



Goals and Objectives 2024-2027 Livingston County Community Services

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Goal 1

Goal 1: Title The LGU will maximize existing housing stock and identify new housing resources for community members in need.

Goal 1: Target Completion Date May 31, 2027

Goal 1: Description When Whitesnake wrote "Here I Go Again" I bet they didn't believe their lyrics would be so applicable to literally everything, let alone mental hygiene services planning. We're frustrated by the same problems facing our population every year...walking down the only road we've ever known, so to speak. Our system itself--the people we serve, our providers, our agencies, and systems overseeing it all is resilient in facing these problems year after year...here we go again. And though we've kept searching for a solution to our community needs, we never seem to find what we're looking for. With this plan, and the generosity of the 2024 budget, however, we are not wasting no more time! Our aim is not to walk alone, but to work together within our community and with our state partners to create something more than a lonely street of dreams for our community. With this plan, and our partnerships, and with the help and support of our community, we are leaving behind the promises and songs of yesterday to build supportive, sustainable service system for Livingston County.

Adequate housing is an ongoing need in Livingston County among all service sectors. Affordable housing is particularly limited, and demand far outpaces supply. The Mental Hygiene population needing housing is in frequent competition with individuals in other service sectors, such as veterans, individuals with low socioeconomic status, and individuals who are transitioning out of jail or prison, to name a few.

Livingston County is in need of additional dedicated housing for all mental hygiene populations. We lack resources to adequately serve our individuals with mental illness who need supportive places to stay, including community residences, SROs and Treatment Apartment Programs. Our individuals with mental health needs are lacking the support that comes with these living situations, which leads to unnecessary hospitalization and law enforcement engagement.

We are thrilled to have a residential treatment facility in our county for those individuals with SUD. However, this is not a permanent solution, nor is it a solution for individuals with SUD returning to our community from inpatient or residential programs elsewhere. We must have more supportive, recovery-oriented options for these folks.

Finally, housing options for individuals with I/DD are dire. Several state-operated homes in the county were temporarily closed, and our county LGU does not have reliable information on plans to re-open. in the meantime, individuals in our community who need the greatest support and care, and who most benefit from a stable environment, are struggling with uncertainty.

The LGU will maximize existing housing stock and identify new housing resources for community members in need in a way that reflects cultural humility and inclusion of all individuals..

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 Maximize existing housing resources

Goal 1, Objective 1, Target Completion Date Jun 30, 2026

Goal 1, Objective 1, Description The LGU will work with community partners to maximize use of existing housing stock to support individuals with mental hygiene needs.

Goal 1, Objective 2: Title Monitor funding opportunities

Goal 1, Objective 2, Target Completion Date Jun 30, 2027

Goal 1, Objective 2, Description The LGU will monitor funding opportunities from our state partners, as well as national and private foundations and provide encouragement and support to local housing providers to secure this funding.

Goal 1, Objective 3: Title Develop innovative housing solutions

Goal 1, Objective 3, Target Completion Date Jun 30, 2027

Goal 1, Objective 3, Description The LGU will work collaboratively with local government and service providers to develop innovative housing solutions, i.e. the Oxford Housing Model and other creative options.

Goal 2

Goal 2: Title Increase available qualified workforce across all positions and service sectors.

Goal 2: Target Completion Date Jun 30, 2027

Goal 2: Description It's hard to remember a time when workforce wasn't a problem. This may be because in a rural area, recruiting and retaining workforce can be an issue due to several factors, including transportation, lack of a draw for relocation, and inability of rural non-profits, or non profits in general, to pay competitive wages. Workforce shortages are nothing new, and the pandemic has only amplified this problem, not only of worker supply, but of demand for mental hygiene services. So here we go again.

Our mental health service system struggles to recruit and retain individuals for specialty community services such as skillbuilding, family therapy, peer support, and home-based crisis intervention, and community crisis work, among others. The entire system is affected by lack of qualified psychiatrists, particularly for children. The system is also overburdened by need for prescribers who specialize in medications for opioid use disorders.

