



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

Goals and Objectives 2024-2027 Ulster County Department of Mental Health

Katrina Williams, Deputy Commissioner
(kawi@co.ulster.ny.us)

Goal 1

Goal 1: Title Housing

Goal 1: Target Completion Date Dec 31, 2026

Goal 1: Description Create more safe and stable housing opportunities for residents with behavioral health concerns.

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

Goal 1: Need Addressed 1 Housing

Goal 1: Need Addressed 2

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title Increase respite and transitional housing opportunities for youth.

Goal 1, Objective 1, Target Completion Date Dec 31, 2026

Goal 1, Objective 1, Description

Goal 1, Objective 2: Title Increase emergency housing availability.

Goal 1, Objective 2, Target Completion Date Dec 31, 2024

Goal 1, Objective 2, Description

Goal 1, Objective 3: Title Increase long-term, supported housing opportunities for people with a background of criminal justice involvement.

Goal 1, Objective 3, Target Completion Date Dec 31, 2027

Goal 1, Objective 3, Description

Goal 1, Objective 4: Title Increase transitional, supported housing opportunities for individuals with Substance Use Disorder.

Goal 1, Objective 4, Target Completion Date Dec 31, 2026

Goal 1, Objective 4, Description

Goal 1, Objective 5: Title Conduct a landscape analysis of housing programs for the ID/DD population.

Goal 1, Objective 5, Target Completion Date Dec 31, 2024

Goal 1, Objective 5, Description

Goal 1, Objective 6: Title (Added in plan 2027) Continue collaboration with DSS and other stakeholders to support individuals navigating emergency housing connect to needed services.

Goal 1, Objective 6, Target Completion Date Dec 31, 2027

Goal 1, Objective 6, Description Continue collaboration with DSS and other stakeholders to support individuals navigating emergency housing connect to needed services.

Goal 2

Goal 2: Title Workforce

Goal 2: Target Completion Date Dec 31, 2026

Goal 2: Description Improve community provider ability to recruit and retain adequate staff.

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

Goal 2: Need Addressed 1 Workforce

Goal 2: Need Addressed 2

Goal 2: Need Addressed 3

Goal 2, Objective 1: Title Provide support to community-based organizations around providing quality supervision.

Goal 2, Objective 1, Target Completion Date Dec 31, 2025

Goal 2, Objective 1, Description

Goal 2, Objective 2: Title Establish mechanisms for mentoring across those practicing community social work in our County.

Goal 2, Objective 2, Target Completion Date Dec 31, 2026

Goal 2, Objective 2, Description

Goal 2, Objective 3: Title Roll out Integrated Ulster Workforce Development Program.

Goal 2, Objective 3, Target Completion Date Dec 31, 2025

Goal 2, Objective 3, Description

Goal 2, Objective 4: Title Create a plan for engaging graduate programs and active interns working in community organizations.

Goal 2, Objective 4, Target Completion Date Dec 31, 2024

Goal 2, Objective 4, Description

Goal 2, Objective 5: Title Explore how local agencies are using interns and identify ways to optimize their use (e.g., MMHT using interns for street outreach)

Goal 2, Objective 5, Target Completion Date Dec 31, 2024

Goal 2, Objective 5, Description

Goal 2, Objective 6: Title (Added for 2027 plan) Partner with disability organizations to offer training and resources.

Goal 2, Objective 6, Target Completion Date Dec 31, 2026

Goal 2, Objective 6, Description Partner with disability organizations to offer training and resources.

Goal 2, Objective 7: Title (Added for 2027 plan) Increase awareness of emergency response tools such as Project SAFE and CIT.

Goal 2, Objective 7, Target Completion Date Dec 31, 2027

Goal 2, Objective 7, Description Increase awareness of emergency response tools such as Project SAFE and CIT.

Goal 3

Goal 3: Title Bilingual Workforce

Goal 3: Target Completion Date Dec 31, 2026

Goal 3: Description Improve community access to bilingual behavioral health providers.

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

Goal 3: Need Addressed 1 Workforce

Goal 3: Need Addressed 2

Goal 3: Need Addressed 3

Goal 3, Objective 1: Title The DMH will create an Integrated Ulster workgroup to focus on the issue of language barriers in our local behavioral health care system.

Goal 3, Objective 1, Target Completion Date Dec 31, 2024

Goal 3, Objective 1, Description

Goal 3, Objective 2: Title The CSB will direct advocacy to the state to address the language barriers in our behavioral health care system.

Goal 3, Objective 2, Target Completion Date Dec 31, 2026

Goal 3, Objective 2, Description

Goal 3, Objective 3: Title The DMH will work with the County Executive's Office and members of the SPEAK coalition to offer gatekeeper mental health trainings in Spanish.

Goal 3, Objective 3, Target Completion Date Dec 31, 2025

Goal 3, Objective 3, Description

Goal 3, Objective 4: Title The DMH will explore avenues for advocacy regarding the ASWB exam for social work only being offered in English.

Goal 3, Objective 4, Target Completion Date Dec 31, 2026

Goal 3, Objective 4, Description

Goal 3, Objective 5: Title The DMH will work with the County Executive's Office on potential pathways to incentivize bilingual training.

Goal 3, Objective 5, Target Completion Date Dec 31, 2026

Goal 3, Objective 5, Description

Goal 3, Objective 6: Title (Added in 2027 plan) Monitor linguistic accessibility across providers.

Goal 3, Objective 6, Target Completion Date Dec 27, 2027

Goal 3, Objective 6, Description Monitor linguistic accessibility across providers.

Goal 3, Objective 7: Title (Added in 2027 plan) Develop partnerships to expand culturally responsive behavioral health services.

Goal 3, Objective 7, Target Completion Date Dec 31, 2027
Goal 3, Objective 7, Description Develop partnerships to expand culturally responsive behavioral health services.

Goal 4

Goal 4: Title Prevention
Goal 4: Target Completion Date Dec 31, 2026
Goal 4: Description Enhance existing prevention programming to build resiliency and reduce behavioral health problems.
Goal 4: OASAS? Yes Goal 4: OMH? Yes Goal 4: OPWDD? Yes
Goal 4: Need Addressed 1 Prevention
Goal 4: Need Addressed 2
Goal 4: Need Addressed 3

Goal 4, Objective 1: Title (Added in 2027 plan) Establish a long term plan to fund and expand the Middle School Support Team program.
Goal 4, Objective 1, Target Completion Date Dec 31, 2027
Goal 4, Objective 1, Description Establish a long term plan to fund and expand the Middle School Support Team program.

Goal 4, Objective 2: Title (Added in 2027 plan) Inventory existing prevention initiatives and identify gaps.
Goal 4, Objective 2, Target Completion Date Dec 31, 2026
Goal 4, Objective 2, Description Inventory existing prevention initiatives and identify gaps.

Goal 4, Objective 3: Title (Added in 2027 plan) Develop a coordinated preventive strategy with community partners.
Goal 4, Objective 3, Target Completion Date Dec 31, 2027
Goal 4, Objective 3, Description Develop a coordinated preventive strategy with community partners.

Goal 4, Objective 4: Title (Added in 2027 plan) Expand partnerships with school districts to support social-emotional wellness and early intervention.
Goal 4, Objective 4, Target Completion Date Dec 31, 2027
Goal 4, Objective 4, Description Expand partnerships with school districts to support social-emotional wellness and early intervention.

Goal 4, Objective 5: Title (Added in 2027 plan) Provide culturally appropriate materials on behavioral health services for students and caregivers.
Goal 4, Objective 5, Target Completion Date Dec 31, 2027
Goal 4, Objective 5, Description Provide culturally appropriate materials on behavioral health services for students and caregivers.

Goal 4, Objective 6: Title (Added in 2027 plan) Promote participation in the Youth Risk Behavior Survey (YRBS) or other tools to improve understanding of youth behavioral health needs.
Goal 4, Objective 6, Target Completion Date Dec 31, 2026
Goal 4, Objective 6, Description Promote participation in the Youth Risk Behavior Survey (YRBS) or other tools to improve understanding of youth behavioral health needs.

Goal 5

Goal 5: Title Inpatient Treatment
Goal 5: Target Completion Date Dec 31, 2026
Goal 5: Description Establish psychiatric and Substance Use Disorder inpatient services in Ulster County.
Goal 5: OASAS? Yes Goal 5: OMH? Yes Goal 5: OPWDD? Yes
Goal 5: Need Addressed 1 Inpatient Treatment
Goal 5: Need Addressed 2
Goal 5: Need Addressed 3

Goal 5, Objective 1: Title Support the roll out of the returning 20 psychiatric inpatient beds at HealthAlliance Hospital.
Goal 5, Objective 1, Target Completion Date Dec 31, 2025
Goal 5, Objective 1, Description

Goal 5, Objective 2: Title Collect data on where Ulster residents go to for inpatient SUD treatment to establish the need and current trends.
Goal 5, Objective 2, Target Completion Date Jul 31, 2024
Goal 5, Objective 2, Description

Goal 5, Objective 3: Title Continue to advocate for the return of SUD inpatient beds at HealthAlliance Hospital.
Goal 5, Objective 3, Target Completion Date Dec 31, 2026
Goal 5, Objective 3, Description

Goal 5, Objective 4: Title Collect information on the barriers to getting insurance to pay for adequate inpatient SUD treatment.

Goal 5, Objective 4, Target Completion Date Dec 31, 2025

Goal 5, Objective 4, Description

Goal 6

Goal 6: Title Outpatient Treatment

Goal 6: Target Completion Date Dec 31, 2026

Goal 6: Description Improve access to quality, co-occurring, outpatient behavioral health treatment.

Goal 6: OASAS? Yes Goal 6: OMH? Yes Goal 6: OPWDD? Yes

Goal 6: Need Addressed 1 Outpatient treatment

Goal 6: Need Addressed 2

Goal 6: Need Addressed 3

Goal 6, Objective 1: Title Include OASAS licensed programs to the DMH Clinics meeting to improve system integration.

Goal 6, Objective 1, Target Completion Date Jul 31, 2024

Goal 6, Objective 1, Description

Goal 6, Objective 2: Title Explore current and potential holders of the integrated license.

Goal 6, Objective 2, Target Completion Date Dec 31, 2024

Goal 6, Objective 2, Description

Goal 6, Objective 3: Title Create an action plan with outpatient providers for implementing co-occurring care.

Goal 6, Objective 3, Target Completion Date Dec 31, 2025

Goal 6, Objective 3, Description

Goal 6, Objective 4: Title Increase access to Community Psychiatric Supportive Treatment (CPST) and Children and Family Treatment and Support Services (CFTSS).

Goal 6, Objective 4, Target Completion Date Dec 31, 2024

Goal 6, Objective 4, Description

Goal 6, Objective 5: Title (Added 2026) Support the roll out of the new children's clinic.

Goal 6, Objective 5, Target Completion Date Dec 31, 2025

Goal 6, Objective 5, Description The LGU will support the roll out of the new children's MHOTRS opening by Children's Home of Poughkeepsie.

Goal 6, Objective 6: Title (Added for 2027 plan) Work with providers to prioritize satellite clinics in underserved regions and expand services outside of the City of Kingston.

Goal 6, Objective 6, Target Completion Date Dec 31, 2027

Goal 6, Objective 6, Description Work with providers to prioritize satellite clinics in underserved regions and expand services outside of the City of Kingston.

Goal 6, Objective 7: Title (Added for 2027 plan) Increase access to medication by assessing the feasibility of establishing a 24/7 pharmacy in Ulster County.

Goal 6, Objective 7, Target Completion Date Dec 31, 2027

Goal 6, Objective 7, Description Increase access to medication by assessing the feasibility of establishing a 24/7 pharmacy in Ulster County.

Goal 7

Goal 7: Title Crisis Services

Goal 7: Target Completion Date Dec 31, 2026

Goal 7: Description Enhance our crisis continuum of care to reduce unnecessary law enforcement involvement, divert from unneeded hospitalization, and improve connection to needed supports.

