendering quality service to children and youth.

The Board of Directors of this Corporation recognizes and agrees with this statement and is prepared to take appropriate steps toward meeting these needs.

The Board of Trustees suggests that the Advisory Board be prepared to make suggestions to implement these needs and to present them to the Trustees at the

Annual Meeting in May 1975 for consideration of the Board.

- It was agreed that the present bylaws of the Board be studied for possible revision at the Annual Meeting to be held on May 22, 1975.

Thus began a year-long program which led to adoption of new bylaws at the August 17, 1976, Annual meeting resulting in the disengagement of St. Joseph's Villa from Catholic Charities and the Diocese.

Major changes were:

- An active Board of Directors was elected.
- Bishop Hogan and Bishop Hickey withdrew.
- Membership would include former members of the Advisory Board which was dissolved.
- The new Board was to be the governing body of St. Joseph's Villa, effective September 1, 1976.
- The Diocesan Director of Catholic Charities of the Roman Catholic Diocese of Rochester and the Superior General of the Sisters of St. Joseph of Rochester or her designee were to be ex-officio members with voting rights.
- The Sister Director of St. Joseph's Villa of Rochester was to be an ex-officio member without a vote.

Officers and member of the Board were:

Officers:

President: Richard J. Rahm

Vice-President: Max McCarthy

Recording Secretary: Peter J. Genga

Directors:

Julia E. Brandon

Walter B. Bull

Mary Callerame

Carroll E. Casey

Father Joseph F. D'Aurizio

Sister Ann Vincent DeRitis

Patrick S. Egan

John J. Foley

Patrick R. Gaffney

Peter J. Geng

Raymond E. Grandchamp

Father L. John Hedges

Louis J. Litzenberger

Max McCarthy

Joseph P. Miller

Charles G. Porreca

Very Reverend Bernard J. Power

Richard J. Rahm

Charles F. Seuffert

Robert Turner

T. George White

Thus a remarkable enterprise that had begun with the founding of an orphanage more than 130 years earlier was poised to embark on the next era in its evolution.

Information on the further evolution of the St. Joseph's Villa is available either at the agency or the archives of the Sisters of St. Joseph.

## ● F. CHARLES SETTLEMENT HOUSE

### 1. Introduction

Eileen McCarthy continued to provide dynamic leadership to Charles Settlement House throughout this time period. The two major developments in evolution of the agency were significant program growth made possible in part by government funding, and separate incorporation which made for much greater independence with concomitant distancing from Catholic Charities.

This second development was the result of continuation of the emerging forces described in the previous chapter. Recall that, at the urging of the Community Chest, an Advisory Board had been created in the mid 1950's. By the 1960's, each of the components of Catholic Charities (which had been receiving Community Chest funds through a consolidated grant to Catholic Charities) now developed their own budgets and received their own Community Chest grants. By the late 1970's, there was great concern on the part of both what was by then called the United Way and the individual Catholic Charities agencies about "charter dues" to Diocesan Catholic Charities. As previously reported, the Board members came in contact with independent settlement houses like the Baden Street, Lewis and Montgomery programs and there was increasing chafing about the control and distancing of the central Catholic Charities office. It was these factors that led new Catholic Charities leaders Charlie Mulligan and Moe Tierney to facilitate the separate incorporation of Charles Street Settlement House in 1978. There was then developed an Affiliation Agreement (full independence from Catholic Charities would be achieved in 1987 with formal transfer of the property and assets of the agency to the Charles Street Corporation.)

The second development, program growth, during this time period can best be illustrated by describing the status of the agency at its 50th Anniversary Dinner held in 1967, as against its mission programs and services at the time of its separate incorporation in 1978.

### 2. 50th Anniversary Celebration

On November 30, 1967, Charles Street Settlement House held its Golden Jubilee Dinner. The main speaker was Monsignor George Cocuzzi, pastor of Holy Family Church, located close to the agency. Monsignor Cocuzzi had been one of the Charles House "regulars" as a youngster and had continued his association with the agency as a summer counselor during his seminary days.

An article which appeared in the Catholic Courier Journal on November 17, 1967 in anticipation of the event gave an overview of the work of the agency.

Eileen McCarthy and five full-time staff provided a variety of services for children and sponsored a Neighborhood Development program for adults.

It was reported that programming had been expanded in 1964 through rental of a storefront across the street from the facility.

For grade school and high school boys and girls, there were clubs, classes and groups for handcrafts, ceramics, wood working, home-making, dancing and

story telling. There were also Girl Scouts and Brownie Troops. The summer program included a six-week day camp, a summer activities program and a summer extension program in the King-Madison area. In the summer of 1965, there had been established a tutoring program, which in 1966 had become a satellite of the Lighted School House Inc., with text books and supplies provided by the ABC program. For adults there were a Mother's Club and a Homemaker's Guild, as well as English and citizenship classes.

The recreational program was enhanced by the Rochester City School District decision to build school #17 next to the facility.

Total registration at the time was 270 adults and 1,000 children. Total annual program participation was 30,000. In addition, the social worker who handled home visits recorded 750 such visits during the year.

In addition to these programs, a new initiative beginning in 1965 was the development of neighborhood associations for adults. The purpose of these groups was to work on resolving some of the physical and social problems existing in an area of 25 city blocks of the 11th, 15th and 20th wards. The main objective raised by the citizens was to preserve the area by making it a clean, decent, stable place in which to reside.

To facilitate the goals and organizational precedence, the staff felt it feasible to design the area into four separate sections. The organizational structure included a chairman, executive committee and block captain who disseminated information to neighbors and received their suggestions. By the time of the 50th Anniversary Dinner, 1,200 people were signed up as members of the four associations: UNITE, FRIEND, ACTION and DRIVE, respectively

### 3.Charles Settlement House in the late 1970's

The services provided by Charles Street Settlement House are captured in Catholic Charities Annual Reports for 1977 and 1979 prepared by Diocesan Catholic Charities Director Maurice Tierney.

Board chairpersons of newly incorporated the organization were Raymond Trumpeter 1977-'78 and Rose Tantolo 1979-'80.

Service area boundaries were Lyell Avenue on the north, West Main Street on the south, State Street on the east and the city line on the west. The Northwest Nutrition Center Site II served the area extending north to West Ridge Road. The Northwest Youth Center services extended north to Emerson Street.

Program achievements for 1978-79 were:

	Name	No. persons served	No. service units provided
1.	Social Development Grade School .....	870 .....	19,200
2.	Social Development High School.....	265 .....	5,095
3.	Social Development Adult.....	425 .....	3,100
4.	Day Camp .....	190 .....	4,525
5.	Family Services.....	475 .....	920
6.	Senior Services .....	330 .....	840
7.	Northwest Nutrition Site I.....	370 .....	36,400 meals
8.	Northwest Nutrition Site II.....	220 .....	13,000 meals
9.	Northwest Youth Center .....	600 .....	10,000

A highlight of the program year was establishment of the Northwest Youth Center at 401 Lyell Avenue to serve youth from six through 19 in a previously unserved area. Planning was underway to expand senior services in the same area.

The total operating budget was \$323,000.

## ● G. GENESEE SETTLEMENT HOUSE

The subtitle of this chapter “A Time of Turbulence” applies to no Catholic Charities initiative more clearly than it does to Genesee Settlement House.

In her August 24, 1994 interview with the author described fully in the last chapter, Mary Hannick, who had served as Executive Director from 1949-’71, described the rapidly changing demographics of the neighborhood and therefore the programs of the settlement house.

Responding to these changing conditions was difficult in itself, but made even more so by a lack of effective leadership in the first half of the decade.

Peter Madry came from Detroit to replace Mary on May 1, 1971. There, he had been Executive Director of a Community Chest agency, the Wayne County Family and Neighborhood Services organization. He would serve just short of three years, and resign amidst concerns about administration, finances and staff unrest.

He was replaced on an interim basis on February 12, 1974 by Richard Williams. Richard had been working as a social worker for Catholic Family Center and had been in charge of its Inner-city Outreach Office at 187 Edinburg Street. It was anticipated that he would serve as Interim Director for three months, while the Board conducted a national search for a permanent director. The Board decided in October to hire him as the permanent Executive Director. His less than two year tenure was also tumultuous.

After an investigation by the Community Chest in late 1975 and early 1976, first the Chest and then Monroe County Department of Social Services cut funding to the Settlement House, claiming that “the director had managed the agency’s fiscal and community service programs badly.” The Department of Social Services cutback was \$240,000 and the Community Chest’s was \$150,000.

At the time funds were cut back the agency had been serving 21,000 persons in the northeast section of the city. Seventy per cent were African-American, 20 percent Spanish-speaking and 10 percent poor whites.

The two biggest community service programs that Genesee Settlement House had been providing were its day care and adolescent group home projects. Both programs were eliminated because of the funding cutbacks.

Catholic Charities, under the leadership of Diocesan Director Father Joseph D’Aurizio, provided plans to fill the gap. St. Joseph’s Villa agreed to take over administration of the three adolescent group homes (93 Grand Avenue, 154 East Main Street and 223 Linden Street) which served approximately 18 teenagers. Catholic Family Center agreed to take over the settlement’s



counseling activities and the C.Y.O. agreed to expand its work in the area. The day care center, which was located at 2 Ritz Street and served about 50 inner-city children, was transferred to a centralized day care administration.

The center was temporarily closed down and all staff laid off effective April 1, 1976. It was feared the program would be permanently dissolved. Catholic Charities leadership, however, was able to negotiate with the Community Chest reopening the program on a more limited basis under new leadership.

That new leadership came in the person of Alphonse E. Tindall. He had previously been director of a New Haven, Connecticut neighborhood center. He began to rebuild the center's programs with a staff that had been reduced from 47 persons to 14.

Under his leadership, for the 1976-'77 program year, the agency provided five programs:

- Elementary after-school program for children six to 12, including arts and crafts, tutoring, athletic events and field trips (250 individuals with total participation for the year of 28,560)
- Youth Development for teenagers teaching leadership skills through participation in various civic and social activities in the Rochester community (275 individuals with total participation for the year of 37,500)
- Community Organization (involving 1,200 individuals)
- Senior Citizens who met weekly and participated in arts and crafts programs and field trips (80 individuals with total participation for the year of 4,000)
- Day Camp (300 individuals with total participation for the summer of 8,550 camper days)

In 1978, like Charles Settlement House, Genesee Settlement House became separately incorporated under the leadership of Board President John Ritzenthaler.

By 1979, the service area boundaries were defined as South Goodman on the east, Clifford Avenue on the north and North Street on the west.

Programs had expanded to include:

- Pre-School for children 3-4 where they developed creativity through art projects, dance projects, trips and stories (50 participants)
- After-School for youth 5-11 (250 participants)
- Pre-Teens social and recreational development in a group setting (230 participants)
- Teens educational and recreational programs (250 participants)
- Senior Citizens group meetings for arts and crafts three times a week (110 participants)
- Family Assistance including emergency financial assistance (2,000 families)
- Clothing Store allowing five items per family member
- Case work including personal, alcohol abuse, child abuse, and short/long term counseling

A major program achievement for the year was the initiation of youth

services in the 14621 area with the 14621 Association.

The total budget for the year was \$440,000.

In 1984, Genesee Settlement House would totally dissociate from Catholic Charities.

## ● H. CATHOLIC YOUTH ORGANIZATION

### 1. Introduction

Perhaps the agency within Catholic Charities which underwent the greatest change during this “time of turbulence” was the Catholic Youth Organization. Described here are developments in three different phases over this fourteen year period.

- Chestnut Street Programming 1965-’73
- Youth Development Regionalization 1973-’77
- The Evolution of Youth Ministry 1976-’79

### 2. Chestnut Street Programming 1965-’73

From 1935 through 1955 the Columbus Youth Association provided social, cultural, athletics, recreation and spiritual programs at its 50 Chestnut Street address in the Knights of Columbus building. In 1955, at the suggestion of the Community Chest and in keeping with the formation of a national Catholic Youth Organization, the Columbus Youth Association became an unincorporated agency of Catholic Charities of the Diocese of Rochester and was called the Catholic Youth Organization.

From 1955 through 1973, programs were conducted mainly through offices and facilities at 50 Chestnut Street and provided athletics and recreational programs utilizing the swimming pool, gym and related facilities.

In 1964, the constitution of the organization had been revised to clarify that the organization was “a subordinate division” of the Catholic Charities of the Diocese of Rochester. It was reaffirmed that the objectives of the organization were:

- To promote the mental, moral, spiritual and physical welfare of all
- To preserve and foster the ideals of Catholicism and American Citizenship
- To enrich the educational, recreational and cultural life of the community

The process and duties of the Board within the context of Catholic Charities were more clearly defined and clarified.

Board Presidents during this time period were:

- Richard Scott 1965-’66
- Thomas Riley 1967-’68
- Roger Burke 1969-’70
- Arthur Baumann Jr. 1972-’73
- Thomas Bansewki 1973-’74
- John Ritzenthaler 1974-’75
- Franklin D’Aurizio 1976
- Jose Coronas 1977-’78
- Joan Baier 1979-’80

Howard Meath continued as C.Y.O. Director until 1970 when he was replaced by John Klein. Paul Schmidt served in this role in 1973 and 1974. Then came Tom Cotterril, would serve until June, 1980. Administrative support was provided by Gert Relin and Marie Harrison.

Even though programs continued to be conducted mainly through offices and facilities at 50 Chestnut Street, the Board considered in 1967 and 1968 better ways to serve the community and the possibility of decentralizing programs. A major factor was that the 1964 riot and ensuing racial tensions became an obstacle for many in the suburbs who did not wish to travel to 50 Chestnut Street to participate in programs. Despite these discussions, since C.Y.O. was the prime tenant of the Columbus Civic Center, decision-makers felt it financially prudent to remain at 50 Chestnut Street..

Another development was to have major impact on the organization. From 1960-'67, C.Y.O. had rented out its facilities quite extensively to Monroe Community College Department of Recreation and Physical Education. Although the income was substantial, the lack of space for C.Y.O. programs meant a decline in programs. When M.C.C. moved to their new campus, C.Y.O. revenues declined. This was particularly detrimental to C.Y.O. programming which was now focused on serving primarily city and inner-city residents, increasing the need for program subsidy.

In 1973 a number of significant factors sharply focused attention on the traditional C.Y.O. and its program necessitating intensive program evaluation, needs assessment and goal setting.

Some of the factors that prompted the evaluation of the status of C.Y.O. included the following:

- C.Y.O. Board's consideration of decentralizing programs and the Board's desire to explore better ways to address the newly emerging needs youth
- The Cresap report of the United Community Chest which was now giving low priority to recreational programs as a basis for UCC funding
- The decision of the Catholic Diocese of Rochester to organize its parishes into regions and the decision of the Diocese to sell the Columbus Civic Center at 50 Chestnut Street (The C.Y.O. Board advocated vigorously but unsuccessfully at this time that "left over" proceeds of the sale to go to Catholic Charities or C.Y.O.)

These actions left the C.Y.O with the need to restructure its current services and with the dilemma of securing a facility in which to operate its main program services. At this time, the C.Y.O. Board made a series of suggestions for Youth-Related Diocesan Goals. They were:

1. To establish a Catholic Youth Office for the entire diocese by April, 1976 into which would be amalgamated both the Community Services and Youth Development Division of the C.Y.O., the Division of High School Religious Education of the Diocesan Department of Education, and Teen Seminar
2. To establish within each parish a high school youth group for the purpose of creating a sense of Christian community among youth and adults based

upon an appreciation of each person's fundamental worth and an underlying concern for the welfare of others

3. To conduct a program formation process for parishes attempting to start up or restructure a high school youth program with social and recreational, spiritual and personal development, cultural, educational and community service types of activities

4. To supply high school parish youth programs with a wide range of program ideas through newsletters and special packages

5. To provide interested parish youth groups with overnight, away-from-home experiences geared towards strengthening the group's sense of Christian community and fostering leadership among youth

6. To establish Youth Coordinating Committees in parishes with several different youth programs to coordinate these programs and to give youth access to the Parish Council

7. To give adolescent youth an official sounding Board in parishes through such means as space in the bulletin, occasional access to the pulpit and representation on the Parish Council

8. To involve adolescent youth in the various committees carrying out the mission of the parish and in special parish events such as festivals, picnics, etc

9. To establish Regional youth committees composed of adult and youth representatives from parish youth programs to share ideas and resources and to sponsor and coordinate several Regional youth activities each year

10. To conduct several inter-Regional and cross-cultural youth activities each year.

11. To provide basketball and softball leagues and coaches training with a Christian emphasis for parishes wishing to enter teams of high school and elementary boys and girls

12. To provide quality summer day camp programs with an underlying Christian philosophy to 6 to 13 year old boys and girls from the various parish neighborhoods

13. To provide diocesan-wide basketball and cheerleading tournaments.

14. To provide summer, outdoor learn-to-swim programs in the various parish neighborhoods

15. To implement special programs for youth from inner-city parish areas so as to make possible their participation in programs similar to those which are set up more easily in outer city, rural and suburban areas

16. To establish outside of Monroe County youth programs similar to what C.Y.O. had developed inside Monroe County and which would be capable of receiving matching funds from local sources such as United Way

### **3. Youth Development Regionalization 1973-'77**

After the sale of the Columbus building in 1973, C.Y.O. set about providing services that combined community outreach and youth development training programs with the traditional athletic and recreational programs for youth.

Athletics and Scouting programs were administered while ways to integrate

all programs were being considered in what was now called the Community Services Division from the central office by Jack Quiggle (replaced by Joe Judge in 1976) under the leadership of Tom Cotterril. They included basketball, cheerleading and an outdoor swimming program. Helen Smith played a prominent role in organizing the cheerleading and outdoor swimming program.

There were two major changes in the basketball program. While many games continued to be played at the Columbus Civic Center, more games were played on a decentralized basis at parish and community gyms. The second change was that the C.Y.O. league was opened to non-parish teams such as those fielded by the Baden Street and Charles Settlement Houses.

By this time C.Y.O. had taken over in collaboration with the Catholic Scouting Committee established by Bishop Kearney minimal administrative responsibility for Catholic Scouting programs – primarily the presentation of annual Scouting Awards and organization of a Scouting Mass during the winter. Shortly thereafter this responsibility was transferred to the Education Department.

While these activities continued, the main change in program approach was the Youth Development Regionalization approach.

The Resource Book published by C.Y.O. in summer 1974 provides an excellent description of the Youth Development-Regionalization approach.

Youth Development was defined as creating a sense of community to help young people address issues of impersonalism and lack of real communication. C.Y.O. Youth Development sought to enable the creation of neighborhood youth programs for this purpose.

The Goals of Youth Development were stated as:

- To foster the growth of Christian community through which youth can develop meaningful relationships with each other and concerned adults
- To enable youth to express their personal and social concerns
- To create an atmosphere in which youth themselves develop a consistent system of values in an ethically ambivalent society
- To promote growth of leadership and responsibility among youth
- To encourage full utilization of and the cooperation of various youth-related services in Monroe County

The two Program Objectives cited were developing neighborhood resource bases (parishes et. al.) to enable youth to develop multi-faceted youth programs with the assistance of concerned adults and the development of staff-initiated programs for neighborhood groups, regions and the county.

The key to implementing the program was assignment of seven C.Y.O. Regional Youth Directors, first under the leadership of Ken Jones, then beginning in 1976, under Robert Laird. For a time this program was run out of a home on Woodard Street, but administration was returned to Chestnut Street in 1976.

- Inner-city Area I Bob Laird
- Inner-city Area II Roberto Burgos

- North Region Bob Roney
- Northwest Region Rich Weider
- Southeast Region Pat Larkin
- Southwest Region Greg Cavallaro
- Northwest Region John Turner

The Resource Manual put forward Sample Models for Youth Programs:

- Satellite Model (coordinated by a Youth Forum)
- Committee Model (Social, Culture, Spirit, Service)
- Teen Life and Sharing Groups (including leadership training)
- Basic Elective Model (mini-courses)
- Cluster program (monthly activities and convenings)

Program Suggestions were listed exhaustively for the following kinds of activities:

- Social and recreational
- Cultural
- Personal and spiritual development
- Community service opportunities

As indicated in the Program Objectives, another important component of this initiative was developing C.Y.O. staff initiatives for activities difficult for individual groups to do by themselves. These programs included:

- Venture – Christian leadership development
- Search – a two day community-building experience which could serve as an excellent follow-up to Venture
- Reach out –Christian leadership development
- Goal Setting Session – a one or two day experience
- Adults Working with Youth – one or several evening sessions
- Serendipity Workshop – based on the work of Lyman Coleman
- Parent/Teen Workshop – three three-hour sessions
- Celebration – a one day event on one or several topics
- Hostelling and Bike Hikes – a trip each summer
- Seasonal Events – celebrating special moments in the liturgical year
- Large Scale Service Projects – perhaps in response to a community emergency
- Regional and Cluster events – for joint projects with the cluster

Unfortunately, it soon became clear that the Regionalized approach was not working because staff couldn't make sufficient Regional contacts. By 1976, under Robert Laird, the Youth Development effort had been organized into three units: the Inner-city Outreach program to address the needs of young persons in high-risk areas led by Tom Harris and Jim Wilson; Project Poder, a program to provide bi-lingual support services to Hispanic teenagers led by Roberto Burgos; and a centralized program services unit to encourage participation in the various programs mentioned above. In 1976, Joyce Strazzabasco who had replaced John Turner as the Northwest Regional Youth Director in January, 1975, took over supervision of the program services unit, working with

Pat Kennedy and Pat Larkin. In 1978, she assumed responsibility as Director of the Youth Development program (she would be named C.Y.O. Executive Director on August, 1980, following Tom Cottterill's resignation.)

#### **4. The Evolution of Youth Ministry 1976-'79**

Thus, by the late 1970's, C.Y.O. had returned to a more centralized operation. Major activities were basketball, (159 teams), cheerleading (40 teams) and swimming. Yet, there were the important changes whose impact was felt with increasing force throughout the 1970's and came to the fore at the end of the decade.

The first change was growing availability of government funding to provide services for the inner-city population. By 1979, 2,500 youth were participating in the Inner-City Outreach program. By 1980, this program had become Youth Employment Services, providing employment training and job placement services to youth. By then also, Project Poder had spun off into its own agency, known as the Puerto Rican Youth Development and Resource Center, Inc.

The second major change that grew in strength nationally was the emergence of the "youth ministry" movement. In many ways, the youth development model described above was an early expression of the more comprehensive youth ministry approach. So were some programs described above, including Venture, Search and Serendipity. As described in the section on Camp Stella Maris, Father Bob Hammond along with Fathers David Mura and Charles Mann, with resource assistance from Redemptorist Father Joe Monroe from Notre Dame Retreat House, had developed the Teen Seminar program in the Diocesan Education Department.

This had all set the stage for a further evolution in the diocesan approach to youth. Even with the Youth Development program, it had been made clear that the educational components of the program should remain the primary responsibility of the Education Department. With the collapse of the Regional approach, the growing popularity of programs with a heavy education and greater focus by C.Y.O. on government funded programs for inner-city youth, it was clear a new vision was needed.

As early as 1976, C.Y.O. had developed a proposed model for a Diocesan Youth Office. The proposal was written based upon "A Working Statement for Youth Ministry of the Diocese of Rochester, written by Martin Palumbos and Sister Joan McAfee in June, 1976. The proposal envisioned housing the existing services of C.Y.O., Teen Seminar and Religious Education/Youth Ministry in the same administrative structure. The model proposed that each element would retain its distinctiveness and identity; neither programs nor functions would be changed. There were seen many synergies in such collaboration. It was felt that C.Y.O., with the largest staff and community connectedness, could provide significant staff assistance to Teen Seminar, which had only one staff person and Religious Education/Youth Ministry which had two staff persons, particularly in recruiting adult volunteers from the community. This

proposal was ultimately not accepted but began internal deliberations that would last for the next five years.

In 1978, Bishop Hogan appointed a Commission on Youth Ministry, co-chaired by Sister Roberta Tierney, Diocesan Director of Education, and Father Charlie Mulligan, Diocesan Director of Catholic Charities. A person who had major influence in the work of this group was Patrick Fox, who had been working for a number of years at St. Louis Parish and who would go on to play a major role in the future evolution of Catholic Charities. Also important in this discernment process was John Roberto from the National Center for Youth Ministry who was brought in as a consultant. After much discussion, largely about where a new Office of Youth Ministry would be administratively located – Charities or Education (this debate was occurring in many Dioceses across the country), the new office was created within the Department of Education and Pat Fox was hired as its first Director in 1981.

## ● I. DEPAUL CLINIC

In 1979, the DePaul Clinic took another significant step toward independence when it incorporated. It had been established in 1958 as a Department of Catholic Family Center by Dr. Albert Sullivan as a child guidance clinic for parochial school children. By the beginning of this time period, while remaining under the Catholic Charities umbrella, it had moved from Catholic Family Center and basically operated independently in its new location at 681 Brown Street.

The first President of the newly incorporated organization was Louis Litzenberger. Dr. Sullivan remained as Executive Director. In 1978, Mark Fuller was named Administrator. He would later succeed Dr. Sullivan as Executive Director and become a major leader in delivery of mental health services in the Rochester area and New York State, greatly expanding the programs of what came to be known as DePaul Mental Health Services.

Already by 1979, DePaul had expanded its services well beyond those of a Child Guidance Clinic.

Its mission statement was:

“To provide a variety of mental health services, including outpatient, consultation, education and residential services”.

Its service area was primarily the northwest quadrant of the county, but no one living in Monroe County was denied services.

Its four major programs were:

- Outpatient – therapeutic and counseling mental health services (1,500 persons received 10,000 units of service)
- Direct Service-Other Locations – the same service as outpatient but provided in client home or other agency (75 persons received 600 units of service)
- Consultation and Education – staff members advised other agencies (75 units of service)



- Community Residence – long term supervised living care (9 residents)

Its major achievement for 1978-'79 was opening of its first community residence. Other improvements were addition of psychiatric nurses to more community and outreach and addition of African-American staff to better serve that community. It envisioned soon adding bi-lingual staff to better serve the Hispanic community.

DePaul remained formally affiliated with Catholic Charities until the late 1980's when it became completely independent. Further information about its history can be found by contacting that agency.

## ● J. CAMP STELLA MARIS

### 1. Introduction

The history of Camp Stella Maris during this time period can best be described in three time frames:

- 1965-'70
- 1971-'76
- 1977-'79

### 2. 1965-'70

While there had been modest changes in program in the first half of the decade, including especially introduction of the leadership program in 1964, during this time period the camp program remained much as it had been for the previous two decades.

The typical daily program was:

- 7:00 a.m. Reveille
- 8:00 Mass
- 9:00 Breakfast
- 9:20 End of breakfast, prepare for inspection
- 9:40 Inspection
- 10-10:55 First period
- 11-11:55 Second period
- 12-12:55 Third period
- 1:00 Dinner
- 1:40 Rest hour
- 2:45-4:15 Fourth period
- 4:30 Fifth period – General swim
- 5:30 Goof off
- 6:00 Supper
- 6:30 Sixth period
- 8:00 Flag lowering
- 9:30 Taps

There were no major changes in facilities at the camp during this time, but an important development was that in 1964 the camp had bought property at

the end of the lake. This property could be accessed by traveling one-half mile on a dirt road, and was basically an open field on a hillside. It became known as Switzer's Summit or Switzer's Swamp. According to an interview with 1966 Head Counselor Dave Kunz, even then this property became the site of the overnight for the middle and older groups, because there had been growing concern about the use of the Hemlock Lake site on the part of the local town fathers.

A Counselor's Manual developed in 1964 and utilized throughout this time period focused on the three dimensions of camping:

- Facilities, institutions, settings
- Activities
- Impact on the camper

In description of group activities, the most important dimension of the manual, great emphasis was placed on the group method.

Head Counselors for this time period were:

- 1966 – Dave Kunz
- 1967 – Dick Shatzel
- 1968 – Ed Palumbos
- 1969 – Ed Palumbos
- 1970 – Mike Mahler

In another important leadership position, Father Gene McFarland, long-time Camp Director, was assigned to a parish in spring 1975. For the 1965 season Father Roger Switzer was Camp Director assisted by Chaplain Father Kevin Murphy. Father Murphy, with support from Father Mulcahy, assumed many of the duties of Director in 1976. In 1969 Ed Palumbos assumed this role. Father Joe D'Aurizio would serve as formal Camp Director from 1970-'76.

In an interview on December 29, 2009, Ed Palumbos gave a good overview of the evolution of the camp during this five year period. His basic theme was that the camp was in search of a vision.

For the first time, there was a noticeable, if modest, decline in enrollment. There were many factors at work. More and more Catholic families were becoming affluent and sending their kids to specialty camps, taking them to summer vacation resorts, or on RV trips. The necessity to raise camp fees was a further cause of declining enrollment, especially as fewer poor kids from the inner-city were able to attend. The camp had also become dependent on government subsidy in the form of shipments of cheese, butter, raisins, etc.

In the interview, Ed called attention to a number of important developments in this time period, including:

- To help promote the camp and turn around the declining enrollment, Father Mulcahy hired a friend of his, Carol Ferris, who was a marketing and public relations professional.
- A program upgrade in crafts was made possible by the purchase of a kiln which enabled development of a ceramics program.
- A major blow came when the Sisters of Mercy left camp to address other

priorities. As described above, their contributions had been invaluable. Father Mulcahy hired a catering service to do the cooking. The camp also needed to hire a nurse. She was Joanne Schmidt. She, her husband Paul and their five or six kids lived in the convent and enjoyed the summer camp. It was helpful that Paul worked for Monroe County and was wise in the ways of government agencies.

It would be the next generation of leadership who would begin to create a new vision for the camp.

### 3. 1971-'76

The decade of the 1970's was a time of major change for the camp. From 1971-'76, there were a number of important changes in the vision and program of the camp. Many of them resulted from implementation of elements of a "Master Plan" created in 1972 by a dedicated group of volunteers. This called for extending the season to year-round activities and reaching out to senior citizens, disabled persons, youth groups and school groups. The year 1977 saw a major change in camp organization and structure which would dramatically impact the camp's future.

A happy development came with the return of the Sisters of Mercy in 1971. Community regulations for seeking summer assignments became the individual's responsibility with the consultation of a councilor. The opening of camp in 1972 was dubious for a short time because of water pollution resulting from flooding in the Southern Tier. A few sisters were called into service to work with seminarians and lay staff. In 1972, Sister Michael was director of the three weeks' girls' encampment. In 1973, Sister Arlene Semesky was camp director for the entire encampment, assisted by Head Counselor Peter Clifford. In 1974, Sister Jody Kearney as a postulant was co-director for six weeks with John DeSocio as Head Counselor. No Sisters of Mercy were included in the 1975 staff. In 1976, co-directors were Sister Jody Kearney and seminarian Ray Tette as Head Counselor.

The Head Counselors for this time period were:

1971 - Bill Leone

1972 - Tom Koester

1973 - Peter Clifford

1974 - John DeSocio

1975 - Mike Ryan

1976 - Ray Tette

Regular program rotation sessions were: ball field, arts and crafts and waterfront. There were campfires three or four nights a week. Overnights were organized by age group. Youngest campers would stay on the camp property, walking up the hill to the "salt mines." The middle age group would generally go to St. Margaret's Chapel. The older group went to the Hemlock Lake site. Hot dogs and "belly-wash" (Kool-aid) were the staple for the evening meal, while a French toast breakfast provided sustenance for the return hike the following morning. The spiritual component of the program continued to

consist of morning Mass and an evening devotional service.

There were five new important developments as camp began adjusting to changing societal conditions.

First, the Counselor-in-Training program as an intermediary step going from camper to full camp staff member came into its own in the early 1970's.

A significant moment came in 1972 when some seminarians remained on staff for the girls' session. They generally were those in key positions such as Head Counselor, waterfront director and assistant director and maintenance staff. This development was the first step toward the advent of co-ed camp sessions.

Another first in 1972 was the formalization of a family camping program during the week before and the week after the regular camping season. Leaders of this program in the early years were Father Dan Condon and Sister Carol Fox. By the end of the decade, this program had evolved under the leadership of persons like Father Dave Mura to the point where an independent group purchased a site in the east side of Canandaigua Lake for what was to become Camp Koinania. This camp still operates today through the leadership of persons like Father Joe Marcoux.

The fourth major development came in the program's spiritual component. Prior to this time, the major ways in which spirituality were encouraged were morning Mass, evening prayer and occasional spiritual messages worked into campfire stories. With some guidance from Redemptorist Father Joe Monroe at Notre Dame Retreat House, Father Bob Hammond had developed in the Diocesan Education Department, the so-called Teen Seminar program, based upon the Cursillo model (a national intense retreat program). The follow-up activities were called the Ultrea program, focusing on work study and prayer. Camp Stella Maris created its own version of this approach, the "Serendipity" program, whereby "Reality Groups" would focus on spiritual development. This program soon became part of the regular program rotation. A spin-off for counselors was the "Prime Time" program, a spiritually oriented discussion session held one or two nights a week.

The fifth was the arrival of a young man, Armando Toppi, who came to camp to volunteer for a week in 1973. Foreshadowing what was to come, he pleaded with Peter Clifford to allow him to stay on longer. He has been an important part of the camp over these entire ensuing 37 years.

While there were these evolutions in program and approach, the make-up of the campers remained essentially the same as it had been in the late 1960's. A majority of campers came from the greater Rochester area, but there was good representation from around the Diocese: Geneva, Geneseo, the Southern Tier, etc. About 10 percent of the campers came from the inner-city. Father Francis Vogt always brought a delegation from St. Bridget's. Mercy Sister Pat Flynn, who had started a woodworking shop at St. Michael's, also regularly sent kids in her program to camp.

This six-year period was a time of significant physical improvements at

camp. In the early part of the decade, two new cabins were erected: Morsch and Foster. Morsch Cabin was dedicated to Joe Morsch, beloved maintenance man had been hired by Monsignor Lambert in April, 1947. (The Chapel had previously been dedicated to his son Donald who had died of illness at a young age.) Cabin Foster was dedicated to Jack Foster, long-time camp cook who had also owned a restaurant on Routes 5 and 20 where they now intersect with Route 390. He would annually host an enormous clambake for staff at the end of camp.

A number of major improvements were made to camp in 1975, made possible by loans of \$50,000 each from the Diocese and Catholic Charities. An important accomplishment was improvement in the water system. Because it was clear that the Conesus Lake shoreline was evolving from summer cottages to year round residences, there was installed a new sewer system around the entire lake, to which the camp system was connected. The electrical system and kitchen were vastly improved and a sleeping wing for staff was added.

A fitting conclusion to this era of the camp's history came on April 25, 1976 when Bishop Hogan celebrated the Golden Anniversary Mass for Camp Stella Maris. The Mass was celebrated in memory of Monsignor Gerry Lambert and Mr. and Mrs. Max Russer. In a Catholic Courier Journal report on the event, four individuals were quoted on their thoughts about camp:

- Father "Bing" Cushing remembered the enthusiasm of his fellow staffers helping with spook house stories, and campfires. For him "The Spirit of the Staff" kept him coming back.
- Mary Hannick also reflected on the spirit of the staff who "always made her feel at home."
- Peggy Block said "The staff has given me and my kids a sense of loving, caring and belonging that I have not found anywhere else."
- Father Peter Clifford spoke of camp staff who would draw out and give the best they had to campers. (He was responsible for creating the phrase "WTK" – with the kids).

#### 4. 1977-'79

Within the general framework of Bishop Hogan's emphasis on subsidiary, and through the leadership of Father Mulligan and Charities Director Maurice Tierney, a major organizational change was effectuated in spring 1977. The Board of the Corporation (recall incorporation had occurred in 1960) was basically given over to lay control, and Ray Tette, who had been 1976 Head Counselor and had since left the seminary, was appointed as year-round Camp Director. The Board and Ray would not only assure the continuation of camp, but take it in exciting new directions.

This evolution is shown already by comparing information about Camp Stella Maris in the Catholic Charities Annual Reports of 1977 and 1979.

In 1977, services available were listed as: off-season camping, retreats, conferences for groups, organizations and institutions, and summer encampment. From 1976 to 1977, there had been an increase from 755

camper weeks to 854 camper weeks. The total budget was \$70,000 of which nearly \$65,000 came in camp fees.

Information included in the 1979 annual report which reflected implementation of the elements of the 1972 Master Plan was:

“Purpose: To provide to children and adults a Christian camping experience, in a summer and winter camp setting. Also providing youth groups, organizations and schools with a facility which allows them to further their growth in their communities.

Programs:

1. 8 weeks of summer camp – a positive Christian growth and development for children ages 7-14 years, providing recreational, spiritual, social and educational experiences. (Serving 1,020 children)

2. 8 weeks of Counselor-in-Training program – a positive Christian experience and leadership program for young people age 15 years, providing them with skill training as a counselor. (Serving 24 people)

3. 1 week of Family Camp to the Ministry of Separated and Divorced Catholics providing them and their parents a recreation and educational program in a winter setting. (Serving 240 people)

4. 4 weeks of Winter Camp – providing a Christian camping experience for children and their parents in a winter setting. (Serving 240 people)

5. Providing a facility for youth groups, organizations, parish councils, colleges, and schools, allowing them to further their growth in their communities.

Eligibility: Boys and girls, 7-14

Fee Policy: Summer Camp 1979, \$95 per child per week

Operating Finances:

Revenue \$110,425

Expenditures \$113,298

New Directions: The Camp Stella Maris Development Committee is now in the process of putting together a Master Plan Program for the next five to 10 years. This will be completed by January 1, 1980. Potential year-round programs being considered include programs for the elderly, parents, parochial schools, and training facilities for youth ministries.

This time period ended with a development that was to have a powerful positive impact on the work of the camp for more than twenty-five years. Matt Flanigan, a Rochesterian, was hired as a seventeen-year-old junior counselor. Since, at this time period, the first four weeks were boys' weeks and the last four weeks were girls' weeks and junior counselors worked only with children of their own sex, Matt actually worked only in July that year. He indicated, however, that in August he visited camp a number of times because his girl friend at the time was a junior counselor for the girls' season. (It was because of her that he had applied for the position.)

In an interview with the author held on March 23, 2010, Matt described three significant elements of the camp program that summer. He opined that

1979 will always be remembered for the traditional July 3rd bonfire held as part of the annual Conesus Lake Ring of Fire tradition. That year, Tom Tette, brother of Camp Executive Director Ray Tette, took the lead in what was to be the largest bonfire of all times—it was one and one-half stories high, (about 15 feet) and was topped off by Ray’s Christmas tree. To build it required use of a stepladder within the structure of the bonfire itself to construct the top portion. Lighting of the fire created an immense conflagration. Matt indicated that one result was to burn the leaves on a branch of an overhanging tree. He maintains that still to this day, each spring the leaves uncurl but then wither and die. Concern about flying sparks was so great that staff was dispatched up to camp to man hoses in case buildings (particularly the Big House) caught on fire. (Happily, no buildings caught fire.) Camp neighbor Blair True came over to express his great anger.

The two other features of the program that year described by Matt were somewhat less sensational. He recounted how impressed he was that first summer (and all the time they worked together), by Ray Tette’s imagination and creativity. One expression of these characteristics was creation of Camp “Traditions”: the stories of the underground pool, the underground marching band and the underground wine cellar.

Under the rubric of what was deemed appropriate at the time, but would not be appropriate now, Matt described use of the forty foot long rope swing at the Hemlock Lake site, used as part of the overnight for older campers, as well as by staff during time off.

## ● K. OFFICE OF FAMILY LIFE (INCLUDING HUMAN LIFE ISSUES)

Beyond the new initiatives that were to lead to creation to the Office of Human Development described earlier in the chapter, one of two other new programs created within the Catholic Charities structure during this time was the Office of Family Life.

Responding to the increase in challenges to family life in society, Bishop Hogan appointed Father Bob Collins as Family Life Director within the Department of Education in 1970. Soon added to his responsibilities was the role of Diocesan Human Life Coordinator, a position the state Bishops recommended be created in each Diocese in the wake of passage in 1970 of the Blumenthal legislation liberalizing abortion laws in New York State. Three additional responses to passage of this legislation by Bishop Hogan were formation of a Right to Life Committee in 1968, issuing a Pastoral Letter in April 1971, “We Are People With Life “ and designating Right to Life Sunday.

Concern for life issues continued to be an important Diocesan priority. Respect Life Week was established in September, 1972. In October, 1974, the Courier Journal had an eight page pullout section on Respect Life, taking a “Seamless Garment” approach and outlining the areas in the Church’s Respect Life program:

- The Unborn
- The Mentally Retarded
- Food
- Health Care
- The Aged
- Euthanasia
- Amnesty
- Gun Control

In 1973, Father Collins who had taken additional administrative responsibilities in the Education Department, was appointed full time Director of the Office of Family Life which was moved into Catholic Charities.

Following the 1973 Roe v Wade Supreme Court decision legalizing abortion under certain conditions throughout the country, the National Conference of Catholic Bishops issued in 1975 a Plan for Pro-Life activity that engendered a greater focus on life issues.

This pastoral plan called upon each diocese to “activate the pastoral resources of the Church in three major areas:”

- An education/public information effort to inform, clarify and deepen understanding of the basic issues (this area was assigned the highest priority)
- A pastoral effort addressed to the specific needs of women with problems related to pregnancy and then who had had or had taken part in an abortion
- A public policy effort directed toward the legislative, judicial and administrative areas so as to ensure effective legal protection for the right to life

During 1976 and 1977, Bishop Hogan considered how to respond, seeking advice from various persons. An ad hoc Committee on Pro-Life Activities recommended hiring a full-time staff person to implement these activities, reporting to the director of the Office of Human Life. In these discussions, Father Collins expressed his belief that the position was needed but should be located in the Office of Human Development.

Then in early 1977, Frank and Sue Staropoli replaced Father Collins as directors of the Office of Family Life. Father Jim Hewes, who had been and would continue to be a giant in the diocese in spearheading life issues advocacy, engaged in dialogue with Bishop Hogan about establishing the position of Diocesan Human Life Coordinator. These discussions led to creation in September 1978 of the Diocesan Human Life Commission. The work of this commission over the next seven years is described fully in another work by this author: *Spirit Alive! Fifty Years of Consistent Life Ethic Advocacy and Parish Social Ministry in the Diocese of Rochester 1958-2008*.

This work was an important component of the efforts of the Office of Family Life, but Frank and Sue were able to implement many other activities.

As listed in the October, 1997 Catholic Charities Annual Report, programs offered by the Office of Family Life were:

- High School Family Life Counseling
- Pre-Marriage Counseling Program (2000 couples)



- Christian Family Movement (1000 couples)
- Human Life Committee (forerunner of the commission)
- Family Life Committee Training Program
- Family Enrichment Programs (1250 couples)
- Anniversary Celebrations
- Natural Family Planning (400 couples)
- Ministry to Separated and Divorced Catholics (1000 individuals)

As reported in the September, 1979 Catholic Charities Annual Report, programs had further expanded by that time to include:

- Marriage Preparation (2500 couples)
- Training Family Life Committees (3 parishes)
- Divorced Catholic groups (2000 individuals)
- “Beginning Experience” for separated, divorced, widowed, bereaved parents (85 individuals)
- Presentations on Marriage and Family Life in High Schools (350)
- High School Teacher In-Service Workshop (400)
- Family Camp, Single Parents and Their Children (155) (first held at Camp Stella Maris)
- Talks in parishes on Marriage and Family (3000)
- Resources for Parish Marriage and Family Enrichment Programs (25 parishes)
- Human Life/Respect Life Sunday (120,000)
- Human Life Commission

It was reported that the Ministry to Divorced and Separated Catholics was recognized as one of the best in the country. Plans for 1980 called for more focus on family life in 1980 in the “year of the family” through the Diocesan Family Ministry Task Force.

## ● L. KINSHIP GROUP HOME PROGRAM

The second new initiative came in Steuben County.

As part of Bishop Sheen’s secular mission program, Father Tim Weider was sent in 1967 to Sacred Heart of Jesus parish in Perkinsville, Steuben County. One of his first activities was to convert the school building (the school had previously been closed) into a medical/dental clinic and an emergency services center which provided furniture, clothing, etc. The medical/dental clinic component evolved into what is now the Tri-County Family Health Center.

A significant step in the evolution came in 1969 when the pastor of Sacred Heart left his position. Tim continued to live in the rectory and first used it as a residence for VISTA volunteers whom he hired to work with residents, the “Appalachian population,” in very rural areas. He called this effort the R.E.A.C.H. program (Rural Education and Cultural Heritage).

When VISTA imposed a regulation that volunteers could not live together in community, but rather needed separate housing, Tim began to invite into the rectory men who were returning to the county from correctional facilities.

Beginning in 1971, he was joined in this endeavor by his younger brother, Joe.

In 1972, at the request of the Steuben County Commissioner of Social Services, the rectory facility was licensed as a group home for troubled teenage boys, and became known as Kennedy House. Thus was born what has become Kinship Family and Youth Services, a multi-service agency dedicated to serving “children at-risk and their families”. Joe Weider became Executive Director of the program in 1975, and in 1977 it became a separately incorporated affiliate of Catholic Charities.

In 1977, it was written that the purpose of the agency was:

“to establish, maintain and operate group homes and agency-operated Boarding homes for children. In addition, the agency provided supportive services including:

- Psychiatric and psychological services
- Physician’s services
- Dental care
- Individual and family counseling
- Educational services through the local school system
  - o Remedial education
  - o Vocational education through the local B.O.C.E.S.
  - o Tutoring”

A second group home, Kinship House, for girls 13-16, was opened in 1978.

At the end of this period for 1978’79, services statistics were:

Persons Served Days of Care  
Kennedy House 10 1492  
Kinship House 8 1657

Kinship would operate as an independent affiliate (although it would receive support from the diocese in such areas as the self insurance program) until 2000 when it was reintegrated with the Catholic Charities Corporation as a specialty subsidiary.

## ● M. CONCLUSION

How the face of Catholic Charities changed in this time of turmoil.

Catholic Charities services in Auburn and Elmira were integrated into the work of secular family services agencies, leaving no formal Catholic Charities presence outside of Monroe County except for the Kinship Group Home program.

St. Ann’s Home and St. Joseph’s Villa became independent corporations.

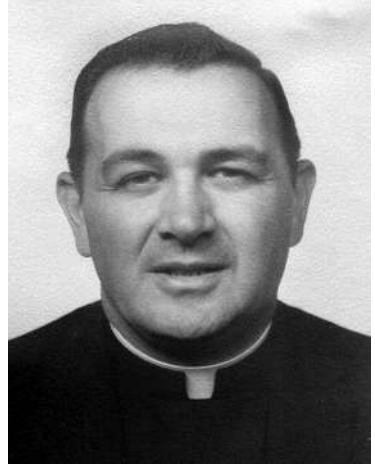
Charles Street Settlement House, Genesee Settlement House and DePaul Clinic became separately incorporated. While they remained as affiliates, they too, were clearly on the road to independence.

What remained was central diocesan administration, the Office of Family Life, Catholic Family Center, C.Y.O. and what was becoming the Office of Human Development.

The stage was set for Charlie Mulligan and Moe Tierney, under the leadership of Bishop Matthew Clark, to move toward new beginnings in which the mission of Catholic Charities social ministry would include service delivery, advocacy and parish social work.



*-Courtesy of Rochester Diocesan Archives*  
Father William Charbonneau, Diocesan  
Director Catholic Charities 1971-1973



*-Courtesy of Rochester Diocesan Archives*  
Father Joseph D'Aurizio, Diocesan  
Director Catholic Charities 1973-1977



*-Courtesy of Catholic Family Center*  
CYO staff members Pat Kennedy, Pat Larkin, Joyce Strazzabosco



*-Courtesy of Catholic Charities of the Finger Lakes*  
Father Charles Mulligan, Diocesan Director  
Catholic Charities 1977-1985

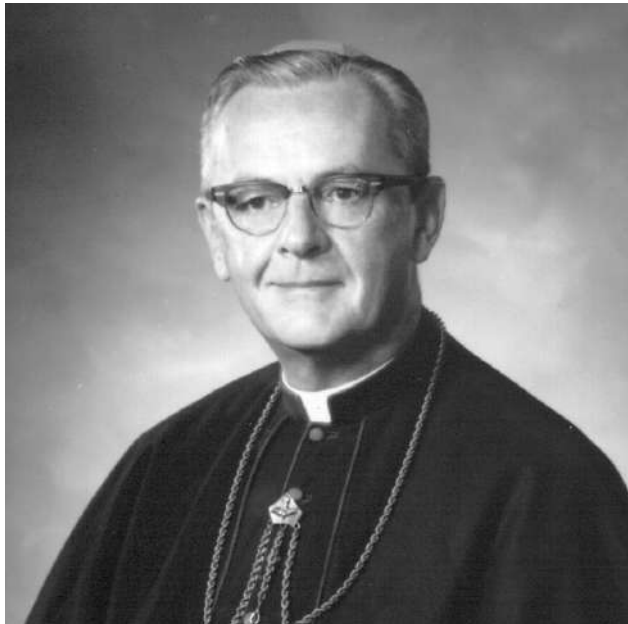


*-Courtesy of Catholic Family Center*  
Thomas Cotteril, Catholic Youth Organization Director 1974-1980



Bishop Fulton Sheen 1966-1969

*-Courtesy of Rochester Diocesan Archives*

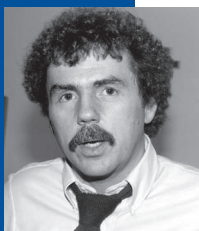


Bishop Joseph Hogan 1969-1979

1980



*-Courtesy of Catholic Charities of the Finger Lakes*  
Bishop Clark in Geneva for Putting Family and Children First Event



*-Courtesy of Catholic Charities Community Services*  
Paul Pickering, Executive Director Catholic Charities Community Services 1982-present

TO 1985

# CHAPTER FIVE

# IMPLEMENTATION

# OF CATHOLIC

# CHARITIES OF THE

# FUTURE

## 1980 – 1985

### ● A. INTRODUCTION

When Catholic Charities Board and staff began to work on implementing the “Catholic Charities of the Future Report” accepted by Bishop Clark in September, 1979, they began to focus on two major priorities: creation of an organization which integrated service delivery, consistent life ethic advocacy and parish social ministry and establishment of a Regionalized structure under a decentralized governance structure. Surely, no one involved thought that this would be an easy endeavor. Few thought, however, that it would take a full twelve years to create a solid organization based upon the principles articulated in that report.

Described below are the first significant steps in creation of the new organization as well as the continuing evolution of services in this time period.

Great credit goes to the series of leadership teams, each of which faced unique issues in the different phases of the development of the organization.

The first Diocesan leadership team to take responsibility for re-creating the organization included Charlie Mulligan, Diocesan Director of the Office of Social Ministry, Maurice Tierney, Diocesan Director of Catholic Charities, Bill Privett, who had been hired as Associate Diocesan Director of Catholic Charities in July 1979, and Mary Heidkamp, hired as Director of the newly created Department of Justice and Peace in August, 1980, and Paul Pickering hired in 1982 to run the Community Residential Program. Described here are:

- Creation of the Department of Justice and Peace
- Creation of the Southern Tier Office of Social Ministry

- Creation of the Finger Lakes Office of Social Ministry
- Development of Services to Disabled Persons
- Catholic Family Center
- Catholic Youth Organization
- Camp Stella Maris
- Diocesan Office Activity
- The Renewal of Social Ministry

## ● B. CREATION OF THE JUSTICE AND PEACE DEPARTMENT

The events which led up to the creation of the Department of Justice are described in the previous chapter. As previously reported, Mary Heidkamp was hired as its first director effective August 14, 1980. Mary and her husband Jim Lund had been working in the Social Action Department in the Catholic Diocese of Providence, Rhode Island.

Her early efforts were to organize the new department.

By the summer of 1981, the department was described as follows:

The Department of Justice and Peace is comprised of five components which utilize a plurality of means to address today's social issues which demand structural change.

The components are:

The Office of Human Development addresses social issues as well as works with parish human development committees in assisting them to do the same. Staff works with special emphasis on Rochester parishes and the five counties of the Northern Tier.

The Campaign for Human Development, an arm of the National Conference of Catholic Bishops, provides funding for low-income, grass-roots organizations that are committed to helping people help themselves to break the cycle of poverty.

The Human Life Commission provides education, advocacy and legislation on the need for protection of life "from conception until death." However, special attention is given to issues relating to the "unborn."

The International Justice and Peace Commission addresses social issues which have international implications, and promotes the "Sister Diocese" relationship with the Diocese of Tabasco, Mexico.

Bishop Sheen Ecumenical Housing Foundation merged with the Episcopal Diocese one year ago. The Foundation provides grants for low-and-moderate income families for closing costs and downpayments on the purchase of a home, as well as home repairs; also provides sponsorship and technical assistance to "not-for-profit groups" interested in providing decent housing for low/moderate income families, elderly, handicapped, etc."

Mary had also finished job descriptions for staff members in the following positions:

Director: Mary Heidkamp



Urban Social Ministry Coordinator: Carol Schwartz

Political Sector: Tim McGowan

Rural OHD: Father Bill Spilly and Sister Anne Urquhart SSJ

(Father Neil Miller and Giovina Caroscio were now employees of the Southern Tier Office of Social Ministry)

CHD: Francine Patella

Ed/Training Coordinator: (vacant – Jim Lund would be hired in 1983)

International Justice and Peace Commission: Lourdes Perez-Albuerne

Bishop Sheen Ecumenical Housing Foundation: Kathy O'Neill

Human Life Commission: Peg Turner

In September, 1981, Father Larry Tracy was hired as assistant director for Hispanic Social Ministry.

Issues discussed during 1981-'82, as the department sought to gain its footing were:

- Process for selection of priority issues
- Relationship of the department to Bishop Clark
- Staff performance evaluation
- Relationship of Mary to Boards and Commissions

A major concern addressed in 1982'83 was the need to clarify relationships with the newly created Southern Tier and Finger Lakes offices.

For 1983-'84, the following priorities were adopted:

- Concern for the development of third world countries and their people
- Promotion of peace and disarmament
- Respect for human life
- Women and minorities
- Farmworkers and rural concerns
- Relationship between industry and the community

In August, 1983, Mary formed a committee to provide input into the evolving Renewal of Social Ministry described below. It included Karen Noble Hanson, president of the Bishop Sheen Ecumenical Housing Foundation Board; Sister Carol Cimino SSJ, Chairperson of the International Justice and Peace Commission; Dominic Aquila as the staff representative; and, as alternate, Father Jim Hewes, Chairman of the Diocesan Human Life Commission.

On December 5, 1983, Charlie Mulligan wrote to Mary outlining his expectations for the department for the coming year:

- Human Life Commission – recruit members and focus on Human Life Pastoral
- Bishop Sheen – integration of its work with rural ministry
- International Justice and Peace Commission – continue excellent work and focus on Peace Pastoral
- CHD – evaluate Diocese-wide grants
- Urban Ministry – work more closely with Catholic Family Center
- Political Sector – build Diocese-wide capacity

In February and March 1985, there were discussions with Margaret Demeo

from the Family Life Office about creating a vision for family ministry throughout the diocese.

A final important contribution of the work of the department as it had existed for the previous five years was the revision of job descriptions for staff of the International Justice and Peace Commission, Human Life Commission and Campaign for Human Development, indicating how their work would be integrated, beginning in 1985 into the newly strengthened, Regionalized structure, while retaining central coordination.

The work of the component elements of the Department of Justice and Peace during this time, including education activities around the USCC Peace Pastoral, is described fully in *Spirit Alive!*

Essentially, with the implementation of the Renewal of Social Ministry in July, 1985, described below, the International Justice and Peace Commission and Human Life Commission had completed their work, administrative responsibility for the Bishop Sheen Ecumenical Housing Foundation was transferred to Diocesan Catholic Charities, and other advocacy activities remained the responsibility of the newly structured Department of Justice and Peace within the Office of Social Ministry.

## ● C. CREATION OF SOUTHERN TIER OFFICE OF SOCIAL MINISTRY

### 1. Introduction

The first major step toward Regionalization of the agency as envisioned in the “Catholic Charities of the Future” document was the establishment of the Southern Tier Office of Social Ministry in June, 1980. Described here for the time period July 1980-June, 1985 are:

- The work leading to establishment of the office
- Board and staff leadership
- Early service delivery activities
- Early advocacy and parish social ministry activities

### 2. The Work Leading to Establishment of the Office

Recall that one of the first three secular mission assignments was that of Father Tim Weider in Perkinsville, Steuben County in 1967. His work focused on developing what would become Kinship Family and Youth Services. In 1973, Father Weider was named Associate Diocesan Catholic Charities Director and was replaced by Sister Mary Kruckow. The 1972 flood in the Southern Tier encouraged heavy involvement of the Church in responding, led by the Office of Human Development, led by Father Peter Bayer.

The next important step in the evolution of diocesan presence in Elmira came with the decision in mid-1986 to actually establish a physical office in Elmira, Father Neil Miller was hired on June 27, 1976, to direct that office and work with Sister Mary. Giovina Caroscio replaced Sister Mary and began working with Neil out of the Elmira office on June 13, 1979.

Before the active process for establishment of the office is described, two related organizational developments should be mentioned. They were both engineered by the desire of the Sisters of Mercy to become involved in rural ministry. With support from Neil and Mary in 1978, Mercy Sisters Nancy O'Brien and Sheila Geraghty started what became known as Tioga County Rural Ministry. (This organization still exists and there still needs to be work done to better integrate all of Church efforts in the Southern Tier, including the Sisters of Mercy Rural Ministry initiatives, Catholic Charities entities and Kinship Family and Youth Services.) Given the void with the transfer of the Human Development Office to Elmira, Sister Margaret Louise Snider RSM established Steuben County Rural Ministry, which also has perdured to the present.

Against this background, with Bishop Clark's approval in September 1979 of the "Catholic Charities of the Future Report", formal planning for the establishment of the office commenced. At a September 25, 1979, staff meeting, Neil presented a draft plan (which had been developed with considerable assistance from Moe Tierney and Bill Privett) for a consultation process which would lead to establishment of the Southern Tier Board. At the October 10, 1979, meeting, it was reported that positive meetings about this possibility had been held with parish staff, with persons who had been on the Catholic Family Services Board before it was integrated in 1972 into the secular family services agency, and with Regional Human Development Committee representatives. Resulting from these meetings, there was formal agreement by the Catholic Charities Board to open the office at the vacant school at Sts. Peter and Paul in Elmira on June 29, 1980. Already the Board had 20 members and had had an orientation session. The founding Board members were: Father Neil Miller, Stanley J. Douglas, Sister Agnes Catherine Battersby SSJ, Father Philip Billote, William G. Connors, James L. Cooney, Patricia Ellison, Mary Ferguson, John Ryan Esq., Martin Kushner, Michael Stanley, Eugene Barno, Madeline Barno, Michael J. Rehbein, Thelma Rehbein, Glenna Wickline, Theodore Specchio, Kisabelle Larrabee and Sandra Devitt. So was born the Southern Tier Office of Social Ministry.

The Charter of the agency read:

"Because each human being is made  
 In the image and likeness of God Himself  
 And in accord with the dignity and respect  
 Due each individual because of our common  
 Origin and destiny:

I, Matthew H. Clark, Bishop of the Roman Catholic Diocese of Rochester,  
 New York, in response to the voice of the Catholic people of the area, do  
 hereby establish the Southern Tier Office of Social Ministry.

And do hereby authorize the empowerment of a representative Governance  
 Board for that Office.

This Office and Board shall be dedicated to the Glory of God and, in behalf

of the people of Tompkins, Tioga, Chemung, Schuylers, and Steuben Counties, shall:

- Convey the love and healing power of Jesus Christ to impoverished and suffering peoples in the Region;
- Commit itself to the pursuit of justice and peace in transforming the social order to one rooted in God's love;
- Develop and organize human care services for individuals and families;
- Extend the commitment and apostolic mission of the parishes to all people;
- Relieve the oppression that constrains the physical, mental and spiritual growth and development of any individual;
- Convene people of the Region to exert their God-given gifts and talents, under the guidance of the Holy Spirit, in behalf of social justice and peace.

*In establishing this Office, I am prayerful that Our Lord will bless people who work in love throughout this Region in the care of other humans and for social justice, and that He will give a special grace to those who are served by this Office.*

*Sincerely,*

*Most Reverend Matthew H. Clark, D.D.*

*Bishop of the Diocese of Rochester*

*June 29, 1980”*

### **3. Board and Staff Leadership**

Over the first five years of the work of the agency, Board members who emerged as leaders included:

Board Presidents

Stanley Douglas 1980-'82

John Ryan 1982-'83

Tony Phillips 1984-'86

Diocesan Representatives

Maurice Tierney

Bill Privett

Key Board Leaders

Marty Kushner

Roy Farr

Cathy Cain

David Biviano

Father Neil Miller served as Executive Director until June, 1983 when he left to do missionary work in Tabasco. Neil will always be remembered as the “Godfather” of the organization given his work in establishing the office and building a solid foundation for future growth. He was ably replaced by Father Mike Bausch who served until spring, 1985, when he became the first Executive Director of the Genesee Valley Office of Social Ministry. He was replaced on May 6, 1985 by Tony Barbaro who had been doing youth ministry work in Binghamton in the Diocese of Syracuse. He would serve in this

position until the transformation of Catholic Charities of the Southern Tier effective January 1, 2003.

A key staff person during this time period was Sister Rosario Hughes, who worked as a grant writer. One of her important accomplishments was obtaining a five year federal grant to provide teen pregnancy services.

#### **4. Early Service Delivery Activities**

With this outstanding Board and staff leadership, the agency generally developed several important services. They included:

- **a. Emergency Services**

This was the first program established by the agency. From its inception it has been a wonderful example of the ideal of partnership between Catholic Charities and parishes. It utilized parish resources and volunteers to meet basic needs – food, clothing, financial assistance. During this time period, the program was co-located with the administrative office of the Southern Tier Office of Social Ministry at the St. Peter and Paul school facility in Elmira.

Initially, the volunteer coordinator of the program was Helen Clark. In 1982, Sister Gloria Ruocco RSM was hired to coordinate the program.

- **b. Teen Pregnancy Program**

Provision of teen pregnancy services, including prevention and education services, and support services for unwed pregnant women, was made possible by a five-year federal demonstration grant obtained through the good work of Sister Rosario Hughes RSM.

- **c. Counseling Program**

Almost from the outset, the agency provided traditional family counseling services, provided by Sister Judith Reger SSJ.

- **d. Food Bank of the Southern Tier**

The movement in the country toward a structured Food Bank system developed in the late 1970's to take advantage of edible food discarded by corporate America. Since there was a growing need for such a service which would be a "wholesale" source for the growing number of soup kitchens and food pantries, and no other provider in Elmira, the agency established in 1982 what would come to be known as the Community Food Bank of the Southern Tier. It was initially located at 957 Grand Central Avenue in Elmira and was directed by Walt Cronyx. Ted Semesky took over in 1984, followed by Irene Johnson in 1985.

- **e. Community Residential Program**

There has been no better example of the thrust of Catholic Charities to serve the poorest and most vulnerable in our communities than the thrust throughout New York State and in the Southern Tier to serving mentally ill persons. In the era of deinstitutionalization of persons recovering from mental illness at state psychiatric hospitals in the late 1970's and early 1980's, Catholic Charities was one of the few agencies willing to provide services to

this population for which there was not overwhelming political support. This involvement began in 1982, when the Southern Tier Office of Social Ministry was licensed to take over the state-operated 9 bed Gateways Community residence. It was further expanded under the leadership of Father Mike Bausch with the opening of independent living apartments.

In five years the agency had come a long way in developing services.

## **5. Early Advocacy and Parish Social Ministry Activities**

There were significant advocacy and parish social ministry activities undertaken by the new office in 1980-'85. An important issue throughout this time period was the effort to determine how to coordinate and integrate the new organization's procedures with the ongoing work of the Diocesan Department of Justice and Peace. Critical leaders in that ongoing dialogue were Giovina and then Kathy Dubel who was employed during summer 1982 to replace Giovina when she was hired as Executive Director of the Finger Lakes office.

The previously established system of Regional meetings with parish staff and CHD committee members continued in the new organizational structure.

At a November 4, 1980, staff meeting, it was reported that topics addressed at the most recent round of Regional meetings included: Campaign for Human Development, the welfare grant increase advocacy effort, the evolving social ministry organization, Christmas baskets, the evolution of the Food Bank, the political responsibility document, death penalty and housing advocacy.

A topic addressed directly at a staff meeting on August 8, 1981, was how to integrate the social justice advocacy priorities of the Diocesan Department of Justice and Peace into the work of the Southern Tier Office. At this same meeting, it was reported that the Office was working to decentralize CHD initiatives into Steuben County.

As both service development and advocacy activities expanded, there began discussion in early 1982 about the need to change the office location, but this was not to occur for several years.

It was reported that in the fall of 1982, specific advocacy issues given priority attention were:

- Federal budget
- Nuclear disarmament
- Central American human rights issues
- The Nestle boycott

In spring 1983, these were the priorities addressed at ever more effectively organized Regional meetings:

- Labor/unemployment
- Nuclear disarmament
- Central American task force issues
- Nestle boycott
- Voter registration

By the early fall of 1983, it was reported that Regional social ministry

committees had been established in Steuben County, Chemung and Schuyler Counties, and Tioga County. Also, in the wake of publication of the Peace Pastoral, there was collaborative work with the Chemung Valley Women for Peace organization and the Schuyler Interfaith Nuclear Concerns Group.

At a staff meeting on March 15, 1984, Father Mike Bausch advocated for allocating more money to the Sisters of Mercy outreach programs in Tioga and Steuben counties, but suggested there be drafted a formal document to clarify the working relationship. At the same meeting, Kathy Dubel reported on the ever-strengthening Regional committees and a recent meeting held with Congressman Stan Lundine on the federal budget.

It was reported that through the summer of 1984, there was continuing focus on:

- Peace Pastoral
- Central America
- Federal budget
- Unemployment
- Human rights task force priorities
- Voter registration

## **6. Conclusion**

The success of the Southern Tier Office of Social Ministry validated the two major precepts of the “Catholic Charities of the Future Report” – Regionalization and the integration of service delivery, advocacy and parish social ministry activities.

# **● D. THE CREATION OF THE FINGER LAKES OFFICE OF SOCIAL MINISTRY**

## **1. Introduction**

The next step envisioned in the “Catholic Charities of the Future Report” was the establishment of an “Eastern Region” office. Described here are:

- The work leading to the establishment of the office
- Board and staff leadership
- Early service delivery activities
- Early advocacy and parish social ministry

## **2. The Work Leading to Establishment of the Office**

Recall that formal diocesan Church presence was established in Seneca, Ontario and Yates Counties with the appointment of Father Jack Hempel as “secular missionary” in 1967. When Father Hempel was called back to Rochester in 1969 to replace Father P. David Finks in urban ministry, Father Bob Buckland succeeded him. Sister Alice McLoughlin SSJ replaced Father Buckland in the summer of 1971.

At about the same time, Father George Wiant began his work in Wayne County. In the mid-1970’s, George and Alice came together to work as a team, and a fifth county, Cayuga, was added to their service area. In 1977,

they opened the first rural ministry office, in a vacant garage on Route 21 in Shortsville. Alice left in summer 1977 and was replaced by Sister Anne Urquhart SSJ. George left in spring 1978 and was replaced by Father Bill Spilly. Thus, as discussion began about creating an Eastern branch of Social Ministry, the leadership team on the scene were Anne and Bill.

It was first reported in the December 31, 1980 semi-annual report that Bill and Anne would be working with Catholic Charities (in particular Moe Tierney and Bill Privett) toward establishing the Northern Tier Office of Social Ministry in Geneva.

On February 21, 1981, it was agreed that Bill Privett would be the conduit between the Social Ministry Policy team and the Northern Tier Planning group. During that spring, Bill and Anne worked to develop a report on human needs in the five-county Finger Lakes area.

In September 1981, an initial proposal for the office envisioned the hiring of four staff persons for the office: a director, an education coordinator, and the two existing Northern Tier Justice and Peace staffers who would also handle Campaign for Human Development activities.

A critical moment in the evolution of the office and Bill and Anne's work came over the weekend of October 22-23, 1981. At a staff meeting on October 21, there was great uncertainty about whether this work should proceed, and it was agreed that all staff would spend the weekend in discernment on this matter.

Over the next four weeks, it was decided to go forward, and Bill and Anne participated in a formal presentation of the proposal to Bishop Clark on November 30, 1981.

As reported in the March 31, 1982 quarterly report, in early 1982 it was decided that the office would be located in Geneva and that Bill and Anne would work to locate and prepare for the opening of the office. The initial office was in the school at St. Stephen's. The office was moved to the St. Francis School building in May, 1985.

In the June 30, 1982, quarterly report, it was indicated that the official opening of the office would be August 8, 1982.

Giovina Caroscio was hired as the Executive Director.

The members of the first Board of Directors were: Patricia Albrecht, Dennis Bender, Ted Bertol, Jeanette Christensen, Father Mike Conboy, William DeRuyter, Esther Glacalene, Jacaveline Close, David Lawler, Anne Mayer-Wilbur, Father Bill Mitchateck, Catherine Morrison, Helen Pawlikowski, Dan Peters, Rachel Plano, Thomas Posateri, Alex Schaus, Shirley Thibault, Robert Walters and Father George Wiant. Over the next ten years, leadership would be provided by Board chairpersons Shirley Thibault, Robert Walters, Ralph Barbalace, Lou Tyrrell and Richard Redmond.

The purpose and structure of the new office was envisioned in the following statement:

"The Finger Lakes Office of Social Ministry will strive to serve all people



in the spirit of Jesus Christ, and to be a leaven in the larger society. We, as Church, are called in Baptism to be, like Jesus, a priest, prophet and king. We fulfill the role of priest by transforming conditions in society which hinder the full human development of people; the role of prophet by evaluating society in words and actions for justice; and the role of king by developing and exercising leadership.

The Office is divided into two components: Justice and Peace and Individual and Family Development (Catholic Charities).

Justice and Peace (formerly the Office of Human Development) is that component of Social Ministry which seeks to call the Church to be a social prophet and catalyst in allowing every person the opportunity to develop his/her full human potential. This department will be specifically responsible for:

1. Research and identification of social justice issues
2. Education and training of Parish and Regional Human Development Committees, Parish Councils and Parish staff
3. Advocacy on social justice issues
4. Cooperative work with community organizations
5. Support of self-help groups seeking financial assistance from the Campaign for Human Development, Bishop Sheen Ecumenical Housing Foundation and the Small Grants Program

This department will help to coordinate the programs of Human Development, the International Justice and Peace Commission, Bishop Sheen Ecumenical Housing Foundation, Campaign for Human Development and Human Life Commission.

Individual and Family Development/Catholic Charities is that component of Social Ministry which provides for the individual needs of persons and families based on Catholic values and principles. This department will:

1. Provide Counseling Services to all persons seeking help in crisis situations or with long- term needs. Referrals will be made to other agencies when appropriate.
2. Provide for the basic needs of people (i.e. food, clothing, medical) on an emergency basis.
3. Maintain an up-to-date assessment of needs, services and resources in the five counties.
4. Develop programs and secure private and/or governmental funding for the provision of needed services.

The Finger Lakes Office will support parishes in fulfilling their social mission by assisting in the formation, education, training and support of Human Development Committees.”

3. Board and Staff Leadership

The growth of the new agency was guided by outstanding Board and staff leaders including:

Board Presidents

Shirley Thibault 1982-'84

Robert Walters 1984-'85

Diocesan Representatives

Maurice Tierney

Bill Privett

Key Board Leaders

Patricia Albrecht

Father Mike Conboy

Father George Wiant

Largely responsible for the evolution of the agency was the leadership of Giovina Caroscio who would serve as Executive Director until 2003. At the outset, the total staff was five, including Giovina, Father Bill Spilly, Sister Alicia Schur SSJ, Carl Ritz and Cindy Morley. In 1984, Giovina hired Rhonda Zettlemoyer who has played a key role as administrative assistant ever since she started on a part-time basis and became full-time when Cindy left.

#### **4. Early Service Delivery Activities**

This agency was also successful early on in establishing services including:

##### **• a. Emergency Services**

One of the functions which had been carried out by Father Spilly and Sister Anne was providing emergency services. This assistance had been in the form of cash assistance. This approach to emergency services was continued while the office was located at St. Stephen's school on High Street. The approach would change when the office moved to St. Francis school in 1985. In addition, in the first year, the agency assisted 165 persons with food and assisted in the distribution of surplus cheese in Yates and Ontario Counties.

##### **• b. Counseling Services**

The needs assessment undertaken in the process of establishing the office showed that there was great need for counseling services in the Finger Lakes region. Hence, one initial use of Thanksgiving Appeal funding was to establish a counseling program. Sister Alicia Schur SSJ was hired for this purpose. Because of the void in service delivery in Cayuga County caused by the closing of Auburn Catholic Family Center, there was also established in Auburn a counseling service with a part-time counselor, Bob Burns. Sister Alicia would also travel there one day a week to provide supervision and also do direct counseling. In the first year of operation the program served over 200 persons.

In addition, staff organized and facilitated a young mother's support group in Auburn and a support group for developmentally disabled adults in Yates County.

##### **• c. Ministry to Separated, Divorced and Widowed**

Within three months of the establishment of the agency, Giovina hired Carl Ritz as a program developer, a position envisioned in the original plan for the agency. Carl had previously worked at the United Way. In obtaining his Master's Degree, he had spent six months working at St. Joseph's House of Hospitality and six months on a cross-country bus trip. From these

experiences, he developed a great interest in ministering to people who had experienced loss. This background led to his giving a three session lecture series at Ontario Cooperative Extension on handling loss: loss of job, loss of spouse and loss through divorce. The results of these presentations were dramatic. The office became overwhelmed with clients seeking help in coping with loss and Carl decided this ministry was his true love. Hence, his job changed and he devoted full-time to the ministry to separated, divorced and widowed. It soon became apparent that the needs of widowed persons were different than those of separated or divorced persons so separate groups were created. Over the next few years, Carl coordinated up to fifty such support groups.

#### • d. Community Lunch Program

Part of the early needs assessment process revealed that there were a large number of seemingly unemployed people lingering on the streets of downtown Geneva. Deciding it could be helpful to offer free meals during the day, Carl Ritz got in touch with Jim Gerling, pastor of then North (now First) Presbyterian Church to obtain the help of the Geneva Area Interfaith Council. In May, 1983, the Salvation Army offered their kitchen and dining area as a location for the first lunch program. Meals were offered once a week on a trial basis. The need was clear when dozens of people showed up for meals. Thus was born the Committee Lunch Program.

Food and supplies to start up the program were obtained from the Food Bank of the Southern Tier in Elmira. Later on, Foodlink in Rochester became the main food supplier. In early 1984, due to the large number of people showing up for meals, St. Paul's on East North Street served as the location for the program. Then, thanks to the efforts of Pastor Jim Gerling, North Presbyterian Church became the site for many happy, productive years. Meals were offered up to four times a week. Joe Felice, who had just retired from Seneca Army Depot, unofficially ran the kitchen offering a quiet, yet warm welcome to all.

#### • e. Maternity and Early Childhood Grant

In 1984, the agency received a grant from the Statewide Maternity and Early Childhood Foundation to provide services to unwed mothers in Ontario County. Lois Gindling was the first staff person hired for this program. The program was ultimately expanded to all five counties, before funding cutbacks in this past decade have shrunk the program.

#### • f. Diocesan Volunteer Service Corps

In 1983, Giovina took lead responsibility for developing a Diocesan Volunteer Service Corps and other such programs. For the 1984-'85 program year four persons participated, including two funded through non-Diocesan sources.

#### • g. Migrant Farmworker Outreach Program

From its early days, the agency worked informally with Father John Dillon, pastor at Epiphany parish in Sodus, in support of Haitian migrant

farmworkers. For three summers in the early 1980's, this work was aided by a Haitian seminarian Jean Despines. The migrant farmworker outreach program was started formally in 1985 with the hiring of Rodrigo Alconero through Thanksgiving Appeal funding.

## **5. Early Advocacy and Parish Social Ministry Activities**

Described here are the important advocacy and parish social ministry activities undertaken by the new organization from its establishment until the Renewal of Social Ministry was effectuated June 30, 1985.

Already it was reported in the September 1982 quarterly report that the fledgling organization had identified as its two major advocacy priorities economic justice and nuclear disarmament issues.

For the spring of 1983, the focus was on the Peace Pastoral, in coalition with other local peace groups and farmworker issues. The agency organized and supported the Finger Lakes Coalition for Justice in the federal budget. Staff member Father Bill Spilly continued his involvement as a leader on the Board of the New York State Farmworker's Organization. In addition, it was reported that the first six-session Parish Human Development Training program had been held at St. Francis parish in Phelps.

In the fall of 1983, priority attention was given to developing "parish-based social ministry." Staff visited the pastors of all 40 parishes in the region. There was also completed a social ministry training program at St. Gregory's in Marion and a voter registration effort. Seneca County parishes were assisted in developing a statement opposing prison expansion. A process was begun to find a replacement for Father Bill Spilly who left his position to take a parish assignment.

Giovina was appointed to serve on a steering committee with Fathers John and Charlie Mulligan to develop a diocesan strategy for addressing migrant farmworkers advocacy issues. There was a six-session Parish Social Ministry training program at St. Mary's, Auburn. On May 5-6, the Finger Lakes office helped organize a Rally for Jobs for Justice. The organization supported the Campbell's soup boycott initiated because of concern about the company's treatment of its workers.

As this time period came to an end, Chris Grannis was hired to replace Bill Spilly.

## **6. Conclusion**

While taking a somewhat different approach than the Southern Tier agency, consistent with responding to local needs, this agency also embodied the principles of the new incarnation of Catholic Charities in the Diocese.

# **● E. DEVELOPMENT OF SERVICES TO DISABLED PERSONS**

## **1. Introduction**

During this time period, several initiatives were undertaken to develop

services for disabled persons.

These developments coincided with more general attention to the needs of disabled persons as evidenced by the 1978 USCC “Pastoral Statement of the United States Bishops on Handicapped People” (reissued in 1989 as Pastoral Statement on Persons with Disabilities).

Three significant events inspired these developments in the late 1970’s and early 1980’s.

First, Bill Privett, who was to play a key role in the development of Catholic Charities for more than a decade, was hired as Associate Director of Catholic Charities in July 1979. He had come to Rochester earlier in the year as a federally-funded Monroe County employee, executive assistant to the director for human resources.

Second, Bishop Clark appointed a Task Force in March, 1980, to determine unmet needs of persons with disabilities, directing that the Diocese give highest priority to addressing them through the leadership of Catholic Charities.

At the same time, in the wake of the Willowbrook Consent Decree making a state commitment to a program of community placement of persons with development disabilities, the New York State Office of Mental Retardation and Developmental Disabilities asked Catholic Charities to become a provider of residential services for persons with developmental disabilities.

## **2. The Community Residential Program**

Bill Privett had come to Catholic Charities in part because of his interest in services to disabled persons. He researched whether his family could operate a community residence for persons with developmental disabilities as a “family ministry” because of the unique background and experience both he and his wife possessed. Just as Bill had prepared a resolution for the Catholic Charities Board to authorize operating community residences, Bill and Moe Tierney were approached by staff of the Newark Developmental Center who wanted Catholic Charities to take over operation of two community residences they were developing, one in Lyons and one in Penn Yan. So was born Catholic Charities involvement in residential services.

In 1980, Catholic Charities opened the Lyons Community Residence as a home for 12 persons who had recently been deinstitutionalized. The first program director was Dr. Jill Szwarc. During this time period, three other homes were opened: the Penn Yan Community Residence in 1981, the Cloverdale Community Residence in 1984, and the Westerloe Community Residence in 1985. Paul Pickering was hired in August 1982 and appointed program director in November 1982. He was to become one of four giants, along with Tony Barbaro, Carolyn Portanova and Giovina Caroscio, who would be the heart and soul of the organization.

## **3. Other Initiatives**

During this time period, much other activity was undertaken on behalf of disabled persons, as led by Sister Clare Roland and Bill Privett. Several

highlights:

In February 1981, it was agreed that Charlie Mulligan, Moe Tierney and Bill Privett would develop a response to the report of the Diocesan Task Force on Disabled Persons.

The story of development of the LILAC (Life in Institutions, Loving and Caring) program is an interesting one. One factor in its development was the much publicized death of a patient at the Rochester Psychiatric Center (RPC) which led to concerns about conditions at the center. Also, 1981 was the International Year of the Disabled. In response to these external events, there was discussion at a social ministry staff meetings at which Bill Privett opined that the most disabled persons could be found in institutions. This discussion led to development of the LILAC program whose name was created at the Privett family dinner table – Life in Institutions, Loving and Caring.

Two helpful factors in creation of the program were the support of the chaplain at RPC and the leadership provided by Zozo Laird, a registered nurse on the RPC staff who was loaned to Catholic Charities on a half-time basis.

The program was coordinated by a loaned executive from the RPC and Charities planning staff. Through the life of the program, about five to seven parishes sent volunteers on a regular basis to visit RPC residents. Bill Privett reported that when 75 volunteers from St. Joseph's Penfield came to a volunteer training session, RPC staff were overwhelmed by this outpouring of interest.

At the November 5, 1981, Social Ministry Policy Table meeting, it was reported that a full-time priest had been assigned to a parish for the deaf.

In early 1982, funds for a new program, Project S.E.E.D, were obtained from the City of Rochester Office of Human Service Planning to provide social and recreational activities for severely disabled people. Over the next few years this program served about 90 persons with classes in signing, physical fitness, arts and crafts and adapted aquatics. The program grew to over 100 persons in 1983-'84 with achievement of more than \$30,000 in gifts from foundations and groups.

At a meeting on February 16, 1983, it was reported that consideration was being given to creating a Diocesan Commission on the Disabled, which would include the community residences and Project SEED.

In 1983-'84, John Scully, a Jesuit volunteer, worked to develop consciousness about the concerns of disabled persons.

This was the status of development of this important ministry as of June 30, 1985.

## ● F. CATHOLIC FAMILY CENTER

While the Diocesan Catholic Charities organization was engaged in developing these four new initiatives, Catholic Family Center and the Catholic Youth Organization, in coordination with and with some assistance from the Diocesan Office, continued to maintain and grow programs in this five year time period.

Effective staff leadership was provided throughout by Jim Maloney and Catherine Wobus. Board Presidents in this time period were:

Anthony Mordaci 1978-'81

Michael Tobin 1981-'82

Paula Howk 1982-'84

Tom Hanss 1984-'85

As previously reported, services delivered at the beginning of 1980 included:

- Counselling
- Refugee Resettlement
- Inner-City Outreach
- Unwed Parent Counseling
- Child Abuse (neglect)
- Adoption
- Preventive Counseling
- Foster Care
- Elderly Counseling/Housing assistance
- Nutrition Centers
- Restart drug counseling/jail ministry

Major developments in this time period included:

- Wayne County program
- Accreditation
- Initiation of the STAR program
- Significant expansion of the Restart Program
- Ventures Program

During this time period, the counseling program in Newark, established in 1978, came into its own under the leadership of Josh McCrossen who had started the program as a student social work placement. Through contracts with Wayne County and school districts, PINS diversion and other counseling services were provided to children and families.

In the late 1970's, the National Conference of Catholic Charities, Family Service of America and the New York City-based Federation of Jewish Philanthropies jointly founded the National Council on Accreditation. Its purpose was to help agencies develop and implement policies to assure quality service provision. It was also envisioned that ultimately funding sources would require accreditation for providing grants and contracts. (Over the last thirty years that has happened only to a modest extent.) Catholic Family Center was accredited for the first time in 1982. Carolyn Portanova, appointed CFC Executive Director in 1989, has pointed out that as the Council on Accreditation evolved in the 1980's, so did the rigor of its accreditation requirements and that CFC was "truly" accredited for the first time in 1989.

Whereas CFC had been providing counseling, housing assistance and nutrition for seniors, CFC was able to significantly expand its services and create the STAR program, which provided transportation for seniors to medical appointments and for shopping.

It was in the Restart Substance Abuse program that CFC's services most significantly expanded in this time period. Recall that the program had been initiated in 1974 through a small grant from the State Division of Substance Abuse Services (DSAS) to provide information, referral and short term treatment for jail inmates. Through the leadership of Carolyn Portanova, hired in 1975, the program would grow over the next thirty-five years to become the largest community-based drug treatment program in western New York. (Carolyn served as Director until 1989 and then continued oversight of the program when she was named CFC Executive Director in 1989.)

There were three new Restart program initiatives established in this time timeframe. DSAS provided a grant to CFC to establish an Employee Assistance Program (EAP) in Monroe County. Similarly, the same state agency provided a grant to establish the Counseling Services of the Southern Tier, serving primarily those with substance abuse problems in Steuben County. The third was that Restart received a planning grant to establish in Monroe County a residential treatment program for women and their children (Liberty Manor).

Hence, by the end of 1985, Restart was providing the following services:

- Community information, counseling and referrals
- North Chili Family Treatment Service
- Intensive outpatient program
- Employee assistance program
- Criminal justice treatment services
- Counseling Services of the Southern Tier

In its short three year history, by this time the Employee Assistance Program had fifteen contracts for service, including four with national organizations through Family Service of America: General Motors, Xerox, North America Philip and Computervision, as well as local businesses and three different state agencies.

All told, for the 1984-'85 year, Restart had an annual operating budget of more than \$500,000, serving more than 2,500 clients with over 10,000 units of service.

The fifth major new initiative was the Ventures Program. A committee was established by Charlie Mulligan including leadership from Catholic Charities, Catholic Family Center, Urban Ministry and three communities of religious women. Its purpose was to help Catholic Family Center to sort through many funding requests for "pilgrim efforts" to start new programs. After many meetings and a discernment process, the decision was made to provide modest grants to the Mercy Center with the Aging, which provided parish-based education programs on the needs of the elderly and caring for the elderly, under the leadership of Sister Ann Malloy RSM, and to the MORE (More Options Really Exist) program, located at CFC under the leadership of Sister Eileen Conheady SSJ. This outreach program to prostitutes provided crisis intervention, educational counseling and career counseling.



## ● G. CATHOLIC YOUTH ORGANIZATION

In similar fashion, during this time period, the Catholic Youth Organization maintained and grew its services.

For most of the time period, staff leadership was provided by Executive Director Joyce Strazzabasco. Recall that she had become Northwest Regional Youth Development Director in 1975, the director of Program Services in 1976 and Youth Development Director in 1978. Following Tom Cotterril's resignation as C.Y.O. Executive Director in June, 1980, Joyce was appointed to this position in August, 1980 and would serve ably until March, 1986.

Board Presidents during this time period were:

Bill Schmitz and Carol Ellis 1980-'81

Tom Burke 1981-'82

Bill Wynne 1982-'84

Deborah McClean Quinn 1984-'85

There were five major program developments in this five year period.

The Youth Employment Services (YES) program, which had evolved from the Inner-City Outreach program, continued to expand.

Under the leadership of Roberto Burgos, Project Poder became separately incorporated as the Puerto Rican Youth Development and Resource Center.

In 1981, the Resource Referral Network, which was an informational referral service for youth/youth service providers, was created through a grant from the Rochester Monroe County Youth Bureau.

In 1983, through a combined \$120,000 grant from the United Way and Monroe County, C.Y.O. expanded its services to Hispanic youth through the Hispanic Youth Employment Program, an on-the-job training/employment and education service specifically created for that population.

In the same year, the School-to-Employment program, a program to address the educational and employment needs of low income youth who were "at-risk" of school failure was also launched.

The 1984-'85 C.Y.O. Annual Report presents an excellent snapshot of the work of the agency at the end of this time period.

For the first time, the revised mission statement was published. It resulted from development of a Long Range Plan. It read:

"The Catholic Youth Organization provides for the development of young people's spiritual, emotional, intellectual and physical potential. Based on Catholic values, C.Y.O. offers skills to assist young people as they assume responsibility for themselves and for their relationships with their faith, family, peers, and community. C.Y.O. strives to meet the diverse needs of all youth regardless of religious affiliation."

At this time, the agency had a staff of 20 persons and an annual operating budget of \$446,000. Major accomplishments by program included:

### **Training Services**

- Conducted 476 workshops throughout the service area.

- Trained a total of 7,670 participants.
- Provided services for over 50 different agencies, schools and churches.
- Developed a series of workshops geared specifically for special education students.
- Researched labor market information for new workshop entitled “Career Trends for the Future”.

### **Hispanic Youth Employment Program**

- Enrolled 171 Hispanic youth into the program.
- Assisted 68 high school drop-outs in re-entering school or alternative programs.
- Provided group tutoring in English and math for 125 participants.
- Placed 62 individuals in jobs with 50 small businesses throughout the community.
- Cooperated with 25 different community organizations to provide services to Hispanic teens.

### **Athletic Services**

- 138 basketball teams were involved in the 1984-'85 season.
- 61 cheerleading teams participated in the 1984-'85 season.
- 39 teams enjoyed the softball program in the spring of 1984.
- 20 youth received the Faith Through Sports Award, recognizing their efforts to live the teachings of their faith.

### **Youth Employment Services**

- Provided 356 youth with pre-employment training.
- Placed 217 youth in jobs, educational programs, or vocational training program.
- Matched 23 youth with volunteer adults of various professions for “job shadowing.”
- Involved 89 youth ages 13-15 in special workshops with topics including decision making, self-esteem, and beginning levels of career awareness.
- Provided 57 youth with Career Awareness Seminars, featuring guest speakers of various professions and group discussions.
- Enrolled 54 youth aged 16-17 in the School to Employment program component.

### **Resource Referral Network**

- Provided information and referral assistance to 1,244 youth, 66 percent of whom reported to the assigned program.
- Met 166 agency requests for information on employment or related educational programs.
- Conducted 42 general information sessions with a total of 86 participants from various organizations including schools, agencies and area businesses.
- Assisted in developing and implementing 6 youth employment conferences with other local community organizations.
- Provided on-site intakes at East, Jefferson and Marshall High Schools.

## ● H. CAMP STELLA MARIS

### 1. Introduction

Without doubt, this five year period was the most important in the history of Camp Stella Maris. Decisions were made that literally would ensure the continued operations of the camp.

The seeds for these developments had been planted with the hiring of Moe Tierney as Diocesan Director of Catholic Charities in January, 1977, and the subsequent hiring of Ray Tette in June of that year as the first lay full-time year-round Executive Director. These two visionary leaders worked with the Camp Stella Maris Advisory Committee of the Diocesan Board of Catholic Charities beginning in the late 1970's to lay the foundation for these major accomplishments.

Accomplishments relating to governance and administration are described first. Following is an account of camp enrollment and program activities during this five year period.

### 2. Governance and Administration

In 1980, the Camp Evaluation Committee, a subgroup of the Diocesan Board Camp Advisory Committee, completed a year of study and developed a Five Year Development Plan for the camp.

At this time, the Board Advisory Committee was comprised of:

Charles Boyer, Chairperson  
 Richard Agostinelli  
 Joseph Arena  
 Gerard Coder  
 Katherine Coder  
 Gerald Flynn  
 James Gullo  
 Katherine Gullo  
 Kevin Masterson  
 John Oberlies (also Diocesan Board member)  
 Joseph Regal  
 Albert Schum  
 Father Thomas Valenti  
 Peter Wambach  
 Judith Wambach  
 Thomas Weaver  
 Carol Weaver

The major recommendations from the Camp Evaluation Committee were to:

- Address high priority capital needs at camp
- Increase off-season usage
- Revitalize the camp's dormant corporate shell
- Develop and update the camp's Master Plan

- Add a program director to the full-time staff

During 1981-'82 the camp had raised \$20,000 from the Davenport Hatch Foundation to renovate the kitchen, and had raised the first \$20,000 toward a new central facility for the general offices, bathrooms and infirmary. During this year also, as described below, progress was made increasing off-season usage and there was an increase in summer attendance.

Catholic Charities leadership then began a process of revitalizing the governance structure of the camp. As previously reported the camp had been incorporated in 1960. The members of the corporation were the Bishop, the Vicar General, the Diocesan Director of Catholic Charities and the Director of the Catholic Youth Organization.

In a report to the Program Operations Committee of the Diocesan Board submitted on February 26, 1982, it was reported that the Board had met only once since 1960 and that the Camp Advisory Committee made most decisions on rates, program development, Fund-raising, etc. It was recommended that the Catholic Charities Legal Committee and Camp Stella Maris designate a joint committee to examine a more satisfactory organizational plan for the future.

Thus began a process which led to amending the bylaws of the corporation effective October 1, 1982. In the revised bylaws, members of the corporation were:

- The Bishop
- The Vicar General
- The Chancellor
- The Diocesan Director of Catholic Charities
- The Director of the Catholic Youth Organization

The Board was to be comprised of eighteen members elected for three year terms on a staggered basis, with the Diocesan Director of Catholic Charities serving as an ex-officio non-voting member.

