



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

Goals and Objectives 2024-2027 Allegany County Community Services

Robert Anderson, Director of Community Services
(Robert.Anderson@alleganyco.gov)

Goal 1

Goal 1: Title Workforce

Goal 1: Target Completion Date Jun 30, 2025

Goal 1: Description Workforce goal includes having a stable, full staffing plan with the appropriate credentials (QHP).

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

Goal 1: Need Addressed 1 Workforce

Goal 1: Need Addressed 2

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title Workforce Recruitment and Retention

Goal 1, Objective 1, Target Completion Date Jun 30, 2025

Goal 1, Objective 1, Description County and providers will work with local institutions of higher education to support current and potential employees in obtaining appropriate credentials. This includes providing practicum and internship opportunities.

Goal 1, Objective 2: Title HRSA Designation

Goal 1, Objective 2, Target Completion Date Jun 30, 2025

Goal 1, Objective 2, Description Provider will maintain HRSA Loan Forgiveness designation, and all providers will continuously explore loan forgiveness options.

Goal 1, Objective 3: Title Decrease Direct Support Professional Vacancy Rate

Goal 1, Objective 3, Target Completion Date Jun 30, 2026

Goal 1, Objective 3, Description

Goal 1, Objective 4: Title Increase percentage of Direct Support Professionals holding a credential

Goal 1, Objective 4, Target Completion Date Jun 30, 2026

Goal 1, Objective 4, Description

Goal 2

Goal 2: Title Expand Recovery Supports in the Community

Goal 2: Target Completion Date Jun 30, 2025

Goal 2: Description Providers will collaborate to open a Recovery Center and expand peer availability.

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

Goal 2: Need Addressed 1 Non-Clinical supports

Goal 2: Need Addressed 2 Other

Goal 2: Need Addressed 3

Goal 2, Objective 1: Title Recruit Peer Workforce

Goal 2, Objective 1, Target Completion Date Jun 29, 2024

Goal 2, Objective 1, Description Within the next year, providers will recruit and retain certified peer (OMH and OASAS) staff to support individuals enrolled in outpatient clinics and community members utilizing the recovery center.

Goal 2, Objective 2: Title Capital Improvements for Recovery Center.

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

Goal 2, Objective 2, Description Within the next year, capital improvements will be made to the Recovery Center building to enhance accessibility. Providers will seek additional funding for this.

Goal 3

Goal 3: Title Integrated Services

Goal 3: Target Completion Date Jun 29, 2025

Goal 3: Description Providers will pursue integration of OMH and OASAS services through DOH Threshold expansions or Integrated Outpatient licenses.

Goal 3: OASAS? Yes Goal 3: OMH? Yes Goal 3: OPWDD? No

Goal 3: Need Addressed 1 Cross System Services
Goal 3: Need Addressed 2
Goal 3: Need Addressed 3

Goal 3, Objective 1: Title Onsite Prescriber Time
Goal 3, Objective 1, Target Completion Date Jun 30, 2025
Goal 3, Objective 1, Description Providers will recruit and hire an onsite prescriber that is eligible to prescribe in both OMH and OASAS facilities.

Goal 4

Goal 4: Title Increase the degree to which people supported by The Arc Allegany-Steuben are members of their communities
Goal 4: Target Completion Date Jun 30, 2026
Goal 4: Description Increase the degree to which people supported by The Arc Allegany-Steuben are members of their communities
Goal 4: OASAS? No Goal 4: OMH? No Goal 4: OPWDD? Yes
Goal 4: Need Addressed 1 Other
Goal 4: Need Addressed 2
Goal 4: Need Addressed 3

Goal 4, Objective 1: Title Increase the percentage of people supported between the ages of 18 and 60 working in integrated, competitive employment.
Goal 4, Objective 1, Target Completion Date Jun 30, 2026
Goal 4, Objective 1, Description

Goal 4, Objective 2: Title Increase community integration for people supported in Day Habilitation and Certified Residential Settings.
Goal 4, Objective 2, Target Completion Date Jul 30, 2026
Goal 4, Objective 2, Description

Goal 4, Objective 3: Title Increase surplus per FTE (people with Special Needs) to at least zero.
Goal 4, Objective 3, Target Completion Date
Goal 4, Objective 3, Description

Goal 4, Objective 4: Title Increase the number of referrals for all/any Arc Allegany-Steuben services.
Goal 4, Objective 4, Target Completion Date Jun 30, 2026
Goal 4, Objective 4, Description

