



TEXAS
Department of Family
and Protective Services

Adult Protective Services

Strategic Plan FY 2022-2026

November 2023 (Revised)

TEXAS ADULT PROTECTIVE SERVICES

OUR MISSION

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

OUR VISION

Protecting with Purpose, Passion, and Persistence.

OUR 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.

Messages from the APS Associate Commissioner

To the APS Community in FY24:

The APS leadership team met this past September for its annual strategic planning meeting. As has become customary at these planning meetings, we started off by acknowledging all that we accomplished in FY23. We had a total of 48 objectives to work on in FY23 and I am happy to say we accomplished 35 of them; we continue to work on eight of them; and we postponed five to FY24 as the work that needed to be completed first was still ongoing.

Those objectives represent important accomplishments to serve APS clients. For our client goal, we secured permanent funding for our initial three **Financial Exploitation units**. We also created two additional exploitation units with existing resources. Combatting elder financial exploitation is a focus of APS and we continue to work with partners in law enforcement, financial institutions, and the judiciary to see the scourge of elderly financial exploitation come to an end.

We also launched a **Complex Service Delivery pilot unit** in the Houston District. This pilot unit works with clients whose complex needs require longer-term case management. By engaging partners across the healthcare and social service ecosystem, this pilot unit is working to decrease the recurrence of Abuse/Neglect/Exploitation among complex needs clients. We hope to use the results of this pilot to expand in the future.

For our workforce goal, we successfully launched **Training While Working (TWW)**! While the APS new caseworker training model had gone pretty much unchanged for almost two decades, in the span of less than two years, APS went from a concept, to design, and finally implementation of a completely new training model. The new program, TWW, is field-based and competency-focused and from all initial indications, off to an amazing start!

APS also launched **practicums for high school juniors and seniors** pursuing the Human Services Career and Technical Education program of study. APS launched these practicums as a pilot in Tyler in coordination with Tyler Independent School District and TEA. Once APS establishes the most effective and efficient process for offering these types of practicums, we hope to expand this program to other APS Districts.

For our partnership goal, APS created the **APS Partnership Model**, which is called Partnering to Protect. This partnership model is the first of its kind in the country for APS programs and there is interest in it nationally. In addition, APS used the opportunity of its 40th Annual Conference, this past October, to launch the **Partnering to Protect initiative**. The work completed in FY23 helped ensure that our October conference was the biggest and best APS Conference to date!

APS successfully took the momentum it developed in year one of the current plan and built upon that in 2023, to accomplish the tremendous successes I outlined above. But we also know that our work to protect vulnerable adults is not done. To

that end, we have added an additional 14 new objectives to FY24 of the current plan. You will see those additions noted as such. This gives us a total of 33 objectives to complete in fiscal year 2024.

These past two years have been an exciting time to be part of APS and I can't wait to see what year three brings!

A handwritten signature in blue ink, appearing to read 'Kez Wold', is positioned above the printed name.

Kez Wold

Table of Contents

- Table of Contents i
- Introduction 1
- Background..... 1
- Methodology..... 2
- SWOT..... 3
- Client Goal: Optimize Specialization to Meet Increasingly Complex Client Needs 4
 - Year 1 (FY22) 4
 - Year 2 (FY23) 5
 - Year 3 (FY24) 5
 - Year 4 (FY25) 6
 - Year 5 (FY26) 6
- Workforce Goal: Building the Premier Workforce in the Country 6
 - Year 1 (FY22) 7
 - Year 2 (FY23) 7
 - Year 3 (FY24) 8
 - Year 4 (FY25) 9
 - Year 5 (FY26) 9
- Partnership Goal: Community Engagement -- Helping Neighbors Help Neighbors . 10
 - Year 1 (FY22) 10
 - Year 2 (FY23) 10
 - Year 3 (FY24) 11
 - Year 4 (FY25) 12
- Conclusion 13

This page intentionally left blank.

Introduction

The world of APS is comprised of its clients, its workforce, and its partners. In planning for the future, each of these parts needs to be considered for there to be meaningful progress in the overall APS system.