Goal 7: OASAS? Yes Goal 7: OMH? Yes Goal 7: OPWDD? Yes

Goal 7: Need Addressed 1 Crisis Services

Goal 7: Need Addressed 2

Goal 7: Need Addressed 3

Goal 7, Objective 1: Title Formalize process between Dutchess County Help Line (988 operator) and Emergency Services to divert unnecessary law enforcement interaction.

Goal 7, Objective 1, Target Completion Date Dec 31, 2024

Goal 7, Objective 1, Description

Goal 7, Objective 2: Title Support the roll out of the CCBHC

Goal 7, Objective 2, Target Completion Date Dec 31, 2027

Goal 7, Objective 2, Description

Goal 7, Objective 3: Title Explore the potential of re-establishing a mental health and criminal justice task force / CIT Program

Goal 7, Objective 3, Target Completion Date Dec 31, 2026

Goal 7, Objective 3, Description

Goal 7, Objective 4: Title Provide training on ID/DD to Crisis Residence staff.

Goal 7, Objective 4, Target Completion Date Dec 31, 2026

Goal 7, Objective 4, Description

Goal 7, Objective 5: Title (Added 2026) DMH will expand its Community Support Division to include the Court Navigation program components.

Goal 7, Objective 5, Target Completion Date Dec 31, 2025

Goal 7, Objective 5, Description DMH will expand its Community Support Division to include the Court Navigation program components.

Goal 7, Objective 6: Title (Added for 2027 plan) Gradually expand mobile crisis hours based on utilization data.

Goal 7, Objective 6, Target Completion Date Dec 31, 2027

Goal 7, Objective 6, Description Gradually expand mobile crisis hours based on utilization data.

Goal 8

Goal 8: Title Cross-System Services

Goal 8: Target Completion Date Dec 31, 2026

Goal 8: Description Improve the integration of our system of care to optimize our ability to meet our residents' needs.

Goal 8: OASAS? Yes Goal 8: OMH? Yes Goal 8: OPWDD? Yes

Goal 8: Need Addressed 1 Cross System Services

Goal 8: Need Addressed 2

Goal 8: Need Addressed 3

Goal 8, Objective 1: Title Meet with UCAT to explore how to add additional stops/routes to support residents who receive behavioral health care.

Goal 8, Objective 1, Target Completion Date Dec 31, 2024

Goal 8, Objective 1, Description

Goal 8, Objective 2: Title Explore expanding Gateway's contract to provide transportation to more providers.

Goal 8, Objective 2, Target Completion Date Dec 31, 2024

Goal 8, Objective 2, Description

Goal 8, Objective 3: Title Continue to work of Integrated Ulster.

Goal 8, Objective 3, Target Completion Date Dec 31, 2027

Goal 8, Objective 3, Description

Goal 8, Objective 4: Title Provide ID/DD training opportunities.

Goal 8, Objective 4, Target Completion Date Dec 31, 2025

Goal 8, Objective 4, Description

Goal 8, Objective 5: Title (Added 2026) Complete a behavioral health needs assessment and create a 5 year strategic plan.

Goal 8, Objective 5, Target Completion Date Dec 31, 2025

Goal 8, Objective 5, Description Complete a behavioral health needs assessment and create a 5 year strategic plan.

Goal 8, Objective 6: Title (Added for 2027 plan) Implement the use of space in the CSC to enhance services.

Goal 8, Objective 6, Target Completion Date Dec 31, 2026

Goal 8, Objective 6, Description

Goal 8, Objective 7: Title (Added for 2027 plan) Streamline public resource directories with the County Executive's Office.

Goal 8, Objective 7, Target Completion Date Dec 31, 2027

Goal 8, Objective 7, Description Streamline public resource directories with the County Executive's Office.

Goal 8, Objective 8: Title (Added for 2027 plan) Develop communication channels to share system updates with providers, private practitioners and the larger community.

Goal 8, Objective 8 Target Completion Date Dec 31, 2027

Goal 8, Objective 8, Description Develop communication channels to share system updates with providers, private practitioners and the larger community.

Goal 8, Objective 9: Title (Added for 2027 plan) Strengthen hospital discharge coordination with community providers.
Goal 8, Objective 9, Target Completion Date Dec 31, 2027
Goal 8, Objective 9, Description Strengthen hospital discharge coordination with community providers.

Goal 8, Objective 10: Title (Added for 2027 plan) Promote participation in the Social Care Network and use system data to identify gaps.

Goal 8, Objective 10, Target Completion Date Dec 31, 2027
Goal 8, Objective 10, Description Promote participation in the Social Care Network and use system data to identify gaps.

Goal 8, Objective 11: Title (Added for 2027 plan) Convene partners to explore transportation solutions such as vouchers, rideshare partnerships, or mobile services including barriers around Medicaid transportation.

Goal 8, Objective 11, Target Completion Date Dec 31, 2027
Goal 8, Objective 11, Description Convene partners to explore transportation solutions such as vouchers, rideshare partnerships, or mobile services including barriers around Medicaid transportation.

Goal 8, Objective 12: Title (Added for 2027 plan) Strengthen the role of the Community Services Board (CSB) in system planning and monitoring.

Goal 8, Objective 12, Target Completion Date Dec 31, 2027
Goal 8, Objective 12, Description Strengthen the role of the Community Services Board (CSB) in system planning and monitoring.

Goal 8, Objective 13: Title (Added for 2027 plan) Use available system data sources (PSYCKES, CAIRS, SCN, provider data) to monitor service utilization, capacity, and system performance.

Goal 8, Objective 13, Target Completion Date Dec 31, 2027
Goal 8, Objective 13, Description Use available system data sources (PSYCKES, CAIRS, SCN, provider data) to monitor service utilization, capacity, and system performance.

Goal 8, Objective 14: Title (Added for 2027 plan) Establish a standard quarterly review of the LSP with the CSB that includes a review of any action items planned to be discontinued.

Goal 8, Objective 14, Target Completion Date Dec 31, 2027
Goal 8, Objective 14, Description Establish a standard quarterly review of the LSP with the CSB that includes a review of any action items planned to be discontinued.

Goal 8, Objective 15: Title (Added for 2027 plan) Better map referral pathways, gaps, and optimize coordination with the VSA and Veterans Treatment Court.

Goal 8, Objective 15, Target Completion Date Dec 31, 2026
Goal 8, Objective 15, Description Better map referral pathways, gaps, and optimize coordination with the VSA and Veterans Treatment Court.

Goal 8, Objective 16: Title (Added for 2027 plan) The DMH will determine County leadership buy-in for improved cross system collaboration and report on next steps.

Goal 8, Objective 16, Target Completion Date Dec 31, 2027
Goal 8, Objective 16, Description The DMH will determine County leadership buy-in for improved cross system collaboration and report on next steps.

Goal 8, Objective 17: Title (Added for 2027 plan) The DMH will develop shared understanding of the impact of federal cuts to Ulster residents and share it throughout the community.

Goal 8, Objective 17, Target Completion Date Dec 31, 2027
Goal 8, Objective 17, Description The DMH will develop shared understanding of the impact of federal cuts to Ulster residents and share it throughout the community.

Goal 8, Objective 18: Title (Added for 2027 plan) A funding/advocacy map will be created by the DMH and shared with the Integrated Ulster network.

Goal 8, Objective 18, Target Completion Date Dec 31, 2027
Goal 8, Objective 18, Description A funding/advocacy map will be created by the DMH and shared with the Integrated Ulster network.

Goal 9

Goal 9: Title Case Management / Care Coordination

Goal 9: Target Completion Date Dec 31, 2026

Goal 9: Description Increase linkage to case management, care coordination and other supportive services.

Goal 9: OASAS? Yes Goal 9: OMH? Yes Goal 9: OPWDD? Yes

Goal 9: Need Addressed 1 Case Management/Care Coordination

Goal 9: Need Addressed 2

Goal 9: Need Addressed 3

Goal 9, Objective 1: Title **Ensure that all residents in ESSHI housing who want it have additional case management support.**

Goal 9, Objective 1, Target Completion Date **Dec 31, 2026**

Goal 9, Objective 1, Description

Goal 9, Objective 2: Title **Increase access to Community Oriented Recovery and Empowerment (CORE) services.**

Goal 9, Objective 2, Target Completion Date **Dec 31, 2024**

Goal 9, Objective 2, Description

Goal 9, Objective 3: Title **Advocate for LGU discretion for HARP eligibility.**

Goal 9, Objective 3, Target Completion Date **Dec 31, 2026**

Goal 9, Objective 3, Description

Goal 9, Objective 4: Title **Identify ways to engage families and caregivers.**

Goal 9, Objective 4, Target Completion Date **Dec 31, 2027**

Goal 9, Objective 4, Description

Goal 9, Objective 5: Title **Advocate for parity for individuals enrolled in Medicare and third party insurance to be eligible for CORE services.**

Goal 9, Objective 5, Target Completion Date **Dec 31, 2026**

Goal 9, Objective 5, Description

Goal 9, Objective 6: Title **Integrate OPWDD Front Door and other services on the County website and other community resource directories.**

Goal 9, Objective 6, Target Completion Date **Dec 31, 2024**

Goal 9, Objective 6, Description

Goal 9, Objective 7: Title (Added for 2027 plan) **Establish a peer leadership role within UCDMH.**

Goal 9, Objective 7, Target Completion Date **Dec 31, 2027**

Goal 9, Objective 7, Description **Establish a peer leadership role within UCDMH.**

Goal 9, Objective 8: Title (Added for 2027 plan) **Support provider organizations in integrating peer services.**

Goal 9, Objective 8, Target Completion Date **Dec 31, 2027**

Goal 9, Objective 8, Description **Support provider organizations in integrating peer services.**

Goal 9, Objective 9: Title (Added for 2027 plan) **Expand collaboration with providers like NAMI Mid-Hudson to support families.**

Goal 9, Objective 9, Target Completion Date **Dec 31, 2027**

Goal 9, Objective 9, Description **Expand collaboration with providers like NAMI Mid-Hudson to support families.**

Goal 9, Objective 10: Title (Added for 2027 plan) **Explore advocacy opportunities including youth advocacy.**

Goal 9, Objective 10, Target Completion Date **Dec 31, 2027**

Goal 9, Objective 10, Description **Explore advocacy opportunities including youth advocacy.**

2023 Ulster County Local Services Plan

Priority Area #1: Housing			
Goal #1: Create more transitional housing for residents with Substance Use Disorder.			
Action Step(s)	Who	When	Metric(s)
Put out a request for proposals for transitional housing for individuals with SUD and make an award.	Katrina Williams	By February 2023	An RFP will be released, and a proposal will be awarded.
Goal #2: Explore ways to increase the number of family and domestic violence supported housing slots in Ulster County.			
Action Step(s)	Who	When	Metric(s)
Map the current landscape of family and domestic violence supported housing in Ulster County and collect data on current needs.	Margaret Shlasko & Stephanie Richers	By October 2023	The mapping and data collection will occur and a report will be generated.
Goal #3: Increase support to our senior residents around mental health and other behavioral health concerns.			
Action Step(s)	Who	When	Metric(s)
Connect to senior housing communities throughout the County to advise them of DMH	Katrina Williams	By November 2023	

services and available community supports.			Information will be provided to at least 5 senior housing residences.
Goal #4: Advocate for more clinical support (e.g., supervision and direct service) to OMH housing programs.			
Action Step(s)	Who	When	Metric(s)
Interview representatives from OMH and housing providers to analyze current needs and gaps.	Sophie Halpern	By December 2023	Interviews will occur and a report will be generated with recommended future action steps.
Goal #5: Better understand the forensic housing system to support individuals who are the most challenges to house through Residential SPOA.			
Action Step(s)	Who	When	Metric(s)
Undergo fact finding mission to better understand the sex offender system and its impact on finding and maintaining stable housing.	Allison Burch & Jodi Cordray	By June 2023	Allison and Jodi will report out to the team on what she learned and next steps will be established.
Create a plan with Prime Care to coordinate the initiation of services prior to release from jail (i.e.,: reactivating Medicaid, setting up appointments for care, etc.	Kezia Pierce & Sophie Halpern	By September 2023	A plan will be created and agreed upon with Prime Care Medical.

