



## Goals and Objectives 2024-2027 Jefferson County Community Services

Timothy Ruetten, Director  
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### Goal 1

Goal 1: Title Increase Housing Opportunities

Goal 1: Target Completion Date Jan 01, 2027

Goal 1: Description Jefferson County is in need of additional housing opportunities from low/no barrier options for the homeless to permanent, affordable housing. Additional housing is also required to serve our OPWDD/OMH dually diagnosed clients.

Goal 1: OASAS? Yes Goal 1: OMH? Yes Goal 1: OPWDD? Yes

Goal 1: Need Addressed 1 Housing

Goal 1: Need Addressed 2 Respite

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title Establish low/no barrier housing options for our street homeless population

Goal 1, Objective 1, Target Completion Date Nov 30, 2024

Goal 1, Objective 1, Description Establish a tiny home community (20 units) that allows safe, dignified, low barrier, emergency shelter for our street homeless population. This will be completed in collaboration with our local Dept. of Social Services, and our local providers. Guests will be encouraged to access services from our various provider agencies. Engagement specialists will be on site to assist guests in navigating available services.

Goal 1, Objective 2: Title Add Supportive/Transitional housing units.

Goal 1, Objective 2, Target Completion Date Dec 01, 2025

Goal 1, Objective 2, Description Add up to 130 supportive/transitional/affordable housing units under existing ESHI grants.

Goal 1, Objective 3: Title Partner with Dept Social Services to assist with housing planning

Goal 1, Objective 3, Target Completion Date Dec 01, 2023

Goal 1, Objective 3, Description Participate in advisory board to provide guidance and resources to newly established Director of Housing

Goal 1, Objective 4: Title Explore Respite Opportunities for Dually Diagnosed Community Members (OPWDD/OMH)

Goal 1, Objective 4, Target Completion Date Dec 01, 2025

Goal 1, Objective 4, Description Work with existing providers, state partners and surrounding counties to establish an emergency respite program for opwdd/omh clients.

### Goal 2

Goal 2: Title Enhance Crisis Services

Goal 2: Target Completion Date Jan 01, 2027

Goal 2: Description Jefferson County is in need of a 24/7/365 crisis response system that utilizes a combination of crisis response teams, virtual crisis response services and an adequately trained first responder corps.

Goal 2: OASAS? Yes Goal 2: OMH? Yes Goal 2: OPWDD? Yes

Goal 2: Need Addressed 1 Crisis Services

Goal 2: Need Addressed 2 Cross System Services

Goal 2: Need Addressed 3

Goal 2, Objective 1: Title Explore crisis response models for Jefferson County

Goal 2, Objective 1, Target Completion Date Jun 01, 2024

Goal 2, Objective 1, Description Form and utilize a steering committee to explore existing crisis services in surrounding areas.

Goal 2, Objective 2: Title Create a plan that outlines future crisis services

Goal 2, Objective 2, Target Completion Date Jan 30, 2025

Goal 2, Objective 2, Description The results of the steering committee will be utilized to create a plan which outlines the appropriate crisis services for Jefferson County

Goal 2, Objective 3: Title Ensure First Responders are adequately trained for crisis response  
Goal 2, Objective 3, Target Completion Date Jan 01, 2025  
Goal 2, Objective 3, Description Continue to provide annual CIT training to local Law Enforcement  
Provide First Responder Mental Health First Aid training to local first responders  
Provide suicide prevention gatekeeper trainings to various parts of our community

### Goal 3

Goal 3: Title Increase Available Workforce  
Goal 3: Target Completion Date Dec 01, 2027  
Goal 3: Description Develop initiatives to increase our available workforce.  
Goal 3: OASAS? Yes Goal 3: OMH? Yes Goal 3: OPWDD? Yes  
Goal 3: Need Addressed 1 Workforce  
Goal 3: Need Addressed 2 Residential Treatment Services  
Goal 3: Need Addressed 3

Goal 3, Objective 1: Title Develop an educational pathway for direct care staff  
Goal 3, Objective 1, Target Completion Date Dec 01, 2025  
Goal 3, Objective 1, Description Work with providers, BOCES and the local community college to develop standards for direct care staff.

Goal 3, Objective 2: Title Establish a Direct Care Staff Credential  
Goal 3, Objective 2, Target Completion Date Dec 01, 2026  
Goal 3, Objective 2, Description Establish a training curriculum that leads to a credential or micro-credential for direct care staff.

