APS TARC
Adult Protective Services Technical Assistance Resource Center
enhancing effectiveness of APS programs

APS Program Planning Template: State/Territory/District-Specific Focus

State/Territory/District	New Jersey
Contact	Jennifer Mills
Budget Allocation	$6,804,108
Timeline	AMERICAN RESCUE PLAN ACT (ARPA) OF 2021- ARPA Grant 1 **August 2021 – September 2023** $2,201,359 AMERICAN RESCUE PLAN ACT (ARPA) OF 2021 – ARPA Grant 2 **August 2022 – September 2024** $2,401,390 (COVID) + 2,201,359 (ARPA1) = $4,602,749
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. **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.	New Jersey **Adult Protective Services**, in cooperation with community partners, provides prompt, regular and comprehensive training to all staff and mandated reporters to ensure that state residents are aware of APS; a larger number of vulnerable adults are identified and protected; technology is used to target interventions and multi-case perpetrators; and prosecutors have robust financial, legal and other evidence needed to support criminal justice proceedings.

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.

New Jersey **Adult Protective Services** exists to protect "vulnerable adults" from abuse, neglect and exploitation by investigating cases, collaborating with community partners on interventions, and coordinating appropriate long-term assistance to prevent further maltreatment.

A "vulnerable adult" is a person 18 years of age or older who resides in a community setting and who, because of a physical or mental illness, disability or deficiency, lacks sufficient understanding or capacity to make, communicate, or carry out decisions concerning his well-being and is the subject of abuse, neglect or exploitation. (N.J.S.A. 52:27D-406. Short title; Adult Protective Services Act)

Guiding Principles / Core Values	Adult Protective Services in New Jersey is guided by certain basic principles:
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.	- Adults have the right to be safe. - Adults retain all their civil and constitutional rights unless a court adjudicates otherwise. - Adults have the right to make decisions that do not conform with societal norms as long as these decisions do not harm others. - Adults have the right to accept or refuse services. **Core Values**: *Accountability* – we act with integrity and strive for fairness in all we do. *Respect* – we embrace diversity and recognize the rights of all individuals. *Teamwork/Collaboration* – we value internal and external partnerships, and remain flexible to new and diverse ideas. *Workforce Development* – we seek to develop new skills and enhance competencies. We are committed to enhancing knowledge of new and emerging issues/problems in the field.

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.

New Jersey Adult Protective Services Program Goals:

- To **enhance and improve** the statewide **delivery of** protective **services** to victimized vulnerable adults residing in New Jersey communities.

- To promote the APS program and **increase stakeholder awareness, advocacy and support of APS clients** through education campaigns throughout New Jersey.

- To enhance the response from the local network and **improve coordination across agencies** interacting with APS clients who have experienced maltreatment.

- To **strengthen the program infrastructure** through highly trained staff supported by a comprehensive information system resulting in **enhanced service delivery**.

Targeted Improvement Projects

<table>
<tr><td colspan="6" align="center">ARPA 1 IMPROVEMENT PROJECTS</td></tr>
<tr>
<th>Purpose/Needs to be filled by ARPA Funds</th>
<th>Inputs (Resources Deployed)</th>
<th>Activities</th>
<th>Outputs from Investment</th>
<th>Short-Term Outcomes</th>
<th>Long-Term Outcomes</th>
</tr>
<tr>
<td>ARPA grant management team:

Grant Specialist for ARPA 1

Fiscal Manager for ARPA 1</td>
<td>**ARPA I $251,359.00**

Management staff for duration of grant.</td>
<td>*ARPA 1, Project 1 Administration*

Hiring staff.</td>
<td>Completed environmental scan.

Operational Plan outlining improvement projects.

Improvement projects and reporting needs are managed.</td>
<td>Environmental scan completed and operational plan draft by end of 2021.

Completed operational plan submission by end of January 2022.

Improvement Project plans outlined by end of January 2022.</td>
<td>Successful management of ARPA I.

Improvement Projects completed by 9/30/2023.

Improved response and service delivery to vulnerable adults in need of protective services.

Improved outcomes for vulnerable adults in need of protective services.</td>
</tr>
<tr>
<td>High staff turnover.

Improve mandated training for staff.

Clarity on APS scope/authority.

Improve coordination of local partners.</td>
<td>**ARPA I $120,000**

Rutgers University Amend existing contract.

Curriculum based on ACL, NAPSA practice standards and statute.</td>
<td>*ARPA 1, Project 2 Professional Education*

Increase education about APS to more fully recognize and respond to early indications of coercion and abuse.</td>
<td>Temporary staff promptly receive training.

