



HERITAGE

CHRISTIAN SERVICES

2025 Report to the Community

how we connect



connection
 is the energy
 that exists between
 people when they feel
 seen, heard
 and valued.

— BRENÉ BROWN

OUR MISSION

Our compassionate and talented team reflects Christ's inclusive love for all people, by honoring their dignity and worth and helping them to fulfill lives of endless possibility.

OUR VISION

Elevating love and care by elevating the experience of the caring professional.

OUR COMMITMENT TO EQUITY AND JUSTICE

We believe that people are entitled to dignity, respect, equity and justice. We champion a society that removes barriers. We reject racism and discrimination of any kind. We protest systemic and political inequities that marginalize people, recognizing that there is a history of structural racism in the United States. We will continue to learn and change to achieve justice. We know that strength comes from unity.

president's letter

President & C.E.O. Marisa Geitner, left, and Charlotte Conner reflect the simple power of human connection at the Pieters Family Life Center in Henrietta.

Dear friends,

Through another year I've been reminded how much our work depends on simple, human connection. I saw it in the conversations we had with families, who spoke about the comfort that comes from sharing clear communication and knowing that their loved ones are surrounded by people who see their dignity first.

I also saw it in our teams. Staff members built trust through consistency and compassion, supporting people as they reached meaningful goals. Their actions reflected a deep sense of integrity — carrying out their work with honesty, humility and care — and the belief that every person reflects God's image and deserves to be met with respect.

We strengthened the systems that support quality, expanded leadership development and continued investing in a stable and skilled workforce. We also celebrated the success of the Homes with Heart campaign, which is expanding accessible, thoughtfully designed places where people can thrive. Together, these efforts nurture inclusion and the excellence that grows from shared learning, collaboration and the faith that strengthens our work.

I'm grateful for everyone who stewards this mission. Thank you for creating a community where every person is valued and surrounded by the possibility of what lies ahead.

Marisa Geitner

Marisa Geitner
 President & C.E.O.

Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms.

— 1 Peter 4:10



HONORS AND RECOGNITIONS



Noteworthy in 2025

- With our renewed accreditation, Heritage Christian remains the longest-standing Compass agency in New York, at 24 consecutive years.
- A quality services redesign, including the rollout of DART (Detect, Assess, Remediate and Test) and an evaluation of our survey process, strengthened clarity and consistency.
- The Homes with Heart capital campaign concluded, raising more than \$10.1 million and resulting in the construction or renovation of 14 homes designed to support people as they age in place.
- The launch of an employee resource group, called Empower HERitage, built community and amplified staff members' voices.
- Renewed momentum around self-advocacy, with a self-advocates group, dedicated leadership and a partnership with the Self-Advocacy Association of New York State, ensured that the voices of people we support shape decisions and direction.
- Wage increases continued and on-demand pay was introduced.

*a year of impact,
joy and possibility*

Supporting the Spirit, Strengthening the Journey

Heritage Christian Services' faith community inclusion team quietly supports the heart of the agency. With the four team members each working across more than 30 day and residential sites, they help people stay connected to the things that ground them, like faith communities, meaningful rituals or simply the experiences that fill their spirits.

Their work looks different every day. They spend time visiting hospitals and hospice settings, helping someone join a church, planning retreats or listening deeply to learn what truly matters to a person. Sometimes that means a drum circle or a dance program; other times it's a mission trip, a walk outdoors or marking an important transition in someone's life.

Team members describe their role as bridgebuilding: listening with their hearts, finding out what resonates with a person and encouraging families and staff members alike. Along the way, people experience connection, dignity and the chance to live their best lives.

"We really listen with our hearts to find out what a person truly wants."

— DIANE STURMER
FAITH COMMUNITY INCLUSION SPECIALIST



Padraic Collins-Bohrer, Diane Sturmer, Sherry Gricar and Joe Starling make up Heritage Christian's faith community inclusion team.

