



Looking Upstream

**New York State
Children and
Family
Trust Fund**



2011 Annual Report



**New York State Office of
Children and Family Services**

Andrew M. Cuomo, Governor

Gladys Carrión, Esq., Commissioner



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Looking Upstream

Every day across New York State, families and communities are supported by the work of the William B. Hoyt Memorial Children and Family Trust Fund (Trust Fund). Part of the New York State Office of Children and Family Services, the Trust Fund supports a range of services designed to strengthen families. Trust Fund programs “look upstream” to prevent family violence before harm occurs.

Each year as required by law, the Annual Report identifies programs supported by the Trust Fund and details of funding. It also provides descriptions of the services provided, and their impact on those served.

The Trust Fund was established in 1984 to address the spectrum of family violence: child abuse, domestic violence and elder abuse. In 2011, over 113,800 adults and children accessed crucial support at 27 programs. Outcomes attained by those individuals include the following:

- improved factors that protect against child abuse and neglect
- improved safety for children, adults, and elders exposed to family violence
- reduced incidents of Shaken Baby Syndrome (Abusive Head Trauma)

These outcomes closely align with the heart of federal, state and local efforts to promote the safety, permanency, and well-being of children and families.

Outcomes are achieved by focusing on both primary and secondary prevention work. Primary prevention efforts strengthen families to prevent family violence. Secondary prevention work addresses early signs or risk factors of family violence to prevent system intervention and/or further harm. Programs utilize a strength-based approach, working with families as partners to identify skills and challenges.

Evidence to Support Investments

The Trust Fund works with programs to incorporate research, collect and analyze data, and glean lessons learned from their experience into their program design. This continuous quality improvement process leads to better outcomes for individuals.

“I learned that you are not supposed to scream at your child to get them to listen.”

“I talk and interact with my baby more.”

“...not bring [my] baby up the same way as I was; he is going to have a better life.”

teen parenting group participants

The Trust Fund also collaborates with other systems that serve families, sharing its research to support quality services at the community and state level. Research and data utilized in 2011 helped to shape programs, allocate resources, and provide future direction.

Family Resource Centers...Making a Difference

Trust Fund programs continuously examine their services to be sure they are meeting the needs of the families they serve, and utilizing funding effectively. Family Resource Centers (FRCs) funded by the Trust Fund utilize a standardized assessment tool, the Protective Factors Survey (PFS), as one way to accomplish this goal. The PFS is structured around the attainment of characteristics that can reduce the risk of child abuse and maltreatment.

In 2011, analysis of PFS scores showed that Family Resource Center services are making a difference. FRC participants improved protective factors in four areas, with PFS scores increasing an average of .325 points on a seven-point scale. These increases point to a reduced risk of child abuse.

	family functioning	social support	concrete support	nurturing/ attachment
baseline	4.93	5.49	5.19	6.05
follow-up	5.45	5.81	5.46	6.24

Elder Abuse...Action Agenda for New York

With a large and growing elder population, preventing elder abuse is becoming increasingly urgent in New York. To address the gap in research on the scope of elder abuse, the Trust Fund supported the New York State Elder Abuse Prevalence Study. The first of its kind, the study employed innovative research techniques and has made a significant contribution to the field.

On the state level, results shaped the second statewide elder abuse summit held in 2010. The summit led to the creation of the Elder Abuse Action Agenda for New York. Organizations and individuals across the state are now working to implement Action Agenda recommendations including: developing training to assist financial institutions with identifying financial exploitation; identifying key data elements to be collected by elder-serving organizations; and creating an online resource center to share best practices.

The family faced multiple challenges including lack of prenatal care, inadequate housing, and unemployment.

By partnering with our program, the family obtained health care, public assistance support, a job for Mr. C, and GED classes for Mrs. C.

from a family resource center

On a larger level, study researchers were asked to present study results and protocols both in the United States and internationally. A national organization and several states showed interest in conducting similar studies to expand this work. The study is available at:

<http://www.ocfs.state.ny.us/main/reports/Under%20the%20Radar%2005%2012%2011%20final%20report.pdf>

and the summit report at: <http://www.lifespan-roch.org/documents/TargetSummitFinalReport.pdf>

Preventing Shaken Baby Syndrome....Saving lives, One Child at a Time

A 2011 study documented the effectiveness of the New York State Shaken Baby Project, supported by the Trust Fund since 1998. The study, published in the journal *Pediatrics*, cited “strong corroborating evidence that a low cost prevention program delivered by maternity nurses can substantially reduce newborns’ risk of sustaining a head injury resulting from shaking during the first year of life.” The research documented a 75% reduction after implementation in the 17-county region of the Hudson Valley.

