

APS Program Operational Plan

State/Territory/District	California
Contact	Kim Rutledge, MSW Adult Protective Services Program Liaison California Department of Social Services Kim.rutledge@dss.ca.gov
Budget Allocation	ARPA 1 = \$\$8,687,314; ARPA 2 = ~\$18,164,015 (tbd) Total projected ARPA allocation = ~\$26,851,329
Timeline	AMERICAN RESCUE PLAN ACT (ARPA) OF 2021- Grant 1 August 2021 – September 2023 AMERICAN RESCUE PLAN ACT OF 2021 - Proposed Grant 2 August 2022 – September 2024
Vision 2025 The Vision clarifies what your ARPA Grant 1 Program aspires to become and to achieve. It is designed to inspire by providing a picture of where the program is heading in 3-5 years.	By 2025, we envision a California where older and dependent adults will live in communities that understand their needs and provide them with protection and support to live safely with autonomy and dignity.

<p>Note: If you are a part of a larger organization, does it have its own future vision? If so, you may want to adapt it to your own program.</p>	
<p>Mission Statement</p> <p>Mission and Values statements can be an effective tool to educate the public; state and local government officials; state government agencies; provider agencies; and service recipients as to what the Adult Protective Services is and how they do business.</p> <p>Mission Statements answer four key questions about your APS Program:</p> <ul style="list-style-type: none"> ● Who do we serve? ● What needs do they have that we can fulfil? ● How do we meet those needs? How do we make the clients’ lives better? ● Does it link directly to the Vision Statement? <p>Note: if you are a part of a larger organization, does it have its Mission Statement? If so, you may</p>	<p>The mission of the California Department of Social Services (CDSS) is to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence.</p> <p>California Adult Protectives Services (APS) is made up of California’s 58 county-run APS programs. Counties administer their APS programs with minimal oversight from CDSS. Together, the county APS programs and CDSS:</p> <ul style="list-style-type: none"> ● Serve older adults (60 years and above) and dependent adults (18-59 years of age) who live in the community and are at risk of abuse, neglect, self-neglect, and/or exploitation. ● Fulfill the protective service needs of older adults and dependent adults, as well as educate caregivers and families about protective service provision and coordination to help older adults and dependent adults live safely and empowered in their communities. ● Investigate reports of abuse, neglect, or exploitation; provide, refer, and coordinate protective services for older adults and dependent adults when needed; facilitate protective collaboration across criminal justice, healthcare, ombudspersons, and other service agencies; and enhance public awareness to prevent elder abuse.

<p>want to adapt it for your own program.</p>	
<p>Guiding Principles / Core Values Guiding Principles or Core Values guide internal processes and client interactions for your APS Program.</p> <p>Note: if you are a part of a larger organization, does it have its own set of Guiding Principles or Core Values? If so, you may want to adapt it for this program.</p>	<ol style="list-style-type: none"> 1. Diversity – We work inclusively and demonstrate respect for the rights of all people, their equal opportunity to succeed, and for the contributions that our workforce makes to serve our Mission and Vision. 2. Person-centered – We work toward solutions that stem from each client’s needs and consider their goals, preferences, culture, values, and family situation. 3. Trauma-informed – We work to understand pathways for recovery from the widespread impact of trauma, actively prevent re-traumatization, and seek to restore justice through skills and knowledge obtained from trauma-informed training and practices for workforce and clients served. 4. Data-informed quality improvement – We work systematically and iteratively to adopt the best available data-informed research and evidence to improve the ways that services are delivered to clients, to measure outcomes, and to make additional improvements to processes.

