



# STRONGER TOGETHER

2019 – 2020 ANNUAL REPORT





## MISSION STATEMENT

Action for a Better Community is a Community Action Agency that promotes and provides opportunities for low-income individuals and families to become self-sufficient.



## HISTORY

Action for a Better Community, Inc. is one of nearly 1,000 nationally recognized Community Action Agencies (CAAs), established under the Economic Opportunity Act of 1964 to fight America's War on Poverty. CAAs serve 98% of our nation's cities and counties and are a primary source of support for the more than 38 million Americans living in poverty in both rural and urban areas. ABC continuously emphasizes Community Action's identity in our area as a viable, working solution to moving people out of poverty.





# DIVISION FOR YOUTH & COMMUNITY SERVICES

The division’s mission is to provide a variety of social, human, educational, health and community services to individuals who live in impoverished conditions and communities within Monroe and Ontario counties. The division works collaboratively with businesses, governmental and human services agencies, and community residents to maximize its collective impact for the purposes of promoting opportunities for growth and attainment of self-sufficiency.

- **HIGH-IMPACT PREVENTION SERVICES FOR YOUTH (HIPSYS)** serves youth ages 13 to 24 who are susceptible to risky behaviors that could result in negative, health-compromising consequences. Our High-Impact HIV/STD Prevention program’s overall goal is to increase access to HIV and STD testing, treatment and healthcare services to ensure young people maintain healthy lives. To date, 189 group-level interventions have been delivered to youth, and 97 individual interventions have been delivered to youth within Monroe County.
- Through the **SUMMER YOUTH EMPLOYMENT PROGRAM** we are able to see young people dive into their first work experience. They learn the skills needed to obtain and retain employment while advocating for the betterment of their community through meaningful service learning projects. The Youth Services Department hired 40 youth to carry out two work experience projects, to mobilize the community toward positive perception regarding youth in the city of Rochester and Monroe County. The youth create an original play and short film concerning barriers youth face in Rochester and Monroe County and perform their productions in different venues throughout the summer.
- **STRATEGIES 2 SUCCESS** allows young people to learn about their own gifts and talents in a youth friendly atmosphere, while they advocate for themselves to be the best version of who they are. The young people in our program have seen a rise in their GPAs, their family relationships have been restored, and they understand their worth and individuality. These young people have also witnessed a community of school staff, ABC advocates, caring fine-arts instructors and family members who are unified in the interest of their future.

## 2019 HIGHLIGHTS



3,587

unduplicated individuals were served, benefiting from multiple programs and services.



3,457

families were served, benefiting from multiple programs and services.



199

individuals received training certificates and obtained pre-employment skills and competencies required for employment.



37

individuals obtained a high school equivalency diploma.



268

individuals enrolled in adult basic education and high school equivalency classes.



■ **PROVIDING REAL OPPORTUNITIES WITH DEDICATION (PROWD)** works with students in the target age group of 10 to 13. The program is funded by the Department of Health to help teach students the importance of sexual risk avoidance, working with the evidenced-based curriculum “Making a Difference.” PROWD staff work with 100 students and families per year, empowering youth to develop assets while learning new activities such as yoga, karate, painting and other fine-art instruction. Through circle conversations, students are educated and given tools to deal with hard topics such as abstinence, STDs and peer pressure.

In addition, individuals can acquire the education and skills that will lead them to a higher level of self-sufficiency.

■ Partnering with **ROCHESTERWORKS!**, we are offering parenting classes to individuals who cannot meet the required work experience to maintain their social service benefits. The program uses the Every Person Influences Children (EPIC) curriculum.

■ **ROC-HPOG** (Rochester Health Profession Opportunity Grants) provide supportive services and access to training and education opportunities that lead to meaningful employment in the healthcare field. Poor or insufficient education can be a barrier to achieving meaningful employment. ROC-HPOG focuses on assisting individuals to access the resources necessary to equip them with training and career development opportunities for healthcare occupations that are in high demand. ROC-HPOG is a collaborative partnership that includes institutions of higher education and community-based organizations, all working together to address the needs of participants enrolled in the program.



■ Through our **FOCUS PROGRAM**, families receive job-readiness training, support and coaching services in preparation for meaningful employment that pays a living wage.