The Board was given full responsibility for the management of the affairs of the corporation, with the exception of the following management policies specifically reserved to the members:

- Approving capital expenditures over \$50,000
- Approving all long-range plans and capital and operating budgets of the corporation
- Approving all purchases, sales, leases and mortgages of real property
- Approving the appointment of an Executive Director

This decision put in place a dedicated group of individuals who would provide the leadership needed to ensure the future of the camp. The Board President from 1982-'86 was Jim Gullo.

Clearly, an important matter that had to be addressed was Fund-raising.

By April, 1983, it was reported that the Board had raised \$120,000 of the \$140,000 needed for the combination infirmary/bath/administration complex, which was completed in June, 1983.

Already in December, 1982, the Board had developed a Master Plan and discussion had begun about a \$500,000 Capital Campaign to address all the physical facility needs detailed in the February, 1982 report. Discussion about diocesan approval perdured over the next two and one-half years. In the spring of 1985, State-wide Counseling Service from Dansville completed a feasibility study for such an effort, which recommended that an achievable goal for a campaign "to be conducted among highly selected individuals, foundations and corporations" was \$400,000. (This campaign was launched in fall 1985 and by the end of 1986, \$167,000 was raised).

### 3. Program Activities

Information reported here comes from the Annual Report for 1985-'86, from Stardust newsletters and from interviews with those involved with the camp at this time.

For the year ended June 30, 1986 (just prior to the start of the 1986 summer season), revenues were \$327,000 and expenses \$323,000, leaving a net gain of \$4,000.

The report summarized the camp's 10 year summer enrollment history:

Year	Bed Capacity	No. of Weeks	Total Capacity	Actual	Percent of Capacity
76	160 per week	6	960	755	78 percent
77	160 per week	6	960	834	87 percent
78	150 per week	8 (2)	1200	955	80 percent
79	150 per week	8	1200	1020	85 percent
80	150 per week	8	1200	938	78 percent
81	143 per week	8	1150	1032	90 percent
82	145 per week	8	1160	1061	92 percent
83	162 per week	8	1296	1232	95 percent
84	170 per week	8	1360	1250	92 percent
85	170 per week	8	1360	1309	96 percent
86	194 per week	7	1360	1348	99 percent
		TOTAL	13,206	11,734	89 percent

Additional programs included:

- Family Camp (161 single parents and their children during summer 1985)
- Winter Ski Camp (51 campers participated in a 5-day program)
- Alumni Reunion (second annual event attended by 50 alumni staff persons)
- Christmas Party (third annual event attended by 95 campers, parents, staff and friends)
- Swim-a-Thon (35 swimmers raised \$1,500)
- Senior Citizens Program (five senior citizen groups totaling 84 individuals participated in single-day programs)
- Senior Citizen Camping Vacation Program (17 senior citizens participated in a three-day residential camping vacation)
- Off-season usage (48 groups served 2787 individuals 88 days/82 nights)

Issues of the camp newsletter Stardust as well as the March 23rd interview with Matt Flanigan provide some interesting anecdotes about camp life in this

five year period.

Highlights of the 1980 summer sessions included:

- The Great Sunday Storm or “The Night They Drove The Docks Down”
- The So Long Kong Gong Show on July 1st
- On the eve of July 4th, lighting the red lights in the barn one by one V-I-N-D-I-N-I
- On July 4th, reenactment of the Battle of Bunker Hill, with British forces led by General Lord Matthew Richard the brave-hearted Guinane, heir to the English throne, and the rebels led by Admiral “this is for you” Gary Hayes.
- The great car chase, where counselors leading the young children around the camp for their hike maintained they could ride the cars on Joe Morsch’s farm, chased them and then ended up running for their lives, shouting to the campers to “get out of the fire”.

Highlights in 1981 were:

- The hiring of Florence Morelli as the first year round program director
- The contributions of “Priests of the Week”: Fathers Tom Hctor, John Firpo, Ronald Frederick, Joe McCaffrey and Art Ratigan (This approach had been initiated in the absence of a Priest Director)
- The arrival of a new flagship for the fleet, a new float boat, a christened CSM Titon
- The first two week encampment
- The continuation of the Cross and Stars awards
- The first annual Miss Luney Gnome I verse contest

Highlights in 1982 were:

- The words of Dan Celeso, who was hired as program director and would have lasting impact on the camp program. He introduced events such as the Ham Jam evening program (forerunner of Karaoke as we know it today), Sniglets (nonsense combinations of words, and the Camp Book of Records. (Dan still helps out at camp today. During the week he takes videos which include all campers, edits them and makes available free copies for all campers when they leave at the end of the week.)
- The raucous Capture the Flag event which occurred just after a Tai Kwan Do presentation (including braking Boards) which had to be terminated because the campers were understandably totally out of control.

Highlights in 1983 were:

- Presentation of slide scenes by the Mid II and Seniors, otherwise known as artists in training
- A protest at the Horseblock to advocate for showing the movie “Herbie-the-Love-Bug”
- Father Tom Valenti setting a record for being the Priest of the Week by actually staying the entire week
- The invasion of camouflage fever during M-A-S-H week
- The continuing presence of Tim Guinane as waterfront director

Highlights in 1984 were:

- The institution of the staffer of the week award
- The early season downpour which set the stage for a record-setting sloshbull game in the sodden “Fun Zone”
- The creation of the Polar Bear Club of early morning summer swimmers

In 1995, the Leadership Development Training program (forerunner to the L-I-T program was established, with Tom Weaver being one of six initial participants.)

## ● I. DIOCESAN OFFICE ACTIVITY

### 1. Introduction

While most of the attention of the diocesan office was focused on the four new initiatives described above, and on the renewal process which will next be described, leadership still was able to sustain some Diocesan-wide programs, manage relationships with affiliates, and develop several initiatives in Monroe County.

## 2. Diocesan-wide Initiatives

### a. Introduction

Diocesan Board Presidents during this time were:

Ed Nowak 1980-‘82

Robert Burke 1982-‘84

John Oberlies 1984-‘85

There were four major initiatives carried out by the diocesan office in this time frame:

- Hosting the national convention in fall 1980
- Further developing the work of the Family Life Office
- Developing and overseeing institutional ministries
- Allocating funds raised through the Catholic Courier Journal Christmas Appeal

### b. The National Conference

A major achievement of the diocesan office early in this time period was sponsorship of the Annual Meeting of the National Conference of Catholic Charities held in Rochester in the fall of 1980. In addition to fulfilling a responsibility as a good corporate citizen within the national organization, hosting of this event enabled Diocesan Charities leadership to give more visibility locally to the organization’s work.

### c. The Family Life Office

The work of the Family Life Office continued effectively during this time period. Recall that administrative responsibility for the office had been transferred to Catholic Charities in 1973. The office had addressed human life issues and had oversight of the Diocesan Human Life Commission, established in 1978, until these responsibilities were transferred to the Department of Justice and Peace. Margaret Demeo replaced the Staropoli’s as its director in 1983.

A major event in the evolution of the work of the office was the completion and acceptance of the Family Ministry Task Force report in spring, 1982, which established a set of directions for responding to the needs of family life to the Diocese and its constituent groups including Charities, Continuing Education, the Permanent Diaconate, and the Spanish Apostolate. A primary recommendation was the establishment of Family Ministry Task Forces on a Regional basis throughout the Diocese.

Major program initiatives during this time were:

- Marriage preparation programs serving over 3,000 couples
- Marriage and family enrichment presentations averaging about 100 per year
- Ministry to separated and divorced persons serving 2,500 persons per year through parish self-help groups, three-stage adjustment process programs and a special focus on teens within separated and divorced families.

At the end of this time period, the Diocesan Board completed an evaluation of the office's Ministry to Separated and Divorced persons, recommending:

- Expanded coverage of the ministry throughout the diocese and to minority groups
- Improved communications regarding the ministry
- Continuing program financing and support of volunteers

#### **d. Institutional Ministries**

One of the important elements in creation of the Office of Social Ministry in 1977 was the establishment of an Institutional Ministries Department (initially called the Chaplaincy Department) along with Catholic Charities and the Department of Justice and Peace. The purpose of the department was to mediate the presence of the community to people separated by society for the sake of treatment, healing or safety. The department included the following areas of chaplaincy and programs:

- Acute care hospitals
- Centers for developmentally disabled
- Psychiatric hospitals
- Skilled nursing facilities and long term care facilities
- New York State prison system
- The New York State Division for Youth
- 12 county jails

(The Office of Social Ministry would maintain responsibility for these services until a Diocesan reorganization in 1990 when some administrative responsibilities were transferred to the Department of Parish Support Services and others to the Human Resource Department.)

#### **e. Catholic Courier Journal Christmas Appeal**

The Catholic Courier Journal established an Annual Christmas Appeal program in December, 1966, to encourage contributions to a fund which would be allocated among various diocesan entities serving the poor. During this time period, funds raised annually served 4,000 families involving a



minimum of 16,000 individuals.

## **2. Affiliates**

As indicated in the previous chapter, during the mid and late 1970's, Catholic Charities "spun-off" a number of its components who became separately incorporated. By the end of this time period, Catholic Charities had active, formal affiliation agreements with Charles Settlement House, St. Joseph's Villa and the Kinship Group Home program. There were still loose informal interactions with St. Ann's Home and Genesee Settlement house, which actually "disaffiliated" in 1984.

It is not the purpose of this work to describe the activities of these organizations after they became separately incorporated. This information can be obtained from each individual agency. The one exception is Camp Stella Maris which remained such an integral part of the Diocese that its activities are described separately throughout.

## **3. Monroe County Initiatives**

### **• a. Introduction**

The diocesan office supplemented the work of Catholic Family Center and the Catholic Youth Organization in Monroe County through:

- Supporting the parish network for chronically homeless
- Participating in community coalitions
- Organizing convenings/forums
- Advocating on public policy issues

### **• b. Parish Network for Chronically Homeless**

In 1982, Catholic Charities developed a parish network for chronically homeless persons. Participating parishes were Blessed Sacrament, St. Augustine and St. Bridget churches. Parish facilities, staffed by volunteers, were used on a rotating basis to provide overnight accommodations. In the winter of 1982-'83, 305 persons received 5,605 nights of hospitality. For the 1983-'84 year, 250 ecumenical volunteers provided 5,400 nights of care to homeless men and women.

### **• c. Community Coalitions**

Catholic Charities leadership helped organize and participated in several important community coalitions including:

- Charlie Mulligan played a key role in organizing in 1981 a 26 member agency coalition to address the problem of teen pregnancy. The group sponsored six community forums. Father Mulligan chaired the committee which drafted a five-year community proposal for federal funding. The group also promoted the development by the Rochester City School District of a core curriculum on Family Life and Human Sexuality. With Catholic Family Center and volunteers, a new program for adoption education was planned. In 1983, this Community Coalition on Teen Sexuality conducted a colloquium for clergy and religious in the Monroe region. This work continued until the end of this time period.

- Catholic Charities also took the lead role in organizing the Community Committee on Cuban/Haitian Refugees. Through this work, Catholic Family Center received 17 Haitians into parole after their release from Raybrook and co-participated in the defense of 13 Haitians in Buffalo before the Immigration and Naturalization Services.

- **d. Convenings/Forums**

During this time period, Catholic Charities leadership organized several convenings or forums including:

- During 1982, convening of community groups that were planning housing for transient and homeless people

- During 1983, a convening which promoted collaborative planning involving the United Way and Monroe County Department of Social Services in submitting a consortium proposal for \$154,000 of FEMA funds for homeless persons

- The “Mirando Al Futuro” convening held on October 20, 1983 to examine Catholic church services, structures and organization as they related to the Hispanic community in the Greater Rochester Area. The convening on the Quality of the Mental Health Care system to examine the strengths and weaknesses of the system and develop an “Agenda for Action” to improve the system (Recommendations were then presented to Governor Cuomo, County Executive Lucien Moran and various leaders in the state in mental health services)

- **e. Public Policy Issues**

In addition to coalitions and convenings, Charities leadership advocated on several other issues including:

- Espoused positive community sentencing alternatives and opposed jail expansion in Monroe County to relieve overcrowding
- Opposed closing of Craig Developmental Center in Sonyea
- Requested restoration of 40 staff cuts at Rochester Psychiatric Center so that quality of care at the center could be enhanced
- Opposed the Simpson-Mazzoli bill at the federal level

## ● J. THE RENEWAL OF SOCIAL MINISTRY

### 1. Introduction

There are always growing pains in the evolution of any new organization. While the formal process for Renewal of Social Ministry was initiated in early 1984, there was, even from the time of the adoption of the “Catholic Charities of the Future” report, internal discussion of organizational issues which led to the formal renewal process.

This section describes the evolution of the process, the process itself and the final outcome in the following parts:

- Early Issue Discussion 1979-’83

- The Renewal Process January 1984-June 1985
- The New Social Ministry Structure July 1, 1985
- The Creation of the Genesee Valley Office of Social Ministry 1985

## 2. Early Issue Discussion 1979-‘83

### • a. Introduction

Two major underlying issues emerged very early in the new organizational structure: the relationship of Regional Agencies to the Diocesan Office of Social Ministry and discerning the best way to carry out advocacy activity. Described here are:

- Catholic Family Center – possible separate incorporation
- Social Ministry Policy Table discussion

### • b. Catholic Family Center – Possible Separate Incorporation

In September 1979, at the very same time that Bishop Clark was accepting the “Catholic Charities of the Future” report, the Catholic Family Center Board developed a proposal to incorporate separately.

Recall that in May 1950, Catholic Family Center was created as an amalgamation of various service functions into one agency which was a member agency of Catholic Charities of the Diocese of Rochester and received its legal status from Catholic Charities.

There had been initial discussion about separate incorporation in 1973 because of the inability of Catholic Family Center to take title to a group home located on Buckingham Street. Discussions were suspended with the creation of the Office of Social Ministry in 1977, but resumed in the context of a November 1978 meeting about an affiliation agreement with Catholic Charities. Members of the Catholic Family Center Executive Committee then met with Auxiliary Bishop Joseph McCafferty, Charlie Mulligan and Moe Tierney and it was agreed that no action would be taken until the arrival of a new Bishop.

The Board then developed a proposal for separate incorporation because there were certain restrictions on what CFC could do because it was not a legal entity and, because the lines of authority between CFC and Catholic Charities were unclear, plus it was felt that separate incorporation was needed to attract strong, committed Board members. The specific proposal for separate incorporation envisioned:

- The Bishop or his representative would be a permanent Board member.
- The Board would be self perpetuating.
- Catholic Family Center would maintain permanent affiliation with Catholic Charities (Disaffiliation would require unanimous [obviously including the Bishop] Board approval.)
- The Board of Directors would have authority to sell, mortgage, rent property, authorize loans, accept gifts, etc.

This proposal did not gain approval, but is important because it identified important issues that would be addressed in the renewal process and

beyond.

In fact, an operating agreement was formally approved in 1983 which clarified relationships and helped strengthen the over-all organization.

• **c. Social Ministry Policy Table**

Discussions on the evolving organizational structure occurred at the Social Ministry Policy Table throughout the time period.

Even before the Southern Tier office was officially opened, there was discussion between Charlie Mulligan and Joe Weider about what would be the relationship between Kinship and the new Southern Tier Board.

It was agreed in October 1980 that the Southern Tier organization would complete negotiations about its relationship with the Department of Justice and Peace before beginning discussions with the Institutional Ministry Department.

On May 28, 1981, the Social Ministry Policy Table (Charlie Mulligan, Mary Heidkamp, Neil Miller, Moe Tierney, Claire Roland, Lourdes Perez-Albuerne, Bill Spilly and Bill Privett) held a day-long session in which all present were asked to offer their perspective on issues to be addressed “in working together.” Two particular issues addressed were how to determine priority advocacy issues and developing services for handicapped persons. There was also a report from a recently created Family Ministry Task Force.

Again, at a similar meeting on November 5, 1981, there was agreement that the group needed to develop methods for leadership training, spiritual development and better integration of the various components.

At a meeting held on January 10, 1982, on recommendation of the Family Ministry Task Force, it was agreed that each area would develop a booklet on emergency services available for family problems.

A very significant moment in the evolution of the overall governance structure came at the April 22, 1982, meeting of the Social Ministry Policy Table. Great concern had been expressed that the nascent Board of the Finger Lakes Office of Social Ministry had not sufficient involvement in the hiring of Giovina Caroscio as Executive Director. The concern was not about Giovina but rather about the process. This discussion led to creation and adoption of a statement of “Policies Governing Relationships Between Regional Boards and the Division of Social Ministry.” This seminal document clarified three important elements in such relationships:

- The dual responsibility of the Executive Director to the Board and the diocesan office
- “Reserved powers” exercised by Diocesan Board and members
- The joint hiring process

Here for the first time were made specific some of the concepts of the decentralized governance structure which had been broadly described in the Catholic Charities of the Future report. Thus was put in place for the first time the basic framework which has been the foundation of the governance structure for more than 25 years.

At another important meeting on June 11, 1982, the staff heard a presenta-

tion from Paul Kazmierski from RIT who had been hired as a consultant to suggest possible organizational restructuring approaches. This was in many ways the formal beginning of the renewal process. At that meeting, Charlie Mulligan indicated that he planned to step down as director effective June 30, 1985, that Father John Firpo had been designated as his successor, and that John would begin a three year education and orientation process.

There was a follow-up meeting with Paul at the Office of Human Development on September 22, 1982, to help frame the parameters of his study. As a result of this meeting, Paul proposed a week later that his study should focus on the following:

- Mission of Social Ministry
- Resources
- Governance
- Cooperative spirit
- Formal relationships
- Relationships with the Southern Tier and Finger Lakes offices

Discussion continued at the February 16, 1983, meeting, about the need for the Department of Justice and Peace to clarify relationships with the Finger Lakes and Southern Tier offices. It was also indicated that Father Firpo would spend some time in “in-service training” while also taking summer school classes.

It was announced at the April 27, 1983, meeting that Sister Mary Jean Smith SSJ would work in the Office of Social Ministry for the 1983-84 program year.

Charlie Mulligan announced further steps in the evolving organization in a May 19, 1983, memorandum indicating:

- Catholic Family Center would become the human services component of the Office of Social Ministry for Livingston and Monroe Counties.
- The Diocesan Board of Catholic Charities would become the Diocesan Board of Social Ministry.
- Jim Maloney from CFC and Joyce Strazzabasco from C.Y.O. would be added to the Social Ministry Policy Table.

In July, the group reviewed the final draft of the proposed Renewal of Social Ministry, with the hope that a committee to discuss implementation would be appointed in the fall. It was reported that Moe Tierney had been appointed as head of a group to establish common fiscal policies.

In September, each of the component groups was asked to appoint three persons to a committee to consider the Renewal document. The first meeting was held on November 19, 1983.

Social Ministry leadership met with Bishop Clark on November 28, 1983, addressing these matters:

- Renewal of Social Ministry
- The Parish Social Ministry Project in Tompkins and Livingston counties
- The Diocesan Volunteer Service Corps program
- Central America issues

- Certification of chaplains Issues addressed at the end of 1983 included:
  - “Working CFC into the Annual Appeal”
  - Further review of the Renewal proposal
  - A meeting between Kinship and the Catholic Charities Board to discuss long-range plans
  - What to do about the Family Life Office in restructuring
- Thus, the stage was set for forwarding the Renewal process in early 1984.

### **3. The Renewal Process January 1984-June 1985**

#### **• a. Introduction**

Described here are:

- The Renewal Process
- The Discernment Process
- Implementation Activities January-June 1985

#### **• b. The Renewal Process**

The 18-month process that led to the Renewal of Social Ministry began with a document drafted by Father Charlie Mulligan on January 6, 1984, which outlined the need for renewal, problems with the present structure, the method of renewal and process for renewal.

The section of need for renewal summarized the office’s evolution over the seven years after it was established.

The report then indicated that while these developments “represented solid progress,” there were four fundamental organizational problems:

- Problems Regarding Accountability and Authority
  - Need to establish an effective governance relationship between the Diocesan Board and Boards of the Southern Tier and Finger Lakes office
  - Two sets of personnel policies
  - Chaplaincy services having little relationship to Catholic Charities
  - Little communication between various Boards and Commissions
  - Unclear dual accountability to Boards and Director of social ministry
  - No overall planning vehicle
- Problems and Inconsistencies in Regard to Funding
  - No clear policy in funding central offices
  - No diocesan funding to CFC or C.Y.O.
  - No policy defining which programs should be funded by United Way
- Problems Regarding Relationships Between Agencies and Regions in the Diocese
  - Difficulties in relationship between the Commissions themselves and then the commissions with Regional Boards
  - No formal group dealing with the Genesee Valley Region (Monroe and Livingston)
  - CFC and C.Y.O. established to be diocesan agencies but because of funding served primarily Monroe County

- Catholic Charities lacking a clear policy of direct service operation
- Problems in Communications
  - Little knowledge in parishes of Social Ministry
  - Confusion over mailings to parishes
  - The difficulty in presenting a united sense of the whole to the public at large

The document then turned to a description of the method of renewal. It articulated the need to develop a new structure but not one based solely on efficiency. Charlie urged that there be deeper examination of the Christian orientation of the agency which would give perspective for designing a new structure. He outlined three sources for developing such a perspective:

#### The Signs of the Times

Marriage, family, the individual and the primary group

- The neighborhood, town, city and county as a setting for our lives
- Our responsibility in the state, the nation and in the world

#### Universal Principles Governing this Process

- Appropriate legal support and empowerment of the poorest, the weakest, the most marginal and exploited members of our society
- Respect for and fostering the appreciation of the sacredness of human life in all its stages
- Maintaining a Christian view of the social nature of property and the goods of the earth
- Respect for the dignity of human work and the right of people to work
- A fundamental commitment to the unity of all peoples and constant need for reconciliation and forgiveness in striving for a society of justice and peace
- Supporting the Christian dignity and witness of marriage and family life
- Seeking to enhance individual, family or group responsibility for actions and decisions and advocating their right to participate in the decisions affecting their lives

#### Particular Principles Governing this Process

- Two basic goals must be included: the unity of the Diocese calls for an effective mechanism of decision-making and action which is representative without demanding months of deliberation. Secondly, each local region should feel ownership of its local Board and be able to make particular decisions reflecting its own character.
- Social Ministry must find a way of providing service and, at times, prophetic advocacy which may not meet with popular approval. When an agency depends on government and private sources of funding, as Social Ministry surely must, it is hard to make statements on issues such as the death penalty.
- Stewardship and a careful monitoring of resources should characterize all

programs and evaluations of the ministry.

- The involvement of volunteers in both issue and service programs should be promoted. The volunteers should be allowed full participation in groups at an appropriate level; for example, programs helping the sick may be done on a neighborhood or parish level, whereas programs examining issues of international justice may be better done on the county level.
- Whenever possible, programs should be ecumenically based. Good examples would be the cooperation between the Episcopal Diocese and the Roman Catholic Diocese in the Bishop Sheen Ecumenical Housing Foundation. At the same time, ecumenical cooperation should not diminish the clarity of the foundational values of the program or issue.
- Boards should not substitute for the participation of groups, parishes and other constituencies affected by the decisions of those Boards within the Church. Convenings and hearings should be used as an ordinary instrument of Board policy and decision-making.
- Similar structures should be established in all areas of the diocese. It is important that local structures be established in all areas of the diocese. It is particularly important that local structures be established in the Monroe and Livingston counties area to provide a clear separation between diocesan functions and Regional functions.
- The Bishop's Annual Appeal should provide funding for the leadership staffing within Social Ministry. The funding of emergency needs and local human service programs should come from the resources of each local area except when these resources are obviously inadequate.

Charlie concluded the document by outlining the proposed process for renewal. He indicated that the draft had been revised several times and approved by a working group in the diocese and also that it had been approved by Bishop Clark. His vision was that the director would propose a list of 20 persons, including Board and staff from the five departments of Social Ministry, as well as general representatives of the parish and persons with particular expertise. From this list, the Bishop would select a group of 11 who would select their own chair and be responsible for the final report. Staff assistance would be provided by Charlie, Lourdes Perez-Albuerne and Jim Lund. The Jesuit Center at Wernersville would be hired as consultants. In general, the timetable envisioned was that the committee would develop a proposed organizational design by September 1, 1984 and that the fall would be a time for consultation within the social ministry structure and the diocese more generally.

### • c. The Discernment Process

The discernment process was initiated on January 25, 1984 with the hiring of Harry Fagan as a planning consultant. Harry had begun his Church work in Cleveland in the 1960's. He had become active in social concerns as the Director of the Commission for Social Action in Cleveland. In 1983, he and Father Phil Murnion co-founded the National Pastoral Life Center. (Following Harry's death in 1992, an award was established in his honor by the National



Human Development Roundtable.)

In March and April, these matters were discussed by the Planning Committee and staff:

- In review of the organizational chart, the need for job descriptions for the three associate directors of Social Ministry (Catholic Charities, Department of Justice and Peace, Institutional Ministry)
- The role of Boards
- The role of a dioceses-wide service organization
- The need to have Regional Board representatives on the central Board

It was hoped that further meetings in May and June would lead up to a session with Harry Fagan on June 28.

In May, it was agreed that Father John Firpo needed to be involved in the restructuring process, and there was extensive discussion about the Renewal Process at a June 21, 1984, meeting with Board chairs and Executive Directors.

The session with Harry Fagan on June 28, 1984, focused on the “Signs of the Times” outlined in the January proposal:

- Family life
- City/county/Regional
- State/federal/international

By June 30, 1984, it was reported that there had been three meetings of what had become the Committee of 18. Included had been overview briefing on social ministry, discussion of plans for the Monroe-Livingston region and discussion of Diocesan staffing involving central staff and Justice and Peace staff. Smaller groups had been appointed to work over the summer to develop more specific plans.

In October 1984, these developments were reported:

- A draft proposal had been created for the establishment of the Genesee Valley Office of Social Ministry.
- Mary Heidkamp would write to the three Board chairs of components within her department seeking input.
- There was further evolution of plans for Diocesan staffing.
- Moe Tierney would create within Catholic Charities a Commission on Disabled which would include the Community Residential Programs.
- Charlie would prepare a report for presentation to parishes.

The committee met on November 13, 1984, to prepare the final draft of the renewal document to Bishop Clark who approved it in late November 1984, for implementation July 1, 1985, bringing to conclusion the decision-making phase of the process.

#### **4. The New Social Ministry Structure July 1, 1985**

##### **• a. Introduction**

The new structure would become effective July 1, 1985, is presented here followed by a description of the Genesee Valley Office of Social Ministry (serving Monroe and Livingston Counties) which was created through this process.

## • b. The New Social Ministry Structure

The vision and structure of the new Social Ministry was described comprehensively in a document written by Charlie Mulligan in December 1984. It described Social Ministry as a concept, reviewed the context in which the renewed structure was developed, enumerated the reasons why change was needed, put forward a proposal for renewal of the Parish Social Ministry and described the new role of Regional and diocesan offices.

Three sections are especially relevant to this document:

- What is Social Ministry?
- The Renewal of the Regional Office of Social Ministry
- The Diocese-wide Office of Social Ministry

These areas of the report read as follows:

### • What is Social Ministry?

“The phrase ‘Social Ministry’ describes the work of believers in the world. Christ has called us to transform this earth through our love, work, celebration and learning. As an explicitly organized community, the Church is engaged in the life of this world. The following terms describe the role of the Division of Social Ministry within the many levels of the diocesan Church.

#### *Training*

The Christian community is called to prepare people for action by training the many groups (on both the parish and diocesan levels) which seek to respond to the needs of people for justice and love. The substance of that training is drawn from scripture, the social teaching of the Church and includes the skills necessary to work for social change and to provide service within the community.

#### *Active Service*

The Church is called to respond to the human needs of individuals and families by promoting and, when appropriate, providing reliable and quality care. These needs might be emergencies, newly generated or long standing. Special priority is given to the economically poor and socially marginalized people.

#### *Working for Change*

The people and institutions of the Church proclaim the dignity of all people by mobilizing in a hopeful way to seek legislative or administrative change in our society. Our public and private social structures should be flexible enough to meet the needs of all people.

#### *Unity with Institutionalized People*

The Church cannot be limited by the walls of institutions in which people live. At all levels, we are called to form Christian community encouraging the full participation of institutionalized populations in the social life of our communities. We work both formally and informally to recognize and welcome the sick, disabled, imprisoned and those separated from our communities.

#### *According to Christian Principles*

The behavior of the Church within our society should proclaim that justice and love are one, that forgiveness and social change go hand in hand and that the power of God and human efforts do not contradict one another. Training, active service, working for change and including institutionalized peoples are the essence of Social Ministry. This we are called to do in a way which recognizes the behavior of Christ as definitive for us.

- **The Renewal of the Regional Office of Social Ministry  
Its Relationship with Parishes**

The insights of the parish Social Ministry Committee play an important role in giving direction to the Regional Office of Social Ministry. A good relationship between the Regional office and the parish is critical. The following strategies are appropriate:

- Connect with Parishes

A Regional, bi-monthly social ministry meeting might be established within every county of the diocese. This should be attended consistently by members of the Regional Board and staff. Two-way questioning, reporting and planning should be the heart of the Regional social ministry meeting.

- Parish Participation in Regional Boards

The Board of the Regional Office of Social Ministry should solicit nominations from the Regional social ministry meeting. The nominees do not have to be participants in the Regional social ministry meeting. The Regional office of social ministry should seek parish leadership to assist in Regional projects.

- Joint Planning

There should be a bi-annual consultation with parish committees conducted on a diocese-wide basis through the Regional offices of social ministry. The purpose of this consultation would be to help parishes select and prioritize needs and issues.

- Communication

Parishes should be notified in advance of all activities which may affect them significantly.

- **The Three Regional Offices of Social Ministry**

There shall be three Regional Boards of social ministry in the Roman Catholic Diocese of Rochester:

- The Genesee Valley Office of Social Ministry made up of Monroe and Livingston counties

- The Finger Lakes Office of Social Ministry made up of Wayne, Cayuga, Ontario, Seneca and Yates counties

- The Southern Tier Office of Social Ministry made up of Tioga, Tompkins, Chemung, Schuyler and Steuben counties

- The Powers of the Regional Boards

- Inclusive

Each Regional office shall be a legal subsidiary of Catholic Charities, Inc. and shall have full responsibility for the programs of Catholic Charities, Justice and

Peace and Chaplaincy Services according to the policies of the Diocesan Board.

- Restricted Powers

Nominees to the Regional office Boards shall be approved by the Diocesan Board of Social Ministry. The Regional Board shall act within the organizational purposes and policies of the Diocesan Board in regard to finance, personnel, philosophy, planning, budget and legal structures.

- Planning and Relationships

The Regional Board shall facilitate all program planning and development within the region and develop relationships with the counties, the United Way and other third-party funders to provide services.

- Directive

The Regional Board shall approve policies, directions, priorities and operating plans for the region.

- Leadership

The Regional Board shall promote social ministry education, training and convene appropriate people on selected issues and problems.

- Coordination

The Regional office shall coordinate programs within the region including those conducted by diocesan-wide human care and social justice agencies. This Board is also called to coordinate parish, Regional or agency social ministry programs when appropriate.

- Communications

The Regional office shall cooperate in the reporting and linking systems with the diocesan office.

### • **The Regional Director**

The Regional Director shall implement all programs within the designated counties. The hiring of the Regional Director shall be accomplished jointly by the Regional Board and the Office of the Bishop. Insofar as the Regional Director is the representative of the Bishop, there must be a direct line of accountability to the Director of Social Ministry. Insofar as the Regional Director implements programs and policies for the Board, the director is accountable to that Board.

### • **The Regional Staff**

Each Regional office shall have staffing appropriate to the performance of the following functions:

- Developing training and other programs leading to the convening and empowerment of people
- Fostering program development by seeking the monies needed to carry out the purpose of the Regional office
- Establishing appropriate human care services needed to respond to the people
- Coordinating the response of parishes and volunteers to institutionalized people in the region

## • The Diocesan-wide Office of Social Ministry

### • Introduction

Just as a Regional office of social ministry will enhance the effectiveness of parish Social Ministry Committees, the diocesan-wide office will enhance the role and effectiveness of the three Regional offices of Social Ministry. Regional influence in the diocesan-wide office will be exercised in the following ways:

- Membership

The Board of the diocesan-wide office shall have at least three members from each region.

- Presence on the Executive Committee

The presidents of the three Regional Boards or their delegates shall be part of the executive committee of the diocesan-wide Board.

- Staff

The directors of the three Regional offices shall be part of the Social Ministry Policy Table entrusted with the coordination of social ministry for the diocese including the planning and budget cycles.

- Committee presence

When there are specific ad hoc committees on the diocesan level, there shall be a polling of the Regional Boards and directors for nominees.

#### Specific Tasks of the Diocesan Board

- Establish policy for the Division of Social Ministry

- Accomplish at the diocesan level needed advocacy on issues pertaining to the state, national and international levels

- Monitor (and at times direct) particular issues which occur within a region when special circumstances highlight the significance of such issues.

- Implement a common planning and evaluation cycle for all programs within the division

- Advise the Bishop

- Develop, coordinate and approve the annual division ministerial plan and budget

- Promote good communications within the division, between the divisions, between the division and the local Church and with the broader community.

- Develop common personnel policies with an integrated promotion plan.

- Promote fund development and fundraising on a general level for all regions within the diocese

### The Diocesan-wide Staff

#### • Director of Social Ministry

Generally, this person serves the Bishop as a division director and as an advisor. The director also serves the Board as the executive. This dual accountability requires that the director be hired by the Bishop with advice from the Board. The following is a brief description of the duties of the director of social

ministry:

- Provides staff to the Board and the committees of the Board
- Is the chief spokesperson for the Bishop on social ministry issues
- Chairs staff committees which coordinate the work of the diocese
- Leads the planning and budget process
- Associate Directors

Each of the three major program areas of the Division of Social Ministry will have an associate director on the diocesan level. Thus, there will be an associate director for Catholic Charities, for Justice and Peace and for Chaplaincy Services.

- Assistant Director

Because of the heavy responsibility of the diocesan-wide Board in regard to financial policies, personnel policies and the planning and budget cycle, an assistant director shall be part of the diocesan-wide staff for that purpose.

### • c. Implementation Activities January-June 1985

While the renewal was officially approved in late 1984, much work had to be accomplished to prepare for implementation July 1, 1985.

As to be expected, there was some resistance to change, particularly in Monroe County. After several discussions, including discussions on the relationship between the Education Department, Youth Ministry, the Youth Council and Social Ministry, ultimately the C.Y.O. and CFC Boards approved the plan for creation of the Genesee Valley Office of Social Ministry.

Other preparation activities included:

- At the February 21, 1985, staff meeting, these matters were addressed:
  - There was agreement that Mike Bausch would start his assignment as Executive Director of Genesee Valley Office of Social Ministry effective May 6, 1985.
  - At the same meeting, discussion ensued about the Regional offices and process of diocesan-wide services, including Human Life, Campaign for Human Development, services to disabled persons, and Family Life services.
- At the March 5, 1985, staff meeting these matters were addressed:
  - There was discussion with Margaret Demeo, recently appointed Director of the Office of Family Life about a diocese-wide vision of Family Life, with recognition that there was not much activity in the Finger Lakes and Southern Tier.
  - Discussion also occurred about how to recruit members for the newly created GVOSM and Diocesan Catholic Charities Board.
  - It was announced that Charlie Mulligan had taken responsibility for hiring a new Executive Director for the Southern Tier office.
- At the March 27, 1985, staff meeting, these transition matters were addressed:
  - It was agreed that Moe Tierney would convene another meeting of Margaret Demeo and Regional Directors to discuss a diocese-wide

vision of Family Life.

- There was discussion about space allocation at the Pastoral Center, since the 750 W. Main St. office was being closed.
  - It was agreed that Diocesan Catholic Charities would assume administrative responsibility for the Bishop Sheen Ecumenical Housing Fund.
  - It was reported that choices were being made for membership on the Diocesan Catholic Charities Board.
  - At the April 15, 1985, meeting these matters were addressed:
    - It was announced that staff at GVOSM would include Mike Bausch as director, Bill Privett to help with research and development, and Sister Chris Wagner as Justice and Peace staff person.
    - It was also indicated that staff of the Diocesan Office at 1150 Buffalo Road would include John Firpo, Mary Heidkamp, Dorothy Kaiser, Moe Tierney, Paul Pickering, Greg Zuroski, Allynn Smith, Margaret Demeo, Sister Rosario Hughes RSM (part-time), Sister Clare Roland SSJ, Judith Slivak, Debbie Ferris-Morris and Sister Siena Cameron.
    - It was agreed that while Bishop Sheen Ecumenical Housing Foundation, Inc. would move for the time being to 1150 Buffalo Road, it would at the same time apply to the Episcopal Diocese for office space.
  - On May 1, 1985, it was announced:
    - Bill Wynne would chair the Diocesan Catholic Charities Board.
    - John Oberlies would chair the GVOSM Board.
  - On June 5, 1985, Harry Fagan was present at this last planning meeting of the Social Ministry Policy Table, which addressed these matters:
    - Definition of the role of the three assistant directors (Tierney, Heidkamp, Roland) and their relationship to Regional offices
    - Agreement that John Firpo and the three assistant directors would regularly meet with Regional Directors
    - An orientation of Regional Directors to Chaplaincy Services
    - Beginning discussion on creating a covenant between the diocesan office and Regional offices
  - At the June 18, 1985, meeting between central staff and Regional Directors, the major area of focus was the role of the central staff.
- Thus the stage was set for the new organization to begin functioning July 1, 1985.

## **5. The Creation of the Genesee Valley Office of Social Ministry 1985**

### **• a. Introduction**

As early as 1979, there was discussion about particular problems in the Monroe and Livingston County area which should be addressed in the renewal process. A December 24, 1984, document written by Social Ministry staff

describes the origins and proposed functioning of the new office within the context of the overall renewal. Following a summarization of this document will be description of early implementation activity.

• **b. The Genesee Valley Office of Social Ministry**

The December 24, 1984, document begins with a discussion of challenges raised with the creation of the Office of Social Ministry and its early activity. They were recognized as:

- Services to parishes needing more assessment
- Lack of services in Livingston County
- No comprehensive planning process
- Few planned relationships among agencies and between agencies and parishes
- No unified institutional change
- Conflict in managing Regional/diocese-wide priorities

Therefore, the goal of establishment of the Genesee Valley Office of Social Ministry was identified as:

“unifying the separate operations of Catholic Charities, Justice and Peace and Chaplaincy under a single Regional Board of Directors. This Board will have the tasks of comprehensive planning, priority setting, coordination of program development, service and social justice advocacy, financial management and communication in the Genesee Valley Region, i.e. Monroe and Livingston Counties.”

The plan called for the establishment of Regional Social Ministry meetings as a way to better communicate with parishes. It also envisioned the creation of subsidiary councils as the first level of agency planning and management for the operation of the 70-plus programs.

Plans called for creation of eight councils: Catholic Charities, Catholic Youth Organization, Immigration, Refugee Resettlement and Migration, Older Persons, Disabilities, Substance Abuse, Housing. It was envisioned that three department planning and coordinating committees would coordinate the work of Catholic Charities, Chaplaincy and Justice and Peace. It would be the responsibility of the Regional Board to unify the work of these three departmental committees in the region.

Specifics of the work were then described by department.

As was soon to become apparent, this complex set of goals would be very difficult to reach.

• **c. Early Implementation Efforts**

The highlights of early implementation efforts were:

- Following nearly a year of discussion, there was put forward for the first time formally in October 1984 a specific proposal for the office’s creation and functioning.
- In early 1985, there was agreement that GVOSM would initially have three staff persons: a director, research and development person, and a justice and peace staff person. It was recognized that the central office



justice and peace departments would take primary responsibility for issues analysis and resource material development, and that the GVOSM justice and peace staff person would focus on developing relationship with parishes.

- On April 27, 1985, it was indicated that John Oberlies was heading up the formation of the new GVOSM Board.
- Father Mike Bausch began his work as Executive Director on May 6, 1985.
- In May, it was indicated that the other two GVOSM staff persons would be Bill Privett and Sister Chris Wagner.

So the stage was set for another important effort in the evolution of the Office of Social Ministry.

## ● K. CONCLUSION

The adoption of the plan for the Renewal of Social Ministry brought to conclusion what had been a nine year effort since the appointment of Charlie Mulligan as Diocesan Director of Social Ministry to “remake” Catholic Charities.

In a ten year timeframe, not only had there been extensive and effective advocacy and parish-related activities, but staff and Board leadership had expended countless hours shaping a structure designed to integrate direct service and advocacy activities. Certainly there were and would continue to be growing pains, but the work described here was truly “leading edge” in advancing the vision of Catholic Charities envisioned in the 1972 Cadre Report.



*-Courtesy of Kinship Family and Youth Services*

Kennedy House in Perkinsville, first Kinship project



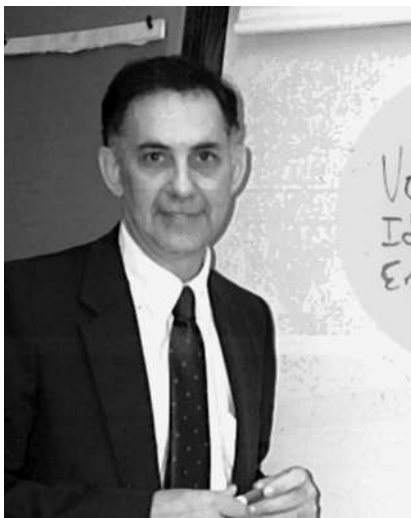
*-Courtesy of Catholic Charities of the Southern Tier*

Bishop Clark and Tony Barbaro, Executive Director Catholic Charities of Southern Tier 1985-2003, Associate Diocesan Director 2003-present



*-Courtesy of Catholic Family Center*

Pat Fox, longtime Catholic Charities volunteer and coordinator of Catholic Charities USA 1999 Annual Meeting



*-Courtesy of Catholic Charities*

William Privett, Associate Diocesan Director Catholic Charities 1979-1989



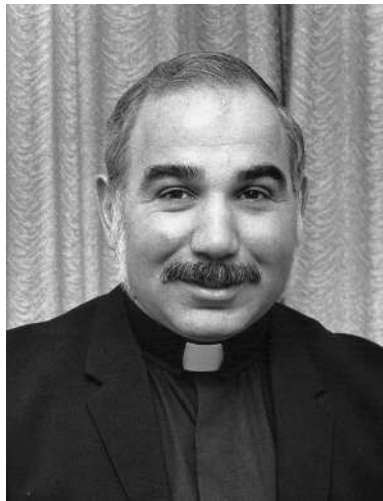
*-Courtesy of Courier Journal, June 1988*  
Catherine Wobus, Catholic Family Center 1948-1988



*-Courtesy of Catholic Charities of the Finger Lakes*  
Giovina Caroscio, Executive Director Catholic Charities of the Finger Lakes 1982-2003



*-Courtesy of Food Bank of the Southern Tier*  
Second Food Bank facility, Elmira Heights 1984

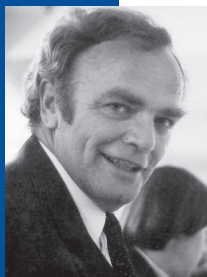


*-Courtesy of Catholic Charities*  
Father Neil Miller, Executive Director, Southern Tier Office of Social Ministry, 1980-1983

1985



*-Courtesy of Catholic Family Center*  
Dedication of Hannick Hall (March 1983), Restart Drug  
Treatment for Women in Newark



*-Courtesy of Catholic Charities*  
Maurice Tierney, Diocesan Director of Catholic  
Charities within the Office of Social Ministry  
1977-1991

TO 1993

# CHAPTER SIX

# THE FURTHER DEVELOPMENT OF THE OFFICE OF SOCIAL MINISTRY

## 1985 – 1993

### ● A. INTRODUCTION

The Renewal Process completed more than five years of activity to implement the concepts envisioned in the 1979 “Catholic Charities of the Future Report.” As indicated in the previous chapter, there were numerous organizational challenges which were addressed as the process unfolded. Those who came into leadership positions at the Board and staff level in the summer of 1985 recognized that there were many matters still to be addressed in creating an effective and well-functioning organization. Staff leadership at the time of the transition included Father Firpo, Lourdes Perez-Albuerne, who had replaced Mary Heidkamp as Director of the Department of Justice and Peace, Moe Tierney, Tony Barbaro and Giovina Caroscio. They were assisted by leadership from the newly reorganized Diocesan Board, particularly Board President Bill Wynne, John Oberlies, Ed Nowak, Mark Greisberger, Gaynelle Wethers, P. David Finks and Cathy Cain.

It would take seven years of hard work to sort through the many areas that needed clarification. This chapter describes the specific matters addressed in this time of “growing pains.”

First described is the major issue that arose even before the Renewal process was finished: the creation and evolution of the Genesee Valley Office of Social Ministry.

The second section of this chapter addresses more generally the governance, planning, relationship and staffing issues that consumed so much time in 1985-’89.

The third section, the transition process, describes activities relating to Board organization, bylaws and Strategic Planning that successfully concluded the period of “growing pains” and provided a firm foundation for the future growth of the organization described in the next section.

The fourth section describes the “new beginning” made possible by acceptance of revised bylaws and a strategic plan in 1992.

The fifth section describes the evolution of service, advocacy and parish social ministry activities while all these organizational changes were occurring.

## ● **B. THE EVOLUTION OF THE GENESEE VALLEY OFFICE OF SOCIAL MINISTRY 1985-‘89**

### **1. Introduction**

Probably the most radical component of the Renewal of Social Ministry process in 1984-‘85 was the creation of a new Regional office, the Genesee Valley Office of Social Ministry, which was to serve Monroe and Livingston counties, and to function in some fashion as an umbrella agency for the existing Catholic Youth Organization and Catholic Family Center activities.

This section is divided into four parts:

- The Livingston County Parish Social Ministry project
- GVOSM Program Activities 1985-‘88
- The Restructuring Process – the Dollinger Committee
- The “New” Catholic Family Center

### **2. Livingston County Parish Social Ministry Program**

An important early activity in the Genesee Valley was the Livingston County Social Ministry program. Resulting from much planning about parish social ministry, Pam Masterson, a social worker, was hired as parish social ministry coordinator for Livingston County on October 11, 1984. Her office was located in the basement of St. Agnes Church in Avon, due to the generosity of its pastor Father Charles Bennett. (Other key leaders were Deacon Owen Bowers, St. Agnes; Father Ron Gaesser, pastor St. Columba/Caledonia and St. Patrick/Mumford; Father William Gordinier, pastor, St. Mary/Geneseo; Father Jerry Schiffleri, pastor, St. Joseph/Livonia and St. William/Lakeville; Father Ed Zenkel, pastor and Mabel Treadwell, pastoral associate, St. Thomas Aquinas/Leicester and St. Lucy/Retsoff).

During the initial period, activities were numerous and effective. Unfortunately, after about a year, the situation began to come apart. Already at the November 8, 1985, diocesan staff meeting, it was reported that the program had funding problems. It was reported at the February 5, 1986, meeting that problems with the program continued.

Nonetheless, it was indicated in the June 30, 1986, quarterly report that considerable progress had been made in the following areas:

- Grants

- Communication system
- Social action committees
- Christian leadership support network
- Development of a county taxi service
- Advocacy for creation of a day care-center
- Development of a rural volunteer corps
- Advocacy for creation of a CFC Livingston County Committee
- Advocacy for creation of a multi-purpose agency in the county

Unfortunately, the success was to be relatively short-lived. By December 1986, Pam had resigned. In general, the problem was described as the shift from the position's initial focus (to help coordinate response by parishes to human services needs) to an approach of directly serving them. Specifically, the reasons the program did not succeed were described as:

- A poorly written job description for the coordinator
- Overwhelming demands by parishes
- Pam, an excellent social worker, was not interested in a position which had become more administrative in nature

Nonetheless, this project was an important moment in the organization's evolution because it was a good learning experience, but also because it created a foundation for an important future development.

The next interim step was the short tenure beginning in spring 1987 of Greg Haehl as coordinator of Livingston County Social Ministry. A major focus of his work was developing and supporting a Parish Legislative Network.

While this particular effort ended abruptly, it was a significant factor (along with the interest and experience of the Sisters of Mercy, particularly that of Sister Nancy O'Brien) that led Catholic Family Center in 1991 to establish a Livingston County Rural Outreach program, which in turn led to the establishment of Catholic Charities of Livingston County to be described in Chapter Seven.

### **3. GVOSM Program Activities 1985-'88**

The short life of the Genesee Valley Office of Social Ministry was marked by both achievements and challenges.

The staff at the outset included Father Mike Bausch as Executive Director, Bill Privett as resource coordinator, Sister Chris Wagner SSJ as justice and peace coordinator, Mary Kessler as Coordinator of the Pre-cana program, Angie Gallo, coordinator of the Ministry to widowed, Separated and Divorced Persons and Sister Mary Ann Ayers as coordinator of Chaplaincy Services. Sister Mary Ann left her position in March 1986.

Throughout this time, Katie Machi served as Board chair.

Initial Board members were:

- Jann K. Armantrout
- Marcio Caceres
- Carol Crossed
- Robert Dinkle

Richard Dollinger  
Dover Downing  
Greg Emerton  
Father Terence Fleming  
Godfrey E. Guerrette  
Paula Howk  
Frederick J. Lapple  
Eugene R. Lilly  
Kathleen Machi  
Elaine Marchetti  
Beatrice Montgomery  
Judith O'Brien  
Father James Rice  
Donald E. Robinson  
Ramon M. Rocha  
Ray Samson  
Paul Schuh  
Frances Sweeney SSJ  
Jean Troy SSJ

Listed here are major program activities of GVOSM from 1985-'88 because they give a sense of the relationship between GVOSM and Catholic Family Center and C.Y.O., and provide the context in which the restructuring efforts were undertaken. Again, it should be remembered that a major responsibility of the office was vaguely defined oversight of CFC and C.Y.O. activities.

Major program activities undertaken in the 1985-'86 program year included:

- Successful advocacy for resolutions that supported Rochester as a "City of Sanctuary" to welcome Haitian and Salvadoran refugees
- Stabilization of ministries to disabled through the hiring of a coordinator
- Opening of the LILAC Gift Shop at the Rochester Psychiatric Center, the first shop of its kind on a New York state psychiatric campus
- Oversight of the Action Center for the Disabled (which the SEED program was now called)
- Continuing support of the Rochester Parish Shelter Network, composed of St. Bridget's, Corpus Christi and Blessed Sacrament parishes, which provided 4200 bed nights to the homeless of Rochester
- Pre-cana program and the Widowed, Divorced and Separated ministry, both of which continued for the next two years
- Staffing monthly meetings of the urban ministry group

Major program activities undertaken in the 1986-'87 program year included:

- With regard to services to disabled persons, the LILAC program continued and the Action Center for Disabled obtained a grant for the "STRESS WATCH" program through which a full-time social worker served developmentally disabled persons.
- Bill Privett was asked to convene a group to address the needs of families in



the Genesee Valley Region.

- The ownership of the Charles Settlement House facility was conveyed to that separately incorporated organization.
- A task force was created on the needs of farmworkers.
- In terms of justice and peace advocacy, there was continuing support for the “City of Sanctuary” initiative and support for a local city proposal to limit the rights of employers relative to random drug testing. Also, in spring 1987, Ken Maher was hired to replace Sister Chris Wagner SSJ in the Justice and Peace staff position.

Major program activities undertaken in the 1987-‘88 program year included:

- The LILAC and Action Center for the Disabled continued.
- In relation to advocacy activities, there was much controversy about the continuing work of the Monroe County Teen Pregnancy Coalition. While serving as interim Executive Director of Catholic Family Center, Bill Privett was chairing this group and also the Livingston County Network on Family and Sexuality. Both groups were attacked by both liberals and conservatives who did not agree with their application of the principles of Catholic social teaching. (It should be recognized, though, that CFC staff under Bill’s leadership had worked hard with Birthright, Right to Life and others to provide services to unwed pregnant teens.)
- In December 1987, there was established a 14-member ongoing Regional advisory council on personal and family development to recommend areas for involvement of parishes and to authorize a long-range planning effort.
- The office successfully operated the fifth year of the Parish Shelter Network program through which three parishes provided 33 beds per night and two meals to 300 homeless persons.

#### **4. The Restructuring Process – the Dollinger Committee**

From the very first staff meetings of the renewed organization, the structure and functioning of GVOSM was a major agenda item. A personnel policy was adopted by the Board in November 1985. At a meeting on December 10, 1985, involving GVOSM leadership as well as leadership from Catholic Family Center, Catholic Youth Organization, and Catholic Charities, the first proposed structure and delineation of lines of authority (which had been previously approved by the Priests’ Council and Ministerial Review Council) were rejected. The matter was referred back to the Transition Committee for further discussion.

An accomplishment reported in the 1985-‘86 Annual Report was cited as: “Developing with Catholic Family Center and the Catholic Youth Organization a document that defines the mission purpose and operating policies of the Genesee Valley Office. The document provides broad directives to the various agency needs of the future, and tightens lines of responsibility and accountability between the Genesee Valley Office and the Diocesan Office and Board.”

By early 1987, a Transitions Committee, which had been appointed to

oversee the integration of the three organizations, had evolved in what was to become known as the Dollinger Committee, chaired by an active Catholic lawyer, Rick Dollinger. Its membership would ultimately also include Sister Theresa Collins SSJ, Maurice Tierney, Peter Klee, Bill Privett, Marty Mucci, Jama Dodson, Gaynelle Wethers, Evilo Perez and Greg Zuroski.

In March 1987, the Dollinger Committee put forward a proposal for developing a common personnel policy manual for all of GVOSM, including Catholic Family Center and the Catholic Youth Organization.

Already though, by the September 2, 1987, associate and Regional Directors staff meeting, it was indicated that there was need for restructuring of GVOSM and it was agreed that John Firpo and Mike Bausch would begin discussions about this matter.

In late 1987, the consulting firm of Deloitte, Haskins and Sells was hired to develop recommendations on a new organizational structure. They submitted their report on April 16, 1988. The so-called "Kraus Report" both clarified the structural role of justice and peace services in the diocese and proposed a new approach for the Genesee Valley. With regard to justice and peace services, it was recommended that while there should be a central support and resource development function, there should be a justice and peace staff person in each office (perhaps titled somewhat differently in different offices) and that this person, along with serving an advocacy and public policy function, should also be involved in providing programs and services for and with parishes. The report also recommended combining the Genesee Valley Office into one agency with a single Board, a new name and a new Executive Director.

To no great surprise, this recommendation for significant structural change was cause for great angst among Board and leadership staff of the three organizations. The situation was further complicated when Mike Bausch indicated he was resigning as Executive Director at the end of May 1988. Maurice Tierney was appointed as interim successor. There was considerable question about who would have the power to hire and fire the Executive Director, as well as the job title and description of the justice and peace staff person.

As these discussions were underway, John Firpo affirmed at an OSM Executive Staff meeting on June 13, 1988, that this evolution in structure had been envisioned earlier and in no way undermined the concept of social ministry.

By August 1988, these further details had been roughed out with regard to the proposed restructuring:

- There would be one Board.
- The name of the organization would be the (new) Catholic Family Center.
- Any current member of any of the three Boards would be welcome to serve on the new Board.
- The new Board would be given new powers: approving the selection of Board members and the right to hire and fire the Executive Director.
- The Executive Director would have complete responsibility for administer-

ing the agency.

- There would be a justice and peace staff person.
- The new Executive Director would be selected by a committee of the three current Board chairpersons and the Diocesan Director of Social Ministry. In addition, the hiring would need the approval of each of the existing Boards.
- The Board chairperson of GVOSM would call the first meeting of the new Board, which would then elect its own officers.
- The existing Boards would act as interim committees until the new Board was in place.

This proposal was approved by the Catholic Family Center Board on August 23, 1988, and the GVOSM Board on August 24, 1988, and subsequently by the C.Y.O. Board. It was indicated that for the time being the process for hiring a new permanent Executive Director was “put on hold” and that Bill Privett, who had been acting as the interim director of CFC since Jim Maloney’s resignation in April 1988, would continue in this position until a new Executive Director was hired.

So was born the “new” Catholic Family Center.

## 5. The “New” Catholic Family Center

On October 12, 1988, GVOSM Board Chairperson Kathy Machi wrote to all members of the three existing Boards, inviting their participation on the new CFC Board. The Board held its first meeting on November 9, 1988.

Obviously, the first order of business was to hire a permanent Executive Director. As the process unfolded, it had been announced that those interested should apply to Father Firpo by November 1, 1988. On December 10, 1988, Father Firpo reported that there were 10 applicants, and it was agreed that the Search Committee could unanimously recommend up to three candidates to the Board. In a decision that was to have momentous positive impact on the new Regional organization and the entire diocesan Catholic Charities structure, Carolyn Portanova was hired as Executive Director on January 25, 1989. She, along with Tony Barbaro, Paul Pickering and Giovina Caroscio would have much influence on how the organization developed over the next 20 years. On May 2, 1989, she hired Jama Dodson, who had been director of C.Y.O., as Associate Executive Director of Catholic Family Center.

## ● C. THE EVOLVING ADMINISTRATIVE STRUCTURE 1985-‘89

### 1. Introduction

As with any new organization, an inordinate amount of time and energy over these years was directed to organizational development. Aspects of that work include:

- Governance Structure and Board
- Mission, Vision, Strategic Planning

- Organizational relationships: regions, departments, other organizations
- Staffing issues
- Centralized services
- Preparing for transition

## **2. Governance Structure and Board**

### **• a. Introduction**

From its creation in the fall of 1985, until it was totally restructured in the fall of 1991, the first iteration of the new Diocesan Board of Social Ministry achieved several notable accomplishments, but also faced significant challenges in overseeing the new organizational structure.

### **• b. Bylaws**

Drafted by a committee that included Tony Barbaro, Rob Robitaille, Maurice Tierney and Board Chairperson Bill Wynne, the Board adopted “Bylaws of Social Ministry of the Roman Catholic Diocese of Rochester” on November 23, 1985. Key provisions included:

- Members of the corporation were the Bishop, the Vicar General, the Chancellor, the Diocesan Director of Social Ministry and the president of the Social Ministry Board.

- Establishing the bylawed subsidiary reserved powers model, the following powers were reserved to the members:

- Amending these bylaws
- Approving candidates for nomination to the Board
- Amending the corporation’s Certificate of Incorporation
- Approving any change in the philosophy, direction and values of the corporation in accord with operating policies to be developed
- The sale of all, or substantially all, of the corporation’s assets
- Merger of the corporation with another not-for-profit corporation
- Corporation dissolution.

- There were to be up to 25 members including the Bishop, three representatives appointed by each of the three Regional Boards, nine members selected by the Bishop in consultation with Regional Boards and other diocesan offices.

- The Division Director of Social Ministry was to act as the corporation’s chief executive.

- Standing subcommittees were to be: Executive, Finance and Nominating, with a provision to appoint special committees as needed.

- There were established Regional Boards who were delegated “such powers and duties as the Board of Directors of the Corporation may determine as necessary and appropriate to effectuate the objectives and purposes of the Corporation.”

- It was stated that such powers and duties would include those of a community-based organization except for these reservations:

- The approval of bylaws and other rules and regulations for the conduct of Regional affairs and the establishment of a final budget.

- Any major change in the mission, philosophy and values of the Regional Board.
- The approval of nominations to Regional Boards.
- The purchase, sale, mortgage or lease of real property and the borrowing of funds in accord with operating policies to be developed. Meanwhile, all matters regarding real property would be referred to the Executive Committee of Social Ministries of the Roman Catholic Diocese of Rochester.
- The approval of nominations for the executive directors of Regional Agencies.
- Consolidation with any other Board or organization.
- The dissolution of the Regional Board and organization.
- Attached to the bylaws were a Standard Chart of Accounts and a draft of Common Finance Policies.

So was launched legally the new entity.

• **c. Board Members**

Through its six-year tenure, the Board was to be blessed with many leaders. Five people were especially influential: Bill Wynne, Al Brault and Gaynelle Wethers who would serve as Board Chairpersons; Mark Greisberger who chaired the Finance Committee; and P. David Finks who had resigned from the priesthood while working in Washington and returned to the Rochester area.

Initial membership included:

<b>1985-'86</b>	<b>1985-'87</b>	<b>1985-'88</b>
Erin Bock	Ted Bertot	Al Brault
Cathy Cain	Margaret Brennan SSJ	William Carreo
David Finks	Roy Farr	Greg Emerton
Kathleen Machi	Mark Greisberger	Ann Marie Kapral Rossi
Evelio Perez-Albuerne	Elizabeth Hughes RSM	Art Michelini
Jose Rivera	Angela Palmieri	Robert Walters
Donald Toyer	William Wynne	Gaynelle Wethers

For the 1986-'87 Board year Ralph Barbalace, Patricia Pickett, Lou Tyrrell and Glenna Wickline replaced Erin Bock, Ted Bertot, Ann Marie Kapral, Art Michelin and Robert Walters.

**3. Mission, Vision, Strategic Planning**

• **a. Introduction**

With considerable assistance from staff, the Board engaged during this time period in a series of activities designed to better define the mission and approach of the organization. Highlights are reported here.

• **b. Annual Planning Process**

An ongoing activity of the Board and executive staff throughout this time was the annual process of identifying organizational and program priorities for

the coming year. Two examples presented here illustrate this activity.

On July 10, 1986, President Bill Wynne wrote to Diocesan Board Executive Committee members Al Brault and Roy Farr outlining his priorities for Board action for the 1986-1987 program year:

- Finance Committee and policies
- Review of the planning process
- Establishment of a program review panel
- Communications
- Advocacy

An example of planning for issue prioritization was identification in January 1988 of the following issues:

- Welfare reform
- Homeless/Housing
- Elderly
- Economic development
- Rural
- Parish Social Ministry Committee training
- Health care
- Family strengthening

#### • c. Values and Mission Statement

Starting in the summer of 1986, attention was turning to developing a long-range plan with an initial focus on values and mission statement. By October 1986, Sister Anne Malloy RSM from the Mercy Center with the Aging was hired as a consultant to help with this process. By February 1987, there was developed a values statement which identified these values as guiding the work of the Office of Social Ministry:

- Dignity of person
- Common good
- Compassion
- Justice

Board and staff then turned to a vision development process which led to a mission statement. On March 24, 1987, the vision statement had been developed on the basis of a letter from Sister Ann Miller RSM which had described key elements which should be included in a vision statement. The vision statement outlined the purposes of social ministry and then perceptions of social ministry. It then presented a vision of the future which addressed no fewer than 30 ideas of what might be done.

A few of the more important ideas were:

- More fully integrate the functions of direct services (including Chaplaincy services) and justice and peace
- Enhance resource development and communications capacity
- Create a Contracts Administration Office
- Create an endowment fund which would produce \$25,000 to \$50,000 per year for operations

- Create mobile service centers to assist in hard-to-reach rural communities
- Explore a variety of housing development efforts
- Develop a comprehensive management system
- Develop and spin off of such project offices as Office of Disabilities, Community-Based MR and MH Services, Rural Life, Older Persons, Family Ministry

On April 14, 1987, Father Joe Hart and Sister Pat Schoelles from St. Bernard's Institute made a presentation to staff on "Moral Theology and Ecclesiological Principles."

Throughout the summer, work continued on developing a mission statement adopted in the fall, which read:

"From its beginnings in 1917, Social Ministry of the Roman Catholic Diocese of Rochester Inc. services the 12 County area of the Diocese. Rooted in Scripture and Tradition which emphasize the dignity of every human person, especially the poorest among us, social ministry participates in humanizing the social order through education, advocacy and the provision of human services."

#### • d. Strategic Planning

Adoption of the mission statement led to a focus on Strategic Planning.

An important moment in the Board's development came at a Diocesan Board retreat held in October 1989 at Keuka College which featured a presentation by John Carr from the United States Catholic Conference of Bishops entitled "Social Ministry and Economic Justice for the 1990's."

At that retreat, it was agreed that the Board would concentrate its efforts on the following principal objectives:

- To direct the programs and response of social ministry toward the empowerment of the poor and the economically marginalized to enable them to become self-sufficient and to exercise control over their own lives
- To be present among the people intended to serve in order to both foster the accomplishments of communities and to work with them in identifying needs so they can respond to these needs in a way which empowers them
- To achieve parish-based social ministry that is constitutive to parish life

This retreat led to the decision to develop a strategic plan to implement four goals:

- To direct resources to empowerment of the poor
- To change social ministry activities from a focus on service needs to a focus on building community
- To achieve "constitutive" parish-based social ministry
- To secure adequate financial support.

The Strategic Planning process never really got off the ground because it was interrupted by the Deegan Report and Organizational Oversight Task Force described in the next section. That section concludes with a summary of the strategic plan adopted in fall 1992.

## 4. Organizational Relationships: Regions, Departments, Other Organizations

### • a. Introduction

An important part of the evolution of the new structure was clarifying organizational relationships. Described here are the evolution of relationships between the Diocesan office and Regional Agencies and among Regional Agencies, relationships involving the three individual departments within the Social Ministry organization, and relationships with outside organizations.

### • b. Relationships between the Diocesan Office and Regional Agencies and Among Regional Agencies

Not unlike many other organizations where there exists tension between “corporate headquarters” and “field offices,” considerable attention was required to address the evolving relationships between the Diocesan office and the three subsidiaries, and among the subsidiaries.

Even at the first diocesan staff meeting in the new structure, held on July 17, 1985, a major agenda item was discussion of mutual expectations: expectations of the diocesan office of Regional Agencies and expectations of the regions of the Diocesan office.

A constant theme running through the discussion about relationships was dialogue about what services should be provided on a centralized basis and what services were better provided on a Regional basis. A good portion of the January 7, 1986, diocesan/Regional staff meeting was given over to this topic.

A series of discussions on the topic concluded at the December 17, 1986, meeting with agreement on the following distribution of responsibilities:

#### **Centralized**

TGA Funded Services  
 Finance Policies  
 Personnel Policies  
 Major Marketing Policies  
 Assessment of Diocesan Needs  
 Diocesan Plan of Action

#### **Decentralized**

United Way Funded Services  
 Regional Finance  
 Assessment of Regional Needs  
 Regional Plans of Actions  
 Justice and Peace Issues

Another major component of the clarification of relationships that was important throughout this period was the question of reporting relationships. At the October 13, 1987, Associate and Regional Directors staff meeting, John Firpo suggested that Regional staff persons should report to Regional Directors and that Associate Diocesan Directors should relate to Regional Directors.

Despite the agreement reached on December 17, 1986, it was reported at the diocesan staff meeting on January 12, 1988 that there were many problems in trying to develop common personnel policies.

At the same meeting, there was discussion about how best to involve Regional Boards in the 1988-'89 planning/budgeting process.

These examples were illustrative of the many issues that were addressed in



clarifying organizational relationships between the Diocesan office and Regional Agencies.

Also addressed were issues between Regional offices. The two major matters of concern were the counseling program in Wayne County and the Counseling Services of the Southern Tier program.

With regard to the counseling program in Wayne County, recall that this activity had been established in Newark in 1978 as a satellite office of Catholic Family Center. When the Finger Lakes office was established in 1982 with a mandate to serve the five-county Finger Lakes area, including Wayne County, the understanding was that when the Finger Lakes office became competent to supervise a professional counseling program, this effort would be transferred to its office.

The decision about this transfer was a matter of major moment during this period and over the next 20 years.

It was addressed for the first time in the reorganized structure at the September 4, 1985, staff meeting. In October 1985, it was agreed that Moe Tierney and Giovina Caroscio would work on a plan for transfer of administrative responsibility for this program from Catholic Family Center to the Finger Lakes office.

This matter was one of five organizational issues addressed at a two-day planning session on November 4-5, 1986. It was again included as a priority in Moe Tierney's 1987-'88 work plan.

In the spring of 1987, Tony Barbaro was appointed chairperson of a task force to effectuate this transfer. The transfer was not completed by the end of 1989. Like events in Livingston County, however, this activity and discussion ultimately led to significant growth of services in Wayne County.

The other ongoing discussion about service responsibility between Regional Agencies was the dialogue about transfer of the counseling program in Corning which had been established in the early 1980's by the Restart Drug Treatment program at Catholic Family Center because that arrangement would provide for better professional supervision.

It was reported at the November 20, 1985, staff meeting that discussions that had been initiated during the renewal process were continuing. This matter was also one of the five organizational issues during the November 4-5, 1986, planning retreat. The matter was discussed again at the September 22, 1987, staff meeting.

In 1988, the program was transferred to Catholic Charities of the Southern Tier.

### **• c. Relationships Between the Office of Social Ministry Departments and Regional Agencies**

Another important element in the evolving relationships within the new structure was the relationship of staff in Regional Agencies to the Associate Director and other staff in the three OSM Departments created in the structure: Catholic Charities, Justice and Peace and Chaplaincy Services.

## **Catholic Charities**

With one exception, the relationships within the Catholic Charities Department functioned the most smoothly. The reasons were that Moe Tierney scheduled regular meetings, there were full-time Regional Catholic Charities Directors in the Regional Agencies, and in general Regional staff were more familiar with and comfortable with human services activities.

Moe convened the first Catholic Charities meeting under the new structure on November 14, 1985 with Bill Privett, Peter Ladley (who started at Southern Tier Office of Social Ministry on October 15, 1985), and Mike Rood from the Finger Lakes office.

In the fall of 1986, Gil Weakland joined these regular meetings when he was hired to replace Peter Ladley. On March 1, 1987, Meg Byrne became the Charities Director at the Finger Lakes office and joined these meetings. In early 1988, Lynn Schreve replaced Gil at the Southern Tier office.

The one exception to this generally positive functioning was the relationship between the Family Life Office of Diocesan Catholic Charities and the Regional Agencies. Generally, there was not staff at the Regional Agencies to carry out programs and over this five-year period there was much discussion about how programs should be organized.

The discussion about how to deliver family life services in the new structure did not get off to a good start when Family Life Office Director Margaret Demeo and her secretary both resigned in September 1985. The resignations prompted discussion at the September 10, 1985, staff meeting about what was an appropriate service delivery model, and it was affirmed that services should be offered on a decentralized basis.

In November 1985, Moe Tierney distributed a study report on Family Life Ministry. After a year of ensuing discussion, including discussion at the November 4-5, 1986 planning retreat, it was agreed at the January 7, 1987, staff meeting that Moe would develop a set of options on how to best deliver this service.

At the February 18, 1987, staff meeting, it was indicated that there would probably be no funding available for the Family Life staff position. In response the Board requested at its March meeting that the staff develop a plan for Family Life Ministry.

At the June 3, 1987, staff meeting, it was indicated that the Family Life Office had been decentralized, and that there were marriage preparation programs and programs for divorced and separated persons being operated at the Finger Lakes and Southern Tier offices.

Moe Tierney's 1987-'88 work plan included leading a Family Life Task Group evaluating the status of Family Ministry and also organizing a convening for Regional Charities staff on Family Ministry.

At the August 18, 1987, staff meeting, it was reported that the Family Ministry Task Force would include Ralph Barbalaco, Glenna Wickline, Gil Weakland, Giovina Caroscio and Angie Gallo. This group first met in

February 1988.

There was discussion at the August 23, 1988, meeting about the structure of Family Life Services, again with the recognition that not much was happening outside Monroe County.

Finally, in 1991, responsibility for sacramental marriage preparation was transferred to the Department of Education, and for the divorced and separated program to Parish Support Ministries.

### **Department of Justice and Peace**

Described here are described discussions about the relationships between Regional Justice and Peace staff and the Diocesan Department of Justice and Peace.

Discussed at a joint meeting of the Office of Social Ministry staff and Justice and Peace staff on November 19, 1986 were: values and operational policies, diocesan and Regional relationships, and centralized and decentralized services. It was affirmed that justice and peace issues selection was a Regional responsibility. (It should be noted that Lourdes Perez-Albuerne had replaced Mary Heidkamp as assistant director of the Department of Justice and Peace in the summer of 1986, after Mary resigned to join her husband who had taken a job in Louisville, Kentucky.)

As reported above, it was agreed in the fall of 1987 that Regional Justice and Peace staff would report to Regional Directors and that Associate Diocesan Directors would relate to Regional Directors.

On May 12, 1988, John Firpo wrote to Lourdes suggesting that discussions around the restructuring of GVOSM provided an opportunity to carry out a renewal process for the Department of Justice and Peace. He asked that the following issues be addressed:

- Different levels of and carrying out advocacy
- Name change to reflect this understanding (e.g. Department of Public Policy and Advocacy)
- A diocese-wide convocation to assist in shaping and implementing our diocesan agenda of public policy and advocacy
- A clearer understanding and acceptance throughout the diocese of the practical role of the parish vis-à-vis public policy and advocacy as a way to live out our preferential option for the poor
- Deeper realization of the Church's social teaching in the diocese, perhaps through a new campaign of education and ownership

Thus began a process that resulted in the development during the summer of 1990 a clearer vision of the work of the Justice and Peace function in the Office of Director. This outcome is described later in this chapter.

### **Department of Chaplaincy Services**

The most problematic Regional-department relationship was that with the Chaplaincy Department, again because of lack of staffing and lack of familiarity with issues.

The first effort to establish such a relationship came with the appointment of

a Chaplaincy Committee by the Finger Lakes Board in the fall of 1985.

On April 26, 1988 Sister Clare Roland SSJ wrote a memorandum about the status of the Department of Chaplaincy Services, in which she expressed the frustration mentioned above. She indicated that the major effort to decentralize the department's services had been to hire a part-time person in the Genesee Valley Office of Social Ministry in 1985, and that that staff person, Sister Mary Ann Ayers, had left after one year. She indicated that she felt that in general Chaplaincy Services were "left out" of the activities of Social Ministry, at both the diocesan and Regional levels. She indicated that consideration had been given to transferring the ministry to the Department of Personnel. She indicated that such a transfer would benefit Chaplains, but might not be in the best interest of institutionalized persons. She recommended that the name of the department be returned to Institutional Ministry and that her role be strengthened in hiring chaplains and fostering their relationships with Regional offices.

Unfortunately, these changes were not implemented, and in 1991 the program was transferred to the Department of Personnel in the diocese.

#### • d. Relationships to Other Organizations

This time period also saw activity in the development of relationships with four other organizations: Kinship Family and Youth Services, Mercy Center with the Aging, and the Monroe and Livingston counties teen pregnancy coalitions.

#### **Kinship Family and Youth Services**

Recall that the agency which had become Kinship Family and Youth Services had been established by Father Tim Weider through the opening of a group home for adolescent boys in 1972. Kinship had become a separately incorporated agency in 1977.

During this period there were efforts to formalize and enhance the relationship between the Office of Social Ministry and Kinship.

It was reported at the October 16, 1985 meeting that the Southern Tier Office was collaborating with Kinship's desire to become the Southern Tier Office of Social Ministry "western outpost for Social Ministry."

At the November 4-5, 1986, planning retreat, it was agreed that the Southern Tier Office and Kinship should exchange more detailed program information.

At the February 18, 1987, meeting, it was reported that the Kinship-STOSM affiliate discussion was almost complete.

This was the status of the relationship at the end of 1989.

Described in the next chapter is the return of Kinship to the Catholic Charities Corporation.

#### **Mercy Center with the Aging**

During the early 1980's, recognizing the signs of times, an enterprising Sister of Mercy, Anne Malloy, initiated the Mercy Center with the Aging program whose primary purpose was to provide education services to adult caregivers of aging parents. (As reported above, Sister Anne had been hired as a consultant

to assist with the vision/mission planning process.)

On October 6, 1986, the Diocesan Ventures Committee wrote to John Firpo asking that the Mercy Center with the Aging become a funded Social Ministry program.

At the staff meeting held on February 3, 1987, it was agreed that Anne would meet with Regional Agencies.

There was discussion at the November 13, 1987, staff meeting about linkages with Sister Anne and her colleague Sister Gratia L'Esperance RSM on parish education and public policy advocacy efforts. No decision was reached on the funding recommendation.

A decision was made in the fall of 1988 to use Thanksgiving Appeal funds through Social Ministry to support the work of this organization. The relationship of the program to the diocesan structure would be transferred to Parish Support Ministries in 1993.

#### Teen Pregnancy Coalitions

Reported in the section on GVOSM was controversy that developed during this time period regarding Catholic Charities' participation in broad-based coalitions addressing teen pregnancy concerns in both Monroe and Livingston Counties.

Discussed at the November 25, 1985, and February 19, 1986, diocesan staff meetings were guidelines for relationships with such organizations as Planned Parenthood.

On July 20, 1987, Father John Mulligan presented to the staff a paper entitled "Social Ministry Participation in Coalitions on the Subjects of Teen Pregnancy and Sexuality" which presented helpful guidelines.

Nonetheless, such participation would be a continuing concern.

## 5. Staffing Issues

Probably most illustrative of the "growing pains" expressed during this time were the efforts of the organization's leaders to come together as a working team. The vehicle for achieving this goal were staff meetings which involved Diocesan Director, John Firpo; the three Associate Diocesan Directors; Moe Tierney, first Mary Heidkamp then Lourdes Perez-Albuerne, and Sister Clare Roland; and the three Regional Directors Father Mike Bausch, Tony Barbaro, and Giovina Caroscio.

Throughout the period, considerable time was consumed addressing meeting schedules, agendas and process.

One issue throughout the years was developing and implementing a process for selecting annually priority advocacy issues. This process was first discussed under the new structure at the July 17, 1985, staff meeting.

As would happen several times during this five year-period, there was held in fall 1985 a "Day of Reflection" at Camp Stella Maris to discuss the new organization's structure and functioning.

At the December 4, 1985, meeting, because Mary Heidkamp was on maternity leave, Lourdes Perez-Albuerne joined the group. Also present

was Greg Zuroski who had been hired in late 1984 as resource development specialist for Diocesan Catholic Charities. He would later take a leadership role in issues selection and Strategic Planning matters.

The regular meetings over the next several years tended to be difficult with much frustration as diocesan and Regional leaders sought to clarify their proper roles, even within the regular meetings.

At the February 2, 1988, meeting, a proposal from Moe, Giovina and Lourdes was approved which set forth the following format for meetings:

**Meeting Format:**

- 9:30 a.m. – 9:45 a.m. Call to Order and Prayer
- 9:45 a.m. – 9:50 a.m. Review/Approval of Prior Meeting’s Minutes
- 9:50 a.m. – 10:00 a.m. Diocesan Director Distributes Correspondence, Notices, Information, Announcements, etc.
- 10:00 a.m. – 12:00 p.m. Ministerial Issues Related to Operating Plan (reporting related to what we are working on, what is going on in the division, what is happening in GVOSM) Both Regional Directors and Diocesan Associates report on two-three achievements, problems, concerns, in accord with first seven planning areas:
  - 1) Economic Justice: e.g., CHD, Southern Tier proposal for a Worker-Owner Cooperative, Migrants
  - 2) Education and Advocacy for Justice: e.g., issues, legislative network, Social Ministry training, Pastoral letters
  - 3) Family: e.g., Family Ministry, counseling, Maternity and Early Childhood Foundation, youth
  - 4) Global Issues: e.g., Tabasco, Apartheid, UN and under developed nations
  - 5) Health: e.g., Chaplaincy, HIV and AIDS, Medicare/Medicaid, Substance Abuse
  - 6) Housing and Homeless: e.g., Community Residential Program, Homeless Housing Assistance program, Mentally Ill
  - 7) Human Rights: e.g., Disabled, Prison, Emergency Assistance, AIDS, Pro-Life
- 12:00 – 12:30 p.m. Diocesan Director’s time. Program proposals requiring common action could be managed during this time. (Diocesan Director updates staff on important issues, what is going on with the curia, requests information, comments on organizational and operational health of the agency.)
- 12:30 – 2:00 p.m. Lunch and Refreshments
- 2:00 – 3:30 p.m. Regional and Diocesan Management Issues: General management concerns, i.e.
  - Board development
  - Community relations
  - Finance concerns, i.e.,
  - Common finance policies

- Contract management
  - Resource development
- Personnel concerns, i.e.:
- Common personnel policies
  - Recruiting, hiring, retaining employees
- Planning concerns, i.e.:
- Design of long-range planning process
  - Development of taxonomy of services
  - Increasing volunteer involvement in planning process
- Legislative concerns, i.e.:
- Pursuit of priority agency items coming from:
    - o New York State Catholic Conference
    - o New York State Council of Catholic Charities Directors
    - o Catholic Charities USA
    - o National Conference of Catholic Bishops
    - o The Diocese of Rochester
- 3:30 – 4:00 p.m. “ Nuts and Bolts” (A time dedicated to how-to’s, Brainstorming, etc.); Crisis Solution proposals
- 4:00 p.m. Closing Prayer

At the February 16, 1988, meeting, there was agreement on the following meeting schedule as proposed by John: that executive staff meetings would be held on the second and fourth Tuesdays of each month and that John would meet individually with Regional Directors on the third Tuesday of the month.

At the July 19, 1988, meeting, it was agreed that Greg Zuroski would take responsibility temporarily for agenda management, but that more discussion of the matter was needed. At the August 9, 1988, meeting, there was again lengthy discussion of the agenda format and management for 1988 and 1989.

To improve meeting effectiveness, there was a three-day retreat from September 26-28, at which it was agreed that John would resume responsibility for agenda management.

At the September 13, 1988, meeting, John asked Lourdes to coordinate all materials that would be sent to the Diocesan Board.

At the November 22, 1988, meeting, it was reported that Sister Barbara Steinwachs SSJ had been hired as a consultant to facilitate the process discussion started at the September retreat.

At the March 14, 1989, meeting, there was discussion of next steps with Sister Barbara.

At the September 26, 1989, meeting, the staff returned to discussion of the issues selection process. John also indicated that there would be changes in meeting schedule and agenda and that Colin Garwood had responsibilities for scheduling Strategic Planning meetings. (Colin had been hired to replace Greg Zuroski.)

These were the steps that led up to the Deegan Study described later.

## **6. Centralized Services**

### **• a. Introduction**

Another entire area to be “sorted out” was whether administrative services could or should be provided on a centralized or decentralized basis. This effort would become a gradually evolving process. Some progress was made during this five-year period. More would be made in the 1990-‘92 time frame, and there would be further evolution over the subsequent 16 years.

Described in this section are:

- Human resource administration
- Financial administration
- Program development function
- Other centralized administrative services

### **• b. Human Resource Administration**

In reviewing discussions about the evolution of human resource administration within Catholic Charities, it should be remembered that the whole field of human resource administration itself was changing dramatically with the advent of increased government and regulatory oversight.

First efforts focused on developing a common set of personnel policies for all the agencies within the Social Ministry structure. This was the major agenda item for the first meeting of the Diocesan Board’s personnel committee, held on December 19, 1985.

At the December 17, 1986, diocesan staff meeting, it was again affirmed that administration of personnel policies should be centralized.

Not much more was accomplished in the development of the human resources function until the organization asked for assistance from NACPA (the National Association of Church Personnel Administrators). A NACPA study completed in April 1988 recommended that a full-time personnel administrator should be hired and that the first task to be addressed be a review of all job descriptions. (As discussed elsewhere, it was also recommended that the chaplaincy program be transferred to the Diocesan Personnel Department.)

With the decision described below to separate the financial administration function from the Diocese, the Office of Social Ministry instituted in July 1988, a new way for administering the health insurance and pension plans.

In October 1988, there was developed the first job description for a 20-hour-a-week personnel manager which would be presented to the Board in December. It was hoped that the Board also would address at that time the adoption of common personnel policies.

In April 1989, John wrote to Executive Staff that he wanted to hire a Diocesan Finance Director and Diocesan Personnel Director.

Still, by the end of 1989, no personnel director had been hired. Common personnel policies, however, were adopted during 1989.

### **• c. Financial Administration**



Addressed here are a variety of matters relating to financial administration:

- Common finance policies
- Management and administration
- Thanksgiving Appeal allocation
- Pension Plan

When the bylaws for the renewed Social Ministry Office were approved in the fall of 1985, attached to them was a first draft of common finance policies.

Again at the December 16, 1986, executive staff meeting, it was affirmed that financial management should be a centralized function.

In his work plan for 1987-'88, Moe Tierney was given responsibility to staff both the Diocesan Board Finance Committee and also the common policies subcommittee. This committee was established in early 1988 under the leadership of P. David Finks. On March 19, 1988, the Diocesan Board approved these policies to take effect July 1, 1988.

With the adoption of these policies, the organization was positioned to take the next step in the evolution of its financial management. Driven in part by concerns about financial management of the rapidly growing Community Residential Program, it was separated from the Diocesan Finance Office in July 1988 and Tom Cleary was hired on a part-time basis to handle the accounting function.

By spring 1989, it had become clearer that the organization needed a full-time Finance Director. John Firpo so indicated in an April 8, 1989, memorandum to executive staff. Later in April the Diocesan Board Executive Committee made the same recommendation. This hiring would be somewhat delayed (as were many matters) by the attention given to the Deegan Report.

Another matter relating to financial management which persisted throughout this entire period was the Thanksgiving Appeal Allocation process. This process had also become a centralized function in the Renewal process. Unfortunately, this was a time when the Thanksgiving Appeal income was not keeping pace with inflation and also when the Diocesan Finance Committee was expressing some concerns about the administration of the Office of Social Ministry.

Decisions on funding cutbacks always are difficult and the TGA allocation program in this time frame was no exception. Already in January 1986, the staff expressed concern about a proposed 6 percent or \$48,000 cutback for the 1986-'87 program year. By the spring of 1989, both the Southern Tier Board and Catholic Family Center Board Executive Committees requested meetings with the Diocesan Board Finance Committee to seek a stronger role in the allocation process. At the June 24, 1989, Diocesan Board Executive Committee meeting, there was agreement to review the TGA allocation process with particular attention to funding which was going to the Office of Director. This was one of the many tensions that led to the Deegan study and subsequent organizational changes.

The final financial issue of importance was the decision to convert the deferred benefit pension plan to a deferred contribution plan, both to benefit

employees but also as a resource development mechanism for the organization. Mark Greisberger was instrumental in this effort.

• **d. Program Development Function**

From the very inception of the Office of Social Ministry, there was discussion of the need for staff to provide a resource or program development function.

As previously described, this was one of Bill Privett's functions when he was hired as Assistant Diocesan Director of Catholic Charities in September 1977. Discussed previously were his efforts in establishing the SEED program and LILAC.

As the organization developed, particularly with the establishment of the Community Residential Program, there was need for additional resource development staff. In turn, Paul Pickering (for the two months before he took over the Community Residential Program), Greg Zuroski and Colin Garwood filled this role along with carrying out other responsibilities, especially Strategic Planning.

In May 1987, however, the Diocesan Board tabled a proposal to allocate \$50,000 to establish "within five years" an office devoted solely to providing technical assistance for developing new programs.

Illustrative of this type of resource development was the assignment of Greg Zuroski to work on developing programs for immigrants and disabled persons during 1987-'88.

• **e. Other Centralized Administrative Services**

In this period of organizational evolution, brief exploratory attention was given to several other areas of administrative services. They are reported here in chronological order:

- There was discussion at the November 4-5 Executive Staff Planning Retreat about exploring accreditation from the National Council on Accreditation.
- In the spring of 1987, staff developed a job description for a Diocesan Catholic Charities Fund Development director. (This proposal never came to fruition.)
- Time was devoted at the June 1, 1987, staff meeting to discussion that the Office of Social Ministry needed its own insurance program, separate from the Diocesan self-insurance program.
- In a memorandum to John Firpo on December 14, 1987, Moe Tierney proposed the integration of the St. Elizabeth Guild Corporation into the Office of Social Ministry.
- In 1988 and 1989, there was discussion about developing the Affinity Card (credit card rebate program) as a Fund-raising mechanism, and, for a brief time, this program was established.
- In spring 1989, there was beginning discussion about a change in the pension program.

## **6. Preparing for Transition**

From the material presented in this section, in hindsight, it is easy to see that

by the end of 1989 what was needed was a significant change in organizational approach.

- The Board had made some progress but was bogged down in a Strategic Planning process.
- There was some progress in the human resource area, but still need for strengthened staff.
- In finances, there had been some progress, but still a Finance Director was needed.
- Clearly, leadership staff was frustrated and seeking ways to work together more effectively.
- The Genesee Valley of Social Ministry experiment had proved to be problematic.
- Probably what caused the greatest tension was conflict over allocation of reduced Thanksgiving Appeal funding.

Taken together these were the factors that led to a transition process initiated with the Deegan study in early 1990.

## ● D. THE TRANSITION PROCESS 1990-‘91

### 1. Introduction

To respond to the myriad organizational issues described in the previous section, the Diocese and the Social Ministry organization took dramatic steps over the next three years to create a more stable and effective organization.

Described in this section are:

- Ongoing activities 1990-‘91
- The Deegan Report
- The Organizational Review Task Force
- Diocesan Director’s implementation activities

### 2. Ongoing Activities 1990-‘91

#### • a. Introduction

While the major focus of the organization during the 1990-‘91 period was in the transition process initiated by the Deegan study, there were other major developments in the organization that influenced its ability and approach to advocacy and parish social ministry. These are reported here in two areas:

- Overall organizational developments
- Evolution of the Justice and Peace function

#### • b. Overall Organizational Developments

Major organizational developments during this time included diocesan restructuring, and focus on specific issues.

Diocesan Restructuring

A Diocesan Pastoral Center restructuring process implemented on July 1, 1991 addressed several matters that had arisen over the years:

- The Chaplaincy program was transferred to the Diocesan Personnel Department.

- The Sacramental Marriage Preparation program was transferred to the Division of Education.
- The Divorced and Separated persons program was transferred to the Division of Parish Support Ministries.

#### Focus on Specific Issues

In addition to carrying on the corporation's regular business, Board and staff leadership focused on these matters:

- Sponsoring presentations by Father J. Bryan Hehir from USCC on the Consistent Life Ethic, John Carr of USCC on a Vision for the 1990's, and Johnny Youngblood, a minister from Brooklyn involved in the Nehemiah Housing project, on advocacy for the poor
  - Reaffirming at the February 24, 1990, Board meeting funding support for the Rochester Interfaith Jail Ministry project which Charlie Mulligan had helped initiate nearly 20 year earlier
  - Adopting at the November 17, 1990, meeting a policy on corporate responsibility emphasizing the responsibility of leaders in Church institutions to see that invested funds were used in accordance with moral concerns and to seek alternative investment policies "especially those which support enterprises that promote economic development in depressed communities"
  - With assistance of materials from the New York State Catholic Conference, addressing issues relating to calculating and funding management and general costs, seeking to increase funding from government sources and to reduce TGA funds for this purpose
  - In the wake of the diocesan decision to ask Catholic Charities to discontinue the Affinity Card program, developing a protocol with the diocese on acceptable Fund-raising practices
  - At the March 16, 1991, Board meeting, approving submission of the Worker Owner Resource Program application for a national grant from the Campaign for Human Development, with a concomitant commitment of Diocesan Board funds
  - At a staff level, continuing efforts at team building
  - Reviewing, initially rejecting and ultimately approving an amended lease for Catholic Family Center to move its office from Chestnut Street to the Sibley Building
- **c. Evolution of the Justice and Peace Function**

Concluding the Justice and Peace Renewal process initiated in 1988, decisions were made about the role of Justice and Peace staff in the central office and also about the allocation process for diocese-wide collections.

In August 1990, the Justice and Peace function within the Office of Director was defined as:

#### **Coordinate Diocesan-wide**

- Campaign for Human Development – Allocations, resourcing groups, education

- Catholic Relief Services – Appeal and other
- Respect Life – Fund allocation, resourcing groups, public education, Puzzle Project
- Issues – Death penalty, parental notification, public assistant grant increase, grape boycott
- Economic Development Project – Concept development
- 100 Years Rerum Novarum – Education about this papal encyclical on the 100th Anniversary of its publication
- State Catholic Conference Critical Issues Day

### **Linkages**

Diocesan, State, National

Resource Regional Directors on Advocacy Issues

Develop Issues Papers on State and National Matters

Monitoring Resources

### **Education or Parish leadership**

#### **Communication function**

At the February 12, 1991, meeting, a proposal was approved for establishment of and outlining the responsibilities of a joint committee for diocesan-wide program allocations to include Campaign for Human Development, Operation Bread Box and Respect Life. The joint committee would include representatives from each of the three regions and would be accountable to the Diocesan Board.

### **3. The Deegan Report**

While these activities were being undertaken, it was becoming clear that significant frustrations and tensions were arising in the operation of the decentralized structure. It was determined that there was need for outside assistance to recommend steps to improve communication and administrative efficiency within the organization. Art Deegan, an organizational consultant from Clearwater, Florida, was hired in December 1989, to conduct an organizational review of the Division of Social Ministry, with special attention to the Office of Director at the Pastoral Center. It was agreed that he would focus on:

- The corporation's mission and bylaws
- Duties and responsibilities of all key positions
- Attendant reporting relationships
- Adequacy of present organizational structure
- Special attention to Office of Director
- Recommendations to improve effectiveness and efficiency

The major findings of the Deegan Report released in June 1990 were:

- The Office of Director should be totally a support function for the Bishop and the three Regional Agencies.
- The focus of the work of the Diocesan Director should be an “outside function,” and there should be hired a human resources staff person and a

finance staff person.