Goal 4, Objective 5: Title Increase the number of people supported in non-certified residential opportunities.
Goal 4, Objective 5, Target Completion Date Jun 30, 2026
Goal 4, Objective 5, Description

Goal 4, Objective 6: Title Increase the number of people directing their own support who utilize Home-Enabling technology.
Goal 4, Objective 6, Target Completion Date Jun 30, 2026
Goal 4, Objective 6, Description

Goal 5

Goal 5: Title The Arc Allegany-Steuben will become a more inclusive and equitable community.
Goal 5: Target Completion Date Jun 30, 2026
Goal 5: Description The Arc Allegany-Steuben will become a more inclusive and equitable community.
Goal 5: OASAS? No Goal 5: OMH? No Goal 5: OPWDD? Yes
Goal 5: Need Addressed 1 Other
Goal 5: Need Addressed 2
Goal 5: Need Addressed 3

Goal 5, Objective 1: Title Increase awareness of implicit bias and the importance of mitigating its effects.
Goal 5, Objective 1, Target Completion Date Jun 30, 2026
Goal 5, Objective 1, Description



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

Robert Anderson, Director of Community Services
Robert.Anderson@alleganyco.gov

Goal 1

Title	Workforce	
Update		
OBJECTIVES		
Workforce Recruitment and Retention		Ongoing
HRSA Designation		Ongoing
Decrease Direct Support Professional Vacancy Rate		Ongoing
Increase percentage of Direct Support Professionals holding a credential		Ongoing
OBJECTIVE UPDATES		

Goal 2

Title	Expand Recovery Supports in the Community	
Update	Providers will collaborate to expand the days and hours of the Recovery Center.	
OBJECTIVES		
Recruit Peer Workforce		Ongoing
Capital Improvements for Recovery Center.		Ongoing
OBJECTIVE UPDATES		

Goal 3

Title	Integrated Services		
Update			
OBJECTIVES			
Onsite Prescriber Time		Ongoing	
OBJECTIVE UPDATES			

Goal 4

Title	Increase the degree to which people supported by The Arc Allegany-Steuben are members of their communities	
Update		
OBJECTIVES		
Increase the percentage of people supported between the ages of 18 and 60 working in integrated, competitive employment.		Ongoing
Increase community integration for people supported in Day Habilitation and Certified Residential Settings.		Ongoing
Increase surplus per FTE (people with Special Needs) to at least zero.		Ongoing
Increase the number of referrals for all/any Arc Allegany-Steuben services.		Ongoing
Increase the number of people supported in non-certified residential opportunities.		Ongoing
Increase the number of people directing their own support who utilize Home-Enabling technology.		Ongoing
OBJECTIVE UPDATES		

Goal #5		
Title	The Arc Allegany-Steuben will become a more inclusive and equitable community.	
Update		
OBJECTIVES		
Increase awareness of implicit bias and the importance of mitigating its effects.		Ongoing
OBJECTIVE UPDATES		



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

Robert Anderson, Director of Community Services
(Robert.Anderson@alleganyco.gov)

Goal 1

Goal 1, 2026 Status Update: Ongoing

Goal 1, 2026 Status Update Description: OASAS program (ACASA) reports no progress toward improving workforce as staffing challenges have remained the same.

Clarity (OMH) and Allegany Steuben Arc (OPWDD) have seen a significant increase in vacancies than previous years.

The Arc Allegany Steuben is anticipating leveraging long delayed rate increases mid year.

Goal 1 Objective 1, 2026 Status Update: Ongoing

Goal 1 Objective 1, 2026 Status Update Description: In the OMH system, the new SED licensing and scope of practice requirements have created bottlenecks in the hiring process. The new provision places limits on the number individuals that a clinical supervisor can oversee, which has limited Clarity's capacity to continue with internship opportunities.

Goal 1 Objective 2, 2026 Status Update: Ongoing

Goal 1 Objective 2, 2026 Status Update Description: Clarity Wellness Community has maintained its HRSA designation for loan forgiveness.

Goal 1 Objective 3, 2026 Status Update: Ongoing

Goal 1 Objective 3, 2026 Status Update Description:

Goal 1 Objective 4, 2026 Status Update: Ongoing

Goal 1 Objective 4, 2026 Status Update Description: The Arc AS leveraged OPWDD grant resources to provide micro credential opportunities through DSPANYs and SUNY to approximately direct support professionals.

Goal 2

Goal 2, 2026 Status Update: Ongoing

Goal 2, 2026 Status Update Description: May 15, 2024, Clarity and ACASA collaborated to open a recovery center in Wellsville NY. (Bridges to Belonging).