The service sector most affected, once again, are individuals in need of OPWDD services. Direct support professionals, while performing greatly needed work, and hard work, are often among the lowest paid in our industry. This has led, regionally, to residential services that are extremely short staffed, with people working far more hours than is safe for them or those they serve.

So here we go again, but not on our own, because this LGU will work closely with our providers and state partners to use growing resource and innovative strategies to address the workforce shortage.

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 Collaborate with local agency partners to promote employment opportunities.

Goal 2, Objective 1, Target Completion Date Jun 30, 2027

Goal 2, Objective 1, Description The LGU will work with community partners to promote existing employment opportunities via website, social media, local job fairs, etc.

Goal 2, Objective 2: Title The LGU will collaborate with local agency partners to develop innovative working solutions.

Goal 2, Objective 2, Target Completion Date Jun 30, 2027

Goal 2, Objective 2, Description The LGU will meet with community providers as a collaborative to identify ways to enhance working conditions including adding telehealth, flexible work schedules and other perks. Results to be shared across the community service sector.

Goal 2, Objective 3: Title The LGU will work with state partners to advocate for tuition reimbursement and re-imagining of credentials to enhance workforce.

Goal 2, Objective 3, Target Completion Date Jun 30, 2027

Goal 2, Objective 3, Description The LGU will work with state partners to develop opportunities for individuals to enter the field without advanced degrees. The LGU will further work with the state partners to advocate for and promote tuition reimbursement for all.

Goal 3

Goal 3: Title The LGU will enhance existing transportation services and develop new, imaginative and practical solutions to the existing transportation problem.

Goal 3: Target Completion Date Jun 30, 2027

Goal 3: Description Here we go again. Adequate transportation is always a problem in a rural area, particularly for folks who do not have access to their own transportation, public transportation, or whose background or disability status makes driving prohibitive. Transportation, or lack thereof, is a social determinant of health, as it can mean the difference between accessing specialty treatment, crisis services, employment and other necessary resources to treat mental hygiene concerns and live a life worth living. Therefore, instead of going down the only road we've ever known, the LGU will make active efforts to partner with existing services, such as MAS and our regional transit system, and enhance alternative transportation sources so that all are afforded access to appropriate services.

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

Goal 3: Need Addressed 1 Transportation

Goal 3: Need Addressed 2

Goal 3: Need Addressed 3

Goal 3, Objective 1: Title Develop open, collaborative relationship with Medicaid Answering Service to address barriers to adequate transportation for our medication population

Goal 3, Objective 1, Target Completion Date Jun 30, 2027

Goal 3, Objective 1, Description Livingston County Service agencies will meet with MAS representatives to discuss their service and how to use this service more efficiently. Services agencies will maintain open lines of communication with MAS to ensure swift problem solving.

Goal 3, Objective 2: Title The LGU will partner with agencies who offer client transportation to bolster and enhance

existing services.

Goal 3, Objective 2, Target Completion Date Jun 30, 2027

Goal 3, Objective 2, Description The LGU will meet with agencies servicing IDD and SUD populations who provide transportation as part of their service to expand this to individuals who are not affiliated with their agencies. The LGU will notify agencies of available funding to enhance their services.

Goal 3, Objective 3: Title The LGU will develop other creative and practical solutions for transportation.

Goal 3, Objective 3, Target Completion Date Jun 30, 2027

Goal 3, Objective 3, Description The LGU will identify non-traditional transportation providers, i.e. taxi services, volunteers and others to collaborate on solutions for the mental hygiene population.

Goal 4

Goal 4: Title The LGU will work with service providers, community organizations and community members to promote emotional literacy and emotional regulation across the lifespan in a way that is inclusive of diverse and varying experiences of our community members.

Goal 4: Target Completion Date Jun 30, 2027

Goal 4: Description David Coverdale sings that he's a drifter who was born to walk alone. We are concerned that our population feels much the same: without help, they are unable to differentiate between manageable and unmanageable emotions, and many are unclear how to deescalate strong emotions, or cope with uncomfortable emotions. This can feel lonely and quickly escalate into a crisis situation. Our aim is to teach our residents emotional literacy and emotional regulation in order to create a supportive and resilient community.

