

**APS Program Operational Plan: Vermont**

<b>State/Territory/District</b>	Vermont
<b>Contact</b>	John Gordon
<b>Budget Allocation</b>	\$1,995,000 (estimated total of ARPA I and ARPA II)
<b>Timeline</b>	<p>AMERICAN RESCUE PLAN ACT (ARPA) OF 2021- Grant 1  <b>August 2021 – September 2023</b></p> <p>AMERICAN RESCUE PLAN ACT OF 2021 - Proposed Grant 2  <b>August 2022 – September 2024</b></p>
<p><b>Vision 2025</b></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 <b>3-5</b> years.</p> <p><b>Note:</b> 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>We will use the ARPA funds to shape APS to better reflect today’s reality of individuals with vulnerabilities living in the community, from statue revision to differentiated response during investigations.</p>

<p><b>Mission Statement</b></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"> <li>• Who do we serve?</li> <li>• What needs do they have that we can fulfil?</li> <li>• How do we meet those needs? How do we make the clients' lives better?</li> <li>• Does it link directly to the Vision Statement?</li> </ul> <p><b>Note:</b> 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.</p>	<p>Vermont APS Mission</p> <p>To stop maltreatment of vulnerable adults through investigations and by provision of protective services.</p>
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**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.

Division philosophy:

Balanced and assertive regulation of health care organizations ensure that vulnerable Vermonters receive care with dignity, respect, and independence. When vulnerable Vermonters are maltreated, there should be an effective investigation and protective services put in place to prevent additional harm.

APS principles:

- Protection of vulnerable adults whose health of welfare is threatened
- Provide for a safe and nurturing environment
- Minimally intrusive intervention
- Maintaining self-determination of Alleged Victim

**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.

- Update statute to better reflect values
- Enhance training on determining decisional capacity
- Increase field assessment capability
- Improve legal strength of investigative reports
- Enhance technology to assist communication when close contact needs to be avoided
- Develop forensic accounting capability
- Improved speed of response to reports of maltreatment
- Improved access to information for staff in the field

**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.*

- Project 1 - Statute revisions that reflects needs and realities of vulnerable adults in VT experience today. Procedures and products that stand up to legal scrutiny
- Project 2 - Management of grant projects and improvement initiatives
- Project 3 - More field assessment to increase field presence, capture more direct information, and conduct more outreach
- Project 4 - Improved ability to assess decisional capacity in the field
- Project 5 - Improved ability to recognize and address financial exploitation in the field
- Project 6 – Improved ability to communicate with individual while maintaining distance and reduce documentation time
- Project 7 – Greater resources to address financial exploitation
- Project 8 – Greater Central office capacity to improve intake responsiveness and assist in data transitions to improve access to data from the field
- Project 9 – Greater investigator capacity

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
Project 1 - Statute revisions that reflects needs and realities of vulnerable adults in VT	Starting summer 2022, funding to hire a temporary position with legal credentials to research and develop	Hire staff for development of proposed statute language and provide legal consultation of	Proposed statute language to submit to legislature  Review and advice on policies and procedures	Statutory, policy and procedural review considering guiding principles, current environment, state of art and best practices	Updated state statute which drives and supports APS operations in service to vulnerable adults in VT

<p>experience today.</p> <p>Procedures and products that stand up to legal scrutiny</p>	<p>proposed statute language and provide internal legal review of procedures and products</p>	<p>procedures and products</p>			<p>Investigator products that stand up to legal scrutiny</p>
<p>Project 2 - Management of grant projects and improvement initiatives</p>	<p>Starting spring 2022 funding to hire a temporary position to manage projects, source equipment, and acquire and coordinate trainings</p>	<p>Hire staff to manage and track various grant initiatives</p>	<p>Develop or acquire and deploy trainings on capacity assessment, vulnerability, financial exploitation, etc. Develop structures and contract to access forensic accounting</p>	<p>Contract structure to deliver trainings. Procedures developed and updated to support maintenance of expertise</p>	<p>Trainings developed (or acquired), delivered, and captured. Procedures updated and structures developed to support staff new found higher level of expertise.</p>
<p>Project 3 - More field assessment to increase field presence, capture more direct information, and conduct more outreach</p>	<p>Starting fall 2021 funding to hire three service navigator positions who will conduct outreach, field assessment, and in-person referrals</p>	<p>Continue funding of positions hired under CRSA to maintain enhanced outreach and field assessment capability</p>	<p>More field presence. Enhances ability to assess individuals in the field and assist with in-person referrals and service applications</p>	<p>More vulnerable adults served. Pressure removed from over-taxed investigators who had been conducting field screens previously. Ability to provide in-person service coordination and referral in cases where maltreatment potential is minimal</p>	<p>More vulnerable adults served. Investigator able to specialize on more complicated cases. Ability to provide in-person service coordination and referral in cases where maltreatment potential is minimal</p> <p>Enhance staff knowledge and skills level to focus resources on high-risk clients and reduce incidents of maltreatment and recidivism</p>

