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# Project RIO Strategic Plan

Submitted to the Legislative Budget Board  
and  
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## Project RIO and Partnered Agencies

The partnered agencies that comprise Project RIO are the Texas Department of Criminal Justice (TDCJ), the Texas Youth Commission (TYC), and the Texas Workforce Commission (TWC). Project RIO (Reintegration of Offenders) reduces recidivism by 20% through workforce services that lead to employment. RIO offers adult and juvenile offenders a continuum of workforce services in state-operated or private institutions and in Texas Workforce Centers. Twenty-eight Local Workforce Development Boards (LWDB's) around the state drive the Texas Workforce Centers and enable Project RIO to accomplish its task.

Project RIO focuses its attention on offenders' and ex-offenders' career path decisions based upon the identified needs of employers and industry. The Texas Workforce Commission ensures that labor market information is available to all partners in the project. The agencies partnered in Project RIO make a concerted effort to bring employers, industry leaders and community leaders into the facilities housing felons and adjudicated youth. This effort leads to an elimination of barriers to employment caused by the public perceptions and stereotypical ideas concerning ex-offenders, thereby increasing the opportunities for independence and self-sufficiency.

Project RIO's goal and related strategies are interrelated and synergistic. This goal and related strategies reflect the belief that Project RIO can: help create safer communities; integrate training and education with employment; enable ex-offenders to become self-sufficient; improve the quality of services for offenders; and be accountable to the public.

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- Goal: To reduce recidivism and promote self-sufficiency by providing offenders with the opportunity to acquire workforce skills necessary to enter long-term employment.
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To accomplish this goal and related strategies, the partnered agencies have identified additional resource needs for technology improvements and workforce investment. Other resources (i.e., non-partnered agencies) will be sought to assist with the goal, objectives and strategies of Project RIO to reduce recidivism. Reducing recidivism positively affects public safety, health and human services and the Texas economy.

This strategic plan will drive the operation of Project RIO and provide guidelines for improvement. In addition, the strategic plan embraces a cohesive program service delivery network that is reflective of an integrated and efficient Re-Integration of Offenders service delivery strategy.

# **Project RIO Vision, Mission and Philosophy**

## **Project RIO Vision**

We envision a Texas where employers can confidently meet their workforce needs by hiring ex-offenders who are fully prepared with the knowledge and skills necessary to enter the workforce and contribute to society.

## **Project RIO Mission**

Project RIO will reduce recidivism and unemployment by providing pre-release and post-release workforce skills, education, occupational skills, vocational skills, training, and opportunities through employment services provided by the state's workforce development network.

## **Project RIO Philosophy**

Project RIO will efficiently and effectively use state funds to produce cost-saving results by serving employers and offenders through an employer-driven approach to job training and placement among offenders and ex-offenders.

# **Project RIO Background Information and Functions of Partnered Agencies**

## **Statutory Basis**

House Bill 1863 (HB 1863) enacted by the 74<sup>th</sup> Legislature in 1995, brought together 28 individual workforce programs from 10 agencies and created a new agency - the Texas Workforce Commission (TWC). It also envisioned a statewide network of Local Workforce Development Boards (LWDBs) responsible for planning the delivery of services that meet the unique workforce needs of each local community. Local plans coordinate workforce education and training, address employers' needs for qualified workers, and provide job seekers with an array of services at a single location.

## **Historical Perspective**

Project RIO represents a partnership among three agencies: TWC, the Texas Department of Criminal Justice (TDCJ), and the Texas Youth Commission (TYC). The 1995 statute recognized that the workforce needs and the public perception pertaining to the training and employment of offenders and ex-offenders offered unique challenges. TWC, TDCJ, and TYC continue in a partnership to provide testing, counseling, guidance, case management, and job placement services to help reduce recidivism. More recently, LWDBs have assumed a greater role in training and employment services for ex-offenders.

## **TDCJ Offender Participation**

Participation in Project RIO is voluntary. Adult offenders within five years of release are the focus of attention as potential RIO participants. Project RIO staff develop an Individualized Service Strategy (ISS) with the offender to identify a career path and to serve as an assessment and evaluation tool. An important component of career path identification is accessing information regarding employer needs, employment information based on the latest labor market trends, and industry-driven occupations in the area where the ex-offender plans to reside after release from prison. The following services are available to TDCJ Project RIO participants:

- Project RIO program orientation;
- Development of an Employability Development Plan (ISS);
- Vocational assessment;
- Educational achievement testing;
- Educational and vocational program referrals;
- Development of work history (free world & Institutional);
- Workforce development training;

1. Enrollment in academic and vocational programming (Windham School District and post-secondary level)
  2. On-the-job-training program participation
  3. Unit job placement referrals
  4. Career path counseling
  5. Resume' development
  6. Job application completions
  7. Project RIO Occupational Direction Training
- Employment documents obtained;
    1. Birth Certificate
    2. DD214 request
    3. Social security verification
    4. Selective service registration
    5. Educational achievements
  - Pre-release exit interview;
  - Job placement recommendations to TWC.

The Windham School District (WSD) delivers educational and vocational training activities. WSD operates exclusively within TDCJ and offers academic and vocational classes in 88 adult facilities. The assessment and evaluation information and career path decisions made by the offender, with the assistance of TDCJ Project RIO staff, assist with selection and placement in WSD educational and vocational training activities. The WSD Continuing Education program offers post-secondary academic and vocational training to participants who have a high school diploma or its equivalency.

TDCJ RIO staff provide recommendations and/or referrals for jobs within the various prison units after completion of training activities. More intensive skill training is available to offenders within five years of release. Project RIO staff obtain documents necessary for employment. Packets containing certificates of education and training, along with the employment-related documents, are prepared and submitted to local workforce centers in the area where the offender will be located and assigned to TWC Project RIO staff. In addition, TDCJ Parole Field Officers refer releasees to TWC for services.

### **TYC Offender Participation**

TYC RIO staff performs duties similar to TDCJ RIO staff. However, unlike TDCJ, TYC does not have a school district dedicated to providing educational and vocational training on its facilities. Instead, each TYC facility is a "state school" because of the age group involved. The facility does not have a "warden," but rather a "superintendent" who administers the facility. The youth offender is evaluated for career and/or educational paths and participates in TYC educational, vocational and work-related programs within the facility and the community. Project RIO participants receive the following services while assigned to a TYC facility:

- An orientation to Project RIO;
- Aptitude and interest assessments;
- An assessment results interview;
- Development of an Individualized Service Strategy (ISS);
- Workforce development training;
- Career exploration/educational enrollment activities;
- Counseling and case management;
- Exit interview with a referral to TWC Project RIO for employment assistance and support services.

### **TWC Ex-Offender Participation**

RIO workforce development specialists located in the Texas Workforce Centers collect client information and initiate services. Using the informational packets from the TDCJ and TYC facilities, the following services are provided:

- Assess Academic and Occupational Aptitudes;
- Case Management;
- Job Counseling;
- Job Placement (Employment Referral);
- Referrals to other TWC partnered agencies;
- Referrals for Educational and Vocational Training Services;
- Assistance with Career Path Identification through Preparation of Employment-related Information;
- Development of an Individualized Service Strategy (ISS) Packet;
- Aptitude and interest testing;
- Workforce Development Training;
- Referrals to Rehabilitative Services;
- Orientation to Workforce Services.

Services are also provided under the Workforce Investment Act (WIA) and complement services used to support and address food, clothing and shelter issues. Some ex-offenders may not have participated in Project RIO while incarcerated. However, Project RIO's services are available to all offenders and ex-offenders after release. Each individual receives a card containing the Project RIO 1-800 number, and State Office RIO staff provide location and service information through the 1-800 number.

# Service Populations, Characteristics, and Demographics of Partnered Agencies

## Organizational Description

The following section describes in detail the services, populations, characteristics and demographics for Project RIO participants served by the three agencies. The offender description reflects the typical Project RIO participant but not necessarily the entire population of TDCJ and TYC or the individuals served by TWC.

### Texas Department of Criminal Justice/Demographics

A nine-member board appointed by the Governor governs TDCJ. An Executive Director located at a central administrative office heads TDCJ's administration. The TDCJ RIO Administrator oversees the program within the Program and Services Division. Within TDCJ facilities, Project RIO staff serve any **offender** (in this strategic plan, an **offender** is defined as an incarcerated adult or an adult supervised by TDCJ-Parole Division) within five (5) years of release. According to TDCJ's Information Office, over 146,000 offenders were incarcerated at the end of state fiscal year 1999 with over 35,000 offenders released during that same period. **The typical offender is described by TDCJ in their annual 1999 report as having the following characteristics:**

- 94% are male, 6% are female;
- average offender is 35 years of age;
- IQ of 91;
- has history of academic failure;
- dropped out of school in the 6<sup>th</sup> or 7<sup>th</sup> grade, but functions at the 5<sup>th</sup> grade level;
- an educational achievement level (EA) grade level of 7.6; but 32% are below a 6.0 EA grade level;
- has low self-esteem, including no confidence in self to find employment;
- has no vision for a productive future;
- exhibits compulsive behavior;
- has a defensive and/or negative attitude;
- has difficulty with relationships;
- has difficulty controlling anger;
- seeks escape from reality by drug/alcohol abuse.

