

Texas  
Parks and Wildlife



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**SELF**

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**EVALUATION**

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**REPORT**

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*August 1999*

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# Texas Parks and Wildlife Department

## Self-Evaluation Report

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### ***I. Key Functions, Powers, and Duties***

Please provide the following information about the overall operations of the agency. More detailed information about individual programs will be requested in a later section.

**A. Provide an overview of the agency's mission, key functions, powers, and duties. Specify which duties are statutory.**

The mission of the Texas Parks and Wildlife is to manage and conserve the natural and cultural resources of Texas for the use and enjoyment of present and future generations

The Department's primary functions are the management and conservation of the state's natural and cultural resources, provision of outdoor recreational opportunities, conservation education and outreach, and cultural/historical interpretation. To this end, the Department operates and maintains a system of public lands, including state parks, historic sites, hatcheries and wildlife management areas; monitors, conserves and enhances the quality of public and private lands, rivers, streams, lakes, coastal marshes, bays, beaches and gulf waters; manages and regulates fishing, hunting and boating activities; assists public and private entities in providing outdoor recreational opportunities; conducts education and outreach events and programs; and cooperates with other governmental entities in this area

The key functions, powers, and duties of the Department are contained in the Parks and Wildlife Code enacted as a part of the state's continuing statutory revision program, begun by the Texas Legislative Council in 1963 as directed by the legislature in Chapter 488, Acts of the 58th Legislature, 1963 (Article 5429b-1, Vernon's Texas Civil Statutes). Among those of overarching significance to the Department in the conduct of its operations are:

Section 1.011 - establishes that all wild animals, fur-bearing animals, wild birds, and wild fowl inside the borders of the state are the property of the people of the state. In addition, all fish and other aquatic animal life contained in the freshwater rivers, creeks, and streams and in lakes or sloughs subject to overflow from rivers or other streams within the borders of the state are the property of the people of the state. Also that the beds and bottoms and the products of the beds and bottoms of the public rivers, bayous, lagoons, creeks, lakes, bays, and inlets in this state and in that part of the Gulf of Mexico within the jurisdiction of the state are the property of the state. Finally this section directs the Parks and Wildlife Department to regulate the taking and conservation of fish, oysters, shrimp, crabs, turtles, terrapins, mussels, oysters, all other kinds and forms of marine life, sand, gravel, marl, mud shell, and all other kinds of shell in accordance with other provisions of the Parks and Wildlife Code.

Section 11.0191 - gives authority for law enforcement officers commissioned by the Parks and Wildlife Director and any other peace officer to enforce all provisions of the Parks and Wildlife Code.

Section 12.001 - directs the Department (Parks and Wildlife) to administer the laws relating to game, fish, oysters, and marine life, set out in the Parks and Wildlife Code.

Section 12.0011 - establishes the Department as the state agency with primary responsibility for protecting the state's fish and wildlife resources.

Section 12.015 - directs the Department to regulate the introduction and stocking of fish, shellfish, and aquatic plants into the public water of the state.

Section 12.105 - allows the Department to file complaints in the name of the State of Texas to recover fines and penalties for violations of the laws relating to game, birds, and fish.

Section 13.001 - provides that unless there is a law to the contrary all recreational, natural and historical areas designated as state parks are under the control and custody of the Parks and Wildlife Department.

Section 13.302 - establishes the Parks and Wildlife Department as the state agency to cooperate with the federal government in the administration of federal assistance programs for the planning, acquisition, operation, and development of the outdoor recreation resources of the state, including acquisition of land and water and interests in land and water.

Section 13.305 - allows the Department to exercise condemnation proceedings according to the laws of this state to acquire land for programs developing outdoor recreation resources.

Section 14.002 - directs the Department and the General Land Office to develop and adopt a State Wetlands Conservation Plan for state-owned coastal wetlands.

Section 24.005 - directs the Department to make grants from the Texas Recreation and Parks Account to a political subdivision to provide one-half of the costs of the planning, acquisition, or development of a park, recreational area, or open space area to be owned and operated by the political subdivision.

Section 28.001 - establishes the Texas Trails System under the administration of the Parks and Wildlife Department.

Section 31.121 - establishes that the Department must certify all peace officers of the state and game wardens commissioned by the Parks and Wildlife Commission as marine safety enforcement officers before they can enforce Chapter 31 of the Parks and Wildlife Code known as the "Water Safety Act."

Section 42.010 - directs the Department to prescribe the form of and issue the licenses and tags authorized by Chapter 42 concerning "General Hunting License."

Section 46.0085 - directs the Department to prescribe the form of and issue the licenses and tags authorized by Chapter 46 concerning "General Fishing License."

Section 61.052 - directs the Parks and Wildlife Commission to regulate the seasons, means, methods and places in which it is lawful to hunt, take or possess game animals, game birds, or aquatic animal life in or from places covered by Chapter 61.

Section 81.401 - allows the Department to acquire, develop, maintain, and operate Wildlife Management Areas and manage, along sound biological lines, wildlife and fish found on any land the Department has or may acquire as a Wildlife Management Area.

Section 83.001 - directs the Department to conduct and establish cooperative fish restoration projects under an Act of Congress entitled "An Act to provide that the United States shall aid the States in fish restoration and management projects" (P.L. 681, 81st congress)

Section 83.003 - directs the Department to conduct and establish cooperative wildlife restoration projects under an Act of Congress entitled "An Act to provide that the United States shall aid the States in wildlife restoration projects" (P.L. 415, 75th Congress).

Section 89.002 - directs the Department to promote, develop, maintain, monitor, and enhance the artificial reef potential in water covered by Chapter 89, Parks and Wildlife Code.

**B. Does the agency's enabling law correctly reflect the agency's mission, key functions, powers, and duties?**

The enabling law found in the Parks and Wildlife Code correctly reflects the mission, key functions, powers and duties of the Parks and Wildlife Department.

**C. Please explain why these functions are needed. Are any of these functions required by federal law?**

In their basic form, the functions of the Department support the public trust doctrine initiated in old English law and confirmed by case law whereby the fish, wildlife, and park lands are owned by the citizens of the state and held in trust by the state government. Examples of these functions are as follows:

1. Manage, protect, and conserve the fish and wildlife resources of the state;
2. Manage, protect, and conserve the state park, historical and cultural resource of the state;
3. Manage, protect, and conserve the habitat of the fish and wildlife resources of the state; and
4. Enforce the laws concerning wildlife and fish resource management, and water safety within the state.

**D. In general, how do other states carry out similar functions?**

Other states carry out the general functions of the Department in a similar manner; however, various organizational structures are employed. For example, twenty states have an independent agency for fish and wildlife management, seven states are organized with independent fish, wildlife, and state parks agencies, the remainder of the states have numerous different organizational structures to carry out their functions.

**E. Describe any major agency functions that are outsourced.**

The principal Department function that is outsourced is the sale of hunting and fishing licenses, associated stamps, and the conservation passports for state parks and wildlife management area access. This activity is done through a system of license deputies around the state utilizing an electronic point of sale system supplied by a private contractor.

**F. Discuss anticipated changes in federal law and outstanding court cases as they impact the agency's key functions.**

Currently there are no anticipated changes in federal law or outstanding court cases that would impact the Department's key functions. Legislation has been filed in the 106th Congress that would enhance some programs already undertaken by the Department, including the Land and Water Conservation Fund for acquisition and development of state and local parks and open space, wildlife restoration and conservation, restoration of estuary habitat, and protection of endangered species. It is uncertain whether any of these initiatives will be accomplished.

**G. Please fill in the following chart, listing citations for all state and federal statutes that grant authority to or otherwise significantly impact the agency.** Do not include general state statutes that apply to all agencies, such as the Open Records Act, the Open Meetings Act, or the Administrative Procedure and Texas Register Act. Provide the same information for Attorney General opinions from FY 1995 - 1999, or earlier significant Attorney General opinions, that affect the agency's operations.

<b>Texas Parks and Wildlife Department</b>	
<b>Exhibit 1: Statutes</b>	
<b>Statutes</b>	
<b>Citation/Title</b>	<b>Authority/Impact on Agency (e.g., "provides authority to license and regulate nursing home administrators")</b>
<p><b>State Statutes</b></p> <p>See Attachment 1 <b>Parks and Wildlife Code</b> * Key elements of the Parks and Wildlife Code are listed below</p>	<p><b>(See below)</b></p>
<p><b>Federal Statutes</b></p> <p>16 USC §§742/j/ Airborne Hunting Act</p>	<p>Prohibits harassing, capturing or killing of birds, fish and other animals from aircraft, with certain limits.</p>
<p>16 USC §§757a-g/Anadromous Fish Act</p>	<p>Allows the Secretary of Interior to enter into agreements with states and other federal interests to conserve, develop and enhance anadromous fish resources of the US.</p>
<p>42 USC §§ 4321-4347/National Environmental Policy Act of 1969 (NEPA)</p>	<p>Establishes national environmental policy to prevent damage to ecological systems and natural resources important to the nation.</p>
<p>16 USC §§777/7771/Federal Aid in Sport Fish Restoration Act (Dingell-Johnson Act)</p>	<p>Provides financial assistance for sport fish restoration and management plans and projects.</p>
<p>16 USC §§669-669i/Federal Aid in Wildlife Restoration Act (Pittman-Robertson Act)</p>	<p>Provides financial assistance for wildlife restoration and management plans and projects.</p>
<p>16 USC §§ 1451-1465/ Coastal Zone Management Act of 1972</p>	<p>Establishes federal grant program within the Department of Commerce to encourage coastal states to develop and implement coastal zone management programs.</p>
<p>42 USC §§ 9601-9675 Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA)</p>	<p>Provides for cleanup of sites contaminated by hazardous wastes.</p>



16 USC §§753a-753b/Cooperative Research and Training Units Act	Authorizes Sec. of Interior to enter into cooperative agreements with colleges and universities, state fish and game agencies, and nonprofit organizations to develop fish and wildlife research and training programs.
16 USC §§ 1531-1544/ Endangered Species Act	Provides broad protection for species of fish, wildlife and plants that are listed as threatened or endangered in the US or elsewhere.
33 USC §§ 1251-1387/Federal Water Pollution Control Act (Clean Water Act)	Comprehensive statute aimed at restoring and maintaining the chemical, physical, and biological integrity of the nation's waters.
16 USC §§742a-754j-2/Fish and Wildlife Act of 1956	Establishes the Fish and Wildlife Service.
16 USC §§ 701/Lacey Act	Authorizes the Sec. of Interior to adopt measures to aid in restoring game and other birds in parts of the US where they have become scarce or extinct and to regulate the introduction of animals in areas where they had not existed.
16 USC §§ 701/Lacey Act Amendments of 1981	Amendments make it illegal to import, export, transport, buy, or sell fish, wildlife, and plants taken or possessed in violation of federal, state, or tribal law
16 USC §§ 460l-11/Land and Water Conservation Fund Act of 1965	<b>Regulates admission and special recreation user fees at certain recreational areas and establishes a fund to subsidize state and federal acquisition of lands and waters for recreational and conservation purposes.</b>
16 USC §§ 1801-1882/Magnuson-Stevens Fishery Conservation and Management Act	Governs the conservation and management of ocean fishing. Establishes the Gulf of Mexico Fisheries Management Council.
16 USC §§ 718-718j/Migratory Bird Hunting and Conservation Stamp Act	Act requires use of a migratory bird stamp for hunting and raises funds for conservation of migratory waterfowl.
<b>16 USC §§703-712/ Migratory Bird Treaty Act</b>	Implements various treaties and conventions between the U.S. and Canada, Japan, Mexico, and the Soviet Union for the protection of migratory birds. This act provides the framework for TPW migratory bird regulations.
<b>16 USC §§5201-5207/Recreational Hunting Safety and Preservation Act of 1994</b>	Provides for civil penalties to be assessed against a person who intentionally and significantly hinders a lawful hunt.
<b>16 USC §§6901-6992k/Resource Conservation and Recovery Act of 1976</b>	Act provides for comprehensive regulation of hazardous waste.
<b>Compacts</b>  Gulf States Marine Fisheries Compact	Provides for Gulf Coast States to promote better utilization of the fisheries of the seaboard of the Gulf of Mexico

**\* PARKS AND WILDLIFE DEPARTMENT**

**KEY STATUTES**

**General Statutes**

Commission Specifics

- Composition - §11.012
- Grounds for Removal - §11.0125
- Terms of Service - §11.013
- Chairman - §11.014(a)
- Vice-Chairman - §11.014(b)
- Filling Vacancies - §11.014(c)

Meetings

Requirements

- Once per Quarter - §11.015(a)
- Annual Public Meeting - §11.015(b)
- Quorum - §11.015(a)

Administration

- Expense Reimbursement and per diem - §11.016

**OPERATIONS**

Mandated Statutes

- Establish Policies on Department vs. Commission - §11.002
- Establish Policies on Public Hearings - §11.0151
- Prepare information of public interest describing functions of the Commission and complaint procedures - §11.0161(a)
- Promulgate rules and regulations establishing methods by which commissioners can be directly contacted - §11.0161(b)
- Allow the Director to commission employees as peace officers - §11.019
- Authorize commissioned peace officers to enforce the code - §11.1091
- Establish policy and procedures on Deputy Game Wardens - §11.020(b)
- Establish rules for standards governing special Game Wardens - §11.0201(g)
- Establish rules for the compensation for a special Game Warden - §11.201(j)
- Set reasonable and necessary fees for the administration of Department programs - §11.027(a)
- Designate employees of the Department authorized to administer oaths - §11.028
- Authorize employees to enter on any land or water where wild game or fish are known to range or stray for scientific or enforcement purposes - §12.103
- Give commissioned peace officer right to search and inspect - §12.104
- Adopt rules to establish guidelines for determining the value of injured or destroyed wildlife resources - §12.302

- Establish rules for possession of wild animals for breeding, exhibition, or personal use - §12.602
- Establish classification system for state parks - §13.001(b)
- Adopt rules governing the acquisition and development of recreational areas, natural areas, or historical areas §13.001(c)
- Establish as a priority the acquisition of land necessary for parks establish by the code and complying with the classification system - §13.001(d)
- Approve real estate exchanges - §13.009(a)
- Allow Department to issue negotiable bonds in an aggregate of not more than \$75 million - §21.001
- Report to the Governor and Legislature on August 31 but not later than October 1 on the status of the Local Parks, Recreation, and Open Space Fund - 24.010 (May be included with the Department's annual report to the Governor - §24.010(b))
- Prescribe by regulations the form, design, and manner of issuance of the waterfowl stamp - §43.303(b)
- Make regulations governing notice and approval of the sale or shipment of white-tailed deer and mule-deer under the scientific breeders permit - §43.363(b)
- Prescribe the form, design, and manner of issuance of the saltwater sportfishing stamp - §43.403(b)
- Prescribe the requirements and conditions for issuance of a fish stocking permit - §43.552
- Establish rules for inspection of aquatic products - §47.037
- Shall make findings of facts based on the studies and investigations of wildlife resources conducted by the Department - §61.051(c)
- Regulate the periods of time when it is lawful to take or possess wildlife resources in or from the places covered by Chapter 61 - §61.052(a)
- Regulate the means, methods, manners, and places in which it is lawful to take or possess wildlife resources covered by Chapter 61 - §61.052(b)
- Provide open seasons for the taking or possession of wildlife resources - §61.053
- Regulate the taking or possession of wildlife resources by proclamation - §61.054(a)
- Amend or revoke proclamations to prevent the depletion or waste and to provide to the people the most equitable and reasonable privilege to pursue, take, possess, and kill wildlife resources - §61.055(a)
- Amend or revoke proclamations at any time the facts warrant - §61.055(b)
- Adopt proclamations under Chapter 61 by a quorum of the Commission at the Commission office in Austin - §61.103(a)
- Designate date and time of meeting at which a proclamation will be adopted - §61.103(b)
- Designate time when proclamation takes effect but must not be earlier than 20 days after the day the proclamation is adopted by the Commission - §61.104(a)
- Regulate the use of trotlines and crab traps outside the net-free zone in Aransas County - 61.203(a)
- Maximize the use of volunteer instructors in the Hunter Education Program - §62.014(e)
- Adopt rules to implement the Hunter Education Program - §62.014(h)
- Prescribe by proclamation the identification requirements for motor vehicles, trailers, or semitrailers transporting aquatic products for commercial purposes- §66.014(a)
- Define by proclamation game fish, rough fish, and bait fish - §66.114
- Establish regulations for any limitations on the taking, possession, transportation, exportation, sale, and offering for sale of nongame fish and wildlife that the Department considers necessary to manage these species - §67.001(b)

- Manage, control, and protect marl and sand of commercial value and all gravel, shell, and mudshell located within the tide water limits of the state, on islands within those limits, within the freshwater areas of the state not embraced by a survey or private land, and on islands within those areas - §86.001
- Grant to county, city, or town authorized under Title 118 (RCST) a permit to build and maintain seawalls for the taking of marl, sand, gravel, shell or mudshell - §86.014(a)
- Adopt rules specifying the form and information required for permits and tags to take endangered, threatened, or protected plant from private land - §88.0081(e)
- Appoint an Artificial Reef Advisory Committee - §89.021(d)

### **Permissive Statutes**

- May contract and pay for wildlife prints, decals, and stamps - §11.055(a)
- May authorize a person or group to sell wildlife art prints, stamps, and decals - §11.055(b)
- May regulate the use of Department land for mineral recovery and associated activities - §11.071
- May determine when multiple use is best utilization of public land's resources - §12.026
- May adopt emergency rules - §12.027
- May locate and designate outstanding natural features and formations for markers or monuments - §13.011(a)
- May accept title to suitable sites for markers or monuments - §13.011(b)
- May adopt reasonable rules for accepting or purchasing sites and establishing priorities for accepting and marking the sites - §13.011(c)
- May promulgate regulations governing the health, safety, and protection of persons and property in state parks, historic sites, scientific areas, and forts including public water - §13.101
- May make regulations prohibiting the use of firearms or certain types of firearms on state property adjacent to state parks and within 200 yards of the state park boundary (only apply to state parks located within one mile of coastal water of the state - §13.202) - §13.201
- Review, comment and approve the State Wetland Conservation Plan - §14.002(c)
- May provide by resolution the issuance of refunding bonds - §21.020
- May, in resolution authorizing issuance bonds, appropriate from the sale proceeds an amount to pay interest coupons coming due during the fiscal year and establish appropriate reserves - §21.106(b)
- Commission Chairman may execute on behalf of the Department instruments to convey iron ore taken from Jim Hogg Memorial Park to the purchasers - §22.055
- May promulgate hunting and fishing regulations applicable to the Davy Crockett National Forest in Houston and Trinity counties - §23.043
- May promulgate hunting and fishing regulations applicable to the Sabine National Forest in Sabine and San Augustine counties - §23.053
- May adopt rules or take any other action necessary to implement the Texas Trails System - §28.002(b)
- May appoint a Texas Trails Advisory Council - §28.003(a)
- May provide for the standardization of speed limits for moving vessels - §31.095(b)
- May approve reciprocal hunting and fishing license agreements as negotiated by the Executive Director - §41.004
- May terminate reciprocal hunting and fishing license agreements with 90-day notice - §41.005