2,647

people supported

1,000+

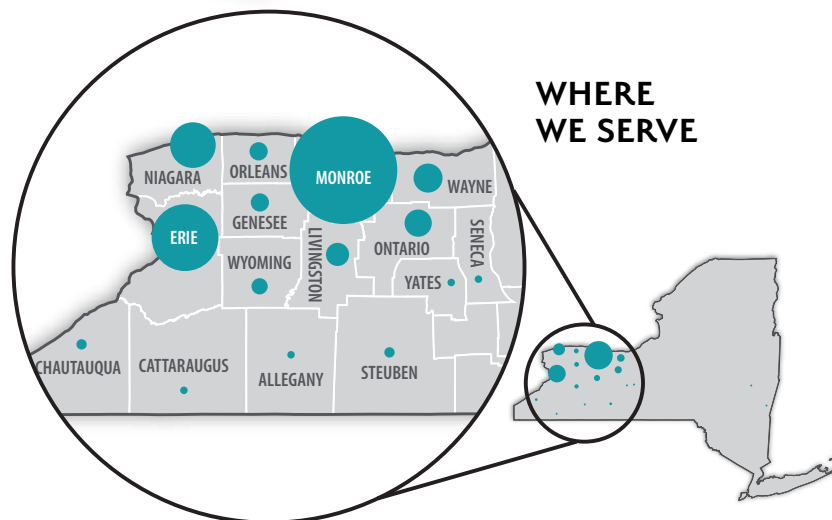
volunteer hours contributed

48,898

staff training hours completed

950+

people reached through inclusion and diversity efforts



WHERE
WE SERVE

'put me in!'

Building a Life of Connection and Trust

Sixteen years ago, Stephanie Ward walked into her new day habilitation job looking for a steadier schedule as a single mom. She found a community that felt like home: co-workers who welcomed her daughter, people she supported who quickly became part of her life and a culture built on connection.

That shaped everything that came next. Stephanie gravitated toward people who needed consistency. With Joan Rinere, that meant leaning in. Joan benefitted from extra support in the community, and Stephanie enthusiastically said, "Put me in." She listened, learned Joan's rhythms and created space for joy, whether exploring the arboretum or sharing fries in the car on a tough day.

"Joan just gravitated toward her," said Joan's mother, Mary. "She sensed the warmth." Over the years, that connection extended outward too. Mary became "Nonna" to Stephanie's children, and the families stayed close as Stephanie built her career and earned her degree.

Now a children's health home care manager, she and Joan still find time to have lunch or just get together. "It's the smallest things that make the biggest difference," Stephanie says. "That's how we connect. That's how we make people feel valued."

"Thinking outside the box isn't extra. It's part of understanding what someone needs."

— STEPHANIE WARD
CHILDREN'S HEALTH HOME CARE MANAGER



Joan Rinere, left, and Stephanie Ward share a bond built on support and respect.

Satisfaction Surveys

Residential and day habilitation

96%
of people supported and

29%
of families provided feedback through surveys to guide day-to-day improvements

98%
of people supported and

94%
of families indicated high satisfaction

Quality at a Glance

Heritage Christian Services has incorporated and enhanced tools that strengthen consistency, responsiveness and connection across programs.

- Individual and family surveys provide real feedback that guides day-to-day improvements.
- Quality scorecards help teams track progress and celebrate strengths.
- A new quality improvement tool turns everyday observations into meaningful action.
- Site visits by HCS leadership create direct opportunities to hear from people, staff members and families.

Together, these efforts deepen our understanding of people's experiences and keep their voices at the center of every improvement.

where family deepens the work



Chris Hemstreet, left, and Wendy Beck have built a close relationship over the years.

For nearly 20 years, Chris Hemstreet has worked at Heritage Christian Services in a direct support role as a medical liaison and what's kept her here is simple: relationships. "The people I support, their families and the staff members. They're important. When you get them, you hold onto them."

People at the home where she works have always felt like extended family. It's a place where bonds grow through years of shared life.