### Windham School District

Windham School District provides academic and vocational education to eligible offenders incarcerated within TDCJ. Windham operates in Institutional Division (ID) prisons and State Jail (SJD) facilities and contracts to operate within a Parole Division Intermediate Sanction facility. Windham currently has 88 schools and 75,177

participants at the facilities of the Texas Department of Criminal Justice. The Windham School District's (WSD) Director of Continuing Education supervises the RIO Administrator. The WSD Superintendent supervises the Director. The following WSD goals are consistent with Project RIO's:

- to reduce recidivism;
- to reduce the cost of confinement or imprisonment;
- to increase the success of former offenders in obtaining and maintaining employment;
- to provide an incentive to offenders to behave in positive ways during confinement or imprisonment.

### **Texas Youth Commission/Demographics**

A six-member board of directors governs TYC. The board members are appointed by the Governor. An Executive Director located at a central administrative office heads TYC's administration. The TYC RIO Administrator administers the program within the Juvenile Corrections Division and reports directly to the Deputy Director. TYC serves youth that are delinquent and committed to the agency by a juvenile court. The delinquent act must occur when the youth is at least 10 and less than age 17. The average length of stay for **juveniles** is eight months (within this strategic plan, a **juvenile** is defined as an incarcerated youth or a youth supervised by TYC parole).

TYC calculates the juvenile populations by the average number of juveniles housed on TYC facilities each day. According to TYC's Information Office, the average daily population of juveniles during state fiscal year 1998 was 4,015. According to the latest officially reported data in TYC's 1998 annual report, over 2,000 juveniles were released that year from TYC facilities. **The typical juvenile served by TYC exhibits the following characteristics:**

- 90% males, 10% female;
- median age at commitment is 16;
- 77% have IQ's below normal (normal = 100);
- has a median reading and math achievement level of 5<sup>th</sup> grade.

### **Texas Workforce Commission**

TWC is responsible for the administration of Project RIO in collaboration and partnership with TDCJ and TYC. A three-member commission appointed by the Governor directs TWC. An Executive Director located at the central administration office heads TWC administration. The TWC RIO State Director administers the program within the agency Workforce Development Division and reports to the Workforce Employment Department administrator.

## **External/Internal Assessment for Project RIO Partnered Agencies**

This section presents essential external and internal factors that directly or indirectly affect the workforce services provided by Project RIO. It also summarizes the accomplishments made by Project RIO, and emphasizes strengths, weaknesses, and the effectiveness of the program. The following areas are discussed: Economic Variables; Employer Benefits; Project RIO Staffing; Technological Considerations/Development; Description of Funding and Expenditures; and Effectiveness of Project RIO's Workforce Services.

### **Economic Variables**

The decade of the 1990s closed with the strongest American economy in the past 50 years. Unemployment rates are down and the labor market is strong creating a shortage of qualified applicants. For example, employers are forced in holiday seasons to offer above minimum wages and compete with other employers to hire personnel. Employers hired individuals with little or no experience in order to meet the increased demand for products and services.

State economists have lauded impressive economic growth in Texas during the past decade. Texas grew at a rapid pace during the 1990s and created more jobs than any other state. Experts offer encouraging, yet modest, predictions for the decade ahead. In February 2000, Texas Comptroller Carole Keeton Rylander forecasted expanding high-tech workforce employment with the largest growth found in the retail and service areas for the next decade. Employment in these fields will only get stronger.

In the 1990s, services accounted for 24 percent of the State's job market. By 1999, it was up to 29 percent. Economists project by 2010 the percentage will increase to 33 percent. This information supports projections by the Texas Workforce Commission and Labor Market Information Department. Given these projections for the next decade and the IQ, educational level, and characteristics of the typical offender served by Project RIO, services provided by Project RIO are on target for this projected period.

The areas of largest growth (retail and service) provide an equitable match with the demographic characteristics provided earlier for TDCJ and TYC Project RIO participants and offenders in general. Project RIO could see even higher employment rates for its population. If the economy continues at the current pace, more opportunities will be available for Project RIO participants. Employers may be more receptive to the client population that is served by Project RIO and willing to develop collaborative employment agreements to meet their needs and at the same time meet the needs of Project RIO offenders.

## **Employer Benefits**

Employers benefit from ex-offender participation in Project RIO (over 30,000 employers have participated) and subsequent unemployment. TWC RIO staff contact potential employers to make them aware of Project RIO and the availability of ex-offenders for employment. Congress provides employers special incentives to hire released offenders. The Work Opportunity Tax Credit (WOTC) provides employers with tax credits for hiring from certain groups who have consistently high unemployment rates and barriers to employment. "Qualified ex-felons" are among the eight targeted groups. Employers also benefit from the Federal Bonding Program. Project RIO assists employers in securing bonding during the placement process and completing necessary documents. The employer incurs no costs for the risks of hiring an ex-offender.

An additional benefit to employers is the level of training that is provided for the offender. While incarcerated, the Project RIO offender's training reflects skills level, mechanical aptitude, physical ability and full range of body motions. For example, offenders are trained according to industry "journeyman" skill standards. They receive a vocational training certification from approved and accredited programs and in most cases meet qualifications for licensure in their area of training. Employers needing qualified workers in these types of jobs can save on training and education costs by hiring an offender with qualifications that meet their job requirements and at the same time obtain an employee with experience.

## **Project RIO Staffing**

The staffing limitations on state employment levels imposed by House Bill 1, Article IX, Section 34 (76<sup>th</sup> Legislature) restrict state agencies to the number of full-time equivalents (FTEs) stipulated in the General Appropriations Act. While prison population numbers have risen, Project RIO staff remains constant. Texas has an ever-expanding prison population and with it, the possibility of higher recidivism rates. If current release trends continue over the next five years, as projected by TDCJ and the Criminal Justice Policy Council, Project RIO will experience additional shortages in staff. Projections by these two agencies indicate that 150,000 offenders will be released during this period.

Currently, 120 full-time TDCJ employees conduct RIO as follows: 3 administrative, 44 clerical, and 73 RIO counselors. Each TDCJ RIO case manager averages more than 400 offenders.

With the increase of offenders comes an increase in the number of facilities needed to house them and provide services subsequent to their release. The addition of more state prisons provides more opportunities for county jails to move more offenders into state prisons as a method to reduce overcrowding. TDCJ workload experienced growth in the number of facilities and the number of incarcerated offenders. The demand for RIO services on the units exceeds the supply.

TYC will exceed the number of RIO FTEs authorized. TYC employs 14 full-time staff, 3 administrative and 11 RIO counselors. TYC has also experienced an increase in the number of youth offenders and increased the number of TYC facilities. Each TYC case manager averages 100 youth offenders per caseload. These increases demand the hiring of more staff. The Criminal Justice Policy Council reported in a 1999 report that between 1993 and 1998, there was a 152% increase in TYC bed space. The need for additional bed space, according to the TYC 1999 annual report, will continue at that pace in the next five years.

TWC has integrated 97 RIO staff into 65 Texas Workforce Centers in all 28 workforce areas around the state. The average caseload for TWC personnel is 110 cases per FTE. With the projected increases in incarcerations at both TDCJ and TYC and increased number of releases, TWC Project RIO staff will experience an expanding staff-to-offender ratio. This demand is likely to diminish the quality of workforce services needed to meet the Project RIO mission of reducing recidivism through employment.

### **Technological Considerations/Developments**

This section presents one of the most important future considerations for Project RIO. If technology continues to advance at the current pace over the next five years, Project RIO participants would benefit from enhancements to its traditional resources through integrated and automated systems for sharing information. While the staff shortages reflected above serves as an obstacle for quality workforce services provided by Project RIO, a full range of technology support could contribute to reducing this obstacle. In order for service delivery to be seamless and tracked from the prison environment to post-release services, technological constraints may need to be addressed. Integrated customer service plays an important role in accomplishing RIO's stated goal. The Workforce Information System of Texas (TWIST) is used by TWC and the Local Workforce Development Boards. TWIST is a client-server system based on a single, centrally located database that runs on personal computers in the Texas Workforce Centers. TWIST enables Workforce partners to access and retrieve information from mainframe databases, e.g., Employment Services.

