

**APS Program Operational Plan: South Carolina**

<b>State/Territory/District</b>	South Carolina
<b>Contact</b>	Kelly Cordell
<b>Budget Allocation</b>	\$4,222,220.00 (Pots 1 & 2 combined)
<b>Timeline</b>	<p>AMERICAN RESCUE PLAN ACT (ARPA) OF 2021- Grant 1  <b>August 2021 – September 2023 \$1,366,031</b></p> <p>AMERICAN RESCUE PLAN ACT OF 2021 - Proposed Grant 2  <b>August 2022 – September 2024 = 1,490,158 + \$1,366,031 = \$2,856,189</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>All South Carolinians will live their lives free of abuse and neglect while living in the environment they chose with all of their needs being met.</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.

The mission of South Carolina’s Adult Protective Services Program is to protect vulnerable adults from abuse, neglect, and exploitation by investigating and providing temporary assistance until risk is minimized and services can be secured.

<p><b>Guiding Principles / Core Values</b>          Guiding Principles or Core Values guide internal processes and client interactions for your APS Program.</p> <p><b>Note:</b> 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>	<p>Every action taken by South Carolina APS must balance the duty to protect the safety of the vulnerable adult with the adult’s right to self-determination. APS adheres to the following APS Guiding Principles:</p> <ol style="list-style-type: none"> <li>1. Whenever possible, a vulnerable adult’s right to self-determination should be preserved.</li> <li>2. Vulnerable adults have the right to be free from abuse, neglect, and financial exploitation and reside in the least restrictive environment possible.</li> <li>3. Adults have the right to make decisions as long as these decisions do not harm others.</li> <li>4. Adults have the right to accept or refuse services.</li> </ol>
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**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.

1. Improve and Enhance Processes, including policy, practice and training by rewriting policy, developing an assessment tool (GATE Assessment) that addresses adult’s needs and well-being, providing training to staff, including APS Attorneys, and providing needed equipment to streamline practice.
2. Collaborate with community partners and create opportunities to maximize resources and provide appropriate placement options, including creating placements and assisting adults who can remain in their homes once barriers are removed.
3. Provide incentives to attract and retain quality APS staff in order to best serve SC APS adults consistently.

### 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.*

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
<p>SC APS staff need a comprehensive and intuitive assessment tool in order to better meet the needs of vulnerable adults</p>	<p>\$430K to purchase and design modification to the new assessment tool and for IT contractor salary and fringe.</p> <p>Partnership with University of Kentucky to modify the GATE Assessment tool</p>	<p><b>ARPA 1 Project 1</b></p> <p><b>Create an Assessment tool for SC APS adults to address needs and well-being</b></p>	<p>A comprehensive assessment tool automated in the APS case management system</p> <p>Cases will be correctly assessed, appropriate services provided and cases will be closed 10% faster</p> <p>All APS staff will be trained on using the assessment tool</p>	<p>SC APS staff will be able to correctly assess and provide appropriate services for vulnerable adults</p>	<p>SC APS will be able to better meet the needs of vulnerable adults</p>
<p>SC APS staff need up-to-date relevant training</p> <p>Child Welfare attorneys are representing APS without proper APS training</p>	<p>\$100,000.00</p> <p>Professional Development plans for SC APS Staff</p> <p>Contracted Attorney trainer who specializes in Elder Law and Disabilities</p>	<p><b>ARPA 1 Project 2</b></p> <p><b>APS training for staff, including Attorneys</b></p>	<p>SC APS Training curriculum in place that encompasses Professional Development plans</p> <p>100% of attorneys representing APS and APS Staff have appropriate training in APS Policy and law</p>	<p>SC APS staff will have relevant and up-to-date training</p> <p>Case documentation and practice will improve</p> <p>APS program has appropriately trained attorneys that can represent APS cases in court</p>	<p>SC APS adults consistently receive the best possible case management from staff and representation from attorneys appropriately trained in APS policy and law</p>