The cost to provide the services during the study period was \$4.50 per family. According to the National Center on Shaken Baby Syndrome, the cost to provide care for a victim of Shaken Baby Syndrome, also known as abusive head trauma, can exceed \$1,000,000 over a lifetime.

Resources to Support Prevention

Funding for Trust Fund programs come from two sources: federal Community-Based Child Abuse Prevention grant which is part of Title II of the Child Abuse Prevention and Treatment Act (CAPTA), and state funds allocated in the state budget. The New York State Office of Children and Family Services (OCFS) administers these funds under the Trust Fund.

In 2011, federal funds supported work related to child abuse and neglect outcomes. State funds supported child abuse, elder abuse, domestic violence programs and a statewide project. The spending formula is established by the enabling legislation, New York State Social Services Law, Article 10-A, Sections 481-a through 481-f.

The legislation includes a spend-down pattern with programs receiving 100% of their grant award in the first two years of funding, 75% in the third, 50% in the fourth, and if recommended, 50% for a fifth year. This Annual Report reflects Year 4 funding for programs that began in 2008.

"We often don't realize, as we go about our daily work, the huge impact we have on people's lives.

By educating parents and families about this tragic condition we can, baby by baby, parent by parent, family by family, make a huge difference in the lives of children everywhere."

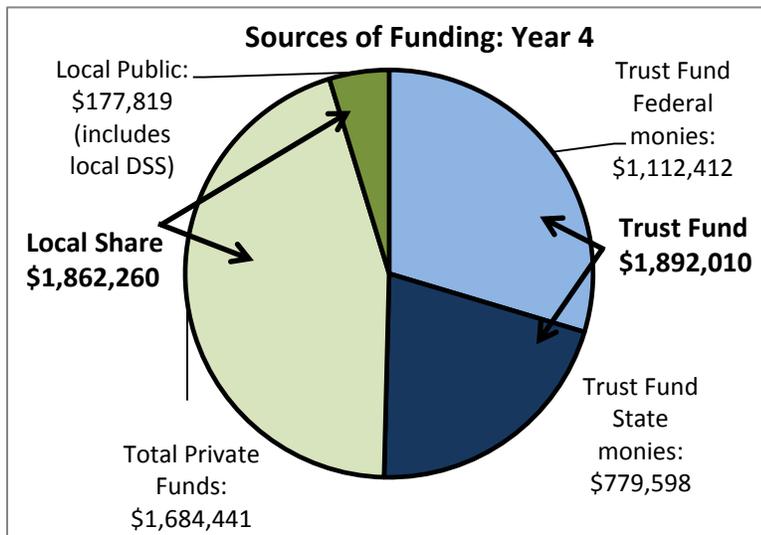
Dr. Mark Dias,
Pediatric Neurosurgeon,
primary developer of New
York State Shaken Baby
Program

Trust Fund financial support is spread across three program types. The chart below illustrates 2011 funding for each type of program.

Service type	Trust Fund state allocation	Trust Fund federal funds (CBCAP)	Local public funds other public entities	Private funds Donations, in-kind services, other grants	Value of services delivered to children and adults
Child abuse	\$539,388	\$1,066,116	\$151,811	\$1,679,241	\$3,436,556
Domestic Violence	\$209,996	\$46,296	\$15,937	\$5,200	\$277,429
Elder Abuse	\$30,214	\$0	\$10,071	\$0	\$40,285
Totals	\$779,598	\$1,112,412	\$177,819	\$1,684,441	\$3,754,270

These state and federal monies attract other sources of support. In 2011, Trust Fund programs secured nearly 50% of their budget from sources outside of the Trust Fund. These sources include grants from foundations, in-kind services, and local government support.

The chart below illustrates the budget sources for Trust Fund programs.



With this level of private funds, every \$1.00 of state and local public funding invested in these programs results in \$1.81 in services provided across the state.

Program Priorities

While focusing on strengths, Trust Fund programs acknowledge challenges facing families on a daily basis. These challenges often include multiple risk factors for maltreatment such as poverty, domestic violence, and substance abuse. Program staff partner with families to craft strategies to stay safe and healthy by building on skills and past success.