<p>Goals for Program Improvement</p> <p>These are goals to be obtained in order to move your APS program from current practices to your Vision.</p> <p>Now that you have new funds targeted for your work with APS, what can be enhanced or improved in your current program? These goals must meet the APS Formula Grant requirements. It is recommended these goals become SMART goals (specific, measurable, actionable, and timely).</p>	<p>NEED/GOAL 1: Enhance systems coordination and communication.</p> <p>1.1 Strengthen coordination structures to process cases in common and/or integrate service-delivery with other entities.</p> <p>➤ County options:</p> <ul style="list-style-type: none"> • Establish an Adult Abuse Forensic Center or support partnership with an existing Forensic Center. • Establish or support a Financial Abuse Specialist Team (FAST). • Establish or support a Self-Neglect Team. • Develop transition processes for child welfare system youth who are developmentally/intellectually delayed and are “aging out” of the foster care system. <p>1.2 Upgrade technological infrastructure of APS operations.</p> <p>➤ County options:</p>
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<p>Using the results of your Environmental Scan, identify key issues that need to be addressed during this planning cycle.</p> <p>These are goals to move your APS Program from current practices to your Vision #1.</p>	<ul style="list-style-type: none"> • Purchase equipment or upgrade technology to build or reform coordination and communication systems, such as to conduct tele-evaluations, support work of a Multidisciplinary Team (MDT), etc. • Purchase equipment or software (i.e., internet access) for clients to improve their remote access to professionals. <p>1.3 Bolster partnership with law enforcement agencies.</p> <ul style="list-style-type: none"> ➤ County options: <ul style="list-style-type: none"> • Facilitate cooperation between APS and law enforcement. (For example, establish APS social worker positions within law enforcement, so they are embedded in a diverse team in the police station/Sheriff’s office to facilitate services and/or assist law enforcement in the community to investigate cases of elder and dependent adult abuse. This could take the form of an MOU with the Sheriff’s office, which includes salaries, etc.) <p>NEED/GOAL 2: Bolster consistency of services within and across counties.</p> <p>2.1 Enhance resource and service equity and access.</p> <ul style="list-style-type: none"> ➤ State projects: <ul style="list-style-type: none"> • Establish state-level resources/partnerships that counties can tap into when needed (e.g., neuropsychologists, forensic accountants, tribal, deaf/blind resources, etc.) ➤ County options: <ul style="list-style-type: none"> • Support development and administration of county-wide Multidisciplinary Teams (MDTs) to accelerate coordination of efforts and pool resources for clients with extra needs (e.g., Sonoma County’s model). • Provide financial incentives for social workers to take jobs in low resource regions (e.g., rural, mountain regions, etc.). <p>2.2 Replicate evidence-informed APS practices.</p> <ul style="list-style-type: none"> ➤ County option: <ul style="list-style-type: none"> • Train staff on the theory and protocols of implementing the Identification, Services, and Outcomes (ISO) Matrix (piloted by San Francisco and Napa counties, and also used by Stanislaus and Calaveras) to their practice. • Provide tools for APS administrators to manage program performance based on client outcomes (e.g., activate or add dashboards and program performance management tools that measure client outcomes as a result of APS interventions and Service Plans.
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2.3 Expand inclusive practices with clients.

➤ **State project:**

- Track and evaluate SOC 242 data for equity changes (e.g., demographics, service components, staffing, and outcomes to guide practice and advocate for additional funding and/or resources) and recidivism rate over time.

➤ **County options:**

- Hire bilingual and bicultural APS workers or language translators.
- Contract with services that provide translation of written materials.
- Hire American Sign Language (ASL) interpreters or provide communication access in real time (CART) services to clients who are Deaf, hard of hearing, or late Deafened individuals.
- Provide co-navigators for the deafblind.
- Work with peer support leaders to help people with disabilities who have been sexually assaulted.

NEED/GOAL 3: Strengthen ongoing case management.

➤ **County options:**

- Hire dedicated staff who can move beyond touch-and-go case management and facilitate longer-term case management (e.g. supporting homeless victims and adults who have serious mental illness, as well as teaming with family, etc.).
- Develop best practices for longer-term case management.
- Expand contract funding for case management and tangibles for clients served (e.g., preventive services, wrap-around services, therapy, crisis intervention).

NEED/GOAL 4: Bolster APS workforce and capacity.

4.1 Strengthen APS workforce recruitment and retention.

➤ **State projects:**

- Expand MSW stipend program through 2025-26 academic year. Include in contract a multi-year career-tracking evaluation of graduates.

