



Goals and Objectives 2024-2027 Chemung County Mental Hygiene Department

Brian Hart, Commissioner
(bhart@chemungcountyny.gov)

Goal 1

Goal 1: Title Workforce- The challenge of our times!

Goal 1: Target Completion Date Dec 31, 2025

Goal 1: Description As a community we are committed to addressing the national issue of a severe shortage of staff at all levels, and therefore we are committed to analyze all possible opportunities to change the trajectory of this issue including but not limited to increased funding, marketing, training, consolidation of services.

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

Goal 1: Need Addressed 1 Workforce

Goal 1: Need Addressed 2 Other

Goal 1: Need Addressed 3

Goal 1, Objective 1: Title SWOT Analysis

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

Goal 1, Objective 1, Description Conduct a SWOT analysis of all community-based organizations, and their programs in comparison to the increased demand for assistance.

Goal 1, Objective 2: Title Strategic Plan

Goal 1, Objective 2, Target Completion Date Apr 30, 2024

Goal 1, Objective 2, Description Develop a plan to address all possible opportunities to; enhance the education and benefits of current staff, attract potential individuals into the field, and pursue efficiencies amongst agencies and/or programs.

Goal 2

Goal 2: Title Housing Development

Goal 2: Target Completion Date Dec 31, 2026

Goal 2: Description While we are committed continue in the pursuit of additional housing like most of not all counties, we also believe it is important to assess current housing programs to assure that all reasonable efforts are being down to work with individuals in transitioning them to the least restrictive housing environment that achieves optimal self-reliance.

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

Goal 2: Need Addressed 1 Housing

Goal 2: Need Addressed 2

Goal 2: Need Addressed 3

Goal 2, Objective 1: Title Develop new housing

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

Goal 2, Objective 1, Description Work with the state agencies to secure additional funding that will result in more licensed supportive/IRA beds and adequate funding to assure theirs and existing beds sustainability.

Goal 2, Objective 2: Title Address the gap between access, availability, vs. affordability vs. need.

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

Goal 2, Objective 2, Description Conduct a series of meetings with both current housing providers and community stakeholders to assess and plan for changes in the various housing options in the community. This process will bring barriers to the forefront, assess opportunities for process efficiencies and make recommendations for creative approaches including direct work with existing landlords.

Goal 3

Goal 3: Title Cross System Service Delivery

Goal 3: Target Completion Date Jun 30, 2024

Goal 3: Description Recognizing that serving individuals who are dually diagnosed, and/or have unmet needs that can't be easily accommodated in their primary service delivery system, we will develop enhanced collaboration amongst behavioral health care providers as well as other stakeholders such as law enforcement, LDSS, and school districts.

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

Goal 3: Need Addressed 1 Cross System Services

Goal 3: Need Addressed 2

Goal 3: Need Addressed 3

Goal 3, Objective 1: Title Education

Goal 3, Objective 1, Target Completion Date Sep 30, 2024

Goal 3, Objective 1, Description Develop trainings with content experts from our community that are willing and able to provide community-based trainings acknowledging that while our systems are siloed at times, people are not, and therefore understanding how to best work with individuals requires an ability to recognize their unique needs while utilizing self-awareness into our implicit biases.

Goal 4

Goal 4: Title Transportation

Goal 4: Target Completion Date Dec 31, 2024

Goal 4: Description Since the state took over the medical transportation system, the system has dramatically become unavailable. This is further complicated by a significant number of the people we serve lacking transportation for non-medical needs such as trips to the grocery store, pharmacy, and LDSS. While public transportation is available, it often involves a multi-hour wait for what is often a 30 minute or less process.

Goal 4: OASAS? Yes Goal 4: OMH? Yes Goal 4: OPWDD? No

Goal 4: Need Addressed 1 Transportation

Goal 4: Need Addressed 2

Goal 4: Need Addressed 3

Goal 4, Objective 1: Title Alternatives to a broken system.

Goal 4, Objective 1, Target Completion Date Jun 30, 2025

Goal 4, Objective 1, Description Explore funding opportunities to develop a transportation alternative that considers volunteers, agency vehicles, and seeking modifications to the existing systems.

Goal 5 (added 2025)

Goal 5 (2025): Title Access to services

Goal 5 (2025): Target Completion Date Dec 31, 2027

Goal 5 (2025): Description Address training and universal screening tools to triage actual needs of those seeking services compared to knowledge and availability of staff with that expertise.

Goal 5 (2025): OASAS? No Goal 5 (2025): OMH? Yes Goal 5 (2025) OPWDD? Yes

Goal 5 (2025): Need Addressed 1 Other

Goal 5 (2025): Need Addressed 2

Goal 5 (2025): Need Addressed 3

Goal 5 (2025) Objective 1: Title Cross training of staff to assess needs of OPWDD population

Goal 5 (2025) Objective 1: Target Completion Date Dec 31, 2025

Goal 5 (2025) Objective 1: Description Assure that OMH agencies have cross training that allows for a better understanding of how to work with the developmental challenged population.