Goal #5: Create a Crisis Respite program in Ulster County.			
Action Step(s)	Who	When	Metric(s)
Issue a request for proposals to create a Crisis Respite program.	Katrina Williams	By June 2023	An RFP will be released, and a proposal will be awarded.

Priority Area #2: Workforce			
Goal #1: Improve recruitment and retention among agencies who serve those with mental health, substance use and intellectual/developmental disabilities.			
Action Step(s)	Who	When	Metric(s)
Hold informational / outreach sessions with local graduate and undergraduate programs to promote employment opportunities in the community.	Sophie Halpern	By May 2023	Info/outreach sessions will be conducted with at least 3 programs.
Create an action plan to improve PWDD workforce including: salary, mentoring, transportation, etc.	Sophie Halpern / PWDD Committee	By June 2023	Plan will be completed and submitted to DMH/CSB.

Undergo fact finding mission to learn more about SUNY Empire's direct care immersion course to support PWDD workforce.	Sophie Halpern	By October 2023	Information will be collected and provided to PWDD CSB Committee.
Identify funding opportunities to provide current provider staff with financial incentives to continue their education and/or pursue licensure.	Katrina Williams	By November 2023	Funding opportunities will be identified and shared with the network.
Create a plan to advocate for higher reimbursement rates in Ulster County.	Tara McDonald / BH Task Force	By November 2023	An action plan will be completed and ready for implementation.

Priority Area #3: Care Management / Coordination

Goal #1: Improve care/case management/navigation service delivery in Ulster County.

Action Step(s)	Who	When	Metric(s)
Create a database report that measures how many SPOA applicants are connected to a service and of those, who many are admitted.	Amaury Gonzalez	By January 2023	A report will be created that DMH can begin tracking regularly.
Obtain information from the HAH OTP on the barriers to methadone treatment caused	Katrina Williams	By March 2023	A report will be obtained and follow up action steps will be identified.

by lack of transportation.			
Complete mapping of system of care specific to PWDD and identify ways to improve access.	Sophie Halpern / PWDD Committee	By September 2023	Mapping will take place and report of findings will be generated.
Complete a gap analysis of transportation issue specific to recipients of PWDD services.	Sophie Halpern / PWDD Committee	By October 2023	Analysis will take place and report of findings will be generated.
Get OMH to approve the addition of a second Intensive Case Manager in Ulster County.	Sophie Halpern	By December 2023	There will be a second intensive case manager operating in Ulster holding a full caseload per regulations.
Goal #2: Create mechanisms to facilitate better coordination and communication between providers.			
Action Step(s)	Who	When	Metric(s)
Put out a request for proposals for an integrated, systemwide database for the coordination of care management, co-occurring treatment and other services and make an award.	Katrina Williams	By February 2023	An RFP will be released, and a proposal will be awarded.

Priority Area #4: Crisis Services

Goal #1: Increase access to crisis support services for Ulster County residents.

Action Step(s)	Who	When	Metric(s)
Implement the pilot Mobile Mental Health / EMT Team through City of Kingston.	Kezia Pierce	By February 2023	Contract will be executed, and the program will be staffed and up and running at Kingston Fire.
Re-instate a harm reduction street outreach program.	Juanita Hotchkiss	By March 2023	A project will be awarded and a program will be operational.
Find out why Ulster County does not have access to a Mobile Intervention Team (MIT) through Rockland Psychiatric Center.	Kezia Pierce	By April 2023	Kezia will receive information from OMH on why we do not have access to a MIT team (and if that can be changed) and report to the team.
Obtain data on number of Ulster residents receiving medically managed detox services outside the county.	Juanita Hotchkiss	By May 2023	Report will be completed and presented to the CSB and SUD committee.
Provide training for supporting people with intellectual and/or developmental disabilities when in crisis.	Sophie Halpern	By June 2023	Training will be held.
Open the Ulster County Crisis Support Center.	Tara McDonald	By December 2023	The Intensive Crisis Stabilization Center will be open to the public.

Priority Area #5: Outpatient Treatment

Goal #1: Improve access to outpatient behavioral health care (clinic).			
Action Step(s)	Who	When	Metric(s)
Assist in transitioning ASFL's Article 31 from an urgent care model to a full-fledged clinic with open access.	Tara McDonald	By April 2023	The clinic at 368 Broadway will accommodate full caseloads and provide the full menu of services as an Article 31.
Goal #2: Reduce barriers to outpatient behavioral health care (clinic) for people with co-occurring disorders.			
Action Step(s)	Who	When	Metric(s)
Ascertain what OMH & OASAS is doing to support this work across the state.	Katrina Williams	By March 2023	Information from OMH and OASAS will be obtained.
Assist OMH & OASAS licensed clinics with creating an action plan for co-occurring capability.	Katrina Williams	By December 2023	Each licensed program will have a plan and share with DMH.
Goal #3: Improve coordination with the criminal justice system.			
Action Step(s)	Who	When	Metric(s)
Hold a meeting with the District Attorney's Office to create agreed upon workflow.	Sophie Halpern	By May 2023	Meeting will take place and plan will be written.
Create a mechanism for tracking individuals on CPL	Sophie Halpern	By September 2023	

status and those psychiatrically hospitalized while incarcerated.			Tracking tools will be created and in place.
Goal #4: Expand access to methadone.			
Action Step(s)	Who	When	Metric(s)
Assist Lexington Center in siting OTP satellite.	Katrina Williams	By October 2023	OTP satellite location will be confirmed and open.
Work with HealthAlliance to expand capacity in their existing OTP.	Katrina Williams	By December 2023	Receive quarterly updates from WMC on status of relocating OTP to larger space.



Update to 2024-2027 Goals and Objectives Ulster County Department of Mental Health

Katrina Williams, Deputy Commissioner
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Goal 1		
Title	Housing	
Update	Ulster County continues to struggle with our housing market. The going rate of rental units far exceed what is considered fair market. This makes even subsidized and supported housing programs inaccessible. One of our contract agencies was awarded 20 forensic beds through OMH, however had to turn down the award due to the funding being inefficient to make the program operational. There has been some movement in expanding opportunities for emergency housing for those with Substance Use Disorder, although that program is continuously scrutinized by the community for its harm reduction approach. Our LGU experienced the retirement of our long-time Residential SPOA Coordinator this spring, which presents the opportunity to rethink the way we run SPOA in our county.	
OBJECTIVES		
Increase respite and transitional housing opportunities for youth.		Ongoing
Increase emergency housing availability.		Ongoing
Increase long-term, supported housing opportunities for people with a background of criminal justice involvement.		Ongoing
Provide more clinical support for residents of supported housing programs.		Ongoing
Conduct a landscape analysis of housing programs for the ID/DD population.		Ongoing
OBJECTIVE UPDATES		

Goal 2		
Title	Workforce	
Update	We have only begun tackling this areas, with a focus on supervision and training, especially around the peer workforce.	
OBJECTIVES		
Provide support to community-based organizations around providing quality supervision.		Ongoing
Establish mechanisms for mentoring across those practicing community social work in our County.		Ongoing
Roll out Integrated Ulster Workforce Development Program.		Ongoing
Create a plan for engaging graduate programs and active interns working in community organizations.		Ongoing
Explore how local agencies are using interns and identify ways to optimize their use (e.g., MMHT using interns for street outreach)		Ongoing
OBJECTIVE UPDATES		

Goal 3		
Title	Bilingual Workforce	
Update	Our County is exploring ways we can bring in more Spanish-speaking resources, including Mental Health First Aid in Spanish, which we are partnering with a private foundation to roll out in the fall. The County Executive's Office continues to prioritize this area and has rolled out opportunities for County staff to take Spanish classes. We also have a growing population in our County that speaks Q'eqchi'.	

OBJECTIVES	
The DMH will create an Integrated Ulster workgroup to focus on the issue of language barriers in our local behavioral health care system.	Ongoing
The CSB will direct advocacy to the state to address the language barriers in our behavioral health care system.	Ongoing
The DMH will work with the County Executive's Office and members of the SPEAK coalition to offer gatekeeper mental health trainings in Spanish.	Ongoing
The DMH will explore avenues for advocacy regarding the ASWB exam for social work only being offered in English.	Ongoing
The DMH will work with the County Executive's Office on potential pathways to incentivize bilingual training.	Ongoing
OBJECTIVE UPDATES	

Goal 4	
Title	Prevention
Update	The new County grants division has been tasked with finding long-term funding for the mental health in schools program.
OBJECTIVES	
OBJECTIVE UPDATES	
Establish a long term plan to fund the Middle School Support Team program.	

Goal #5	
Title	Inpatient Treatment
Update	There has been no movement in this area as we are currently still awaiting the return of our inpatient beds. The CSB, LGU and CE continue to engage in regular conversations with Westchester Medical Center to advocate and stay updated.
OBJECTIVES	
Support the roll out of the returning 20 psychiatric inpatient beds at HealthAlliance Hospital.	Ongoing
Collect data on where Ulster residents go to for inpatient SUD treatment to establish the need and current trends.	Ongoing
Continue to advocate for the return of SUD inpatient beds at HealthAlliance Hospital.	Ongoing
Collect information on the barriers to getting insurance to pay for adequate inpatient SUD treatment.	Ongoing
OBJECTIVE UPDATES	

Goal #6	
Title	Outpatient Treatment
Update	We have used the opportunity of the re-contracting of one of our main clinic providers to create new targets and goals to improve current services and work toward enhancing services to better meet the needs of our residents. We continue to work toward co-occurring capability through our Integrated Ulster initiative and related work. Our OASAS-licensed providers are encouraged to attend our bi-monthly clinic provider meeting and SPOA. We have worked to increase opportunities for CPST and CFTSS, however a new provider did withdraw from the process with OMH due to lack of guidance and clarity on requirements.
OBJECTIVES	
Include OASAS licensed programs to the DMH Clinics meeting to improve system integration.	Ongoing
Explore current and potential holders of the integrated license.	Ongoing

Create an action plan with outpatient providers for implementing co-occurring care.	Ongoing
Increase access to Community Psychiatric Supportive Treatment (CPST) and Children and Family Treatment and Support Services (CFTSS).	Ongoing
OBJECTIVE UPDATES	

Goal #7	
Title	Crisis Services
Update	We continue to work collaboratively with Dutchess County to support the operations of the 988 program and are heavily involved with the rollout of the Intensive Crisis Stabilization Center project which has an anticipated launch of Fall 2024.
OBJECTIVES	
Formalize process between Dutchess County Help Line (988 operator) and Emergency Services to divert unnecessary law enforcement interaction.	Ongoing
Support the roll out of the Ulster County Crisis Support (Intensive Stabilization) Center.	Ongoing
Support the roll out of a Crisis Residence program.	N/A
Provide training on ID/DD to Crisis Residence staff.	Ongoing
OBJECTIVE UPDATES	
Funding was reallocated from the Crisis Residence program, therefore we are tabling this objective.	

Goal #8	
Title	Cross-System Services
Update	We continue to prioritize Integrated Ulster as a foundational initiative to the work we do as a Department and work toward an annual action plan. We facilitate monthly (or more) trainings and did hold a well attended ASD training for first responders and helping professionals earlier this year.
OBJECTIVES	
Meet with UCAT to explore how to add additional stops/routes to support residents who receive behavioral health care.	Ongoing
Explore expanding Gateway's contract to provide transportation to more providers.	Ongoing
Continue to work of Integrated Ulster.	Ongoing
Provide ID/DD training opportunities.	Ongoing
OBJECTIVE UPDATES	

Goal #9	
Title	Case Management / Care Coordination
Update	Our SPOA coordinators continue to strive toward the outlined objectives.
OBJECTIVES	
Ensure that all residents in ESSHI housing who want it have additional case management support.	Ongoing
Increase access to Community Oriented Recovery and Empowerment (CORE) services.	Ongoing
Advocate for LGU discretion for HARP eligibility.	