Child Abuse Prevention

The largest portion of Trust Fund resources is devoted to child abuse prevention. In 2011, 19 programs provided services at 26 locations. Programs provide services through home visits with families, formal and informal parenting education, crisis respite services, school-based programs for children, and programs targeted to fathers.

Outcomes at child abuse prevention programs focus on increasing the factors that protect against child abuse and neglect. In 2011, over 104,000 individuals increased one or more protective factors. These increases are detailed below¹:

- 1,303 increased nurturing and attachment
- 1,325 increased their knowledge of parenting/child development
- 380 increased their parental resilience
- 3,614 increased their social connections
- 1,189 increased their concrete supports
- 659 improved safety for children
- 99,318 learned about Shaken Baby Syndrome and strategies for coping with a crying baby

¹ An individual can increase more than one protective factor.

Family Resource Center Network

Family Resource Centers are one strategy or program model addressing child abuse prevention. The Trust Fund supports the Family Resource Center Network, bringing programs together to share strategies and solutions, coordinate services, and provide peer support.

FRCs are embedded in their communities, working closely with families, local departments of social services, and other organizations serving families.



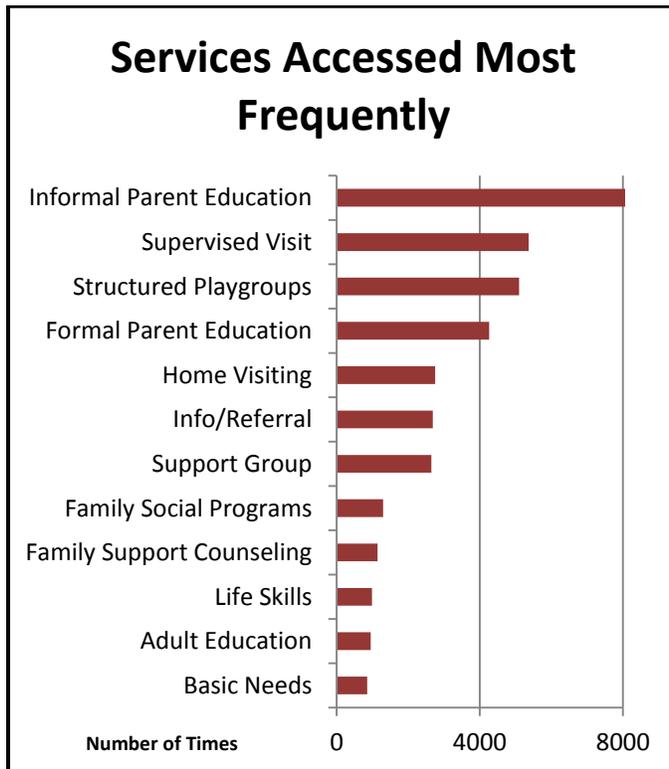
Core services at FRCs include the following:

- parent education and support
- parent/child/family activities
- creative outreach to families at higher risk
- information and referral to other community services
- parent leadership and peer support opportunities

Many of the FRCs utilize evidence-based parenting education curricula including: The Incredible Years, Parents as Teachers, Parenting Wisely, and Effective Black Parenting. Some programs also utilize curricula tailored by skilled parenting educators to meet the individual needs of the families they serve.

Depending on the needs of the community, FRCs may offer or link to other supportive services including home visiting, food pantries, supervised visitation, early intervention, mental health services, clothes closets, and substance abuse services.

The graph below illustrates the utilization of the services most frequently accessed by FRC participants.