➤ **County options:**

- Establish financial parity with Child Protective Services (CPS) regarding competitive worker salaries and caseload sizes.

	<ul style="list-style-type: none"> • Hire temporary staff, and offer one-time sign-up bonuses, staff bonuses over time, etc. <p>4.2 Broaden disciplinary diversity of APS workers beyond social work.</p> <ul style="list-style-type: none"> ➤ County options: <ul style="list-style-type: none"> • Hire mental health professionals, public health nurses, neuropsychologists, psychiatrists, community healthcare workers, etc. to work directly with/within county APS programs. <p>NEED/GOAL 5: Increase public awareness and prevention of elder abuse and APS.</p> <ul style="list-style-type: none"> ➤ State projects: <ul style="list-style-type: none"> • Work with NAPSA to create a library of public awareness messages or public service announcements (PSAs) that counties can use, with materials in multiple languages that can be shared via social media, text, billboards, etc. ➤ County options: <ul style="list-style-type: none"> • Disseminate public awareness materials or public service announcements locally as appropriate for communities’ linguistic and cultural needs. <p>NEED/GOAL 6: Assess and address emergency need for housing.</p> <ul style="list-style-type: none"> ➤ County options: <ul style="list-style-type: none"> • Provide clients in need with emergency shelter, emergency assisted living beds, etc. • Contract with specialists for additional evaluations of clients’ housing needs.
<p>Targeted Improvement Projects</p> <p>Using the results of your Environmental Scan and PESTEL, describe the targeted improvements and enhancements needed for this planning cycle.</p> <p>Your improvements should be concrete, measurable, and complete.</p> <p>WHY is this improvement needed? What Purpose or NEED will it fill?</p>	<p>See logic model below.</p>

<p>What RESOURCES will be used? What ACTIVITIES will it entail? What are the direct OUTPUTS of the activities? What are the intended results and how will clients benefit?</p> <p><i>See example on next page.</i></p>	
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Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
NEED/GOAL 1: Enhance systems coordination and communication.	<ul style="list-style-type: none"> Funding will be allocated to counties to support activities. 	<p>County options: 1.1 Strengthen coordination structures to process cases in common and/or integrate service-delivery with other entities.</p>	<ul style="list-style-type: none"> # of counties that elected to use ARPA funds to enhance systems coordination and communication. 	<ul style="list-style-type: none"> Outcomes will be dependent upon which county activities are 	<ul style="list-style-type: none"> Outcomes will be dependent upon which county activities are

		<ul style="list-style-type: none"> • Establish an Adult Abuse Forensic Center or support partnership with an existing Forensic Center. • Establish or support a Financial Abuse Specialist Team (FAST). • Establish or support a Self-Neglect Team. • Develop transition processes for child welfare system youth who are developmentally/intellectually delayed and are “aging out” of the foster care system. <p>1.2 Upgrade technological infrastructure of APS operations.</p> <ul style="list-style-type: none"> • Purchase equipment or upgrade technology to build or reform coordination and communication systems. • Purchase equipment or software for clients. <p>1.3 Bolster partnership with law enforcement agencies.</p> <ul style="list-style-type: none"> • Facilitate cooperation between APS and law enforcement. (For example, establish APS social worker positions within law enforcement, so they are embedded in a diverse team in the police station/Sheriff’s office to facilitate services and/or assist law enforcement in the 	<ul style="list-style-type: none"> • Items or services purchased with ARPA funds to enhance systems coordination and communication. 	<p>selected(e.g., law enforcement calls, emergency room visits, contact; increase use of supportive services).</p>	<p>selected(e.g., change in client risk assessment scores, increase rate of clients that shift from “crisis” to “stable” in the ISO Matrix dashboard).</p>
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		community to investigate cases of elder and dependent adult abuse. This could take the form of an MOU with the Sheriff's office, which includes salaries, etc.)			
NEED/GOAL 2. Bolster consistency of services within and across counties.	<ul style="list-style-type: none"> Funding will be allocated to state and counties to support activities. 	<p>State project:</p> <p>2.1 Enhance resource and service equity and access.</p> <ul style="list-style-type: none"> Establish state-level resources/partnerships that counties can tap into when needed (e.g., neuropsychologists, forensic accountants, tribal, deaf/blind resources, etc.) <p>2.3 Expand inclusive practices with clients.</p> <ul style="list-style-type: none"> Track and evaluate SOC 242 data for equity changes and recidivism rate over time. <p>County options:</p> <p>2.1 Enhance resource and service equity and access.</p> <ul style="list-style-type: none"> Support development and administration of county-wide MDTs to accelerate coordination of efforts and pool resources. Provide financial incentives for social workers to take jobs in low resource regions. 	<ul style="list-style-type: none"> # of counties that elected to use ARPA funds to bolster consistency of services within and across counties. Items or services purchased with ARPA funds to bolster consistency of services within and across counties. # and type of resources and partnerships established. # of recidivism referrals in the state. What community partnerships/MOUs were created to expand inclusive services with clients. 	<ul style="list-style-type: none"> Outcomes will be dependent upon which county activities are selected (e.g., increase # of MDTs in the state). 	<ul style="list-style-type: none"> Outcomes will be dependent upon which county activities are selected (e.g., reduce recidivism rate by abuse type).