TWC staff use this information to populate and/or update TWIST. TWIST also includes a mechanism for tracking services provided to customers. Hire Texas and the Job Service Matching System (JSMS) provide more effective employment services. Hire Texas and JSMS are job-matching services that are available to all three agencies and complement the comprehensive package of the existing workforce services. However, due to a lack of adequate computer equipment, TDCJ and TYC are unable to access the system through the Internet. This condition restricts the opportunities for networking among agencies and further limits the integrated networking and comprehensive workforce services provided Project RIO and the LWDBs.

TDCJ, TYC, and TWC are not currently equipped with standardized technological equipment across agencies to provide adequate or efficient network support among the agencies. Project RIO proposes that the information provided from TWIST, HIRE Texas

JSMS, and TWC will be available to employers. Employers will be able to identify offenders with the training and skills necessary to meet their labor needs before the offender's release. This mechanism links the employer with the offender. This link will expedite the immediate employment of the offender after release and positively impact the goal of meeting employer and industry workforce needs through the training and hiring of ex-offenders.

### **Description of Funding and Expenditures**

Changes to the State's criminal justice laws enacted during the 73<sup>rd</sup> Legislature in 1993 started the trend in expansion of prison capacity. Senate Bill (SB) 1067 and SB 532, rewrote the entire Penal Code in Texas. The statutes stiffened many of the offenses from misdemeanors to third degree felonies. Incarceration for a misdemeanor usually takes place in a county jail. Incarceration for a felony occurs in a prison. These changes result in greater expenditures for additional facilities to confine such offenders.

In 1993, the Texas prison population was approximately 83,000 inmates. By 1999, that population had grown to more than 146,000 inmates. The 1998 Texas Department of Criminal Justice Annual Report shows that 32% of the offenders processed into prison in 1998 were recidivists. This percentage represents approximately 12,000 offenders per year returning to prison. In 1998, incarceration costs per offender were approximately \$16,000 per year. This figure is distorted, due in part because it is representative of average housing of an offender. Maximum housing and death row costs average \$44,000 per offender per year. Texas expended \$192,000,000 dollars for re-incarcerating these 12,000 individuals for one year. The cost of the criminal justice procedures required for re-incarceration is not included in this figure.

To help keep offenders from returning to the institutional setting, the Legislature sets aside State General Revenue for Project RIO. The Project RIO funds are appropriated to TWC and total about \$17.5 million biannually. Interagency contracts maintained during the FY 2000-01 biennium provide "pass-through" authority for funding the TDCJ and TYC components. From the appropriation, TDCJ receives \$6.3 million to employ 120 FTEs and provides workforce services for 46,377; TYC received \$0.96 million for 14 FTEs to provide workforce services for 1,245; and TWC used the remaining \$10.2 million to employ 101 FTEs and provide services for 21,324 individuals.

### **Effectiveness of Project RIO's Workforce Services**

In 1999, approximately 35,000 adult offenders were released from prison. Of those released, over 21,000 had been served by TDCJ Project RIO staff. Individual Services Strategy (ISS) packets for these newly released individuals were completed and forwarded to Texas Workforce Centers across the state. Over 21,000 ex-offenders participated in Project RIO during state fiscal year 1999. Fifteen thousand (70%) Project RIO participants obtained employment in FY 99. In an examination of the past three-year period of Project RIO services, the adult offender population showed an

increase in obtaining employment for each of the past three years. In 1997, 13,727 individuals obtained employment followed by 14,517 in 1998 and 15,046 in 1999. Increases can also be found in the number of offenders served and ISS packets completed. Figure 1 exhibits corresponding numbers for each of categories mentioned above. Figure 2 provides a graphical interpretation of this data and demonstrates a gradual, yet definitive linear increase from 1997 to 1999 in the employment rate for offenders.

TYC released 2,206 youth offenders over 16 years of age during FY' 99. This number reflects an increase of 962 (42%) over a three-year period starting in 1997. Most significant, 618 were Project RIO participants and registered at Texas Workforce Centers and of these 363 (59%) obtained employment. TYC provides Constructive Activity (training/employment/school). The annual facility performance report reflected a 74% participation rate for this activity. Not reflected in the above is the opportunity or lack of opportunity for TYC RIO to service the entire population. TYC RIO services are only available to youth 16 and over.

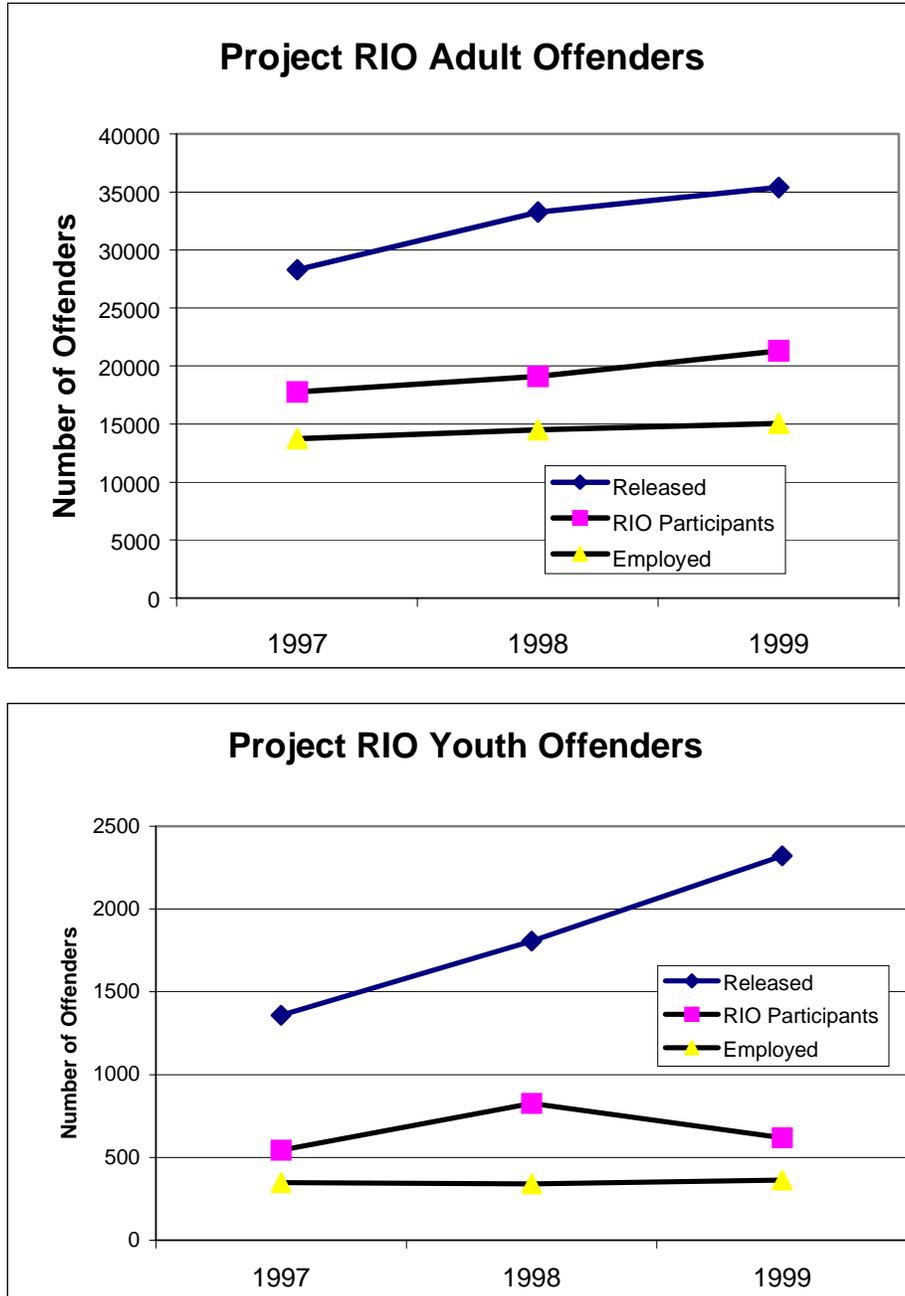
A higher employment rate for youth offenders occurred in 1998. During that year, more youth offenders participated in Project RIO but that number fell in 1999. The decrease is attributed in part to fewer youths being released that had a high school diploma or GED. Therefore, more youth offenders had to return to high school. More ISS packets were completed in 1999. Detailed information is found in Figure 1. For a visual perspective of the data in terms of linear regression or increased or decreased trends regarding the variables in question, see Figure 2 Project RIO Youth Offenders.