Those connections begin with trust. "It's strong communication," Chris says. "If you want someone

to understand you, or trust you, you talk with them. Sometimes it's just eye contact."

Chris's own family has been part of that story too. Her daughter Madi grew up visiting her mom at work, pushing wheelchairs in 5Ks, joining Heart of Dance events and becoming part of the fabric of the home. Now 17 and in high school musicals, Madi looks for those familiar faces in the audience — people who've known her since childhood.

"It's all family," Chris says. "Making those connections possible is what it's all about."



Madi Hemstreet, left, and David Longo share a moment after Madi's performance in "Once Upon a Mattress."

"When you get those relationships, you hold onto them."

— CHRIS HEMSTREET
MEDICAL LIAISON

A Culture That Connects:

Annie & Coleman's story

When Annie and Coleman Faison talk about their work at Heritage Christian Services, one theme rises again and again: connection. Annie joined the agency in 2023 as a fiscal intermediary coordinator and now serves as a staff training specialist. Her husband, Coleman, joined in the fall as an employment specialist for the Employment Alliance. Together, they've found a culture rooted in joy, inclusion and shared purpose.

"We talk about possibility every day, and here, we feel it for ourselves."

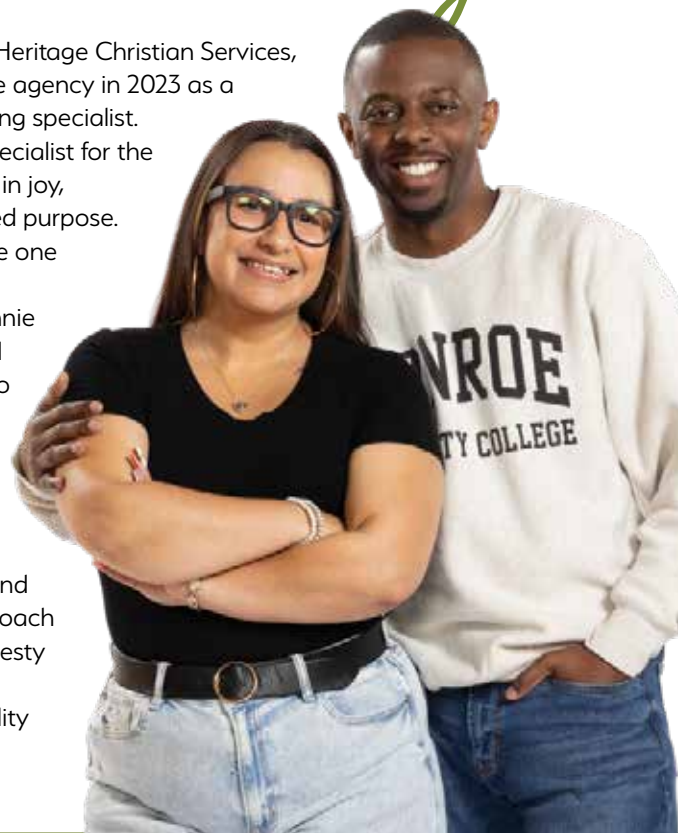
— COLEMAN FAISON

"Usually he's the one bringing me into wherever he is," Annie said. "I encouraged him to work here, so he's been able to see my sunshine and excitement. It's helped our

personal life, too. Now it's good to be under the same roof."

Annie discovered her voice through opportunities to lead and help new team members feel seen and valued. Coleman's approach is grounded in inclusion and authenticity. "People deserve honesty and dignity," he said. "That's how you build real connection."

For both, Heritage Christian feels like a place where possibility is real, for the people they support and for their own growing family.



Connecting People to Meaningful Work

The Employment Alliance helps people build the skills, confidence and connections they need to succeed in the workplace. Through personalized coaching, job development and strong partnerships with local businesses, in 2025 the team supported more than 300 people in finding positions that matched their interests and strengths. Employment specialists walk alongside each person, offering guidance on résumé building, interviewing and on-the-job success. Hundreds of employers benefit, too, gaining dependable team members and ongoing support. Rooted in inclusion and possibility, the Employment Alliance opens doors to greater independence, purpose and community participation — helping people shape the careers and lives they envision.



