



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

Goals and Objectives 2024-2027 Saratoga County Department of Mental Health and Addiction Services

Michael Prezioso, Commissioner
(mprezioso@saratogacountyny.gov)

Goal 1

Goal 1: Title Workforce Recruitment and Retention

Goal 1: Target Completion Date Dec 31, 2023

Goal 1: Description Coordinate with State and local governments, and local NGOs providing services within the mental hygiene disciplines, to identify compensation packages sufficiently competitive to recruit and retain high quality staff.

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

Goal 1: Need Addressed 1 Cross System Services

Goal 1: Need Addressed 2 Crisis Services

Goal 1: Need Addressed 3 Outpatient treatment

Goal 1, Objective 1: Title Identify Competitive Salaries/Benefits Packages

Goal 1, Objective 1, Target Completion Date Dec 31, 2023

Goal 1, Objective 1, Description Survey State and local agencies to identify average salaries and benefits packages. Use to define "competitive".

Goal 2

Goal 2: Title Crisis Services Development

Goal 2: Target Completion Date Dec 31, 2023

Goal 2: Description Individuals in need of acute behavioral intervention do not always meet criteria for involuntary hospitalization. Introduction of a medically staffed, short term behavioral crisis residential service would address care needs and reduce demand for hospital based emergency and psychiatric services.

Goal 2: OASAS? Yes Goal 2: OMH? Yes Goal 2: OPWDD? No

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 Public-Private Collaboration

Goal 2, Objective 1, Target Completion Date Dec 31, 2023

Goal 2, Objective 1, Description Engage in collaborative efforts with local NGO to ensure opening of crisis residential services resource (Note: these discussions have been ongoing, and program opening is anticipated before the end of calendar year 2023.)

Goal 3

Goal 3: Title Cross-Systems Services Enhancement

Goal 3: Target Completion Date Dec 31, 2023

Goal 3: Description Enhance communication between and among behavioral health, law enforcement, EMS, Hospital, and Court systems.

Goal 3: OASAS? Yes Goal 3: OMH? Yes Goal 3: OPWDD? Yes

Goal 3: Need Addressed 1 Crisis Services

Goal 3: Need Addressed 2 Cross System Services

Goal 3: Need Addressed 3 Case Management/Care Coordination

Goal 3, Objective 1: Title Leverage existing structures to reinforce communication

Goal 3, Objective 1, Target Completion Date Dec 31, 2023

Goal 3, Objective 1, Description Existing structures, including the long-running Saratoga County human services agency Stakeholders meeting, will add a formal agenda item to address issues related to cross-systems issues and care coordination.



Update to 2024-2027 Goals and Objectives

Saratoga County Department of Mental Health and Addiction Services

Michael Prezioso, Commissioner
mprezioso@saratogacountyny.gov

Goal 1

Title	Workforce Recruitment and Retention	
Update	Through salary surveys conducted by members of the CLMHD, research conducted by the Saratoga County Department of Human Resources and the the Department of Mental Health and Addiction Services, competitive salary ranges and benefits packages have been identified. At present, the compensation plan remains subject to budgetary processes and contract negotiations. Additionally, the County of Saratoga has implemented a pilot "remote work" pilot project in which the Department of Mental Health and Addiction Services participates. The pilot has thus far been successful.	
OBJECTIVES		
Identify Competitive Salaries/Benefits Packages		Complete
OBJECTIVE UPDATES		

Goal 2

Title	Crisis Services Development	
Update	In collaboration with a OMH and a local NGO, the Department of Mental Health and Addiction Services supported the application and opening of a short-term crisis residential service, staffed by professionals, paraprofessionals and medical professionals, to serve those with acute behavioral health needs that do not meet criteria for involuntary hospitalization for intervention. Collaboration will continue.	
OBJECTIVES		
Public-Private Collaboration		Ongoing
OBJECTIVE UPDATES		

Goal 3

Title	Cross-Systems Services Enhancement	
Update	Regular communication with public and private service-providing entities across the continuum of care, and including law enforcement and EMS providers, is institutionalized in structured, monthly, in-person meetings. Communication on an as-needed basis occurs with much greater frequency. Within the framework of relationships developed and maintained via monthly meetings, cross-training and education among participating agencies has occurred. Quarterly meetings among agency executive-level leadership have also begun.	
OBJECTIVES		
Leverage existing structures to reinforce communication		Ongoing
OBJECTIVE UPDATES		



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2026 Update to 2024-2027 Goals and Objectives Saratoga County Department of Mental Health and Addiction Services

Megan Johnson, Commissioner
(mjohnson@saratogacountyny.gov)

Goal 1

Goal 1, 2026 Status Update: Ongoing

Goal 1, 2026 Status Update Description: To improve staffing at the Saratoga County Department of Mental Health and Addiction Services operated programs, Saratoga County increased salaries via the bargaining agreement and also applied for NYS H.E.L.P for a number of positions which has facilitated hiring. Recruitment, retention, salary compensation, and workforce safety remain areas of high priority, and there are particular areas in which positions remain extremely hard to fill, including in crisis response programs and direct care and residential support positions.