**Figure 1. Project RIO’s Intake, Obtained Employment, and Released Statistics for Adults and Youth Offenders.**

Variable	1997	1998	1999
Number of Project RIO Adults	17,757	19,120	21,324
Number of Project RIO Adults Obtaining Jobs	13,727	14,517	15,046
Number of Adults Released	28,287	33,276	35,381
Number of Project RIO Youth	543	826	<b>618*</b>
Number of Youth Obtaining Jobs	347	394	<b>363*</b>
Number of Youth Released	1,359	1,807	2,206

\*The vast majority of the youth offenders return to public school settings after release, as per the Texas Education Code 25.001, and both RIO participation rates and RIO employment rates for these juvenile offenders are impacted. Therefore, youth offender figures, as noted above, are not true indicators of the actual employment and participation rates based on workforce services provided by Project RIO.

**Figure 2. Released, Participants, and Obtained Employment for Adult and Youth Offenders.**



\*The vast majority of the youth offenders return to public school settings after release, as per the Texas Education Code 25.001, and both RIO participation rates and RIO employment rates for these juvenile offenders are impacted. Therefore, youth offender figures, as noted above, are not true indicators of the actual employment and participation rates based on workforce services provided by Project RIO.

Figure 3 shows a five-year projection for outcomes regarding percent of offenders released with Project RIO workforce skills training, and percent of Project RIO offenders obtaining employment related to training. The former outcome projection is based upon reports from WSD and the Criminal Justice Policy Council, 1998. The latter projection represents a baseline or starting point for a performance measure not previously reported.

**Figure 3. Five Year Projections for RIO Performance**

Performance Measures	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
Percent of Offenders released with RIO workforce skills training	25%	26%	27%	28%	29%
Percent of Project RIO Offenders obtaining employment related to training	50%	60%	65%	70%	75%

## **Significant Accomplishments by Project Rio**

- Over 30,000 Texas employers have hired Project RIO participants.
- 35,000 offenders were released from prison in 1999. Approximately 21,000 were Project RIO participants and registered in the Texas Workforce Centers.
- Over 15,000 (70%) RIO participants obtained employment in 1999.
- Project RIO participants have fewer arrests and re-incarcerations (20%). Costs to the state for housing and care of offenders during this period would have been \$20 million a year (National Institute of Justice, 1998).
- 2,321 youth offenders were released from TYC facilities in FY1999. 618 were Project RIO participants and registered at Texas Workforce Centers. Of these, 363 (59%) obtained employment.
- Recipient of Promising and Effective Practices Network (PEPNet) National Award for Services to Juvenile Offenders (Non-profit affiliate of the U. S. Department of Labor).
- Project RIO has acquired international attention and has been visited by representatives from correctional agencies in the following countries: Australia, South Africa, and Great Britain.
- Serves as a national model in the employment of offenders and has been visited and implemented by five other states (U. S. Department of Justice, 1998).
- In a 1998 report by the National Institute of Justice, Project RIO was one the few State programs really doing something to address employment for offenders.

### **Strengths of Project RIO**

- The unity and collaboration of three state agencies working in a concerted effort toward the same goal: reducing recidivism and promoting self-sufficiency by offering offenders the opportunity to acquire valuable workforce skills.
- Legislative support of the program.
- Accessibility and presence in almost every prison unit.
- Availability of Project RIO services in Texas Workforce Centers in all 28 Board Areas covering all 254 counties in the State of Texas.

### **Challenges of Project RIO**

- Creation of more employment opportunities for offenders.
- Acceptance of offenders in the workforce environment.
- Lack of a full range of interagency technological communication and networking.
- Insufficient staff for the number of incarcerated offenders.
- Lack of interagency staff training.

# Goal, Objectives, Strategies, Measures and Action Steps

This plan defines the goal of the agencies partnered in Project RIO. These agencies are responsible for the day-to-day operations of the program and will assume the lead in implementing this goal. Within each agency, Project RIO staff will lead the activities specific to the program to draw on agency resources as needed to achieve maximum program success.

Based on the goal for the Project RIO strategic plan, action areas have been identified. These action areas cut across agency lines and require a collaborative team effort. Successful implementation of the action plan provides support for achievement of the goal and objectives and complements the devised strategies. The work group includes staff and/or program representatives from TDCJ, WSD, TYC and TWC. The goal, objectives, strategies, measures and action steps are listed below.

## **Project RIO's Goal**

***Goal:*** *To reduce recidivism and promote self-sufficiency by providing offenders with the opportunity to acquire workforce skills necessary to enter long-term employment.*

**Objective 1: Employment Services.** Refer offenders to education and training programs that improve their opportunity for long term employability in industry and employer-driven occupations.

**Strategy 1: Collaboration with Industry and Employers.** Develop and maintain a partnership with industry and employers to keep abreast with current trends regarding employment, work relationship and workforce ventures with LWDBs to meet the demands of industry and employers.

**Outcome**      Percent of offenders who received and completed workforce skills training.

**Objective 2: On the Job Training.** Refer offenders for placement in industry-related jobs while confined in TDCJ and TYC facilities appropriate for demonstrated level of workforce skills training.

**Strategy 2: Institutional Collaboration.** Work jointly with the institutions' (TDCJ and TYC) officials as part of an interdisciplinary team to assure that the offenders who participated in Project RIO are assigned to appropriate areas of skills and industry-related positions.

**Output** Number of participants completing on-the-job training and/or work experience.

**Objective 3: Training to Employment.** Increase the percentage of ex-offenders who obtain full-time employment in a Project RIO influenced training-related occupation.

**Strategy 3: Vocational Evaluation.** Provide vocational assessment for participating Project RIO Offenders to identify realistic career paths, appropriate areas for skills-based employment opportunities and applicable workforce development training.

**Outcome** Percent of ex-offenders obtaining employment in the areas of their workforce skills training.

**Objective 4: Employment Assistance.** Assist newly released offenders in obtaining employment as soon as possible after their release from TDCJ and TYC.

**Strategy 4: Career Assessments.** Provide career assessment, which assists offenders who participate in Project RIO in making and implementing informed, realistic educational and post-release occupational choices.

**Outcome** Percent of newly released offenders who participated in Project RIO and obtained employment through services provided.

**Objective 5: Job Search Skills.** Assist participants in obtaining employment as soon as possible after release from TDCJ or TYC facilities.

**Strategy 5: Community Networking.** Make presentations to schools, chambers of commerce, private employment agencies, local human resources departments, and participate in job fairs and career days.

**Output** Number of offenders who participated in Project RIO and obtained employment.

**Efficiency** Average cost per Project RIO offender served.

### **Actions to Strategic Plan Goal**

- Prepare Individual Service Strategies to drive job placement decisions.
- Make assessment data available to staff in Texas Workforce Centers and to other providers.
- Conduct comprehensive standardized evaluations to assess the needs of the offender.
- Maintain continuous dialogue and cooperation between Project RIO Program staff and employers.
- Maintain continuous communication and cooperation between Project RIO Program staff and workforce skills training providers.

- Actively develop partnerships and/or collaborations through LWDB's, industry and employers by including, educating, and soliciting input regarding current employment needs and concerns.
- Provide job search and placement services that enable participants to expedite rapid employment.
- Provide workforce services to assure and enhance employment retention in areas where skills learned are appropriate with employment acquired.
- Track participants to ensure service delivery meets identified needs.
- Provide technical staff from the agencies with hardware and software equipment relative to tracking.
- Develop programming that enables seamless tracking across agency lines.
- Provide evaluative entities, such as the Criminal Justice Policy Council, with electronic access to participant data.

## **Timelines for Interagency Strategic Plan Implementation**

In order for the agencies partnered in this initiative to meet and support the stated goal and objectives, the previously mentioned action steps must be taken with a prescribed and progressive timeframe. The timelines below outline the schedule for completing the action steps cited for the Project RIO goals.

### **Fiscal Year 2000**

#### **September 1999 - March 2000**

1. Identify all agency participants that will be a part of the development of the Interagency Strategic Plan.
2. Inventory the current processes and procedures for each agency and program.
  - Development of common definitions for all processes and forms.
  - Identification of common functions across agencies.
3. Finalize the Interagency Strategic Plan and obtain approval of the Commission or appropriate executive staff.
4. Identify all division/departments that will be part of the implementation of the Interagency Strategic Plan.
5. Identify desired data elements to define Project RIO performance measures in the program.

#### **April 2000 - August 2000**

1. Conduct a cost analysis of an existing and new statewide database system for the seamless flow of information between agencies.
2. Evaluate current technology for incorporation into an integrated system of communication among TYC, TDCJ, and TWC to determine feasibility of purchasing equipment.
3. Determine the funding sources or most appropriate source for the agencies to make equipment and material purchases.

