

Work Readiness

SFP Chapter 13

Disclaimer

- This training is to provide a **high level overview of the changes** to the Standards for Provider Manual to be in effect 10-01-2017.
- The contractor is **responsible for all content in the manual.**

Agenda

- Staff Qualifications
- Overview of Work Readiness Services
- VAT Curriculum Driven Services
- VAT Specialized Evaluation/Training
- Personal Adjustment Training
- Work Adjustment Training

Staff Qualifications

Personal Social Adjustment Trainer Qualifications

- A master's degree in rehabilitation, counseling, education, social services, sociology, or psychology; **or**
- A bachelor's degree in rehabilitation, counseling, education, social services, sociology, or psychology and 1 year of full-time experience performing Personal Social Adjustment Training or similar duties; **or**
- Certification by the Texas Certification Board of Addiction Professionals (for residential substance abuse programs only).

Personal Social Adjustment Training Aide Qualifications

- One year of work experience in vocational areas directly related to Personal Social Adjustment Training or similar duties in a rehabilitation agency or organization; **or**
- Completion of a minimum of 20 college credit hours in rehabilitation, counseling, education, social services, sociology, or psychology;

Note: The Personal Social Adjustment Aide **must** work under the supervision of the Personal Social Adjustment Trainer;

Work Adjustment Trainer Qualifications

- A master's degree in rehabilitation, counseling, education, social services, sociology or psychology; **or**
- A bachelor's degree in rehabilitation, counseling, education, social services, sociology or psychology and one year of full-time experience performing work adjustment services or similar duties; **or**
- A combination of six years of training and experience performing work adjustment services or similar duties with a minimum of two years' successful history providing services to people with disabilities.

Work Adjustment Training Aide Qualifications

- One year of work experience in vocational areas directly related to Work Adjustment Training or similar duties; **or**
- Completion of a minimum of 20 college credit hours in rehabilitation, counseling, education, social services, sociology, or psychology.

Note: The Work Adjustment Training Aide must work under the supervision of the Work Adjustment Trainer.

Vocational Adjustment Trainer Qualifications

Vocational Adjustment Trainers who provide services to customers must meet the qualifications below:

- Completion of at least 60 college credit hours
- UNTWISE Texas Work Readiness Credential (formally called Vocational Adjustment Training Credential)

Note: On October 1, 2017, these qualifications will apply for Vocational Adjustment Trainers serving customers with visual impairments or blindness.

Temporary Waiver of Staff Qualifications

A DARS3490, Temporary Waiver of Employment Services Credentials

- **Can be submitted while staff gain required UNTWISE Credential**
- **Must** be completed and approved by the Vocational Rehabilitation (VR) Director before services are provided
- **Must** be specific to the entity and a staff member
- Is **only** valid for the period of time specified on the approved waiver
- Is submitted to your Q and your RPSS

Note: No services can be provided by the staff person until an approved DARS3490 is received.

DARS3455, Provider Staff Information

Before services are provided to customers:

- The service provider's director **must approve** the form DARS3455, Provider Staff Information, completed by each staff member
- **Submit** the approved form to the provider's assigned contract manager and Q or RPSS prior to the provision of services.

Overview of Work Readiness Services

Applies to all Work Readiness Services

Work Readiness Services

- Prepare participants to excel in their abilities to successfully obtain and maintain competitive integrated employment
- Are related to disability issues, interpersonal skills training, daily living skills
- Benefit customers who have not worked, have not worked for a long time, or have a sporadic work history

- Prepare customers for successful employment so they can manage or address vocational impairments and be self-sufficient
- Are used when a customer needs more assistance than the TWS-VRS staff can provide.
- May be offered in groups and individually (individuals who are 22 years old or younger may benefit from participating in groups geared toward their maturity level)
- Are held at the provider's facility or within the community
- Purchased one time for each customer

- In order to receive payment for any Work Readiness service, the customer must attend the required minimum hours of training.
 - **Payment will not be** made if the customer's absence results in him or her not attending the minimum number of required training hours.

Note: Individuals who are actively receiving Supported Employment are not eligible for Work Readiness Services.

