



Texas Rehabilitation Commission

# Annual Report

# 2002

*The Return on Your Investment*

*TRC exists to assist  
people with disabilities...*



*The TRC Mission: TRC exists to assist people with disabilities to participate in their communities by achieving employment of choice, living as independently as possible, and accessing high quality services. TRC achieves its mission by: Involving people with disabilities in decisions that affect their lives and services provided by TRC.*

*TREC exists to assist people with disabilities to participate in their communities by achieving employment of choice, living as independently as possible and accessing high quality services.*

*TREC achieves this mission by:*

*Involving people with disabilities in decisions that effect their lives and services provided by TREC;*

*Valuing the diversity of people and providing an equal opportunity environment which offers challenging and satisfying work;*

*Managing programs which are efficient and effective; and*

*Being an agency that is accountable to the public.*

*The TREC Mission*



# Commissioner's Comments



Throughout 2002 I visited staff in Texas Rehabilitation Commission field offices, central office, and the Disability Determination Services offices and I was encouraged by the enthusiasm, commitment and energy that I observed. The agency will no doubt draw on that enthusiasm and energy as we move through the year.

In 2002 the agency met 80 percent of its key performance targets and was one of few agencies eligible to apply for enhanced compensation for employees who work directly with clients and claimants. Another accomplishment for 2002 was the graduation of the first group of counselors attaining their master's degrees under the Comprehensive System of Personnel Development. This accomplishment is significant considering the personal time required and continued caseload production demands. You are to be commended!

Our past performance is impressive; but in 2003 we must remember that our future is not entirely in our hands.

Possible state and federal budget shortfalls may necessitate prioritizing services. TRC will work hard to maintain the integrity and level of services within our programs. Each year, VR counselors serve more and more people with significant disabilities while continuing to meet the high targets for successful outcomes set by the legislature. Your continued efforts are essential and most appreciated. I am fully aware that our clients with significant disabilities require more services and a wider range of counseling skills to be able to be placed into competitive employment. Your remarkable performance in this area is not taken for granted.

The Disability Determination Services Program's dedicated staff have made tremendous efforts to reduce the staged pending workload and increase the allowance rate. All of this has been accomplished while maintaining an accuracy rate above the national average. I am proud of our staff, of the management, and of the many Texans with disabilities we are privileged to work with. I look forward to serving you in 2003.

A handwritten signature in black ink that reads "Vernon m Arrell".

Vernon "Max" Arrell

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January

# Vocational Rehabilitation Program



The Vocational Rehabilitation Program (VR), a state-federal partnership since 1929, helps Texans with disabilities overcome vocational limitations and enables them to prepare for, find and keep jobs. Together, a client and counselor determine what kind of job the client wants and can achieve. Work-related services are individualized -- guided by informed choice -- and may include counseling, training, medical treatment, assistive devices, job placement assistance or other services. To be eligible for this program, an individual must:

- Have a physical or mental disability that results in a substantial impediment to employment.
- Be employable after receiving services.

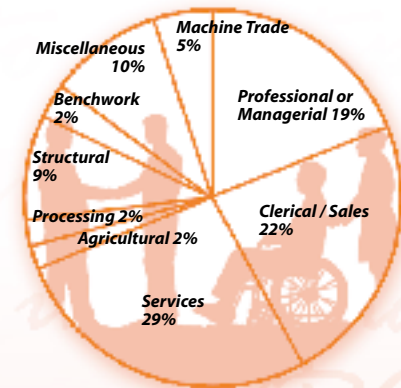
• Require services in order to achieve an employment outcome.

## VR Highlights for 2002

- There are five regions with 125 field offices and 491.5 counselors across the state.
- In State Fiscal Year (SFY) 2002, 147,724 persons with disabilities were served. Of the 124,070 eligible clients, 23,900 were successfully rehabilitated and 72,213 continued to receive services at the end of the year. TRC served 11.21 percent of the potentially eligible population of Texans with disabilities.
- 88.11 percent of the eligible clients served had significant disabilities.
- Over 16 percent of all referrals were workers

injured on the job. TRC returned 3,115 injured workers to employment.

• Latest national data available shows that TRC received 5.7 percent of the nation's federal rehabilitation funds, yet we were responsible for placing 11.56 percent of the nation's rehabilitants into employment outcomes.



Types of Employment Outcomes SFY 2002

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February

## Primary Disabilities Served State fiscal year 2002

Primary Disability	Percentage
Musculo-Skeletal Disabilities	29%
Substance Abuse	14%
Deaf & Hard of Hearing	6%
Mental/Emotional	20%
Cardiac/Respiratory/Circulatory	2%
Cognitive	13%
Neurological	4%
Traumatic Brain/Spinal Cord Injury	3%
Other Impairments	9%

# Vocational Rehabilitation Program



## Client Satisfaction Findings

Satisfaction with services is an important measure of our success. The best way to find this out is to go to the source: our clients. This year, 13,248 former clients were polled through a telephone survey and results indicated:

- 92.9 percent were satisfied or very satisfied with their overall experience with TRC.
- 97.13 percent said they were treated with courtesy and respect.
- 91.99 percent said they had a part in the planning of services.
- 87.27 percent of working clients were satisfied or very satisfied with their employment.