Goal 5 (2025) Objective 2: Title Universal screening tool utilization

Goal 5 (2025) Objective 2: Target Completion Date Dec 31, 2026

Goal 5 (2025) Objective 2: Description Explore use of tools such as Accountable Health Communities in an attempt to better align needs with available services and avoid unnecessary wait lists.

Goal 6 (added 2026)

Goal 6 (2026): Title School Training

Goal 6 (2026): Target Completion Date Dec 31, 2025

Goal 6 (2026): Description Local school districts are in need of training and support to assist in addressing mental health issues as they arise

Goal 6 (2026): OASAS? No Goal 6 (2026): OMH? Yes Goal 6 (2026) OPWDD? No

Goal 6 (2026): Need Addressed 1 Other

Goal 6 (2026): Need Addressed 2

Goal 6 (2026): Need Addressed 3

Goal 6 (2026) Objective 1: Title Training Needs

Goal 6 (2026) Objective 1: Target Completion Date Dec 31, 2025

Goal 6 (2026) Objective 1: Description Complete a needs assessment from school staffing on topics they would benefit from receiving information and/or training.



Update to 2024-2027 Goals and Objectives Chemung County Mental Hygiene Department

Brian Hart, Commissioner
bhart@chemungcounty.ny.gov

Goal 1	
Title	Workforce- The challenge of our times!
Update	
OBJECTIVES	
SWOT Analysis	Ongoing
Strategic Plan	Ongoing
OBJECTIVE UPDATES	
#1 Plan to include BOCES New Visions students as a target group of potential future staff.	
#2 Encouraging agencies to simultaneously look at opportunities to address waitlists with current staffing patterns including triage those on the list, and assessing the current and future needs of those in services for opportunities to close some cases thereby creating openings for those waiting to be served..	

Goal 2	
Title	Housing Development
Update	Intent to explore more ESSHI funded projects across all disabilities, as well as encouraging agencies to become landlords for affordable rental properties.
OBJECTIVES	
Develop new housing	Ongoing
Address the gap between access, availability, vs. affordability vs. need.	Ongoing
OBJECTIVE UPDATES	
#1 Create new supportive housing as a step-down from the local OASAS Half-Way house program.	
#2 Have started to collaborate more with the COC and Homeless Housing Task Force by not only participating in those established meetings but inviting participation by the leadership from the City of Elmira and their Economic Development staff.	

Goal 3	
Title	Cross System Service Delivery
Update	
OBJECTIVES	
Education	Ongoing
OBJECTIVE UPDATES	

Goal 4

Title	Transportation	
Update		
OBJECTIVES		
Alternatives to a broken system.		Ongoing
OBJECTIVE UPDATES		
#1 Have started to collaborate with the County transit transition team.		



2026 Update to 2024-2027 Goals and Objectives Chemung County Mental Hygiene Department

Jennifer Emery, Director of Community Services
(jemery@chemungcountyny.gov)

Goal 1

Goal 1, 2026 Status Update: Ongoing
Goal 1, 2026 Status Update Description:

Goal 1 Objective 1, 2026 Status Update: Ongoing
Goal 1 Objective 1, 2026 Status Update Description: Please remove this as an objective.

Goal 1 Objective 2, 2026 Status Update: Ongoing
Goal 1 Objective 2, 2026 Status Update Description: Strategic plan to have individual agencies explore options such as increased salaries, flexible scheduling, remote work, available educational grants to advance education, reimbursement for licensure and CEU credits.

Agencies will continue to explore waitlists and triage cases to prioritize high risk individuals and look to discharge stable clients to accommodate the need for overall services.

Goal 2

Goal 2, 2026 Status Update: Ongoing
Goal 2, 2026 Status Update Description:

Goal 2 Objective 1, 2026 Status Update: Ongoing
Goal 2 Objective 1, 2026 Status Update Description: Agencies will continue to look for new opportunities for additional finding and explore alternative options to address the housing shortage. Explore relationships with landlords to accommodate individuals with supportive services.

CASA-Trinity is in the process of opening a new 820 residential program that will serve 28 individuals. Salvation Army is looking into ESSHI funding for alternative options.

Goal 2 Objective 2, 2026 Status Update: Ongoing
Goal 2 Objective 2, 2026 Status Update Description: Leadership is continuing to work with community providers to evaluate current housing options and working to create efficiencies. Leadership is also participating with the COC and Homeless Housing Task Force to address gaps in services through collaboration.

Goal 3

Goal 3, 2026 Status Update: Ongoing
Goal 3, 2026 Status Update Description:

Goal 3 Objective 1, 2026 Status Update: Ongoing
Goal 3 Objective 1, 2026 Status Update Description: Plan to provide community trainings on services and strategies for effective treatment with identified populations. Agencies will be inviting content experts to case reviews for training purposes, collaboration and shared expertise.

Goal 4

Goal 4, 2026 Status Update: Ongoing
Goal 4, 2026 Status Update Description:

Goal 4 Objective 1, 2026 Status Update: Ongoing
Goal 4 Objective 1, 2026 Status Update Description: Agencies are exploring alternative forms of transportation that are needed for even non-medical needs through Ride Health, agency case managers, and have obtained vehicles to assist with this. Additional funding with grants through Care Compass have also been explored.