Lauren DelGudico works at Marian's House, a respite facility for adults with dementia, through a partnership with the Employment Alliance and Project SEARCH at the Jewish Home.

Workforce by the Numbers

Our workforce metrics tell an important story, but their true meaning shows up in daily life. For many staff members, increased wages and supports have eased financial strain, opened access to child care and made room for rest, family time and even long-delayed vacations. These numbers represent something simple and profound: greater stability for the people who make our mission possible.



82% of employees are proud to work here



72% would recommend the organization as great place to work.



1,148 people hired
3,696 employees across regions
74% of leadership positions filled internally

RETENTION RATE
82% for all positions
75% for direct support roles

Alongside hiring and retention efforts, we invested deeply in training and development, equipping our workforce to deliver consistent, high-quality results.

74 training hours for new hires

80 leaders completed new leadership training program

12 participants in the DSP Training Program through a partnership with Bryant & Stratton College

19 new trainings offered in 2025

The gentle architecture of trust

Quality at Heritage Christian Services is rooted in the simple, everyday gestures that create comfort and trust. Kelly Horschel knows this well. For 26 years, she's supported people through milestones, helped them grow as self-advocates and nurtured a strong sense of community.

She supported Tom Barraclough from his first days with the

agency, learning his communication style and encouraging him to find his voice. Over time, he began speaking up. "I'm going to advocate for him," Kelly says, "but he has to advocate for himself."

Today, Tom lives with five other men in a fully accessible home made possible through the Homes with Heart campaign.

Choosing paint colors, shaping routines and settling in — with Niko the house dog greeting everyone — has brought new energy and comfort.

For Kelly, now the residence manager, quality comes down to one thing: relationships. "They're my family," she says. "Once you have that relationship, it helps you improve and want to do better."

The Power of Self-Advocacy

Self-advocacy strengthens voice, confidence and leadership. At Heritage Christian Services, we partner with people with intellectual and developmental disabilities as they shape their goals, speak up for what matters and take an active role in decisions that influence their lives.

Through collaboration with groups like the Self-Advocacy Association of New York State, as well as hands-on leadership workshops and peer mentoring, people strengthen real-world skills. They learn to navigate complex systems. They share their perspective on agency initiatives. They influence policy.

At its heart, self-advocacy reinforces dignity, affirming that every voice deserves to be heard and valued.

To learn more about our advocacy priorities, visit

Heritage Christian Services.org/fair.

Meaningful progress depends on many voices.

A Celebration of Love — and Independence

Patrick Burke and Jacqueline Hammond have known each other for more than 20 years, first meeting as kids while playing adaptive sports. Over time, their friendship deepened, especially during Covid, when long FaceTime calls and outdoor walks made them realize they were a perfect match.

"They just nurtured this relationship," says Patrick's mother, Lindy. "And after a while, they knew they wanted a life together."

This was a big step for Patrick, who had lived at a home operated by Heritage Christian Services for 15 years. But Patrick, Jacky, their families and the agency shared the same goal: supporting the couple's hope for a life built together. On Oct. 11, 2025, surrounded by nearly 150 cheering family members, they held a commitment ceremony. "They loved calling each other fiancé," says Lindy. "Now it's husband and wife — and they just love that."



Jacky Hammond and Patrick Burke's commitment to each other marks a joyful new chapter in a relationship built over more than 20 years of friendship.



In 2025, New York state transitioned to a statewide fiscal intermediary and approved HCS as a facilitator, allowing us to continue offering CDPAP services for families like Toni and Nicole Tumminelli.