Project 4 - Improved ability to assess decisional capacity in the field	Project manager to develop options, funding to access training and license products, staff time to engage in training	Identify, select and acquire training and material to assist in determination of decisional capacity in the field	Improve consistency and documentation of evaluation of decision making	Training conducted  Tools deployed  Staff have improved ability to recognize weaknesses in decisional capacity	Staff have the resources and ability to more consistently assess and document clients' decisional capacity in the field
Project 5 - Improved ability to recognize and address financial exploitation in the field	Project manager to develop options, funding to access training and license products, staff time to engage in training	Identify, select and acquire training and material to assist in addressing financial exploitation	Improve consistency and documentation of identification description of financial exploitation leading to intervention and prosecution	Training conducted  Tools deployed  Staff have improved awareness of financial exploitation and when to involve other parties.	Staff have the resources and ability to consistently identify and address financial exploitation in the field resulting in better protection of clients
Project 6 – Improved ability to communicate with individual while maintaining distance and reduce documentation time	Investment for tablets, app integration to information system and related training.	Buy tablets for field investigators to enable communication while maintaining distance and reduce time spent on capturing evidence and documentation	Increase safety of interactions for both parties by decreasing exposure. Decrease time needed to capture and document evidence.	Each field investigator has a tablet and is trained to use it.	Investigators can use tablets to interact with clients when it is necessary to maintain distance thus decreasing close contact and increasing safety.  Tablets integrate with information system to allow for quick capture of evidence and information. More time available for client interaction.



Project 7 – Greater resources to address financial exploitation	Arrangement to contract with forensic accountant as needed for complex financial exploitation cases	Identify and select forensic accountant  Establish relationship to contract accountant as needed	Increase ability to ascertain outcomes and provide evidence in cases of financial exploitation	Vendor identified and billing arrangements established	Investigator are able to access forensic accounting to analyze complex financial information and inform recommendations and interventions
Project 8 – Greater Central office capacity to improve intake responsiveness and assist in data transitions to improve access to data from the field	Funding to hire a temporary position assist in data migration, file digitization, and intake backup	Hire temporary staff to bolster central office and intake capacity	Increased access to digital files. Faster response time of intake	Position approved Temporary staff selected	Intake is more responsive. Field staff have greater access to past case information.
Project 9 – Greater investigator capacity	Funding to hire a temporary position to supplement investigator capacity	Hire temporary staff to bolster investigator capacity	Increased number of investigations initiated and completed within project period	Position approved Temporary staff selected	Faster response time. Increased number of investigations initiated and completed within project period

**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	Legal support		40000	80000	75450	195450
Project 2	Project Manager		50000	50000	50000	150000
Project 3	Service navigators			150000	150000	300000
<b>Total</b>			90000	280000	275450	645450

**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	Legal support		4550	80000	80000	164550
Project 2	Project Manager			50000	50000	100000
Project 3	Service navigators			150000	150000	300000

<b>Project 4</b>	<b>Training – Decisional capacity</b>		100000			100000
<b>Project 5</b>	<b>Training – Financial exploitation</b>			95000		95000
<b>Project 6</b>	<b>Mobile Technology</b>	50000	20000			70000
<b>Project 7</b>	<b>Forensic accounting</b>	20000	20000	20000	20000	80000
<b>Project 8</b>	<b>Temp Program Specialist</b>	50000	50000	50000	50000	200000
<b>Project 9</b>	<b>Temp Investigator</b>	60000	60000	60000	60000	240000
<b>Total</b>		180000	254550	505000	410000	1349550

**Summary of ARPA 1 + ARPA 2 Expense**

	<b>2022 Period 1</b>	<b>2022 Period 2</b>	<b>2023 Period 1</b>	<b>2023 Period 2</b>	<b>2024 Period 1</b>	<b>2024 Period 2</b>	<b>Total</b>
<b>Summary</b>	0	90000	460000	530000	505000	410000	1995000