



# ULSTER COUNTY QUALITY REPORT 2025

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Office of the  
Ulster County Comptroller  
March S. Gallagher





### Executive Summary

This review examined the reporting on five contracts ranging in size from \$5,000 to \$2.7 million. The Comptroller's Office found that three of the five contracts lacked sufficient reporting to evaluate whether services were delivered as intended. Some contracts did not require reporting of unique individuals served. Going forward, the Comptroller's Office recommends all County contracts include clear performance metrics and require reporting that distinguishes unduplicated participants. Robust contract reporting combined with independent assessment tools such as surveys and site visits will allow Ulster County to better assess program effectiveness. As Ulster County encounters a more fiscally constrained environment, it is imperative for the departments, the Executive, and the Legislature to evaluate contract performance to determine if a contract should be continued.

Vendor	Description	Department	Amount	Service Dates	Contract Number	Average Cost	Description of Cost
LaSalle School Inc.	Behavioral Health Programming	Mental Health	\$1,347,241	10/1/22-12/31/2024	2022-476	\$604	Per Visit
Legal Services of the Hudson Valley	Eviction Defense Services	Social Service	\$879,710	5/1/23-4/30/2025	2023-160	\$1,213	Per Case Handled
Tara Sanders LLC	Mindfulness Practice	Mental Health	\$5,000	1/1/24-12/31/2024	2024-212	\$198	Per Meeting
Tay Fishers Community Cornerstone	Basketball Program	Youth	\$50,000	6/1/24-9/30/2024	2024-296	\$500	Per Participant
Gateway Hudson Valley	Senior Nutrition Program (Meals)	Aging	\$2,720,351	6/1/24-5/31/2026	2024-355	\$11.49	Per Meal

### Introduction and Background

Oversight and consistent vendor performance monitoring are imperative to ensure appropriate spending and the quality of services being delivered. The goal of this report is to analyze reporting provided by vendors of the County to ensure vendor performance meets stated contractual outcomes. Such monitoring strives to make a connection between taxpayer dollars and quality services for the constituents of the County.

In Ulster County, approval of a contract with a vendor occurs at many levels, with multiple departments (the County Attorney's Office, Insurance, Comptroller's Office, and Purchasing) approving the final document before a contract is executed. Contracts for amounts exceeding \$50,000 require legislative approval prior to execution.

County departments set contractual requirements that specify how vendors will report outcomes and evaluations of programs provided under their contracts. Some contracts might come with federal or state reporting requirements or use state-software to communicate outcomes of the program. In these cases, the County may request additional information, but our review shows that County requirements rarely go beyond state requirements.

While the monitoring of spending on contracts goes through a multi-department review and approval process, there is currently no formal requirement by the County for vendors to submit contractually required reporting with payment requests. Reporting that is submitted is currently only reviewed by the contracting department. In some cases, departments may not be reviewing the reporting at all. Additionally, the County does not mandate that all required contract reporting be submitted before making final payment. The New York State Comptroller's recent [Audit of Dutchess County's Contract Monitoring](#) found that attaching reporting to invoices submitted should be included as a step in the payment approval process. Connecting reporting to invoicing will bring heightened review of contract reporting.

The reporting reviewed here was provided to the County by each vendor holding the contract. While this report seeks to review the quality of services, the analysis is limited because we do not have independent verification of what the vendor is reporting. It is important that departments are monitoring the vendor and communicating with clients to ensure services are being performed as intended. We recommend that the County embrace a way for constituents to provide direct feedback on services for contract vendors. As resources become more constrained, direct feedback may assist in prioritizing funding for certain contracts for services.

We have determined that standardization of contractual reporting requirements would improve the review and evaluation of vendor performance. Greater oversight by departments is also required – too many vendors do not fully complete required reporting, do not file reporting on time, or did not submit reporting at all. It is the responsibility of departments to review reporting for completeness and accuracy. If deadlines for reporting submissions have been set in contracts, then departments must ensure vendor compliance with these deadlines.