Network Partners and mandatory reporters receive APS Training.

Multi-day, online training modules.</td>
<td>New APS staff completes APS Basic Worker Training within six months.

APS process, practices and standards are better understood.

Improved knowledge, skills, and attitudes related to APS.</td>
<td>Well-prepared APS workforce to manage increased caseloads and increasingly complex cases.

Increase in reports from mandated reporters (currently 10,000 reports annually).

Community partners and the public gain **increased awareness** and a **better understanding** of the APS program.</td>
</tr>
</table>

Provide on-demand and/or online training.	Explore purchasing **NAPSA curriculum**. Cross training for AAA/ADRC partners.			Improved working relationship with partners. Improved program reputation due to consistent and high quality operations. Four additional trainings offered to 100% of APS workforce annually.	Increase in appropriate reports and decrease of screened out reports. **Client/Victim will benefit** from more appropriate referrals and decrease of repeat cases. Vulnerable adults receive uniform and improved response from APS program. Increase in staff retention
Manage high caseloads. **Increase support to county APS programs**. Address salary disparities.	**ARPA I $450,000** Stakeholder engagement. Evaluate SWOT results and recommended strategies. Work with AAA/ADRC partners to manage allocations to providers.	***ARPA 1, Project 3 County APS Provider Enhancements*** **Support to county APS providers** to respond to suspicious activities, including increased resources to provide support to stabilize at-risk individuals. Subject to approved plans, provide county APS with funds for increased	Wrap around services. In cooperation with respective AAA/ADRCs, individualized county level work plans will be developed. APS providers will provide reports of activities to Grant Manager. **Additional workers.**	Increase in "screened-in" reports. 21 county providers each submit 4 quarterly reports annually between 8/2021 and 9/2024.	**Improved delivery and uniformity of services provided to consumers.** Decreased isolated vulnerable adults. **Improved moral and staff retention** Improved program reputation and relationships with system partners Decreased grievances.

		ages, bonuses and/or hazard pay.			
Awareness of adult abuse. Increased public awareness of APS. **Public misconceptions about the scope of APS authority to act.**	ARPA I $130,000 Contract with NAPSA for APS content. AAA/ADRC partners lead community outreach events. Plan for updated webpage coordinated with outreach plan	*ARPA 1, Project 4 Public Awareness* **Increase public education** that APS and its partners provide regarding warning signs of adult maltreatment. Updated materials, factsheets, brochures, PSA, APS video and similar media. .	Increased messaging circulated about elder abuse and elder justice. **Public awareness campaign** working with materials developed by NAPSA.	**25% increase in awareness materials disseminated statewide.** Multi-language, culturally appropriate materials and messages/images. **10-15% increase in statewide outreach events.** Improved public reputation due to aligning expectations with actual APS capability/scope.	**Increased public education** about maltreatment and reporting guidelines. **Increased protections to vulnerable adults.** Variety of trainings offered annually to mandated reporters. **Tools** are created for **future educational needs**. **Prevention of adult maltreatment**.
Updated technology to support program activities. Provide on-demand and/or online training.	ARPA I $300,000 Integration with other systems (e.g., SAMS, Medicaid). Incorporate program guidelines into	*ARPA 1, Project 5 Technology Infrastructure Enhancement* Provide support for county APS providers to track and respond to suspicious activities,	Increased level of data to ACL's National Adult Maltreatment Reporting System (NAMRS). Grant reporting simplified.	Consolidated data system to simplify and aggregate reporting. Access to real time data in the field. **Perpetrators** involved in multiple cases are **quickly identified and**	**Improved program management** with **efficiency.** **Online reporting** within 2-5 years. Decreased computer time enabling **increase direct client time.**