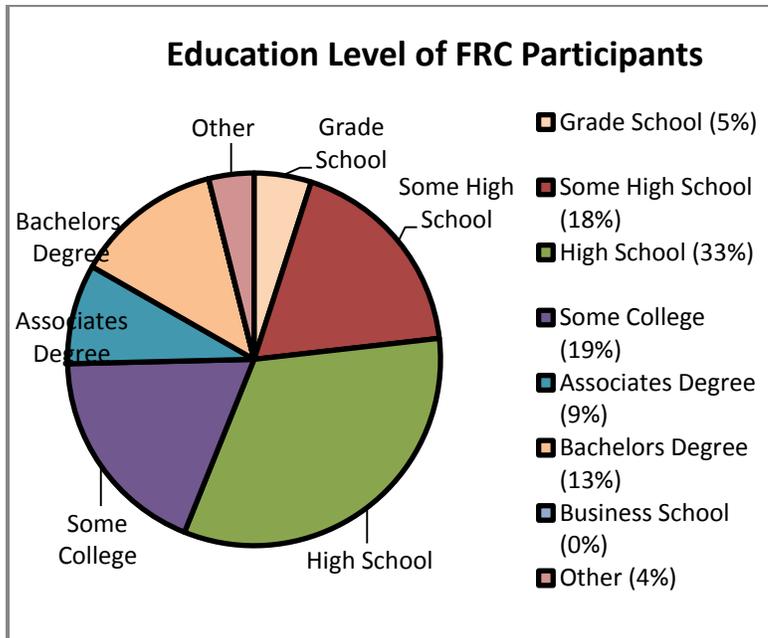


FRC services are available to any family, with an emphasis on those with children five and under at higher risk of child abuse. During 2011, Family Resource Centers received additional funds

to enhance efforts to engage and retain families at increased risk. These populations were identified through discussions with local departments of social services, community partners, data analysis, and their own expertise. In 2011, 73% of families served at FRCs had one or more risk factors for child abuse and neglect. More than 32% had three or more risk factors.

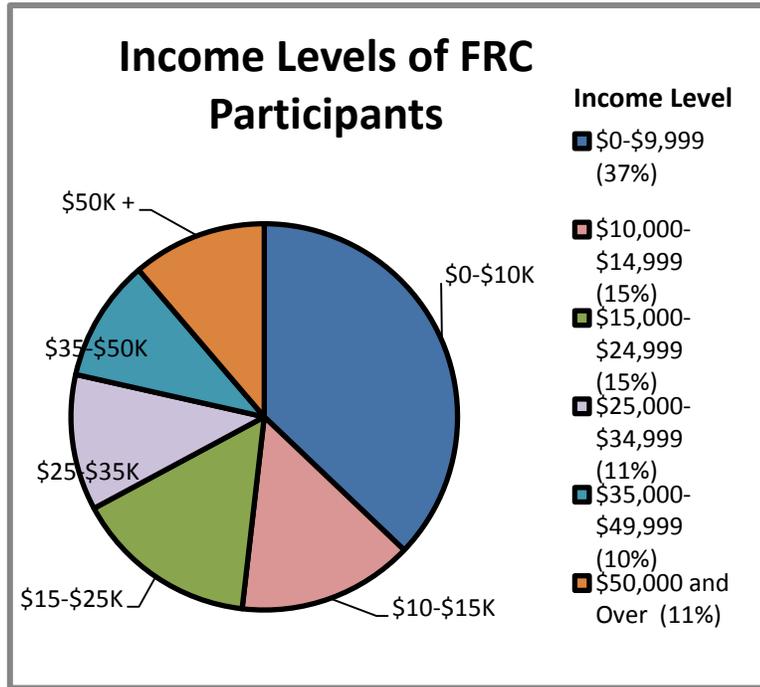
One risk factor is low educational attainment. In 2011, 56% of participants reported no additional education beyond high school completion; nearly 1 in 4 reported no education beyond some high school.

The chart below delineates education levels of FRC participants in 2011.



Another risk factor is low-income. In 2011, the federal poverty guideline level was \$14,710 for a family of two. During that time, nearly 52% of families served at FRCs had incomes under \$15,000—37% under \$10,000—*regardless* of family size. This proportion of families served with incomes under \$15,000 is an increase from 49% in 2010.

The chart below illustrates the income of FRC participants in 2011.



The following is a list of Family Resource Centers funded during 2011 and the focus of their enhanced outreach efforts. Funding came from the federal Community-Based Child Abuse Prevention grant. The first funding amount is a renewal grant; the second is a grant specifically for enhanced outreach.

Association to Benefit Children

Bronx County/ Bronx

\$75,000 Outreach and Retention Grant: \$38,750

This FRC includes enhanced outreach to low-income families, single parents, and families receiving Preventive services through the New York City Administration for Children’s Services (ACS).

Catholic Charities of Montgomery County

Montgomery County/Amsterdam

\$26,445 Outreach and Retention Grant: \$38,750

The Family Room is an FRC with an emphasis on low-income and Hispanic/Latino families.

Cornell Cooperative Extension of Cortland County

Cortland County/Cortland

\$37,498 Outreach and Retention Grant: \$38,750

The Family Fun & Resource Center is an FRC with enhanced outreach to teen parents.

**Cornell Cooperative Extension of Tioga County
Tioga County/Owego, Waverly**

\$44,168 Outreach and Retention Grant: \$29,063

Two Family Resource Centers in Owego and Waverly provide enhanced outreach to families referred by local department of social services, low-income, single, and teen parents.