## Benefits of VR

- By retirement the average rehabilitated client will repay the cost of services at least 11 times through taxes paid.
- For every dollar spent on VR, clients generate \$22 in personal taxable income through the remainder of their work lives.
- VR is 78.7 percent federally funded and matched at 21.3 percent by the state.

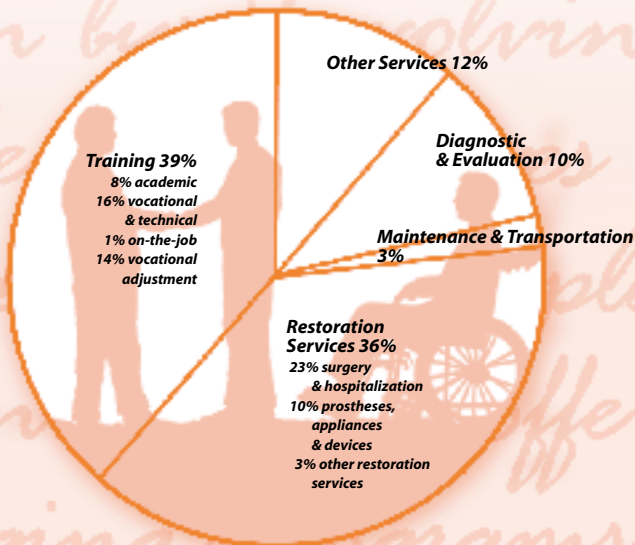
## Average Weekly Earnings

Employed clients' average weekly earnings after TRC services were more than 3 times greater than before receiving services.

## Placements in SFY 2002



## Services Bought for VR Clients SFY 2002



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March

# James Finch

As a young man, Jim Finch, who is quadriplegic, fantasized that he could trek about in a power wheelchair that was a blend of a Range Rover and a Porsche. He wanted to go where other wheelchairs couldn't take him. With lots of hard work and a supportive family, Jim's fantasy has become reality.

In 1978 at age 14, Jim and his family were involved in a car accident as they returned from a Colorado vacation. Jim sustained a C-1 spinal cord injury. He says, "I could not have survived without the support of my family. I know it was difficult on them, but they were there with me every step of the way."

When Jim's health stabilized, he returned home and worked to get his high school diploma. Next, he wanted to go to college.

Knowing that Jim was interested in computers, his TRC counselor worked with the San Antonio College (SAC) and developed a program to allow him to get a degree in computer programming. Jim completed his AA degree in computer programming and computer assisted design (CAD) and got a job.

Jim still dreamed of trekking across the Hill Country in a power wheelchair. He used his CAD skills to design a chair to make his dream come true. In three years he completed the design for a transaxle for a new wheelchair and with help from his father, Tom, received patent approval.

After market surveys, a prototype and test drives -- the OmegaTrac™ was created. The OmegaTrac™ transaxle drive provided consistent steering and maneuvering, and Jim got the power he wanted. The OmegaTrac™ has changed the power wheelchair market and opened doors for Jim. In 2002, Jim and his father, Tom, were inducted into the Texas Science Hall of Fame. Jim now works in aircraft design and continues to design life-improving products for persons with disabilities.



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*April*





# Independent Living Services

Independent Living Services (ILS) and Centers for Independent Living (CILs) provide a broad array of services that promote increased independence, self-sufficiency and enhanced quality of life for persons with significant disabilities.

The ILS program may include counseling and guidance, durable medical equipment, communications aids, prostheses, rehabilitation technology and training with an outcome of achieving the greatest degree of independence possible.

Consumers control the decision-making, service delivery and management of community-based CILs. They promote practices that

increase self-help, self-advocacy and actively develop peer relationships and role models. Core services of CILs may include information and referral, IL skills training, peer counseling, advocacy and ensuring equal access for individuals with varying significant disabilities to services, programs and resources within their community.

### Program Benefits

- ILS programs and CILs help people with significant disabilities to continue living independently in the home and community.
- Services are provided statewide to persons with significant disabilities.

### Program Benefits (continued)

- ILS client-service funds offer assistance to people who have no other resources.
- Resource and referral services allow persons with significant disabilities who might otherwise be underserved or unserved to access services.

### Highlights for 2002

- Currently there are ten state-supported CILs. Four of the centers operate satellite centers in nearby cities.
- In State FY 2002, twenty ILS Counselors and ILS Rehabilitation Services Technicians provided services to 2,641 eligible clients throughout the state.
- In State FY 2002, 5,405 clients were served through state funded CILs.

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May





# Rudy Acosta

Rudy Acosta is a unique and motivated individual! He has overcome obstacles that would defeat most people and keeps finding new and better ways to increase his independence.

Rudy has Werdnig-Hoffman's disease, a rare and severe form of muscular dystrophy that affects the central nervous system causing degeneration of the muscles, paralysis and eventual death. Rudy cannot use his arms or legs, or turn his head and has had chronic breathing problems.