APS clients are our number one priority. This plan is written with their safety and wellbeing as our guiding principle.

But we also know that to serve our clients well, APS needs to consider its workforce. First, APS needs to be able to hire the right individuals who are passionate about the difficult work at hand. Next, APS needs to be able to train these staff, so they are empowered to serve APS clients effectively and efficiently. And of course, APS needs to be able to keep these staff.

Even if APS does everything in its power correctly, this would still be inadequate to truly improve client outcomes. In other words, APS cannot do this work alone. APS needs partners to help restore dignity to the lives of individuals who have been subjected to abuse, neglect, and exploitation. Effective partnerships will help APS improve client outcomes and will help reinforce the message to APS staff that they are not alone in their work.

At the strategic planning retreat held in September 2021, APS leadership explicitly acknowledged each of these three parts with a major initiative designed to address some of the most pressing needs in each of these areas. These goals were then refined with SMART objectives (Specific, Measurable, Achievable, Relevant, and Time-Bound) that laid out a sequence of activities to accomplish over the next five years.

Background

In preparation for its strategic planning retreat, APS leadership conducted an environmental scan using several key resource documents.

APS Staff Survey -- This survey tool is conducted annually, in advance of APS leadership's strategic planning retreat. It is the principal resource for internal data on the current state of the APS program. In 2021, this survey was open to all 803 APS staff for the first two weeks of July 2021. APS received a total of 435 responses, for a response rate of 54.2%.

Biennial Community Satisfaction Surveys -- Texas law requires the Department of Family and Protective Services (DFPS) to conduct community satisfaction surveys about APS. These surveys are sent every other year to members of the judiciary, law enforcement, community resource groups, and APS community boards. The goal of these surveys is to benefit APS clients by developing strategies to sustain community support, augment local community networks, strengthen volunteer programs, and develop resources in Texas communities. These surveys are the principal resource for external data on the current state of the APS program, and its relationships with external partners, with data going back to 2004.

Survey of Employee Engagement (SEE) Focus Groups -- University of Texas conducted focus groups at the district and state office level to dive deeper into the results of the latest SEE survey, which is a biennial survey conducted across Texas state agencies.

In addition to the above resources, APS leadership also reviewed the following documents in preparation for the development of a three- to five-year operational plan required by the American Rescue Plan Act (ARPA) funding it had received.

ARPA Grant Guidance -- these funds are being provided by the Administration for Community Living (ACL) to APS programs in the states and territories to enhance, improve, and expand the ability of APS to investigate allegations of abuse, neglect, and exploitation.

Updated National Voluntary Consensus Guidelines -- APS programs were asked to review these guidelines as they prepared their operational plans. APS reviewed these guidelines and determined that we complied with all but three of the recommended elements contained therein.

Methodology

At the September 2021 retreat, APS leadership needed to produce content for two separate plans: an operational plan in connection with ARPA funding; and, a revised five-year strategic plan. Given the timeframes for each plan and the three constituent parts that comprise the APS world (clients, workforce, and partners), it was evident there would be some overlap between the two plans. However, APS leadership made it clear their strategic planning efforts needed to go beyond just grant-funded opportunities. As a result, the ensuing APS Strategic Plan is the comprehensive output of the strategic planning retreat and reflects the strategic objectives APS plans to complete over the next five years; while the operational plan is limited to grant-funded activities APS will accomplish over the next three years.

In addition to reviewing the environmental scan documents and their respective analyses, APS leadership was asked to come to the retreat with their dream initiative. This initiative was to be something they thought could make the greatest difference in the APS world.

APS leadership was also asked to present updates on any objectives from the previous strategic plan for which they were responsible. In developing content for the current strategic plan, APS leadership wanted to assess what of the old plan was still relevant, and what, if anything, could be marked as completed. This was an important step in the planning process as it allowed APS leadership the opportunity to develop a new strategic plan format with clearer content and greater accountability¹.