**Child and Family Resources of
Ontario and Yates Counties/Geneva**

\$19,068 Outreach and Retention Grant: \$29,063

Geneva Resource Center is an FRC with enhanced outreach to teen parents, Hispanic/Latino families, families with closed Preventive cases and those not eligible for Healthy Families New York services.

**Child Care Coordinating Council of the North Country
Clinton, Essex and Franklin Counties/Plattsburgh, Tupper Lake,
Elizabethtown, Malone**

\$75,000 Outreach and Retention Grant: \$38,750

The Adirondack Family Resource Center Network is four FRCs with increased outreach to families with low-income, low educational attainment, and families with disabilities.

**Chinese-American Planning Council
New York County/Manhattan**

\$22,500 Outreach and Retention Grant: \$38,750

The CPC Family Resource Center has enhanced outreach efforts to low-income families.

**Crestwood Children's Center
Monroe County/Rochester**

\$42,000 Outreach and Retention Grant: \$29,063

Peter Castle and Southwest FRCs have an increased focus on Latino parents, fathers with young children, teen parents and kinship households with Pre-K and early childhood services.

**Mothers and Babies Perinatal Network of South
Central New York**

Broome County /Binghamton

\$22,298 Outreach and Retention Grant: \$38,750

The Parents As Leaders (PAL) Family Resource Center has enhanced outreach to single parents, teen parents, parents using supervised visitation services, and families referred by local departments of social services.

The number of fathers using the center has increased again this year.

The percentage of fathers served was 12% during 08-09, increasing to 27% in 10-11.

From family resource center

**Niagara Falls City School District
Niagara County/Niagara Falls**

\$75,000 Outreach and Retention Grant: \$38,750

Focus on Families includes four FRCs located in elementary schools with enhanced outreach to teen fathers, parents of color under 25, and families referred by local department of social services.

**North Country Prenatal/Perinatal Council
St. Lawrence County/Gouverneur**

\$38,625 Outreach and Retention Grant: \$38,750

The Gouverneur Activity and Learning Center is an FRC with enhanced outreach to families with mental health issues and families linked to the military.

**Phipps Community Development Corporation
Bronx County/The Bronx**

\$75,000 Outreach and Retention Grant: \$38,750

The Family Room is an FRC with enhanced outreach to low-income families and parents with low educational attainment.

ProAction of Steuben and Yates

Steuben County/Addison, Bath, Corning, Woodhull

\$48,513 Outreach and Retention Grant; \$29,063

The Steuben Family Enrichment Collaborative includes four FRCs with expanded outreach to teen parents, fathers, and families with disabilities.

Other Child Abuse Prevention Programs

In addition to Family Resource Centers, the Trust Fund supported six other child abuse prevention programs in 2011, emphasizing caregiver education, safety, and social support. These programs partner with families to provide home visiting, parenting education, respite care and family support services, and engagement of fathers. Programs collaborate with local departments of social services, when appropriate, further stretching New York's safety net for children and families. These programs were funded using the Trust Fund's state allocation.

Child Abuse Prevention Services

Nassau County/Roslyn

\$24,104

This program implements "Safety Rules," a three-session child abuse prevention program offered in classrooms of children ages seven, eight, and nine. This project effectively recruits, screens, and trains community volunteers who provide workshops for children in the community.

"I like the center because there is always someone willing to help you no matter what the circumstance may be. The people at the center truly care about the parents and children so it's easy for me to trust them! I love the center!!"

from family resource center

**Cornell Cooperative Extension of Tompkins County
Tompkins County/Groton, Ithaca**

\$31,392

Services provided through Groton’s Families includes workshops in parenting, nutrition education, household management, parent support group meetings, workshops relating to special needs and disabilities, and family enrichment activities. Outcomes include increased parenting skills, improved capacity to support their children’s learning, increased social supports, and increased self-sufficiency.

**Gateway Longview
Erie County/Buffalo**

\$72,505

Services include evidence-based parenting training. Participants have the flexibility of attending the computer-based parenting program individually or in a group. The program includes an emphasis on father engagement.

**Homes for the Homeless
Bronx County/All Five Boroughs**

\$72,750

Homes for Homeless provides family support and crisis respite services through the Prospect Family Support Center to over 300 children and their families each year. Outcomes include: improved parenting skills, healthy child development, enhancing children’s school readiness, and reduced involvement in the child welfare system.