Goal 3, Objective 3: Title Improve Perception of Behavioral Health Employment  
Goal 3, Objective 3, Target Completion Date Dec 01, 2027  
Goal 3, Objective 3, Description Re-establish a recognition event for area behavioral health staff

Goal 3, Objective 4: Title Develop an Intern Clearinghouse  
Goal 3, Objective 4, Target Completion Date Dec 01, 2026  
Goal 3, Objective 4, Description Work with local providers and participating colleges to provide a more streamlined approach to placing interns in our provider agencies.

### Goal 4

Goal 4: Title Improve Transportation Accessibility for Behavioral Health Clients  
Goal 4: Target Completion Date Dec 01, 2027  
Goal 4: Description Improve our local transportation system to ensure safe, timely, and convenient transportation options for behavioral health clients.  
Goal 4: OASAS? Yes Goal 4: OMH? Yes Goal 4: OPWDD? Yes  
Goal 4: Need Addressed 1 Transportation  
Goal 4: Need Addressed 2  
Goal 4: Need Addressed 3

Goal 4, Objective 1: Title Establish a Transportation Steering Committee  
Goal 4, Objective 1, Target Completion Date Dec 01, 2024  
Goal 4, Objective 1, Description Develop a Transportation Steering Committee consisting of local providers and consumer/stakeholders to identify gaps and overlaps in our current transportation system.



# Update to 2024-2027 Goals and Objectives Jefferson County Community Services

Timothy Ruetten, Director  
truetten@jeffersoncountyny.gov

<b>Goal 1</b>	
<b>Title</b>	Increase Housing Opportunities
<b>Update</b>	Jefferson Co continues to experience an increasing homeless population. Unfortunately our low barrier emergency housing project has stalled due to an inability to secure enough operational funding. We are continuing to explore other options. Fortunately, there are currently two ESHI projects in the works.
<b>OBJECTIVES</b>	
Establish low/no barrier housing options for our street homeless population	Ongoing
Add Supportive/Transitional housing units.	Ongoing
Partner with Dept Social Services to assist with housing planning	Ongoing
Explore Respite Opportunities for Dually Diagnosed Community Members (OPWDD/OMH)	Ongoing
<b>OBJECTIVE UPDATES</b>	

<b>Goal 2</b>	
<b>Title</b>	Enhance Crisis Services
<b>Update</b>	Jefferson County has contracted with a third party entity to design a comprehensive mobile crisis system using funding provided by OMH for start up costs. First Responders continue to be engaged by our behavioral health community to provide additional training opportunities.
<b>OBJECTIVES</b>	
Explore crisis response models for Jefferson County	Ongoing
Create a plan that outlines future crisis services	Ongoing
Ensure First Responders are adequately trained for crisis response	Ongoing
<b>OBJECTIVE UPDATES</b>	

<b>Goal 3</b>	
<b>Title</b>	Increase Available Workforce
<b>Update</b>	Jefferson Co continues to struggle with maintaining an adequate workforce. The issue spans the continuum from entry level/direct service providers to physicians and physician extenders. We have begun to more readily share intern opportunities which has helped increase our intern placements.
<b>OBJECTIVES</b>	
Develop an educational pathway for direct care staff	Ongoing
Establish a Direct Care Staff Credential	Ongoing
Improve Perception of Behavioral Health Employment	Ongoing

Develop an Intern Clearinghouse	Ongoing
<b>OBJECTIVE UPDATES</b>	

<b>Goal 4</b>	
<b>Title</b>	Improve Transportation Accessibility for Behavioral Health Clients
<b>Update</b>	There is an existing transportation committee that has been working on establishing a county wide bus system that will connect to already the existing Watertown City Bus system.
<b>OBJECTIVES</b>	
Establish a Transportation Steering Committee	["]
<b>OBJECTIVE UPDATES</b>	



## 2026 Update to 2024-2027 Goals and Objectives Jefferson County Community Services

Timothy Ruetten, Director of Community Services  
(truetten@jeffersoncountyny.gov)

### Goal 1

Goal 1, 2026 Status Update: Ongoing

Goal 1, 2026 Status Update Description: Jefferson County has made substantial progress in this category. Through intense collaboration between Jefferson County Administration, Social Services, and Community Services, An Unhoused Population Task Force has focused on developing and implementing solutions to this ever increasing issue. Through a combination of state initiatives, county dollars, and stakeholder engagement there is now a 24/7/365 low barrier shelter option. This, combined with two street outreach teams, ESSHI projects and a CTI program will have a substantial positive impact on the number of unhoused people in Jefferson County. Additionally, an emergency shelter response project has purchased and stocked a large enclosed trailer for emergency shelter needs. Items such as cots, sleeping bags, tents...etc. are able to be deployed immediately, anywhere in Jefferson County to address immediate emergency shelter need.