¹ APS used ARPA funds to hire an external facilitator for the retreat which allowed the entire APS leadership team to participate. In addition, APS used ARPA funds to fill a temporary position to manage the ARPA grants as well as write the new strategic plan and the required operational plan.

SWOT

A key product of the strategic planning process is the completion of a SWOT analysis: (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats). This was done at the retreat by reviewing the environmental scan resources as well as through discussion of operational issues faced across the state. The completed SWOT below captures all the elements discussed for each of the respective domains.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Staff are proud to work for APS • Staff identify with, and are proud of, the APS mission • APS is client-focused • EXPL pilot unit in DFW has had meaningful results for clients • Lots of community partners who care about APS clients • Well-run program that is seen as a leader across the country for innovation • Much anticipated APS Annual Conference (38 years and counting) • Widespread adoption of technology and unwavering support for mobile casework 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Not enough community resources to meet client needs • Lack of awareness in communities about the role of APS • EXPL cases are increasingly complex and not all case workers are skilled enough to handle them • People are coming to work for APS who are not clear as to what the work entails • Current training model doesn't fully prepare new caseworkers for the reality of work in the field • Not enough career paths for APS caseworkers • Inconsistent supervision • No coordinated efforts to build up network of community partners to help meet APS client needs
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Local jurisdictions are interested in addressing elder exploitation cases • Directory of partners to improve communication and maximize sharing of resources • APS promotional materials that could be distributed through partners • Joint training with partners such as law enforcement and the judiciary to ensure roles and responsibilities are clear • Create EXPL units to work closer with partners and achieve better client outcomes • Recruit prospective case workers from high schools and college social work programs • Revamp training to reflect reality of field work 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Federal funding disappears after APS creates temporary grant-funded positions • Increasing older population and adults with disabilities with no increase in APS staffing resources • Impending retirement of many senior APS leaders • Turnover within APS and among partners • Cost of higher education preventing some students from pursuing social work degrees due to high student debt and low salaries • Compassion fatigue • Unrealistic workloads • Rampant chronic diseases and mental health issues that are impacting peoples' ability to care for themselves

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 efforts have been successful in helping a client recover their funds through the courts, often it has been the difference between that client continuing to live in their own home versus being financially destitute and having to move into a congregate care setting and rely on public assistance. With this unit in mind, and building off those lessons learned, APS will work to expand the number of exploitation units in the state, with a longer-term view to increase the number and breadth of other specialized units².

Notes: Objectives written in green are dependent upon the use of federal grant funds.

FY23 Objectives with a blue completion date are new.

FY24 Objectives with a pink completion date are new.

Year 1 (FY22)

Objective 1.1 – APS leadership team will create and distribute three exploitation units, along with any needed support positions, by November 30, 2021.

Objective 1.2 – Districts receiving an exploitation unit will work in collaboration with their partners and the APS leadership team on identifying performance data to collect by March 31, 2022.

Objective 1.3 – Districts and the APS leadership team will complete an IT needs assessment related to the creation of these new units by March 31, 2022.

Objective 1.4 – Districts receiving an exploitation unit will have the unit, and any support positions, fully staffed by March 31, 2022.

Objective 1.5 – Districts receiving an exploitation unit will engage law enforcement and judicial partners to introduce the new team members by May 31, 2022³.

Objective 1.6 – Districts receiving an exploitation unit will work in collaboration with the APS leadership team on identifying the optimal caseload for these units by August 31, 2022.

Objective 1.7 – The APS leadership team will complete its review of potential ongoing sources of funding for the exploitation units by August 31, 2022.

² This goal aligns with Texas Human Resources Code [§48.1521\(a\)\(1\)](#).

³ This introduction will also include discussion of the possibility of locating EXPL team members at a partner's office, preferably the DA's Office when possible.

Objective 1.8 – The APS leadership team will evaluate exploitation unit performance data to determine if there are any unmet training or certification needs by August 31, 2022.

Year 2 (FY23)

Objective 2.1 – The APS leadership team will evaluate the statewide need for additional exploitation units by September 30, 2022.