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 The LGU will partner with prevention organizations to facilitate trainings on emotion recognition and regulation

Goal 4, Objective 1, Target Completion Date Jun 30, 2027

Goal 4, Objective 1, Description The LGU will work with CASA-Trinity, the Suicide Prevention Task Force, the Office for the Aging, SUNY Geneseo and others to ensure that emotion recognition and emotion regulation techniques are taught across the lifespan.

Goal 4, Objective 2: Title The LGU will identify and promote evidence-based curricula to teach emotional regulation skills.

Goal 4, Objective 2, Target Completion Date Jun 30, 2027

Goal 4, Objective 2, Description The LGU will work to identify evidence-based curricula and promote such among area service agencies and schools.



Update to 2024-2027 Goals and Objectives Livingston County Community Services

Kristen Fisher, Director of Community Services
kfisher@co.livingston.ny.us

Goal 1	
Title	The LGU will maximize existing housing stock and identify new housing resources for community members in need.
Update	<p>Making meaningful progress with housing is like running on a treadmill: you start out at a good pace and are really proud of yourself, and then soon it feels like you've been on forever and surely you must be almost done with your work out, but you peek at the time and distance and realize you've been on for 5 minutes and jogged 0.2 miles. And you're tired and frustrated. And if you like to go for at least a couple miles before your workout is complete...you've got a long ways to go.</p> <p>This is where we are at after the first year. Living Opportunities of DePaul has recently been awarded 70 scattered site supportive housing beds for the Western New York region, of which Livingston is getting 10. We are excited about housing 10 more individuals in our community. We have encouraged our housing partners, Lakeview Housing Services to apply for the scattered site treatment apartment program, which will not only add an additional five beds but a much needed service. DePaul also submitted an application for a mixed use, low income housing project in our community. We have all our fingers crossed. The struggle with housing specifically for the mentally ill, is that monies allocated in RFPs do not match what is needed to actually run the programming in a rural county. We have LOTS of people who could use housing here in Livingston, but, in order to get programs to consider expanding services here, we don't have enough people to make the program financially worthwhile for providers. Maximizing OPWDD housing is like walking on the treadmill at a very low speed...we are not getting anywhere. There are several state-run programs that are temporarily closed with no ETA on opening dates. We have a not-for-profit program who would be willing to buy these houses to expand their programming, but with state programs on hold everyone is stuck on this slow-moving treadmill.</p> <p>During this first year working on the LSP, the Livingston County Housing Task force identified issue with landlords who are unable or unwilling to work with our population. There is a need to identify and provide education to willing landlords on the benefits of providing housing for this community of people as well as support when working with a sometimes difficult population.</p> <p>The LGU, and Livingston County as a whole, has the willingness and enthusiasm to maximize housing stock by partnering together and developing relationships with landlords, and by working together to maximize funding streams and develop innovative housing solutions that will be acceptable to all. We will remain optimistic.</p>
OBJECTIVES	
Maximize existing housing resources	Ongoing
Monitor funding opportunities	Ongoing
Develop innovative housing solutions	Ongoing
OBJECTIVE UPDATES	
New objective: 1. Engage current landlords and offer support for working with our population	
New Objective: 2. Identify individuals who would be willing to rent to the behavioral health population.	