Even with these challenges, Rudy graduated from high school in 1984 and from Texas Tech University in 1999.

His condition hasn't slowed Rudy down. For mobility, he uses a special customized gurney since he is unable to use a wheelchair, and he has a van that was donated to him and modified to fit his needs.

Rudy keeps looking for different ways to add to his independence. Instead of continuing to live in a nursing home, as he had for most of his life, he now maintains his own apartment with the help of an attendant. His more self-sufficient life is due to the aid of TRC, the C.L.A.S.S. (Community Living Assistance and Support Services) program and other agencies.

A return on TRC's investment in Rudy has been his public service. Rudy participates diligently in the Texas Council for Developmental Disabilities and is active in several organizations. He often travels to Austin to attend meetings and speak at functions. In 2002, he was awarded the Consumer/Individual Achievement Award by the State Independent Living Council.

Rudy is also an accomplished artist. He uses a computer with an eye mouse to create paintings of incredible beauty - one pixel at a time.

Rudy is a shining example to all persons regardless of disability. He refuses to allow his disability to control his life or his outlook on life. He is positive, innovative and continues to inspire all those around him.



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*June*

# Comprehensive Rehabilitation Services



The Comprehensive Rehabilitation Services program provides time-limited services for persons with traumatic brain injury and traumatic spinal cord injury. CRS clients may receive in-patient comprehensive medical rehabilitation services, outpatient services and post-acute brain injury services. This program does not provide long-term, ongoing services.

CRS was funded by the 72nd Legislature through a percentage of court costs collected from misdemeanor and felony convictions. TRC counselors provide assistance with assessment and evaluation, case management, development of comparable benefits and assistance with support services consistent with the goal of independence. TRC counselors may also assist clients in becoming eligible for services under another TRC program.

## Benefits of CRS

Comprehensive Rehabilitation Services help clients with traumatic brain and spinal cord injuries live more independently in the family and the community. This program provides the crucial link in the recovery of as much function and independence as possible after severe injury while encouraging clients/families to:

- Make informed choices about needs and goals.
- Make plans for the future.

## CRS Highlights for 2002

- In State FY 2002, TRC served 471 clients in the CRS program.
- Average cost of services is about \$22,226 per person served.

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July



# Extended Rehabilitation Services



## Extended Rehabilitation Services

The Extended Rehabilitation Services (ERS) program is state-funded. It provides an array of employment support services to individuals with significant disabilities, who require special and intensive services to function in the community and workplace.

Because of the nature and significance of their disabilities, these individuals would not be able to obtain and/or maintain employment without the supports provided by ERS.

Although ERS offers the choice of sheltered employment, emphasis is placed on community integrated employment (CIE) opportunities.

## Benefits of ERS

- ERS services provide the job supports necessary for individuals with significant disabilities to maintain employment.
- More than 83.3 percent of ERS clients are employed in Community Integrated Employment earning an average of \$5.97 per hour.
- Persons with significant disabilities maintain employment and become tax paying members of the workforce.

## ERS Highlights for 2002

- There are 22 ERS counselor and support staff teams available to serve individuals needing ERS services.
- ERS services are available throughout the state.
- In State FY 2002, TRC served 1,404 people in this program; 1,170 in CIE and 234 in alternative sheltered workshop settings.

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*August*



# Transition Planning Services

As a part of the VR Program, TRC VR counselors provide consultative and technical assistance to public school personnel in planning the move from school to work for students with disabilities. Each TRC region has a Regional Transition Specialist to assist VR counselors in coordination with schools, independent school districts and Regional Educational Service Centers.

This program provides a framework for TRC, the Texas Department of Mental Health and Mental

Retardation, the Texas Education Agency and other agencies to coordinate services to support transition of students with disabilities from schools and/or institutions to the community.

## Benefits

- VR counselors assist eligible students to plan for post-graduation employment opportunities.

## Benefits (continued)

- VR counselors encourage appropriate referrals from local schools in the last two years the student is in high school.

## TPS Highlights for 2002

- As a result of collaborative efforts with schools, TRC received 7,195 referrals in State FY 2002.



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September



# Chandra L. Walsh



Chandra Walsh's successful employment represents an investment in the future. Chandra has cerebral palsy and depends on a wheelchair for mobility. In 1988 she was referred to TRC by the Pasadena Independent School District for help in continuing her education.

TRC assisted Chandra in obtaining a bachelor's degree in education and a master's degree in special education. She was provided a computer with voice recognition software so that she could effectively complete her training program and develop resources for classroom teaching.