Objective 2.2 – The APS leadership team will create and distribute any additional exploitation units, along with any needed support positions, by October 31, 2022.

Objective 2.3 – The APS leadership team will work to create and distribute an EDI SME position to the AEP District by [November 30, 2022](#).

Objective 2.4 - Districts receiving an additional exploitation unit will have the unit, and any support positions, fully staffed by December 31, 2022.

Objective 2.5 – The APS leadership team will develop a process to promote and track EDI SME certifications in connection with financial exploitation by [March 31, 2023](#).

Objective 2.6 – The APS leadership team will identify and obtain any training or certification needed for the exploitation units by March 31, 2023.

Objective 2.7 – Districts receiving an additional exploitation unit will engage law enforcement and judicial partners to introduce the new team members and establish data collection processes by April 30, 2023.

Objective 2.8 – The APS leadership team will work with the DFW District to pilot exploitation software in Dallas County by [June 30, 2023](#).

Objective 2.9 – The APS leadership team will evaluate the need for any additional specialization units by August 31, 2023.

Objective 2.10 - The Houston District will design and launch a complex service delivery pilot unit by [August 31, 2023](#).

Year 3 (FY24)

Objective 3.1 – The APS leadership team will develop a communication plan to promote the work of the exploitation units by October 31, 2023.

Objective 3.2 – The APS leadership team will identify and obtain any needed software tools to assist in the documentation of exploitation cases by October 31, 2023.

Objective 3.3 – The APS leadership team will create and distribute up to three pilot specialization units, along with any needed support positions, by December 31, 2023.

Objective 3.4 – Districts receiving a specialization unit will have the unit, and any support positions, fully staffed by March 31, 2024.

Objective 3.5 – District Directors with an EXPL unit will formalize procedures with their respective partners to ensure all EXPL performance measures are able to report data at a minimum quarterly by [March 31, 2024](#).

Objective 3.6 – The Director of Field will establish structural parity across all APS specialized units by **March 31, 2024**.

Objective 3.7 – The Policy and Performance team will develop a separate Handbook explicitly for the EXPL units by **May 31, 2024**.

Objective 3.8 – The Houston District will begin reporting on the performance measures for the Complex Service Delivery pilot unit by **June 30, 2024**.

Objective 3.9 – Districts receiving a specialization unit will work in collaboration with the APS leadership team on identifying performance data to collect by August 31, 2024.

Objective 3.10 – The APS leadership team will complete its review of potential ongoing sources of funding for the specialization units by August 31, 2024.

Year 4 (FY25)

Objective 4.1 – Districts receiving a specialization unit will work in collaboration with the APS leadership team on identifying the optimal caseload for these units by October 31, 2024.

Objective 4.2 – The APS leadership team will evaluate the statewide need for additional specialization units by November 30, 2024.

Objective 4.3 – The APS leadership team will develop a communication plan to promote the work of the specialization units by December 31, 2024.

Objective 4.4 – The APS leadership team will create and distribute any additional specialization units, along with any needed support positions, by March 31, 2025.

Objective 4.5 – Districts receiving a specialization unit will have the unit, and any support positions, fully staffed by August 31, 2025.

Year 5 (FY26)

Objective 5.1 – The APS leadership team will work with the National Adult Protective Services Association (NAPSA), and an academic partner as needed, to complete an economic evaluation of its exploitation units by August 31, 2026.

Workforce Goal: Building the Premier Workforce in the Country

Texas APS has a long history of investing in its people. APS 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 adult population in the state, APS will begin new workforce activities in the areas of recruitment (R), training (T), retention (K), and succession planning (S). The following strategic objectives will be designated, when appropriate, as R/T/K/S.

Year 1 (FY22)

Objective 1.1 – The APS leadership team will create and fill a temporary workforce project manager to oversee this initiative, by January 31, 2022.

Objective 1.2(S) – The APS leadership team will conduct a review of management positions to identify any team members eligible to retire this fiscal year by January 31, 2022.

Objective 1.3(T) – The APS leadership team will charter a project team (responsible for developing a field-based competency-focused training model) by March 31, 2022.