## LaSalle School - Behavioral Health Programming

LaSalle School Inc			
Contract Number:	2022-476	<i>Contracted Amount</i>	\$ 1,347,241
Program Description:	Behavioral Health Programming	<i>Federal Portion</i>	56%
Department Responsible:	Mental Health	<i>State Portion</i>	17%
Contract Period	10/01/2022-12/31/2024	<i>County Portion</i>	27%
Participants Served:		<i>Total Invoices Paid</i>	\$ 1,347,241
<i>Unique Captured?</i>	No	<i>2024 Monthly Client Cost</i>	\$ 645
<i>Avg. Client Census</i>	91	<i>Average Cost Per Visit</i>	\$ 604
<i>Total Visits</i>	2,338	<i>Average Cost Per Discharge</i>	10,710

### Intent of Contract

This contract funds embedded behavioral health programming in Ulster County middle schools for students identified by the district. The program is designed to supplement existing services in schools by providing intensive, time-limited clinical intervention and care coordination for students. The program goal was to promote overall wellness at school and home, build protective factors to offset the effects of trauma, and directly target social determinants of health to help make our communities stronger.

The LaSalle School is the contracted vendor for this program. The initial contract was funded through ARPA and New York State Opioid Settlement funds and ran through December 31, 2023. The contract was later extended with County funds. The County entered an \$800,000 contract to continue these services in 2025. Nine school districts participated– Kingston, Onteora, Saugerties, Rondout, Ellenville, New Paltz, Wallkill, Highland, and Marlboro.

The contract required quarterly reporting and biannual meetings between the vendor and the Mental Health Department. The contract required the following performance targets to measure the success of the program:

- 95% of clients will have direct parent or caregiver engagement in the program.
- 95% of clients will receive visits in the home or community in addition to at school.
- 85% of clients will be connected to long-term support (counseling or other supportive community services).
- 90% of clients will accomplish one-half or more of their goals upon program completion.

### Analysis of Reporting

The 2024 reporting contained most of the required data points that fed into the performance measures, however it provided overall census rather than unique individuals in youth served. The census provided by the vendor for 2024 reported that on average 91 clients per month participated in the program, an average of seven clients were admitted a month, 87 were admitted over the year, and an average of seven clients were discharged per month with a total of 80 clients being discharged in the year. Total admissions did not equal total discharges, making it impossible to determine the total unduplicated clients. The department should clarify with the vendor if the total served should be assessed in addition to the current overall census as the vendor’s admission and discharge numbers did not correspond to the monthly overall census.

Additionally, the reporting should require a summary of clients that leave the program before completion.

The vendor reported that engagement with parents and caregivers was the only performance measure met. The reporting also provided in-depth detail as to the successes and challenges faced by the program.

Goal Area	Target	Year Actual	Reason Vendor did not meet goal
Direct Parent or Caregiver engagement in program	95%	96%	N/A
Visits received in home or community in addition to at school	95%	N/A	Only 13% of visits were in school. The goal was to receive visits in the home or community <i>in addition</i> to at school not <i>in lieu of</i> school visits.
Clients connected to long-term support	85%	82%	The vendor reported that a lack of availability and waitlists for services are a barrier for reaching this goal.
Clients accomplish one-half or more of their goals upon program completion	90%	87%	The vendor indicated that there was declining participation in summer months and limited access to clients during the school day.

The concept behind the visits at home or community in addition to school did not seem to anticipate replacing school visits with home and community visits, yet that was how the program operated. In 2024, only 13% of the visits were at school, while 87% were at home or in the community.

The narrative provided by the vendor reported that lower participation in summer months and limited access to clients during the school day are barriers towards services.

### Assessment of Contract

LaSalle met the reporting requirements in the contract; however, the goals of the contract were not met. The Department should work with the vendor to review the program. The vendor did not meet three out of the four goals. Most of the sessions (87%) are being provided at home or in the community not in school. A review of the invoices indicate that therapy sessions may be occurring in public spaces with no privacy such as McDonalds, Starbucks, and Dunkin Donuts. It is hard to envision that this was the intended plan for the program.

The vendor communicated to the County that the schools they surveyed would like to see longer length of service, more children served, and service beyond middle school. The Department of Mental Health should directly collect these school surveys after the vendor has collated the results for review. The program could also benefit from surveying clients directly to better understand the impact of the services. The average cost per session appears quite high at \$604 per visit. The cost per visit was slightly reduced, as LaSalle provided services in December 2024 without billing for that month, after fully expending the contract in November 2024. We recommend that the Department of Mental Health assess whether there is a more effective delivery system. Perhaps schools that participate and make referrals should be required to provide a space and dedicated time for visits. If more visits were in the schools at a common location across clients, it could reduce the cost of the program. In addition, we recommend that the Department of Mental Health require that the vendor report the number of unduplicated clients to better understand the reach of the program in future contracts.

