

APS Program Planning Template: TEXAS

State/Territory/District	Texas
Contact	Kez Wold, APS Associate Commissioner
Budget Allocation	\$17,493,868
Timeline	<p>AMERICAN RESCUE PLAN ACT (ARPA) OF 2021- Grant 1 August 2021 – September 2023 \$5,659,858</p> <p>AMERICAN RESCUE PLAN ACT OF 2021 - Proposed Grant 2 August 2022 – September 2024 \$11,834,010 (\$6,174,152 + \$5,659,858)</p>
<p>Vision 2025</p> <p>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.</p> <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>APS’ long-term vision for Texas is a state where APS isn’t needed; a state where everyone ages well and lives according to their wishes, and when aging well independently is no longer an option, there is a supportive community available to care for the person.</p> <p><u>Texas APS Vision Statement:</u></p> <p><i>Protecting with Purpose, Passion, and Persistence</i></p>

Mission Statement

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.

Mission Statements answer four key questions about your APS Program:

- 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?

Note: if you are a part of a larger organization, does it have its Mission Statement? If so, you may want to adapt it for your own program.

Texas APS Mission Statement:

To protect older adults and people with disabilities from abuse, neglect, and exploitation.

While Texas APS did not have adequate time at its strategic planning retreat to re-examine its published vision and mission statements, Texas APS does acknowledge there is a need for a more expansive Mission Statement along the lines of:

*To protect older adults and people with disabilities from abuse, neglect, and exploitation **by investigating and providing or arranging for services as necessary to alleviate or prevent further maltreatment.***

Guiding Principles / Core Values

Guiding Principles or Core Values guide internal processes and client interactions for your APS Program.

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.

Texas APS Core Values:

*We champion the **SAFETY** and **DIGNITY** of vulnerable adults.*

*We conduct ourselves with **INTEGRITY**.*

*We demonstrate **RESPECT** for all persons.*

*We **COLLABORATE** to improve outcomes.*

Goals for Program Improvement

These are goals to be obtained in order to move your APS program from current practices to your Vision.

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).

Using the results of your Environmental Scan, identify key issues that need to be addressed during this planning cycle.

These are goals to move your APS Program from current practices to your Vision #1.

At its strategic planning retreat (September 28th – 30th, 2021), Texas APS leadership developed three goals, in connection with the three elements of the APS world: clients, workforce, and partners. As leadership brainstormed ideas and initiatives, they were told to ask themselves, would this benefit our clients, our workforce, our partners? While not everything can benefit all three, a lot of things should because these three things are so intertwined. Conversely, if a proposed idea benefited one of the three, but could harm either of the others, it wasn't considered further.

Note: To accomplish these goals, APS intends to complete activities that are grant-funded as well as activities that are not. While the remainder of this document focuses on the grant-funded activities, APS will also produce a 5-year strategic plan that will include both grant-funded and non-grant-funded activities.

Client Goal: Optimize Specialization to Meet Increasingly Complex Client Needs

Texas APS has had success building a specialized pilot unit to handle exploitation cases. When APS has been successful recovering funds, often it has been the difference between someone continuing to live in their own home versus being financially destitute and having to go on public assistance. With this unit in mind, and building off those lessons learned, APS will use federal grant money to expand the number of exploitation units in the state, with a longer-term view to increase the number and breadth of other specialized units.

Workforce Goal: Building the Premier Workforce in the Country

Texas APS has a long history of investing in its people. Texas also knows that past actions are no guarantee of future success, given changes in the larger economy and workforce. To ensure it has the best workforce possible to serve the growing vulnerable population in the state, APS will use federal grant money to begin new workforce activities in the areas of recruitment, training, and succession planning.

Partnership Goal: Community Engagement -- Helping Neighbors Help Neighbors

Texas APS knows that to be effective, it needs the support of the public and its partners. APS needs the public to be aware of, and recognize, the signs of abuse, neglect, and exploitation to ensure vulnerable adults stay safe. In turn, the public needs to know when it is safe to help its vulnerable neighbors, or when appropriate, call APS to assist. For its part, APS needs its partners, as the issues facing vulnerable adults are more than one agency can address alone. Identifying and establishing partnerships, with interested entities in the healthcare and social services ecosystem, will serve to broaden the reach and impact of APS across the state.

Targeted Improvement Projects

Using the results of your Environmental Scan and PESTEL, describe the targeted improvements and enhancements needed for this planning cycle.