Work Readiness Services Include

- Personal Social Adjustment Training (PSAT)
- Work Adjustment Training (WAT)
- Vocational Adjustment Training (VAT)

Curriculum Requirements

All Work Readiness Training curriculum and activities can include the following:

- Discussions
- PowerPoint presentations
- Inquiry based instructions
- Hands on experiments
- Project- and problem-based learning
- Computer-aided instructions
- Handouts
- Exercises
- Journaling activities
- Extension activities

Journaling activities

- allow customers to gain insight into their thoughts, feelings, and opinions about the content being taught and to identify skills to improve their success

Extension activities

- reinforce skills and knowledge learned in the core activities offered in the service
- examples of extension activities include field trips, guest speakers, and videos that are not required in the core curriculum

Note: The provider provides all supplies and resources for the training at no cost to the customer.

Lesson plans must include

- A description of skills being taught or reinforced as outlined in the required modules in the service description and/or skills identified in the goals of the customer's training plan
- Specific resources used in the instruction
 - Examples: activities, guest speakers, books, films, and field trips
- The required number of extension activities and journaling activities offered throughout, when required
- How the curriculum is adjusted to meet individual needs of customers

Note: Attendance records, lesson plans, and documentation must be kept as proof that required training topics were completed and staff ratios were maintained.

Note: All curriculum, lesson plans, and attendance records must be available for review by VRS staff members upon request.

Work Readiness Referral

- An employment service provider receives a DARS3121, Referral for Work Readiness
- The referral and service authorization (SA) should identify skills to be evaluated and addressed

Note: Special directions related to the delivery of the services and information about the customer can be included in the referral and/or service authorization

Work Readiness Trainer's Responsibilities include:

- Reviewing the customer's strengths, challenges, and recommendations with the customer
- Preparing curriculum
- Providing all supplies and resources
- Using various instructional strategies to meet all customer's learning styles
- Ensuring all accommodations and compensatory techniques are provided to the customer for successful participation and training

- Facilitating the evaluation or training
- Remaining onsite supervising all services, including the evaluation and training
- Maintaining written attendance records with student's and trainer's/evaluator's names
- Supervising qualified aides, when the service allows, with a ratio of 1 trainer to 2 aides.
- Maintaining required ratios as stated in the service definition
- Verifying customer satisfaction with services provided with signatures gained on required forms
- Completing and submitting the required documentation and invoice

Work Readiness Services Process and Procedures

- Obtain referral (DARS3121) and service authorization
- Create or gain the required curriculum for the service(s)
- Complete the evaluation and the training plan when required
- Provide training(s) and monitor customer's performance
- Maintain attendance and staff to customer ratios
- Document the customer's progress on the required form

- **Update the training plan** as needed and **gain monthly approval** when required for the service
- Obtain signatures
- Submit with an invoice

Work Readiness Services Outcomes for Payment

The trainer and evaluator, as appropriate, documents in descriptive terms all information required in the referral, Standards and on the SA, including evidence that:

- the training was provided without exceeding the ratio of one staff to six customers
- the attendance records show the required minimum hours of training
- the customer's training included:
 - required modules outlined in the curriculum or goals established in the Training Plan
 - required extension activities, when applicable
 - journaling activities were offered, when applicable

- all necessary accommodations and compensatory techniques were identified, documented and provided to meet the special needs of the customer to allow for successful participation in the training
- various instructional approaches were used to meet the customer's learning style
- all supplies and resources were provided
- customer satisfaction was verified by the customer's signature or by VRS staff contact with customer

Note: VRS does not pay fees related to excused or unexcused absences or holidays.

Vocational Adjustment Training Curriculum Driven Services

VAT

Vocational Adjustment Training

- Includes services to help a customer learn and adjust to the daily workplace routine
- Allows a customer to develop the competencies and essential skills necessary to function successfully on the job and in the community
- Are offered through
 - structured curriculums
 - Individualized training plans

Structured VAT Curriculums

- VAT-Explore the "You" in Work
- VAT-Soft Skills to Pay the Bills—Mastering Soft Skills for Workplace Success
- VAT-Soft Skills for Work Success
- VAT-Entering the World of Work
- VAT-Preparing for a Job Search Training (Pre-ETS customers Only)
- VAT-Disability Disclosure Training
- VAT-Money Smart—A Financial Education Training
- VAT-Public Transportation Training

Explore The You In Work

- Explore the “You” in Work curriculum helps customers to learn and understand and identify their own work:

- Work Personality
- Work Interests
- Work Values
- Transferable Skills

- **Curriculum requirements:**

- 10 hours of training
- 4 required modules outlined in the curriculum
- 1 required extension activity
- journaling activities