Identify ways to engage families and caregivers.	Ongoing
Advocate for parity for individuals enrolled in Medicare and third party insurance to be eligible for CORE services.	Ongoing
Integrate OPWDD Front Door and other services on the County website and other community resource directories.	Ongoing
OBJECTIVE UPDATES	



**Office of Addiction
Services and Supports**

**Office of
Mental Health**

**Office for People With
Developmental Disabilities**

2026 Update to 2024-2027 Goals and Objectives Ulster County Department of Mental Health

Katrina Williams, Deputy Commissioner
(kawi@co.ulster.ny.us)

Goal 1

Goal 1, 2026 Status Update: Ongoing

Goal 1, 2026 Status Update Description: Housing continues to be a major challenge in our county, with significant reductions in emergency housing stock in the first half of 2025. The LGU has made significant gains in establishing additional housing resources, especially for individuals with substance use disorder.

Goal 1 Objective 1, 2026 Status Update: Ongoing

Goal 1 Objective 1, 2026 Status Update Description: The LGU visited Family House in Oct 2024 which continues to be running under capacity. There needs to be a continued need for Respite, in fact MHA was required to disband their state-aid funding as a result of OMH restrictions this year. The LGU continues to advocate for increased funding in this area.

Goal 1 Objective 2, 2026 Status Update: N/A

Goal 1 Objective 2, 2026 Status Update Description: We have discontinued this objective as the LGU is not well positioned to make movement.

Goal 1 Objective 3, 2026 Status Update: Ongoing

Goal 1 Objective 3, 2026 Status Update Description: The Department is contracting with Oxford House for 2-3 recovery houses in the county. People USA was awarded 20 forensic housing slots in early 2024, though they turned down the award because the funding was insufficient to manage the program. HONOR was funded for a Housing First initiative and that is currently in start up phase (Sept 2024).

Goal 1 Objective 4, 2026 Status Update: Ongoing

Goal 1 Objective 4, 2026 Status Update Description: The LGU has formalized supports for our residential providers as we worked through a succession plan for our Residential SPOA Coordinator who retired last year. We have increased the use of clinical case reviews and treatment team meetings since bringing on our new MHSS, who also checks in with providers semi-weekly.

Goal 1 Objective 5, 2026 Status Update: Ongoing

Goal 1 Objective 5, 2026 Status Update Description: This PWDD committee has not made progress in this area.

Goal 2

Goal 2, 2026 Status Update: Ongoing

Goal 2, 2026 Status Update Description: Workforce continues to be a challenge, with some of our providers reporting some relief. The LGU has had significant issues recruiting and retaining staff over the last couple of years due to a changing landscape in the community mental health field. Threats to funding this year has made for a more precarious market.

Goal 2 Objective 1, 2026 Status Update: Ongoing

Goal 2 Objective 1, 2026 Status Update Description: The DMH hosted a supervisor training for those overseeing Peer Specialists in the spring of 2025.

Goal 2 Objective 2, 2026 Status Update: Ongoing

Goal 2 Objective 2, 2026 Status Update Description: DMH had two interns over the last year who both completed successfully. We have a new system of connecting to our clinic provider leadership team when a school outreaches us for a student.

Goal 2 Objective 3, 2026 Status Update: N/A

Goal 2 Objective 3, 2026 Status Update Description: This objective was discontinued due to the County Attorney deciding OSF was not an allowable source of this project.

Goal 2 Objective 4, 2026 Status Update: Ongoing

Goal 2 Objective 4, 2026 Status Update Description: The LGU is currently supervising a BSW intern from SUNY Plattsburgh with plans to expand internship opportunities within the department.

Goal 2 Objective 5, 2026 Status Update: N/A

Goal 2 Objective 5, 2026 Status Update Description: This objective was discontinued as this work has been combined with an above objective.

Goal 3

Goal 3, 2026 Status Update: Ongoing

Goal 3, 2026 Status Update Description: This continues to be a challenge due to the overall workforce landscape coupled with a non-English speaking population that is growing in complexity (we have a significant migrant community from Guatemala that does not speak Spanish.)

Goal 3 Objective 1, 2026 Status Update: Ongoing

Goal 3 Objective 1, 2026 Status Update Description: This objective has shifted focus somewhat due to the more pressing safety concerns of the migrant population under new federal administration. It is an area of priority in both Integrated Ulster and its Equity Workgroup.

Goal 3 Objective 2, 2026 Status Update: Not started

Goal 3 Objective 2, 2026 Status Update Description: The CSB has not made movement in this area.

Goal 3 Objective 3, 2026 Status Update: Ongoing

Goal 3 Objective 3, 2026 Status Update Description: The Deputy Commission sits on the Ulster Immigrant Defense Network Health Committee and secured a MHFA Spanish-speaking trainer however was unsuccessful in getting buy-in for its roll out. We have reached out to community stakeholders to garner interest but have not had any success in partnering to date (September 2024). Feedback seems consistent that due to cultural differences our current trainings may not be impactful for our Spanish-speaking community.

Goal 3 Objective 4, 2026 Status Update: Not started

Goal 3 Objective 4, 2026 Status Update Description: This objective is being discontinued as a pathway to move forward has not been identified.

Goal 3 Objective 5, 2026 Status Update: Not started

Goal 3 Objective 5, 2026 Status Update Description:

Goal 4

Goal 4, 2026 Status Update: Ongoing

Goal 4, 2026 Status Update Description: The new County grants division has been tasked with finding long-term funding for this project. A meeting took place with the grants division at which this was identified as a top priority for the Department.

Goal 4 Objective 1, 2026 Status Update: Ongoing

Goal 4 Objective 1, 2026 Status Update Description: The new County grants division has been tasked with finding long-term funding for this project. A meeting took place with the grants division at which this was identified as a top priority for the Department.

Goal 5

Goal 5, 2026 Status Update: Ongoing

Goal 5, 2026 Status Update Description: The return of 15 psychiatric hospital beds at HealthAlliance has brought some relief, however most of our residents requiring inpatient care must be transferred out of county to receive care. We continue to have no inpatient resources for SUD treatment.

Goal 5 Objective 1, 2026 Status Update: Ongoing

Goal 5 Objective 1, 2026 Status Update Description: 15 of the 20 inpatient beds at HealthAlliance came back on line while the hospital continues to ramp up staffing.

Goal 5 Objective 2, 2026 Status Update: Not started

Goal 5 Objective 2, 2026 Status Update Description:

Goal 5 Objective 3, 2026 Status Update: Not started

Goal 5 Objective 3, 2026 Status Update Description:

Goal 5 Objective 4, 2026 Status Update: Not started

Goal 5 Objective 4, 2026 Status Update Description:

Goal 6

Goal 6, 2026 Status Update: Ongoing

Goal 6, 2026 Status Update Description: This system has remained relatively status, especially in regards to co-occurring capable, integrated care. We are supporting the roll out of a new children's MHOTRS as well as some expansion projects.

Goal 6 Objective 1, 2026 Status Update: Ongoing

Goal 6 Objective 1, 2026 Status Update Description: An e-mail requesting participation was sent by Katrina. They were invited again when a new invite went out. Step One began attending but programs that are solely OASAS licensed do not.

Goal 6 Objective 2, 2026 Status Update: Ongoing

Goal 6 Objective 2, 2026 Status Update Description: To date only Step One has a dual license for their Highland program and they are applying for Ellenville. However, their licenses are not integrated. HAH has no plans to apply for one for Bridge Back

Goal 6 Objective 3, 2026 Status Update: Not started

Goal 6 Objective 3, 2026 Status Update Description:

Goal 6 Objective 4, 2026 Status Update: Ongoing

Goal 6 Objective 4, 2026 Status Update Description: ASFL provides CPST at this time, though they cannot accommodate individuals on LAI's

Goal 6 Objective 5, 2026 Status Update (Added 2026): Support the roll out of the new children's clinic.

Goal 6 Objective 5, 2026 Status Update Description: The LGU will support the roll out of the new children's MHOTRS opening by Children's Home of Poughkeepsie.

Goal 6 Objective 6, 2026 Status Update (Added 2026):

Goal 6 Objective 6, 2026 Status Update Description: The LGU will support the roll out of the new children's MHOTRS opening by Children's Home of Poughkeepsie.

Goal 7

Goal 7, 2026 Status Update: Ongoing

Goal 7, 2026 Status Update Description: The construction has completed and we are working with the vendor to secure required licensing to begin operations.

Goal 7 Objective 1, 2026 Status Update: Not started

Goal 7 Objective 1, 2026 Status Update Description:

Goal 7 Objective 2, 2026 Status Update: Ongoing

Goal 7 Objective 2, 2026 Status Update Description: The construction has completed and we are working with the vendor to secure required licensing to begin operations.

Goal 7 Objective 3, 2026 Status Update: N/A

Goal 7 Objective 3, 2026 Status Update Description:

Goal 7 Objective 4, 2026 Status Update: N/A

Goal 7 Objective 4, 2026 Status Update Description: This goal has been discontinued as funding was reallocated for this program

Goal 7 Objective 5, 2026 Status Update (Added 2026):

Goal 7 Objective 5, 2026 Status Update Description: DMH will expand its Community Support Division to include the Court Navigation program components.

Goal 8

Goal 8, 2026 Status Update: Ongoing

Goal 8, 2026 Status Update Description: Through our Integrated Ulster initiative and other efforts, we have made notable strides in cross-system service enhancement.

Goal 8 Objective 1, 2026 Status Update: Ongoing

Goal 8 Objective 1, 2026 Status Update Description: A Route Optimizations study was completed by the County. DMH is pending a response to our request to add CFWB to the bus route.

Goal 8 Objective 2, 2026 Status Update: Ongoing

Goal 8 Objective 2, 2026 Status Update Description: The LGU met with GHV in early 2024 and they have hired a full-time driver as of May to fully run this program.

Goal 8 Objective 3, 2026 Status Update: Ongoing

Goal 8 Objective 3, 2026 Status Update Description: This working remains ongoing, meetings occur every other month.

Goal 8 Objective 4, 2026 Status Update: Ongoing

Goal 8 Objective 4, 2026 Status Update Description: An autism training for first responders was conducted in April 2024 and the DMH signed an agreement with YAI (an OPWDD provider) to provide ongoing training to our County SOC (May 2024) A training with the Autism Society was provided in April 2025.

Goal 8 Objective 5, 2026 Status Update (Added 2026):

Goal 8 Objective 5, 2026 Status Update Description: Complete a behavioral health needs assessment and create a 5 year strategic plan.

Goal 9

Goal 9, 2026 Status Update: **Ongoing**

Goal 9, 2026 Status Update Description:

Goal 9 Objective 1, 2026 Status Update: **N/A**

Goal 9 Objective 1, 2026 Status Update Description: This goal will be discontinued as individuals in ESSHI housing have additional care management support as part of the program.

Goal 9 Objective 2, 2026 Status Update: **Ongoing**

Goal 9 Objective 2, 2026 Status Update Description: There are a variety of providers currently providing CORE and all eligible residents are being referred via SPOA.

Goal 9 Objective 3, 2026 Status Update: **N/A**

Goal 9 Objective 3, 2026 Status Update Description: This objective has been discontinued as it seems utilization seems to be matching current provider capacity.

Goal 9 Objective 4, 2026 Status Update: **Not started**

Goal 9 Objective 4, 2026 Status Update Description:

Goal 9 Objective 5, 2026 Status Update: **N/A**

Goal 9 Objective 5, 2026 Status Update Description: This objective has been discontinued as it seems utilization seems to be matching current provider capacity.