Goal 1 Objective 1, 2026 Status Update: Complete

Goal 1 Objective 1, 2026 Status Update Description:

Jefferson County has made substantial progress in this category. It was determined that due to cost increases, overburdensome regulations, and difficulty in finding an entity to operate the tiny home community once built, the concept was not feasible low/no barrier options had been limited to an overnight warming center that only ran from November 1 to April 30. This was funded with Code Blue funding. In 2024, the warming center hours were extended to 24/7 by contracting with a local church to operate a daytime warming center. Another church, under contract, provides space and dinner in the early evening hours. So far in 2025, county funding was made available to extend those three contracts to a year round status providing our county with 24/7/365 low/no barrier shelter. We continue to push in to the three programs with peers and advocates from various local agencies.

Goal 1 Objective 2, 2026 Status Update: Ongoing

Goal 1 Objective 2, 2026 Status Update Description: There are currently two ESSHI projects in development that will provide approximately 200 Supportive/Transitional Housing beds covering several special populations. 31 of those beds (MH and SUD) have a tentative go live date of Spring 2026. The remaining beds will most likely come online in late 2026.

Goal 1 Objective 3, 2026 Status Update: Complete

Goal 1 Objective 3, 2026 Status Update Description: An Advisory Task Force consisting of Jefferson County Administration, Social Services, Public Health and Community Services was established and has been working on various initiatives in this area. When appropriate, other stakeholders are engaged to ensure continuous forward movement.

Goal 1 Objective 4, 2026 Status Update: Ongoing

Goal 1 Objective 4, 2026 Status Update Description: Earlier in 2025, The Arc of Jefferson/St. Lawrence was awarded an adult CTI program that includes a respite component for clients that have both IDD and MH diagnoses. The Arc is in the process of developing the program with the assistance of various community partners. This project also falls in line with increasing crisis services to accommodate increased need, especially for those with a dual diagnosis.

### Goal 2

Goal 2, 2026 Status Update: Ongoing

Goal 2, 2026 Status Update Description: Jefferson County has contracted with Ft Drum Regional Health Planning Organization (FDRHPO) to be the project lead in establishing a Bi-County Mobile Crisis Team. FDRHPO utilized a combination of data analysis, stakeholder engagement, reviews of existing mobile crisis teams across NYS and provider engagement to determine the needed size, type and scope of a mobile crisis program. This was done in collaboration with Lewis County Community Services.

Goal 2 Objective 1, 2026 Status Update: Complete

Goal 2 Objective 1, 2026 Status Update Description: This objective has been completed.

Goal 2 Objective 2, 2026 Status Update: Ongoing

Goal 2 Objective 2, 2026 Status Update Description: In May of 2025, a combined Lewis County and Jefferson County Crisis Plan was submitted to OMH. Both Jefferson and Lewis Counties are working closely together to ensure that the available services are adjusted as needed to accommodate ever changing demands.

Goal 2 Objective 3, 2026 Status Update: **Ongoing**

Goal 2 Objective 3, 2026 Status Update Description: Jefferson County Community Services continues to be dedicated to ensuring that our Law Enforcement and First Responder personnel have the necessary training and support to adequately respond to behavioral health related emergencies. Our office has provided numerous in-service trainings to Law Enforcement agencies, EMS personnel, and our local behavioral health providers on Mental Hygiene Law, specifically on MHL 9.41, 9.45, and 9.60. Additionally, a Crisis Intervention Team class was completed in 2024. As we move forward with both Crisis and Unhoused person's services, we will make adjustments to the plan. Jefferson County Community Services recognizes the need to improve Officer and 1st responder wellness and reduce the stigma sometimes associated with asking for help. As such, we have partnered with the New York Law Enforcement Assistance Program to ensure that those first responders in need of emotional assistance have the opportunity to participate in an annual Post Critical Incident Seminar (PCIS).