Your improvements should be concrete, measurable, and complete.

WHY is this improvement needed?

What **Purpose** or **NEED** will it fill?

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?

See example on next page.

Client Goal: Optimize Specialization to Meet Increasingly Complex Client Needs

FY22:

- Create and distribute three Exploitation units, along with the needed support positions.
- Identify and obtain training/certification for these new caseworkers.

FY23:

- Create and distribute up to three more Exploitation units, along with the needed support positions.
- Identify and obtain training/certification for these new caseworkers.

FY24:

- Communication plan to promote the work and successes of these Exploitation units.
- Identify and obtain software to assist in managing financial documentation in EXPL cases.

Workforce Goal: Building the Premier Workforce in the Country

FY22:

- Create and fill a Workforce Project Manager position to oversee all the recruitment, training, and succession planning activities.

FY23:

- Develop and distribute a realistic recruitment video that portrays what APS work is really like.
- Create and distribute training supervisor positions.

FY24:

- Create and fill paid summer internship positions.
- Create and fill paid work study positions.

Partnership Goal: Community Engagement -- Helping Neighbors Help Neighbors

FY22:

- Contract with a public relations firm to conduct research on effective community engagement strategies and propose a roadmap for implementation.
- Create and fill a Partnership Project Manager position.
- Implement the community engagement roadmap.

FY23:

- Identify and obtain customer relationship management software.
- Identify and obtain relationship mapping software.
- Create scholarships for APS partners to attend the upcoming APS Annual Conference.

FY24:

- At the 40th Texas APS Annual Conference, launch 2024 as the Year of APS marking the 50th Anniversary of the passing of Title XX.
- Develop a communication plan and PSAs to run all 2024 (the Year of APS).

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
Both staff and community partners have indicated a need for specialized staff to handle the increasingly complex cases coming to APS.	\$3,826,044 Develop specialized teams to partner with efforts underway in local jurisdictions targeting elder financial exploitation.	ARPA 1 Project 1 Create and fill three initial EXPL units.	Teams of EXPL experts, starting in DFW, Houston, and San Antonio. Each team will consist of 6 APSS Vs, an EDI SME, an Admin II, all supervised by a Supervisor II.	-Complex EXPL cases will be taken off the workload of less experienced staff. -New units will provide a career path for existing staff looking to grow their skills. -Improved partnerships with LE and the judiciary.	-Clients served by these EXPL units will have more skilled investigations. -Increased number of prosecutions (and convicted perps won't be able to target other victims). -Increased amount of funds recovered. -Reduced turnover (among these EXPL staff).
Highly trained EXPL staff will improve working relationships with LE and judiciary.	\$108,000 Identify and obtain the most relevant exploitation training for these caseworkers (e.g. CFE).	ARPA 1 Project 2 Train three initial EXPL units.	Enhanced EXPL investigation skills and the ability to train others in EXPL investigations.	-Increased employee satisfaction. -Improved working relationships with LE and the judiciary.	-Better client outcomes through improved investigations. -Advance the national APS Research Agenda.
Both staff and community partners have indicated a need for	\$2,626,602 Develop specialized teams to	ARPA 2 Project 1 Create and fill an additional three EXPL units.	Teams of EXPL experts, location TBD. Each team will consist of 6 APSS Vs, an EDI SME, an	-Complex EXPL cases will be taken off the workload of less experienced staff.	-Clients served by these EXPL units will have more skilled investigations.

specialized staff to handle the increasingly complex cases coming to APS.	partner with efforts underway in local jurisdictions targeting elder financial exploitation.		Admin II, all supervised by a Supervisor II.	-New units will provide a career path for existing staff looking to grow their skills. -Improved partnerships with LE and the judiciary.	-Increased number of prosecutions (and convicted perps won't be able to target other victims). -Increased amount of funds recovered. -Reduced turnover (among these EXPL staff).
Highly trained EXPL staff will improve working relationships with LE and judiciary.	\$108,000 Identify and obtain the most relevant exploitation training for these caseworkers (e.g. CFE).	ARPA 2 Project 2 Train three additional EXPL units.	Enhanced EXPL investigation skills and the ability to train others in EXPL investigations.	-Increased employee satisfaction. -Improved working relationships with LE and the judiciary.	-Better client outcomes through improved investigations. -Advance the national APS Research Agenda.
Promote successes of EXPL units and their LE and judicial partners to raise awareness.	\$500,000 Design and implement a communication plan that will result in promotion of EXP investigation successes.	ARPA 2 Project 3 Communication plan promoting EXPL investigation successes.	Opportunities to promote the work of APS and its partners.	-Employee recognition opportunities. -Highlight effective partnerships. -Interest from other local jurisdictions.	-Greater public awareness of the work of APS. -Increased EXPL intakes. -Promoting EXPL unit success stories can serve as a possible deterrent.