**SCO Family of Services
Kings County/Brownsville**

\$72,440

and

**Women’s Prison Association
Kings County/East New York, Bushwick**

\$72,750

Both SCO and Women’s Prison Association provided the Parent-Child Home Program (PCHP), an evidence-based home visiting model. SCO also offered Baby & Me developmental playgroups. Outcomes include: optimizing parent-child attachment, increasing child development knowledge, increasing parenting skills, decreasing parental isolation, and increasing school readiness.

Domestic Violence Prevention

Domestic violence programs work with families experiencing, or at risk of, family violence. These programs were funded using

A mother sought respite care as a preventive plan to maintain custody of her newborn. She attends parenting workshops and peer support group while caring for her child and working to regain custody of her oldest child.

from respite care program

the Trust Fund's state allocation with the exception of the Salvation Army, which was funded with federal funds. Services include: supervised visitation for families experiencing domestic violence, school-based programs to address teen dating violence and safety planning, and parenting education.

Outcomes at the Trust Fund-supported domestic violence programs in 2011 included the following:

- 272 children increased their knowledge of healthy relationships
- 161 children increased feelings of safety
- 162 adults improved their safety
- 118 adults improved their knowledge of parenting and of child/youth development

At the beginning of supervised visit series, S indicated that his mom would be upset if he talked with his non-custodial father.

With caseworker support, the child and father began to build a relationship. They now have unsupervised visits and the Child Protective Services case was successfully closed.

from domestic violence program

The following is a list of domestic violence programs funded in 2011 by the Trust Fund.

**Cattaraugus Community Action
Olean County/Salamanca, Olean
\$72,653**

The Supervised Visitation and Exchange Program is implemented at two visitation centers. The program provides a safe and structured environment for children to meet with their parents who require supervised contacts. Participating parents and children are in situations involving domestic violence, child abuse, sexual assault, stalking, or custodial cases for this mandated service.

**Oswego County Opportunities
Oswego County/Fulton, Richland
\$66,445**

This program provides supervised visitation to non-custodial parents complemented by a range of supportive services such as parenting classes and children's support groups. Families are referred by Family Court, Child Protective Services, Preventive Services, or Probation Departments.

**Putnam/Northern Westchester Women's Resource Center
Putnam County/Mahopac
\$70,898**

Students Preventing Violence is an innovative school-based primary prevention program to address the needs of at-risk youth exposed to domestic violence and/or dating violence. Workshops with a focus on preventing dating violence and

creating healthy relationships are provided to elementary, middle school, and high school students.

**Salvation Army
Chautauqua County/Jamestown
\$46,296**

Salvation Army-Jamestown administers the Children and Family Outreach Program, serving children affected by domestic violence and sexual assault and their families. Besides the home-based intervention, the program provides parenting workshops and a lending library with materials appropriate for parents and children.

Elder Abuse

Elder abuse is another aspect of family violence that is addressed through the Trust Fund. New York State currently ranks third in the nation in the number of older adults. By 2020, the state population is projected to be over 23 percent older people. As documented in the Trust Fund supported Elder Abuse Prevalence Study, 76 out of 1,000 elders reported being the victim of elder abuse during a one-year period.

To increase public awareness of elder abuse, the Trust Fund supported the production of posters to be distributed statewide. Available in English and Spanish, the posters can be customized by local departments of social services, community-based service providers and adult protective units. Posters will be available in 2012 through adult protective services units at local departments of social services as well as directly from OCFS.

One elder abuse program (described below) was funded using the Trust Fund's state allocation to deliver direct services. Outcomes attained by this program in 2011 included the following:

- 308 professionals and community members increased their recognition of elder abuse and knowledge of related community resources
- 42 elders improved their safety

**Equinox, Inc.
Albany County/Albany
\$30,214**

Equinox provides comprehensive case management for elders in abusive situations with linkages to medical care, legal services, safety planning, housing assistance, and adult protective services. Training sessions on the risk factors, signs of

An elder client was neglected, financially exploited, and emotionally abused by her brother.

As a result of the caseworker's services, the client's money is managed by a different family member, she moved into a new home and is loving her new life.

From elder abuse program

elder abuse and community resources are targeted to emergency workers, home-delivered meal program staff, family members, and community groups.