■ Our **ADULT EDUCATION SERVICES** have been successful in not only preparing individuals to get their high school equivalency degree, but we also provide support with TEAS, TABE and TASC testing. Staff provide tutoring services to those who require additional support to pass the exam.

■ **BRIDGES TO SUCCESS** is an adult-mentoring program that connects individuals with a mentor who works with them to offer supportive services while they work on meeting their everyday living needs and pursuing their goal of economic prosperity.

■ **NEW DIRECTIONS** is a full outpatient substance-abuse clinic dedicated to changing lives by meeting the needs of individuals who are impacted by alcohol and drugs. New Directions offers services in English and Spanish by culturally diverse and certified staff who are reflective of the population served by the clinic. Family counseling, relapse prevention services, continuing care and medication-assisted treatment are also offered. The clinic is dedicated to providing holistic and evidence-based practices that address the comprehensive needs of individuals and families.

■ The **ACTION FRONT CENTER** empowers individuals to make healthy choices that will prevent the spread of HIV, hepatitis and sexually transmitted diseases (STDs), and achieve optimal health and quality of life. We are proud of our success in delivering health education and services in the community since 1988, incorporating a peer educator/leadership development model. We develop grassroots leadership and consumer voices, mobilize community collaboration and advocate for better health and social justice. The Action Front Center has helped many people living with HIV, who at one time did not envision a future, to realize their potential and develop leadership and employment skills. Today they are employed throughout the community and are involved in community and statewide organizations, where they have a voice.

2019  
HIGHLIGHTS



40

unemployed youth obtained employment to gain skills or income.



833

families learned and exhibited improved family functioning skills.



196

partnerships were established or maintained, mobilizing and leveraging resources to provide a wide range of much-needed services to low-income people.



272

individuals obtained permanent employment.



370

individuals were referred to HIV or STI screenings.

- **CLIENT SERVICES:** Provides education and skills development, counseling and support services to people living with an HIV diagnosis by helping them maintain their health, achieve viral suppression to prevent further transmission of the disease and develop new skills that engage them in community activities.
- **COMMUNITY MOBILIZATION INITIATIVE:** Mobilizes the community to increase the leadership and the voice of those from highly impacted communities and to increase awareness about HIV and related stigma.
- **PREVENTION EDUCATION SERVICES:** Offers health education about HIV, hepatitis and STDs using science-based behavioral models; access to HIV, hepatitis C and STD testing; and risk-reduction counseling. Trained peer educators help deliver community education and outreach services.



We have a strong belief that community-wide change can only happen if residents are fully engaged in developing the strategies needed to make change happen. The Community Development Department’s attention is on the collective impact ABC can have in the city of Rochester. Crime, housing and poverty are significant barriers to neighborhood and resident stability. The department addresses these barriers with the following:

- **SAVE OUR YOUTH (SOY)** works with individuals at high risk of either becoming a victim of or perpetrating an act of violence. Initially, the program was funded by the NYS Division of Criminal Justice Services to provide services in northeast Rochester. In 2017, ABC received additional funding to replicate its services in southwest Rochester. The program employs five outreach workers, two outreach worker supervisors and one program manager whose role is to engage young people

in case management services to get them connected to education and employment to reduce violence. This is an evidence-based program with 11 sites in New York state. In 2020, the program added a social work component to help individuals and families impacted by violence.