Objective 1.4(S) – The APS leadership team will reach out to anyone identified in #1.2(S) as eligible to retire, to learn what their plans are by April 30, 2022.

Objective 1.5(S) – The APS leadership team will create and distribute temporary positions to allow for a seamless transition of any retiring leaders by May 31, 2022.

Objective 1.6(T) – The APS leadership team will evaluate the Immediate Casework Productivity Pilot (ICPP) curriculum and resource needs to determine whether this training should be activated in crisis situations, by June 30, 2022.

Objective 1.7(R) – The APS leadership team, in conjunction with TEA, will explore how to promote careers in adult protective services in connection with the [Human Services Career and Technical Education](#) program of study by August 31, 2022.

Objective 1.8(R) – The APS leadership team will develop a list of 4-year academic institutions interested in developing APS work study programs for social work students by August 31, 2022.

Objective 1.9(R) – The APS leadership team will evaluate the exit interview process by August 31, 2022.

Year 2 (FY23)

Objective 2.1(T) – The training project team will complete its review, in consultation with Legal, regarding any possible statutory barriers to changes in training, by September 30, 2022.

Objective 2.2(T) – The APS leadership team will create and fill a Training Supervisor Coordinator position by [November 30, 2022](#).

Objective 2.3(T) – The APS leadership team will work with CLOE to confirm the resources needed to support APS' training redesign, by [November 30, 2022](#).

Objective 2.4(K) – The APS leadership team will complete financial analyses to determine the cost of a targeted annual merit program and a retention program, by [December 31, 2022](#).

Objective 2.5(K) – The APS leadership team will work with Finance and HR to produce new guidance regarding overtime by [January 31, 2023](#).

Objective 2.6(R) – The APS leadership team will identify pilot Independent School Districts (ISDs) that want to participate in promoting Adult Protective Services work as a career path by January 31, 2023.

Objective 2.7(K) - District leadership teams will seek their staff input for improvements to on-call and implement approved changes by [February 28, 2023](#).

Objective 2.8(S) – The APS leadership team will work to create and fill a Deputy Associate Commissioner position by [February 28, 2023](#).

Objective 2.9(R) – The APS leadership team will work with the Management Consulting team to develop and administer a new exit survey for APS staff, to be in effect for [March 1, 2023](#).

Objective 2.10(T) – The training project team will complete its design of a field-based competency-focused training model by March 31, 2023.

Objective 2.11(R) – The APS leadership team will develop a recruitment video designed to give a realistic portrayal of what APS work is like, by April 30, 2023.

Objective 2.12(T) – The APS leadership team will create and distribute the required 17 training supervisor positions by May 31, 2023.

Objective 2.13(S) – The APS leadership team will make any other needed organizational changes in state office, dependent upon the ability to staff a Deputy Associate Commissioner position, by [May 31, 2023](#).

Objective 2.14(T) – The APS leadership team, in collaboration with the training project team, will complete its redesign of manager training, in support of the new training model, by June 30, 2023.

Objective 2.15(R) – The APS leadership team, in collaboration with the pilot ISDs, will design summer internship positions for high school juniors and seniors by August 31, 2023.

Objective 2.16(R) – The APS leadership team, in collaboration with partner schools of social work, will design work study programs by August 31, 2023.

Objective 2.17(T) – The training project team will develop performance measures to evaluate the new training model by August 31, 2023.

Objective 2.18(T) – Districts will fill their allotted training supervisor positions by August 31, 2023.

Year 3 (FY24)

Objective 3.1(T) – The APS leadership team will launch the new field-based competency-focused training model September 1, 2023.

Objective 3.2(T) – The APS leadership team will launch the redesigned manager training September 1, 2023.

Objective 3.3(R) – The APS leadership team will create paid summer internship positions for high school juniors and seniors by October 31, 2023.

Objective 3.4(R) – The APS leadership team will create paid work study positions for university students in social work programs by October 31, 2023.

Objective 3.5(T) – The training project team will complete its design of a certification process, in sync with the National APS Training Center, by December 31, 2023.