- May adopt conforming regulations in support of reciprocal agreements - §41.006(a) (Must be done at a Commission meeting in Austin)
- May contract with and pay a person for designing and producing the waterfowl stamp - §43.303(c)
- May make regulations governing the possession of white-tailed deer and mule deer for scientific, management, and propagation purposes - §43.357(b)
- May contract with and pay a person for designing and producing the saltwater sportfishing stamp - §43.403(c)
- May contract with and pay a person for designing and producing the freshwater trout stamp - §43.503(c)
- May adopt regulations for vessels in the Exclusive Economic Zone that land fish, shrimp, crabs, or other aquatic organisms in the state - §47.019(b)
- May adopt rules setting open and closed seasons for the noncommercial taking of redfish and speckled sea trout - §47.039(a)
- May declare a state of emergency if there is imminent danger of depletion to any area that allows the immediate effect of proclamation - §61.104(b)
- May allow hunting of antlerless deer or antelope in selected areas without a permit - §61.057(c)
- May establish fees for tags or other identification items issued under the bighorn sheep hunting permits program - §61.206
- May provide that residents or nonresidents who have successfully completed the same or a comparable hunter education course and possess a certificate or other evidence of completion have satisfied the requirement for hunter education - §62.014(d)
- May establish a minimum age for participation in the hunter safety program - §62.014(d)
- May implement the Hunter Education Program by age group - §62.014(d)
- May establish an incentive program to encourage citizens to participate in the Hunter Education Program as instructors - §62.014(i)
- May prescribe an open season for hunting in state parks, forts, or sites where size, location, and other physical condition permit hunting as sound biological management practices warrant - §62.062
- May prescribe the number, size, kind, sex, and the means and methods of taking any wildlife during an open season in a state park, fort, or historic site - §62.063
- May provide an open season for recreational hunting in Sea Rim State Park - §62.0631
- May direct the service or division of the Department charged with the management of wildlife resources to manage the aquatic and wildlife resources found in state parks, forts, or historic sites - §62.066
- May adopt an emergency regulation governing the taking or possession of migratory game birds - §64.024(c)
- May regulate by proclamation the taking, possession, propagation, transportation, exportation, importation, sale, and offering for sale of alligators or any part of an alligator - §65.003(a)
- May prescribe that the identification for conveyances shall list the state of origin of the aquatic products - §66.014(a)
- May make regulations for the safe use of crab traps and to carry out the crab trap tag program - §66.018(b)
- May require fish imported into the state to be tagged, packaged, labeled, and accompanied by an invoice that may be prenumbered and provided by the Commission - §66.020(f)
- May by proclamation regulate the catching, possession, transportation, sale, and purchase for commercial purposes in this state of redfish and speckled sea trout - §66.2012(a)

- May make regulations for the safe use of trotlines and the trotline tag program - §66.206(b)
- May regulate by proclamation the taking, possession, propagation, transportation, exportation, importation, sale, and offering for sale of fur-bearing animals, pelts, and carcasses as the Commission sees necessary to manage furbearing animals or to protect human health or property - §71.002(a)
- May by permit allow the use of one or more dredges of any size and cargoes in excess of 50 barrels in transplanting to or harvesting from private leases - §76.114(a)
- May allow by permit the taking and retention of cargoes having oysters between three-fourth inch and three inches in a greater percentage than five percent - §76.114(b)
- May close an area to the taking of oysters when the Commission finds that the area is being overworked or damaged or the area is to be reseeded or restocked - §76.115(a)
- May open closed oyster areas when appropriate - §76.115(b)
- May regulate by proclamation the taking, possession, purchase, and sale of oysters - §76.301(a)
- May regulate by proclamation the catching, possession, purchase, and sale of shrimp - §77.007(a)
- May change the opening and closing dates of the general gulf season for shrimp - §77.062.
- May delegate to the Executive Director the duties and responsibilities of opening and closing the shrimping seasons in the gulf - §77.062
- May construct and maintain saltwater hatcheries and propagation farms for fish, oysters, and game on islands owned by the state in coastal water - §81.101
- May adopt rules governing recreational activities in Wildlife Management Areas - §81.405
- May grant a permit for the taking of marl, sand, gravel, shell, or mudshell - §86.004
- May remove oysters and oyster beds and replant them in other natural or artificial reefs - §86.010
- May with the approval of the Governor sell sand, marl, gravel, shell and mudshell for not less than four cents a ton - §86.012
- May make regulations for the payment of refunds on purchases of marl, sand and gravel to the state highway Commission - §86.013(d)

#### **Authority to Set Fees**

- May set fees for review of permits required by the code - §11.027(b)
- Set park user fees - §13.015(a)
- May set fees for stocking fish in private lakes or ponds - §12.014(a)
- Set the fees for vessel registrations - §31.026(a)
- Set the fees for duplicate vessel certificates of number and decals - §31.030(a)
- Set the fees for vessel owner transfers - §31.037(c)
- Set the fees for vessel dealer's or manufacturer's number - §31.041(b)
- Set the fees for application for vessel serial number - §31.043(b)
- Set the fees for issuance of title for vessel - §31.048(a)
- Set the fee of a saltwater fishing stamp - §43.403(a)
- Set the fee of a freshwater trout stamp - §43.503(a)
- Prescribe by regulation the form, design, and manner of issuance of the freshwater trout stamp - §43.503(b)
- Set the fee for a conservation permit (within restrictions) - §43.522(a)
- Charge a fee to fish farmers for taking of brood stock - §43.554
- Set fee for game breeder's license - §44.003

- Set fee for class 1 commercial game bird breeder's license - §45.003(a)
- Set fee for class 2 commercial game bird breeder's license - §45.003(b)
- Set the fee for a resident fishing license - §46.004(a)
- Set the fee of a lifetime resident fishing license - §46.004(b)
- Set the fee of a nonresident or alien fishing license - §46.004(c)
- Set the fee of a temporary sportfishing license - §46.005(b)
- Set the fee for temporary nonresident or alien fishing license - §46.0051(b)
- Set the fee for a duplicate fishing license - §46.006(a)
- Set the fee for a Lake Texoma fishing license - §46.104(b)
- Set the fee for a Lake Texoma 10-day fishing license - §46.105(b)
- Set the fee for a general commercial fisherman's license - §47.002(b)
- Set the fee for a nonresident general commercial fisherman's license - §47.002(c)
- Set the fee for a resident commercial finfish fisherman's license - §47.003(b)
- Set the fee for a nonresident commercial finfish fisherman's license - §47.003(c)
- Set fee for a fish guide license - §47.004(b)
- Set the fee for a commercial fishing boat license - §47.007(b)
- Provide by rule for the issuance and use of commercial fishing boat numbers - §47.007(c)
- Set the fee for a commercial fishing boat license on a boat not registered or documented by the US Coast Guard - §47.007(e)
- Set the fee for a menhaden boat license - §47.008(b)
- Set the fee for a wholesale fish dealer's license - §47.009(b)
- Set the fee for a wholesale truck dealer's license - §47.010
- Set the fee for a retail fish dealer's license - §47.011(b)
- Set the fee for a retail dealer's truck license - §47.013(b)
- Set the fee for a bait dealer's license - §47.014(b)
- Set the filing fee for menhaden fish plant license - §47.016(b)
- Set the fee for renewal of a menhaden fish plant license - §47.017
- Set the apprentice falconer's permit fee - §49.003(4)
- Set the general falconer's permit fee - §49.004(4)
- Set the master falconer's permit fee - §49.0045(4)
- Set the renewal fee for falconer's permit - §49.007
- Set the fee on a nonresident falconer's permit - §49.008(b)
- Set the fee for a combination hunting and fishing license - §50.002(a)
- Set the fee for a lifetime combination license - §50.002(b)
- May set a reasonable fee to be collected for hunting in state parks, forts, and sites - §62.064
- Set the fee for license to take alligator - §65.007
- Set the fee for a Texas finfish import license - §66.020(e)
- Set the fee for the original propagation permit for endangered species - §68.008(a)
- Set the fee for endangered species propagation permit renewal - §68.009(a)
- Set fees for trapper, retail fur and wholesale fur dealers licenses - §71.009
- Set the fee for application for a certificate authorizing the applicant to plant oysters and make a private oyster bed in the public water of the state - §76.006(c)

- Set the fee for annual lease of bay bottom used for private oyster leases - §76.017(b)
- Set the fee for a commercial oyster boat license - §76.104(a)
- Set the fee for a sports oyster boat license - §76.104(b)
- Set the fee for a commercial oyster fisherman's license - §76.104(c)
- Set the fee for nonresident commercial oyster boat license - §76.104(d)
- Set the fee for a nonresident sports oyster boat license - §76.104(e)
- Set the fee for a nonresident commercial oyster fisherman's license - §79.104(f)
- Set the fee for commercial bay shrimp boat license - §77.031(b)
- Set the fee for a nonresident commercial bay shrimp boat license - §77.031(f)
- Set the fee for a commercial bait-shrimp boat license - §77.033(b)
- Set the fee for a nonresident commercial bait-shrimp boat license - §77.033(e)
- Set the fee for a commercial gulf shrimp boat license - §77.035(b)
- Set the fee for a nonresident commercial gulf shrimp boat license - §77.035(e)
- Set the fee for a shrimp house operator's license - §77.042(b)
- Set the fee for a bait-shrimp dealer's license - §77.043(b)
- Set the fee for an individual bait-shrimp trawl - §77.048(b)
- Set the fee for use of dredge for harvest of mussels, clams or naiads - §78.003
- Set permit fee for taking endangered, threatened or protected plants from private land - §88.0081(b)(2)



Attorney General Opinions	
Attorney General Opinion No.	Impact on Agency
JC-0048	Finds that TPW Code sec. 64.002 preempts city regulation of pigeon shoots.
LO-97-057	Clarifies that Parks and Wildlife Code, Chapter 26 requires a city to provide public notice and hearing prior to selling land dedicated as park.
LO-97-079	Clarifies that boating in public waters over submerged property is not criminal trespass.
LO-98-056	Clarifies that changes to Department rules take place 20 days after filing.
LO-98-064	Clarifies that TPW has exclusive authority to regulate the taking and possession of fish. Finds that Water District rules that purport to regulate the means of taking fish are ultravires.
LO-98-117	Distinguishes wading in water on submerged land from wading in streams; a reference to criminal trespassing.

**H. Please fill in the following chart:**

Texas Parks and Wildlife Department Exhibit 2: Agency Contacts			
	Name	Address	Telephone Number Fax Number E-mail Address
<b>Department Head</b>	Andrew H. Sansom	4200 Smith School Road Austin, TX 78744	512/389-4802 Fax: 512/389-4814
<b>Department's Sunset Liaison</b>	Gene McCarty	4200 Smith School Road Austin, TX 7844	512/389-4651 Fax: 512/389-4814 E-mail: gene.mccarty@tpwd.state.tx.us

## II. History and Major Events

**Provide a timeline discussion of the agency's history, briefly describing the key events in the development of the agency, including:**

- the date the agency was established;
- the original purpose and responsibilities of the agency;
- major changes in responsibilities or statutory authority;
- agency/policymaking body name and composition changes;
- the impact of state/federal legislation, mandates, and funding;
- the impact of significant state/federal litigation that specifically affects the agency's operations; and
- key organizational events and areas of change and impact on the agency's organization (e.g., a major reorganization of the agency's divisions or program areas).

Synopsis: The below history reflects a parallel evolution of the "Fish Commission" established in 1879 and the "State Parks Board" established in 1923 into the "Parks and Wildlife Department" which merged the two separate agencies in 1963.

- 1861** First game law in Texas: Two-year closed season on bobwhite quail on Galveston Island
- 1879** Legislature decrees ladders for fish should be constructed over mill-dams and establishes a Fish Commission to enforce the law.
- 1883** 130 counties claim exemption from ALL game laws.
- 1885** Fish Commission abolished due to public opposition to propagation of carp and tightening of game laws.
- 1895** The office of the Fish and Oyster Commissioner is established.
- Commissioners and deputies have the duty to execute fish and oyster laws and have power "given to sheriffs".
- 1899** Fish and Oyster Commissioner given jurisdiction over all public waters, including freshwater streams, lakes and ponds
- 1907** Game Department added to the Fish and Oyster Commissioner, now called the Game Fish and Oyster Commissioner (GFO).
- Authority to enforce wild game and bird statutes added.
- 1911** GFO given charge of shell, marl and sand management.

- 1919** First six game wardens were hired to patrol entire state.
- 1923** State Parks Board created by Governor Pat M. Neff with a six-member board.
- Legislature turns over entire game fund to the GFO with the authority to hire any number of game wardens.
- 1929** The first overlapping, non-salaried GFO Commission was authorized and six commissioners were appointed by the Governor
- 1933** The State Parks Board receives a limited two-year authority to acquire park sites by purchase, gift, or otherwise and to develop the sites
- Parks Board begins development of 31 parks with federal aid through the New Deal Program; most work carried out by Civilian Conservation Corps, National Youth Administration, and Works Progress Administration programs.
- 1937** Coastal Division added to the GFO
- Pittman-Robertson Act passed by U.S. Congress requires excise tax on sporting arms and ammunition. Funds are earmarked for wildlife research and management.
- 1938** Texas has first wildlife project approved under Pittman-Robertson Act.
- 1949** Control and custody of most historic sites and parks transferred from the State Board of Control to the State Parks Board.
- GFO joins the Gulf States Marine Fisheries Compact.
- 1951** The 52<sup>nd</sup> Legislature deleted the term "Oyster" from the Commission name; changed to "Texas Game and Fish Commission" and increased appointed Commissioners to nine.
- 1957** First saltwater fishermen were licensed.
- 1959** First comprehensive Water Safety Act in Texas.
- Shrimp Conservation Act Passed.
- 1960** Estimated value of Texas State Parks shrunk by more than 50%, prompting State Parks Board to contract with the Texas Research League to study the organization and operation of Texas State parks.
- 1961** Texas Game and Fish Commission was reorganized under plan proposed by Texas Research League (nine-member Commission, executive secretary, Austin staff, and five regional headquarters).

- 1963** State Parks Board and the Texas Game and Fish Commission merged to form **Texas Parks and Wildlife Department (TPW)** with a three member Commission. Legislature hoped the merger would allow more centralized control and effective management of the state's natural resources.
- 1965** Federal Land and Water Conservation Fund program was enacted, providing 50% matching monies for acquisition and development of basic outdoor recreation opportunities in all states.
- 1967** Department given responsibility for acquisition and administration of state historic sites and structures.
- TPW was authorized to issue \$75 million in revenue bonds for the acquisition and development of state parks.
- 1968** Park entrance fees were established to retire park development bonds.
- 1969** The Texas Conservation Foundation established by the Legislature to acquire land.
- All powers, duties, and authority of the Highway Department under Water Safety Act transferred to TPW.
- 1971** Legislature created Fund 31 (now account 64) and dedicated a one-cent tax on each pack of cigarettes sold in Texas for planning, acquisition, and development of state parks and historic sites.
- Texas Parks and Wildlife Commission increased to six voluntary members.
  - Historic Sites Planning and Restoration Branch was created in Parks Division
- 1972** Voluntary Hunter Education Program initiated in Texas with assistance of NRA.
- Technical Guidance Program initiated by TPW Commission to provide dedicated staff to directly assist private landowners in wildlife and habitat management.
- 1974** First state list of endangered species published - listed five mammals, nine birds, two reptiles, five amphibians, and five fishes.
- 1976** Passage of PL 94-265, the Fishery Conservation and Management Act of 1976. Fisheries of new federal zone in the Gulf of Mexico to be managed by a regional council of members from the five Gulf states called Gulf of Mexico Fisheries Management Council.
- 1979** Legislature created the Texas Local Parks, Recreation and Open Space Fund for four years utilizing an additional one cent of the state tax on each pack of cigarettes for further funding, acquisition, and development of state parks and financial assistance grants for local government parks.

- 1981** Operation Game Thief Program implemented by the Department, providing rewards for information leading to arrest of game and fish law violators.
- HB 1000 passed which prohibited the sale of red drum and spotted seatrout caught in Texas waters.
  - Legislation passed requiring all Texas waterfowl hunters to possess a \$5 State Waterfowl stamp.
- 1983** Wildlife Conservation Act is passed by the Texas Legislature, placing authority for managing fish and wildlife resources in all Texas counties in the hands of the Texas Parks and Wildlife Commission.
- House Bill 1064 established a special fund to receive donations and proceeds from print and stamp sales to be used in programs for nongame and endangered species.
  - Texas Parks and Wildlife Commission membership increased to 9 voluntary commissioners.
  - First marine fish hatchery was built to stock red drum.
- 1985** The 69<sup>th</sup> Legislature passed the Department's Sunset Review legislation, broadening the Department's powers and designating the Department as the primary agency for protection of the state's fish and wildlife resources.
- Legislature authorized the Department to regulate shrimp and oysters in Texas waters.
  - Resource Protection Branch was elevated to full divisional status and its authority over protection of fish and wildlife resources was enhanced, particularly as relates to water quality.
  - Legislation allowed up to 25% of the State Parks Fund monies to be utilized for park operations and maintenance activities.
- 1987** The Wildlife Division launched the Type II Wildlife Management Area, a cooperative agreement with landowners to use private lands for public hunting opportunities.
- The Natural Heritage Program was transferred to the TPW from the General Land Office.
  - Mandatory Hunter Education Program adopted by the Legislature.
- 1988** The TPW Commission authorized purchase of the 215,000-acre Big Bend Ranch. The ranch was the largest tract ever acquired by the Department. The acquisition in effect doubled state park acreage.
- 1989** The 71<sup>st</sup> Regular Session of the Texas Legislature took the following actions having a significant impact on the Department:
- transferred the principal authority for the development of aquaculture in the state from the Department to the Department of Agriculture; and

- established the Texas Artificial Reef Program.
- 1991** A major reorganization of the Department created new divisions, including fisheries and wildlife, public lands, conservation communications, legal services, human resources and the chief financial office
- The Parks and Wildlife Foundation of Texas, Inc., a private nonprofit organization, was created to raise private donations for Department conservation efforts.
  - Texas Conservation Passport was introduced, to bring in additional revenue.
- 1992** TPW staged the first Texas Wildlife Expo to celebrate the role hunters have played in conservation and to promote hunting and conservation.
- 1993** The 73<sup>rd</sup> Regular Session of the Texas Legislature made some significant changes to the Department's operations included:
- transferred a major source of financial support for the state and local park system from the \$.02 tax on a pack of cigarettes to a draw off the sales tax attributable to the sale of sporting goods;
  - protected the Department against the loss of federal funds due to diversion of license sales revenue and ensured that all license fees in revenues (to include interests) would be appropriated to the Department;
  - establishment of a "tag" program for certain fish taken from coastal waters; and
  - directed classification of all lands under the Department's jurisdiction for the purpose of hunting and other uses.
- 1994** Geographic Information Systems Laboratory was established to provide computer-based mapping and spatial analysis support services to Department planners and biologists.
- 1995** The 74<sup>th</sup> Regular Session of the Texas Legislature made some significant changes to the Department's operations including:
- authorized the Department to initiate a commercial bay and bait shrimp boat license management program;
  - authorized a constitutional amendment for a discount on property tax evaluation of land used for wildlife management purposes;
  - protected private property rights through confidentiality requirements and land owner notification and approval to enter private property

- established authority to charge senior citizens (reaching age 65 on or after September 1, 1995) as discounted fee for entrance into state parks or for fishing in public waters;
- clarified authority and allowed for commission flexibility in selling licenses to permit implementation of a “point of sale” process for electronic sale of licenses and other similar products of the Department; and
- sunseted the authority of the Department to permit the holding of dangerous wild animals (transfers authority to local jurisdictions) effective September 1, 1997.