<p>Obtain software to facilitate with EXPL case documentation.</p>	<p>\$500,000 Identify and obtain software to assist in managing financial documentation.</p>	<p>ARPA 2 Project 4 Obtain software to assist in EXPL cases.</p>	<p>Streamlined case documentation will lead to more efficient investigations.</p>	<p>-More cases accepted by LE and judicial partners. -Decrease in the number of cases needing referral to forensic accounting contractor.</p>	<p>-Increase in the number of prosecutions. -Increase in the amount of funds recovered.</p>
<p>APS leadership identified 3 streams of workforce activities at the strategic planning retreat, both grant-funded and not grant-funded to meet workforce needs in the years to come.</p>	<p>\$408,174 Due to the complexity of the workforce activities, APS identified a need for a skilled project manager to oversee the various project plans.</p>	<p>ARPA 1 Project 3 -- ARPA 2 Project 5 Create, fill, and maintain a temporary Workforce Project Manager position.</p>	<p>Recruit an experienced PMP to project manage all strategic plan activities related to recruitment, training, and succession planning.</p>	<p>- Timely completion of 3-5 year operational plan workforce activities as well as strategic plan workforce activities. -Dedicated PM will allow APS to draw on subject matter expertise of field without burdening field with project management activities.</p>	<p>-Improved relationships with Independent School Districts. -Improved relationships with Schools of Social Work. -Field-based competency-focused training model to ensure new staff are prepared for work in the field. -Revised supervisor training model to help ensure consistency in casework practice. -Succession plan that will help APS manage planned retirements in key positions to help ensure continuity of operations.</p>
<p>To ensure candidates applying to</p>	<p>\$200,000</p>	<p>ARPA 2 Project 6</p>	<p>A professional quality recruitment video will allow prospective</p>	<p>-Decrease in applicants looking for a job.</p>	<p>-Decreased turnover for reasons of "fit".</p>

work for APS understand what the work entails.	Develop and promote a realistic recruitment video.	Design, produce, and distribute a realistic recruitment video.	job applicants to understand the current APS work environment in Texas and self-select if the work is for them.	-Increase in applicants looking for a vocation. -Improved understanding of what APS fieldwork is like.	-Increase in employee engagement scores on the biennial SEE administered by UT Austin. -Improved investigations and service provision.
To support the redesigned training model, APS will create training supervisor positions.	\$2,829,659 Training supervisors will ensure new staff master casework skills and contribute to overall workload sooner.	ARPA 2 Project 7 Create, fill, and maintain Supervisor III positions.	Training supervisors will ensure new employee training reflects the realities of the work in the field and the competencies needed to be a successful caseworker.	-Supervisor III positions will create a career path. -Earlier identification of staff who aren't cut out for casework. -New hires will contribute to the workload sooner.	-Increased percentage of caseworkers at the Worker IV level. -Decreased turnover will free up training money spent on basic skills, for higher level skills training. -Increased consistency in casework practices.
APS needs to expand its talent pipeline.	\$500,000 Texas high school students can currently pursue a Human Services Career and Technical Education program of study (does not include protective services).	ARPA 2 Project 8 Create and fill paid summer internship positions for interested high school juniors and seniors.	High school students will benefit from learning about prospective careers in adult protective services as they consider their college options.	-Paid interns will free up caseworker time. -Interns will gain valuable paid work experience.	-Enhanced view of APS as a viable career option. -Improved relationships with educational partners across the state. -Increased community understanding of the role of APS.

