

A Guide for
Providers



Home Visiting Advocacy



Prevent Child Abuse
New York

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What is Advocating?

Advocating is communicating with a legislator, to express a view about specific legislation:

- Communicating may be in-person or phone conversations, letters, email, etc.
- Legislators include representatives and their staff at all levels of government, as well as the governor, president, or other executive official who participates in formulating legislation.
- Specific legislation includes appropriations, the budget, as well as everything with a bill number.

Advocacy versus Lobbying

Advocacy is the active promotion of a cause or principle through education, current research and background information on a specific topic.

Lobbying involves conducting activities aimed at influencing public officials regarding specific legislation.

Advocacy covers a range of activities broad enough to include just about everyone, in just about any kind of setting. Advocacy means to speak up, to plead the case of another, or to champion a cause. For nonprofit organizations, this means speaking out on behalf of the people they serve, and asking people to help in carrying out the organization's mission. Examples of advocacy include: speaking out about the rights or benefits to which someone is entitled; or taking action to ensure that institutions work the way they should.

Information courtesy <http://www.ombwatch.org> and <http://wch.uhs.wisc.edu>



Fast Facts: Child Abuse & Neglect

In 2005, 64,207 New York State children were abused and/or neglected.

There are several factors that protect against child abuse and neglect:

Nurturing and Attachment

- Early stages of life are vital in the development of a child.

Knowledge of Parenting and Child and Youth Development

- Without the proper knowledge, parents are frustrated and overwhelmed.

Parental Resilience

- Parents that are resilient are more likely to have positive attitudes and better problem solving capabilities.

Social Connections

- With a universal program of assistance, parents will be provided with a large network of reassurance and stability.

Concrete Support for Parents

- Home visiting programs can provide a more personal, reliable resource for parents.

Accomplishing all or part of the above will contribute to the prevention child abuse and neglect.



The Benefits of Home Visiting

Fewer low birth weight babies:

- Babies weighing less than 5lbs are considered low weight.
- Approximately 1 out of 13 births are of low weight babies.
- Low weight babies have much greater risk of critical health issues.

Fewer children lacking needed medical care:

- Research shows that home visiting reduces hospitalization and emergency room visits.

Sustained access to health insurance and primary care:

- Children are more likely to have health insurance and less likely to go without needed medical care.

Fewer violent acts toward children by mothers:

- With a larger support system and direct assistance, mothers feel less overwhelmed by the stresses of being a parent.

Reduced number of pregnancies, minor physical aggression and harsh parenting by young parents:

- With a high percentage of unintended pregnancies, it is important to educate unexpected parents on raising a child.

Fewer incidents of serious physical abuse when mothers showed signs of depression and sensed loss of control:

- 20% of new mothers experience clinical depression. Home visiting can provide early detection of these symptoms.

Reduction in criminal activity by children and mothers:

- Including a 59% reduction in adolescent arrests, a 61% reduction in arrests of mothers, and a 90% reduction in the number of PINS cases.

Increased school readiness:

- Children involved in home visiting have significantly increased school readiness scores, bridging the achievement gap, as well as increasing parents' verbal responsiveness to their children.

Better school performance:

- Graduates of home visiting often score higher than the national average on elementary reading and math tests.

Additionally:

- Reduced subsequent births of at-risk mothers.
- Increased the stability of parent relationships.
- Facilitated school readiness.

Information courtesy of research on Healthy Families New York, Nurse-Family Partnership, and the Parent-Child Home Program.



The Direct Costs of CAN

The direct costs of child abuse and neglect include the following:

Hospitalization and treatment: \$22,670,964

Chronic health problems: \$135,286,896

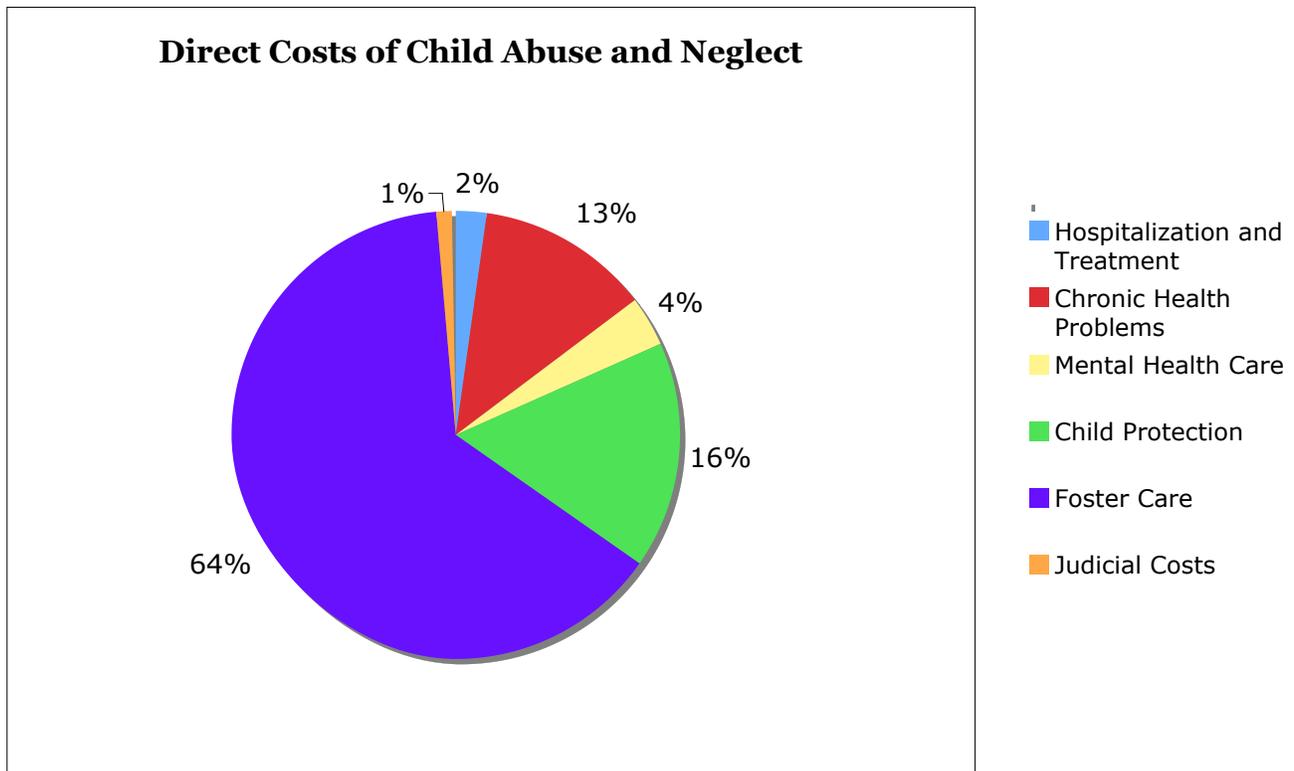
Mental health care: \$40,241,344

Child protection: \$174,357,285

Foster care and adoption: \$686,812,956

Judicial costs: \$15,443,671

Total Direct Costs = \$1,074,813,116



Indirect Costs of CAN

The indirect costs of child abuse and neglect are more difficult to quantify, but include the following:

Special Education: \$110,013,644

More than 22% of abused children have a learning disorder that requires special education services. The additional instructional cost associated with educating such a child is \$7,108 per pupil per year in New York State. This does not include transportation and other additional costs.

Juvenile Delinquency: \$84,498,102

Studies have indicated that about 50% of juvenile delinquents have substantiated histories of being abused.

Adult Criminality: \$312,056,235

Numerous studies have demonstrated a cause and effect relationship between abuse as a child and adult criminal behavior in later life. A conservative estimate is that 10% of all crime can be linked to child maltreatment and abuse.

Alcohol and Substance Abuse: \$329,324,160

About 66% of people in treatment for substance abuse report they were abused as children.

Domestic Violence: \$15,928,762

About 33% of family abusers were themselves abused as children.

Public Assistance: \$497,673,806

Based on an estimate that 10% of the costs of public assistance costs are attributable to child abuse and maltreatment.