**1996** Sea Center Texas and the Texas Freshwater Fisheries Center, two state-of-the-art aquariums, fish hatcheries, and educational centers, opened.

- State parks that charge entrance fees instituted a per-person rather than a per-vehicle pricing fee schedule.
- The Department's organizational structure was refined to better address major conservation challenges. Three senior Division Director positions were created in Land Policy, Water Policy and Administrative Resources.
- The Public Lands Division was reorganized into two new divisions: Infrastructure and State Parks under the Land Policy Director.

**1997** The 75<sup>th</sup> Regular Session of the Texas Legislature took the following significant actions which uniquely impacted the Department:

- approved the self-imposed "Statutory Sunset" decreasing the Parks and Wildlife Code by nearly 30%;
- authorized the Department to issue \$60 million in revenue bonds for infrastructure repairs and maintenance needs at state park facilities;
- enhanced the Water Safety Act by imposing more rigid requirements for boater education, requiring the certification of marine law enforcement officers, establishing a minimum age for unaccompanied operation of a motorboat or personal water craft;
- established a commercial crab fishery license management program; and
- established a state and regional planning requirement to identify streams and rivers of unique ecological value and other water management initiatives for the state.

**1997** The Executive Director of TPW created a chief operating officer position to better address day-to-day operational issues.

**1998** The Charles Goodnight Bison Herd was donated to TPW and moved from a private ranch to Caprock Canyons State Park, in the hope of preserving these genetically unique animals and eventually developing a herd of several hundred bison.

- State auditor's report concluded that the Texas state park system needs an additional \$10 million to adequately fund operations. Recommended that 19 central office positions that were found to not add value to current operations should be reallocated and that existing inventory should be reconstructed.
- Texas A&M report "Texas Outdoors: A Vision for the Future" was completed. The report also found that greater support for state parks is needed from both public and private sectors of the state in order to meet outdoor recreation demands in the future.

**1999** The 76<sup>th</sup> Regular Session of the Texas Legislature took the following actions significantly impacting the Department:

- new general revenue funding for state parks was the largest legislative appropriations increase in TPW history.
- use of local park account was modified to allow for transfers of facilities with operation and maintenance money, opportunity to do regional park and expand the "Community Outdoor Outreach Program";
- expanded uses of the "Parks and Wildlife Capital Account";
- sunseted most of the Department's statutorily created advisory committees;
- allowed greater flexibility in leasing or transferring property to other jurisdictions;
- established a commercial finfish fishery license management program;
- expanded the Department's role in aquatic vegetation control; and
- authorized the Department to refrain from issuance of a license to anyone with a debt to the state resulting from a violation of the Parks and Wildlife Code.



**III. Policymaking Structure**

**A. Please complete the following chart:**

<b>Texas Parks and Wildlife Department Exhibit 3: Policymaking Body</b>				
<b>Member Name</b>	<b>Term/ Appointment Dates/ Appointed by _____ (e.g., Governor, Lt. Governor, Speaker)</b>	<b>Qualification (e.g., public member, industry representative)</b>	<b>Address</b>	<b>Telephone Number Fax Number E-mail Address</b>
Lee M. Bass	staggered 6-year term (chair); 02-24-95; Governor	Public member, Businessman	201 Main Ft. Worth, TX 76102	(817) 390-8400 F(817) 390-8408
Richard W. (Dick) Heath	staggered 6-year term (vice-chair 2-year term, expires 8-31-99); 02-24-95; Governor	Public member, Businessman	2121 Midway Road Carrollton, TX 75006	(972) 934-1518 F(972)341-3098
Ernest Angelo, Jr.	staggered 6-year term; 01-16-97; Governor	Public member, Businessman	410 North Main Midland, TX 79701	(915) 684-4449 F(915) 684-7691
John Avila, Jr.	staggered 6-year term; 01-16-97; Governor	Public member, Businessman	900 Summit Avenue Ft. Worth, TX 76102	(817) 335-3394 F(817) 877-5507
Carol E. Dinkins	staggered 6-year term; 01-16-97; Governor	Public member, Attorney	1001 Fannin, Ste. 2416 Houston, TX 77002-6760	(713) 758-2528 F(713) 615-5311
Alvin L. Henry	staggered 6-year term; 02-04-99; Governor	Public member, Businessman, Rancher	POB 111157 Houston, TX 77293-0157	(713) 631-1483 F(713) 631-3959

Katharine Armstrong Idsal	staggered 6-year term; 02-04-99; Governor	Public member, Artist	4519 Westway Avenue Dallas, TX 75205	(214) 522-6035 F(214) 522-2793
Nolan Ryan	staggered 6-year term; 02-24-95; Governor	Public member, Businessman	POB 670 Alvin, TX 77512	(281) 585-1722 F(281) 585-2238
Mark E. Watson, Jr.	staggered 6-year term; 02-04-99; Governor	Public member, Rancher	POB 6886 San Antonio, TX 78209	(210) 824-4546 F(281) 824-0166
Perry R. Bass	Chairman-Emeritus	Public member, Businessman	201 Main Ft Worth, TX 76102	(817) 390-8400 F(817) 338-2699

**Parks and Wildlife Code - § 11.0121. Qualifications.**

A person is not eligible for appointment as a public member if the person or the person’s spouse:

- (1) is employed by or participates in the management of a business entity or other organization regulated by the Department or receiving funds from the Department;
- (2) owns, controls, or has directly or indirectly, more than a 10 percent interest in a business entity or other organization regulated by the Department or receiving funds from the Department; or
- (3) uses or receives a substantial amount of tangible goods, services, or funds from the Department.

**B. How is the chair of the policymaking body appointed?**

**Parks and Wildlife Code - §11.013. Terms.**

- (a) The Governor shall designate biennially one of the nine members as Chairman of the Commission for a term of two years expiring on January 31 of the succeeding odd-numbered year.
- (b) The Commission shall elect biennially a vice-chairman from among its members for a term of two years expiring on August 31 of the succeeding odd-numbered year.
- (c) A vacancy in the office of Chairman or Vice-Chairman is filled for the unexpired portion of the term in the same manner as the original appointment or election.

**C. Describe the primary role and responsibilities of the policymaking body.**

The Texas Parks and Wildlife Commission is established in statute as the policymaking body of the Texas Parks and Wildlife Department (Parks and Wildlife Code §11.011). In executing that responsibility, the Commission appoints the Executive Director, approves Department budgets and sets its general policy direction.

The primary role and responsibility of the Commission is in execution of authority delegated by the Texas Legislature in the Parks and Wildlife Code. In general, this responsibility relates to administering laws and policies relating to:

- Biology and management of fish and wildlife species;
- Determining means, methods and seasons for harvest of fish and wildlife species;
- Protection and management of non-game species;
- Acquisition and protection of fish and wildlife habitat;
- Hunter, and boating education;
- Enforcement of statutes and regulations enacted under authority of statutes;
- Environmental protection as that protection relates to fish and wildlife resources; and
- Acquisition, development, and operations of state park lands.

**D. List any special circumstances or unique features about the policymaking body or its responsibilities.**

- The Parks and Wildlife Commission is a relatively large body with nine members.
- Members of the Commission are not compensated for service.
- All proclamations of the Commission must be adopted in Austin.
- The Commission is mandated to meet no less than once per quarter of the year.
- The Commission is mandated to conduct at least one public hearing during a year which must allow testimony on any subject matter of relevance to the Department.

**E. In general, how often does the policymaking body meet? How many times did it meet in FY 1998? In FY 1999?**

**Parks and Wildlife Code - §11.015. Meetings, Quorum**

- (a) The Commission may meet as often as is necessary but shall meet at least once during each quarter of the year. Five members constitute a quorum.
- (b) The Commission shall hold an annual public meeting to receive public comments concerning any issue relating to the Commission’s regulatory powers and duties.

The Texas Parks and Wildlife Commission conducts five scheduled meetings per year. Meeting more than the quarterly requirement of the Code is needed due to the time frames involved with the Proposals/Adoptions of rules.

**FY 1998** - the Commission met six times including one annual public hearing;

**FY 1999** - the Commission has met seven times.

**F. What type of training do the agency’s policymaking body members receive?**

There is no formal training required for the policymaking body. However, the Texas Parks and Wildlife Commission is provided with the following:

- Divisional-level briefing for new Commission members, which is an oral presentation given by each Division Director.
- Commission Briefing Book, which includes the Department and Division organizational charts and fact sheets.
- Commission Policy Manual (also in statute Chapter 11 of the Parks and Wildlife Code), which lists the duties and requirements of the Commission and Department personnel.
- Parks and Wildlife Code Book

**G. Does the agency have policies that describe the respective roles of the policymaking body and agency staff in running the agency? If so, please describe these policies.**

Policies describing the role of the Texas Parks and Wildlife Commission are established by statute in the Texas Parks and Wildlife Code (see Section II-C).

In addition, the Department maintains Commission policies under which the Department and the Commission operate in the *Policy Manual of the Texas Parks and Wildlife Commission*:

Policies Relating to the Roles of the Commission

- A-1 Rules and Regulations of the Commission
- A-2 General Policies of the Commission
- A-3 Responsibilities of the Commission
- A-4 Establishing New Policies and Amending or Rescinding Existing Policies
- A-5 Travel of Commission Members

- A-6 Gifts, Private Grants, Donations, and Bequests
- A-7 Requests for Information
- A-8 Environmental Policy

Policies Relating to the Role of the Executive Director

- B-1 The Role of the Executive Director in Relation to the Commission and the Public
- B-2 Authority to Approve Documents Involving Appropriated Funds

Policies Relating to the Roles of Department Staff

- C-1 Personnel Surety Bonds
- C-2 Employees Seeking Public Office
- C-3 Out-of-state Travel for Department Employees
- C-4 Participation By TPW Employees in the Public Auction of State Property
- C-5 Department Employee Funds

The key roles, powers, and duties of the Department are also delineated in the Parks and Wildlife Code (see section I-A). One additional policy for the Department is in the TAC §52.104 relating to departmental stocking of fish and wildlife.

**H. If the policymaking body uses subcommittees or advisory committees to carry out its duties, please fill in the following chart.**

<b>Texas Parks and Wildlife Department</b>			
<b>Exhibit 4: Subcommittees of the Texas Parks and Wildlife Commission</b>			
<b>Name of Subcommittee</b>	<b>Size/Composition/How members are appointed</b>	<b>Purpose/Duties</b>	<b>Legal Basis for Committee</b>
Finance Committee	The Chairman of the Texas Parks and Wildlife Commission appoints a Chair for each Committee.  Members serve as a committee of the whole.  Nine members serve on the TPW Commission.	<ul style="list-style-type: none"> <li>• Procure and review an annual audit of the financial affairs of the Department</li> <li>• Make policy recommendations to the Commission as to the fiscal activities of the Department</li> <li>• Supervise policies on the keeping of all financial records</li> <li>• Review and approve Annual Internal Audit Plan</li> </ul>	The Chairman of the Texas Parks and Wildlife Commission is delegated the authority by the TPW Commission to establish such committees as may be necessary to execute the duties and responsibilities of the Commission.
Regulations Committee		<ul style="list-style-type: none"> <li>• Review and discuss regulatory matters pertaining to the management of fish and wildlife resources of the State of Texas</li> <li>• On occasion present reports of recommendations to the full Commission</li> </ul>	
Conservation Committee		<ul style="list-style-type: none"> <li>• Discuss resource-related issues including aquatic issues, and species and habitat issues</li> <li>• Review matters pertaining to conservation easements, land trusts, and land acquisitions</li> <li>• Conduct review of management plans and Department assets</li> </ul>	
Ad Hoc Infrastructure Committee		<ul style="list-style-type: none"> <li>• Provide streamlined reporting to the full Commission</li> <li>• Recommend policies and procedural changes relating to the Infrastructure Division</li> <li>• Advise and monitor the effectiveness and capabilities of the Infrastructure Division</li> </ul>	
Ad Hoc Sunset Committee		<ul style="list-style-type: none"> <li>• Discuss issues related to the Sunset Process</li> <li>• Provide guidance related to Sunset Review</li> </ul>	
Ad Hoc World Birding Center		<ul style="list-style-type: none"> <li>▪ Discuss issues relating to the location of World Birding Center</li> </ul>	

<b>Texas Parks and Wildlife Department Exhibit 4: Advisory Committees</b>			
<b>Name of Advisory Committee</b>	<b>Size/Composition/How members are appointed</b>	<b>Purpose/Duties</b>	<b>Legal Basis for Committee</b>
Sporting Goods Industry Council	The Executive Director appoints twenty-five members to three-year terms and designates the chair annually. Terms begin September 1. Each member of the Committee serves at the pleasure of the Executive Director. The Council currently consists of 24 members.	The Council is advisory to Texas Parks and Wildlife Department on matters pertaining to the sporting goods industry and the consumer preference and requirements for enhanced utilization of the recreational resources.	Advisory authority only - granted by Executive Director of TPW. The Council was established in 1994 and shall exist until the Texas Parks and Wildlife Department determines that its purpose has been fulfilled.
License Deputy Advisory Committee	The Executive Director appoints twenty-five members to three-year terms and designates the chair annually. Terms begin September 1. Each member of the Committee serves at the pleasure of the Executive Director. The Council currently consists of 11 members.	The Committee is advisory to Texas Parks and Wildlife Department on matters pertaining to recreational license/stamp issuance, processing, fees, and commissions.	Advisory authority only - granted by TPW Executive Director. The Council was established in 1994 and shall exist until the Texas Parks and Wildlife Department determines that its purpose has been fulfilled.
Artificial Reef Advisory Committee	The 10-member committee is appointed by and serves at the will of the Texas Parks and Wildlife Commission Chairman.	This committee was created for the purpose of advising the Department on implementation of the Texas Artificial Reef Plan.	Originally authorized by Chapter 89, Parks and Wildlife Code. Subsequent to the adoption of the Artificial Reef Plan, the Parks and Wildlife Commission reauthorized the formation of the committee.

<p>Blue Crab Advisory Committee</p>	<p>This nine-member Committee is appointed by and serves at the will of the Texas Parks and Wildlife Commission Chairman.</p>	<p>This Committee was created to advise the Department on the preparation and formulation of rules and regulations necessary to carry out the Blue Crab Fishery Management Plan.</p>	<p>With the adoption of the Blue Crab Management Plan (Proclamation Section 57.701), the Parks and Wildlife Commission authorized the creation of the Committee.</p>
<p>Oyster Advisory Committee</p>	<p>This seven-member Committee is appointed by and serves at the will of the Texas Parks and Wildlife Commission Chairman.</p>	<p>This Committee was created to advise the Department on the preparation and formulation of the rules and regulations necessary to carry out the Oyster Fishery Management Plan.</p>	<p>With the adoption of the Oyster Fishery Management Plan (Proclamation Section 57.601), the Parks and Wildlife Commission authorized the creation of the Committee.</p>
<p>Shrimp Advisory Committee</p>	<p>This eleven-member Committee is appointed by and serves at the will of the Texas Parks and Wildlife Commission Chairman.</p>	<p>This Committee was created to advise the Department on the preparation and formulation of rules and regulations necessary to carry out the Shrimp Management Plan.</p>	<p>With the adoption of the Shrimp Management Plan (Proclamation Section 57.651), the Parks and Wildlife Commission authorized the creation of the Committee.</p>
<p>Texas Freshwater Fishery Advisory Board</p>	<p>The Chairman of the TPW Commission appoints members consisting of at least five, but not more than fifteen individuals. The Board currently consists of six members. Each member of the Board serves at the pleasure of the Chairman of the Texas Parks and Wildlife Commission.</p>	<p>The Board shall be an advisory to the Texas Parks and Wildlife Department on all matters pertaining to freshwater fisheries management and research in the State of Texas.</p>	<p>The Texas Parks and Wildlife Commission created the Board. The Board will exist until the TPW Commission determines that its purpose has been fulfilled and abrogates the Board.</p>
<p>Bighorn Sheep Advisory Committee</p>	<p>The Chairman of the TPW Commission appoints members. There are six permanent members.</p>	<p>To identify problems, offer alternatives and recommend options in TPW efforts to restore the desert bighorn sheep in Texas. Functions in an active role to assist TPW in planning and goal setting, as well as serving as a sounding board for TPW Commission and staff.</p>	<p>Department Charge</p>



<p>* Falconry Advisory Board</p>	<p>There are three members that are selected from nominees submitted by the Texas Hawking Association, the North American Falconers Association, and any unaffiliated resident falconers. There is no provision limiting the terms of Board members</p>	<p>Its purpose is to advise the Department on the development and implementation of the rules and regulations proposed to regulate falconry.</p>	<p>The Board was created by statute. Chapter 49, Section 49.016, Texas Parks and Wildlife Code.</p>
<p>Texas Migratory Wildlife Advisory Board</p>	<p>The Chairman of the TPW Commission shall appoint members to the Texas Migratory Wildlife Board consisting of up to nine members representing the State's migratory game bird resources. Each member will be appointed to serve a basic term of two years, and appointments and replacements shall be at the pleasure of the Chairman of the TPW Commission. The Board consists of eight members.</p>	<p>The Board shall be an advisory to TPW on matters pertaining to the management, research and habitat acquisition needs of migratory game birds in Texas.</p>	<p>The TPW Commission created the Board. The Board will exist until the TPW Commission determines that its purpose has been fulfilled and abrogates the Board.</p>
<p>Texas Private Lands Advisory Board</p>	<p>The Chairman of the TPW Commission shall appoint members and chairman to the Board consisting of at least five, but no more than 16 individuals representing the State's private landowners from the various ecological areas or geographic regions. This Board may opt to designate subcommittees that may include individuals other than those on the Board for each of the ecological area of Texas to permit broader input to the Board. Currently there are 13 members.</p>	<p>The Board shall be an advisory to the Texas Parks and Wildlife Department on all matters pertaining to wildlife programs, management and research on private lands in the State of Texas.</p>	<p>The Chairman of the TPW Commission created the Board.</p>