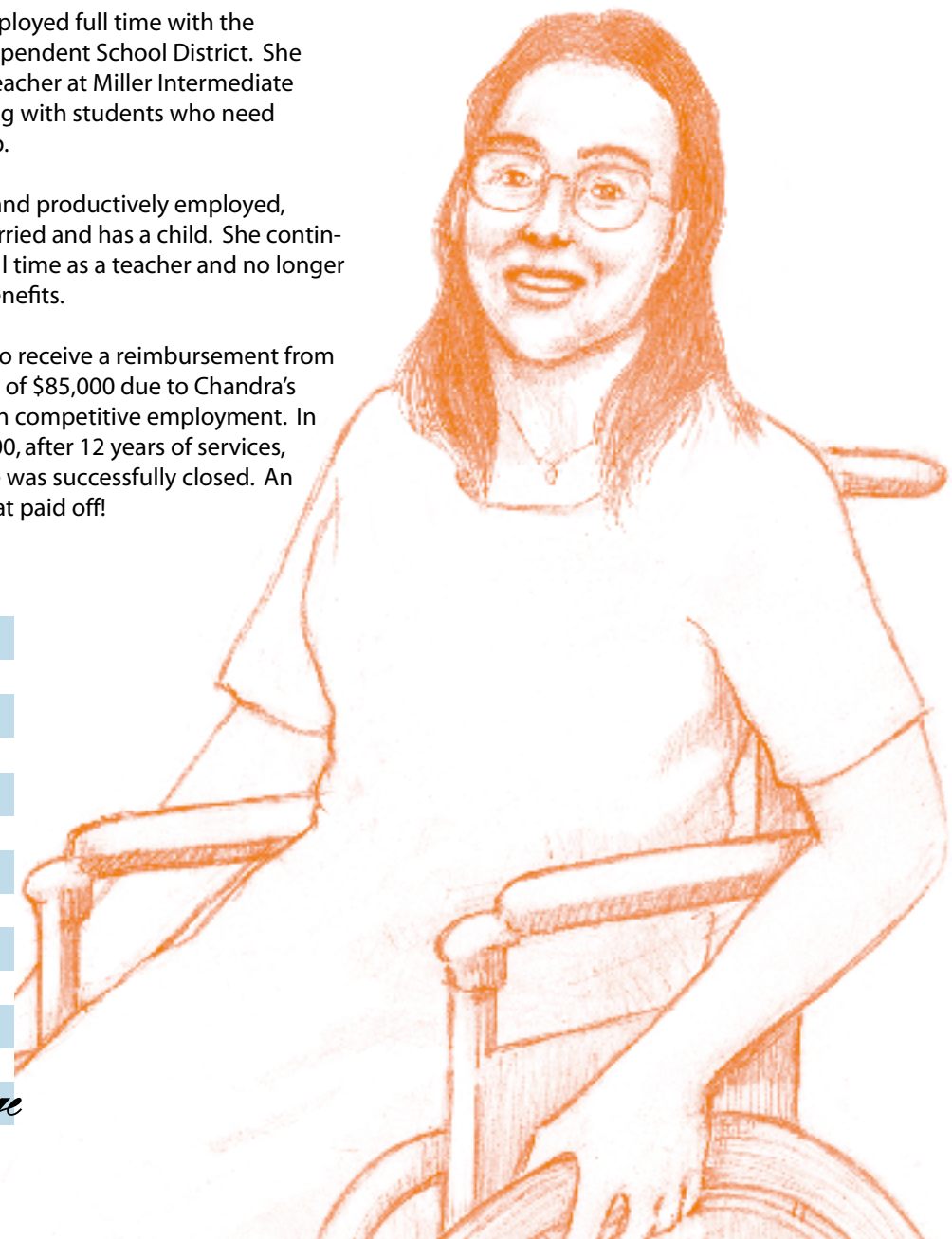
Counseling and guidance helped Chandra to identify services available in the community to allow her to overcome barriers associated with her disability. TRC also helped Chandra get her

vehicle modified and learn to drive.

Chandra is employed full time with the Pasadena Independent School District. She is a resource teacher at Miller Intermediate School, working with students who need individual help.

Independent and productively employed, Chandra is married and has a child. She continues to work full time as a teacher and no longer receives SSI benefits.

TRC was able to receive a reimbursement from Social Security of \$85,000 due to Chandra's achievement in competitive employment. In November 2000, after 12 years of services, Chandra's case was successfully closed. An investment that paid off!



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*October*

# Disability Determination Services



Disability Determination Services, funded entirely through the Social Security Administration (SSA), establishes eligibility for Texans with severe disabilities who apply for Social Security Disability Insurance and/or Supplemental Security Income. Texans with disabilities apply for benefits at their local Social Security office and their applications are forwarded to DDS for determination.