### **Goal 3**

Goal 3, 2026 Status Update: **Ongoing**

Goal 3, 2026 Status Update Description: While still a challenge in many cases, the workforce shortage issue seems to be letting up.

Goal 3 Objective 1, 2026 Status Update: **Not started**

Goal 3 Objective 1, 2026 Status Update Description: This objective has not yet started.

Goal 3 Objective 2, 2026 Status Update: **Not started**

Goal 3 Objective 2, 2026 Status Update Description: This objective has not yet started at the local level.

Goal 3 Objective 3, 2026 Status Update: **Ongoing**

Goal 3 Objective 3, 2026 Status Update Description: Jefferson County Community Services is currently working with local behavioral health provider leadership to restart an annual awards breakfast. The event will bring OMH, OASAS and OPWDD providers together to recognize the hard work and dedication that goes into making our local behavioral health system effective and impactful.

Goal 3 Objective 4, 2026 Status Update: **Ongoing**

Goal 3 Objective 4, 2026 Status Update Description: Providers are being encouraged to share their intern inquiries during CSB and Behavioral Health Committee meetings to ensure that interns have the best possible opportunity to be placed with a local agency or provider.

### **Goal 4**

Goal 4, 2026 Status Update: **Complete**

Goal 4, 2026 Status Update Description: There is an existing transportation committee that has been working on establishing a county wide bus system that will connect to already the existing Watertown City Bus system.

Goal 4 Objective 1, 2026 Status Update: **Complete**

Goal 4 Objective 1, 2026 Status Update Description: Objective is complete.



Office of Addiction  
Services and Supports

Office of  
Mental Health

Office for People With  
Developmental Disabilities

## 2024 Needs Assessment Form Jefferson County Community Services

### **Crisis Services** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Housing** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Respite** Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Transportation** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Workforce** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**LGU Representative:** Timothy Ruetten

**Submitted for:** Jefferson County Community Services



## 2025 Needs Assessment Form Jefferson County Community Services

### **Crisis Services** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Housing** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Transportation** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

### **Workforce** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**LGU Representative:** Timothy Ruetten

**Submitted for:** Jefferson County Community Services



**Office of Addiction  
Services and Supports**

**Office of  
Mental Health**

**Office for People With  
Developmental Disabilities**

**2026 Needs Assessment Form  
Jefferson County Community Services**

**Crisis Services** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**Cross System Services** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**Housing** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**Respite** Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**Transportation** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes  
Need description (Optional):

**Workforce** Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? Yes

Need description (Optional):

**LGU Representative:** Timothy Ruetten

**Submitted for:** Jefferson County Community Services

## **Jefferson County OMH Programs**

### **Northern Regional Center for Independent Living**

Mental Health Peer Advocacy

Family Peer Support

Mental Health Community Partners

### **Samaritan Medical Center**

IMHU- 34 bed inpatient mental health 830 Washington St

OPBH- main site, 1575 Washington St

SFH (Samaritan Family Health Center) Adams BH- satellite

SFH Plaza- satellite

SFH Leray BH- satellite

### **Children's Home of Jefferson County**

Children's Home Prevention Program

Crisis Response

Non-Medicaid Care Coordination

Therapeutic Crisis Respite Program

Family-Based Respite

Case Management

SPOA/C-SPOA

Outpatient Clinic

CORE

CFTSS

HBCI

589 (Youth Crisis Respite)

**Carthage Area Hospital**

Outpatient Clinic

**Mental Health Association in Jefferson County**

Drop in Center

Psychosocial Bridges

Respite

PFC Dwyer P2P

**Thrive (formerly Credo/TLS)**

Adult Community Residences

Apartment Program

Children and Youth Program

Supportive Housing

Adult Specialty Case Management  
with HH+

Childrens Health Home Case  
Management

Non Medicaid Care Coordination

Article 31 MHOTRS Clinic

CFTSS Psychosocial Rehabilitation

HCBS Respite

**The Arc Jefferson-St. Lawrence**

0380 – TEP Transitional Employment Placement

ACE - Placement Services

On-going extended- Adult BH HARP Services:

858- Pre-vocational Services

959- Transitional employment

860- Intensive supportive employment

861- On-going supported employment

**River Hospital Community Wellness Program**

Outpatient clinic