The LaSalle School has provided the County with a letter providing additional explanation and detail about the services provided under this contract. The letter is attached to this report in an Appendix.

### Legal Services of the Hudson Valley - Eviction Defense Services

Legal Services of the Hudson Valley			
Contract Number:	2023-160		<i>Contracted Amount</i> \$ 879,710
Program Description:	Eviction Defense Services		<i>Federal Portion</i> 43%
Department Responsible:	DSS		<i>State Portion</i>
Contract Period	05/01/2023-04/30/2025		<i>County Portion</i> 57%
Participants Served:			<i>Total Invoices Paid</i> \$ 879,710
<i>Unique Captured?</i>	Yes		<i>Avg Cost per Case Handled 2023</i> \$ 1,310
<i>Cases Handled</i>	2023 - 160	2024 - 251	<i>Avg Cost per Case Handled 2024</i> \$ 1,116

### Intent of Contract

Under this contract, the nonprofit Legal Services of the Hudson Valley provides low-income tenants in Ulster County with eviction defense services, which can include information, resources, support, and access to free legal representation when facing eviction from their homes.

This contract was originally intended to run for one year with Federal American Rescue Plan Act (ARPA) funding in the amount of \$221,430, but it was extended for another year and the amount of the contract increased with a mix of ARPA and County funding.

The desired outcomes outlined in the contract are as follows:

- Increased percentage of tenants maintaining possession of their home including preventing eviction from public, subsidy, or private housing.
- Delayed eviction to allow tenants time to seek alternative housing.
- Preventing denial of public housing tenants' rights.
- Decreased percentage of cases that result in default judgements.
- Decreased average amount of money tenants owe to landlords at the end of eviction proceedings.
- Increased in the percentage of tenants who maintain eligibility for subsidized housing after eviction proceedings.
- Assisting tenants in obtaining repairs to improve housing conditions, or otherwise enforcing rights to decent, habitable housing.

### Analysis of Reporting

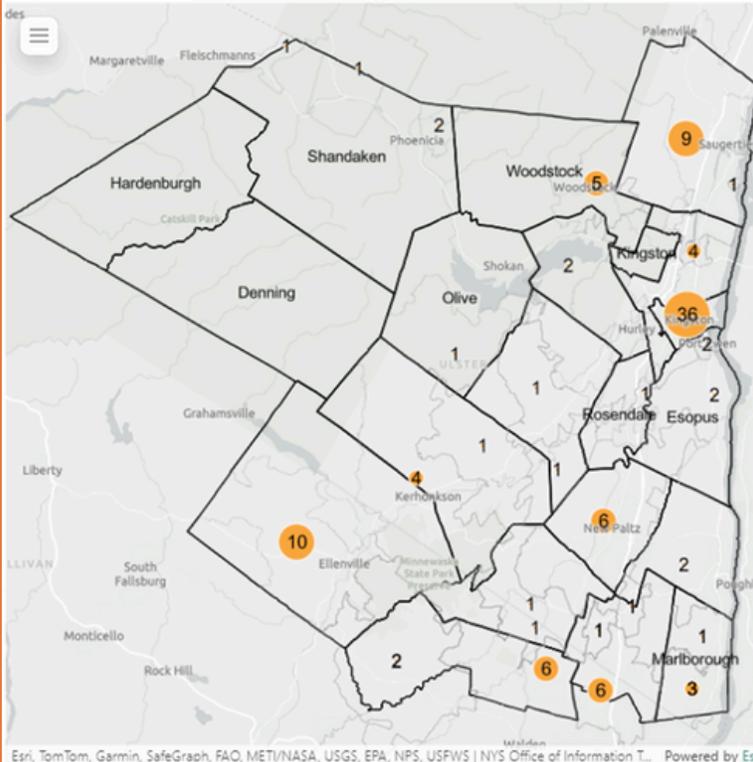
The contract began mid-year resulting in fewer cases and lower spending in 2023 compared to 2024. Reporting required number of clients, the number of cases opened and closed, as well as outcome, race, and location. The contract had a goal of 75 clients served per 12-month period and the Legal Services opened 86 cases in 2023 and 175 opened in 2024, exceeding the goal for both years. The 2024 contract changed the goal to serve 75 unique individuals, and the vendor reported exceeding the goal by serving 154 unique individuals.