APS needs to expand its talent pipeline.	\$1,000,000 Paid work study opportunities for college students pursuing a social work degree.	ARPA 2 Project 9 Create and fill paid work study positions.	Texas college students pursuing a social work degree would benefit from a work study position offering hands-on APS casework exposure as they consider possible careers.	-Paid work study participants will free up caseworker time. -Work study participants will gain valuable paid work experience.	-Enhanced view of APS as a viable career option. -Improved relationships with Schools of Social Work and other educational partners across the state. -Increased community understanding of the role of APS.
APS needs to increase awareness of what APS does and doesn't do.	\$100,000 Conduct research into how APS is perceived.	ARPA 1 Project 4 Contract with a PR firm to conduct research.	To develop effective community engagement strategies, APS first needs to know what people think of it.	-In-depth analysis of stakeholder and public perceptions of APS.	-Roadmap detailing effective engagement strategies for each of the groups researched.
APS needs to increase awareness of what APS does and doesn't do.	\$1,000,000 Implement community engagement roadmap activities.	ARPA 1 Project 5 Implement engagement activities identified through research.	Implementing research-based engagement activities will provide APS a proactive approach to managing partnerships.	-Improved communication materials for a variety of audiences. -Improved understanding of community partners.	-More appropriate intakes. -Increased intakes. -Improved partnerships as evidenced in biennial customer satisfaction survey scores. -Increase in community resources available for APS clients.
APS leadership identified several activities at the strategic	\$382,171 Due to the complexity of the community	ARPA 1 Project 6 -- ARPA 2 Project 10 Create, fill, and maintain a	Recruit an experienced PMP to project manage all strategic plan activities related to	- Timely completion of 3-5 year operational plan community engagement and partnership activities	-Partnership directory that will be kept evergreen.

planning retreat, both grant-funded and not grant-funded to increase community awareness and expand its partnerships in the years to come.	engagement and partnership activities, APS identified a need for a skilled project manager to oversee the various project plans.	temporary Partnership Project Manager position.	community engagement and partnerships.	as well as related strategic plan activities. -Dedicated PM will allow APS to draw on subject matter expertise of field without burdening field with project management activities.	-Network map of partnerships that will allow APS to maximize community resources. -A selected partnership model that will allow APS to pursue other sources of funding.
APS needs a coordinated effort to build out its network of partners.	\$500,000 Obtain software tool to help APS proactively manage its partnerships.	ARPA 2 Project 11 Identify and obtain customer relationship management (CRM) software.	Ability to develop a partnership directory and keep the information evergreen.	-Current information on key partners. -Identification of partnership gaps. -Tailor communications to specific partners (based on locality, topic, etc.).	-Increased awareness of community resources available to serve APS clients. -Improved communication scores as evidenced in biennial customer satisfaction survey scores.
APS needs to be able to proactively manage its partner network with an eye to increasing the availability of community resources.	\$300,000 Obtain software tool to help APS map its partnership network.	ARPA 2 Project 12 Identify and obtain relationship mapping software.	Ability to visually display the network of APS partners as well as the partners of APS' partners.	-Visual display of partnership relationships. -Ability to understand partnerships that exist outside of APS.	-Enhanced ability to evaluate the effectiveness of partnerships. -Improved understanding of who serves APS clients and how they serve them (across the health and social services ecosystem).

					-Quicker identification of possible partners for grant applications.
APS needs opportunities to learn together with its partners.	\$530,000 Funds to help partners attend the APS Annual Conference.	ARPA 2 Project 13 Create scholarships to allow APS partners to attend the 40 th Annual APS Conference.	APS partners (with resource constraints) will be able to attend the annual conference.	-Strengthened partnerships. -Improved understanding of the issues faced by APS clients.	-Improved understanding of the role of APS in the community. -Identify opportunities to work together to serve common clients.
APS and its partners will benefit from experiences in other jurisdictions, nationally and internationally	\$500,000 Funds to pay for high profile presenters at the APS 40 th Annual Conference.	ARPA 2 Project 14 Bring in national and international experts on adult protective services issues.	Experts and SMEs (national and international) to share knowledge impacting APS clients.	-Increased understanding of issues faced by APS clients and practitioners, along with possible solutions.	-Increase opportunities to partner and expand the body of knowledge on APS clients and programs. -Elevate the profile of APS client issues and programs across the country.
Increase awareness of APS and its role as told by its partners.	\$1,000,000 Design and implement a communication plan that will result in promotion of the work of APS and its partners.	ARPA 2 Project 15 Produce PSAs to run throughout 2024 (the Year of APS).	Targeted PSAs to promote the work of APS and its partners, using APS partners as spokespersons.	-Strengthened partnerships. -Improved understanding of issues APS and its partners face in serving their common clients.	-Greater attention to the issues faced by APS clients.
3-5 Operational Plan Resources	\$460,181	ARPA 1 Project 7 ARPA 2 Project 16	Dedicated project manager and plan writer to free up	-Fresh perspective on APS strategic planning efforts.	-Connect APS strategic planning efforts to