<p>*Texas Statewide Trails Advisory Board</p>	<p>Board appointed by Executive Director after consultation with Commission Chairman. Currently there are 13 members.</p>	<p>To advocate trails and participate in trail related activities in Texas. To provide guidance on the distribution of federal National Recreational Trail Funds to state and local sponsors of trail projects. To assist in the development of educational material to inform the public about trail opportunities and etiquette.</p>	<p>Requirement of the National Recreational Trails Grant for the state to be eligible to receive federal trail funds.</p>
<p>Nongame Permit Regulation Advisory Committee</p>	<p>Currently there are 19 members.</p>	<p>To advise the Department on the implementation and administration of nongame permit regulations. To assist the Department in evaluating the effectiveness of nongame permit regulations and administration. After evaluation, to recommend amendments and changes to nongame permit regulations.</p>	<p>Authority was given by the Texas Parks and Wildlife Commission.</p>
<p>Operation Game Thief Committee</p>	<p>The Executive Director appoints the nine members and a chairman emeritus to serve for a term of six years, with three members' terms expiring every odd numbered year. The term of the chairman emeritus expires six years from the date of appointment.</p>	<p>This committee, through the adoption of rules for the implementation of the Operation Game Thief Program and maintenance of the Operation Game Thief Fund, administers the Operation Game Thief Program. The committee authorizes all expenditures from the Operation Game Thief Fund including reward payments to individuals for information leading to the arrest and conviction of game and fish law violators, death benefits to families of TPW peace officers killed in the line of duty, and promotional activities designed to enhance public awareness of and participation in the program.</p>	<p>Chapter 12, Subchapter C., Texas Parks and Wildlife Code</p>

<p>San Jacinto Historical Advisory Board</p>	<p>The Board is composed of five members total: (1) the chairman of the Battleship Texas Commission; (2) the president of the San Jacinto Museum of History Association; and (3) three members of the public. Those three are appointed by the governor to six-year terms. The two ex-officio members are: Director, State Parks of TPW and the (President of the San Jacinto Museum of History Association). One or more of the three members of the public may be selected from the San Jacinto Chapter, Daughters of the Republic of Texas.</p>	<p>To review the policies and operations of the San Jacinto Battleground and to advise the Department on the proper historical development of the Battleground.</p>	<p>Created by Acts 1975, 64<sup>th</sup> Leg. Chapter 22, Subchapter B of the Parks and Wildlife Laws</p>
<p>Texas Rivers Conservation Advisory Board</p>	<p>The Executive Director appoints no more than 15 members who shall serve a term of two years. Upon completion of the two-year term, the board member will be eligible for a second term if re-appointed. The Executive Director shall appoint a chairman. Currently there are 14 members.</p>	<p>The purpose of this advisory board is to provide citizen input to Texas Parks and Wildlife Department to assure that the Department meets the needs of the natural aquatic resources while providing abundant recreational opportunities for the public.</p>	<p>Advisory authority only; granted by Executive Director.</p>
<p>Americans with Disabilities Act (ADA) Advisory Committee</p>	<p>The Executive Director appointed the Infrastructure Director as Committee Chairman. The Committee Chairman, selects the members of this Committee for an indefinite term. Currently there are 7 members.</p>	<p>The Committee was created to advise the Department on implementation of, and compliance with, the Americans with Disabilities Act.</p>	<p>Advisory Authority only; granted by the Executive Director</p>

<p>*Fannin State Park Advisory Commission</p>	<p>The Commission is composed of three residents of the state appointed by the governor. Members serve terms of six years each, with the term of one member expiring each odd-numbered year.</p>	<p>The Advisory Commission was created to provide oversight and advisement for the operation of the Fannin Battleground State Historic Park.</p>	<p>Acts 1975, 64<sup>th</sup> Leg., p.1405, ch.545, Sec. 1, eff. Sept. 1, 1975</p>
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\* Based on authority and action in HB 2272 by Representative Allan Ritter, the Fannin State Park Advisory Commission, the Falconry Advisory Board, the Texas Statewide Trails Advisory Board, and the Battleship "Texas" Advisory Board will come under administrative jurisdiction of the TPW Commission Chairman on September 1, 1999. The statutes were also updated by repealing the Artificial Reef Advisory Committee responsible for developing the plan, however the Administrative Committee to implement the plan was not affected.

**I. How does the policymaking body obtain input from the public regarding issues under the jurisdiction of the agency? How is this input incorporated into the operations of the agency?**

A portion of how the Commission receives input is directed by statute, but the Department also has in place a series of proactive mechanisms for gathering information.

**Statutory Requirements:**

- Rulemaking

The Commission is required take public comment on all rulemaking activities, as required in Administrative Law. These comments are compiled by staff and provided to the Commission prior to and during public hearings

- Annual Public Hearings

The Commission is required (P&W Code §11.015(b)) to conduct one public hearing each year for the sole purpose of gathering information from the public concerning any issue related to its regulatory powers and duties. This meeting is usually held in August of each year.

**Non-statutory Initiatives:**

- Scoping Meetings

TPW staff actively solicits constituent input through local meetings, referred to as “scoping” meetings. These meetings occur annually throughout the state and are generally held in areas with significant resource issues or in geographic areas where constituents might be affected by proposed regulatory changes. Results of these meetings are reported to the Commission and Commissioners often attend these meetings.

- Advisory Boards

TPW actively uses constituent advisory boards as a means of gathering and disseminating information related to specific issues or Department programs. For example, the Freshwater Fisheries Advisory Board serves as a sounding board for issues related to quality of angling experiences, regulatory activities, and constituent concerns. In general, these boards are specifically assembled to represent a broad diversity of insights and opinions. Information gathered from these boards is reported to the Commission.

- Ad Hoc Task Forces

TPW often assembles ad hoc working groups to address policy and regulatory issues of immediate concern. For example, in 1997-98 TPW assembled an ad hoc “Aquatic Vegetation Task Force” to provide input into revising the Department’s existing aquatic vegetation management directives. Results of this task force were directly reported to the Commission in a briefing and served as the basis for legislation in the 76<sup>th</sup> Legislative Session.

- Constituent Meetings and Forums

TPW hosts constituent meetings on an informal, but frequent basis. In most cases, these meetings are held to address immediate issues or to help the Department and Commission set long-term goals. For example, during the spring of 1998, TPW held a series of meetings concerning the relationship among herbicide use, aquatic vegetation, and fishery quality. Staff reports results of these meetings to the Commission and Commissioners often are directly involved in these efforts.

- Attitude and Opinion Surveys

TPW conducts ongoing attitude and opinion surveys related to specific functions of the Department. Results of these surveys are reported to the Commission and used to set both policy and regulatory strategies.

- Technology

TPW has actively and rapidly integrated available technology into a means of gathering information from constituents. For example, a questionnaire regarding freshwater fisheries issues appears on the computer screen of individuals visiting the TPW home page on the Internet.

**Other:**

- Directly Written and Verbal Communication with Commission Members

Commissioners relay information received directly from the public to the TPW staff for assessment and analysis through the Executive Office.

**IV. Funding**

**A. Describe the agency’s process for determining budgetary needs and priorities.**

Texas Parks and Wildlife Department determines agency priorities and budget needs based on a 95% budgeting process, a form of zero-based budgeting. This tool is used to prioritize agency programs and reflects the changing conditions during a given budget cycle. The reprioritization of funds meets the challenge of changing needs in the Department’s operating environment. Each year, the prior year budget is multiplied by 0.95%. The sum of this calculation reflects the current year’s operating budget base. Each division of the Department presents their budget request to the Executive Director, chief financial officer, and senior budget staff. Final recommendations are presented to the Texas Parks and Wildlife Commission each August for approval.

**B. Show the agency’s sources of revenue. Please include all local, state, and federal sources.**

<b>Texas Parks and Wildlife Department</b>	
<b>Exhibit 5: Sources of Revenue — Fiscal Year 1998 (Actual)</b>	
<b>Source</b>	<b>Amount</b>
General Revenue (0001)	\$22,657,451
Game, Fish and Water Safety (0009)	\$104,645,535
State Parks (0064)	\$41,168,749
State Land and Water Conservation (0223)	\$1,181,997
Texas Park Development Fund (0408)	\$122,958
Texas Recreation and Parks Open Space (0467)	\$18,439,344
Non-game and Endangered Species Conservation (0506)	\$338,071
Lifetime License Endowment (0544)	\$407,670
Artificial Reef (0679)	\$318,380
State Parks Endowment Trust Account (0885)	\$37,470
Parks Fee Trust Account (0965)	\$11,738
Texas Parks and Wildlife Capital (5004) U/F (5004)	\$1,099,073
Big Bend National Park (5030) U/F (5030)	\$14,155
Shrimp License Buyback (5023) U/F (5023)	\$194,305

TPFA Building P&W Project (7503) U/F (7503)	\$11,749,662
Operation Game Thief Account (9999) U/F (0966)	\$200,169
Grazing Lease Account (9999) U/F (0967)	\$128,228
Local Park Bank Accounts (9999) U/F (0968)	\$540,899
Education Outreach (9999) U/F (0971)	\$143,729
<b>TOTAL</b>	<b>\$203,399,583</b>

**C. If you receive funds from multiple federal programs, show the types of federal funding sources.**

<b>Texas Parks Wildlife Department Exhibit 6: Federal Funds — Fiscal Year 1998 (Actual)</b>				
Type of Fund	State/Federal Match Ratio	State Share	Federal Share	Total Funding
Interjurisdictional Fisheries Act of 1986	25/75	\$12,913	\$38,740	\$51,653
Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program	0/ 100	\$0	\$14,470	\$14,470
Cooperative Fishery Statistics	0/ 100	\$0	\$67,835	\$67,835
Southeast Area Monitoring and Assessment Program	0/ 100	\$0	\$46,188	\$46,188
Unallied Industry Projects	0/ 100	\$0	\$51,542	\$51,542
Flood Control Projects	25/75	\$32,861	\$98,582	\$131,443
National Park Service		\$0	(\$93,040)	(\$93,040)
Sport Fish Restoration	25/75	\$2,922,636	\$8,767,907	\$11,690,543
Wildlife Restoration	25/75	\$2,485,190	\$7,455,569	\$9,940,759
Coastal Wetlands Planning, Protection and Restoration Act	25/75	\$65,078	\$195,235	\$260,313
Cooperative Endangered Species Conservation Fund	25/75	\$104,346	\$313,037	\$417,383
University of Texas at San Antonio	25/75	\$4,026	\$12,077	\$16,103
Clean Vessel Act	25/75	\$17,249	\$51,746	\$68,995
Outdoor Recreation— Acquisition, Development and Planning	50 / 50	\$206,450	\$206,450	\$412,900
Prairie Chicken	66/ 33	\$45,822	\$22,569	\$68,391
USFWS Cooperative Agreements	0/ 100	\$0	\$29,000	\$29,000
USFWS Cooperative Agreements	0/ 100	\$0	\$12,418	\$12,418
Boating Safety Financial Assistance	50 / 50	\$2,047,154	\$2,047,154	\$4,094,308



Highway Planning and Construction	20/ 80	\$79,897	\$319,586	\$399,483
National Recreational Trails Funding Program	25/75	\$16,827	\$50,481	\$67,308
Texas Department of Transportation Highway Planning and Construction	20/ 80	\$202,933	\$811,733	\$1,014,666
Wetlands Protection--State Development Grants	25/75	\$51,857	\$155,572	\$207,429
Recycle Plastics Project		\$0	(\$36,904)	(\$36,904)
Texas Department of Public Safety Public Assistance Grants	25/75	\$20,505	\$61,514	\$82,019
<b>TOTAL</b>		<b>\$8,354,484</b>	<b>\$20,699,461</b>	<b>\$29,290,149</b>

**D. Show the agency's expenditures by strategy.**

<b>Texas Parks and Wildlife Department Exhibit 7: Expenditures by Strategy — Fiscal Year 1998 (Actual)</b>	
Goal/Strategy	Amount
<b>Goal A: Strengthen Commitment to Core Constituencies</b>	<b>Goal A: Total \$ 64,216,009</b>
Provide public hunting and fishing opportunities	\$16,673,656
Plan and operate existing state parks and wildlife management areas	\$33,519,775
Capital programs for existing facilities	\$14,022,578
<b>Goal B: Broaden Efforts to Reach New Constituencies</b>	<b>Goal B: Total \$ 13,029,823</b>
Design and implement outreach programs	\$3,077,866
Develop and open new public lands	\$2,720,915
Provide grants and technical assistance to local parks	\$2,799,505
Effectively communicate the Department's message	\$4,431,537
<b>Goal C: Increase Our Capacity to Defend the Environment and Manage the Heritage of Texas</b>	<b>Goal C: Total \$ 54,386,184</b>
Law enforcement and water safety	\$31,589,376
Conserve and manage fish and wildlife resources	\$22,796,808
<b>Goal D: Indirect Administration</b>	<b>Goal D: Total \$ 12,592,918</b>
Central Administration	\$5,406,453
Information Resources	\$4,644,007
Other Support Services	\$2,542,458
<b>TOTAL:</b>	<b>\$ 144,224,934</b>

**Expenditures Above Do Not Include:**

Employee benefits (Approximate)	\$19,500,000
Capital and grant budgets with an appropriation life of five years (Approximate)	\$28,600,000
<b>Grand Total (Approximate)</b>	<b>\$192,324,934</b>

**E. Show the agency's expenditures and FTEs by program**

<b>Texas Parks and Wildlife Department</b>					
<b>Exhibit 8: Expenditures and FTEs by Program — Fiscal Year 1998 (Actual)</b>					
<b>Program</b>	<b>Budgeted FTEs, FY 1998</b>	<b>Actual FTEs as of August 31, 1998</b>	<b>Federal Funds Expended (\$)</b>	<b>State Funds Expended (\$)</b>	<b>Total Actual Expenditures (\$)</b>
Law Enforcement	626.0	587.50	1,759,622.43	29,138,712.11	30,898,334.54
Human Resources	29.0	22.0	0	1,017,158.38	1,017,158.38
Administrative Resources	243.71	213.50	1,489.80	11,217,857.94	11,219,347.74
Resource Protection	116.27	105	1,040,456.70	5,038,524.24	6,078,980.94
Inland Fisheries	193.0	174	3,303,890.64	7,050,873.53	10,354,764.17
Coastal Fisheries	146.25	136.0	2,104,074.33	5,402,707.89	7,506,782.22
Infrastructure	144.0	103.0	26,715.21	4,826,208.92	4,852,924.13
Executive Office	24.0	19.0	0	1,432,837.48	1,432,837.48
Communications	49.0	46.75	83,411.98	2,904,661.66	2,988,073.64
State Parks	1057.05	990.5	920,444.81	43,263,189.23	44,183,634.04
Wildlife	319.32	278.75	9,718,309.96	8,841,012.91	18,559,322.7
Department-wide			\$1,778,207.97	\$3,354,565.38	\$5,132,773.35
<b>TOTAL</b>	<b>2947.6</b>	<b>2676.0</b>	<b>20,736,623.83</b>	<b>123,488,309.67</b>	<b>\$144,224,933.50</b>

**Expenditures Above Do Not Include:**

Employee benefits (Approximate) \$19,500,000

Capital and grant budgets with an appropriation life of five years (Approximate) \$28,600,000

**Grand Total (Approximate) \$192,324,934**

**F. If applicable, please provide information on fees collected by the agency.**

With few exceptions, the Legislature has set the minimum fee and given the Parks and Wildlife Commission authority to adjust fees as necessary.