4. Develop or determine the applicability of a standardized employment registration form.
  - Define all elements
  - Address privacy issues
5. Design participant flow to allow for a seamless transition from incarceration to post-release employment.
6. Implement joint staff training with TDCJ, TYC, and TWC concerning workforce issues, employment, technical, and networking assistance.
7. Identify employers and areas of industry to foster a partnership and collaboration to promote employment opportunities, skills training, and determine how LWDBs can work with them to jointly meet their needs.

### **FISCAL YEAR 2001**

#### **September 2000 - August 2001**

1. Identify/develop funding sources for software, hardware, data collection and tracking ensuring compatibility and connectivity among agencies.
2. Evaluate and revise existing data collection and reporting systems as needed.
3. Evaluate and revise performance measurement system as needed.
4. Establish an independent biennial evaluation process of Project RIO involving the Criminal Justice Policy Council.
5. Identify employers and areas of industry to foster a partnership and collaboration to promote employment opportunities, skills training, and determine how LWDBs can work with them to jointly meet their needs.

#### **September 2001 - August 2003**

1. Implement standardized employment registration form.
2. Finalize development of the automation support for all aspects of the systems.
3. Implement statewide automation system.

4. Review implemented changes from previous year to ensure cohesion and applicability.
5. Implement seamless service delivery as defined in the Strategic Plan.
6. Identify employers and areas of industry to foster a partnership and collaboration to promote employment opportunities, skills training, and determine how LWDBs can work with them to jointly meet their needs.

## Program Evaluation

TWC will conduct an annual program evaluation of Project RIO with the assistance of TDCJ and TYC. The study population will consist of two samples: those offenders who participated in Project RIO and those offenders who did not participate in Project RIO to determine the impact of the program. A causal-comparative statistical analysis will provide this determination. The research question or program evaluation assessment question will be “Do Project RIO services have a significant effect on RIO participants obtaining employment?” The evaluation question addresses whether participants “obtained employment” either through participation in Project RIO or non-participation in Project RIO.

Data obtained from the Texas Workforce Commission, the Texas Department of Criminal Justice, the Texas Youth Commission, and the Windham School District will be used for statistical analysis. Initial analysis of TWC data will consist of descriptive statistics drawn from data reported in wage records and collected, collated, and analyzed by TWC. The Criminal Justice Policy Council uses this data as part of the databank for final analysis and determination of Project RIO’s effect on employment.

The aforementioned data determines recidivism rates for offenders participating in Project RIO and recidivism rates for offenders who did not participate in Project RIO. In addition, the data will be used to draw inferences regarding how likely the results could have occurred by chance. The descriptive statistics will describe the results and inferential statistics will determine the “significance” of the findings. This method provides a determination for statistical significance and reveals a better than chance prediction of employment and recidivism rates for offenders.

Recidivism rates are computed on a three-year basis. Three years is the benchmark for analysis of recidivism rates, because of instability and lack of predictability of behavior for newly released offenders. This time period is also the acceptable length of time recognized by the Criminal Justice Policy Council and the United States Bureau of Justice and Statistics for determining recidivism rates. Once the information has been analyzed and interpreted, it will be used as a gauge for program improvement, evaluation of success, and for future program considerations.

# Appendices

## **Description of Project RIO Strategic Plan Process**

This Strategic Plan is required by HB 1, Article VII, Rider 20 Texas Workforce Commission (TWC), Article V, Rider 46 Texas Department of Criminal Justice (TDCJ) and Article V, Rider 17 Texas Youth Commission (TYC). Project RIO strategic planning process began in September 1999. Planning personnel within each agency were consulted. The structure and scope of the Project RIO strategic plan were discussed. A work group was organized and composed of Project RIO staff from each of the partnered agencies TDCJ, TYC, and TWC (See page 5).

Agency partners met in October to incorporate a vision statement in the strategic plan, review, and solidify the mission statement. In addition, prioritization of the elements of the strategic components were considered and used as essential factors toward developing and improving a cohesive service delivery. The workgroup met regularly through January 2000 and jointly developed the strategic plan as mandated by the 76<sup>th</sup> Legislature.

After approval by the Texas Workforce Commission and the Executive Directors of the other partnered agencies, the strategic plan was submitted to the Legislative Budget Board and the Governor's Office of Budget and Planning as mandated the individual Riders.

## **Division/Departments Implementing Strategic Plan**

### TEXAS WORKFORCE COMMISSION (TWC)

1. Commission Level Approval
2. Executive Division
3. Technology and Facilities Management
4. Workforce Development Division
  - a. Workforce Program Service/Delivery Management
  - b. Workforce Development Planning Management
5. Finance
6. Planning - Performance

### TEXAS DEPARTMENT OF CRIMINAL JUSTICE (TDCJ)

1. TDCJ Executive Division
2. TDCJ Financial Services
3. TDCJ Programs Services
4. TDCJ Parole Division
5. TDCJ State Jails
6. TDCJ Data Services Department
7. Windham School District (WSD) Data Services Department
8. WSD Continuing Education Division

### TEXAS YOUTH COMMISSION (TYC)

1. Executive Division
2. Juvenile Corrections Division
3. TYC Institutions
4. TYC Parole
5. Quality Assurance Programs
6. Halfway Houses
7. Information Resources Division
8. Finance Division
9. Purchasing

# Statewide Strategic Planning Elements

The vision, mission, and philosophy for Texas state government are presented in Vision Texas: The Statewide Strategic Planning Elements for Texas State Government and apply to all Texas state agencies.

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## Governor's Vision For Texas

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Together, we can make Texas a beacon state:

- A state where our children receive an excellent education so they have the knowledge and skills for the 21<sup>st</sup> century;
- A state where people feel safe in their communities, have access to equal justice, and all people know the consequences of committing a crime are swift and sure;
- A state where our institutions encourage jobs and economic opportunity;
- A state where each resident accepts responsibility for his or her behavior; and
- A state where our people – our greatest resource – are free to achieve their highest potential.

As I have said before, I envision a state where it continues to be true that what Texans can dream, Texans can do.

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## Mission Of Texas State Government

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The mission of Texas State Government is to support and promote individual and community efforts to achieve and sustain social and economic prosperity for its citizens.

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## Philosophy Of Texas State Government

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State government will be ethical, accountable and dedicated to serving the citizens well. State government will operate efficiently and spend the public's money wisely.

State government will be based on four core principals that will guide decision-making processes.

### ***Limited and Efficient Government***

Government cannot solve every problem or meet every need. State government should do few things and do them well.

### ***Local Control***

The best form of government is one that is closest to the people. State government should respect the rights and ability of local communities to resolve issues that effect them. The state must avoid imposing unfunded mandates.

### ***Personal Responsibility***

It is up to each individual, not government, to make responsible decisions about his or her life. Personal responsibility is the key to a more decent and just society. State employees, too, must be accountable for their actions.

### ***Support for Strong Families***

The family is the backbone of society and, accordingly, state government must pursue policies that nurture and strengthen Texas families.

Texas State government should serve the needs of our state but also be mindful of those who pay the bills. By providing the best service at the lowest cost and working in concert with other partners, state government can effectively direct the public's resources to create a positive impact on the lives of individual Texans. The people of Texas expect the best, and state government must give it to them.

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## **Statewide Priority Goals Supported By Project RIO**

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### ***Economic Development***

To foster economic opportunity, job development and capital formation by providing quality business services, preparing the workforce for productive employment and supporting infrastructure development.

### ***Public Safety and Criminal Justice***

To protect Texans from crime by holding individuals accountable for their unlawful actions through swift and sure punishment.

### ***Health and Human Services***

To reduce the dependence on public assistance through an efficient and effective system that promotes the health, responsibility, and self-sufficiency of individual and families.

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## **Statewide Benchmarks Affecting Project RIO**

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### ***Economic Development***

Texas Employment Rate

### ***Public Safety and Criminal Justice***

Average rate of adult re-incarceration within three years of initial release

Average rate of juvenile re-incarceration within three years of initial release

### ***Health and Human Services***

Percent of people with functional limitations successfully rehabilitated with improved economic self-sufficiency.

Percent of Texans dependent on welfare (cash assistance)

Percent of adult welfare recipients placed in employment

Percent of adult welfare recipients involved in work participation activities.

# Visions, Missions, and Philosophies of Partnered Agencies

## Agencies' Vision

### ***Texas Workforce Commission***

Texans will view local workforce development boards, the Texas Workforce Commission and their partners as a quality supplier of workforce solutions.

### ***Texas Youth Commission***

TYC will be a model juvenile corrections organization, providing protection for the public, a safe environment for youth and staff, and residential and aftercare services to the most serious juvenile delinquents in Texas. Public protection will be enhanced as youth are held accountable for their behavior, and staffs are held accountable for the effectiveness of services provided. TYC will form partnerships with other state and local agencies, community groups and individuals to develop and improve processes that reduce and prevent juvenile crime at the community level.