- It was unnecessary to have separate departments for social justice and social service activities.
- Chaplaincy services should be transferred to the Diocesan Personnel Department.
- Regional Directors should report to their Regional Boards, who would consult with the Diocesan Director in evaluating of their Regional Director.
- A new vision, communication and leadership style was needed to focus on team-building to implement the new structure and functioning that was recommended.

#### **4. The Organizational Review Task Force**

To review the Deegan Report, and make implementation recommendations, the Bishop appointed an Organizational Review Task Force in September, 1990. Its mission of the task force as set out by the corporate members, was:

- To recommend which of the Board restructuring and funding recommendations from the audit are applicable in light of the proposed guidelines on subsidiarity
- To review the various offices and their functions and possible future staffing patterns.

Mr. William Carreo from the Monroe County Department of Social Services chaired the task force. Other members were: Charlotte Downing, Father John Firpo, Mary Gilbert, Mark Greisberger, Robert Mason, Father John Mulligan, Richard Redman, Paul Riordan and Sister Mary Jean Smith SSJ.

At an executive staff meeting on January 19, 1991, it was reported that the task force was focusing on five issues:

- The role of the Diocesan Board
- The function of the Office of Director
- Vision
- Leadership
- Communication

In February, the task force produced a draft document on governance, philosophy and the functions of the diocesan and Regional Boards.

In April, the task force recommended a Board structure as follows:

- 24 members, including:
  - President and three additional members from each of the three Regional Boards
  - Bishop, Vicar General and Diocesan Director
  - Nine at-large members
- Four meetings a year
- Three standing committees – Executive, Finance, Nomination

At the June 15, 1991 Diocesan Board meeting, it was reported that the task force now recommended that the Board meet six times a year and that agreement had not been reached on the reporting relationships of Regional

Directors.

In early fall of 1991, the task force finalized its report: “The Governance and Responsibility” document. Key points of the report included:

- Describing shared responsibility as realized through the principles of collegiality, subsidiarity and accountability.
- Spelling out the role of the Diocesan Director in providing support and leadership for the Bishop and the regions. For the regions specifically, replacing associate directors by asking the Diocesan Director to develop:
  - o Issue analysis
  - o Common finance policies/procedures
  - o Common planning policies/procedures
  - o Common personnel policies/procedures
  - o Common fund development
- Emphasizing the dual responsibility (human care services and social action) of all regions
- Unable to reach consensus, putting forward three models for accountability for Regional Directors:
  - o To Diocesan Director
  - o To Regional Board President
  - o To both Diocesan Director and Regional Board President
- Affirming the Board structure outlined above
- Affirming that the primary purpose of the Regional Office was to provide human care services and social advocacy within a geographic region of the Diocese of Rochester
- Clarifying that among the responsibilities of Regional Boards was “participating in the hiring, evaluation and/or termination of the Regional Director in collaboration with the Diocesan Director”

## 5. Diocesan Director’s Implementation Activities

Included as Appendix I to the document on Governance and Responsibility was a report from the Diocesan Director on “Implementation Activities” he had undertaken in the first nine months of 1991 “in accordance with the recommendations received from Mr. Deegan and discussions at the Organizational Review Task Force.”

Key accomplishments he described included:

- Restructuring the Office of Director so that it now included the Diocesan Director, an associate director, Human Resource Director, fiscal affairs director, public education and communications manager, and accounting services manager.
- Transitioning chaplaincy services to the Diocesan Personnel Department, and transferring the Marriage Preparation program to Faith Development Ministry.
- Affirming that the Diocesan Director and the chairman of the Oversight Review Task Force continued to recommend that Regional Directors should report to the Diocesan Director.

- Recommending the decentralization of the Campaign for Human Development and Respect Life, with concomitant budget cuts which allowed the transfer of \$112,000 to Regional offices.
  - Clarifying the relationship between Social Ministry and the Diocese with regard to fund development.
  - Working with the assistance of staff of the Cornell School of Industrial Relations on staff team building and Board training.
- This document was to set the stage for a new beginning.

## ● E. A NEW BEGINNING 1991-'93

### 1. Introduction

This time of a new beginning saw major changes in Board and staff leadership and successful efforts to create a new foundation for the organization's operation and growth.

### 2. Leadership Transition

#### • a. Introduction

The 1991-'92 time period saw an almost complete turnover in Diocesan Social Ministry leadership at both the Board and staff level.

#### • b. Board Leadership

Board members for 1989-'90 were: Cathy Cain, William Carreo, Father Joseph Catanise, Nathalie Coleman, Charlotte Downing, Mario Escalante, David Finks, Mary Gilbert, Mark Greisberger, Mary Hannick, Daniel Hurley, Sister Gratia L'Esperance, Edward Nowak, Judith O'Brien, Evelio Perez-Albuerne, Vincent Stroud, Linda Stundtner, William Sullivan, Lou Tyrrell, Gaynelle Wethers, Glenna Wickline, Sister Mary Wintish RSM.

For the 1990-'91 program year, Father Joe Catanise, Sister Gratia L'Esperance, Daniel Hurley and Linda Stundtner were replaced by Jack Kreckl and Rose Malanowski.

Many of the matters addressed by the Board during this time frame are described above. By the summer of 1991, it had become clear that many of the difficult issues addressed and resulting conflicts had taken their toll and the Board did not have the chemistry to operate effectively.

In essence the last act of this "first generation" Board was publication of the document on corporate responsibility described above.

On October 15, 1991, Bishop Clark appointed Board member Cathy Cain as interim Board President to carry out what Board action was required. On October 29, 1991, Cathy convened a group including Father John Firpo, David Lauzon, Judith O'Brien and Sister Mary Jean Smith SSJ to transact necessary business and to plan for a new Board.

Over the next three months, nominations were solicited and reviewed by this small group as well as the Bishop's office.

The new Board first met at Keuka College on February 6, 1992.

Members at that time were:



David Biviano, Cathy Cain, Elaine Caso, Bishop Matthew Clark, Judith O'Brien, Ellen O'Neill, Nathalie Coleman, Father Dan Condon, Samuel Ibezim, Gregory Lavin, Rose Malanowski, Sister Rene McNiff RSM, Ramona C. Moore, Father John Mulligan, Rudy Rivera, Sister Mary Jean Smith SSJ, Sister Mary E. Wintish RSM, David Durkee and Leila Paliotti.

The Board would meet again on April 4 and July 11, 1992.

By the fall of 1992, the "new" Board had been finalized to include:

Jack Balinsky, Diocesan Executive Director  
 David Biviano, Regional rep.  
 Cathy Cain, at-large  
 Bishop Matthew Clark, corporate chairman  
 Nathalie Coleman, Regional rep.  
 Father Dan Condon, Regional Vice-President  
 David Durkee, at-large  
 Roy Farr, Regional rep.  
 Samuel Ibezim, at-large  
 David Lauzon, Regional rep.  
 Gregory Lavin, Regional rep.  
 Rose Malanowski, Regional rep.  
 Rene McNiff RSM, at-large  
 Ramona Moore, Regional rep.  
 Father John Mulligan, Vicar General  
 Judith O'Brien, Regional rep.  
 Ellen O'Neill, at-large  
 Leila Paliotti, at-large  
 Paul Riordan, Regional rep.  
 Rudy Rivera, at-large  
 Mary Jean Smith SSJ, Regional rep.  
 Mary E. Wintish RSM, Regional rep.

Major activities undertaken by the Board in 1992 are described below.

• **c. Staff Leadership**

This time period also saw the departure of six major staff leaders who had largely directed the diocesan organization over the previous six years.

Two of the departures resulted from diocesan reorganization and the recommendations of the Oversight Review Task Force.

Sister Clare Roland left the Division of Social Ministry because the Chaplaincy program she administered was transferred to the Diocesan Personnel Department. She had not only run the program from the time it was established in April 1980 as the Institutional Ministries Department, but increasingly had played a role in helping the organization address personnel issues more generally.

With the recommendation of the Oversight Task Force to in essence replace the three department directors with an Assistant Diocesan Director, Finance Director and Human Resource Director, the positions of Lourdes Perez-

Albuerne as Associate Director of the Department of Justice and Peace and Moe Tierney as Associate Diocesan Director of Catholic Charities were eliminated in the summer of 1991.

Lourdes became Associate Diocesan Director.

Moe chose to retire. His assistance in building the new organization from his hiring in January 1977 had been invaluable and he would be greatly missed. Happily, three years later he would again provide invaluable assistance to the organization in developing the Livingston County office. In 1999 he would be presented the Vinnie DeFazio Award by the State Council of Catholic Charities Directors for his outstanding service at the state level.

Another major moment in the evolution of the organization came with the resignations of Father John Firpo and Lourdes Perez-Albuerne. The series of struggles described above had taken their toll on both these dedicated leaders. Yet, their work, difficult as it was, helped the organization develop its strengths and also identify the challenges that had to be addressed.

John Firpo had been at the helm in difficult times and at the end of his tenure, had created an organizational structure that would provide a solid foundation for the future.

John returned to parish ministry, becoming pastor of St. Helen's, Gates.

Lourdes had made significant contributions as Director of the International Justice and Peace Commission, then Director of the Department of Justice and Peace and finally Assistant Diocesan Director. She resigned to work in the parish ministry at St. Monica's Church, Rochester.

The Bishop appointed Paul Pickering (who had been working in the diocesan office administering the Community Residential Program since 1982) as interim Diocesan Director effective November 4, 1981. Paul was to be a godsend to the organization. He had remained largely removed from some of the conflicts between the Regional organizations and diocesan office and the struggles over TGA funding since his program was funded largely by government sources. His calm and pleasant manner and steady guiding hand helped lay the groundwork for a new foundation for the organization.

(An interesting side note: This was the first of four interim director positions Paul has held to date within the Catholic Charities family. The same skill sets that enabled him to be a positive force within Diocesan Catholic Charities led to his later success as interim director of Catholic Charities of Livingston County (1996), the New York State Council of Catholic Charities Directors (2001-'02), and Catholic Charities of Wayne County (2007-'08).

Three of Paul's significant accomplishments in his eight-month tenure as interim Diocesan Director were the rehiring of Mary Mondo as Administrative Assistant and the hiring in late 1991 of Tom Ament, who had taken early retirement from Kodak, as Finance Director, and experienced professional Beverly Ludke as Human Resources Director. Both Tom and Beverly had been in conversation with Father John Firpo before he left, but Paul was able to "close the deal."

Also of interest was the interaction between Paul and Jack Balinsky about the process of hiring a permanent Diocesan Director. Paul had come to know Jack when Jack had assumed the staff position at the state Catholic Conference working with the Charities agencies around the state in July 1984 and Paul was already a member of the Council Subcommittee on Mentally Retarded Persons.

As the search process progressed, Paul called Jack in early March 1992, and encouraged him to apply for the position. Jack responded that he thought Paul would be perfect for the job and that Jack had already heard good things about Paul's work in the interim role. Paul responded that his heart really lay in his work with developmentally disabled persons.

Jack decided to apply and was hired on May 5, 1992, to begin work on July 1, 1992. Jack brought two major advantages with him to the position. First he was very familiar with the decentralized governance structure, since he had worked in a similar situation in Syracuse as Executive Director of Onondaga County Catholic Charities and also knew well the decentralized model in Albany Catholic Charities. Second, as he said at the time, in many ways his work at the Catholic Conference had been a sabbatical in which he had learned much about the complexities of the broad range of human service provision from the best minds in Catholic Charities across the state, from leaders in the non-for-profit community, and from state officials.

#### • d. Conclusion

Hence, by summer 1992, both a new Board with outstanding leadership under Sister Rene and new staff were in place and the organization was ready to address issues which would create a new foundation for further growth.

### 3. Creating a New Foundation

#### • a. Introduction

With the new leadership team in place, the Board began even in the summer of 1992 to address three major issues with which it had struggled over the two previous years: Strategic Planning, bylaws revision and the future of the Community Residential Program. The successful outcomes of these activities are described in turn.

#### • b. Strategic Planning

As previously indicated, the Board of the Diocesan Office of Social Ministry had established its Strategic Planning Committee in the fall of 1990. The members of the committee included Board members, community representatives, the director, and the assistant director. An introductory meeting was held in February 1991. The first work meeting was held on March 2, 1991. At that time two things were accomplished:

1) The committee developed an initial agreement that determined the steps to be followed and the principles that would govern the development of the strategic plan. The steps to be followed were:

- a. Develop the initial agreement
- b. Discuss mission and values. It had previously been decided that

the committee would not revise the mission statement, but would explicate its meaning.

- c. Receive directors' reports (SWOT analyses). The Diocesan Director and the three Regional Directors prepared these analyses for the committee's use.
- d. Identify critical issues to create a focus for data gathering.
- e. Conduct internal and external interviews.
- f. Develop strategic issues and goals.
- g. Develop strategies.
- h. Complete an executive summary.

2) The committee created a Strategic Planning Team, which would be made up of Regional staff members and community members. The team's primary functions were to be data collection and communication. Team members also were to participate in most committee meetings to make the team's work easier and more intelligible.

In April 1991, the committee and team jointly explored the mission statement and values of social ministry. They also briefly discussed the SWOT analyses, which directors had completed.

In May, the committee/team brainstormed critical issues. Fifty-eight specific concerns were named. A subcommittee met and condensed the specific issues into six critical issues for study. They were:

- 1) Should part of the role of social ministry be to examine justice issues within the Church?
- 2) What do we need to do to develop adequate funding for our priorities and activities from sources that do not compromise our values?
- 3) What do we need to become a fully functioning organization with identity (mission and values), roles, processes, functions, accountability, etc?
- 4) What is the appropriate relationship of social ministry and the diocese?
- 5) Do we need to develop an appropriate process that will clarify our program needs and assist in prioritizing them?
- 6) How should we express the interrelationship of our service and prophetic roles? (How do we balance the need to provide direct service and the need to work for systemic change?)

The Diocesan Office of Social Ministry hired Lynn Varricchio of Finger Lakes Health Systems Agency to collect data concerning service needs. Members of the Strategic Planning team collected program information and some external review data. An internal review had already been performed by the Deegan Group.

A subcommittee reviewed the data and decided to recommend two areas for strategic development:

- 1) Poverty of women and children.
- 2) Mental health issues.

The subcommittee did not identify a strategic issue in the area of interna-

tional peace and justice. No data had been collected in that area. The subcommittee decided to turn the question to the full committee.

The recommendations were never made. The full Strategic Planning Committee did not meet after its May, 1991 meeting.

When the new Board was first convened on February 6, 1992, new Board member Rose Malanowski gave a tutorial on Strategic Planning to prepare the group for developing a plan. Rose and Cathy Cain were to serve as the engines who drove the plan to completion.

Already by the April 4, 1992, meeting, the newly invigorated committee had identified six potential objectives to be addressed in the process:

- Empowerment of the poor – To direct services and advocacy towards the survival and empowerment of the poor (the economically marginalized) who will then be able to exercise control over their own lives.
- To be a catalyst for social change through community organizing among low-income people, so they can access power.
- To provide and develop leadership and resources that foster collaboration with faith communities to carry out the social mission of the church.
- To strengthen and preserve the well-being of individuals and families through activities that enable them to achieve optimal social functioning.
- To provide services and advocacy for people at-risk of institutionalization and those already institutionalized.
- To improve the provision of advocacy, common vision, unity and support services that both enhance and enable the delivery of services to the people of the 12 counties of the Diocese of Rochester.

On September 15, 1992, the Strategic Planning Committee distributed a memorandum to the Diocesan Board and Regional Boards which identified four generalized strategy statements and examples of good statements and examples of goal statements. The four generalized strategies were:

- Social Ministry, in coordination with the diocesan, interfaith and civic community, will become more proactively involved in addressing societal issues which threaten economic, social, physical and spiritual well-being.
- Social Ministry will respond to emerging and unmet needs in urban, suburban and rural communities. In prioritizing needs, emphasis will be given to individuals and families with an annual income of less than 185 percent of the poverty level.
- Social Ministry will affirm our roots, broaden participation and increase collaboration and conversation on our social mission with parishes, diocesan ministries, Catholic entities in the 12 counties of the Diocese of Rochester, the New York State Catholic Conference, the United States Catholic Conference and Catholic Charities USA.
- Social Ministry will define its organizational structure and governance model and strengthen its financial position.

Led by Rose Malanowski, there was extensive discussion of this draft material at the October 24, 1994, Board meeting.

The Strategic Planning Committee met on November 10, 1994, to finalize a draft to present to the Diocesan Board at its meeting on December 5, 1992. (One important note: the Strategic Plan led directly to the creation of Providence Housing Development Corporation whose history is chronicled elsewhere.)

Thus one important goal had been achieved.

### • c. Bylaws Revision

Given the recommendation of the Oversight Review Task Force, an important task for the new Board was undertaking a thorough review and updating of the Corporate Board bylaws. Even before the first meeting of the new Board held on February 6, 1992, the newly formed Bylaw Committee, chaired by Tony Barbaro and including Mike Cooney (representing CFC), Greg Lavin (representing the Finger Lakes office), Sister Mary Jean Smith (representing the Southern Tier Office), and Sister Rene McNiff (representing the Diocesan Board) had held its first organizational meeting.

At its meeting on March 8, 1992, the committee resumed discussion begun at its first meeting about the strengths and weaknesses of Department of Social Ministry's legal structure. At this meeting, Tony reported that Harris Beach as legal counsel recommended that consideration be given to creating separate corporations to reduce liability and risk to the Diocesan organization, to limit the liability of Diocesan Board members and to strengthen subsidiarity.

At the April 4, 1992, meeting, the Board authorized its Bylaw Committee to begin a process with the advice of legal counsel to evaluate a model of governance and legal organization which would create three separately incorporated organizations with the Diocesan organization as the sole member of each of the Regional corporations.

The committee met on May 8, 1992, with Paul Pickering and Mark Fuller to discuss the proposed merger of the residential program with DePaul, which is described more fully below.

Following a committee meeting on June 4, 1992, Mike Cooney finalized a memo which put forward the substance of such a proposal. When this proposal was discussed at length at his first Board meeting on July 11, 1992, Jack Balinsky gave his perspective that a similar decentralized structure within one corporate entity was operated effectively in the Catholic Charities organizations in the Syracuse and Albany dioceses, and asked for time to address management issues before any decisions were made about bylaws. The Board concurred.

At the October 24, 1992, Board meeting, Bishop Clark addressed the bylaws question. In his presentation, he said that he did not support the separate corporation approach, and felt that the organization had made sufficient progress organizationally so that it could better spend energy on mission-related issues.

With this redirection, the committee turned to fine-tuning the existing bylaws.

At its meeting on February 18, 1993, the committee identified eight issues to

be addressed, assigning leadership responsibility for each issue. They were:

- Consistency/legality/clarity
- Preamble
- Clarification of role of committee members
- Clarification of Finance and Pension committees
- Reserved powers
- Role of Diocesan Director
- Authorizing Community Services Board
- Clarification of role of affiliated agencies

Through the disciplined leadership of Sister Rene with the professional expertise of Mike Cooney, revised bylaws and separate operating policies were adopted at the September 18, 1993, meeting. They have been modified in minor ways over the years, but the basic structure reaffirmed in this discussion still stands today.

The three most important points in the bylaws:

- Dual accountability of Regional Directors to their Boards and the Diocesan Director, mirroring the language in an early draft document in 1982.
- Clarification of the role of the Diocesan Finance Committee.
- Clarification that instead of one single set of common personnel policies, each agency had to meet defined minimum standards.

Thus, another major foundational issue was addressed successfully.

#### • d. Establishment of the Community Residential Program

Reported earlier were the beginnings of provision of residential services to developmentally disabled persons and the opening of four community residences:

- Gavitt Community Residence/Lyons (1980)
- Penn Yan Community Residence (1981)
- Cloverdale Community Residence/Rochester (1984)
- Westerloe Community Residence/Rochester (1985)

In addition, the Newcastle Community Residence/Rochester was opened in 1987 and the Holt Road Community Residence was opened in 1988. In 1991, developmental disabilities services were offered to persons in the agency's supportive apartments.

Beyond these efforts, the program moved in a new direction in 1988. In 1983, AIDS was first identified, described and declared an epidemic by the U.S. Centers for Disease Control and Prevention. In response, in 1988 Bishop Clark issued a statement, "The Lord Has Taught Me Compassion" and called upon Catholic Charities to answer the call to serve persons with AIDS. In 1990, the Community Residential Program received the first grant to provide community-based, Medicaid-funded case management services to persons with AIDS. In 1990, the program also opened Mary's House, providing housing to women with HIV/AIDS and their children.

While the Board was transitioning and there was discussion about bylaws and Strategic Planning, there was related organizational discussion pertaining to

this program.

For a number of years, there had been discussion off and on about the establishment of a separate corporation within the Social Ministry structure to house services for persons with disabilities. The two major positives: protection for Social Ministry from liabilities that these services might present, and enabling these services to have their own salary and personnel policies, since they were somewhat different from the other services provided by the larger organization.

Amidst the transition described here, these discussions took a new turn in 1991. The DePaul Clinic had been established as a department of Catholic Family Center in 1950. Under the leadership of Mark Fuller, it had expanded significantly and become separately incorporated in the late 1970's. Its primary focus was on service to persons with mental illness.

Given DePaul's roots in the Catholic community, and the uncertainty about the organizational situation within Social Ministry, it was natural that discussions would begin between DePaul and the Community Residential Program about a possible organizational relationship.

In the fall of 1991, Hartman and Associates were hired to evaluate the proposed merger.

The December 16, 1991, report concluded that such a merger had important advantages which outweighed any disadvantages. The three major positive outcomes would be:

- Creation of a more stable base for the current operation
- Expansion of services to persons with dual diagnosis
- Creation of a base that would permit further expansion of much needed residential services for both populations

Following a joint leadership meeting with both groups on March 23, 1992, Mark Fuller and Paul Pickering wrote to leadership of both Boards on March 30, 1992, indicating in response to issues raised at the meeting that:

- Both agencies were diocese-wide in scope.
- The merger would provide better services to clients.
- The merger would provide better liability protection for the Office of Social Ministry.
- The merger would allow a more consistent salary structure.
- The new merged entity would be a part of the DePaul family of corporations.
- DePaul had already expressed its intent to become involved in providing services to mentally retarded persons and this merger would prevent future competition.

This potential merger was discussed at the May 8, 1992 meeting of the Bylaws Committee described above, and it was agreed that any decision needed to be deferred for these reasons:

- Concerns expressed by Community Residential Program staff
- Canonical concerns
- To provide an opportunity for whoever would be the new Diocesan



Director of Social Ministry an opportunity to review the proposal

When Jack Balinsky was appointed, he immediately began discussions with Paul Pickering and Paul's close advisor Mark Greisberger. Within the context of the bylaws discussion outlined above, Community Residential Program leadership concluded that the needs of the program could best be served by the establishment of a separate Board within the Social Ministry structure to oversee the program.

So was born at the October 24, 1992, Diocesan Board meeting the subsidiary that was first called Catholic Charities Community and Residential Services. Dick Masters served as the first Board President.

Two major developments occurred at the very end of this time period in 1993. First the agency opened the Tryon Park Individualized Residential Alternative. Second, Project Support, which was then called Service Coordination and Community Support Service Programs, which had been initiated at Catholic Family Center, was transferred to Catholic Charities Community and Residential Services. It offered case management and other supports to persons with disabilities who chose to live independently in the community. The program also included services to children.

## ● F. CONTINUING AGENCY ACTIVITY 1985-'93

### 1. Introduction

While the Diocesan Board and staff leadership was involved in these restructuring and governance issues, the various components of the Office of Social Ministry continued to carry out the mission of the organization by direct service provision, advocacy and parish social ministry work.

Advocacy and parish social ministry activity undertaken on a diocesan-wide basis are described in the author's previous work: *Spirit Alive!* Described in that volume are:

- The Justice and Peace Staff
- International Involvement and Catholic Relief Services
- Consistent Life Ethic Advocacy
- Campaign for Human Development
- Parish Social Ministry

The evolution of the Community Residential Program is described in the previous section of this chapter.

Described here is the work of the following:

- Catholic Family Center
- Catholic Youth Organization
- Southern Tier Office of Social Ministry
- Finger Lakes Office of Social Ministry
- Camp Stella Maris
- Affiliates

### 2. Catholic Family Center

• **a. Introduction**

As described above, from 1985-'88, Catholic Family Center worked in close cooperation with the Genesee Valley Office of Social Ministry until the “new” Catholic Family Center was created in 1988. Described here are:

- Board and Staff Leadership
- Direct Services
- Advocacy and Parish Social Ministry Activities

• **b. Board and Staff Leadership**

During this time, the Board continued to be blessed by outstanding leaders. Peter Klee served as Board Chairperson during the entire time of existence of GVOSM (1985-'88) and played a key role in discussion of the organizational issues described above. Board Presidents after the creation of the “new” Catholic Family Center were:

Tom Biviano 1989-'90

Paul Riordan 1990-'91

Judith O'Brien 1992-'93

The Board had major responsibility for overseeing leadership staff transition at this time. Jim Maloney retired as Executive Director in early 1988. After his retirement, Bill Privett was appointed Interim Director. As previously indicated, he served until January 24, 1989, when Carolyn Portanova was appointed as Executive Director. Bill then served as Associate Executive Director. When Bill left, Carolyn assembled a leadership team which included: Jama Dodson, who had been C.Y.O. Director as Associate Executive Director, and Judy Azoff, who was Assistant Director for Clinical Services.

The Board did not waste any time in developing a strategic plan for the newly restructured agency. At a meeting of Board and staff held on August 29, 1990, the following Strategic Directions for 1991-'93 were adopted:

1. Improve internal communications within the agency and unify all services into a cohesive, integrated whole known as Catholic Family Center
2. Expand marketing and enhance the public relations of the agency so the wider community will not only know about CFC, but will associate it with a high quality, holistic approach to human care needs
3. Further diversify funding sources of CFC so as to decrease dependence of the agency on public funds
4. Enhance recruitment and retention of qualified staff in the changing labor market of the 90's so that CFC can maintain service to the community which demonstrates the right blend of competence and compassion
5. Improve financial and programmatic accountability of the agency both internally and externally, to the communities we serve
6. Emphasize services which address the needs of the economically disadvantaged, minorities, women and those vulnerable to loss of self determination
7. Become a strong voice within the community in advocating for equal social and economic opportunities for both women and men, and all races

and classes so that public opinion as well as public policy is changed for the better

In March, 1992, the Board made modest amendments to the strategic directions as follows:

1. Improve internal communications within agency (both Board and staff) and unify all services into a cohesive, integrated whole known as Catholic Family Center
2. Expand marketing and enhance the public relations of the agency so that CFC will become better known in the community and in addition, will be associated with a high quality, holistic approach to human care needs
3. Increase Fund-raising efforts and further diversify funding sources of CFC so that dependence on public funds is reduced
4. Enhance recruitment and retention of qualified staff and Board to insure multi-cultural perspectives on CFC's work in service and advocacy
5. Improve internal and external financial and programmatic accountability of the agency
6. Emphasize services which address the needs of the economically disadvantaged, minorities, women and those vulnerable to loss of self determination
7. Exert strong community leadership in promoting social justice and positive changes in public policy; accept advocacy as a responsibility of all CFC departments, and integrate and coordinate their activities; develop a system of mutual support among parishes, community ministries and CFC in conducting advocacy

Mention should be made of two other major initiatives driven by Board and staff leadership: the Gaffney Memorial Golf Tournament, initiated in 1988 in honor of the Gaffneys faithful CFC volunteers, and of the Annual CFC Gala, established in 1992. That year Tom Wilmot and the Wilmorite Corporation were honored.

#### • c. Direct Services

From 1985-'88, under the leadership team of Jim Maloney and Catherine Wobus, quality service provision continued.

Under the new leadership team services would expand dramatically and quality of service delivery would increase.

Major program highlights in the 1985-'88 time period included the initiation of the Expanded in-Home Services for the Elderly Program, a statewide program providing to frail seniors non-medical in-home services such as help with homemaking services and personal care as well as case management; the initiation of Family Life Education and Volunteer Companionship programs; and several further developments in the Restart Program:

- The initiation in 1986 of a joint substance abuse intervention program with St. Mary's Hospital
- The opening in 1987 of Liberty Manor, the first residential treatment

program for women and their young children in upstate New York

- The emphasis in 1987 on development of group treatment services and aftercare in the intensive outpatient program
- The expansion in 1987 of group services at Monroe Community jail.

With these additions, the 1988 budget provides a good snapshot of the agency's services at this time.

Program	Budget	Client Services
Unwed Parent	\$230,000	775
Elderly Home Support	251,000	1,370
Elderly Counseling	155,000	1,100
Senior Nutrition Centers	67,500	500
Elderly Community Centers	182,000	6,500
Individual + Family Development	497,000	6,375
Inner-City Crisis Services	141,000	2,400
Preventive Services	469,000	520
Adoption	210,000	705
Foster Care	329,000	297
Restart	738,000	800
Counseling Services of the Southern Tier	120,000	300
Refugee Resettlement	410,000	1,400
<b>Total Agency Budget</b>	<b>\$3,800,000</b>	
<b>United Way Subsidy</b>	<b>985,000</b>	

Under the new leadership team, from 1989-'93, highlights of activities included:

- In May, 1989, opening of Women's Place, an emergency shelter for homeless women and women with children
- In 1989, achievement of "more focused accreditation"
- In 1991, "spinning off" the Employee Assistance program from Restart and joining it with the Counseling Program for Children and Families to create the EAP and Counseling Service Department
- In June, 1991, the opening of Francis Center, an emergency shelter for homeless men
- In summer 1991, receipt by the STAR program of an award of excellence from the Monroe County Office of Aging
- In late 1991, settlement of the Kittleberger lawsuit over a serious problem where a child had died in foster care
- In 1992, in response to a change in state law, the establishment of an open adoption option
- In April, 1992, establishment of the Family Court Children's Center
- In early 1992, assumption of responsibility for the Lilac Gift Shop at Rochester Psychiatric Center
- Also in early 1992, facilitation by the Action Center for Disabled of

- submission of a \$1.3 million grant to Easter Seals to build 24 units of housing for disabled
  - In March, 1992, the establishment of the Community Action to Reach the Elderly Program (CARE) through which five neighborhood groups of volunteers were created to assist frail elderly persons in their neighborhoods
  - In May, 1992, initiation by C.Y.O. staff of a meeting with Dave Desmond to assist with his “Life’s Refugee” program in Geneseo
    - In 1992, the move from the Chestnut Street facility to new headquarters in the Sibley Tower Building
    - In summer 1992, the launching by C.Y.O. (now a department of CFC) of the Community Work Experience Summer Program
    - In August, 1992, the naming of Carolyn Portanova as United Way Agency Executive of the Year
    - In October, 1992 the establishment of the Consortium of Northwest Community Teen Services (CONTACTS), through a \$300,000 grant to focus teen pregnancy services in the northeast sector of the city
    - In November, 1992, the launching of Project Support, under the leadership of Lucy Deshaine, the Director of the Department of Disabled
    - In February, 1993, adoption by the Board of a conditional endorsement of a needle exchange program
    - On March 3, 1993, the dedication of two new residential drug treatment homes: Freedom House at St. Andrews in Rochester for men, and Hannick Hall (named after long-time leader Mary Hannick) in Newark for women and children
    - In March, 1993, resettlement through the United States Catholic Conference of 10 Iraqis who had been prisoners in a Saudi POW camp since the Gulf War
    - In May, 1993, the establishment by Restart of the LaLucha (“the strength”) program to serve 35 clients
    - In late 1993, the transition of Project Support, then known as Service Coordination and Community Support Services to Catholic Charities Community and Residential Services, offering support to individuals, families and children to persons with disabilities living in the community
- With these many changes, the budget had grown to the following in 1993:

<b>Program</b>	<b>Amount</b>
Children & Family Services	\$2,135,908
Restart Substance Abuse Services	1,912,352
Elder Services	1,149,038
Catholic Youth Organization (C.Y.O.)	496,943
Employee Assistance & Counseling Services	531,917
Refugee & Immigration Services	575,407
Department of the Disabled	232,710
Homeless & Housing Department	855,826
Office of Social Policy & Research (formerly “Department of Justice & Peace)	127,790
<b>Total Disbursements</b>	<b>\$8,017,891</b>

• **d. Advocacy and Parish Social Ministry Activities**

With the completion of the Renewal of Social Ministry and the establishment of the Genesee Valley Office of Social Ministry, advocacy and parish social ministry responsibilities in the Genesee Valley were assigned to that office. With the creation of the “new” Catholic Family Center, these responsibilities were transferred. Ken Maher, who had replaced Sister Chris Wagner SSJ in 1987, became an employee of Catholic Family Center.

As with the Southern Tier Office of Social Ministry and Finger Lakes Office of Social Ministry, Catholic Family Center participated in all the diocesan-wide advocacy and parish social ministry activities described in Spirit Alive! Highlights of this type of work specific to Monroe County during this time period included:

- Staff from Catholic Family Center participated in a series of activities protesting abortion and possible reinstatement of the death penalty, which were both percolating in the community in the late 1980’s.

- Two incidents in 1991 and 1992 inflamed tensions around the abortion issue. In 1991, the United Way admitted Planned Parenthood as a donor-designated agency. Pro-life advocates were concerned with Bishop Clark’s decision to remain on the United Way Board, despite his continuing strong support for life issues. There was also controversy around the termination of Ken Maher in May, 1992, which was viewed incorrectly by these same activists as caused by his strong pro-life stance. Ken was replaced for a short time by Anita Maruggi.

- As health care reform again began to percolate as a major public policy issue leading up to the 1992 presidential campaign, Catholic Family Center became active on this issue. Anita Maruggi led Catholic Family Center support in September, 1991 Emergency Drive for Health Care in support of a national health care system. Brian Kane, who had been hired to replace Anita in the Justice and Peace Department published an op-ed piece in December, 1991 on this issue.

- In summer, 1992, the Justice and Peace Department was renamed the Office of Social Policy and Research

- As indicated above, in February, 1993, the Board, after much discussion, by narrow vote, adopted a resolution supporting development of a needle exchange program by AIDS Rochester, conditioned on participant’s agreement to enter treatment

- At the March 10, 1993 meeting, the Board adopted CFC’s first formal social action agenda, which included as priorities:

- o Universal health care
- o Civilian review of police (Carolyn was a leader in community advocacy on this issue)
- o Qualified support of needle exchange
- o Research issues: hunger, homelessness, joblessness

- On August 3, 1993, CFC sponsored a Forum for Mayoral candidates,

attended by 7 participants, focusing on education and housing

- In the fall of 1993, CFC representatives were active with the Community Committee to Improve Public Safety, opposing jail expansion
- On November 3, 1993, Brian Kane organized a Town Hall meeting on national health care, as part of a broader effort by the recently formed Diocesan Public Policy Committee

Clearly, advocacy had become integrated into CFC activities as a major priority.

#### • e. Conclusion

By the end of 1993, as the Diocesan organization had been stabilized, Catholic Family Center had become a major force in the Diocese and the Rochester human services community, far beyond what Bishop Hickey and Kathleen d'Olier could have imagined eighty years earlier.

### 4. Catholic Youth Organization

Like Catholic Family Center, the Catholic Youth Organization was a component of the Genesee Valley Office of Social Ministry from 1985-'88. With the creation of the "new" Catholic Family Center in 1988, C.Y.O. became a department of Catholic Family Center. Board Presidents from 1986-'88 were Marty Mucci 1986-'87 and Tom Biviano 1987-'88. After 1988, the C.Y.O. Board was dissolved and some of its members joined the Catholic Family Center Board and others became part of the C.Y.O. Departmental Advisory Committee.

Staff leaders during this eight years period were Jama Dodson, Bob Maher, Dwayne Mahoney and then Deborah Cummings-Brown.

There were three new program developments during this time period. In 1985, an Education Coordinator was added to staff to coordinate the educational services within employment programs, as well as programs to serve youthful offenders (Project Fresh) through employment and independent living programs.

In 1986, in response to community concerns regarding large numbers of underserved and unemployed youth in the southwest area of Rochester, C.Y.O. opened the C.Y.O. Southwest Youth Project on Genesee Street. It began as an information and referral program and was expanded the next year by the addition of job-readiness, career awareness training and employment placement services.

As reported in the 1987-'88 Annual Report, service statistics for the previous year were:

Total youth served: 7,943

City residents served: 5,407 (68 percent of all participants)

Total served in United Way programs: 4,769

Minority youth served: 3,423 (71 percent of United Way program participants)

o Black: 2,783 (58 percent)

o Hispanic: 573 (12 percent)

o Other: 67 (1 percent)

- White youth served: 1,346 (29 percent of United Way program participants)
- “At-Risk/Special Needs”: 1,925 (40 percent of program participants)
  - o Resource Referral Network: 52
  - o Hispanic Youth Employment Services: 122
  - o Training Services: 1,351
  - o Youth Employment Services: 100
  - o Southwest: 300

As described in the 1988 Annual Report, services at the time C.Y.O. was integrated into the “new” Catholic Family Center were:

The Catholic Youth Organization provides for the development of young people’s spiritual, emotional, intellectual, and physical potential. Based on Catholic values, C.Y.O. offers skills to assist young people as they assume responsibility for themselves and for their relationships with their faith, family, peers, and community. C.Y.O. strives to meet the diverse needs of all youth regardless of religious affiliation.

The Catholic Youth Organization (C.Y.O) is a non-profit youth serving agency incorporated under the Genesee Valley Office of Social Ministry of the Diocese of Rochester, Inc. C.Y.O. has developed and implements six different service components.

**RESOURCE REFERRAL NETWORK:** Maintains a telephone information and referral service. Its focus is employment and related educational programs. The Network’s purpose is to link youth in need with those who can help. It also provides an efficient channel of communication and opportunity for cooperation among area program personnel. Activities include the interviewing, assessment, referral and follow-up of youth callers on the Job Help Line (232-2420). Program information and referral assistance is also provided to community agencies and organizations.

STAFF: Deborah Cummings-Brown, Program Director

Antoinette Thompson, Referral Specialist

Job Help Line (for youth): 232-2420

Professional Youth Workers: 454-3040

**YOUTH EMPLOYMENT SERVICES (YES):** Is designed to improve educational and employment opportunities for socio-economically disadvantaged youth aged 14-25. YES promotes the development of individual potential, and appropriate educational and an awareness of jobs and career counseling and referral assistance. YES includes the School to Employment Program (STEP), a School-conditional employment program to assist “at-risk” youth aged 16-18. STEP activities include academic and vocational assessment, group tutoring, job readiness training, subsidized on-the-job training placement and continuous guidance and counseling.

STAFF: Deborah Cummings-Brown, Program Director

Lovie Smith, Assessment Coordinator

Oliver Glover III, Job Development Coordinator

Ann Gullo, Education Coordinator



**TRAINING SERVICES:** Develops and conducts workshops to meet the needs of youth groups and youth workers. Subjects most commonly addressed are self-esteem, communication skills, employment related topics and leadership development. The aim is to assist youth in developing the personal and social skills needed to become self-sufficient, productive individuals and to encourage them to value and respect themselves and others. Trainers are available upon request and will hold the workshop wherever a group chooses.

STAFF: John Torella, Program Director

Ann Gullo, Education Coordinator

Matthew Maruggi, Training Specialist

Colleen Quinn, Training Specialist

**HISPANIC YOUTH EMPLOYMENT PROGRAM (HYEP):** Is designed to improve employment and educational opportunities for Hispanic teens. It serves unemployed Hispanic youth aged 16-20 who are either high school dropouts, at-risk of dropping out, and/or have been in contact with the justice system. Program activities include orientation, vocational assessment, academic assistance (group tutoring), job-readiness training, subsidized on-the-job training, job placement, and continuous guidance and counseling. All high school dropouts are required to return to school or equivalency program in order to participate in HYEP.

STAFF: John Torella, Program Director

Ann Gullo, Education Coordinator

Elizabeth Lugo, Assessment Coordinator

Bridget DeRollo, Job Development Coordinator

**ATHLETIC SERVICES:** Develops in youth a sense of fair play, cooperation, self discipline and self-esteem by providing a competitive Team Sport activity through which players are encouraged to live the teaching of their faith. Basketball and softball leagues and cheerleading squads are coached by volunteer adults and are organized in parishes and neighborhood centers. Annual tournaments are sponsored for each sport as well.

STAFF: Joseph Judge, Basketball/Softball Coordinator

Patty Schmidt, Cheerleading Coordinator

**SOUTHWEST YOUTH PROJECT:** Focuses on employment and related educational programs. The project's purpose is to link youth in need with those who can help. It serves unemployed youth aged 14-25 in the Southwest area. It offers information and referral for pre-employment training, vocational training, employment counseling, on-the-job training, vocational training and educational programs. Related needs include i.e., day-care information, transportation, and personal counseling.

STAFF: Wanda Cowart, Project Coordinator

(Boys & Girls Club) 500 Genesee St., Rochester, NY 14611

Mon., Wed., Fri. 9 a.m. -5 p.m., Tues. 11 a.m.-1 p.m., Thurs. 11 a.m.-5 p.m.

Adams Street Recreation Center, 85 Adams St., Rochester, NY 14608

Tues. 11 a.m.-1 p.m., Thurs. 5 p.m.-7 p.m.

In 1990, C.Y.O. Services were described as follows:

#### TRAINING/EDUCATION SERVICES

Workshops for youth and adults on topics including:

- Building self-esteem
- Developing interpersonal skills
- Job readiness/career planning

#### YOUTH EMPLOYMENT SERVICES

- Serves all youth aged 14-25
- Specialized employment program for eligible high school students
- Job placement in area businesses

#### RESOURCE REFERRAL NETWORK

- Job help line – call 232-2420
- Direct access to over 150 youth serving programs in Monroe County
- Informational resource center for all area youth service personnel

#### HISPANIC YOUTH EMPLOYMENT PROGRAM

- Serves Hispanic youth aged 16-20
- Group tutoring in English and math
- Subsidized on-the-job training
- Transportation assistance

#### ATHLETIC SERVICES

- Basketball leagues
- Softball leagues
- Cheerleading teams
- Volunteer coaching opportunities

#### C.Y.O. SOUTHWEST

- Satellite office located and serving youth in the City's southwest area
- Informational resource center of youth services in Rochester
- Job placement assistance
- Transportation assistance

#### PROJECT FRESH

- Special program for youth released from NYS Division for Youth facilities
- Provides intensive training, support and follow-up to youth seeking employment
- Offers "hands-on" computer literacy instruction
- Life Skills component provides client with independent living skills

Services were somewhat curtailed by cutbacks in state funding in the 1991-'92 state budget crisis.

By the end of 1993, C.Y.O. core services included:

- Athletics: basketball, cheerleading and softball
- Training services: developmental training workshops to youth and youth service programs
- Career preparation services: employment and educational support services to at-risk youth

- C.Y.O. Southwest Youth Project: continued program of information/referral and employment services

A highlight of activity at the very end of this time period came when C.Y.O sponsored a conference for area professionals who worked with teens. It was held at the Colgate Rochester Divinity School on December 3, 1993 and was entitled "Falling Through the Cracks: How to Keep 13-15 Year Olds on the Success Track."

## 5. Southern Tier Office of Social Ministry

### • a. Introduction

During this eight year period, the Southern Tier Office of Social Ministry maintained its basic programs and added two new services. Its major work was solidifying the foundation of the recently-created agency, thus creating a base for major expansion in the 1990's.

### • b. Board and Staff Leadership

Board leadership was provided by Presidents:

Tony Phillips 1984-'86

Judith Parish 1986-'88

David Biviano 1988-'90

Sister Mary Jean Smith 1990-'93

A key feature of the governance structure was the establishment of formal Advisory Councils to the various program components to help the Board of Directors give direction and community perspective to these unique and evolving programs.

David Biviano served as the first chairperson of the Food Bank Advisory Council. Tom Beisweger replaced him in 1988 and served until the end of this time period. Jim Bacalles served as the first chairperson of the Counseling Services of the Southern Tier program when it was transferred in 1988 from Catholic Family Center to the Southern Tier Office. It is described more fully below. Paul Marx served as the first chairperson of the Gateways Advisory Council which was established in November, 1990. Joyce Hyatt served as the first chairperson of the Transitions Advisory Council after Counseling Services of the Southern Tier was renamed.

Throughout this time period Tony Barbaro provided able administrative leadership as Executive Director from the time of his hiring in May, 1985. Under the system of administration envisioned in the Renewal of Social Ministry, each of the three Regional Agencies would feature a Catholic Charities Director to oversee the human service programs. Peter Ladley was hired as the first Catholic Charities Director in October, 1985. He would serve for a year before being replaced by Gil Weakland in fall, 1986. Lynn Shreve replaced Gil in early 1988 and served for the remainder of this time period.

### • c. Direct Services

Major program initiatives created in the early days of the organization's history were maintained and expanded in this time period.

### **Emergency Services**

As indicated previously, the Emergency Services program was an excellent example of a partnership between Catholic Charities and parishes. For this time period, the program continued to be co-located with the administrative offices at Sts. Peter and Paul School. By the end of the time period, the program was serving average of 500 individuals and families each month. Following the initial work of Sister Gloria Ruocco RSM, Norm White succeeded her and was still serving until the end of this time period.

This partnership with parishes was also evident in Schuyler County where STOSM began providing Emergency Services in 1982 from the St. Mary of the Lake School Building in Watkins Glen. Mildred Seamen was the first Coordinator of Services and was greatly supported by the pastoral staff at St. Mary's under the leadership of Father Andy Kalafasky and Sister Mary Garazzo. In 1987, because of funding restrictions, STOSM transferred responsibility for this program to the Council of Churches but continued to provide limited financial support (and would continue to do so until 1998 when it resumed responsibility for the program under the leadership of Sarah Conley and Lindy Bond.) Over the years, Schuyler Outreach would be an important refuge for people in need of food, clothing and supportive services in Schuyler County.

### **Counseling Services**

From the onset of STOSM, the agency attempted to provide a range of general and spiritual counseling services in the five county area. Sister Judy Reger RSM, was the first Coordinator of Counseling Services and provided service from the Elmira Office but also from Immaculate Conception in Ithaca and St. Mary's in Bath and St. Mary's in Watkins Glen. Rose Kushner provided service from St. Patrick's in Owego. When Sister Judy left the agency in 1988, she was succeeded by Teresa Donovan and then Norm White. During this time, funding became more challenging and the services were substantially reduced.

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

As the America's Second Harvest Food Bank system continued to expand, so too did the local program efforts. John Farrer replaced Irene Johnson as program director in 1991. By mid-1992, it had become apparent that the program had outgrown its facilities first located at Grand Avenue in Elmira and then at the former Ward LaFrance complex in Elmira Heights. With leadership provided by Elmira attorney Bill Shaffer, architect Ron Pelino, and contractor Roy Tuttle, the Catholic Charities Board and Food Bank Advisory Council spearheaded an effort which resulted in building a new Food Bank facility in early 1994 in Fishersville, prior to the commercial development that would occur in this area throughout the next twenty years. The new facility was located on land made available to Catholic Charities through the generosity of Mrs. Nellie Monroe. By the end of this time period, the Food Bank was serving 135 food pantries and soup kitchens in eight counties in the Southern Tier and in northern Pennsylvania, helping 60,000 families every month.

### **Gateways Program**

The early evolution of the Gateways program has been previously described. Initial staff leadership came from David Foster and Rick Greene. When Gil Weakland was hired as Catholic Charities Director in the Southern Tier Office, he assumed administrative responsibility for human services programs. David Foster continued as program director and Gail Wagner his administrative director. Under the leadership of these individuals, by the end of this time period the program had grown not only to include certified residences, but also supported apartments and a variety of community services. All told, by 1993, the program was assisting more than 150 persons recovering from psychiatric illness to live more normalized lives in community setting.

Two new services were initiated during this time period: the Transitions Program and Teens and Family Outreach.

### **Transitions Program**

In 1982, the Catholic Family Center in Rochester negotiated an extension of its substance abuse services program to serve the Corning/Painted Post area in the Southern Tier. The new program featured a small diagnosis and referral counseling program serving persons affected by alcohol abuse and was named Counseling Services of the Southern Tier (CSST). Eventually CSST added a small Employee Assistance Program targeting Corning, Inc. and Dresser Rand. As part of the Renewal of Social Ministry strategy, in 1988 the administrative responsibility for CSST was transferred from Catholic Family Center to the Southern Tier Office of Social Ministry. The initial director of the program was Mary Joyce Pruden. She was succeeded in 1991 by Sam Greene who served for one year. During the end of Mary Joyce's tenure, Robert Young became Chairperson of the Advisory Council and helped improve its structure and relationship to the STOSM Board.

At the time of Mary Joyce's departure, three major organizational changes occurred:

- Additional local leaders were recruited to strengthen the Advisory Board and the Advisory Board organized to add committees and bylaws.
- In 1989, the program obtained a license from New York State to operate as a medically supervised outpatient substance abuse treatment program.
- In 1993, the name of the program changed to Transitions-Counseling for Healthy Living.

As this time period ended, under the leadership of Amy Denenberg, appointed program director in 1992, Transitions began reaching out to serve a younger population, considered opening offices in Chemung County and was developing a research component to pilot the development of even more effective treatment models.

### **Tioga Teen and Family Outreach**

In 1988, through funding from Maternal and Early Childhood Foundation, the agency resumed its commitment to address teenage pregnancy in Tioga County. A coalition of service providers came together as a team to develop

Teen and Family Outreach program. This program's mission was to serve the needs of pregnant and parenting teens, their children, partners and families through direct service, education, advocacy and referral. The program's offices were located at 231 Main Street in Owego, NY. The program director was Joe Federowicz.

#### • d. Advocacy and Parish Social Ministry Activities

Throughout almost its entire history, the office was blessed by the extraordinary commitment and leadership of Kathy Dubel, who has served as its justice and peace staff person from her hiring in summer 1982 until the present day. She was a key player in developing the diocesan-wide advocacy and parish social ministry described in Spirit Alive!

On the Regional level, Kathy took to heart the concepts described in that volume. She consistently convened county groups of parish social ministry committees, developed a "telephone tree" advocacy network and regularly convened both a "Winter Refresher" and a June education/celebration event for parish staff and social ministry volunteers.

In addition, her office received a grant from the United States Catholic Conference in 1993 to spearhead a diocesan-wide environmental education and advocacy effort. Thus began an initiative lasting over the last seventeen years that brought greater focus at both the Diocesan and state levels to environmental justice issues.

#### • e. Conclusion

Just as the Diocesan organization had laid the foundation for future growth by the end of 1993, so had the Southern Tier office. Major challenges on the horizon were:

- Finding a new permanent home for the organization
- Reassessing the work of the emergency services office in light of office location
- A name change to Catholic Charities of the Southern Tier
- Administratively strengthening the Management Council at the staff level and clarifying the relationship between the Board and Advisory Committees
- Discussion about possible future collaboration with St. Joseph's Hospital in Elmira and St. James Mercy Hospital in Hornell
- Considering the utilization of the remainder of the Fisherville property, which had been made available through the generosity of Mrs. Monroe
- Exploration of establishing greater presence in Steuben and Tompkins Counties

## 5. Finger Lakes Office of Social Ministry

### • a. Introduction

The development of new programs and addition of staff necessitated moving the office in 1985 to St. Francis school. Described here for this time period are:

- Board and staff leadership

- Direct services
- Advocacy and parish social ministry activities

• **b. Board and Staff Leadership**

The agency continued to have an effective Board and outstanding leaders.

Presidents in this time frame were:

- Ralph Barbalace 1985-'88
- Lou Tyrrell 1988-'89
- Richard Redmond 1989-'90
- David Lauzon 1990-'91
- Sister Mary Wintish 1992-'93

Giovina Caroscio continued to provide dynamic leadership as Executive Director. In October, 1996, she received her Masters in Social Work degree from Catholic University, after four years of taking classes, including an annual six week stint in Washington. Rhonda Zettlemoyer's role as Office Manager was becoming ever more important. With Carl Ritz having moved full-time to the Ministry for Widowed, Separated and Divorced, Mike Rood was hired as Program Coordinator in 1985. He was replaced by Meg Byrne on March 1, 1987. She had been hired in September, 1986 to replace Lois Gridley in the Maternity and Early Childhood Program. Her title from 1987-'95 was Catholic Charities Director under the social ministry structure. Chris Grannis was succeeded as Justice and Peace Coordinator by Kevin Hennessey in September, 1987.

• **c. Direct Services**

During this time period, there were several new program initiatives:

- With the move to St. Francis school, a room became available in the St. Francis school primary wing to expand the emergency assistance program to include food and clothing. Key volunteers were: Bernie Adams, Ted Bertot and Michelle Bertot.
- In 1985, Mike Rood helped the agency obtain a grant to assess, train and help to place older workers. Initially this program served all five counties, but by the end of the decade all but Cayuga County had decided to administer the program themselves.
- Also in 1985, Joanie Richter was hired to run a state-funded teen pregnancy program.
- In 1987, the agency received a \$300,000 state grant to construct five homes to permanently house homeless families. The homes were built in 1988.
- Also in 1987, the marriage preparation pre-cana program was started by Esther and Robert Young.
- In 1988, the agency received a state grant to provide nutrition outreach services in Yates, Ontario and Seneca Counties. Ed Holtz, who had been hired as employment coordinator in September, 1987, would serve as Nutrition Outreach Worker from July, 1988 until he left the agency in June, 2001. The program assisted families in applying for and obtaining

food stamps. The agency also successfully advocated for an increase in school breakfast programs in local schools.

- By the late 1980's, the Maternity and Childhood program had expanded to all five counties and was coordinated by Alma Kuhns. Dana Ciamprone-Grovesnor worked in the program from 1987-'02.
- In 1993, the agency received a federal grant from the U.S. Department of Agriculture to initiate the Community Food and Nutrition program. Through this program, the agency was able to convince the Geneva Farmer's Market to accept food stamps and WIC vouchers. Marie Milligan helped on a part-time basis to process the paper work for the vouchers. The agency provided other alternative food networks to alleviate hunger and improve nutrition for families in poverty and also provided nutritional outreach services to migrant farmworkers.
- In 1992, Giovina approached the Interfaith Council through Nancy Birdsong at the Presbyterian Church for assistance in keeping the Community Lunch Program going. In 1993, when North Presbyterian Church merged with First Presbyterian, the program had to find a new site. Jim Gerling approached then pastor Wendell Minnigh at First United Methodist Church. He offered the full use of the basement dining hall, put in a state-of-the-art kitchen and an elevator for use by the lunch program. To this day, Pastor Wade and the church serve as a welcoming home for the program.

This part is concluded with information provided in the 1990-'91 program plan which provides a good snap-shot of the work of the agency near the end of this time period.

### **Marriage Preparation**

Goals: Serve 7 teams of 50 couples, train 2 new teams, develop marriage preparation programs for high school students

### **Counseling**

Goal: Serve 150 individuals/families

### **Teen Pregnancy**

Goal: Enable the development of personal independence and responsibility of 25 pregnant and parenting teens and significant others.

### **Separated, Divorced, Bereaved**

Goals: Recruit, train, recognize and supervise 100 volunteers. Serve as information and referral source to 20 groups.

### **Maternity and Early Childhood**

Goals: Provide advocacy, referral and support services to single pregnant and parenting women and significant others:

- o 110 in Ontario/Yates
- o 100 in Cayuga/Seneca
- o 45 in Wayne

### **Nutrition Outreach Project**



Goals: Provide public education and information about Food Stamp and WIC program to 3,500 individuals. Provide training on Food Stamp program to 45 community workers. Promote expanded participation in school meals, summer food program and Farmers' Market Coupon program.

#### **Cayuga Older Worker Program**

Goals: Assist 60 individuals to determine program eligibility. Conduct 2 twelve hour seminars for 12-15 clients. Enroll 40 individuals in the program and place half of them in jobs.

#### **Migrant Worker Advocacy Program**

Goals: Maintain network of 6 local parishes and human services providers. Develop two projects with parish collaboration.

#### **Geneva Ecumenical Community Lunch Program**

Goals: Serve 7,800 children, adults and elderly at least four days a week for 50 weeks.

#### **Emergency Assistance**

Goals: Provide direct food supplies to 3,200 individuals. Provide direct financial assistance to 640 persons. Provide direct advocacy for 575 clients with any agency and/or business as needed.

#### **• d. Advocacy and Parish Social Ministry Activities**

As in the other agencies, Justice and Peace staff (first Chris Grannis and then Kevin Hennessey 1987-'94) spent a good deal of time on the diocesan-wide initiatives described in Spirit Alive!

- International Involvement and Catholic Relief Services
- Consistent Life Ethic Advocacy
- Campaign for Human Development
- Parish Social Ministry

For the last half of the 1980's, a major focus of this diocesan-wide work was the USCC Economics Pastoral.

In addition, the staple of local effort throughout this time was the convening of Regional meetings of social ministry committees, conducting parish social ministry training programs and organizing an annual region-wide convening.

In the early 1990's, there were three special Regional initiatives:

- Providing testimony at a Seneca County hearing on the proposed closing of Willard Psychiatric Hospital and organizing a series of meetings, including a visit by Bishop Clark, in support of workers threatened with job loss from the proposed closing of the Seneca Army Depot.
- Organizing and advocating around the U.S.D.A. Community Food and Nutrition program described above.
- Collaborating with the Southern Tier office on developing a CHD proposal for economic development, which ultimately led to the establishment of the Worker Owner Resource Program.

#### **• e. Conclusion**

Clearly, the agency had outstanding achievements in this eight year program,

maintaining and expanding already existing programs and launching several new initiatives.

## 6. Camp Stella Maris

### • a. Introduction

For Camp Stella Maris, this time period was one of taking advantage of the foundation built in the previous decade, both improving physical facilities and expanding camp programs. Described here are:

- Board and Staff Leadership
- Physical Facility Improvement
- Program Activities

### • b. Board and Staff Leadership

Throughout this time period, the basic Board structure created in 1982 remained in place. Bylaws were amended twice, once in 1986 to provide that the Executive Director of GVOSM replace the Diocesan Charities Director as the ex-officio non-voting Board member and then in 1990 transferring this seat to the Diocesan Director of Social Ministry and enacting term limitations to insure that there would always be “new blood” on the Board. Further, an agreement was reached with Social Ministry in 1989 that Camp Stella Maris would manage its own funds.

Board Presidents during this time period were:

Al Schum 1986-‘88

Peter Wintish 1988-‘93

Beginning at the 1989 Annual Meeting, there was discussion of a major issue that was to be of concern to Camp Stella Maris for the next two decades and continue to be a concern today: the need for greater diversity on the Board, but also among camp staff, campers and therefore in programs offered. These discussions resulted in a proposal for the 1992-’93 year to research developing a multi-cultural camp educational program.

An important development near the end of this time period came with the adoption of a new mission statement in November, 1992:

“The mission of Camp Stella Maris is to create a Christ centered, caring environment and experience fostering continued physical and emotional growth. This is accepted by promoting acceptance of self and others through the social, spiritual, recreational and educational aspects of camp life.”

Staff leadership was consistent and competent. Ray Tette continued as Executive Director throughout this time period and continued to be the driving force that ensured the success of the camp. Matt Flanigan had been hired as a staff member of Camp Stella Maris in 1979, worked as a senior counselor from 1979-’84, left and came back as Assistant Director in 1986 and 1987.

Linda Sette was hired as the first Camp Director for the 1988 session. (Matt was disappointed that he was not to become the first Camp Director because he was not yet 25 years old). In late spring 1989, Linda had hired most of the staff but was experiencing a difficult pregnancy, and her doctor ordered bed rest.

When Ray went to Chicago, ostensibly to help his brother Tom move back to the Rochester area, he asked Matt, who was living in Chicago with his wife Charmaine who was enrolled in Chiropractic College, to come back as Camp Director. Thus began Matt's long, final tenure with the Camp. He served as Camp Director through the end of this time period, and would later become Executive Director.

• **c. Physical Facility Improvements**

At the end of 1985, the new combination building had been completed. In summer 1986, with the approval of the Diocese, a \$400,000 Capital Campaign was launched for the purpose of providing a wide-range of physical upgrades to improve the campership program. Over the next two years, just short of \$200,000 was raised. Part of this funding was used to pay off the loans received from Diocesan Board of Social Ministries for the combination building. Some of the funding was dedicated to scholarships and various other infrastructure improvements. In 1988, land to the east of the camp was purchased in anticipation of future expansion. In 1988, United Way and foundation grants enabled the camp to pave the driveway and build a bathroom at the waterfront. In 1991, over \$60,000 was raised to enable the construction of the pedestrian bridge over the East Lake Road.

During the 1991-'92 year, the following improvements were made: the addition of a new arts and crafts facility; the conversion of an old facility into usable living space, and replacement of a ski boat.

During the 1992-'93 year, the Board, after much discussion, adopted an expansion plan to modernize and improve the camp over the subsequent five years.

The elements of the plan were:

- Construct smaller pole barn structure
- Convert C-I-T meeting place in Bing's Barn to a cabin
- Implement different dining times for campers to allow for an increase in campers in the Big House dining hall
- Expand one area of the kitchen
- Purchase additional food service equipment
- Replace aging food service equipment
- Extend dock system to accommodate more swimmers
- Construct two new cabins
- Renovate Cabin D&H
- Build an amphitheater near the Chapel
- Renovate the second floor in the Main Building
- Improve water quality

The Board hoped for these outcomes from implementation of the plan:

1. Housing at least 30 more children each week for the eight week season. Removing approximately 240 children from the wait list
2. Possessing the program space (arts and crafts, waterfront and bathroom facilities) to handle an increase in the number of campers

3. Attracting and retaining corporations and businesses to rent the facilities for seminars, off-site meetings and company functions

4. Supporting the food service personnel in meeting the increased number of individuals utilizing the dining hall

• **d. Program Activities**

The 1992-'93 Annual Report provides a snapshot of activities at the end of this time period.

**Summer Resident Camp Program**

Yr End	Capacity per week	# of weeks	Total capacity	Actual	% of Capacity
1986	194	7	1360	1309	99.00%
1987	198	8	1660	1582	95.00%
1988	210	8	1680	1601	95.00%
1989	223	8	1786	1707	95.00%
1990	230	8	1838	1787	97.00%
1991	236	8	1896	1816	96.00%
1992	236	8	1895	1869	99.00%
1993	250	8	2000	1872	94.00%

**Day Camp Program**

The Day Camp program was initiated in 1991 for children 6-12 years old. In 1993, the age group was changed to accommodate children 6-10 years old and bus service was provided from Marketplace Mall in Henrietta.

Attendance was:

YR	CAMPERS	STAFF	CAPACITY
1991	80	4	54 %
1992	126	4	44 %
1993	128	4	32 %

**Off-Season Activities**

As indicated earlier, a major camp priority in this time period was to increase off-season usage. The following records off-season usage within this time period:

Groups	Yr End	# Individuals	Weekend Usage	Wk Day Usage	Income
39	1988	1698	29	48	\$23,951.00
28	1989	1283	26	45	\$35,771.00
34	1990	1812	34	48	\$49,983.00
39	1991	1854	34	48	\$49,658.00
38	1992	1983	36	60	\$48,225.00
41	1993	2212	37	63	\$60,300.00

### Family Camp Program

The Family Camp Program also continued during this time period.

Participation was:

Year	# Single Parents, Children, Staff
1989-1990 (Summer Of '89)	101
1990-1991 (Summer Of '90)	130
1991-1992 (Summer Of '91)	144
1992-1993 (Summer Of '92)	105
1993-1994 (Summer Of '93)	80

Information which supplements this statistical information and provides a flavor of camp activities in this time period comes from four sources:

- 1986 and 1987 Stardust issues
- March 2010 interviews with Matt Flanigan and Fiona Willis and
- 1991 and 1992 Stardust issues

Highlights in 1986 included:

- Winter camp was the largest ever.
- The foster grandparent program was initiated in conjunction with Livingston County.
- The camp received a grant together with RSVP to initiate a Senior Camping Vacation program for RSVP members.
- The camp sponsored the Christian Leadership Institute program.
- The camp's 60th Anniversary celebration was held on July 8, 1986
- The camp experimented for the first time with a two-week co-ed session following three boys' weeks and preceding three girls' weeks.
- In the third week, a Reunion 2006 dance was held, with campers asked "to come as you'll be in 20 years."
- Safari day of Frontier Week was a huge success as campers tried to catch Aborigines, Amazons and Bauarks.

Highlights in 1987 included:

- It was reported that \$175,550 had been raised for the Capital Campaign.
- Over 60 Livingston County foster grandparents attended a one-day training session in the spring.
- The Big House was given "a big lift" space for new serving lines, an outdoor deck and new carpets, new beds and a new paint job.
- Seniors enjoyed winter camping and the camping vacation for seniors was held on June 22, 23, 24.
- The Christian Leadership Institute was held from June 29th to July 5th.
- The Second Annual Staff Alumni Golf Tournament and Dinner was held on July 23rd.
- The eight week summer session included two weeks for girls, two weeks for boys and four co-ed weeks.
- Week C was designated Greek Week.

Highlights of 1988 included:

- The camp became permanently co-ed for all sessions, following the two successful experimental years. In response to concerns from traditionalists about this decision, the camp mantra was “kids live co-ed” – at home, in school, in society.
- In this year, another giant, Fiona Willis, who would influence the work of the camp from that season until the present, was hired as a senior counselor. She worked at camp from 1988-'91, progressing from senior counselor to division director to program director. After a stint helping produce the Joan Rivers show, she returned as Day Camp Director in 1993. As described later, she would serve as Camp Director in 1997 and 1998. In an interview with the author held on May 9, 2010, she described as one of her most memorable experiences the pre-camp session of that first summer at camp. She was amazed and overjoyed that for the first time in her life she could talk openly with her peers about her faith. She was especially comforted by the support of staff when a close friend of hers died during pre-camp.

Highlights of 1989 included:

- Fiona described how she had come in her second year to understand more fully the spiritual dimension of camp. Her previous experience of Mass was that it was a solemn event, not a celebration. With experiences provided by the Priest of the Week, but particularly Father Jerry Schifferli from St. Thomas parish in Livonia, she experienced for the first time what Mass was all about and how it related to daily life.
- Fiona indicated that the tents for overnights, which were reinstated that summer, had been stored over the years in a trailer and had become badly mildewed and that for the summer campers basically slept on tarps on the grounds.

The major highlight of the 1990 camp season was the hiring of John Roberts as Spiritual Director. He was a teacher and part-time Youth Minister in Avon, who was referred by staff. He came at an important time in the evolution of the camp's spiritual program. This program was one of four components of the morning program rotation. When campers were not present for a session for which they were expected, a “Bo Peep” alert was sent out. The spiritual program had deteriorated to the point where it occasioned a number of “Bo Peep” alerts. John changed that with a new exciting approach which incorporated music into the program. He captured the imagination of not only campers but also of the staff with his “Prime Time” sessions. His contributions are a major reason camp still has a strong spiritual program today.

Highlights in 1991 included:

- Camperships were provided to a record high 14 percent of campers.
- The Day Camp program was initiated.
- It was determined that in the 1992 summer session there would be a special ceremony to dedicate a Spiritual Wall to Casey Mullen, a camper who died in July as a result of an unfortunate accident after his camp

participation.

- “Priests of the Week” were: Father David Reid, Father Robert Ring, Father Victor Bartolotta, Father James Schwartz, Father Louis Sirianni, Father Dennis Noelke, CSB, Father Jerome Schifferli, Father Stanley Kacprzak.
- All eight weeks were co-ed.
- The first Annual Fall Festival was held at camp on October 12th and was attended by 2,500 participants.
- The staff rallied together after the untimely death from non-Hodgkin’s Lymphoma of long time former staff person Chris Kimber.

Highlights in 1992 as reported in Stardust included:

- The annual Winter Camp for youngsters 11-16 years old, with opportunity to ski at Swain, was held from February 16th to February 21st.
- It was proposed to hire an individual to develop a Multicultural Camp Education Program for use not only in the summer, but in the off-season for school and youth groups.
- The Casey Mullen Memorial Wall was dedicated on June 7th.
- Field trips for the day camp sent campers to: Sea Breeze Amusement Park, Hemlock Fair, Seneca Park Zoo and Stony Brook State Park.
- With regard to the summer season itself, it was the “summer of rain”, especially for the first 6 weeks of the 8 week summer session. Use of the ball field was suspended because it was under standing water. Much time was spent in the pole barn. Ham Jam sessions were in their primacy. Staff had become so enervated by the first six weeks, that Matt actually suspended waterfront activities in the last two weeks, even though the weather was better, because he was afraid that staff didn’t have the strength to life-guard adequately.
- The second Annual Fall Festival was held on October 3rd.

The major highlight of the 1993 season was the coming to fruition of the contributions of Jeremy Raymondjack who had been hired as Program Director the previous year. He was an intelligent person who already had a Masters in Divinity when he came to camp and would ultimately achieve a Ph.D. Among his many contributions to program was creation of the “Yahoo Posse.” Modeled after the “Three Stooges”, this group of three staff persons (which included Matt), would give impromptu performances, usually related to the theme of the week. The favorite performance was a take-off on David Letterman: The Top Ten Events relating to the “Theme of the Week”. Matt recounted that it was Tiny (Dan Driscoll) who stole the show, even though he never uttered a word.

## 7. Affiliates

As indicated in the previous chapter, a number of entities that had previously been integral components of Catholic Charities had “spun-off” in the mid-late 1970’s. As previously indicated, the history of their work after that time can best be found by contacting them directly.

Recall also that through the efforts of Moe Tierney, formal affiliation

agreements between these agencies and Catholic Charities had been adopted in the late 1970's. By 1985, the major import of these agreements was that the agencies could continue to participate in the Diocesan self insurance program.

The only significant developments with regard to affiliates during this time period related to Charles Settlement House. Following the creation of GVOSM, a new affiliation agreement was signed between that entity and the settlement house. Jann Armantrout, Life Issues Coordinator for the last ten years, was appointed as GVOSM representative to the Charles Settlement House Board. In 1987, ownership of the facility was formally transferred from Catholic Charities to the Charles Settlement House Corporation.

## 8. Conclusion

While the over-all organization was focused primarily on organizational issues which would build a foundation for the future, each of the components organizations continued effective service delivery and advocacy and adjusted to changing times and community needs.

### ● G. CONCLUSION

This seven year-period had not been an easy time for the organization.

Great credit, however, needs to be given to the “first generation” Board, Father Firpo and his staff for working hard to flesh-out what had been more a concept than a practical working operational approach.

The work described in this chapter enabled the organization to identify and address challenges and lay the foundation for future growth in what Jack Balinsky described from the moment of his hiring as the “noble experiment.”



*-Courtesy of the Food Bank*

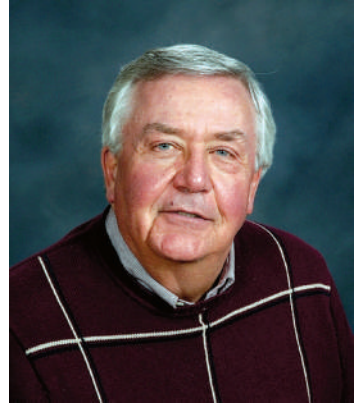
Current Food Bank facility in Big Flats with mobile food pantry truck





*-Courtesy of Catholic Family Center*

Jama Dodson, Catholic Youth Organization Director 1986-1989 and Associate Director of Catholic Family Center 1989-1992



*-Courtesy of Father Mike Bausch*

Father Mike Bausch, Executive Director of Southern Tier Office of Social Ministry 1982-1985; Executive Director Genesee Valley Office of Social Ministry 1985-1988



*-Courtesy of Camp Stella Maris*

Matthew Flanigan, Camp Director 1985-1997 and Executive Director 1997-2005



*-Courtesy of New York State Catholic Conference*

Father John Firpo, Diocesan Director 1985-1991



*-Courtesy of Catholic Charities*

Board member Martin Birmingham with Jack Balinsky and Chief Financial Officer Jim Crowley

1994



*-Courtesy of Kinship Family and Youth Services*  
Ribbon cutting for alcoholism county residence in Bath 1995



*-Courtesy of Father Brian Cool*  
Father Brian Cool, Chairperson Diocesan  
Public Policy Committee 1997-present

TO 2002

# CHAPTER SEVEN

# A TIME OF

# GROWTH

# AND EXPANSION

## 1994 – 2002

### ● A. INTRODUCTION

With the adoption of a strategic plan in December 1992, and of revised and clarified bylaws in the summer of 1993, the organization was ready to address new challenges.

Jack Balinsky introduced one such challenge at his first Board meeting on July 11, 1992. At that meeting, as a Board education agenda item, based on his then 20-year experience in the Catholic Charities movement, he gave a brief overview of the evolution of Catholic Charities in the United States and New York state over the previous century. In the presentation, he raised the question of whether the name of the organization should be changed back to Catholic Charities.

Described earlier is the definition of Social Ministry and Charlie Mulligan's rationale for creating the Office of Social Ministry. Affirming his strong support for the mission and approach of the Office of Social Ministry, Jack presented his rationale for considering a name change.

From his perspective, when Charlie and others introduced the term "Social Ministry" in the mid 1970's, they envisioned that Catholic Charities agencies throughout the country would adopt this terminology. In fact, during the intervening 15 years, exactly the opposite had happened. The national organization, born in 1910 as the National Conference of Catholic Charities, had changed its name in 1985 to Catholic Charities USA. By the early 1990's, the national organization was spearheading a major "branding" campaign, and in many dioceses, agencies were changing their names from the likes of Catholic Social Services or Catholic Family and Community Services to Catholic Charities. Jack suggested that the Diocesan Board change the name of the Rochester agency back to Catholic Charities.

This presentation created lively discussion. At the December 5, 1992, meeting, the Board voted 12-3 to retain the name Social Ministry, with the agreement that it would revisit the question after the Diocesan Synod in October 1993. And, indeed, the Board voted unanimously in December 1993 to change the name to Catholic Charities. In this decision, it was emphasized that the organization remained committed to the priorities of advocacy and parish social ministry and, in fact, the term “parish social ministry” was explicitly stated on the office stationery.

The Southern Tier office followed suit shortly thereafter at its January 24, 1994, Board meeting, as did the Finger Lakes office two years later. Exercising its right under the decentralized governance initiative, the Monroe County subsidiary chose to maintain its name as Catholic Family Center, citing the name recognition it had achieved since 1950.

With the name change as well as foundational elements previously described, the organization was poised to explore whether it could further decentralize services. Ironically, in light of what is described in this chapter, in his interview with staff on May 5, 1992, for the position of Diocesan Director, Jack had misunderstood one question that was raised. For the questioner wanted to be sure that Jack would be comfortable working in the decentralized structure. Jack interpreted the questioner as asking if Jack would work to expand the decentralized structure. He responded that he was very much in tune with the decentralized structure, but doubted, given the tight fiscal situation, any further decentralization was possible. He was to be proved wrong.

Against this background, this chapter describes the evolution and expansion of the organization’s activities in this eight year time period:

- The Diocesan Office (including Providence Housing Development Corporation)
- Catholic Family Center
- Catholic Charities Community Services
- Catholic Charities of the Southern Tier
- Catholic Charities of the Finger Lakes
- Catholic Charities of Livingston County
- Kinship Family and Youth Services
- Camp Stella Maris

## ● B. THE DIOCESAN OFFICE

### 1. Introduction

As described previously, in the newly created decentralized Diocesan Catholic Charities structure, it was the primary responsibility of the diocesan office to coordinate and support the work of the Regional or subsidiary offices. The diocesan office itself would carry out only those functions which were diocesan-wide in nature (including over-arching program development) or could best be accomplished by a diocesan approach, including especially public policy advocacy.

Described here is the work of the diocesan office during this time period:

- Board and Staff Leadership
- Public Policy Advocacy and Education
- Program Development Function
- Fund Development and Public Relations (including 1999 Catholic Charities USA Annual Meeting, Catholic Charities Capital Campaign 2000 and Works of Love)
- Centralized Services
- Relationship to Diocese

## 2. Board and Staff Leadership

As indicated previously, the Diocesan Board was reorganized in the fall of 1991. By the end of 1993, under the capable leadership of Sister Rene' McNiff RSM, the Board had accomplished three major achievements:

- The adoption of a strategic plan
- The adoption of revised bylaws which clarified roles and responsibilities in the decentralized structure
- Changing the name of the organization back to Catholic Charities

The Board was blessed with a series of outstanding leaders who would oversee the evolution and expansion of activities described in this chapter. Board Presidents were:

Sister Rene' McNiff RSM 1992-'95

Ellen O'Neill 1995-'96

Pat Fox 1996-'99

Marty Birmingham 1998-'01

Sister Pat Prinzing RSM 2001-'03

For this entire time period, Jack Balinsky served as Diocesan Director. The activities of other members of the diocesan office staff are described below in relation to their particular program responsibilities, but special mention must be made of the two wonderful staff who served as Jack's administrative assistants, Mary Mondo from 1992-2000 (when she joined the Providence Housing Development Corporation staff full-time in a similar position) and JoAnn Anderson, who has ably filled this role since 2000.

Similarly, while the work of Jim Crowley, an early retiree from Frontier Telephone who joined the organization as CFO in 1994, is described below, mention must be made here of the "kitchen cabinet" who had great input in making possible the many developments reported here. This group was Marty Birmingham, Pat Fox, Jim and Jack.

It was Pat who was the inspiration for development of an event which became an important vehicle for communication and education in the decentralized structure: the All-Boards Convening. The first such gathering to which Diocesan Board members and Board members of all the subsidiary agencies was held on February 22, 1997, featuring "A Dialogue with Bishop Clark." The March 22, 1998 gathering featured a presentation by Bishop Joseph Sullivan, Auxiliary Bishop of Brooklyn and long-time national Catholic Charities leader.

In 1999 and 2000, this event was not held because the focus was on sponsoring the CCUSA Annual Meeting and the Capital Campaign, both described below. This event was resumed and became an annual activity with presentations by Albany Bishop Howard Hubbard on September 18, 2001 and Catholic Charities USA Director Father Bryan Hehir on September 23, 2002.

### **3. Public Policy Advocacy and Education**

#### **• a. Introduction**

It is not the purpose here to replicate the extensive description of consistent life advocacy and parish social ministry activities contained in *Spirit Alive!*, another volume written by the author. Rather, for those not reading that volume, described here in summary form are the important public policy advocacy and education activities undertaken in this time period:

- Campaign for Human Development and Catholic Relief Services
- Diocesan Public Policy Committee
- Consistent Life Ethic Advocacy
- Social Justice Awareness and Project Unity

#### **• b. Campaign for Human Development and Catholic Relief Services**

No history of the Diocese would be complete without mention of Judy Taylor. She had joined the staff in 1988 and during the 1994-'02 time period she had the responsibility for coordinating Diocesan efforts implementing Campaign for Human Development and Catholic Relief Services activities, as well as working with Catholic Courier staff to oversee the annual Christmas Appeal for funds to provide emergency assistance throughout the Diocese. (This program had been initiated in 1966.)

Major elements of Campaign for Human Development activities were ongoing year-round education, promotion of the annual collection and coordination of activities relating to national grant recipients in the Diocese, as well as allocation of small grants by Regional Agencies.

Major elements of Catholic Relief Services effort in the Diocese were ongoing year-round education efforts, coordination of special Fund-raising campaigns within the Diocese to raise funds to assist Catholic Relief Services respond to national disasters outside the United States (as well as coordinating such efforts to assist Catholic Charities USA respond to disasters within the United States), and coordination of the annual Operation Rice Bowl Lenten education and Fund-raising efforts. In 2003, Judy was recognized by Catholic Relief Services when she received the annual award for outstanding leadership in the Operation Rice Bowl program.

(After struggling with cancer for several years, Judy retired for health reasons in April 2005. She was properly recognized as recipient of the Bishop Clark Award at the All-Boards Convening on October 24, 2005. She passed away in the summer of 2007.)

#### **• c. Diocesan Public Policy Committee**

In 1992, Catholic Charities took a lead role in the establishment of the

Diocesan Public Policy Committee. This 25-person body has representation geographically throughout the Diocese, as well as functional representation of different interest areas (education, health care, life issues, social justice). It was first chaired admirably by Father Mike Bausch, and since 1997 Father Brian Cool has provided excellent leadership. Annually the Committee developed a Diocesan legislative agenda, and chose issues for Diocesan-wide parish-based petition or postcard advocacy. The committee also planned the Annual Bishop's Legislative Luncheon, and diocesan participation in the annual New York State Catholic Conference Public Policy Forum. It was also a grassroots vehicle through which public policy priorities could evolve.

Major advocacy issues addressed in what became known as Public Policy Weekend, held the second week in February, were:

- 1994 – Universal health care reform
- 1995 – Death Penalty
- 1996 – Parental Notification for Abortion
- 1997 – End-of-Life Issues
- 1998 – Dignity of Work
- 1999 – Seeking Jubilee Justice
- 2000 – Forgiveness of Third World Debt
- 2001 – Moratorium on the Death Penalty
- 2002 – Justice for Farmworkers

#### • d. Consistent Life Ethic Advocacy

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

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

From June 2000 to the present Suzanne has been ably succeeded by Jann Armantrout, who, like Suzanne had a long history of connectedness with the Diocese before her appointment. In addition, she played a significant role in the community, including her leadership of the Common Ground advocacy group. During the remainder of the time period, Jann brought an organized approach to Life Issues advocacy in the Diocese, and was a significant participant in activities at the State Catholic Conference, providing much needed leadership to the Diocesan Human Life Coordinators group. She has

emerged as a recognized expert on stem cell research.

Vita Award honorees in this time period were:

1996-'97	1999-'00
Carol Crossed	Anne E. Batterby
Donna Ecker	Kevin & Toi Clawson
Walter H. Ruehle	Deacon William Coffey
Lee Skerrett	Patricia & Peter Ladley
Sister Josepha Twomey	Thomas Malthaner
1997-'98	Vivian & Dick Rightmyer
Flora Appleton	2000-'01
Father Paul English	Jan Bezila
Sister Janet Korn RSM	Mary Dwelley
Father Anthony Mugavero	Teresa Grady
Mark Scibilia-Carver	John Honeck
1998-'99	Debbie Patrick
Linda Crowe	2001-'02
Amy & Bob Dorscheid	John Doughty
Father James Hewes	Janice Frawley
Sister Barbara Lum SSJ	Marie Milligan
Donald Peters	Sister Marilyn Pray SSJ
	Suzanne Schnittman

• **e. Social Justice Awareness and Project Unity**

Sr. Janet Korn was hired as Diocesan Social Justice Awareness Coordinator in September 1998. Initially hired to help promote social justice awareness in conjunction with the 1999 CCUSA national meeting, she contributed during this time period to this awareness in many ways. She established the Journey to Justice program in 1999, and took the lead in developing Project Unity.

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

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



#### **4. Program Development Function**

One of the important tasks envisioned for the diocesan office in the reorganized structure was responding to emerging needs by developing new initiatives and structures where appropriate. (This function was handled by Regional Agencies within their own area of activity.)

Described later in this chapter are:

- The evolution of Catholic Charities Community Services
- The creation of Catholic Charities of Livingston County
- The integration of Kinship Family and Youth Services into Catholic Charities
- The transformation of Catholic Charities of the Southern Tier into four new subsidiaries

An equally important product of the program development function during this time period was the creation of Providence Housing Development Corporation in 1994. Its evolution is described in another volume written by this author in conjunction with its 15th Anniversary celebration held on September 17, 2009: *A History of the Providence Housing Development Corporation 1994-2009*. That volume chronicles the story of how Providence in 15 years secured \$115 million in funding for 758 new housing units, leveraged \$25 million in affordable mortgages, supported 300 persons recovering from substance abuse, and was then managing 17 residential communities offering quality, affordable housing units to more than 2,000 children, women and men. These outstanding achievements were made possible by the extraordinary leadership of Providence's two Executive Directors: Maggie Bringewatt from 1994-'05 and Monica McCullough 2005-present. Invaluable support was provided throughout its entire history by Mary Mondo who received the "Fulcum Award" at the tenth Anniversary celebration in 2004 and by Jane Lange, who served for much of this time as development director, deputy director and interim director while Maggie's replacement was being hired. Other long-time key staff members were Mary Jo Carbonnaro, director of the Shelter + Care program, Lisa Alcott, director of the Home Ownership program and Helen Bianchi, director of Asset Management.

#### **5. Fund Development and Public Relations**

(including 1999 Annual Catholic Charities USA Annual Meeting, and Catholic Charities Capital Campaign 2000 and Works of Love)

A key moment in the evolution of Catholic Charities came in 1995 when a number of Diocesan Board members went to the annual Catholic Charities USA meeting held in Milwaukee. Participants included Marty Birmingham (who had come to us through Mark Greisberger), Ellen O'Neill, Father Mike Bausch and Sister Pat Prinzing RSM, as well as long-time staff Carolyn Portanova, Paul Pickering and Tony Barbaro.

Led by Marty, the group determined right there that they would like Rochester to again host the annual national meeting, both to be good corporate citizens in the country, but also to raise the visibility of Catholic Charities in

the Diocese.

That decision led directly to Diocesan Catholic Charities hosting the 1999 Catholic Charities USA Annual Meeting, to the Catholic Charities Capital Campaign 2000, and to a more extensive public relations effort including the Works of Love initiative. These were the vehicles through which Diocesan Catholic Charities has provided more pro-active leadership to the entire Catholic Charities family.

It is not the purpose here to detail the specifics of each of these three initiatives, but rather to summarize highlights and major outcomes.

Through our involvement in the national meeting, under the able leadership of Pat Fox, Rochester Diocesan Catholic Charities not only hosted a successful convention, but also made a lasting contribution to the national movement through the concept of a major speaker such as Archbishop Desmond Tutu, and also through thoughtful, comprehensive approach to prayer and liturgy. The Diocesan Board also created the Bishop Clark award for outstanding service to Catholic Charities and presented the first award to him at the main Conference liturgy.

Catholic Charities Capital Campaign 2000 enabled the agency to raise \$1.5 million, mostly for endowment, but more importantly, was the first formal development function ever undertaken within Diocesan Catholic Charities. This campaign involved Catholic leaders such as Bill Carpenter and Joe Clayton, who contributed not only to Catholic Charities but also ultimately played important leadership roles in the Diocese.

Through the good work of Sharon Napier and the Wolf Group was created the notion of Works of Love as a Catholic Charities tag line and the Works of Love program was initiated.

Works of Love was designed with the multiple goals of increasing awareness of and engagement in, Catholic Charities programs and helping educators incorporate Catholic Social Teaching into their curriculum by linking service components to issues of justice. Catholic schools, youth groups and religious education programs and parish social ministry committees were very interested in participating and finding new service activities. All Catholic Charities Regional and specialty offices were encouraged to provide opportunities for volunteer service.

The kickoff year, 2001, was a year for designing the new program and engaging the diocesan Catholic community. Public relations events and materials that helped promote the program included:

- posters
- stationary - distributed for use in the Regional and specialty offices
- T-shirts (3,200) funded by Fidelis Care
- balloons (3,500)
- bookmarks (6,000)
- Wendy's free frosty certificates (7,000)

October 20-27 was designated as Works of Love Week. 74 groups registered

projects (27 schools, and groups from 40 faith communities). 60% of the projects involved working directly with a Catholic Charities agency.

Judy Taylor's assistance was invaluable in designing many of the above items as well as bulletin inserts and Works of Love web pages for both educators and students.

Curriculum materials included:

- PRAYER SERVICES
- FROM SERVICE TO JUSTICE
- CATHOLIC SOCIAL TEACHING: SHORT COURSE FOR TEACHERS
- THE PASTORAL CIRCLE: LINKING SERVICE WITH CATHOLIC SOCIAL TEACHING
- PRACTICING THE PASTORAL CIRCLE
- THE T-SHIRT STORY (So that participants wearing a T-shirt would know that the hands that made them were attached to a human being whose work was valued and who was treated with dignity.)

In 2002, September 28-29 was designated as Works of Love Weekend, but recognizing the wealth of fall parish and school activities, other options were provided for participating. Liturgy materials were distributed for "a parish celebration of service to kick off a month of reflection and action focused on our call to 'shape a society more respectful of human life and dignity, and more committed to justice and peace.'" October was designated as a time for action, reflection, and celebration. Forty schools and faith communities registered projects though many others chose to participate in Works of Love activities at other times of the year. New bookmarks and Wendy's certificates were distributed and we again had some good media coverage of events, especially those in schools. Activities in 2002 also included some work educating Catholic Charities employees about Catholic Social Teaching and provided a preaching workshop so that Catholic Charities staff could be invited to speak in parishes.

All told, the impact of this event enabled Catholic Charities to become better known throughout the Diocese.

## 6. Centralized Services

### • a. Introduction

Considerable attention had been given in 1985-'93 to provision of centralized services in a decentralized governance structure, certainly with mixed results.

Much more progress was made during this time period.

In this section, addressed are the following areas of centralized administrative services:

- Financial Management
- Human Resource Management
- Information Technology
- Fund Development

- Public Relations Efforts

- **b. Financial Management**

### **Introduction**

As described above, the Diocesan Board Finance Committee advocated strongly during the late 1980's for separation of Charities financial management from that of the diocese. A major reason for this advocacy was concern about the financial management of the rapidly expanding Community Residential Program.

In the late 1980's, there had been four positive accomplishments:

- The adoption of common fiscal policies within the Office of Social Ministry effective July 1, 1988.
- The separation of Social Ministry financial management from that of the diocese, effective July 1, 1988, assisted by the hiring of Tom Cleary on a part-time basis. (The Community Residential Program had a separate finance office in Geneseo, headed by Kathy Miller since its inception.)
- The hiring of Tom Ament as Finance Director for the Office of Social Ministries in January 1992.

During this time period, after early transition came the Jim Crowley era.

### **Early Transition**

Following his hiring in early 1992, Tom Ament worked closely with Interim Diocesan Director Paul Pickering and the newly created Diocesan Board to plan for the 1992-'93 budget. Driven primarily by a series of cutbacks in Thanksgiving Appeal funding, the Board faced a "structural deficit" of more than \$100,000 for the upcoming budget year. A man of faith, Tom recommended and the Board adopted a budget that addressed the deficit by planning for increased revenue in that amount. Happily, Tom's prayers were answered shortly thereafter, when the agency received a bequest in excess of \$100,000.

That bequest resolved the structural deficit for 1992-'93, but it loomed again when 1993-'94 budget planning began. The problem was exacerbated when the organization received word from the diocese that its 1993-'94 TGA budget allocation would be reduced from \$750,000 to \$650,000. Jack Balinsky and the Board addressed the issue by asking the diocese to hire Tom as diocesan controller and again take over financial management for the diocesan office, and, as described below, also significantly changed its approach to human resource administration.

This arrangement was to last for two years.

### **The Jim Crowley Era**

As noted throughout this book, the diocese and Catholic Charities have benefited greatly from the contributions of lay Catholics in both paid and volunteer roles. As economic conditions in the Rochester area changed throughout the 1990's, there arose a new subset of lay Catholic volunteers – those who had taken early retirement from their primary work and wanted to

make a contribution to the Church in some way.

Tom Ament, who had taken early retirement from Kodak, was one excellent example.

So was Jim Crowley, a parishioner of St. John of Rochester, who lived in Fairport and had taken early retirement from Frontier Communications at the end of 1993.

When Kathy Miller decided it was time to resign as Finance Director of the Community Residential Program, Jim was hired for the position in March 1994. Like Tom before him, Jim was to make many outstanding contributions for the entirety of this time period.

Already by late 1994, it became clear that Jim and the staff at the office in Geneva could handle responsibility for more than just the Community Residential Program. Agreement was reached that the Geneva office would take over financial responsibility for the Diocesan Catholic Charities office effective July 1, 1995. Shortly thereafter, it was agreed to standardize the fiscal year within the organization as the calendar year.

The growth of the Diocesan organization described in this chapter was made possible in no small part by Jim's leadership and advice. By the end of Jim's tenure in December 2004, the Geneva office had financial management responsibility for Catholic Charities Community Services, the Diocesan Office, Providence Housing Development Corporation, Catholic Charities of Livingston County and Catholic Charities of Wayne County. (At this time, the Finance office in Elmira in what had been Catholic Charities of the Southern Tier, had responsibility for the four newly created subsidiaries, while Catholic Family Center and Catholic Charities of the Finger Lakes managed their own finances.)

Special mention should be made of the significant role that Jim played in the successful development of Providence Housing. Because of his business background and his close relationship with Providence Executive Director Maggie Bringewatt, Jim was enormously helpful as development consultant to Maggie, as well as financial manager.