Goal 5

Goal 5, 2026 Status Update: Ongoing
Goal 5, 2026 Status Update Description:

Goal 5 Objective 1, 2026 Status Update: Ongoing

Goal 5 Objective 1, 2026 Status Update Description: This remains an ongoing process. Current plan to provide trainings on OPWDD services and strategies for effective treatment with this population within the mental health agencies that are in need of a cross-system approach.

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

Goal 5 Objective 2, 2026 Status Update Description: Please remove this goal and objective.



Office of Addiction
Services and Supports

Office of
Mental Health

Office for People With
Developmental Disabilities

2024 Needs Assessment Form Chemung County Mental Hygiene Department

Cross System Services 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):

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? 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: Brian Hart

Submitted for: Chemung County Mental Hygiene Department



2025 Needs Assessment Form Chemung County Mental Hygiene Department

Cross System Services 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):

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? 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: Adults Only

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

Need description (Optional):

Access to 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):

LGU Representative: Brian Hart

Submitted for: Chemung County Mental Hygiene Department



**Office of Addiction
Services and Supports**

**Office of
Mental Health**

**Office for People With
Developmental Disabilities**

**2026 Needs Assessment Form
Chemung County Mental Hygiene Department**

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: Adults Only

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):

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):

Training Yes

Applies to OASAS? No

Applies to OMH? Yes

Applies to OPWDD? No

Need Applies to: Youth Only

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

Need description (Optional):

LGU Representative: Jennifer Emery

Submitted for: Chemung County Mental Hygiene Department

Agency Name	Program Address	Contacts	E-mail	PERSON IN CHARGE, TITLE
AIM - Corning Council for Assistance and Information to the Disabled, Inc.	271 East First St. Corning , NY 14830	P: (607) 962-8225	rene@aimcil.com	Rene Snyder, Executive Director
	350 West Church St. Elmira, NY 14905	P: (607) 962-8225		
Arbor Development - Steuben Church People Against Poverty	26 Bridge St. Corning , NY 14830	P: (607) 654-7487 F: (607) 973-2202	sbull@arbordevelopment.org	Susan Bull, President/CEO
Arnot Odgen Medical Center	600 Rose Ave. Elmira , NY 14905	P: (607) 737-4100	jonlawrence@arnohealth.org	Jonathan Lawrence, President/CEO
Aspire Hope NY	25 West Steuben St. Bath, NY 14810	P: (607) 776-2164	jstruble@aspirehope.org	Jeannine Stuble, Executive Director
Capabilities, Inc.	1149 Sullivan St. Elmira, NY 14901	P: (607) 734-2006 F: (607) 734-1514	katrinas@capabilities.org	Katrina Manning, Executive Director
CASA of Livingston (DBA: Trinity of Chemung)	911 Stowell St. Elmira, NY 14901	P: (607) 737-5215 F: (607) 737-5219	adomingos@casaoflc.org	Ann Domingos, Executive Director
Catholic Charities of the Southern Tier	215 East Church St. Suite 101 Elmira, NY 14901	P: (607) 734-9784 F: (607) 734-6588	terry.cahill@dor.org	Terry Cahill, Executive Director
Chemung County Mental Hygiene Department	425-447 Pennsylvania Ave. PO Box 588 Elmira , NY 14902-0588	P: (607) 737-5501 F: (607) 737-5500	jemery@chemungcountyny.gov	Jennifer Emery, LCSW-R, Director of Community Services & Mental Hygiene

Children's Integrated Services (SPOA)	425-447 Pennsylvania Ave. PO Box 588 Elmira , NY 14902-0588	P: (607) 737-5582 F: (607) 737-5480	charmer@chemungcountyny.gov	Christy Harmer, Children's Integrated Services Coordinator
Comprehensive Interdisciplinary Developmental Services (C.I.D.S)	1580 Lake St. Suite 1 Elmira, NY 14901	P: (607) 733-6533 F: (607) 733-0939	KaseyG@Cidsfamilies.com	Kacey Gergel, Executive Director
Elmira Psychiatric Center	100 Washington St. Elmira, NY 14901-2898	P: (607) 737-4711 F: (607) 737-9080	david.putney@omh.ny.gov	David Putney, Executive Director
Family Services of Chemung County	1019 East Water St. Elmira, NY 14901	P: (607) 733-5696 F: (607) 737-1379	ymarrero@familyservices.cc	Yalitza Marrero De Jesus, Executive Director
Glove House, Inc.	460 West Church St. Elmira, NY 14901	P: (607) 734-5238 F: (607) 737-0884	krmcgriff@glovehouse.org	Keith McGriff, President/CEO
Monroe Plan	2700 Elmwood Ave. Rochester, NY 14618	P: (607) 737-5215	khess@MonroePlan.com	Kim Hess, COO
Pathways, Inc.	33 Denison Parkway West Corning, NY 14930	P: (607) 937-3200 F: (607) 937-3202	icevette@pathwaysforyou.org	Joe Cevette, President/CEO