### ***Texas Department of Criminal Justice***

It is the intent of the TDCJ to work diligently towards achieving a model criminal justice organization that is committed to maintaining the safest and most secure system possible.

## Agencies' Mission

The mission of the **Texas Workforce Commission (TWC)** is to promote and support a workforce system that offers individuals, employers and communities the support to achieve and sustain economic prosperity.

The mission of the **Texas Department of Criminal Justice (TDCJ)** is to provide public safety, promote positive change in behavior, reintegrate offenders into society, and assist victims of crime.

## The mission of the **Texas Youth Commission (TYC)**

### ***Protection***

Protect the public and control the commission of unlawful acts by youth committed to the agency by confining them under conditions that emphasize their positive development, accountability for their conduct and discipline training. (Family Code, Section 51.01(1), (2) and (4) and Human Resources Code, Section 61.101 (F));

### ***Productivity***

To habilitate youth committed to the agency to become productive and responsible citizens through education and productive work (Human Resources Code, Section 61.034(b));

### ***Rehabilitation***

To rehabilitate and re-establish in society youth committed to the agency through a competency-based program of resocialization (Human Resources Code, Section 61.002, 61.047, 61.071 and 61.072); and

### ***Prevention***

To study problems of juvenile delinquency, focus public attention in special solutions for problems, and assist in developing, strengthening, and coordinating programs aimed at preventing delinquency (Human Resources Code, Section 61.031 and 61.036).

## **Agencies' Philosophies**

### **Texas Workforce Commission Philosophy**

#### **Our work is guided by the following core beliefs:**

- We believe that individuals must assume personal responsibility for making decisions about their lives and be accountable for their actions.
- We believe that local communities are in the best position to address local workforce needs.
- We believe that the workforce system of Texas must be employer-driven.
- We believe in collaboration and partnership.
- We believe in conducting business in accordance with the highest standards of ethics, accountability and efficiency.

**Our success will be based on the following organizational values:**

- We are committed to excellence in everything we deliver or guide.
- We are committed to making the Texas Workforce Commission an exemplary employer.
- We are committed to treating people with respect and dignity and in a fair and equitable manner.
- We are committed to becoming an entrepreneurial, flexible and learning organization.
- We are committed to open and honest internal and external communication.

**Texas Department of Criminal Justice Philosophy**

The department will be open, ethical and accountable to our fellow citizens and work cooperatively with other public and private entities. We will foster a quality working environment free of bias and respectful each individual. Our programs will provide a continuum of services consistent with contemporary standards to confine, supervise, and treat criminal offenders in an innovative, cost-effective manner.

**Texas Youth Commission Philosophy**

- TYC operates clean, controlled, orderly and rehabilitative programs.
- TYC will establish safe and secure environments for staff, youth and community.
- TYC includes public safety as a key component in its decision making process.
- TYC operations are based upon sound juvenile correctional techniques and philosophy.
- TYC recognizes staff as its most valuable resource.
- TYC recognizes a clear distinction between youth rights and earned privileges.
- TYC will fund and operate basic juvenile corrections and basic juvenile programs first.
- TYC will make decisions based upon common sense and reason.

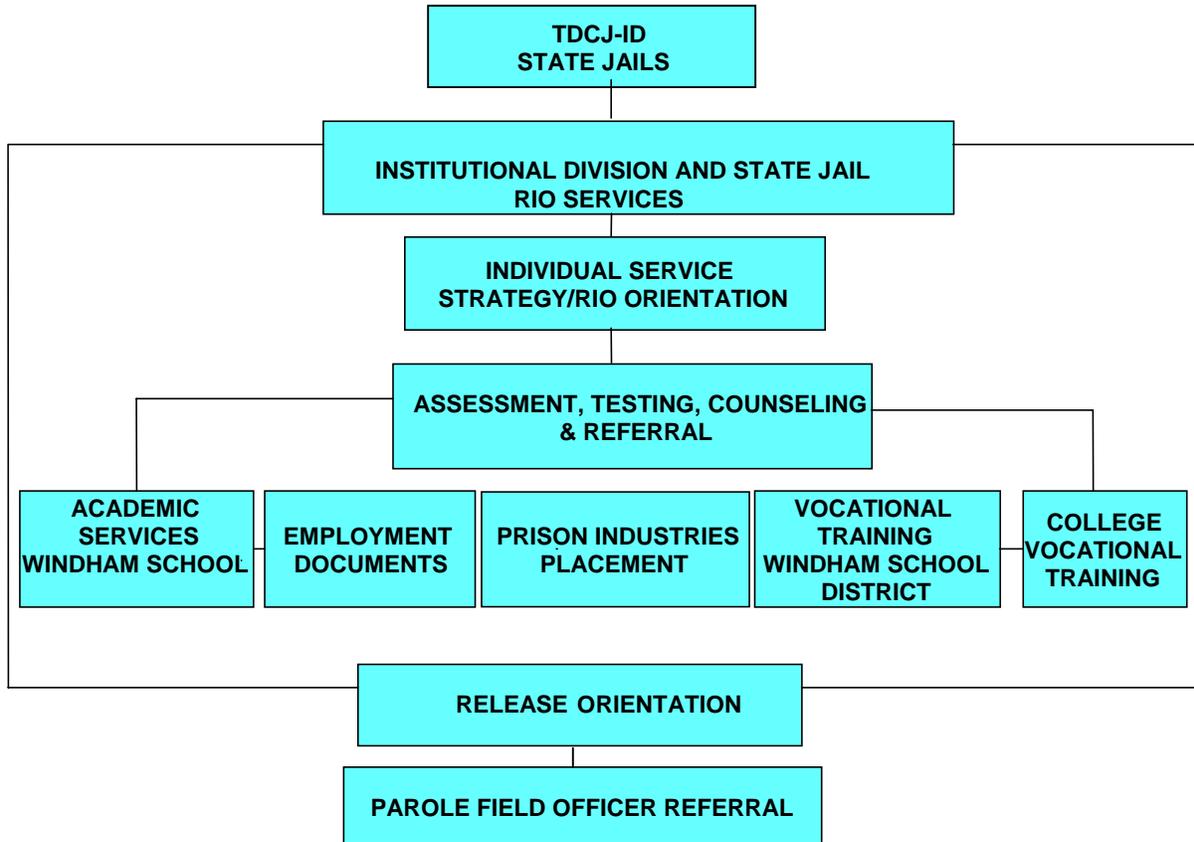


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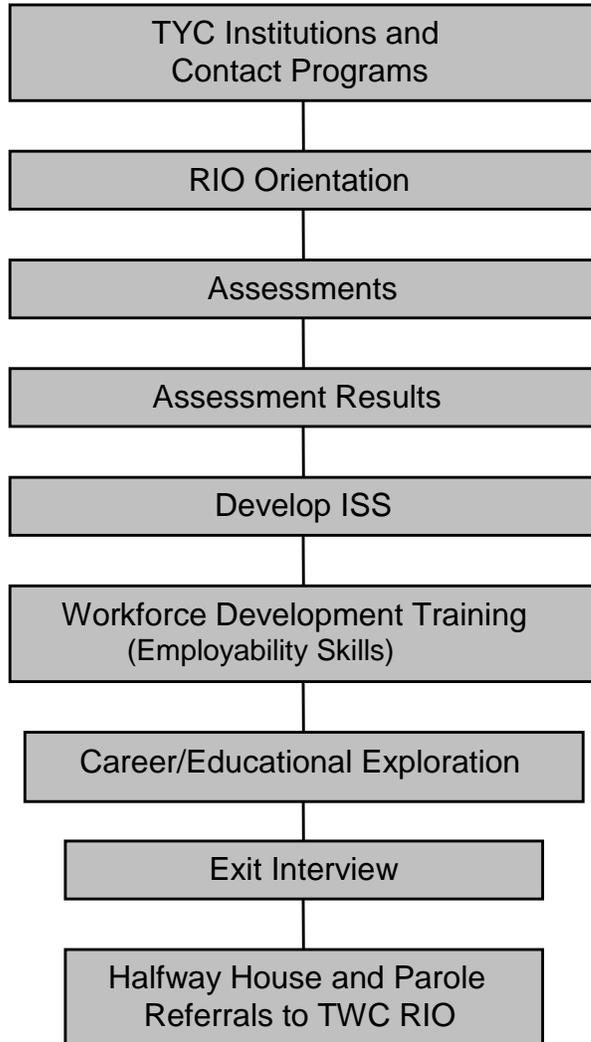
# TDCJ Client Transition Chart