Total Indirect Costs = \$1,349,494,709

These figures are the most recent available, from 2002.
Imagine what they must be today!



Home Visiting vs. Foster Care

Entrance into the foster care system is often a result of child abuse or maltreatment. The largest group is children between the ages 0 to 5. This group enters the system at about twice the rate of children ages 6 and older. Research has found that half the children in foster care have “adaptive functioning scores in the problematic range.” Among children in the 0 to 6 age group, 50-65% are developmentally problematic; among 2 to 17 year-olds, 50-60% have behavior problems, and among 6 to 17 year-olds, approximately 40% have moderate impairments.

Foster Care

Foster care costs approximately \$16,000 per child, per year. Home visiting costs approximately \$3,900.

Annual cost savings of home visiting versus foster care = \$12,100.

The cost of supporting parents and keeping families together and healthy = priceless.

Foster care is costly socially as well as fiscally. Children in foster care often have emotional and behavioral troubles that lead to expensive social problems such as dropping out of school, teen pregnancy, homelessness, unemployment, criminal activity, incarceration and welfare dependency.

Of \$7.2 billion federal funds that are dedicated to child welfare, 90% supports children in foster care and adopted children from foster care.

Children under 18 yrs old in foster care at time in the year 2004:

- In New York State: 2,828
- In the United States: 726,062

\$33 billion was spent on the direct costs of child maltreatment: judicial, foster care, law enforcement and health system responses.

\$70 billion was spent on the indirect costs.



Comprehensive Home Visiting Plan

Courtesy of the Schuyler Center for Analysis and Advocacy's white paper, "Universal Prenatal/Postpartum Care and Home Visitation: The Plan for an Ideal System in New York State."

Every family with a newborn baby deserves comprehensive supports from the prenatal period to pre-school. While the birth of a baby should be a joyous event and the first few years of a child's life should be filled with hope and promise, parents usually find childbirth and child-rearing to be challenging experiences. They are not experiences that any family should go through alone.

All new families in New York State should receive assistance from a model-neutral system of support and services that promotes optimal health, mental health, family functioning and self-sufficiency. Such a system would serve all pregnant women, infants and new families (including first-time parents and existing families with new babies). This system of services would include universal contact/screening of all pregnant women and new families: assessments for parent, child and family health, mental health, developmental, social, literacy, and other service needs; early intervention and referrals to an array of coordinated services of varying duration and intensity as needed. In addition, it would reflect a pyramid-type structure wherein all pregnant women and new mothers/families receive general services, those with identified needs receive more targeted services, and those at high-risk receive very specific, intensive services. Finally, the system would utilize proven practices and, in high-risk or high-need situations, evidence-based practices.

Tier One Services includes "Welcome Baby Visits", early assessment, prenatal services, birth certificate verification, etc

Tier Two Services include literary home visiting, head start, early intervention

Tier Three Services include intensive home visiting programs such as Healthy Families New York and Nurse Family Partnership.



The New York State Budget Process

The Governor is required by the State Finance Law to manage the budget during the Fiscal Year. New York State's fiscal year begins April 1st and ends on March 31st; however the "budget cycle" - period of time between early budget preparation and final disbursements - begins approximately 9 months earlier and lasts on average 27 months

The formal budget cycle does not begin until the Budget Director issues policy memorandum, considered a "call letter" addressing agency needs.

Here's the approximate budget timeline:

June to September/October:

Agency/Organization Budget Preparation: The preparation of budget requests varies among agencies/organizations, including:

- Size, complexity, and internal practice.
- Project manager/leader would most likely set an outline of budgetary needs.
- Final program package is assembled by each agency.

Guided by the instructions set by Division of the Budget, agency/organizations evaluate consistency with "call letter" and seek final approval by agency/organization director.

September/October to December:

Budget Division Review: The Division of Budget begins to review agency/organization submissions:

- Usually agencies submit their budget requests early to mid-fall.
- Examinations of requests of agencies are made within the Division of Budget.
- Examiners may request additional information from the agency/organization, including clarifications and more precise definitions.