Because Jim enjoyed a close relationship as trusted advisor to Jack, as well as having good relationships with the Board and staff, Jim agreed to stay well beyond the time he had initially planned to retire, and didn't leave until December 2004. His decade of contributions was outstanding.

### • c. Human Resource Management

#### **Introduction**

Recall that the human resource function within the new organization had also evolved slowly.

For example, both the National Association of Church Personnel Administrators study and the Deegan study described above had identified the need to clarify job descriptions.

Beginning in 1985, Sister Clare Roland, in addition to her responsibilities for the Chaplaincy function, gradually took a greater role in general human

resource activities, including personnel policy development and job description. When the office began administering its own finances, Debbie Ferris-Morris was hired as benefits coordinator.

The three major issues addressed in that prior period had been the transfer of the pension plan to a defined contribution plan, the effort to adopt common personnel policies, and the hiring of a full-time human resource professional.

The pension transfer was envisioned not only as a way to help employees, but also to raise funds through the excess balance in the defined benefit program. It was driven and executed effective January 1, 1991, by the Diocesan Board Finance Committee under the leadership of Mark Greisberger.

The effort to develop common personnel policies was long and contentious, because the job requirements and funding patterns of the various agencies were so diverse, and because of concern about unemployment insurance costs. This matter was finally resolved under the leadership of the Diocesan Board Personnel Committee chaired by Ramona Moore during the bylaws conversations in 1992. It was decided that rather than adopting a common personnel policy, each agency had to meet “minimum standards” that the Diocesan Board would monitor annually.

As described above, although she had been interviewed by John Firpo and Lourdes Perez-Albuerne before they resigned, the first full-time human service professional hired by the agency, Beverly Ludke, was actually hired by Interim Diocesan Director Paul Pickering in January 1992.

Thus would begin a period of focus on human resources, during which there was at first some restructuring of the diocesan function, and then a continuous effort at strengthening the function.

The evolution of the human resources function is described as follows:

- The Bev Ludke Era
- The Northern and Southern Tier Approach

### **The Bev Ludke Era**

Bev Ludke was to play a very significant role in the evolution of Catholic Charities for 15 years, but ironically, not as Diocesan Director of Human Resources.

When she came on Board in January 1992, her major responsibilities were working with the Personnel Committee of the Board on personnel policies, straightening out the aftermath of the pension plan conversion (an enormous task), and trying to get a handle on the differing salary structures, benefit provision and human resource management approaches at the Regional Agencies.

As referenced above, this nascent effort was cut short effective July 1, 1993. As part of the effort to address the inherited structural deficit and the TGA cutback for the 1993-'94 fiscal year, the Diocesan Board, Jack and leadership at Catholic Family Center reached an agreement whereby Bev would become an employee of Catholic Family Center, and the diocesan office would contract with Catholic Family Center for 10 percent of her time.

For the next eight years, Bev was most generous in her support of the diocesan organization in the very limited time that her responsibilities at Catholic Family Center allowed her to provide outside that work. Again during this period, much of the time she spent on diocesan matters was on pension issues. Hence, human resource administration was again essentially carried out at the Regional level. During this period, Bev expressed concern that central administration didn't really know what was happening in all the offices and she had concerns about potential liability issues for the organization.

With Bev's ever-increasing responsibilities at Catholic Family Center, and growing needs at the diocesan level, with the establishment of the Livingston County agency, Providence Housing and the acquisition of Kinship, it was agreed in December 2001 that a new approach was needed. Barbara Poling assumed the role of Diocesan Human Resource coordinator effective January 1, 2002.

### **The Northern and Southern Tier Approach**

With Bev Ludke turning to full-time work at Catholic Family Center, the diocesan organization was "saved" in terms of human resource administration by two wonderful women, Barbara Poling and Donna Rieker.

Described in both the last chapter and then later in this chapter are the organizational development of both Catholic Charities Community Services and Catholic Charities of the Southern Tier during the 1980's and 1990's. An important part of organizational development, of necessity, was the strengthening of the human resource function.

As Catholic Charities Community Services expanded, it became clear that there was need for a human resources director, and that it would probably be best if one of the several administrators of the Community Residential Program would assume this role. Barbara Poling volunteered. With some training support from Bev, attendance at numerous conferences and seminars, and her high personal motivation, by January 2002, Barb had become a highly effective self-trained human resources professional. In fact, at the time of transition, Bev told Jack that because of Bev's other responsibilities at Catholic Family Center and Barb's abilities, Barb was more up-to-date on current human resources issues than Bev.

So, Barb was well prepared to carry out her work as Diocesan Catholic Charities Human Resources Coordinator on a part-time basis under a contract between the diocesan office and Catholic Charities Community Services. While Bev and others would retain responsibility for direct supervision of the human resources function at Catholic Family Center, Barb would serve not only as diocesan coordinator, but would also become a human resources asset for the diocesan office, Catholic Charities of the Finger Lakes, Catholic Charities of Livingston County, Providence Housing, as well as continuing to supervise this function at Catholic Charities Community Services. She also provided some services to Bishop Sheen Ecumenical Housing Foundation and Camp Stella Maris. No small task!

At the same time, Donna Rieker was emerging as an effective leader of the human resources function for what had been Catholic Charities of the Southern Tier, and what would be transformed on January 1, 2003 into four new subsidiaries. In this new organizational structure, Donna continued to serve under the supervision of Associate Diocesan Director Tony Barbaro, working out of what had become Catholic Charities of Chemung County headquarters on E. Church Street.

Thus was created a more effective organizational structure which would better serve the agency beginning in 2003.

#### **d. Information Technology**

Father Joe Hart, Joan Zaia, Mark Darling, Tom Veeder, Rick Harrington, Mike d'Abramo and Sean Mlezynski are the heroes of this part of the story. They have been the architects and implementers of a leading-edge service provision contractual relationship with Catholic Charities, again other than with Catholic Family Center, which has the critical mass to sustain its own infrastructure.

The world of information technology is very different from what it was in 1994. Then, computers were primarily used for word processing and the Internet was in its infancy. More than with other centralized services, the subsidiaries were left "to go it an their own." The Diocesan IT Department under the leadership of Joan Zaia helped Catholic Charities to a degree with centralized purchasing and support on an informal basis.

Then came the Pastoral Planning Process initiated in November 1996. While most attention has been given to the closing and parish reorganization process (Plan A), there were identified in "Plan B" several recommendations for diocese-wide initiatives.

One recommendation was to develop a comprehensive, diocesan-wide formal IT program. With direction from Father Joseph Hart, who had become Moderator of the Curia and Chief Operating Officer of the diocese on July 1, 1998, with a mandate to implement Plan B recommendations, the continuing leadership of Joan and the addition of needed resources, there began to develop a model diocesan IT program. For example, when staff from the department went earlier in the decade to a national conference of diocesan IT departments in Minneapolis, they discovered that Rochester had the same number of staff serving the Pastoral Center schools, parishes and Charities as the Minneapolis Archdiocese had to serve the 200 persons in their Pastoral Center.

Enter Mark Darling, assigned as the IT staff person to assist Catholic Charities agencies. In fall 2001, he approached Jack Balinsky and suggested that in the then current situation in which each agency was trying to "invent the wheel," a centralized approach would be more cost-effective.

This suggestion led to a more formal relationship between the IT Department, and happily the hiring on September 10, 2001, of Rick Harrington to oversee this contract. Mike d'Abramo and Shawn Mlezynski were added to the team that has focused primarily on Catholic Charities, with



Mike working in the Northern Tier and Sean in the Southern Tier.

The author does not have the technical knowledge to describe in detail the progress made in hardware and software, networking, security, back-up, policy development and training, but has heard Rick Harrington share many times that he took an “opportunistic approach” using either a new technology or a grant opportunity with one subsidiary to improve the system for the entire Charities operation.

Specific accomplishments are described in the next chapter.

- **e. Fund Development**

### **Introduction**

One of the major hopes for the newly created organizational structure in 1985 was that it would provide a vehicle for common, cost-effective fund development. In fact, at an early staff meeting, there was discussion of developing a job description for a full-time fund development staff person. That initial hope was not realized, but the story of the organizational approach to fund development is interesting and described as follows:

- Clarifying the relationship with the Diocese
- The Catholic Charities USA 1999 Annual Meeting and Follow-up

### **Clarifying the Relationship with the Diocese**

The establishment of the new centralized Office of Social Ministry was made possible in part when the diocese permitted the new organization to use funding from the Devine estate to fund the new position of Assistant Diocesan Director of Catholic Charities in 1977. When this funding had been used, there was then discussion with the diocese about utilization of TGA funds, which have been an important source of support, particularly for the advocacy and social ministry activities described in this book. TGA allocations grew to \$1.2 million annually in the mid 1980’s, and then were gradually reduced to about \$750,000 at the beginning of this time period.

Of more importance to this discussion, however, was the clarification of opportunities for fund development by the Office of Social Ministry within the diocesan structure. Just as the newly restructured Office of Social Ministry was beginning to address the fund development question, by 1988, a group of lay volunteers recommended the establishment of a professional diocesan fund development department and the initiation of a Capital Campaign. Mark Seeberg came on Board in the late 1980’s and planning began for a Diocesan Capital Campaign, the “Miracle of Sharing.”

These developments led to a series of discussions between the Office of Social Ministry and diocesan leadership about fund development activities. The first area of discussion had been about the Catholic Charities Affinity Card initiative promoting use of a credit card, through which the Office of Social Ministry would receive a small percent return from the credit card company on purchases made with the card. Apparently, there had not been sufficient communication about this possibility and the diocese asked the Office of Social Ministry to cease this promotion.

The next area of communication difficulty was around the Miracle of Sharing Capital Campaign. Because the Office of Social Ministry leadership could not decide in timely fashion their priorities for inclusion in the diocesan-wide campaign, there were no Social Ministry priorities in the Campaign. In spring 1991, Mark Seeberg and John Firpo clarified the fund development relationship: the Office of Social Ministry entities could conduct individual Fund-raising events but were not to approach parishes or large donors during the time of the “Miracle of Sharing” campaign for contributors. When Jack Balinsky was hired in 1992, Father John Mulligan reiterated these understandings and said that discussions could again be held about fund development opportunities upon conclusion of the “Miracle of Sharing” campaign, then scheduled for June 30, 1997.

### **The Catholic Charities USA 1999 Annual Meeting and Follow-up**

As described above, the Catholic Charities USA Annual Meeting provided the impetus for Catholic Charities Capital Campaign 2000. This campaign enabled the organization to raise \$1.5 million, mostly for endowment, but more importantly, it was the first formal development function undertaken within Diocesan Catholic Charities. Through this campaign of key Catholic leaders such as Bill Carpenter and Joe Clayton were recruited not only to work for Catholic Charities but also for the diocese.

Also as described above, about this time, with consultation from Sharon Napier and the Wolf Group, Works of Love was created as a Catholic Charities tagline and the annual Works of Love initiative was launched to better connect us with parishes and schools.

All told, the impact was to enable Catholic Charities to become better known throughout the diocese, although at the end of the time period it appeared likely that fund development would remain a Regional function.

## **7. Relationship to Diocese**

### **• a. Introduction**

Few Diocesan Catholic Charities agency enjoy as positive a relationship with the Diocese as does this agency. This is due in large part to the outstanding leadership and rock solid support of Bishop Clark and Vicars General Father John Mulligan (1988-'98) and Father Joseph Hart (1988-present). Described previously were two evidences of this relationship – the Diocesan Public Policy Committee and contract with the Diocese for provision of IT services. Described here are two other evidences of positive collaboration during this eight year period.

- The Young Catholic Leaders group
- The Diocesan Director's role as Diocesan Health care Coordinator

### **• b. Young Catholic Leaders Group**

The emergence of a Young Catholic Leaders group was an excellent example of a collaborative approach. This initiative had two separate sources. The Bishop was interested because of discussions at the Stewardship Council initiated by Jim Ryan about the need to identify and encourage future

members. During Jack Balinsky's interview for the job of Diocesan Director, he listed creation of a group of future leaders similar to President's associates groups at colleges and universities as one of ten priorities for his administration if he were to be hired.

Formal planning for this initiative commenced at a dinner Mike Cooney, an attorney who was a Catholic Family Center and Catholic Charities Board member and Jack had in Albany on April 13, 1994. This led to a convening of the Bishop and six "young leaders" in August, 1994. Mike was to provide a significant leadership role through each of the incarnations of this group.

Initially, the group convened as Young Catholic Leaders focused on education, service and development. Out of this time period came the commitment of Marty Moll to lead Fund-raising for the Consistent Life Ethic dinner.

At Mike's suggestion, the next initiative was the "last Friday" lecture series. This initiative commenced in March, 1995 and proceeded until September 2000. Mary Conslor from the Diocesan Development office played a pivotal role in nurturing and developing the group during this period.

The group's initiative at the end of this time period was the Diocesan Leadership Seminar Series, which convened in fall 2001, and was more precisely focused on education of and input from those who do now or hopefully will in the future serve the Diocesan Church.

#### • c. Diocesan Healthcare Coordinator

An important part of Jack's job description from the outset was to serve as Diocesan Healthcare Coordinator.

During this time period there were significant events in Diocesan healthcare ministry.

First was Jack's involvement advising the Bishop about the coming together of St. Mary's and Park Ridge to form Unity Health System in a context of major national scrutiny about such mergers, and then later the disassociation of Unity from the Ascension Health System.

Most significant was Jack's activity on behalf of Fidelis Care of New York in the Diocese. Fidelis was a unique creation: an HMO owned jointly by the eight Dioceses in New York. Jack remarked to John Mulligan in 1997 that he had two full-time jobs – one with Catholic Charities and one with Fidelis. But the effort was well worth it as Fidelis was established, the Diocese paid its fair share of initial capitalization, and Diocesan providers indicated a willingness to do business with Fidelis. Fidelis became enormously successful as a unique new modality of continuing the Church's tradition of provision of healthcare to the poor.

Just after the turn of the century, Jack became involved in a series of discussions with both St. James Mercy and St. Joseph Hospitals about their Catholic identity and organizational status.

## 8. Conclusion

Besides providing on-going support to Regional Agencies, Board and staff

leadership had played an important role in encouraging the evolution of the over-all organization in a number of areas.

## ● C. CATHOLIC FAMILY CENTER

### 1. Introduction

In this eight year time period, Catholic Family Center, under outstanding Board and staff leadership, continued its work to improve quality of service delivery as well as to significantly expand services. Testament to the quality of service delivery were successful reaccreditations in 1993, 1996 and 2001. Described here are:

- Board and staff leadership
- Direct Services
- Advocacy and Parish Social Ministry

### 2. Board and Staff Leadership

Without question, during this time period, the Board was the most active Board within the entire Catholic Charities family. Following on the pivotal tenure of Judith O'Brien as Board Chairperson from 1991-'93, Board Chairpersons during time period were:

- Patrick Fox 1993-'95
- Michael Cooney 1995-'97
- Anthony LaPaglia 1997-'99
- Christine Licata 1999-'01
- Patricia Lovallo 2001-'03

Besides overseeing the day-to-day activities of the agency, the Board engaged in three special activities during this time period.

The Board, especially Patty (Gaffney) Lovallo, took leadership roles in organizing the annual Gaffney Memorial (to Patty's parents) Golf Tournament, first held in 1988.

The Board also played a major role in what became the Annual St. Patrick's Day Gala award presentation. Winners in this time period were:

- 1994: Daniel Gill
- 1995: R. Carlos Carballada
- 1996: R. Wayne LaChase
- 1997: Jerry Carr
- 1998: Roger Kober
- 1998: Andrew Meloni
- 2000: Frank and Mary Lou Stotz
- 2001: Bishop Matthew Clark
- 2002: Jim and Joan Ryan

The Board also played a key role in Strategic Planning efforts.

In fall, 1994, the Board adopted these Strategic Direction Statements:

- “1. To expand and diversify current fund development initiatives, especially in the areas of:

- Planned giving
  - Endowments
  - Broadening of the donor base
2. To enhance the image of the agency by improving and expanding the agency's community relations and marketing activities
  3. To review and assess current organizational structure in order to make recommendations regarding:
    - An agency management style
    - Streamlined operations
    - Enhanced internal communication
    - Comprehensive staff training
    - On-going quality assurance
    - New technologies, including MIS
    - Volunteer services
  4. To develop non-traditional approaches to service or funding by designing new program initiatives and collaborative effort
  5. To create opportunities for empowering individuals and communities through intensive training and grass-roots organizing efforts
  6. To examine issues related to Board governance to determine if Board structure is appropriate to agency's needs
  7. To examine how we do advocacy to ensure effective effort and staff/Board ownership"

The Strategic Planning process continued to evolve in the last half of the decade. Based on then emerging thinking in the corporate world, the agency adopted a new model that would require the organization to articulate its vision for the future and select the core business competencies it would require to achieve that vision.

In 1996 and 1997, four Core Competencies were identified and four staff Core Competency Teams developed vision statements and recommendations for key action steps to align the agency's culture with these core competencies. They were:

- Neighborhood Based/Community Centered Services
- Accessible Services
- Collaborative and Entrepreneurial Services
- Culturally Competent and Diverse Services

In addition to this formal planning process, the Board would almost every year hold an afternoon "retreat", or education session on Strategic Planning.

In the 1994 session, following up the spring 1993 Children's Summit with nationally recognized figure Marian Wright Edelman, the Board adopted a policy of evaluating all agency initiatives for their impact on children.

One such session, held at Transfiguration in 2002, through the intervention of Board member Brian Dwyer on the importance of agency consolidations, led to the acquisition of Family Services of Rochester, described in the next chapter.

During this time period, the agency also continued to enjoy outstanding staff leadership. In 1996, Rita Augustine, a seasoned human services veteran, replaced Jama Dodson as Associate Executive Director. The leadership triumvirate of Carolyn Portanova, Rita and Judy Azoff remained intact until Judy's resignation in June, 2001 and Rita's untimely death from cancer in March, 2002.

A major achievement was moving the office to the Michaels Stern building in early 2002.

The building next door was subsequently donated to the agency by Max Farash.

### **3. Direct Services**

As reported in the last chapter, the eight service delivery departments of Catholic Family Center at the outset of this time period in 1994 were:

- Children and Family Services
- C.Y.O.
- EAP and Counseling Services
- Elder Services
- Housing and Homeless
- Refugee and Immigration Services
- Restart Substance Abuse Services
- Wayne County

There were several major program improvements and expansion in this eight year period:

- In June, 1994, the agency co-sponsored Consortium of Northeast Community Teen Services Community Festival.
- In July, 1994, the C.Y.O. Mobile Youth Booth, providing information and referral services began operation at Irondequoit Mall.
- In August, 1994, the Refugee Department began to resettle Amerasians.
- In October, 1995, CFC entered into a joint venture with LIFESPAN to create the Eldersource program serving as a "one stop" source for professional information, advice and guidance for elders and their caregivers.
- In November, 1995, Parents Again, a support group for grandparents raising their grandchildren, was formed and facilitated.
- In January, 1996, Cuban refugees, who had been detained at Guantanamo for 17 months, were resettled in Rochester.
- In June, 1996, the Restart LaLucha program held its 5th Anniversary celebration at Clifford Avenue.
- In 1996, Catholic Family Center launched the Women's Bean Project (now known as Healthy Sister's Soup and Bean Works).
- On August 1, 1996, Liberty Manor suffered a devastating fire, in which no lives were lost, but the house was closed until November. St. Mary's Hospital stepped up to provide invaluable alternate housing assistance.
- On January 1, 1997, CFC began to resettle refugees from China.
- On January 1, 1997, CFC launched its Refugee Employment program

to provide full employment services, job counseling and ongoing transitional supports focused on removing barriers to employment with the purpose of leading to long-term self sufficiency for the refugee community resettled in the Rochester area.

- In July, 1998, Catholic Family Center was a founding member and lead agency in Recovery Net, a community-based chemical dependency treatment provider. Recovery Net's mission was to strengthen community-based approaches to treatment and to simplify access to appropriate treatment for clients and their families.

- Also in 1998, CFC created the position of coordinator of cultural competency and training.

- In September, 1999, CFC relocated its senior center program to Wilson Health Center, creating a "senior center of the future", providing a continuum of non-medical and medical services at one location, offering meals, socialization and recreational programs, as well as wellness workshops.

- Late in 1999, St. Paul House was opened as transitional housing for women in recovery, reuniting with children who had been placed in foster care or preventing foster care placements (capacity was 17 beds for up to 7 families).

- By 2000, C.Y.O. was serving 6,500 youth annually with 13 staff and a budget of over \$700,000.

- C.Y.O. program goals in 2000 were:

- o Children/Youth Succeeding in School
- o Youth Leading Healthy Lives
- o Youth/Family Stability

- In 2001, the Kinship Care Resource Network was established with Catholic Family Center as the lead organization.

- In May, 2001, Catholic Family Center launched the Wheels to Work program to help families maintain employment by providing no interest loans to qualified participants to purchase automobiles.

- Beginning in August, 2001, the "Lost Boys of Sudan" began finding a home in Rochester through the Refugee program.

- In 2002, CFC's STAR program was awarded a grant from the Golisano Foundation to start the Homeowners program, a home maintenance and repair service for seniors in the community.

- In April, 2002, Catholic Family Center opened Sanctuary House, its second emergency shelter for homeless women and women with children.

For the 2002 calendar/fiscal year, the CFC operating budget had grown to \$17.7 million.

A good snapshot of the direct services work of the agency at this time is provided in the Annual Program Evaluation Report for 2002-2003.

Departmental activities were:

Department	Director	Budget	Clients Served
Children and Family Services	Karen Emerton	\$2,800,000	12,078
Catholic Youth Organization	Deborah Cummings-Brown	675,000	7,199
EAP and Committees	Chris Spooner	555,000	1,240
Elder Services	Irene Coveny	2,000,000	18,682
Homeless and Housing	Lisa Lewis	1,500,000	3,114
Refugee, Immigration and Employment Services	Ed Perkins	2,500,000	1,613
Restart Substance Abuse Services	Carl Antah	5,000,000	1,900
Wayne County	Inga Rojas	400,000	1,236

#### 4. Advocacy and Parish Social Ministry

Once again, Spirit Alive! describes diocesan activities in advocacy and parish social ministry during this time period. Here are described such activities carried out on a Regional basis by Catholic Family Center. They include:

- Director of Social Policy and Research Brian Kane organized a meeting at Our Lady of Perpetual Help on February 3, 1994, where the Social Action Network advocated with County Legislature Chairperson Arnie Eckert in opposition to jail expansion (the planned expansion was delayed for two years).
- In March, 1994, there was lively debate and mixed reaction to the proposed finger-printing of welfare recipients.
- In July 1994, Brian Kane wrote an op-ed piece in the Democrat and Chronicle opposed to the death penalty.
- The Social Action Network developed by Brian advocated in fall, 1994, for measures to attack drug and alcohol abuse as the primary causes of violence in society.
- In spring, 1995, Carolyn wrote an op-ed piece in the Democrat and Chronicle making recommendation about welfare reform.
- In 1996, the Office of Social Policy and Research participated in a collaborative voter registration drive called Voter Power '96.
- At the Diocesan Public Policy Committee Annual Bishop's Legislative Luncheon held in January 11, 1997, welfare reform was a priority concern.
- In January, 1997, Brian left his position at Catholic Family Center to work with the Social Action Network which he had nurtured from its infancy.
- Joe Kenney held this position from March, 1997 until May, 2001. During his tenure, he was active in diocesan activities, and locally in promoting employment programs and mentoring for prisoners re-entering society.
- On December 11, 1997, Catholic Family Center and the Jewish Family Service Agency presented "An Evening with the God Squad" in furtherance of the interfaith covenant adopted the previous year.
- In early 2001, Marvin Mich, who had been teaching at St. Bernard's Seminary, was appointed as Director of the Office of Social Policy and Research. Already by that summer his office had received the Rochester Labor Council AFL-CIO Community Solidarity Award. (His accomplish-



ments over the last decade will be chronicled in the next chapter.)

## ● D. CATHOLIC CHARITIES COMMUNITY SERVICES

### 1. Introduction

Through the outstanding efforts of Board and staff leadership during this time period, Catholic Charities Community Services (as it came to be known in 2001) expanded its developmental disability services, particularly for those living in the community, and its AIDS services, as well as adding a new service, Traumatic Brain Injury, in 1999.

Described here are:

- Board Leadership
- Staff Leadership
- Direct Services
- Advocacy and Awareness Activities

### 2. Board Leadership

#### • a. Introduction

With the October 24, 1992 resolution creating Catholic Charities Community and Residential Services as a new subsidiary of Diocesan Catholic Charities, late in 1992 and early in 1993 Diocesan Board leadership, Jack Balinsky and Paul Pickering went about the business of establishing a new Board.

Members of the initial Board which first met in July, 1993 were:

Jack Balinsky  
 Douglas Boyd  
 Mark Greisberger  
 Richard Masters  
 Diane Oltorik  
 Dr. Thomas Oltorik  
 Ann Parsons  
 Paul Pickering  
 Joseph Stauffer  
 Father Dan Tormey  
 Sister Jeanne Troy

The Board would play an enormous role in the evolution of the new agency.

Described here are:

- Board Leadership
- Strategic Planning
- Twentieth Anniversary
- Fund Development
- Board Education

#### • b. Board Leadership

Board Presidents during this time period were:

Dick Masters 1992-'94  
Mary Magee 1995-'97  
Daniel O'Neill 1997-'01  
Carol Mordaci 2001-'04

Two other influential Board leaders were Martin Birmingham who served as Treasurer from 1994-'97, and Mark Greisberger who took over as Treasurer in 1997 and served in that role throughout the remainder of this time period.

Led by Board President Mary Magee with assistance from the Board Vice-President Brother Ray Verduyse from Bishop Kearney High School, the Board adopted at its September 6, 1996 meeting a series of activities as appropriate for the role of the Board:

- Providing Fund-raising support
- Setting and maintaining agency policy
- Advocating for clients
- Strategic Planning
- Together with the Diocesan Director, hiring, evaluating and firing (if necessary) the Chief Executive Officer
- Evaluating the Board's performance
- Approving annual budgets
- Monitoring implementation of programs
- Monitoring program development and expansion

### • c. Strategic Planning

From its establishment, the first priority of the Board was developing a Strategic Plan for the new agency. The Board would continue to focus on Strategic Planning over this entire time period.

The first Strategic Plan was adopted by the Board at its November 16, 1994 meeting. The following mission statement was adopted:

“Catholic Charities Community and Residential Services is deeply committed to enhancing and strengthening the independence, inclusion and individualization of persons with developmental disabilities as well as those who are living with HIV/AIDS.

Through a variety of services provided in conjunction with those we serve, we empower individuals to live with the greatest possible dignity as people of God.

We strive to inform and educate the community on relevant issues while continually advocating for the right of individuals we work with and the community.”

Four strategic priorities adopted in the plan were:

- Relocate the office from the Pastoral Center to a separate location. (This was accomplished effective July 1, 1995 with the move to 1945 East Ridge Road).
- Relocate the AIDS services program at the new location. (This was done.)
- Create one new service. (Already the agency had been certified to provide Traumatic Brain Injury Services but as yet no program had been

initiated.)

- Continue to provide the full continuum of quality direct services needed by clients.

In 1997, the Board began to review the Strategic Plan, beginning with a review of the Mission Statement. At the September 17, 1997 meeting, the following revised Mission Statement was adopted:

“Catholic Charities Community and Residential Services is deeply committed to enhancing and strengthening the independence, inclusion, and individuality of persons with disabilities and those who are living with HIV/AIDS.

We integrate service delivery, advocacy, and education to foster individual and community empowerment. In conjunction with those we serve, we promote the self worth of all individuals to live with dignity as people of God.”

At its November 13, 1998 meeting, the Board adopted five strategies for its 1999-'02 Strategic Plan:

- We will explore new funding options and opportunities for maintaining current services.
- We will develop a community awareness and marketing plan.
- We will expand governmental awareness of persons with disabilities and those living with HIV/AIDS.
- Catholic Charities Community and Residential Services will develop an expansion program which will provide services to at least one new disability group and expand existing services, utilizing alternate resources for funding, within the next three years.
- We will develop a plan exploring and analyzing how volunteers could best be used.

Implicit in the second strategy was agreement that the agency would hire a development staff person. Ann Sawyko, who had been working at the School of the Holy Childhood, was hired in this position on March 26, 1999.

In March, 2000, the Strategic Planning Committee reviewed major accomplishments in 1999 in implementation of the Strategic Plan. Highlights included:

- Increased participation in legislative advocacy
- Increased use of volunteers, including participation in the United Way Day of Caring program
- Hiring of the Development Coordinator
- Several program expansions and enhancements (described below)
- Spanish-speaking team employed in AIDS services
- Community awareness expanded in a variety of ways

After much discussion, in conjunction with the Strategic Planning Committee during the spring and summer, on July 13, 2000, the Executive Committee made the decision to change the name of the organization to Catholic Charities Community Services effective September 1, 2000.

In early 2002, the Strategic Planning Committee was again convened to plan for a new Strategic Plan to take effect in 2003. At the recommendation of the committee, modest bylaw revisions were adopted at the September, 2002 meeting. A new Strategic Plan would be adopted at the January, 2003 meeting.

- **d. Twentieth Anniversary**

The Board took a leadership role in planning the twentieth anniversary event. This celebration was held at the East Ridge Road office in October 27, 2000.

- **e. Fund Development**

While throughout its entire history, the agency would rely primarily on government funding, the Board soon recognized that there would always be need for discretionary funding to help support the positions of Development Coordinator and Community Awareness Coordinator as well as providing funds for special initiatives. Under the leadership of Development Committee Chairperson Bill Noonan, the Board organized three “Rochester Renaissance Galas” at downtown hotels in September of 1996, 1997 and 1998. These events raised between \$7,000 and \$10,000 annually.

Under the leadership of Board member Jim Aroune, the first annual golf tournament was held on July 9, 1997. The event has been held each year since then with annual proceeds approximately \$10,000.

After two years of sponsoring both the fall gala and golf tournament, it was recognized that the events were in competition with one another and the administrative burden of organizing the events was significant. In early 1999, it was decided that the Board would focus on the golf tournament as its major Fund-raising activity.

- **f. Board Education**

Over this time period, two different initiatives were put in place to provide opportunities for Board members to learn more about the agency and its programs:

- From early 1993 on, Jack Balinsky made a commitment to go to a dinner at each of the community residences annually, and Board members were encouraged to join him.

- The first “Progressive Dinner” was held on January 27, 1999. Thereafter this event was held annually, providing Board members, after a short business meeting, the opportunity to visit staff and clients of the various programs at the agency’s main office.

### **3. Staff Leadership**

A hallmark of staff leadership has been the continuity of persons in key positions.

As previously indicated, from the outset, the organization was blessed to have as its Executive Director Paul Pickering who had been involved in the program almost from its very beginning. He has continued to provide effective leadership up until this day.

In addition to his work in the agency, Paul has played an important role at the state level, making significant contributions to the State Council of Catholic Charities Directors and the New York State Association of Community Residence Agencies. An example of this involvement with the latter organization was an op-ed piece he wrote as its secretary in August, 1999, entitled “If New York State Really CARES, Pay Disparity Must be Addressed”. The former organization recognized Paul’s many years of contributions by presenting him the prestigious Vinnie DeFazio Award in March, 2007.

One of the hallmarks of Paul’s leadership within the agency has been his ability to attract and retain outstanding departmental leadership.

Developmental Disabilities Services: Kathleen Termine (hired March 6, 1994)

AIDS Services: Jane Hallinen (hired on June 9, 1996).

Traumatic Brain Injury Services: Tracy Colombo McNett, who was hired in the Development Disabilities Department October 16, 1989, and has been the only Director since she assumed the position in November, 1997.

Human Resources: Barbara Poling (who was promoted to Director of Administrative Services in fall, 1995, became Human Resources Director for the agency, and then Senior Human Resource Director for Diocesan Catholic Charities on January 1, 2008.)

Finance: Jim Crowley (whose considerable contributions are described above)

## **4. Direct Services**

### **• a. Introduction**

Major highlights of the growth of direct services came in the provision of developmental disabilities services to persons in the community, the development of a variety of AIDS services and the creation of a new Traumatic Brain Injury program.

### **b. Developmental Disabilities Services**

The movement toward enhanced community-based services began with the establishment of the Family Care program in 1994. Through this care provided in certified private homes, it was envisioned that “a developmentally disabled individual could have a structured and stable home environment and an atmosphere of family living, including the support, guidance and companionship, found within a family unit.” By fall 1994, there were eighteen certified beds in ten families’ homes with six placements.

In 1994, the Cramer House Individualized Residential Alternative program was opened in Penn Yan. Thus, by 1995, the residential program was serving eighty four persons in nine sites.

By 1996, Project Support, as the variety of services provided to developmentally disabled persons in the community was now called, was serving seventy persons under the leadership of Lucy DeChaine. For Christmas that year, more than 300 gifts were distributed to persons in the community, both in the

developmental disabilities program and also the AIDS program. In addition, \$6,200 in Christmas Appeal money from the 1996 appeal would be distributed in 1997.

A major development came in 1997 when Board member Flor Colon, an attorney working for Xerox, helped the agency establish a corporate guardianship program.

When Lucy left the agency in September, 1997, the Development Disability Department was consolidated under the leadership of Kathleen Termine to oversee administration of both the residential services program and Project Support. (The AIDS services program was also consolidated at this time under the leadership of Jane Hallinen).

There were three important developments in the Developmental Disabilities Department in 1998:

- The supportive apartment program in Irondequoit was moved from Red Brick to Tryon Estates.
- Discussions began with OMRDD about transferring ownership of the Lyons and Penn Yan community residences from the state to Catholic Charities.
- Similar discussions were initiated with DePaul Mental Health Services about the possible purchase of the Cloverdale Community Residence.

In a May, 1998 meeting, Paul Pickering reported to the Board the current status of Developmental Disabilities Services:

Providing services to 172 individuals (services include Residential Habilitation and Service Coordination)

**Number of Consumers**

6 Community Residences .....	67
1 Supportive Apartment .....	2
2 Individualized Residential Alternatives .....	18
10 Family Care Providers (12 bed certified) .....	9 (1 respite)
Residential Habilitation (persons living in community) .....	13
(Waiver & non-Waiver funded)	
ISS – Residential Habilitation & Service Coordination .....	18
Non-Waiver Service Coordination.....	3
CMCM – (persons living in community) .....	12
Collateral (spouse, children, significant other).....	30
	<b>172</b>

In early 2001, Paul reported to the Board results of efforts to achieve program goals established for 2000. He reported:

The following department goals were met or had significant progress:

1. The ownership of Cloverdale CR at long last has been secured as of 2000.
2. Restoration funds from OMRDD were received for two homes. \$11,000 was received for remodeling the kitchen at Newcastle CR and creating a separate medication room at Holt Rd. CR. The United Way Day of Caring also provided free or reduced costs for several projects such as

- painting, room remodeling, yard work and construction of steps.
3. Conversion of our Community Residences to Individual Residential Alternatives has been explored but no conversions have been done or are anticipated in the near future.
  4. Not only has the Developmental Disabilities Department balanced their budget, but also they have realized a very significant surplus by year's end. This is a credit to the managers and supervisors of the programs.
  5. The goal for increasing services to consumers has been accomplished. The residential sites had 86 persons living in those homes by the end of 2000. This meant only one vacancy. Family Care remained stable with seven consumers. Community based services had a census of 83 that compared to 66 at the end of 1999.
  6. The last goal was to bring attention to Jubilee 2000. This was accomplished by trying to have staff aware of ways to "forgive". Management tried to reduce time spent on paper work. Monthly managers meetings were consolidated down to nine. The staff "star" recognition was stressed for its importance. Overall awareness of what is meant by Jubilee 2000 was given to staff.
- Thus, at the end of this time period, this department was thriving and continuing to expand services."

- **c. AIDS Services**

As previously reported, following Bishop Clark's Pastoral on AIDS, resulting from discussions with a community task force, including AIDS Rochester, Strong Memorial Hospital and other local providers, the Office of Social Ministry launched the Maternal and Child AIDS Intervention Program (MCAIP). At the outset this program provided transitional housing through Mary's House and case management services, under the leadership of Department Director Sharon Nyquist.

At the beginning of this time period, the case management program was serving seventy persons. In 1994, the residential component was changed with establishment of an improved approach made possible by a Housing Opportunities for Persons with AIDS (HOPWA) grant which provided rent subsidies for persons with AIDS. Mary's House was subsequently closed.

When Sharon Nyquist went on long-term disability at the end of 1994, Lucy DeChaine supervised the program on a part-time basis along with her responsibilities in the community services program for persons with developmental disabilities.

In 1995, Jim Crowley "saved" the case management program, which was running a significant deficit, by suggesting measures to restructure the administrative and billing approaches for the program.

Jane Hallinen became Department Director in June, 1996, and Lucy returned to full-time administrator of the community services program.

In 1996, the AIDS Services Community Follow-up Program was established. At this time, there were fourteen clients in the HOPWA program,

and over 100 persons were being served in all.

Four major developments or events occurred in 1997:

- In March reimbursement for transportation in the HOPWA program was discontinued.
- In the summer Camp SOAR (A safe opportunity for children whose lives were affected by AIDS/HIV) was launched as a one week residential camp experience. (It would run each year until 2005 when it was blended into Camp Good Days and Special Times.)
- In the fall, all services were consolidated under the leadership of Department Director Jane Hallinen.
- Bishop Clark presided at a special Mass at St. Mary's downtown on December 1, 1997 in celebration of World AIDS Day.

In his May, 1999 report to the Board, Paul enumerated the status of AIDS services at that time:

**AIDS Services:**

**Client Data:**

156 clients served	
204 collateral elements were served	
Children with HIV/AIDS	.....6
Affected children	.....142
Negative Adult Collateral Clients	.....42
Positive Adult Collateral Clients	.....14

HIV Status

Male	..... 40 %
Female	..... 60 %

Race/Ethnicity

Black (non-Hispanic)	..... 49.8 %
Hispanic	..... 23.3 %
White (non-Hispanic)	..... 23.9 %
Asian/Pacific Islander	..... .5 %
Native American	..... .0 %
Other	..... 2.5 %

Housing and Emergency Services (HOPWA)

Long Term Housing Subsidies:

- Began 1998 with 26 participants
- Closed 12 cases within the year
- Opened 9 new cases within year
- Ended in January 1999 with 23 participants

Emergency Rent Mortgages and Utility Grants

- 53 grants – HOPWA Grants
- 15 grants – Emergency Shelter Grants
- 7 grants – United Way Emergency Food & Shelter grants



### RTS Bus Tokens

- 2,525 tokens were dispersed
- 32 unduplicated number of clients used tokens monthly
- 210 average bus tokens were dispersed monthly

In his report to the Board in early 2001 about progress toward achieving 2000 goals, Paul wrote:

“Eight goals had been identified for the year including client recognition, client recreation, peer monitoring, increased services to bilingual clients, addressing gaps in housing services, and implementing the Uniform Reporting System for COBRA Case Management.

Clients were recognized in various ways, including birthday messages, achievement certificates and contributions to the AIDS Community. A part-time family specialist was hired to coordinate recreational experiences. Sixty children attended Camp SOAR, where some clients served as volunteer staff.

The Housing services goal is a long range one as is the service to bilingual clients and the goal to provide services to those without Medicaid. Strides were made but these are ongoing projects.

Monthly staff meetings and team building activities have been held.

The Uniform Reporting System for COBRA Management began in July.

Staff Team building activities were incorporated into monthly meetings.

Total number of clients served – 157, the projection was for 180.

Rent grants, long term rental subsidies, emergency grants and bus tokens were provided under Emergency Assistance & Housing Program.”

In 2002 the agency had initiated a new program, A Place for Every Child, providing permanency planning foster care placement and on-going support for children whose primary caregivers died of AIDS. (This very valuable program ended in March, 2003, because federal funding was redirected to Tennessee, where a high incidence of AIDS was verified.)

This, at the end of this time period, the AIDS services program was also thriving.

### • d. Traumatic Brain Injury Services

Recall that in the first Strategic Plan adopted by the Board in November, 1994, a priority had been to create one new service and it was reported that the agency had already been certified to provide Traumatic Brain Injury Services.

This program was launched in summer 1995 with provision of case management services to two individuals.

The program was formalized in 1997 with the creation of Project Independence and the hiring of Tracy Colombo McNett as Department Director. Funding came from the state for the Living Skills Training Program.

In 1998, the Intensive Behavioral Program and Community Intervention program were initiated.

In his May, 1998 report to the Board, Paul summarized the current status of service provisions:

Clients for Community Intervention Program .....	3
Clients for Living Skills Training Program .....	17
Clients for Intensive Behavioral Program .....	11
Total Clients .....	31

The program faced a crisis in summer 1999 because of significant deficit and lack of any rate increase. Paul informed the State Department of Health in August that the agency would close the program on September 7, 1999. After a meeting of State Department of Health officials on September 2, 1999, rate increases were implemented retroactive to April 1, 1999 and the program remained open.

In early 2001, Paul reported to the Board on progress made achieving 2000 goals:

“Seven goals were identified for this department:

1. The amount of services provided to clients was increased from 46 units in 1999 to 58 units in 2000. These also reflected an increase from 25 clients to 31.
2. Increasing community awareness was accomplished through participation in several conferences. Both clients and staff gave presentations.
3. Rate increases for support staff are still a concern. A task force was initiated to continue legislative awareness.
4. A training manual is being developed to help with the goal of having a more extensive training system.
5. Researching the possibility of opening a structured Day Program was not done in 2000 due to knowing the financial difficulties of other agencies day programs.
6. There were no referrals for the consultant to work with TBI individuals under OMRDD.
7. Participation with TBI support groups met a major blow when VESID changed its funding for transportation. Most clients could not attend support meetings.”

Thus, this nascent program was finally on solid footing as this time period drew to a close.

## 5. Advocacy and Awareness Activities

In response to an invitation from the Diocesan Board to apply for a grant from Board Designated Funds, and in recognition of the three fold mission of the over-all agency, Catholic Charities Community and Residential Services applied in fall 1995 for a two year grant to hire a Community Awareness Coordinator.

Lyn Zyla, who had been providing administrative support services at the agency, assumed this position on March 22, 1996. She immediately replaced Paul as the agency’s representative on the Diocesan Public Policy Committee.

One of her first responsibilities was to create an agency newsletter, REACH, designed in part to help parishioners and others in the community become more aware of the needs of disabled persons. The first issue was published

August 3, 1996.

In September, 1996, Lyn reported to Paul her accomplishments for the first six months:

- Scheduling a “We Are One Body” retreat for November
- Meetings held with staff from campus ministry, Catholic schools and the Diocesan Department of Evangelization and Catechesis
- Creating “presentation scripts on general disability awareness, learning disabilities and the agency’s programs and services
- Completion or scheduling of accessibility studies in twelve parishes

Lyn coordinated three retreats in the fall of 1997 for parishioners and agency representatives, in the spring of 1998 for families with disabled children, and another in 1999 for parishioners and agency representatives.

She would continue in this position until resigning February 3, 2001.

## 6. Conclusion

From its inception in 1992 until the end of 2002, the agency had expanded rapidly. The specifics of this growth are described above. This growth necessitated taking additional space at Ridge Road (2000 square feet in summer 1998 and space on the upper floor in early 2000), as well as moving the Finance Office (from Lyons to W. Washington Street in Geneva and then across the street to larger quarters on W. Washington.) Perhaps the best summary indicator of this growth was the growth in the annual budget:

1994 - \$3.0 million

1995 - \$3.2 million

1996 - \$3.5 million

1997 - \$3.7 million

1998 - \$4.3 million

1999 - \$4.9 million

2000 - \$5.4 million

2001 - \$5.8 million

2002 - \$6.3 million

## ● E. CATHOLIC CHARITIES OF THE SOUTHERN TIER

### 1. Introduction

The establishment and early history of Catholic Charities of the Southern Tier were described in the two previous chapters. This chapter recounts both the continuing evolution of existing services, but also the monumental efforts which led to the transformation of the organization into four new subsidiaries effective January 1, 1993.

Catholic Charities of the Southern Tier had grown steadily through 1996 when its budget approximated \$2.6 million. At that point, the agency consisted primarily of its Gateways Community Living Program, Food Bank of the Southern Tier, Transitions – Counseling for Healthy Living, Emergency

Services and the Justice and Peace Department. Despite the growth that had occurred, agency leadership was very aware of two primary issues. First, the agency was known primarily as an Elmira-based organization. Secondly, the general public and even Catholic parishes were relatively unaware of Catholic Charities of the Southern Tier's existence and its work. Even though agency leadership was committed to changing these dynamics, it lacked the financial resources to so.

On December 10, 1996, the agency's finances and future would change dramatically. On that date, Catholic Charities of the Southern Tier received a check in the amount of \$1,288,311 from the sale of a portion of real estate that the agency had acquired from Nellie Monroe. Nellie and her daughter, Mary Smith, were aware of the agency's work and approached the agency with the offer to sell the Monroe family estate in Big Flats, N.Y., to Catholic Charities of the Southern Tier. Ms. Monroe asked for \$60,000 which is what she felt she needed to live her remaining years. The agency purchased the property for that amount with the initial intent of dedicating a portion of the property to a new Food Bank distribution center and the remainder (8.5 acres) for a low-income housing project. However, The Consumer Square Mall project began to develop quickly. This activity would drive the value of the property up to nearly \$150,000 an acre.

With Sister Patricia Prinzing RSM, as Board chairperson and with the earnings from the new Nellie Monroe Fund, the agency launched six ambitious goals for the next five years:

- Establish a Catholic Charities office and organization in Steuben County
- Establish a Catholic Charities office and organization in Tompkins County
- Expand the agency's Justice and Peace presence throughout the five-county region
- Hire a part-time public relations coordinator to help create a coordinated public relations campaign to raise awareness of the agency and its work
- Hire a part-time human resource coordinator to oversee personnel policy and practices throughout the agency
- Continue to grow and diversify its historic programs (Gateways, Food Bank, Transitions and Emergency Services)

Against this background, described here are:

- Board and staff leadership
- Direct services
- Advocacy and Parish Social Ministry
- The evolution of activity in Steuben, Tompkins/Tioga and Schuyler County
- Creation of a new governance model

## **2. Board and Staff Leadership**

The efforts of strong Board leaders, a very effective Board overall and the continued outstanding work of Executive Director Tony Barbaro made possible the achievements described here.

Board Presidents during this time period were:

- Kevin O'Connell 1993-'95
- Sister Patricia Prinzing RSM 1995-'97
- Joseph Caparulo 1997-'99
- Joseph Bucci 1999-'02

Under Tony's leadership, the centralized administrative structure was significantly strengthened. The agency had moved from St. Peter and Paul's School to a much more suitable rental property at 1700 College Avenue in late 1993. A further improvement was when the Regional office purchased a facility at 215 E. Church Street in downtown Elmira in 1996. The building was blessed by Bishop Clark at an open house gathering held on May 27, 1997.

During this time period, Catholic Charities of the Southern Tier made considerable progress in public relations work. An important step occurred in 1994 when the agency changed its name to Catholic Charities of the Southern Tier. This decision was made to take advantage of Catholic Charities USA public relations strategy and the recent decision by Catholic Charities of the Diocese of Rochester to change its name from Social Ministries of the Diocese of Rochester to Catholic Charities. Another accomplishment was the development of an agency logo and print materials that created the image of Catholic Charities of the Southern Tier as a family of integrated programs. This paved the way for a coordinated public presentation strategy.

David Biviano, a former Catholic Charities of the Southern Tier Board member and chairperson of the Food Bank Advisory Council, was hired in September 1997 to continue with the coordinated public relations strategy. David's creative ability and his knowledge of agency history and personnel proved to be very helpful in raising awareness of the agency's work.

A further improvement was in the human resources area. The agency had grown from four employees at its inception to more than 100 in 1996. As the Board of Directors authorized the agency to continue to grow and diversify, Donna Rieker was hired to become part-time Human Resource Coordinator. Donna received substantial support from Bev Ludke, who was Human Resource Director for the corporation. Donna's position evolved over the next five years when she would become Human Resource Director.

### **3. Direct Services**

#### **• a. Introduction**

As the agency launched the development of Catholic Charities in Steuben, Tompkins and Schuyler Counties described below, it also gave priority to continued growth of its historic programs: Samaritan Center in Elmira, Gateways Community Living, Food Bank of the Southern Tier, Transitions – Counseling For Healthy Living, and Tioga Teen and Family Services.

#### **• b. Samaritan Center**

Catholic Charities of the Southern Tier's emergency service program was a central part of Catholic Charities of the Southern Tier from the very

beginning. As described above, Helen Clark was the original volunteer coordinator of the program which utilized volunteers from faith communities in the Elmira area to meet clients' basic survival needs (food, clothing and limited financial assistance.) In 1982 Sister Gloria Ruocco RSM was hired to coordinate the program.

The program continued to grow and respond to the emerging needs of its clients during this period. When Catholic Charities of the Southern Tier moved the Regional office to 1700 College Ave. in Elmira and eventually to 215 E. Church St., the location of the Samaritan Center program was a hotly debated topic. In March 1997 the program was located to 124 - 126 Lake St. in Elmira where it remained until the Catholic Charities of the Southern Tier Board authorized the purchase of 380 S. Main St. on Elmira's south-side in September 2000 as the permanent location for the Samaritan Center. (While Nellie Monroe Funds were not used to operate the Samaritan Center, a 20-year mortgage from the Nellie Monroe Fund was used to finance the purchase of the new Samaritan Center.)

### • c. Gateways

As previously indicated, in 1982 Catholic Charities of the Southern Tier had begun operating Gateways, a residential program serving individuals and families with mental illness who were transitioning from restricted treatment facilities to less restricted community-based settings. At the onset, the program consisted of a nine-bed supervised community residence at 655 College Ave. in Elmira. Over time Gateways developed an Office of Mental Health certified apartment program, a supported housing program, and a Shelter Plus Care program. At the beginning of this time period, over 100 individuals were being served.

From 1994-2002, major growth occurred in these ways:

- In April 1996 a facility 454 W. Church St. in Elmira was purchased to become The Social Club for networking, advocacy and socialization of individuals with mental disability.
- In 1997, through the assistance of Providence Housing Development Corporation, the former supervised community residence facility at 605-607 College Ave. in Elmira which Catholic Charities of the Southern Tier owned was renovated to become a low-income apartment project through a \$175,000 grant from the state's Homeless Housing and Assistance Program.
- On September 8, 1999, Miller Manor, a 12-bed HUD-financed apartment facility was dedicated to serve people Gateway clients as well as others in the community with disabilities. The facility was built by Providence Housing Development Corporation.
- In May 2001, the agency initiated the Supported Independent Living Program (SILP), a 14 bed residential program to serve adolescents aging out of the foster care system. The program was a joint initiative of Chemung DSS and Catholic Charities of the Southern Tier but was

designed to serve a 10-county area.

- By the end of 2002, the Gateways Program was serving more than 400 persons. For much of this time period, Jeff Eaton was the Gateways Director.

#### • d. Food Bank of the Southern Tier

In 1994, with John Farrer as director, the Food Bank had moved into its new distribution center located on the former Nellie Monroe property in Fisherville. In 1996, the Food Bank had a budget of \$775,000, distributed approximately 2 million pounds of food, and had a staff of 10. By 1998, it was distributing 3 million pounds, developed an automated inventory distribution and control system and developed Fund-raising capacity of \$175,000 a year.

Through a creative collaboration with the University of Southern California, a new initiative was launched in 1998 to procure more fresh fruits and vegetables to blend with the traditional canned and boxed goods. This initiative was an indicator of the change of food product that would occur during the next phase of food banking. It also pointed to the need for more refrigerated and freezer warehousing space.

In August 1999, Paul Hesler became Food Bank Director. Paul initiated a more expansive Fund-raising and distribution culture and under his leadership the Food Bank's annual distribution grew to 7 million pounds in 2001, Fund-raising and donations doubled the 1998 benchmark, and the budget was \$1.8 million. Because of this significant expansion, Food Bank leadership began to address the need to expand both warehousing and office space.

#### • e. Transitions

As previously indicated, Transitions had begun in 1982 under the auspices of Catholic Family Center. Transitions was a medically supervised outpatient clinic serving individuals and families recovering from substance abuse addiction. It also offered a full service Employee Assistance program. The program had been transferred to Catholic Charities of the Southern Tier in 1988. At the beginning of this time period, under the leadership of Amy Denenberg, its budget was \$370,000 with a staff of 12. In June 1999, Catholic Charities of the Southern Tier executed a plan leading to the merger of Bath Hope For Youth and the Steuben Council on Alcoholism with Transitions. The merger created a continuum of service in Steuben County offering prevention, education and school-based services to youth and outpatient clinical treatment services. The integration of this merger and the integration into Catholic Charities of Steuben continued through 2002.

#### • f. Tioga Teen and Family Outreach

In the early years of its work, other than justice and peace services and a limited parish-based counseling service, the presence of Catholic Charities of the Southern Tier in Tioga County was minimal. This was in part due to budget, but also to the presence of Tioga County Rural Ministry, created by the

Sisters of Mercy in 1981 to provide rural outreach services in the county.

In 1997, TTFO, had a budget of \$75,000 with four part-time staffers and a group of volunteers. By August 1999, an \$80,000 Welfare-to-Work program was added and the office was moved to Taylor Road in Owego. In August, 2000, Joe Federowicz retired and George Ferrari (then Director of the evolving Tompkins County effort described below) added the Tioga programs to his responsibilities. Under George's leadership the agency moved to the former St. James School building in Waverly when an emergency services program was started.

#### **4. Advocacy and Parish Social Ministry**

From the beginning of this time period, the work of the Justice and Peace department was a top priority of the Catholic Charities of the Southern Tier Board and the agency continued to be blessed to have Kathy Dubel as director. Agency leadership explored ways to make the community more aware of its Justice and Peace initiatives and to make the work that was shared between Justice and Peace staff and Parish Social Ministry Committees become the work of all parish members.

The Board concluded that the Justice and Peace department needed to be expanded so that it could more effectively extend into Tompkins and Steuben. With the development of agencies in Steuben and Tompkins, Justice and Peace staff were added in these counties.

As described more fully in *Spirit Alive!*, in addition to strengthening the agency's relationship with parish social ministry churches, the expanded Justice and Peace department worked effectively on a variety of issues established by the Diocese of Rochester Public Policy Committee including welfare reform, Jubilee year observance, reforming Rockefeller drug laws, environmental justice, Conscience Clause and economic development.

#### **5. The Evolution of Activity in Steuben, Tompkins/Tioga and Schuyler Counties**

##### **• a. Introduction**

While the strengthened agency was enhancing its existing services, it began in 1996 to work toward two of the goals adopted in the wake of creation of the Nellie Monroe Fund as described above: to establish a Catholic Charities office in Steuben County and to do the same in Tompkins. These efforts are described here. Also described is the serendipitous opportunity that arose in Schuyler County.

##### **• b. Steuben County**

The March, 1996, Catholic Charities of the Southern Tier Board meeting was hosted by Father Robert Hammond, pastor of St. Mary's in Bath. Bob discussed with the Board his observations about the urgent human needs of people in Steuben County where unemployment and poverty rates were extremely high. Additionally, Bob pointed out that the county's vast expanse made access to services very difficult. Bob encouraged the Board to establish a



Catholic Charities presence in Bath and offered the assistance of St. Mary's to do so.

In December, 1996, Christopher Wilkins became the first director of Catholic Charities in Steuben with an office donated by St. Mary's in Bath. Over the next 18 months, Chris developed an Advisory Council to provide community perspective and assist him in developing the agency. He established effective relationships with county leadership and arranged to move the office to 20 Liberty St. to enhance its community profile. He worked effectively with the director of RSVP services (Laura Opelt) to create a mentoring program utilizing senior citizen volunteers to provide routine assistance and guidance to low-income people. (Called Project Pave, it would be replicated in Tompkins, Schuyler and Tioga counties.) He hired Chris Wensel to become the first part-time Justice and Peace director for the Steuben office in 1997 when the Nutrition Outreach and Education program, formerly under the Food Bank, transferred to the Steuben office and Chris split her time between the two positions.

Chris Wilkins also worked with Father Hammond to transition Bath Community Day Care from St. Mary's to Catholic Charities in May, 1998.

(It had been in May 1990 when the Bath Community Child Day Care first opened its doors to care for the area preschool children, in the former St. Mary's school building. Under the direction of Loretta Clark (Director 1990-March 1992), the center originally cared for preschool children 3-5 years old. Later in the year the infant room was opened increasing the enrollment of the center. Also operating in the building but separately was the latch key program run by Tracey Shill and Roxanne vonHagn that eventually became the center's school age program.

Early in 1992 the center faced its first financial crisis and faced closure of the program. Thanks to the development of an ad hoc committee, debt forgiveness by St. Mary's church and a strong fundraising campaign the center averted the closure. With the resignation of the original Director, Jan Hazen became interim Director while a search was conducted for the new Director. Under Jan's management the center increased enrollment and instituted several cost saving measures that allowed the center to repay St. Mary's Church.

In September 1992 Mariann Walsh (Director 1992-June 1998) was hired as the new Director and the latch key program came under the center's license. With this addition the licensed capacity of the center grew to 122 children and the center now met the area's need for childcare from birth to age 13.)

Another interesting program that developed in Steuben under Chris' leadership was Anawim, an initiative created by Dominick Carosetti, a senior partner of Renaissance Wineries in Hammondsport. Dom developed Anawim as a sacramental wine product line to be distributed to dioceses throughout the state and even the surrounding region. The objective was to make quality sacramental wine utilizing individuals moving from welfare to the work force. Additionally, Anawim intended to donate 10% of its profits to Catholic

Charities of Steuben. Like many small start-up businesses, Anawim had a good start but ran out of momentum and dissolved.

Also in 1997/ 98, Chris Wilkins was the catalyst in creating the Turning Point Community Solutions Center. The impetus of Turning Point was in direct response to the concern expressed among county leaders with regard to the level of fragmentation of services as well as the lack of coordination and possible duplication of services for those in economic need. A core group of community leaders, including representatives from local churches; Patrick Rogers, the Executive Director of the Institute for Human Services; Dave Hill, Executive Director of Pro Action; Dr. Robert Anderson, Director of Steuben County Community Services, Andy Mazzella, President of the United Way of the Southern Tier; and Mark Alger, Commissioner of Department of Social Services, got together and pooled resources in order to get the program started. This group envisioned that Turning Point would become a community resource center, providing a critical point of entry for people in economic crisis. The Turning Point program location was secured approximately a mile and a half from the village of Bath on county Route 415. The original program services included a food pantry, clothing, and emergency assistance for short term needs. This site also offered storage for the Food Bank of the Southern Tier.

On August 3, 1998, Laura M. Opelt became the second director of the Steuben Agency, replacing Chris Wilkins who became director of development for Catholic Charities of the Southern Tier. Laura was a well-known professional human service leader in the county and was able to enhance and refine programs established by Chris. Additionally, Laura recruited a number of influential and caring volunteers to serve on the Steuben Advisory Council. Included in this group were Assemblyman Jim Bacalles and Robert Turissini, a retired executive from Corning. Bob would serve on the Catholic Charities of the Southern Tier Board, chair the Advisory Council and eventually become the first President of the Steuben Board of Directors. Altogether Bob Turissini provided leadership to the organization in the capacity of President for over eleven years. On October 24, 2005 Bob was recognized with the Bishop Clark Award. Earlier, in 2003 Bob also received the very prestigious Errol Shand Award given by the United Way of the Southern Tier for outstanding volunteer contributions.

In 1998 Laura Opelt and Virginia Murray, Pastor of the First Presbyterian Church, created a joint-mission agreement allowing Catholic Charities to relocate the administrative office from 20 Liberty St. to what was formerly the Presbyterian Manse. Under this “joint-mission” agreement, the Presbyterian Church would charge a nominal rent, provide volunteers, and at the end of the year gift \$2000.00 to Turning Point program efforts.

In 1999, through the good work of Chris Wilkins, Bath Hope for Youth and the Council on Alcoholism were transferred to the agency’s Substance Abuse Services and were merged with the Transitions Substance Abuse Clinic to create an integrated substance abuse prevention, education, advocacy and treatment

service in Steuben County. Amy Denenberg, Transitions director, engineered the integration of the three programs and eventually placed the program under Laura's leadership.

During 2000 Catholic Charities Steuben held its first Endowment Campaign. With Robert Turissini's leadership and guidance, and with the assistance of Southern Tier Board members; Mike Searson, Linda Stundtner, Jim Bacalles, and community volunteer Mike Gabrielli, nearly \$400,000 was raised.

During 2000 – 2002 Catholic Charities participated in several joint collaborative partnerships (SWEEP and BEST) providing welfare to work and homelessness programs. Nineteen proposals were funded resulting in receipt of \$178,003. Negotiations with the county DSS resulted in \$15,000 in support of Turning Point work. Additionally, five AmeriCorps members, two senior staff, and numerous volunteers helped the agency to be successful in meeting the needs of the community. Through volunteer Mike Gabrelli, the agency was able to acquire donated computers and office supplies from Corning Incorporated. Efforts were also underway on developing a strategic plan. During this time period, Turning Point Program's focus became self-sufficiency of clients. A three phase approach to that goal was broken down: Rescue (emergency services), Support (accessing other programs to enhance the overall household budget), and Development (case management and mentoring to help clients grow skills and income).

The year 2001 was one of growth and improvement. The Turning Point anti-poverty programs were moved to a newly acquired building, located at 23 Liberty Street in downtown Bath. This was a very positive move for a number of reasons. The program became more accessible to clients, especially those without transportation, and was able to reduce expenses over the previous location.

With the help of local businesses, United Way Day of Caring Volunteers, BOCES students, the County Work Program, the Corning Incorporated Foundation, community volunteers, individual donors, and the faith communities, more than \$55,000 was raised to accomplish significant renovations to the building, making it fully handicapped accessible on the first floor. Doug Robb spearheaded the renovation project as a community volunteer and Russell Westbrook volunteered his carpentry services on a full-time basis.

In 2001 the Justice and Peace Program was also awarded a competitive Federal grant to operate "Peace in the Home Project", focusing on helping parishes to assist individuals affected by domestic violence.

Also during 2001 the Justice and Peace program benefited from the internship of two Saint Bernard's Institute students, John and Belinda Brasley, who organized and orchestrated the agency's 1st annual Works of Love Program, in concert with Diocesan Catholic Charities. Many Steuben parishes were involved in a variety of projects, which encouraged putting

“faith into action”. Over the years Catholic Charities hosted additional St. Bernard’s interns including Deacons David LaFortune, Dan Williams, and Bob Colomaio.

Catholic Charities was also most appreciative of the increased support received from the community to help meet the many critical needs families faced following 9/11 and as a direct result of the economic downturn. The United Way of the Southern Tier provided excellent publicity, raising the over-all awareness of how families were fairing. As a result of their efforts funding for direct client assistance was received from the United Way, Corning Incorporated Foundation, Pennsylvania General Energy, Corp., Corning Rotary Club, the Steuben Rural Health Network, as well as donations from individuals.

During this time, growth continued as a result of new grants and increased commitment from County Government, area foundations, and individual donors, which allowed the agency to help more families in crisis and provide opportunities for improved self-sufficiency. The development of formalized collaboratives also enabled the agency to better serve our clients. These included the co-location of Kinship’s Healthy Families Program and SHAPE at the Steuben office in Bath. Also at that time, the Turning Point programs began to focus more on self-sufficiency as opposed to emergency services. Turning Point continued its three pronged approach to service which led clients from Rescue, (crisis) to Support (shoring up a families budget with federal programs), to Development (growing skills and income).

The 2002 budget was just shy of one million. During 2002 Catholic Charities focused on developing internal systems and controls and enhancing its financial base. A computer client data tracking program was developed by volunteer Mike Slovak, recruitment was underway for new Steuben Board members, communication materials were created including brochures and newsletters, a data base of potential donors was developed including donors from Campaign 2000, and then United Way agreed to support Turning Point programs. In addition, the agency received small mission grants from area churches, \$10,000 in State Assembly funds for mentoring, fund-raised over \$25,000 for a new heating/ air conditioning system at 23 Liberty St. building, secured additional computers from Corning Incorporated, and obtained a \$200,000 line of credit from Bath National Bank.

- **c. Tompkins County**

A steering committee had been formed by the Catholic Charities of the Southern Tier Board in 1995 to explore the potential of establishing a Catholic Charities agency to serve Tompkins and Tioga Counties. The committee’s work culminated with the recommendation to establish an agency office in Ithaca and begin providing service to Tompkins County. A next step would be to extend into Tioga County.

On July 14, 1997, Paul A. Hesler was hired to oversee the development of the new Tompkins Office in Ithaca. Paul formed a steering committee (Sally

True, Howard Hartnett, Alan Cohen, Margaret Driscoll, Sister Mary Wintish RSM, Jack O'Blak, Henry Dullea, George Ferrari and Sister Mary Brogden SSJ.) Paul worked with leaders of faith communities in Ithaca and quickly determined there was need for a coordinated emergency services program to serve people in need on behalf of the faith community but also to provide accountability to all stakeholders. By January, 1998 Paul had secured a three-year grant for \$120,000 to launch the new program, which would be called Samaritan Center, with Ellen Maranka as the first program director.

By September of 1998, the Tompkins budget grew to \$300,000 with a staff of 3.5 FTE's. Edie Reagan was hired in August to become part-time director of Justice and Peace.

Before Paul Hesler left the agency to become director of the Food Bank of the Southern Tier, the agency developed the ERAP (Employment Retention Act Program) and began negotiations with Immaculate Conception Parish to rent the former convent building at 124 E. Buffalo St. for the agency offices. George Ferrari replaced Paul on August 9, 1999. George completed the negotiations with Immaculate Conception and the agency moved in to its new offices. George continued to collaborate with Department of Social Services to provide Welfare to Work services.

As an interesting governance development, in the first quarter of 1998 the steering committee determined it had fulfilled its purpose and entered into a dialogue with the Catholic Charities of the Southern Tier Board to determine what should be instituted in its place to provide the director continued community perspective and guidance. Catholic Charities of the Southern Tier and the steering committee decided to form an Advisory Council for Tompkins and Howard Hartnett became its first Chairperson. One of the many committed and talented members of the advisory council was Carol Cooke who would become the first chairperson of the Board of Directors when it would be formed on January 1, 2003.

#### • d. Schuyler County

Historically Catholic Charities of the Southern Tier provided emergency services in Watkins Glen in Schuyler County. However, in 1987, that service was transferred to the Council of Churches and the Catholic Charities of the Southern Tier presence in Schuyler was minimal. Other than justice and peace service and a small portion of the Gateways program dedicated to Schuyler, Catholic Charities of the Southern Tier simply didn't have sufficient resources to establish a more substantial presence in Schuyler.

This changed in 1997 when Sarah Conley was hired to start a domestic violence program in Schuyler County. This program was called First Step and had an initial budget of \$60,000. First Step had been operated by another agency which could no longer offer the services. At the onset, First Step operated out of the campus of St. John's Episcopal Church in Montour Falls. During the next five years, largely due to Sarah's drive and leadership, the emergency services program (Schuyler Outreach) was reintegrated into Catholic

Charities. Additionally, Sarah initiated a variety of youth service programs including Welfare-to-Work services targeted to youth. By 2002, the budget grew to \$500,000 and an office building was purchased at 111 N. Franklin St. in Watkins Glen. Sarah and her Advisory Council had serendipitously put Catholic Charities on the Schuyler County map.

• **e. Conclusion**

Neither Nellie Monroe nor anyone in Catholic Charities could have imagined at the time of her generosity all these incredible achievements in expanding the work of Catholic Charities in just one decade. As described below, however, the time had come to address the governance of what had become an increasingly complex organization with an \$8 million annual operating budget.

## **6. Creation of a New Governance Model**

As Catholic Charities of the Southern Tier began to achieve success with the development of efforts in Steuben and Tompkins and as the agency continued to experience overall growth in its historic programs, especially Food Bank and Gateways, it became clear that the agency had outgrown its executive management and governance structure. More and more the Catholic Charities of the Southern Tier Board realized that it was important to have the county-based agencies serve as the public face of Catholic Charities. Advisory Councils included influential and capable leaders from each county. In the case of the Food Bank, its Advisory Council was solely focused on the issues and needs of food banking. Catholic Charities of the Southern Tier and Diocesan Catholic Charities began to study together optimal governance and organizational options. Leadership consulted with Catholic Charities leaders in the Albany and Syracuse Dioceses, each of which featured similar decentralized governance systems.

This discussion occurred within the larger context of discussions by the Diocesan Board about the future of the organization. Based upon the initial success of Providence Housing Development Corporation established in June 1994 and the successful establishment of Catholic Charities of Livingston County in 1995, the Board addressed the question of agency expansion in its second strategic plan, adopted in March 1996.

This plan was viewed as a “mid-course” review and modification of the strategic plan adopted in 1992. This plan reaffirmed the four broad organizational strategies adopted in 1992. It focused on the major environmental changes affecting the original general strategies. One of the issues addressed was “opportunities for creating new organizational structures.”

Within the second general strategy of responding to emerging and unmet needs throughout the diocese, there was a recommendation “to create new organizational strategies where there is clear and compelling need to do so.”

On September 14, 1999, the Board further refined its approach by adopting an operating policy specifying procedures for consideration of such an organizational status change.

From all of this, a strategy emerged to consider dissolving the Regional organization and to establish in its place four discrete agencies to carry on the work of Catholic Charities in the Southern Tier: Catholic Charities of Chemung/Schuylers County, Catholic Charities of Steuben County, Catholic Charities of Tompkins/Tioga Counties and Food Bank of the Southern Tier. Each would be a subsidiary of Catholic Charities of the Diocese of Rochester with an Executive Director and Board of Directors. This new strategy would emphasize subsidiarity in carrying out the direct service and social action agendas but at the same time utilize centralized administrative services (finance, HR and IT, etc.) This strategy offered maximum latitude and local discretion for program delivery while maximizing efficiency for administrative services.

After lengthy debate of the merits of this proposal as well as other proposals offered, the Catholic Charities of the Southern Tier Board agreed at its May 2001 meeting to recommend that the Diocesan Catholic Charities Board authorize the dissolution of the Catholic Charities of the Southern Tier Board and establish four new Boards as outlined above. The next 18 months were devoted to creating an implementation plan and addressing the many organizational issues that are part of such a significant reorganization. The reorganization was effectuated January 1, 2003.

## **7. Conclusion**

Clearly, Board and Advisory Council members played an important part in making possible this transformation of Catholic Charities of the Southern Tier. It would not have been possible without the generous donation of Nellie Monroe and the bold decisions made by the Board to utilize the proceeds from the sale of part of the Big Flats property. Nor would it have been possible without the extraordinary vision and leadership of Tony Barbaro, whose contributions, not only in this six-year period, but in his entire 25-year career, have enhanced enormously the presence of Catholic Charities in the Rochester Diocese.

## **● F. CATHOLIC CHARITIES OF THE FINGER LAKES**

### **1. Introduction**

During this time period, under the continued outstanding leadership of Giovina Caroscio, the Finger Lakes Office of Social Ministry completed its first two decades of service to the five counties of the Finger Lakes. Major highlights of activities were changing the agency's name to Catholic Charities, moving to new office space in Franklin Square, struggling with the uncertainties of funding in small, rural counties, and establishing a permanent presence in Cayuga County. Described here are:

- Board Leadership
- Staff Leadership
- Direct Services

- Advisory and Parish Social Ministry

## 2. Board Leadership

### • a. Introduction

Of all the subsidiary Boards within the decentralized structure, perhaps the most active during this time frame was that of the Finger Lakes Office of Social Ministry. A change in the role of the Board in guiding the agency occurred with the election of the membership class of 1993. In its first decade, the Board had been comprised primarily of parish representatives focused on parish social ministry. By 1993, it was recognized that there needed to be greater focus on development, both through private philanthropy and government funding. Those elected in 1993 who would go on to play a major role in the evolution of the agency included the likes of Tim Buckley, Deacon Tom Cass, Barry Roach, Jim Dooley and Vince Scalise. Also joining the organization at this time was Bob Kernan, who joined the Finance Committee and would go on to play a significant leadership role in the agency for nearly twenty years.

During this time period, Board Presidents were:

- Father Jack Phillips 1993-'95
- LuAnn Irwin 1995-'97
- Barry Roach 1997-'99
- Deacon Tom Cass 1999-'00
- Robert Kernan 2000-'02
- John Shanahan 2002-'04

Described here are major initiatives undertaken by the Board during this time period.

- Strategic Planning
- Sharing the Light Dinner
- Office Relocation
- Name Change
- Fifteenth Anniversary and Twentieth Anniversary Celebrations
- Board Assessment
- Development
- Accreditation

### • b. Strategic Planning

Throughout this time period, no subsidiary was more disciplined about Strategic Planning than the Finger Lakes group.

In spring 1993, the Board had adopted a comprehensive strategic plan for 1993-'96 which had identified five priorities:

- Enhancing Public Relations Efforts
- Strengthening Relationships with Parishes
- Serving the Poor
- Addressing Racial Polarization
- Expanding Fund Development Efforts

The Board started in summer 1996 to update the Strategic Plan with the



facilitation assistance of consultant John Dabolt, recruited through Board member Jim Dooley. Its 1997-'99 plan adopted at the November 11, 1996 meeting, was published in matrix form based on the Diocesan Strategic Plan. The mission statement adopted was:

“Rooted in Scripture and Roman Catholic tradition, and guided by the principles of empowerment and justice, Finger Lakes Social Ministry strives to enhance the social, economic, physical, spiritual and emotional well-being of persons, families and communities in Yates, Ontario, Wayne, Seneca and Cayuga counties. Working in partnership with community based organizations, human service agencies, Catholic parishes, interfaith groups, and local public entities, the agency responds to individual and community needs and issues through group organizing, service, advocacy, and education.”

Priorities were:

- Recommitting the agency to action for social justice at the local, Regional and state level
- Developing services which supported family self-sufficiency and empowerment, particularly among low income and vulnerable populations
- Strengthening partnerships with parishes
- Strengthening program and fund development efforts

At the January, 1999 meeting the Board appointed a committee to start work on updating the plan which would expire in June, 1999. The July 1, 1999-June 30, 2002 plan identified the following priority strategies:

- The agency commits itself and its resources to strengthening its existing partnership with parishes.
- The agency commits itself and its resources to providing services, as well as developing new and creative approaches that respond to changing needs within the service area.
- The agency commits itself and its resources to action for justice.
- The agency commits itself and its resources to on-going program development, fund development and public relations activity.

In November, 2001, it was agreed that the Strategic Plan in place would be extended to December 31, 2002 to mesh with the fiscal cycle.

In spring 2002, a committee was established to begin work on a revised plan to take effect January 1, 2003. The committee was comprised of Diane Burke, Phil Gleason, Mary Kinsky and Scarlett Emerson and was staffed by Ingrid Lagoe, who had been hired at the beginning of the year as Director of Planning and Communications. Workshops were held on March 9, 2002, May 13, 2002 and June 13, 2002. At the November 11, 2002 meeting, these goal statements were approved:

1. Increase to key constituencies awareness of and knowledge about the unique quality of services, education and advocacy offered by Catholic Charities of the Finger Lakes
2. Strengthen the effectiveness of Catholic Charities of the Finger Lakes in the region by evaluating and enhancing program, financial, fund and staff

development functions

3. Educate, advocate for and provide quality services to those who live in poverty or have special needs

4. Build awareness of and strengthen advocacy for social justice in all programs, communications, policies and actions of Catholic Charities of the Finger Lakes

5. Increase collaboration and partnerships between Catholic Charities of the Finger Lakes and Catholic parishes, other faith communities, human service organizations and community groups to develop ways to improve the quality of life in the five counties

• **c. Sharing the Light Dinner**

The establishment of an annual Fund-raising celebration was the brain-child of Board member Tim Buckley. The first Sharing the Light Dinner was held at Club 86 in Geneva on June 6, 1995. It was indicated that:

“The Sharing the Light Award will be given annually to an individual or individuals who share the “light” that God gives with others and demonstrates a significant commitment to individuals, families and communities in the Finger Lakes region.”

The first two award winners were Monsignor Gerard Krieg, pastor of St. Stephen’s since 1983, and Reverend W. James Gerling, pastor of the Presbyterian Church in Geneva since 1980.

Subsequent award winners in this time period were:

1996 Mary E. Luckern and Lucile Mallard

1997 Robert Kernan, Vern Sessler, Marle & Doris Tucker

1998 Father Paul Brennan, Mary Ann Piscioti and James Vargason

1999 Melina Carnicelli, Gwen Webber-McLeod, Reverend James Enright and Michael Mancini

2000 Frank Giardino, Kevin Powers, Lucia Wheler and Marie Koelbel

2001 Helen Barben, Reverend Daniel Benedict and James Dooley

2002 Jane Gerling, Claude Lester and Bradford Jones

• **d. Office Location**

Board members Tim Buckley and Vince Scalise were instrumental in helping the agency find new headquarters. After more than ten years in St. Francis school, it had become clear that more accommodating facilities were needed. Primarily through the efforts of these two Board members, such space was found at Franklin Square in downtown Geneva. A five year lease was signed commencing June 1, 1995. It was renewed for another five years in spring 2000.

• **e. Name Change**

Recall that Father Charles Mulligan had established the term “Office of Social Ministry” in 1977 and this new Regional office established in the early 1980’s had used this name. Because of confusion about what this term meant, and with Catholic Charities USA establishing an extensive public relations

effort, the Diocesan Board had decided in December, 1993 to change the name of the over-all agency back to Catholic Charities. The Southern Tier office decided to follow suit in early 1994. This became a difficult issue for the Board of the Finger Lakes office. Lengthy discussions about the name occurred in 1994 and then again in 1996 as part of the Strategic Planning process. In both meetings, the Board decided to retain its original name. It was Board President LuAnn Irwin who led discussions in spring 1997, in relation to planning for the 15th Anniversary event, that resulted in the decision in May to change the name to Catholic Charities. The change was effectuated January 1, 1998.

#### • f. Fifteenth and Twentieth Anniversary Celebrations

With strong support from Giovina, the Board orchestrated a marvelous Fifteenth Anniversary celebration. It was held at Club 86 on October 17, 1997. The keynote speaker was Bishop Howard Hubbard of Albany, a long-time close friend of Bishop Clark's. Bishop Clark of course was in attendance and was recognized for encouraging the decentralization of the organization. In recognition of the importance of parish social ministry, an award was presented to every parish in the region, accepted by one or two parishioners who had been active in social ministry. Fifty-one persons received awards. Father Mulligan, who was the serving at St. Michael's parish in Penn Yan, received special recognition as the founder of the organization.

The Board and Giovina again sponsored a wonderful celebration in honor of the agency's twentieth Anniversary. This event was held on September 24, 2002 and Deacon Tom and Jean Cass were presented the Bishop Matthew Clark Award. Father Bryan Hehir, Executive Director of Catholic Charities USA was the keynote speaker.

#### • g. Board Assessment

Another evidence that the Board took its role seriously was the amount of time the Board devoted to assessing its role and effectiveness. This process began under Board President Barry Roach, beginning at the January 12, 1998 meeting. At the March 9, 1998 meeting, it was agreed that Board members participation should be assessed based on five criteria:

- Understanding/supporting the mission
- Attendance at Board and committee meetings
- Participation in Fund-raising
- Assistance with public relations
- Participation in and support of committee functions

#### • h. Fund-raising

It was Bob Kernan, first as Treasurer and then as Board chairperson, who was the driving force focusing the Board and organization generally on the need for Fund-raising. This discussion began in earnest at a dinner meeting held prior to the September 14, 1998 Board meeting. At this dinner meeting focused solely on Fund-raising, it was agreed, based on financial projections for five years, that the Fund-raising and public relations committees should be

separated, that the agency should embark on an effort to raise over \$500,000 using 100 volunteers, and the organizational meeting for the effort would be held on November 19, 1998.

Intense activities occurred at meetings on November 19th, December 2nd, December 14th and January 11th, 1999. In these sessions, it was determined that the campaign theme should be “Celebrating Jubilee Justice”. It was also indicated, however, that discussions had begun at the Diocesan Board level and with the Diocese about the possibility of a Diocesan Catholic Charities campaign. For a variety of reasons, Catholic Charities had not been part of the Miracle of Sharing campaign which had concluded in June, 1998 and it was felt that the 1999 CCUSA Annual Meeting to be held in Rochester might be a springboard for such a campaign.

After it had become apparent in the spring of 1999 that there would be a Diocesan Campaign-Catholic Charities Capital Campaign 2000, the Board agreed at its July 12, 1999 meeting to participate in the Diocesan campaign and forgo its own campaign. Recently elected Board member and Hobart William Smith President Mark Gearan hosted a reception on September 17, 2000 to promote this campaign. Ultimately, \$50,000 would be raised by the agency through this campaign.

Out of these discussions also, the agency’s first annual giving program, the Friends and Family initiative, was launched in December, 1999.

The decision to split the fund development and public relations committees was also effectuated. At the end of 2000, Dick Boerman was chairing the fund development committee and Mark Gearan was chairing the public relations committee. In fall 2001, recently elected Board member Joe Burke, President of Keuka College, took over leadership of the fund development committee. At the September 10, 2001 meeting Joe and Mark explained the roles of their respective committees.

While there was again discussion at the November 12, 2001 meeting about the possibility of a Finger Lakes Capital Campaign in spring 2002, this became an impossibility when the Diocese decided that it would launch the Partners in Faith campaign in 2003.

Nonetheless, all these efforts laid the foundation for further work to assure the continuing financial viability of the organization.

#### • i. Accreditation

A final major initiative in which the Board was actively involved during this time period was discussion of seeking accreditation from the National Council on Accreditation. A motivating factor was the discussions that continued over a number of years about the administration of services in Wayne County which are described fully in the next chapter.

Initial discussions led to a commitment at the September 19, 1999 agreement to pursue accreditation. At the March 13, 2000 meeting, Jack Sharkey, formerly Director of Social Work at Noyes Hospital in Dansville, who had been hired as Program Manager in January, 1999, and was leading the

accreditation process, presented several amended policies needed for accreditation which the Board approved. It was indicated that plans were to have a site visit from representatives of the national organization in December, 2000, in preparation for the application process in 2001. At the July 10, 2000 meeting, however, it was reported that the process had been slowed down because of Jack's illness. In September, 2000, the Executive Committee decided to table the process because of Jack's resignation.

The process was revived in September, 2001, under the leadership of Deborah Cole, who has been hired in September, 2000, as Director of Services and Counseling. The effort was still underway at the end of this time period.

### **3. Staff Leadership**

It is impossible to list every staff member who worked for the agency during this time period. Described here are staff persons who were in leadership/management positions and/or who did outstanding work over a long period of time in a particular program.

In many ways, this discussion begins and ends with Giovina Carosco, the founding Executive Director who continued to serve throughout this time period. She continued also as the heart and soul of the agency. She received many deserved accolades from the community and Board. She was given special recognition by the Board at the fifteenth Anniversary celebration in October, 1997. She was chosen as one of five Catholic Women of the Year in a ceremony sponsored by St. Bernard's at the Rochester Riverside Convention Center held on June 2, 1999. In recognition of her twentieth Anniversary, the Board contributed \$1,200 to an endowment fund in her honor at the May 13, 2002 meeting. At the very end of this time period, the Board received a great shock when on December 20, 2002, Giovina announced her resignation effective March 31, 2003.

Giovina was assisted in general agency management by a series of persons, whose job titles were program developer, Catholic Charities Director, program manager and Director of Services. For the 1994-'95 time period, the Diocesan Board provided a \$25,000 Board Designated Fund grant to help support this position.

As previously reported, Carl Ritz had been hired in fall 1982 as program developer, but had quickly moved full-time into the ministry to divorced, separated and bereaved persons. Meg Byrne, who had been hired in September, 1986 to coordinate the Maternity and Early Childhood program, had become Catholic Charities Director in March, 1987, filled this administrative/development role until her resignation in June, 1995. Following Meg's departure, Chris Wilkins became program/fund developer from February-November, 1996. He had been hired to replace Kevin Hennessey as Director of Justice and Peace in May, 1994, and would leave to head up the nascent effort in Steuben County. The role of program developer was filled ably by Teresa Mangapore from February, 1998, to August, 2000. Finally, Deborah Cole became Director of Services/Counseling in September, 2000.

The leadership staff in Cayuga County for this time period are described in the next section.

Individuals who made contributions to specific programs included:

- Rhonda Zettlemoyer continued her invaluable work as Office Manager throughout this entire time period.
- Carl Ritz continued his excellent service until his retirement in November, 1994.
- Alma Kuhns served as Coordinator of Maternity and Early Childhood Services from February, 1998 to October, 2002.
- Dana Ciamprone-Grosvenor was a counselor in the Maternity and Early Childhood program from January, 1987 to April, 2000.
- Joan Lynch served as Accountant from April 1991 to December, 2005.
- Ed Holtz served from July, 1998 to June, 2001 as the nutrition outreach worker.
- Marge Shanahan served from fall, 1997 to December, 2007 as Coordinator of the Geneva Community Lunch program.
- Terri Sandifur, hired in 1996, continues to provide administrative support services to this day.

#### **4. Direct Services**

##### **• a. Introduction**

Described here are direct services provided by the agency from 1994-2002:

- Services in place in 1994
- The evolution of the Cayuga County program
- Other program initiatives
- Status of service delivery at the end of 2002

##### **• b. Services in 1994**

Services provided in 1994 (with highlights of the program year) as included in the July, 1984 Annual Report included:

##### **Counseling Services**

Provided in all five counties (Yates, Ontario, Wayne, Seneca, Cayuga)

Total number of cases = 196 (7-1-93 to 6-30-94)

Services are provided from the Geneva and Auburn offices. Issues addressed by counselors include: depression, marital problems, grieving death or other losses, parent/child relationship, domestic violence, sexual abuse (childhood and adult), effects of substance abuse.

##### **Emergency Assistance**

Direct advocacy and financial assistance is given in cooperation with other agencies and churches in the five counties. A part-time staff in Geneva served 787 persons with needs such as food, clothing, medicine, transportation, utilities, furniture, auto repairs/insurance, housing.

##### **Maternity and Early Childhood Program**

In Cayuga County staff offered "Families in Transition" workshop series. These educational workshops offer single parents a time to share, a time to

gather new thoughts and ideas, and a time to explore ways to move forward in a positive way. 135 persons served through these workshops.

Advocacy and Support Services provided to over 300 single parents and their children in the five counties – July '93-June '94.

### **Separated, Divorced, Bereaved Program**

Through a peer support program Finger Lakes Social Ministry touched 1,200 individuals who are experiencing loss due to separation, divorce or death. The support groups are organized geographically and are available in all five counties.

### **Nutrition Outreach**

This program assisted 154 families in Yates, Ontario and Seneca counties to improve their nutritional status. Services include: information and assistance on food stamps, WIC and federal feeding programs. In 1991 there were 7 school breakfast programs in the three county area. In 1994 there are 29 breakfast programs, largely due to the efforts of the staff of this program .

At this time, the Annual Operating Budget was about \$475,000. Effective January 1, 1995, the fiscal year for the agency, as well as the other subsidiaries, was changed to the calendar year.

### **• c. The Evolution of the Cayuga County Program**

As previously indicated, ever since the mid 1980's, the agency had had a modest service presence in Cayuga County through a part-time counselor, the Maternity and Early Childhood program for pregnant and parenting young women, and a displaced older worker program. It was Father Foster Rogers, pastor of St. Alphonsus parish in Auburn, and a close friend of Giovina, who began in the mid 1990's to advocate for a stronger physical presence of the agency in downtown Auburn.

As a result of his advocacy, in March, 1996, the agency created a Cayuga County Advisory Committee to the Board. Its purpose was:

“The mission of this committee would be to advise the Agency Board of Directors, Executive Director and Development Director on issues of program and development in Cayuga County, aiming all efforts toward an expanded and prominent agency satellite office in Auburn, New York. This committee would also offer input to the agency Strategic Planning process insofar as said input would be relevant to Cayuga County activities.”

In fall, 1996, the agency received a Board Designated Fund grant from the Diocesan Board of \$40,000 (\$25,000 the first year and \$15,000 the second year) to establish this stronger presence in Cayuga County. Father Rogers, along with Jack and Giovina convened a meeting on November 6, 1996 with Cayuga County pastors to seek commitments of \$10,000 annually in supplemental funding for this effort.

Jane Sorenson was hired on September 4, 1996 as counselor in the Auburn office on a ten hour a week basis, re-establishing that service. The first expansion of services was the re-establishment of the displaced older workers program which had been discontinued. Nancy Annibale was hired as

coordinator of the program in June, 1997 and would loyally serve the agency until July, 2008, also working over the years in the MECF program, emergency assistance and H.E.A.P. utility assistance program.

At the July 14, 1997 Board meeting, Jane indicated that the agency had submitted proposals for three new initiatives:

- An alcoholic treatment clinic
- A youth risk assessment program, S.T.O.P. violence, in the amount of \$200,000
- A respite program in the amount of \$60,000

Unfortunately, none of these proposals were funded.

For the first two months, Jane increased her hours to 20 per week and served also as Program Director.

After Jane left her position, Auburn native Don Lawler was hired in March, 1998 to serve as part-time Director, while continuing his work as counselor. It was hoped that his local connectedness would help attract additional program funding.

Three new sources of funding were attracted for program implementation in 1998:

- A Venture Grant from the Diocesan Board for an interim post-release counseling program for first-time juvenile offenders
- An abstinence education grant from the county
- A modest grant from the Rural Health Network to cover the cost of emergency prescriptions and medical transportation.

After a year and a half in his dual role, Don decided that he preferred to devote full-time to counseling. Deborah Shumway was hired as part-time coordinator. She was replaced in October by Laurie Trojnor, also an Auburn native. It was not until Laurie was hired on a full-time basis in 2001 that the agency finally took hold. The further evolution of services under Laurie's leadership will be described in the next chapter.

An important event for the agency was the establishment of the Works of Love Dinner, first held in April, 2002 and continued every year since then.

#### • d. Other Program Initiatives

From its inception until the adoption of the Strategic Plan in 1993, the agency had been focused on parish social ministry and program development. While the agency administered some of the programs itself, it also saw its role as facilitating the development of community coalitions and programs spinning-off to other agencies. Beginning in 1993, with new Board leadership, there was a greater emphasis on agency program development. Some efforts were successful; other proposals were not funded. Described here are these efforts in chronological order:

- In 1994, Harry Bart was hired as the Community Lunch program's first coordinator.
- In December, 1994, the agency submitted a proposal to administer a case management program for at-risk children in Yates County, which was not



- funded.
- Similarly, discussions with the St. Mark's Terrace Housing Fund Development Corporation in Penn Yan about acquiring their facility did not come to fruition.
  - In 1996, the Maternity and Early Childhood Foundation provided a grant to establish services in Wayne County.
  - To improve the agency's somewhat shaky financial situation, the Board decided at its January 6, 1997 meeting to sell the five homes constructed under the Homeless Housing Assistance program. It was agreed that 50 percent of the proceeds of the sale of the first home would go to a Housing Fund established by the agency, and 50 percent to support services for women. Proceeds from sale of the remaining homes would go to the Housing Fund.
  - An application made in May, 1997 for a grant from the State Adolescent Pregnancy Prevention Services program to provide services in either Wayne or Cayuga County was not funded.
  - The same fate occurred with a July, 1997 proposal to UPS to strengthen the MECF program in Wayne County.
  - With the hiring of Marge Shanahan in fall 1997, the Community Lunch program was expanded to five days a week.
  - In early December, 1997, the agency wrote in support of efforts by Father Mulligan and Father Bob Kreckl from St. Mary's, Ontario, to establish migrant ministry outreach programs respectively in Yates/Ontario and Wayne Counties.
  - In late 1998, the agency received funding to establish a joint program with Ontario County, the Crossroads Welfare-to-Work program.
  - In early 1999, an abstinence education program was funded with additional services including providing linkage to support services, youth development activities, and activities to enhance communications skills. Laurie Alexander was hired as Director and Paul D'Angelo as counselor.
  - A March, 2000 proposal to provide Health Family Program services in Ontario County was not funded.
  - The agency established in early 2001 a Community Solutions to Transportation program in Ontario. (The program was extended to Cayuga County in 2002.)
  - The agency also received a grant in spring, 2001 to establish a Fatherhood program. Matt Carey was the first coordinator.
  - The agency participated in the September, 2001 diocesan-wide Works of Love celebration.
  - In November, 2001, Ontario County discontinued the Crossroads funding but provided the agency a grant of \$25,000 to provide "child only" case management services for six months.
  - In early 2002, the agency submitted a proposal to the federal Health and Human Services agency for a "choose wisely" abstinence education

program, recognizing that the state grant would end in 2003, as a way to sustain services in Ontario County and extend services to Seneca and Wayne Counties, which unfortunately was not funded.