Creating Homes That Support

aging in place



Homes with Heart

Campaign Impact



homes built or renovated throughout the campaign

\$10.1 million raised

708 donors involved in the campaign

400 people will benefit from the campaign over **60** years

The Dignity of Living Well, Right Where You Are

Growing older in familiar surroundings matters. Many people we support have lived in the same home for decades, building deep relationships with housemates, staff members and neighbors. In 2025, 53% of the people living in residential settings supported by Heritage Christian Services were age 50 or older. As mobility, medical needs or accessibility requirements evolve, strategic investments allowed for renovations focused on safety upgrades, modernized kitchens and bathrooms and flexible spaces to support personalized and community-connected living.



Mimi Dundon was able to age in place comfortably at home, supported by Heritage Christian Services.

"If you don't form a relationship with people ... it's just a job. The relationship is what makes you want to do better."

— KELLY HORSCHEL
RESIDENCE MANAGER

Kelly Horschel, left, has supported Tom Barraclough for more than 20 years.

building connections

and Leading with Intention

When Diamond Jones joined Heritage Christian a year ago, she assumed she was stepping into a job. Instead, she found a community that showed up for her long before she expected it. As a new residence manager, she built trust quickly with staff members, clinicians and fellow managers, relationships that became a lifeline when she lost two close family members in quick succession.

"My team came to the services. They came by the house to help me get caught up. Everybody's just so supportive," she said.

She finds that same connection in Empower HERitage, the agency's first employee resource group. "It's a community within a community," she said. "We talk every day. Someone's always there."

For Diamond, it's a space where African American women can speak openly, support one another and feel strengthened. For instance, she says, "Self-care isn't just key in maintaining my personal mental and physical health and a

healthy work/life balance, but it's also critical in being an example to the people who I get to lead in and outside of work."

In the home she manages, Diamond leads with that same openness. "Quality has a lot to do with intention and attention," she said. "The care you put into the little things is what makes this a real home."

"Quality has to do with intention and attention. The care you put into those details is what makes this a real home."

— DIAMOND JONES
RESIDENCE MANAGER



Diamond Jones, right, uses joy to build relationships with people she supports, including Anita Kralis.

Empower HERitage: A Community within a Community

Heritage Christian Services' first employee resource group, Empower HERitage, was created with a focus on the experiences of African American women and their allies across the agency. Members meet regularly to share experiences, exchange resources on well-being and professional growth and create a space where every voice carries weight.

Open to all staff members, Empower HERitage embodies the agency's commitment to connection, community and shared learning to create the kind of belonging that strengthens the whole organization.

Additional affinity groups will be forming in 2026 to help connect employees in an era when social connections can be harder to come by.



Empower HERitage members fostered and strengthened connections through virtual and in-person gatherings throughout 2025.

inclusion

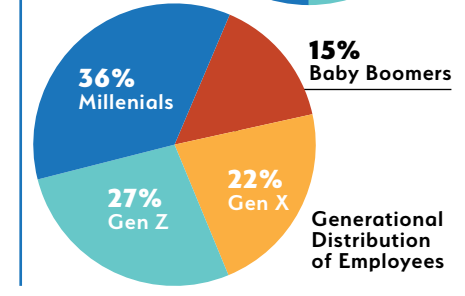
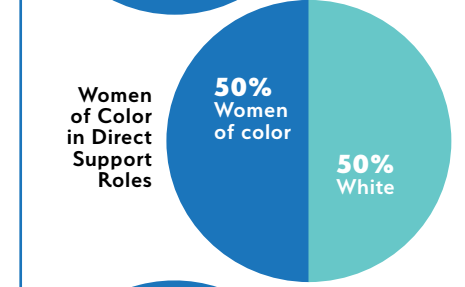
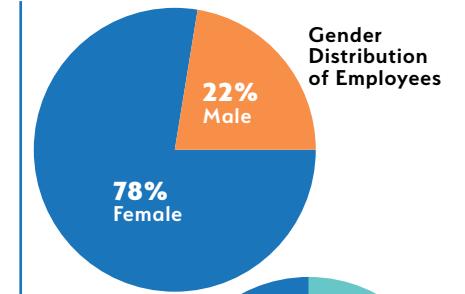
in Action

22 members in the new employee resource group, **Empower HERitage**

161 participants in inclusion training for leaders

400+ employees participated in wellness initiatives

69 HCS employees benefitted from the ERN Holiday Toy and Gift Drive



Heritage Christian staff members join President & C.E.O. Marisa Geitner (holding the award) at the celebration.