## Benefits

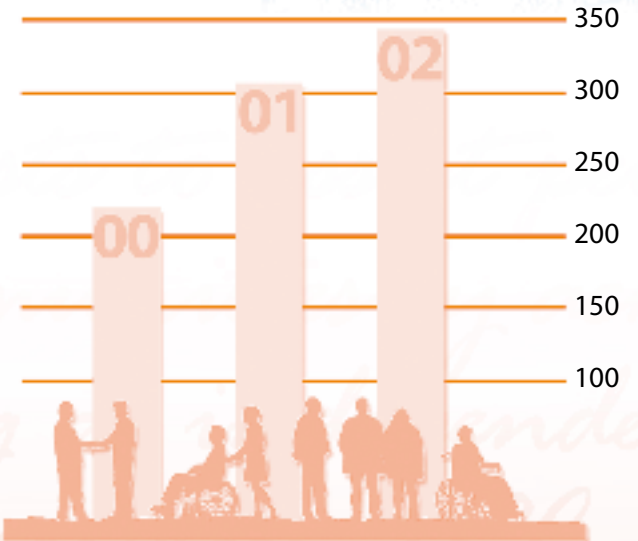
- Federal dollars brought to Texas through disability benefits reach about \$342,440,000 per month.
- The TRC DDS maintains offices in Houston, Irving and Austin for face-to-face interviews with people who have been determined to no longer be eligible for disability benefits.

## DDS Highlights for 2002

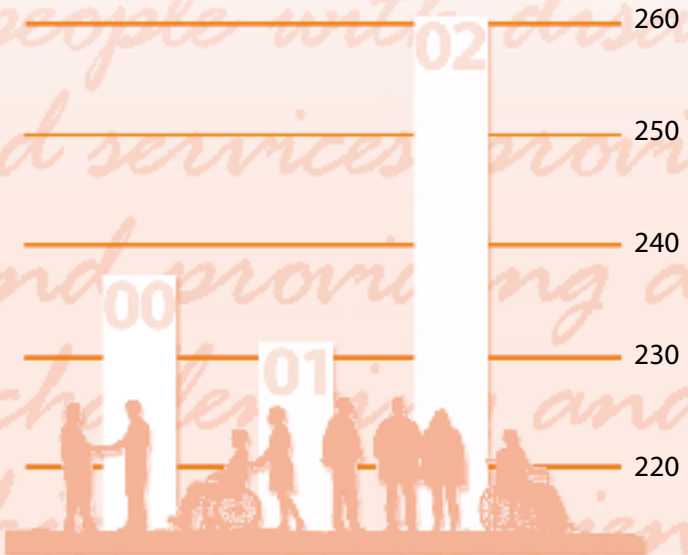
- In Federal FY 2002, DDS processed 261,218 disability cases for Texans.
- For Federal FY 2002, DDS reached 94.4 percent accuracy rate as audited by the SSA.
- SSA has consistently rated the Texas DDS number one among the eight largest DDSs when considering key performance measures.

*Note: The data on the accompanying charts reflects the Federal Fiscal Year term of October 1 through September 30.*

**Total Monthly Payments in millions**



**DDS Cases Processed in thousands**



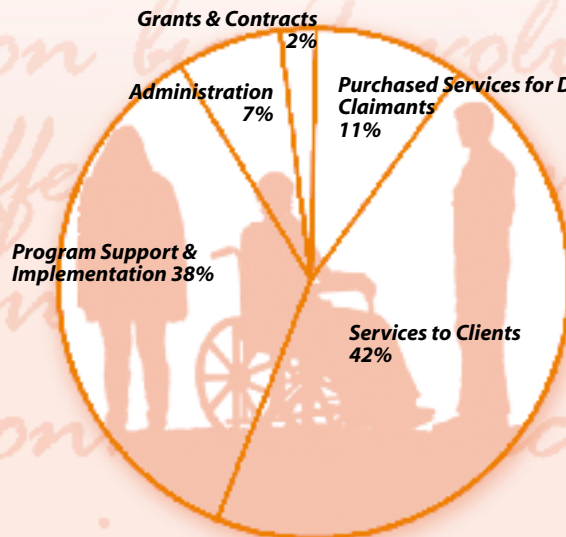
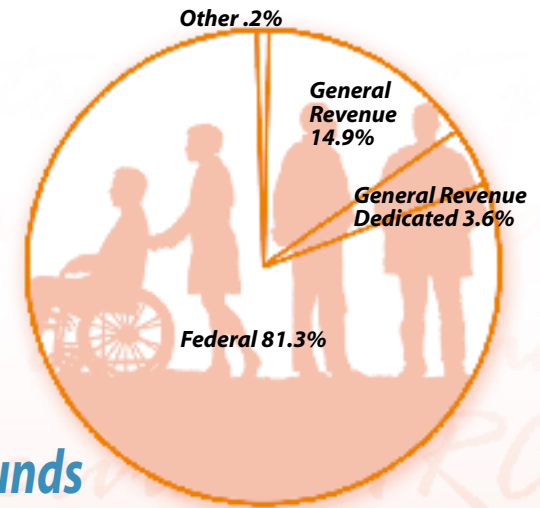
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30	<i>November</i>					

# The TRC Administration



Not all of our employees work directly with our clients in the field. Four areas provide vital services to our front-line forces under the administrative support umbrella. *Financial Services* provides the data, information, allocation, payment and accounting to ensure TRC financial accountability and efficiency. *Administrative Services* provides behind-the-scenes support in the following areas: human resources, buyer support, civil rights and operations support services. *Automated Services* provides planning and support for TRC's information resources, including computer hardware and software, network operations, Internet/intranet, telecommunications and information services.