- **Required Report:**

- DARS3122, VAT Explore the “You” in Work

- **Fee: \$342.50**

Soft Skills To Pay The Bills – Mastering Soft Skills For Workplace Success

The curriculum is designed to teach soft skills to youth and adults in the following six areas:

- Communication
- Enthusiasm and attitude
- Teamwork
- Networking
- Problem solving and critical thinking
- Professionalism

- **Curriculum requirements:**

- 20 hours of training
- 30 activities in the ODEP curriculum
- 4 required journaling
- 4 extension activities

- **Required Report:** DARS3124, VAT Soft Skills to Pay the Bills

- **Fee:** \$685.00

Note: Skills to Pay the Bills: Mastering Soft Skills for Workplace Success is a curriculum developed by the federal Department of Labor's Office of Disability Employment Policy (ODEP) found at

www.dol.gov/odep/topics/youth/softskills/softskills

Soft Skills for Work Success

- The Soft Skills for Work Success curriculum helps the customer learn and demonstrate the soft skills needed to be successful at work including:

- Interpersonal communication
- Work Habits and Conduct
- Work Ethic
- Problem Solving and Decision Making

- **Curriculum requirements:**

- 13 hours minimum
- self-assessments
- 4 required curriculum modules
- 1 extension activity
- journaling activities

- **Required Report:**

- DARS3123, VAT Soft Skills for Work Success

- **Fee: \$513.75**

Entering the World of Work

- The VAT Entering the World of Work curriculum helps the customer learn and demonstrate knowledge and skills related to workplace expectations, rules, and laws:
 - Health and Safety at Work
 - Work Interests
 - Work Rules and Expectations
 - Employer Benefits, Payroll, and Paycheck Basics
- **Curriculum requirements:**
 - 10 hours of training
 - 3 curriculum modules
 - 1 extension activity
 - journaling activities
- **Required Report:**
DARS3125, VAT Entering the World of Work
- **Fee:** \$342.50

Job Search Training – for Pre-Employment Pre-Pre-ETS Customers Only

- The VAT Job Search Training helps the customer learn and demonstrate knowledge and skills necessary to prepare for a job includes:
 - Exploring Careers
 - Completion of the DARS1850, Personal Employment Data Sheet
 - Resume Training
 - Job Applications Training
 - Job References and Written Correspondence Training
 - Interview Training
 - Pre-employment Testing Training
 - Job Search Training

- **Curriculum requirements:**

- 20 hour training
- 8 modules
- 1 extension activity;
- journaling activities

- **Required Report:** DARS3126, VAT Job Searching Training

- **Fee:** \$685.00

Note: The VAT Job Search Training is only for Pre-ETS students age 22 and younger.

Note: If Non-Bundled Job Placement or Bundled Job Placement is authorized at a later date, a reduction payment is applied.

Disability Disclosure Training

- VAT Disability Disclosure Training provides information to customers to help them make informed, beneficial decisions about disclosing their disability and about their educational, employment, and social lives included in these modules:
 - Self-Determination—the Big Picture
 - Disclosure—What Is It and Why Is It So Important?
 - Weighing the Advantages and Disadvantages of Disclosure
 - Rights and Responsibilities Under the Law
 - Accommodations
 - Postsecondary Disclosure: Why, When, What, to Whom and How

- Disclosure on the Job: Why, When, What, to Whom and How
- Disclosure in Social and Community Setting: Why, When, What, to Whom and How

- **Curriculum requirements:**

- 20 hours of training
- 21 activities
- 8 modules
- 3 extension activities
- journaling activities

- **Required Report:** DARS3132, VAT Disability Disclosure

Fee: \$685.00

Note: The 411 on Disability Disclosure workbook curriculum is found at <http://www.ncwd-youth.info/411-on-disability-disclosure>

Money Smart – A Financial Education Training

The Financial Education Program curriculum developed by the Federal Deposit Insurance Corporation (FDIC) teaches customers basic behaviors about responsible handling of money and finances, including how to create positive relationships with financial institutions that consists of 13 training modules: Modules including:

- Bank on It
- Borrowing Basics
- Check it Out
- Money Matters
- Pay Yourself First
- Financial Recovery
- Keep it Safe
- To Your Credit
- Charge it Right
- Paying for College and Cars
- Loan to Own
- A Roof Over Your Head
- Your Own Home

- **Curriculum requirements:**

- 30 hour training
- 13 curriculums modules
- 3 extension activities
- journaling activities

- **Required Report:** DARS3133, VAT Money Smart

- **Fee:** \$1027.50

Note: The Money Smart—A Financial Education Program curriculum, located at

<https://www.fdic.gov/customers/customer/moneysmart/young.html>.