Goal 9 Objective 6, 2026 Status Update: **Not started**

Goal 9 Objective 6, 2026 Status Update Description:



Office of Addiction
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2027 Update to 2024-2027 Goals and Objectives Ulster County Department of Mental Health

Katrina Williams, Deputy Commissioner
(kawi@ulstercountyny.gov)

Goal 1

Goal 1, 2027 Status Update: Ongoing

Goal 1, 2027 Status Update Description: This goal remains ongoing, see objectives.

Goal 1 Objective 1, 2027 Status Update: Complete

Goal 1 Objective 1, 2027 Status Update Description: DMH visited Family House in Oct 2024 which continues to be running under capacity. MHA was required to disband their state-aid funding as a result of OMH restrictions this year, however the LGU successfully advocated for a return of funding (September 2025).

Goal 1 Objective 2, 2027 Status Update: N/A

Goal 1 Objective 2, 2027 Status Update Description: This objective is being discontinued to its breadth and being outside the scope of the Department.

Goal 1 Objective 3, 2027 Status Update: Complete

Goal 1 Objective 3, 2027 Status Update Description: Though Samadhi Refuge closed in 2025, the DMH used opioid settlement funding to bring on two Oxford Houses online (men's in Kingston, women/children in Port Ewen), with another potential house to open in 2026 (March 2026).

Goal 1 Objective 4, 2027 Status Update: Ongoing

Goal 1 Objective 4, 2027 Status Update Description: DMH has formalized supports for our residential providers as we worked through a succession plan for our Residential SPOA Coordinator who retired last year. We have increased the use of clinical case reviews and treatment team meetings since bringing on our new MHSS', who also checks in with providers semi-weekly. Most recently, the department re-allocated Crisis Intervention state aid funding to staff a MH Specialist devoted to this work (April 2026).

Goal 1 Objective 5, 2027 Status Update: N/A

Goal 1 Objective 5, 2027 Status Update Description: This goal was abandoned by the committee (September 2025).

Goal 2

Goal 2, 2027 Status Update: Ongoing

Goal 2, 2027 Status Update Description: This goal remains ongoing, see objectives.

Goal 2 Objective 1, 2027 Status Update: Ongoing

Goal 2 Objective 1, 2027 Status Update Description: The DMH has identified training for non-peers supervising peers as an area of focus after hearing the preliminary findings of the needs assessment (September 2025). A training on psychotic disorders for non-clinical staff is planned for later in 2026 (April 2026).

Goal 2 Objective 2, 2027 Status Update: Complete

Goal 2 Objective 2, 2027 Status Update Description: DMH had two interns over the last year who both completed successfully. We have a new system of connecting to our clinic provider leadership team when a school outreaches us for a student (May 2025).

Goal 2 Objective 3, 2027 Status Update: N/A

Goal 2 Objective 3, 2027 Status Update Description: This objective was discontinued due to the County Attorney deciding OSF was not an allowable source of this project (2024).

Goal 2 Objective 4, 2027 Status Update: Ongoing

Goal 2 Objective 4, 2027 Status Update Description: DMH is currently supervising a BSW intern from SUNY Plattsburgh with plans to expand internship opportunities within the department (January 2025) Erica will survey Ulster agencies who are willing to take interns and share it with local grad programs so they know students can be placed there (December 2025). A survey will be created for agencies to assess whether they accept interns and post that info on the County website for schools to reference. The DMH continues to find creative uses for interns (April 2026).

Goal 2 Objective 5, 2027 Status Update: N/A

Goal 2 Objective 5, 2027 Status Update Description: This objective was discontinued as this work has been combined with an above objective (May 2025).

Goal 3

Goal 3, 2027 Status Update: Ongoing

Goal 3, 2027 Status Update Description: This goal remains ongoing, see objectives.

Goal 3 Objective 1, 2027 Status Update: N/A

Goal 3 Objective 1, 2027 Status Update Description: This objective has shifted focus due to the more pressing safety concerns of the migrant population under new federal administration. It is an area of priority in both Integrated Ulster and its Equity Workgroup (December 2025).

Goal 3 Objective 2, 2027 Status Update: N/A

Goal 3 Objective 2, 2027 Status Update Description: This goal was discontinued because the CSB has not worked on it and does not plan to any longer (January 2026).

Goal 3 Objective 3, 2027 Status Update: Ongoing

Goal 3 Objective 3, 2027 Status Update Description: DMH sits on the UIDN Health Committee and secured a MHFA Spanish-speaking trainer however was unsuccessful in getting buy-in for its roll out. We have reached out to community stakeholders to garner interest but have not had any success in partnering to date. Feedback seems consistent that due to cultural differences our current trainings may not be impactful for our Spanish-speaking community. Alternative, non-structured educational opportunities are being explored (September 2025).

Goal 3 Objective 4, 2027 Status Update: N/A

Goal 3 Objective 4, 2027 Status Update Description: This objective is being discontinued as a pathway to move forward has not been identified (May 2025).

Goal 3 Objective 5, 2027 Status Update: Ongoing

Goal 3 Objective 5, 2027 Status Update Description: We have identified a free resource at the Broadway Bubble and Katrina Williams has begun attending weekly and promoting with providers regularly (September 2025).

Goal 4

Goal 4, 2027 Status Update: Ongoing

Goal 4, 2027 Status Update Description: This goal remains ongoing, see objectives.

Goal 4 Objective 1, 2027 Status Update: Ongoing

Goal 4 Objective 1, 2027 Status Update Description: The new County grants division has been tasked with finding long-term funding for this project. A meeting took place with the grants division at which this was identified as a top priority for the Department (November 2024).

Goal 5

Goal 5, 2027 Status Update: Complete

Goal 5, 2027 Status Update Description: All objectives completed or discontinued.

Goal 5 Objective 1, 2027 Status Update: Complete

Goal 5 Objective 1, 2027 Status Update Description: 15 of the 20 inpatient beds at HealthAlliance came back on line while the hospital continues to ramp up staffing (March 2025). All beds are now online (March 2026).

Goal 5 Objective 2, 2027 Status Update: Complete

Goal 5 Objective 2, 2027 Status Update Description: A landscape analysis was done at Ulster residents are typically referred to facilities in Orange, Dutchess, and Putnam Counties as well as in PA (October 2025).

Goal 5 Objective 3, 2027 Status Update: N/A

Goal 5 Objective 3, 2027 Status Update Description: This remains a priority, however the LGU is focusing on the return of the psychiatric beds and bringing back any SUD beds at HAH seems unlikely. The new CSC will be assisting people in initiating detox (October 2025).

Goal 5 Objective 4, 2027 Status Update: N/A

Goal 5 Objective 4, 2027 Status Update Description: This has not continued to be tracked as an issue and will be discontinued (December 2025).

Goal 6

Goal 6, 2027 Status Update: Ongoing

Goal 6, 2027 Status Update Description: This goal remains ongoing, see objectives.

Goal 6 Objective 1, 2027 Status Update: Ongoing

Goal 6 Objective 1, 2027 Status Update Description: An e-mail requesting participation was sent by Katrina (May 2024). They were invited again when a new invite went out (January 2025). Step One began attending (March 2025).

Goal 6 Objective 2, 2027 Status Update: Ongoing

Goal 6 Objective 2, 2027 Status Update Description: To date only Step One has an integrated license for their Highland program. HAH has no plans to apply for one for Bridge Back (Oct 2024). Step One has applied for an integrated license in Ellenville (May 2025).

Goal 6 Objective 3, 2027 Status Update: Ongoing

Goal 6 Objective 3, 2027 Status Update Description: Clinical providers continue to site prescriber willingness as the main barrier, making it challenging to develop meaningful action steps (September 2025). ACT is sometimes suggested unnecessarily simply because they are co-occurring capable. DMH wishes to explore successful past strategies such as the co-occurring case conference (April 2026).

Goal 6 Objective 4, 2027 Status Update: Ongoing

Goal 6 Objective 4, 2027 Status Update Description: ASFL provides CPST at this time, though they cannot accommodate individuals on LAI's (May 2025). CFTSS is currently paused (December 2025).

Goal 7

Goal 7, 2027 Status Update: Ongoing

Goal 7, 2027 Status Update Description: This goal remains ongoing, see objectives.

Goal 7 Objective 1, 2027 Status Update: Complete

Goal 7 Objective 1, 2027 Status Update Description: This was established and continues to go well (December 2025).

Goal 7 Objective 2, 2027 Status Update: Ongoing

Goal 7 Objective 2, 2027 Status Update Description: The CSC opened in January 2026 and is regularly serving residents (March 2026).

Goal 7 Objective 3, 2027 Status Update: N/A

Goal 7 Objective 3, 2027 Status Update Description: This goal has been discontinued as funding was reallocated for this program (2024).

Goal 7 Objective 4, 2027 Status Update: N/A

Goal 7 Objective 4, 2027 Status Update Description: This goal has been discontinued as funding was reallocated for this program (2024).

Goal 8

Goal 8, 2027 Status Update: Ongoing

Goal 8, 2027 Status Update Description: This goal remains ongoing, see objectives.

Goal 8 Objective 1, 2027 Status Update: Ongoing

Goal 8 Objective 1, 2027 Status Update Description: A Route Optimizations study was completed by the County. DMH has requested to add CFWB to the UCAT bus route and was asked to wait until the route plan was completed (September 2025).

Goal 8 Objective 2, 2027 Status Update: Complete

Goal 8 Objective 2, 2027 Status Update Description: Katrina met with GHV in early 2024 and they have hired a full-time driver as of May to fully run this program. GHV has been coordinating with the LGU and providers to optimize the benefits of the service (September 2025).

Goal 8 Objective 3, 2027 Status Update: Ongoing

Goal 8 Objective 3, 2027 Status Update Description: This work remains ongoing, meetings occur every other month (September 2025).

Goal 8 Objective 4, 2027 Status Update: Ongoing

Goal 8 Objective 4, 2027 Status Update Description: An autism training for first responders was conducted in April 2024 and the DMH signed an agreement with YAI (an OPWDD provider) to provide ongoing training to our County SOC (May 2024) A dtraining with the Autism Society was held in April (September 2025) The DMH wishes to explore trainings for the OPWDD process and ASD evaluation requirements, SarahRose Hogan may be a resource (April 2026).

Goal 9

Goal 9, 2027 Status Update: Ongoing

Goal 9, 2027 Status Update Description: Goal remains ongoing, see objectives.

Goal 9 Objective 1, 2027 Status Update: N/A

Goal 9 Objective 1, 2027 Status Update Description: This goal will be discontinued as individuals in ESSHI housing have additional care management support as part of the program (January 2025).

Goal 9 Objective 2, 2027 Status Update: Complete

Goal 9 Objective 2, 2027 Status Update Description: There are a variety of providers currently providing CORE and all eligible residents are being referred via SPOA (May 2025).

Goal 9 Objective 3, 2027 Status Update: N/A

Goal 9 Objective 3, 2027 Status Update Description: This objective has been discontinued as it seems utilization seems to be matching current provider capacity (May 2025).

Goal 9 Objective 4, 2027 Status Update: Ongoing

Goal 9 Objective 4, 2027 Status Update Description: The preliminary findings of the needs assessment identified this as a key area to work on improving (September 2025). NAMI's funding has been expanded for 2026 (December 2026).

Goal 9 Objective 5, 2027 Status Update: N/A

Goal 9 Objective 5, 2027 Status Update Description: This objective has been discontinued as it seems utilization seems to be matching current provider capacity (May 2025).

Goal 9 Objective 6, 2027 Status Update: Ongoing

Goal 9 Objective 6, 2027 Status Update Description: DMH is working with the CE's office on content for the new website planned for a September launch (September 2025). New content related to OPWDD services was added (March 2026).