Number of Cases			
Year	Cases Handled	Cases Closed	Closure Rate
2023	160	56	35%
2024	251	113	45%

Closed Cases			
Year	Prevented Eviction	Delayed Eviction	Obtained Advice
2023	12	16	24
2024	11	8	85

Cases Served by Zip Code in 2023



Between 2023 and 2024, there was an increase in cases in Ellenville, New Paltz, Highland, and Saugerties. The 2024 reporting showed a case in Beacon, NY, which is outside of Ulster County. The vendor informed the County that there was an error in the zip code originally reported, and that the client resided in Wallkill.

The vendor reported that in 2023, households had a \$35,951 reduction to what they had owed their landlords. In 2024, this metric was no longer included as a contractual reporting requirement. This metric should be reintroduced because it measures the contractual goal of decreasing the average amount owed to landlords by each household at the end of the proceedings.

**Assessment of Contract**

The contract reviewed provided substantial reporting that directly tied to goals in the contract. The vendor can demonstrate the work performed and the impact the services had on the target population. The vendor reported exceeding the contractual goal of 75 clients per year. Reported outcomes included 23 households avoiding eviction, 24 households delaying eviction, and 115 households receiving counseling. When the cost of emergency housing of \$3,000<sup>1</sup> per month is considered compared to the cost per client for eviction counseling, the contract appears to be a good return for taxpayer investment.

The vendor reported a direct impact on households. To strengthen future evaluations, the Department of Social Services should ensure required reporting captures the money saved for clients, as this aligns directly to program goals.

**Tara Sanders LLC – Mindfulness Practice**

Tara Sanders LLC			
Contract Number:	2024-212	<i>Contracted Amount</i>	\$ 5,000
Program Description:	Mindfulness Practice	<i>Federal Portion</i>	
Department Responsible:	Mental Health	<i>State Portion</i>	
Contract Period	01/01/2024-12/31/2024	<i>County Portion</i>	100%
Participants Served:		<i>Total Invoices Paid</i>	\$ 4,750
<i>Unique Captured?</i>	No		
<i>Number of Classes</i>	24	<i>Avg. Cost Per Class</i>	\$ 198

**Intent of Contract**

This contract seeks to provide trauma informed mindfulness practices to Ulster County residents through Trauma-Informed Care, emotional regulation skills, and overall wellness. The program is performed by Tara Sanders LLC. This is the sixth contract this vendor has held with the County, and it is the third iteration of this contract. The program began in 2022 with a \$125 contract that was expanded in 2023 to \$1,970, and further in 2024 and 2025 for \$5,000 each year.

The contract includes anticipated outcomes of:

- Increased resiliency among residents and workforce.
- Enhanced community connection.
- Reduced depression and anxiety.

The contract required: six 5-minute “grounding” practices at Integrated Ulster meetings, one 15-minute mindfulness practice session for Integrated Ulster staff orientation, one hour-long Vicarious Trauma & Workplace Wellness Training, two co-facilitated community events, two workplace wellness workshops for Integrated Ulster partners, two self-care sessions for school faculty and staff, and 10 mindfulness classes for students.

Performance targets required the vendor to hold 15 program sessions across different audiences. Sessions included meetings, partners, and staff orientation as well as nine sessions for Integrated Ulster - a partnership of County departments and community organizations that collaborate to address resident’s needs. Three sessions focused on schools, including two for faculty and staff and one “class package” session for students.

1] The average cost per night of emergency hotel housing was \$102. A 30-night stay at this rate would be \$3060 per month. Ulster County Comptroller. (2025). Emergency housing snapshot. Ulster County Government. At least 16 municipalities in Ulster County have adopted some form of STR regulation. Of those, at least 6 Ulster County municipalities have adopted STR regulation with either a cap or a requirement that the unit be owner occupied.

Two sessions were community events, and one was for the development and facilitation of a “Vicarious Trauma & Workplaces Wellness Training”.

Other performance targets included training at least 20 individuals, reaching 200 participants across wellness sessions and events, and ensuring at least one school participated in the school offering. The vendor was also required to report the number of participants per session/event and the number and name of schools participating in the school sessions to the Department of Mental Health (DMH) on a quarterly basis.

### Analysis of Reporting

The reporting provided by the vendor did not include participation numbers for each session, nor did it identify the schools participating, as required. Instead, the reports only listed the number and type of sessions held each quarter. Furthermore, the reporting provided to the Comptroller’s Office appears to have been aggregated by the Department of Mental Health rather than the vendor.