<p>There is a lack of appropriate placements for vulnerable adults under the age of 60, causing SC APS staff to struggle finding placement</p>	<p>\$500K to pay for beds, meals, 24/7 CNAs and services for temporary supportive placement</p> <p>Partnership with Transitions Homeless Shelter</p>	<p><b>ARPA 1 Project 3</b></p> <p><b>Least restrictive environment for temporary emergency/stabilization placement</b></p>	<p>Total of eight beds (four male and four female) will be available for SC APS Case Managers to place vulnerable adults under the age of 60</p> <p>Services provided may include Medicaid Certified Adult Daycare, Vocational Rehabilitation, CNA services and others as appropriate</p>	<p>SC APS Staff will have short-term placement options for this hard to place age-group (because of their lack of income and inappropriateness for nursing homes) that will allow the vulnerable adult to remain safe while further assessments are conducted, and more appropriate long-term placements can be made</p>	<p>Having appropriate placement options for adults in this age-group will be safer and less costly and resource draining than motels and leaving adults in the emergency departments of hospitals</p> <p>This option could expand to more beds if the project is successful</p>
<p>Assisting adults with remaining safely in their homes</p>	<p>\$116,831.00 to cover the cost of minor modifications to homes of vulnerable adults</p>	<p><b>ARPA 1 Project 4</b></p> <p><b>Home Modification</b></p>	<p>Minor modifications can be made to the homes of vulnerable adults up to \$5,000 (without prior approval from ACL)</p> <p>Number of modifications will be based on the number of applications received until funds are exhausted</p>	<p>Vulnerable adults who own their homes may receive minor modifications to their homes at no cost to them allowing them to remain in their home, avoiding unnecessary placements</p>	<p>While respecting adult’s right to self-determination and allowing adults to remain safely in their home, when appropriate, will be less costly and resource draining than motels and leaving adults in the emergency departments of hospitals</p> <p>This option could expand to more beds if the project is successful</p>

High staff turnover, high stress and low wages makes retaining and hiring SC APS staff difficult	\$169,200.00 to cover the cost of bonuses for APS staff	<b>ARPA 1 Project 5</b>  <b>Bonuses for APS Staff</b>	139 staff received bonuses of \$1,300 before taxes	Staff bonuses for SC APS will increase morale	Increased staff morale will hopefully, lead to a reduction in the staff turnover ratio, allowing us to retain quality SC APS staff and thus better serve the vulnerable adults of South Carolina
SC APS does not have an existing relationship with the Catawba Indian Nation	\$50,000 to enhance and support case management efforts on the Catawba Reservation	<b>ARPA 1 Project 6</b>  <b>Develop partnership with Catawba Indian Nation</b>	Executed grant agreement between SC APS Program and the Catawba Nation  Catawba Nation receives grant funding to enhance and support case management efforts  SCDSS receives grant reports and data on services provided	Established relationship between SC APS Program and the Catawba Indian Nation that can allow for further collaboration	Catawba Nation’s vulnerable adults are better served and needs are being met
As the GATE Assessment is developed implementation will require system and policy integration and training for staff	\$350,000 to implement and integrate GATE Assessment, including contractor salary and fringe  Partnership with University of Kentucky to implement the	<b>ARPA 2 Project 1</b>  <b>Implement an Assessment tool for SC APS adults to address needs and well-being</b>	A comprehensive assessment tool built automated in the SC APS case management system  Cases will be correctly assessed, appropriate services provided and cases will be closed 10% faster	SC APS staff will be able to correctly assess and provide appropriate services for vulnerable adults	SC APS will be able to better meet the needs of vulnerable adults



	GATE Assessment tool		All APS staff will be trained on using the assessment tool		
SC APS staff need up-to-date relevant training  Child Welfare attorneys are representing APS without proper APS training	\$200,000.00  Training curriculum based on Professional Development plans for SC APS Staff  Contracted Attorney trainer who specializes in Elder Law and Disabilities	<b>ARPA 2 Project 2</b>  <b>APS training for staff, including Attorneys</b>	Trained SC APS staff that is current on trends and best practices  100% of attorneys representing APS cases and APS staff have appropriate training in APS Policy and law	SC APS staff will have relevant and up-to-date training  Case documentation and practice will improve  APS program has appropriately trained attorneys that can better represent APS cases in court	SC APS adults consistently receive the best possible case management from staff and representation from attorneys appropriately trained in APS policy and law
There is a lack of appropriate placements for vulnerable adults causing SC APS staff to struggle finding placement	<b>\$1,004,000</b>  \$500K to pay for beds, meals, 24/7 CNAs and services for temporary supportive placement  Partnership with Transitions Homeless Shelter  Additional \$504K to pay for 7 beds,	<b>ARPA 2 Project 3</b>  <b>Least restrictive environment for temporary emergency/stabilization placement</b>	Total of eight beds (four male and four female) will be available for SC APS Case Managers to place vulnerable adults under the age of 60.  Approximately seven additional beds in community placement options.	SC APS Staff will have short-term placement options for hard to place adults that will allow the vulnerable adult to remain safe while further assessments are conducted, and more appropriate long-term placements can be made	Having appropriate placement options for adults will be safer and less costly and resource draining than motels and leaving adults in the emergency departments of hospitals  This option could continue to expand to more beds if the project is successful