Goal 1 Objective 1, 2026 Status Update: Ongoing

Goal 1 Objective 1, 2026 Status Update Description:

Goal 2

Goal 2, 2026 Status Update: Ongoing

Goal 2, 2026 Status Update Description: The Department of Mental Health and Addiction Services recognizes that stabilization in the community whenever possible is essential and believes that diversion from hospital and residential treatment should be a priority when it is safe for the individual and the community. The short-term crisis stabilization program has opened and is a tremendous resource for the community. Additional crisis resources are needed. To that end, the Department is working with stakeholders to support expansion of additional crisis resources, including intensive crisis stabilization, crisis respite for children and adolescent, and other crisis support options as indicated.

Goal 2 Objective 1, 2026 Status Update: Complete

Goal 2 Objective 1, 2026 Status Update Description:

Goal 3

Goal 3, 2026 Status Update: Ongoing

Goal 3, 2026 Status Update Description:

Goal 3 Objective 1, 2026 Status Update: Ongoing

Goal 3 Objective 1, 2026 Status Update Description: Commitment to crisis-services collaboration through this meeting as well as other resources, including Communities of Excellence and the development of targeted cross-systems case conferences, remains a high priority.



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2027 Update to 2024-2027 Goals and Objectives Saratoga County Department of Mental Health and Addiction Services

Megan Johnson, Commissioner
(mjohnson@saratogacountyny.gov)

Goal 1

Goal 1, 2027 Status Update: Ongoing

Goal 1, 2027 Status Update Description: The Saratoga County Department of Mental Health and Addiction Services continues to implement strategies to recruit and retain a qualified behavioral health workforce. The Department has maintained flexible and hybrid work programs for eligible positions, which has supported recruitment and employee retention. Additional workforce retention efforts include professional development, employee recognition and wellness initiatives, and efforts to promote career advancement.

The Department continues to request NYS HELPS approval of additional hard to fill titles including support staff positions within clinic programs. The Department and local non-profit agencies continue to develop internship pipelines through local summer youth employment opportunities and regional undergraduate and graduate social work, nursing and counseling programs.

While workforce shortages continue to impact behavioral health providers statewide, Saratoga County remains committed to implementing evidence-informed recruitment and retention strategies to maintain a stable workforce and ensure access to crisis, outpatient, and other community-based behavioral health services.

Goal 1 Objective 1, 2027 Status Update: Ongoing

Goal 1 Objective 1, 2027 Status Update Description: Salary and benefit information continues to be monitored through ongoing market comparisons and collaboration with Human Resources and regional partners. Workforce data is used to inform compensation and recruitment strategies as funding and labor agreements permit.

Goal 2

Goal 2, 2027 Status Update: Ongoing

Goal 2, 2027 Status Update Description: The Saratoga County Department of Mental Health and Addiction Services continues to prioritize the development of a comprehensive, community-based crisis continuum. The short-term crisis stabilization program is fully operational and has become a critical component of the local behavioral health system. The program consistently operates at or near capacity, demonstrating both its value to the community and the significant demand for alternatives to emergency department utilization and inpatient psychiatric hospitalization.

Goal 2 Objective 1, 2027 Status Update: Ongoing

Goal 2 Objective 1, 2027 Status Update Description: The Department continues to collaborate with the program operator, hospitals, first responders, law enforcement, mobile crisis providers, and other community partners to strengthen coordination across the crisis continuum. While the crisis stabilization program has significantly enhanced local crisis response capacity, continued investment in crisis services remains necessary to address unmet needs, improve timely access to care, and ensure individuals receive the least restrictive, most appropriate level of intervention.

The Department will continue to support the development and expansion of additional crisis resources, including intensive crisis stabilization services, youth crisis respite options, and other community-based crisis interventions as opportunities arise.

The Department has maintained strong collaboration with community providers, OMH, and other stakeholders to support implementation and ongoing operation of the crisis stabilization program. These partnerships continue to facilitate coordinated referrals, system planning, and identification of service gaps. Collaboration will remain an essential strategy as the County works to strengthen the behavioral health crisis continuum and expand access to community-based crisis services.

Goal 3

Goal 3, 2027 Status Update: Ongoing

Goal 3, 2027 Status Update Description: The Saratoga County Department of Mental Health and Addiction Services continues to strengthen cross-system collaboration among behavioral health providers, hospitals, law enforcement, EMS, courts, schools, local government, and community-based organizations. Regular interdisciplinary meetings remain well established and provide a forum for identifying system challenges, coordinating responses to emerging needs, sharing information, and advancing collaborative solutions.