Inclusive Leadership Award

The Greater Rochester Chamber of Commerce presented its Inclusive Leadership Award to President & C.E.O. Marisa Geitner for Heritage Christian Services' long-standing commitment to building a culture where everyone feels seen, heard and valued. The honor reflects the accomplishments of our staff members, including their willingness to experience uncomfortable conversations, put in extra hours to update programs and policies, and show grace and patience as people travel along journeys of awareness. The recognition highlights years of intentional work — from equity-focused training and employee resource groups to leadership development rooted in dignity, belonging and accountability. This award affirms what our teams practice across both regions: leading with integrity, compassion and excellence to create a workplace where all people can thrive.

Success Coaches: A Personal Support Team

Success coaches continue to be one of the most energizing supports at Heritage Christian Services. In a single year, nearly 350 employees connected with a success coach for help with everything from budgeting and transportation to goal-setting, family needs and navigating everyday challenges.

What makes the program so powerful is how personal it feels. Coaches meet people where they are, listen without judgment and help break big worries into doable next steps. Staff members talk about walking away feeling lighter, clearer and more confident. Working with a success coach can help an employee bring their best self to work — and it's just one factor that keeps our overall staff retention rate above 80%.

finding independence through connection

Customized supports at Heritage Christian Services offer people the freedom to shape their own lives, choosing the routines, relationships and experiences that matter most to them. For Allison Killeen and her son Jimmy, those supports have taken many forms over the years: day habilitation, self-direction, in-home respite and community-based programs that foster belonging.

"All of it has helped Jimmy grow," Allison says. "There's just something about Heritage Christian's special sauce. You can't put your finger on it,

but it works."

One of Jimmy's greatest joys is the Club Adventure respite program. "He's hesitant with new things, but if I say, 'We're going to your club!' he's ready to go."

After Jimmy's father passed away unexpectedly, Allison suddenly had to manage self-direction alone. "I didn't understand the

budget, but Theresa Killian and Brittany Strauss (both fiscal intermediary coordinators) walked me through everything. They empowered me."

Today, Jimmy explores his community — museums, the zoo, adaptive ice skating — and is recognized as the center of his own life. "They know how he jams," Allison says. "They address Jimmy first. That's dignity. That's what matters."

"They know how he jams."

— ALLISON KILLEEN
JIMMY'S MOTHER



Jimmy Killeen, left, and his mother, Allison, value a life shaped by choice, including programs like Club Adventure that Jimmy enthusiastically looks forward to.

Connections Happen in the Community

The Club Adventure respite program brings people together for hands-on fun, creative expression and community exploration throughout western New York. Each season features a mix of themed activities — from arts and music nights to baking, movie celebrations and hands-on crafting — along with trips to local gems like museums, nature trails and interactive learning spots. Club Adventure creates an easygoing space where people can discover what they enjoy, grow their confidence and feel connected to a welcoming community.

52 families served in 2025

A grant from The Children's Guild Foundation allowed people to have access to six outings at no cost: bowling, along with visits to the Wow Factory, Grand Island Fun Center, Spooky Safari, Hidden Valley Animal Safari and the Buffalo Science Museum.

37 outings offered in 2025

a commitment to international connection

A team of people from Heritage Christian Services traveled to Guatemala to continue a more than 20-year project focused on practical support and shared learning. Through our long-standing partnership with Bethel Ministries International, agency staff members helped build simple, secure homes and visited people living in remote villages. They also hosted three weeklong camps for children and adults and supported a wheelchair distribution that offered greater mobility and independence to 80 people. The work is made possible through proceeds from our second-hand store, A Second Thought, allowing this ministry to continue serving communities where resources are limited but hope remains strong.