- In the summer of 2003, Ontario County provided the agency \$44,000 to expand nutrition outreach services to that County.
- **e. The Status of Service Delivery at the End of 2002**

In sum:

- The Community Lunch program was going strong.
- As described earlier, much progress had been made in Cayuga County.
- The agency continued to provide emergency services.
- The counseling programs had been reinstated on a part-time basis with the hiring of Deborah Cole.
- The abstinence education program and fatherhood program were in full swing.
- Maternity and Early Childhood Services were provided in all five counties.
- Nutrition Outreach Services continued in Yates, Ontario and Seneca Counties.
- The Community Solutions to Transportation programs were active in Ontario and Cayuga Counties.
- Ongoing Justice and Peace activities are described below.

An indicator of the agency's growth is the growth of the agency's budget over this time period:

1994: \$478,000  
1995: \$475,000  
1996: \$475,000  
1997: \$550,000  
1998: \$547,000  
1999: \$671,000  
2000: \$715,000  
2001 \$729,000  
2002 \$743,000

## **5. Advocacy and Parish Social Ministry**

As did the other subsidiaries, Catholic Charities of the Finger Lakes participated fully in Diocesan Consistent Life Ethic and Parish Social Ministry efforts described in Spirit Alive! It also focused on these activities within the region. As clearly evidenced by the program at the Fifteenth Anniversary celebration, parish social ministry was a major priority in the agency's work.

The agency was well-served by three outstanding Directors of Justice and Peace. Kevin Hennessey's six and a half years came to a conclusion when he resigned in February, 1994 to assume the position of Executive Director of the Worker Owner Resource Center. Chris Wilkins, who had extensive experience in state government held this position from June 6, 1994 until he assumed the position of Program/Fund Developer in February, 1996. Scarlett Emerson was hired in February, 1996 and would work in this position until her retirement in

June, 2005.

Highlights of Regional activities in this eight year period included:

- The 1994 Annual Parish Social Ministry Day held in March featured Sister Barbara Moore RSM speaking on “Putting Children and Families First.”
- In 1995, the agency co-sponsored with Cayuga Community College and the Coalition for the Betterment of Cayuga County the visit of Arun Gandhi (the grandson of Mahatma Gandhi) to speak on the non-violent approach in response to an increase in hate and neo-nazi groups.
- After a hiatus, the annual events resumed under Scarlett’s leadership on March 15, 1997, when Sister Anne Curtis RSM spoke on “A Catholic Framework for Economic Life.”
- The March 21, 1998 event held in Waterloo was entitled, “Good News: The Dignity of Work Sharing in God’s Creation: Workshops included:
  - o Spirituality – Father Charles Mulligan
  - o Welfare to Work – Bryan Heatherington
  - o Issues for Farmworkers – Xochitl Palachos
- The March 20, 1999 event featured a dialogue with Bishop Clark on Public Policy issues, one of three such Regional sessions in which he participated that spring.
- In 2000, the agency established a Legislative Advocacy Network among the parishes in Wayne County to provide county-wide advocacy on social issues. The network had at that time sixty members and addressed twenty issues. While this network was more formal than those in other counties, it exemplified Scarlett’s work with social ministry committees in other counties.
- The 2000 Annual Retreat featured Bishop Clark’s Jubilee visit to the region.
- The March 24, 2001 session held in Geneva featured a presentation by Deacon Curt Cadorette from the University of Rochester on “Nourishing the Jubilee Spirit.”
- In 2002, the Annual Retreat led by Sister Janet Korn, was held on March 23rd and there was a Public Policy Convening on May 18th.
- In fall 2002, a retreat was held for parish social ministers in Cayuga County.

## 6. Conclusion

Through the strong leadership of the Board and Giovina, the agency remained grounded in its roots but took major steps (office location, name change, program fund development, Cayuga County programs) to respond to changing times and to position itself for the future.

## ● G. CATHOLIC CHARITIES OF LIVINGSTON COUNTY

### 1. Introduction

Described fully in Spirit Alive! is development in the early 1980’s of a vision

of parish social ministry. As a way to actualize this vision, the Diocesan Office communicated in late 1983 to parishes in Tompkins and Livingston Counties an offer to jointly fund a part-time parish social ministry coordinator. This event was to be the first in a series of activities which led to the creation of Catholic Charities of Livingston County.

In this section are described:

- The Livingston County Parish Social Ministry Program-1984-'87
- The establishment by Catholic Family Center of the Community of Caring Program and Rural Outreach Program 1991-'95
- The Livingston/Steuben Project-1993-'94
- The work of the Catholic Charities of Livingston County Steering Committee 1994-'95
- The evolution of the agency 1995-'02

## **2. The Livingston County Parish Social Ministry Program**

In response to the offer from the Office of Social Ministry to create a joint parish social ministry program, on December 8, 1983, Father Jerry Schifferli, pastor at St. Joseph's/Livonia and Livingston County Regional coordinator, wrote to Moe Tierney, indicating that while he "respected" the Catholic Charities proposal, he was convening a committee of pastors from Livingston County to draft a counter-proposal. Meanwhile, Father Mike Bausch, who had taken Neil Miller's position as Executive Director of the Southern Tier Office of Social Ministry, reported that he had "received five no's," to his inquiries in Tompkins County. It was therefore agreed that Giovina would explore possibilities in Cayuga County. This exploration did not bear fruit. As previously reported, pastors in Livingston County responded positively. This initiative is described fully in the previous chapter. While it did not last long, it was a first step in the creation of Catholic Charities of Livingston County.

## **3. The Establishment by Catholic Family Center of the Community of Caring Program and Rural Outreach Program 1991-'95**

With the creation of the "new" Catholic Family Center in 1988, this agency was given responsibility for services in both Monroe and Livingston Counties. Under the leadership of Carolyn Portanova, the agency was eager to do so.

The first opportunity came with the Maternity and Early Childhood Foundation. Because of the great needs of young pregnant and parenting women in both urban Rochester and rural Livingston County, Catholic Family Center applied for and was awarded in August, 1991, a grant to hire a staff person to provide counseling and case management services to this population, part-time in Monroe County and part-time in Livingston County. Bizza Williams from CFC provided supervision. At the beginning there was difficulty retaining staff, which caused concern among Livingston County leadership. Finally, Gail Feathers accepted this position and brought stability. Her office in Geneseo was at the inter-faith center at SUNY Geneseo.

The second early initiative was created by Father Jim Hewes and Wes Kennison, both associated with the Newman Center at Geneseo. As part of the ongoing program at the Center, this dynamic duo would annually lead a delegation of students during spring break to do home repair work in Tioga County. While there, they encountered and were very impressed by the work of Sister Nancy O'Brien RSM of Tioga County Rural Ministry. After leaving that program for health reasons, Sister Nancy had returned to Rochester and worked for a year on staff of Our Lady of Perpetual Help. She was working part-time in Canandaigua in the spring of 1992 when she was approached by Father Jim and Wes inquiring as to whether she would like to establish a rural outreach program in Livingston County. They approached Carolyn who was amenable, and were able to get \$3,000 in seed money from the United Way. Sister Nancy spent three or so months visiting parishes, agencies and government departments. This project was assisted by an internal committee of Father Hewes, Bizza Williams, Bill Derby and Sister Judith Heberle. During this time, Father Hewes was instrumental in acquiring the trust of Livingston County pastoral leaders, who had been "burned" by the previous experience of Parish Social Ministry in Livingston County. Resulting from this work, she was approached by the County when Community Service Block Grand funds became available. She started work full-time on November 2, 1992. She worked out of St. Patrick's rectory in Mount Morris, where Father Dan Condon had become pastor in September, 1991, providing emergency financial assistance and furniture, which was stored in the basement of the rectory. Catholic Family Center also established a Rural Outreach Committee to support this effort.

#### **4. The Livingston/Steuben Project 1993-'94**

When Jack Balinsky traveled to the Davenport Hospital in Bath in June 1992, after his appointment, but before he had actually assumed office, to meet with Board Chairperson Sister Rene McNiff (who had been for a long time the president and CEO of St. James Mercy Hospital and after her retirement was serving as interim administrator in Bath) she encouraged him to "get that Tony Barbaro to understand that the people in western Steuben County need services also and that he needs to do more than provide services in Elmira and Corning."

Described above were the establishment of the Rural Outreach program in Mt. Morris by Sister Nancy O'Brien RSM and the Community of Caring Program in Geneseo by Catholic Family Center, both in the wake of the termination of the Livingston County Parish Outreach program. In early 1993, Jack was approached by both Sister Nancy and also Father Jim Hewes, who was chaplain at SUNY Geneseo, about the need for funding and support for both programs. There was also concern there was only one person from Livingston County on the CFC Board. Jack discussed the problem both with CFC Director Carolyn Portanova and CFC Chair Judith O'Brien and they indicated some willingness to think about a separate development in Livingston County,

given the distance question and the many other exciting program developments at CFC under Carolyn's leadership.

With continuing encouragement from Sister Rene about the needs in Steuben County, Jack joined the two needs and first presented to the Diocesan Board Executive Committee at the September 2, 1993, meeting under "Upcoming Issues" a description of the needs in Livingston and Steuben counties. At the December 1993 meeting, based on a position paper about exploring how to best address housing, health and social needs in the two counties, the Board allocated \$8,000 from Board designated funds to do a needs assessment in conjunction with a Livingston/Steuben Project Advisory Committee established by the Diocesan Board.

The first meeting of the Advisory Committee (LSPAC) was held on March 3, 1994. Jack Balinsky chaired the Committee. Maurice Tierney, who had retired in 1991 from his position as Diocesan Catholic Charities Director, served as staff to the committee. Members included:

Tony Barbaro

Father Dan Condon (then serving as pastor of St. Patrick's, Mt. Morris)

Robert Goins, (business manager of St. Mary's, Dansville, and a member of CFC's Rural Outreach Committee)

Father Bob Hammond (pastor of St. Mary's, Bath)

Sister Rene

Mary Ann Starbuck (director, Southern Tier Primary Care Project, Finger Lakes Health Systems agency)

For the study, Moe's office was located in the rectory of St. Mary's, Dansville, thanks to the generosity of pastor Father Andrew Teuschel (who was killed tragically in an automobile accident in April 1994).

On May 4, Jack, Moe and Sister Nancy met with Catholic Family Center's Livingston County Rural Outreach Committee to discuss the project with them.

Members of that group included:

William Derby, Interfaith Community, Geneseo

James Dollard, St. Columba/Caledonia and St. Patrick/Mumford

Robert Goins, St. Mary's, Dansville

Joseph Kane, St. Mary's, Geneseo

William Lissow, Holy Angels, Nunda

Robert Shearer

This group was to become the nucleus of the subsequently formed Catholic Charities of Livingston County Steering Committee.

Over the ensuing months, Moe accomplished a monumental task in developing the committee's final report, dated August 19, 1994. He met with more than 20 parish, government, civic and interdenominational leaders, and compiled significant needs assessment details.

One important such meeting occurred between Jack, Moe and Father Bill

Trott, the pastor in Livonia who was most supportive of the project, and Bob Boorer, Executive Director of the Livingston County Coalition of Churches. Based on that meeting, it was clear that Catholic Charities would not be duplicating services or be in competition with the Coalition if it established a more significant presence in Livingston County.

Despite what had been a different vision at the project's outset, the final report recommended taking different approaches in the two counties.

Because Steuben County had a significant Catholic presence and was relatively rich in human resources coordinated by the Institute for Human Resources, it was recommended that in Steuben County there be established a closer working relationship among St. James Mercy Hospital, Kinship and Catholic Charities of the Southern Tier to address primarily teen pregnancy problems.

The committee recommended establishment of a new subsidiary in Livingston County because there were many fewer services available, and this would be a way to provide local leadership to support the existing efforts.

At its September 17, 1994, meeting, the Diocesan Board approved a one-year planning/exploratory period to determine the feasibility of establishing a subsidiary, stipulating that during this time period, the newly created Catholic Charities of Livingston County Steering Committee needed to achieve commitment of \$100,000 in seed money for a three-year period to support establishment of the new subsidiary. It allocated Board-designated funds of \$17,500 for this effort. Meanwhile, program development efforts were initiated.

## **5. The Work of the Catholic Charities of Livingston County Steering Committee 1994-'95**

The steering committee first met on October 6, 1994. Jim Dollard volunteered to chair the group. Maurice Tierney accepted Jack's invitation to staff the entire development. At its November 1994 meeting, the steering committee adopted an "Operating Charter" to guide its work. Once again, this time through the generosity of Father Joe Catanise, Moe returned to his "office" at St. Mary's in Dansville.

During the early developmental stages of the project, meetings were held with representatives of human service agencies, church leaders and officials in Livingston County government. During this period also, as a result of several meetings with CFC leadership, CFC agreed to transfer administrative responsibility for its Rural Outreach program effective September 1995.

The Rural Outreach program was originally located in the rectory at St. Patrick's in Mt. Morris until the organization established a permanent office at 10 Clinton St., a rather central location that would make it easy for staff to cooperate with DSS and other public and private agencies in Mt. Morris. The offices were provided gratis by the Genesee Valley Rural Preservation Corporation until a lease covered occupancy space beginning in February 1995.

During the winter of 1994, the Steering Committee passed a set of operating

guidelines that would help the organization govern itself until it became a subsidiary of Catholic Charities. Robert Shearer helped immensely in this process. The Steering Committee expanded and chose officers. Its membership then was:

James Dollard, Chair  
Bill Derby, Vice Chair  
Bill Lissow, Treasurer  
Geri Crowley, Secretary (St. Patrick's, Mt. Morris)  
Ray and Georgiana Delles (St. Agnes, Avon)  
Robert Goins (St. Mary's, Dansville)  
Joseph Kane (St. Mary's, Geneseo)  
Ann LaForest (St. William, Conesus)  
Joseph and Eleanor Morris (St. Joseph, Livonia)  
Mabel Treadwell (St. Thomas Aquinas, Leicester, St. Lucy, Retsof)

Eventually, Father Dan Condon joined the steering committee as a representative of pastoral leaders in Livingston County.

In January 1995, at the Annual Meeting of the Livingston County Coalition of Churches, the Coalition and Catholic Charities signed a mutual covenant agreeing to work together in carrying out services, education and advocacy whenever possible. The abbot of the Abbey of the Genesee, Most Reverend John Eudes Bamberger, witnessed the signing of the covenant.

In the spring and summer of 1995, responding to the condition established by the Diocesan Board, the steering committee implemented a fund development campaign that raised \$94,000, including:

- Parish Collections - \$7,000
- Parish Treasury/Advanced Gifts - \$57,000
- Raskob Foundation - \$30,000

Two years later, in writing the history of his work (which provides the basis for this section), Moe Tierney stated:

“Jack Balinsky saved the day on the Raskob gift. When Raskob called Jack in the spring of 1995 and stated it liked the proposal but probably would not fund it because already government cutbacks were resulting in a large percentage of Raskob's requests being to save existing programs, not starting new ones, and the foundation thought that pattern would only increase in the future.”

Jack responded that the foundation's support was needed now more than ever because already this new effort was mobilizing parish volunteers to respond to needs (the wave of the future in light of government downsizing) and with Governor George Pataki talking about the privatization of services, Catholic Charities would be in a better position to take advantage of opportunities with a locally-controlled entity. The grant was funded.

During the summer of 1995, the offices at 10 Clinton St. were rehabbed thanks to the great work of:

Bill Wall, executive instructor at BOCES in Mt. Morris, and his students.



Sister Nancy O'Brien and the spring project "Families and Students" 1995.

Don Anzelom, AKZO mine foreman.

Ray Tette and the maintenance staff of Camp Stella Maris.

Chase-Pitkin Company.

Jim Dollard, Maurice Tierney and Walt Isaac.

Gerry Alonzo.

This phase of the development concluded at the September 12, 1995, meeting of the Diocesan Board of Catholic Charities when Catholic Charities of Livingston County was established formally as the fifth subsidiary of Catholic Charities of the Diocese. (Bishop Clark would celebrate a Eucharistic Liturgy at St. Patrick's in Mt. Morris on October 24, 1995 to celebrate this achievement.)

This significant moment in the history of the organization would not have been possible without the enormous dedication, commitment and organizational talent of Maurice J. Tierney.

## **6. The Evolution of the Agency – 1995-'02**

### **• a. Introduction**

The evolution of Catholic Charities of Livingston County during this time is an extraordinary story of rapid growth, made possible by continuing strong parish support, an effective Board and the outstanding leadership of Executive Director Tim McMahan. While many people were responsible for this success, it would not have occurred without Tim's leadership and that of Father Dan Condon (the "Godfather" of Catholic Charities of Livingston County.)

Described here are:

- Board and staff leadership
- Direct Services
- Advocacy and Parish Social Ministry

### **• b. Board and Staff Leadership**

Beginning with the work of Moe Tierney and the Steering Committee, described above, the Board took an active ownership role in promoting the growth of the agency. Jim Dollard, who had chaired the Steering Committee, took over as first Board President effective September 12, 1995 when the Board was formally established. He served until December, 1996. Subsequent Board Presidents in this time period were:

William Derby: 1997-'98

William Lissow: 1999-'00

Mabel Treadwell: 2001-'02

Members of the initial Board of Directors were:

Jean Basta

Bert Brinkerhoff

Judge Cicoria

Father Dan Condon

Geri Crowley  
Georgianna/Ray Delles  
William Derby  
Jim Dollard  
Rose Hayes  
Joseph Kane  
Jane King  
Ann LaForest  
Bill Lissow  
Eleanor/Joe Morris  
Justin Sallaway  
Mary Margaret Stallone  
Mabel Treadwell

In addition to its regular policy-making responsibilities, the Board was actively involved in several activities which strengthened the agency, including:

- Annual Meeting
- Annual Board-staff Retreat
- Annual August Parish Appeal
- Annual Golf Tournament
- Facilities Planning

### **Annual Meeting**

Beginning in October, 1996, the Board decided to hold an Annual Meeting open to the community to celebrate the work of the agency. Throughout this time period, the event was held at St. Mary's Geneseo. It was decided before the second event that this would also be time at which the annual Father Bill Trott award would be conferred on an outstanding contributor to Catholic Charities. As described above, he was an enormous supporter who was instrumental in the creation of Catholic Charities of Livingston County, who was beloved by the community, and who had died of illness suddenly and unexpectedly during the fall of 1996.

Highlights of events were:

- The first event was held on October 24, 1996
- The 1997 event, at which Father Jim Hewes, instrumental in the creation of the agency, was presented the Father Trott Award
- Presentation of the Father Trott award to Reverend Neil Frod at the October 23, 1998 meeting at which Sister Janet Korn RSM, recently hired as Diocesan Social Justice Awareness Coordinator, was the keynote speaker. A record fifty-four persons attended this session
- Presentation of the Father Trott Award to Father Dan Condon at the October, 1999 event
- The fifth Anniversary celebration held on October 11, 2000, at which Bishop Clark was the guest speaker, and Mabel Treadwell received the Father Trott Award

- Presentation of the Father Trott Award to Lucille and Joseph Kane at the October 2001 event (This was the first event attended by more than 100 persons.)
- Presentation of the Father Trott Award at the October 2, 2002 meeting to Richard and Mary Ann Palermo.

### **Annual Board/Staff Retreat**

Tim McMahon and Bill Derby instituted the practice of annually holding a Board/staff retreat in January of each year. The purposes were to enhance communication and connectedness between the two groups, particularly as the staff grew, to provide educational opportunities about the Catholic Charities mission and to provide motivation and inspiration for the continuing hard work of staff. Highlights of these events included:

- A presentation at the January 11, 1997 session by Kathy Dubel, long-time Justice and Peace Coordinator of Catholic Charities of the Southern Tier. This presentation helped facilitate the adoption by the Board at its February 24, 1997 meeting of a mission statement which has perdured until this day. It is:  
 “Rooted in Scripture and Tradition which emphasizes the dignity of every human person, especially the poorest among us, Catholic Charities of Livingston County provides direct assistance, advocates for social and economic justice, and encourages self-sufficiency through education and support.”
- A presentation on social justice advocacy at the February 28, 1998 meeting by Father Charles Mulligan, who had returned to the Diocese after his missionary work in Chile
- A presentation at the January 9, 1999 session by Diocesan Social Justice Awareness Coordinator Sister Janet Korn RSM
- A presentation on January 15, 2000 by Richard Palermo, a Livingston County resident, committed Catholic and management consultant, on achieving quality program outcomes
- A session held on January 13, 2001, at which the focus was on practical ways to enhance Board/staff interaction
- At the session held on January 12, 2002, joint agreement that the major priorities for the coming year would be new programs, Board development and staff development

### **Annual August Parish Appeal**

A part of the agreement reached with parishes about the establishment of Catholic Charities of Livingston County was that the parishes would permit a second collection in August each year for the support of Catholic Charities. Often this would involve presentations at Masses by representatives of the agency. While Tim gave many presentations, so, too, did Board members. They were almost always very effective presentations.

Amounts raised from this appeal during this time frame were:

1995	\$6,300	1999	\$12,500
1996	\$7,400	2000	\$11,000
1997	\$12,500	2001	\$15,000
1998	\$12,500	2002	\$13,000

**Annual Golf Tournament**

As for most not-for-profit agencies in this era, the question inevitably arose as to whether the agency should sponsor a golf tournament. The major advocate for the establishment of this event was Tim. And, while Board members were present as volunteers on the day of the tournament itself (first Saturday in June at the Livingston Country Club), and in soliciting hole sponsors and golfers, it was Tim himself, over all this time, who was the person who pulled together the tournament, “Puttin’ with Purpose.” While Fund-raising was obviously a major purpose in sponsoring the event, probably even more important was its role in enhancing the visibility of the agency in the community. The first event was held on June 6, 1998. Proceeds from the event annually were:

- 1998 - \$5,000 (greatly exceeding expectations for the first event)
- 1999- \$7,900
- 2000 - \$10,000
- 2001 - \$15,000
- 2002 - \$15,000

While the Board had made all these contributions, it was Tim who was the “heart and soul” of creating Catholic Charities of Livingston County. As described above, his contributions not only resulted in services to thousands of persons in Livingston County, but also, because the Livingston County “experiment” was viewed as a test-run for the creation of county-based agencies in the Diocese, was very important to the creation of additional county agencies.

The story of how Tim came to be the Executive Director is interesting. Following on the formal establishment of the agency in September, 1995, the Board and Jack Balinsky moved quickly to start the program. They ensuing agreed in October, 1995, on the hiring of Dick Merges as Executive Director. Dick seemed a natural for the position. A Livingston County resident, he had recently retired from his position as Director of the Finger Lakes DDSO. A committed Catholic, he had enrolled in the Permanent Deaconate program of the Diocese, and felt that working at Catholic Charities would be complementary to his studies. Unfortunately, it became clear after only a few months that pursuing his studies and the enormous challenge of starting an agency was “just too much.” He resigned in April, 1996. The ensuing search process resulted in what is known in academia as “a failed search.” One reason that the search was not successful was that the most prominent candidate, Tim McMahon, a Geneseo resident who had long worked at the Finger Lakes DDSO, and was considering early retirement, chose to withdraw his candidacy and continue at the DDSO. The Board and Jack appointed Paul Pickering, whose numerous outstanding contributions to Catholic Charities are described throughout this

book, as Interim Director.

As the second search process was about to be organized, Tim, who had withdrawn his initial application on June 10th, called Jack six weeks later to inquire as to whether the position was still open. This call led to a breakfast meeting at Denny's in Geneseo, as a result of which Tim reactivated his application. He was quickly hired and accepted the position of Executive Director on August 12, 1996.

It was quite a transition. At the breakfast meeting, Jack had emphasized the nature of the decentralized governance structure of Catholic Charities. This was a far cry from the hierarchical state system in which Tim had worked for many years. After Tim was hired, it took Tim three phone calls to Jack about minor administrative details before Tim realized that indeed, he was the person in authority.

This entire section and that in the next chapter is a testament to Tim's extraordinary abilities and his contributions to Catholic Charities.

As Executive Director of a new agency, Tim had responsibility for many duties directed toward putting the agency on sound footing. They included:

- Relationship to the community
- Fund-raising
- Facilities planning
- Collaborative organizational relationships
- Involvement at the diocesan, state and national level

### **Relationship to the Community**

Over his first few years, Tim became involved in activities with many different community groups and became the "face" (along with Sister Nancy), of the agency in Livingston County. Highlights of such activities included:

- He helped organize an Annual Job Fair with the Chamber of Commerce. The first was held in spring, 1997, and they continued each year after that during this time period. Depending upon the year between 30 and 50 employers participated and up to 650 persons looking for work attended.
- A major issue of community relationship was discussion with Housing Opportunities, Inc., a Rochester-based not-for-profit affordable housing development organization, which wanted to develop a project in Lakeville.

This proposal was controversial in the community, and Housing Opportunities was seeking Catholic Charities support for its application. At Tim's very first Board meeting in September, 1996, this matter was addressed for the first time. The Board took a position of supporting the need for affordable housing in general in Livingston County, but took no position on this particular project. When the proposal was funded and revived again, the Board took the same position at its February 13, 2001 meeting.

### **Fund-raising**

Described above are two Board-driven Fund-raising activities which provided support for general agency purposes. Described below are efforts to obtain grants and contracts for particular programs. Yet, for the fledgling agency, there

was need for other Fund-raising to sustain the administrative expenses and general needs of the agency. This was a major priority for Tim. Highlights of his activity in this time period were:

- Already it had become clear in fall, 1996, that the \$100,000 in seed money raised to launch the agency was diminishing, and despite the development of new programs, they were not yet throwing off sufficient administrative overhead funding to sustain the agency. In what was to become the “kitchen cabinet” that would meet regularly over the next three years to address “revenue enhancement”, Tim, Jim Crowley, Father Dan Condon and Jack Balinsky first met on November 26, 1996, to address this concern. These discussions would produce numerous results, including a modest \$40,000 major gifts program in winter 1998.
- In June, 1997, Tim was able to obtain a grant from the Livingston County Community Initiatives Council.
- An issue which was to be contentious first came to light in 1997. Elizabeth Costello, a Livingston County resident had died and bequeathed to Diocesan Catholic Charities \$375,000. Included in the file but not in the will was expression of her desire that Catholic Charities use the funds to build a nursing home for women in Livingston County. While this may have been feasible when she first conceived the notion, by 1997 it simply was not. The use of these funds became a topic of contentious discussion over several years involving her family, Livingston County Catholic Charities leadership and the Diocesan Board. It was finally resolved at the May 15, 2000 Diocesan Board Finance Committee meeting, where it was agreed that Diocesan Catholic Charities would make an annual grant to Catholic Charities of Livingston County in the amount of \$15,000 or one-half the interest on the principal, whichever was greater.
- In the spring of 1999, Tim as able to obtain a second grant from the Raskob Foundation for general operating purposes, this one in the amount of \$20,000.
- In the fall of 1999, Tim obtained a similar grant from the Humanites Foundation, this one a matching grant in the amount of \$15,000.
- By 1999, Tim had started the Annual Christmas Appeal which raised \$6,000 the first year and increased gradually thereafter.

### **Facilities Planning**

As with many growing agencies, the need for an expanded facility has been a critical issue for Catholic Charities of Livingston County over its entire history. Described above is the herculean effort of Moe Tierney and a group of dedicated volunteers to obtain a rent free lease from Genesee Valley Rural Preservation Company at 10 Clinton Street and to obtain very modern office equipment and facilities.

As the agency grew in this time period, Tim and the Board spent much time on considering alternatives. Steps along the way included:

- Signing a lease in January, 1996 with the Genesee Valley Rural Preservation

- Company, through which the agency paid rent for the first time
- Signing a 6 month renewal lease in January, 1997
- The move on December 1, 1997 to new, larger offices around the corner at 10 Chapel Street, through a lease with local businessman John LaDelfa.
- The decision in fall, 1999, to rent the entire facility at 10 Chapel Street at a monthly rent of \$1,000, up from \$650
- Initial consideration at the February 8, 2000 meeting of the possibility of opening a satellite office in Dansville
- At the same meeting, initial discussion about Catholic Charities of Livingston County becoming an “anchor agency” in a proposed new facility to be constructed in Mt. Morris Industrial Park
- The opening on March 4, 2000 of a satellite office in Dansville be located at St. Mary’s rectory, 40 Elizabeth Street (Theresa Boor would work at the office Tuesday mornings and Thursday afternoons performing largely an information and referral function)
- In the spring of 2001, Livingston/Wyoming Arc rented a small amount of space on the second floor of 10 Chapel Street
- By spring, 2002, after plans for a facility at the Mt. Morris Industrial Park had fallen through, initial discussion with the owners of the Big M Plaza about the availability of space there

At the end of this time period, further discussions about a new facility were officially “put on hold” because of the uncertainty of continuation of Temporary Assistance for Needy Families (TANF) funding.

### **Collaborative Organizational Relationships**

During this time frame, Tim explored collaborative relationships with Camp Stella Maris, Chances and Changes and an organization called PEACE.

In the spring of 1997, Tim talked with Camp Stella Maris Executive Director Ray Tette about the possibility of jointly sponsoring a volunteer program like the Jesuit Volunteers. These talks never panned out, but a good relationship developed between the two organizations and Camp Stella Maris annually provided scholarships to assist children referred by Catholic Charities to attend the camp program.

Discussions in early 1998 with a Livingston County not-for-profit program were tantalizing but ultimately not fruitful. Representatives of the Chances and Changes Board approached Tim and the Catholic Charities Board about integrating their services into Catholic Charities because their Executive Director was leaving and their financial situation was somewhat precarious. While the Catholic Charities Board expressed interest, the Chances and Changes Board had a change of heart and indicated that they felt they had to get their own house in order.

In spring 2000, the Catholic Charities Board agreed to “sponsor” PEACE, a community-based group of parents who had come together to support troubled children, allowing that group to have space and utilize the Catholic Charities 501(c)(3) tax exemption.

## **Involvement at the Diocesan, State and National Level**

Beyond his contributions to Catholic Charities of Livingston County, Tim also was active at the diocesan, state and national levels. Within the diocese, he was an active member of the Executive Staff, and contributed to developing Diocesan Catholic Charities initiatives for the Jubilee Year in 2000. At the state level, he was an active member of the Rural Issues Committee of the Council of Catholic Charities Directors chairing it for a number of years, and made an effective presentation to the New York State Catholic Conference Public Policy Committee on Rural Issues in New York State. For the Catholic Charities USA Annual Meeting in 1999, he was able to convince community leadership to declare the week of September 27th-October 4th as Catholic Charities Week in Livingston County. For the “Rochester Track” of the Convention on Saturday, October 3rd, Tim gave an excellent presentation entitled “Subsidiarity and Rural Programming.”

### **• c. Direct Services**

#### **Introduction**

As described above, when the subsidiary was formally created in September, 1995, its two services were the Rural Outreach Program and the Community of Caring Program. Through the support of the Board, the creative leadership of Tim McMahon, and the excellence of program directors, this seven year time period saw an amazing explosion of services. It is impossible to describe in detail each activity, but presented here are highlights of the evolution in direct service. An overarching important development which made possible enhancement of several services was Tim’s ability to forge agreements with the Brockport-Nazareth Collaboration and University of Buffalo School of Social Work to place social work students as interns at the agency.

#### **Rural Outreach Program**

The circumstances of the creation of the Rural Outreach Program in 1992 are detailed above. Through the outstanding leadership of Sister Nancy O’Brien RSM, who preceded Tim McMahon as the “face” of Catholic Charities in the county, this program continued as the backbone of the agency throughout this time period. Highlights included:

- In the 1996 Annual Report, these services statistics were reported:
  - o Families – 333
  - o Individuals – 956
  - o Children – 491
  - o Christmas Baskets – 67
  - o Furniture – 53
  - o Rent – 55

In addition, the volunteer home repair program continued and Sister Nancy worked jointly with the Livingston County Coalition of Churches to develop a Tenant Certification program.

- For the final three months of 1999, these service statistics were reported:
  - o Furniture – 52



- o Rent – 6
- o Medical – 19
- o Utilities – 21
- o Auto Repair – 8
- o Auto Gas – 16
- o Christmas Baskets – 118
- By the beginning of the year 2000, funding sources for the program included United Way, FEMA, Community Services Block Grant Funds, and TGA.
- By the spring of 2001, the program had grown to where Sister Nancy needed a part-time assistant and the agency was able to afford this staff position. Sarah Farrak, a student at SUNY Geneseo was hired for the spring session.
- Michelle Morris replaced Sarah in this position in early 2002, and worked until Sarah was rehired in June, 2002.

### **Community of Caring Program**

The origins of this program are also described above. Gail Feathers continued in this position in the new structure. Because this program depended on funding almost exclusively from one source, the Maternity and Early Childhood Foundation, it experienced some turbulent times in this period. Significant events in its evolution included:

- For the 1996-'97 program year funding from the Maternity and Early Childhood Foundation was increased from \$29,000 to \$34,000. In that year, the program served 30 families (107 individuals), of whom 66 percent were on public assistance.
- In October 1997, Gail Feathers, whose significant contribution had been the building of the foundation for the continued development of the program, resigned to take a position at Noyes Hospital in Dansville. She was replaced by Jackie Klube, also an MSW.
- Disaster struck when it was learned in the summer of 1998 that MECF was not renewing the grant for 1998-'99. Tim sprung into action to save the program, through these achievements:
  - o The Diocesan Board provided a one-time loan of \$7,500 (this loan was forgiven as part of the Diocesan Board's implementation of its Jubilee 2000 program).
  - o In August, Community Mental Health Commissioner Mark Brown agreed to provide funding to continue the program for two months.
  - o In January, 1999, the Community Youth Board provided a small grant to support the program.
  - o Financial stability was nearly achieved through a \$15,000 grant from the Rochester Area Community Foundation.
- In May, 1999, Cheryl Keller replaced Jackie as the staff person for the program, and the general purpose grant from the Raskob Foundation described above was used to solidify support for the program.

- In August, 1999, MECF funding was restored.
- At the end of 1999, Carol Bauman joined the staff to provide services to women over 21, complementing Cheryl's work with women under 18.
- In September, 2000, Cheryl resigned and was replaced by Teresa Davis-Holt, who had a Master's Degree in counseling.
- In spring, 2001, staff introduced in conjunction with the Partnership for Success program a parent education program "STEP (Systematic Training for Effective Parenting).
- In November, 2001, Carrie Lyons replaced Teresa Davis-Holt as the part-time counselor.
- In fall, 2002, Sheri Kreher and Serena Kniffin took over the program.

In sum, the program had survived many challenges and changes, and continued as an integral part of the agency program at the end of this period of time.

### **HOPE Youth Mentoring**

The HOPE Youth Mentoring program was the first new program established by the newly created agency. HOPE stands for Helping One Person Excel. Its establishment was due to the growing visibility of the agency in the community created by Tim's leadership and the confidence of county officials in the quality of the agency's service delivery. In early 1997, Catholic Charities was approached by a consortium of Livingston County government departments (Youth Bureau, Probation, Social Services) about developing a youth mentoring program. In March 1997, Mental Health Commissioner Mark Brown agreed to provide \$15,000 funding, bringing the total committed to \$30,000. The program was launched on July 1, 1997 for youth 6-14 under the leadership of Teresa Storms. She was shortly thereafter replaced by Kim Ruliffson who would be a major leader in developing the program. Highlights of the program included:

- In late 1998 a "mini-mentoring" program with the Keshequa Middle School was initiated.
- By August, 1999, the program had recruited 22 mentors.
- In early 2000, the program was expanded with the addition of TANF funds.
- In the spring, 2001, "mini-mentoring" programs with the Mt. Morris School District and Livingston/Wyoming Arc were added.
- In June, 2000, it was reported that the program had 26 mentors, with 55 youth on the waiting list.
- A year later, there were 20 mentors and 40 youth on the waiting list.
- In that June, program assistant Catherine Torregiano left her position. In addition, a mini-mentoring program was initiated with Genesee Valley BOCES.
- Robin Shute replaced Catherine in September, 2001, as assistant to Kim.
- In February, 2002, the HOPE program took over administration of the Livingston County Safe Alternatives for Youth (S.A.Y.) program.

## Partnership for Success

Discussions about developing the Partnership for Success program began about the same time as did those for the HOPE mentoring program, but were much more complicated and took a longer time to come to fruition. The purpose of this program was to assist individuals and families who were homeless, at-risk of homelessness or living in substandard housing. Highlights in the evolution of this program were:

- In February, 1997, the Genesee Valley Rural Preservation Council submitted a proposal to renovate the old Main Street Hotel in Mt. Morris to create a six-unit affordable rental housing project, which would be known as Jameson Place.
- The Jameson Place project received a \$600,000 grant that summer.
- In December, 1997, Dawn Kavanaugh was hired to coordinate this program, which was funded through the Community Services Block Grant (CSBG) program.
- The dedication ceremony for Jameson Place was held on July 22, 1998.
- In September, 1998, it was reported that the program had agreements with five landlords to provide temporary housing.
- In fall 1999, Donna Sevensma replaced Dawn, who had moved to Arizona.
- In early 2000, it was reported that the program was working actively with 25 families.
- In April, 2000, the program received a \$25,000 grant from the Wilson Foundation, and later in the spring obtained a \$5,000 grant from the Golisano Foundation, which would be renewed the subsequent year.
- Donna left her position in May, 2000 and was replaced by Susan Bell.
- In fall, 2000, the program leased a second floor three bedroom apartment in Mount Morris from St. John's Episcopal Church. This facility would come to be known as the Swan Center.
- At the same time, the Department of Social Services agreed to provide funding for emergency housing for families.
- As described above, in spring, 2001, the Partnership program joined with the Community of Caring program in providing the STEP parent education program.
- At the April, 2001 Board meeting it was reported that the program was serving:
  - o 12 female single parents
  - o 5 single mothers
  - o 3 single fathers
  - o 1 male single parent
 (of this group, 8 were homeless and 6 were at-risk of becoming homeless)
- On July 27, 2001, tragedy struck the agency when Susan Bell was very seriously injured in an automobile accident (not only did she miraculously recover and return to work on January 31, 2002, but also she went on to

play a significant leadership role in the agency).

- In spring, 2002, the need for temporary housing for the homeless in Dansville was identified.

### **Host Home Program**

Discussions about this program, designed to identify families who would provide temporary housing for homeless young individuals began in spring, 1997. Highlights of the evolution of the program were:

- The initial application to the Rochester Area Community Foundation in spring, 1997, was not funded.
- In September, 1998, the New York State Office of Mental Health approved a grant of \$43,000 for this program to serve homeless and runaway youth ages 16 and 17.
- In February, 1998, Jackie Klube took over responsibility for this program and began recruiting families willing to participate in the program.
- As it was proving difficult to recruit host homes, it was indicated one year later that four homes had been certified, but that Jackie was also working directly with young people.
- Despite difficulties, the program continued to grow and in fall, 2002, Jean Blackmar replaced Jackie.

### **Hispanic Outreach**

As part of its mission to respond to emerging needs in the county, the agency turned its attention to the growing Hispanic population in the county. The Hispanic Outreach program was launched when Roberto Andino was hired on a part-time basis on March 16, 1998, through a grant from the old Mexico Fund administered through Diocesan Catholic Charities. Highlights in the evolution of the program were:

- In fall 1998, the agency entered into a contract with the Mt. Morris school district to provide Hispanic outreach service for them on a ten hour a week basis.
- In April, 1999, the position increased to 25 hours a week with the addition of a jail release program.
- In spring, 2000, Roberto left to take a full-time position with Groveland Correctional Facility and was replaced by Maria O'Hearn (Roberto would later join the Board of the agency.)
- In fall, 2001, the agency received a grant from the Rochester Area Community Foundation, allowing this position to become full-time.
- For the first time, in January, 2002, the agency sponsored a Three Kings celebration.
- The agency sponsored a Hispanic Cultural Awareness Festival in Geneseo in May, 2002.
- The same month, the agency sponsored a Community Quincenera, a coming of age celebration for young women on their 15th birthday.
- Through a legislative Member Item grant, Carmen Rodriguez was added to the staff on a part-time basis in fall, 2002. He worked to address and

identify faith formation needs of the Hispanic community.

### **Auto Dream Program**

The Auto Dream program, designed to help individuals who would not otherwise be able to do so to obtain a car, was initiated in fall, 1998, in conjunction with Livingston County Department of Social Services and BOCES, with two clients. Highlights included:

- The program became solidified in the summer of 2000 through Member Item grants of \$5,000 each from Senators Dale Volker and Patricia McGee and Assemblyman Dan Burling.
- Colleen Buckley was hired as program coordinator on a 10-hour a week basis beginning August 1, 2000.
- The program was enhanced in spring, 2001, through a \$20,000 contract from Livingston County.
- Unfortunately, that semester, four of the six participants dropped out of class and did not complete the program.
- In fall, 2001, Carol Gibson-Farley replaced Colleen as coordinator of the program.
- That fall semester, the program had seven participants, including two graduates and five attending BOCES.

### **Emerging Programs**

As this time period was coming to an end, the agency was just launching two other programs: Faith in Action and TANF Case Management. Discussion began in early 2002 with the Livingston Council Coalition of Churches about submitting a proposal to the Robert Wood Johnson Foundation for an Interfaith Volunteer Caregiver program to recruit volunteers to assist elderly clients to continue to live in their homes. When the grant was received in fall, 2002, for what became the Faith in Action program, Christa Barrows was hired as coordinator. In April, 2002, the TANF Case Management program was initiated when County Social Services Commissioner Mike Woodhouse asked the agency to do so and provided funding. The purpose of this program was to provide support to individuals to move them off public assistance before the sixty month federal support limit expired. Mary Ann Thompson was hired to run this program.

#### **• d. Advocacy and Parish Social Ministry**

One of the great treasures for Catholic Charities of Livingston County during this time period was Mabel Treadwell. A parishioner of St. Thomas/St. Lucy, she not only served on the Board, including her term as Board President, but also acted as a volunteer Justice and Peace coordinator. (Unfortunately, a proposal to the Diocesan Board in March, 1997, to create a parish social ministry coordinator was not funded). While the diocesan office provided some support, particularly through the work of Diocesan Social Justice Awareness Coordinator, Sister Janet Korn RSM, it was Mabel who was primarily responsible for this activity in Livingston County. She met with individual parish social ministry committees, convened county-wide planning meetings,

and organized educational events. Highlights of this activity included:

- Mabel organized a presentation on the Consistent Life Ethic held in Livonia on April 27, 1997. (Mabel was also a member of the Diocesan Consistent Life Ethic Advisory Committee.)
- In May, 1997, Mabel met with Father Ed Zenkel, pastor of St. Mary's in Honeoye to promote social ministry.
- In her own parish, she oversaw a Time and Talent survey, one purpose being to recruit members for the social ministry committee.
- Mabel organized a program entitled "Where We Live: A Day of Spiritual Growth for Women" presented by Dennie Mack, held at St. Mary's, Geneseo on October 18, 1997.
- Through Mabel's efforts, Catholic Charities received in fall, 1997, a Consistent Life Ethic Grant of \$1,800 to fund legal aid seminars.
- What was to become a long and productive relationship began when Mabel met with Sister Janet shortly after Sister Janet began work in fall, 1998.
- Forty Persons attended an event at St. Mary's, Geneseo on March, 1999 at which Mike Sauter made a presentation on Jubilee Justice.
- Tim and Mabel attended a training session on the Catholic Campaign for Human Development Journey to Justice program organized by Sister Janet in July, 1999.
- Fulfilling its advocacy role, the Board adopted, at its August 10, 1999, meeting, a resolution in support of universal health care.
- In September, 2000, Mabel sent out twenty surveys to get input on parish needs relating to social ministry.
- During 2001, Mabel organized two Consistent Life Ethic education programs, one on the death penalty, and one on poverty.
- The agency, led by Tim, played a major role in summer and fall, advocating against plans to send women prisoners in the county jail to another county to relieve overcrowding.
- On March 2, 2002, Mabel organized a presentation on poverty by Sister Janet for the social ministry committee at St. Agnes parish in Avon.
- The agency engaged in a variety of advocacy activities in spring, 2002, in relation to maintaining conscience change protection in women's health care legislation.
- On May 8, 2002, Mabel and Bill Derby received Diocesan Consistent Life Ethic Vita Awards at the annual Consistent Life Ethic Dinner.

Of course the agency also participated in the many diocesan-wide advocacy and parish social ministry activities described in Spirit Alive!

#### • e. Conclusion

It certainly was a time of intense activity and growth for the new agency. While financial information doesn't adequately describe the impact of the work on families and its contribution to the community, it is one indicator of the significant growth of the agency.

Annual budgets for this time period were:

- 1996 - \$ 95,000
- 1997 - \$166,000
- 1998 - \$204,000
- 1999 - \$247,000
- 2000 - \$313,000
- 2001 - \$400,000
- 2002 - \$461,000

## ● H. KINSHIP FAMILY AND YOUTH SERVICES

### 1. Introduction

Recall that the Kinship agency had been created in 1972 by Father Tim Weider in his assignment in the Secular Mission program in Perkinsville, Steuben County. The first service offered was the Kennedy House, a group home for adolescent boys. Kinship in the 1970's would quickly establish a broader range of services for "children at-risk" and their families. Kinship became a separately incorporated agency in 1977. Previously reported are a series of discussions between Kinship and Catholic Charities of the Southern Tier in the late 1970's and '80's that resulted in a formal affiliation agreement.

This section details the activities undertaken in the 1990's that led to the reintegration of Kinship Family and Youth Services into Catholic Charities effective July 1, 2000, as follows:

- The evolution of the agency 1977-'97
- Informal discussions – early 1990's
- The first merger proposal 1997-'98
- Renewed discussions – 1999
- The formal agreement – 2000
- Service evolution 2000-'03

### 2. The Evolution of the Agency 1977-'1997

Under the able leadership of the Board and outstanding leadership of Joe Weider, the agency grew exponentially in the next decade. Founded on a philosophy that "LOVE CREATES PERSON", these highlights reflect the growth of the agency:

- In 1978, Kinship House, a seven bed group home for adolescent girls was opened in Bradford, N.Y.
- In 1982, S.H.A.P.E (Supportive Home and Parent Enrichment) in-home family preservation program was established in Steuben County with a grant from the Appalachian Regional Commission.
- In 1984, the agency assumed operation of the T.L.C. Teen Pregnancy Prevention Program (Tender Love and Care) at request of the program's founder Rebecca Townley.
- In 1985, Kinship was approved by the N.Y.S. Department of Social Services to establish a Therapeutic Foster Home Program.
- Also in 1985, S.H.A.P.E. began service to families in Allegany County.

- In 1995, construction of 18 bed community residence to serve adults in alcoholism recovery was completed. First residents arrived in September.
- Also, in 1995, Kinship was selected by the Institute for Human Services to provide Healthy Families services to families throughout Steuben County. It was one of only ten (10) sites established state-wide.
- In 1998, three important events occurred:
  - Kinship received approval from the N.Y.S. Office of Alcoholism and Substance Abuse Services to establish a twenty bed (scattered) Supportive Living program.
  - Kinship House (Bradford, N.Y.) re-opened as seven (7) bed Supportive Living site.
  - S.H.A.P.E. - builders services began serving families in Yates County following approval of a proposal submitted to Community Services Board.

### **3. Informal Discussion – Early ‘90’s**

In the early 1990’s, there continued to be close connectedness between Kinship and Catholic Charities of the Southern Tier. In fact, Tony Barbaro served for a number of years on the Kinship Board, including a term as chairperson.

When Jack Balinsky became Diocesan Director in July 1992, he was encouraged both by Sister Rene and Tony to establish a relationship with Joe Weider who continued in his position as Executive Director to which he had been appointed in 1975. In the summer of 1993, Jack, Tony and Joe enjoyed an “introductory” golf game. Shortly thereafter Tony told Jack that the Board of Kinship was discussing with Sister Rene McNiff the possibility of a merger with St. James Mercy Hospital because the Kinship Board had concerns about the future as a relatively small agency in a changing environment. Jack indicated that he would support this development.

Unfortunately, Sister Rene left the hospital in 1995 to take an assignment in Rochester and her successor, Paul Sheperd, was not interested in pursuing the relationship.

Meanwhile, intermittent discussions continued about the relationship between Kinship and Catholic Charities that involved Joe, Tony and Jack.

### **4. The First Merger Proposal 1997-‘98**

It was the establishment of a Steuben County office of Catholic Charities of the Southern Tier in December 1996 and the appointment of Chris Wilkins as director that formally jumpstarted reintegration discussions.

Chris had a background working as a legislative staff person in Albany for more than a decade, and had recently worked for Catholic Charities as Justice and Peace coordinator in the Finger Lakes office and director of Operation Alert, a diocesan-wide Catholic Charities effort to monitor the impact of welfare reform legislation. Chris brought to the position great experience, political skill and an outgoing personality.



This new position and Chris' personality led to a series of discussions involving himself, Joe and Tony about a merger with Catholic Charities of the Southern Tier. When Joe indicated that Kinship was interested in a relationship with Diocesan Catholic Charities, Jack was brought into the conversations and indicated his openness to the possibility.

In fall 1997, discussions began in earnest. At the September 30, 1977, Diocesan Board meeting, Tony Barbaro reported on emerging activities in Tompkins and Steuben counties. He indicated that explorations were underway about a more formal relationship with Kinship and that this was a matter that was likely to come before the Diocesan Board. Board member and Vicar General Father John Mulligan asked for a document outlining Kinship's current activities.

In response, Joe Weider submitted to Catholic Charities a briefing paper on Kinship's work, including:

- Historical background and overview of service
- Mission statement
- Corporate structure and governance
- Financial profile (Audits for 1994, 1995, 1996)
- Personnel profile (58 employees)

Further expression of intent by both parties led to approval by the Kinship Board at its March 16, 1998, meeting of a feasibility study of a proposed merger with Catholic Charities. The purpose of this document was to describe the framework under which the Kinship Corporation would be merged with Catholic Charities. This study was presented to the Kinship Board on May 18, 1998.

On that same day, Jack wrote to Joe indicating that he would recommend to the Diocesan Board that in the merger Kinship would have "the identical authority, opportunity and responsibility as each of the current five bylawed subsidiaries of Catholic Charities of the diocese."

He indicated that these opportunities would include but not be limited to:

- Full support of the diocesan office, director and Board of Directors on all matters
- Financial management support
- Access to diocesan insurance programs
- Fundraising and development support
- Opportunities to apply for funding from the Diocesan Board in the venture grant process whereby the Diocesan Board allocated TGA funds and Board-designated funds
- Support from the advocacy activity of the diocese, including membership on the Diocesan Public Policy Committee
- Support in linkages with Catholic parishes
- Full collaboration as needed and appropriate with other subsidiary agencies of Catholic Charities

Jack and Pat Fox then made a presentation to the Kinship Board at its

meeting on June 22, 1998, and as Board chairperson, Pat appointed Mike Cooney, Maureen O’Hara and Jim Crowley as Catholic Charities representatives to a joint committee to work with Kinship representatives on the specifics of the proposed arrangement.

The work of this Joint Corporations Committee resulted in a December 8, 1998, “Proposal to Establish Kinship Family and Youth Services” as a subsidiary of Rochester Diocesan Catholic Charities.

On December 14, 1998, the Kinship Board endorsed this proposal in concept, recognizing that many details, particularly those regarding the approach to program development, still needed to be worked out.

At the Diocesan Catholic Charities Board meeting the next day, Chairperson Pat Fox presented this proposal, asking for endorsement in concept. There was lengthy discussion focusing on: what benefit this arrangement would be to Kinship, the question of paying for human resources, further discussion of Kinship programs, and the indication that the Buffalo Diocese was supportive (necessary because Kinship provided services in two counties in the Buffalo Diocese). Following discussion, because of a concern expressed by the Board of Catholic Charities of the Southern Tier relating to program development, the Board voted to receive the proposal, and directed the previously established ad hoc committee to oversee staff efforts to achieve the establishment of Kinship as a subsidiary of Catholic Charities within six months.

Despite successful efforts by Joe, Tony and Jack to achieve compromise wording on the program development issue, at its February 1, 1999, meeting, the Kinship Board expressed “deep disappointment” about the decision of the Catholic Charities Board and asked Joe Weider to suspend further discussions until the Diocesan Charities Board had taken further action to demonstrate its positive interest to move in the direction outlined in the proposal the Kinship Board had adopted on December 14, 1998.

So came to unhappy conclusion this first effort.

## **5. Renewed Discussions - 1999**

The matter of relationship with Kinship was discussed at each of the four Diocesan Catholic Charities Board meetings held in 1999.

At the March 16, 1999, meeting, Pat Fox reported that the Kinship Board had met again the previous day and had requested the reconvening of the Joint Corporations Committee to discuss issues surrounding the amended document developed in January. At this meeting, there was expressed considerable positive interest in moving forward quickly. It was indicated that Mike Cooney had developed a “boiler plate” document to frame the discussion. Tony expressed a desire to move forward so that the staffs of Kinship and Catholic Charities of the Southern Tier could meet to work out specifics of the integration.

At the May 18, 1999, meeting, the Board was joined for discussion of the Kinship relationship by Joe Weider and Kinship Board President Ralph Kerr. It was indicated that the Joint Corporations Committee had met on April 1, 1999, and it had been agreed that Pat Fox, Jack, Joe and Ralph Kerr would

meet to work on language to resolve the differences.

It was indicated that they had reached agreement on the process for defining a lead agency for new program initiatives, based on a series of factors, including the existing strengths of the agencies involved.

Pat Fox then spoke very positively in favor of adopting the revised agreement, as did Bishop Clark, Father Joe Hart, Sister Pat Prinzing and Tim McMahon. Jack reported that he had again talked with his counterpart in Buffalo, Monsignor Henry Gugino, who had affirmed his approval of the continuation of existing services in the Buffalo Diocese. He indicated also that Buffalo Catholic Charities would appreciate the opportunity to talk with Kinship relative to new service opportunities in these two counties.

Following discussion, the Board voted unanimously to accept the affiliation agreement as presented. Following approval, Ralph Kerr expressed his appreciation to the Board for their interest and perseverance in working out this agreement.

At the September 14, 1999, meeting, Jack and Mike Cooney indicated that after the formal signing of the affiliation agreement, attorneys were working to finalize the integration of Kinship into Catholic Charities.

At the December 14, 1999, meeting, Mike gave a progress report and explained the need for the Board to adopt the following resolution:

“That the Board of Catholic Charities approve the Plan of Merger and Certificate of Merger with Kinship and that the officers of Catholic Charities are directed and authorized to seek the approval of the members with respect to the Plan of Merger and Certificate of Merger.”

## **6. The Formal Agreement - 2000**

The adoption of this resolution in essence brought to conclusion the discussion about the integration. Mike Cooney and Jack met one last time with the Kinship Board in February 2000 when they formally approved the document. The approval of the members of the Catholic Charities Corporation was subsequently obtained. The formal merger took place effective July 1, 2000. Thus Kinship as an organization had come full circle returning to the roots of its establishment.

## **7. Service Evolution 2000-‘02**

This integration further enhanced the evolution of services at Kinship. Two major new initiatives were undertaken in this two year period. Throughout this time period Dan Wensel was Board President.

- In 2001, Kinship was awarded a \$100,000 state grant to provide Recertification (Aftercare) Services to children returning from foster care.
- Also in 2001, Kinship was awarded a \$315,700 capital grant from the New York State Homeless Housing and Assistance Program to construct a ten-bed Diagnostic Home for children in Dansville. Obtaining full-funding for this facility was made possible by the assistance of Providence Housing Development Corporation and the ability of Catholic Charities to obtain a mortgage for the

remaining costs from the Leviticus Foundation.

By the end of this time period, Kinship's annual operating budget had grown to more than \$3.5 million. The Executive Summary of the Kinship Family and Youth Services Report for 2002, written by Joe Weider, began with a summary of important outcomes achieved in that year, as follows:

### **Alcoholism Services**

- The Community Residence received 4.0 rating (maximum possible) and 3-year re-certification.
- The Community Residence exceeded 90 percent occupancy for the seventh straight year.
- The Community Residence equaled or exceeded "Workslope objectives" in two of the three outcome target areas.
- The Supportive Living Program's utilization rate increased by 2.4 percent.
- The Supportive Living Program exceeded the state median rate for both 3-month and 6-month resident retention.

### **Foster Care Services**

- Aftercare Services were established through \$100,000 TANF Grant.
- Two children were adopted into permanent families.
- There was a two percent increase in therapeutic foster care days.
- There was a seven percent decrease in group home care days.
- Kinship was awarded a \$315,700 grant from HHAP for construction of the Diagnostic Home.
- Fifty-nine percent of children served successfully completed their placement.
- Kinship was awarded a \$83,000 Health Care Coordination grant from New York State.

### **Family Preservation Services:**

- Healthy Families met or exceeded ten of its thirteen "Performance Targets."
- 57 percent of S.H.A.P.E families met their program goals.
- The Yates County Summer Program served 66 children.
- T.L.C. reached over 1,100 students from 9 school districts in county.
- The agency was awarded foundation grants for the start of a MotherCare Doula program.

### **Specific service statistics for the year included:**

- The Alcoholism Community Residence provided 5972 days of care to 76 individuals.
- The Supportive Living program provided 3,608 days of care to 29 residents.
- The Foster Care Division served 123 children from a 7 county area. This number included twenty-one boys from 5 counties served in Kennedy House and one hundred and twelve children served in Therapeutic Foster Care.
- The Family Services Division, included HEALTHY FAMILIES, TENDER LOVING CARE and S.H.A.P.E (Supportive Home and Parent Enrichment). In the Health Families Program, 601 screens were

administered to caretakers. S.H.A.P.E. served one hundred and eighty-nine families. T.L.C. provided twelve day-long programs on pregnancy prevention in 9 school districts.

- Two other important programs were the “Kids Adventure Time” program which served sixty-six children from forty-four families and Doula program which began in late 2002.

## **8. Conclusion**

Kinship had thus become full circle. Having been started as a program of Catholic Charities, having grown substantially as an independent agency, it returned to its roots in hopes of gaining support for its continuing quality service provision.

## **● I. CAMP STELLA MARIS**

### **1. Introduction**

This eight year period was a time of the greatest participation in camp programs in its entire history, considerable successful attention to physical facility improvements, and a significant change in camp leadership. Described here are:

- Board and staff leadership
- Physical facility improvements
- Program activities

### **2. Board and Staff Leadership**

The Board continued and even enhanced its “hands-on” approach to overseeing the work of the camp. Board Presidents in this time period were:

Jay Travers: 1994-’98

Sue VanDusen: 1998-’00

John Casselli 2000-’01

Lisa Schnorr: 2001-’02

The best reflection of the activist approach of the Board can be summarized from the content of the Annual Meeting of the members of the corporation which occurred in the spring of each year. The members during this time period were Bishop Clark, Vicars General (Father John Mulligan 1994-’98 and Father Joe Hart 1998-’02), Chancellor (Father Kevin McKenna 1994-’00 and Father Dan Condon 2000-’04), Diocesan Catholic Charities Director Jack Balinsky and the incumbent Diocesan Board Chairperson and Executive Director. Frequently the meetings were also attended by the incumbent Board Treasurer, who presented the annual audit. Two other standing agenda items were presentation of the written annual report, and the election of new Board members.

Beyond these standard agenda items, major issues addressed at the Annual Meetings during this time period were:

#### **May 5, 1995 Meeting**

- Initiation of a Board Strategic Planning initiative

- Establishment of the golf tournament in 1993
- Creation of an Advisory Committee to help with maintenance, food, legal and financial issues
- Following on previous discussions, the presence on the Board of three members of the minority community

### **March 13, 1996 Meeting**

- Presentation of a Two Phase Master Plan developed as a result of the Strategic Planning process, including these elements:
  - o Phase I (\$800,000)
    - Purchasing property adjacent to the camp (\$190,000)
    - Cabin realignment to increase capacity from 258-276
    - Construction of a new dining hall with a capacity of 376 (\$610,000)
  - o Phase II (\$1,300,000)
    - Renovate existing main building and day camp facility
    - Renovate two cabins
    - Construct two new cabins
    - Create an outdoor amphitheater
- Initiation of a scholarship program for the day camp
- Establishment of positive relationships with the newly created Catholic Charities of Livingston County
- Report of the work of the Advisory Committee
- Report that the Adventure-Based Learning Program (ABLE) had been initiated in late 1995

### **March 10, 1997 Meeting**

- Report that the 1996 Annual Report was dedicated to Father Bill Trott who had died unexpectedly the previous year. The inscription read: "Father Bill was a man with a gentle spirit and a compassion to love. He was a teacher of kindness and an example of virtue. His actions and words have set him apart from most; his humbleness and piety are what we'll remember most. He was a counselor and a friend. We'll always be grateful for his presence and the time he spent with us".
- Efforts to secure a major donor for the proposed new dining hall

### **February 2, 1998 Meeting**

- Addition of another member of the minority community to the Board
- Update on Master Plan implementation including:
  - o Consultation with Mary Consler from the Diocesan Development Office about hiring a development consultant
  - o Retention of Board members Al Schum and Bob Yawman beyond their term limit to oversee construction of the dining hall expected to be completed by June, 1999.
  - o Announcement that the Capital Campaign would begin in earnest in spring 1999
  - o Assurance that construction of the new dining hall would not begin until 87 percent of the funds were raised

**February 24, 1999 Meeting**

(Sue VanDusen had now become Board President)

- Report that the ABLE program had achieved a record participation of 3,500 during the previous year
- Report that Day Camp enrollment had dropped because of the decision of Frontier not to continue its financial support of the scholarship program
- Report that the Capital Campaign goal had been reduced from \$2.1 million to \$1.1 million
- Report that Lu Nadler who had been chairperson of the committee for the new dining hall had recently passed away

March 15, 2000 Meeting

- Report on the results of the spring 1999 Capital Campaign, chaired by David and Margaret Burns and Lisa Schnorr
- Suggestion from Father Hart that efforts be made to reach out for support from priests who had been on staff of Camp Stella Maris, either as seminarians or as “Priest of the Week”
- Report from Board member John Casselli that the revised Master Plan at \$1 million involved these projects:
  - Rehabilitation of the Big House
  - Other deferred maintenance
  - \$250,000 for renovating Chanler House and upgrading bathroom facilities

February 21, 2001 (John Casselli had become President)

- Report of the creation of the Palermo amphitheater through the generosity of Dick and Mary Ann Palermo
- Report that 125 volunteers had participated in the United Way Day of Caring to help camp clean-up and maintenance
- Report that the Board would undertake a new Strategic Planning process in light of waiting lists for summer camp that were then averaging 500-700 per summer

**January 28, 2002 Meeting**

(Lisa Schnorr had now become Board President)

- Report on the June, 2001 Alumni staff reunion
- Report on the 75th Anniversary Gala celebration held at Oak Hill on October 13, 2001 (One hundred fifty persons attended the event which featured honored guests Bob and Peggy Wegman. Dan Celso and Tom Hanney produced a video of 75 years of the camp’s history.)
- Indication that the Board would undertake a Strategic Planning process facilitated by Dick Palermo before making a decision on the Big House

May 7, 2003 Meeting

- Report that Natalie Anderson had been hired as Director of Development
- Expression of concern that staff retention rate had dropped to 58 percent as compared to the usual 70-80 rate
- Discussion of Catholic Identity at Camp Stella Maris

- Report that Alice Miller-Nation would replace Chris Hood as Spiritual Director beginning in the coming summer
- Report from Matt Flanigan on his issues of concern and focus:
  - Benchmarking camp fees
  - Development strategy
  - Focus on the waterfront
  - Plans for enhancing diversity
- Agreement on the importance of implementing the national Bishop's Chapter for the Protection of Children and Youth

Spring, 1997, was to prove to be a monumental time in the history of the camp for two reasons: a change in camp staff leadership and the beginning of a relationship between camp and the Wegmans.

While the Board was actively involved in the many ways described above, the camp continued to be served by outstanding staff leadership. From the beginning of this time period until March 17, 1997, Ray Tette continued as Executive Director and Matt Flanigan continued as Camp Director. A significant moment in the history of the camp came that March when Ray announced his resignation. He indicated that he realized as he had begun preparations for the summer season that he had given all he could to camp and that it was time for new blood to take over. His twenty years of service had literally saved the camp in the late 1970's, and he had built during his tenure a foundation on which camp would continue to thrive into the future.

Camp Director Matt Flanigan was immediately named Interim Executive Director and a national search process was begun for a permanent Executive Director. There were 172 applicants. Thirty-five were screened by a 9 person Search Committee chaired by Jay Travers, and rated on six characteristics.

- Management experience
- Camp experience
- Spiritual
- Working with children
- Education
- Leadership/creativity

Six candidates were interviewed and Matt was appointed permanently to the position on August 23, 1997. The camp would continue to be well-served by his ability and experience.

The camp would also be well-served because Matt was able to encourage Fiona Willis to return to camp staff as Summer Camp Director. She had previously served as Counselor, Program Director and Day Camp Director, and had left to pursue a career in television production. When Matt called in April, 1997, after Ray had resigned, Matt had been appointed Interim Executive Director, and needed a Camp Director. Fiona and her husband Dan had recently closed on a home in Utah and were renovating it. In her May 9, 2010 interview with the author, Fiona recalled her thoughts at the time. Responding to Matt's job offer was a difficult choice. When Dan and Fiona had first met,



he asked her “what do you really want to do in life?” He reminded her that her response was “open a children’s camp.” She left the next week.

In the interview, she recalled her experiences as Camp Director. Of course, it was different from her previous involvement. For one thing, she had come to know many of her staff when they were campers. She recalled the tremendous sense of responsibility for staff and campers. She also recalled how demanding and physically exhausting the two nine week stints were. She recalled the night she and Dan (who had come back by the second summer to the Rochester area and they were living together on campus) had decided on a rare “date” night, when a young woman staffer came to their house in “crisis” because of breaking-up with her staff boy friend of one month. They went on date night. Fiona also recalled fondly the continuing positive role in camp life and her life of John Roberts.

Looking back on the entirety of her camp experience, Fiona indicated that she really “grew up” then, benefiting greatly from the sense of community created by Ray, Matt and John Roberts. She also indicated that many of her closest friends now are persons she met through camp. She has remained involved with camp since Natalie Anderson, then Camp Executive Director, recruited her to help plan the 80th Anniversary celebration in 2006. She then became a Board member, in which role she now heads up the Camp Alumni Association.

From 1999-'00 long-time staff member Heather Jones, who had been serving as Day Camp Director, took over the position of Camp Director. Tom Weaver would serve as Camp Director from 2001-'07.

The establishment of a relationship with the Wegmans in spring, 1997, was to lead to many developments to significantly improve physical facilities at the camp and in many ways to assure the future of the camp. This relationship would lead to many of the physical facility improvements described in the next section, as well as other subsequent to 2002.

In an interview with the author of May 11, 2010, Matt Flanigan indicated that the notion of approaching Bob and Peggy Wegman had first been raised with Rick Dollinger in 1995. Rick, who was Peggy Wegman’s son, and his wife Marilyn had become close to Ray Tette because their children had had positive experiences at camp. Rick was also on the Board at that time. Ray approached Rick about the best way to begin conversations with Peggy. Rick responded that “the time wasn’t right” and he would let them know when it was.

Ironically, just about the time that Ray announced his resignation, Rick called to say that “the time was right”. A lunch meeting was arranged at the Country Club of Rochester. Rick, not known for his timeliness in making meetings, was nowhere to be seen at the appointed time. Finally, Peggy appeared, asking if the two men waiting outside the dining room were Ray and Matt. With her natural sparkling warmth, so was born a relationship that has perdured to this day.

The result of this session was that Peggy committed \$10,000 for campership

funds for the summer of 1997. In the interview, Matt indicated his belief that this was “a test” to see how prudent the camp would be in managing and utilizing these funds. Matt and the Board made the decision to set aside \$1,500 for a campership endowment fund, and to spend \$8,500 on camperships that summer. Apparently, the camp passed the test, because in fall, 1997, Peggy made a commitment to provide \$10,000 in campership funds for each of three succeeding years.

The building of this relationship is described in the section on staff leadership because it was primarily Matt who was the engine who drove the relationship. In his May, 2010, interview, he described how Bob and Peggy would often drop-in on a Saturday after visiting the Wegman’s store in Geneseo, as part of Bob’s regular practice of using Saturday’s to visit his stores. Rita Gibney, the very supportive manager of the Wegman’s Geneseo store, would often phone Matt to alert him that Bob and Peggy were on the way. As the Capital Campaign mentioned above, and described more fully below, was being planned, it was determined that the major need was for a new dining hall. It was agreed that at a Saturday session, Matt would present “plans” for this facility. Matt recalled that at the meeting, it became clear that Matt’s concept of “plans” and Bob’s expectations were quite different. Matt quickly rebounded and soon had detailed plans available to Bob. There shortly thereafter ensued a gift in the neighborhood of \$1 million and Peggy’s Café was opened for the 1999 camp season.

There is another interesting anecdote associated with this facility which says much about Matt, Bob and their relationship. On the Saturday of Memorial Day weekend in 1999, when the dining hall was nearly completed, Bob and Peggy came for an inspection visit. When they noticed that the area near the dining hall which would be used for driveway/parking was gravel, they inquired as to whether it would be paved. Matt replied that funds weren’t in the budget. When Bob asked how much it would cost and Matt replied that he didn’t know, Bob asked how soon Matt could get an estimate. They agreed he would have it on the Tuesday after Memorial Day. Not one to let the grass grow under his feet, Matt called the contractor as soon as Bob and Peggy left. When Bob returned home from his visit, Matt was on his voice mail with an estimate. Through another generous gift from the Wegmans, the parking area was paved in two weeks.

One final anecdote about the support of the Wegman’s for camp relates to the United Way Day of Caring established early in the decade to provide a framework for volunteers to commit a day of community service. The program was organized in early May, especially appropriate to help with spring camp clean-up of camp as well as necessary facility maintenance. Peggy indicated to Matt early in the spring of 2001 that she would lead a delegation of 10 Wegman’s employees to work at camp on that year’s Day of Caring. During a subsequent Capital Campaign meeting held at St. Margaret Mary’s, a Kodak employee overheard a conversation about the Day of Caring and pledged the

participation of 10 Kodak employees. The Kodak commitment soon grew to 60. Word got around Wegman's and many more employees committed to help.

That Day of Caring became a memorable experience in the annals of camp. Over 250 persons participated. Lunch was provided by Peggy – pulled pork, because it was Bob's favorite. Matt and his staff successfully accomplished the enormous organizational task of creating and assigning teams to work on roofs, porches, painting, general clean-up, etc. Each team was given a job ticket and Matt had created large Board near the sign-up/exit desk so that the job ticket could be tacked up when an assignment was completed. When Bob came out to inspect at the end of the day, he was overwhelmed to see the Board completely filled. He also found Peggy scrubbing the floor of the dining hall. When Bob came to visit and asked who had paid for lunch, there was no response – he knew! (Matt expressed his belief that in this one day, more had been accomplished than his two full-time maintenance men could do in a year).

The Wegmans would continue their relationship with the camp well into the decade, as described later.

Described here more fully also is the Capital Campaign because, while there was considerable Board and volunteer leadership, once again it was Matt who really drive the effort.

Recall that the Board had initiated a Strategic Planning initiative in 1995. At the 1996 Annual Meeting, the Board had presented a Two Phase Master Plan. Planning began in earnest in the fall of 1997 for a Capital Campaign to be carried out spring, 1999. (In spring, 1998, it was indicated that the original \$2.1 million goal had been reduced to \$1.1 million.)

Early consultation assistance was provided by Lisa Boser, head of advertising for Wegman's, who had been recruited through Peggy, and Mary Consler from the Diocesan Development Office. After being turned down once, Matt was able to recruit Dan Burns, a Saint John Fisher graduate whom he knew from the youth ministry program at St. Margaret Mary's and who was then second in command at Gleason Works. (He would become the first non-Gleason family CEO of the company.) He accepted the request the second time only on condition that his wife Margaret be named co-chairperson. She would play an equal role with him throughout the campaign.

An important moment in the campaign came when a reception for potential donors was scheduled for the fall of 1998 at the home of Jim and Linda Kanaley at their home directly across the street from the camp chapel. It was to be held there to facilitate the opportunity for attendees to have guided tours of camp facilities. Unfortunately, in the interim between the time the event was planned and when it was to be held, the Kanaley's sold their home – to Matt and his family. Since the home-in-transition was no longer available, Matt, at almost the last minute, called Frank Riedman, a very successful businessman who lived on Conesus Lake. Matt had come to know Frank through their joint participation on the Fire Commission. Frank and his wife Norma generously opened their home for this event. This was to be an especially important event,

because not only did the Riedman's become even more ardent supporters of camp, but also gained was the involvement and support of Dick and Mary Anne Palermo. One tangible result of their support was creation in 2000 of the Palermo amphitheater.

In all, the campaign achieved its goal of \$1.1 million.

Although not directly related to the Capital Campaign, one other Fund-raising event should be mentioned here. Camp supporter Mina Mangano successfully solicited a gift of \$100,000 which was used to renovate the chapel in 2000. Like many parish churches, the chapel constructed more than sixty years earlier was a place of special memory for generations of campers. Run-off from what had become faulty gutters, caused the chapel to be in great disrepair. The foundation was crumbling, the underside of the building had become home to a legion of squirrels, floors were uneven, etc. Contractor Ray Brock saved this important camp facility. He "floated" the building by creating retaining walls. The building was also re-roofed and re-guttered. It stands today because of Nina's generosity.

### **3. Physical Facility Improvements**

Based on the early Fund-raising efforts, the support of the Wegmans and the Capital Campaign, these significant physical facility improvements were achieved:

- Accomplished in 1994 were renovation of Cabins D and H, upgraded plumbing and bathroom facilities, a new store and renovation and creation of new camper space in Bing's barn.
- Purchase was finalized in April, 1996 of the property adjacent to the camp. It was a lot 100 x 300 feet with a five bedroom house in good condition. It was purchased for \$190,000 - \$30,000 down payment and a 30 year mortgage. For the next several years, it was rented out to cover operating costs.
- Also in 1996, a donated house brought to camp became the infirmary.
- Five cabins were moved between the 1996 and 1997 summer session.
- The new dining hall was completed as planned in June 1999, made possible largely through the generosity of Bob and Peggy Wegman and named Peggy's Café.
- In 2000, the chapel was completely renovated.
- In 2000 also, the Palermo amphitheater was created.
- In 2001, \$440,000 was expended, including a \$300,000 gift from Bob Wegman, to renovate Chanler House and upgrade bathroom facilities. These improvements enabled female staff to have separate quarters, providing more comfortable living space for male staff as well.
- Also in 2001, two new cabins were built, expanding capacity by 28. Of the \$50,000 expended, \$25,000 came from an individual gift and \$25,000 was included in the operating budget.
- The year 2002 saw improvements at the waterfront including:

- o Efforts to improve lake water quality in consultation with the State Department of Environmental Conservation
- o Purchase of new kayaks
- o New docks
- o New motors for the boats

Camp had larger capacity and a much improved physical plant at the end of 2002 than it had had at the beginning of 1994.

#### 4. Program Activities

The tables below show program participation during this time period.

##### • a. Resident Camp Program

The Resident Program was conducted eight weeks during the months of July and August for children 7-14 years of age. There was a Leadership-In-Training Program for young adults 15 years of age. This program provided leadership skills which were useful in all aspects of life. A Counselor-In-Training Program for young adults 16 years of age concentrated on preparation for counselor staff positions.

##### Resident Camp – Enrollment History

Year	Actual Capacity	Total Capacity	Capacity Per Week	# of Weeks	Percentage
94	2015	2064	258	8	98%
95	2055	2064	258	8	100%
96	2027	2064	258	8	98%
97	2023	2032	254	8	100%
98	2070	2048	256	8	101%
99	2066	2048	256	8	101%
2000	2080	2048	256	8	101%
2001	2063	2048	256	8	101%
2002	2273	2304	288	8	99%

##### • b. Day Camp Program

The Day Camp Program, begun in 1991, was an 8-week program designed for children 5-10 years of age. This program was conducted Monday through Friday, 9:00 a.m. – 5:00 p.m. at the Day Camp Center. Children enjoyed a wide variety of activities such as swimming, arts and crafts, ball field, and one field trip to either Letchworth State Park or Stoneybrook Park during the week.

**Day Camp – Enrollment History**

Yr. End	Actual Capacity	Total Capacity	Capacity per Week	# of Weeks	Percentage
94	184	400	50	8	46%
95	306	400	50	8	77%
96	322	400	50	8	80%
97	307	432	54	8	71%
98	272	400	50	8	68%
99	311	400	50	8	78%
2000	341	400	50	8	85%
2001	346	400	50	8	87%
2002	350	400	50	8	87%

• **c. Off-Season**

Off-season was the period from the months of September to June. During these months, Camp Stella Maris rented the facility to churches, schools and other organizations for retreats, educational and recreational purposes. Attendance generally averaged about 2000 persons for 33 weekend events, and 1000 for 10-day weekday time events.

• **d. Adventure-Based Learning Experiences (ABLE) This program is described above.**

Year	# Participants	# Groups	Revenue
95-96	1,124		\$8,980.00
96-97	2,569		\$14,435.00
97-98	3,570		\$23,165.00
98-99	3,189	88	\$27,198.00
99-00	2,671	81	\$26,052.70
00-01	2,742	74	\$26,267.00
01-02	1,017	65	\$22,400.00

• **e. Family Camp**

The Single-Parent Family Camp was a unique experience that offered support through understanding, trust and communication. Its purpose was to help families take steps toward healing.

Participation in this program held the week after summer camp ended was:

- 1994 – 40
- 1995 – 52
- 1996 – 47
- 1997 – 89
- 1998 – 77

1999 – 103

2000 – 95

2001 – 93

2002 – 80

• **f. Winter Camp**

During this time period, the camp sponsored this camp during area schools' winter recess. Campers 11 to 16 years old enjoyed three days of skiing, hot meals, amazing night prayers and an entertaining and enthusiastic staff. Each year there were about thirty campers.

While these statistics provide an excellent overview of camp program activities, again, issues of Stardust and the interviews with Matt and Fiona provide an anecdotal flavor.

From Stardust came information about “themes of the week”

**1995 Themes for the year were:**

A – We'll Take Manhattan

B – Come on Down – Welcome to Fun and Games Week

C – Under the Sea Week

D – Are We There Yet

E – Back to the Future Week

F – Down Under Week

G – Salute to the Stars Week

H – Where the Wild Things Are

**1996 Themes for the year were:**

A – Colors

B – Planes, Trains and Automobiles

C – Once Upon a Time

D – Olympics

E – Dr. Seuss

F – Star Wars

G – Zoo Week

H – Indiana Jones

**1997 Themes for the year were:**

A – As American As

B – Mystery Week

C – Tinseltown Week

D – Renaissance Week

E – Game Craze Week

F – X Files Week

G – Alphabet Soup Week

**1998 Themes for the year were:**

A – Uglylympics

B – Vegas Week

C – When You were Born

D – South of the Border Week

E – It’s a Small World Week

F – Lost in Space Week

G – Rockin’ in Times Week

A flavor of this time was also gained in the interviews with Fiona and Matt. During her tenure as Camp Director in 1997 and 1998, Fiona recalled these experiences:

- The continuing contributions to camp tradition transmitted by the wonderfully entertaining story-telling of Armando Toppi
- The privilege of working with such dedicated, hard-working and spiritual young people
- The pre-camp visits for two or three days of WIN school children brought by Peggy Wegman where inner-city kids experienced the magic of a camp for the first time

When asked about his greatest crisis as Executive Director, Matt recounted the year early in the 2000’s, when because a switch was moved the wrong way, water from the lake backed up into the camp’s water system. Five lines were contaminated by e-coli bacteria, unfortunately the worst being the line along East Lake Road, which was the major source of camp water. Thus Matt faced a situation with 100 counselors at pre-camp and no water, because the County Health Department had absolutely prohibited use of water from the constructed lines. Even worse, it was unclear when the “all clear” would be sounded, and session A was due to begin on Sunday.

Once again, Rita Gibney from Wegman’s in Geneseo stepped into the lurch. Because there had been so much publicity, she had already prepared a response to the request for help she knew would come from Matt. She replied that a tractor trailer filled with bottled water was already parked at Wegman’s in Geneseo. The camp pick-up went over once or twice a day to get the bottled water that was the only source of water for pre-camp and Session A (for that session, campers weren’t even allowed to open their mouths while taking a shower). To pre-emptively answer questions from parents coming to pick up their children after Session A, Matt told staff and campers to leave strewn everywhere empty plastic water bottles. Camp looked a mess, but there were no questions.

During this time period, there was an important permanent addition to the program, made possible by the generosity and creativity of Dan Celso. Dan had been a seminary classmate of Ray Tette during 1975 and 1976. He had been particularly involved with Father Bob Hammond’s Teen Seminar program and also the Family Camp program. Ray hired him as Program Director in 1981, and he was instrumental in developing many aspects of the program, including the Ham Jam described above. When Ray offered him a full-time position, he decided that his vocation was in video production.

An important moment in the evolution of this aspect of the camp program came after Dan formed his own video company in 1991. When his own



son came home from camp and Dan asked what he had done at camp, there wasn't much response. Dan came up with the idea that campers should have something to take home with them. So he began applying his video production skills. He would go to camp for two days early in each camp session, film activities, including "a cabin cheer" to make sure that each camper was included in the production at least once and then have a DVD available for sale by the end of the week. Average sales were 50-60- per week, but Dan concluded that this approach was not economically viable.

A major evolution occurred after Matt became Camp Director. He realized the promotional value of the DVD's and came to agreement with Dan that a free DVD would be included in the camp fee for each and every camper.

So was born "Dan the Cameraman" who has been a weekly fixture at camp for now more than ten years. His creativity has enabled him to create a brand new video every week. So campers now had a ready answer to parents' questions about what has gone on at camp. In an interview held on April 27, 2010, Dan indicated that he knows many families have a library containing records of all their children's weeks at camp, and that many parents and campers indicate they view them regularly.

As an aside, Dan indicated that in the mid 1990's for four years in a row, Dan did a staff video, but there wasn't a great deal of interest, so he discontinued that effort, but makes sure to include every staff member in each video. He also indicated that over time he also produced videos of a "handful" of winter camp videos.

What a wonderful addition to the camp program!

## ● J. CONCLUSION

Having built the solid foundation on which to actualize the vision proposed by the Diocesan Board and Father Mulligan and embraced by Bishop Clark in 1979, the Board and staff accomplished much in this eight year period. While the statistics and anecdotes reported here are impressive, they don't begin to tell the story of the thousands and thousands of individuals helped by the expansion of agencies and services. Yet, much remained to be done. Increased demands for accountability of not-for-profit agencies and diminishing resources would require building a more efficient administrative infrastructure. The next chapter details the agency's attempts to do so.



*-Courtesy of Catholic Charities*

Bishop Clark and Jack Balinsky with Archbishop Desmond Tutu at 1999 Catholic Charities USA Award banquet



*-Courtesy of Providence Housing Development Corporation*

Board member Tom McHugh and Maggie Bringewatt, Executive Director of Providence Housing Development Corporation 1994-2005



*-Courtesy of Catholic Charities*

Catholic Charities leaders in 1999: Carolyn Portanova, Catholic Family Center; Tim McMahon, Catholic Charities of Livingston County; Tony Barbaro, Catholic Charities of the Southern Tier; Jack Balinsky, Diocesan Director; Giovina Caroscio, Catholic Charities of the Finger Lakes



*-Courtesy of the Food Bank*

Paul Hesler, Food Bank  
Executive Director 1999-2008



*-Courtesy of Catholic Charities*

Longtime Board member Chrissy Carpenter and  
Ruth Marchetti, Board member and Diocesan  
Office Staff Person 2000-present



*-Courtesy of Catholic Charities*

Laura Opelt, Executive  
Director of Catholic Charities  
of Steuben County 1998-  
present with Assemblymen  
Brian Kolb and Jim Bacalles

2003



*-Courtesy of Catholic Charities*  
Catholic Charities Justice and Peace staff 2010



*-Courtesy of Catholic Charities*  
John Quinlivan, Executive Director Camp  
Stella Maris 2008-present; Bishop Clark

TO 2010

# CHAPTER EIGHT ACHIEVING ACCOUNTABILITY AND EFFICIENCY 2003 –2010

## ● A. INTRODUCTION

In many ways, January 1, 2003 was a date that marked an important turning point in the history of the organization. Based upon the solid foundation built in the early 1990's for the decentralized structure, and with strong Board and staff leadership, the focus over the previous eight years, as described in the previous chapter, had been on further decentralizing and growing the organization.

While further decentralization occurred with the establishment of Catholic Charities of Wayne County in 2004 and discussions about how to best manage delivery of services in Cayuga, Schuyler and Tioga Counties, the major focus over the last eight years has been building an administrative infrastructure to bring stronger accountability to the organization.

Against this background, described here is the evolution of the organization's activities since January, 2003:

- Diocesan Office (especially strengthening centralized services)
- Catholic Family Center (including the acquisition of Family Services of Rochester)
- Catholic Charities Community Services
- Catholic Charities of the Finger Lakes
- Catholic Charities of Livingston County
- Kinship Family and Youth Services
- Catholic Charities of Chemung/Schuyler Counties
- Catholic Charities of Steuben County
- Catholic Charities of Tompkins/Tioga Counties
- Food Bank of the Southern Tier
- Catholic Charities of Wayne County
- Camp Stella Maris

## ● B. DIOCESAN OFFICE

### 1. Introduction

The evolution of the Diocesan office through the strengthening of provision of centralized services joined the creation of Catholic Charities of Wayne County and the acquisition by Catholic Family Center of Family Services of Rochester as the three most significant developments within the organization during this time period.

Recall that in the decentralized Diocesan Catholic Charities structure, it is the primary responsibility of the Diocesan office to coordinate and support the work of the Regional subsidiary offices. The Diocesan office itself would carry out only those functions which are diocesan-wide in nature or are more effectively accomplished by a diocesan approach, like public policy advocacy.

Described here is the work of the Diocesan office during this time period:

- Board Leadership
- Staff Leadership
- Public Policy Education and Advocacy
- Program Development Function
- Fund Development and Public Relations
- Centralized Services

### 2. Board Leadership

#### • a. Introduction

During this time period, the Board continued to be blessed by a new generation of outstanding leadership. When Sister Pat Prinzing completed her two years as President in June, 2003, she was succeeded by:

Maureen O'Hara 2003-'05

Robert Kernan 2005-'07

James Gould 2007-'09

Andrew Hislop 2009-present

The Board continued to be well-served by the structure revised in 2002 which amended membership to include:

- Ex-officio members: the Bishop and Vicar-General as voting members and Diocesan Catholic Charities Director as a non-voting member
- A representative selected by each of the subsidiary agencies and approved by the members of the corporation
- Eight at-large members approved by the members of the corporation and elected by the Board at its Annual Meeting held in May

During this time period, the Board was involved in a number of important activities in addition to its over-all oversight of the corporation. They included:

- Financial Summit – Strategic Planning
- Annual All-Boards Convenings
- Board Education Presentations
- Bishop Clark Award
- Diocesan Board Committees

### • b. Financial Summit – Strategic Planning

Under the leadership of the Treasurer Maureen O’Hara, the Board took a significant step in improving financial planning and oversight of financial management of the organization by convening a “Financial Summit” on October 29, 2002.

One result of this effort was that Maureen and Chief Financial Officer Jim Crowley, using a template provided by Catholic Family Center Auditors Bonadio and Company, developed a procedure for reporting to the Board on a quarterly basis for each agency a set of ratios measuring the financial health of the agency and also a continuing detailed record of receivables, line of credit, etc. This outcome enabled the Board to identify more quickly looming problems at any of the subsidiaries.

The second outcome of the “Financial Summit” was that, under the leadership of Sister Pat Prinzing, the Board decided at its December 13, 2002 meeting to create a Strategic Planning Committee to craft a short-term mini-strategic plan.

(Recall, that the Board had adopted a 1993-’98 Strategic Plan in 1992. At its March, 1996 meeting, the Board adopted a “mid-course” modification of the plan, affirming its four broad organization strategies:

- Proactively addressing societal concerns
- Responding to emerging and unmet human needs
- Integrating the work of Catholic Charities more fully with that of the entire Church community
- Insuring that Catholic Charities internal structure best enabled it to respond to community needs.)

The focus of this Strategic Planning effort was two-fold: to establish a development strategy and to agree upon principles that would guide potential program decisions necessitated by funding cutbacks. Sister Pat appointed a fourteen person committee chaired by Board member Juan Villanueva and including 3 representatives from the Diocesan Board and one from each subsidiary agency.

The Board adopted the following recommendations at its May 13, 2003 meeting:

With regard to development activities:

- Setting a goal that each agency increase its private philanthropy development income by 10 percent in 2004 as compared to 2003
- Asking each agency to adopt a formal development plan by December 31, 2003
- Articulating the importance of collaborative activity between Catholic Charities and the Diocese and also among subsidiaries outside of Monroe County

With regard to principles to be used in making difficult decisions about programs:

- Using the mission statement as the template for such decisions
- Giving priority to services to the poorest and most vulnerable, and services

not provided by other agencies

- Recognizing that advocacy activities should be the highest priority use of Thanksgiving Appeal funds
- Focusing on collaboration with faith communities wherever possible
- **c. Annual All-Boards Convenings**

Recall that then Diocesan Board Chairperson Pat Fox had been instrumental in convening for the first time a session that would bring together representatives of each subsidiary Board with members of the Diocesan Board for “education, inspiration and sharing.” The first such session, held in February, 1997, featured “A Dialogue with Bishop Clark.” Bishop Joseph Sullivan, Auxiliary Bishop of the Brooklyn Diocese and long-time national Catholic Charities leader, spoke at the March, 1998 session. The Annual All-Boards Convening was not held in 1999 and 2000 because of the enormous effort needed to host the CCUSA 1999 Annual Meeting and to carry out Catholic Charities Capital Campaign 2000. It resumed with presentations by Albany Bishop Howard Hubbard in 2001 and Catholic Charities USA President Father Bryan Hehir in 2002.

The 2001 and 2002 events had been planned by a newly created Board Education Committee comprised of Chrissy Carpenter, Ruth Putnam and Pat Fox. That committee continued to plan these events as well as the regular Board Education presentations at Board meetings described below. Linda Stundtner became chairperson of the committee when Chrissy Carpenter rotated off the Board in June, 2004. The pattern of these events was that they would begin with prayer, feature a keynote presentation by an outside speaker, followed by questions and discussion, a short concluding presentation and prayer given by Bishop Clark, then dinner.

Featured speakers at the sessions held during this time period included:

2003: Jack Balinsky (last minute substitute for Bishop Sullivan whose plane was delayed – ironically he had been a late hour replacement for Sister Mary Rose McGeedy DC, President of Covenant House, who had had to cancel her long-standing commitment because of a change in overseas travel plans.)

2004: Bob McCarty, Executive Director of the National Federation of Catholic Youth Ministers. At this session, the Board presented to Bishop Clark, as a twenty-fifth anniversary gift, the vessel for the Oil of Catechumens in anticipation of the upcoming dedication of the newly restored Cathedral.

2005: Karin Kunstler Goldman from the State Attorney General’s office (filling in for Attorney General Eliot Spitzer), and Nixon-Peabody attorney Mike Cooney

2006: Jack Jezreel, founder and Executive Director of the national JustFaith organization (described in detail in Spirit Alive!)

2007: John Carr, Office of Social Development and World Peace, United State Catholic Conference of Bishops

2008: Because of concerns about participation of subsidiary Board members in these annual events, Linda Stundtner came to the fore beginning at the



December 11, 2007 Board meeting. As a result of several meetings of the Board Education Committee (now comprised of Linda, Beth Talia and Flor Colon) with a few Regional Executive Directors, it was decided to try as a one-year experiment holding two convenings, a Northern Tier event held at the Cathedral in Rochester and a Southern Tier event held in Corning. The program was a prayer service “commissioning” Board members. This new approach was well received and better attended.

2009: A celebration of Bishop Clark’s 30th Anniversary as Bishop, featuring presentation to him by each Regional Agency gifts reflecting the work of that agency.

2010: Celebrations of Catholic Charities USA 100th Anniversary, with a presentation by its President and CEO, Father Larry Snyder, and of the 100th Anniversary of Catholic Charities of the Diocese of Rochester with a dramatic reading presentation of its history.

#### • d. Board Education Presentations

After the 1999 national CCUSA meeting and the Capital Campaign, the Board Education Committee of Chrissy, Ruth and Pat had embarked on an intensive, comprehensive effort to develop education presentations for each Board meeting. Particularly Chrissy and Ruth, first as Board member and then in her position as Works of Love Coordinator, spent considerable time visiting agencies and developing audio-visual presentations. The Regional Executive Directors were particularly pleased with these presentations. When they had completed the series of presentations about individual agencies, they then presented over-all presentations on various populations served: children and families, elderly, special needs population, emergency services. Especially memorable was the presentation at the December 9, 2003 meeting when they presented a visual description of a tour they had done of the many emergency services outlets throughout the Diocese, including the seven sites in Schuyler County.