## PROJECT RIO AVAILABLE SERVICES

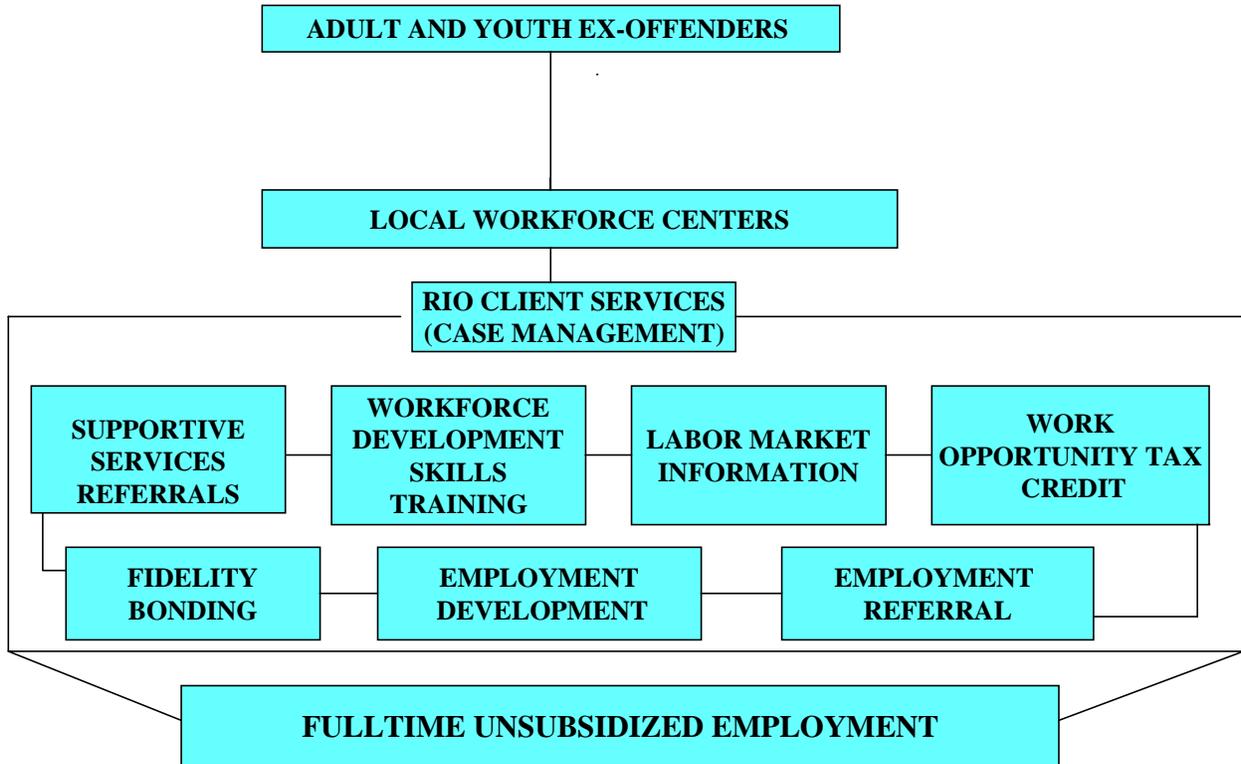


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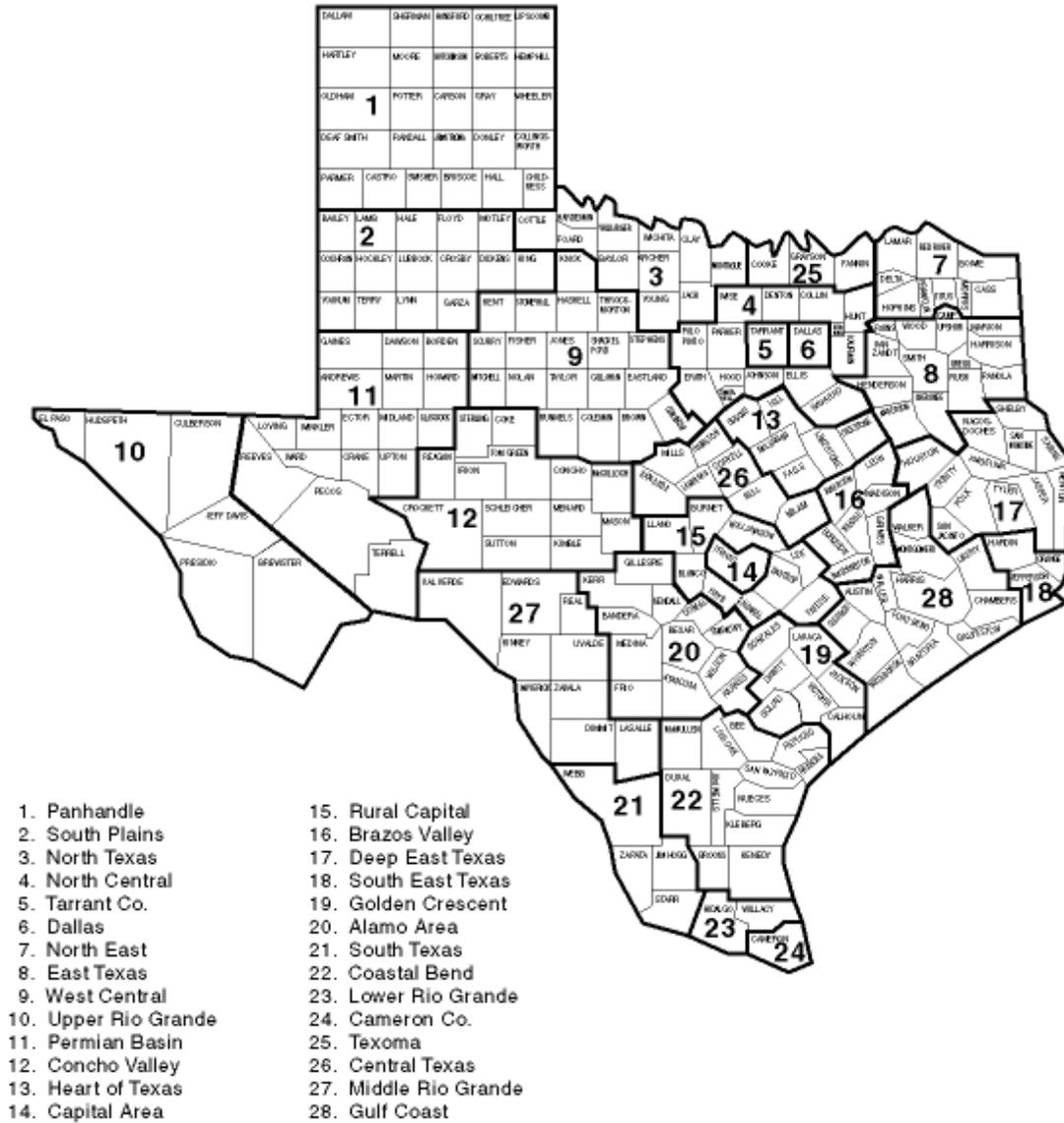
### TYC Client Transition Chart



# PROJECT RIO-TWC POST RELEASE SERVICES



# Map of Texas Workforce Network Local Workforce Development Board Areas



- |                      |                       |
|----------------------|-----------------------|
| 1. Panhandle         | 15. Rural Capital     |
| 2. South Plains      | 16. Brazos Valley     |
| 3. North Texas       | 17. Deep East Texas   |
| 4. North Central     | 18. South East Texas  |
| 5. Tarrant Co.       | 19. Golden Crescent   |
| 6. Dallas            | 20. Alamo Area        |
| 7. North East        | 21. South Texas       |
| 8. East Texas        | 22. Coastal Bend      |
| 9. West Central      | 23. Lower Rio Grande  |
| 10. Upper Rio Grande | 24. Cameron Co.       |
| 11. Permian Basin    | 25. Texoma            |
| 12. Concho Valley    | 26. Central Texas     |
| 13. Heart of Texas   | 27. Middle Rio Grande |
| 14. Capital Area     | 28. Gulf Coast        |

