



TEXAS
Department of Family
and Protective Services

Adult Protective Services

Strategic Plan FY 2022-2026

March 2022

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.

Message from the APS Associate Commissioner

To the APS Community:

This past year has been filled with ongoing challenges as we continue to deal with the pandemic and what has been referred to as the “great resignation.” Yet despite all the challenges we have faced, we have continued to make a meaningful difference in the lives of our clients.

This new strategic plan lays out a course of action for APS over the next five years that will make us stronger and even more resilient to face whatever challenges lie ahead. We know the population of clients we serve continues to grow, and with it, so does the rate of abuse, neglect, and exploitation.

When it comes to financial exploitation of seniors, it is reported that one in ten have been a victim. Yet the true number is likely much higher as victims may be unaware they are being exploited, they may be embarrassed, or they may not want to see their perpetrator get in trouble as it may be a family member or caregiver.

But the plague of financial exploitation of the elderly needs to stop. To that end, APS plans to create specialized exploitation units over the next two years. These new units will be modeled off a successful pilot unit APS has been running in the DFW area. These new units will also capitalize on the growing interest from local jurisdictions to tackle this societal cancer. People who have lived their lives by the rules, should not have their life savings stolen from them. The act of financial exploitation of the elderly threatens to cause these vulnerable seniors to lose their homes and force them to rely on public assistance or to move into congregate care which they would not otherwise choose.

Investigating and providing services in exploitation cases is difficult and intricate work that can take months, even years. APS knows it is a type of casework that requires special skill sets that not every caseworker has. These cases can involve forensic accounting skills and an ability to interface seamlessly with law enforcement and judicial partners. Creating specialized units will create a career path for caseworkers interested in this type of work. Making sure APS has the right staff working these cases increases the likelihood that alleged perpetrators will be convicted and funds recovered for the victims.

But it isn’t just exploitation cases that require the right staff. APS work is not just another job. It is a calling; at least it should be. To that end, APS plans to overhaul how it recruits caseworkers. Finding the right employees makes all the difference for our clients and APS is committed to doing that better.

Once we have new hires with a heart for this work, APS needs to make sure we support and train them well. To lose workers shortly after they get out of training is a disservice to our clients and our tenured staff, and it is a cost to the system that we cannot afford. That’s why APS will be redesigning its training system, to make sure it is field-based and competency-focused.

In addition to the great resignation that we have all been enduring, APS also faces a silver tsunami. The number of APS staff in leadership positions eligible to retire in the coming years is staggering. Compounding this issue is the reality that staff in feeder positions, from which future leaders are traditionally selected, are also eligible to retire *en masse*. APS plans to take steps to mitigate the impact of these inevitable changes to ensure that institutional knowledge is passed along, and our APS culture of innovation continues.

Which brings me to our valued APS partners. We know that many of you are also struggling with resignations, retirements, and compassion fatigue. Every time there is turnover in our respective organizations, we often lose momentum and need to re-establish relationships. Given the clients we serve, this can have serious consequences. To that end, APS will work to strengthen its partnership network in the coming years.

APS knows that even if it had all the resources it could ask for, the issues faced by our clients are more than any one agency can address. Issues like chronic disease, poverty, mental health, substance abuse, and family dysfunction, are bigger than any single agency. Developing a partnership model that will allow APS to work in concert with its partners, each contributing their strengths and resources in service to our common clients, will help us restore dignity in the lives of our seniors and adults with disabilities, not just for today, but tomorrow as well.

It is an exciting time to work at APS and I am grateful to have the opportunity to lead this amazing team of talented, dedicated, and compassionate people. While we know some of the activities we have planned are only possible now due to federal grant funding we have received, APS intends to use these funds for strategic investments that will allow us to continue serving the citizens of this state, long after those funds have stopped.

Until the day comes that we can turn off our lights and close our doors for good, as there is no more abuse, neglect, and exploitation, we will continue to be the best APS program in the nation!

A handwritten signature in blue ink, appearing to read "Kez Wold".

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).....	4
Year 3 (FY24).....	5
Year 4 (FY25).....	5
Year 5 (FY26).....	6
Workforce Goal: Building the Premier Workforce in the Country	6
Year 1 (FY22).....	6
Year 2 (FY23).....	7
Year 3 (FY24).....	7
Year 4 (FY25).....	8
Year 5 (FY26).....	8
Partnership Goal: Community Engagement -- Helping Neighbors Help Neighbors... ..	8
Year 1 (FY22).....	9
Year 2 (FY23).....	9
Year 3 (FY24).....	10
Year 4 (FY25).....	10
Conclusion	11

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. As long as there is an APS, serving our clients and putting their needs first remains job number one.

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 -- UT 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.

Strengths	Weaknesses
<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 	<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
Opportunities	Threats
<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 	<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.

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

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.

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.

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.

Adult Protective Services Strategic Plan FY 2022-2026

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

Objective 2.4 – The APS leadership team will identify and obtain any training or certification needed for the exploitation units by March 31, 2023.

Objective 2.5 – 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 2.6 – The APS leadership team will evaluate the need for any additional specialization units 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 – 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 3.6 – 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), and succession planning (S). The following strategic objectives will be designated, when appropriate, as R/T/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(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 2.3(T) – The training project team will complete its design of a field-based competency-focused training model by March 31, 2023.

Objective 2.4(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 2.5(T) – The APS leadership team will create and distribute the required 15 training supervisor positions by May 31, 2023.

Objective 2.6(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 2.7(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 2.8(R) – The APS leadership team, in collaboration with partner schools of social work, will design work study programs by August 31, 2023.

Objective 2.9(T) – The training project team will develop performance measures to evaluate the new training model by August 31, 2023.

Objective 2.10(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) – Districts will select the candidates for its first summer internship program by April 30, 2024.

Objective 3.7(R) – Districts will select the candidates for its first work study program by April 30, 2024.

Objective 3.8(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 3.9(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 contractor from #1.7 will complete their implementation work by April 30, 2023.

Objective 2.9 – The partnership project manager will complete populating the partnership directory and mapping relationships by April 30, 2023.

Objective 2.10 – The partnership project team will roll-out the APS ambassador program by April 30, 2023.

Objective 2.11 – 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 2.12 – The partnership project team will develop performance measures to evaluate the partnership model by June 30, 2023.

Objective 2.13 – 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 – 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 3.4 – 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.

So, while there is a lot of work to be done, there is also a lot of excitement across APS as everyone knows it is work that is very much needed. As a leading APS program in the nation, innovation must come from within as there aren't a lot of other programs to look to for ideas. But that has never deterred APS from trying new things in the past, and this strategic plan shows the commitment to innovation remains strong.

While this plan is about the next five years, APS leadership did talk about their long-term vision for Texas. It was a vision of Texas where APS isn't needed; a state where everyone ages well and lives according to their wishes, and when aging well independently is no longer an option, there is a supportive community available to care for that person.

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.