When Linda and her team took over in 2004, the major focus was organizing presentations in turn by the four newly-created subsidiaries in the Southern Tier.

This approach was interrupted by a series of special presentations. At the December 13, 2005 meeting, there was an excellent presentation given by Deacon John McDermott, who had been hired for a three month period to develop a partnership with the Archdiocese of New Orleans to help in the wake of Hurricane Katrina. This partnership involved over 35 parishes and 20 schools from our Diocese. Diocesan CFO Jim Rinefierd gave a presentation at the March 24, 2006 meeting on Communis, the newly created diocesan investment management vehicle. Doug Mandelaro, Diocesan Director of Communication and Stewardship, gave a presentation on development at the May 16, 2006 meeting. There was a presentation at the September 19, 2006 meeting on the impact of flooding in Tioga County.

This time period also featured two presentations by Father Brian Cool,

Chairman of the Diocesan Public Policy Committee, on the work of that advisory body to the Bishop. As this time period was ending, particularly given the normal turnover of Board members during the decade, a series of presentations from the Northern Tier agencies was again initiated.

#### **e. Bishop Clark Award**

As previously indicated, the Diocesan Board inaugurated the Bishop Matthew H. Clark Award, presenting the first such award to him at the CCUSA national meeting on October 2, 1999. It was stated that the award would be given from time to time to “a staff member or volunteer who models exemplary commitment:

- To using his/her talents and resources in service of others;
- to building an agency which safeguards human life and dignity;
- To promoting justice and peace which is animated by charity.”

The award itself is an oil painting of Jesus washing the feet of a disciple, accompanied by a quote from John’s Gospel:

“I have given you an example so that you may copy what I have done to you” (John3:15)

The awards have been presented at the Annual All-Boards Convenings:

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

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

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

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

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

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

#### **• f. Diocesan Board Committees**

While the impact of the work of Diocesan Board Committees is detailed throughout this chapter, special mention should be made of the work of four effective groups:

- Finance Committee
- Human Resource Committee
- Development Committee
- Corporate Governance Committee

### **Finance Committee**

During this time period, the Finance Committee was the most effective volunteer committee with whom the author has worked in his nearly forty years of work with Catholic Charities. Chairpersons were:

Maureen O'Hara 2001-'03

Robert Kernan 2003-'05

Jim Gould 2005-'07

Kevin O'Connell 2007-present

During Kevin O'Connell's tenure, the committee actually reorganized into three separate Board committees: Finance, Audit and Retirement Plan. Kevin chaired each committee. This change was formalized by adoption in December, 2008, of bylaws and operating policy amendments.

Highlights of the committee's accomplishments included:

- The "Finance Summit" and resulting Strategic Planning process outlined above
- Developing and receiving approval at the December 13, 2002 Board meeting of a methodology to allocate internally proceeds from the Diocesan Partners in Faith Capital Campaign
- Recommending in early 2004, and receiving Board approval that Catholic Charities would begin filing annually an IRS 990 report
- In fall, 2005, considering and recommending consolidation of the Finance Office, as described below
- In 2008, enactment of a whistleblower policy
- As described below, audit and insurance activities
- In fall, 2005, also, approving amendments to the Pension Plan
- In spring, 2008, after a year of discussion, approving major amendments to the Pension Plan, especially the decision to hire an independent investment manager, as described below

### **Human Resource Committee**

Recall that in 1993 the Board decided that agencies would not be required to have identical personnel policies because of the differing nature of their work, however, they would be required to meet minimum standards, including compliance with all government regulations. The Human Resource Committee was established to monitor compliance.

At the beginning of this time period, Mike Cooney chaired the committee. When he rotated off the Board in June 2004, Mary Pat Dolan became Committee Chairperson. She maintained that role through the end of the time period. In 2010, the committee also included Peg Braunsdorf, Father Mark Brewer, Mary Anne Palermo and Anne Sapienza.

For the entire time period, the Committee did annually report to the Board at its May meeting the status of individual agency human resource policies. In addition, the committee also reported on these items:

- At the 2003 meeting, the committee had taken steps through Human Resource Director Barbara Poling to implement the Charter for Protection of Children and Youth adopted by USCCB in Dallas in 2002.

- In a special report given to the Board at the December 9, 2003 meeting, the committee focused on pre-placement screening, post placement screening and a review of the responsibilities of the Human Resource Department.
- Discussed at the 2004 meeting were further progress with Charter implementation and planning to respond to the newly enacted federal Fair Labor Standards Act.
- In 2005, the committee reported on the decision to hire Amtek to conduct a human resource audit of all the agencies.
- In 2006, audit results were discussed and it was indicated that Regional Executive Directors would be given individual reports in July.
- In 2007, the committee reported that they had reviewed individual agency responses to the audit and that two generic recommendations were to continue to conduct programs to strengthen skills of managers and to review employee handbooks.
- In 2008, the focus of the report was the protected self insurance program (PSIP), and risk management training.
- In 2009, risk management training and revision of employee handbooks were the major issues.
- Issues addressed at the 2010 meeting were the latest revisions to the employee handbook and total compensation package review.

### **Development Committee**

Emanating from the strategic plan described above was the creation in fall 2003 of an ad hoc Diocesan Board Development Committee. This committee was chaired by Andy Hislop and staffed by Associate Diocesan Director Tony Barbaro. The committee first turned its attention to the very tedious task of a consistent “branding” effort across the Diocese. A year-long effort was concluded with Diocesan Board approval at the December 14, 2004 meeting of a consolidated development/public relations plan which included a single logo, a consistent tag line (“Help that Works, Hope that Lasts”), graphic design materials, and agreement on consistency, in stationery, letter head, etc.).

During 2005, the committee turned its attention to the development function. There was discussion at the May 9, 2005 meeting about direct appeals, approaches to grant writing and the national “Imagine the Difference” program in which Catholic Family Center was participating. On September 28, 2005, the committee heard a presentation on planned giving by Mark Clark of the Diocesan Stewardship Office. The committee organized Doug Mandelaro’s presentation to the Board on May 16, 2006 described above. (Unfortunately, a similar presentation to be given by John Keightly, Vice-President for Development at CCUSA, had been “snowed out.”)

Having accomplished its purpose of bringing increased attention to these important functions, the ad hoc Committee was disbanded in spring, 2006.

### **Corporate Governance Committee**

Difficult discussions which surfaced in early 2005 between the Diocesan

Board and Board of Catholic Charities of Tompkins/Tioga about staff leadership brought into existence an ad hoc Corporate Governance Committee to discuss refining bylaws in light of this experience. This committee which consisted of Father Mike Bausch (Chairperson), Flor Colon, Mike Cooney and Maureen O'Hara and staffed by Jack Balinsky and Tony Barbaro, was appointed at the March, 2005 Board meeting. After a series of meetings throughout the year, it presented three areas of bylaw amendments which were adopted at the December 13, 2005 meeting:

- Revising slightly the responsibilities Regional Directors to conform more closely to reserved powers
- Clarifying the process for dispute resolution between the Diocesan Director and a Regional Board about personnel decisions
- Clarifying parameters for Regional Agencies with regard to purchase of back office services

It was agreed also that staff would develop and distribute to all members of all Boards a Board governance manual. This was done in spring 2006 and was twice updated by 2010.

### **3. Staff Leadership**

Jack Balinsky continued to serve as Diocesan Director throughout this entire time period. (At the December 11, 2007 Board meeting, Kevin O'Connell filling in for Jim Gould, announced that Jim had made a generous contribution to initiate the Jack Balinsky Endowment Fund in recognition of Jack's fifteen years of outstanding leadership service.) As early as 1996, however, Diocesan leadership (Vicars General Father John Mulligan 1988-'98 and Father Joe Hart 1998-present, whose staunch support made possible what is written here) and Board leadership began to express concerns about building a more robust administrative infrastructure in light of the rapid growth of the agency.

An important step in strengthening the administrative infrastructure came with the reorganization of Catholic Charities of the Southern Tier into four new subsidiaries effective January , 2003. At this time Tony Barbaro became Associate Diocesan Director and has provided outstanding administrative leadership throughout this time period. From the moment of establishment of the four new subsidiaries, Tony served as the Diocesan liaison to these agencies. As described above, from fall, 2003 to spring, 2006, he served as staff person to the ad hoc Development Committee. As described below, following on the transfer of administrative responsibility from Catholic Charities Community Services to the Diocesan Office and the consolidation of the Northern Tier Finance Office in Geneva and the Southern Tier office in Elmira, Tony assumed the role of Chief Financial Officer, (retaining his title as Associate Diocesan Director) effective April 1, 2006.

At the same time, Lee Randall assumed the role of Director of the Finance Office and has served effectively ever since.

Two other additions to the Diocesan staff leadership team came in 2008 and 2009 respectively. Effective January 1, 2008, the Northern Tier and Southern

Tier Human Resource offices were consolidated and became part of the Diocesan Services Office. Barbara Poling, who had been providing Diocesan Human Resources on a part-time basis, as described below, now reported to Jack, with a great majority of her work focused on Diocesan issues. Following the request of the Diocese in May, 2008, that Catholic Charities explore the possibility of becoming separately insured, John Pennell, CFO of Catholic Family Center, joined the Diocesan administrative team in overseeing this particular effort.

While there was concern about strengthening the administrative structure, there was also concern from the beginning of this time period about the need for succession planning both at the Diocesan level and Regional level, because many of the staff leaders were not getting any younger.

In response to a specific request from incoming Board President Maureen O'Hara, Jack organized in spring 2003 a six-session Leadership Development Program for 25 Catholic Charities staff deemed as potential future leadership persons.

While the bylaws and operating policies were very clear on the method of appointment of the Diocesan Director and Regional Executive Director on a permanent basis, Regional Agencies were asked to develop specific plans for leadership succession when a Regional Executive Director was on leave of absence, or for appointment of an Interim Executive Director. Catholic Family Center and Kinship led the way in doing so.

Also in 2007, Jack organized a second Leadership Development Program. This program included nine sessions held throughout the year. For this session, there were 36 participants from Rochester Catholic Charities and 26 participants from Catholic Charities of the Syracuse Diocese.

In response to the request of Bishop Clark in the May, 2008 Annual Members Meeting, the Diocesan Board Executive Committee held two meetings in summer 2008 to discuss succession planning at both the Diocesan level and at Catholic Family Center. This matter continued to be an agenda item at the 2009 and 2010 Annual Members Meetings.

## **4. Public Policy Education and Advocacy**

### **• a. Introduction**

As in the last chapter, it is not the purpose here to replicate the extensive description of consistent life advocacy and parish social ministry activities contained in *Spirit Alive!*, another volume written by the author. Rather, for those not reading that volume, described here in summary form are the important public policy advocacy and education activities undertaken in this time period:

- Campaign for Human Development and Catholic Relief Services
- Diocesan Public Policy Committee
- Consistent Life Ethic Advocacy
- Social Justice Awareness and Project Unity
- Other Diocesan Advocacy Activities

• **b. Campaign for Human Development and Catholic Relief Services**

No history of the Diocese would be complete without mention of Judy Taylor. She had joined the staff in 1988 and from 1989-2005 she had responsibility for coordinating Diocesan efforts implementing Campaign for Human Development and Catholic Relief Services activities, as well as working with Catholic Courier staff to oversee the annual Christmas Appeal for funds to provide emergency assistance throughout the Diocese. (The Courier Christmas Appeal had been initiated in 1966.) When Judy retired for health reasons in April, 2005, Marv Mich, Director of the Office of Social Policy and Research at Catholic Family Center generously agreed to assume the role of Diocesan Director of the Catholic Campaign for Human Development. In similar fashion, Kathy Dubel from the Southern Tier assumed the Diocesan leadership role for Catholic Relief Services.

Major elements of Campaign for Human Development activities were ongoing year-round education, promotion of the annual collection and coordination of activities relating to national grant recipients in the Diocese, as well as allocation of small grants by Regional Agencies. Through Marv's aggressive promotion efforts, over-all collection results increased.

Major elements of Catholic Relief Services effort in the Diocese were ongoing year-round education efforts, coordination of special fund-raising campaigns within the Diocese to raise funds to assist Catholic Relief Services respond to national disasters outside the United States (as well as coordinating such efforts to assist Catholic Charities USA respond to disasters within the United States), and coordination of the annual Operation Rice Bowl Lenten education and fund-raising effort. In 2003, Judy was recognized by Catholic Relief Services when she received the annual award for outstanding leadership in the Operation Rice Bowl program.

Under Kathy's leadership, in addition to continuation of ongoing activities, there were frequent educational visits by CRS representatives to the Diocese. Also, the Diocese sent representatives to CRS for a two week "mini-immersion" experience in Africa and the Middle East, with expectations that upon return, they would give educational presentations on their experiences. In 2007 and 2008, Kathy was able to attain two CRS "Capacity Building" grants, to promote participation in the CRS Fair Trade program and foster global solidarity leadership in parishes, respectively.

Not directly connected with CRS, but certainly helpful to enhancing recognition of the work of CRS in the Diocese, was the decision of Bishop Clark to visit Africa in October, 2006. In talking about the visit, he explained that he had over many years received invitations from many priests from Africa who had come for a time to serve in Rochester to visit their countries and that it was now time to do so. He and Father Joe Hart visited sites in Kenya, Nigeria, Ghana and Tanzania. Resulting from this visit was the so-called "Africa Project", organized and promoted by Sister Janet Korn and Kathy Dubel to raise funds annually for a specific project in each country. Another result was

establishment of an annual “Africa Mass”.

• **c. Diocesan Public Policy Committee**

In 1992, Catholic Charities took a lead role in the establishment of the Diocesan Public Policy Committee. This 25-person body has representation geographically throughout the Diocese, as well as functional representation of different interest areas (education, health care, life issues, social justice). It was first chaired admirably by Father Mike Bausch, and since 1997 Father Brian Cool has provided excellent leadership. Annually the Committee developed a Diocesan legislative agenda, and chose issues for Diocesan-wide parish-based petition or postcard advocacy. The committee also planned the Annual Bishop’s Legislative Luncheon, and Diocesan participation in the annual New York State Catholic Conference Public Policy Forum. It was also a grassroots vehicle through which public policy priorities could evolve.

Issues selected for Public Policy Advocacy Weekend during this time period included:

- 2003 – Access to Health Care
- 2004 – Federal Ag Jobs Bill
- 2005 – Affordable Housing
- 2006 – Stem Cell Research
- 2007 – Children at-risk
- 2008 – Global Climate Change
- 2009 – Expansion of Children’s Health Insurance
- 2010 – Justice for Immigrants National Postcard Campaign

Another important initiative arising from the work of the Public Policy Committee during this time frame was the weekly Building Peace with Justice Bulletin Announcements. As a response to the September 11th event and the resulting “war on terrorism”, a committed group of volunteers, including staff, Public Policy Committee members, and other volunteers, developed brief announcements relating Catholic Social Teaching to the current world situations. These announcements were published regularly in a great many church bulletins.

• **d. Consistent Life Ethic Advocacy**

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

She approached her responsibilities with passion, and among other things had been responsible for implementation of Project Rachel and the Parish Pledge for Life, as well as the establishment of Vita Awards and the Consistent Life Ethic Grant fund made possible by the Consistent Life Ethic Dinner. An excellent symbol of the many challenges present in promoting the Consistent Life Ethic was Diocesan Board member Marty Moll Jr’s comment after trying



with great frustration to raise money for this cause: “give me any disease to raise money for and I’ll be more successful.”

From June 2000 to the present Suzanne has been ably succeeded by Jann Armantrout, who, like Suzanne had a long history of connectedness with the Diocese before her appointment. In addition, she played a significant role in the community, including her leadership of the Common Ground advocacy group.

During this time period, Jann continued to demonstrate outstanding leadership in forwarding Consistent Life Ethic advocacy. In addition to effectively administering the various programs that had been established (Consistent Life Ethic awards and grants, Project Rachel and Pledge for Life), special efforts included:

- Her leadership in introducing the public policy agenda paradigm of education and advocacy in tri-fold format
- Her participation from 2001-'07 as a Diocesan representative on the New York State Catholic Conference Public Policy Committee
- Leadership she provided throughout the time period to the State Catholic Conference Human Life Coordinators
- Her presence in Rome in March, 2004, for Pope John Paul’s allocution on the vegetative state
- Throughout this time period, her participation in interfaith advocacy for completion of Advanced Care Directives
- Her achievement of a certificate in bioethical research from the National Catholic Bioethics Center in Philadelphia in 2006
- Her leadership in abortion advocacy in relation to the R.H.A.P. and R.H.A.
- Community recognition she received when she was chosen for the prestigious Leo Holmsten Human Life Award in September, 2007
- Her leadership in convening a group of Catholic physicians in 2010 to discuss advanced care directives

Probably her most significant contribution, however, was becoming an expert on adult stem cell research and leading Diocesan advocacy efforts in this area. She made presentations on three occasions at the Bishop’s Legislative Luncheons and numerous parish and community presentations when adult stem cell research was the public policy weekend advocacy issue. In June, 2005, she made a presentation to the New York State Bishops on this issue. She was a co-founder of the local Adult Stem Cell Initiative, Inc. organization. She engaged in numerous public discussions with Dr. Mark Noble, a noted researcher from the University of Rochester. She organized a breakfast for businessmen on this issue attended by Bishop Clark. In May, 2010, she was instrumental in inviting internationally recognized Dr. Richard K. Burt from Northwestern University to speak about “Successful Adult Stem Cell Treatments in Multiple Sclerosis and Juvenile Diabetes Type I. This event, held at the Rochester Museum and Science Center, was sold out and well received.

Vita Award Honorees during this time period were:

2002-'03

Amy Crossed-Rieck  
Brendan Curtin  
William Derby  
Mary Bigham Farren  
Patricia Malach  
Mabel Treadwell

2003-'04

Sandra S. Burke  
Mary F. Hannick  
Father Robert G. Kreckl  
Sister Julia Norton RSM  
Mary Monroe Smith

2004-'05

Joanne & Gerry Corcimiglia  
Colleen Knauf  
Maggie & Robert Lagonnegro  
Margaret Ruscio  
Geraldine Oftedahl

2005-'06

Sister Donna Del Santo SSJ  
Timothy McMahon  
William and Mary Norton  
Meg Smerbeck  
Maggie Torres

2007-'08

Joseph Cirenceone

• **e. Social Justice Awareness and Project Unity**

Sr. Janet Korn was hired as Diocesan Social Justice Awareness Coordinator in September 1998. Initially hired to help promote social justice awareness in conjunction with the 1999 CCUSA national meeting, she contributed during this time period to social justice awareness in many ways. She had established the Journey to Justice Program in 1999, and took the lead in developing Project Unity.

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

In June 1999, Bishop Pilla made a joint presentation to the Stewardship Council and Priests’ Council. A joint committee of these bodies recommended a year later the creation of Project Unity in the Diocese. In the first three years

after the establishment of Project Unity, Sister Janet had fostered creation of new inter-parish cooperative efforts throughout the Diocese. In 2002, under Sister Janet's leadership, Project Unity announced creation of three pro-active projects to provide a framework for person-to-person connection: a WIN school tutoring effort, (initially led by Bill and Chrissy Carpenter) a mentoring program for first time homeowners, and an effort to create a safe house for migrant farmworkers in Sodus.

While continuing to give many social justice awareness presentations, and continuing to foster parish partnerships under Project Unity, Janet focused during this time period on the WIN school tutoring effort and establishment of a safe house for migrant farmworkers.

The WIN tutoring effort, which had begun at St. Monica's, expanded beginning in 2003 into other schools: St. Andrews, St. Boniface and Most Holy Rosary. After the excellent foundation for the program was built by Chrissy Carpenter, volunteer leadership was assumed in 2006 by Doug Nordquist and Karen Francati. Unfortunately, with the closing of many WIN schools as part of a larger Diocesan school restructuring in spring, 2008, the program remained thereafter only at Most Holy Rosary and St. John Neuman (St. Ambrose).

The outstanding achievement to date of Project Unity has been the creation of La Casa, a transitional housing program for migrant workers in Sodus. The full story of its development can be found as Appendix XVI of *Spirit Alive!: The Miracle of La Casa 2005*. In short, through the generosity and leadership of Tom McDermott and Janet's tireless efforts, a four-apartment house (whose purchase was made possible by a mortgage from the Leviticus Foundation) was renovated in 2005 through the contributions of 62 faith communities and dedicated by Bishop Clark in October, 2005. Program operations since its opening are described in the section on Catholic Charities of Wayne County.

#### • f. Other Diocesan Advocacy Activities

While other Diocesan advocacy activities up until the end of 2008 are described in *Spirit Alive!*, brief mention should be made here of three significant activities:

- During this time frame, there were three Diocesan-wide parish social ministry gatherings: in 2005, in 2007 with Jeff Korgen from CRS, and in fall 2009 with representation from the Catholic Charities USA Parish Social Ministry office.
- Beginning in the fall of 2005, significant frustration was expressed with growing frequency of unannounced pick-ups of undocumented workers by Immigration and Customs Enforcement (ICE). Following a meeting with Walter Ruele, an experienced immigration attorney, on August 1, 2006, staff made contact with and visited the Batavia Detention Center. This matter continued to be a primary concern particularly in Wayne County, but also in Geneva. The Church Watch group, volunteers who would be present as Mass was being celebrated in Sodus, and the YouTube Video they produced, were a help. Bishop Clark joined Episcopal

Diocese Bishop Singh in sending a formal letter of protest to government authorities.

- Even though the issue of torture would be of less importance in the Obama administration, the staff sponsored a visit in summer 2008 by Sheila Cassidy, a victim of torture herself thirty years earlier in Chile. She gave presentations in Ithaca (second annual Margaret Driscoll Award), at Hobart William Smith College, and in Rochester.

## **5. Program Development Function**

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

Described in previous chapters were the establishment of Catholic Charities Community Services, Catholic Charities of Livingston County and Providence Housing Development Corporation, the reintegration of Kinship Family and Youth Services and the transformation of Catholic Charities of the Southern Tier into four new subsidiaries.

The two positive examples of successful program development efforts during this time period were the establishment in 2004 of Catholic Charities of Wayne County described below and the creation of La Casa described above.

## **6. Fund Development and Public Relations**

The work of Diocesan Catholic Charities in relation to the development function is described above in the summary of the work on the Diocesan Board ad hoc Development Committee from fall 2003 to spring 2006.

Based on participant feedback, Works of Love, whose origins are described above, continued to develop as a year-round program under the leadership of coordinator Ruth Putnam Marchetti. Winter Works of Love used a Valentine theme for February activities. Since the 2003 Works of Love theme was Overcoming Poverty, focusing on the Catholic social teaching principle, “Option for the Poor and Vulnerable,” a July “Break the Cycle of Poverty” bicycle ride across the northern part of the diocese highlighted Catholic Charities and Catholic Campaign for Human Development’s poverty-fighting work. Once again, Works of Love Sunday was celebrated in the fall, October 10-11. A quote from the publicity materials for this event clearly states the purpose of the program:

“Works of Love, however, is not about fundraising; this is not a request for a special collection or a donation from your tithing committee. It’s about building a partnership that engages people in the social mission of the Church and puts human face on the most vulnerable people in our communities.”

The 2004 program began with an art contest inviting 8th grade students to design a poster illustrating the Catholic social teaching theme, “Option for the Poor and Vulnerable” after studying the theme with their class or youth group. Sixth grade classes at St. Monica’s school in Rochester and St. Joseph’s

school in Penfield piloted a social justice advocacy program called “That’s Not Fair.” Once again, educational and liturgy materials were distributed to schools and parishes along with specific suggestions for engaging in Catholic Charities’ programs. Materials were Regionalized to link with local programs. For instance, the Finger Lakes mailing listed projects in support of emergency outreach, the Community Lunch program, case management, group homes and migrant outreach.

In 2005, Ruth began phasing out the program with the February newsletter, again offering educational materials, suggestions for partnering with Catholic Charities and encouraging participants to continue to be engaged through their Regional Justice and Peace staff and diocesan support staff.

With financial difficulties at Regional Agencies, and a sense of accomplishment from four years of hard work, Ruth graciously agreed to become effective July 1, 2005 the Peace and Justice Coordinator for Catholic Charities of the Finger Lakes, Catholic Charities of Wayne County and Catholic Charities of Livingston County, all of course on a part-time basis.

## **7. Centralized Services**

### **• a. Introduction**

As indicated by the title of this chapter, a major focus of the organization during this time period was to enhance efficiency and accountability within the organization by strengthening centralized services.

Addressed here are:

- Financial Management
- Human Resource Management
- Information Technology
- Pension
- Liability and Workers’ Compensation Insurance

### **• b. Financial Management**

#### **Introduction**

Described in previous chapters were the early transition efforts from a system where the Diocese managed the organization’s finances to the organization managing its own finances as well as the significant contributions by Jim Crowley to improving the nascent financial management system.

Described here:

- The Transition Period
- The Tony Barbaro – Lee Randall Era

#### **The Transition Period**

As previously indicated, Jim decided to retire effective December, 2004. Throughout his tenure, even while acting as Diocesan Chief Financial Officer, Jim was the Community Services Financial Director and reported to Paul Pickering. Recognizing the breadth of responsibility of the position as it existed, Paul was generous of spirit and it was agreed that the hiring committee would be Paul, Jack and Maggie, with consultation from Jim.

The decision was made to hire Joe DiPassio, who had worked successfully for Xerox until he was the victim of downsizing, after which he had recently earned a Master's in Business Administration from the Simon School at the University of Rochester.

Unfortunately, almost from the beginning, it was clear there would be difficulty. A fundamental problem was that Joe had not had any experience in financial management of not-for-profit agencies. The hiring committee felt that he would be a quick study but this was not to be the case. The situation was exacerbated by major turnover in leadership positions of the agencies Joe was serving. Joe DiMino had replaced Tim McMahon at Livingston County just before Joe was hired. Wayne County Catholic Charities had begun its work, also just before Joe arrived. At Providence, Maggie Bringewatt resigned her position as Executive Director and became senior development consultant in August 2005. Jane Lange served as Interim Executive Director until December 2005, when Monica McCullough became Executive Director. It also did not help that Providence had undertaken in this time frame its largest project ever, the Olean-Kennedy project in southwest Rochester, literally without the addition of any financial management staff. All these transitions made for difficulties in communication and understanding of financial management processes.

Joe's tenure, however, saw three outstanding accomplishments. In collaboration with Finger Lakes Executive Director Rik Fowler, Joe agreed to "move in with" the Finger Lakes office at the newly renovated convent at St. Francis in summer 1995. This would later result in efficiencies. With assistance from interim Finger Lakes Director Tony Barbaro in late 2005, Joe incorporated the financial management of that agency into his office. More fundamentally, again with assistance from Tony and Southern Tier Finance Director Lee Randall, Joe effectuated the consolidation of the Geneva and Elmira offices effective January 1, 2006, with the Finance Director of the consolidated office reporting to the Diocesan Director.

However, when it became clear in early 2006 that Joe's lack of experience in not-for-profit communities was hindering progress, Joe submitted his resignation effective March 31, 2006 to pursue other career opportunities.

### **The Tony Barbaro – Lee Randall Era**

When discussion began in early 2006 about a replacement for Joe DiPassio, Tony took the position that Lee Randall had been effectively running the finance office in Elmira for 15 years, that she knew the Catholic Charities organization, that she had supervised a stable staff, and would be willing to commute to Geneva on a part-time basis.

Jack appointed the new team, Associate Diocesan Director Tony Barbaro with over-all responsibility for financial management, and Lee as the Finance Director effective April 4, 2006. It proved to be a fortuitous development.

While there was much progress made under the new leadership, the transition did not show improvement as quickly as was envisioned. It soon

became apparent that the staff who had been previously hired in the Geneva office did not have the same competence and work ethic that was possessed by the staff that Lee had hired and maintained in Elmira. Turn-over and the need for training new staff was the first major priority addressed by Tony and Lee and their team. Within eighteen months, things were back on keel.

The second major priority addressed by the Finance Office was exploring ways to better utilize information technology to achieve efficiency particularly in reduction of paperwork. From his business background, Joe DiMino was an early advocate. Over the next few years, focus was on developing a process for electronic signatures for timesheets, electronic transmission of vouchers, and an electronic procedure for depositing checks.

A third major step undertaken by the organization toward achieving greater efficiency and accountability in financial management related to the audit process. In presenting to the Finance Committee, in June 2007, the audit for 2006 for the Office of Director, Ray Wager (who had done this audit every year for the past decade), indicated that he believed ever increasing audit requirements for not-for-profits required that there be a consolidated audit for the entire Catholic Charities corporation. Jim Gould, the Board Treasurer, countered that he felt a less costly review and compilation approach would meet the required standard. This proposal was acceptable to the auditors and the first review and compilation for the entire organization was completed for 2007.

In February, 2008, the Finance Committee, with strong leadership provided by Kevin O'Connell and Tony Barbaro, began to address the entire auditing structure of the corporation. At that time, there were five different auditors working with various components of the organization: Northern Tier agencies, Southern Tier agencies, Catholic Family Center, Kinship and Providence Housing Development Corporation. Other than Catholic Family Center, no agency had gone through an audit RFP process in several years. The Finance Committee decided it would be a best practice to have an RFP process, and that such a process might be a vehicle that could lead to some changes in the over-all audit structure. It was agreed at the February 27, 2008 meeting that Tony would lead a process to determine our auditing structure for the 2009-'11 time period and that all agencies could have a voice in decision-making.

The first step in the process was a Fiscal Convening held on October 30, 2008 at which there was agreement on selection criteria and a process for selection of an auditor. The key decision made at this meeting was that the organization would seek to obtain efficiency by selecting one auditor for all the components and a total agency audit. Representatives of all the agencies were present to interview four finalists for the contract on April 29, 2009. Based upon a nearly unanimous recommendation, the members of the Finance Committee, now also acting as the Audit Committee, approved the selection of Bonadio and Company as the auditor for the entire agency beginning in 2009. (Bonadio was already the auditor for Catholic Family Center.)

Two other potential efficiencies were raised in this process and are being considered at this time. The first was consideration of possible cost savings which could be achieved through an “off-season” audit. The second was the possibility that a consolidated audit could be done in such a way as to enable component agencies to meet funding source requirements without the necessity of an individual agency full-blown audit, but rather through a streamlined financial report.

While there were many other financial management improvements that had some impact, these were three major developments in financial management in the time period. Two other major developments enacted by the Finance Committee are so significant that they are described separately below: pension plan enhancements and purchase of insurance.

### • c. Human Resource Management

As indicated in the previous chapter, by January 1, 2003, there had been put in place a solid foundation for human resource management in both the Northern Tier and Southern Tier. (As with the financial management function and information technology function Catholic Family Center maintained its own separate administration and was working in parallel fashion to achieve greater efficiency and accountability.)

Major areas of focus from 2003-'07 were:

- Always updating agency personnel policies to respond to emerging government requirements
- Developing and updating regularly a common employee handbook, which included both Diocesan policies, and policies specific to the needs of a given agency
- Implementation of Diocese-required Safe Environment Training
- Monitoring minimum standards requirements
- New employee orientation
- Working as appropriate with the Diocesan Board and Regional Board personnel committees
- Administering payroll and benefits
- Implementing pension plan improvements and employee education programs
- And, always, “troubleshooting” employee issues, including consultation on hiring, performance and termination issues, unemployment claims and the like

With the consolidation of the Finance Office between Elmira and Geneva, it became natural to consider consolidation of the Human Resources function. Since Barbara and Donna had come already to work basically as a team, this was not a dramatic transition. Effective January 1, 2008, Barb became Senior Human Resources Director for Diocesan Catholic Charities and Donna Rieker assumed the title of Human Resources Director. While under the new arrangement, basic relationships between Barb and Donna remained the same (including Barb’s relationship with Catholic Family Center), there began to be



some cross-fertilization of activity with Barbara specializing more in some areas across the spectrum of agencies, and Donna some others.

Again, the plethora of activities and accomplishments under this new arrangement over these last three years is too great to enumerate, but five major issues addressed, in addition to the other activities enumerated above, were:

- Provision of greater support in exploring of health insurance options with the assistance of a broker Jeff Nagel.
- Implementation of an upgraded pension plan, with attendant employee education
- Implementation of a new payroll system
- Participation in Diocesan risk management training sessions
- Institution of a series of training sessions for supervisors

#### • d. Information Technology

Once again, as described in the previous chapter, by January 1, 2003, there had been put in place a solid organizational structure for addressing ever more complex information through a contract with the Diocesan Information Technology under the leadership of Tom Veeder. Rick Harrington led the team assigned to work with Catholic Charities (including Mike d'Abramo, Sean Mylewski and other IT staff members filling in as needed and appropriate), until his resignation in on May 31, 2009. He was replaced on June 15, 2009 by Lisa Zelasny who brought a wealth of IT experience from the for-profit world. While she continued to follow the "opportunistic" approach, employed by Rick, she brought a somewhat more structured approach to this new assignment.

Over this seven year period, the IT team addressed three major types of issues: creating a secure network with appropriate disaster back-up, creating system-wide opportunities, and addressing the hardware and software needs of individual components.

System-wide opportunities included:

- Installing Denari as fund development system
- Developing the STEPS client tracking system for Chemung County's three-county collaborative Homeless Management Information System
- Exploring a system-wide client tracking system
- Taking a lead role in utilizing information technology to improve financial management as described above
- Creating a web-based Lotus Notes application
- Perhaps most importantly, continuously organizing training sessions for staff on Lotus Notes, Denari, web-based e-mail, and other appropriate topics

In the last year, Lisa also took a more structured approach to work with each agency to develop a more formalized IT plan for hardware and software, taking into account requirements of funding sources.

#### • e. Employee Retirement Plan

Amendments and enhancements to the Employee Retirement Plan are

described separately because they marked a significant improvement in centralized services provided for the corporation.

In 1998, a major change had been made in administration and the investment platform through the leadership of the Finance Committee (acting as Pension Committee) and Jim Crowley, with the hiring of the EPIC group to administer them.

In November, 2005, the Finance Committee heard an informational presentation from EPIC and approved changes to the plan, including changing the default option to life-cycle funds. The education of employees about the importance of retirement savings, and different investment options continued to be a major priority.

Very significant discussions about changes and enhancements began at the March 7, 2007, committee meeting when Bob Newton from EPIC made a presentation to the committee about ERISA actions which would require future changes in the Catholic Charities Retirement plan, particularly relating to treatment of 403(b) plans. There was discussion at the April and June meetings about changes in the plan, and the existing investment policy, with a strong recommendation from Treasurer Jim Gould that the organization should change its investment platform to more “passive” lower-cost investment opportunities. There was also conceptual discussion of the advantages and disadvantages of hiring a “discretionary trustee” versus a directed trustee.

Throughout the fall of 2007, led by new Treasurer Kevin O’Connell, there was considerable discussion about these matters.

Decisions made during these discussions included:

- Enactment of the plan changes to meet 403(b) requirements
- The decision revenue sharing would accrue to participants
- Agreement to reduce fees by creating a lower cost investment platform
- Decision that individual agency budgets’ would absorb retirement plan administrative expenses for their own employees

At the November 28, 2007 meeting, the decision was made to maintain EPIC as plan administrator and to hire its affiliate NBT as “discretionary trustee.”

Diocesan administration mandated employee participation in education sessions (more than thirty were held throughout the Diocese) after the new plan was implemented April 1, 2008. Since then, education sessions have continued on a regular basis, the Retirement Plan Committee has even more closely monitored performance, including hearing regular presentations from EPIC and NBT, and discussions have continued on such issues as socially responsibly funding and employer match to employee contributions. The committee has also continued to monitor the Kinship plan (it had retained its own plan when it was reintegrated into Catholic Charities in 2000) and the defined benefit plan created by Catholic Family Center as part of the acquisition of Family Services of Rochester.

#### • f. Liability and Workers’ Compensation Insurance

When, like many Dioceses, the Diocese of Rochester established a protected self-insurance program (PSIP), Catholic Charities was included as a participant.

While from the beginning of the program, Catholic Charities leadership had some questions about coverage, and it was clear that the program was primarily oriented to parishes and schools, for the first two decades of the program, the program was administered effectively and Catholic Charities agencies benefited from reasonably low cost insurance.

Two major concerns had arisen after the turn of the century. When insurance premiums skyrocketed after 2001, for four years Diocesan premiums remained constant. While the Gallagher Bassett agency had for many years provided relatively effective risk assessment and claims management services, service had deteriorated badly from the beginning of the decade.

When Lisa Passero was hired as Diocesan Chief Financial Officer in May, 2007, her first priority was to analyze the status of the program. She discovered, of no great surprise, that the PSIP was significantly under-funded. The Catholic Charities Executive staff was stunned when she presented at a meeting on September 11, 2007, the list of claims made against Catholic Charities over the previous ten years. Not only had Catholic Charities not been contacted about providing information for defense of particularly Workers' Compensation claims, staff had not even been informed of the existence of the claims.

Lisa made a presentation to the Diocesan Board Finance Committee on May 6, 2008 and strongly recommended that Catholic Charities explore purchasing its own insurance.

Shortly thereafter, Jack Balinsky convened a meeting with Tony Barbaro, Barbara Poling, and Catholic Family Center CFO John Pennell, (who had been hired in August, 2006) to consider how to proceed. John had had a previous working relationship with the Nasipaks who were associated with First Niagara Risk Management. After consideration of other alternatives, the Finance Committee reached agreement with Suzanne Nasipak to do a risk assessment of Catholic Charities agencies, and serve as broker should it be in the interest of Catholic Charities to purchase its insurance separately from the Diocese. This would prove to be another landmark moment in achieving efficiency and accountability.

During fall 2008, Suzanne and her staff did a thorough risk assessment of the agency, visiting each of the component sites. Treasurer Kevin O'Connell often stated in the ensuing months that this was the first time in the history of the agency that such an inventory had been done.

Based upon the information gathered, First Niagara sent out an RFP for insuring the agency in January, 2009, recognizing that final premium rates would not be "locked-in" until June, but believing that this process would "test the market" and give a ball-park figure about premiums.

Based upon a comprehensive presentation given on coverage and premiums (with a savings of \$400,000 from what the agency was then paying the

Diocese), the Finance Committee approved at its February 25, 2009 meeting entering into contract with Philadelphia for liability insurance and Liberty Mutual/Wassau for Workers' Compensation insurance effective July 1, 2009. After some adjustments to satisfy concerns of the Diocese, a separation agreement from PSIP was signed to take effect June 30, 2009.

## **8. Conclusion**

Detailed attention has been given to material covered in this section because it represents a primary achievement of the organization in the past decade. As the non-for-profit community faces demands for increased accountability and the pressures of funding cutbacks, the agency at the end of this time period was better positioned than ever to respond effectively.

# ● C. CATHOLIC FAMILY CENTER

## **1. Introduction**

The major development in the evolution of Catholic Family Center was the acquisition in fall, 2005 of most of the services of Family Services of Rochester, described more fully below. In addition to this major program expansion, the agency added or expanded numerous other services, engaged in two major Strategic Planning initiatives, reorganized its staff structure, and continued to give priority to advocacy and parish social ministry activities.

Described here are:

- Board Leadership
- Staff Leadership
- Direct Services
- Advocacy and Parish Social Ministry

## **2. Board Leadership**

### **• a. Introduction**

During this time period, the Board continued to enjoy outstanding leadership and to be actively involved in governing the affairs of the agency.

Board Presidents during this time period were:

- Patricia Lovallo 2001-'03
- Brian Dwyer 2003-'05
- John Guarre 2005-'07
- Douglas Parker 2007-'09
- Anthony Adams 2009-present

Major priorities of Board activity were:

- Mission Statement Revision
- Strategic Planning
- Accreditation
- Development Activities

### **• b. Mission Statement Revision**

The agency's Mission Statement was amended twice during this time period

in conjunction with the Strategic Planning activity described below.

At the October 23, 2003 meeting, this revised Mission Statement was adopted:

“Catholic Family Center seeks to empower individuals, families and communities and uphold personal dignity, by working to eliminate obstacles that impede people from realizing their full potential.

Our values, rooted in Scripture and Catholic Social Teaching, lead us to respect every individual in all stages of human development and conditions of life.

With a spirit of compassion, collaboration and professionalism, we serve ALL people, especially the poor and vulnerable, through a diversity of human services.

In Greater Rochester and surrounding communities, we lead, we advocate and we act for justice and peace.”

At the March 26, 2008 meeting, the following Mission and Vision statements were adopted:

#### MISSION STATEMENT

“Rooted in love, justice and trust, a respect for the dignity of life and a spirit of hope, Catholic Family Center partners with people – especially the vulnerable and those facing poverty – to help them achieve their full human potential.”

#### VISION STATEMENT

“Catholic Family Center’s passion, superior outcomes and persistent advocacy for people in need – especially the vulnerable and those facing poverty – inspires the investment and confidence of clients, funders, donors and faith communities and influences community decisions.”

### • c. Strategic Planning

During this time period, the Board was engaged in two comprehensive Strategic Planning efforts.

In 2003, representatives from the Child Welfare League facilitated a process which led to the adoption of a 2005-2008 Strategic Plan which amplified the four core competencies which had previously been adopted and which would inform the work of the agency over the next several years:

- Community Centered Practices
- Accessible Services
- Collaborative and Entrepreneurial Services
- Culturally Competent and Direct Services

With the acquisition of Family Services of Rochester in 2005, it had become clear that there was need to develop a new strategic plan to recognize the changed nature of the expanded agency. The management consulting firm of McArdle-Rammerman was hired to facilitate a “Balanced Scorecard” planning process. This process led to adoption in 2008 of a strategic map which identified strategic priorities in five areas:

- Talent and Culture

- Internal Process
- Customer
- Financial Strategy
- Social Values

From the areas, specific priorities identified for 2009 were:

- Aligned Leaders (Talent and Culture)
- Business processes and technology innovation and integration (Internal Process)
- Achieving Client Goals (Customer)
- Ongoing fully-funded programs (Financial Stability)

The staff then developed metrics to measure progress in achieving desired outcomes for these priorities, and presenting progress reports to the Board on a semi-annual basis.

Specific priorities adopted for 2010 were:

- Congruent Values (Talent and Culture)
- Improve Quality Controls (Internal Process)
- Achieve Client goals (Customer)
- Ongoing fully-funded program (Financial Stability)
- Increase Unrestricted Funds (Financial Stability)

#### • d. Accreditation

Recall that the agency had been reaccredited in 2001. During this time period, the Board continued to take ongoing actions to assure that the agency was ready for reaccreditation, annually updating and approving Board and administrative policies required for accreditation. Once again in 2005, the Board was involved in the site visit by peer reviews which led to reaccreditation for a four year period. For a variety of reasons, there was mutual agreement that the next reaccreditation would be delayed until 2010. Following a successful site visit in May, 2010, reaccreditation was again achieved for a four year period.

#### • e. Development Activities

As with any agency, an important Board role was involvement in fund development activities. In addition to supporting various fund-raising efforts organized by individual departments, and participating in the annual appeal, the Board took a leadership role in organizing the continuation of the agency's two major events: the Gaffney Memorial Golf Tournament and the annual St. Patrick's Gala.

During this time period, the Golf tournament netted an average \$60,000 per year.

Similarly, the Gala brought in about \$70,000 per year. Gala Award winners were:

- 2003: Matt and Rita Augustine
- 2004: Al and Carolie Simone
- 2005: Tom Golisano
- 2006: Susan R. Holiday

2007: Maggie Brooks and Robert Duffy

2008: The Pluta Family

2009: Joe Loboizzo

2010: The Napier Family

A third major initiative undertaken by the Board and staff was the Imagine the Difference program, modeled after a national program. In the 2003-2004 time period, 200 individuals attended 25 informational sessions about the agency.

By the end of this time period, total fund-raising efforts totaled approximately one million dollars annually.

### **3. Staff Leadership**

In this time, the agency continued to benefit from the outstanding leadership of President and Chief Executive Officer Carolyn Portanova. As she celebrated her twentieth anniversary as Chief Executive Officer in 2009, and as the Diocesan Catholic Charities agency was preparing for its 100th Anniversary celebration, it was natural to make comparisons between Carolyn and Kathleen d'Olier who "book-ended" the one hundred years of the agency's history with outstanding lengthy tenures in the leadership position. Carolyn was recognized for her enormous contributions to the larger community when she received the prestigious Athena Award in 2005.

As with any outstanding leader, one of Carolyn's great talents was to attract successive generations of outstanding assistants. Following the departure of Judy Azoff in 2001, and the untimely death of Rita Augustine in 2002, Carolyn put in place the next generation of top assistants: Vice-President Beverly Ludke, who had been working as Human Resources Director, Carl Hatch, who had been Director of the Restart Program and Irene Coveny, who had been Director of Elder Services. In 2004, she named Bev Ludke as Chief Operating Officer. In 2005, community leader Fran Weisberg was hired as Development Director. She was instrumental in gaining for the agency a number of sizeable members item grants.

By mid-2006, it had become clear that the acquisition of Family Services of Rochester had put such a strain on the administrative functioning of the organization that a new generation of leadership was needed. So was created the Senior Leadership Team comprised of Carolyn, Senior Vice-President for Programs Christine Gullo, Chief Financial Officer John Pennell and Development Director Carol DeMoulin.

In early 2010, responding to recommendations made by the Board in her two previous Annual Performance Reviews, Carolyn appointed Christine Gullo as Chief Operating Officer for the organization. The Board approved a revised job description for the CEO that would have Carolyn focus on fund development, advocacy and community relationships.

### **4. Direct Services**

#### **• a. Introduction**

This time period was one of great expansion in service provision at the agency. Described here are:

- Program Enhancements – 2003-‘05
- The Acquisition of Family Services of Rochester – 2005
- Program Enhancements – 2006-‘08
- Status of Service Provision – 2008-‘09
- Agency Structure – 2009

• **b. Program Enhancements 2003-‘05**

The early part of this time period featured a number of program developments and enhancements.

In 2003:

- The Eldersource program was awarded a New York State “Real Choice” grant of \$365,000 to extend its services to the disability population of any age.
- The agency opened Denny’s Closet, a clothing resource for men, in memory of staff member Denny Hadziosmanovic.
- Because of funding difficulties in the adoption program CFC launched a campaign to raise endowment funds to sustain the program in the long term. A \$35,000 Member Item grant from Senator Joseph Robach helped the efforts.
- The EAP program landed a contract with Kodak.
- The Refugee program was recognized as a preferred provider by the United States Catholic Conference of Bishops.
- Major funding increases were received in the Family Loan, Wheels for Work and Way to Work programs.

In 2004:

- A disappointment came in 2004 when the agency lost a \$1.7 million grant to create affordable housing in the building next door because it was believed that the Renaissance Square development would lead to construction of the new bus terminal adjacent to the facility making it much less attractive as a residence.
- A second disappointment came in the fall when Monroe County decided to outsource its foster care program, from which Catholic Family Center received \$800,000.
- New program initiatives included:
  - o Receipt of a \$200,000 plus grant from HUD for a Homeless Management Information System
  - o Receipt of a \$100,000 grant from the State Department of Labor for an English program for refugees oriented to help them find employment
  - o A grant of \$50,000 for an abstinence education program
  - o Additional funding was received for existing services:
    - \$50,000 for the C.Y.O. Southwest Center
    - \$160,000 for refugee services
    - \$45,000 for the Wayne County program

• **c. The Acquisition of Family Services of Rochester – 2005**



At a Board-staff retreat session held in spring 2003, Board member Bryan Dwyer raised the issue of the need for consolidation of human services agencies. Both the “RUMP” group, comprised of local business and academic leaders, and the United Way were strongly promoting such initiatives.

Within this context, Catholic Family Center and Lifespan engaged in early 2004 in a six month study about the possibility of merging the two agencies. For a variety of reasons, negotiations ended without agreement in spring 2004.

Having been aware of these conversations, another local human services agency, Family Services of Rochester, approached Catholic Family Center about the possibility of becoming part of the agency because they were concerned they didn’t have the constituency to raise private funding needed to sustain the agency. Up front, leadership indicated they were comfortable working within the mission framework of a Catholic agency. When a joint committee was appointed in April, 2004, discussions began which would dominate the focus of CFC activity during 2005.

Just prior to the December 14, 2004 Diocesan Board meeting, the Executive Committees of the Diocesan Board and Catholic Family Center met and the decision was to engage in serious discussions.

On February 2, 2005, another joint meeting was held to discuss this possibility. Major issues addressed were:

- The proposal to create a “mirror-image” defined benefit pension plan to address what was a significant financial issue
- The fact that some FSR social workers belonged to a union
- Potential cost savings
- Issues with the newly constructed Northfield Assisted Living program and three urban assisted living programs, which led to the decision to create a two-phase asset acquisition process, with these programs in the second phase.

At this meeting, the Diocesan Board Executive Committee approved transmission of a letter of interest to Family Services of Rochester. The asset acquisition resolution was approved at the May 24, 2005 Diocesan Board meeting and subsequently by the members of the Corporation. The actual transfer of assets took place October 30, 2005. Attachment A to the resolution outlined the benefit to clients and the community that were envisioned:

- Realized savings will be used to enhance and expand existing services to people in need – serving more families and seniors, serving them better.
- Acquisition of programs will provide better coordinated, more accessible services. These include services to older adults, community-based mental health and chemical dependency programs, and prevention services for children at-risk of foster care.
- The acquisition will enable CFC to be more entrepreneurial in meeting specific community needs, potentially producing income to subsidize other programs.
- The acquisition will expand community-based mental health programs,

which serve people at lower costs than institutional care.

- The acquisition of FSR's programs will better serve clients and improve community outcomes by strengthening a coordinated, accessible continuum of community-based mental health services, especially services for people with co-occurring disorders.
- It will expand and enhance a continuum of elder care services by linking enriched housing programs with community-based services provided by CFC and Eldersource.
- CFC's acquisition of FSR's programs, such as chemical dependency and preventive services for children, will make these programs stronger and more efficient.
- CFC will serve as a model to the community, to other nonprofits, and to funders, not only as an example, but also by developing and sharing best practices in collaboration/consolidation.

From the point of view of Catholic Family Center, these benefits were envisioned:

- Creation of a new way of doing business, connecting family services across program lines (this was to lead to the Family Investment Initiative)
- Bolstering existing programs
- Providing opportunity to enhance infrastructure and technology, with hope for cost savings

As with any such transition, the acquisition came not only with its opportunities, but also with complexities and challenges. The first was the integration of the FSR staff into the existing CFC organization and corporate culture.

By spring, 2006, it was clear that this acquisition was creating financial problems for the organization. For the May, 2006 Diocesan Board meeting, Carolyn outlined these challenges in her Regional report:

- Organizational costs, including legal and consultant, were higher than anticipated.
- Legislative Member Item grants were not renewed.
- The United Way reduced funding for former FSR programs by \$350,000 and OASAS reduced funding by \$50,000.
- There was great stress on the Mental Health Counseling and EAP department whose budget was increased from \$800,000 to \$2.5 million.
- Without United Way funding, the Mental Health outpatient clinic program faced a continuing structural deficit because of the state rate structure.

These issues would continue to challenge the agency throughout this time period. A particular challenge was the under-funded pension plan, a condition exacerbated by the Great Recession of 2008 and 2009. Further, the decision was made not to pursue the second phase of the acquisition involving the assisted living programs.

Nonetheless, this acquisition had led to breaking new ground within the agency and in the community.

#### • d. Program Enhancements 2006-'08

While the agency was responding to the many challenges arising from the acquisition, there were other program enhancements and developments.

Highlights of 2006 included:

- A grant of \$350,000 plus for eighteen months for a parole re-entry program.
- Two new work-focused English as Second Language programs
- Receipt of a National Achievement Award for the Ways to Work program
- Development of two new Naturally Occurring Retirement Community (NORC) programs
- Receipt on November 30, 2006 of a grant to administer the statewide Kinship Navigator program
- Receipt by the Eldersource program of a Single Point of Entry (SPOE) grant.

Highlights of 2007 included:

- Organization of a Leadership Development Training program for CFC staff
- Receipt of a \$1.8 million grant for construction of a new Liberty Manor facility (blessed by Bishop Clark on May 1, 2009)
- Receipt of a grant to build a new treatment facility at Hannick Hall in Newark.
- Achievement of a new sales record (over \$100,000) for the Healthy Sisters Soup and Bean Works program
- Report that in the previous year there had been eleven drug-free births in CFC residential programs
- Application for a \$3.5 million grant to create an affordable housing project for the chronically homeless to be developed in conjunction with Providence Housing Development Corporation.
- Significant expansion of the Eldersource program through additional New York State funding.

Special mention should be made here about the Family Investment Initiative launched in early 2007 through receipt of several large legislative Member Item grants (Senators Nozzolio and Alesi and Assemblyman Morelle), capitalizing on the fact that with the acquisition of Family Services of Rochester Catholic Family Center had become the only comprehensive family services agency in Rochester. The purpose of this initiative was to break down “service silos” in the agency and insure that families could take advantage of the full complement of agency services they needed. This goal was to be achieved by developing information technology software client tracking systems and through the work of a coordinator who would evaluate information from intakes in any given program and refer the client to any other needed services. The initiative is still evolving as this history is written.

Highlights of 2008 included:

- Report that in its first year of operation the Kinship Navigator program had

helped 700 unduplicated callers

- Initiation of the Kinship Care Resource Network through a \$240,000 grant
- Report that the Financial Management program, acquired from FSR, had 12,000 clients
- Report that there were 30 young persons in the Unaccompanied Refugee Minors
- Initiation of the Incredible Years program, an education program for parents with children 2-8 years (5 groups)
- Report that the Refugee program was gearing up to resettle 450 persons, primarily ethnic Nepalese refugees from Bhuta
- Appointment of Tina Simson as Director of the EAP and counseling program
- Initiation of the Women on the Move program to help students from Monroe Community College to work toward greater self-sufficiency
- Appointment of Peter Roche as Director of the Mental Health program
- Report that the Restart Outreach program had an 84 percent success rate in treatment of case management participants
- Establishment of the Family for the Future program with Ibero
- Report that the EAP had 85 contracts
- Establishment of the Transportation Hub program by Eldersource
- Establishment of the Marshall Student Support Center through which staff met with students in school to address needs
- Report that 600 refugees were resettled in 2008 and 640 were expected in 2009

**• e. Status of Service Provision 2008-'09**

Throughout this time period, the Board's Program Planning and Evaluation Committee, chaired in 2008-'09 by Maryanne Townsend, developed the Annual Program Evaluation and Quality Assurance Report. The 2008-'09 Program Year Report is the best summary of service provision at the end of this time period, providing statistics on clients served by Departments:

<b>Department</b>	<b>2007</b>	<b>2008</b>
Aging and Adult Services (*Includes website)	4,997	10,325
Eldersource (Represents half of Eldersource beneficiaries, Lifespan reports the other half)	11,989	8,111
Children and Family	6,668	4,672
Mental Health (Formerly EAP/Counseling)	1,119	5,135
Homeless and Housing	1,910	1,886
Refugee Services	1,624	1,855
Restart Outpatient	1,616	1,569
Restart Residential	528	577
Reentry	-----	258
<b>Total Direct Service (unduplicated count)</b>	<b>31,133</b>	<b>34,388</b>
<b>Total CFC Extended Services</b>	<b>13,653</b>	<b>18,658</b>
<b>Total Served</b>	<b>44,786</b>	<b>53,046</b>

### **f. Agency Structure-2009**

To accommodate the ever expanding service delivery activities, the agency restructured in 2009 and grouped its department under four “pillars”.

Behavioral Health (Peter Navratil)

- Restart Outpatient
- Restart Residential
- Mental Health
- Inpatient Psychiatric Rehabilitation Treatment
- EAP and Counseling Services
- All Re-entry services

Families (Paul Musclow)

- Aging and Adult Services
- Refugee Resettlement
- Children Youth and Family
- Eldersource

Housing Services (Lisa Lewis)

- Emergency Housing
- Affordable Housing
- Eviction Prevention
- Community Resource Services

Workforce Development (Ben Murphy)

- Employment/Job Preparation
- Vocational English
- Microenterprize (Healthy Sisters’ Soup and Bean Works)
- Work Experience Program
- Loans (Wheels/Ways to Work)
- Financial Education/Credit Education Bureau

## **5. Advocacy and Parish Social Ministry**

Recall that diocesan-wide advocacy and parish social ministry activities are described fully in *Spirit Alive!* Like all the other Regional subsidiary agencies, Catholic Family Center participated fully in these activities. Reported here are activities undertaken on a Regional basis, gleaned from highlights reported at Diocesan Justice and Peace staff meetings.

Throughout this entire time period, Catholic Family Center continued to be blessed by the outstanding leadership provided by Marvin Mich as Director of the Office of Social Policy and Research. Also, throughout this entire time frame, Brigit Hurley worked in the office on a part-time basis, with a particular focus on relationships with parishes in Monroe County. During 2003, Ellen O’Connor, agency Director of Volunteers, also participated in activities relating to parish social ministry, including giving a presentation at the 2003 CCUSA Annual Meeting.

### **Highlights in 2003 included:**

- Developing a connection between Foodlink and Operation Rice Bowl
- Encouraging business leaders to become involved in budget advocacy

- Establishing the first JustFaith groups in the Diocese at St. Agnes and St. Bridget's parishes

**Highlights in 2004 included:**

- Organizing participation in the State Labor/Religion Coalition 40 hour fast
- Participating in the minimum wage coalition
- Meeting with Department Directors to gain input on priority public policy issues
- Using the Diocesan Public Policy "rapid response" mechanism to gain the Bishop's participation in minimum wage advocacy
- Joining with Interfaith Action and the League of Women Voters in organizing a voter registration campaign (4,000 persons registered)
- Helping organize the "Nickels for Nurses" campaign to advocate for retaining government funding for school nurses
- Organizing a legislative breakfast for county legislators
- Arranging a meeting between Diocesan representatives and union representatives to discuss Diocesan construction guidelines
- Joining with the Labor Religion Coalition to call attention to labor practices at a local laundry
- Developing a JustWalking program for youth
- Advocating for "fair-trade" Catholic school uniforms
- Encouraging participation in the Harvest of Justice Program organized by Rural and Migrant Ministry

**Highlights in 2005 included:**

- Participating in the State Labor/Religion Coalition 40 hour fast, advocating for access to health care
- Receiving a \$23,000 grant from the Raskob Foundation to develop a mentoring program for ex-offenders
- Participating in organizing an Interfaith Sabbath on Children's issues in the fall
- Inviting Kathy Dubel to lead a retreat on parish social ministry in May
- Adopting in the spring a two year plan to meet with pastoral leaders, requesting the opportunity to give homilies at masses on a weekend
- Sponsoring a June Downtown Community Forum presentation on Access to Health Care
- Being participating in a State Catholic Charities convening on parish social ministry
- Marv publishing his most recent book "The Challenge and Spirituality of Catholic Social Teaching"
- Advocating for passage of lead paint legislation by City Council
- Establishing a Justice and Peace website portion of the Catholic Family Center website
- Organizing a candidate forum for county legislative candidates focusing on lead paint and administrative issues at the County Department of Health

and Human Services

**Highlights in 2006 included:**

- Participating in the March Justice for Immigrants meeting at the Sisters of St. Joseph Motherhouse
- Organizing Lenten soup suppers
- Helping organize the Greater Rochester Community of Churches (GRCC) Meet Your Legislator Day
- Supporting the Board initiative to reach out to parishes
- Brigit accepting the title of Diocesan JustFaith Coordinator, formalizing a reality that had existed for four years

**Highlights in 2007 included:**

- Participating in the “Let Justice Roll” campaign
- Helping organize the diocesan-wide Social Ministry Gathering “Renewing our Spirit” which featured Jeff Korgen from CRS as the keynote speaker
- Marv joining the newly created Operational Leadership Team as a way to improve communication between the service delivery function and advocacy function at the agency
- Marv participating in a series of GRCC sessions focusing on Community Standards of Violence
- Recruiting mentors for children under the age of five
- Brigit promoting the Work of Human Hands

**Highlights in 2008 included:**

- Brigit organizing an Engaging Spirituality session
- Engaging in living wage advocacy
- Encouraging the Board’s parish outreach initiative
- Supporting the Crowne Plaza boycott
- Participating in a community voter registration drive
- Helping promote the GRCC Community Standards of Violence
- Organizing a session with Jack Jezreel for twenty JustFaith graduates
- Inaugurating a separate Justice and Peace website at CFC
- Organizing a September 3rd CFC forum for urban parishes
- Participating with others at CFC in housing advocacy
- Brigit participating with the Diocesan Public Policy Peace Subcommittee in developing a Peace Packet for distribution to parishes
- Marv making numerous fall Faithful Citizenship presentations
- Marv assisting Carolyn in writing a Democrat and Chronicle op-ed piece on poverty
- Marv beginning a two year term as President of GRCC

**Highlights in 2009 included:**

- Marv publishing together with George Dardess a book on Muslim-Christian relationships entitled “Just Matters”
- Participating in an ecumenical Good Friday Stations of the Cross event
- Brigit organizing a March 19th Prayer Service for Peace
- Publishing a parish social ministry survey in the office’s regular newsletter

- Participating in a meeting with urban ministers organized by Interfaith Action
- Marv participating with the newly organized diocesan Urban Ministry group
- Continuing participation in the Crowne Plaza issue
- Helping organize a GRCC October event on reducing poverty

**Highlights in 2010 included:**

- Working with GRCC on advocacy for a community burial fund
- Participating in two CRCC Urban Summits involving judicatory leaders
- Participating in a Good Friday ecumenical Stations of the Cross event in the Beechwood neighborhood
- Scheduling presentations in parishes in concert with the Catholic Charities 100th anniversary celebration

**6. Conclusion**

Even in the eventful history of Catholic Family Center, there is no doubt that this eight year period was the time period of greatest growth and change in the agency. The growth can best be demonstrated by the significant increases in annual operating budgets.

- 2003 - \$16.3 million
- 2004 - \$16.5 million
- 2005 - \$18.1 million
- 2006 - \$20.7 million
- 2007 - \$21.6 million
- 2008 - \$23.9 million
- 2009 - \$26.5 million
- 2010 - \$26.8 million

● **D. CATHOLIC CHARITIES COMMUNITY SERVICES**

**1. Introduction**

During this eight year period, the agency continued its high quality service provision, opened two new community residences, fended off financial difficulties in the AIDS and TBI programs, and initiated a new service through the Nursing Home Transition and Diversion program.

Described here are:

- Board and Staff Leadership
- Direct Services
- Advocacy and Awareness

**2. Board and Staff Leadership**

Board Presidents were:

- Carol Mordaci 2001-'04
- Todd Gunther 2004-'09
- Edmund Starowicz, Jr. 2009-present



Throughout this time period, many Board members made outstanding contributions, but Todd Gunther, Derek Duncan, Matt Livernash, Ed Starowicz, Beth Talia, Peg Braunsdorf, Carol Girvin, Mary Lynch, Nancy O'Mara and Virgil Joseph played especially important roles.

A continuing major focus of the Board was Strategic Planning. In spring 2006, the Strategic Planning Committee recommended bylaws changes.

In May 2007, the Strategic Planning Committee was revitalized, and worked throughout the fall to develop a strategic plan for 2008-2011 which was adopted at the January 2008 meeting. Key strategic priorities were:

1. Financial Planning
  - a. Secure or maintain financial security within all agency departments
  - b. Enhance services with all business associates
  - c. Secure additional funding sources
2. Administrative
  - a. Ensure policies and procedures are in place for all departments
  - b. Utilize the model of diversity in practical application
  - c. Enhance technological efficiency
  - d. Establish a succession plan for key management personnel
3. Service Provision
  - a. Develop and expand collaborative efforts within CCCS and with other agencies
  - b. Enhance service provision in each department
    - Developmental Disabilities: downsize Monroe Community houses, explore a position for program development, complete plan for DD Department "Center" project
    - TBI: explore opportunities to provide services to veterans
    - AIDS: identify additional community agencies needing outsourced case management
  - c. Continue geographic expansion within the Diocese
  - d. Explore opportunities to serve additional populations with disabilities

The plan was reviewed and updated at the March 19, 2009 Board meeting.

In spring 2010, the committee was again constituted to begin planning for the 2011-'14 Strategic Plan.

The Board was also active in other ways:

- The golf tournament was held annually, raising about \$8,000 each year.
- In early 2004, it was decided to establish three teams, each consisting of five Board members, to relate to one of three program areas, both as a support to staff and also as a Board education opportunity. Each team would engage annually in at least one activity. For example, the team relating to AIDS services organized a picnic for 250 clients/families/staff in Charlotte in the summer of 2004.
- In December, 2004, with leadership from Ann Sawyko, the Board organized its first annual giving program.

- The annual Progressive Dinners continued throughout this time period as a Board education opportunity.
- The Board took a lead role in organizing the agency's formal 25th Anniversary celebration, held at Monroe Country Club on October 12, 2005, with Bishop Clark in attendance.
- Throughout the time period, the Board heard a number of educational presentations, including a presentation by Board member Father Kevin McKenna on Catholic Identity, and a presentation by Jack Balinsky on the history of Catholic Charities in the Diocese.

The agency also continued to be served by outstanding staff leadership. In addition to his duties in his role as Executive Director, Paul Pickering continued his extensive involvement with NYSACRA and the State Council of Catholic Charities Directors (receiving the Vinnie DeFazio Award in 2008). He also once more rose to the call to serve the larger common good, filling the position of Interim Executive Director of Catholic Charities of Wayne County from mid-October 2007 until the end of January, 2008.

Kathleen Termine and Tracy McNett continued to provide outstanding leadership to the Developmental Disabilities Department and TBI program, respectively.

In December, 2004 Jane Hallinen, AIDS Service Director, was honored by the Rochester Area Task Force on AIDS. She retired on December 7, 2007 and was replaced by Tracy Boff who had been serving as Assistant Director.

Administrative staff also made significant contributions.

Long-time agency employee Penny Coon continued her excellent service as Director of Quality Compliance.

In his brief time as Chief Financial Officer, Joe DiPassio made two significant contributions. In June, 2005, as a result of discussions with Catholic Charities of the Finger Lakes Executive Director, Rik Fowler, the Geneva Finance Office was co-located with Catholic Charities of the new Finger Lakes Office at the renovated St. Francis convent in Geneva. The Elmira and Geneva offices were consolidated under the Diocesan Services office effective January 1, 2006.

Barbara Poling continued her outstanding leadership in her dual role, serving as Human Resource Director for Catholic Charities Community Services and taking on ever-increasing responsibilities at the Diocesan level.

### **3. Direct Services**

#### **• a. Introduction**

The quarterly report which Paul submitted to the Diocesan Board in March, 2004, described the status of service provision nears the beginning of this time period. He indicated that services were being provided to 700 different individuals. He described collaborative activities with Catholic Family Center, particularly the Restart program in the provision of AIDS services, and the office location shared with Kinship and Catholic Charities of the Finger Lake in Penn Yan. Specific direct service developments are described by individual program.

### • b. Developmental Disabilities Services

The major development within this department was the opening of two new community residences: Benton House in Penn Yan and Crowley House in Lyons. The two major factors which led to their creation were the continuing thrust of OMRDD to move toward smaller more homelike residences and the availability of funding from HUD in the so-called 811 program. Because HUD funding was involved, it was appropriate for Providence Housing Development Corporation to be the project developer.

Discussions of the possibilities for projects came to fruition in fall, 2003 with HUD commitment of \$500,000 for Benton House. The initial closing for Benton House came on March 15, 2005. The home was opened in late 2005. Six residents from the Penn Yan community residences were the first occupants. Preference was given to those who were most in need of handicapped accessible services. This move also provided a much more home-like setting for the six residents who remained in the original community residence and the eight who were at Cramer House.

The second HUD grant for the new house in Lyons was awarded in 2004. After many difficulties, Crowley House was opened in early 2008. The same process was followed in choosing its new occupants from the population at the Lyons community residence, creating a situation where there were two homes for six residents each.

Other significant developments in this service included:

- Every year volunteers helped at all Monroe County residences during the United Way Day of Caring.
- In 2003, mandatory steps for compliance with the Health Information Portability and Accountability Act (HIPPA) were enacted. These requirements also applied to the other services.
- Concern was expressed in early 2005 about the increasing difficulty attracting quality staff for the program.
- At the same time, there were discussions about utilizing the new Kinship Diagnostic Home for children with development disabilities.
- For the first time in the history of the program, in 2009 it began to experience a vacancy problem in the community residences. At this writing, discussions continue with the state about downsizing the capacity at the Cloverdale residence.
- Financial difficulties were exacerbated that year by the way the state chose to adjust rates as clients' food stamp allotments were raised.
- In early July, 2009, the program suffered a tragedy when one of the residents of one of the homes left the house without permission and was found drowned the next day.
- In late 2009, the community-based program received a boost when "Rapid Re-Housing" funds were available to supplement emergency assistance.
- Retroactive rate increases given in late spring 2010 helped stabilize the finances of the program.

Despite these difficulties, both the state and the community continued to recognize the high quality of service in the program. The Board Incident Review Committee, under the leadership first of Mary Lynch and then of Nancy O'Mara, worked diligently to monitor service delivery.

• **c. AIDS Services**

This time period was one of peaks and valleys for this department. As indicated above, Jane Hallinen directed the department until December, 2007, when her assistant Tracy Boff took over after her retirement.

Also, as previously indicated, Camp Soar was operated by the agency in 2003 and 2004 until it was merged into Camp Good Days and Special Times in 2005. In these two years, through the generosity and leadership of Board member Thomas Allen, it was supported in part by funding from the Penfield "Kicks for Kids" program which he directed as a volunteer.

Throughout this time period, this program periodically experienced financial difficulties. Despite new grants in 2005 of \$174,000 and \$328,000, (used to offer housing services and non-COBRA case management with emphasis on rural areas within the Finger Lakes AIDS region) the program was in a deficit situation because of lack of increases in rates for the basic program. Jack and Paul went to Albany in March, 2006, to appeal to Dennis Whalen, Executive Deputy Commissioner of the State Department of Health for rate increases in both the AIDS program and TBI program.

There were continuing financial difficulties, but the program continued with some staff restructuring and downsizing. The problems were again exacerbated to the point that in early 2008 there was further restructuring and a moratorium was put on intake of new clients.

Two new grants – for housing and families in transition – were received in early 2009. By the end of 2009, the deficits in the program were reduced.

The agency received two additional grants effective July, 2010 to enable it to serve additional clients and hire 10-12 new staff persons.

At this writing, the program was in a financially positive position.

• **d. Traumatic Brain Injury Services**

This program, too, experienced growth and suffered through financial difficulties, as well as adding a new service in 2009.

The meeting with Commissioner Whalen in March, 2006, did not produce immediate results. By the end of 2006, the financial situation had become so dire that the agency announced that it would discontinue the program effective January 1, 2007. After a State Department of Health meeting in late December, rates were increased and the program was again saved.

In early 2009, the agency was certified to provide services under the State Department of Health's Nursing Home Transition and Diversion Waiver program: a series of support services offered to keep persons with disabilities over the age of eighteen living independently in the community. By the end of 2009, the agency was serving three persons in this program.

#### 4. Advocacy and Awareness

Although the agency was not able to replace Lyn Zyla after she left in early 2001, due to lack of funding, awareness efforts were continued in three ways:

- In addition to Paul's continued strong involvement with the State Council of Catholic Charities Directors and NYSACRA, on several occasions agency clients participated in "Self-Advocacy" days in Albany organized by NYSACRA.
- Through a variety of initiatives undertaken by Ann Sawyko, including the continuing publication of the REACH newsletter, the agency promoted community awareness of persons with disabilities.
- In conjunction with the Catholic Charities 100th Anniversary celebration, agency representatives made presentations at masses at a number of Monroe County parishes about the work of Catholic Charities.

#### 5. Conclusion

As the agency was preparing for its thirtieth anniversary celebration, it continued to make significant contributions helping persons with a variety of disabilities. Again, an indicator of the growth of the agency were the continuing increases in annual agency budgets:

2003 \$6.5 million	2007 \$7.9 million
2004 \$6.8 million	2008 \$8.4 million
2005 \$7.2 million	2009 \$8.6 million
2006 \$8.1 million	2010 \$8.3 million

### ● E. CATHOLIC CHARITIES OF THE FINGER LAKES

#### 1. Introduction

After a period of relative tranquility and consistency in leadership in the person of Giovina Caroscio, this eight year time period was one of considerable change for Catholic Charities of the Finger Lakes. Three Executive Directors served in this time period. The agency purchased new facilities in Geneva and Auburn. Many new program initiatives were launched, but a number did not "take hold" and had to be discontinued.

Described here are:

- Board Leadership
- Staff Leadership
- Direct Services
- Advocacy and Parish Social Ministry

#### 2. Board Leadership

##### • a. Introduction

Given the many changes that occurred within the agency, the Board had a full plate on its agenda. Described here are:

- Board Leaders
  - Strategic Planning
  - Facilities
  - Development Efforts
  - Celebrations
- **b. Board Leaders**

Board Presidents were:

- Robert Kernan 2002-‘03
- John Shanahan 2003-‘05
- Timothy Buckley 2005-‘08
- Robert Kernan 2008-‘10

Special mention must be made of the outstanding contributions of Board members Tim Buckley and Robert Kernan, who continued the outstanding leadership they had exhibited the previous decade. In addition to serving three years as Board President, during the time of leadership staff changes, Tim continued to shepherd the Sharing the Light Dinner and provided invaluable legal assistance for the purchase of the new facilities. In both his stints as Board President, Bob played a key role in overseeing finances, and especially his second tenure over the last two years was instrumental in revitalizing the Board. Six other Board members made significant contributions in this time period. John Shanahan was most helpful in his term as President in helping ease the transition from Giovina to Rik Fowler. Joe and Diane Burke played important roles in fund development and Strategic Planning. Mary Luckern served as an important link to local government. Richard Constantino and Linda Janneck were instrumental in effectuating service delivery presence of the agency in Canandaigua.

• **c. Strategic Planning**

Recall that the 2003-’06 Strategic Plan had been adopted at the end of 2002.

During this time period, there were three Strategic Planning initiatives.

In spring 2004, Rik Fowler presented a document entitled “A Statement of Essential Features of Service”, completed after a year long effort. This was largely a staff driven effort and the document served as both a Strategic Planning instrument and a branding instrument.

In the summer of 2006, the Board began addressing the need to update the 2003-’06 plans. A year long process in which much attention was given to the basic services established at the agency’s outset, the 2007-‘10 Strategic Plan was adopted in May, 2007. The four major priorities were:

- Placing greater emphasis on emergency services
- Prioritizing public relations efforts
- Achieving fiscal stability and growth
- Hiring a full-time Executive Director (a Search Committee was appointed)

In the spring of 2010, the Sanchez and Associates firm was hired to facilitate the most recent Strategic Planning process. A major Board/staff session was held in April to initiate the process. It is anticipated that a new plan will be

adopted this fall.

• **d. Facilities**

While the Board, especially Tim Buckley, was involved in new facilities acquisition, this process was essentially driven by Executive Director Rik Fowler. With regard to the main office, four factors drove the decision in fall 2004 to purchase and renovate the vacant convent on the St. Francis campus:

- The second five year lease at Franklin Square was set to expire in June, 2005.
- It had been previously determined (as a result of advocacy by Father Jim Hewes) that the building was structurally sound.
- Rik's philosophy was to give priority to making use of unused or underutilized church facilities.
- The location was well-suited to serving the growing Hispanic population in the surrounding neighborhood.

The purchase was executed and renovations completed so that the agency could move in June, 2005. A bonus was that following a series of discussions with Joe DiPassio, the Catholic Charities Geneva Finance Office also moved into the facility. There was an open house at the new facility on October 4, 2005.

With regard to the Auburn program, it was felt that the existing east downtown office space would limit possibilities for program growth. The decision was made in fall 2004 to purchase a property which included three buildings on East Genesee Street. Extensive rehabilitation was required and Rik himself spent a good deal of his time (and overtime) involved in the rehabilitation process.

While the move in Geneva, although not without its problems, generally worked out well, the new Auburn facilities did not work out well. While extensive rehabilitation was done, many issues remained to be addressed. In early 2006, a revitalized Cayuga County Advisory Committee recommended to the Board, and the Board agreed to put the property on the market. It was listed as of April 5, 2006. When by the fall there had not been an offer, the Board approved lowering the price to \$200,000. By early 2009, it became clear that it would be difficult to sell the facility and Board approved significant funds for improvement of the facility.

• **e. Development Efforts**

Development/Fund-raising was another area where the agency experienced difficulties during this time period. An important factor in the hiring of Rik Fowler was his experience in fund-raising at a private school in Rochester. Despite getting off to a good start with publication in summer 2004 of his "Statement of Essential Features of Service", many of his innovative ideas for fund-raising (work with local college students, "whale watch", E-bay auction) did not come to fruition and the agency suffered significant deficits in 2004 and 2005.

There were, however, four positive accomplishments:

- Under the leadership of Tim Buckley the Sharing the Light Dinner continued to be a successful fund-raiser as well as a “friend-maker”.
- In 2005, the agency held an Annual Giving effort between Mother’s Day and Father’s Day.
- In August, 2007, Richard Constantino welcomed many friends to his spacious farm in Canandaigua as a way to publicize the work of Catholic Charities.
- In spring, 2008, the agency received a large bequest.

#### • f. Celebrations

As indicted above, the agency continued to successfully organize the Sharing the Light Dinner. Award winners were:

2003: Marian Freeland, Father James Hewes, Dan Motill, Reverend Tony Roberts

2004: Milly Bloomquist, Michael & Helen Simeone, Joyce Sinicropi

2005: Mark Gearan, Eugene McFadden, Donald & Corinne Stork,  
John & Marge Shanahan

2006: John & Karen Fouracre, Carl Fribolin, Rich Ricci

2007: Drs. Joseph & Diane Burke, Philomena Cammuso, Marie Milligan,  
Clair & Carol Schaffner

2008: Reverend James & Suzanne Adams, Ellie Fralick, Father Roy Kiggins,  
John & Kay Meisch

2009: Jan Vogt DiDuro, Senator Michael Nozzolio, W. Averell Bauder,  
Ed & Joyce Dailor

2010: Bunny Bell, Mary Herlihy-Gearan, Jane McCaffrey, MD,  
John Nicandri, The Sessler Family (Jane Shaffer, Craig Sessler,  
LaVerne Sessler, Jr.)

In 2007, there were a number of celebrations marking the 25th Anniversary of the agency in addition to Dr. Constantino’s gathering:

- The annual Works of Love Dinner in Auburn, in April
- A Liturgy of Thanksgiving led by Giovina Caroscio at the May 21, 2007 Annual Board meeting
- The Sharing the Light Dinner held on June 16th
- A Peace-making Interfaith Forum in October
- The “Empty Bowls” event held on October 6th

### 3. Staff Leadership

The era of stability that the agency had enjoyed under the leadership of Executive Director Giovina Caroscio until her resignation on March 31, 2003 was replaced by a time of significant change.

As indicated above, Rik Fowler was hired effective April 1, 2003 with the



hope that his previous experiences in child welfare program administration, advocacy and development were well suited to the agency. His leadership team during his tenure included Deborah Cole, Ingrid Lagoe, Laurie Trojnor, Rhonda Zettlemoyer and Scarlett Emerson.

His major accomplishments in his tenure which would last slightly more than two years were:

- Purchase of new facilities in two locations as described above and an Advancement Plan which was focused on leadership gifts, expansion of the database, an improved annual campaign, planned giving and signature events.
- Initiation of three new programs: Hispanic Ministry, supervised visitation and clinical counseling. At its height, the supervised visitation program was located in Geneva, Penn Yan, Phelps, Canandaigua and Clyde. In 2005, the clinical counseling program established connections with Finger Lakes Community College and Rushville Health Care.
- The establishment of several outsource offices at parishes throughout the region, usually staffed on a half-day a week basis.
- The completion of the “Statement of Essential Functions” as a Strategic Planning and branding tool.
- His decision to seek certification through the State Office of Mental Health rather than the National Council on Accreditation.

When by summer, 2005, it had become clear that the agency would again incur a substantial deficit for 2005, caused by lack of development income and a large deficit in the clinical counseling program, Rik submitted his resignation effective September 14, 2005. The Executive Committee and Jack Balinsky quickly decided to appoint Tony Barbaro, Associate Diocesan Director, as part-time Interim Executive Director effective October 1, 2005, with the understanding that his primary goal would be to restore financial stability to the agency.

With assistance from Deborah Cole, Rhonda Zettlemoyer, Laurie Trojnor and Joan Lynch, who had been doing the accounting work for the agency since 1991, Tony set about doing so. His major accomplishments in his two year tenure were:

- Adoption of an austerity budget for 2006
- In consultation with Jack, replacing Scarlett Emerson who had retired from her position as Coordinator of the Parish and Community Development Department effective June 30, 2005, with Ruth Marchetti, on loan from the Diocesan office on a part-time basis
- With much regret, but necessary because of lack of any dedicated funding source for the program, discontinuation of the Hispanic Family and Community Services program
- With the resignation of Joan Lynch effective December 31, 2005, the integration of financial management into the Geneva office
- His efforts together with the Board to sell the Auburn property

- His work to strengthen the Cayuga Advisory Council
- Initiation of the Court Appointed Special Advocate (CASA) program in Ontario County through a Diocesan Board Venture Grant in fall 2006
- Overseeing the organization of the agency's various twenty-fifth anniversary events
- Helping the Board to create an updated strategic plan in May, 2007
- Achievement of a large Member Item grant from Senator Nozzolio
- Seeking to expand services by submitting a grant to the Ontario County Department of Social Services to run the Healthy Families Program in the county, which unfortunately was not funded

With the Strategic Plan adopted in May calling for creation of a Search Committee to hire a full-time permanent Executive Director, Tony completed a remarkable two year effort in which he stabilized the agency's finances and created a solid foundation for the future. His achievement was even more remarkable, given his other significant administrative responsibilities within the Diocesan agency and his regular commute from Elmira.

Jack and the Search Committee conducted a fast-track and successful search process which led to the appointment of Ellen Wayne as full-time Executive Director effective September 24, 2007. She had had previous experience working in county government in Seneca County, for a not-for-profit agency (ABC), and immediately preceding her appointment as Director of Corporate, Foundation and Government Grants for the Rochester Philharmonic Orchestra. All these experiences would help her successfully take the reins at Catholic Charities of the Finger Lakes. Laurie Trojnor and Rhonda Zettlemoyer continued to be key members of her management team, as did Deborah Cole until her resignation in November, 2007. Ellen was able to create many new program opportunities for the agency as described below.

## **4. Direct Services**

### **• a. Introduction**

Described here is the status of service delivery at this writing:

- Ongoing basic services
- Cayuga County services
- New service opportunities

### **• b. On-going Basic Services**

The on-going services which had been a staple of agency activity from its earliest days and which still were operative at the end of this time period were:

- The Community Lunch Program
- Emergency Services
- Case Management Services
- Advocacy and Parish Social Ministry (described in the next section)

### **Community Lunch Program**

On April 21, 2009, the Geneva Community Lunch Program celebrated its Silver Anniversary Dinner. Recall that in 1994 the program had been moved

to First United Methodist Church through the leadership of Reverend Jim Gerling. Marge Shanahan had been hired as the program coordinator in 1997, the program was extended to five days a week, and participation was expanded. When Marge retired in 2008, she was replaced as coordinator first by Janet Kenny and then by Nancy Newland.

Honorees recognized at the Silver Anniversary Dinner included:

Giovina Caroscio  
 Joseph Felice  
 Betty Sweetland  
 Reverend James Gerling  
 Marge Shanahan  
 Reverend Doctor Nancy Birdsong  
 Harry Bart

### **Emergency Services**

The Emergency Assistance program continued to provide emergency food vouchers, assistance with rent or security deposits, assistance with gas vouchers and other transportation expenses to more than sixty families a month in the Geneva and Auburn offices, as well as a new location in Canandaigua described below.

### **Case Management Services**

At the end of this time period, Catholic Charities continued to maintain a diverse system of case management services:

- After a continuing period of financial struggles, the clinical counseling program was eliminated effective January 1, 2008.
- In 2009, more than 60 households received poverty case management services
- The Supervised Visitation program provided a trained individual to serve as an observer for court-ordered monitored interactions between parents and their minor children. Annually, nearly 800 such interactions were monitored.
- Unfortunately, after many years of providing quality service, the agency lost its last Maternity and Early Childhood funding.
- With assistance from Judge Craig Doran, the CASA program in Ontario County continued to grow.
- The Foster Care Youth in the Independent Living Skills program created a document entitled, "The Insider's Guide to Foster Care."

#### **• c. Cayuga County Services**

Reference is made above to the Cayuga County Advisory Committee to the Board. This was an important and active group in forwarding the agency's work in Cayuga County. Leaders during this period were Joan McFadden, Father Lou Vasile and Ray Kilmer. The Advisory Committee was clear that it wished to remain a part of Catholic Charities of the Finger Lakes and did not wish to pursue "independence."

The agency continued to provide a variety of services to Cayuga County

as this time period was coming to an end. Mainstay programs were the Emergency Assistance program and HEAP program.

There were several new initiatives. The agency received a grant of \$37,000 in 2007 to provide assistance to seniors with Medicare Part B. In 2008, the agency received conditional certification as provider of a Parent Education and Awareness program in Cayuga and Seneca Counties. It was hoped that this initiative would lay the groundwork for expanding the CASA program into Cayuga and Seneca Counties. In 2008, the agency received a grant to provide parental case management for families involved in the Child Protective System. At the end of 2009, the agency began training volunteers for the CASA program in Cayuga and Seneca Counties.

#### • d. New Service Opportunities

Under the leadership of Ellen Wayne, the agency became involved in five new service opportunities:

- In 2008, the agency received a grant for a Food Stamp Outreach Initiative in Seneca, Ontario and Yates Counties.
- A major achievement came about in late 2009 with significant assistance from Board members Linda Janneck and Richard Constantino. The agency received a major grant (\$106,000) from the Rochester ABC agency to create a new emergency assistance center in Canandaigua. It was co-located with a health clinic operated by Thompson Hospital. In 2009, the program was enhanced both by construction of a much improved health clinic facility and the receipt of federal stimulus funds for emergency assistance.
- In spring 2009, the agency convened a first meeting to discuss creating an Ontario County Re-entry Task Force and received stimulus funds for a case manager position.
- In summer 2009, Catholic Charities took over from Action for a Better Community administration of a summer feeding program located at three sites.
- In 2009, the agency partnered with other community service providers to implement a coordinated response to homelessness through use of stimulus funds.

### 5. Advocacy and Parish Social Ministry

Scarlett Emerson served as the Director of the Parish and Community Development Department until her retirement in June, 2005. Because of funding cutbacks, she was replaced on a part-time basis by Ruth Marchetti on loan from the Diocesan office. Highlights of Regional advocacy and parish social ministry included:

#### 2003

- Exploration of utilization of the St. Francis convent as a migrant center
- An extensive Rice Bowl organizing event in Auburn
- Creation of a legislative advocacy group in Western Wayne County

- Scarlett's participation in the City Friends group to address issues of racial diversity

## 2004

- Presentation by Deacon Jim Nail of a Parish Social Ministry 101 training program (Opening Doors) in Wayne County
- Continuing parish visits and Regional gatherings with a focus on Faithful Citizenship
- Formation of a JustFaith group in Canandaigua
- Internal staff training focused on mission
- Works of Love focus on youth ministry
- Participation in various coalitions including the Working Together group, focusing on migrant ministry

## 2005

- A four-week series on Catholic Social Teaching for parishioners from Seneca and Ontario Counties
- The fourth annual retreat held on March 19, 2005, facilitated by Sister Janet Korn: "Nurturing the Light"
- An April conference on discipleship
- Participation in the Farmworker's march in May
- Work with the Drug Court Advisory Committee in Yates and Ontario Counties

As indicated above, Ruth Marchetti assumed her new position as part-time Justice and Peace Coordinator effective July 1, 2005. Of necessity, her approach would be different because of the multiple counties for which she had responsibility. As she settled in, she took three major approaches to working with parishes: publication of an excellent weekly Justice Update by e-mail, (begun on September 1, 2005), which summarized the major issues at the federal, state and diocesan level, organizing bi-annual Regional meetings and organizing meetings with individual parishes or groups as appropriate. In 2009 and 2010, she sometimes organized JustMatters groups on immigration and re-entry. It was understood from the beginning that because of the nature of her position, she would be unable to carry on the "community development portions" of Scarlett's job. Highlights of her work from 2005-'10 included:

- In fall, 2005 organizing with John McDermott a convening for parish representatives from Ontario and Yates about establishing partnerships with parishes in New Orleans in the wake of Hurricane Katrina
- Organizing with Deacon George Dardess on October 11, 2007 an Interfaith Peace Forum: "Culture of Reason, Bridges of Shared Values"
- Supporting Rhonda Zettlemoyer's efforts to organize in October, 2007 the first of what was to become an annual event, the "Empty Bowl" program to call attention to the problem of hunger
- Organizing in summer, 2008, participation by two deacons and their wives in the national Roundtable summer conference
- Organizing the presentation on torture on September 4, 2008 by Sheila

Cassidy at Hobart William Smith

- Working with local groups on farmworker advocacy
- Organizing in October, 2008 a convening for parish representatives on access to healthcare issues
- Working with other staff in spring, 2009, to establish the Ontario County Re-entry Task Force described above
- In fall, 2009, leading a JustMatters group in Auburn on re-entry

## 6. Conclusion

The fortunes of the agency during this time of change are reflected in the fluctuations of the annual operating budget:

2003	\$887,000
2004	\$948,000
2005	\$932,000
2006	\$771,000
2007	\$855,000
2008	\$875,000
2009	\$894,000
2010	\$1,061,000

## ● F. CATHOLIC CHARITIES OF LIVINGSTON COUNTY

### 1. Introduction

For Catholic Charities of Livingston County, this time period saw several major events. Joe DiMino replaced Tim McMahon as Executive Director in spring 2004, following Tim's retirement. There was substantial growth in both fund-raising efforts and service delivery. The first part-time Justice and Peace Coordinator, Ruth Marchetti, joined the staff in July, 2005. Most importantly, the Board launched a Capital Campaign in summer 2008 to acquire a new facility as its permanent home, thus securing the agency's future.

Described here are:

- Board Leadership
- Staff Leadership
- Direct Services
- Advocacy and Parish Social Ministry

### 2. Board Leadership

#### • a. Introduction

Described here are:

- Board Presidents
- Development Activities
- The Capital Campaign and New Facility

#### • b. Board Presidents

The Board continued to be well-served by outstanding Presidents:

Mary Ann Palermo 2004-'06

Matt Gaynor 2006-'08

Art Hatton 2008-present

Special mention must be made here of Frank Riedman. Frank was a long-time Livingston County resident who had been involved in many Catholic endeavors, serving as a volunteer leader and providing significant philanthropic contributions. He joined the Board in 2007, and was elected in the January, 2010 meeting to the position of Board President effective March 31, 2010. He died suddenly and unexpectedly in mid-March, 2010. His contributions to the agency will long be remembered. Art Hatton generously agreed to stay on as President for one more year.

### • c. Development Activities

During this time period, the Board was especially active in fund-raising, including:

- The Annual Parish Appeal
- The Annual Golf Tournament (replaced by the Spelling Bee in 2009)
- The Annual Christmas Appeal
- The Annual Dinner
- Special Appeals

### **The Annual Parish Appeal**

Recall that as part of launching the agency, the pastors in Livingston County, under the leadership of Father Dan Condon, then pastor at St. Patrick's, Mount Morris, had permitted an annual summer appeal in parishes. This effort commenced in 1995. This practice has continued up until the present time. During this time period, first Tim and then Joe and Board leaders would make presentations at masses. With the natural changeover of pastoral leaders and restructuring of parish configuration, this initiative took on a somewhat different format after 2002. Some new pastoral leaders did not feel it appropriate to participate. There was some fluctuation in the timing of the appeal. In some parishes, collections were taken, while in others, envelopes were made available for mail-in contributions. Nevertheless, the annual amount raised continued to be in the \$10-12,000 range.

### **The Annual Golf Tournament (and Spelling Bee)**

As indicated above, the first golf tournament was held in early June 1998. The heart and soul of organizing the tournament was Tim, although Board members continued to help in soliciting hole sponsors and by volunteering on the day of the tournament. Even after Tim retired in spring 2004, he generously agreed to continue to serve as tournament organizer through the 2008 tournament. The tournament continued to average a net gain of about \$15,000. When Tim indicated that he could no longer continue to run the tournament, the Board decided to take a new approach to an annual fund-raising event. The first annual Spelling Bee was held at SUNY Geneseo in September, 2009. Joining Joe in taking a lead role in organizing the event were Board members Joe Bucci, Jennifer Bruckel, Debbie Farberman, Father

John Hayes and Lori Peraino, and staff member Pam Kingsley. The event was a huge success, drawing 300 persons and creating a great sense of community excitement, as well as netting \$10,000. It was also an event which brought the Board together as a more cohesive group.