2024-2027 ULSTER COUNTY LOCAL SERVICES PLAN

Key: ~~Completed or discontinued goal~~

Needs assessment recommendation

CSB recommendation

Priority Area #1: Housing				
Goal #1: Create more safe and stable housing opportunities for residents with behavioral health concerns.				
Action Step(s)	Who	When	Metric(s)	Progress
Increase respite and transitional housing opportunities for youth.	Stephanie Richers	December 2026	Opportunities for respite and transitional housing will increase.	Stephanie and Katrina visited Family House in Oct 2024 which continues to be running under capacity. MHA was required to disband their state-aid funding as a result of OMH restrictions this year, however the LGU successfully advocated for a return of funding (September 2025).
Increase emergency housing availability.		December 2024	DSS will report increased capacity to meet the needs of those seeking emergency housing.	This objective is being discontinued to its breadth and being outside the scope of the Department.
Support opportunities to increase long-term, supported housing opportunities for	Shaun Cohen (Christian King)	December 2027	Housing opportunities for the forensic population will	People USA was awarded 20 forensic housing slots in early 2024, though they turned down the award because the funding was

people with a background of criminal justice involvement.			increase.	insufficient to manage the program. HONOR was funded for a Housing First initiative in 2025 which the LGU works to support, so far it has been successful. DMH is actively involved in Continuum of Care and Coordinated Entry, and the Street Outreach Team continuously works to support the unhoused population (April 2026).
Increase transitional, supported housing opportunities for individuals with Substance Use Disorder.	Jessica Fish	December 2026	Housing opportunities for those with SUD will increase.	Though Samadhi Refuge closed in 2025, the DMH used opioid settlement funding to bring on two Oxford Houses online (men's in Kingston, women/children in Port Ewen), with another potential house to open in 2026 (March 2026).
Provide more clinical support for residents of supported housing programs.	Christian King (Shaun Cohen, Allison Burch)	December 2025	DMH identify strategies to increase clinical support to residential programs and implement them.	DMH has formalized supports for our residential providers as we worked through a succession plan for our Residential SPOA Coordinator who retired last year. We have increased the use of clinical case reviews and treatment team meetings since bringing on our new MHSS', who also checks in with providers semi-weekly. Most recently, the department re-allocated Crisis Intervention state aid funding to staff a MH Specialist

				devoted to this work (April 2026).
Conduct a landscape analysis of housing programs for the ID/DD population.	PWDD Committee	December 2024	A landscape analysis will be completed by the PWDD Committee and presented to the CSB.	This goal was abandoned by the committee (September 2025).
Continue collaboration with DSS and other stakeholders to support individuals navigating emergency housing connect to needed services.	Allison Burch (Shaun Cohen, Jake Carter, Christian King)	December 2027	Regular communication will take place between relevant DMH staff and Laura Nordstrom at DSS and provide crosstraining as needed.	Allison is working with the CE's Office on providing a training on optimizing client care for DSS in May 2026. SPOA staff also coordinated with DSS on the closing of the Sangi's boarding home in April 2026.

Priority Area #2: Workforce				
Goal #1: Improve community provider ability to recruit and retain adequate staff.				
Action Step(s)	Who	When	Metric(s)	Progress
Provide support and specialized training to community-based organizations around providing quality supervision, including for	Erica Petosa (Christian King)	December 2025	Training opportunities or other resources around supervision will be provided to Integrated Ulster	The DMH has identified training for non-peers supervising peers as an area of focus after hearing the preliminary findings of the needs assessment (September 2025). A training on psychotic disorders for non-clinical staff is planned for later

the peer workforce.			partners.	in 2026 (April 2026).
Establish mechanisms for mentoring across those practicing community social work in our County.	Allison Burch Stephanie Richers	December 2026	A workflow will be established to help connect students with community mental health opportunities.	DMH had two interns over the last year who both completed successfully. We have a new system of connecting to our clinic provider leadership team when a school outreaches us for a student (May 2025).
Roll out Integrated Ulster Workforce Development Program.	Katrina Williams	December 2025	A program will be implemented.	This objective was discontinued due to the County Attorney deciding OSF was not an allowable source of this project (2024).
Create a plan for engaging graduate programs and active interns working in community organizations.	Jillian Nadiak-Bruck (Erica Petosa, Christian King)	December 2024		Stephanie is currently supervising a BSW intern from SUNY Plattsburgh with plans to expand internship opportunities within the department (January 2025) Erica will survey Ulster agencies who are willing to take interns and share it with local grad programs so they know students can be placed there (December 2025). A survey will be created for agencies to assess whether they accept interns and post that info on the County website for schools to reference. The DMH continues to find creative uses for interns (April 2026).
Explore how local agencies are using interns	Allison Burch	December 2024	Information will be collected from	This objective was discontinued as this work has been combined with

and identify ways to optimize their use (e.g., MMHT using interns for street outreach)			partners and reported back to the Department.	an above objective (May 2025).
Partner with disability organizations to offer training and resources.	Jessica Fish (Katrina Williams)	December 2026	DMH will partner with RCAL and other relevant organizations to develop provider/community trainings and resources.	DMH worked with RCAL to develop a one-pager for helping to make events and programs more inclusive. DMH also participated in a ThinkDifferently focus group to explore ways the County can improve accessibility for our residents (June 2026).
Increase awareness of emergency response tools such as Project SAFE and CIT.	Jillian Nadiak-Bruck (Jessica Fish)	December 2027	DMH will provide information, training and resources around emergency response for individuals with special needs.	There is opportunity to engage our summer intern in this work as they are interested in criminal justice (April 2026).
Goal #2: Improve community access to bilingual behavioral health providers.				
Action Step(s)	Who	When	Metric(s)	Progress
The DMH will create an Integrated Ulster workgroup to focus on the issue of language barriers in our local behavioral health care system.	Katrina Williams	July 2024	An assessment of the current landscape will be conducted and reported back to Integrated Ulster.	This objective has shifted focus due to the more pressing safety concerns of the migrant population under new federal administration. It is an area of priority in both Integrated Ulster and its Equity Workgroup (December 2025).

The CSB will direct advocacy to the state to address the language barriers in our behavioral health care system.	Community Services Board	December 2026	Letters and other forms of advocacy will be communicated to the state.	This goal was discontinued because the CSB has not worked on it and does not plan to any longer (January 2026).
The DMH will work with the County Executive's Office and members of the SPEAK coalition to offer gatekeeper mental health trainings in Spanish.	Katrina Williams	December 2025	A gatekeeper training in suicide prevention or mental health awareness will be provided in Spanish.	DMH sits on the UIDN Health Committee and secured a MHFA Spanish-speaking trainer however was unsuccessful in getting buy-in for its roll out. We have reached out to community stakeholders to garner interest but have not had any success in partnering to date. Feedback seems consistent that due to cultural differences our current trainings may not be impactful for our Spanish-speaking community. Alternative, non-structured educational opportunities are being explored (September 2025).
The DMH will explore avenues for advocacy regarding the ASWB exam for social work only being offered in English.		December 2026	Information will be collected and reported back to the Department.	This objective is being discontinued as a pathway to move forward has not been identified (May 2025).
The DMH will work with the County Executive's Office on potential pathways to incentivize	Katrina Williams	December 2026	The Department will be in regular communication with the Chief Diversity Officer on this topic	We have identified a free resource at the Broadway Bubble and Katrina Williams has begun attending weekly and promoting with providers

bilingual training.			and report back.	regularly (September 2025).
Monitor linguistic accessibility across providers.	Jillian Nadiak-Bruck (Theresa Stroble, Katrina Williams)	December 2027	DMH will conduct a landscape analysis of linguistic accessibility across county providers and departments.	
Develop partnerships to expand culturally responsive behavioral health services.	Jillian Nadiak-Bruck (Theresa Stroble, Joleen Darby, Katrina Williams)	December 2027	DMH will create a list of and implement in-services and resources on culturally responsive behavioral health services and work with the County's communication team to promote to the community.	

Priority Area #3: Prevention				
Goal #1: Enhance existing prevention programming to build resiliency and reduce behavioral health problems.				
Action Step(s)	Who	When	Metric(s)	Progress
Establish a long term plan to fund and expand the Middle School	Joleen Darby (Katrina Williams)	December 2024	A new source of funding will be identified for this program outside of	The new County grants division has been tasked with finding long-term funding for this project. A meeting took place with the grants division at

Support Team program.			County dollars.	which this was identified as a top priority for the Department (November 2024).
Inventory existing prevention initiatives and identify gaps.	Jillian Nadiak-Bruck (Jessica Fish, Joleen Darby, Christian King, Katrina Williams)	December 2026	A Prevention Circle will be established within the department to begin this work.	
Develop a coordinated preventive strategy with community partners.	(Katrina Williams) Jillian Nadiak-Bruck, Jessica Fish, Joleen Darby, Christian King	December 2027	A plan will be created and shared with the larger system of care for next steps.	
Expand partnerships with school districts to support social-emotional wellness and early intervention.	Jillian Nadiak-Bruck (Jessica Fish, Joleen Darby, Christian King, Katrina Williams)	December 2027	The department will leverage existing involvement in monthly PPS meetings to support this goal.	
Provide culturally appropriate materials on behavioral health services for students and caregivers.	Jillian Nadiak-Bruck (Katrina Williams)	December 2027	Ensure resources and website community is provided in Spanish and other relevant languages.	
Promote participation in the Youth Risk Behavior Survey (YRBS) or other tools to improve	Katrina Williams (Jessica Fish)	December 2026	DMH will continue to support discussions between the UPC and school	The DMH has worked with the UPC to move this work forward by advocating with the BOCES superintendent, CE's office and

understanding of youth behavioral health needs.			districts.	County Legislature. KCSD's superintendent has been tapped by BOCES to lead conversations but no progress has been made to date (April 2026).
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Priority Area #4: Inpatient Treatment				
Goal #1: Establish psychiatric and Substance Use Disorder inpatient services in Ulster County.				
Action Step(s)	Who	When	Metric(s)	Progress
Support the roll out of the returning 20 psychiatric inpatient beds at HealthAlliance Hospital.	Tara McDonald	December 2025	The inpatient beds will come back online for Ulster County resident use.	15 of the 20 inpatient beds at HealthAlliance came back on line while the hospital continues to ramp up staffing (March 2025). All beds are now online (March 2026).
Collect data on where Ulster residents go to for inpatient SUD treatment to establish the need and current trends.	Jillian Nadiak-Bruck, Theresa Stroble	July 2024	Information will be collected and reported back to the Department.	A landscape analysis was done at Ulster residents are typically referred to facilities in Orange, Dutchess, and Putnam Counties as well as in PA (October 2025).
Continue to advocate for the return of SUD inpatient beds at HealthAlliance Hospital.	Jillian Nadiak-Bruck	December 2026	Action steps will be identified and followed through on.	This remains a priority, however the LGU is focusing on the return of the psychiatric beds and bringing back any SUD beds at HAH seems unlikely. The new CSC will be assisting people in initiating detox (October 2025).