Objective 3.6(R) – The Associate Commissioner will select two additional districts to implement APS practicum for high school juniors and seniors pursuing the Human Services Career and Technical Education program of study by **December 31, 2023**.

Objective 3.7(T) – The Director of Administrative Services and Operations will present a plan to formalize all the TWW temporary positions by **January 31, 2024**.

Objective 3.8(R) – The Deputy Associate Commissioner will design and implement a pilot project aimed to recruit and hire candidates with an associate’s degree by **March 1, 2024**.

Objective 3.9(T) – The Manager of Field Operations will begin monthly reporting of TWW performance measures by **March 31, 2024**.

Objective 3.10(K) – The Workforce Development Specialist will use the data from the new exit interview process to design and implement a study to determine the expected rate of APS “churn” among caseworkers by **March 31, 2024**.

Objective 3.11(R) – Districts will select the candidates for its first summer internship program by April 30, 2024.

Objective 3.12(R) – Districts will select the candidates for its first work study program by April 30, 2024.

Objective 3.13(R/T) – The Director of Field will explore the possibility of developing an APS-specific associate’s degree in partnership with interested community colleges by **August 31, 2024**.

Objective 3.14(R) – The APS leadership team will complete its development of a college tuition payment program designed for high school graduates who intern with APS and go on to a Texas public university to study social work by August 31, 2024.

Objective 3.15(R) – The APS leadership team will complete its review of potential ongoing sources of funding for the college tuition payment program by August 31, 2024.

Year 4 (FY25)

Objective 4.1(T) – The APS leadership team will complete a review of the new training model by December 31, 2024.

Objective 4.2(T) – The APS leadership team will complete a review of the new manager training program by December 31, 2024.

Objective 4.3(S) – The APS leadership team will develop a phased-in retirement pilot by February 28, 2025.

Objective 4.4(R) – The APS leadership team will select the entry class of APS’ college tuition payment program by March 31, 2025.

Year 5 (FY26)

Objective 5.1 – The APS leadership team will work with NAPSA, and an academic partner as needed, to complete an economic evaluation of its training redesign by August 31, 2026.

Partnership Goal: Community Engagement -- Helping Neighbors Help Neighbors

APS knows that to be effective, it needs the support of both 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 their vulnerable neighbors, or when it is appropriate to call APS for assistance. For its part, APS needs the help of its partners, as the issues facing vulnerable adults are more than any 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. Aligning across sectors emphasizes coordination that extends beyond working together on a single project. Aligned systems require that sectors think and work together in fundamentally new ways to improve the health and well-being of the people and communities they serve in ways that are built to last.

Year 1 (FY22)

Objective 1.1 – The APS leadership team will contract with a public relations firm to conduct research into effective community engagement strategies by October 31, 2021.

Objective 1.2 – The APS leadership team will formalize a working relationship with Faith-Based and Community Engagement (FBCE) staff by March 31, 2022.

Objective 1.3 – The APS leadership team will create and fill a temporary partnership project manager position by March 31, 2022.

Objective 1.4 – The APS leadership team will charter a project team (responsible for developing an APS partnership model) by April 30, 2022.

Objective 1.5 – The contractor from #1.1 will complete its initial research and proposed roadmap by June 30, 2022.

Objective 1.6 – The partnership project team will conduct an inventory of APS partners by July 31, 2022.

Objective 1.7 – The APS leadership team will implement the elements of the community engagement roadmap by August 31, 2022.

Objective 1.8 – The partnership project team will complete an assessment of customer relationship management software that could be used to build a partnership directory by August 31, 2022.

Objective 1.9 – The partnership project team will complete an assessment of relationship mapping software (e.g. stakeholder, systems, community assets) by August 31, 2022.

Year 2 (FY23)

Objective 2.1 – The APS leadership team will develop communication materials to present, as needed, during the 88th Legislative Session by September 30, 2022.

Objective 2.2 – The APS leadership team will obtain customer relationship management (CRM) software by October 31, 2022.