Cross-system partnerships have supported improved coordination of crisis response, care transitions, and service planning for individuals with complex behavioral health needs. The Department continues to leverage existing collaborative structures while developing additional opportunities for cross-training, joint problem-solving, and coordinated responses to community needs. Strengthening communication across systems remains an ongoing priority as behavioral health needs and service demands continue to evolve.

Goal 3 Objective 1, 2027 Status Update: Ongoing

Goal 3 Objective 1, 2027 Status Update Description: Existing collaborative forums, including the Saratoga County Stakeholders meetings, executive leadership meetings, Communities of Excellence initiatives, Threat Assessment Management Team, and targeted cross-system case conferences, continue to facilitate communication and coordination among partner agencies. These established structures have strengthened relationships across systems, promoted information sharing, and supported coordinated responses to complex cases and community-wide behavioral health issues. The Department will continue to utilize and enhance these partnerships, as well as further develop high risk care coordination, to improve individual outcomes, crisis response, and system-wide planning.



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2024 Needs Assessment Form Saratoga County Department of Mental Health and Addiction 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):

Employment/volunteer (client) 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? No

Need description (Optional): Limited availability of clinically supported residential treatment services, though some development of resources is unfolding through public-private collaborations to address addiction recovery and crisis needs.

Non-Clinical Supports Yes

Applies to OASAS? Yes

Applies to OMH? No

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): CRPA services have significantly impacted engagement among those experiencing addiction. Saratoga County collaborates with local NGOs to ensure these services are offered; with addiction rates increasing, additional CRPA resources would be welcome.

Outpatient Treatment 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? No

Need description (Optional): As a direct result of workforce shortages, outpatient treatment resources continue to be limited. This affects all mental hygiene categories.

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? No

Need description (Optional): Public transportation resources within Saratoga County are limited. The County geography is large and varied, with sections nested within the Adirondack State Park and others representing a more urbanized feel. Transportation is more easily accessed in less remote, more densely populated locales.

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: Michael Prezioso

Submitted for: Saratoga County Department of Mental Health and Addiction Services



2025 Needs Assessment Form Saratoga County Department of Mental Health and Addiction 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? No

Need description (Optional): While adult mental health crisis needs are addressed, additional resources for youth in mental health crisis, and adults and youth experiencing crisis related to an addiction, are needed.

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? No

Need Applies to: Adults Only

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Increasing referrals to SPOA reflect the need for a larger stock of supported and treatment-oriented residential resources.

Inpatient Treatment Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): The reduction in State-operated Psychiatric Center beds for adults and youth that occurred during past decades has resulted in increased demands on finite community-based treatment and other resources. The needs of the population have increased in volume and intensity, and the strongest consideration should be given to expanding this valuable resource, that is vital to the continuum of care.

Outpatient Treatment 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? No

Need description (Optional): Nationally, the shortage of qualified providers has limited the stock of available clinicians to provide outpatient treatment services.

Prevention Yes

Applies to OASAS? Yes

Applies to OMH? No

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): The ongoing epidemic of opiate and other substance abuse disorders requires preventive measures in the hope of limiting demand. Prevention programs beginning and continuing throughout elementary, middle and high schools, as well as at the college level can aspire to lower demand.

Residential Treatment Services Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Adults Only

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Limited stocks of residential settings in which treatment may be provided impact the continuum of care resources available.

Transportation Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Adults Only

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Transportation continues to be a need within this geographically diverse County.

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: Michael Prezioso

Submitted for: Saratoga County Department of Mental Health and Addiction Services



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**2026 Needs Assessment Form
Saratoga County Department of Mental Health and Addiction Services**

Case Management/Care Coordination 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? No

Need description (Optional): There have often been wait times for services in the DOH/OMH/OASAS health home system, and capacity for non-Medicaid care management is extremely limited.

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? No

Need description (Optional): Affordable housing options continue to be of paramount concern in Saratoga County, particularly for those that require mental health, substance use and/or intellectual developmental disability services. While there has been recent some development and implementation of OASAS residential rehabilitation beds, the lack of safe, affordable, supportive, community-based housing is a continuing challenge for both community members and treatment

providers. The goal is to increase MH, SUD and I/DD housing access and capacity through new housing development, expansion and/or improved access to safe/affordable housing opportunities. Support projects for development of new and/or rehabilitation of buildings for those with MH, SUD, I/DD needs. Improve access to safe/affordable community housing for those with MH, SUD, I/DD through community education to reduce stigma and inequality.