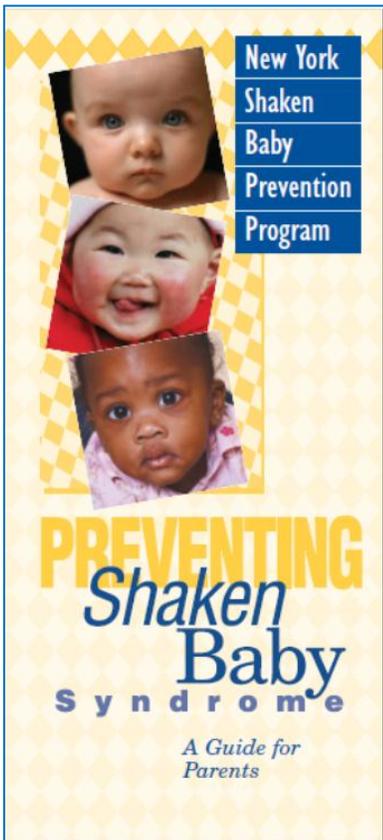
Statewide Initiatives

The Trust Fund allocates state and federal resources to support regional and statewide training, public education, and research.

**WMC-NY (Westchester Medical Center)
Hudson Valley Region/NYC/Long Island
\$97,000**

and

**Kaleida Health (Women and Children's Hospital of Buffalo)
Rest of Upstate New York
\$96,947**



The New York State Shaken Baby Prevention Program covers all maternity hospitals in New York State. With Trust Fund support, nurses are trained to provide education on Shaken Baby Syndrome (SBS) to the families of newborns before even leaving the hospital. Families meet with a nurse, receive written materials, view a DVD, and may choose to sign a statement affirming their commitment to prevent SBS.

Originally two regional programs, this project expanded state-wide in 2008 after documenting their sustained success. The program reached 99,318 families or more than 87% of all live births. Outcomes include a sustained 50% decrease in the incidence of SBS in the Western New York region, and a 75% decrease in the Hudson Valley region.

Funding for this program comes from the state funding allocation.

Kinship Programs

In 2011, federal funds were allocated to support grandparents and other relatives raising children. These eight programs support kinship families to provide nurturing family environments and provide access to needed resources and services. Services provided for caregivers and children include: financial, legal, medical, mental health, housing, parent education, support groups, respite activities, youth development, and educational advocacy. Outcomes for these programs include the following:

- stability of child placement with kin or return to birth parents

- improved access to formal/informal resources
- improved household stability and family wellness
- improved access to parenting skills

Trust Fund support for these programs started in December 2011. More data will be included in the 2012 Trust Fund Annual Report.

Key Partnerships

The Trust Fund is part of a network of 51 Trust Funds across the country. The National Alliance of Children’s Trust and Prevention Funds serves as the member organization for all state Trust Funds, which are the backbone for strengthening families and reducing child abuse and neglect across the country. For more information on the Trust Fund network, go to www.ctfalliance.org.

In addition to funding programs, the Trust Fund supports other work that builds community capacity and promotes the protective factors that all families need to provide a nurturing and safe environment for their children. This is done through collaborations with other organizations serving families, funding research and producing publications. The reach of the Trust Fund extends well beyond contracted services.

Family and Community Engagement

In 2011, the National Alliance offered technical support to New York’s Trust Fund by offering training to support local level engagement of families and community partners in an approach based on the World Café process, which engages parent leaders and community members in spirited conversations. Known as the **Community Café Collaborative - Parents Partnering with Communities and Organizations to Strengthen Families**, the Cafés are planned, facilitated and monitored by trained parents and community members who can relate to the participants and build on the assets of their community or neighborhood. This technique “harvests” collective knowledge and transforms it into action. Built on the protective factors necessary for children to thrive, questions posed during the Café can spark leadership development and effective partnerships with parents, and strengthen families in the context of the cultures represented at each Café. For more information go to http://www.ctfalliance.org/initiative_parents-2.htm

“The Café allowed us as parents and community partners to feel part of something bigger. Sometimes we may feel overwhelmed by our day-to-day lives and forget that our opinion and our voice is important. The Café allowed us to embrace each other and tell a piece of our story.”

Parent Leader who participated in Community Café

"I'm glad I did it. I'm proud of what I put together! I feel that if it is worth being able to say that you are a NYS Credentialed Parenting Educator, then some time and energy should be put into proving it."

From parenting educator credential applicant

Professional Development to Support Quality Services

In the last 15 years, the field of parenting education has exploded to meet the increasingly complex needs of children and families. Trust Fund programs dedicate significant resources to support parents and caregivers in their parenting roles. The need for competent and well-trained staff has never been greater. The New York State Parenting Education Partnership (NYSPEP), managed through a collaboration of Prevent Child Abuse New York, the New York State Council on Children and Families, OCFS (Trust Fund), and the New York State Office of Mental Health, responded to this need with the creation of the four-tiered credentialing system for parenting educators.