As President & C.E.O. Marisa Geitner reflected, "We have been focused from the very beginning to never enter into space imagining that we know better. This is truly a partnership, learning from one another and supporting one another with what we need for the next day."

This year's journey reaffirmed that meaningful service grows through partnership, humility and the commitment to walk alongside people as they take their next steps forward.



Top: HCS employees help build a home in Guatemala. Bottom: Volunteers fixed and distributed wheelchairs and built strong relationships with the people they met.

20 years of service



A resale shop funding International Ministries efforts in Guatemala, including wheelchair distribution and camp for children and adults with disabilities

Inclusive Community Programs



Providing a community-integrated day habilitation experience

10,000 visitors **51** school tours



Celebrating people of all ages and abilities through a diverse mix of dance and music

300 attendees at its first show since 2019 **80** dancers and behind-the-scenes supporters



Fostering self-efficacy and self-sufficiency through gainful employment and work preparation programs

175 receiving support **225** supported through ACCES-VR services



Providing therapeutic riding programs for children and adults to support physical, mental, emotional and spiritual growth

3,172 volunteer hours



Creating a more stable workforce to elevate continuity of care and workforce equity

8 participating employers



Offering health and wellness all in one place

8,963 wellness visits **317** community events hosted



Building a more confident and better trained support staff for organizations across New York state

10,000 professionals trained **300+** organizations served



Furthering the HCS approach to quality care for another element of our community that deserves the best supports

699 children served



Elevating Women Award

Expressive Beginnings Child Care won the Rochester Business Journal's Elevating Women award for redefining what opportunity looks like for women in early childhood education. With clear pathways to advance, earn credentials and lead, Expressive Beginnings is a place where women rise, shape the culture and strengthen families.

A Partnership Built Over Twenty Years:

The Curran family's story

For almost 20 years, Kelly and Tom Curran have turned to Heritage Christian Services during their family's most challenging and hopeful seasons.

Their daughter, Kate, first stayed at Respitewood, a program offering short-term and overnight support where the Currans found the dependable break they needed while raising four children without family nearby. "It gave us a breather when we had none," Kelly said.

As Kate grew, the relationship deepened. Heritage Christian served as her fiscal intermediary and broker for more than a decade, helping the

family navigate budgets, housing and the transition to adulthood.

"They helped me understand the system," Kelly said. "I always felt supported."

After Kate finished school during the pandemic, a Heritage Christian Services day habilitation team welcomed her with openness and care.

What began as two half-days became five, and Kate began wanting to go — something that had never happened in 20 years of school. Kate is now 26, and even though she has moved to a state-operated home, staff members drive 30 minutes each way to keep her connected.

"Kate finally has a place where she wants to go — and that's because Heritage Christian never gave up on her."

— KELLY CURRAN
KATE'S MOTHER AND A MEMBER OF THE HERITAGE CHRISTIAN SERVICES LEADERSHIP CIRCLE

For Kate Curran, right, and her mother, Kelly, their family's connection to Heritage Christian Services has deepened over time.

Expanding Opportunities

528 new donors in 2025

1,650 total donors in 2025

357 Leadership Circle members **143** Legacy Society members

\$2,377,870 raised in 2025



Executive Leadership

Megan Antonitto, VP of Corporate Compliance and Risk Management

Drew Bielemeier, Senior VP of Operations

Anne Brett, Director of Administrative and Governance Operations

Jillian Carter, Associate VP of Advancement

Kim Clark, Associate VP of Marketing and Communications

Chuck Collard, Regional VP of WNY Operations and Advancement

Jen Gaffey, Controller

Marisa Geitner, President & C.E.O.