The Office of the Commissioner provides the vision and executive leadership for the agency. Offices under the Commissioner include management audit, management and geographical information services, medical services, legal services and external relations. TRC also provides administrative support to the Texas Council for Developmental Disabilities. The Council is a 30-member board dedicated to ensuring that all Texans with developmental disabilities have the opportunity to be independent, productive and valued members of their communities.



**Agency Expenditures**

## SFY 2002 Total Funds

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*December*

# County Listings



COUNTY	WEEKLY INCOME (AVE. IN \$) Before Services	WEEKLY INCOME (AVE. IN \$) After Services	SUCCESSFULLY EMPLOYED	TOTAL ELIGIBLE SERVED
Anderson	134	294	34	233
Andrews	61	192	9	57
Angelina	106	251	101	597
Aransas	96	301	47	200
Archer	83	275	20	61
Armstrong	316	316	1	13
Atascosa	67	385	37	193
Austin	182	399	50	245
Bailey	251	249	8	23
Bandera	141	300	22	137
Bastrop	168	400	68	361
Baylor	101	192	4	30
Bee	142	336	40	185
Bell	121	300	257	1447
Bexar	64	313	1716	8602
Blanco	0	258	6	41
Borden	0	360	1	10
Bosque	88	278	10	55
Bowie	123	279	127	614
Brazoria	85	371	219	1107
Brazos	90	313	157	838
Brewster	164	341	14	88
Briscoe	125	232	6	21
Brooks	98	216	8	32
Brown	101	295	48	220
Burleson	190	315	18	81
Burnet	157	354	36	194
Caldwell	47	284	49	300
Calhoun	96	275	17	104
Callahan	165	289	14	65
Cameron	138	243	323	1690

COUNTY	WEEKLY INCOME (AVE. IN \$) Before Services	WEEKLY INCOME (AVE. IN \$) After Services	SUCCESSFULLY EMPLOYED	TOTAL ELIGIBLE SERVED
Donley	312	370	4	26
Duval	140	319	16	83
Eastland	126	308	28	109
Ector	128	314	183	745
Edwards	786	786	1	6
Ellis	129	349	84	561
El Paso	96	254	811	3698
Erath	112	358	73	352
Falls	227	289	7	56
Fannin	118	292	55	259
Fayette	135	287	24	119
Fisher	131	251	4	15
Floyd	147	260	14	53
Foard	0	0	0	0
Fort Bend	114	373	252	1457
Franklin	98	351	10	47
Freestone	150	293	13	76
Frio	90	225	26	98
Gaines	135	213	9	27
Galveston	66	353	359	1605
Garza	122	156	3	8
Gillespie	161	409	15	99
Glasscock	307	307	1	5
Goliad	125	226	5	36
Gonzales	131	276	32	195
Gray	119	270	27	136
Grayson	146	313	198	914
Gregg	149	281	182	875
Grimes	182	321	21	94
Guadalupe	158	330	115	597
Hale	95	254	65	316

COUNTY	WEEKLY INCOME (AVE. IN \$) Before Services	WEEKLY INCOME (AVE. IN \$) After Services	SUCCESSFULLY EMPLOYED	TOTAL ELIGIBLE SERVED
Kaufman	117	391	63	327
Kendall	89	285	9	89
Kenedy	0	0	0	1
Kent	0	0	0	4
Kerr	154	325	66	351
Kimble	122	322	5	23
King	0	0	0	0
Kinney	57	341	4	33
Kleberg	158	266	36	144
Knox	163	176	9	50
Lamar	181	275	131	623
Lamb	139	196	13	53
Lampasas	202	383	29	130
La Salle	146	211	13	31
Lavaca	81	357	21	111
Lee	84	403	8	74
Leon	177	300	21	111
Liberty	88	397	48	279
Limestone	171	279	16	90
Lipscomb	0	430	3	20
Live Oak	230	332	13	58
Llano	194	472	14	88
Loving	0	0	0	0
Lubbock	126	293	438	1926
Lynn	204	286	9	40
McCulloch	265	354	7	41
McLennan	119	311	225	1146
McMullen	0	260	1	4
Madison	96	278	10	56
Marion	196	268	14	72
Martin	0	0	0	4



Camp	341	395	7	60
Carson	62	249	5	28
Cass	148	329	46	191
Castro	211	346	9	40
Chambers	42	400	12	78
Cherokee	121	257	62	349
Childress	81	252	9	29
Clay	108	245	12	75
Cochran	93	121	2	21
Coke	20	290	2	27
Coleman	87	238	7	31
Collin	132	448	345	2167
Collingsworth	100	246	2	25
Colorado	196	355	23	128
Comal	79	337	109	573
Comanche	161	251	21	58
Concho	135	188	1	11
Cooke	128	308	35	197
Coryell	74	279	39	254
Cottle	0	206	1	10
Crane	300	300	2	20
Crockett	0	370	2	18
Crosby	183	288	8	36
Culberson	171	191	4	26
Dallam	125	342	10	32
Dallas	92	380	2527	14140
Dawson	125	227	18	90
Deaf Smith	150	331	18	96
Delta	164	375	12	55
Denton	143	409	392	2004
Dewitt	120	279	22	102
Dickens	0	223	3	8
Dimmit	109	239	17	88