### **The Annual Christmas Appeal**

The annual Christmas direct mail appeal which had begun in 1999 when \$6,000 was raised grew dramatically during this time. By 2003, the amount raised had grown to \$15,000. In 2007, the name of the appeal was changed to the St. Nicholas Appeal and by 2008 netted \$44,000.

### **The Annual Dinner**

The annual dinner had also been started in October, 1996. About fifty persons were at that first event held at St. Mary's, Geneseo. Gradually this event also grew. Beginning in 2004, it was moved to various restaurants including the Genesee River Reception Center in Mt. Morris, the Valley Oaks Reception Center in Geneseo and the Big Tree Inn also in Geneseo.

Father William Trott Award winners included:

2003 Jane and Peter Nilsson

2004 Senator Patricia McGee

2005 Sister Nancy O'Brien RSM

2006 William Derby

2007 Shirley Mulvaney

2008 Jim Dollard and Alice Miller Nation (attracting the largest audience ever, nearly 200 persons)

2009 Jack and Jean Schild

### **Special Appeals**

During this time period, the Board also launched special appeals. At the end of 2003 and early 2004, because of funding reductions which had resulted in program cuts: Faith in Action from a full-time position to 3/5th, Housing Support program from full-time to 3/5th, the loss of the part-time position person in the Hope Youth Mentoring program and a 30 percent reduction in emergency services assistance, the Board had launched a special appeal which netted more than \$20,000.

In 2006, the "Eat for Heat" initiative was launched, whereby local congregations of all denominations held events to raise funds to enable the agency help clients pay their heating bills. About \$10,000 has been raised annually since then.

In fall 2007, through a grant from the Raskob Foundation, the Livingston Emergency Assistance Fund (LEAF) was launched. During the first year \$40,000 was raised. This fund was established to address housing issues including utility shut-offs and foreclosures on mortgages.

#### **• d. The Capital Campaign and New Facility**

Recall that the agency had moved to 10 Chapel Street in December, 1997 and took over the entire facility in 1999.



By the beginning of this time period, with the program expansion described in the last chapter, the agency was literally “bursting at the seams.” Most staff shared offices, access to the second floor was difficult and there was insufficient space to store clothing, food, furniture, etc. As previously indicated, even three years earlier, explorations had begun for alternatives.

In his first meeting as Executive Director with Jack, Joe indicated his first priority was securing a new home for the agency, and that with the lease at 10 Chapel Street expiring June 30, 2004, Joe had already begun exploring alternatives.

In 2006, the agency made an offer to purchase the Elim Gospel Church facility in Mount Morris, but agreement would not be reached with the owner on price.

By early 2007, the agency had come to tentative agreement on the purchase of a facility at 34 East State Street (Route 408) about ¼ mile from Main Street, and an architect was hired to develop preliminary plans. At this time also, the Diocese gave the agency permission to conduct a Capital Campaign in 2008 and 2009, since the Partners in Faith Campaign was all but over. The Diocesan Board agreed to extend to the agency a loan of up to \$250,000 to cover acquisition and rehabilitation costs while the Capital Campaign was being conducted. An architectural firm, TAD Design, was hired.

After some delays from the original timeframe, and much effort by Joe working with government offices, the facility was purchased in early 2008 through the receipt of an anonymous donation of \$100,000, and work began on renovating the original facility through a \$100,000 loan from the Diocesan Board.

The Capital Campaign was launched in June, 2008, with a reception for potential donors held at the home of Joseph and Elaine Bucci. What was envisioned was a \$650,000 effort to remodel the existing facility plus a 3400 square foot addition. It was believed that the expanded facility would meet the needs of the agency for the ensuing twenty years.

One interesting component of the case statement for the campaign was a breakdown by Town/Village of those served by the agency from May 2007-April 2008:

Town/Village	Households Served	Town/Village	Households Served
Avon .....	62 ..... 6.1 %	Lakeville.....	19 ..... 1.8%
Caledonia.....	18 ..... 1.7 %	Leicester.....	34 ..... 3.3 %
Conesus .....	16 ..... 1.6 %	Lima .....	24 ..... 2.4 %
Dalton .....	12 ..... 1.2 %	Livonia.....	40 ..... 4.0 %
Dansville.....	194 ..... 19.2 %	Mt. Morris.....	352 ..... 34.8 %
Geneseo .....	87 ..... 8.6 %	Nunda .....	74 ..... 7.3 %
Groveland .....	10 ..... 1.0 %	Piffard.....	15 ..... 1.5 %
Hemlock.....	6 ..... 0.5 %	Retsof .....	2 ..... 0.2 %
Hunt.....	9 ..... 0.9 %	Springwater.....	32 ..... 3.1 %
TOTAL.....	1014..... 100.0 %		

Of course, there could have been no more inopportune time to launch a Capital Campaign than at a time that was the beginning of the Great Recession of 2008 and 2009. By early 2009, it was realized that the campaign would not soon reach its goal, and because of the continuing pressures of the inadequate office space on Chapel Street, it was agreed to split the effort into two phases and to as quickly as possible complete the renovations on the existing facility and to move the agency. Further expansion would be put off to a future time. A happy moment in the history of the agency came with the move the last week in May. While the existing facility did not fully address the agency's space needs (some offices still shared, no large conference room, parking limitations, no place for storage of furniture), it was a monumental step forward for the agency that would secure its future.

Hope for completion of the expansion was rekindled in the summer of 2009, ironically because of the Great Recession and the stimulus funding package passed in early 2009. Joe discovered that there was a little used United States Department of Agriculture (USDA) program (the Rural Community Facilities Act) grant/loan program that was reinvigorated by stimulus funds. Joe devoted hours in the summer of 2009 to completing the Phase I application, requesting \$215,000 in grants and \$175,000 in loans. There were months of agonizing delay in receiving a response from USDA. Literally, on the next to last day of Joe's tenure (April 29, 2010), a USDA representative came to Mount Morris to inform the Executive Committee that the agency had received Phase I approval, and that the "take it as is or leave it" offer was for an \$85,000 grant and a \$305,000 loan. At its May 19, 2010 meeting, the Board voted unanimously to reject the offer, recognizing that given impending cuts in government funding, this was not the time to incur further indebtedness especially since \$50,000 was still owed to Diocesan Catholic Charities from the original \$100,000 rehabilitation loan.

At this writing, the agency is once again exploring other alternatives for facilities expansion and raising capital funds.

### **3. Staff Leadership**

The significant enhancement of development efforts made by the Board would not have been possible without continuing outstanding staff leadership.

There were three Executive Directors who served the agency in this eight year period.

Tim McMahon, whose considerable achievements were described in detail in the last chapter, announced in early 2004 his intention to retire in May (but he still helped organize the Job Fair that year). At the time of his retirement, Jack Balinsky remarked: "We in Catholic Charities viewed Livingston County as a model of whether the county office concept would work. Because of Tim's great success, we have since gone ahead and developed county-based offices for Tompkins/Tioga, Chemung/Schuyler, Steuben and Wayne Counties."

The Search Committee appointed to hire Tim's successor, chaired by Board President Mary Ann Palermo, and including Jack and three Board members,

as well as staff representative Sister Nancy O'Brien, chose another outstanding leader in Joe DiMino.

Joe's journey in life had been interesting. He had started his career at Monro Muffler and quickly rose to a top management position, with responsibility for managing forty stores in Western New York. With a change in ownership of the company in the mid 1990's, Joe felt it was time for a change. A man of great faith, he felt that he was in a position to give back to the Church. He was hired as business manager at the Church of the Assumption in Fairport, and during his six year tenure, led an effort to raise \$1.8 million for renovations. The previous two years, he had been working as business manager at the newly consolidated Our Lady of the Lakes parish from the main office in Penn Yan. During the search process, the committee received unsolicited letters from three respected priests, describing in glowing terms Joe's faith and competence.

Joe did an outstanding job in his tenure making possible not only the achievements in fund-raising and new facility described above, but also the program enhancements described below. What was remarkable was that Joe was a quick study, rapidly compensating for his lack of human services experience.

Not only did Joe contribute significantly to Livingston County, but made significant contributions to the larger Diocesan Catholic Charities agency as well. At Joe's behest, given his extensive background in financial management, there was launched in spring 2005 an initiative to upgrade Diocesan Catholic Charities financial management system making better use of information technology. He also brought a better sense of financial management to the agency, necessitated by its growth.

Over and above these general responsibilities, Joe also helped in several ways in building the infrastructure of the agency:

- By December, 2004, it was clear there was need for a receptionist/office coordinator. Brenda Greene has ably fulfilled this role for the last four years.
- Following Carol Bauman's retirement as Program Development Manager in spring, 2005, Joe hired Pam Kingsley for this role in the fall. She had formerly worked for the Diocesan Development office and had just returned to the area. She made possible a number of grants which helped the program and played a key role in organizing special events.
- In fall 2006, Joe and Pam landed a federal grant to hire a Volunteer Coordinator who assisted in agency administration for eighteen months until the grant ran out and was not renewed.
- At the end of 2007, Joe and Pam wrote an application for five Vista Volunteers from Americorps. It was anticipated their roles would be:
  - o Establish a Healthy Foods Pantry
  - o Promote retail sales for the Connections program
  - o Organize job training for participants in the Connections program

- o Coordinate a donated appliance and furniture receiving and distribution program
- o Develop a Home Safe program for the Elderly and Disabled

The first two volunteers came on Board in early 2009. One coordinated the Furniture Link program and Mt. Morris Food Pantry. The second developed the Home Safe Home program. A third came on Board in late 2009, serving as a grant and report writer, in some ways replacing Pam Kingsley who had retired in October. Another worker started in late 2009 to develop a Community Garden program and the Livingston County Recycling program. In early 2010, Americorps requested that the agency consider placing 3 volunteers for another year.

- Twice during this time period, first in 2005 and again in 2007, Joe was able to obtain grants from the Hackett Foundation to upgrade the information technology function.
- In early 2010, at the request of IRS, Joe recruited volunteers to carry out a Voluntary Income Tax Assistance effort for clients.

A very spiritual person, Joe had a life-long desire to be a “missionary” in the largest sense of the word. Many years previously, he had “adopted” a family in Honduras and stayed in personal contact. In his position in Livingston County, Joe had come to know an extern pastor from Kenya, Father William Kamua who had started an orphanage in Mranga. In January, Joe came to conclusion with Father William who had requested his assistance with the orphanage, and announced his resignation effective April 30, 2010.

Once again, the Board appointed a Search Committee, this time chaired by Art Hatton, and including Jack and three other Board members. Once again, the Search Committee was blessed by a wealth of applicants, and was most pleased to choose as Joe’s replacement Carlos Garcia. Carlos had a long track record of service to the Rochester community. He worked at the Rochester Police Department for twenty-two years. The first half of his tenure was on the “services” side, where he created the Youth Services Office. He had ended his career there as the Chief Public Information Officer. He had had extensive volunteer experience with community human service agencies, including the Restart Committee of Catholic Family Center. He began work on April 5, 2010, enabling him to spend a month under Joe’s tutelage, and early indications are that he, too, will make outstanding contributions to Catholic Charities.

Two other leadership staff during this time period deserve mention, Susan Bell’s remarkable recovery from her automobile accident and significant contributions to the agency were described in the last chapter. In fall, 2005, she was appointed as an Assistant Executive Director and thus helped manage the agency’s operations. Pam Kingsley, who had been hired as Program Development Manager in fall 2005 played a significant role in obtaining grants and organizing special events until her resignation in fall 2009.

The contributions of other key staff members are described below in the descriptions of the various service programs.

## 4. Direct Services

### • a. Introduction

At the beginning of this time period, Catholic Charities of Livingston County was successfully operating five programs, with eight full-time and five part-time staff:

- Rural Outreach
- Community of Caring
- HOPE Youth Mentoring
- Partnership for Success
- Hispanic Outreach

During this time period, the following programs were added:

- Wheels for Work (2003)
- Faith in Action (2003)
- Parish Social Ministry (2005)
- Connections (2005)
- Budget Management (2005)
- SSI/SSD Case Management (2006)

Highlights of these programs during this time period are described here.

### b. Rural Outreach

(name changed in 2009 to Help \*Works Community Resources)

As indicated in the last chapter, this program was one of the two original programs initiated by Catholic Family Center and taken over by Catholic Charities of the Finger Lakes. The guiding force in this program for most of its history was Sister Nancy O'Brien who led it for sixteen years until her retirement in 2008.

In recognition that she was the "face of the agency" in the community, in spring 2008, the Board decided to name the E. State Street facility the Sister Nancy O'Brien Center.

Program highlights in this timeframe included:

- 140 families received assistance for Christmas in 2003.
- A clothing cupboard was established in spring 2004 on a one afternoon a week basis.
- In fall 2005, Jessica Fluker was hired as part-time assistant to Sister Nancy.
- In winter 2006 as described above, the "Eat for Heat" program was started.
- Carrie Lyons took over the assistant's position in fall 2006.
- That Christmas, 140 families were served.
- As described above, the Livingston Emergency Assistance fund was established in fall 2008 to help families with housing problems, including utility shut-off, evictions and foreclosures on mortgages.
- As indicated above, through the work of a Vista Volunteer, the Mt. Morris Healthy Foods Pantry was established in early 2008. Initially, it was open three days and one night per week
- The Furniture Link program was established in early 2009.
- Amy Patterson became program assistant in January 2010.

The status of the program at the time of Joe's resignation in April, 2010, can be described as follows:

Services Provided: assistance to low income families with emergency food, clothing furniture, one-time utility, rent and prescription assistance, emergency gasoline money for appointments, as well as operating the Mt. Morris Healthy Foods Pantry which served about 2000 people in 2009.

Staff

Director: Tina Brooks (who replaced Sister Nancy in 2008).

Assistant: Amy Patterson (hired January, 2010), responsible for Furniture Link, Food Pantry and Clothing Cupboard.

Americorps Vista Volunteer: Molly Kerker (started August 2009), responsible for Starting Community Garden and Livingston County Recycles Program, as well as building program capacity (financial and volunteer).

Annual Budget 2010: \$140,000

Funding Sources 2009: United Way, Diocese of Rochester, Fund-Raising Events, Community Initiatives Council, FEMA set-aside allocation, donations.

• **c. Community of Caring**

This program was the other of the two original programs of the agency.

Program highlights during this time period included:

- At the beginning of the time period, the program was receiving annual grants from the Maternity and Early Childhood Foundation of about \$30,000.
- In 2005, the program received a \$10,000 Member Item grant from Assemblyman Dan Burling, which was repeated in 2006.
- In early 2009, the newly established Mentor Moms program, which matched trained adult women with pregnant girls and women, received a \$10,000 grant from the Rochester Area Community Foundation.
- By the end of 2009, eleven women were in the Mentor Moms program.
- At this writing, the program was facing a great crisis, with over 75 percent of its funding at-risk, with the increasing likelihood that funding for the Maternity and Early Childhood Foundation would not be fully-funded in the state budget and that the Mentor Moms program was being supported by three one-time foundation grants.

Recognizing this great uncertainty, the status of the program at the time of Joe's departure can be described as follows:

Services Provided: intensive counseling and supportive services to pregnant and parenting teens and women, age 15 into their early thirties, with Mentor Moms a component which matched trained adult women with clients.

Staff:

Director: Michelle Dourie (hired 2002)

Assistant: Carrie Lyons (effective January 2010) with responsibility for the Mentor Moms program

Annual Budget 2010: \$70,000

Funding Sources 2009: Livingston County Youth Bureau, Maternity and Early Childhood Foundation, Livingston County Mental Health Services, March of Dimes, Porticus Foundation, Community Foundation.

• **d. Hope Youth Mentoring**

This program, the first new program started by the fledgling agency, had been launched on July 1, 1997 with the assistance of a \$15,000 grant from the Livingston County Mental Health Department. This program matched trained adult volunteers with children at-risk.

Highlights during this time period included:

- In 2003, Susan Bell replaced Kim Ruliffson as Director.
- It was reported in spring 2003, that the program had achieved a new record in terms of total number of matches – 37.
- One year later, that number had grown to 40.
- In fall 2005, Kelsey King became the program assistant.
- For the 2006 budget year, funding increases from the Department of Social Services Youth Bureau, and Mental Health Department led to an additional \$20,000 funding for the program.
- At the end of 2006, it was reported that there were 37 active matches.
- In 2008, Staci Weichman became program assistant.
- For the 2009 year, the Department of Social Services decreased its funding \$16,000 and indicated that it would discontinue funding in 2010.
- In spring 2009, it was reported that a new record of 42 matches had been achieved, but that there were still 35 children awaiting matches.
- At the time of this writing, the program had applied for a highly competitive \$225,000 three year grant from the federal government, which would ensure its continuation.

The status of the program at the time of Joe's departure in April, 2010 can be described as follows:

Services Provided: matching trained adult volunteers with at-risk children, ages 6-14 experiencing difficulties at home, at school or in the community (most children in the program lived in single parent families).

Staff:

Director: Susan Bell (since 2003)

Assistant: Staci Weichman (since 2008)

Annual Budget 2010: \$100,000

Funding Sources 2009: Livingston County Youth Bureau, Livingston County Department of Social Services, Livingston County Department of Mental Health

• **e. Partnership for Success (now called Emergency Housing Services)**

This program began in December, 1997 with Community Services Block Grant Funds. Program highlights during this time included:

- In early 2003, two new emergency housing apartments in Mt. Morris were acquired.

- In fall 2004, the program was divided into two components, Emergency Housing to assist families and Jemeson Place, which provided transitional housing for single mothers and their children. (For a variety of reasons, this component of the program was discontinued in 2007).
- In early 2006, the program received \$20,000 in grant money from the Rochester Area Community Foundation and Greater Rochester Housing Partnership.
- When the Jemeson Place connection was severed in 2007, Tabitha Brewster became Director and the program name was changed to Emergency Housing.

The status of this program at the time of Joe's resignation in April, 2010, can be described as follows:

Services Provided: assisting homeless families referred by the Department of Social Services find safe and affordable housing and operating shelters in Dansville and Mt. Morris.

Staff: Tabitha Brewster (since 2007)

Annual Budget 2010: \$61,000

Funding Sources 2009: Department of Social Services

(Note: The related Host Home Program described in the previous Chapter was discontinued in 2003 because of continuing difficulties in recruiting host homes.)

#### • f. Hispanic Outreach

This program had been initiated in early 1998 through a grant from the Old Mexico Fund administered through Diocesan Catholic Charities. (This funding would continue annually through 2008.) Maria O'Hearn had been hired in spring 2000, to replace Robert Andino, the first part-time staff person in the program.

Program highlights during this time period included:

- In early 2004, it was reported that Maria was arranging one mass per month for the Hispanic community, generally located at a farm which employed a number of Hispanic workers.
- In early 2006, Debra Comins, a senior at Geneseo and parishioner at St. Mary's was hired as Hispanic Ministry Coordinator.
- In December 2006, it was reported that the agency had received a \$10,000 Member Item grant for the program from Senator Patricia McGee. (This funding would continue until 2009 through Senator Magee and her successor Senator Catharine Young.)
- A first sign of difficulty for the program came in early 2009 when it was reported that the Mt. Morris school district funding was cut by 50 percent.
- When it became clear in fall 2009 that Member Item grants from Senator Young would no longer be forthcoming, Maria's part-time status was cut back to 12 hours a week.

Thus the status of the program at the time of Joe's resignation in April, 2010 can be described as follows:



Services Provided: support, agency referrals, and liaison to local school districts for the Hispanic/Latino population.

Staff: Maria O'Hearn (since 2000)

Annual Budget 2010: \$20,000

Funding Sources 2009: Mt. Morris School District, Livingston County Department of Mental Health, Senator Catharine Young, Member Item Grant.

• **g. Wheels to Work**

Recall that the Auto Dream program had been initiated in 1998. While it continued on a very limited basis until 2004, (when three people received free vehicles) it was folded into the much larger Wheels to Work which was initiated in early 2003 through a two-year \$160,000 loan from the State Office of Temporary and Disability Assistance (OTDA). This was a loan program to provide persons who otherwise could not afford their auto loans and repair costs so they could accept or keep employment.

Program highlights during this time period included:

- The extension, in spring 2005, of the initial two-year grant until August 31, 2005.
- After being extended for another year, in summer 2006, the program was renewed for two more years.
- In early 2007, Stephanie Swann replaced Carol Gibson-Farley who had been first Director of the Auto Dream program and then had become Director of the Wheels to Work program. She has served as Director since then.
- In late 2007, the funding for the program was renewed and increased to \$120,000 annually.
- A year later, funding was increased another 10 percent. By 2009, the annual allocation was up to \$133,000.
- At this writing, there is great concern because the state has announced its intention to terminate the program in February, 2011, due to funding constraints.

Within this context, the status of the program at the time of Joe's resignation in April, 2010, can be described as follows:

Services Provided: assistance with private transportation expenses for low income people so that they could keep or accept employment, including auto loans and repair grants.

Staff:

Director: Stephanie Swann (since 2006)

Assistant: Tammy Hall (since 2008)

Annual Budget 2010: \$133,000

Funding Sources 2009: New York State Office of Temporary and Disability Assistance

• **h. Faith in Action**

As previously indicated, Christa Barrows was hired as Director of the Faith in

Action program in late 2002 through a grant from the Robert Wood Johnson Foundation. The program began in earnest in early 2003. Its purpose was to provide volunteer support to frail elderly and disabled persons so that they could live at home safely and independently as long as possible.

Program highlights during this time period included:

- A \$10,000 matching grant for the program was received in December, 2003.
- In 2004, the program won the United Way Community Champion Award.
- United Way funding was first received in 2005.
- For the first time, the program received Community Services Block Grant funding in 2006.
- In late 2006, the program received a Member Item grant from Assemblyman Dan Burling. (Member Items grants from the Assemblyman and Senator Catharine Young would continue through 2009.)
- In December, 2006, it was reported that participation had increased 100 percent over the previous year.
- As time went on, Christa did an outstanding job in organizing fund-raising events for the program.
- In December 2009, it was reported that 89 volunteers were serving 96 individuals.

The status of the program at the time of Joe's resignation in April, 2010 can be described as follows:

Services Delivered: volunteer support to frail elderly and disabled persons enabling them to live at home safely and independently as long as possible through the recruiting, screening and training of volunteers to serve people in their county.

Staff:

Director: Christa Barrows (founding Director 2003)

Assistant: Tammy Hall (since 2008)

Annual budget 2010: \$51,000

Funding Sources 2009: Members Items (Senator Young and Assemblyman Burling), Community Initiatives Council, Livingston County Coalition of Churches, United Way, Fund-raising events, Donations

#### • i. Parish Social Ministry

This activity is described in the next section.

#### • j. Connections

The origins of the Connections program began with the establishment of a quilting program in early 2003, involving one part-time person for a one-day a week program. The purpose of the project was to teach unemployed women a skill which might lead to an employment opportunity.

Program highlights during this time period included:

- The program received a Diocesan Board Venture Grant of \$7,500 in fall 2005 to get off to a solid start.

- In early 2006, Linda Richards was hired as program Director and headquarters were opened on Main Street.
- In summer 2006, Stephanie Swann was hired as an assistant in the program.
- In late 2007, the program received a \$10,000 grant from the Women's Foundation.
- In 2008, Mary Ann Thompson replaced Linda as Director.
- In late 2008, the County Department of Social Services indicated its commitment to fully fund the program through the end of 2009.
- In early 2009, the program received \$3,000 in Community Services Block Grant funding.
- In January, 2010, DSS indicated disappointment in the management of the program and indicated it would re-visit funding later in the year. At this writing, this program was also at-risk.

Within this context, the status of the program at the time of Joe's resignation in April, 2010, can be described as follows:

Services Provided: a first worksite training program and a retail store located at 51 Main Street in Mt. Morris teaching employment skills to women ranging in age from 18 to their 50's.

Staff:

Director: Mary Ann Thompson (since 2008)

Assistant: Linda Richards, (rehired in 2010) with responsibility for sales and marketing, quilting and retail training

Assistant: Debra Giordano (since 2009), with responsibility for business administration and computer training

Annual Budget 2010: \$99,000

Funding Sources 2009: County Department of Social Services, Community Services Block Grant, Assemblyman Burling Member Item

#### • **k. Budget Management**

Effective July 1, 2005, the County Department of Social Services assigned adults on public assistance who were struggling with fiscal mismanagement and were vulnerable to fiscal predators to participate in this program.

Program highlights during this time period included:

- In early 2007, DSS extended this program to include persons transitioning off Temporary Assistance for Needy Families.
- In 2007, Tabitha Brewster was appointed Director.
- Unfortunately, DSS announced in December, 2009, that it was discontinuing funding at the end of the year. Tabitha was reassigned to Intensive Case Management.

#### • **l. Intensive Case Management and SSI/SSD Case Management**

These two programs were initiated in 2006 through a grant from the County Department of Social Services. The purpose of SSI/SSD is to help persons negotiate the Supplemental Social Security Income (SSI) and Social Security Disability (SSD) system. The purpose of Intensive Case Management

is to assist parents who had their public assistance cut off because of their unwillingness or inability to comply with employment search requirements. Carol Tinney has been the only Director of the SSI/SSD program since its inception. The program was initially focused on those negotiating about SSI, but was expanded to include the SSD element in early 2007. In early 2010, it was reported that the caseload had increased by 26 persons. Tabitha Brewster replaced Carrie Lyons as ICM Director in early 2010 when Carrie moved over to Mentor Moms and Tabitha's Budget Management program funding was discontinued.

The status of the program at the time of Joe's resignation in April, 2010, can be described as follows:

Services Provided: assisting clients in the SSI and SSD application process, and working with parents whose public assistance benefits have been cut off because of an unwillingness or inability to comply with employment search requirements.

Staff:

Director SSI/SSD: Carol Tinney (since program inception in 2006)

Director ICM: Tabitha Brewster (since January 2010)

Annual Budget 2010: \$83,000

Funding Source 2009: County Department of Social Services

## • 5. Advocacy and Parish Social Ministry

The work in advocacy and parish social ministry from the agency's inception until the end of 2002 is described in the previous chapter. The leadership for this effort was provided by Mabel Treadwell, parishioner of St. Thomas/St. Lucy in Retsof and one of the giants of the agency's history. (She and Bill Derby received Diocesan Consistent Life Ethic Vita Awards at the May 8, 2002 Consistent Life Ethic Dinner).

In the first part of this time period, Mabel continued her efforts with assistance first from Tim McMahan and then from Joe DiMino.

This function within the agency took a new turn in early 2005 when it was agreed that Ruth Marchetti, who had been Diocesan Works of Love Coordinator since 2000, would assume the position of Justice and Peace Coordinator for Catholic Charities of Livingston County on a very part-time basis. She was replaced in spring 2008 by Brigit Hurley who had a similar role at Catholic Family Center. Their presence resulted in stronger involvement in diocesan activities described in Spirit Alive!

Highlights of regional activity during this time period included:

- In early 2005, Ruth convened parish social ministry representatives at St. Mary's, Geneseo, to discuss her new role and set out goals for her new assignment.
- Within the same time frame, she met with staff to discuss the integration of service delivery and advocacy.
- Also within this time frame, with Maria O'Hearn, she helped organize a mass and supper for migrant farmworkers.

- Another successful convening, with all parishes represented, was held on April 27, 2005, to plan for future activities.
  - Sessions held on August 2 and 3, 2005, focused on reviewing the USCCB Statement on Communities of Salt and Light.
  - A follow-up convening held on October 19, 2005, was also well attended.
  - Parish representatives gathered on May 2, 2006, to hear a report from those who had traveled to New Orleans to participate in the Helping Hands Program in the wake of Hurricane Katrina.
  - Brigit assumed her new position on April 4, 2008.
  - In early 2009, it was reported that progress had been made in migrant ministry.
  - In early 2009, there was a session about establishing a prison re-entry program with the Livingston County Coalition of Churches. Significant time since then has been devoted to follow-up.
  - Legislative visits with Senator Young and Assemblyman Joe Errigo were arranged in March, 2009.
  - Brigit has been working over the last year to establish a JustFaith program in Livingston County.
  - In fall 2009 Brigit joined with other Justice and Peace staff and representatives of Catholic Charities USA in organizing a diocesan-wide training session on parish social ministry.
- **6. Conclusion**

The evolution of Catholic Charities of Livingston County has been an amazing story. In its first year of operation as an agency, Catholic Charities of Livingston County served 55 individuals. Today, the eleven programs described here collectively serve more than 3,300 people living in poverty throughout Livingston County, free of service on a non-discriminatory, non-sectarian basis.

Once again, growth of annual operating budgets serves as a indicator of the growth of the agency.

2003 \$571,000

2004 \$473,000

2005 \$507,000

2006 \$673,000

2007 \$694,000

2008 \$974,000

2009 \$847,000

2010 \$900,000

## ● G. KINSHIP FAMILY AND YOUTH SERVICES

### 1. Introduction

This time began with a special event held on October 20, 2003 when Bishop Clark came to a celebration marking the agency's thirty-second anniversary. He gave a blessing to the rededication of the agency's mission to serve children at-

risk and their families.

In the wake of its reintegration into Catholic Charities in 2000, this time period saw a continued growth in Kinship's core services, the creation of a new Diagnostic Home for children in Dansville, and the relocation of the agency's main office in Hornell.

Described here are:

- Board Leadership
- Staff Leadership
- Direct Services

## 2. Board Leadership

Board Presidents during this time period were:

Dan Wensel 2001-'05

Jay Cerio 2005-'07

Barbara Fairbanks 2007-present

Mention must also be made of the leadership role played by long-time Kinship Board member and not-for-profit human services volunteer leader Sarah Heineman who was a trusted Board member throughout this time period.

In addition to its standard oversight function, the Board, together with Executive Director Joe Weider, was also involved in Strategic Planning activities, succession planning activities, capital development and the relocation of the central office facility.

The 2005-'08 Strategic Plan was adopted in January 2005. Among many, the key strategic priorities identified were:

Administration Services Division

- Establish annual fund-raising events
- Establish an agency-wide Quality Assurance program

Chemical Dependency Services Division

- Expand Supportive Living Apartment sites to meet demand
- Work collaboratively with local government to establish a community residence for women with children
- Work collaboratively with local government to develop a plan to respond to the chemical dependency needs of adolescents

Child Welfare Services Division

- In the Family Preservation Unit, develop transitional services to support families whose children have been in the Diagnostic Home, as well as for children in therapeutic foster care
- In the Family Preservation Unit, develop a plan to address the needs of fathers in families served in family preservation programs
- In the Foster Care Services Unit, reorganize the child welfare division to create a single point of entry, integrate case management and enhance support for both birth and adoptive parents
- In the Foster Care Services Unit, broaden the criteria for admission to therapeutic foster care to include underserved special populations (OMH,

## OMRDD, OASAS)

In early 2008, the Board adopted three goals for 2008:

- Developing a succession plan
- Exploring joint development efforts with Steuben Catholic Charities
- Preparing a cost-benefit analysis to utilizing financial “shared services”

A second major Board effort was succession planning. Joe had begun his work at Kinship in 1971 when he was hired by his brother Father Tim Weider. He had become Executive Director in 1975. When he celebrated his thirtieth anniversary as Executive Director in 2005, it brought attention to the fact that he would not serve in this position forever. At its December 2007, meeting the Board adopted a contingency plan for the Office of Director should Joe’s temporary or permanent absence have to be addressed. During spring 2008, the Board adopted a Succession Plan including processes to address Joe’s temporary absence should that occur, the appointment of an Interim Director should that be necessary, and the Search Process for a permanent Executive Director.

As described below, throughout this time period, there were setbacks caused by a decline in referrals to certain programs, redirection of government priorities and funding cutbacks. This combination of events left the agency in a precarious position, with a negative net operating asset balance at the end of calendar years 2008 and 2009. When Joe announced at the January 25, 2010, meeting that he intended to retire on January 14, 2011, his fortieth anniversary with the agency, Jack, after prior discussion with Joe, asked the Board to adopt a resolution authorizing appointment of a Joint Committee with the Board of Catholic Charities of Steuben County about the possible integration of Kinship Services into that agency. In doing so, Jack pointed out Joe’s signal achievements over the years and his belief that it was only through Joe’s outstanding leadership that the agency had survived the difficult times of the previous few years. With much more significant budget cuts looming, Jack indicated that the larger Catholic Charities agency was compelled to address a variety of cost-saving measures.

The Board adopted the resolution and the Joint Committee first met on February 8th. With agreement of the Joint Committee, a former “project manager” with Corning Incorporated, Penny Schoonmaker was hired to facilitate the planning process. At this writing, she was preparing a report for consideration by a joint meeting of both Boards on July 29, 2010.

Given that the agency had traditionally been supported largely by government contracts, grants, and United Way funding which had been sufficient to sustain agency operations, philanthropic development had traditionally not been a Board priority. With the growing recognition during this time period that there would inevitably be tightening, redirection and cutbacks in government funding from both the state and county, the Board began to direct more attention as time went on to development efforts.

Specific activities undertaken during this time period included:

- At its June 21, 2004 meeting, the Board adopted a 2004-'05 Development Plan which included plans to establish a Board Development Committee and to create a new staff position, Director of Planning and Development.
- In July, 2004, Randy Regan was hired for the new position.
- In December, 2004, the first annual appeal solicitation letter was sent, netting \$5,000.
- In early 2005, the first Fund-Raising and Marketing Committee was established.
- In fall 2005, Randy left his position to pursue further educational opportunities.
- That December, the second annual appeal netted \$4,000.
- In summer 2006, Joe was able to achieve a \$10,000 matching gift grant from a long-time supporter of the agency.
- The 2006 Christmas Appeal letter was sent to 1,500 families.
- In early 2007, what was now called the Development Committee heard a presentation by Art Hatton, retired Director of Development from SUNY Geneseo, on approaches to development for not-for-profit agencies.
- The 2007 annual appeal netted \$5,000.
- In early 2008, it was agreed that Kinship would seek to work with Catholic Charities of Steuben County to explore joint development activity.
- The first annual fund-raising event, an auction, was held at Heron Hills Winery on October 6, 2009.

The fourth major activity, again led by Joe, in which the Board was involved, was the relocation of the central office. It had become clear in 2005 that Loew's, Inc. would purchase land which included the building in which Kinship rented space to build a new store. After exploring various alternatives, in spring 2006 the Board approved a proposal from a contractor to build and lease-back a facility on Route 36 just south of Hornell. Construction was begun on the new facility in fall 2006. The agency moved into its new offices on March 15 and March 16, 2007. (The Diocesan IT Department performed herculean duty to insure that the agency could resume normal business functions on Monday, March 17th.) The facility has proved to be a wonderful home for the agency.

### **3. Staff Leadership**

The "heart and soul" of the agency since its inception has been Joe Weider. A highly qualified professional social service administrator and dedicated Catholic, he has guided the growth of the agency through ever-changing State child welfare policies, as well as overseeing the development of the chemical dependency program. He will be sorely missed when he retires January 14, 2011 after forty years of dedicated service.

During this time period, the agency was also well-served by five other leadership staff persons:

- Lisa Galatio: Program Manager - Healthy Families Steuben
- Margaret Duff: Program Manager - S.H.A.P.E.



- Ruth Bouchard: Program Manager - Therapeutic Foster Care
- Kim Robards-Smith: Director - Chemical Dependency Services
- Jamie Fuller: Director - Administrative Services

## 4. Direct Services

### • a. Introduction

Described in the previous chapter was the status of direct service delivery in 2002. Described here are developments in the evolution of the four major on-going programs:

- Group Home and Foster Care Services
- S.H.A.P.E. (Supportive Home and Parent Enrichment Program)
- Healthy Families Steuben Program
- Chemical Dependency Services

Described also is the creation and activity of the Children's Diagnostic Home in Dansville.

### • b. Group Home and Foster Care Services

Recall that the first program of Kinship was the Kennedy House, a group home for adolescent boys established in Perkinsville in 1971. Kinship House, a group home for adolescent girls, the Steuben County Detention Center, and then therapeutic foster family homes were added later. Highlights of the evolution of these services during this time period included:

- Already at the beginning of this time period, concern was being expressed in fall, 2003 about the statewide decline in use of group homes and the impact on the fiscal sustainability of Kennedy House, because of government policy was shifting from placing children in congregate settings toward placing them in less expensive alternatives such as family foster homes.
- For this reason the Board made the decision to close Kennedy House effective May 13, 2004, bringing to conclusion thirty-three years of quality service provision.
- In late 2005, Kinship was awarded a \$40,000 grant for foster home recruitment.
- It was reported for the 2006 program year that 82 percent of children discharged from foster care either returned to their own homes or were adopted.
- Even as recently as early 2008, it was reported that the foster care program was in need of identifying additional foster parents to meet demand.
- By the end of 2008, however, it was reported that while there were more children served over the past twelve months in therapeutic foster care, days of care were down due to shorter lengths of stay, again because counties were facing fiscal constraints and wanting to limit expenses.
- In June, 2009, the Board adopted a plan to significantly reduce expenses in the Therapeutic Foster Care program in response to this ever-growing program and fiscal reality.

- Ironically, referrals to this program almost doubled in early 2010, and at the June 21, 2010 Board meeting, approval was given to hiring one additional staff person for the program.

• **c. S.H.A.P.E. Program**

As previously reported, the Supportive Home and Parent Enrichment Program (S.H.A.P.E.) had been established in Steuben County in 1982 and Allegany County in 1985. Its purpose was to provide intensive in-home family support to enable children-at-risk to remain in their own homes. Highlights of the evolution of the program during this time period included:

- In fall 2003, the program entered into partnerships with Steuben County's Family Treatment Court clients.
- In late 2005, the program received a \$275,000 Temporary Assistance for Needy Families (TANF) Preventive Services grant. The program partnered with the Family Service Society as part of this newly designed TANF preventive service to provide the Steuben Integrated Resources for Families (S.I.R.F.) program.
- In early 2006, the program received a contractual increase from Allegany County Department of Social Services of \$40,000.
- The program entered into a new \$45,000 contract in late 2006 with Yates County Department of Social Services to provide preventive services for families involved in Family Court
- It was reported that for the 2006 program year, 93 percent of families who had enrolled in the program remained together, without their children being placed in foster care.
- In spring 2007, the TANF preventive services grant (S.I.R.F.), scheduled to expire on June 30th, was extended for the remainder of the calendar year.
- The TANF preventive program (S.I.R.F.) was renewed through the end of 2009.
- In early 2009, the program (S.I.R.F.) expanded with the addition of a part-time staff person in Yates County.
- In late 2009, it was reported that the TANF Aftercare and Preventive Services program (S.I.R.F.) was to be extended through 2010.

• **d. Healthy Families Steuben Program**

The purpose of the Healthy Families Program is to provide necessary support and training to parents that address conditions within the family that place their child(ren) at-risk of out-of-home placement. Home visiting provides new parents with support, nurturing, child health education and instruction in positive parenting skills. It was first established in 1995. Highlights of the evolution of this program during this time period included:

- In late 2003, it was reported that the program was serving 280 families.
- Kinship took over the Healthy Families program in Ontario County effective March 1, 2005.
- A joint request with ProAction, Inc. for a \$480,000 federal grant for a Fatherhood Initiative submitted in summer 2006 was not funded.

- A request for a \$91,000 program enhancement grant for Healthy Families Steuben was funded.
- Healthy Families Steuben continues to meet or exceed 9 out of 10 state performance targets.
- In 2008 and 2009 the program experienced successive 8 percent state budget cutbacks.
- In 2009, the program received a score of “4” out of “4” in state program rating system. Healthy Families Steuben ranked #7 among all Healthy Families state-wide.
- The program survived a crisis in June, 2010, caught up in the state budget debate. When the existing state contract expired at the end of May, state representatives indicated that a new contract could not be signed until the state budget passed, that full-funding could not be guaranteed and even if a new contract were signed, it might not be retroactive to June 1, 2010. Steuben County, the Institute for Human Services in Steuben and Diocesan Catholic Charities indicated a willingness to extend “at-risk” bridge funding. Happily, the program was fully funded in the “Extender” budget passed on June 14, 2010, and it was indicated that the new contract would be retroactive to June 1st.
- **e. Chemical Dependency Services**

In September, 1995, Kinship opened its 18-bed alcoholism community residence in Bath. The next year, the program received approval for a 20-bed supportive apartment program and soon after the Kinship House in Bradford was approved as a seven-bed supportive living unit. The purpose of these programs is to provide a structured, supportive living environment for persons without suitable alternatives while they receive intensive outpatient treatment. Highlights in the evolution of service delivery during this time period included:

- In early 2006, Kinship received a \$34,000 OASAS Program Enhancement Grant.
- In 2006, a comprehensive proposal was submitted to OASAS to establish a 14-bed OASAS community residence for women and their children, but this program was not selected in the state-wide competitive process, despite its high rating.
- In summer 2006, new OASAS Commissioner Karen Carpenter-Palumbo visited the program, citing its excellent reputation.
- For the 2006 program year, utilization projections were exceeded.
- During 2006, residents performed more than 1,700 hours of volunteer community service in the Bath area.
- For 2007, it was reported that referrals to the residence exceeded capacity.
- In 2008, a proposal was made to OASAS to develop a community residence for veterans, but this possibility also did not come to fruition.
- In late 2008, the program received its fourth consecutive three year certification, indicating the highest quality of performance.
- In May, 2010, there was again discussion of the needs of veterans for this

type of program.

• **f. Children's Diagnostic Home**

Planning had been underway for several years prior to this time period for establishing a Children's Diagnostic Home. Joe had assiduously worked with many Commissioners of Social Services in counties in the region to assess the need, gain their support and commitment for referrals.

The purpose of the facility was to be to provide a setting in which children between 5 and 12 who were having difficulties in their family, school or community could be evaluated for a period of up to three months to determine their most appropriate level of care and treatment.

There had been various attempts to obtain capital funding for the project. One notable failed attempt was an application to the Rural Community Facilities program of the United States Department of Agriculture, which was rejected based on opinion that Kinship was a part of the Catholic Charities Corporation, and thus lacked the appropriate "local control".

It was the involvement of the larger Catholic Charities organization, however, that would make possible construction of the facility. Maggie Bringewatt, Executive Director of Providence Housing Development Corporation, took a leadership role along with Joe in obtaining two funding sources for the program: a grant (contingent on operating the facility for 25 years), from the State Homeless and Housing Assistance program (HHAC) (\$315,000) and a loan from the Leviticus Foundation (\$440,000).

The groundbreaking ceremony for the new 6,000 square foot ten-bed facility located in Dansville across the street from the school was held on May 23, 2003. The ribbon cutting ceremony was held on March 9, 2004 and the first referrals were accepted on April 14, 2004.

This residential program was to prove to be one of the most programmatically successful, but financially difficult in the agency's entire history. Given the short-term (90 day) nature of the program, the census and therefore the financial status of the program fluctuated widely. This phenomenon prompted efforts to stabilize the occupancy rate. Steep fluctuations in the occupancy rate persisted despite obtaining regulatory relief to extend the maximum length of stay to six months and to raise the upper age limit for placement to 14 years, and working to obtain referrals from other systems such as OMRDD and OMH. There were also discussions about obtaining capital construction grants to increase capacity of the facility to thirteen (13) beds in order to gain certification from the State Department of Education to permit accepting Committee on Special Education referrals from school districts.

In terms of the history of actual occupancy, the program got off to a solid start, accepting five referrals in the initial three months of its existence. During the summer of 2004, however, there were only three residents.

For the first half of 2005, occupancy was 66 percent, 9 percent below projections. A positive development occurred during that time period when the DSSO gave high praise to the evaluation given to a child in its care, giving

hope to the possibility that counties would increase the number of referrals for children with developmental challenges.

In December 2005, it was reported that the facility had been above or at occupancy projections since mid-June.

At the end of June, 2006, it was indicated that the significant losses which had been incurred in the 2004-'05 program year had been recouped in the 2005-'06 time period. At that time, 38 children had been referred.

In 2007, Kinship changed its fiscal year to the calendar year to conform with the larger Catholic Charities agency. During the first part of 2007, census was again down but occupancy had rebounded to 100 percent in mid-year. Then "the bottom fell out."

Because of low occupancy rate in the last half of 2007, despite aggressive outreach to achieve referrals, particularly to those Commissioners who had been so supportive of creating the program, by the December Kinship Board meeting, it was agreed the agency needed to explore options for the future of the program.

Kinship leadership met with the Diocesan Board Finance Committee on February 27, 2008 to work on preparing a Plan of Action for approval at the March 4, 2008 Diocesan Board meeting. The plan included two components:

- Stabilize the financial condition
  - Suspend operations
  - Seek "interest only" payments to Leviticus (granted)
  - Cut \$102,000 from 2008 budget
- Dual Action Track
  - Explore options for alternative use of the facility
  - Identify market for sale of property

It was agreed that if an acceptable alternate use was not found and executed, it was the goal to sell the property within six months.

It was also agreed that there would be advocacy with HHAC to seek modification of the terms of the grant.

This action began a period of utter frustration and deep disappointment which has perdured until the time of this writing. When operations were suspended in March, 2008, this became the first time in its thirty-seven year history that Kinship was not operating a residential foster care program, but prudent action saved \$116,000 in operational costs. Negotiations with HHAC produced several oral commitments to forgive a part or all of the grant, but state officials were unwilling to put this commitment in writing. Already by May 2008, after extensive efforts to seek alternative uses did not come to fruition, it was agreed to seek to sell the property. Initial efforts were focused on contacting potential purchasers directly. With no positive results from these conversations, the property was officially listed with a realtor on November 17, 2008.

When the original six months real estate commitment expired, there had been identified a potential purchaser. There were intense conversations with

that entity in late 2009 and 2010, which broke down because of uncertainties of government funding. The property was again listed with a realtor in spring 2010. At this writing, it is hoped that there will soon be forthcoming a purchase proposal from a government entity.

## 5. Conclusion

The status of the agency at this writing can best be described by information presented at the annual Board of Directors Retreat held on May 10, 2010.

Highlights of the report included:

- Mission Statement  
“To respectfully strengthen and enrich the quality of life for individuals, families and children through services that focus on their social, physical, spiritual, mental and intellectual growth and development.”
- Healthy Families
  - Served 255 families in 2009
  - 96 percent home visitation rate completion
  - Celebrated 50,000th home visit in December, 2009
- S.H.A.P.E.
  - In Steuben County improvement in parenting skills of 85 percent of 100 families served
  - In Allegany County, improvement in eight of every ten families in family relationships and ability to access community resources
  - In Yates County, 75 percent of youth services remain safely in homes, increased school attendance and demonstrated improvement in life, social and anger management skills
- Therapeutic Foster Care
  - Forty-seven youth served in 2009
  - Forty-one percent of children return to a family member relative, or permanent residence
- Chemical Dependency Services
  - Operated at 97.3 percent capacity in 2009
  - Considered among top 5 in New York State
  - Average 100 hours of work experience/community service per week, including 25-50 hours per week at Steuben Catholic Charities Food Pantry
  - Three year recertification with 0 deficiency for Supportive Apartment program

Annual budgets for this time period were:

2003 \$3.3 million  
2004 \$3.4 million  
2005 \$3.6 million  
2006 \$3.7 million  
2007 \$4.0 million  
2008 \$4.1 million  
2009 \$3.2 million  
2010 \$3.2 million

## ● H. CATHOLIC CHARITIES OF CHEMUNG/SCHUYLER COUNTIES

### 1. Introduction

As the reorganization plan to dissolve Catholic Charities of the Southern Tier and develop the four new agencies was initiated, it was thought that developing the Chemung/Schuyler agency would be less challenging than developing the other three agencies, because the Elmira office had been the bedrock of the Southern Tier organization since its inception. The Elmira office had also served as the “governance seat” for the former organization and a majority of the Board members were from Chemung County. As it turned out, this process was not as easily accomplished as was hoped. There were two major challenges.

The first challenge emerged soon after implementation. It was the question of how best to provide governance for Catholic Charities activities in Schuyler County. Because the needs in Schuyler County are different than those in Chemung and the array of services offered by Catholic Charities in Schuyler are different than those in Chemung, there was discussion about forming Schuyler as a separate agency in the Catholic Charities family of agencies. Chemung/Schuyler and Diocesan Charities leadership were supportive of exploring this possibility, but to the present day all have concluded that the present governance system serves the organization best. Schuyler is a subset of the Chemung/Schuyler Board with representation on the Board.

The other challenge facing the new organization involved changes in executive management.

Described here are:

- Board Leadership
- Staff Leadership
- Direct Services
- Advocacy and Parish Social Ministry

### 2. Board Leadership

#### • a. Introduction

During this time period, the Board was well-served by three outstanding Presidents:

Joe Bucci January-June 2003

Joe Caparullo 2003-'06

Marie Finnerty 2006-present

#### • b. The Joe Bucci Term January-June 2003

One of the first challenges facing the new Board was recruiting members, electing officers, and making changes to the bylaws. Because there were so many new Board members, a decision was made at the January 2003 meeting to elect a set of interim officers for the first six months and then hold elections for the next 18 month period. Joseph Bucci, who was President of the Southern Tier Board at the time of reorganization, was elected to chair the new

Chemung/Schuyler Board for this interim period. Joe had been a very loyal and dedicated Board member and friend of the agency and continued to be so even after he retired from the Board in March, 2005. The other original officers were Gordie Schuehler, Treasurer, and Mary Jo Webster, Secretary. There was agreement that there would be no Vice-President for the first six months. Other at-large members of the original Board were Rob Ameigh, Joe Caparulo, Tony Compese, Marie Finnerty, Angie Franzese, Mike Gehl, Brian McKenszie, Smith Paulison, Judy Phillips, and Tom Ramich.

The original bylaws established the number of directors for membership at not less than 9 nor more than 26, of which three were ex officio: the agency Executive Director, Associate Diocesan Director and the Schuyler Director. One-fourth of the at-large members were to be Schuyler County representatives. The committee structure consisted of executive, finance, Strategic Planning, and nominating committees. There was also a provision for Advisory Councils (Gateways and Samaritan Center.)

### • c. The Joe Caparulo Term

At the June 2003 meeting, Joe Caparulo, another long standing friend of the agency and leader in the Church and Catholic Charities, assumed the role of the President. He served until March 2006 when he retired from the Board to attend to important family matters. Serving with Joe were Smith Paulison, Vice-President, Gordie Schuehler, Treasurer, and Mary Jo Webster, Secretary. Joe Bucci was thanked for his terms of service on the former Southern Tier Board and for serving as Interim Board Chair and continued to serve on the Board.

At the January 2004 Annual Meeting, the following members were added to the Board: David Bright, Karen Schamel, Karen Carozza, Jo Anne Krolak, Efrain Melendez, Ralph Moore and Anita Traynham. Also, Tom Witmer, who had served on the Southern Tier Board and agreed to serve on the new Tompkins/Tioga Board, elected to transfer to the Chemung/Schuyler Board on which he continues to serve today.

At the December, 2004 meeting, the Board accepted a concept paper to allow Schuyler County Catholic Charities to assume a path toward becoming a separate Catholic Charities subsidiary and therefore separate from Chemung/Schuyler if it could demonstrate financial stability, sufficient growth and appropriate community support. Also at the December 2004 meeting, the bylaw requiring one fourth of the Chemung/Schuyler Board membership to be representatives of Schuyler County was rescinded. Schuyler would depend on the Schuyler Director, Associate Diocesan Director, and Karen Carozza, at-large member, to represent Schuyler on the Board. Accordingly, Schuyler representatives Mary Jo Webster, Judy Phillips, Karen Schamel and Angie Franzese all retired from the Board so they could devote their volunteer time to the Advisory Council. Tony Compese chaired the Advisory Council until 2006 when John Carozza succeeded him. Other influential members of the Advisory Council have been Sarah Matthews, Kathy Cole, Dick Evans and Sarah Conley



who reconnected with the agency by joining the Council in 2008.

Upon Sarah Conley's retirement as Schuyler Director in 2004, Mike Gehl resigned from the Board to replace Sarah as Director on October 4, 2004. (Plans for Schuyler to become a separate subsidiary ended eventually when the agency's Abstinence Grant was not refunded in 2008 which significantly reduced the agency's budget.)

At the January 2005 Board meeting, new members Joe Colletta, Mike Wald, Dick Pirizzolo and Mark Schuller were welcomed.

#### • d. The Marie Finnerty Term 2006-present

Marie Finnerty, a retired teacher and community advocate, succeeded Joe Caparulo as President in May, 2006. Serving with Marie to the present day are Smith Paulison, Vice-President, Gordie Schuehler, Treasurer, and Dick Pirizzolo who was elected to assume Secretary responsibility in 2006. New Board members elected in 2006 were Gordon Hills, Dana Moss, Dee Reid, Gil Weakland and Father Walt Wainwright. When Gil Weakland moved to Pennsylvania, he resigned and was replaced by Mary Ann Baker who was elected to the Board in September, 2006. At the 2007 Annual Meeting new members Sam Castellino, Darlene Weirmiller, Kathy Clark, Bob Van Keuren, and Todd Brost were added to the Board. At the June 2008 meeting, Bob Bailey was welcomed to the Board. At the February 2009 meeting, Fr. Jeff Tunnicliff, Ron Alison and Mark Stephany were elected to the Board.

Development of a strategic plan was a priority for the new agency but was deferred until management was ready, especially due to the change in executive leadership. When Steve Hughes was hired as Director of Development in 2005, the responsibility for Strategic Planning was assigned to him. Steve left the agency after two years and the Strategic Planning responsibility returned to Executive Director Bridget Steed. Under the guidance of Board members, Bridget and members of the management team began to work with Elmira College's Graduate Studies Class in Strategic Planning and Project Management. The priorities identified to support agency growth were:

- Reorganization of existing model into a department structure under a senior manager
- Reorganization of like programs, combining those program operations that support mutual clientele
- Further development of Quality Management and Compliance to support the agency

The relationship with Elmira College ultimately provided planning tools and reporting measurements for the use of senior management staff in addition to a marketing plan for the new Director of Development.

### 3. Staff Leadership

As indicated above, the second challenge faced by the agency involved the Executive Director position. Martin Demarest was hired prior to the reorganization to become Executive Director and became the first Executive Director of the new agency. However, a leadership change occurred in April, 2003 when

Bridget Steed became Executive Director on an interim basis. Bridget was a senior manager in the agency and proved herself to be very capable to assume the Executive Director role on a permanent basis, which she did on June 1, 2003. Key members of Bridget's management team are Kathy Applin, Cathy Hughes, Ellen Topping, Cindy Smith, Thea Sobkowski, Suzanne Fritz, Terry Gursky, Linh Au, Lindsey Winters and Andrea Mattoon.

With the continuing growth of the agency, Bridget and her Board would continue to refine the management structure to serve the organization effectively. Board leadership and its committee structure were strengthened. The Executive and Finance Committees were the most effective committees. A Development Committee and Human Resources Committee were formed. The Gateways and Samaritan Center Advisory Councils would continue to assist management and the Board to effectively oversee these programs and provide community perspective and representation.

In 2008, through the leadership of Bridget Steed and the Chemung/Schuyler Board, the Nellie Monroe Fund was redistributed among Catholic Charities of Chemung/Schuyler, Steuben and Tompkins/Tioga. At the time of reorganization in 2003 it was agreed that for five years the fund would be administered by the Chemung/Schuyler Board but available proceeds of the fund could be used for development in any of the five Southern Tier Counties. On December 31, 2008, it was agreed that 50% of the fund would remain in Chemung/Schuyler, 30% would be transferred to Tompkins/Tioga and 20% would be transferred to Steuben. Although the funds are actually Board Designated Funds, they are managed like an endowment.

A second management change involved the 2004 retirement of Sarah Conley, who had begun the Schuyler Agency in 1997. As stated above, Sarah was replaced by Mike Gehl on October, 4 2004. An especially important member of the Schuyler management team during this era was Andrea Mattoon, who was a candidate to replace Sarah but in the end chose not to so that she might pursue a career in education. Other important members of the management team are Valerie Smith, Lindsay Bond, Nancy Brand, Dwayne Fallowel.

In 2004, as the result of the overall agency's receipt of two substantial bequests (Helen Schuyler and Rose Kingston) management and Board decided to establish a Director of Development Position to expand the agency's fundraising activities and income but also to coordinate the agency's public relations efforts. To this point, fund-raising activities have consisted of The Hunger/Homelessness Golf Tournament, small events and annual appeals. The agency intended to develop a major gift program for both Chemung and Schuyler Counties. Stephen Hughes, former mayor of Elmira, was hired in February, 2005 to become the first agency Director of Development and worked on the project until 2008 when he left. (As indicated above, he was also responsible for Strategic Planning during his tenure.) Steve established an annual "Empty Bowls" event which has been instrumental in providing needed funds to poverty relief efforts in Chemung County through the Samaritan

Center. He also expanded the direct mail fundraising and coordinated the agency's community outreach, including an effective Holiday Season TV PSA. Lindsay Winters was hired on August 11, 2008 to replace Steve and has continued to grow the development function.

#### **4. Direct Services**

During the period from 2003 to 2010, the agency's budget grew from \$5.5 million to \$7.1 million. Following are key elements of growth, change and development:

- In 2003 the agency was asked by Chemung County leadership to assume responsibility for the homelessness program called Second Place East (SPE). Over time the agency integrated SPE with its Samaritan Center services and its long standing program providing residential services to special need populations. While the integration was challenging, the agency successfully transitioned the program from a housing placement mentality to a homelessness prevention program, saving the County and City money but also helping to avert evictions and housing displacement. The Friends of Second Place East, a volunteer coalition committed to support SPE, would prove to be an essential source of guidance and financial support during the transition of SPE into Catholic Charities. Important leaders of the Friends were: Natsue Kobayashi, John Lesky, Lillian Hollis, Mary McKee, Alama McCoy.
- Catholic Charities of Chemung would continue to play a leadership role in the Continuum of Care which addressed all special needs housing priorities. The agency partnered with Providence Housing to develop McNiff Manor, a neighbor to Miller Manor, both of which provide housing to Catholic Charities clients. Further, the agency developed a Homelessness Management Information System (HMIS) for the County which would also be integrated with those of other neighboring counties and which would provide a common data base and information system to track all housing and related services. This also led to further infusion of HUD funding and OTDA funding to address other low income and special needs housing priorities.
- Because of its experience and its objective of integrating housing and supportive services, the agency was positioned well to receive federal stimulus funding further supporting homeless prevention efforts and housing stability. Homeless Prevention and Rapid Rehousing funding will enhance homeless services and have been integrated into the agency reorganization and current service delivery model.
- The Supervised Independent Living Program (SILP) serving teens who age out of foster care, which was established in 1999, continued to grow and evolve. Dissatisfaction with the original facility led to a ad hoc Board Committee to find a new location and facility. After a lengthy research and negotiation phase, the agency purchased the apartment facilities and property at 303-307 Hoffman Street on the west side of Elmira to be the home of SILP and other agency housing services. This was a great success and a wonderful example of Board and management working collaboratively. SILP was renamed

to Lasting Success.

- In Schuyler, the main service issue was the issue of teen pregnancy prevention and the operation of a major three year federal abstinence grant to promote abstinence education and behavior to adolescents and families. Under the leadership of Mike Gehl and Andrea Mattoon, the grant was successfully refunded in 2005 for an additional three year period. A component of this grant fostered the development of Teen Centers in Watkins Glen and other parts of the County. The Teen Centers provided after school, recreational and supportive services. The Watkins Glen Center became a significant challenge when the abstinence grant was not refunded in 2008. Management and the Advisory Council sought and received helpful community support to resume Center operations, but eventually in 2009 chose to close the center and look for other more affordable venues to provide these needed services to teens.

The decision to not apply for refunding for a third three-year federal abstinence grant, because of significant changes in the grant criteria, created a substantial fiscal challenge for the agency as the grant constituted nearly a third of the agency's budget. Management and the Advisory Council redoubled its efforts to revise and complete its Strategic Plan, especially the need to diversify the agency's funding streams and ramp up its development efforts.

- Mike Gehl left the Agency in August of 2009 and was replaced by Paul Marx. Paul was a long time supporter of Catholic Charities and a member of various Charities Boards while employed as an executive at Corning Incorporated. With early retirement, Paul launched a second career in human services as Schuyler Director.

## **5. Advocacy and Parish Social Ministry**

Diocesan-wide activities are described comprehensively in Spirit live! Fifty Years of Consistent Life Ethic Advocacy and Parish Social Ministry in the Diocese of Rochester 1958-2008. Here are described Regional activities.

In addition to her newly added responsibilities of Diocesan Director of Catholic Relief Services, Kathy Dubel continued throughout the entire time period her remarkable tenure as Justice and Peace Coordinator for Catholic Charities of Chemung/Schuyler Counties, as well as playing the same role in Tioga County (described in the Tompkins/Tioga section).

She continued her practice of organizing regular meetings with parish leadership and parish social ministry representatives, organized her annual Winter Refresher and June Awards Dinner, maintained her telephone tree legislative network, worked with various local coalitions, and arranged meetings with county, state and federal officials as necessary. She also continued to supervise the First Time Home Buyer program, which arose from her advocacy on asset building.

Highlights of her activities in this eight year time period were:

### **2003**

- In April she met with Edie Reagan from Tompkins County and Natasha Thompson from the Food Bank to mentor them in their new Justice and

- Peace Coordinator positions and work out collaborative relationships.
- A major issue of concern late in the year was county cutbacks of child care subsidy funds. State Senator Randy Kuhl helped address this issue in spring 2004.
  - In Advent, Kathy organized a Peace Study program.

## 2004

- Kathy organized a community-wide event on May 1st, to address workers' safety and dignity issues and a Memorial Day parade in support of living wage and minimum wage issues.
- That spring, she helped organize the Chemung Housing Coalition, a neighborhood four block club.
- In the summer, she obtained a \$3,000 grant for a voter registration initiative.
- She was instrumental that same summer in organizing an Interfaith Coalition on Worker Justice.
- She organized in August an "Every Child Matters" event.
- In a report to the Justice and Peace staff given on October 5, 2004, she gave an overview of her work:
  - o 50 percent of her time spent with parishes
  - o 25 percent on public policy
  - o 25 percent on convenings and coalitions including Labor/Religion Coalition, housing issues, children and family issues, health, living wage, survival of the family farm

## 2005

- At the Winter Refresher, Father Kevin McKenna made a presentation on his book *Spirituality for Justice*.
- The Chemung County Housing Coalition met with Senator Winner and Assemblyman O'Mara in early 2005.
- In the spring, she organized a Budget Forum in Schuyler County, sponsored the showing of the Hotel Rwanda movie, collaborated with St. Joseph's Hospital to promote "Cover the Uninsured Week" and organized a presentation by Jann Armantrout on end-of-life issues.
- She also worked with Pax Christi on the issue of military recruiting in high schools.
  - In the fall she met with farmers on CAFO, advocated with Notre Dame High School on fair trade school uniforms, promoted the Work of Human Hands and also the work of the Justice for Immigrants campaign, as well as organizing a State of the Child Breakfast in Elmira.
  - In the wake of Hurricane Katrina, in November she organized a session for John McDermott with parish representatives from Tompkins and Chemung Counties to promote possible partnerships with parishes in the Archdiocese of New Orleans.

## 2006

- In her January parish meetings, she provided information on the Medicare

prescription drug alternative.

- She arranged an initiative on March 16th to have one parish open in Chemung, Schuyler and Tioga Counties for a prayer vigil on the war.
- She submitted a grant application together with the New York State Catholic Conference to develop a statewide education initiative on environmental justice. The highly successful ensuing activities are described fully in Spirit Alive!
- She obtained a CRS capacity building grant on Fair Trade issues.
- Her June Awards Dinner featured Sister Donna Delsanto as speaker.

## 2007

- Kathy arranged a series of presentations around the Diocese in the spring by Thomas Awapo, a CRS senior program officer from Ghana, and did the same in the fall for CRS representative Dennis Fisher.
- She was invited to give a presentation that summer at Marquette University at the National Pastoral Life Center Conference.
- With assistance from the University of Rochester, Kathy organized advocacy efforts on lead paint, particularly with Senator Winner.
- Much time was spent that summer on voter registration efforts, including a collaborative effort with the University of Rochester.
- A focus of her fall work was promoting Faithful Citizenship.
- Her November bi-monthly meeting with parish representatives was focused on access to health care. There was a Health Care Forum in each county and she followed up with bulletin inserts.

## 2009

- Early in the year she continued her conversations with local farmers about promoting locally produced goods.
- In May, she organized an opportunity for Marv Mich to make a presentation to parish leaders on the CCHD program.
- Ed Nowak gave a presentation on re-entry at the June Awards Dinner.
- Her fall Regional meetings were focused on the environment, re-entry and immigration.
- In the fall, she organized the annual State of the Child in Chemung County breakfast, which was attended by 72 persons.
- At the November Chemung/Schuyler monthly pastoral staff meeting, she focused on healthcare reform, peace in the Holy Land and re-entry.
- She invited Sister Janet Korn to give an evening presentation on immigration.

## 2010

- Kathy continued her work on establishing the Chemung County Re-entry Task Force.
- She invited Jack Balinsky to give a presentation at the June Awards Dinner on the history of Catholic Charities of the Diocese on its 100th anniversary.

Catholic Charities has been blessed to enjoy the fruits of Kathy's labors. In

March 2005, the State Council of Catholic Charities Directors recognized Kathy's long-time contributions by presenting her with the prestigious Vincenza DeFazio Award.

## ● I. CATHOLIC CHARITIES OF STEUBEN COUNTY

### ● 1. Introduction

Thanks to outstanding Board and staff leadership, the accomplishments of this nascent agency in its first eight years of existence are extraordinary. Not only did the agency establish a solid administrative infrastructure, but it also greatly expanded its program reach.

Described here are:

- Board Leadership
- Staff Leadership
- Direct Services
- Advocacy and Parish Social Ministry

### 2. Board Leadership

#### ● a. Introduction

Throughout its entire eight year existence, Catholic Charities of Steuben County has enjoyed extraordinary Board leadership and membership. The contributions of Bob Turissini, who chaired the Board from its inception in 2003 until the end of 2009 are described in the previous chapter. He was succeeded as Board President by Mike Gabrielle who had already made significant contributions to the agency including facilitating the donation of computers while the agency was still a part of Catholic Charities of the Southern Tier. In addition to Bob, other members of the Board of Catholic Charities of the Southern Tier who became founding members of the Board were: Linda Stundtner, Mike Searson and Jim Bacalles. From the inception of the agency, Linda Stundtner has served as its representative on the Diocesan Board. The contributions of other Board members are described in the following areas:

- Strategic Planning and Administrative Infrastructure Development
- Fund-raising
- Communications and Public Relations
- Annual Events
- Joint Planning with Kinship

#### ● b. Strategic Planning and Administrative Infrastructure Development

The major focus of the Board in its first year of existence, given the great business expertise of Board members from their experiences with Corning Incorporated or other businesses was in this area. Accomplishments were finalizing a strategic plan, building internal structures, creating business plans for program growth, creating plans for communication and marketing, resource

development, information technology and human resource policy, all in order to create a foundation for operation and growth of the agency.

The mission statement adopted by the Board was:

“Our mission is to build communities that care for all people by reducing poverty, promoting individual and family life, collaborating with faith communities and advocating for Justice and Peace.”

Priorities of the January 1, 2005-December 31, 2007 Strategic Plan whose implementation began in 2004 were:

- Excellence and Efficiency in Service Delivery
- Solid Financial Foundation
- Actualize our Identify
- Build the Organizational Structure and Nurture the Internal Culture
- Enhance Public Profile

In 2007, the Board developed a process for updating the strategic plan. It also conducted a SWOT analysis for each department, updated and graded all job descriptions, created a new employee handbook

In late 2007 the Board adopted the plan for 2008-2010, retaining the same priorities but adding new goal initiatives.

In 2008, the agency conducted an Employee Insight survey with very positive results, from which were developed operational plans with specific goals for key staff. With assistance from the Diocesan Catholic Charities Human Resource Department, the agency again updated all job descriptions (involving department directors in the process), created a pay grid and adjusted some salaries to bring pay in line with the grid.

In 2009, Board member Mike McDonald, a supporter very generous with his volunteer time, provided assistance to each department to help them establish their own unique objectives from the Employee Insight Survey.

### • c. Fund-raising

It was in the area of fund-raising that the Board achieved its greatest success. Under the leadership of Board/staff member Andy Mazzella, the retired President of the United Way of the Southern Tier, the agency developed a series of initiatives which resulted in annual private philanthropic contributions by 2010 of more than \$300,000.

Specific activities included:

- In 2004, expanded the data base of donors from the Catholic Community and started the Annual Membership Campaign, Summer Appeal and Christmas Appeal and received funding from the local share of the Partners in Faith Campaign from St. Mary's, Bath, and St. Gabriel's, Hammondsport
- In 2007, installed the Denari donor management database and created a Resource Development calendar in concert with the communication plan
- In 2008, created a “Hope Society” within the Annual Membership Campaign which resulted in raising nearly \$20,000 from Corning Incorporated and created a Development Plan/Report with measurable



and achievable outcomes

- In 2009, initiated a new summer fund-raiser called “Walk a Mile in Their Shoes”. (Walks took place in all three major areas of the county to help raise awareness and resources. Each area had a local chairperson who recruited walkers and planned activities. Over \$18,000 was generated)

#### • d. Communications and Public Relations

The Board also gave considerable attention to communications and public relations initiatives. Specific activities included:

- In 2004, development of the first Annual Report with the assistance of Margie Lawlor, communications specialist
- Beginning in 2005, the publication of quarterly newsletters
- In 2006 the launching of the agency website
- In 2007, the establishment of a Corning Leadership Group under the direction of Board member Mike McDonald
- In 2008, the updating of the Communications/Development plan which was then presented to the Leadership Team
- In 2009, the creation of a Communications Committee of the Board, co-chaired by Board members John Sirianni and Paul Marx. (Through the efforts of Board member Chuck Vail, help was enlisted from John O’Hare and Reagan Terry, Communications Specialists from Corning Incorporated Headquarters. Their assistance was vital to development of a communications plan focusing on homelessness in the Corning area.)

#### • e. Annual Events

Early on, the Board established the practice of holding two annual events: a summer retreat/Strategic Planning event and a November event at which agency volunteers were recognized.

#### • f. Joint Planning with Kinship

At the request of Diocesan Board President Andy Hislop and Diocesan Director Jack Balinsky, the Executive Committee of the Board agreed at its December 18, 2009 meeting to engage in a joint planning process with representatives of the Kinship Board to discuss the possible integration of that agency into Catholic Charities of Steuben County. The first meeting of the Joint Planning Committee was held on February 8th. It was agreed in March to hire Penny Schoonmaker, a former Corning Incorporated employee, as a fact-finder to help in the analysis of this possibility. At this writing, she is preparing a report for consideration by both Boards at a joint meeting scheduled for July 29, 2010.

### 3. Staff Leadership

Catholic Charities of Steuben County has also been blessed with outstanding staff leadership.

With support from Bob Turissini and the Board, Laura Opelt has done a remarkable job in “birthing and nurturing” the agency. Recognizing her considerable accomplishments and clear development as a leader, Jack Balinsky

appointed her in 2008 as a Diocesan representative on the State Council of Catholic Charities Directors.

She has been able to recruit an effective leadership team. During 2007, Anne Crowley, who had had a leadership position in Corning Incorporated, joined the organization, filling in for Turning Point Director Sue Bozman who had taken a leave of absence. Anne used her time with the agency to focus her energy on quality improvements. In 2004, Jim Bassage was hired as the agency's Prevention Director, overseeing Bath Hope for Youth, Steuben Council on Addictions, Summer Recreation and the Drinker/Driver Program. In 2007, Carleen Tarpin was brought into the agency as Executive Assistant. Sue Bozman returned in 2008 at the agency's first Director of Development. (In 2009, she helped raise funds to the level of 118 percent of budget.) In 2008, Laura Gustin was hired as Turning Point Director, but soon left the agency for a position closer to her home. Board member Andy Mazzella committed to filling in as Director for the remainder of 2008, but happily still today continues in that position.

## **4. Direct Services**

### **• a. Introduction**

When the agency was created effective January 1, 2003, substance abuse services, formerly administered by Amy Denenberg, merged with preventive services, administered by Steuben Catholic Charities, creating a total operating budget of \$2 million. The annual budget has remained fairly steady at this level throughout the entire time period. Lorie Gerstel, former president of the Steuben Council on Addictions was integral to the success of this integration process. Following this transition, Lorie served on the Substance Abuse Advisory Council and later became a member of the Board of Catholic Charities of Steuben County.

Described here are the three major program components:

- Substance Abuse Services (later renamed Preventive Services)
- Anti-Poverty Services
- Day Care Services

### **• b. Substance Abuse Services**

Very early on the fledgling agency received a major blow when it was learned in June, 2004, that \$121,000 in government funding from the Office of Alcohol and Substance Abuse Services (Preventive Services) (OASAS) would be eliminated from the agency's Alcohol and Substance Abuse treatment program. Due to lack of alternative funding, the agency was forced to close its treatment program. The elimination of the program had a negative impact, both on persons in the community needing treatment and also creating internal financial problems with the loss of administrative costs. Unfortunately, at the same time, the agency lost funding in the amount of \$29,500 for its Stop DWI program due to budget cutbacks in the Sheriff's Department.

With this transition, the department was renamed Preventive Services. As

indicated above, in 2004, Jim Bassage was hired as Department Director, and services included Bath Hope for Youth, Steuben Council on Addictions, Summer Recreation program and Drinking/Driver program. In that year, the Council on Addictions was moved to the former Transitions location at 65 East First Street in Corning. In the same year, a collaborative relationship was developed with Kinship to provide preventive services to residents of its alcoholism group home.

Since that integration, services provided by this department have remained relatively constant. At this writing, Bath Hope for Youth Services include:

- Collaboration with Hammondsport, Haverling and Campbell/Savona school districts to provide preventive counseling to 125 youth
- Achievement of a two year renewal of its Preventive Counseling License
- Collaboration with the Village of Bath to provide a summer recreation program which served 1,359 youth in 2009

The Steuben Council on Addiction provides prevention education services to schools, communities and organizations, offering: prevention education services, substance abuse, screening and referrals, professional training, multimedia resource/mobile library, advocacy for adult services, drinking driver program and drug free communication mentoring grant.

Specific current services provide:

- Collaboration with Kinship Halfway House in Bath to present programs to the residents on the topics of Active Parenting, Anger Management, and Self-Esteem
- Collaboration with Match In/Out patient program by presenting 6 programs per month
- Offering more Drinking Driver program classes (up 33 percent) in Bath, Corning and Hornell
- Collaboration with the Steuben County Sheriff's Department to prevent underage drinking through: Enforcing Underage Drinking Laws Grant, Parents who Host the Most Grant
- Collaboration with Partnership for Ontario County in a Drug Free Communities Mentoring Grant
- Collaboration with Corning Hospital to Offer Gambler's Anonymous support group which provides gambling assessments and prevention education for gambling

Steuben Council on Addictions also serves young persons through these activities:

- Collaboration with Addison Youth Center to provide after-school programming
- Collaboration with Family Services Society/Corning Youth Center to provide after school programming
- Collaboration with Campbell/Savona High School to offer prevention programs on Tobacco in Health classes
- Collaboration with Addison and Campbell/Savona Schools through 21st

Century Grant to develop after-school programs

- Collaboration with Haverling School District to present programs to over 100 teachers and staff as part of the Haverling/Mental Health grant

### **c. Anti-Poverty Programs**

What began as a single emergency services center, Turning Point in Bath, has evolved over the last eight years into a multi-service anti-poverty program.

Major milestones on this journey have included:

#### **2004**

- Initiation of the Homeless Intervention Program/Supplemental Homeless Intervention Program (HIP/SHIP)
- Initiation of the Volunteer Income Tax Assistance (VITA) program

#### **2005**

- Organization in 2005 of the first Ecumenical Progressive Dinner to support the Food Pantry
- Receipt of a grant in 2005 from the Fortune Energy Corporation for client utility assistance, made possible through the assistance of Board members Rick Rossettie, Jim Bacalles and Cathy Crandall
- Work begun in 2005 to create a Corning office for Turning Point (which extended to Chemung-Schuyler and Tioga Counties)

#### **2006**

- Establishment of the Corning Turning Point office, originally located at the United Way Community Care Center and moved in April, 2007 to a location provided by Corning Incorporated where the program was co-located with the Corning/Painted Post Food Pantry. Mary Jane Hunt was hired as the Corning Program Manager
- Co-location of Health Ministry of the Southern Tier at the Bath Turning Point location
- Continued operation of the VITA program, with name change to CASH
- Initiation of monthly food distribution at Turning Point in Bath

#### **2007**

- Establishment of an office in Hornell, located at a former doctor's office unit under St. James Hospital, located at 20 Elm Street
- Receipt of funding from the United Way for Hornell office and for a Prescription Assistance Program (PAP)

#### **2008**

- With assistance from the United Way, St. James Hospital, the City of Hornell, Wegmans and several communities, the opening of a Hornell office of Turning Point (An open house was held in August, and the program has since then been ably managed by Donna Mehlenbacker.)
- Continuation of United Way funding for the Prescription Assistance program in conjunction with the United Way

#### **2009**

- Receipt of stimulus funds for Turning Point clients in collaboration with

Steuben County Department of Social Services  
Today the status of these activities is:

**Turning Point: A Community Solutions Center**

Most families accessing services fall below 200 percent of poverty; 80 percent of households are at or below 100 percent of poverty; during the past two years, their average income has dropped from \$10,000 to \$8,900.

**Bath and Hornell Community Food Pantries**

During 2009, 6,693 households (16,848 individuals) received assistance.

**Emergency Assistance Program**

This program works to prevent power shut-offs and assists with emergency prescriptions, transportation, clothing, school supplies and other needs. In 2009, assistance was provided to:

- 292 households with transportation needs
- 273 households with utilities
- 160 households with prescriptions
- 48 households with emergency motels

**Income Tax Preparation**

During spring 2010, 256 households were assisted with income tax preparation, returning \$257,783 to the community.

**Homeless Intervention**

This program provides case management services to help keep families/individuals stabilized in their home over the long term. In 2009, 247 households were assisted with rent/mortgage.

**Mentoring**

Through this program families are matched with volunteers mentors who provide ongoing guidance to help move them toward self-sufficiency. In 2009, 80 households were mentored.

**Financial Counseling**

Through this program, financial counseling is provided to coach families on how to budget money, learn to prioritize what must be paid first and learn about other services available to stretch dollars. In 2009, 271 households received financial counseling services.

**Nutrition Outreach and Education Program (NOEP)**

Through this program, families/individuals are provided pre-screening and application assistance for the Food Stamp program at 13 locations throughout Steuben County. In 2009, 567 families were pre-screened.

**• d. Day Care**

The early history of the evolution of the Day Care program is fully described in the previous chapter. Since the program has been under Catholic Charities, the annual fund-raising capacity has been increased from \$2,000 to \$15,000. Currently, the Center under the direction of Darcy Cherry is licensed for 91 children.

Major developments in the program during this time period included:

- In 2005, Assemblyman Jim Bacalles provided significant assistance to this program through a Member Item grant in the wake of reductions of child care subsidy funding from the county.
- In 2007, the agency received a \$15,000 grant to upgrade the facility and purchase equipment for the school age program. An Open House was held on April 25, 2007.
- In 2009, an administrator, Gloria House was hired to ensure that payment plans were developed and follow-up of infants (6 weeks-19 months).

At this writing, there are 4 infants (6 weeks-18 months), 11 toddlers (18 months-3 years), 14 preschoolers (3-4 years) and 35 school age children (5 years-12 years) enrolled in the program.

## **5. Advocacy and Parish Social Ministry**

The mission statement of this ministry outlines its work to:

- Influence public policy
- Provide community education opportunities
- Represent the needs of all persons
- Represent the voice of the faith community.

Over this time period, a number of excellent staff persons have filled the role of Justice and Peace Coordinator for the agency:

Dominic Carosetti 2003-'04 and 2005-'06

Chris Wensel 2004-'05

Reverend Leroy Mast 2006-'08

Bob Colomaio 2009-'10

Lynda Lowin 2010-present

Highlights of activity during this time period were:

- Advocacy in 2003 on the living wage issue
- Work in early 2004 with the Migrant Education Outreach Center
- Reinstitution in fall 2005 of the Ecumenical Forum, bringing the faith community together to do education and advocacy programs, (The focus of the program that year was diversity).
- Organization in 2007 of an ecumenical JustFaith program
- Sponsorship of the Ecumenical Forum in fall 2007, whose theme was "Them and Us: What Divides Us," with the keynote presentation given by Sister Janet
- Dan Williams work in fall 2007 with the National Catholic Rural Life Conference
- Sponsorship in the fall of the Ecumenical Community Forum on Sustainability
- Organization of an event late in 2008 on "Asset Mapping"
- Organization of a presentation in January, 2009 on Access to Health Care
- Publication in early 2009 of a document "Curing Poverty: Who Can Help Me, Who Can I Help"
- Participation in an ecumenical Stations of the Cross event in Bath on Good Friday 2009

- Organization of the fall 2009 Ecumenical Forum on Healthcare
- Once again, in 2010, participation in the ecumenical Good Friday Stations of the Cross event in Bath

## 6. Conclusion

What remarkable achievements the agency accomplished in this eight year period. When all the programs are taken together, by 2009, more than 30,000 households were being helped annually by the work of the agency. With a strong Board and continuing outstanding staff leadership, the agency has a solid foundation for future activities.

## ● J. CATHOLIC CHARITIES OF TOMPKINS/ TIOGA COUNTIES

### 1. Introduction

As the new Tompkins/Tioga Board formed, there were two distinct challenges facing the agency. First, a key portion of the agency's budget and program service array consisted of a number of Welfare to Work initiatives which provided employment readiness training and other supportive services. It was clear that Temporary Assistance for Needy Families (TANF) Funds received from county government under the State's Employment Retention Act would decline within the next few years. The agency would wrestle with the challenge of finding alternative funding streams to continue these services and grow as TANF funds declined. Second, the new Board was predominately comprised of members from Tompkins County. The agency would contend with the challenge of how to provide governance for Tioga operations and provide equitable attention to the issues and needs in Tioga County which is geographically joined to Tompkins but which is very different in culture and social service delivery systems.

During this seven year period, the Agency's Net Assets would grow from essentially zero to more than \$600,000. Its budget in 2003 was \$452,000 and would evolve and grow to more than \$1 million in 2010.

Described here are:

- Board Leadership
- Staff Leadership
- Direct Services
- Advocacy and Parish Social Ministry

### 2. Board Leadership

The new Board would benefit from the leadership of outstanding Presidents Carole Cooke 2003-'05, Karl Pillemer 2005-'08 and Mary Berens 2008-present. The agency was also assisted by other Board leaders.

#### • a. The Carol Cooke Term 2003-2005

Carol Cooke was the first President of the new Board of Directors. Other members of the original Board included: Mary Berens (Treasurer), Marge Dill,

Margaret Driscoll, Marcia Fort, Howard Hartnett, Kristina Heptig (Secretary), Maureen O'Hara (Representative on Diocesan Catholic Charities Board), Karl Pillemer (Vice-President), Walter Poland, Sally True and Tom Witmer. Marge Dill, Margaret Driscoll and Tom Witmer served on the former Catholic Charities of the Southern Tier Board. Howard Hartnett and Sally True served on the earliest renditions of the Tompkins Advisory Council.

The original bylaws called for 15 at large members and two ex-officio members - the Executive Director and Associate Diocesan Director. The bylaws stipulated that one-third of the membership would be representatives from Tioga County and at least one member of the Executive Committee would be a representative from Tioga County. The Board had great difficulty in recruiting Tioga representatives. In fact, Liz Alamo and Tom Witmer, both of whom represented Tioga County, resigned from the Board in the first year. (Liz wasn't comfortable with the commute from Waverly to Ithaca for meetings and Tom chose to transfer to the Chemung/Schuyler Board where he thought he could be of greater assistance.) Consequently, at the April, 2004, Annual Meeting the Board amended the bylaws (which were subsequently approved by the Diocesan Catholic Charities Board) to say "The Board shall make attempts to recruit appropriate representation from Tioga County."

The original bylaws established only the Executive Committee as a standing committee. This allowed the Board as a whole to deal with all governance issues. However, over time as the Agency grew, the Board established standing committees for Finance and Fund Development. In 2009 an ad hoc Human Resources Committee was formed, Chaired by Jo Ellen Rose.

#### **b. The Karl Pillemer Term**

In 2005 Karl Pillemer succeeded Carol Cooke as Board President. Serving with Karl as officers were Mary Berens, Vice-President and Howard Hartnett, Treasurer. The Secretary office was vacant until 2007 when Jo Ellen Rose assumed that role.

In an attempt to better address the Tioga County representation issue, a Tioga County Advisory Council was established in April, 2007, to recommend Board policy but also to provide community perspective and guidance to the Executive Director and Tioga Director. Members of that first Advisory Council were Kathy VanderPool, Howard Brewster, Marty Brennan, Eric Larsen, Jo Ellen Rose (Board Member), Marty Burko, Sally True (Board Member) and Jim Haggarty.

(Howard Brewster served on the Board of Southern Tier Office of Social Ministry in the late 80's.)

#### **c. The Mary Berens Term 2008-present**

Karl served as Chairperson until he was succeeded by Mary Berens at the Annual Meeting in 2008. Serving with Mary were Will Cooke, (Vice Chairperson), Art Pearce, (Treasurer) and Jo Ellen Rose, (Secretary.) Will is Carol's husband and agreed to serve on the Board when Carol retired from the Board in 2006. When Carol and Will decided to relocate to the



Washington, D. C. area, Will resigned from the Board and Karl Pillemer agreed to temporarily serve as Vice Chairperson until 2009 when Jerry Hass assumed that role. Art and Jo Ellen have continued to serve as Treasurer and Secretary respectively. In mid-2009, Sally True took on the position of Secretary, and in 2010 Phil Cox was elected as Treasurer. Mary has continued to serve as Chairperson through the present date.

While serving as Chairperson, Mary also served as Chairperson of the Development Committee. In 2007, she was instrumental in forming the Samaritan Society which became a group of friends informed of the Agency's programs and plans who might provide financial support. Will and Carol Cooke hosted the first gathering at their home on February 10, 2008 which was attended by a group of 54. 25 other invitees who couldn't attend, expressed interest in future participation. Thus, the Samaritan Society was off to a good start. In 2009, there were 38 supporters contributing \$25,000.

On December 31, 2008, the Board also benefited from a transfer of \$228,000 from the historic Nellie Monroe Fund to Catholic Charities of Tompkins/Tioga. Although these funds are Board Designated Funds, they are managed like an endowment, with principal being used only for emergency situations.

#### **d. Other Board Leaders**

During this eight year period, in addition to the original Board named above, through attrition other members were added to the Board: in 2004, Marty Brennan (Tioga), Dan Hurley, Sr. Mary O'Brien, and Jo Hass; in 2005, Jo Ellen Rose and Khandi Sokoni; in 2006, Dan Finlay and Pilar Parra; in 2007, Will Cooke, George Frantz, Art Pearce and Mary Agnes Hamilton; in 2008, Marty Brennan, Jerry Hass and Rev. Carsten Martensen; in 2009, Carol Ann Darling, Phil Cox and Marney Thomas.

No history of Catholic Charities of Tompkins/Tioga is complete without recognizing the contribution and memory of Margaret Bigham Driscoll. Margaret was a personal colleague and friend of Dorothy Day, lived the spirit of the Catholic Worker movement and took to heart principles of Catholic Social Teaching. She was very active in Diocesan affairs including serving on the Women's Commission. She was a member of the Catholic Charities of the Southern Tier Board for two terms and served on the Tompkins County Advisory Council before becoming a member of the new Tompkins/Tioga Board. The agency was saddened by Margaret's death on May 24, 2003. Margaret received the Vinnie DiFazio award conferred by the NYS Conference of Catholic Charities Directors on March 10, 2003. In Margaret's memory, the Agency established the Margaret Driscoll Circle of Friends (2007) and the Margaret Bigham Driscoll Justice and Peace Memorial Fund Speaker Series: Visions of Hope (2008)

### **3. Staff Leadership**

The agency had three staff leaders in its formative years: George Ferrari 2003-'05, Mary Pat Dolan 2005 and Christine Sanchirico 2005-present.

### • **The George Ferrari Term 2003-'05**

George Ferrari was the Agency's Executive Director from January 1, 2003 to August 5, 2005. George was instrumental in guiding the agency through the process of dissolving Catholic Charities of the Southern Tier and forming the new Catholic Charities of Tompkins/Tioga organization. He had worked closely with the Advisory Council preparing for its transition to become the Board of Directors. George was well known in the community and had a strong commitment to the Catholic Charities mission and in particular its social justice agenda.

George's initial organization consisted of four primary departments: the Samaritan Center, directed by Barbara Classen and including Rene Funke, Katrina Ladd and Dina Gambroni, each of whom provided Child Health Plus and Family Health Plus enrollment services; the Justice and Peace Department, coordinated by Edie Reagan; Career and Family Development, featuring a number of staff leaders including Pete Meyers, Frankie Almonte, Theresa Olaf-Bennett, Rhema Underwood, Marta Sanders, Robin Dubovi, Sonya Hicks and Tommy Miller; and Tioga County Services under the leadership of Karen Parsons and Judy Grove.

George was challenged to grow the Tompkins and Tioga organizations while contending with shifting and eroding funding streams. The budgets for the Agency for 2002 through 2005 were \$649,000, \$452,000, \$747,000 and \$654,000, respectively. These fluctuations were largely the result of changes in TANF funds available from Welfare Reform legislation enacted during the Clinton Administration. The TANF funds provided the agency the opportunity to offer a variety of programs to train and prepare individuals on public assistance to transition to the workplace. As a result of changes in TANF funds from year to year, George's employee census expanded and contracted in response to revenue availability.

The Samaritan Center continued to be the "face of the agency." Catholic Charities of Tompkins/Tioga Counties continued to honor its commitment to not duplicate other emergency services provided by other community programs. Demand for the Samaritan Center's clothing closet, personal needs inventory and limited financial assistance for urgent needs continued to grow. Because of the limited budget, offering hospitality and service during the agency's routine office hours without sufficient support staff was a significant challenge and proved to be stressful for the staff. In an attempt to address these concerns, George reorganized the Samaritan Center. Barb Classen left the agency in November of 2003 and was replaced by Theresa Olaf-Bennett. When Theresa left in 2005, George instituted co-directors with the promotions of Rene Funke and Cecelia Montonegra-Vargas.

Serving Tioga County continued to be a challenge. Tioga is a small county without a primary population center like Ithaca in Tompkins County. Much of the county is rural and access to services in Owego where the County Department of Social Services is located is difficult for many.

Catholic Charities presence in the County was largely the result of the good work of Deacon Joe Federowicz, who coordinated the teen pregnancy prevention and parenting support work of the former Catholic Charities of the Southern Tier organization. When Joe retired in 2003 and George Ferrari added Tioga to his responsibilities, Karen Parsons and Judy Grove were his primary staff members. Karen in particular carried a commitment to provide emergency services to her clients but also to people in need in the Waverly area. (The Owego area was served well by Tioga County Rural Ministry, a ministry started by the now defunct Southern Tier Office of Social Ministry in 1981 and continued since then under the auspices of the Sisters of Mercy. Over the years TCRM developed strong relationships with and support from Catholic parishes and other faith communities and had evolved into a community based not-for-profit-corporation.) In 2004, the Tioga Office relocated from Owego to the former school building at St. James Church in Waverly. There, Karen had sufficient space to expand emergency services and cultivate a volunteer corps. Karen was succeeded by Angela Klopff who had previous experience in the Catholic Charities of Steuben Office. Angela's leadership would blossom over the next five years.

During George's last year, the staff stress level began to take its toll. As this problem was being addressed, controversy arose regarding the role of the Diocesan Office and the agency Board. As a result, an ad hoc committee of the Diocesan Catholic Charities Board chaired by Fr. Mike Bausch was formed to review bylaws and operating policies. Maureen O'Hara, a member of the Tompkins/Tioga Board and Chairperson of the Diocesan Board, represented the agency in this process. A number of changes were made to clarify roles and responsibilities and establish a conflict resolution procedure. Additionally the Board hired former Department of Social Services Commissioner Mary Pat Dolan to assess the agency and offer to the Board recommendations for strengthening it. As these recommendations were being implemented, George left the agency on August 5, 2005 to take another position in the community.