Most sessions were held at the end of the year with 16 of the 24 sessions occurring in the fourth quarter, including all school sessions and both community events.

### Assessment of Contract

The quality of services rendered under this contract cannot be determined because of a failure to meet the reporting requirements. The Department of Mental Health should review the need for this program. If the department deems it necessary, then the department should work with the vendor to ensure that reporting meets contractual requirements.

### Tay Fishers Community Cornerstone – Basketball Program

Tay Fishers Community Cornerstone			
Contract Number:	2024-296	<i>Contracted Amount</i>	\$ 50,000
Program Description:	Basketball Program	<i>Federal Portion</i>	
Department Responsible:	Youth	<i>State Portion</i>	100%
Contract Period	06/01/2024-09/30/202024	<i>County Portion</i>	
Participants Served:		<i>Total Invoices Paid</i>	\$ 35,029
<i>Unique Captured?</i>	Yes		
<i>Youth Served</i>	70	<i>Cost Per Participant</i>	\$ 500

### Intent of Contract

This Contract sought to give local youth the opportunity for positive physical and mental development through organized sport. The program used basketball to serve disconnected youth. This is the third contract the vendor has had with the County.

Funding for this program is provided by the New York State Office of Children and Family Services. Programs utilizing this funding ideally create an environment where youth can grow, learn, thrive and develop to their fullest potential utilizing strategies that cross multiple disciplines to provide quality services.

The contract required that the following performance measures be reported:

- Number of families being supported.
- Percent of participants reporting satisfaction with the support provided.
- Percent of families practicing positive child-rearing skills.

### Analysis of Reporting

The contract required quarterly reporting, but the Youth Department received none. As the contract only runs the length of summer, quarterly reporting does not make sense and should be removed from future contract language. An annual report was also required by October 20, 2024, but was received with the final invoice on November 17, 2024. The vendor used the state Youth Bureau reporting form, which collects demographic information, unduplicated participants served, outcome measures, and for the vendor to identify any problems or obstacles. As the program began prior to contract execution, the projected number of youths served was the same as the actual.

Race		Age		Gender	
White	21	Ages 10-14	26	Boys	45
Black	30	Ages 15-17	44	Girls	25
Hispanic	11	Total	70	Total	70
2+ Races	8				
Totals	70				

The vendor reported that a total of 70 youth, ages 10-17, participated in the program, including 23 classified as disconnected youth. The vendor did not complete the second page of the state form which focused on mentoring supports for participants. The third page, which focused on healthy lifestyle activities of the participants was filled out with the number of youths participating, number of youths who completed the program, and the number that increased physical fitness. The vendor reported that all 70 participants completed the program and demonstrated increased physical fitness.

### Assessment of Contract

The quality of performance for this contract cannot be determined because the reporting was not fully completed by the vendor. The Youth Department should work with the vendor to refine and clarify reporting metrics so that outcomes can be properly evaluated.

The contract required data on the unduplicated number of families served, the percent of participants reporting whether they were satisfied with the support provided, and the percent of families gaining positive child rearing skills. None of these measures were addressed in the annual report. An entire section of the state form was left blank, raising the question of whether those measures were appropriate for this program. When portions of the state form do not apply, the department and vendor should document why certain parts are excluded.

Contracts should be executed prior to the start of program activities, and performance measures should be confirmed at that time to ensure full data collection. As this program began prior to execution, performance data would have been incomplete and might not reflect long-term outcomes. In future cycles, performance measures should better capture youth development goals such as leadership, teamwork, and changes among disconnected youth.

### Gateway Hudson Valley Senior Nutrition Program

Gateway Hudson Valley			
Contract Number:	2024-355	<i>Contracted Amount</i>	\$ 2,720,351
Program Description:	Senior Nutrition Program	<i>Federal Portion</i>	48%
Department Responsible:	Office of the Aging	<i>State Portion</i>	47%
Contract Period	06/01/24-05/31/2026	<i>County Portion</i>	5%
Participants Served as of 5/31/2025:		<i>Total Invoices Paid</i>	\$ 1,093,975
<i>Unique Captured?</i>	No	<i>Contracted Cost Per Meal</i>	\$ 11.78
<i>Meals Served</i>	95,188	<i>Actual Cost Per Meal</i>	\$ 11.49

### Intent of Contract

The nonprofit Gateway Hudson Valley provides senior nutrition services for Ulster County under this contract. The contract is currently in its second year– all reporting reviewed is for the period between 06/01/2024 - 05/31/2025. The program seeks to provide home delivered meals and operate community café dining sites for senior citizens (sixty years of age and older) who are clients of the Office for the Aging (OFA). The program guideline requirements for food selection, preparation, packaging, and delivering processes are dictated by NYS. The vendor is also required to deliver food bags that include three meals upon request of the Department to home delivery clients. Under the contract, the vendor also caters events such as Thanksgiving and Senior Prom held by OFA for clients of the program.