	meals 24/7 CNAs and services in nursing homes.  Partnership with community placement options		Services provided may include Medicaid Certified Adult Daycare, Vocational Rehabilitation, CNA services and others as appropriate		
Assisting adults with remaining safely in their homes	\$195,989 to cover the cost of minor modifications to homes of vulnerable adults	<b>ARPA 2 Project 4</b>  <b>Home Modification</b>	Minor modifications can be made to the homes of vulnerable adults up to \$5,000 (without prior approval from ACL)  Number of modifications will be based on the number of applications received until funds are exhausted	Vulnerable adults who own their homes may receive minor modifications to their homes at no cost to them allowing them to remain in their home, avoiding unnecessary placements	While respecting the adult's right to self-determination allowing adults to remain safely in their home, when appropriate, will be less costly and resource draining than motels and leaving adults in the emergency departments of hospitals  This option could expand to more beds if the project is successful
High staff turnover, high stress and low wages makes retaining and hiring SC APS staff difficult	\$169,200.00 to cover the cost of bonuses for SC APS staff	<b>ARPA 2 Project 5</b>  <b>Bonuses for SC APS Staff</b>	Approximately 140 staff will receive bonuses of \$1,300 before taxes	Staff bonuses for SC APS will increase morale	Increased staff morale will hopefully, lead to a reduction in the staff turnover ratio, allowing us to retain quality SC APS staff and thus better serve the vulnerable adults of South Carolina
There is a continued need for collaboration	\$50,000 to enhance and support case management	<b>ARPA 2 Project 6</b>	Renewal and or expansion of SC APS and Catawba Indian	Relationship and collaboration between SC APS and the Catawba	Catawba Nation's vulnerable adults are better served and needs are being met

between SC APS and the Catawba Indian Nation	efforts on the Catawba Reservation	<b>Continue partnership with Catawba Indian Nation</b>	Nation grant agreement. Continuation of data and reports on services provided	Indian Nation will continue	
Outdated policy manual that does not include a comprehensive assessment tool  Inconsistent practice and documentation	\$200K to cover the cost of contracting with a APS Policy consultant	<b>ARPA 2 Project 7</b>  <b>Improve and enhance existing SC APS Policy and Practice</b>	New SC APS Policy  New SC APS procedures (Work Aides)  Staff have comprehensive policy and procedure manual that reflect up-to-date practice and incorporate updated modifications in case management system	SC APS will have policy aligned with National Voluntary Guidelines for State Adult Protective Systems	SC APS adults will receive higher quality and more consistent case management services and SC APS will better meet their needs
Social Security and Medicaid applications need to be expedited	\$200K for contractor to help expedite the processes	<b>ARPA 2 Project 8</b>  <b>Social Security and Medicaid application assistance</b>	Decrease in the amount of processing time for applications  Better communication between SC APS and Social Security and Medicaid programs	Adults who qualify will receive benefits faster	Adults will move to appropriate and safer placement quicker  SC APS will receive a cost savings that will free up resources to be utilized more effectively
SC APS staff lack appropriate equipment to	\$100K to purchase printers/scanners, and tablets for GATE Assessment	<b>ARPA 2 Project 9</b>	All SC APS staff will have necessary equipment to print, scan and complete	Services for SC APS adults will become more streamlined and efficient	The quality and speed of service provision for SC APS adults will increase