- **b. The Mary Pat Dolan Interim Term 2005**

Because of her recent consultancy work and her extensive knowledge of Tompkins County human services, the Board hired Mary Pat as Interim Executive Director on July 25, 2005 to oversee operations but also to coordinate the search for the new Executive Director. Mary Pat performed superbly and when the search was successfully completed with the hiring of Christine Sanchirico on November 1, 2005, her interim assignment ended. However, the contribution she made to the agency, the Food Bank and the Diocesan Catholic Charities Organization will be remembered and honored forever.

- **c. The Christine Sanchirico Term 2005-present**

The Board was pleased to welcome Christine to the agency. She had a

background in communications and human services. She previously had been the Executive Director of the Ithaca Breast Cancer Alliance and was well regarded in the community. Chris's staff team consisted of Rene and Cecelia, co-directors of Samaritan Center; Edie Reagan, Justice and Peace; Angela Klopff and Donna Roe, Tioga County Outreach Center and Wheels For Work; Tommy Miller, CPS Mentoring and Parenting Partnership Programs; Veronica Perina, Nutrition Outreach and Education Program; and Laura Houghton, Child Health Plus Enrollment. Chris's 2006 budget was \$605,000, of which \$52,000 was generated from fund-raising.

Christine's methodical and patient approach to growing the Agency was evident to all. The Agency's budget would grow to \$1.1 million in 2010 and fund-raising would climb to \$186,000. She worked deliberately to improve communications among staff, empower Angela Klopff to exercise even more leadership in Tioga County and organize the agency's fund-raising data base and communication tools.

#### **4. Direct Services**

Highlights in provision of direct services during this time period included:

- The Samaritan Center was the historic core service of the agency and continued to be so. Board and management sought contracts from local government, grants from foundations and donations to preserve and expand the services. As indicated above, the agency continued to honor the commitment to help people in need but not duplicate services provided by other human service agencies. In 2004 the agency added Child Health Plus enrollment services. These services were later expanded to include the Family Health Plus program. In 2008 Fidelis (the statewide Catholic HMO) started providing CHP/FHP facilitated enrolment from the CCTT offices in Tompkins. In 2004 the Samaritan Center started a contract with the Ithaca Urban Renewal Agency to provide security deposits for low income households. Annual renewals of the grant resulted in growth of the grant from \$21,000 in 2004 to \$60,000 in 2009. During this period Samaritan Center staff evolved from a co-director approach in 2005 to a single coordinator and better utilization of volunteers, due to the hard work and engaging spirit of Michael Brichacek, who became Samaritan Center Coordinator in January 2009, following Rene Funke. By mid-2010 the Samaritan Center had 15 active volunteers. The Samaritan Center also began teaming up with the Ithaca Rotary Club each year to provide Share the Warmth. Each November the Rotary Club conducts a drive to collect warm winter clothing, which is then distributed to the needy in the community over a few weeks. In 2009 over 560 families benefited from this event. Another enormous development was the development of the Samaritan Society in 2007 which would develop interest and contributions from community leaders in the work of the agency and in particular, the Samaritan Center, which continues to be the flagship program of the agency.

- In 2009 Catholic Charities of Tompkins/Tioga County received a contract as the result of Stimulus Funding from the Federal Government to help address

homelessness in Tompkins County. Homelessness Prevention and Rapid Re-Housing Program (HPRP) funds would amount to one-time funding of nearly \$600,000 in 2009 and 2010. With these funds, over 500 families were provided assistance with rental arrears, utility arrears, security deposits and moving costs to prevent homelessness.

- Since 2002 the Agency provided its Family Empowerment Services Program, which assists parents, families and individuals who have children with special needs in child protective services and mental health services. The program was designed after local families involved in Child Protective Services investigations identified the need for parent advocates to assist them during the investigative process.

- In 2005 the agency added the Nutritional Education and Outreach Program (food stamp outreach) to both Tompkins and Tioga County services. Starting with one staff person in 2005, the program grew to its present configuration of one dedicated staff person in each county, with program oversight provided by the Tioga County Director and Executive Director.

- In 2006 it was learned that the local Refugee Resettlement Program was closing because of lack of funding. As a result the agency researched and assessed the need to provide supportive immigration and refugee services. At the December 2006 Board meeting, the agency decided to begin providing these services ensuring that staff didn't offer legal advice, didn't transport clients across state lines and did not house anyone in its offices. This program provides one to one support, mentoring and guidance to local immigrants, refugees, and their families who live or work in Tompkins County. Cecelia Vargas became extensively involved in this service and became the first program coordinator. Sadly, Cecelia became very ill and passed away in September, 2008. She was memorialized as a friend to people in need in general but in special to the immigrants and refugees in the area. In November 2008, Linda Prieto succeeded Cecelia to coordinate this new and emerging program, and in January, 2009, Sue Chaffee assumed the Immigrant Services Program Directorship. Sue started working on accreditation from the Bureau of Immigration Appeals so the agency will be able to offer free legal immigration services to low income immigrants in Tompkins County in the future.

- As mentioned, providing service and advocacy in Tioga County is a central part of the Agency's mission. Currently, the Tioga Outreach Center offers short term financial assistance for immediate crises, and long term support and guidance by providing advocacy, referrals to entitlement programs, and one-to-one support; Wheels for Work helps low income families obtain reliable transportation needed to employment; and the Youth Engagement Services (YES) mentoring program, which is a partnership with the Newark Valley School District helps children by offering an after-school program for assistance with school work, life skills and employment.

The Tioga office was integrally involved in providing assistance and relief to individuals and families affected by the flooding that occurred in June,

2006. Assistance was offered for groceries, department store and gas purchases. Housing assistance was also provided. Staff coordinated volunteer activities and efforts to generate donations and clean up.

A continuing challenge is how to provide the most effective governance and administrative structure for our work in Tioga. As indicated above, an Advisory Council was formed to provide community perspective and direction. At the present time, Tioga remains a subset of the Tompkins/Tioga Board with representation on the Board.

A special delight has been the development of Angela Klopf as Director of Tioga Operations. She has evolved into a recognized community leader and serves on various community coalitions, councils and Boards. On January 31, 2008 Angela was honored by the Tioga Chamber of Commerce and received the Community Services Award.

## **5. Advocacy and Parish Social Ministry**

Advocacy and Parish Social Ministry activities carried out on a Diocesan-wide basis during this time period are fully described in another volume written by this author *Spirit Alive! Fifty Years of Consistent Life Ethic Advocacy and Parish Social Ministry in the Diocese of Rochester 1958-2008*. Here are described these activities carried out on a Regional basis in Tompkins and Tioga Counties during this time period.

Given limited fund availability, geographic distance issues and cultural differences between the counties, it was agreed from the outset that the new agency would be responsible for these services in Tompkins County and that Kathy Dubel would serve Tioga County as well as Chemung and Schuyler County.

Within Tompkins County, the agency has been well-served by three staff persons working in this area. Ithaca resident Edie Reagan began her career in Catholic Charities in the late 1980's, as an intern to Kathy Dubel in the Economic Development project. When Paul Hesler became the Director of the Tompkins agency in 1998, Edie was one of his first hires. She served as Justice and Peace Coordinator from the inception of the agency until spring 2009 when she left to take another position in the community. She was replaced in early fall by Laurie Konwinski, a long-time community advocate who had worked in Haiti and other community not-for-profit agencies and who was heavily involved in advocacy for migrant farmworkers, including her work with the migrant community in Kings Ferry.

For a nine-month time frame in 2008, Carol Darling was recruited to serve in a transitional Parish Outreach Coordinator position. Her major responsibility was to ensure that faith communities were aware of the work of the agency and ways in which the agency could assist their social ministry efforts. In 2009, she became a Board member helping to coordinate this important work.

There were several important initiatives accomplished during this time period:

- The agency had an excellent working relationship with its landlord,

- Immaculate Conception parish, fashioning creative leases and paying for a variety of physical facility improvements at its headquarters, the former parish convent on West Buffalo Street.
- Edie organized an annual June breakfast for interfaith community leaders, initiated in 1999. Issues addressed included: living wage and other employment issues, immigration and migrant farmworker issues, global climate change and racism.
  - Edie played a key leadership role with the Interfaith Religious Task Force, which became a local affiliate of the State Labor/Religion Coalition, on living wage, access to health care and other issues as well as participation in the annual Labor/Religion Coalition 40 hour fast.
  - Edie helped establish the Voices for Peace Interfaith group, which addressed such issues as Darfur and Rwanda, torture, and defense spending in the federal budget.
  - She held regular meetings with parish leaders and the Parish Social Ministry Network, including:
    - o A meeting held with eight pastors on October 5, 2004 addressing the work of various coalitions, Rockefeller Drug Laws, jail expansion, living wage, Catholics and voting, AIDS in Ghana
    - o A meeting held on March 16, 2006 between persons with housing problems and parish social ministry representatives
    - o A May 6, 2008 meeting on voter registration
    - o A January 9, 2010 meeting on re-entry
  - Edie organized annual evenings of reflection
- In addition, other specific highlights included:
- In summer 2005, Edie organized a “Eyes Open Wide” program about Iraq.
  - She organized an educational presentation on stem cells given by Jann Armantrout on January 26, 2006.
  - The first presentation of the Margaret Driscoll Justice and Peace Memorial Fund Series: Visions of Hope presentation was given by former victim, Sheila Cassidy on Torture on September 4, 2008. This series was underwritten by an endowed fund created in 2007 by the Margaret Driscoll Circle of Friends, established in 2007. The second event was held in fall 2009, featuring a presentation by Noam Shushi.
  - In early 2009, agency representatives began to focus on the issue of hydro-fracking as a means of drilling for natural gas.
  - In April-June 2010, Laurie Konwinski organized a JustMatters program on immigration.
  - At the twelfth annual Interfaith Religion Leaders Breakfast, 36 persons discussed Martin Luther King’s on building community “Where Do We Go From Here.”

Meanwhile Kathy Dubel was active working with parish and community representatives in Tioga County.

Highlights of her work included:

- In fall 2003, she worked with forums in the county to develop a demonstration program about community-supported agriculture.
- In spring 2005, she organized a presentation by Jann Armantrout on stem cells.
- In fall 2005, she organized an event involving Bread for the World.
- In that same time period, she promoted the work of Human Hands program of Catholic Relief Services.
- In March 2006, she arranged for a Tioga parish to remain open for a prayer vigil about Iraq.
- In 2007, she organized visits by CRS staff persons Thomas Awapo and Dennis Fisher.
- In 2008, she focused on a voter registration initiative and Faithful Citizenship presentations.
- In spring 2009, she promoted “Cover the Uninsured Week.”

## ● K. THE FOOD BANK OF THE SOUTHERN TIER

### 1. Introduction

Over the first 22 years of its fascinating history, when it was a program of Catholic Charities of the Southern Tier, the Food Bank evolved into a major hub for the hunger relief efforts in its six county territory. In January 2003, the agency was established as a subsidiary of Diocesan Catholic Charities with a Board having exclusive focus on the affairs and needs of the Food Bank. Under the leadership of President and CEO, Paul Hesler, and Richard Wardell, the first President of the Board of Directors, the Food Bank took dramatic steps to practically end hunger in the Southern Tier. This era has been marked by substantial growth and significant change featuring a bold decision to move to expanded operational quarters and conduct a major Capital Campaign.

There were four broad priorities during this era:

- Management and Board conducted an assessment of the amount of food needed to provide food security for at-risk children and families in the six county service area, (Chemung, Schuyler, Steuben, Tompkins, Tioga, Broomes; the Wilkes-Barre Food Bank had taken over responsibility for two Northern Tier Pennsylvania counties in 2003). Also assessed was the capacity to acquire the needed food supply and the efficiency of the agency operational and fiscal system necessary to meet the projected distribution demand. These assessments led to strengthening internal systems and a bold conclusion that what was needed was a much larger warehouse, distribution center and offices.
- The agency initiated new innovative programs designed to creatively provide food and education to Food Bank customers.
- Public relations and marketing activities were expanded through growth of the development department to increase annual fund-raising yield and begin a major gifts program.



- The decision was made to acquire a new larger facility, sell the current property and conduct a Capital Campaign to pay for this plan.

Described here are:

- Board Leadership
- Staff Leadership
- Capacity Assessment and Program Development
- Fund Development and Public Relations

## 2. Board Leadership

During this time period, the Board was blessed with three outstanding Presidents:

Richard Wardell 2003-'06

Sister Marie Castagnaro 2006-'09

Mary Pat Dolan 2009-present

### • a. The Richard Wardell Term 2003-'06

Richard Wardell, a retired Corning, Inc. attorney, was elected as the first President of the new 17 member Food Bank Board. Dick's experience on the Planning Commission for the Town of Big Flats would prove to be invaluable regarding the variety of real estate and facility planning issues that would evolve during this eight year span. Robert Ivers, a retired Corning, Inc. architect and executive, served as the first Vice-President. Ian Harrop, a Corning Incorporated financial executive served as the first Treasurer. Paul Hesler, Agency Executive Director, was appointed to serve as Secretary. Other members of the historic first Board were Jason Arnold, Jean Owens, Tom Gaige, Kathy Stein, Mike Caparulo, Russell Minier, Tony Ciccariello, Cynthia Cave-Gaetani, Mary Pat Dolan, Joe Slavik, and Sister Marie Castagnaro SSJ. Paul Hesler and Tony Barbaro were ex-officio members. Beth Wasson was added to the Board in 2004 to bring the Board up to full compliment. Early in the Board's history, community members were recruited to serve on a committee as non-Board members. This approach was very effective as Krista Niles, a CPA, was recruited to serve on the Finance Committee. Krista became a member of the Board in January of 2004. She eventually would serve as Treasurer and Vice-President, which office she holds at this writing.

During the Wardell term, the Board organization consisted of very active Executive, Finance and Nominating committees. The Nominating committee was chaired by Joe Slavik, Executive Director of Catholic Charities of Broome County and long time friend of the Agency. In 2005 the Nominating committee was renamed Corporate Governance and Nominating Committee and would broaden its focus to ensure the agency was in compliance with the new Sarbanes-Oxley legislation. In January, 2004, an Agency Advisory Board was formed to provide communication and perspective of member agency representatives (pantries, kitchens, etc.) Beth Wasson served as Board liaison to the Advisory Board. The Agency Program Services Director was the key staff coordinator for the advisory Board.

At the February 2005 Annual meeting, two new members were elected,

John Alexander, a semi-retired business executive and entrepreneur from the Ithaca area, and Marianne Zuk, an attorney from the Market Street Trust Company in Corning. John and Marianne would begin to form the nucleus of a Development Committee which would be established as an ad hoc committee in September, 2006 with John as chairman, evolve into a standing Board committee in February, 2007 and eventually pave the way for significant major gifts and plans for a multi-million dollar Capital Campaign.

John Alexander's experience as Chairperson of the Audit Committee for Cornell University was most helpful in developing an Audit Committee for the Food Bank. John made a comprehensive presentation at the December, 2005 Board meeting which led to a resolution to establish the audit committee as an ad hoc committee until bylaws could be amended to establish it as a standing committee of the Board.

• **b. The Sister Marie Castagnaro Term 2006-2009**

Sister Marie Castagnaro SSJ, President and CEO of St. Joseph's Hospital in Elmira, succeeded Dick Wardell as Board President in February, 2006. Marie had become Vice-President in 2005 succeeding Bob Ivers. Also elected with Marie were Mary Pat Dolan as Vice-President, Krista Niles as Treasurer and Paul Hesler as Secretary. As a former President, Dick Wardell continued to serve on the Executive Committee and would be pressed into additional duties in 2007, when he was appointed to the role of chairperson of the Corporate Governance and Nominating Committee and was also elected to serve as Secretary in 2008, which office he holds at the time of this writing. During Sr. Marie's term, she appointed an ad hoc Facilities Committee which had two tasks: to determine what the operational needs of the Food Bank would be for the next ten years and to develop a strategy for systematically responding to potential offers to purchase the Food Bank property on County Highway 64. During her term the Board also focused on governance and compliance priorities and formed an Audit Committee. In September, 2006, the Board also established the Development Committee.

Sister Marie steered the Board through a very difficult period of transition of executive leadership in 2008 when Paul Hesler left the organization to pursue other interests. She engineered a successful search process culminating in the hiring of Natasha Thompson.

Sister Marie would serve as Chairperson for a three year term and was succeeded by Mary Pat Dolan. Sister Marie would remain on the Executive Committee until she retired from the Board in February, 2010.

• **c. The Mary Pat Dolan Term 2009-present**

Mary Pat Dolan, retired Commissioner of Social Services for Tompkins County, was elected the third Food Bank Board President at the February, 2009 Annual Meeting. She would play a key role in the history of the Food Bank. Mary Pat served for two terms on the Southern Tier Board and had served on the Food Bank Board since its inception. Also elected with Mary Pat were Krista Niles as Vice-President and Stephen Fowler as Treasurer. As previously

stated Dick Wardell was elected Secretary. Stephen is another example of a community member serving on a committee (finance) as a non-Board member of a committee, becoming a member of the Board and eventually being elected to an officer role.

In 2006 Mary Pat had agreed to assume responsibility for chairing the new ad hoc Facilities Committee. Described later in this section is the exciting work accomplished by Mary Pat's committee. Mary Pat also served as the representative to the Diocesan Catholic Charities Board for most of her tenure on the Food Bank Board. Among her many contributions to the Food Bank, Mary Pat complemented new CEO Natasha Thompson well and formed an effective Chairperson/CEO relationship that was most helpful during Natasha's transition.

### **3. Staff Leadership**

#### **• a. The Paul A. Hesler Term 1999-2008**

Paul A. Hesler was appointed Director of the Food Bank, a Department of Catholic Charities of the Southern Tier on August 3, 1999. With the reorganization of Catholic Charities of the Southern Tier, Paul became the first Executive Director of the new agency. Once the reorganization was imminent, Paul began to work with the long standing Advisory Council to facilitate its transition to being a Board of Directors.

In 2003 the Agency distributed 4,9 million pounds of food, generated revenue of \$6 million and enjoyed an operating surplus of \$26,000. Net assets at the end of 2003 were \$681,000. In Paul's last year with the Food Bank, revenue grew to \$7.6 million and net assets grew to \$1.3 million

Paul's first year management team consisted of Frank Carey, Director of Development; Bernie Coon, Warehouse Manager; Suzanne Peters, Business and Support Services Director; and Natasha (Ribiero) Thompson, Agency and Program Services Director.

#### **• b. The Natasha Thompson Term 2008-present**

Following Paul Hesler's decision to leave the Food Bank, on June 8, 2008, Natasha Thompson was appointed to succeed Paul as President and CEO. Natasha had been employed by the Food Bank since January, 2001 when she was hired as Operation Front Line Coordinator. Eventually she would become Agency and Program Services Manager which was subsequently elevated to a Director position. Natasha's talent and commitment to the Food Bank were recognized as she grew in the organization. She was considered a candidate for expanded leadership either at the Food Bank or elsewhere in the Catholic Charities organization. Her attainment of a Master's in Business Administration degree from the University of Rochester's Simon School added to her impressive resume and made her a natural successor to Paul.

Her current management team includes Diana Rumsey, Director of Major Gifts; Gina Santadonato Allen, Director of Marketing and Communication; Tim Currie, Director of Warehousing (replacing Mary Parmenter who was

preceded by John Liewkowitz who replaced Bernie Coons); Janet Wells, Director of Business and Support Services (replacing Suzanne Peters); Kacey Telfer, Director of Agency and Program Services (replacing Natasha when she was promoted); and Jane Davis, executive assistant. Other key staff: Melissa Knowles, Agency Services Coordinator; Matt Griffin, Nutrition Services Manager; Jenifer Bertron, Youth Services Coordinator; Mary Laurey, Food Stamp Outreach Coordinator; Maureen Monroe, Marketing and Communications Manager; Melissa Smith, Community and Public Relations Manager; Amanda Gilbert, Major Gifts Coordinator; Lisa Mallacocio, Business Systems Analyst; Dawn Pope, Food Services Manager, and Irene Miles, Receptionist. Irene is a remarkable member of the staff who has employment seniority. Irene began at the Food Bank in 1994 as volunteer following her retirement from her previous work career. Rather than really retire, Irene continues to work full time at the Food Bank and is the heart and soul of the agency.

In 2004 management and Board developed a strategic plan that would form the basis of the Food Bank's work through 2010 and beyond. Paul engineered the plan and Natasha refined and extended it into the present day. It generated a new mission statement:

“No one should go hungry, The Food Bank of the Southern Tier is committed to being the leading hunger relief organization in the Southern Tier of New York State. We will distribute quality food through our network of hunger relief agencies, develop innovative programs and expand local community, statewide and national partnerships.”

It also generated the four priorities referred to in the introduction and which are described in greater detail below.

For 2010, Natasha assembled a budget of \$8.3 million and net assets at the end of 2009 had climbed to \$3 million. In 2009 the distribution volume had also climbed to 6.8 million pounds.

## **4. Capacity Assessment and Program Development**

### **• a. Capacity Assessment.**

In this eight year period, management took decisive steps for the Food Bank to practically end hunger in its service area. Based on the demographics of its six-county service area and America's Second Harvest formula, staff determined the Food Bank needed to distribute 16 million pounds of food annually to provide food security for all at-risk children and families. This prompted further research to determine if the agency could reliably access this quantity of food on an annual basis. Based on consultation with Cornell University's College of Agriculture and Life Sciences and the America's Second Harvest network, it was determined that the agency could steadily grow distribution volume beyond the current distribution volume of 6 – 7 million pounds toward the 16 million pound goal. Much of that growth would continue to come from fresh produce and dairy product which had to be turned around quickly because of the short shelf life. Additionally, it was likely there would be need to

purchase more product rather than rely on donated product or product made available through government contracts. This would require the agency to ramp up fund-raising efforts.

At the same time, an assessment was made of the member agency network of food pantries, soup kitchens and other feeding organizations. It was concluded that the Food Bank could slowly grow the network but also that other distribution venues, like Mobile Food Pantries were needed.

Also appraised were internal operational systems and processes. It was determined these also needed to be strengthened. Toward this end, the Audit Committee worked with management to review all of operational policies and procedures (purchasing, inventory control, agency ordering, agency monitoring, etc.) and made appropriate adjustments and improvements.

#### • **b. Program Development**

In addition to the fundamental “distribution-through-member agency program” through which 4.5 to 5 million pounds of food were distributed annually, during this era, a number of new programs were developed. Regrettably there were two disaster events in this period to which the Food Bank responded. First, was the devastation caused by Hurricane Katrina in 2005. The second was the impact of the flooding that occurred in Tioga County in 2006. The agency responded to both events by shipping a substantial amount of food and personal needs items.

Specific new program initiatives included:

- In 2006 planning was begun for the Mobile Food Pantry Program. MFP utilizes beverage distribution trucks retrofitted for food banking purposes to deliver fresh produce, dairy and other food and grocery products directly to the consumer in rural distribution areas to better serve those who have difficulty accessing the food pantry network. (The first two trucks were donated by John Potter and the Seneca Beverage Company.) There are several major advantages of this new program: it doesn't require current member agencies to accept and distribute more product or recruit additional volunteers; it can move produce and dairy product quickly as consumers receive product directly for immediate consumption; and it has become possible to target the hard-to-access locations such as an accessible rural church or fire hall. The Mobile Food Pantry program was launched in July of 2007 with the first truck. The second truck became operational in 2008. Each truck has distributional capacity of approximately 1.5 million pounds. Thus, with three operational trucks, the agency could double overall distribution capacity.
- In 2005 the agency initiated the Backpack Program. Backpack is targeted to serve children who are at-risk of hunger by providing a bag of nutritious food each Friday through the school year. When started, there were three sites and 125 students a week. Today, the program serves 18 sites and 1,200 students a week. By doubling the Backpack program, the agency would be able to distribute approximately one-half million pounds of

nutritious product annually.

- The Summer Feeding Program is directed to offer nutritious meals to students at-risk when school is not in session. The agency currently serves 18 sites by providing more than 42,000 meals to more than 1,000 students.
- The Repacking Program features volunteers breaking down bulk product into smaller packages of product acceptable for families/households. For example, a 100 pound sack of rice is separated and packed into five pound containers. This is a labor intensive project but is feasible because of groups who are interested in learning more about solving the hunger problem and are eager to become involved in this important work. Annually, the Food Bank sponsors the Hunger Challenge through which groups of volunteers can compete to determine who can repack the greatest amount of bulk product into Food Bank containers. In 2005 the agency was awarded with the American Second Harvest Volunteer Program Model award for Hunger Challenge.
- The Hunger Education Program consists of a variety of activities to educate about the causes of hunger, resources available to address the problem, and tactics for providing advocacy.
- The Food Stamp Outreach Program provides education and information about the Food Stamp Program in Chemung County and provides advocacy and support to enroll all who are eligible.

The most important area of program development, however, was the decision to acquire a larger facility, which would require a Capital Campaign.

In April, 2006 Mary Pat Dolan became the Chairperson of an ad hoc Facilities Committee with the charge of determining a 10 year projection of facility requirements in light of the plan to grow distribution volume. Because the agency had outgrown its existing facility, the committee was asked to recommend to the Board a plan for expansion or relocation. The committee was blessed to have a number of volunteers join this project (Scott Proudfoot, Corning Incorporated engineer; Bob Matlosz, Director of Operations, Greater Chicago Food Conservatory; John Kremer, Peter Knot, and Suresh Shah, retired Corning Incorporated engineers; Board Members Dick Wardell and Bob Ivers; and the Food Bank management team). The volunteers added engineering knowledge and experience to the committee.

Initially the committee concluded that the present Food Bank facility was too small to accomplish future objectives. It researched three options: stay and expand; buy and retrofit an existing facility; and build new. In April 2007 the Board of Directors approved the committee's recommendation for the agency to buy real estate in Horseheads and build a new facility. Toward that end, the Food Bank purchased eight acres of real estate at Center Point in the Town of Horseheads.

However, in the middle of the planning for this new facility, a friend of the agency and community leader, John Potter, President of Seneca Beverage made

an attractive offer for the Food Bank to purchase his Seneca Beverage facility located at 388 Upper Oakwood Avenue in Elmira. After doing due diligence, the Board decided to purchase this well maintained facility and renovate it to meet Food Banking requirements. As this is being written, the plan is to purchase the facility in the fall of 2010 and relocate in 2011. This facility is sufficiently large to accommodate growth plans to distribute up to 16 million pounds a year.

In addition to the Capital Campaign described below, the Board also agreed to sell agency properties in Big Flats and in the Town of Horseheads and use the net proceeds to help fund the Seneca Beverage project.

## **5. Fund Development and Public Relations**

The Food Bank relies on effective partnerships with individual and business donors to support its annual budget. In 2004, the fund-raising budget was \$600,000, comprising 10% of the agency budget. In 2010, fund-raising would grow to more than \$1.5 million, 18% of the total budget. This success can be traced back to the 2004 Strategic Plan, which included a strategy to expand marketing and communication activities and expand the development department.

As a result, over the next seven years, the Food Bank strengthened community awareness and financial support by enhancing annual report and newsletter distribution, continuing to grow the direct mail fund-raising program, and offering a series of special events such as the Golfing for Food Tournament, “Empty Bowls” (hunger awareness), Hunger Walk, and National Hunger Awareness Day. Perhaps the most effective example of a major promotion and fund-raiser is the annual Check-Out-for-Hunger Campaign. COH is an effective partnership with local supermarkets and their customers conducted during February each year. Through it, grocery shoppers are made aware of hunger in the community and the work of the Food Bank and are asked to add a donation to Check-Out-for-Hunger to their shopping bill. This enormously successful program grew from \$115,000 in 2005 to \$249,000 in 2010.

This Food Bank and Food Banking in general enjoy success in direct mail fund-raising. Through the work of Frank Carey, Gina Santadonato Allen and consultant, LW Robbins Associates, the agency increased the number of exposures to supporters and grew its mailing list. During this era, annual proceeds from direct mail fundraising doubled from approximately \$300,000 in 2004 to more than \$600,000 in 2009. To help accomplish this, in 2006 the agency strengthened its tracking and donor management system by purchasing new donor management software, Donor 2. Donor 2 would prove to be a primary tool paving the way for an eventual major gifts program and the Capital Campaign.

In 2004 Paul Hesler made a strategic decision to add a grant writer to the development team. Diana Rumsey became the first agency grant writer and her position would generate growth and evolve to her becoming Director of Major

Gifts. Also, in 2004 the Agency received a bequest from the Helen Schuyler Estate in the amount of \$375,000 which really helped launch the movement into a major gift program. In 2005 West Wind Consulting (Kathy Cole) was hired to guide the Agency to plan for a significant Capital Campaign. As the first step, Kathy helped the Agency develop our major gifts program. As the new Development Committee would form under Chairperson John Alexander's leadership, Diana served as staff resource to the committee. In 2006 a Gift Acceptance Policy was approved by the Board of Directors. Later in that year a major gift in the amount of \$250,000 was received from a prominent Corning family. A major gift case statement was prepared and would serve as the precursor for the Capital Campaign.

Paul Hesler envisioned a Capital Campaign early on in his employment at the Food Bank. His vision began to take shape in April, 2007 when the Board accepted Phase I recommendations of the Facilities Committee that pointed to building a new Food Bank facility. These thoughts and the good work of John Alexander and the Development Committee plans culminated with the Board's acceptance of West Wind's feasibility report and recommendation to conduct a multi-million dollar campaign that would begin to unfold in 2011. At the date of this writing, 36% of Campaign goal of \$5.75 million has been secured.

## ● L. CATHOLIC CHARITIES OF WAYNE COUNTY

### 1. Introduction

In addition to the establishment of the four new Southern Tier agencies through the transformation of Catholic Charities of the Southern Tier effective January 1, 2003, the other new subsidiary agency established in this time period was Catholic Charities of Wayne County, established June 22, 2004. Described here are:

- The Creation of the Agency
- Board Leadership
- Staff Leadership
- Direct Services
- Advocacy and Parish Social Ministry

### 2. The Creation of the Agency

#### • a. Introduction

Previously discussed were the establishment in 1978 of the Catholic Family Center Counseling Program in Newark, the understanding that administration of this program was to be transferred to the Finger Lakes Office of Social Ministry when that agency had matured since Wayne County was in the Finger Lakes service area, and then failed attempts to effectuate that transfer in the late 1980's.

When Jack Balinsky became Diocesan Director in 1992, the Finger Lakes Board and Giovina Caroscio informed Jack of this history and asked that he



address the matter. New momentum was given to the issue because Giovina had in the interim received a Master's Degree in Social Work from Catholic University. In 1993 there was convened a group, chaired by Pat Fox, involving representatives of the Diocesan Board, and Board and staff representatives from the Finger Lakes office and Catholic Family Center. At the group's first meeting, it was agreed that an important next step was to meet with the key funding source, the Wayne County Social Services Department, led by Commissioner Rita Otterbein. When she indicated in no uncertain terms that she would fund only an accredited agency (Catholic Family Center was accredited; the Finger Lakes office was not), these deliberations quickly concluded, and Catholic Family Center retained administration of the program.

In the late 1990's, Josh McCrossen, who had initiated the program for Catholic Family Center in Wayne County, became Social Services Commissioner after Rita's retirement. There was brief consideration about again raising the transfer question, but no action was taken because other issues were taking center stage, including the Catholic Charities USA Annual Meeting and Catholic Charities Capital Campaign 2000.

It was not until Father Jim Hewes was appointed in 2001 as pastor of the parishes in Clyde and Savannah that activity was to begin that led directly to the establishment of the new county agency.

This activity is described as follows:

- Early parish-based discussions
  - The three-phase planning process established in May 2003 by the Diocesan Catholic Charities Board
  - Facilitated discussions in spring 2004, involving parish leaders and representatives of Catholic Charities of the Finger Lakes and Catholic Family Center
  - Formal establishment of the agency on June 22, 2004
- **b. Early Parish-Based Discussions**

Father Jim Hewes is the godfather of Catholic Charities of Wayne County. As described earlier, he had been instrumental almost a decade earlier in the establishment of Catholic Charities of Livingston County. From his view, positive outcomes of that development were significant expansion of services to those in need, development of local leadership and closer connectedness with parishes.

When he was assigned to Wayne County, he was especially concerned about the lack of services in eastern Wayne County and also lack of connectedness between Catholic Charities and parishes. Both conditions had resulted in part because of tensions in the relationship between Catholic Family Center and Catholic Charities of the Finger Lakes which had not been resolved over the previous 20 years. From the Finger Lakes office perspective, they were providing other services in the county as envisioned in their charter, and the presence of the Catholic Family Center program was confusing to funders, civic leaders and Catholics. Catholic Family Center felt constrained by previous

discussions from establishing new programs and from establishing relationships with parishes. It was an awkward situation for all.

Given his background and perspective, Jim called Jack in his first month of his new assignment and asked Jack to begin work toward establishing a Wayne County office. Jack's response was that two foundational activities had to be undertaken before serious consideration of such a step. Agreement had to be reached with Social Services Commissioner McCrossen that he would fund such a new, non-accredited entity, and Jim had to garner the strong support of parish leaders in the county. Jack suggested that an ally in both endeavors might be Father Peter Clifford, pastor of St. Michael's in Newark, who had extensive previous experience with Catholic Charities and also with diocesan administration.

By early 2003, both of these challenges had been addressed successfully. After meetings with Jim and Peter and recognizing larger parish and Catholic Charities support for a new entity, Josh indicated in late 2002 that he would be open to transferring funding to a new entity. Through a series of meetings with their pastoral leader colleagues, Jim and Peter engendered strong support for creation of a county entity. This support was expressed through a funding commitment. The parishes collectively agreed to raise \$100,000 over three years to provide seed money for the new office by tithing from their local share of the Partners in Faith Campaign.

### • c. The Three-Phase Planning Process

Responding to the formal request from the pastoral leaders of Wayne County, strengthened by their funding commitment, and recognizing the awkwardness of the existing relationship, the Diocesan Board of Catholic Charities approved a resolution at its May 2003 meeting to appoint an ad hoc committee of Pat Fox, Bob Kernan and Father Mike Bausch to oversee a three-phase, nine-month planning process to explore the feasibility of establishing a new county office.

For phase one, the ad hoc committee asked Jack Balinsky to work with parish leaders and representatives they designated to develop a needs assessment and proposed scope of services for a Catholic Charities Wayne County office.

Phase two was a request to Jim Crowley to work with committee member Bob Kernan to develop a proposed five-year plan for the office, based upon pledges pastoral leaders had obtained for this purpose.

It was envisioned that phase three would be a series of discussions in the first quarter of 2004 among pastoral leaders in Wayne County and representatives of Catholic Family Center and Catholic Charities of the Finger Lakes about working relationships in the new arrangement.

### **The Planning Process**

Of the three phases, the most extensive was first phase – the planning process.

After the decision of the ad hoc committee to establish the planning process, Father Clifford wrote on June 14, 2003, to a large group of pastoral leaders,

parish representatives, social ministry committee members and other leaders in the county inviting them to a “Visioning Session” about possible creation of a Catholic Charities of Wayne County agency. The meeting was to be held on June 25, 2003, at St. Gregory’s Church in Marion. He indicated the agenda was to include history and purpose of the project to date, beginning of a visioning process, and establishing a meeting schedule. More than 40 persons attended the meeting.

From the meeting, pastoral leaders designated representatives to serve on the planning committee. Persons attending the first planning committee meeting on July 10, 2003, were:

Lucille Hamlin, St. Patrick’s, Macedon  
 Kathy Murphy, St. Patrick’s, Macedon  
 Deb Gaston, St. Michael’s, Newark  
 Gail Grinnell, Church of the Epiphany, Sodus  
 Jim Nail, St. Mary’s, Ontario  
 Christine Daly, St. Anne’s, Palmyra  
 Kate Leenay, St. Anne’s, Palmyra  
 Larry, Dee and Stacy DeTorio, St. Michael’s, Lyons  
 Doug Jablonski, St. John’s, Clyde

Representatives who attended the second planning committee meeting on August 21, 2003, included: Pat Barry, Christine Daly, Sister Doreen Glynn RSM, Gail Grinnell, Lucille Hamlin, Doug Jablonski, Pat Malach and Tony Sala.

Through these two meetings, the group drafted documents on census data, other community resources and needs/services. This information was presented on September 29, 2003, to a reconvening of the larger group which had met in June. This meeting resulted in the third draft of a document on needs/services and concluded the first phase of the planning process.

### **Development of a Five-Year Financial Plan**

The completion of a five-year financial plan was the easiest part of this planning process. Pastoral leaders had already committed approximately \$100,000 in seed money by pledging to tithe their parish shares of the Diocesan Partners in Faith Campaign. (This amount had been calculated based on the goals for the Partners in Faith Campaign established for each parish.) The task was made even easier by the monumental achievement of Father Jim Hewes through the Partners in Faith Campaign: the tipping point that made this whole effort possible. Already by the end of 2003, he had raised from his parish \$125,000 in restricted contributions dedicated to Catholic Charities of Wayne County. Bob Kernan and Jim Crowley decided to use a conservative seed money projection of \$200,000. With the projected transfer in timely fashion of existing services from Catholic Charities of the Finger Lakes and Catholic Family Center, and the planned phase-in transfer of a percentage of TGA funding from Catholic Charities of the Finger Lakes, a solid five-year financial plan was completed by mid-January 2004.

## **Discussions About Relationships**

Discussions about relationships did not proceed as smoothly. Change is always difficult and this proposed transition was no different. As discussions began in January, various Board and staff persons raised issues about communication, process, proposed roles and the like. These concerns led the ad hoc committee to decide in February to recommend the immediate establishment of a Wayne County Catholic Charities Board-in-Formation “to represent the parishes of Wayne County as an equal partner in discussions with Catholic Family Center and Catholic Charities of the Finger Lakes toward the establishment of a bylawed subsidiary, Catholic Charities of Wayne County,” and to hire an outside consultant to facilitate the discussion.

### **• d. The Facilitated Discussion Process**

The Board-in-Formation was established in March. Its members included:

- Pat Barry, St. Anne’s, Palmyra and St. Gregory’s, Marion
- Dick Boerman, St. Michael’s, Newark
- Father Peter Clifford, St. Michael’s, Newark
- Christine Daly, St. Anne’s, Palmyra and St. Gregory’s, Marion
- Fran Fino, St. Mary’s, Ontario
- Deborah Gaston, St. Michael’s, Newark
- Sister Doreen Glynn CSJ, St. Mary’s, Ontario
- Gail Grinnell, Church of the Epiphany, Sodus
- Father Jim Hewes, St. John’s, Clyde and St. Patrick’s, Savannah
- Doug Jablonski, St. John’s, Clyde and St. Patrick’s, Savannah
- Pat Malach, St. Michael’s, Newark
- Tim Mattle, St. Anne’s Palmyra and St. Gregory’s, Marion
- Ed Patane, St. Mary’s, Ontario
- Judy Peters, St. John’s/St. Patrick’s
- Aquila Zacharilla, St. Michael’s, Lyons

Don Schwab was hired as facilitator at the recommendation of Mike Bausch. A former priest of the Diocese, Don was a trained mental health professional and organizational consultant.

From a meeting with Jack on March 10, 2004, Don developed the following “Domain Assumptions” for the Wayne County project:

1. “Through a standard bylaw adoption process (target 5-18-04), there will be a new (subsidiary) of the Diocesan Office of Catholic Charities in Wayne County. JB/Board of CCWC will seek and hire an Executive Director of same. Rubric of funding: 8 current pastoral leaders of WC have obtained pledges of \$200,000 over five years.
2. A relationship will be established, the nature of which is to be determined, between the current Catholic Family Center (currently 7 ft/pt staff – Newark) of Wayne County and CCWC. Community Based programs eventually to function under aegis of new CCWC Board; specialty programs not included (Lyons: CC Community Service; Wheels to Work, Elder Source; and Hannick Hall, Newark: Catholic Family Center).

3. WCDSS will be engaged to examine funding/support mechanisms for existing/future (currently CFC programs) as under CCWC. WC Pastoral Leaders currently contacting WC Board of Supervisors.
4. Current efforts of CCFL in Wayne County to fall under CCWC in like fashion. TGA monies may be involved.
5. Hispanic/Migrant Ministries currently under fiscal/coordination of Parish Leaders (jointly) to move to CCWC.”

Through Don's efforts, at a meeting on May 10, 2004, at St. John of Rochester, agreement was reached that:

1. “There will be a CCWC Office with its own director (to be hired). This office will oversee and eventually administer (including all finances/funding) all programs, services and staff working on its (DOR-CC) behalf including but not limited to existing services (\*presumption: CCWC will develop future programs in line with its mission/charter and faith tradition.)
2. The “Transition Period” has been defined and identified as to begin upon official CCWC adoption and formation, and continue as long as is necessary but no longer than January 1, 2006. During the transition time, CFC and CC-DOR will work together toward the provision of clinical supervision services as required and as negotiated under an equitable contractual agreement.
3. The Diocese of Rochester will, through the office of Catholic Charities and its director seek and hire an Executive Director for the CCWC office; this effort will begin as soon as the formal proposal for the office formation is adopted.
4. As needed, Diocesan leadership at both the Rochester and local (WC) levels will monitor transition issues and work with current and future CFC and CC staff/programs toward unity of purpose and a collaborative style of ministry together.
5. The specific, formal statements and specific items regarding Board transactions necessary for Board meetings in May and June are being prepared and exchanged under separate cover. (At this writing, JB/the office of CC-DOR has prepared and sent these items to CFC/CP. Copies may be attained per need or interest by contacting CC-DOR/JB (Balinsky@dor.org).

• **e. The Formal Establishment of Catholic Charities of Wayne County**

Following the agreements reached at the May 10, 2004 meeting, the ad hoc Committee submitted a memorandum to the Diocesan Board indicating the results of the planning process which had occurred over the previous year, which included:

- Parishes had raised or made commitments to raise pledges for \$200,000, designated to Catholic Charities of Wayne County for the time period July 1, 2004 – June 30, 2006.
- Together with staff from Catholic Charities, parishes had identified

community needs to be addressed by the Wayne County office and had developed a strategic plan and five-year financial plan.

- Parishes had identified at least 15 volunteers who could serve as the nucleus for a Board of Catholic Charities of Wayne County.
- A process had been developed for hiring an Executive Director for Catholic Charities of Wayne County.
- Agreement had been reached with the major funding sources: Wayne County Department of Social Services, United Way and school districts to transfer the existing contract(s) from Catholic Family Center to Catholic Charities Wayne County, no sooner than January 1, 2005.
- Analysis had been done about the impact of this proposal on Catholic Charities of the Finger Lakes and Catholic Family Center.

Based upon this information, the diocesan Board approved formally the establishment of Catholic Charities of Wayne County on June 22, 2004.

The new Board-in-Formation held its first meeting on June 28, 2004.

Members at the time of the first meeting were:

Pat Barry, St. Anne's, Palmyra and St. Gregory's, Marion  
Eileen Bielemeier, St. Mary Magdalene, Wolcott  
Dick Boerman, St. Michael's, Newark  
Elaine Brockmyre, St. Mary Magdalene, Wolcott  
Marie Butler, St. Patrick's, Macedon  
Father Peter Clifford, St. Michael's, Newark  
Fran Fino, St. Mary's, Ontario  
Deborah Gaston, St. Michael's, Newark  
Sister Doreen Glynn CSJ, St. Mary's, Ontario  
Father Lance Gonyo, Church of the Epiphany, Sodus  
Gail Grinnell, Church of the Epiphany, Sodus  
Lucille Hamlin, St. Patrick's, Macedon  
Father Jim Hewes, St. John's, Clyde and St. Patrick's, Savannah  
Deb Housel, St. Michael's, Newark  
Doug Jablonski, St. John's, Clyde and St. Patrick's, Savannah  
Barbara Keefe  
Pat Malach, St. Michael's, Newark  
Dominick Marrella  
Deacon Jim Nail, St. Mary's, Ontario  
Ed Patane, St. Mary's, Ontario  
John Paliotti, St. Michael's, Lyons  
Judy Peters, St. John's/St. Patrick's  
Anne Sapienza, St. Anne's, Palmyra  
Aquila Zacharilla, St. Michael's, Lyons

Carmen Pagano and Rita Otterbein were quickly added to the Board as representatives of Catholic Family Center.

So began the process of establishing the new agency. A first order of business was searching for an Executive Director. Happily, Loretta Kruger was hired for

that position and began work in October. She had had extensive experience in human services, including a long tenure as director of a community-based agency in the Mission District in San Francisco. She would oversee a transition process that was not without its bumps in the road, but would result in expanded service provision and parish relationships in the county.

### **3. Board Leadership**

Under the leadership of Father Peter Clifford, the Board-in-Formation began its work by accomplishing the tasks enabling a Board to be formally created. In fall 2004, five different Board Committees were established. A mission statement and bylaws were adopted in early 2005. The mission statement read:

“Our mission is to provide the highest quality of services to individuals, families and communities, seeking to empower them and assist them in developing self-sufficiency.”

At the Annual Meeting held in July 2005, the Board-in-Formation was formally replaced by the Board of Directors and Carmen Pagano was elected President. He continues to serve up until this time. Other Board members who played in key roles in the initial stages of its work included: Pat Barry, Eileen Bielemeier, Dick Boerman, Gail Grinnell, Lucille Hamlin, Father Jim Hewes, Deb Housel, Doug Jablonski, Rita Otterbein, Pat Malack, Judy Peters, Anne Sapienza and Aquila Zacharilla.

In addition to program oversight, the Board’s major focus was on fund-raising, including parish relationships, seeking accreditation from the National Council on Accreditation and, later on in this time period, on branding and Strategic Planning.

There were two major fund-raising initiatives: parish second collections and annual fund-raising events.

As part of their outstanding leadership in making possible the creation of Catholic Charities of Livingston County, in addition to their commitments of Partners in Faith monies, parish leaders also agreed to afford the agency the opportunity to take a second collection in August for general support of the agency. Agency representatives would solicit funds through this collection by making presentations at all masses on a given weekend. In the first collection in 2005, \$10,000 was raised. While this practice has continued throughout the past five years, it has changed in nature somewhat with the parish reconfiguration and turnover in pastoral leadership which occurred. Already by 2006, some parishes indicated they would prefer to have the second collection in December. A few pastoral leaders decided to discontinue the collection. In fall 2009, the Board decided to ask that the collection be taken in Lent 2010. The results were modest.

Typical of relationships between Catholic Charities and pastoral leadership, there is continuing need to communicate and renew relationships. Deborah Housel, in her role in the Diocesan Pastoral Planning Department, was particularly helpful in this process by organizing in November, 2009 a meeting of Wayne County pastoral leaders at which Catholic Charities was invited to

make a presentation. Executive Director Tim Sullivan and Justice and Peace Coordinator Ruth Marchetti followed up with individual visits in the spring of 2010.

The other major fund-raising initiative of the Board was organizing annual fund-raising events. The first event, “An Evening at Savanna Dhu” was held on May 5, 2006, through the generosity of Syracuse developer Bob Congel and his wife, owners of this unique house/conference center/retreat center located on 5,000 acres in Savannah. At this event, Father Jim Hewes was presented the agency’s first Community Services Award, in recognition of his leadership in establishing the agency. The second Savannah Dhu event was held in September, 2007. The Macedon Social Ministry Committee was honored with the Second Community Services Award. Ackie Zacharilla and new Board members Ted O’Toole and Ed Dundas played a key role in organizing these events. Both events were highly successful, attracting capacity crowds of 300 persons, but it was felt by many that the focus of the events was more on the splendor of Savannah Dhu rather than the work of Catholic Charities of Wayne County.

With the changeover in staff leadership in early 2008 and the decision of the Congels to no longer offer the use of Savannah Dhu, a number of difficulties arose in planning for the event that fall and it was not held. New Board members Diane Murphy and Wayne Delperdange joined Ted and Ed in organizing the 2009 event. The “Harvest of Hope” event was held on September 17, 2009 and netted \$10,000 for the agency. Father Peter Clifford was presented the third agency Community Services Award in recognition of his pivotal role in creation of the agency. The 2010 event is planned for August 27th at Cottonwood Country Club in Ontario.

As previously indicated, the issue of agency accreditation process had been discussed in the two year study of the creation of the agency. With assistance from Catholic Family Center which was accredited, the Board began in the fall of 2004 to address the accreditation process. With assistance from former Wayne County Commissioner of Social Services Rita Otterbein, the Board adopted a number of the policies for accreditation. The process stalled with the resignation of Loretta Kruger in the fall of 2007. This matter will be discussed during the Strategic Planning process in the fall of 2010.

The third major area of focus of the Board was the branding/Strategic Planning process. This initiative began with two sessions on “branding” in the spring of 2009 made possible by the generosity of the Rochester Ad Council whose practice was to provide assistance to help not-for-profit agencies sharpen their image and enhance their public relations efforts. From this effort, discussion was initiated in fall 2009 about undertaking a Strategic Planning process. After considering a number of facilitators for the process, the Ad Council was again selected in April, 2010. A major dinner event, to which community religious were invited was held in May, 2010. This event was focused around a community input survey which had been sent in advance to



participants. The actual Strategic Planning process is beginning at this writing.

#### **4. Staff Leadership**

In its short history, the agency has been blessed with outstanding staff leadership.

The initial Search Committee, chaired by Father Peter Clifford, and including Jack and five other Board members chose Loretta Kruger as the first Executive Director, effective October 4, 2004. Originally from the Rochester area, she had for the previous twenty years worked in the Mission District in San Francisco, managing a facility which included a group of agencies primarily focused on youth services. She had determined to return to the area so that she and her daughter could connect more closely with her large extended family. Her return was a blessing. She did an outstanding job in a very difficult situation, serving as a “mid-wife”, birthing the agency through consolidating the newly formed Board, existing Catholic Family Center services, existing Finger Lakes services and La Casa. Her Spanish-speaking ability was very important in her success. She fulfilled her commitment to serve at least three years, but recognizing that her true love was children’s services and urban services, she resigned in October, 2007 to direct the Head Start program at Action For a Better Community (ABC) in Rochester.

Working initially at both the Catholic Family Center offices in Newark and Epiphany Church in Sodus, she faced enormous challenges. She was largely responsible for the formalization of the Board described above. She successfully negotiated the integration of the Catholic Family Center programs and La Casa in the agency. She became a community leader, joining the United Way campaign cabinet and also taking the lead in the publication of the resource document: “Wayne County Guide to Services for Migrant Farmworkers.” She was also instrumental in encouraging Sheriff Barry Virts to permit translation of the jail’s manual for inmates into Spanish. (Sister Janet did much of the translating.)

Following Loretta’s resignation, once again Catholic Charities Community Services Executive Director Paul Pickering stepped in to help the larger good, agreeing to serve as an Interim Director for the fourth time in his career. (The first three times had been as Interim Diocesan Director, 1991-’92; Interim Livingston County Director, summer 1996; and Interim State Catholic Charities Director 2001-’02). Paul acted primarily as a caretaker, resolving day-to-day problems as they arose and serving as a communications link with the Diocese.

Meanwhile, the agency quickly embarked on a search process. Organized in late October, the Search Committee, chaired by Carmen Pagano, set a November 30, 2007 deadline for applications. It was agreed that any applications received would first be screened by Diocesan Human Resource Director Barbara Poling. After reporting to the Board on November 26, 2007, that no suitable applications had been obtained and discussing a somewhat revised readvertisement process, Jack learned from Barb quite by accident that Tim

Sullivan had applied, but she had not forwarded the application because she felt that he was far overqualified for the position, having served the previous eight years as Diocesan Director of Catholic Charities in Tulsa, Oklahoma.

Events unfolded rapidly. Tim returned Jack's November 30th phone call the next morning. They talked two hours on the phone. Tim expressed interest even though it was not a Diocesan Director level position. At Loretta's farewell party the subsequent day at Gail Grinnell's house, Jack convened the Search Committee, who agreed that Tim should be called. The next day, Tim agreed to come with his wife Connie to Rochester for a series of events the subsequent weekend. They included a dinner with Father Hewes, meeting with the Bishop, visit to agency sites including the Wolcott Clothing Center, interview with the Search Committee and concluding dinner with Jack, at which Tim indicated he had during the previous week received two other responses to applications. When the Search Committee agreed the following week to offer Tim the position, the Search Committee, Jack and Tim agreed that he would respond to the offer by January 14th. The night of the 11th Tim called Jack to say he was accepting the offer and would start February 4, 2008. What a blessing to the agency.

Over the last two and one-half years, Tim's contributions to Catholic Charities of the Wayne County, Catholic Charities of the Diocese and the Diocese itself have been extraordinary. Building upon the foundation created by Loretta, Tim has been able to create a cohesive, high morale Board and staff. A staff satisfaction survey conducted in early 2009 indicated that morale was excellent. He has had a role in recruiting a new generation of Board leadership. As an ordained Deacon, he has had a "leg up" on improving parish relationships and also contributed to the Diocese by helping in some parishes. He has fulfilled the promise envisioned by Father Hewes in establishing several new services. Through the Strategic Planning process, other opportunities await.

The agency would not be in the strong position it is without the outstanding leadership provided by Inga Rojas. A professional clinical social worker, she had led the Catholic Family Center programs in Wayne County after Josh McCrossen had left to become Social Services Commissioner in the late 1990's. Her continuing quality supervision has been invaluable to the agency.

It is impossible to mention here the contributions of all staff members, but four others deserve mention. Peter Mares was hired in July, 2005 as community outreach worker and would become part-time coordinator of La Casa when it opened later that year. He has served not only as a tireless worker in outreach to the Hispanic community, often on call twenty-four hours a day, but also an effective voice in education of the larger Catholic community on immigration issues. Sharon VanLiew continued to make significant contributions as senior case manager. Sandy Thomas has provided invaluable administrative assistance to Tim and great professional organization to the office. Christine Guyette-Vienna was instrumental in the evolution of the Wolcott clothing program.

## **5. Direct Services**

### • a. Introduction

The major initial task that Loretta faced was the integration of the services provided by Catholic Family Center into the newly created agency. Early on, it was agreed that the service transition would occur effective January 1, 2006. In early 2005, a written transition plan was agreed upon. When the transition occurred without too many difficulties, these were the results:

- Number of employees grew from two-nineteen
- Number of contracts grew from one-sixteen
- Annual budget grew from \$100,000 to \$700,000
- Number of clients served grew from 20-1,500

Described here are the highlights in the evolution of:

- Clinical counseling and case management programs
- Catholic Charities of the Finger Lakes programs
- La Casa
- New services developed

### • b. Clinical Counseling and Case Management Programs

The programs previously operated by Catholic Family Center that were integrated into Catholic Family Center effective January 1, 2006 were:

- PINS
- College Bound
- Early Intervention

Highlights of the evolution of these and related services were:

- The loss of the contract for the early intervention program with the Palmyra-Macedon School district beginning with the 2006 school year left the program serving the Wolcott, Red Creek and Lyons School districts and St. Michael's school in Newark. (The relationship with the Palmyra-Macedon school district has been re-established with the early intervention program.)
- At its November 2006 meeting, the Board heard an excellent presentation on the College Bound program by recently hired staff person Denise Sampson, describing how she worked to support first generation college students apply for admissions and funding.
- In fall 2006, the agency was successful in obtaining several grants:
  - o A \$10,000 grant for the College Bound program from the Women's Foundation of Genesee Valley
  - o A \$3,000 grant from the Wilson Foundation
  - o A \$7,500 grant from the Diocesan Board to establish a clinical counseling program
  - o A \$5,000 grant from the Rochester Area Community Foundation to study the feasibility of establishing a Neighbor to Neighbor friendly visiting program

### • c. Catholic Charities of the Finger Lakes Programs

At the time of establishment of the agency, Catholic Charities of the Finger Lakes was providing only two services in Wayne County: the Maternity and

Early Childhood Foundation program and Justice and Peace services. The Maternity and Early Childhood Foundation program was funded for 2005-'06, but funding was lost and the program had to be terminated in the summer of 2006. Justice and Peace services are described in the next section.

• **d. La Casa**

The full story of the development of La Casa, a transitional housing program for migrant workers is described in “The Miracle of La Casa”, an appendix within Spirit Alive! Fifty Years of Consistent Life Ethic Advocacy and Parish Social Ministry in the Diocese of Rochester, 1958-2008, published by this author in 2009. Here is described a brief overview of that development effort and program operations.

Because of the significant evolution of the migrant population in the Diocese in the late 1980's and early 1990's from a Haitian population to an Hispanic population, both Catholic Charities and Parish Support Ministries had convened a Task Force in early 1993 to address both service and pastoral issues relating to this largely Catholic population. A need identified by both Diocesan entities was the need for transitional housing for migrant farmworkers who were homeless, victims of domestic abuse or recovering from illness.

Described above was the decision in early 2002 to establish creation of such a facility as one of three Project Unity priorities. It was agreed from the outset that funding for the program would not be sought from parishes in Wayne County because they had already made a commitment to support the agency through Partners in Faith funding.

What evolved under the leadership of Sister Janet Korn, Project Unity Director, was an effort as originally envisioned for the Project Unity, garnering human and financial resources emanating largely from suburban Monroe County to support a rural project. Funding to purchase, renovate and operate the facility was achieved from large gifts, largely solicited by long-time Catholic church volunteer supporter Tom McDermott, from parishes and from numerous smaller gifts and fund-raising events such as Advent Giving Trees.

In summer 2004, Tom McDermott and Sister Janet identified an ideal four apartment structure on Maple Avenue in downtown Sodus. The closing on the house was accomplished on December 2, 2004, made possible by a mortgage from the Leviticus Foundation. There ensued an intensive year long renovation effort. John Bryan, a Clyde resident recommended by Father Hewes was the paid staff person who directed the work. Much work was done by literally over a hundred volunteers, including youth groups, JustFaith participants, United Way Day of Caring and others. All together, 62 different faith communities of all denominations contributed human and/or financial resources.

On October 25, 2005, Bishop Clark blessed the facility at a ceremony attended by more than 200 persons. (It was conducted in both English and Spanish.) A certificate of occupancy was obtained for the two units on the upper floor each in 2006. Peter Mares, who had been hired in July, 2005, has served as part-time Director of the facility since its inception, as well as doing

community outreach work for the agency largely to the Hispanic community. Since early 2006, the house has almost always had a full occupancy averaging eight-ten persons.

Jack and Sister Janet made a commitment in fall 2005 to the newly created Wayne County Board that they would obtain full funding for the renovation and operations for the first five years of the program, January 2005-December 2009. Through Sister Janet's hard work, the continuing generosity of Tom McDermott and continuing support from numerous parishes, that commitment was met. Even though the Wayne County agency assumed the financial responsibility for the program on January 1, 2010, Jack and Sister Janet have pledged their continued assistance.

#### • e. New Services

The founders of Catholic Charities of Wayne County viewed it not only as a vehicle to maintain and coordinate existing services but also to develop new services to respond to unmet needs. Especially under Tim's leadership, the agency has done so.

The Community Outreach program was established in 2005 to provide information and referral to services that assisted in achieving self-sufficiency and limited emergency financial assistance.

The initiation of the Clinical Counseling program in 2006 and exploration about the establishment of a Neighbor-to-Neighbor program were described above.

Concurrent with Tim's arrival, the agency was exploring the possibility of assuming administrative and financial responsibility for the Wolcott Clothing Center. This program had been operated on a purely volunteer basis for nearly twenty years. Volunteer leaders had acquired other responsibilities, felt they could no longer manage the program and asked Catholic Charities to assume responsibility. This program was open on a two-day a week basis and provided free clothing, as well as gifts to those who came in. It was financially supported in part by an annual book sale. Catholic Charities assumed responsibility for the program on April 30, 2008. It has been administered since then by Christine Guyette-Vienna. While the program has had its ups and downs with facility and volunteers, it appears at this writing to once again be on solid footing.

The agency has become involved also in two programs to provide needed food assistance. In fall 2008, it began partnering with the Newark Rotary in the operation of the Food Sense program, providing quality food at low prices to needy individuals. In summer 2009, in cooperation with Foodlink, the agency opened a Food Pantry in what had been the garage facility behind the main office on E. Union Street. It was envisioned that this program would provide "one-stop" shopping, enabling clients to be referred to other services they might need.

Another new initiative was the establishment in fall 2009 through a grant from the Bullis Foundation of an early intervention program. This program

operated in conjunction with the Palmyra-Macedon school district provides day care services three days a week to at-risk children between the ages of one and five.

Again with support from the Bullis Foundation, the agency initiated in 2009 a program to provide support to clients involved with the Wayne County Drug Court.

The expectations of the founders of the agency are clearly being met.

## **6. Advocacy and Parish Social Ministry**

From the time of Loretta's hiring on October 4, 2004 to the time of Scarlett Emerson's retirement on June 30, 2005, they worked closely on transitioning this work from Catholic Charities of the Finger Lakes to Catholic Charities of Wayne County. Loretta participated in a meeting of the diocesan Justice and Peace staff her second day on the job. Scarlett organized a meeting for Loretta with Wayne County pastoral leaders on November 1, 2004. Scarlett also introduced Loretta to the Western Wayne County Advocacy Network which she had established. It was agreed that Loretta would replace Scarlett on the Working Together Coalition addressing migrant farmworker services issues.

With Scarlett's retirement, this function at the agency was transferred to Ruth Marchetti, on loan on a part-time basis from the diocesan office. As previously indicated, Ruth's approach would of necessity be different. She gave priority to her weekly e-mail Justice Update as a way to keep those involved in parish social ministry apprised of advocacy issues. As time evolved, Ruth began a process of meeting with county-wide representatives twice a year. Ruth also became heavily involved in issues relating to migrant farmworkers and immigrant advocacy. Highlights of Ruth's activities were:

- Participating in a special diocesan-wide staff meeting on August 1, 2007 with immigration attorneys to address the issues of Immigration and Customs Enforcement (ICE) pick-up and detention of undocumented migrant farmworkers
- In fall 2008:
  - Organizing a parish representatives gathering on healthcare
  - Participating in the Churchwatch group in Sodus which would gather in Sodus at the time of the 2:00 P.M. mass at Epiphany Church to monitor the actions of ICE officials
  - In summer of 2009, organizing a presentation in Clyde by Marv Mich on the living wage
  - Organizing a gathering for parish representatives from throughout the county on access to social services
- Inviting participation from Wayne County parishes in the September 15, 2009 diocesan-wide Parish Social Ministry training program with representatives from Catholic Charities USA
- In summer 2009, organizing a presentation in Clyde by Marv Mich on the living wage
- Appearing in a You Tube video about border patrol surveillance at the

- Church of the Epiphany filmed in Sodus in September, 2009
- Initiating in fall 2009 a JustMatters module on immigration in Wayne County
- Encouraging Bishop Clark to send in November 2009 a letter to ICE formally protesting the practice of pick-ups
- Organizing in early 2010 presentations by Peter Mares on immigration in Newark and some Monroe County parishes
- In May 2010, organizing a parish social ministry training in Weedsport

## 7. Conclusion

Within six short years, the newly created agency had accomplished a great deal. Once again growth in annual budgets serves as an indicator of these achievements:

2005	\$234,000
2006	\$700,000
2007	\$700,000
2008	\$685,000
2009	\$795,000
2010	\$773,000

## ● M. CAMP STELLA MARIS

### 1. Introduction

This time period saw several important additions to the growing history of Camp Stella Maris. The landmark event was the demolition in 2006 of the Big House, the centerpiece of camp since its beginnings, and the construction in its place of the Wegman House. Also, after nearly thirty years of consistent staff leadership provided by first Ray Tette and then Matt Flanigan, during this time period the camp was led by three different Executive Directors and two different Camp Directors.

Described here are:

- Board Leadership (including Physical Facility Improvements)
- Staff Leadership
- Program Activities

### 2. Board Leadership

Board Presidents during this time period were:

Daniel O'Neill	2000-'03
David Nasta	2003-'05
Al Schum	2005-'07
Jay Travers	2007-'08
Daniel Dey	2008-'10
Chris Nadler	2010-present

The activities of the Board can best be described by summarizing highlights from the Annual Members meetings held each spring to review the accomplishments and challenges of the previous year. Attending each of these

meetings were Bishop Clark, Vicar General Father Joseph Hart, Chancellor Father Dan Condon, Diocesan Catholic Charities Director Jack Balinsky and the incumbent Board President, as well as the Camp Executive Director. Frequently, the meetings were also attended by the incumbent Board Treasurer, who presented the annual audit. Two other standing agenda items were presentations of the written annual report and the election of new Board members.

Beyond these standard agenda items, major issues addressed at the annual meetings during this time period were:

### **May 3, 2004 Meeting**

- Consultation held with the Wegman's about raising the camp fee
- Change of the fiscal year in 2003 to the calendar year
- Initial plans for a Capital Campaign to replace the Big House
- Follow-up on the possibility that a camper had contracted Legionnaires' disease at camp the previous summer, with report that all appropriate testing had been completed
- The impending purchase of the Beachel property, a one-acre parcel just to the south of the camp, as a means of expanding the waterfront and obtaining a rental house
- Report that the camp was in full compliance with the national Bishops' Charter for the Protection of Children and Youth

### **May 2, 2005 Meeting**

- Discussion about the variety of factors likely involved in the slight decline in participation in both the residential camp and also the day camp
- The new Leadership Weekend program for fifteen-year-olds, as a way to provide opportunities for those wishing to be Counselors-in-Training but for whom there wasn't any room
- Encouragement from the members for the camp to strengthen the relationship with Catholic Charities of Livingston County
- The beginning of the Strategic Planning process, with primary issues to be addressed including the Big House, the White House next to the Gig House and the boys' bathrooms
- The progress of the Search Committee in the wake of Matt Flanigan's decision earlier in the year to resign as Camp Executive Director, with the key skills needed identified as Finance, Development and over-all maintenance and improvement of physical facilities
- Transition Governance with Board member Peter Palermo II indicating he would be on-site for much of the summer to assist Camp Director Tom Weaver, who happily had indicated he was rescinding his decision to resign at the end of the summer

### **May 3, 2006 Meeting**

- Report that for 2005, enrollment in resident camp was 98 percent and day camp was 80 percent
- The important on-site role played in the 2005 summer season by Board member Peter Palermo II



- Creation of a new position of director of program planning to focus on developing new programs and enhancing relationships with the Diocese of Rochester
- Plans for demolition of the Big House in early fall 2006
- Service provision to camp by the Diocesan Information Technology department
- A report on the Human Resource Audit undertaken in conjunction with the Diocesan Catholic Charities Human Resource office

### **June 19, 2006 Special Meeting**

As agreed at the May Annual Meeting, a special meeting was called on June 19, 2006 so that the Camp Stella Maris Board could present the Big House Replacement Plan. Presentations included:

Vision: Natalie Anderson  
 The Need/Big House Today: Al Schum  
 A New Facility: John Caselli  
 Funding the Effort: Bob Yawman

The plan was approved as presented by the members.

Following this meeting, in early 2007, because of receipt of a \$1 million gift from Peggy Wegman for the Big House, the Board requested and received approval for three additional capital improvement projects:

- \$75,000 for the construction of two new cabins
- \$50,000 for construction of restrooms on the waterfront
- \$50,000 for switching the camp's Maintenance Department with the Arts and Nature Center

### **May 8, 2007 Meeting**

- Discussion of the possibility that the camp could use the newly installed Diocesan Denari fund-raising software
- A report about the upcoming dedication of the new Wegman House, scheduled for June 21, 2007
- Report that the Capital Campaign had now raised \$1.3 million
- Report that a cabin would be dedicated to Armando Toppi at an August 4th event
- Report that a Governance Committee had been appointed to address governance, Strategic Planning and bylaws issues

### **April 28, 2008 Meeting**

- Report that actually three new cabins had been constructed in addition to the new restroom facilities at the waterfront
- Report that there had been a slight increase in availability of scholarships
- Indication that diversity in the camp program continued to be a priority
- Agreement that the new registration system devised with assistance from a "rapid cycle" consultant team had proved to be very helpful
- Approval of a resolution to increase the size of the Board from eighteen to twenty-one members

### **May 11, 2009 Meeting**

- Report that the Board was reinstating the annual golf tournament with an event planned at Bristol Harbor on June 17th
- Report that construction of a new fourteen-bed cabin (Cabin Gilbert) had been made possible by a donation from Jason Palermo
- Report that program planning director Adam Bell had had great success in attracting off-season rentals
- Report by Board President Daniel Dey indicating that great attention had been given to enhancing broader Board member participation, replacing the previous modality in which the camp was essentially run by a very small group of “the old boys’ club”
- Report that Board member Pablo Biggs would take responsibility for facilitating a formalized Strategic Planning process during the coming year.

### **May 19, 2010 Meeting**

- Lengthy discussion about the Strategic Plan, adopted by the Board earlier in the spring. Highlights included:
  - Ten “Guiding Values” had been adopted, especially the “Magic of Camp.”
  - Within the Customer Satisfaction area, the two major priorities were to increase diversity from 14 percent to 28 percent by December 31, 2012.
  - Within the Employee-Motivation area, the goal was to increase the average score on year round employee satisfaction from 8.27 to 9.6 and to develop a summer employee assessment process.
  - Within the Financial Performance area, the goal was to increase the operating revenue from non-summer activities from \$140,000 to \$220,000 by 2012.
- Report that there had been an increase in scholarships due to the Hillside Work Scholarship Program, whose participants spent one of the four weeks of the program at camp due to the continuing generosity of the Wegmans
- Report also of an increase in scholarships offered in the day camp program, with priority focus on serving children from Livingston County and on improving relationships with Catholic Charities of Livingston County
- Report that Cabin Gilbert was constructed as the twenty-first cabin
- Report that the description of the Family Camp program had been changed to indicate that it was an experience for single parents and blended families
- Report that five new off-season experiences had been added including the “Mommy and Me” and “Womens’ Peace” programs
- Report that the promotion efforts for off-season retreats had been expanded because of the availability of the Wegman House
- Report that the camp was developing an improved camper satisfaction survey. Issues that had been addressed from previous surveys included:
  - Food: leading to discussion with vendor
  - Waterfront: purchase of two new boats

- o Drop-off: hiring a new staff person to oversee process and be a customer service representative to parents
- o Report on the extensive use of Facebook (300 members) and Twitter as communications mechanisms

### **3. Staff Leadership**

Camp Stella Maris was blessed with three outstanding Executive Directors and two accomplished Camp Directors during this time period.

As previously indicated, Matt Flanigan had had more than twenty years experience with the camp when he decided in spring 2005 that he needed to pursue new challenges. His contributions during this time period have put an indelible stamp on the history of the camp.

Under the leadership of David Nasta and Peter Palermo II, the Board quickly organized a Search Committee, including Jack Balinsky and several other Board members. The Search Committee developed an extensive candidate rating and two step interview process, recommending that among many skills needed, development experience was a high priority. The decision was made in late July to hire Natalie Anderson as Executive Director. Natalie had had more than ten years experience as a development officer in the local not-for-profit community. She had served previously as Director of Development at Rochester Institute of Technology and Assistant Director of Development at the University of Rochester Medical Center. She had worked since 2002 as Director of Development at Camp Stella Maris.

It was recognized that Natalie was not a typical camp Executive Director and that her appointment signaled a new strategic direction for camp. With a focus on enhancing mission-based programs, it was agreed that she would spend much more time on outreach, diversity, Strategic Planning, fund development and marketing, finance and Board relationships. Another strong focus was to be reconnecting with the hundreds of alumni campers and counselors who had been part of Camp Stella Maris during the previous eight decades.

And, indeed the focus on Strategic Planning and development and working with the Board would lead to her most significant among many contributions to camp in her three year tenure. Already by early January, 2006, she organized at camp a Design Charrette, hosted by Harrison Bridges Associates, to provide a wide range of stakeholders the opportunity to give input into development of the Master Plan.

She was also instrumental in obtaining the \$1 million gift from Peggy Wegman that not only enabled construction of the new Wegman House in 2007, but which also boosted the Capital Campaign to the point where other components of the Master Plan described above (three new cabins, boys' bathrooms) were also able to be implemented.

At the same time, she worked in enhancing diversity and on connecting with those previously involved in camp, establishing an Alumni Association chaired by Board member and former Camp Director Fiona Willis.

Natalie made the difficult decision to resign from her position in fall 2008 to

accept an offer to become Executive Director of the Day-Star program, which serves medically fragile children in a program offered under the auspices of the Sisters of St. Joseph. Her many contributions were appropriately recognized by the Board.

Once again, this time under the leadership of Fiona Willis, the Board organized in early October, 2008 another Search Committee again including Jack and a number of Board members. This process resulted in hiring an Executive Director with somewhat unique qualifications. John Quinlivan, who had worked the previous twenty years for GEVA Theater in Rochester, including serving as Managing Director from 2001-'07, had first come to the attention of the camp when Father Jim Hewes, who was then serving as pastor of St. Joseph's parish in Rush, recommended his parishioner John for the position of Camp Director when Natalie was advertising for this position in early fall, 2008. Natalie reported that she was very impressed by John but felt that his skills were actually more suited for the position of Executive Director rather than Camp Director. When John applied for the Executive Director position after a coordinated search process, the Search Committee agreed unanimously with Natalie and John was hired as Executive Director in December, 2008.

In eighteen months, John has already made his mark on the evolution of the camp. He has worked with the Board in developing a Strategic Plan, whose major priorities are described above. A major contribution has been continuing and expanding the work begun by Natalie to strengthen relationships with the Diocese. He has become a fully participating member of the Catholic Charities Executive Staff and has been of assistance to the author in many other ways. With election of four new Board members in spring 2010, and in several other concrete ways, John has intensified Matt and Natalie's efforts to enhance diversity at the camp. He has worked with Alice Nation to enhance the over-all spiritual component of the camp program, as well as focusing on "Magic" as a value prominent in promoting the camp. Under his leadership, the future of the camp is bright.

This time period has seen four different Camp Directors. Tom Weaver who had a previous period of employment at the camp, continued as Camp Director from the time of his hiring in fall 2001 until December, 2007. (He had started in the Leadership Development program, which later became the Leaders-in-Training program as a 14-year old in 1985, then had worked as a junior counselor and division director in 1986-'88. He returned a second time to camp as store manager in 1991, before being named Camp Director in fall 2001). Happily, he has returned to the camp after a brief hiatus, having been hired as Interim Camp Director in January, 2010. When Adam Bell, previously program development director was appointed as Camp Director in spring, 2010, Tom assumed the newly renamed position previously held by Adam, group and program coordinator. Tom's considerable contributions have influenced camp over most of the last quarter century.

Armando Toppi, nearing his fortieth year as a camp employee, was hired as Camp Director for the 2008 summer session. He played an important role as a known, trusted quantity in a transitional time, but it was agreed that his most significant contributions were not on the administrative side, hence Natalie's recruitment process for a replacement in early fall, 2008.

She decided to hire Shaun Treet, who was then Senior Director to become Interim Camp Director. He successfully oversaw the summer 2009 program, but then decided it was time to move on. As indicated above, John appointed Tom as Interim Camp Director for a short time, in January, 2010 and then Adam Bell, who had been program director for several years as permanent Camp Director, with Tom assuming Adam's somewhat revamped position.

Another key staff leader during this time period was Alice Miller Nation. She had first worked as a camp counselor from 1979-'83. as indicated previously, she had been hired as Spiritual Director for the 2003 summer session, essentially the program director for this component of the camp program. Recall that after the time of priest Camp Director and Seminarian Head Counselor had come to an end, John Roberts had been hired as Spiritual Director in 1990. His accomplishments are described above. He served in this position until 2002 when Chris Hood was hired as Spiritual Director.

Under Alice's leadership, the evolution of the spiritual dimension of the camp's program was considerably enhanced. In 2005-'06, her title was changed to reflect a change of the responsibilities of the person in this position. The title was changed from Spiritual Director to Spiritual Coordinator, reflecting the fact that in reality her role was, yes, to oversee the spiritual component of the program with the help of a program coordinator, but also that it was to attend to the over-all spiritual component of the mission statement of the camp.

Among the areas of her achievements were:

- She facilitated the reconnection with a number of priests who had been involved with camp. The "Priest of the Week" concept had gradually diminished to the point that in reality it no longer existed. By the time she came, perhaps mass was offered two or three times a week. (In the absence of priests' availability for mass, Alice would organize "God Time" experiences, presiding at communion services. This began to be a bit of a problem when kids would return home and report that "Alice had said mass.") Utilizing her connections from her involvement in a number of Diocesan positions and taking advantage of the fact that as priests retired they had more time flexibility, she was able to gradually increase the number of priests who came to camp to say mass so that this became a more frequent reality. Notable priest participants were Fathers Brian Cool, Larry Murphy (who sometimes celebrated mass for each encampment), Peter Clifford, Ed Palumbos, Jim Schwartz, John Hayes and Dan Riley (a Franciscan priest from St. Bonaventure who often brought along students participating in the "Interns on the Mount" program).
- She began to assist in year-round activities on an "as needed" basis, e.g.

helping implementation of the “Charter for Protection of Children and Youth” adopted by the national Bishops Conference in 2002, and leading night prayers at Family Camp.

- She worked to enhance the scholarship program, especially establishing contacts with referring agencies such as Bethany House, Hillside, Catholic Family Center, WIN schools and parishes.
- She played a key role in helping staff truly embrace the camp’s mission, building trust rather than “shoving religion down their throats.”
- She reinstated the practice of inviting the Bishop to celebrate mass annually.

#### 4. Program Activities

The tables below show program participation during this time.

##### • a. Resident Camp

Resident camp is conducted eight weeks annually from late June through mid August for children ages 7-15. Centered around a Christian community, campers enjoy the outdoors, make new friends, learn new skills, and challenge themselves spiritually, emotionally and physically. Age appropriate programs and activities are developed to keep each camper engaged and having fun.

Fifteen and 16 year-old campers may participate in one of CSM’s Leadership Development Programs. The Leader-in-Training Program (age 15) helps kids learn to work independently, using decision making and assessment skills to understand what it takes to be a successful leader and follower. Those in our Counselor-in-Training Program (age 16) focus on successful peer relationships, working with children of all ages, living in a Christian Community and learning to appreciate taking responsibility.

<b>Resident Camp Statistics</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Total actual enrollment (camper weeks)	2276	2248	2292	2295	2271	2272	2239
Enrollment as % of capacity	99%	97%	98%	98%	97%	97%	96%
Total Capacity per week	288	291	292	292	292	292	292
Total Camper weeks available	2304	2328	2336	2336	2336	2336	2336
Total # of Campers*	1893	1879	1887	1984	2030	2113	1944
# campers in Leadership Program	154	152	161	152	157	137	127
# campers receiving Campership assistance	215	223	237	210	210	199	234
Value in Dollars of Campership awards			\$64,900	60,473	63,331	68,312	79,317

### • b. Day Camp

Day Camp Statistics	2003	2004	2005	2006	2007	2008	2009
Total actual enrollment (camper weeks)	323	271	321	304	299	288	282
Enrollment as % of capacity	81%	68%	80%	76%	93%	90%	70%
Total Capacity per week	50	50	50	50	40	40	50
Total Camper weeks available	400	400	400	400	320	320	400
Total # of Campers* # campers receiving			321	228	224	237	156
Campership assistance	29	26	18	7	6	11	19
Value of Campership awards			\$350	\$384	\$174	\$669	\$1,682

### • c. Adventure Based Learning Experience

ABLE Statistics	2003	2004	2005	2006	2007	2008	2009
Total # of participants	2411	2645	2304	2211	2702	2173	1966
# of groups represented	65	71	79	60	67	63	49

### • d. Family Camp

Family Camp Statistics	2003	2004	2005	2006	2007	2008	2009
Total # of families represented	27	35	40	36	35	35	27
# of adult/child participants	81	110	45/80	38/73	39/63	37/58	29/56
Value of Campership awards			\$7,100	\$6,733	\$5,881	\$5,614	\$5,798

### • e. Year-Round Programs

Year-Round Programming Statistics	2003	2004	2005	2006	2007	2008	2009	
# of Winter Camp participants	20	20	23	29	14	20	23	
# of Leadership Camp Participants			28	28	29/49	28/28	16/29	36/12
# of Spark Participants					10	17	N/A	N/A
# of Overnight Experience Participants					29	27/24	23/21	44
# Mommy & Me Participants								26
# Camp in the Cold Participants								14
# Regional Training Participants								31
# Women's Peace Weekend Participants								5
# Family Camp Weekend Participants								3

### • f. Retreats and Off Season

Off-Season Statistics	2003	2004	2005	2006	2007	2008	2009
Total # of participants	2433	2676	2379	2064	1968	2411	3095
# of groups represented	44	45	46	40	39	60	67

While these statistics provide an excellent overview of the work of the camp a full flavor of the camp is fleshed out here based on the camp's annual reports, Stardust, publications issued in the spring and fall, an interview held on June 25, 2010 with Alice Nation and Tom Weaver and anecdotes provided by Armando Toppi.

As gleaned from Stardust issues and annual reports, camp highlights during this time period included:

### **2003**

- Camp families contributed \$3,000 in campership funds.
- Once again, Wegman's and Chase Pitkin staff participated in the United Way Day of Caring, with the estimation that in four years of this activity, the total value of work accomplished exceeded \$200,000.
- Joey Weaver was hired as the first camp consultant to provide support to children who were having difficulties at camp and their families.
- Through a generous donation, new wiring was installed for the speakers at Chanler House and St. Jude's Chapel and new poles were installed for the ABLE program.

### **2004**

- Through the generosity of Frank and Norma Riedman, ceiling fans were installed in all residential cabins.
- The first Teen Leadership program was organized in the spring.
- The mini golf course was reconstructed.
- The Starpack program which provided delivery of goodies to kids during the week raised over \$3,200 in camperships.

### **2005**

- A new morning program option was created for campers in the older divisions. In addition to the five regular components of the morning rotation (adventure, arts and crafts, ballfield, spiritual and waterfront, these campers were offered such options as archery, pottery and kayaking.
- The BLOB, a giant inflatable, came on the waterfront scene.
- Adam Bell was hire as Director of Programming, to help increase off-season programming and strengthen relationships with the Diocese.

### **2006**

- Another generous donation from the Riedman's made possible creation of court yard space.
- Initial planning was undertaken to transform Bing's Barn into a Leadership Center, not only for parish and school groups, but also for such agencies and groups as the Urban League, the Puerto Rican Youth Development agency and migrant ministry groups.

### **2007**

- Cabin Mondo, named after Armando Toppi, and made possible by \$25,000 raised by the Camp Stella Maris Alumni Association, was dedicated to him in a ceremony held on August 4th.



- Through a “Rapid Cycle” consultant group, the registration program was revamped, significantly reducing problems and saving staff time. Concomitant efforts were made to improve the process of welcoming campers and their families.
- The Teen Leadership program was enhanced into the LEAD program to specifically prepare young people ages 15 and 16 for participation in the summer L-I-T and C-I-T programs.
- The availability of the Wegman House in the off-season beginning that fall led to an increase in off-season programs.

## 2008

- Through the generosity of a student, Robert Lipa and Livonia resident Olie Olson, the famous camp bell was restored and polished.
- In his annual summer visit, Bishop Clark shared his experiences with the Pope who had come that April to the United States.
- During his visit to camp to celebrate mass, Father Clifford had the campers endlessly repeating the song “Here I Am to Worship.”

## 2009

- Emphasis was placed on the camp as a “magical” experience.
- Camp Gilbert was constructed.
- The Fabulous Fall fund-raising event begun in 2002 and held annually through 2008 was replaced by the more traditional Fall Social held at camp.
- The annual golf tournament was also resurrected after a hiatus of nearly twenty years.

In their joint interview, Tom and Alice shared three illustrative anecdotes from this time period.

- In 2009, some two weeks after a successful camp experience, a young boy was seriously injured in a car accident and was having a difficult recovery period. Reflective of the caring spirit of camp, he and his family were invited to dinner at camp. This event proved to be a wonderful healing experience.
- Alice recounted how she had had occasion to meet a resident from Bethany House whose three children had enjoyed a week at camp the previous summer through the scholarship program (still paying a \$75 fee.) She indicated that the experience was so important that every time she found herself with \$5 she would “put it away for camp” (\$1 was too little and \$10 not affordable), so that her three children could go the next season.
- Alice also recounted her “Ciborium” story. As she told the story as part of a dialogue homily at St. Matthews in August 2009, she said:

“On Friday, I was walking through the camp, carrying the ciborium filled with consecrated hosts to where we were going to have Mass. An 8 year old boy asked me if I was carrying a trophy. I said “no”. “What is it then?” was his reply. It’s a ciborium – the container where we keep the Body of Christ, you know Jesus. “For real?” he

asked. “Yep. Jesus. For real.” And then he looked at me with big brown eyes and said very simply, “then it is a trophy.” As I walked away, I smiled, fully aware that on any given day, the kids get it more than I do.”

Stories provided by Armando, ever the story-teller were:

He spoke about the overnights at the former St. Michael’s on Hemlock Lake (which at one point was the summer residence for Bishop McQuaid and then the home of the Divine Word Seminary.) The counselors and campers would walk from camp to St. Mike’s for an overnight in the woods. Games of capture the flag and walks through the grottos along with campfires and smores were always fond memories.

Armando watched camp grow from July being boys’ season and August known as girls’ season. In the early 1980’s camp saw its first co-ed encampment. The first year, two weeks of co-ed was piloted. It was not long before boys’ and girls’ seasons were phased out and camp ran 8 weeks of co-ed camping.

Mudslides were a favorite at Camp Stella Maris. What campers know now as mudslides (the Livonia Fire Department coming to camp with two trucks, filling up at the hydrant on East Lake Road in front of camp and then “unloading” the water on the east end of the ball field) was not at all how mudslides began. When it rained, the staff would get the campers out on the ballfield for a game of “sloshball” (soccer in the rain and quickly turned into mud). To clean up after the game, all of camp would go to the waterfront and clean off before changing at the cabins. Over the years, sloshball evolved into mudslides thanks to the generosity of the Livonia Fire Department.

Armando had many stories of Joe Morsch, the camp caretaker for many years. Joe lived in what is now known as the Day Camp building. Joe raised cows and the old cow pasture is the playground for daycamp, and the location of the polebarn.

## 5. Conclusion

### • a. Introduction

Perhaps there is no better way to conclude this section on Camp Stella Maris than tracing the evolution of three elements of the camp experience which make the camp so unique and wonderful: the spiritual program, the leadership development programs and the campership program.

### • b. Spirituality Program

Recall that from the creation of the camp in 1926 until the early 1970’s, the expression of spirituality at camp was morning mass, evening prayer and occasional spiritual messages included in campfire stories. A new morning program component was created in the early 1970’s with the establishment of the “serendipity” program based on the Teen Seminar program developed by Father Bob Hammond in the Diocesan Education Department. A spin-off for staff was the once a week evening “Prime Time” program focused on discussion

of spiritual matters.

As previously indicated, the next major evolution in the spiritual component of the program had come with the hiring of John Roberts as Spiritual Director in 1990. He was a teacher and part-time youth minister in Avon. He revitalized the morning program which had deteriorated to the point that there were many “Bo Peep” alerts for campers missing from their assigned program, and also captured the imagination of the staff for his evening Prime Time sessions. These developments were especially important as the “Priest of the Week” concept had gone by the Boards and it was increasingly difficult to obtain priests to come to say mass. (Recall that Fiona Willis had given personal testimony to the influence of camp and John on her spirituality and life more generally.)

Alice Nation made efforts to revitalize not only the spiritual program component, but the over-all culture of camp in this regard. Specific activities now include morning prayer, ideally mass three times a week, night prayer in cabins and a once again revitalized Prime Time program. Thus, Camp Stella Maris continues to this day to live out in reality the faith foundation on which it was built.

### • c. Leadership Development Programs

The Counselor-in-Training program was established by Ray Tette in the late 1970's. Originally it provided opportunities for 15 year olds to play essentially an assistant counselor role for four weeks each summer.

In 1985, the program was enhanced with the creation of a Leadership Development Training Program for those of age 15. The age to become a C-I-T was raised to 16. Tom Weaver participated in this program which later became the L-I-T program. In his June 25, 2010 interview he indicated that there were six participants in the initial program when it was still the C-I-T program.

Today, there are more than one hundred fifty young people each week who participate in these two programs, each for two weeks. Obviously, the value of the program is that it provides needed revenue and serves for a feeder for future staff.

The programs were described in the 2004 Annual Report as follows:

Our Leadership Development Program provides opportunities for continued growth among campers ages 15 to 16. The Leader-in-Training (L-I-T) Program for young adults 15 years of age is the foundation of leadership training at CSM. L-I-T's learn how to work independently, using decision-making and assessment skills to understand what it takes to be a successful leader and follower.

The Counselor-in-Training (C-I-T) Program for young adults 16 years of age is phase two of the Leadership Development Program. It offers participants a review of the skills learned in the L-I-T program and puts that knowledge into practice. Emphasis is placed on skills relevant to a camp environment. Among the lessons are successful peer relationships, working with children of a variety

of ages and gifts, living in a Christian community, and learning to appreciate the importance of taking responsibility. Life skills learned in the C-I-T program may be used to enhance the quality of life in the communities where our campers reside.

• **d. Campership Program**

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

As time went on, the general economic status of Catholics improved and costs of camp escalated without the availability of seminarians and religious women. The camp began to serve a much higher percentage of middle income and upper middle income children.

As early as the mid-1970's, camp leadership came to recognize and began to address this phenomenon. A volunteer, Charlie Bayer (brother of Father Peter Bayer) organized the first campership fund in the mid 1970's. Recounted above is the initial contact with the Wegman's and their first contribution to the campership fund. (Peggy continues this tradition to this day.) Described above also is the continuing focus of the members of the corporation on the need for economic as well as cultural and racial diversity at the camp. Also described in this chapter was the creation of the Starpack initiative, one of whose purposes was to raise campership funds.

It is anticipated this year that 300 children will benefit from approximately \$100,000 in campership funds. Camperships are available in two different ways to help address the \$500 it currently costs to provide a child a week's camp experience. The first is a formula approach based upon family income. The second is through the agencies previously mentioned (parishes, WIN Schools, Catholic Family Center, Bethany House, Hillside, etc.) Children referred through these agencies are charged \$75 a week, often paid in part or in full by the referring agency.

This initiative, together with the culture of spirituality and the youth development initiatives, are an important part of what makes Camp Stella Maris "A Treasure to the Diocese" and "Star of the Sea."



*-Courtesy of Catholic Charities*

Natasha Thompson, Executive Director of the Food Bank 2008-present;  
Bishop Clark; Jack Balinsky



*Courtesy of Catholic Charities of  
Tompkins Tioga County*

-Christine Sanchirico, Executive  
Director of Catholic Charities of  
Tompkins/Tioga 2005-present



*-Courtesy of Catholic Charities of  
Chemung County*

Bridget Steed, Executive Director  
of Catholic Charities of Chemung/  
Schuyler 1993-present



*-Courtesy of Catholic Charities of Wayne County*  
Tim Sullivan, Executive Director of Catholic Charities of Wayne County  
2008-present with his wife Connie



*-Courtesy of Providence Housing Development Corporation*  
Providence Housing Development Corporation Administration staff 2009



*-Courtesy of Catholic Charities Community Services*

Catholic Charities Community Services Leadership staff 2010



*-Courtesy of Catholic Charities*

Ellen Wayne, Executive Director of Catholic Charities of the Finger Lakes  
2007-present; Sister Janet Korn, Catholic Charities staff member 1998-2009



*-Courtesy of Catholic Charities of Livingston County*  
Staff of Catholic Charities of Livingston County 2009



# CONCLUSION

Bishop Thomas Hickey could have hardly imagined in fall 1910 when he was planning the first centralized diocesan collection for charitable activities (\$6,000 was raised) what Catholic Charities would look like one hundred years later in summer 2010.

Today, the agency touches the lives of more than 250,000 people in the twelve-county Rochester Diocese. One hundred fifty thousand receive food from food pantries and soup kitchens supported by the Food Bank of the Southern Tier. One hundred thousand are supported in some fashion by the other nine agencies within the Catholic Charities corporation and its two affiliates, Camp Stella Maris and Providence Housing Development Corporation. More than 1,000 people are employed. The Catholic Charities family is led by 300 committed volunteers, and has an annual operating budget for 2010 of \$65 million.

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

This book is dedicated to Mary Hannick who has embodied the "heart and soul" of the work of Catholic Charities over the last hundred years. It is also dedicated to the thousands of volunteers and staff dedicated to carrying out the three-fold mission of Catholic Charities: providing quality direct services that empower persons, advocating for public policies which honor the dignity of the human person and enable individuals and families to achieve their full potential, and working with faith communities of all denominations to assist them in the Gospel call to love their neighbor.

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

It is important that this creative leadership continue. Jesus said that "the poor will always be with you." It is ironic that Father Jacob Staub's effort to stop a "run on the bank" in 1914 led to creation of the first formal Catholic Charities program, the Relief Department. The "Great Recession" of 2008 and 2009 has in a way repeated this history. The needs of an increasing number of individuals and families, at a time when there is concomitant pressure on funding sources, have created even more need for creative responses. It is the author's firm belief that the organization has the ability to respond to this new challenge