## Analysis of Reporting

The contract requires that meal counts and client contributions be submitted monthly. NYS does not require additional statistical data beyond meal counts and client contributions. On the federal level, program outcomes are assessed through surveys and testing done by the U.S. Department of Health and Human Services Administration of Community Living (ACL). The last quality assessment of the program done by the ACL was performed in 2017 and looked at detailed menu breakdowns to ensure that the food being served met Healthy Eating Index requirements. The assessment found that meals could more closely adhere to sodium level requirements. The vendor is not required to submit the nutritional breakdown of the menus making it difficult to perform this type of analysis on the local program, however the vendor is contractually required to have a licensed nutritionist review the menu to ensure adherence to nutritional guidelines.

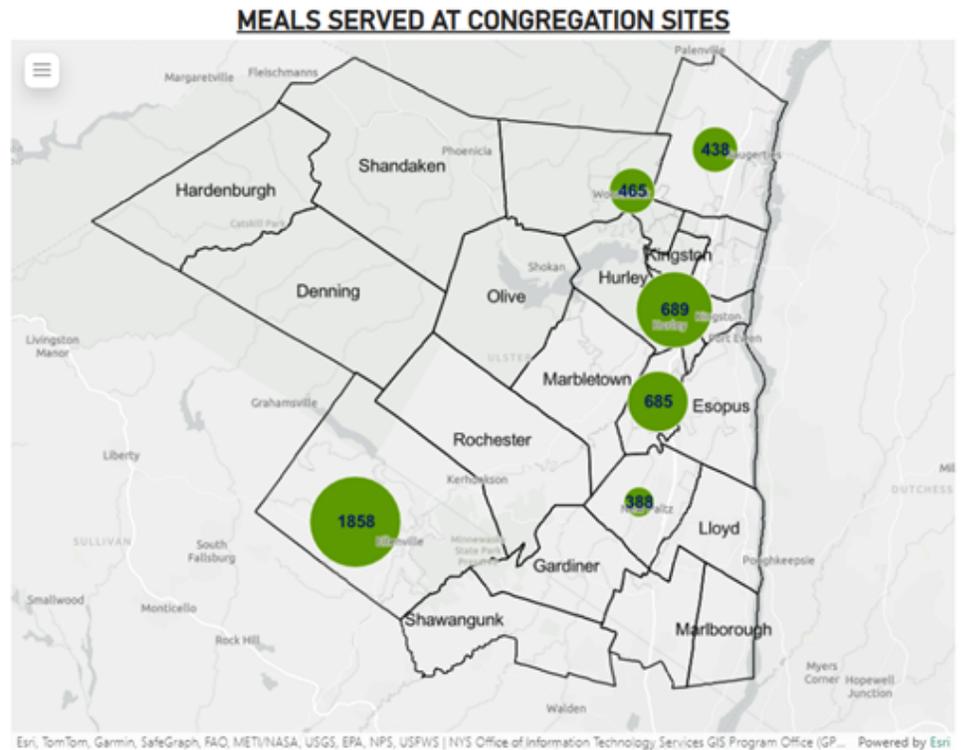
Although not required, for some months in the contract period Gateway did report unique individual participant counts. We encourage that unique individual participant counts be included in contractual reporting requirements going forward. The vendor is required to record meal temperatures for deliveries and for food served at congregation sites, as well as collect and submit sign-in sheets for those sites. Collecting and retaining this documentation is important to ensure accurate counts for invoices submitted.

There are six congregation sites located in the municipalities of Saugerties, Woodstock, Ellenville, Rosendale, New Paltz, and the City of Kingston. Many of these locations correspond with the USDA food insecurity map which identifies concentrations of low-income residents with limited access to grocery stores. Per NYS guidance, congregation sites should be chosen based upon maximum accessibility, with particular attention focusing on low-income and minority participants. The data shows the highest number of meals served was at the Ellenville congregation site. The northwestern part of Ulster County has no service provided under this contract.