conduct work virtually and remotely		<b>Technology for SC APS Staff</b>	assessments from remote work place		
SC APS began a Family Group Conferencing project to help increase family engagement and identify strengths and opportunities for the adults we serve. Funding has only been available for a small area of the state	\$112K to expand Family Group Conferencing statewide	<b>ARPA 2 Project 10</b>  <b>Expand Family Group Conference project to encompass the state</b>	Family Group Conferencing opportunities statewide  Additional staff person to assist with facilitating conferences	Increase in the number of SC adults who can be served through Family Group Conferencing  Increase in family engagement with adults we serve	Both SC APS Adults and their families will be served with better utilization of resources  APS will conference with families to keep adults in their homes and/or community
SC APS struggles to attract and hire qualified staff	\$275,000 to contract with a company to help us create a recruitment campaign and to offer sign on bonuses to graduates with relevant degrees	<b>ARPA 2 Project 11</b>  <b>Initiate a Recruitment Campaign to attract and hire qualified staff</b>	Solid recruitment campaign, including brochures, talking points, and social media messages  Staff hired with sign on bonuses	SC APS Program will have qualified staff in vacant positions  Staff turnover will reduce	SC APS adults will be better served due to an increase in staff morale

**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	Improve and Enhance existing APS processes	\$140,610.00	\$140,610.00	\$99,187.00	\$49,593.00	\$430,000.00
Project 2	APS Training for Attorneys	\$32,700.00	\$32,700.00	\$23,067.00	\$11,533.00	\$100,000.00
Project 3	Temporary Emergency/ Stabilization Placement	\$163,500.00	\$163,500.00	\$115,335.00	\$57,665.00	\$500,000.00
Project 4	Home Modifications	\$38,204.00	\$38,204.00	\$29,949.00	\$10,474.00	\$116,831.00
Project 5	Bonuses for APS Staff	\$55,328.00	\$55,328.00	\$39,029.00	\$19,515.00	\$169,200.00
Project 6	Catawba Nation Grant	\$16,350.00	\$16,350.00	\$11,535.00	5,765.00	\$50,000.00
<b>Total</b>		<b>\$446,692.00</b>	<b>\$446,692.00</b>	<b>\$318,102.00</b>	<b>\$154,545.00</b>	<b>\$1,366,031.00</b>

**ARPA 2- Second Grant Allocation - August 2022 September 2024**

	Description	2023 - Period 1 (8 months)	2023 - Period 2 (6 months)	2024 - Period 1 (6 months)	2024 - Period 2 (6 months)	Total
Project 1	Improve and Enhance existing APS processes	\$107,660.00	\$80,780.00	\$80,780.00	\$80,780.00	\$350,000.00
Project 2	APS Training for Attorneys	\$61,520.00	\$46,160.00	\$46,160.00	\$46,160.00	\$200,000.00
Project 3	Temporary Emergency/ Stabilization Placement	\$308,831.00	\$231,723.00	\$231,723.00	\$231,723.00	\$1,004,000.00
Project 4	Home Modifications	\$60,287.00	\$45,234.00	\$45,234.00	\$45,234.00	\$195,989.00
Project 5	Bonuses for APS Staff	\$52,047.00	\$39,051.00	\$39,051.00	\$39,051.00	\$169,200.00
Project 6	Catawba Nation Grant	\$15,380.00	\$11,540.00	\$11,540.00	\$11,540.00	\$50,000.00
Project 7	Improve and enhance existing SC APS Policy and Practice	\$61,520.00	\$46,160.00	\$46,160.00	\$46,160.00	\$200,000.00
Project 8	Social Security and Medicaid application assistance	\$61,520.00	\$46,160.00	\$46,160.00	\$46,160.00	\$200,000.00
Project 9	Technology for SC APS Staff	\$30,760.00	\$23,080.00	\$23,080.00	\$23,080.00	\$100,000.00
Project 10	Expand Family Group Conference project to encompass the entire state	\$34,450.00	\$25,850.00	\$25,850.00	\$25,850.00	\$112,000.00
Project 11	Initiate a Recruitment Campaign to attract and hire qualified staff	\$84,590.00	\$63,470.00	\$63,470.00	\$63,470.00	\$275,000.00
<b>Total</b>		\$878,565.00	\$659,208.00	\$659,208.00	\$659,208.00	\$2,856,189.00

**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
<b>Summary</b>	\$446,692.00	\$446,692.00	\$1,196,667.00	\$813,753.00	\$659,208.00	\$659,208.00	<b>\$4,222,220</b>