The goal of the NYSPEP Parenting Educator Credential is to support the professional development of parenting educators. The Parenting Educator Credential increases visibility for parenting education while inspiring public confidence in qualified educators who achieve and maintain agreed upon standards. The Parenting Educator Credential aligns with evaluating efficacy of parenting education programs. The credential was piloted in 2011 with 19 parenting educators receiving either a Tier 1 Credentialed Resource Associate or Tier 2 Credentialed Parenting Educator. Several staff from the Family Resource Center Network achieved the credential. For more information, go to the NYSPEP website at www.nyspep.org

Publications

Publications related to the Trust Fund can be requested through the OCFS website at www.ocfs.state.ny.us. Many are available in other languages and can be downloaded through the website.

- Trust Fund Annual Reports
- New York State Family Resource Center Network Brochure
- Guidelines for New York State Family Resource Centers
- New York Loves Safe Babies Tips Sheets
 - Safe to Sleep
 - Sudden Infant Death Syndrome (SIDS)
 - Traumatic Brain Injury (TBI)
 - Shaken Baby Syndrome (SBS)
 - Safe at Play
 - Safety In or Around Vehicles
- Helpful Strategies for Keeping Infants and Young Children Safe DVD



- Keeping Sleeping Babies Safer brochure
- “What does a safe sleep environment look like?” brochure
- Personalized Safety Tips and Emergency Contact Sheet for Caregivers
- Elder Abuse Posters

Additional Information

Further information about the New York State Children and Family Trust Fund is available by contacting the New York State Office of Children and Family Services (OCFS).

OCFS Contact Information

Capital View Office Park
52 Washington Street
Rensselaer, New York 12144-2834
info@ocfs.state.ny.us (518) 473-7793

Trust Fund Contact Information

New York State Office of Children & Family Services
Division of Child Welfare and Community Services
52 Washington Street, Room 331 North
Rensselaer, NY 12144-2834

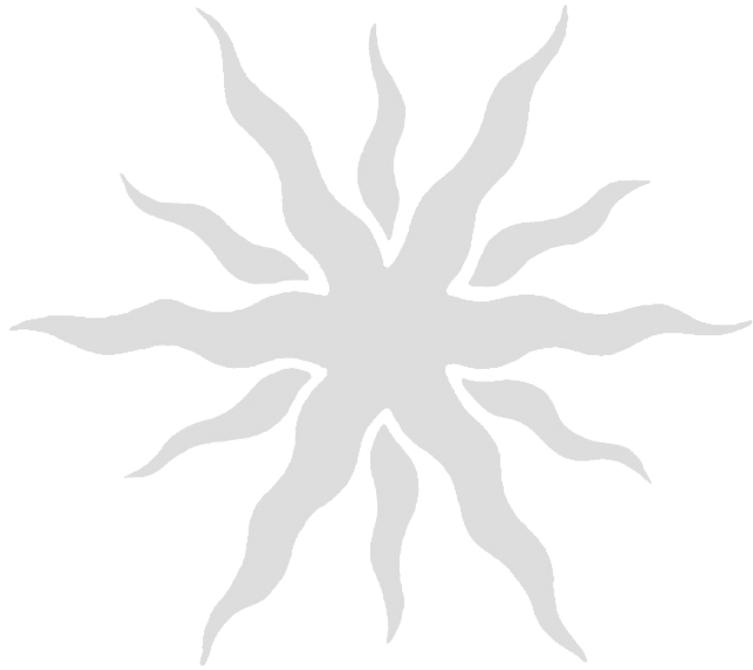
- Judith Richards, Program Director
Judy.Richards@ocfs.state.ny.us
(518) 474-9613
- Cheryl Cannon, Program Manager
- Karen Kissinger, Program Manager
- Veronica Cartier, Program Aide

Trust Fund Advisory Board

An Advisory Board supports the work of the Trust Fund.

Advisory Board members in 2011:

Holly Adams
Sarah Brewster
Paula Campbell
Linda James
Kenneth Onaitis
Carolyn Hoyt Stevens
Marion White
Gwen Wright



**New York State Office of
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NEW YORK STATE
CHILDREN & FAMILY TRUST FUND

"Strengthening New York's Families"