- The **HOUSING INTAKE SERVICES PROGRAM** provides residents with access to housing grant opportunities through the city of Rochester. ABC facilitates the intake process for applicants who need financial assistance to address housing conditions, including replacing/repairing nonworking furnaces, installing new roofs and remediating lead hazards. These programs give community residents opportunities to address home maintenance needs they would not be able to accomplish on their own because of the financial cost involved.
- **COMMUNITY BUILDING IN ACTION** works with residents on the grassroots level to achieve their goals of improving their neighborhood and local business community. CBA has a transformative effect by developing the ability and capacity of local residents to not only identify needed change, but affect it. Residents and business owners working with CBA demonstrate increased leadership, organizational and advocacy skills. These newly developed skills have been used on a range of community efforts, from getting uniform signage in the business corridors to installing speed bumps on local streets to improve safety. Residents have transformed vacant lots into community green spaces to hold movie nights, events for children and gatherings of residents in the neighborhood.
- The **OFFICE OF NEW AMERICANS** is in its third year of operation. Its services and activities are centered on three key areas based on identified needs of low-income immigrant communities:
  1. Improving the economic condition in which new Americans with low-income live.
  2. Increasing the social contact between new Americans and the larger population.
  3. Increasing access to community resources that improve the condition in which people live.
- The **COMMUNITY CREDIBLE MESSENGER INITIATIVE (CCMI)** focuses on reducing recidivism among youth and the reunification of families. The team works with a caseload of 24 youth under the age of 18 who are returning home from a juvenile detention facility. It is funded through the Office of Children and Family Services and employs two parent partners and three credible messengers. CCMI is a five-year initiative and part of a multi-organizational collaborative.

2019  
HIGHLIGHTS



37

individuals living with HIV engaged in supportive counseling to improve quality of life.



914

children were up to date on all possible immunizations, medical and dental care.



418

individuals demonstrated improved mental and behavioral health and well-being.



32

individuals completed a prepurchase home ownership education program through ABC’s Ontario County partner, PathStone.



281

individuals completed substance abuse screenings,



# JEROME UNDERWOOD, ABC'S PRESIDENT & CEO



There's an African proverb which states, "If you want to go fast, go alone; but if you want to go far, go together." In that spirit, the theme for our 2020 annual report is *Stronger Together*. The ABC journey as part of the national war on poverty is one that has required collaborations and partnerships at every level. Our work is demanding on the best days and certainly could not be done alone. As we examine our rich history, it provides a window to the future. We see robust challenges ahead but are buoyed by the resilience of our clients, dedication of our staff, guidance from our governing bodies, and the continued support of our funders. We are *Stronger Together*.

My 2019 annual report remarks included the question "Where does ABC go from here?" A solid education provides a firm foundation on the path to economic and social emotional self-sufficiency. In that regard, we continue to strive for even better outcomes in our already best-in-class early childhood Head Start and

*"I'm truly indebted to ABC's staff, many of whom have made personal sacrifices to maintain services to our clients and the community at large."*

Early Head Start operations. We have expanded after-school programming for middle and high school students, as well as educational offerings for adults. The "whole family" approach to counteracting poverty is fully entrenched in all we do. No matter the challenge that confronts us or our clients, we are determined to meet it with equal resistance. Working collaboratively with our local and national partners is a key element in our ability to do so.

With the uncertainties unearthed by COVID-19, I cannot think of a time where we needed each other more. I'm truly indebted to ABC's staff, many of whom have made personal sacrifices to maintain services to our clients and the community at large. Their innovative thoughts are consistent with our core mission of community action—all the while having to manage the uncertainties in their own families. Our staff and volunteers are a microcosm of the communities we serve. Their needs are the community's needs. Although ABC has historically participated in numerous partnerships and collaborations, new ones are emerging as a result of the pandemic. We need each other. Our complementary

knowledge and capabilities are being put to the plow. We are indeed *Stronger Together*.

The funder community—individuals, corporations and philanthropic organizations—is key to our existence. Certainly we cannot overlook the significant federal, state and local government dollars that come to ABC. However, our ability to continue to generate unrestricted revenue is crucial given the fluidity and uncertainty we are faced with. Philanthropy and charitable giving allow us some flexibility to invest in the future, in the unknown, and to cover the unexpected costs that targeted grants will not. We need your contributions in order to continue to work on behalf of the neediest amongst us. Yes, we are *Stronger Together*—clients, staff, our board, volunteers, community partners, funders—and together we will go far in improving the lives of many.

**Jerome Underwood**  
ABC's President & CEO

## 2019 HIGHLIGHTS



**949**

children participated in ABC's and its partner agencies' Early Head Start/Head Start preschool activities to develop school readiness skills.



**260**

received substance abuse counseling.



**62**

individuals successfully completed ABC's alcohol and substance abuse treatment program.



**364**

families benefited from weatherization, energy conservation services and home maintenance services.



**170**

of these households documented a reduction in their energy costs.