Texas Parks and Wildlife Department Exhibit 9: Fee Revenue and Statutory Fee Levels — Fiscal Year 1998				
Description/ Program/ Statutory Citation	Current Fee/ Statutory maximum	Number of persons or entities paying fee	Fee Revenue	Where Fee Revenue is Deposited (e.g., General Revenue Fund)
Resident Combination Hunting and Fishing Parks and Wildlife Code § 50.002	\$32	285,196	\$8,543,149.00	Game, Fish and Water Safety Account 009 (Account 009)
Super Combo Package Parks and Wildlife Code § 50.001	\$49	211,927	\$9,639,359.90	Account 009
"The Texan" Package Parks and Wildlife Code § 50.001	\$100	397	\$36,925.10	Account 009 / State Parks Account 064
Resident Hunting Parks and Wildlife Code § 42.012	\$19	289,771	\$5,198,877.55	Account 009
Special Resident Hunting Parks and Wildlife Code § 42.012	\$6	183,009	\$1,045,534.50	Account 009
Gen. Non-Resident Hunting Parks and Wildlife Code § 42.0141	\$250	18,178	\$4,315,266.50	Account 009
Resident Trapper's Parks and Wildlife Code § 71.009	\$15	7,398	\$105,451.65	Account 009
Non-Resident Special Hunting Parks and Wildlife Code § 42.014	\$100	2,053	\$195,507.15	Account 009
Res. Retail Fur Buyer's Parks and Wildlife Code § 71.009	\$75	23	\$1,672.50	Account 009
Resident Wholesale Fur Dealer's Parks and Wildlife Code § 71.009	\$150	13	\$1,755.95	Account 009
Game Breeder's Parks and Wildlife Code § 44.003	\$15	77	\$1,155.00	Account 009
Scientific Breeder's Permit Parks and Wildlife Code § 43.355	\$150	242	\$30,137.50	Account 009
Fur-Bearing Animal Propagation Permit Parks and Wildlife Code § 71.009	\$75	62	\$4,650.00	Account 009
Non-Resident Trapper's Parks and Wildlife Code § 71.009	\$250	12	\$2,950.00	Account 009
Class I Commercial Game Bird Breeder Parks and Wildlife Code § 45.003	\$150	88	\$13,051.00	Account 009
Non-Resident Spring Turkey Hunting Parks and Wildlife Code § 42.005	\$100	2,932	\$281,030.60	Account 009

Turkey Stamp Parks and Wildlife Code § 43.251	\$5	73,631	\$347,307.35	Account 009
Non-Resident Banded Bird Hunting Parks and Wildlife Code § 42.0142	\$10	663	\$6,353.95	Account 009
Apprentice Falconer's Permit Parks and Wildlife Code § 49.014	\$50	14	\$700.00	Account 009
General Falconer's Permit Parks and Wildlife Code § 49.014	\$100	9	\$900.00	Account 009
Masters Falconer's Permit Parks and Wildlife Code § 49.014	\$150	6	\$900.00	Account 009
Apprentice Falconer's Renewal Permit Parks and Wildlife Code § 49.014	\$50	6	\$300.00	Account 009
White-winged Dove Stamp Parks and Wildlife Code § 43.012	\$7	46,825	\$309,893.60	Account 009
Class 2 Commercial Game Bird Breeder Parks and Wildlife Code § 45.003	\$15	598	\$8,942.00	Account 009
General Falconer's Renewal Permit Parks and Wildlife Code § 49.004	\$50	12	\$600.00	Account 009
Wild Caught Alligator Hide Tag Parks and Wildlife Code § 65.003	\$10	1,102	\$11,020.00	Account 009
Hunting Lease (Small) Parks and Wildlife Code § 43.044	\$50	5,680	\$277,650.80	Account 009
Hunting Lease (Medium) Parks and Wildlife Code § 43.044	\$100	2,040	\$199,968.80	Account 009
Hunting Lease (Large) Parks and Wildlife Code § 43.004	\$200	3,345	\$656,446.75	Account 009
Archery Hunting Stamp Parks and Wildlife Code § 43.202	\$7	30,816	\$203,249.05	Account 009
Master Falconer Renewal Permit Parks and Wildlife Code §49.014	\$50	16	\$800.00	Account 009
Waterfowl Hunting Stamp Parks and Wildlife Code § 43.303	\$7	49,176	\$325,893.05	Account 009
Non-Res. Retail Fur Buyer's Parks and Wildlife Code § 71.009	\$300	4	\$885.95	Account 009
Non-Res. Wholesale Fur Dealer's Parks and Wildlife Code § 71.009	\$500	0	\$0.00	Account 009
Res. Alligator Hunter's Parks and Wildlife Code § 65.007	\$35	661	\$22,097.70	Account 009
Non-Resident Alligator Hunter's Parks and Wildlife Code § 65.007	\$300	12	\$3,420.00	Account 009
Alligator Import Permit Parks and Wildlife Code § 65.003	\$25	22	\$543.75	Account 009
Alligator Farmer Permit Parks and Wildlife Code § 65.003	\$200	30	\$5,801.00	Account 009

Private Bird Hunting Area Parks and Wildlife Code § 43.0722	\$60	339	\$20,222.00	Account 009
Field Trial Permit Parks and Wildlife Code § 43.0764	\$50	59	\$2,950.00	Account 009
Non-Res. 5-Day Special Hunting Parks and Wildlife Code § 42.0143	\$35	30,537	\$1,022,105.20	Account 009
Alligator Nest Stamp Parks and Wildlife Code § 65.003	\$50	163	\$8,150.00	Account 009
WMA Hunt Permit (Standby) Parks and Wildlife Code § 81.403	\$50	494	\$24,700.00	Account 009
State Park Hunting Permit (Standby) Parks and Wildlife Code § 62.062	\$50	260	\$13,000.00	State Parks Account 064
Deer Purchase Permit Parks and Wildlife Code § 43.362	\$25	512	\$12,775.00	Account 009
Deer Transport Permit Parks and Wildlife Code § 43.361	\$25	56	\$1,400.00	Account 009
Annual Public Hunting Permit Parks and Wildlife Code § 81.403	\$40	35,717	\$1,368,730.50	Account 009
Limited Public Use Permit Parks and Wildlife Code § 81.403	\$10	2,215	\$21,324.75	Account 009
WMA Standby Hunting Permit Parks and Wildlife Code § 81.403	\$100	62	\$6,200.00	Account 009
WMA Standby Hunting Permit – Exempt Parks and Wildlife Code § 81.403	\$0	66	\$0	Account 009
Antlerless Deer Control Permit Application Processing Fee Parks and Wildlife Code § 11.027	\$300	67	\$20,100.00	Account 009
Farm Raised Alligator Hide Tags Parks and Wildlife Code § 65.003	\$4	18,720	\$74,880.00	Account 009
Comm. WMA Alligator Hide Tags Parks and Wildlife Code § 65.003	\$120	1	\$120.00	Account 009
Hunting Cooperative (Small) Parks and Wildlife Code § 43.044	\$60	56	\$3,360.00	Account 009
Hunting Cooperative (Med.) Parks and Wildlife Code § 43.044	\$120	8	\$960.00	Account 009
Hunting Cooperative (Large) Parks and Wildlife Code § 43.044	\$240	1	\$240.00	Account 009
Hunting Cooperative Participating Landowner Fee Parks and Wildlife Code § 43.044	\$5	366	\$1,830.00	Account 009
Muzzleloader Hunting Stamp Parks and Wildlife Code § 43.583	\$10	1,091	\$10,346.20	Account 009
Wildlife Mgmt. Assoc. Area Hunting Lease (Small) Parks and Wildlife Code § 43.044	\$30	1	\$30.00	Account 009

Wildlife Mgmt. Assoc. Area Hunting Lease (Medium) Parks and Wildlife Code § 43.044	\$60	15	\$900.00	Account 009
Wildlife Mgmt. Assoc. Area Hunting Lease (Large) Parks and Wildlife Code § 43.044	\$120	7	\$721.00	Account 009
Wildlife Mgmt. Assoc. Area Hunting Lease Participating Landowner's Fee Parks and Wildlife Code § 43.044	\$5	365	\$1,825.00	Account 009
State Park Standby Hunting Permit – Exempt Parks and Wildlife Code § 62.064	\$0	29	\$0	Account 009
State Park Standby Hunting Permit Parks and Wildlife Code § 66.062	\$100	15	\$1,500.00	State Parks Account 064
Resident Fishing Parks and Wildlife Code § 46.004	\$19	897,019	\$16,062,799.75	Account 009
Special Resident Fishing Parks and Wildlife Code § 46.004	\$6	32,829	\$187,979.40	Account 009
Non-Resident Fishing Parks and Wildlife Code § 46.004	\$30	48,769	\$1,382,470.50	Account 009
Temporary (5-day) Non-Resident Fishing Parks and Wildlife Code § 46.0051	\$20	55,114	\$1,047,827.75	Account 009
Lake Texoma Fishing Parks and Wildlife Code § 46.104	\$7.50	24,163	\$162,549.20	Account 009
Temporary (14-Day) Resident Fishing Parks and Wildlife Code § 46.005	\$12	24,024	\$273,500.45	Account 009
Saltwater Sportfishing Stamp Parks and Wildlife Code § 43.403	\$7	497,801	\$3,274,394.40	Account 009
Freshwater Trout Stamp Parks and Wildlife Code § 43.503	\$7	19,313	\$127,821.30	Account 009
Tarpon Tag Parks and Wildlife Code § 46.0045	\$100	7	\$670.00	Account 009
Temporary (3-Day) Resident Sportfishing Parks and Wildlife Code § 46.005	\$10	75,193	\$714,589.45	Account 009
Gold TCP	\$50	46,368	\$2,315,607.50	Account 009 / State Parks Account 064
Duplicate Gold TCP	\$15	9,410	\$141,023.25	State Parks Account 064
Replacement Gold TCP	\$5	1,538	\$7,690.00	State Parks Account 064
Retail Fish Dealer's Parks and Wildlife Code § 47.011	\$46	3,142	\$144,127.00	Account 009
Res. Comm. Fishing Boat Parks and Wildlife Code § 47.007	\$15	1,332	\$19,974.00	Account 009

Commercial Crab Trap Tag Parks and Wildlife Code § 66.018 (Deleted for FY 1999)	\$1.50	83,731	\$125,596.50	Account 009
Res. Comm. Oyster Boat Parks and Wildlife Code § 76.104	\$350	360	\$126,002.00	Account 009
Saltwater Trotline Tags Parks and Wildlife Code § 66.206	\$3	12,196	\$36,456.45	Account 009
Resident Commercial Oyster Boat Captain's Parks and Wildlife Code § 76.104	\$25	488	\$11,868.95	Account 009
Fishing Guide Parks and Wildlife Code § 47.004	\$75	1,639	\$115,727.15	Account 009
Bait Dealer's Individual Parks and Wildlife Code § 47.014	\$30	273	\$8,161.00	Account 009
Wholesale Fish Dealer's Parks and Wildlife Code § 47.009	\$525	673	\$351,753.00	Account 009
Wholesale Fish Dealer's Truck Parks and Wildlife Code § 47.010	\$325	73	\$23,725.00	Account 009
Retail Fish Dealer's- Truck Parks and Wildlife Code § 47.013	\$86	763	\$65,448.00	Account 009 / Shrimp License Buyback 5023
Resident Comm. Mussel & Clam Fisherman's Parks and Wildlife Code § 78.002	\$30	32	\$887.00	Account 009
Resident Shell Buyer's Parks and Wildlife Code § 78.002	\$100	4	\$390.00	Account 009
Class A Menhaden Boat License Parks and Wildlife Code § 47.008	\$3,500	24	\$84,000.00	Account 009
Res. Sport Oyster Boat Parks and Wildlife Code § 76.104	\$10	71	\$705.00	Account 009
Class B Menhaden Boat License Parks and Wildlife Code § 47.008	\$50	49	\$2,450.00	Account 009
Res. Comm. Gulf Shrimp Boat Parks and Wildlife Code § 77.035	\$275	1,142	\$314,065.00	Account 009 / Shrimp License Buyback 5023
Resident Commercial Shrimp Boat Captain's Parks and Wildlife Code § 77.0351	\$25	3,094	\$75,729.40	Account 009
Individual Bait Shrimp Trawl Tags Parks and Wildlife Code § 77.048	\$23	887	\$20,265.30	Account 009 / Shrimp License Buyback 5023
Bait Shrimp Dealer's Parks and Wildlife Code § 77.043	\$115	358	\$40,714.00	Account 009 / Shrimp License Buyback 5023
Res. Comm. Bay Shrimp Boat Parks and Wildlife Code § 77.031	\$195	1,522	\$296,820.00	Account 009 / Shrimp License Buyback 5023
Res. Comm. Bait Shrimp Boat Parks and Wildlife Code § 77.033	\$195	1,484	\$289,407.00	Account 009 / Shrimp License Buyback 5023



Non. Res. General Comm. Fisherman's Parks and Wildlife Code § 47.002	\$150	32	\$4,792.50	Account 009
Transfer of Wholesale Fish Dealer's Parks and Wildlife Code § 47.009	\$5	3	\$15.00	Account 009
Silver TCP (WMAs & Tours) Parks and Wildlife Code § 43.522	\$25	77	\$1,857.50	Account 009 / State Parks Account 064
Non-Res. Commercial Mussel & Clam Fisherman Parks and Wildlife Code § 78.002	\$800	4	\$3,040.00	Account 009
Texas Grand Slam Drawing	\$10	7,786	\$75,135.00	Account 009
Texas Exotic Safari - Archery	\$10	495	\$4,819.50	Account 009
Texas Exotic Safari – Black Powder	\$10	550	\$5,371.00	Account 009
Texas Exotic Safari – Modern Rifle	\$10	2,261	\$22,082.50	Account 009
Texas Exotic Safari – Primitive Arm	\$10	26	\$258.50	Account 009
Disabled Veteran Hunting and Fishing Parks and Wildlife Code § 46.004	Free	5,823	\$0.00	
Bait Dealer Business Building Parks and Wildlife Code § 47.014	\$30	2,186	\$65,406.00	Account 009
Bait Dealer Business Vehicle Parks and Wildlife Code § 47.014	\$30	100	\$3,000.00	Account 009
Resident Retail Alligator Dealer's Permit Parks and Wildlife Code § 67.0041	\$100	2	\$200.00	Account 009
Non-Resident Retail Alligator Dealer's Permit Parks and Wildlife Code § 67.0041	\$400	1	\$400.00	Account 009
Resident Wholesale Alligator Dealer's Permit Parks and Wildlife Code § 67.0041	\$200	5	\$1,000.00	Account 009
Non-Resident Wholesale Alligator Dealer's Permit Parks and Wildlife Code § 67.0041	\$800	0	\$0.00	Account 009
Collector Stamp Set	\$20	621	\$12,111.00	Account 009 / Non-game and Endangered Species Conservation 0506
Collector Stamp Set – Wholesale	\$100	4,331	\$43,310.00	Account 009 / Non-game and Endangered Species Conservation 0506
Trap, Transport, and Transplant Permit – Fee Parks and Wildlife Code § 43.061	\$150	119	\$17,850.00	Account 009

Denied Trap, Transport, and Transplant Permit Parks and Wildlife Code § 43.061	\$150	5	\$750.00	Account 009
Trap, Transport, and Transplant Permit – No Fee Parks and Wildlife Code § 43.061	\$0	0	\$0.00	Account 009
Amendment to Trap, Transport, and Transplant Permit – Fee Parks and Wildlife Code § 43.061	\$25	21	\$525.00	Account 009
Denied Amendment to Trap, Transport, and Transplant Permit – Fee Parks and Wildlife Code § 43.061	\$25	0	\$0.00	Account 009
Urban White-tailed Deer Removal Permit – Fee Parks and Wildlife Code § 43.0611	\$150	3	\$450.00	Account 009
Denied Urban White-tailed Deer Removal Permit – Fee Parks and Wildlife Code § 43.0611	\$150	0	\$0.00	Account 009
Urban White-tailed Deer Removal Permit – No Fee Parks and Wildlife Code § 43.0611	\$0	4	\$0.00	Account 009
Amendment to Urban White-tailed Deer Removal Permit – Fee Parks and Wildlife Code § 43.0611	\$25	0	\$0.00	Account 009
Denied Amendment to Urban White-tailed Deer Removal Permit – Fee Parks and Wildlife Code § 43.0611	\$25	0	\$0.00	Account 009
Denied Deer Purchase Permit Parks and Wildlife Code § 43.362	\$25	0	\$0.00	Account 009
Denied Deer Transport Permit Parks and Wildlife Code § 43.361	\$25	0	\$0.00	Account 009
Denied Scientific Breeder's Permit Parks and Wildlife Code § 43.355	\$150	0	\$0.00	Account 009
<b>Lifetime Combination Hunting &amp; Fishing</b> Parks and Wildlife Code § 50.002	\$1,000	299	\$298,006.00	Lifetime License Endowment 0544
Lifetime Hunting License Parks and Wildlife Code § 42.0121	\$600	102	\$61,200.00	Lifetime License Endowment 0544
Lifetime Fishing License Parks and Wildlife Code § 46.004	\$600	29	\$17,400.00	Lifetime License Endowment 0544
Non-Res. Comm. Finfish Fisherman's Parks and Wildlife Code § 47.003	\$150	5	\$750.00	Account 009

Transfer of Resident Comm. Bay Shrimp Boat License Parks and Wildlife Code § 77.0361	\$195	105	\$20,281.00	Account 009 / Shrimp License Buyback 5023
Transfer of Resident Comm. Bait Shrimp Boat License Parks and Wildlife Code § 77.0361	\$195	96	\$18,526.00	Account 009 / Shrimp License Buyback 5023
Res. Comm. Oyster Fisherman's Parks and Wildlife Code § 76.104	\$100	8	\$770.00	Account 009
Res. Comm. Finfish Fisherman's Parks and Wildlife Code § 47.003	\$75	784	\$57,616.00	Account 009
Res. General Comm. Fisherman's Parks and Wildlife Code § 47.002	\$20	2,312	\$44,634.05	Account 009
Finfish Import Parks and Wildlife Code § 66.201	\$75	111	\$8,325.00	Account 009
Transfer of Finfish Import License Parks and Wildlife Code § 66.017	\$5	0	\$0.00	Account 009
Transfer of Retail Fish Dealer's License Parks and Wildlife Code § 47.031	\$5	10	\$50.00	Account 009
Transfer of Resident Comm. Gulf Shrimp Boat License Parks and Wildlife Code § 77.0361	\$5	15	\$75.00	Account 009
Transfer of Resident Comm. Fishing Boat License Parks and Wildlife Code § 47.031	\$5	9	\$45.00	Account 009
Transfer of Bait Shrimp Dealer's License Parks and Wildlife Code § 77.0361	\$5	7	\$35.00	Account 009
Transfer of Resident Comm. Oyster Boat License Parks and Wildlife Code § 76.1031	\$5	6	\$30.00	Account 009
Transfer of Retail Fish Dealer's Truck License Parks and Wildlife Code § 47.031	\$5	39	\$191.00	Account 009
Dupl. Res. Comm. Gulf Shrimp Boat License Plates Parks and Wildlife Code § 77.0361	\$5	6	\$30.00	Account 009
Dupl. Res. Comm. Fishing Boat License Plates Parks and Wildlife Code § 47.031	\$5	11	\$55.00	Account 009
Dupl. Res. Comm. Oyster Boat License Plates Parks and Wildlife Code § 76.1031	\$5	3	\$15.00	Account 009
Dupl. Res. Comm. Bay Shrimp Boat License Plates Parks and Wildlife Code § 77.0361	\$5	23	\$115.00	Account 009

Dupl. Res. Comm. Bait Shrimp Boat License Plates Parks and Wildlife Code § 77.0361	\$5	16	\$80.00	Account 009
Non-Res. Commercial Fishing Boat Parks and Wildlife Code § 47.007	\$60	23	\$1,380.00	Account 009
Non-Res. Commercial Oyster Boat Parks and Wildlife Code § 76.104	\$1,400	10	\$14,002.00	Account 009
Non-Resident Commercial Oyster Boat Captain's Parks and Wildlife Code § 76.104	\$100	9	\$885.00	Account 009
Non-Resident Shell Buyer's Parks and Wildlife Code § 78.002	\$1,500	3	\$4,350.00	Account 009
Non-Res. Sport Oyster Boat Parks and Wildlife Code § 76.104	\$40	0	\$0.00	Account 009
Non-Res. Comm. Gulf Shrimp Boat Parks and Wildlife Code § 77.035	\$1,025	383	\$392,579.00	Account 009 / Shrimp License Buyback 5023
Non-Res. Comm. Shrimp Boat Captain's Parks and Wildlife Code § 77.0351	\$100	322	\$32,051.00	Account 009
Non-Res. Comm. Bay Shrimp Boat Parks and Wildlife Code § 77.031	\$525	2	\$1,050.00	Account 009 / Shrimp License Buyback 5023
Non-Res. Comm. Bait Shrimp Boat Parks and Wildlife Code § 77.033	\$525	1	\$525.00	Account 009 / Shrimp License Buyback 5023
Transfer of Non-Res. Comm. Bay Shrimp Boat License Parks and Wildlife Code § 77.0361	\$195	0	\$0.00	Account 009 / Shrimp License Buyback 5023
Transfer of Non-Res. Comm. Bait Shrimp Boat License Parks and Wildlife Code § 77.0361	\$195	1	\$195.00	Account 009 / Shrimp License Buyback 5023
Non-Res. Comm. Oyster Fisherman's Parks and Wildlife Code § 76.104	\$250	0	\$0.00	Account 009
Transfer of Non-Res. Comm. Gulf Shrimp Boat License Parks and Wildlife Code § 77.0361	\$5	0	\$0.00	Account 009
Transfer of Non-Res. Comm. Fishing Boat License Parks and Wildlife Code § 47.031	\$5	0	\$0.00	Account 009
Transfer of Non-Res. Comm. Oyster Boat License Parks and Wildlife Code § 76.1031	\$5	0	\$0.00	Account 009
Dupl. Non-Res. Comm. Gulf Shrimp Boat License Plates Parks and Wildlife Code § 77.0361	\$5	2	\$10.00	Account 009
Dupl. Non-Res. Comm. Fishing Boat License Plates Parks and Wildlife Code § 47.031	\$5	0	\$0.00	Account 009