	electronic workflows to ensure complete and accurate reporting/analysis (e.g., statute and regulations, practice standards, consensus, guidelines, NAPSA standards)	including data collection/analysis to allow for more accurate recognition of trends and patterns.	**Perpetrator data collection.**	**referred to criminal justice system**. Ability to capture **case outcome i**nformation. Improved reporting and tracking capabilities. Program monitoring efficiencies.	Variety of reports in support of **funding, education and research opportunities.** **Improved service to consumers.** Improved staff productivity and morale. Enhanced program integrity, efficiency and accountability.
Partnerships for improved response to APS clients facing housing insecurity such as those threatened with eviction. **Improved collaboration and coordination between agencies.**	**ARPA I $450,000** Contract or MOU/MOA with Hudson county AAA. Cross training education. Training module for professionals in the legal system. Identified in State Plan on Aging.	*ARPA 1, Project 6 Enhanced Coordination Pilot* Establish multidisciplinary review teams to support comprehensive resolutions to housing needs.	Single county pilot assisting APS clients who are **facing eviction or housing insecurity**. Contract or MOA/MOU with county AAA. **Expanded emergency housing and shelter options for APS clients.**	Enhanced advocacy for APS clients facing difficulties exercising their rights. **Housing navigator and advocate** role established within a community-based agency. **Increased communication** between partner agencies (e.g., legal services, APS, AAA).	Earlier intervention for vulnerable adults facing eviction or housing instability. Improved **coordinated response** for APS clients who are experiencing eviction or housing insecurity. **Fewer evictions** and greater **housing stability** for APS clients. Improved program reputation and relationships with system partners.

Increasing financial and legal complexity of cases. Limited access to specialized consultants.	ARPA 1 $500,000 Contract with consultants or service providers at state level.	*ARPA 1, Project 7 Shared Network of Forensic Specialists* Explore strategies to better support prosecution of perpetrators who inflict severe negative consequences upon victims.	Statewide system for APS providers to access **expert consultation** on certain APS matters. Forensic specialists work with APS workers on complex investigations.	**Forensic specialists** widely available for APS investigations. APS workers learn to speak in **"like" terminology** with various professionals (e.g., financial, medical, legal). Increase in cases sent to prosecutors' offices.	**Optimal advocacy for APS client.** Improved collaboration between agencies involved in APS matters. Increase in cases pursued by prosecutors' offices. **Expanded protections and advocacy to APS clients** by end of grant period 2022-2024. Decrease in reports to APS of financial exploitation due to increased likelihood of detection and prosecution.
ARPA 2 IMPROVEMENT PROJECTS					
Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
ARPA grant management: Grant Specialist for ARPA 2 Grant Manager ARPA 2	**ARPA 2 $342,749.00** Continue employment of grant specialists and grant manager. Weekly grant team meetings	*ARPA 2, Project 1 Administration* Enhance efforts and resources to prevent adult maltreatment.	Projects managed. Continued coordination with partners.	Coordinated ARPA 2 projects.	A **coordinated resource group** assists County APS programs in providing services to clients by end of the 3-5 year operational plan (2024-2025). **Enhanced training** provides a better understanding of program scope and increases appropriate referrals.

	and milestone markers.				Continue **ongoing training** to bring awareness and ensure protection of vulnerable adults.
Improve mandated training for staff. **Clarity about APS scope/authority**. Improve coordination of local partners. Provide on-demand and/or online training.	**ARPA 2 $140,000** Rutgers - develop curriculum based on ACL, APSTARC, NAPSA, New Jersey APS statute, and APS practice standards. Evaluate NAPSA curriculum. Trends identified within program, state and across country (e.g., types of scams, fraud, abuse). AAA/ADRC partners cross training.	*ARPA 2, Project 2 Professional Education* Increase education APS provides to permit those who work with vulnerable adults to more fully recognize and respond to early indications of coercion and abuse.	Full trained APS workforce. In **depth APS training** for network partners including AAA/ADRC. Multi-day, online accessible training. Trainings delivered annually as needed.	APS workforce is highly trained and ready to assist with the increased workload by end of Sept 2023. **Improved awareness and understanding** of APS process, practices and standards. **Vulnerable adults are protected** through coordinated efforts. Improved communication with system/network partners.	**Well-prepared APS workforce** and consumers receive prompt, thorough and coordinated services. Improved knowledge, skills, and attitudes related to APS. **Perpetrators discouraged** by increased likelihood of detection and prosecution, resulting in **prevention of maltreatment**. Increased reports by mandated reporters. Fewer screened out reports. Increased appropriate reports. **Increased staff retention, improved program reputation and relationships with system partners.**
Local APS providers require support to manage	**ARPA 2 $3,000,000**	*ARPA 2, Project 3*	Ability to provide **wrap around services.**	APS providers obtain **needed resources**.	More uniform service throughout state. **Clients are better served.**