In November:

Formal Budget Hearings: This is where agency heads have the opportunity to present and discuss their budget requests. In response, the Division of the Budget Director and the Governor's office has an opportunity to raise critical questions about the program, policy, and priorities. In addition, members of the Legislature participate in hearings.



The New York State Budget Process

“Quick Start” Budget Process:

- November 5th: The Division of Budget, the Legislature and the Comptroller release detailed forecasts of revenues and expenditures.
- November 15th: Representative staff members of each release a consensus forecast of the state’s financial position.
- Through November: The Division of Budget examiners transform agency requests into preliminary budget and personnel recommendation. They are reviewed in detail with the Director, and appropriation bills and any other legislation required to carry out these recommendations are drafted.
- Early December: The Division of Budget will usually have completed its preliminary recommendations on both revenues and expenditures and thus present to the Governor and his/her staff, creating a “budget story.”

November to January:

Governor’s Decisions: The Governor prepares his draft budget and delivers his yearly “State of the State” message to Legislature, prepared by Governor’s staff.

Final executive Budget recommendations are formulated in a series of meetings between Division of the Budget staff and the Governor, based on preliminary recommendations and economic and fiscal environment.

January to March:

Legislative Action: Typically by mid-January, the Governor submits his Executive Budget to the Legislature. Also submitted are the state’s Five-Year Financial Plan, the Five-Year Capital Program and Financing Plan, and financial information supporting the Executive Budget.

The Legislature (mainly the Senate Finance and Assembly Ways and Means Committees): Analyzes the Governor’s spending proposals and revenue estimates, holds public hearings on major programs, and seeks further information from the Division of the Budget.

- The Legislature is required to use conference committee process between the two houses to organize its deliberations, set priorities, and reach an agreement on the Budget.
- State Finance Law requires that the Executive and the Legislature convene a consensus economic and revenue forecasting conference and issue a consensus report on tax, lottery and miscellaneous receipts on or before March 1st.



The New York State Budget Process

Based on joint deliberations, the two houses reach an agreement on spending and revenue. Amended versions of the Executive Budget are reflected in the Governor's proposed appropriation bills and other legislation approved by both houses.

The Governor must approve or disapprove all parts of appropriation bills. Also, the Legislature must release a report detailing the appropriation changes and the effects of the Enacted Budget on State agency employment levels.

April to March: Budget Execution

The First Step: The Division of Budget approves "certificates of allocation" and informs the State Comptroller that accounts may be established as certificates specify. Additionally, vouchers against the account may be honored.

Soon after the start of the fiscal year, the Division of the Budget issues a comprehensive report that:

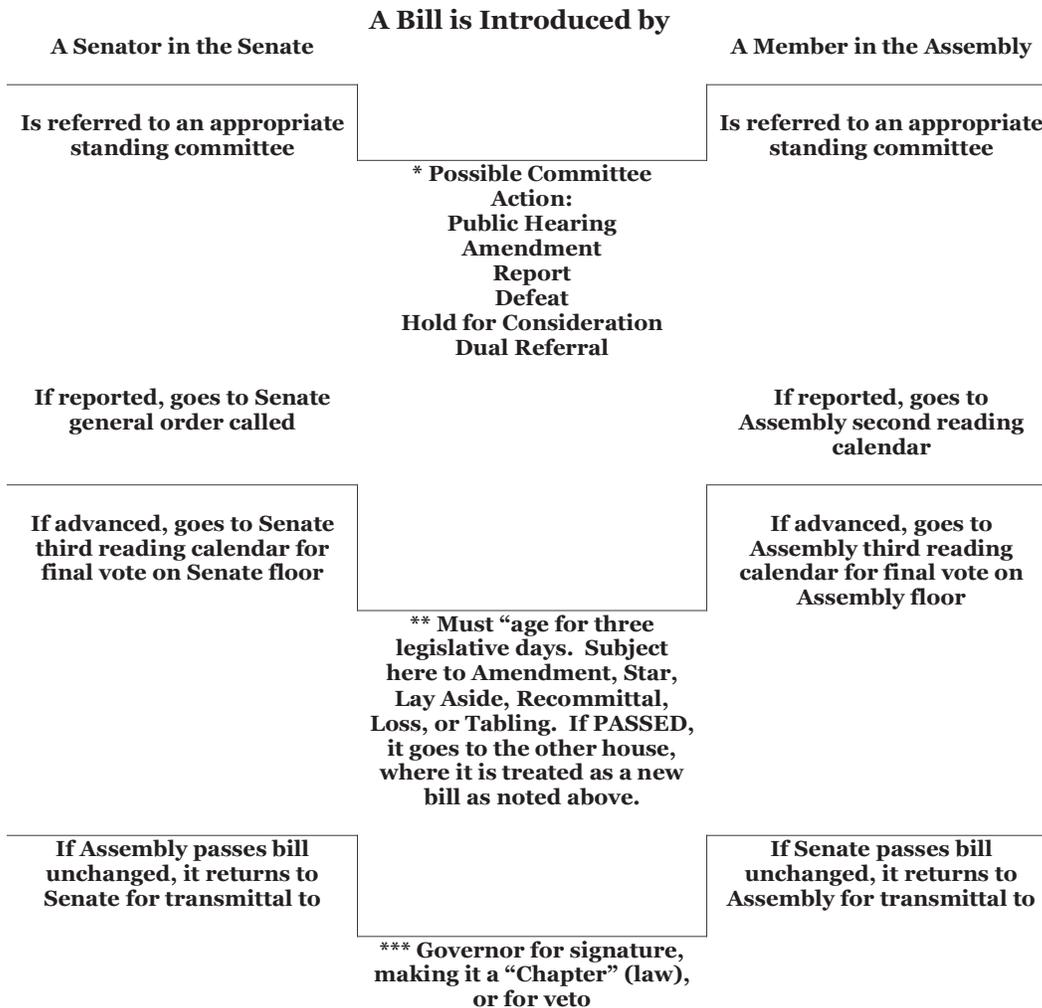
- Compares un-audited year-end results to projections set forth in the Enacted Budget and in the final update of the Financial Plan.
- Summarizes reasons for the annual change in receipts and disbursements.

The Debt Reform Act 2000 requires the Governor to report on the State's compliance with statutory caps placed on new debt issued after March 31, 2000.



How a Bill Becomes Law

HOW A BILL BECOMES LAW IN NEW YORK STATE



*Committee action is probably the most crucial step in the process. Except under certain conditions, no bill is taken up for final consideration until it is reported out of committee. An affirmative vote of a majority of all members of a committee is necessary for a report on the bill. The committee may report a bill favorably, unfavorably, or merely for the consideration of the appropriate house. Many bills are not acted on at all.

**Passage of Bills. A bill must be on the desk of members in final printed form for 3 days before it is voted on, unless the Governor issues a message of necessity. To pass, a bill must be voted on favorably by a majority of those elected to each house. When a bill is passed in one house, it is sent to the other. If a companion bill has been introduced in the house receiving the bill, the passed bill may be substituted for its companion in the same order of business. When a bill passes both houses, it is sent to the Governor.

***During the session, the Governor has 10 days, exclusive of Sundays, to approve or veto a bill. If no action is taken within that time, the bill becomes a law. If vetoed, it may only become a law if re-passed by a 2/3 majority of each house. After the session adjourns, the Governor has 30 days within which to act.



Writing to Your Legislator

It's estimated that less than ten percent of all New Yorkers will write to or call members of the State Legislature in their lifetime. But lawmakers value your input. In writing your letter, remember these points:

- **Write your own letter or email.** Do not simply copy from an example provided. Personalized letters carry much more weight than a form letter simply signed by you. Take the time to fill in the blanks, or even handwrite the letter.

Inside Hint: Email is not as effective as writing a letter.

Mailing and email addresses can be found at:

www.assembly.state.ny.us: Assembly member

www.senate.state.ny.us: Senate member

- **Write about only one issue per letter.** Combining different issues in one letter can be confusing and diffuse your message. State what you're writing about and make your information accurate. Keep it short and to the point. A concise letter will get better attention. If writing about a specific bill, identify the number and sponsor.