Source:  
Texas Workforce Commission

## TWC Workforce Center Directory with RIO Staff/Board Area/Parole Office Served

Abilene, 0735 BOARD AREA 9 WEST CENTRAL ABILENE PAROLE OFFICE	Amarillo, 0601 BOARD AREA 1 PANHANDLE AMARILLO PAROLE OFFICE	Arlington, 0929 BOARD AREA 5 FORT WORTH TARRANT COUNTY FORT WORTH PAROLE OFFICES	Austin, 0104 BOARD AREA 14 CAPITAL AREA AUSTIN PAROLE OFFICE	Austin, 0110 BOARD AREA 14 CAPITAL AREA AUSTIN PAROLE OFFICES
Austin, 0123 BOARD AREA 14 CAPITAL AREA AUSTIN PAROLE OFFICES	Bay City, 0491 BOARD AREA 28 GULF COAST ANGLETON PAROLE OFFICE	Beaumont, 0806 BOARD AREA 18 SOUTHEAST TEXAS BEAUMONT PAROLE OFFICE	Brownsville, 0321 BOARD AREA 24 CAMERON COUNTY HARLINGEN PAROLE OFFICE	Bryan, 0152 BOARD AREA 16 BRAZOS VALLEY BRYAN PAROLE OFFICE
Conroe, 0428 BOARD AREA 28 GULF COAST CONROE PAROLE OFFICE	Corpus Christi, 0301 BOARD AREA 22 COASTAL BEND CORPUS CHRISTI PAROLE OFFICE	Dallas-King, 0905 BOARD AREA 6 DALLAS COUNTY DALLAS PAROLE OFFICES	Dallas-Masters, 0909 BOARD AREA 6 DALLAS COUNTY DALLAS PAROLE OFFICES	Dallas Oak Cliff, 0945 BOARD AREA 6 DALLAS COUNTY DALLAS PAROLE OFFICES
Del Rio, 0205 BOARD AREA 27 MIDDLE RIO GRANDE DEL RIO PAROLE OFFICE	Edinburg, 0331 BOARD AREA 23 LOWER RIO GRANDE McALLEN PAROLE OFFICE	El Paso, 1120 BOARD AREA 10 UPPER RIO GRANDE EL PASO PAROLE OFFICE	Denton, 0941 BOARD AREA 4 NORTH CENTRAL DENTON PAROLE OFFICE	Fort Worth, 0902 BOARD AREA 5 FORT WORTH TARRANT COUNTY FORT WORTH PAROLE OFFICES
Galveston, 0462 BOARD AREA 28 GULF COAST GALVESTON PAROLE OFFICE	Garland, 0951 BOARD AREA 6 DALLAS COUNTY DALLAS PAROLE OFFICES	Grand Prairie, 0961 BOARD AREA 6 DALLAS COUNTY DALLAS PAROLE OFFICES	Greenville, 0982 BOARD AREA 4 NORTH CENTRAL GREENVILLE PAROLE OFFICE	Harlingen, 0341 BOARD AREA 24 CAMERON COUNTY HARLINGEN PAROLE OFFICE
Houston 0475 WESTPARK BOARD AREA 28 GULF COAST HOUSTON PAROLE OFFICES	Houston Downtown 0413 BOARD AREA 28 GULF COAST HOUSTON PAROLE OFFICES	Houston-N. Shore, 0406 BOARD AREA 28 GULF COAST HOUSTON PAROLE OFFICES	Houston Lakes , 0408 BOARD AREA 28 GULF COAST HOUSTON PAROLE OFFICES	Houston Northline Mall, 0414 BOARD AREA 28 GULF COAST HOUSTON PAROLE OFFICES
Houston Denver Harbor, 0430 BOARD AREA 28 GULF COAST HOUSTON PAROLE OFFICES	Jasper, 0853 BOARD AREA 17 DEEP EAST TEXAS BEAUMONT PAROLE OFFICE	Killeen, 0191 BOARD AREA 26 CENTRAL TEXAS TEMPLE PAROLE OFFICE	Lake Jackson, 0482 BOARD AREA 28 GULF COAST ANGLETON PAROLE OFFICE	Laredo, 0361 BOARD AREA 21 SOUTHTEXAS LAREDO PAROLE OFFICE
Longview, 1001 BOARD AREA 8 EAST TEXAS LONGVIEW PAROLE OFFICE	Lubbock, 0656 BOARD AREA 2 SOUTH PLAINS LUBBOCK PAROLE OFFICE	Lufkin, 0831 BOARD AREA 17 DEEP EAST TEXAS NACOGODOCHES PAROLE OFFICE	Marshall, 1021 BOARD AREA 8 EAST TEXAS MARSHALL PAROLE OFFICE	McAllen, 0349 BOARD AREA 23 LOWER RIO GRANDE McALLEN PAROLE OFFICE
McKinney, 0981 BOARD AREA 4 NORTH CENTRAL SHERMAN PAROLE OFFICE	Midland, 0554 BOARD AREA 11 PERMIAN BASIN MIDLAND PAROLE OFFICE	Mineral Wells, 0975 BOARD AREA 4 NORTH CENTRAL MINERAL WELLS PAROLE OFFICE	Mt. Pleasant, 1031 BOARD AREA 7 NORTH EAST TEXAS MT. PLEASANT PAROLE OFFICE	Nacogdoches, 0841 BOARD AREA 17 DEEP EAST TEXAS NACOGODOCHES PAROLE OFFICE
ALAMO AREA New Braunfels, 0224 BOARD AREA 20 ALAMO AREA SEGUIN PAROLE OFFICE	Odessa, 0563 BOARD AREA 11 PERMIAN BASIN ODESSA PAROLE OFFICE	Orange, 0851 BOARD AREA 18 SOUTHEAST TEXAS ORANGE PAROLE OFFICE	Paris, 1041 BOARD AREA 4 NORTH CENTRAL PARIS PAROLE OFFICE	PASADENA GULF COAST 28 HOUSTON PAROLE OFFICES

## Texas Workforce Center Directory with RIO Staff/Board Area/Parole Office Served (Continued)

Plainview, 0671 BOARD AREA 2 SOUTH PLAINS PLAINVIEW PAROLE OFFICE	Richardson-Plano, 0955 BOARD AREA 6 DALLAS COUNTY DALLAS PAROLE OFFICE	Rosenberg, 0423 BOARD AREA 28 GULF COAST ROSENBERG PAROLE OFFICE	Round Rock, 0105 BOARD AREA 15 RURAL CAPITAL AREA AUSTIN PAROLE OFFICE	San Angelo, 0501 BOARD AREA 12 CONCHO VALLEY SAN ANGELO PAROLE OFFICE
San Antonio, 0203 BOARD AREA 20 ALAMO AREA SAN ANTONIO PAROLE OFFICES	Temple, 0196 BOARD AREA 26 CENTRAL TEXAS TEMPLE PAROLE OFFICE	Texarkana, 1050 BOARD AREA 7 NORTH EAST TEXAS TEXARKANA PAROLE OFFICE	Texas City, 0437 BOARD AREA 28 GULF COAST GALVESTON PAROLE OFFICE	Tyler, 1061 BOARD AREA 8 EAST TEXAS TYLER PAROLE OFFICE
Victoria, 0268 BOARD AREA 19 GOLDEN CRESCENT VICTORIA PAROLE OFFICE	Waco, 0141 BOARD AREA 13 HEART OF TEXAS WACO PAROLE OFFICE	Waxahachie, 0971 BOARD AREA 4 NORTH CENTRAL WAXAHACHIE PAROLE OFFICE	Weslaco 0371 BOARD AREA 23 LOWER RIO GRANDE McALLEN PAROLE OFFICE	Wichita Falls, 0771 BOARD AREA 3 NORTH TEXAS WICHITA FALLS PAROLE OFFICE

## TWC Client Eligibility Chart

STATUS	Eligibility Requirement	How Referred	How Scheduled
RIO Indicator -1	If client is currently enrolled in RIO at the time of discharge, client can continue to receive RIO services for a period of one year from discharge date.	Case Management Staff Residential Service Provider	TWC Staff Scheduled Direct
Flat Time Releasee  RIO Indicator -1	Client is within 12 months of release date. If client is currently enrolled in RIO and 12 months from release date passes, client can continue to receive RIO services through the current program year. * See note.	Self Referred	Scheduled Direct
State Jail Releasee  RIO Indicator-4	Client is within 12 months of release date. If client is currently enrolled in RIO and 12 months from release date passes, client can continue to receive RIO services through the current program year.	Self Referred	Scheduled Direct
Youth Offender  RIO Indicator-2	Client is currently under supervision of TYC or is a former resident of a TYC facility and is aged 16-21.	Parole Officer Case Management Staff Self Referred	Parole Officer TWC Staff Scheduled Direct
On Probation  RIO Indicator-4**	State Jail releasee or released from SAFPF. If client is currently enrolled in RIO at the time probation is discharged, client may continue to receive RIO services for a period of one year from discharge date.	CSCD Officer Case Management Staff Self Referred	CSCD Officer Case Management Staff Scheduled Direct
<p>*Intake should be provided for parole dischargee's who have <b>not</b> participated in RIO and are within 1 year of their parole discharge date. They can receive RIO services through the current program year.</p> <p>**Except in sites with Employment Services for Probationers (ESP) programs. RIO Indicator-5 is utilized by ESP assigned staff only.</p>			

# Map of Institutional Division (ID) and State Jail (SJ) Facilities with RIO Staff



# Map of TYC Facilities with RIO Staff