	Hire a project manager to manage the ARPA grants and be the lead for the operational and strategic plan efforts.	Create, fill, and maintain a temporary Grant Project Manager – Strategic Planner.	other state office staff.		organizational performance management. -Improve accountability for completion of strategic plan activities.
	\$75,000 Funds to support facilitation and staff travel costs at the strategic planning retreat.	ARPA 1 Project 8 ARPA 2 Project 17 Hold a facilitated annual strategic planning retreat for APS leadership.	Transition from business planning to actual strategic planning.	-Facilitator will allow for participation from all attendees. -Facilitator can bring diverse tools and techniques to elevate thinking to more big picture ideas and goals.	-Operational Plan and Strategic Plan are more focused and sequential. -Groundwork laid for introduction of performance measures at subsequent strategic planning retreat.
	\$40,037 Funds to expand the number of APS leaders familiar with strategic planning concepts and increase the skill base within APS to lead future planning retreats.	ARPA 1 Project 9 ARPA 2 Project 18 Identify and obtain strategic planning resources and have designated staff certified in strategic planning.	Increased number of APS leaders and upcoming leaders, versed in strategic planning concepts.	-Increase APS leadership’s understanding of strategic planning concepts and principles.	-Increase strategic thinking throughout APS operations. -Establish a culture of organizational performance management. -Expand the planning horizon to a decade or more.

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

\$5,659,858

	Description	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	Total
Project 1	3 initial EXPL units		\$1,313,301	\$1,256,372	\$1,256,371	\$3,826,044
Project 2	EXPL unit Training	\$27,000	\$27,000	\$27,000	\$27,000	\$108,000
Project 3	Workforce Project Manager	\$26,003	\$78,011	\$76,040		\$180,054
Project 4	Community Engagement (research)	\$50,000	\$50,000			\$100,000
Project 5	Community Engagement (implementation)			\$500,000	\$500,000	\$1,000,000
Project 6	Partnership Project Manager		\$78,011			\$78,011
Project 7	Grant Project Manager – Strategic Planner	\$78,011	\$78,010	\$76,040	\$76,040	\$308,101
Project 8	Strategic Planning Retreat	\$25,000		\$25,000		\$50,000
Project 9	Strategic Planning Resources	\$2,412	\$2,412	\$2,412	\$2,412	\$9,648
Total		\$208,426	\$1,626,745	\$1,962,864	\$1,861,823	\$5,659,858

ARPA 2- Second Grant Allocation - August 2022 September 2024

\$11,834,010

	Description	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
Project 1	3 additional EXPL units	\$1,313,301	\$1,313,301	--	--	\$2,626,602
Project 2	EXPL unit Training	\$54,000	\$54,000			\$108,000
Project 3	EXPL Promotion			\$250,000	\$250,000	\$500,000
Project 4	EXPL software tools			\$250,000	\$250,000	\$500,000
Project 5	Maintain Workforce PM		\$76,040	\$76,040	\$76,040	\$228,120
Project 6	Recruitment Video	\$100,000	\$100,000			\$200,000
Project 7	Training Supervisors		\$962,924	\$933,368	\$933,367	\$2,829,659
Project 8	Paid Summer Internships			\$250,000	\$250,000	\$500,000
Project 9	Paid Work Study Positions			\$500,000	\$500,000	\$1,000,000
Project 10	Maintain Partnership PM	\$76,040	\$76,040	\$76,040	\$76,040	\$304,160
Project 11	CRM software	\$250,000	\$250,000			\$500,000
Project 12	Relationship mapping software	\$150,000	\$150,000			\$300,000
Project 13	Conference scholarships		\$530,000			\$530,000
Project 14	Conference speakers			\$500,000		\$500,000

Project 15	Year of APS PSAs			\$500,000	\$500,000	\$1,000,000
Project 16	Maintain Grant Manager – Strategic Planner			\$76,040	\$76,040	\$152,080
Project 17	Facilitated SP retreat			\$25,000		\$25,000
Project 18	Strategic Planning resources			\$15,000	\$15,389	\$30,389
Total		\$1,943,341	\$3,512,305	\$3,451,488	\$2,926,876	\$11,834,010

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	\$208,426	\$1,626,745	\$3,906,205	\$5,374,128	\$3,451,488	\$2,926,876	\$17,493,868