Public Transportation Training – 1

- VAT Public Transportation Training teaches customers essential skills for traveling by the customer's preferred mode of public transportation in the customer's community.
- Destinations can include: school, work sites, and an independent living center
- Public transportation options includes: fixed bus routes, paratransit, taxi, rideshare, streetcar, rail transport, and rural transportation options

• **Training Modules**

- obtain passes and tickets
- use schedules and route maps
- contact public transportation providers
- plan a trip
- travel safely as a pedestrian
- wait for transportation
- board and disembark

• **Curriculum requirements:**

- training is provided on an hourly basis
- 1 extension activity
- journaling activities
- **Required Report:** DARS3134, VAT Public Transportation Training
- **Fee:**
 - negotiated up to \$37.50 per hour for individual training
 - negotiated up to \$19.00 per hour for each individual in the group training

VAT Specialized Evaluation/Training

VAT Specialized Evaluation/Training Overview

- A VAT Specialized Evaluation and Training should be purchased for a customer only when another structured VAT cannot meet the customer's needs.
- Services included in the training plan should be skills:
 - not taught in another VAT service
 - that the customer failed to master in previous training
- A justification for the VAT Specialized Evaluation service that includes the skills to be addressed must be on the DARS3121, Referral for Work Readiness Services.

Examples of skills addressed during an evaluation include but are not limited to:

- balancing life and work
- career exploration
- child care management
- community resources
- conflict resolution
- daily living skills
- decision making
- disability awareness
- effective communication
- financial management
- goal setting
- grooming and hygiene
- household management
- housing opportunity
- independent living
- interpersonal communication
- leadership
- stress management

VAT Evaluation Services

- evaluates the customer for up to **5 days**, for no more than a **total of 10 hours**
- evaluates the customer in areas related to Vocational Adjustment
- Documents the evaluation results on the DARS3135A, Vocational Adjustment Training, Specialized Evaluation
- When training is recommended, establishes goals, objectives and interventions on the DARS3135B, Vocational Adjustment Training, Specialized Training Plan

Vocational Adjustment Training Services

- Trains the customer for **up to 25 hours per week** in Vocational Adjustment Training
- All VAT services are **based on the goals, objectives and interventions outlined on the DARS3135B, Vocational Adjustment Training, Specialized Training Plan** (when updated)
- **DARS3136, Vocational Adjustment Training, Specialized Training Report is completed at a minimum of every 28 days** recording the customer's progress

The Vocational Adjustment Trainer, customer, and VR Counselor **review the DARS3135B**, Vocational Adjustment Training - Specialized Training Plan **at least every four weeks** (every 28 days) to:

- evaluate the customer's progress toward the goals
- determine whether the DAR3135B needs to be updated before an SA is issued to approve additional hours
- determine whether the customer's VAT is completed

Note: VAT hours will be authorized per week for up to a month (4-weeks-28 days) at a time

Note: Goals and objectives can be updated, added, or changed throughout the training cycle with the submission of an updated DARS3135B (Training Plan) that is signed and approved by the Vocational Adjustment Trainer, customer, and VR counselor.

Vocational Adjustment Evaluation Forms and Fee

Forms:

- DARS3135A, Vocational Adjustment Training, Specialized Evaluation
- DARS3135B, Vocational Adjustment Training, Specialized Training Plan

Fee: \$17.50 per hour (up to 5 days and no more than 10 hours)

Note: Currently no premiums available

Vocational Adjustment Training Forms and Fee

Forms:

- DARS3135B, Vocational Adjustment Training, Specialized Training Plan (when updated)
- DARS3136, Vocational Adjustment Training, Specialized Training Report is completed at a minimum of every 28 days

Fee: \$17.50 per hour (no more than amount approved on DARS3135B)