Goal 2	
Title	Increase available qualified workforce across all positions and service sectors.
Update	<p>Workforce improvements are so slow in coming that it feels like running through Jell-O. Having not actually run through Jell-O it's difficult to say what would improve the situation.. Anticipated student loan assistance from OMH certainly helps retention, as does incentives for psychiatrists and other medical staff. And yet. We have had a psychiatrist position open at our clinic for months with no applicants. There are still no providers who are comfortable prescribing medications for children with complex needs. One of the largest providers of children's mental health support services, Hillside, recently announced elimination of Child and Family Treatment and Support Services (CFTSS) services, as inflation outpaces reimbursement. Complaining and thrashing around on our own only serves stick this LGU more deeply into a wiggly mess (Jell-O is like quicksand that way). If this LGU were to attempt to eat my way through the Jell-O it would take a long time and after a while this LGU would feel tired and sick. Luckily our local and state partners are also helping us eat our way through the Jell-O mess. The LGU and our partners are grateful to the state agencies for taking steps to ease the burden: OASAS Commissioner Cunningham made it easier to renew the CASAC credential, OPWDD increased pay rates for direct support staff. LGU subcommittees across services sectors work to enhance and increase their workforce: Livingston County hosted a job fair specifically for human service agencies in the county to recruit new staff. Collaborative meetings with local human services leadership led to new ideas for recruitment. Our OPWDD service provider, ARC GLOW, held a job fair specifically for high school students interested in working with their population. In the coming years, we will evaluate this measure and if successful, look to model this in other agencies. The LGU will also look for and encourage collaborative opportunities with the community college and SUNY campus, BOCES and workforce development to grow a workforce of local, caring individuals.</p> <p>Our rural community, like many others across the state, lacks psychiatric services provided by psychiatrists. We are proud of our psychiatric nurse practitioners, who are caring and more than competent. However, we are also serving an increasing number of individuals with complex needs,</p>

	including many children, who are in need of psychiatric expertise and evaluation before they are stabilized on medication. The LGU will therefore increase efforts and work with government and not-for-profit partners to recruit psychiatrists to the area.
OBJECTIVES	
Collaborate with local agency partners to promote employment opportunities.	Ongoing
The LGU will collaborate with local agency partners to develop innovative working solutions.	Ongoing
The LGU will work with state partners to advocate for tuition reimbursement and re-imagining of credentials to enhance workforce.	Ongoing
OBJECTIVE UPDATES	
New objective: 1. Work with county agencies (i.e. tourism, workforce development) and other not-for-profit agencies to promote employment opportunities for psychiatrists in our rural county.	

Goal 3	
Title	The LGU will enhance existing transportation services and develop new, imaginative and practical solutions to the existing transportation problem.
Update	Speaking of walking and running...should we rural counties just train all our residents to become marathoners? This LGU imagines that when one signs up for a marathon, they have a high sense of hopefulness, imagining themselves at the finish line wearing one of those weird aluminum foil blankets and a medal. And then they start training and well...that is some work. And it must feel like the work will never end: dark and desolate. That's the period we're in now. Livingston County has a transportation work group, of which this LGU is a part. The county is part of Lifespan's Here2There mobility management. This is a web-based platform that allows users to search for transportation options and includes accessibility accommodations if necessary. The Livingston County Planning Department hired a county mobility manager, who assists with finding transportation for county clientele. The LGU is using OASAS Opioid Regional Abatement Dollars to provide funding for trips related to treatment and recovery, as many folks without independent transportation don't have funds to pay for trips. This was the exciting, signing up for the marathon, super optimistic stage. We are now well into the training stage and wondering if we will ever solve the transportation issue. The LGU realizes that next year, we will have to run this transportation marathon as a relay, and continue to expand our circle of enthusiastic, inventive, connected partners and include people we haven't previously brought to the table. The LGU will also work with the transportation committee and re-commit to developing positive relationships with the Medicaid Answering Service and local bus service.
OBJECTIVES	
Develop open, collaborative relationship with Medicaid Answering Service to address barriers to adequate transportation for our medication population	Ongoing
The LGU will partner with agencies who offer client transportation to bolster and enhance existing services.	Ongoing
The LGU will develop other creative and practical solutions for transportation.	Ongoing
OBJECTIVE UPDATES	