		<p>2.2 Replicate evidence-informed APS practices</p> <ul style="list-style-type: none"> • Train staff on the theory and protocols of implementing the Identification, Services, and Outcomes (ISO) Matrix (piloted by San Francisco and Napa counties, and also used by Stanislaus and Calaveras) to their practice. • Provide tools for APS administrators to manage program performance based on client outcomes. <p>2.3 Expand inclusive practices with clients.</p> <ul style="list-style-type: none"> • Hire bilingual/bicultural APS workers or language translators. • Contract with services that provide translation of written materials. • Hire ASL interpreters or CART services to clients. • Provide co-navigators for the deafblind. • Work with peer support leaders to help people with disabilities who have been sexually assaulted. 			
<p>NEED/GOAL 3. Strengthen ongoing case management.</p>	<ul style="list-style-type: none"> • Funding will be allocated to counties to support activities. 	<p>County options:</p> <ul style="list-style-type: none"> • Hire dedicated staff to facilitate longer-term case management when and where possible. • Develop best practices for long-term case management. 	<ul style="list-style-type: none"> • # of counties that elected to use ARPA funds to strengthen ongoing case management. • Items or services purchased with ARPA funds to strengthen 	<ul style="list-style-type: none"> • Outcomes will be dependent upon which county activities are selected(e.g., increase # of longer-term 	<ul style="list-style-type: none"> • Outcomes will be dependent upon which activities are selected(e.g., increase client satisfaction

		<ul style="list-style-type: none"> Expand contract funding for case management and tangibles for clients served. 	ongoing case management.	case management cases in the state).	due to case management).
NEED/GOAL 4: Bolster APS workforce and capacity.	<ul style="list-style-type: none"> State will enter into a contract to expand MSW stipend program using ARPA 1 and 2 funds. Funding will be determined to support county activities, including scholarships to counties to attend the 2021 NAPSA conference. 	<p>State projects:</p> <p>4.1 Strengthen APS workforce recruitment and retention.</p> <ul style="list-style-type: none"> Expand MSW stipend program through 2025-26 academic year, including a multi-year career-tracking evaluation on graduates. <p>County options:</p> <p>4.1 Strengthen APS workforce recruitment and retention.</p> <ul style="list-style-type: none"> Establish financial parity with CPS regarding competitive worker salaries and caseload sizes. Hire temporary staff, and offer one-time sign-up bonuses, staff, bonuses over time, etc. <p>4.2 Broaden disciplinary diversity of APS workers beyond social work.</p> <ul style="list-style-type: none"> Hire mental health professionals, public health nurses, neuropsychologists, psychiatrists, community healthcare workers, etc. to work directly with/within county APS programs. 	<ul style="list-style-type: none"> # of counties that elected to use ARPA funds to bolster the APS workforce and capacity. Items or services purchased with ARPA funds to bolster the APS workforce and capacity. # of MSW students who receive APS stipends. # of graduates who work for California APS. # of graduates who become MSW field instructors within California APS. 	<ul style="list-style-type: none"> Increase percentage of students who go to work for CAAPS. 	<ul style="list-style-type: none"> Outcomes will be dependent upon which county activities are selected (e.g., increase client satisfaction with a workforce of high-quality training and reasonable caseload).
NEED/GOAL 5: Increase public awareness and prevention of	<ul style="list-style-type: none"> Funding will support state activities with NAPSA. 	<p>State projects:</p> <ul style="list-style-type: none"> Work with NAPSA to create a library of public awareness messages or public service announcements (PSAs) that counties can use, with 	<ul style="list-style-type: none"> # of counties that elected to use ARPA funds to increase public awareness and prevention of elder abuse and APS. 	<ul style="list-style-type: none"> Outcomes will be dependent upon which counties choose to use 	<ul style="list-style-type: none"> Outcomes will be dependent upon which counties choose to use