## BRAD RYE, ABC'S BOARD CHAIR



Each year, ABC's annual report features a theme that reflects an aspect of what we're working toward and what we believe as an organization. The theme of this year's annual report does just that with two simple, yet powerful words that are truer than ever for the world we find ourselves in today: *Stronger Together*. While it was selected before the COVID-19 crisis, the theme *Stronger Together* is especially relevant in light of the global pandemic.

The *Stronger Together* mindset has been essential to moving forward in this era of COVID-19. Similarly, ABC has always embraced the idea that the best way to achieve the best outcomes for individuals, families and, in turn, the community as a whole is through collaboration and cooperation among not-for-profit organizations, businesses, elected officials, foundations, funders and more.

It's an idea that is reflected in the *Promise of Community Action*, words that take on even greater meaning today:

*Community Action changes people's lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.*

Community partnerships we've been a part of over the past several years include the Strengthening Working Families Initiative; Bridges to Success adult mentoring program; ROC-HPOG (Rochester Health Profession Opportunity Grants) employment, training and education; and the Rochester-Monroe Anti-Poverty Initiative, whose steering committee is co-chaired by our President and CEO. Recently, we worked with FoodLink to distribute food and supplies during the COVID-19 crisis. We're honored to be a part of these and other teams comprised of people from various organizations working side by side to provide essential services and deliver outstanding results.

The COVID-19 tragedy has made abundantly clear the importance and necessity of people joining together

to achieve common goals, both for themselves and others. Indeed, the events of 2020 have made our resolve and commitment to that approach greater than ever. We invite you to join us. Whether it's through your time, talent, treasure or all of the above, we welcome your contributions and support as we strive every day to help make our community *Stronger Together*.

**Brad Rye**  
ABC's Board Chair

*"The COVID-19 tragedy has made abundantly clear the importance and necessity of people joining together to achieve common goals, both for themselves and others."*

## 2019 HIGHLIGHTS



**28**

staff have Home Energy Professional certifications.

ABC's Ontario County partner, Catholic Charities of the Finger Lakes



**13,588**

meals served to individuals in the community.



**138**

individuals helped with rent payments.



**149**

individuals helped with utility payments.





# EARLY CHILDHOOD SERVICES & COMMUNITY PARTNERSHIPS

## Early Childhood Services

### **LITTLE VOICES NOW, BIG VOICES AND ASPIRATIONS TOMORROW!**

ABC Head Start serves preschool children ages zero to five. The program works to prepare children for their educational journey, as well as supporting families to be the first and most influential educator during this journey.

Quality early childhood education programs such as ABC Head Start have proven to be a critical launch point to obtaining positive outcomes not only during the preschool years, but beyond. Studies have shown that a strong preschool education results in strong social skills and sets a solid foundation for increased literacy skills that are foundational for children learning how to read. As a result, the more children learn, the greater the transition is from learning to read to reading to learn. This will increase success in school and increase high school and college graduation rates. With these increases, communities can expect lower teen pregnancy rates and other positive outcomes. The economic advantage that higher education brings is evidenced by the comparatively low unemployment rates and higher incomes of college graduates when compared to individuals without a high school diploma.

Nationally, ABC's Head Start program remains one of the highest-performing Head Start programs in the country, as documented by the Office of Head Start's annual Performance Indicator Report. Locally, the Head Start program continues to be one of the highest-performing early childhood programs, as documented by the Children's Institute's annual RECAP report. RECAP shows that ABC Head Start children enter the program slightly behind their peers in cognitive, social and emotional development, but by the time they leave Head Start and enter kindergarten, their development is assessed to be on target or above other children who have participated in other quality early-education services.

ABC recognizes that a strong early-education program combined with support for parents will contribute to a stronger community. Family Navigators work with each family to achieve goals in areas such as economic self-sufficiency, housing, education and employment. Each family's aspirations are the driving force for the program's family support services.

Health Navigators work with every family to assure that all children receive the medical and dental services that are needed for a healthy child—a child ready to learn and thrive. ABC assures that all children have insurance and a medical and dental home. Hearing and vision screenings are provided on site for all children, and a pro bono dentist provides dental screenings at all centers.