Inpatient Treatment Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

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

Need description (Optional): The goal is to increase access to inpatient treatment and/or intermediate care opportunities for behavioral health stabilization with the secondary goal of reducing excessive use of emergency services. Through ongoing collaboration with local hospitals and treatment providers, ensure comprehensive discharge plans are developed prior to hospital discharges, facilitating seamless continuity of care for individuals undergoing transitions. Advocate for the allocation of additional beds, with a specific focus on securing intermediate care opportunities that address the unique needs of individuals in the target populations. Assess opportunities for the provision of annual training sessions to law enforcement agencies, ensuring ongoing education and awareness regarding relevant topics to enhance their effectiveness in dealing with various situations.

Non-Clinical Supports 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? No

Need description (Optional): When children and youth, or IDD individuals, are identified as in need of additional support services, the services are either understaffed or do not exist. While regional ACT Teams have been of enormous value, Saratoga County has also identified the need for ACT Teams that are county-based and -focused and provide additional slot allocation for County residents. Community stakeholders support expansion in the areas of non-emergency respite, life skills training, parenting and family education/supports, and drop-in center/clubhouse.

Outpatient Treatment 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? No

Need description (Optional): The outpatient mental health service system for adults and children/youth is experiencing a capacity shortage due to decreased staffing and increased demand at both the OMH-licensed and private level; the system would benefit by expansion to meet all current needs. It is noted that even when fully staffed there was not enough treatment opportunities for individuals in need. While regional ACT Teams have been of enormous value, Saratoga County has also identified the need for ACT Teams that are county-based and -focused

and provide additional slot allocation for County residents.

There is a need for increased capacity of existing Article 16 clinics and for more Article 16 clinics to open in order to better geographically support the County/Region. Individuals are leaving psychiatric admissions with long waits to access Article 16 services and/or having to access services 45 minutes away.

The community has recognized a need for expansion of SUD treatment programs at the intensive outpatient level and for adolescents/youth. In addition, there is a high level unmet need of SUD treatment services for individuals with Medicare.

Prevention Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Saratoga County has robust school based prevention programs in place. The Prevention Council, Dept of Health and partner agencies work closely together to implement the county's prevention plan. The county would benefit from increased prevention work in the community with both adolescents and children, with an expanded focus on vaping, online gambling, and DWI. Additionally, it is necessary to support and strengthen data collection efforts, in order to monitor trends in substance use (including alcohol, marijuana, prescription drugs, and other illicit drugs) and suicide attempts over time to assess the effectiveness of existing prevention programs and identify emerging issues.

Residential Treatment 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? No

Need description (Optional): Saratoga County supports stabilization in the community whenever possible and believes that diversion from hospital and residential treatment should be a priority when it is safe for the individual and the community. However, there are situations when residential services are required to maintain safety and stability. In these cases, there is often a lack of residential opportunities, a lack of flexibility in the regulations governing these programs creates barriers to access as well (ex: a child with significant mental health needs being unable to access and OMH licensed residential option because they are in foster care), and/or a complex and time-consuming process to access residential services. For youth, access to residential services could be improved through increased funding flexibility including the ability to braid and blend funds and dual licensure of residential programs so children are able to be served in the location that will best meet their needs regardless of which system they are formally connected to.

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? No

Need description (Optional): Public transportation resources within Saratoga County are limited. The County geography is large and varied, with sections nested within the Adirondack State Park and others representing a more urbanized environment. With the challenges accessing affordable housing, individuals are living further away from population and service hubs. There are continued limitations and inconsistencies with Medicaid Transportation (i.e. Medicab) services, as well as there a lack of medical transportation services for individuals with Medicare care and commercial insurance.

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? No

Need description (Optional): To improve staffing at the Saratoga County Department of Mental Health and Addiction Services operated programs, Saratoga County increased salaries via the bargaining agreement and also applied for the NYS H.E.L.P program for a number of positions which has facilitated hiring. Coordinate with State and local governments, and local NGOs providing services within the mental hygiene disciplines, to identify compensation packages sufficiently competitive to recruit and retain high quality staff. Recruitment, retention, salary compensation, and workforce safety remain areas of high priority, and there are particular areas in which positions remain extremely hard to fill, including in crisis response programs and direct care and residential support positions.

LGU Representative: Megan Johnson

Submitted for: Saratoga County Department of Mental Health and Addiction Services



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Case Management/Care Coordination 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? No

Need description (Optional): The need for case management and care coordination services continues to grow for both adults and children in Saratoga County. While Adult and Children and Youth Health Home providers generally continue to accept referrals, access is frequently delayed due to workforce and capacity constraints. In addition, there are a limited number of non-Medicaid case management programs available to support individuals who do not qualify for Medicaid-funded care coordination but continue to have significant behavioral health and social support needs. Expanding case management capacity, strengthening care coordination across systems, and increasing access to HCBS and non-Medicaid care coordination services remain important priorities to improve continuity of care and reduce barriers to treatment and recovery.