elder abuse and APS.	<ul style="list-style-type: none"> Funding will be determined to support county efforts to customize and disseminate NAPSA-developed materials. 	<p>materials in multiple languages that can be shared via social media, text, billboards, etc.</p> <p>County options:</p> <ul style="list-style-type: none"> Disseminate public awareness materials or PSAs locally as appropriate for communities' linguistic and cultural needs. 	<ul style="list-style-type: none"> Items or services purchased with ARPA funds to increase public awareness and prevention of elder abuse and APS # of PSA campaigns created and disseminated # of language types available for PSAs # of channel types for disseminating PSAs (e.g., social media, text, billboards, etc.) 	PSA materials and how.	PSA materials and how.
NEED/GOAL 6: Assess and address emergency needs for housing.	<ul style="list-style-type: none"> Funding will be determined to support county activities. 	<p>County options:</p> <ul style="list-style-type: none"> Provide clients in need with emergency shelter, emergency assisted living beds, etc. Contract with specialists for additional evaluations of clients' housing needs. 	<ul style="list-style-type: none"> # of counties that elected to use ARPA funds to assess and address emergency needs for housing. Items or services purchased with ARPA funds to assess and address emergency needs for housing. 	Outcomes will be dependent upon which counties choose to use funds for housing-related services.	Outcomes will be dependent upon which counties choose to use funds for housing-related services.

Budget / Spending Plan for ARPA funds – Semi-annually for 3 to 5 years

Budget/Spending Plan will be used to enhance, improve, and expand the ability of APS workers to investigate allegations of abuse, neglect, and exploitation. Be sure to use separate line items for each major improvement project.

Operational Plan Submission due by **January 31, 2022**.

ARPA 1 - First Grant Allocation - August 2021 - September 2023

	Description	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	Total
Project 1	Support county APS activities.					\$4,004,110

Project 2	Expand MSW stipend program.					\$4,023,657
Project 3	Develop and produce public awareness campaign with NAPSA.					\$20,000
Project 4	Fund 2021 NAPSA Conference scholarships for county APS staff.					\$339,547
Project 5	Contract with University of California, San Francisco for operational plan development assistance.					\$300,000
Total						\$8,687,314

ARPA 2 – Second Grant Allocation – August 2022 September 2024

	Description	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
Project 1	Support county-level APS improvement projects outlined above.					\$10,000,000
Project 2	Expand MSW stipend program through 2025-26 academic year.					\$5,000,000
Project 3	Disseminate the APS PSAs co-developed and produced with NAPSA (Project 3) throughout California.					\$2,000,000
Project 4	Provide resources to CDSS to better analyze statewide APS data, including equity data and recidivism rates.					\$664,015
Project 5	Provide resources to CDSS to create statewide partnerships with community partners, for example, neuropsychologists, forensic accounts, tribal, deaf/blind resources, etc.					\$500,000
Total						\$18,164,015

Summary of ARPA 1 + ARPA 2 Expense

	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
Summary							\$26,851,329