Dupl. Non-Res. Comm. Oyster Boat License Plates Parks and Wildlife Code § 76.1031	\$5	1	\$5.00	Account 009
Dupl. Non-Res. Comm. Bay Shrimp Boat License Plates Parks and Wildlife Code § 77.0361	\$5	0	\$0.00	Account 009
Dupl. Non-Res. Comm. Bait Shrimp Boat License Plates Parks and Wildlife Code § 77.0361	\$5	2	\$10.00	Account 009
Magazine Subscription Fee Parks and Wildlife Code § 12.006	\$14.95 yr.	138,029	\$2,032,509	Account 009
Motorboat Registration Fees V.A.C.S. Art. 9206 31.026	\$15.00, \$25.00, \$40.00, \$55.00, \$70.00	883 131,720 167,091 4,475 519	\$10,572 \$3,287,529 \$6,691,901 \$247,852 \$36,033	Account 009
Trans. Of Ownership Fees and Corrections V.A.C.S. Art. 9206 (31.037)	\$5.00	83,306	\$354,954	Account 009
Duplicate Boat Decals and Cards Parks and Wildlife Code § 31.030	\$5.00	11,279	\$51,561	Account 009
State Assigned H.I.N. Parks and Wildlife Code § 31.043(b)	\$0	745	\$3,726	Account 009
Marine Dealer/Manufacturer Number V.A.C.S. Art. 9206 V.C., (Sec.7), Parks and Wildlife Code §. 31.041(b)	\$130.00	827	\$107,506	Account 009
Boat Inspection Fee Parks and Wildlife Code § 31.047(f)	\$25.00	218	\$5,438	Account 009
Certificate of Title (Motorboat/Outboard Motor) Parks and Wildlife Code § 31.048	\$15.00	202,465	\$2,936,358	Account 009
Certificate of Title (Quick Title) Parks and Wildlife Code § 31.047(e)	\$25.00	954	\$23,856	Account 009
Park Entrance Fees Parks and Wildlife Code § 21.111	\$0.50-\$5.00	Unknown	\$8,117,231	State Parks Account 064
Park Facility Fees	Variable	Unknown	\$10,310,406	State Park Account 064

**G. Please fill in the following chart.**

Texas Parks and Wildlife Department Exhibit 10: Purchases from HUBs FISCAL YEAR 1996				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	\$19,148	0	0	11.9%
Building Construction	\$12,593,930	\$7,143,387	56.7%	26.1%
Special Trade	\$4,461,358	\$42,246	0.946%	57.2%
Professional Services	\$1,450,679	\$282,099	19.4%	20.0%
Other Services	\$10,013,710	\$934,934	9.33%	33.0%
Commodities	\$17,110,743	\$1,221,270	7.13%	12.6%
<b>TOTAL</b>	<b>\$45,649,568</b>	<b>\$9,623,936</b>	<b>21.08%</b>	

FISCAL YEAR 1997				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	\$16,721	0	0	11.9%
Building Construction	\$6,978,462	\$3,203,116	45.9%	26.1%
Special Trade	\$9,861,297	\$817,095	8.28%	57.2%
Professional Services	\$1,643,826	\$241,751	14.7%	20.0%
Other Services	\$8,523,262	\$405,635	4.75%	33.0%
Commodities	\$15,741,782	\$656,819	4.17%	12.6%
<b>TOTAL</b>	<b>\$42,765,350</b>	<b>\$5,324,416</b>	<b>12.45%</b>	

FISCAL YEAR 1998				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	\$50,177	0	0	11.9%
Building Construction	\$7,281,591	\$2,312,336	31.7%	26.1%
Special Trade	\$6,293,257	\$122,052	31.7%	57.2%
Professional Services	\$145,893	\$90,489	62.0%	20.0%
Other Services	\$13,042,900	\$1,904,201	14.5%	33.0%
Commodities	\$14,403,592	\$301,524	2.09%	12.6%
<b>TOTAL</b>	<b>\$41,217,410</b>	<b>\$4,730,602</b>	<b>11.47%</b>	

**H. Does the agency have a HUB policy? How does the agency address performance shortfalls related to the policy?**

The Department does have a HUB policy, which is attached below.

In addressing shortfalls, staff provide semiannual status reports to Department Division Directors and Executive Office, meet with program leaders such as Manager of Construction Contracts (Infrastructure Division), and attend GSC and other sponsored Economic Opportunity Forums. Additionally, staff prepare and distribute to agency employees information related to HUB participation in Department's purchases and assist agency personnel involved in purchasing to identify qualified HUB vendors.

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**TEXAS PARKS & WILDLIFE POLICY  
ON UTILIZATION OF  
HISTORICALLY UNDERUTILIZED BUSINESS**

**POLICY STATEMENT**

- A. The State of Texas is committed to providing procurement and contracting opportunities for minority and women-owned businesses. It is the State's policy to create an environment that will enhance Historically Underutilized Business (HUB) participation in state procurements and contracts.
- B. In accordance with House Bill 2626, 73rd Legislature, TPW will make a good faith effort to award at least 30 percent of the total value of all purchases and contracts to certified HUBs. TPW will identify and ensure that minority and women-owned businesses are given an equal opportunity to bid on commodities, services, leases, and construction projects.

- C. Special outreach efforts will be made to identify noncertified HUB vendors currently used by TPW. Assisting them in obtaining certification will benefit this Department as well as other agencies utilizing the same HUB in the future. To assist in this outreach, TPW will participate in the Economic Opportunity Forums which provide contract opportunities and training to HUBs and Department purchasers.
- D. HUB Definition: A Historically Underutilized Business is defined by statute as a corporation, sole proprietorship, partnership, or joint venture formed for the purpose of making a profit in which at least 51 percent of all classes of the shares of stock or other equitable securities are owned by one or more persons who have been historically underutilized (socially disadvantaged) because of their identification as members of certain groups: Black American, Hispanic American, Asian Pacific American, Native American, and Women. These individuals must have a proportionate interest and demonstrate active participation in the control, operation, and management of the business.

### **AGENCY RESPONSIBILITIES**

- A. TPW will utilize the General Services Commission HUB Directory as the primary reference list for HUB vendors. All employees participating in the purchase of goods and services will be held accountable for adhering to this policy.
- B. TPW will utilize this HUB policy as the basis for obtaining the HUB participation goal of 30 percent.
- C. TPW will prepare, publicize, and distribute information on procurement procedures in a manner designed to encourage minority and women-owned businesses to participate in its acquisition of goods and services.
  - 1. Special attention will be given to ensure that purchase orders/contract specifications are written to encourage HUB participation. When applicable, TPW will take the following actions:
    - (a) Divide proposed requisitions of various supplies and services into reasonable smaller lots (not less than industry standards) to increase HUB participation rather than to avoid competition or to subvert the competitive bidding process.
    - (b) For supplies, materials, equipment, and services, develop insurance and bonding requirements so that, if practical, more than one interested business may perform the work. As a general rule, performance bonds should not be requested on such purchases if the value of the purchase is less than \$100,000.
    - (c) Ensure that delivery schedules are established on a realistic basis that will encourage HUB participation to the extent consistent with TPW actual requirements.
    - (d) Ensure requisitions contain terms, conditions, and specifications reflecting Department's actual needs. Unreasonable terms beyond those needs (i.e., elevated insurance/bond requirements, and excessive amount of experience required) may make HUBs ineligible for consideration in the bidding process.



**HISTORICALLY UNDERUTILIZED BUSINESS SUBCONTRACTING PROGRAM**

- A. TPW bid and contract documents above \$5,000 will contain a provision detailing objectives of the HUB participation program.
- B. TPW will monitor on a monthly basis the monetary value of contracts awarded to HUB subcontractors, suppliers, or material providers.
- C. The State of Texas strongly encourages prime contractors to put forth a good faith effort in establishing contracts with HUBs as subcontractors, suppliers, or material providers.
- D. Failure of the general/prime contractor to meet the good faith effort requirement identified during the bidding process may be considered as a basis for a default in the awarded contract.
- E. General/Prime Contractors:
  - 1. Will maintain their stated HUB participation goal regardless of reduced scope of services in the contract.
  - 2. Will prepare and submit established forms within the time period designated on each form. This will assist in documenting the HUB usage/monitoring of the prime contractor's good faith effort.
  - 3. Contractor's past performance in meeting the contractual agreement outlined in the award may be a consideration in determining future awards to that contractor.

**TYPES OF PURCHASES**

- A. TPW will ensure that bids are obtained from businesses which normally sell the goods and services being purchased.
- B. Delegated purchases of commodities under \$15,000 or services under \$100,000:
  - 1. Purchases under \$1,000 do not require competitive bids - purchasers are to purchase from a HUB to the fullest extent possible.
  - 2. Purchases of \$1,001 to \$5,000 require at least three (3) telephone bids with two of the three bids from certified HUBs, one minority and one woman-owned (any ethnicity).
  - 3. Purchases from \$5,001 to \$15,000 for supplies, materials, and equipment and \$5,001 to \$25,000 for services require at least three (3) written bids -- two bids from certified HUBs, one minority and one woman-owned (any ethnicity). Invitation for bids in excess of \$5,000 shall include HUB subcontracting program requirements.
  - 4. Purchases of services above \$25,000 - TPW will solicit bids from the entire bidders mailing list of vendors providing the required classification and servicing the geographic area concerned. TPW will inform general/prime contractors of state policy to put forth a good faith effort to

- award at least 30 percent of the total value of contracts to HUBs. Invitation for bids will include HUB subcontracting requirements.
- C. Catalog Purchasing - TPW will solicit catalogs and evaluate pricing from approved HUBs in accordance with the catalog purchasing procedures. An approved HUB vendor will be used to the fullest extent possible.
  - D. Construction: TPW will solicit bids from qualified businesses in the HUB directory and include the HUB subcontracting program requirements in solicitations estimated to exceed \$5,000.
  - E. Consulting: Use a HUB to the fullest extent possible in purchases of less than \$10,000. Services over \$10,000 require a request for proposal notice to be published in the Texas Register. In these instances, TPW will actively solicit proposals from those HUB vendors listed in the directory that meet the minimum qualifications for consideration. In addition, the HUB subcontracting program requirements shall be included in the request for proposals.
  - F. Professional: The services of some professionals do not require competitive bids (Professional Services Procurement Act - Article 664-4 VTCS). Examples include certified public accountants, architects, engineers, optometrists, physicians, and land surveyors. At least 50 percent of the businesses considered for selection will be drawn from the HUB directory.

**NOTE: In the event a purchaser is unable to locate a HUB vendor from the HUB directory or other available sources, the purchaser must make a written notation on the purchase order form or bid tabulation form of unavailability of HUBs.**

**DATA COLLECTION AND REPORTING:** TPW will track the extent of HUB participation in its purchasing and contracting actions and make it an Department review item at the executive level.

- A. An automated HUB report will be produced monthly to assess Department awards made to HUBs. The report will identify total purchases, type of purchases, amount awarded to HUBs, and percentage of HUB participation.
- B. TPW will appoint an individual to act as liaison between TPW and General Services Commission. The liaison will contact GSC Small Business Programs for assistance when purchasing difficulties occur under this policy.
- C. HUB participation may be included in vendor performance evaluations. TPW will use the monthly report as a tool to identify the commodities that present the greatest opportunity for HUB participation.

**V. Organization**

**A. Please fill in the chart below. If applicable, list field or regional offices.**

Texas Parks and Wildlife Department Exhibit 11:FTEs by Location-Fiscal Year 1998			
Headquarters, Region, or Field Office	Location	Number of Budgeted FTEs FY 1998	Number of Actual FTEs as of August 31, 1998
Administrative Resources-HQ	Austin	243.71	213.50
Human Resources-HQ	Austin	29.00	22.00
Executive Administration-HQ	Austin	24.00	19.00
Resource Protection-HQ	Austin	65.27	57.00
Resource Protection-Freshwater	Field	24.00	23.00
Resource Protection-Coastal	Field	15.50	14.00
Resource Protection-Education	Field	11.50	11.00
Communications-HQ	Austin	49.00	46.75
Law Enforcement Aircraft	Austin	2.00	2.00
Law Enforcement Training	Austin	33.00	9.00
Law Enforcement Director's Office-HQ	Austin	17.00	17.00
Law Enforcement Field Operations-HQ	Austin	9.00	9.00
Law Enforcement Field Operations-Region 1	San Angelo	36.00	35.00
Law Enforcement Field Operations-Region 2	Fort Worth	54.00	51.00
Law Enforcement Field Operations-Region 3	Rusk	55.00	53.00
Law Enforcement Field Operations-Region 4	Houston	96.00	94.50
Law Enforcement Field Operations-Region 5	San Antonio	50.00	49.00
Law Enforcement Field Operations-Region 6	Lubbock	53.00	51.00
Law Enforcement Field Operations-Region 7	Brownwood	40.00	38.00
Law Enforcement Field Operations-Region 8	Mount Pleasant	57.00	57.00
Law Enforcement Field Operations-Region 9	Temple	48.00	48.00
Law Enforcement Field Operations-Region 10	Corpus Christi	76.00	74.00
Inland Fisheries-Administration and Program	Austin	14.00	13.00
Inland Fisheries Research	Ingram	18.00	14.00
Inland Hatcheries Management Group 1	San Marcos	33.00	30.00
Inland Hatcheries Management Group 2	Electra	20.00	20.00
Inland Fisheries-Region 1	San Angelo	23.00	22.00
Inland Fisheries-Region 2	Waco	23.00	22.00
Inland Fisheries-Region 3	Tyler	24.00	21.00
Inland Fisheries-TFFC	Athens	34.00	28.00
Inland Fisheries-Vegetation	Field	4.00	4.00
Coastal Fisheries-HQ	Austin	13.00	12.00
Coastal Fisheries Research	Rockport	15.00	15.00
Coastal Fisheries-Region 1	Seabrook	40.00	35.00

Coastal Fisheries-Region 2	Rockport	37.75	36.00
Coastal Fisheries-Rigs to Reefs Program	Houston	3.00	3.00
Coastal Fisheries-Saltwater Fish Hatcheries	Corpus Christi	37.50	35.00
Infrastructure	Austin	80.00	63.00
Infrastructure	Field	64.00	40.00
Wildlife Administration & Program Staff-HQ	Austin	108.90	83.50
Wildlife Program Staff	Field	22.00	18.00
Wildlife Resource & Management-Region 1	San Angelo	39.50	34.25
Wildlife Resource & Management-Region 2	Tyler	38.17	36.00
Wildlife Resource & Management-Region 3	Waco	50.75	48.00
Wildlife Resource & Management-Region 4	Rockport	60.00	59.00
State Parks-Administration & Programs	Austin	108.05	90.50
State Parks-Parks Operations-Region 1	Fort Davis	98.00	95.00
State Parks-Parks Operations-Region 2	Rockport	113.30	103.00
State Parks-Parks Operations-Region 3	Waco	122.30	119.25
State Parks-Parks Operations-Region 4	LaPorte	123.60	121.66
State Parks-Parks Operations-Region 5	Caldwell	109.70	101.75
State Parks-Parks Operations-Region 6	Lubbock	106.00	100.25
State Parks-Parks Operations-Region 7	Kerrville	139.00	130.25
State Parks-Parks Operations-Region 8	Tyler	137.10	128.84
<b>TOTAL</b>		<b>2947.60</b>	<b>2676.00</b>

**B. What was the agency's FTE cap for FY 1998?**

2954

**C. How many temporary or contract employees did the agency have as of August 31, 1998?**

139

**D. Please fill in the chart below.**

Texas Parks and Wildlife Department Exhibit 12: Equal Employment Opportunity Statistics							
FISCAL YEAR 1996							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	64	3.13%	5%	9.38%	8%	26.56%	26%
Professional	911	3.51%	7%	11.42%	7%	33.48%	44%
Technical	261	8.05%	13%	22.22%	14%	16.86%	41%
Protective Services	442	2.49%	13%	16.97%	18%	3.62%	15%
Para-Professionals	--	--	25%	--	30%	--	55%
Administrative Support	229	10.04%	16%	28.38%	17%	88.21%	84%
Skilled Craft	212	8.50%	11%	22.64%	20%	4.25%	8%
Service/Maintenance	255	11.37%	19%	29.02%	32%	18.04%	27%

FISCAL YEAR 1997							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	76	2.63%	5%	9.21%	8%	23.86%	26%
Professional	927	3.23%	7%	11.54%	7%	32.25%	44%
Technical	254	7.48%	13%	20.07%	14%	15.35%	41%
Protective Services	434	2.76%	13%	16.35%	18%	3.22%	15%
Para-Professionals	--	--	25%	--	30%	--	55%
Administrative Support	220	9.54%	16%	27.72%	17%	88.63%	84%
Skilled Craft	205	8.78%	11%	22.43%	20%	4.39%	8%
Service/Maintenance	226	10.17%	19%	28.31%	32%	19.91%	27%

FISCAL YEAR 1998							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	66	3.03%	5%	9.09%	8%	22.72%	26%
Professional	884	3.73%	7%	11.54%	7%	29.90%	44%
Technical	291	6.18%	13%	18.21%	14%	18.90%	41%
Protective Services	554	3.42%	13%	16.42%	18%	6.13%	15%
Para-Professionals	36	2.77%	25%	11.11%	30%	83.33%	55%
Administrative Support	308	7.14%	16%	26.62%	17%	87.70%	84%
Skilled Craft	184	7.06%	11%	22.82%	20%	3.80%	8%
Service/Maintenance	248	8.87%	19%	28.23%	32%	23.40%	27%

**E. Does the agency have an equal employment opportunity policy? How does the agency address performance shortfalls related to the policy?**

The Department has an EEO policy and addresses performance shortfalls related to the policy as follows:

The HR Division is responsible for a strategy of primary prevention and aggressive recruitment. The Department seeks to provide equal employment opportunity in all phases of employment and has taken a number of steps to facilitate this opportunity:

Development of an agency-wide recruitment plan to address underutilized categories. Development of recruitment resources guides including historically Black colleges and universities, minority serving institutions, Hispanic serving colleges and universities, and the agency workforce diversity plan

- Ongoing, comprehensive review of minimum qualifications for positions as they are posted to eliminate any artificial barriers to employment that may adversely affect women and minorities
- Comprehensive policy development and training program which includes, but is not limited to, employment selection processes and civil rights law on discrimination, sexual harassment prevention, and managing a diverse workforce
- Early recruitment efforts to address pipeline shortages in natural and cultural resource professions that are not ethnically diverse populations. Trends show that enrollment figures for programs that graduate natural and cultural professionals are not improving.