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):

Forensics Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Adults Only

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Saratoga County continues to experience an increase in the number of individuals with serious mental illness, substance use disorders, and/or intellectual and developmental disabilities who become involved with the criminal justice system. Many of these individuals have complex behavioral health needs that are better addressed through timely access to treatment, care coordination, and community-based supports than through incarceration. Expanding diversion opportunities and strengthening cross-system collaboration remain important priorities.

In addition, Saratoga County has experienced an increase in the number of court-ordered competency evaluations pursuant to CPL Article 730, as well as an increase in the number of individuals found not competent to proceed. Changes in New York State funding responsibilities have shifted the cost of competency restoration services to counties, creating a significant and ongoing fiscal impact while demand for these services continues to grow.

Continued investment in diversion programs, peer support, transportation, early intervention, community-based treatment, and cross-system coordination is needed to improve outcomes for individuals with behavioral health needs, reduce unnecessary criminal justice involvement, and mitigate the increasing demand for competency evaluations and restoration services.

Housing Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Adults Only

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Affordable housing remains a critical need in Saratoga County, particularly for individuals with mental health conditions, substance use disorders, and/or intellectual and developmental disabilities. While recent progress has been made through the development of OASAS residential rehabilitation services and the continued expansion of Empire State Supportive Housing Initiative (ESSHI) units, there remains a persistent shortage of safe, affordable, and supportive community-based housing options.

Housing instability continues to be a significant barrier to recovery and system engagement, impacting both service recipients and providers across the behavioral health continuum. There is an ongoing need for the development and preservation of supportive housing opportunities, including the rehabilitation of existing housing stock and the creation of new units designed to meet the needs of individuals with complex behavioral health conditions.

In addition, continued efforts to reduce stigma and improve community understanding of behavioral health needs are important to support housing access and promote inclusive, equitable housing opportunities. Expanding partnerships across housing, behavioral health, and community development systems remains essential to addressing these ongoing needs.

Inpatient Treatment Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Increased access to diversion and/or intermediate care opportunities for behavioral health stabilization with the secondary goal of reducing excessive use of emergency services is needed. Through ongoing collaboration with local hospitals and treatment providers, ensure comprehensive discharge plans are developed prior to hospital discharges, facilitating seamless continuity of care for individuals undergoing transitions. Advocate for the allocation of additional beds, with a specific focus on securing intermediate care opportunities that address the unique needs of individuals in the target populations. Assess opportunities for the provision of annual training sessions to law enforcement agencies, ensuring ongoing education and awareness regarding relevant topics to enhance their effectiveness in dealing with various situations.

Non-Clinical Supports 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? No

Need description (Optional): When children and youth, or IDD individuals, are identified as in need of additional support services, the services are either understaffed or do not exist. A county-specific ACT Team is in development to help address this need. Community stakeholders support expansion in the areas of non-emergency respite, life skills training, parenting and family education/supports, and drop-in center/clubhouse.

Outpatient Treatment 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? No

Need description (Optional): Development of a Saratoga County-specific ACT team is currently underway and represents a significant step toward expanding access to intensive community-based treatment and reducing reliance on emergency and inpatient services.

There continues to be a need to expand the capacity of existing Article 16 clinics and increase the availability of Article 16 services within Saratoga County. Limited local capacity often results in extended wait times following psychiatric hospitalization or requires individuals to travel significant distances to access necessary developmental disability services, creating barriers to timely treatment and continuity of care.

The community also continues to identify a need for expanded substance use disorder treatment services, particularly intensive outpatient programs and age-appropriate treatment options for adolescents and youth. Continued development of outpatient behavioral health services across all levels of care remains essential to meeting the growing needs of Saratoga County residents.

Prevention Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Saratoga County has a strong foundation of school-based prevention programming supported through collaboration among the Prevention Council, the Saratoga County Department of Health, the Department of Mental Health and Addiction Services, school districts, and community partners. These agencies continue to implement evidence-based prevention strategies that address substance use and promote youth mental health and resilience.

While Saratoga County has experienced a positive trend in reduced deaths related to suicide and overdose, there has been an increase in non-fatal suicide attempts and non-fatal overdose incidents. This pattern highlights an ongoing need to strengthen upstream prevention, early intervention, and postvention efforts, including enhanced identification of individuals at risk, improved care coordination following crisis events, and expanded access to timely behavioral health supports.

The County would benefit from expanded prevention efforts that extend beyond the school setting to reach children, adolescents, families, and the broader community. Priority areas include prevention related to vaping and nicotine use, cannabis, impaired driving, online gambling, and emerging behavioral health concerns affecting youth.