Peers from both organizations have become involved with drug court and the Allegany County Court Improvement project.

Both programs continue to integrate peers in their day to day programs.

Goal 2 Objective 1, 2026 Status Update: Ongoing

Goal 2 Objective 1, 2026 Status Update Description: Both organizations have recruited and employed certified peers or peers in the process of certified.

Goal 2 Objective 2, 2026 Status Update: Ongoing

Goal 2 Objective 2, 2026 Status Update Description: No progress.

Goal 3

Goal 3, 2026 Status Update: Ongoing

Goal 3, 2026 Status Update Description: No updates have been provided from OMH or OASAS.

Goal 3 Objective 1, 2026 Status Update: Ongoing

Goal 3 Objective 1, 2026 Status Update Description: Clarity hired a full time nurse practitioner that works 32 hours per week at Clarity and 8 hours per week at ACASA.

Goal 4

Goal 4, 2026 Status Update: Ongoing

Goal 4, 2026 Status Update Description: No progress

Goal 4 Objective 1, 2026 Status Update: Ongoing

Goal 4 Objective 1, 2026 Status Update Description: No progress.

Goal 4 Objective 2, 2026 Status Update: Ongoing

Goal 4 Objective 2, 2026 Status Update Description: The Arc AS has established a workgroup to define, measure and promote community integration. The workgroup has identified workforce as a significant barrier to increasing community integration opportunities. Promoting self-direction has resulted in more engagement in the service model which inherently increases community integration.

Goal 4 Objective 3, 2026 Status Update: Ongoing

Goal 4 Objective 3, 2026 Status Update Description: The surplus per FTE in 2024 was \$13,908.

Goal 4 Objective 4, 2026 Status Update: Ongoing

Goal 4 Objective 4, 2026 Status Update Description: 170 referrals in 2024

Goal 4 Objective 5, 2026 Status Update: Ongoing

Goal 4 Objective 5, 2026 Status Update Description: There has been a slight increase as the 2024 average was 80.84% and currently is 82%

Goal 4 Objective 6, 2026 Status Update: Ongoing

Goal 4 Objective 6, 2026 Status Update Description: No updates.

Goal 5

Goal 5, 2026 Status Update: Ongoing

Goal 5, 2026 Status Update Description: Hired a consultant that provided DEI and DEIA concepts, including but not limited to individual differences and unconscious bias. The board of directors has adopted a policy on inclusive communities outlining specific positions on concepts related to equity.

Goal 5 Objective 1, 2026 Status Update: Ongoing

Goal 5 Objective 1, 2026 Status Update Description: Hired a consultant that provided DEI and DEIA concepts, including but not limited to individual differences and unconscious bias. The board of directors has adopted a policy on inclusive communities outlining specific positions on concepts related to equity.

2026



Office of Addiction
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2027 Update to 2024-2027 Goals and Objectives Allegany County Community Services

Robert Anderson, DCS
(Robert.Anderson@alleganyco.gov)

Goal 1

Goal 1, 2027 Status Update: Ongoing

Goal 1, 2027 Status Update Description: All organizations continue to recruit for qualified staff. Agencies frequently experience no shows or limited pools of candidates.

Goal 1 Objective 1, 2027 Status Update: Ongoing

Goal 1 Objective 1, 2027 Status Update Description: This continues to be challenging for providers to onboard staff efficiently.

Goal 1 Objective 2, 2027 Status Update: Ongoing

Goal 1 Objective 2, 2027 Status Update Description: Clarity has maintained its HRSA designation and has had staff take advantage of the OMH Community Loan Repayment Program.

Goal 1 Objective 3, 2027 Status Update: Ongoing

Goal 1 Objective 3, 2027 Status Update Description: The vacancy rate has fluctuated throughout the year. The organization continues to work toward staff retention efforts.

Goal 1 Objective 4, 2027 Status Update: Ongoing

Goal 1 Objective 4, 2027 Status Update Description: Arc AS continues to work toward this.

Goal 2

Goal 2, 2027 Status Update: Complete

Goal 2, 2027 Status Update Description: This has been achieved and services will be sustained.

Goal 2 Objective 1, 2027 Status Update: Ongoing

Goal 2 Objective 1, 2027 Status Update Description: ACASA is currently fully staffed with peers and Clarity has one vacancy, with 2 other peers working in the community.

Goal 2 Objective 2, 2027 Status Update: Ongoing

Goal 2 Objective 2, 2027 Status Update Description: No updates on this. Clarity will continue to seek opportunities.