## Assessment of Contract

Gateway provided substantial reporting that directly tied to most of the goals in the contract. The Office for the Aging should work with the vendor to refine the reporting for nutritional performance and the reach of congregation sites. The number of meals provided at the Ellenville congregation site may indicate a need for a second site in or near Ellenville. The contracted cost per meal is \$11.78 but the actual cost per meal was \$11.49 because pantry bags include three meals per bag that have a per meal cost of \$7.89, lowering the average cost per meal.

This contract provides a necessary program that helps one of the most vulnerable populations with meeting nutritional needs along with providing opportunities for socialization. Reporting for congregation sites should differentiate between clients and guests who may also receive food. To understand the number of individuals who come to congregation sites, it is necessary to have a count of unique individuals. The Comptroller's Office recommends surveying congregation attendees to gain insight into travel distance, modes of transportation, opinions on food options, as well as socialization levels and connections made with others at the site.



## Conclusion

Contract compliance and monitoring are essential to the protection of taxpayer dollars and provides that services and goods are being returned at a level commensurate to their investment. The department or unit issuing the contract is responsible for ensuring that proper terms, conditions and reporting requirements are included in each contract, and to monitor them on a regular basis.

Additionally, since each department has specialized knowledge of the programs they run, it is important that they have direct involvement in forming programs and any reporting required to evaluate the quality of the program. The Comptroller's Office recommends that staff be trained on different evaluation methods, as what works for one program might not work for another. Performance measures should cover specific timeframes, be measurable and achievable, and must be explicitly laid out to the vendor in the contract language. Additionally, planning for data collection must be incorporated into the development of each program.

Departments need to assess their contracts for the types of reporting requirements that could be best used to evaluate the quality of services provided. It is important that departments keep in mind the goal or intent behind a contract. Is there a change that the department is seeking to make? What chain of events is expected to bring about that change? Then at the end of the program, what do you seek to evaluate about the program? What information do you need to determine whether the contract should be continued, terminated, or modified? Data points and reporting should be formulated relevant to the program goal.

Using the program goals and resulting data points, the department should create performance measures. Performance measures should be attainable yet hold a high standard for the program. Whenever possible, unduplicated figures should be collected. If long-term engagement with a client is occurring, having an avenue to survey the client is also beneficial for understanding the quality of the service. Even if programming is supported with state and federal funds and does not have County funding, it is still important that the County ensures that our residents receive services that are effective and impactful. For all contracts, Ulster County residents should be able to see the link between their tax dollars and the services they receive and should have a direct vehicle to give feedback on a program where appropriate.



# LASALLE SCHOOL

## AN AGENT OF HEALING

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391 Western Avenue, Albany, NY 12203 Telephone 518-242-4731 [www.lasalle-school.org](http://www.lasalle-school.org)

November 12, 2025

To: Tara McDonald, Commissioner, Ulster County Mental Health

From: David Wallace, Executive Director, LaSalle School

RE: School-Based Mental Health Program

Commissioner McDonald,

Please find the below summary of activities and associated estimates of time allocated. I hope the details will be helpful for your discussions with the Comptroller's office. While it is difficult to quantify every detail of the work our team provides, the below should illustrate the complexity and responsiveness of the project. Should you need anything further on this matter, please let me know.

LaSalle School's SBMH team provides a wide range of therapeutic and supportive services to enrolled youth and families, all tailored to meet the unique needs of each child and family. To promote engagement in traditional services like therapy, LaSalle School (LSS) therapists and case managers do a significant amount of travel. Staff frequently travel across the county to deliver individual and family therapy, pick up clients from school, and to identify and secure appropriate community locations for meetings and group sessions. Given the scale of some of our partner school districts, staff can spend up to an hour commuting between client homes. Due to the community-based nature of the program, groups are run in various locations across the county. This can require staff to provide transport for clients lacking their own means. Group sessions are on average 90-120 minutes in length, plus an average of 45 minutes of youth transport each way. Preparing for group session can also be time consuming (securing a safe/ appropriate location, coordinating with parents, planning for transportation needs, development of curriculum and content, obtaining snacks/ materials needed, etc.), can take about 60 minutes per group, more for unique or complex activities such as equine therapy. All group sessions are designed to provide youth with novel experiences that seek to introduce them to local activities while simultaneously promoting the development of social/ emotional skills, task mastery, confidence, and other needs common to this vulnerable population.