**ABC DIRECTLY MANAGES A HOME-BASED PROGRAM AND SIX HEAD START CENTERS:**

- |                        |                         |
|------------------------|-------------------------|
| Clifford Avenue Center | Jefferson Avenue Center |
| Hart Street Center     | Joseph Avenue Center    |
| Hudson Avenue Center   | North Street Center     |

In addition, ABC has contractual agreements with the Ibero-American Action League and Volunteers of America for Head Start and Early Head Start services. ABC’s Head Start services are financially supported by the Office of Head Start, the Rochester City School District, the Child and Adult Care Food Program and the Child Passenger Safety Program. The program also benefits from the volunteer efforts of hundreds of members of the community, including Head Start parents.

# Community Partnerships

Forming and strengthening community partnerships is an integral aspect of ABC’s Head Start program. A fundamental goal of Head Start is to bring together community resources to support children and families in ways that are responsive to their needs and to include Head Start families in decision-making about these services. Each of the organizations below has worked directly with ABC in creating partnerships that benefit the families we serve.

- |   |   |
|---|---|
| ABC Divisions and Programs<br>(Service Integration)                                       | Mental Health Association of Rochester                              |
| American Red Cross  | Monroe County Department of<br>Public Health                        |
| Anthony Jordan Health Center  | March of Dimes  |
| Association for the Blind and<br>Visually Impaired  | Nazareth College Department of<br>Audiology and School of Education |
| Bivona Child Advocacy Center  | New York State Oral Health Technical<br>Assistance Center           |
| Boards of Cooperative Educational<br>Services Regional Early Childhood<br>Division Center | Rochester City School District                                      |
| Catholic Family Center  | Rochester General Hospital  |
| Center for Community Health &<br>Prevention, URM  | Rochester Hearing and Speech  |
| Child Care Council  | Rochester Museum and Science Center                                 |
| Children’s Institute  | Rochester Public Library  |
| Consumer Credit Counseling  | The Children’s Agenda   |
| Dr. Lynne Halik   | The City of Rochester   |
| East Avenue Dentistry First Books   | The Strong National Museum of Play                                  |
| Homeless Services Network   | University of Rochester’s Department<br>of Dentistry                |
|   | Wilson Commencement Park  |







# ENERGY CONSERVATION PROGRAM

## Weatherization Assistance Program

The Weatherization Assistance Program (WAP) provides free energy-efficiency and health and safety measures for low-income households, including owner occupants with tenants. We also provide reduced-cost services to landlords with tenants, including those with multi-family properties as long as a significant amount of their tenants meet the income guidelines.

We help our clients save hundreds of dollars annually on their utility bills by making sure their homes are insulated, air sealed, and that their heating and hot water systems are working at their optimum efficiency. ABC's professionally trained staff have attained the highest Building Performance Institute (BPI) certifications. Our staff will perform an energy audit, health and safety testing, and energy-efficient retrofits to city homes. Some of the measures performed include the installation of ENERGY STAR® refrigerators, high-efficiency heating systems and hot water tanks, kitchen and bathroom ventilation, energy-efficient lighting and, in some cases, window and door replacements.

## Home Energy Assistance Program (HEAP)

### HEATING EQUIPMENT CLEAN AND TUNE, AND REPAIR AND REPLACEMENT BENEFITS

HEAP is a federally funded energy program intended to provide assistance to low-income households to meet their immediate home energy needs. The Heating Equipment Clean and Tune benefit allows eligible households to receive cleaning and maintenance of their primary heating equipment annually. This may also include minor repairs and the installation of a carbon monoxide detector or programmable thermostat if necessary.

Heating Equipment Repair and Replacement (HERR) benefits are available to assist HEAP-eligible households with the cost of repairing or replacing the applicant's primary heating equipment. The applicant must own their dwelling, have lived in the home for at least 12 months, and the heating equipment must have been documented by a participating vendor to be inoperable or unsafe, and in need of repair and/or replacement.

### HEAP COOLING ASSISTANCE BENEFIT

Cooling assistance provides households with a one-time benefit per five years of the installation of an air conditioner in their home. If an air conditioner cannot be safely installed then the program will provide the client with a fan. The dwelling in which the air conditioner or fan is installed must have an inhabitant who has a documented medical condition that is exacerbated by heat. The applicant must also meet certain income guidelines.