increasing caseloads. **Strengthen county APS programs.**	Stakeholder and AAA/ADRC engagement. State Plan on Aging goals.	**County APS Provider Enhancements** Enhance support for county APS providers to respond to reports, including increased resources to provide support to stabilize at-risk individuals.	Reports of activities. Additional staff.	**Strengthened response** provides APS clients with more choice in service options**.** Ability to **manage increased reports**.	Increased staff retention. Improved program reputation and relationships with system partners. **APS providers manage growth and change.**
Awareness of adult abuse. **Public misconceptions about role/scope of APS.** Educational materials available to public. Webpage and outreach.	ARPA 2 $220,000 Branding and production of digital materials. Coordinated outreach utilizing social media, TV, radio, news, webpage.	*ARPA 2, Project 4 Public Awareness* Increase public education that APS and its partners provide regarding warning signs of adult maltreatment.	**Increased messaging to consumers** about elder abuse and elder justice. Supply of culturally appropriate, multi-language materials.	Information is delivered in a variety of formats to reach a variety of consumers. AAA/ADRC partners share APS materials during community outreach events.	Increased public education regarding warning signs of adult maltreatment. Public is more familiar with abuse, where to report and what happens once reported. **Increased protections of vulnerable adults and prevention of maltreatment.**
Changing landscape requires new capabilities to	ARPA 2 $400,000	*ARPA 2, Project 5*	Current with upgrades to technology.	Optimized data collection.	Accurate statistical information provided quickly.

identify and combat trends in scams, fraud, and abuse. Develop program-funding repository.	Advances in NAMRS technology. Integration with DOAS grant system.	*Technology Infrastructure Enhancement* Enhance support for county APS providers to track and respond to suspicious activities, including data collection and analysis to allow for more accurate recognition of trends and patterns.	Online reporting.	Case outcome information analyzed. Perpetrator repository considered for possible future registry. Program monitoring completed through system.	Ability to apply for outcome-based funding programs. **Simple Medicaid-related reporting**. **Increased APS research** involvement. **Improved service** to consumers Increased efficiency through automated processes.
Consumers reach correct reporting agencies. Growth and succession planning.	**ARPA 2 $500,000** Division leadership supportive of goal to strengthen the state APS office infrastructure.	**ARPA 2,** *Project 6 Operational Infrastructure Enhancement* **Specialized positions** to enhance and better support state program.	**Hotline** to auto route callers to appropriate county APS. State Level screener/investigator for **technical assistance to providers.** **Forensic specialist** consultations.	Callers directed to appropriate county office. Triage reports to appropriate agencies. Expert consultations for APS investigations. Improved program reputation and community partner relationships.	**Improved reporter experience** – one stop calling. Mentoring system in place to support anticipated growth. Improved case outcomes. **Improved coordination and communication** between agencies. Improved program reputation. Specialized support for complex cases. **Prevention of adult abuse.**

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.

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	Administration	62,839.75	62,839.75	62,839.75	62,839.75	**251,359.00**
Project 2	Professional Education	0	40,000.00	40,000.00	40,000.00	**120,000**
Number of Project 3	County APS Provider Enhancements	0	0	225,000.00	225,000.00	**450,000**
Project 4	Public Awareness Campaign	0	50,000.00	80,000.00	0	**130,000**
Project 5	APS Technology Infrastructure Enhancement	60,000	60,000	90,000	90,000	**300,000**
Project 6	Enhanced Coordination	0	150,000.00	150,000.00	150,000.00	**450,000**
Project 7	Shared Network of Forensic Specialists	0	200,000	150,000.00	150,000.00	**500,000**
Total		**122,839.75**	**562,839.75**	**797,839.75**	**717,839.75**	**2,201,359.00**

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	Administration	85,687.25	85,687.25	85,687.25	85,687.25	**342,749.00**
Project 2	Professional Education	0	0	70,000.00	70,000.00	**140,000**
Project 3	County APS Provider Enhancements	625,000.00	625,000	875,000.00	875,000.00	**3,000,000**
Project 4	Public Awareness Campaign	20000	100000	50,000.00	50,000.00	**220,000**
Project 5	APS Technology Infrastructure Enhancement	0	0	200,000	200,000.00	**400,000**
Project 6	APS Operational Infrastructure Enhancement	125,000.00	125,000	125,000	125,000	**500,000.00**
Total		**855,687.25**	**935,687.25**	**1,405,687.25**	**1,405,687.25**	**4,602,749.00**

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	122,839.75	562,839.75	1,653,527.00	1,653,527.00	1,405,687.25	1,405,687.25	6,804,108.00

Categories *may* include:

- Development Operational Plan
- Staffing (include FTE or Consulting Agreements)
- Training
- Technology Upgrade
- Equipment
- Administrative Costs

- Transportation
- Wrap-around services