- Continue to target youth at an early age by targeting elementary, middle and high school students to increase awareness of professional opportunities, in order to improve pipeline shortages.

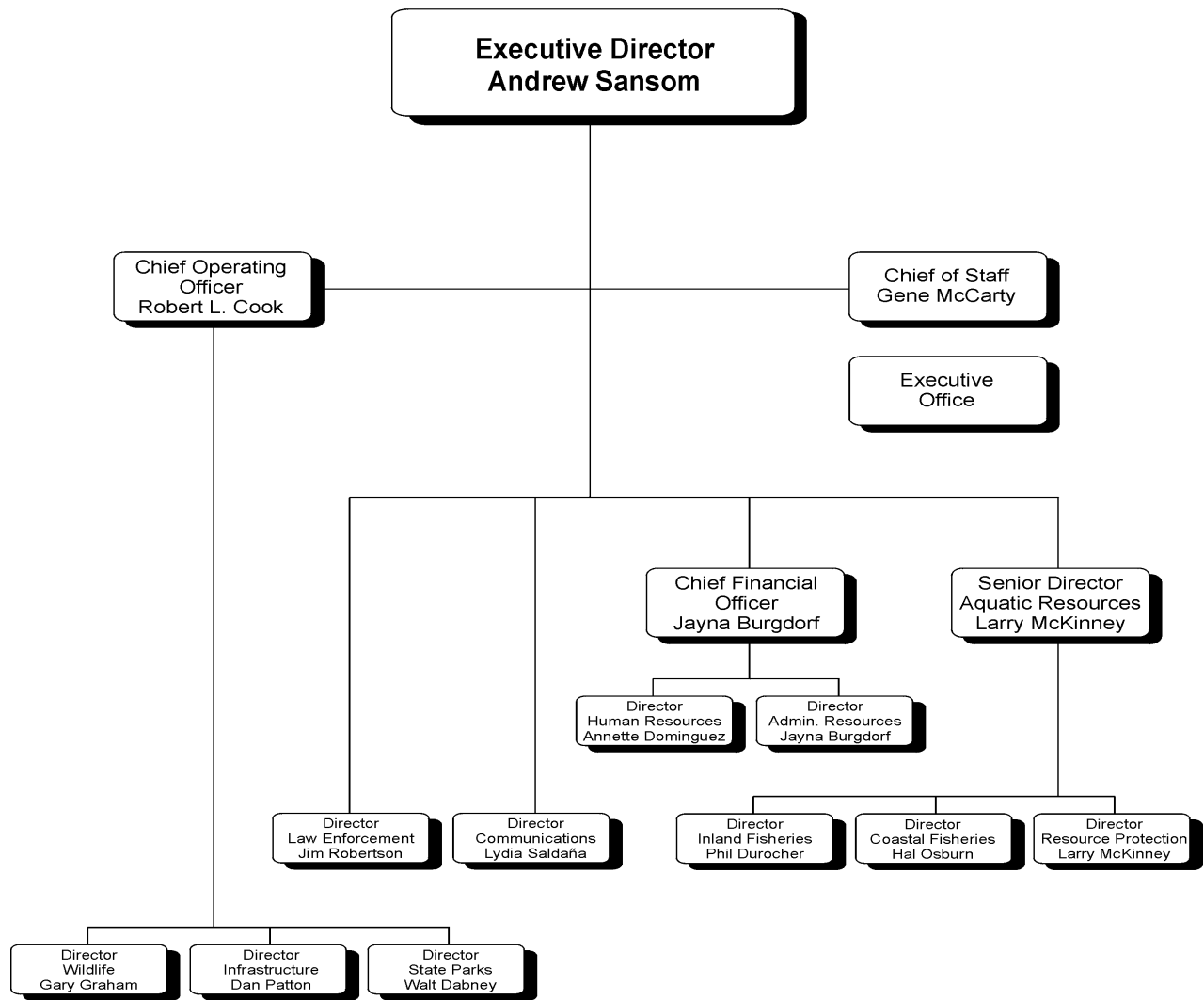
Individuals who fail to comply with the EEO policy are subject to corrective actions or discipline as specified in the TPW personnel policies. On an organizational level we continue to address our challenges in achieving a more diverse workforce through a number of recruitment strategies and the efforts outlined above.

## VI. Guide to Agency Programs

### Department Overview

Texas Parks and Wildlife is administered by an Executive Director who oversees the operations of the Department. Three senior Division Directors provide special counsel to the Executive Director in the areas of water policy, land policy, and administrative matters. Intergovernmental Affairs, Internal Audit, and investigations are administered through the Executive Office. Currently TPW has 10 internal Divisions: Administrative Resources, Communications, Human Resources, Inland Fisheries, Coastal Fisheries, Wildlife, Resource Protection, State Parks, Infrastructure, and Law Enforcement. What follows is the TPW organizational chart along with major departmental program functions.

## Texas Parks & Wildlife Organization Chart





**A. Please complete the following chart.**

Texas Parks and Wildlife Department Exhibit 13: Program Information — Fiscal Year 1998	
<b>Name of Program</b>	Executive Office
<b>Location/Division</b>	4200 Smith School Road Austin, Texas 18744
<b>Contact Name</b>	Gene McCarty, Chief of Staff 512-389-4418
<b>Number of Budgeted FTEs, FY 1998</b>	24
<b>Number of Actual FTEs as of August 31, 1998</b>	19

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

The Executive Office is composed of five key programs that provide support functions to the Executive Director, the Texas Parks and Wildlife Commission, and the Department as a whole. These functions include:

**Executive Management:**

- Provides logistical, technical and administrative support to the Commission and the Executive Director.
- Manages all procedures associated with Commission rulemaking and open meeting criteria.
- Conducts policy review and maintains and updates agency policy.

**Chief Operating Officer:**

- Responsible for direct oversight to three Divisions (State Parks, Wildlife, and Infrastructure).
- Serves as Deputy Executive Director.
- Provides guidance and council to Executive Director concerning operational issues of the Department.

**Internal Affairs:**

- Conducts complaint investigations, legal inquiries, administrative inquiries, criminal investigations, special investigations, and firearm discharge investigations involving injury or death.
- Supervises and coordinates the Executive Protection Team for the protection of government officials, executives, and other dignitaries as assigned.
- Investigates threats to the officials under the protection of the Executive Protection Team.
- Coordinates and supervises security and investigations related to special events (i.e. Expo, Presidential visits and other VIP visits to TPW activities, etc.).

**Intergovernmental Affairs:**

- Acts as legislative liaison for the Department to expedite responses to inquiries from the state legislature.
- Provides input to the state legislative leaders on issues over which the Department has jurisdiction.
- Acts as a point of contact for other state agencies having inquiries or issues on items under the purview of the Department.
- Acts as a liaison to the Texas Congressional delegation and other congressional leaders as called upon and within the guidelines for such contacts as prescribed by the appropriate state directives.
- Functions as a liaison for the Department with international governments principally in Mexico, to develop cooperative programs as appropriate and within guidelines established by state government.

**Internal Audit:**

- Conducts financial, management, and Electronic Data Processing audits in accordance with the annual audit plan approved by the Commission's Finance Committee Chairman and the Executive Director.
- Provides management assistance as allowed in the annual audit plan.

**C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.**

The Executive Office function was created in the early 1970's to support the activities of the Commission and Executive Director. Additional programs within the Executive Office have been added since that time:

The Internal Affairs program was established in 1991. Its primary responsibility is to be an independent fact-finding entity. Its purpose ensures the protection of TPW employees, the Department itself, and the public it serves.

The Intergovernmental Affairs program was established in 1991 in response to a recognized need within the Department's administration that such a program would serve the Legislative as well as the Executive Branches of state government.

The Internal Audit program was created in 1992. The program's purpose is to assist the Department in accomplishing its objectives by determining that financial, management, and electronic data processing control systems are designed and functioning properly to ensure the economic, efficient, and effective conduct of operations.

The Chief Operating Officer position was established in 1998 to serve as Deputy Executive Director and provide operational oversight for three major Divisions.

**Statutory Requirements:**

Internal audit was created, in response to the passage of the **Texas Internal Audit Act, Government Code Chapter 2102.**

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

The basic functions of the Executive Office have not changed from the original intent. However, with the creation of various programs, the mission has evolved to include an internal affairs function, an internal audit function and an intergovernmental affairs function.

Since its inception in 1991, Internal Affairs has had a history of successful investigations/inquiries. The unit has also successfully been involved in high profile cases involving state and national wildlife enforcement.

The internal audit program began with the hiring of the Director of Internal Audit on April 15, 1992. Before this time the audit function was more of a compliance and internal affairs function. Since this time, the internal audit program has been made compliant with the Institute of Internal Auditor's standards and the Texas Internal Audit Act. Two staff were transferred to the internal audit branch from the Administrative Resources Division in March, 1994.

As long as the Department exists, there will be a need for the functions provided by the Executive Office.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

The Executive Office program primarily serves the Commission and the Executive Director, but also provides services to all employees of the Department and the public. Any person may contact the Executive Office for possible assistance. All requests for assistance and/or information received will be reviewed and acted upon/or referred accordingly.

In addition, the Executive Office serves members of the Legislative Branch, sister agencies within the Executive Branch, and the public having inquiries about issues of legislative interest. There are no requirements for receipt of the services provided by this program since most services are informational in nature.

**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

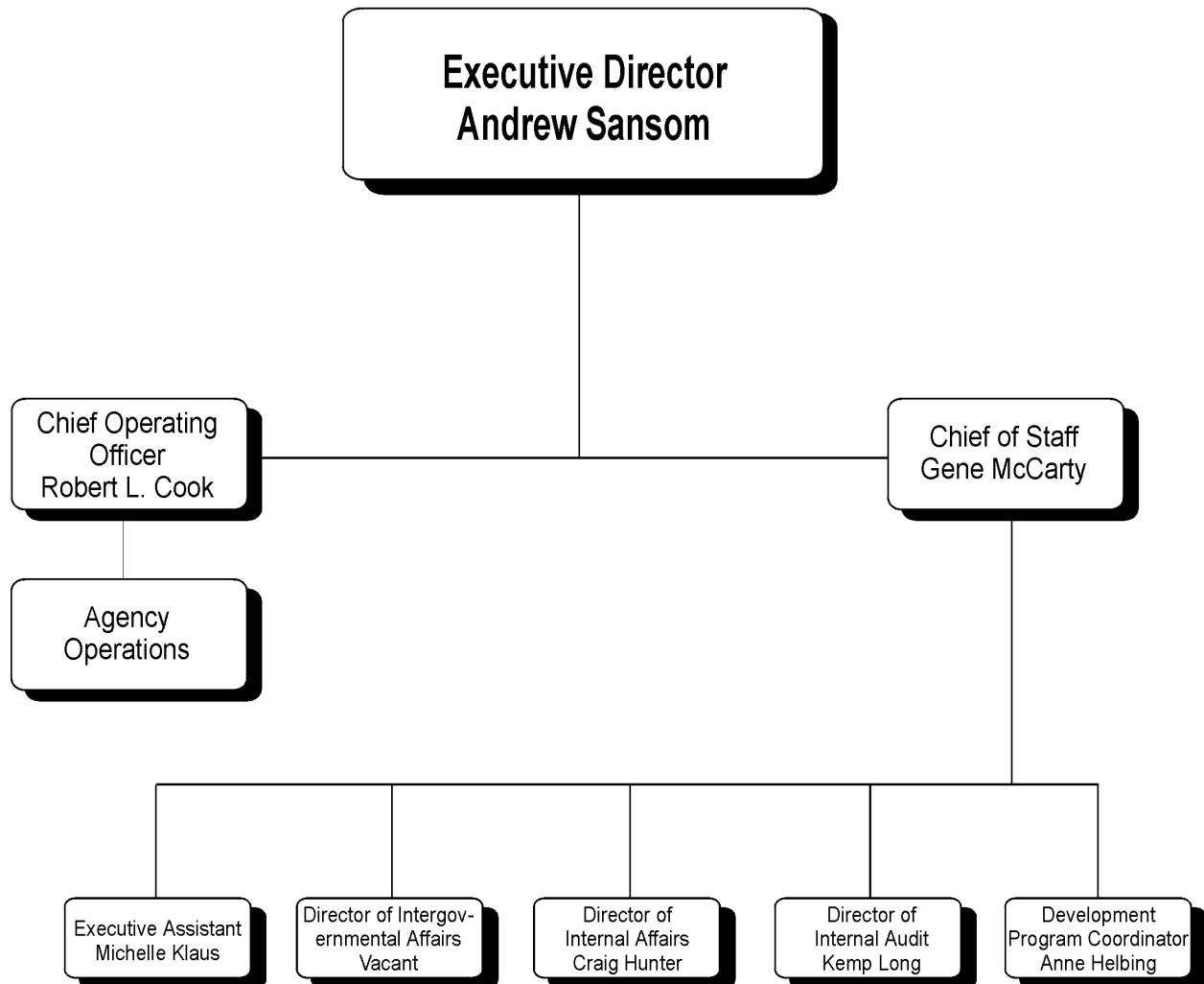
The Executive Office is administered through the Chief of Staff who directly supervises each Program Director for the main purpose of providing support for the Commission and the Executive Director. The program is centralized in the Austin Headquarters.

Operations of the Internal Affairs program are coordinated by the Director of Internal Affairs. Any audits or investigations conducted by Internal Affairs are done so with the approval of the Chief of Staff. All complaints, requests, and/or information received are reviewed by the appropriate investigator and/or auditor for possible action and a recommended action is submitted to the program Director for review with the Chief of Staff.

Annual activities of the Internal Audit program are governed by the internal audit plan that is approved by the Commission Finance Committee Chair.

The following is the Executive Office organizational chart:

## Texas Parks & Wildlife Executive Office



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Executive Office works with various governmental entities on a continuing basis. These entities include the various state and local law enforcement agencies. The unit refers the majority of its criminal cases involving state funds, and/or property to the Public Integrity Unit, Travis County District Attorney's Office. Additional criminal cases are referred to the appropriate state and/or federal prosecutor.

The Executive Office currently has no MOUs or interagency agreements.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, and fees/dues).**

APPN	Appropriation Title	Account	Account Description •	Strategy	Total
	<b>Executive Administration</b>				
13001	Increase/Improve Habitat	0090	GF&WS	3001	\$50,000
13002	Public Lands Operation	0640	State Parks	3002	\$49,935
13006	Outreach Programs	0010	GR	3006	\$40,000
13006	Outreach Programs	0090	GF&WS	3006	\$20,000
13800	Central Administration	0010	GR	3800	\$304,317
13800	Central Administration	0090	GF&WS	3800	\$606,073
13800	Central Administration	0640	State Parks	3800	\$56,820
13800	Central Administration	4670	TR&POS	3008	\$82,127
	<b>SB - Retail Operations</b>				
13009	Public Information	0010	GR	3009	\$51,002
13009	Public Information	0090	GF&WS	3009	\$151,358
25017	Rider - Receipts	0090	GF&WS	3009	\$18,991
50011	Capital Rider - Microcomputer	0090	GF&WS	3009	\$2,215

- GF&WS -- Game, Fish and Water Safety Account
- GR -- General Revenue
- TR&POS -- Texas Recreation and Parks Open Space

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

Generally, funding for Executive Administration is adequate to fulfill its goals. Internal Affairs is properly staffed and equipped to complete its function. Adequate funding is received for operating expenses such as travel and required training for its peace officers and auditors. The basic funding for the intergovernmental affairs program is set by the Department's based on the scope and activities managed by the program and is adequate at this time.

Unfortunately funding resources were found to be inadequate in the latest peer review for Internal Audit completed in October 1998. However, there are currently no plans to increase funding resources for internal audit. If the need for additional funding for Internal Audit continues in future year, additional funding resources will have to be found and allocated based on that need.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

**INTERNAL**

The Internal Affairs and Internal Audit programs within the Executive Office both complete audits. However, this is done in an effort to increase efficient use of scarce resources and increase cooperation between the functions. These functions are different in that internal affairs' main objective is to investigate identified fraud and internal audit's main objective is the improve operations. In addition, other divisions within TPW conduct their own inquiries and/or complaint investigations.

**EXTERNAL**

Externally, as with other law enforcement agencies, joint or multiple jurisdictions may exist in some cases.

In addition, the functions of the State Auditor's Office are similar to the internal audit branch. The difference in these functions is that the State Auditor's Office is in the legislative branch and reports to the Legislative Audit Committee.

At the national level, the Office of State Federal Relations maintains a natural resource staff component. This element supports, supplements, and often provides a conduit for contacts with the state's Congressional delegation for the Department, which is a similar function to that performed by the Intergovernmental Affairs program function.

**K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.**

**INTERNAL**

The Internal Audit Program and Internal Affairs Program coordinate efforts by notifying the other when investigations or audits are initiated. In addition, Internal Affairs coordinates all cases with the Human Resources Division, legal staff, and the appropriate Division Director to avoid duplication or conflict.

The Intergovernmental Affairs program works in close coordination with other program elements of the Department by having point of contacts in each division to assist in accomplishing the role of the program. Through such a network, information and available resources are provided in a timely manner to respond to inquiries and requirements placed on the program by departmental or state leadership.

**EXTERNAL**

Externally, the law enforcement agencies involved in joint or multiple jurisdictions will determine what department will be the lead agency, or in some cases, joint jurisdiction may be established. For example, one agency may have the lead criminally, while another agency will conduct an administrative inquiry on the same case. In all cases, both internally and externally, steps are taken to ensure duplication does not occur.

The Internal Audit Program and the State Auditor's Office have coordinated with each other by sharing information on audit planning.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

Due to the training and expertise of its personnel, and its state-wide jurisdiction, the Internal Affairs Program maintains an extensive and diverse caseload. It is a resource the Executive Office may directly control in a timely manner.

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

All complaints received by the Executive Office are referred to the appropriate Divisions for handling.