- **Let your legislator know who you are and the program/agency you represent.** If you represent yourself, a constituent, or a person who has benefited from the program you are writing about, fine. If you represent your program or agency, say so and use your organization's letterhead. Be sure to include your name, organization's name (if appropriate), telephone and address.

Inside Hint: Including a return address is very important: letters can easily be lost in the mail.

- **Get to your point quickly in a clear and concise manner.** If you want your legislator to support additional funding for a program, say so. If you want her/him to contact the Senate Majority Leader or Assembly Speaker in support of the program, say so. (If you want your legislator to vote for - or against - a bill, say so.)

- **Be brief.** The real challenge is to include all the information needed in a brief, readily digestible fashion, as crisp and concise as you can make it, preferably no more than one page.

- **Never be abusive or threatening.** Be dignified, sincere and respectful. You do not want to "burn any bridges."

- **Write again!** Especially if you receive no reply in a reasonable amount of time, write again. Be in continuous communication with your legislator.

- **Thank your legislators for their work and support.**

Inside Hint: Include photos of an event or visit.

- **Include further contact and a website/source to find general information about your organization.**



Example Letter to Legislator

USE SIMILAR EXAMPLE FOR LETTERS TO THE EDITOR.

XX/XX/200X

YOUR SENATOR OR ASSEMBLYMEMBER
123 Main Street
Anytown, NY 10000

Dear SENATOR OR ASSEMBLYMEMBER:

I'm writing today to ask for your support of home visiting programs, which would make assistance resources available to all at-risk families throughout New York State.

Home Visiting programs are important to my family and our community because....

THIS SECTION SHOULD BE PERSONALIZED BY YOU

My experience with home visiting has been...

THIS SECTION SHOULD BE PERSONALIZED BY YOU

By supporting programs like Healthy Families New York, NFP etc., and home visiting, we're reforming our reactive child welfare system and promoting a proactive approach to prevent child abuse and support families.

Please support our families, and increase funding for home visiting programs today!

Very truly yours,

YOUR NAME



Meeting With Your Legislator

There are basic rules of thought when meeting with a legislature.

Visiting your legislator in his/her district office is one of the most effective advocacy techniques. The following is a step-by-step guide to setting up the meeting, and discussing the issue of home visiting.

Call the office to schedule a meeting.

Be polite, state your name and why you'd like to meet. Ask for 10-15 minutes of time. Remember that legislators spend a great deal of time on constituent work; it is part of their job to see you and hear you out.

Plan a meeting strategy.

Determine in advance who will speak, for how long, and what your message and goals are for the meeting. Consider including: a parent from your program, a home visitor or supervisor, a pediatrician and/or a member of your board or community businessperson who supports the program. Decide who will be the primary spokesperson, to explain the issue and introduce others in the group.

Get to know your legislator.

Learn as much as you can about him/her, including background, interests and any previous support that they've offered your program. It's important to tie your message into already existing initiatives. For example, most legislators work to support families, and using examples of how they've done so in the past may play a role in the outcome of your issue. Find legislators' websites and biographies at <http://senate.state.ny.us> and <http://assembly.state.ny.us>

Try, try and try again!

Remember that your initial meeting with your legislator is only the beginning of a long-term working relationship. It's important to continue to meet on a regular basis in the home district with the legislator or staff person.



Presenting Your Message

Present your message – short, clear and concise. This is the most important part of the process:

- **Let the legislator know who you represent, what you want to talk about, what your position is, what you want and why they should help you get it.**
- **Thank them for their legislative work and their support.** Give them an update on the success of your program, and that it was money well spent. If you don't have a home visiting program in your area, express your desire to – and the necessity of creating one.
- **Know your facts.** Express them accurately and positively.
- **Be as specific as possible.** Let the legislator know how the issue relates to her or his constituents or legislative committee responsibilities.
- **Avoid being a zealot.** Be clear and firm, but remember fanatics impress no one. A reasoned approach and your committal to an issue can take you much further.
- **Correct errors immediately.** When many people participate in an advocacy campaign, errors can occur.
- **Pay attention during the meeting.** If the legislator has reservations that you don't have an immediate answer for, make a note to follow-up. Also make a note of the staff person in attendance at the meeting, as you'll likely correspond with that individual rather than the legislator him/herself.
- **Leave a one-sheet summary with the legislator.** Include information about your local program. Leave a second copy with staff.
- **Follow up on your visit.** No matter how the meeting went, it's essential that you follow it up with a thank you letter, including a brief summary of your discussion and any additional information you may have promised.