There is also a need to strengthen local data collection and surveillance efforts to better understand trends in substance use and youth behavioral health. The Communities That Care (CTC) Youth Survey has not been administered in Saratoga County for several years, resulting in limited current local data to inform prevention planning and evaluate program effectiveness. Reestablishing regular administration of the CTC Survey, along with continued monitoring of alcohol, cannabis, tobacco and nicotine products, prescription medications, other illicit substances, suicide risk, and other behavioral health indicators, will support data-driven decision-making, identification of emerging trends, and ongoing evaluation of prevention initiatives.

Problem Gambling Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): Saratoga County has identified a growing need to address the increasing prevalence and accessibility of online gambling, particularly among adolescents and young adults. The expansion of mobile sports betting, online casino gaming, and other digital gambling platforms has increased opportunities for gambling-related harm and presents emerging behavioral health concerns. Gambling disorder often co-occurs with mental health and substance use disorders and may contribute to financial hardship, family conflict, legal involvement, and increased risk of depression and suicide.

There is a need to expand community education, prevention, screening, and early intervention efforts related to problem gambling. Increasing awareness among youth, parents, educators, healthcare providers, and behavioral health professionals regarding the risks associated with online gambling and available treatment resources will be essential. Strengthening data collection and

surveillance of gambling behaviors will also help inform prevention strategies, identify emerging trends, and ensure that individuals experiencing gambling-related harms are connected to appropriate services.

Residential Treatment Services Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Youth Only

Do any of the Goals on the Goals and Objectives Form address this need? No

Need description (Optional): There continues to be a shortage of residential treatment options for children and youth with significant behavioral health needs. In addition to limited capacity, regulatory requirements and program eligibility criteria can create barriers to timely access, including situations in which children in foster care are unable to access appropriate OMH-licensed residential settings despite clinical need. The process for securing residential placement is often complex, time-intensive, and can result in delays in care.

Improving access to residential services for youth would benefit from increased funding flexibility, including the ability to braid and blend funding streams, as well as greater alignment and coordination across systems. Expanding opportunities for dual licensure and cross-system placement options would help ensure that children and adolescents are able to receive care in the most appropriate setting based on clinical need, regardless of system involvement, thereby improving timeliness of access and continuity of care.

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? No

Need description (Optional): Public transportation resources within Saratoga County remain limited, particularly given the County's geographic diversity, which includes both rural areas within and surrounding the Adirondack region and more densely populated communities. Transportation barriers are further compounded by housing affordability challenges, which have resulted in an increasing number of individuals residing farther from population centers and behavioral health service hubs.

Access to Medicaid-funded transportation (e.g., MAS/Medicaid Medical Transportation) continues to present challenges, including inconsistencies in availability, scheduling delays, and service reliability. In addition, there remains a significant gap in non-Medicaid transportation options for individuals covered by Medicare or commercial insurance, as well as for those who do not meet eligibility criteria for existing transportation assistance programs.

These transportation barriers continue to impact timely access to behavioral health, medical, and supportive services. Strengthening transportation infrastructure and expanding reliable, affordable non-emergency medical transportation options remain ongoing system needs to support equitable access to care across Saratoga County.

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: Megan Johnson

Submitted for: Saratoga County Department of Mental Health and Addiction Services

Saratoga County Local Services Plan – Partner Agencies

Sponsor Name	Agency Name	Program Name	Program Type
Adirondack Health Institute	Adirondack Health Institute	Adirondack Health Institute SMH CMA	Specialty Mental Health Care Management
AIS Council of NENY	AIDS Council of NENY	Alliance for Positive Health SMH CMA	Specialty Mental Health Care Management
Albany Medical Center	Glens Falls Hospital	Behavioral Health Inpatient Unit	Inpatient Psychiatric Unit of a General Hospital
Albany Medical Center	Glens Falls Hospital	Emergency Consultation Services	Crisis Intervention
Albany Medical Center	Glens Falls Hospital	Glens Falls Hospital Care Management	Health Home Care Management and non-Medicaid Care Management
Albany Medical Center	Saratoga Hospital	Behavioral Health Inpatient Unit	Inpatient Psychiatric Unit of a General Hospital
Albany Medical Center	Saratoga Hospital	Emergency Consultation Services	Crisis Intervention
Albany Medical Center	Saratoga Hospital	Saratoga Hospital Care Management	Health Home Care Management and non-Medicaid Care Management
Behavioral Health Services North	Behavioral Health Services North	Center for Wellbeing	Mental Health Outpatient Treatment and Rehabilitative Services