ABC provides both of these HEAP services as their program funding allows.



# STRENGTHENING WORKING FAMILIES INITIATIVE (SWFI)

The Strengthening Working Families Initiative (SWFI) is a four-year (2016–2020) \$4M grant funded by the U.S. Department of Labor. SWFI provides low- to middle-skilled parents opportunities to advance in their careers in high-growth or high-demand industries—including healthcare, advanced manufacturing and information technology—while addressing barriers related to accessing training and employment faced by those with child care responsibilities.

SWFI is a collaborative that includes the lead agency, Rochester Rehabilitation Center; two subcontracted agencies, Child Care Council, Inc. and Action for a Better Community, Inc. (ABC); and several partners.

Action for a Better Community, Inc. provides systems-level activities to make systemic improvements in child care and employment services that help systems be more responsive and that result in positive outcomes for participants. Systemic barriers refers to policies and practices created and enforced by institutions or bureaucracies that create obstacles for individuals. These obstacles impede access to opportunities that can contribute to an individual’s/family’s stability, independence and overall quality of life. Through identification of needs and barriers and by working in tandem with key organizations in the community, including its collaborative partners, to address them, ABC is helping to bring attention to issues of working families.

On October 25, 2019, SWFI held a successful community breakfast attended by nearly 150 stakeholders where the following was shared:

**370 PARENTS** were enrolled in the program through June 2019 — 88% were in the healthcare training field, 7% were in the IT training field and 5% were in the advanced manufacturing field.

**206 CHILDREN** had their childcare costs paid for by SWFI through June 2019.



In the most recent reporting year (2018–2019), among those who enrolled in a SWFI-qualified training program (156), nearly 70% completed training and over four-fifths (86%) obtained employment.

**There are plans in the works as a result of some key findings identified by ABC:**

- 1. Childcare roundtable that lends parents a voice at the local and state levels;
- 2. Training fair to promote and link parents to training opportunities; and
- 3. Promotion of childcare resources, including navigation services, through dissemination of a childcare directory and through a childcare fair.



## SUCCESS STORY

For the past 30 years I have lived painfully with alcoholism and battled three cancers. I became a functional human, only existing, not living, and going day to day with no real direction in my life.

I worked every day to sustain housing. I began losing who I wanted to be and became part of the legal system; while doing that I lost housing, personals and friends. Not concerned with any of this, I became even unsure of my worthiness. I continued a life of distinct inner pain and self-destruction.

After years of falling and slowly getting back up, the last fall took its final toll on my soul. I lost everything I owned—photos, family and, most importantly,

myself. I had such an empty soul. A simple image of an empty shell.

While forced to do a four-year incarceration, I broke down every inch of my soul to find the strength to dig deep into the very roots of why I continued my path of destruction. It was a long, painful, yet exciting journey as to who I was and what I wanted.

After returning home, having lost everything, I became humble, having to stay in a shelter. I pushed through the many barriers to get where I wanted to be. I was introduced to Action for a Better Community and the Health Profession Opportunity Grants (HPOG) program, which navigated me through the successful

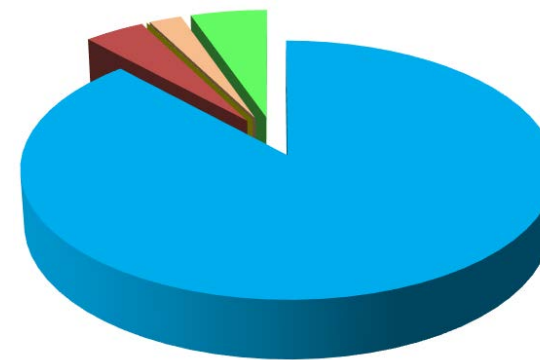
completion of a community health worker class with the Community Health Worker Association of Rochester (CHWAR).

I was confident to apply where I wanted. I landed a job with MC Collaborative as an education outreach worker, helping others get connected to the many resources in our community. I am still involved with HPOG and will continually utilize the services they provide to better myself and further my education.