Note: Currently no premiums available

Personal Social Adjustment Training

PSAT

PSAT Evaluation Services

- evaluates the customer for up to **5 days, for no more than a total of 10 hours**
- evaluates the customer in areas related to Personal Social Adjustment
- Documents the evaluation results on the DARS3137A, PSAT Evaluation
- When training is recommended, establishes goals, objectives and interventions on the DARS3137B, PSAT Training Plan

Personal Social Adjustment Training Services

- trains the customer for **up to 20 hours per week** in Personal Social Adjustment
- is designed to teach skills related to
 - acceptable work behaviors
 - improving interpersonal skills that interfere with the customer's ability to obtain and maintain competitive integrated employment
- All PSAT services are based on the goals, objectives and interventions outlined on the DARS3137B, PSAT Training Plan
- DARS3138, PSAT Report is completed at a minimum of every 28 days recording the customer's progress

- The Personal Social Adjustment Trainer, customer, and VR Counselor review the DARS3137B, (PSAT Training Plan) at least every four weeks (every 28 days) to:
 - evaluate the customer's progress toward the goals
 - determine whether the DAR3137B, needs to be updated before a SA is issued to approve additional hours
 - determine whether the customer's PSAT is completed

Note: No training can be provided until the VR counselor and customer have approved and signed the DARS3137B, (PSAT Training Plan)

Note: PSAT hours will be authorized per week for up to a month (4-weeks-28 days) at a time

Note: Goals and objectives can be updated, added, or changed throughout the training cycle with the submission of an updated DARS3137B (Training Plan) that is signed and approved by the Personal Social Adjustment Trainer, customer, and VR counselor.

Note: DARS3138 (PSAT Report) is completed at least every 28 days documenting

- the consumer's abilities, limitations, progress towards achievement of goals in the training plan
- notation in Additional comments sections when the DARS3137B was updated and communication with VR Staff

Examples of skills assessed during an evaluation and trained on when necessary

Personal adjustment includes:

- self-evaluation
- developing or restoring self-confidence
- self-advocacy
- disability management
- motivation
- personal health and hygiene
- personal appearance and grooming

Social adjustment includes:

- establishing basic etiquette
- social relationships and/or interpersonal skills
- conflict resolution and problem solving
- time and schedule management
- developing socially acceptable behaviors
- effective communication
- workplace interaction
- acceptable work behaviors

PSAT Trainer's Responsibilities

- identify appropriate and inappropriate behaviors using existing records, personal observations, and conversations with VR counselor, customer, family members, and others
- review the customer's strengths, challenges, training plan, and recommendations with the customer
- develop and update, in coordination with the customer and the VR counselor, a DARS3137B (PSAT Training Plan), that includes measurable goals, objectives, interventions and timelines

- remain onsite supervising **all** PSAT services, including the evaluation
- provide training and interventions as outlined in training plan
- supervise qualified aides and maintain the ratio of:
 - 1 trainer to no more than 6 customers without an aide **or**
 - 1 trainer and 1 aide to no more than 10 customers
- coordinate PSAT with such other services provided by the employment service provider as WAT, when applicable

PSAT Evaluation Forms and Fees

Forms:

- DARS3137A, Personal Social Adjustment Training (PSAT) and Evaluation
- DARS3137B, Personal Social Adjustment Training (PSAT) and Work Adjustment Training (WAT) Training Plan

Fee: \$17.50 per hour (up to 5 days and no more than 10 hours)

Note: Currently no premiums available

PSAT Training Forms and Fee

Forms:

- DARS3137B Personal Social Adjustment and Work Adjustment Training Plan (when updated)
- DARS3138, Personal Social Adjustment Training and Work Adjustment Report is completed at a minimum of every 28 days

Fee: \$17.50 per hour (no more than 20 hours per week)

Note: Currently no premiums available

Work Adjustment Training

WAT

WAT Evaluation Services

- evaluates the customer for up to **10 days, for no more than 25 hours**
- evaluates the customer in areas related to Work Adjustment Training
- the referral and SA may identify skills to be evaluated and assessed
- Documents the evaluation results on the DARS3137A, PSAT and WAT Evaluation
- When training is recommended, establishes goals, objectives and interventions on the DARS3137B, (WAT Training Plan)

Work Adjustment Training Services

- evaluation must be completed prior to training
- trains the customer for competitive integrated employment
- provider must offer WAT with a minimum of 25 hours per week
- customer will be paid at least minimum wage for all hours worked
- All WAT services are based on the goals, objectives and interventions outlined on the DARS3137B, PSAT and WAT Training Plan