Goal 4	
Title	The LGU will work with service providers, community organizations and community members to promote emotional literacy and emotional regulation across the lifespan in a way that is inclusive of diverse and varying experiences of our community members.
Update	Here is that point in our run where we feel really good: we could run forever! Perhaps we're running downhill and things feel easy. What we know is at this point we are in a relay and all our community partners, plus some outside help, are working together on this goal. Several community agencies under the Genesee Valley Health Partnership umbrella, work together to provide training on Mental Health First Aid, resiliencies, ACEs and suicide prevention. Training is promoted widely and will be targeted especially to the educational community in 2025. When running a relay, it's difficult not to be able to support your team due to inadequate training. Our training menu will allow more and more individuals in the community to have the right skills at the right time. Our relay anchor this year was the Credible Mind platform. Livingston County went live with this partner in February 2024 and have seen increases in referrals to our behavioral health services. Credible Mind also provides a "one-stop shop" to promote community resources without having to build a website. The site is widely promoted by our Suicide Prevention Task force as a way to have support resources in everyone's hands, and address early problems before they become crisis situations. We will promote and encourage broad community and provide utilization of the site in the coming years.
OBJECTIVES	
The LGU will partner with prevention organizations to facilitate trainings on emotion recognition and regulation	Ongoing
The LGU will identify and promote evidence-based curricula to teach emotional regulation skills.	Ongoing
OBJECTIVE UPDATES	



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

2024 Needs Assessment Form Livingston County Community Services

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? No

Need description (Optional): We do not have inpatient treatment for the above populations in Livingston County. We work to identify willing agencies that may open inpatient treatment programs, however these services need broad policy support and changes in the current payment structure. We will continue to advocate for adequate treatment for all of our vulnerable populations.

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):

Residential Treatment Services Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional): Livingston County had several state operated OPWDD homes closed over the past several years, and has not clarified plans to re-open. We do not have the full spectrum of residential services for mental health population, as we are missing TAP, CR and SRO. We have more individuals who could benefit from housing than we have beds to house them. We have an OASAS residential program, however are missing several steps along the OASAS continuum of care. We do not have higher levels of care available for the under 18 population, who are all sent outside of the county and away from natural supports for treatment. This need is addressed with the housing goals and objectives.

Transition Age Services Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional): There is a lack of TAY specific services across the service system. We will work with our state and local partners to investigate and implement best practices to serve this population.

Transportation Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Workforce Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

LGU Representative: Kristen Fisher

Submitted for: Livingston County Community Services



2025 Needs Assessment Form Livingston County Community Services

Adverse Childhood Experiences Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional): Three quarters of the population has at least one Adverse Childhood Experience in their past. We know that higher ACE scores significantly increase the risk of several adverse experiences in adulthood, and so, our population is likely dealing with childhood trauma in addition to other issues. The effort to reduce ACEs is imperative across all systems and should be a community and system-wide effort. Livingston County is working with Genesee Valley Health Partnership (GVHP) to create a trauma-informed community through education and awareness. Over the next year, the committee will promote the Basics, an educational program aimed at parents of young children (ages 0-5). The platform provides concrete tips for connection, and is therefore a step toward reducing ACEs for the next generation. The LGU will monitor the program's success and re-evaluate for next year's LSP.

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):

Transportation Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Workforce Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

LGU Representative: Kristen Fisher

Submitted for: Livingston County Community Services

Provider	Address	Phone Number	Contact Person/Title
Livingston County Mental Health Clinic	4600 Millennium Drive, Geneseo 14454	585.243.7250	Dawn Weber/Clinical Supervisor
Noyes Mental Health and Wellness (Dansville)	9221 Robert Hart Drive, Dansville, 14437	585.335.4316	Glenn Hann
Noyes Mental Health and Wellness (Avon)	5712 Tec Drive, Avon 14414	585.658-0900	Laura Bond
CASA-Trinity	4612 Millennium Drive, Geneseo 14454	585.443.2018	Patricia Flemmings/Clinical Supervisor
Catholic Charities Steuben-Livingston	34 E. State Street, Mt. Morris 14454	585.658.4466	
Clarity Wellness Community	4220 State Route 417 W., Wellsville 14895	585.593.1655	