Hall	228	268	5	15
Hamilton	130	277	16	71
Hansford	75	350	2	13
Hardeman	112	204	11	36
Hardin	158	349	44	223
Harris	74	358	3726	18823
Harrison	161	307	75	387
Hartley	129	204	2	13
Haskell	220	252	7	57
Hays	90	341	134	764
Hemphill	304	247	3	17
Henderson	136	316	76	380
Hidalgo	127	280	571	2747
Hill	123	333	47	276
Hockley	122	284	17	96
Hood	116	348	67	318
Hopkins	130	302	49	259
Houston	68	246	23	159
Howard	88	245	49	270
Hudspeth	0	252	3	8
Hunt	151	301	123	715
Hutchinson	165	287	28	150
Irion	0	255	2	8
Jack	132	305	8	55
Jackson	70	303	21	107
Jasper	92	292	32	212
Jeff Davis	40	94	2	9
Jefferson	70	290	342	1619
Jim Hogg	197	252	11	30
Jim Wells	159	218	41	189
Johnson	122	385	156	679
Jones	183	289	32	140
Karnes	196	256	20	95

Mason	246	172	5	15
Matagorda	148	302	58	324
Maverick	91	257	38	265
Medina	100	276	13	125
Menard	0	0	0	10
Midland	135	296	137	648
Milam	137	358	23	133
Mills	93	296	3	18
Mitchell	103	403	2	19
Montague	107	300	36	146
Montgomery	146	345	327	1826
Moore	254	286	12	44
Morris	141	283	10	77
Motley	0	0	0	3
Nacogdoches	122	291	56	259
Navarro	127	256	73	372
Newton	158	454	8	45
Nolan	77	308	28	147
Nueces	109	294	424	2210
Ochiltree	63	178	5	29
Oldham	161	289	2	14
Orange	53	310	84	426
Palo Pinto	141	323	32	149
Panola	149	408	20	164
Parker	79	301	115	501
Parmer	150	302	4	29
Pecos	136	189	26	90
Polk	122	278	49	252
Potter	103	301	160	835
Presidio	124	494	3	34
Rains	180	374	15	70
Randall	145	346	143	614
Reagan	153	247	3	12

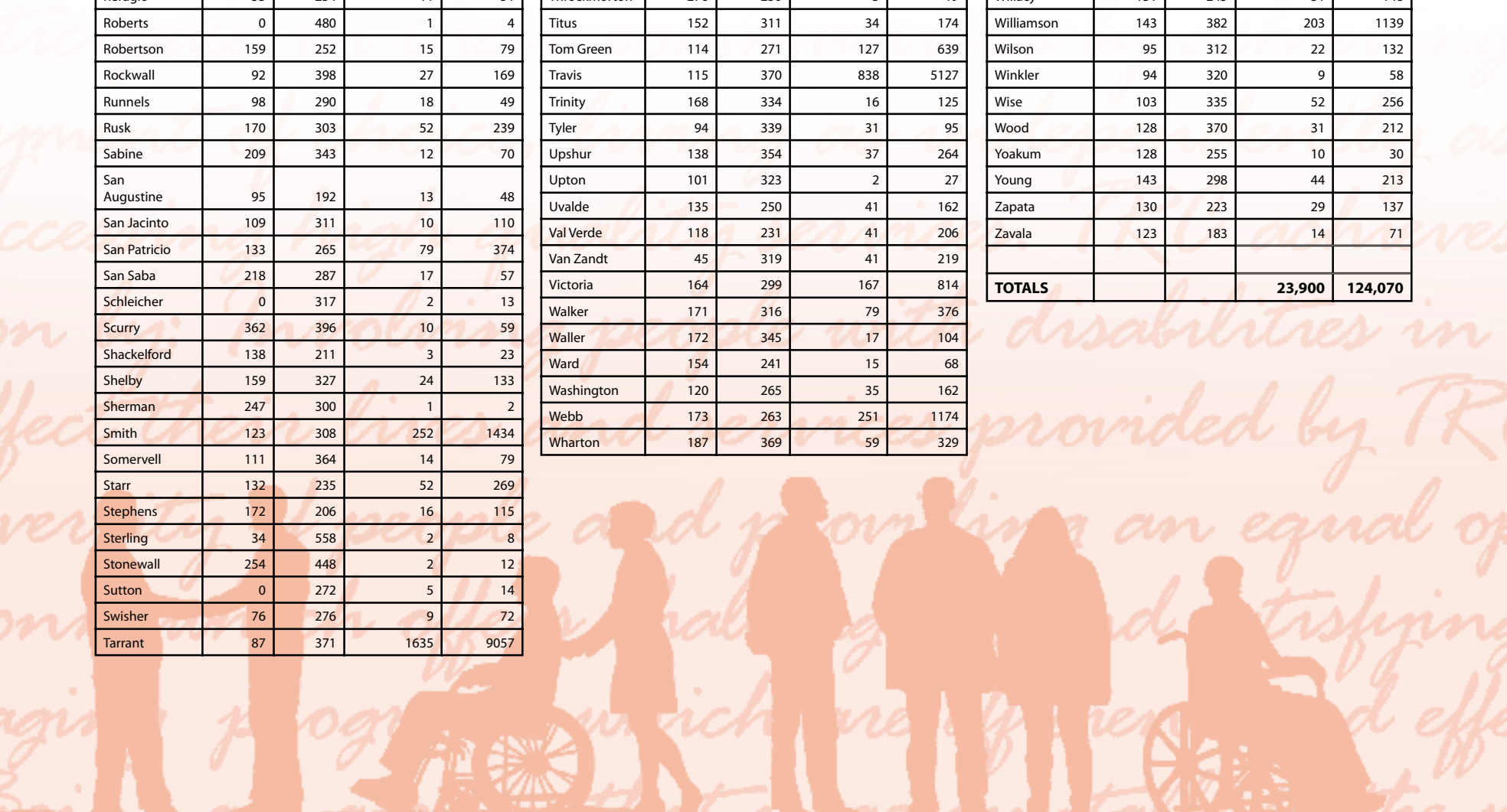
# County Listings (continued)