Example of Local Fast Facts Sheet

Fast Facts about Suffolk County, 2006:

- 26% population under 18
- 32,805 children living in poverty
- 1,444 low birth weight births
- 9.3% of teen mothers give birth to low birth weight babies
- 4,464 indicated cases of child abuse
- 880 children in foster care, costing nearly \$11m per year
- 101 out of 880 in relative foster care
- 638 women receiving late or no prenatal care
- 14% of teen mothers receiving late or no prenatal care

Statistics for your county can be found at: <http://www.nyskwic.org>



Inviting Legislators to Your Program Site

Whether or not you have support for your program with your state legislator, it is worth having your legislator visit.

Demonstrate to her/him exactly what your program is accomplishing. The visit may be specifically to see the program and to meet and learn from staff and families. Or you may invite your legislator to an event that the program is planning.

Depending on the event, consider inviting the local media to publicize your program as a local treasure to gain greater community support and recognition.

Setting Up a Visit:

- **Create a simple plan for the visit with type of event, where, when, and who's invited.**
- **If possible, involve the CEO or executive director of your parent organization.** It may make scheduling a little more difficult, but can create greater support for HFNY both within your agency and with the legislator.
- **Contact the legislators at their district office to discuss scheduling the event.** Give several possible dates as you may end up working around their schedule.
- **Contact program families who are willing to be known publicly as spokespersons.**
- **Prior to the visit, send materials outlining home visiting, and your program to the legislator.**
- **Arrange for the highest-level executive to hand out fact sheets about your program.** Legislators will pay more attention to them. Keep the fact sheet brief, no more than one page, single sided: Include examples of how life has improved for families after being in your program. Clearly list your funding needs from the state budget. Provide specific uses for the money, such as "\$30,000 to help us serve an additional 100 families in the next year."
- **Consider hiring a photographer.** For a modest cost, you'll have professional photographs of your site that you can use anytime in the future for your own publicity.
- **Legislators may bring their own media, but don't rely on it.** Invite some local media yourself. The legislator's staff may be able to work in tandem with you regarding the media.

After the visit:

- **Immediately send out a handwritten thank you note.**
- **Make a follow-up phone calls to thank them and offering brief materials about your program to be sent to constituents.**



What Else Can You Do?

Rally Community Support:

- Speak at community organizational functions about the program and how it is positively affected you, your family and your neighborhood.
- Pass petitions to support the legislation presented.

Make sure to provide any information potential advocates/supporters may need to contribute.

- Provide other similar organizations and how to find out more info—websites

Garnish the Support of Community Organizations:

- Speak to local organizations about your program and its benefits.

Possible other organizations will be interested in supporting your organization.

- Ask the organization to write a “letter of support” to their local legislators.

The more voices supporting your organization, the more likely you are to be heard.

- Ask for “Memos of Support” to be sent to the bill’s sponsor and local legislators.

A reminder of what supporters can and could do for your cause.



Example of a Memo of Support

MEMORANDUM OF SUPPORT

YOUR AGENCY NAME Calls on Legislature to Pass Child Abuse Prevention Bill
Statewide Home Visiting Will Prevent Child Maltreatment

YOUR AGENCY strongly supports an increase in funding for home visiting.

Home visiting programs have been proven to help create strong families, prevent abuse, and break the cycle of family violence that continues to threaten the future of New York's children.

Study after study has shown that home visiting programs result in fewer low birth weight babies, fewer children lacking needed medical care, fewer violent acts toward children by mothers and fewer incidents of serious physical abuse when mothers showed signs of depression and sensed lack of control.

Home visiting supports strong families. And by supporting families, we're facilitating the growth of a generation of healthy, happy children.