DARS3138, WAT Report is completed at least every 28 days documenting

- the consumer's abilities, limitations, progress towards achievement of goals in the training plan
- notation in Additional comments sections when the DARS3137B was updated and communication with VR Staff

- The Work Adjustment Trainer, customer, and VR Counselor review the **DARS3137B** (Training Plan) at least every four weeks (every 28 days) to:
 - evaluate the customer's progress toward the goals
 - determine whether the DAR3137B, needs to be updated before a SA is issued to approve additional hours
 - determine whether the customer's WAT is completed

Note: WAT hours will be authorized per week for up to a month (4-weeks-28 days) at a time.

Note: Goals and objectives can be updated, added, or changed throughout the training cycle with the submission of an updated DARS3137B (Training Plan) that is signed and approved by the personal social adjustment trainer, customer, and VR counselor.

Note: The customer's work in the evaluation and training **must** produce compensation for both the provider's business and the customer.

Note: The customer **must** be paid at least minimum wage for all hours worked in evaluation and training.

Examples of skills assessed during an evaluation and trained on when necessary

- acceptance of supervision and directions
- daily living skills
- effective communication
- goal setting
- grooming, hygiene, work attire and/or dress code
- motivation
- problem solving
- self-regulation and self-reliance
- social skills
- understanding roles and responsibilities in the workplace
- work ethics
- work practices and productivity (including safety and speed)
- work tolerance

Note: WAT training environments must be flexible enough to meet customer needs and allow the opportunity to develop skills

Note: Vocational Rehabilitation Services (VRS) does not pay for more than 25 hours of WAT per week.

WAT Trainer's Responsibilities

- identify appropriate and inappropriate behaviors using existing records, personal observations, and conversations with VR counselor, customer, family members, and others
- review the customer's strengths, challenges, training plan, and recommendations with the customer
- develop and update, in coordination with the customer and the VR counselor, a DARS3137B, WAT Training Plan that includes measurable goals, objectives, interventions and timelines
- remain onsite supervising **all** WAT services, including the evaluation

- provide training and interventions as outline in training plan
- supervise qualified aides and maintain the ratio below:
 - 1 trainer to no more than 6 customers without an aide **or**
 - 1 trainer and 1 aide to no more than 10 customers
- coordinate WAT with such other services provided by the employment service provider as PSAT, when applicable

Note: Written attendance records must be maintained with student's name and instructor's names proving the ratio was maintained.

Work Adjustment Evaluation Forms and Fee

Forms:

- DARS3137A, Personal Social Adjustment Training (PSAT) and Work Adjustment Training (WAT) Evaluation
- DARS3137B, Personal Social Adjustment Training (PSAT) and Work Adjustment Training (WAT) Training Plan

Fee: \$7.50 per hour (up to 10 days and no more than 25 hours)

Note: Currently no premiums available

Work Adjustment Training Forms and Fee

Forms:

- DARS3137B Personal Social Adjustment and Work Adjustment Training Plan (when updated)
- DARS3138, Personal Social Adjustment Training and Work Adjustment Report is completed at a minimum of every 28 days

Fee: \$7.50 per hour (no more than 25 hours per week per customer)

Note: Currently no premiums available

Future Questions

Contact your assigned

- Quality Assurance Specialist or
- Regional Program Support Specialist

Or

Send email to the Standards for Providers mailbox at VR.Standards@twc.state.tx.us

Quality Assurance Specialist

- Region 1 Mike Lawson Mike.Lawson@twc.state.tx.us
- Region 2 Jesus Quiroga Jesus.Quiroga@twc.state.tx.us
- Region 3 and 4 Elizabeth Kapeller Elizabeth.Kapeller@twc.state.tx.us
- Region 5 Stephanie Jenkins Stephanie.Jenkins@twc.state.tx.us
- Region 6 Andrew Ramirez andrew.ramirez@twc.state.tx.us

Regional Program Support Specialist

- Region 1 and 2 Dennis Bilbrey Dennis.Bilbrey@twc.state.tx.us
- Region 3 and 4 Lisa Powell Lisa.Powell@twc.state.tx.us
- Region 5 Sandy Box- sandra.box@twc.state.tx.us
- Region 6 Gary Benner Gary.Benner@twc.state.tx.us

End