COUNTY	WEEKLY INCOME (AVE. IN \$) Before Services	WEEKLY INCOME (AVE. IN \$) After Services	SUCCESSFULLY EMPLOYED	TOTAL ELIGIBLE SERVED
Real	22	325	3	13
Red River	200	336	16	71
Reeves	182	312	10	46
Refugio	53	254	11	51
Roberts	0	480	1	4
Robertson	159	252	15	79
Rockwall	92	398	27	169
Runnels	98	290	18	49
Rusk	170	303	52	239
Sabine	209	343	12	70
San Augustine	95	192	13	48
San Jacinto	109	311	10	110
San Patricio	133	265	79	374
San Saba	218	287	17	57
Schleicher	0	317	2	13
Scurry	362	396	10	59
Shackelford	138	211	3	23
Shelby	159	327	24	133
Sherman	247	300	1	2
Smith	123	308	252	1434
Somervell	111	364	14	79
Starr	132	235	52	269
Stephens	172	206	16	115
Sterling	34	558	2	8
Stonewall	254	448	2	12
Sutton	0	272	5	14
Swisher	76	276	9	72
Tarrant	87	371	1635	9057

COUNTY	WEEKLY INCOME (AVE. IN \$) Before Services	WEEKLY INCOME (AVE. IN \$) After Services	SUCCESSFULLY EMPLOYED	TOTAL ELIGIBLE SERVED
Taylor	131	281	153	786
Terrell	70	70	1	2
Terry	180	206	13	49
Throckmorton	276	250	3	19
Titus	152	311	34	174
Tom Green	114	271	127	639
Travis	115	370	838	5127
Trinity	168	334	16	125
Tyler	94	339	31	95
Upshur	138	354	37	264
Upton	101	323	2	27
Uvalde	135	250	41	162
Val Verde	118	231	41	206
Van Zandt	45	319	41	219
Victoria	164	299	167	814
Walker	171	316	79	376
Waller	172	345	17	104
Ward	154	241	15	68
Washington	120	265	35	162
Webb	173	263	251	1174
Wharton	187	369	59	329

COUNTY	WEEKLY INCOME (AVE. IN \$) Before Services	WEEKLY INCOME (AVE. IN \$) After Services	SUCCESSFULLY EMPLOYED	TOTAL ELIGIBLE SERVED
Wheeler	81	292	6	36
Wichita	81	289	341	1572
Wilbarger	140	274	23	73
Willacy	131	245	31	148
Williamson	143	382	203	1139
Wilson	95	312	22	132
Winkler	94	320	9	58
Wise	103	335	52	256
Wood	128	370	31	212
Yoakum	128	255	10	30
Young	143	298	44	213
Zapata	130	223	29	137
Zavala	123	183	14	71
<b>TOTALS</b>			<b>23,900</b>	<b>124,070</b>



# Acknowledgements



**Vernon "Max" Arrell**  
Commissioner

**Doris Banks**  
Deputy Commissioner for  
Automated Services

**Ed Bloom**  
Deputy Commissioner for Disability  
Determination Services

**Sylvia Hardman**  
Deputy Commissioner for  
Legal Services

**Linda M. Loucks**  
Deputy Commissioner for  
Administrative Services

**Bill Wheeler**  
Deputy Commissioner for  
Financial Services

**Mary Wolfe**  
Deputy Commissioner for  
Field Operations

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Plano, 1989

**Beverly Stribling** - Vice-chair  
San Angelo, 1998

**Matthew T. Doyle**  
Texas City, 1994

**Lance Goetz, M.D.**  
Dallas, 2002

**Diane M. Novy, Ph.D.**  
Houston, 1992

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