*Amy Mincer*

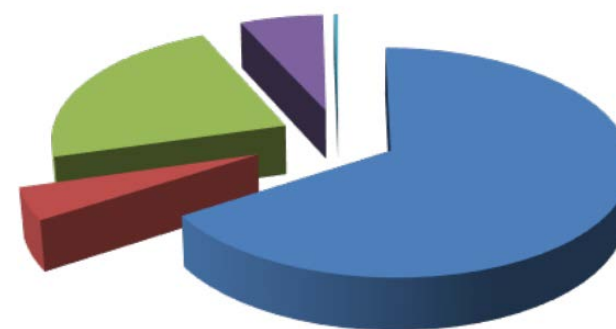
## ABC'S FINANCIALS

Action for a Better Community, Inc. Financial Information  
for Fiscal Year Ended September 30, 2019



### REVENUES

Government Grants and Contracts	\$24,231,631
Fee for Service	\$1,166,609
Foundation and Corporate Support	\$1,743
Other Revenue	\$628,607
In-Kind Support	\$1,465,354
<b>TOTAL REVENUE</b>	<b>\$27,493,944</b>



### EXPENSES

Early Childhood Services	\$18,036,597
Weatherization Services	\$1,262,459
Community-Based Services	\$6,231,354
Administrative Costs	\$1,764,721
Fundraising	\$84,330
<b>TOTAL EXPENSES</b>	<b>\$27,379,461</b>
<b>Change in Net Deficiency</b>	<b>\$114,483</b>



## ABC BOARD OF DIRECTORS

*(Currently Serving)*

### OFFICERS

Brad Rye, Chair  
Patricia Stevens, 1st Vice Chair  
Rosiland Brooks–Harris, 2nd Vice Chair  
Lee Alice Lawson, Secretary  
Timothy Flaherty, Treasurer

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Anthony Kinslow  
Michael Johnson  
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James Roose  
Richard Russell  
Sandra Simon  
Phillip Washington  
Anna Marie Webster  
Dirk P. Wyatt

## ABC ADMINISTRATORS AND DIRECTORS—2020

*(Currently Serving)*

### EXECUTIVE STAFF

Jerome H. Underwood, President & CEO  
Ruby Austin, Assistant to the President  
Eric Binazeski, CPA, Acting Director of Finance  
Patricia Lloyd–Wiggins, CCAP, Chief Operating Officer  
Gladys Pedraza–Burgos, VP for Early Childhood Services  
Naimah Sierra, CCAP, VP for Youth and Community Services  
Tanya Thurman, Acting VP for Planning & Evaluation

### DIVISION OF YOUTH AND COMMUNITY SERVICES

Diane Bardeen, Youth Services Department Director  
Shawn Futch, Focus on Self–Sufficiency Program Director  
Brian Kelsey, ROC–HPOG Program Director  
Linda King–Bronner, LMSW, CASAC, Health Services Dept. Director  
Mary Terziani, Youth Prevention Services Manager  
Patricia Terziani, Action Front Center Program Director  
Steve Turner, Community Development Department Director

### EARLY CHILDHOOD SERVICES DIVISION/ HEAD START

Regina Bradley, School Readiness Manager  
Anthony Costa, Acting Building Administrator—Hart Street  
Joan Favata, Building Administrator—Hudson Avenue  
Andre Harper, Family Services Manager  
Jannie Hill, Building Administrator—Jefferson Avenue  
Sharon Minigan, Associate Vice President  
Peter Ochi, Building Administrator—North Street  
Asfa Sill, Building Administrator—Joseph Avenue  
Tracy Tierney, Health and Nutrition Manager  
Priscilla Wilson, Building Administrator—Clifford Avenue  
Linda Wright, Education and Disabilities Manager

### ENERGY CONSERVATION PROGRAM

Shinita Hlywa, Acting Program Director

### DEPARTMENT DIRECTORS

Christopher Bell, Communications Director  
Daniel Callahan, Information Services Director  
Christian Jefferson, Human Resources Director  
William Porter, Business Services Director

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Perinton RV  
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University of Rochester  
Waterford Group

### ANNUAL MEETING YOUTH ESSAY CONTEST

ABC Foundation  
Diane Bardeen  
Loretta Kruger

## CORPORATE AND FOUNDATION SUPPORT

**ABC**  
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United Way

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