Christopher McConnell, VP of Education, Employment and Finger Lakes Day Services

Donna Mostiller, Senior VP of People and Culture

Leonard Munthali, VP of Information Technology

Julie Owen, VP of Finger Lakes Customized Supports

Vicki Reina, VP of Quality Advancement

Laura Ryan, Business Analytics and Strategy, Advisor to the President

Shadi Sifain, Senior VP of Finance

Terry Wihlen, VP of Clinical and Finger Lakes Residential Services

Mark Zawacki, CFRE, Senior VP of Advancement, Executive Director of Foundation

financial stewardship

Heritage Christian Services remains committed to transparent, disciplined stewardship. Every dollar entrusted to us directly supports people: funding accessible homes, community programs, self-direction services and the workforce that brings our mission to life. Despite statewide shifts and budget pressures, we continue to plan carefully and align resources with real needs across regions and programs. Strong oversight from our agency and foundation boards ensures that investments are wise, responsible and centered on people.

TOTAL REVENUE IN 2025

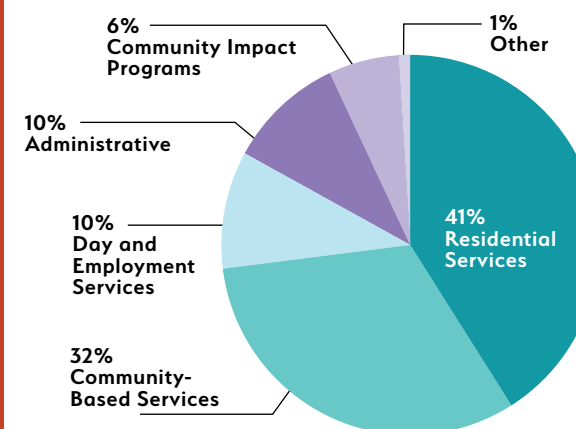
\$168,000,000



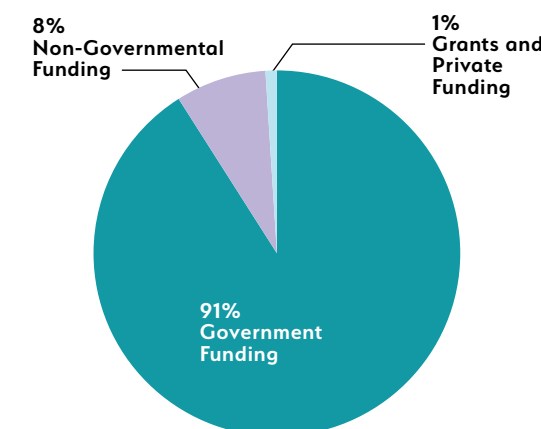
89¢ of every dollar

goes directly to programs that support the people who choose our services

EXPENSE BY PROGRAM



REVENUE SOURCES



HCS Again Named to Top 100

Heritage Christian Services is ranked 27th on the Greater Rochester Chamber of Commerce's Top 100 list of fastest growing companies in the region. An honor like this reflects more than numbers — it represents the steadfast dedication at Heritage Christian Services to building inclusive communities and supporting people to live full, meaningful lives of possibility. As a not-for-profit agency, we invest all of our profits into the mission of the organization. Simply put, our revenue growth means that more people in the community can be supported.



Agency Board of Directors

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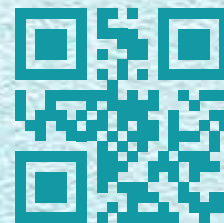
we're hiring

YOU CARE FOR OTHERS. WE CARE FOR YOU.

Tell people you know: Possibilities abound at Heritage Christian Services.

SCAN FOR JOINHCS.ORG

or text HIREME@HCS to (585) 302-2869



HERITAGE
CHRISTIAN SERVICES

People of possibility

CORPORATE OFFICE

275 Kenneth Drive, Suite 100
Rochester, NY 14623
(585) 340-2000

REGIONAL OFFICE

130 John Muir Drive, Suite 106
Amherst, NY 14228
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