Objective 2.3 – The APS leadership team will obtain relationship mapping software by October 31, 2022.

Objective 2.4 – The partnership project team will complete its review of partnership models by December 31, 2022.

Objective 2.5 – The APS leadership team will adopt a partnership model by January 31, 2023.

Objective 2.6 – The APS leadership team will complete installation of the CRM software by January 31, 2023.

Objective 2.7 – The APS leadership team will complete installation of the relationship mapping software by January 31, 2023.

Objective 2.8 – The APS leadership team will work with FBCE to secure a position that APS will use as the Resource Development Coordinator by [January 31, 2023](#).

Objective 2.9 – The APS leadership team will formalize a working relationship with FBCE, by [February 28, 2023](#).

Objective 2.10 – The APS leadership team will create and fill the Resource Development Coordinator position by [April 30, 2023](#).

Objective 2.11 – The contractor from #1.7 will complete their implementation work by April 30, 2023.

Objective 2.12 – The partnership project manager will complete populating the partnership directory and mapping relationships by April 30, 2023.

Objective 2.13 – The partnership project team will roll-out the APS ambassador program by April 30, 2023.

Objective 2.14 - The partnership project team will develop tiered criteria for staff participation in the Speakers Bureau by [May 31, 2023](#).

Objective 2.15 - The partnership project team will identify other CEUs that would benefit our partners attending the APS Annual Conference by [May 31, 2023](#).

Objective 2.16 – The partnership project team will complete invitations (along with scholarships as needed) to invite partners to the 40th APS Annual Conference by June 30, 2023.

Objective 2.17 – The partnership project team will develop performance measures to evaluate the partnership model by June 30, 2023.

Objective 2.18 – The partnership project team will roll out the APS speakers bureau by August 31, 2023.

Year 3 (FY24)

Objective 3.1 – The partnership project team will identify gaps in key partnerships by September 30, 2023.

Objective 3.2 – The APS leadership team launches 2024 as the *Year of APS*⁴ with the 40th Texas APS Annual Conference. 2024 will also mark the 50th Anniversary of the passing of Title XX legislation. Conference dates are October 10th-13th, 2023.

Objective 3.3 – District Directors will complete a draft district engagement plan for law enforcement and mental health partners by **December 1, 2023**.

Objective 3.4 – The APS leadership team will develop a communication plan and create PSAs to run all of 2024 to promote the partnership model by December 31, 2023.

Objective 3.5 – District Directors will finalize their district engagement plan for law enforcement and mental health partners (covering the period March 2024 – March 2025) by **March 31, 2024**.

Objective 3.6 – The partnership project team will complete invitations (along with scholarships as needed) to invite partners to the 41st APS Annual Conference by **May 31, 2024**.

Objective 3.7 – The partnership project team will work with the Performance team to incorporate Partnering to Protect EJFs into each of the existing performance evaluation templates by **August 31, 2024**.

Objective 3.8 – The partnership project manager will oversee outreach efforts to fill any key partnership gaps by August 31, 2024.

Year 4 (FY25)

Objective 4.1 – The APS leadership team will work with NAPSA, and an academic partner as needed, to complete an economic evaluation of its partnership model by August 31, 2025.

⁴ The actual name for this year is yet to be determined and will be based upon the work completed as part of Objectives 1.1 and 1.7 of this initiative.

Conclusion

APS knows this strategic plan lays out a significant amount of work over the next five years. To support these efforts, APS intends to fill temporary grant-funded project manager positions. While the subject matter expertise of the field will be needed to ensure these efforts are successful, APS knows that field staff do not have the extra capacity to take on managing multi-year projects, in addition to their full-time jobs. This was a point made clear to APS leadership leading up to, and at, the strategic planning retreat.

While there is a lot of work to be done, there is also excitement across APS as everyone knows it is work that is needed. As a leading APS program in the nation, innovation must come from within and this strategic plan shows our commitment to innovation remains strong.

Until the day comes when that long-term vision is a reality, Texas APS will be here, striving to be the best it can be, restoring dignity in the lives of our fellow Texans.