Capital District Psychiatric Center	Capital District Psychiatric Center	Mobile Integration Team	Mobile Integration Team (MIT)
CAPTAIN Community Human Services	CAPTAIN Community Human Services	CAPTAIN CHS Family Peer Support Services	CFTSS Family Peer Support Services
CAPTAIN Community Human Services	CAPTAIN Community Human Services	CAPTAIN CHS Psychological Rehabilitation	CFTSS Psychosocial Rehabilitation
Fort Hudson Home Care	Fort Hudson Home Care	Fort Hudson Home Care SMH CMA	Specialty Mental Health Care Management
Four Winds Hospital	Four Winds of Saratoga	Inpatient Mental Health Services	Inpatient Mental Health Services
Four Winds Hospital	Four Winds of Saratoga	Partial Hospital Program	Partial Hospitalization
HCR Care Management	HCR Care Management	HCR Care Management SMH CMA	Specialty Mental Health Care Management
Hudson Headwaters Health Network	Hudson Headwaters Health Network	Hudson Headwaters Health Network	Specialty Mental Health Care Management
Kee to Independent Growth	Kee to Independent Growth	Adult BH HCBS Intensive Supported Employment	Adult BH HCBS Intensive Supported Employment (ISE)
Kee to Independent Growth	Kee to Independent Growth	Adult BH HCBS Ongoing Supported Employment	Adult BH HCBS Ongoing Sptd Employment (OSE)
Kee to Independent Growth	Kee to Independent Growth	Adult BH HCBS Pre-Vocational Services	Adult BH HCBS Pre-Vocational

Kee to Independent Growth	Kee to Independent Growth	Community Psychiatric Support and Treatment	Adult BH HCBS Community Psychiatric Support and Treatment
Kee to Independent Growth	Kee to Independent Growth	CORE Psychosocial Rehabilitation	Adult BH HCBS Psychosocial Rehabilitation
NYS ARC Saratoga	NYS Saratoga	Transportation	MH Transportation
NYS ARC Saratoga	NYS ARC Saratoga	SE-MH	Ongoing Integrated Supported Employment Svs
Northeast Parent and Child Society	Unlimited Potential	Adult BH HCBS Education Support Services	Adult BH HCBS Education Support Services (ESS)
Northeast Parent and Child Society	Unlimited Potential	Adult BH HCBS Intensive Support Employment	Adult BH HCBS Intensive Support Employment (ISE)
Northeast Parent and Child Society	Unlimited Potential	Adult BH HCBS Ongoing Supported Employment	Adult BH HCBS Ongoing Sptd Employment (OSE)
Northeast Parent and Child Society	Unlimited Potential	Adult BH HCBS Transitional Employment	Adult BH HCBS Transitional Employment
Northeast Parent and Child Society	Unlimited Potential	CORE Empowerment Services – Peer Supports	CORE Empowerment Services – Peer Supports
Northeast Parent and Child Society	Unlimited Potential	Supported Education	Supported Education
Northeast Parent and Child Society	Unlimited Potential	Respite Services – Saratoga OMH	Respite Services

Northeast Parent and Child Society	Unlimited Potential	Peer Advocacy	Advocacy/Support Services
Northeast Parent and Child Society	Unlimited Potential	Warm Line Alternative Crisis Support	Advocacy/Support Services
Northeast Parent and Child Society	Unlimited Potential	Psychosocial Club	Psychosocial Club
Northeast Parent and Child Society	Unlimited Potential	Self-Help	Self-Help Program
Northeast Parent and Child Society	Unlimited Potential	Assisted Competitive Employment	Assisted Competitive Employment
Northeast Parent and Child Society	Unlimited Potential	Ongoing Integrated Supported Employment	Ongoing Integrated Supported Employment
Northeast Parent and Child Society	Unlimited Potential	Transitional Employment	Transitional Employment Placement (TEP)
Northern Rivers Family of Services	Parsons Child and Family Center	HBCI Warren/Washington/Saratoga	Home Based Crisis Intervention
Northern Rivers Family of Services	Parsons Child and Family Center	Youth ACT Warren, Washington, Saratoga	Children and Youth Assertive Community Treatment
Northern Rivers Family of Services	Parsons Child and Family Center	ACT Warren, Washington	Assertive Community Treatment (ACT)
Northern Rivers Family of Services	Parsons Child and Family Center	Health Home Care Management C&Y	Health Home Care Management