The Legislature has always been strongly supportive of home visiting programs like Healthy Families New York, but has failed to provide the necessary funding to increase their availability to all at-risk families in New York State. It is time to fill the gap in services in 41 counties, like Monroe, Saratoga, Nassau and Suffolk and most neighborhoods in New York City.

Additional funding would be a monumental victory - and perhaps the most important victory in recent history - for New York's children and families.

As April is Child Abuse Prevention Month- Now is the time for the Legislature to stand up and show its support of New York's children and families! New York State spends \$2.5 billion on the after effects of child abuse - and only \$25.2 million on home visiting to prevent it from ever happening. It's time to stop allowing our children to be hurt and to start supporting the families that need it most!

We're asking for your support to pass an increase in funding for home visiting!



Involve the Media

- Write letters to the editor about the benefits of home visiting.
- Invite the media to tour your program site.
Local news coverage can really assist in getting word out to the community.
- Hold events for “Child Abuse Prevention Month” in April.
Fundraising, or Prevent Child Abuse New York’s Home Advocacy Day.
- Send out media alerts whenever an organization agrees to support the legislation.
Provide documentation of what your goals are.

- To Start: Contact: Your name or leader of your organization
Name of the organization being represented
- Who: The Assembly Member/Legislature representing your event
- Other expected attendees: Childcare providers, parents, organization members, etc.
- What: brief description of function
- When: date and time of event
- Where: the location of event
- Why: Provide a few supportive facts about the goals of your organization
Why spread the word about your cause?
Quick main points of the goals of your organization/
program
- “Short and sweet”: Be brief and to the point



Important State Contacts

NEW YORK STATE LEGISLATURE

New York State Senate
Albany, NY 12247
Switchboard: 518-455-2800
Public Information Office, 323 State Capitol, 518- 455- 3216
Bill Status Hotline: 518-455-7545 or 1-800-342-9860
Website <http://www.senate.state.ny.us/>

New York State Assembly
Albany, NY 12248
Switchboard: 518-455-4100
Public Information Office, Room 204, Legislative Office Building, 518- 455-4218
Bill Status Hotline: 518-455-4218 or 1-800-342-9860
Website: <http://assembly.state.ny.us/>

Hotlines for New York Senate: Information on Status of Bill
518-455-7545 or 800-342-9860

Hotlines for New York Assembly: Information on Status of Bill
518-455-4218 or 800-342-9860

To retrieve Senate and Assembly bill documents, visit the respective house's website.

NEW YORK STATE GOVERNOR

Governor Elliot Spitzer
State Capitol
Albany, New York 12224
General Phone Number: 518-474-8390
Internet: <http://www.ny.gov/governor>



Important Federal Contacts

PRESIDENT OF THE UNITED STATES

President George W. Bush
The White House
1600 Pennsylvania Ave
Washington, DC 20500
Comment Number: 202-456-1111
Email: president@whitehouse.gov
Website: <http://www.whitehouse.gov>

UNITED STATES SENATE

Senator Hillary Rodham Clinton
US Senate
476 Russell Senate Office Building
Washington, DC 20510
Phone: 518-431-0120
Website: <http://www.clinton.senate.gov>

Senator Charles Schumer
757 Third Avenue, Suite 17-02
New York, NY 10017
Phone: 212-486-4430
Website: <http://www.schumer.senate.gov>

UNITED STATES HOUSE OF REPRESENTATIVES

Your (New York State) Representative
United States House of Representatives
Washington, DC 20515
Switchboard Number: 202-224-3121
Website: <http://www.house.gov>



Important Advocacy Contacts

PREVENT CHILD ABUSE NEW YORK

Michelle Gross, Projects Manager
Prevent Child Abuse New York
134 South Swan Street
Albany, NY 12210
Phone: (518) 445-1273
Email: mgross@preventchildabuseny.org
Website: <http://www.preventchildabuseny.org/advocacy.shtml>

SCHUYLER CENTER FOR ANALYSIS AND ADVOCACY

Jenn O'Connor, Senior Policy Analyst
Schuyler Center for Analysis and Advocacy
150 State Street, 4th Floor
Albany, NY 12207
Phone: 518-463-1896
Email: joconnor@scaany.org
Website: <http://www.scaany.org>