Goal 3

Goal 3, 2027 Status Update: Ongoing

Goal 3, 2027 Status Update Description: Providers will pursue integration of OMH and OASAS services through DOH Threshold expansions or Integrated Outpatient licenses.

Goal 3 Objective 1, 2027 Status Update: Complete

Goal 3 Objective 1, 2027 Status Update Description:

Goal 4

Goal 4, 2027 Status Update: Ongoing

Goal 4, 2027 Status Update Description: The Arc has significantly expanded its self-direction program.

Goal 4 Objective 1, 2027 Status Update: Ongoing

Goal 4 Objective 1, 2027 Status Update Description: The Arc continues to work toward enhancing employment services.

Goal 4 Objective 2, 2027 Status Update: Ongoing

Goal 4 Objective 2, 2027 Status Update Description: The Arc continues to experience workforce as a significant barrier to increasing community integration opportunities. The Arc continues to promote self-direction which has inherently increase community integration.

Goal 4 Objective 3, 2027 Status Update: Ongoing

Goal 4 Objective 3, 2027 Status Update Description:

Goal 4 Objective 4, 2027 Status Update: **Ongoing**
Goal 4 Objective 4, 2027 Status Update Description:

Goal 4 Objective 5, 2027 Status Update: **Ongoing**
Goal 4 Objective 5, 2027 Status Update Description:

Goal 4 Objective 6, 2027 Status Update: **Ongoing**
Goal 4 Objective 6, 2027 Status Update Description:

Goal 5

Goal 5, 2027 Status Update: **Ongoing**
Goal 5, 2027 Status Update Description:

Goal 5 Objective 1, 2027 Status Update: **Ongoing**
Goal 5 Objective 1, 2027 Status Update Description: Some progress has been achieved, however, this will be an ongoing goal.



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**2024 Needs Assessment Form
Allegany County Community Services**

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):

Non-Clinical Supports 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: Robert Anderson

Submitted for: Allegany County Community Services



Office of Addiction
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**2025 Needs Assessment Form
Allegany County Community Services**

Cross System Services Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional):

Housing Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional): There is a lack of affordable and safe housing in Allegany County.

Non-Clinical Supports Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Submitted for: Allegany County Community Services



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2026 Needs Assessment Form Allegany 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? Yes

Need description (Optional):

Case Management/Care Coordination Yes

Applies to OASAS? No

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):

Housing Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Both Youth and Adults

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

Need description (Optional): Lack of safe, adequate and affordable housing for clients.

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):

Transition Age Services Yes

Applies to OASAS? No

Applies to OMH? No

Applies to OPWDD? Yes

Need Applies to: Youth Only

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

Need description (Optional): Youth who are not eligible for the IDD waiver, are also not eligible for care coordination. Care coordination is a critical support during the school to adulthood transition.

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):

Individual Residential Alternatives Placement (Housing) Yes

Applies to OASAS? No

Applies to OMH? No

Applies to OPWDD? Yes

Need Applies to: Adults Only

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

Need description (Optional):

LGU Representative: Robert Anderson

Submitted for: Allegany County Community Services



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**2027 Needs Assessment Form
Allegany 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? Yes

Need description (Optional):

Case Management/Care Coordination Yes

Applies to OASAS? No

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):

Housing Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Both Youth and Adults

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

Need description (Optional): Lack of safe, adequate affordable housing for clients.

Non-Clinical Supports Yes

Applies to OASAS? Yes

Applies to OMH? Yes

Applies to OPWDD? Yes

Need Applies to: Adults Only

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

Need description (Optional): To have a full time AOT EVA employee to address the needs of mentally ill individuals with a history of non-compliance.

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):

Transition Age Services Yes

Applies to OASAS? No

Applies to OMH? No

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):

Individual Residential Alternatives Placement (Housing) Yes

Applies to OASAS? No

Applies to OMH? No

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: Robert Anderson

Submitted for: Allegany County Community Services

Allegany County List of Providers-Disclosure of PHI to LGU

Allegany Rehabilitation Associates, Inc (DBA Clarity Wellness Community)

Allegany Council on Alcoholism and Substance Abuse, Inc

Allegany-Steuben Arc

Jones Memorial Hospital

Olean General Hospital (UPMC)

Ardent Solution

ACCORD

Allegany County Department of Social Services

Allegany County Jail (Prime Care)

Arbor Development

Southern Tier Environments for Living

Wyoming County Community Hospital

UPMC Chautauqua

Allegany County Probation

Recovery Options Made Easy (ROME)