Northern Rivers Family of Services	Parsons Child and Family Center	CM Youth Non-Medicaid	Health Non-Medicaid Home Care Management
Northern Rivers Family of Services	Parsons Child and Family Center	Child and Family Guidance at Malta	Mental Health Outpatient Treatment and Rehab Services
Northern Rivers Family of Services	Parsons Child and Family Center	North Star Crisis Residence	Children's Crisis Residence
Northern Rivers Family of Services	Parsons Child and Family Center	Orissa Healy House	Children's Crisis Residence
Northern Rivers Family of Services	Parsons Child and Family Center	Parsons Child and Center RTF	Residential Treatment Facility – Children and Youth
Northern Rivers Family of Services	Parsons Child and Family Center	Miriam House	Children and Youth Community Residence
Northern Rivers Family of Services	Parsons Child and Family Center	Child and Adolescent Mobile Team	Crisis Intervention
Northern Rivers Family of Services	Parsons Child and Family Center	Adult Mobile Team	Crisis Intervention
Rehabilitation Support Services	Rehabilitation Support Services	RSS Supportive Housing/Transformation SH	Supportive Housing
Rehabilitation Support Services	Rehabilitation Support Services	Rehabilitation Support Services SafeOpt ST	Safe Options Support Team
Rehabilitation Support Services	Rehabilitation Support Services	Saratoga Outreach Transitions	Outreach

Rise Housing and Support Services	Rise Housing and Support Services	SunRISE Retreat	Intensive Crisis Residence
Rise Housing and Support Services	Rise Housing and Support Services	RISE-PSAP	Apartment/Treatment
Rise Housing and Support Services	Rise Housing and Support Services	RISE-Milestone Manor	Congregate/Treatment
Rise Housing and Support Services	Rise Housing and Support Services	RISE-RAIN House	Congregate/Treatment
Rise Housing and Support Services	Rise Housing and Support Services	SH Community Services	Supportive Housing
Rise Housing and Support Services	Rise Housing and Support Services	SH Long Stay Community Services	Supportive Housing
Rise Housing and Support Services	Rise Housing and Support Services	ESSHI Dominic Hollow	Supportive SRO
Rise Housing and Support Services	Rise Housing and Support Services	ESSHI Riverview	Supportive SRO
Rise Housing and Support Services	Rise Housing and Support Services	CM Youth	Health Home Care Management
Rise Housing and Support Services	Rise Housing and Support Services	HH CM	Health Home Care Management
Rise Housing and Support Services	Rise Housing and Support Services	Health Home Care Management C&Y	Health Home Care Management

Rise Housing and Support Services	Rise Housing and Support Services	CM Youth Non-Medicaid	Health Non-Medicaid Home Care Management
Rise Housing and Support Services	Rise Housing and Support Services	HH CM Non-Medicaid	Health Non-Medicaid Home Care Management
Rise Housing and Support Services	Rise Housing and Support Services	CM Non-Medicaid	Non-Medicaid Care Coordination
Rise Housing and Support Services	Rise Housing and Support Services	RISE Housing and Support Services SMH CMA (AOT)	Specialty Mental Health Care Management
Rise Housing and Support Services	Rise Housing and Support Services	SH Wrap Around Service	On-Site Rehabilitation
Rise Housing and Support Services	Rise Housing and Support Services	RAIN House-Respite Care	Respite Services
Rise Housing and Support Services	Rise Housing and Support Services	Work Program	Work Program
Roman Catholic Diocese of Albany	Roman Catholic Diocese of Albany	Catholic Charities Care Coordination Services SMH	Specialty Mental Health Care Management
Saratoga Center for the Family	Saratoga Center for the Family	Advocacy/Support Services	Advocacy/Support Services
Saratoga County Community Svs Board	Saratoga County Community Svs Board	Saratoga County Mental Health Clinic	Mental Health Outpatient Treatment and Rehab Services
Saratoga County Community Svs Board	Saratoga County Community Svs Board	Saratoga County PROS dba Reflections PROS	Comprehensive PROS without Clinical Treatment

Saratoga County Community Svs Board	Saratoga County Community Svs Board	Transition Management Services	Transition Management Services
Saratoga County Community Svs Board	Saratoga County Community Svs Board	Advocacy/Support Services	Advocacy/Support Services
Shelters of Saratoga	Shelters of Saratoga	Shelters Saratoga Non-Medicaid CC	Non-Medicaid Care Coordination
Shelters of Saratoga	Shelters of Saratoga	Shelters of Saratoga	Specialty Mental Health Care Management
St. Anne Institute	St. Anne Institute	CFTSS: Community Psychiatric Support and Treatment	CFTSS: Community Psychiatric Support and Treatment
St. Anne Institute	St. Anne Institute	The Beacon Crisis Residence	Children's Crisis Residence
Unity House of Troy	Unity House of Troy	Extended Services – Saratoga	Ongoing Integrated Supported Employment Services
Unity House of Troy	Unity House of Troy	Unity House ACT Team	Assertive Community Treatment (ACT)
Vanderheyden Hall	Vanderheyden Hall	CFTSS: Community Psychiatric Support and Treatment	CFTSS: Community Psychiatric Support and Treatment