Since the start of the program, several of our youth and families have experienced housing instability, leading them to reside in temporary housing outside of their enrolled school district. Rather than re-assigning a child to a new (closer) dyad, LaSalle believes that

preserving the continuity of these delicate relationships promotes better engagement and outcomes. While beneficial for youth, it does require our staff to spend more time traveling than they might otherwise to maintain contact with the family in their current place of residence. As of this summary, two of our families are unhoused.

LaSalle School staff work to maintain close communication and collaboration with their assigned school district teams. Examples of these activities include: case review (held at least monthly with school staff/ faculty to review youth progress), student IEP/504 meetings, safety planning meetings. LSS staff typically spend 8-10 hours per week on school-related services. Staff are also available on call and do respond to crisis calls, as needed.

Therapists and case managers also assist families to secure access to basic needs such as furniture, food, toys, clothing, and establish connections to Temporary Assistance and Department of Social Services (TA/DSS) supports. LSS staff have also helped families navigate challenges related to psychiatric care, evictions, and family court. We estimate that our staff spend an average of 5 hours per week on these tasks.

Coordination with other service providers, including CSPOA and related programs, as well as family coordination to connect siblings and parents to appropriate services, are also critical components of this work. On average staff spend about 2-4 hours per week assisting in this coordination. Given that our clients are often involved with multiple systems and face significant resource limitations, these functions are vital to addressing social determinants of health and supporting their overall mental health stability and well-being.

Individual and family therapy sessions range from 45 to 120 minutes, depending on client needs and the complexity of presenting concerns. The ability to tailor session duration in response to a child's immediate presenting needs, is one of the unique aspects of the program design. LSS does provide a monthly report of our average sessions per month, as requested by the County. LaSalle would be happy to modify that report on request.

All LSS staff also receive individualized (1 hour per week) supervision. Therapists also participate in 1.5 hours of specialized group clinical supervision. Case managers are also expected to attend a 1 hour weekly, case manager meeting. Lastly, each dyad meets for weekly case review and planning sessions to review cases and develop a weekly plan to meet the needs of assigned clients and families.

Although the project began with the vision of serving youth in the school setting, all nine of our district partners were quick to point in extensive early planning meetings, that none of them had any room to spare to serve as dedicated office space. Some have made efforts to free up temporary space, on demand, but both they and we have experienced challenges

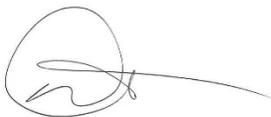
with timing, access, and consistency in this approach. Approximately 70% (6 of 9) of the districts have since indicated that they could provide temporary space for sessions, while the remaining 30% (3 of 9) reported that they would be unable to accommodate program staff on-site. Additionally, all district representatives have noted that scheduling sessions during the school day can be challenging, as it disrupts students' schedules, and they cannot miss core instructional time. When sessions do occur within district buildings, they are often held during students' lunch periods. While this arrangement can be helpful, it significantly limits our therapists' ability to meet with multiple students during the school day. It is also relevant to add that the RFP and proposal for this project both outline that 95% of sessions and contacts should take place within home and community.

Lacking the ability to meet with youth in school and absent any dedicated brick and mortar in the County, LSS staff have tried to be creative and resourceful in securing physical space to provide services outside of school hours. As you might expect, the districts of Kingston and New Paltz have greater access to community resources. Finding suitable options in the more rural and remote parts of the county has been more challenging. This forced staff to at times utilize less than ideal spaces to meet with youth, such as in restaurants or other public spaces.

In response to your specific questions related to petty cash and mileage reimbursement, staff have been re-trained as to our expectations. Staff have been informed that each trip must be documented individually. This means that when transporting multiple clients, each drop-off should be recorded as a separate line on the mileage reimbursement form, including the full address for each entry. Staff are also required to note any disruptions or changes to their routes, such as detours caused by road closures, or other reasons the trip required a less direct route. For petty cash reimbursements, staff have been reminded that food and drink purchases for personal consumption are not reimbursable. Agency leadership is also exploring the adoption of software (e.g., Concur) to assist with the documentation and oversight associated with mileage and petty cash reimbursements.

Again, I hope that you have found this summary useful. Please do not hesitate to reach out should you require anything further.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Wallace', with a long horizontal flourish extending to the right.

David Wallace  
Executive Director, LaSalle School