Collect information on the barriers to getting insurance to pay for adequate inpatient SUD treatment.	Jillian Nadiak-Bruck	December 2025	Information will be collected and reported back to the Department.	This has not continued to be tracked as an issue and will be discontinued (December 2025).
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Priority Area #5: Outpatient Treatment				
Goal #1: Improve access to quality, co-occurring, outpatient behavioral health treatment.				
Action Step(s)	Who	When	Metric(s)	Progress
Include OASAS licensed programs to the DMH Clinics meeting to improve system integration.	Katrina Williams	July 2024	OASAS licensed programs will be invited to the Clinics meeting.	An e-mail requesting participation was sent by Katrina (May 2024). They were invited again when a new invite went out (January 2025). Step One began attending (March 2025).
Explore current and potential holders of the integrated license.	Jessica Fish	December 2024	Information will be collected and reported back to the Department.	To date only Step One has an integrated license for their Highland program. HAH has no plans to apply for one for Bridge Back (Oct 2024). Step One has applied for an integrated license in Ellenville (May 2025).
Create an action plan with outpatient providers for implementing co-occurring care.	Jessica Fish (Allison Burch, Katrina Williams)	December 2025	An action plan will be completed and regularly monitored.	Clinical providers continue to site prescriber willingness as the main barrier, making it challenging to develop meaningful action steps (September 2025). ACT is sometimes

				suggested unnecessarily simply because they are co-occurring capable. DMH wishes to explore successful past strategies such as the co-occurring case conference (April 2026).
Increase access to Community Psychiatric Supportive Treatment (CPST) and Children and Family Treatment and Support Services (CFTSS).	Allison Burch, Erica Petosa	December 2024	Opportunities for CPST and CFTSS will increase.	ASFL provides CPST at this time, though they cannot accommodate individuals on LAI's (May 2025). CFTSS is currently paused (December 2025).
Support the roll out of the new children's clinic.	Joleen Darby (Christian King, Erica Petosa)	December 2025	The Children's Way will hold a license and begin operations.	The CW was granted their operating certificate on 9/2/25 and anticipates being open for referrals in the coming weeks (September 2025). The clinic is now open, full and on their way to being contracted with insurance panels (March 2026).
Work with providers to prioritize satellite clinics in underserved regions and expand services outside of the City of Kingston.	Joleen Darby (Jillian Nadiak-Bruck)	December 2027	All new DMH projects will prioritize area outside of the City of Kingston and reinstate countywide "office hours".	The needs assessment did not help yield any data on where else in the County services might be needed and also successful. The DMH continues to strategize for expanded options outside of the City of Kingston (April 2026).
Increase access to medication by assessing the feasibility of	Joleen Darby (Tara McDonald)	December 2027	DMH will research the requirements, stakeholders, and	DMH will engage key stakeholders, identify potential barriers and opportunities, and provide

establishing a 24/7 pharmacy in Ulster County.			system considerations involved in establishing a 24/7 pharmacy.	recommendations to support informed decision-making. Successful implementation would require collaboration and commitment from multiple partners, including healthcare providers, pharmacies, and county leadership (June 2026).
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Priority Area #6: Crisis Services				
Goal #1: Enhance our crisis continuum of care to reduce unnecessary law enforcement involvement, divert from unneeded hospitalization, and improve connection to needed supports.				
Action Step(s)	Who	When	Metric(s)	Progress
Formalize process between Dutchess County Help Line (988 operator) and Emergency Services to divert unnecessary law enforcement interaction.	Kezia Pierce	December 2024	A formal process between 988 and Emergency Services will be created.	This was established and continues to go well (December 2025).
Support the roll out of the CCBHC.	Allison Burch (Christian King)	December 2027	The CCBHC will operate optimally with limited concerns from the public reported to the LGU.	The department has set up standing meetings with ASFL to support the roll out and is in regular communication with OMH about how things are going (March 2026).
Explore the potential of re-establishing a mental	Joleen Darby	December 2026	A factfinding mission will occur	The mental health treatment court provides a new opportunity to

health and criminal justice task force / CIT program.			after conversations with relevant stakeholders and a report will be made to management.	meaningfully bring together stakeholders of this work. The new court is anticipated to begin in August (April 2026).
Support the roll out of the Ulster County Crisis Support (Intensive Stabilization) Center.	Joleen Darby (Christian King)	December 2025	The ICS will open and begin operations.	The CSC opened in January 2026 and is regularly serving residents (March 2026).
Support the roll out of a Crisis Residence program.	Joleen Darby	December 2025		This goal has been discontinued as funding was reallocated for this program (2024).
Provide training on ID/DD to Crisis Residence staff.	Joleen Darby	December 2026		This goal has been discontinued as funding was reallocated for this program (2024).
DMH will expand its Community Support Division to include the Court Navigation program components.	Sophie Halpern	December 2025	The 2 new OMH-funded positions will be filled and operational.	The DMH onboarded both positions and are working with stakeholders on developing the program (September 2025). The department is currently seeking a new Court Navigator to lead the division (March 2026).
Gradually expand mobile crisis hours based on utilization data.	Christian King (Joleen Darby, Theresa Strouble)	December 2027	DMH will monitor MMH and CSC utilization data and determine future needs outside current MMH hours.	ASFL reports not seeing a need based on data at this time, Department will monitor more closely moving forward Anecdotal info seems to indicate that early morning hours may be more beneficial than overnight (April 2026).

Priority Area #7: Cross-System Services				
Goal #1: Improve the integration of our system of care to optimize our ability to meet our residents' needs.				
Action Step(s)	Who	When	Metric(s)	Progress
Meet with UCAT to explore how to add additional stops/routes to support residents who receive behavioral health care.	Joleen Darby	December 2024	A meeting will take place and information will be brought back to the Department.	A Route Optimizations study was completed by the County. DMH has requested to add CFWB to the UCAT bus route and was asked to wait until the route plan was completed (September 2025).
Explore expanding Gateway's contract to provide transportation to more providers.	Katrina Williams	December 2024	GHV's transportation program will expand to reach additional providers.	Katrina met with GHV in early 2024 and they have hired a full time driver as of May to fully run this program. GHV has been coordinating with the LGU and providers to optimize the benefits of the service (September 2025).
Continue to work of Integrated Ulster.	Katrina Williams	December 2027	Integrated Ulster will continue to meet every other month and work toward its goals.	This work remains ongoing, meetings occur every other month (September 2025).
Provide ID/DD training opportunities.	Katrina Williams (Allison Burch)	December 2025	IDD training opportunities will occur.	An autism training for first responders was conducted in April 2024 and the DMH signed an agreement with YAI (an OPWDD provider) to provide ongoing training to our County SOC (May 2024) A

				dtraining with the Autism Society was held in April (September 2025) The DMH wishes to explore trainings for the OPWDD process and ASD evaluation requirements, SarahRose Hogan may be a resource (April 2026).
Complete a behavioral health needs assessment and create a 5-year strategic plan.	Joleen Darby	December 2025	The assessment will be completed and a plan will be released.	This work is underway and on timeline. The final draft has been approved by DMH and the CE's office and has been presented to the CSB and the Legislature (March 2026).
Implement the use of space in the CSC to enhance services.	Joleen Darby	December 2026	A plan and protocol will be established between the County and People USA.	
Streamline public resource directories with the County Executive's Office.	Katrina Williams	December 2026	DMH will work with the CE's office to coordinate resources on the County website.	The new County website provides a comprehensive list of resources with descriptions that guide residents on what they are looking for. The DMH is also supporting the revamp of UlsterHelps.org in coordination with MHA (April 2026).
Develop communication channels to share system updates with providers, private practitioners and the larger community.	Jillian Nadiak-Bruck (Jessica Fish, Katrina Williams)	December 2026	DMH will work with the CE's office to coordinate a communication plan and utilize existing resources	

			such as IU to communicate with providers.	
Strengthen hospital discharge coordination with community providers.	Christian King (Sophie Halpern)	December 2026	DMH will continue weekly meetings with WMC, develop processes as needed, and bring systemic issues to relevant conversations with providers and OMH as needed.	The LGU continues to meet with the hospital weekly to improve coordination and this process has resulted in much improvement since its implementation (April 2026).
Promote participation in the Social Care Network and use system data to identify gaps.	Katrina Williams (Jessica Fish)	December 2026	DMH will continue to work with HVCC on implementation, provide Unite Us demos as requested and work with the CE's office to explore widespread utilization.	The DMH has supported several UniteUs and SCN information sessions for the network of providers and continues to participate in regular advisory council sessions with HVCC (April 2026).
Convene partners to explore transportation solutions such as vouchers, rideshare partnerships, or mobile services including barriers around Medicaid	Joleen Darby (Jessica Fish)	December 2026	An information gathering session(s) will take place and a plan will be established.	

transportation.				
Strengthen the role of the Community Services Board (CSB) in system planning and monitoring.	Katrina Williams	December 2027	The LSP will be shared with the Board and subcommittees quarterly and ideas brought forth by the Board will be incorporated into DMH planning.	The CSB received the current version of the LSP at the April meeting and have until the end of May to provide feedback for the June 2026 update. The CSB is encouraged to maintain the momentum of the community listening sessions in 2025 to continue to provide opportunities for resident feedback and engagement (April 2026).
Use available system data sources (PSYCKES, CAIRS, SCN, provider data) to monitor service utilization, capacity, and system performance.	Theresa Stroble (Joleen Darby)	December 2026	A plan will be created and shared with the department.	An initial staff survey was launched to gain information on current use and needs and will inform the forthcoming plan (April 2026).
Establish a standard quarterly review of the LSP with the CSB that includes a review of any action items planned to be discontinued.	Katrina Williams	July 2026	The LSP will be reviewed on a quarterly basis and put on the CSB's agenda by Katrina Williams as part of the department report.	This practice was put into place June 2026.
Better map referral pathways, gaps, and optimize coordination with the VSA and Veterans Treatment	Jillian Nadiack-Bruck (Jessica Fish)	December 2026	A meeting between the DMH, VSA and HVCVR will take place with a report of action steps for	

Court.			2027.	
The DMH will determine County leadership buy-in for improved cross system collaboration and report on next steps.	Tara McDonald	December 2026	A discussion with the County Executive's team will help determine a path forward for increased countywide coordination.	
The DMH will develop shared understanding of the impact of federal cuts to Ulster residents and share it throughout the community.	Jill Nadiak-Bruck (Jessica Fish)	December 2026	A one-pager will be developed and shared with staff, providers and the community.	
A funding/advocacy map will be created by the DMH and shared with the Integrated Ulster network.	Joleen Darby	December 2026	Resources will be developed and made available via the Integrated Ulster landing page.	

Priority Area #8: Case Management / Care Coordination				
Goal #1: Increase linkage to case management, care coordination and other supportive services.				
Action Step(s)	Who	When	Metric(s)	Progress
Ensure that all residents	Shaun Cohen /	December 2026		This goal will be discontinued as

in ESSHI housing who want it have additional case management support.	Allison Burch			individuals in ESSHI housing have additional care management support as part of the program (January 2025).
Increase access to Community Oriented Recovery and Empowerment (CORE) services.	Allison Burch	December 2024	Access to CORE will expand.	There are a variety of providers currently providing CORE and all eligible residents are being referred via SPOA (May 2025).
Advocate for LGU discretion for HARP eligibility.		December 2026		This objective has been discontinued as it seems utilization seems to be matching current provider capacity (May 2025).
Identify ways to engage families and caregivers.	Joleen Darby	December 2027	2 ideas to engage families will be identified and presented back to the Department.	The preliminary findings of the needs assessment identified this as a key area to work on improving (September 2025). NAMI's funding has been expanded for 2026 (December 2026).
Advocate for parity for individuals enrolled in Medicare and third party insurance to be eligible for CORE services.		December 2026		This objective has been discontinued as it seems utilization seems to be matching current provider capacity (May 2025).
Integrate OPWDD Front Door and other services on the County website and other community	Katrina Williams	December 2024	OPWDD Front Door information will be included on the County's website and Wellness Recovery.	Katrina is working with the CE's office on content for the new website planned for a September launch (September 2025). New content related to OPWDD services

resource directories.				was added (March 2026).
Establish a peer leadership role within UCDMH.	Joleen Darby (Tara McDonald, Katrina Williams)	December 2027	DMH management will support Amani in leading peer-related initiatives across the department. Management will also explore and advocate for the development of a dedicated peer leadership role to strengthen peer services, expand the integration of peer professionals within DMH, and support community partners in effectively utilizing credentialed peer staff.	DMH will continue to support peer-led initiatives and is assessing opportunities to formalize a peer leadership position within the department. Efforts include identifying role responsibilities, organizational needs, and partnership opportunities to enhance the use of peer professionals throughout the local behavioral health system if a supervisor was hired (June 2026).
Support provider organizations in integrating peer services.	Joleen Darby (Amani Deloatch, Jillian Nadiak-Bruck)	December 2027	DMH will provide information to community providers regarding training and professional development opportunities for peer professionals and peer supervisors. DMH will also	The Peer Roundtable serves as a forum for organizations employing peer professionals to collaborate, share best practices, and identify workforce needs. DMH will continue to support the Roundtable through agenda development, stakeholder engagement, and communications, while encouraging provider participation through contracts,

			support ongoing peer advocacy and workforce development efforts and explore expanded supports should a peer leadership role be established within the department.	outreach, and partnership efforts. Future activities will include assessing the utilization of peer professionals across provider organizations to better understand workforce capacity and opportunities for growth (June 2026).
Expand collaboration with providers like NAMI Mid-Hudson to support families.	Joleen Darby	December 2027	The department will support the expansion of the 2026 contract.	The contract is currently in the final stages of being finalized for 2026 (April 2026).
Explore advocacy opportunities including youth advocacy.	Joleen Darby (Jillian Nadiak-Bruck, Amani Deloatch)	December 2027	The department will identify opportunities for advocacy on the local, state and federal level and engage in advocacy related activities including relevant conferences, committee work, etc.	



**Office of Addiction
Services and Supports**

**Office of
Mental Health**

**Office for People With
Developmental Disabilities**

2024 Needs Assessment Form Ulster County Department of Mental Health

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? Yes

Need description (Optional):

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):

Inpatient 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? Yes

Need description (Optional):

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? Yes

Need description (Optional):

Prevention 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: Katrina Williams

Submitted for: Ulster County Department of Mental Health



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

2025 Needs Assessment Form Ulster County Department of Mental Health

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? Yes

Need description (Optional):

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):

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? Yes

Need description (Optional):

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? Yes

Need description (Optional):

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? 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: Katrina Williams

Submitted for: Ulster County Department of Mental Health



**Office of Addiction
Services and Supports**

**Office of
Mental Health**

**Office for People With
Developmental Disabilities**

2026 Needs Assessment Form Ulster County Department of Mental Health

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? Yes

Need description (Optional):

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):

Inpatient 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?

Need description (Optional):

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? Yes
Need description (Optional):

Prevention 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: Katrina Williams

Submitted for: Ulster County Department of Mental Health



**Office of Addiction
Services and Supports**

**Office of
Mental Health**

**Office for People With
Developmental Disabilities**

**2027 Needs Assessment Form
Ulster County Department of Mental Health**

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? Yes

Need description (Optional):

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):

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? Yes
Need description (Optional):

Prevention 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: Katrina Williams

Submitted for: Ulster County Department of Mental Health

Agency Name	Program Name	Program Type Name
Access: Supports for Living, Inc.	Access: Supports for Living	OnTrackNY Coordinated Specialty Care First
Access: Supports for Living, Inc.	Kingston Community Counseling	Mental Health Outpatient Treatment and
Access: Supports for Living, Inc.	Ulster Crisis Intervention Program	Crisis Intervention
Access: Supports for Living, Inc.	Ulster Mobile Crisis	Mobile Crisis Services
Astor Services for Children & Families	Astor Counseling - Kingston	Mental Health Outpatient Treatment and
Astor Services for Children & Families	Astor Home Based Crisis Intervention - Ulster	Home Based Crisis Intervention
Astor Services for Children & Families	Family Peer Support	Family Peer Support Services - Children &
Astor Services for Children & Families	Health Home Care Management C&Y	Health Home Care Management
Astor Services for Children & Families	Health Home Non Medicaid Care Management	Health Home Non-Medicaid Care Management
Child & Family Guidance Center Addiction Serv	Step One Mental Health Clinic	Mental Health Outpatient Treatment and
Family of Woodstock, Inc.	Family Life Skills Education	Advocacy/Support Services
Family of Woodstock, Inc.	Family Respite Services	Respite Services
Family of Woodstock, Inc.	Family Woodstock - Non Medicaid CC	Non-Medicaid Care Coordination
Family of Woodstock, Inc.	Family of Woodstock Family Peer Support	CFTSS: Family Peer Support Services (FPSS)
Family of Woodstock, Inc.	Family of Woodstock Family Support Services	Family Peer Support Services - Children &
Family of Woodstock, Inc.	Family of Woodstock Hispanic Outreach	Outreach
Family of Woodstock, Inc.	Family of Woodstock Respite Services	Non-Medicaid Care Coordination
Family of Woodstock, Inc.	Prevention, Consultation, Education	Advocacy/Support Services
Family Services, Inc.	Kingston Mental Health Clinic	Mental Health Outpatient Treatment and
Gateway Community Industries, Inc.	CORE CPST	CORE Community Psychiatric Support and
Gateway Community Industries, Inc.	CORE FST	CORE Family Support and Training (FST)
Gateway Community Industries, Inc.	CORE Peer	CORE Empowerment Services - Peer Supports
Gateway Community Industries, Inc.	CORE- PSR	CORE Psychosocial Rehabilitation (PSR)
Gateway Community Industries, Inc.	Gateway - Supported Housing - Ulster County -	Supportive Housing
Gateway Community Industries, Inc.	Gateway Community Industries PROS	Comprehensive PROS with Clinical Treatment
Gateway Community Industries, Inc.	Gateway Manor	Congregate/Treatment
Gateway Community Industries, Inc.	Gateway Neighborhood Aprtments	Supportive Single Room Occupancy (SP-SRO)
Gateway Community Industries, Inc.	Gateway SH/Ulster Co. PC Long Stay - Comm.	Supportive Housing
Gateway Community Industries, Inc.	Gateway SH/Ulster Gardens II SH - Comm Svcs	Supportive Housing
Gateway Community Industries, Inc.	Gateway SMH CMA	Specialty Mental Health Care Management
Gateway Community Industries, Inc.	Newkirk Project Apartments	Apartment/Treatment
Gateway Community Industries, Inc.	Non-Medicaid Coordination Program	Non-Medicaid Care Coordination
Gateway Community Industries, Inc.	PROS Employment Initiative	PROS Employment Initiative
Gateway Community Industries, Inc.	Rivertown Apartments	Apartment/Treatment
Gateway Community Industries, Inc.	Transitional Business Model	Transformed Business Model
Gateway Community Industries, Inc.	Transportation	Transportation
HealthAlliance Hospital Broadway Campus	Crisis Intervention	Crisis Intervention
HealthAlliance Hospital Mary's Ave Campus	HealthAlliance Hospital Partial Hospitalization	Partial Hospitalization
HealthAlliance Hospital Mary's Ave Campus	HealthAlliance Hospital Psychiatric Inpatient	Inpatient Psychiatric Unit of a General Hospital
Howard, Henry & Ben dba Woodstock Manor	Woodstock Manor	Congregate/Support

Mental Health Association in Ulster County	C&Y Family Support Services Program	Advocacy/Support Services
Mental Health Association in Ulster County	CORE Empowerment Services - Peer Supports	CORE Empowerment Services - Peer Supports
Mental Health Association in Ulster County	CORE Family Support and Training	CORE Family Support and Training (FST)
Mental Health Association in Ulster County	CORE Psychosocial Rehabilitation	CORE Psychosocial Rehabilitation (PSR)
Mental Health Association in Ulster County	Family Peer Support Services	CFTSS: Family Peer Support Services (FPSS)
Mental Health Association in Ulster County	Family Support 124	Family Peer Support Services - Children &
Mental Health Association in Ulster County	Family Support/Respite 119	Family Peer Support Services - Children &
Mental Health Association in Ulster County	HCBS Education Support Services (ESS)	Adult BH HCBS Education Support Services
Mental Health Association in Ulster County	HCBS Habilitation	Adult BH HCBS Habilitation
Mental Health Association in Ulster County	HCBS Pre-Vocational Services	Adult BH HCBS Pre-Vocational Services
Mental Health Association in Ulster County	Health Home Care Management C&Y	Health Home Care Management
Mental Health Association in Ulster County	Health Home Non Medicaid Care Management	Health Home Non-Medicaid Care Management
Mental Health Association in Ulster County	MH Assoc - Family Support	Family Peer Support Services - Children &
Mental Health Association in Ulster County	MHA Treatment Apartment Program	Apartment/Treatment
Mental Health Association in Ulster County	MHA Ulster Non Medicaid Care Navigators	Non-Medicaid Care Coordination
Mental Health Association in Ulster County	MHA Ulster-Compeer -Non Medicaid CC	Non-Medicaid Care Coordination
Mental Health Association in Ulster County	MHA Ulster-Transitions-Non Medicaid CC	Non-Medicaid Care Coordination
Mental Health Association in Ulster County	MHA in Ulster - HH CM	Health Home Care Management
Mental Health Association in Ulster County	MHA in Ulster - HH NonMed CM	Health Home Non-Medicaid Care Management
Mental Health Association in Ulster County	MHA of Ulster Co. - Supported Housing -	Supportive Housing
Mental Health Association in Ulster County	Mental Health Association in Ulster County	Assertive Community Treatment (ACT)
Mental Health Association in Ulster County	Mental Health Association in Ulster County Inc	Specialty Mental Health Care Management
Mental Health Association in Ulster County	NYSCASA 148	Advocacy/Support Services
Mental Health Association in Ulster County	Prevention, Consultation & Education	Advocacy/Support Services
Mental Health Association in Ulster County	The Locust Street Apartment Program	Apartment/Treatment
Mental Health Association in Ulster County	Tri-County Family Support 111	Family Peer Support Services - Children &
Mental Health Association in Ulster County	Tuytenbridge Road Training Apartments	Apartment/Treatment
Mental Health Association in Ulster County	Wellness Advocacy & Support	Advocacy/Support Services
Mental Health Association in Ulster County	Wellness Drop-In Center	Drop In Centers
Mental Health Association in Ulster County	Wellness Outreach	Outreach
Mental Health Association in Ulster County	Wellness Self Help	Self-Help Programs
Mental Health Association in Ulster County	Wellness Supported Education	Supported Education
Mental Health Association in Ulster County	Willow Park Space 126	Advocacy/Support Services
Projects to Empower and Organize the Psychiat	1115 CORE Empowerment Services-Peer	CORE Empowerment Services - Peer Supports
Projects to Empower and Organize the Psychiat	1115 CORE Psychosocial Rehabilitation (PSR)	CORE Psychosocial Rehabilitation (PSR)
Projects to Empower and Organize the Psychiat	PEOPLE SH/Ulster County PC Long Stay-Comm	Supportive Housing
Projects to Empower and Organize the Psychiat	PEOPLE Supp Housing/Transformation SH	Supportive Housing
Projects to Empower and Organize the Psychiat	PEOPLE Supp Housing/Ulster County Comm	Supportive Housing
Projects to Empower and Organize the Psychiat	Peer Advocacy	Advocacy/Support Services
Projects to Empower and Organize the Psychiat	People USA SMH CMA	Specialty Mental Health Care Management
Rehabilitation Support Services, Inc.	RSS - Ulster Apartments	Apartment/Treatment

Rehabilitation Support Services, Inc.	RSS/ULSTER COUNTY RCE SUPPORTED	Supportive Housing
Rehabilitation Support Services, Inc.	RSS/ULSTER COUNTY SUPPORTED HOUSING	Supportive Housing
Rehabilitation Support Services, Inc.	Rehabilitation Support Services - HH CM -	Specialty Mental Health Care Management
Rehabilitation Support Services, Inc.	ULSTER CARE COORDINATION	Non-Medicaid Care Coordination
Rehabilitation Support Services, Inc.	ULSTER COUNTY MICA COORDINATOR	Non-Medicaid Care Coordination
The Institute for Family Health	Inst for Fam Health Ctr for Counseling at	Mental Health Outpatient Treatment and
The Institute for Family Health	The Institute for Family Health SMH CMA	Specialty Mental Health Care Management
Ulster County Department of Social Services	Coordinated Children's Services Mental Health	Mental Health Outpatient Treatment and
Ulster County Mental Health Department	Bridger	Transition Management Services
Ulster County Mental Health Department	Dwyer Veteran P2P	Outreach
Ulster County Mental Health Department	Monitor-Eval. CSS	Monitoring and Evaluation, CSS
Ulster County Mental Health Department	Ulster County System of Care Grant	Family Peer Support Services - Children &