<b>Texas Parks and Wildlife Department Executive Office</b>		
<b>Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998</b>		
	<b>FY 1997</b>	<b>FY 1998</b>
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	0	0

**\*The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728



**A. Please complete the following chart.**

<b>Texas Parks and Wildlife Department          Exhibit 13: Program Information — Fiscal Year 1998</b>	
<b>Name of Program</b>	<b>Administrative Resources Division</b>
<b>Location/Division</b>	<b>4200 Smith School Road          Austin, TX 78744</b>
<b>Contact Name</b>	<b>Jayna Burgdorf, Division Director          512-389-4803</b>
<b>Number of Budgeted FTEs, FY 1998</b>	<b>243.71</b>
<b>Number of Actual FTEs as of August 31, 1998</b>	<b>213.50</b>

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

The Administrative Resources Division's operating direction is to provide increased access to accurate and timely agency information through the development and refinement of automated information systems for the benefit of internal and external customers. Primary responsibilities for the division include financial reporting, information resources, and other support and general services.

**Finance**

- Revenue – includes field revenue, boat registration revenue, incoming/outgoing mail services, revenue control/cashier and park revenue reporting.
- Financial Management – includes financial reporting, budget, and federal aid and internal cost.
- Purchasing, Payments, and Property – includes contracting, purchasing, accounts payable, payroll, and property management.

**Information Resources**

- Operations – includes network operations, telecommunications, technology procurement, database administration, and radio communications.
- Planning and Quality Assurance – includes production services.
- Application Development – includes three teams of programmers.
- Information Services Section – includes desktop publishing, audiovisual presentations, and web development.
- Customer Service – includes Help Desk, desktop computing services, and training.

**Support Services**

- Reproduction Services – includes print shop, quick copy center, and bindery.
- Facility Management – includes maintenance of HQ facility.
- Security – includes fire and alarm system for HQ facility.
- Records Management – includes records, retention and storage.

**C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.**

This Division is the administrative support element of the entire operation of Texas Parks and Wildlife Department. The current structure of the Division relative to the Department organization was designated in 1991. Minor adjustments to the functional reporting within the Division have occurred over the years. Key services and functions of Administrative Resources Division include information resources, finance, support services, security and headquarters building maintenance.

Texas Parks and Wildlife Department is required by statute to:

- **Parks and Wildlife Code §31.021 - §31.055. Registration and Titling**  
Oversee the registration and titling of boats
- **Parks and Wildlife Code**, (see Section I-G for details)  
Issue licenses

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

As stated in the operating direction of Administrative Division, the history of this Division has evolved significantly with the rapid changes in technology. The current structure of the Division relative to the Department organization was designated in 1991. Most recently the Division was responsible for implementing a new agency integrated financial system. This new automated system has increased speed and accuracy in bill payment and allowed additional access for employees to current budget information. At the same time, this new financial system is client-server based and has eliminated the need for numerous outdated mainframe programs.

Another example of the technology evolution associated with this Division is the automated license system, Texas Outdoor Connection. This new system is the world's largest on-line licensing system, and allows customers to purchase their hunting and fishing licenses across the state in a matter of minutes. This automated system has also allowed the Department to collect revenue in much more timely manner.

As long as Texas Parks and Wildlife remains, the functions of this Division will be necessary. The services provided by this Division are critical to the Department's day-to-day operation.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

The Division serves and supports all staff statewide as well as the public. Current authorized staff for this Department is 2,954. Staff support is provided through reproduction services, records management, security, and facility management.

This ongoing support for staff through the information resources branch includes administration of local and wide area computer networks, telecommunications, application development, desktop computing services, and computer training. This includes serving the public through the administration of the Texas Parks and Wildlife web site where the homepage receives, on average, 1 million hits per month.

The Finance Branch serves agency staff through revenue collection and reporting, financial management and budget processes, and purchasing, contracting, bill payment and property management. It serves the public through the issuance of hunting and fishing licenses as well as the registration and titling of motorboats. In FY98 over 3,000,000 hunting and fishing licenses were issued. Currently, over 600,000 boats are registered in Texas. Additionally, the finance function is responsible for the completion of the Legislative Appropriations Request, Strategic Plan, Annual Financial Report, and other financial reports.

**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

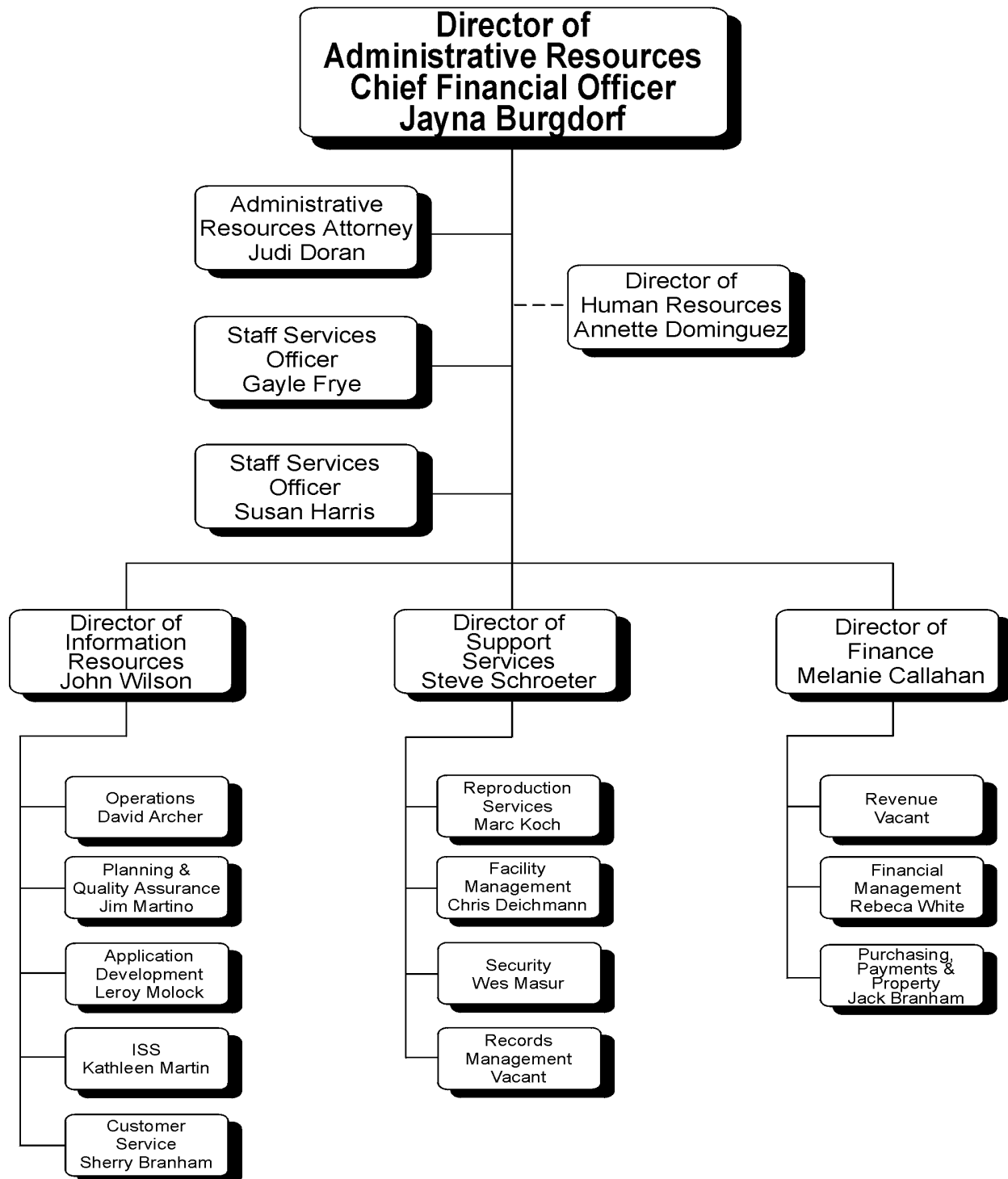
The Administrative Resources Division is administered through a Division Director (Chief Financial Officer) and three branch chiefs: Director of Information Resources, Director of Finance, and Director of Support Services. Within each branch are sections such as Security, Application Development, and Purchasing.

Annually, the Division Director, branch chiefs, and section leaders attend a division retreat and prioritize projects, assignments, Department priorities, etc. for the year. These priorities are included in annual performance plans. Additionally, approximately 6 months into the year the same individuals meet and report on the status the Division's progress. Weekly staff meetings frequently include discussions regarding needed actions to accomplish initiatives.

No field or regional offices exist for this Division.

Administrative Resources organizational chart has been attached.

# Texas Parks & Wildlife Administrative Resources Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Administrative Resources Division works in partnership with some local Tax Assessor Collectors through the registration and titling of boats and boat motors.

The Division has no current MOUs or Interagency contracts or agreements.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, and fees/dues).**

APPN	Appropriation Title	Account	Account Description●	Strategy	Total
13001	Increase/Improve Habitat	0090	GF&WS	3001	\$4,267
13002	Public Lands Operation	0640	State Parks	3002	\$11,252
13003	Capital Programs	0090	GF&WS	3003	\$2,505
13004	Law Enforcement	0090	GF&WS	3004	\$3,675
13004	Law Enforcement	0091	Federal	3004	\$1,490
13006	Outreach Programs	0090	GF&WS	3006	\$1,259
13008	Local Parks	4670	TR&POS	3008	\$15,783
13009	Public Information	0010	GR	3009	\$517
13009	Public Information	0090	GF&WS	3009	\$7,503
13012	Manage Fish & Wildlife	0090	GF&WS	3012	\$2,956
13800	Central Administration	0010	GR	3800	\$572,574
13800	Central Administration	0090	GF&WS	3800	\$2,845,204
13800	Central Administration	0640	State Parks	3800	\$710
13801	Information Resources	0090	GF&WS	3801	\$3,519,469
13801	Information Resources	0640	State Parks	3801	\$99,088
13802	Other Support Services	0010	GR	3802	\$2,436,109
13802	Other Support Services	0090	GF&WS	3802	\$102,747
25017	Rider - Receipts	0090	GF&WS	3009	\$273,312
25017	Rider - Receipts	0090	GF&WS	3801	\$755,364
25021	Rider Contingency - HB 3189	7503	TPFA Building	3003	\$10,366
25113	Article IV Sec 113 Park Devel. Bonds	4080	TPDev Account - Bond	3003	\$158
40001	Capital Rider - Constr. & Major Repair	0090	GF&WS	3003	\$277,753
50011	Capital Rider - Microcomputer	0090	GF&WS	3801	\$271,687
50011	Capital Rider - Microcomputer	0090	GF&WS	3802	\$3,602

- GF&WS -- Game, Fish and Water Safety Account
- TR&POS -- Texas Recreation and Parks Open Space
- GR -- General Revenue
- TPFA Building -- Texas Public Finance Authority
- TPDev Account -- Texas Parks Dev. Account

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

Accounting that supports the day-to-day administrative operations of TPW is adequate, but limited. Each year the Department works to reduce the percent of administration budget compared to the agency budget as a whole and this strategy is not anticipated to change.

As technology continues to change and competition for technical positions continues to cause a shortage of these skilled staff, it is important to continue to aggressively seek creative ways to recruit, reward, and retain these critical employees. Additionally, annual equipment replacement and upgrades must remain a priority for staff to efficiently and effectively complete their tasks.

In order to meet the demands of tracking and reporting information as well as remaining in compliance with the many new legislative statutory requirements, additional administrative staff may be necessary. Under current funding strategies, increases to Administrative Resources Division to meet these challenges may not be possible.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

**INTERNAL**

Within the Texas Parks and Wildlife Department, there is no other division or program that provides identical services or functions. The Infrastructure Division does have a contracting section for contracts of capital items. This section was created to address the issuance of \$60M in revenue bonds to be used on critical repairs at aging agency infrastructures. Additionally, the Law Enforcement Division has field personnel across the state that provides services to the public including the sale of licenses and the registration / titling of boats and boat motors.

**EXTERNAL**

Most other state agencies have some type of similar in-house administrative division or branch. Due to half of the Department's revenue being generated through the sale of licenses and boat registration and titling, our financial reporting and requirements are unique. The Administrative Resources Division works closely with oversight agencies to analyze incoming revenue, project new revenue, and make necessary budget adjustments throughout the year.

At the local government level, the county Tax Assessor Collector (TAC) can provide boat registration and titling services. Approximately one-half of all TACs provide this service.

The automated license point-of-sale system, Texas Outdoor Connection, provides services across the state. License deputies at locations such as Wal-Mart and Academy can issue hunting and fishing licenses through this on-line system. This is done as a matter of convenience to our customers. The Administrative Resources Division is responsible for the administration and oversight of this system including; financial reporting, revenue collection, and data storage.

**K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.**

Contracting services are coordinated internally to eliminate any duplication of effort and to ensure compliance with state laws.

Law Enforcement field personnel are available to assist with license sales and boat registration / titling as a convenience to customers across the state. Both of these systems are automated and no duplication would occur.

Similarly, the Texas Outdoor Connection system is fully automated and no duplication of license issuance could occur. This system provides quick and convenient service to the many outdoor enthusiasts across the state.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

The Administrative Resources Division is responsible for the implementation and maintenance of many automated systems. This Division has worked to keep Texas Parks and Wildlife at the forefront of technology. Significant accomplishments include the administration of the TPW Home Page, Texas Outdoor Connection (Automated License System), Integrated Financial System, , and an Automated Boat Registration System.

Recently, the Division has worked with agency personnel to migrate some computer operations from an outdated mainframe environment to a more user-friendly client server environment. Expansion of the wide area network (WAN) continues. The WAN has brought field offices online with Austin HQ for transfer of data and sharing of critical information. The Division continues to provide support to Department personnel through desktop computing services including technical problem solving, computer training, and equipment purchases.

One of the most important issues discussed during the 76th Legislative Session was identifying new or additional funding resources for Texas Parks and Wildlife. Staff from this Division will continue to work with state leadership to research new sources of funding which best reflect our mission statement, goals and priorities.

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

why the regulation is needed;  
the scope of, and procedures for, inspections or audits of regulated entities;  
follow-up activities conducted when non-compliance is identified;  
sanctions available to the agency to ensure compliance; and  
procedures for handling consumer/public complaints against regulated entities.

As previously stated this Division is responsible for boat registration and titling and the issuance of hunting and fishing licenses.

- Boat Registration and Titling is necessary to comply with statutory requirements and to provide the Department with the resources required to support water safety and enforcement.

Parks and Wildlife Code §§ 31.021-31.055

- The issuance of licenses is necessary to comply with statutory requirements and to provide the Department with the resources required to support conservation programs.

Parks and Wildlife Code (See Section I-G)

- The Administrative Resources Division does not complete inspections or audits of regulated entities.
- If the Law Enforcement Division does find noncompliance, a citation is issued. Sanctions such as fines and civil restitution are available to the Department. The Law Enforcement Division enforces this.
- Instances of noncompliance and complaints are forwarded to the Law Enforcement Division. Public hearings and direct contact provide another way for the public to provide input on regulated entities and regulations.



**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

<b>Texas Parks and Wildlife Department Administrative Resources Division</b>		
<b>Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998</b>		
	FY 1997	FY 1998
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	0	0

**\*The following lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the Agency</b>	3,750,177	3,812,728

**A. Please complete the following chart.**

Texas Parks and Wildlife Department Exhibit 13: Program Information — Fiscal Year 1998	
<b>Name of Program</b>	Communications Division
<b>Location/Division</b>	4200 Smith School Road Austin, TX 78744
<b>Contact Name</b>	Lydia Saldaña, Division Director 512-389-4994
<b>Number of Budgeted FTEs, FY 1998</b>	49
<b>Number of Actual FTEs as of August 31, 1998</b>	46.75

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

The Communications Division is responsible for disseminating conservation-related information to the public through a variety of external media outlets as well as through TPW-controlled vehicles. Staff develop and implement a coordinated communications strategy annually that focuses on priority departmental issues and programs. Staff also provide media relations and marketing counsel to other divisions and the Executive Office.

Organizationally, the Division consists of four Austin Headquarters-based branches and the Director's office. The Wildlife Expo program is also included in the Communications Division, though the program manager reports to the Executive Director. The services or functions of these Branches include:

**Publications Branch:**

- Publishes and distributes the *Texas Parks & Wildlife* magazine, the signature print communication product for the Department; and
- publishes and distributes reference and educational books through the TPW Press is the other major responsibility of this branch.

**News & Information Branch:**

- Provides news and information to news outlets;
- responds to media requests;
- develops and implements of various media campaigns (including the annual statewide boating safety campaign);
- provides direction and counsel for a statewide radio series, *Passport to Texas*;
- provides photography services; and

- provides a leadership role for the cross-divisional web development team responsible for the TPW Internet site.

**Media Productions Branch:**

- Produces the weekly Texas Parks & Wildlife television series.
- Produces statewide video news report program.
- Produces an employee video newsletter.
- Produces internal training and support videos.
- Produces other video and multi-media products.

**Marketing**

- Develops and implements marketing strategies for TPW products and programs, including but not limited to: the Big Time Texas Hunts, Super Combo licenses, sponsorships with corporate sponsors such as Chevy Suburban; Fish Texas promotion; development of tourism partnerships; and marketing of the Texas Conservation Passport license and the Discover Passport.
- Oversees the Consumer Research and the Graphics sections.
- Responsible for major research initiatives and analyzing the effectiveness of direct mail campaigns, developing consumer surveys and keeping Department abreast of major trends.
- Provides creative design services for a multitude of departmental communications and sales materials.

**Texas Wildlife Expo:**

- Texas Wildlife Expo is TPW's premiere outdoor recreation event that celebrates the great outdoors.
- Introduces Texans to the outdoor opportunities available in the state.

**C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.**

The Communications Division, as it is currently configured, was created in FY 1996 through a department-wide reorganization (it was formerly known as the Conservation Communications Division, which was created in 1991). The Division plays a key role in TPW's outreach efforts. Through the major program activities mentioned above, the Division seeks to inform and involve as many Texans as possible in conservation-related activities and issues related to conservation of the natural and cultural resources of Texas.

There are no statutory requirements.

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

The Division's foundation was the Information and Education Section, which included the magazine, news information, graphics, literature distribution, and hunter safety. The video department was created in 1985. Prior to 1990, the Information and Education section was a part of the Chief Financial Office Division.

The Conservation Communications Division was created in mid 1991 during a department-wide reorganization. At that time, the Division included media relations and the Education Branch, primarily responsible for hunter and boater education.

A second departmental reorganization in 1995 further strengthened the marketing function and streamlined other communications efforts. At that time the name of the Division was streamlined as well to the current Communications Division.

The basic functions have not changed from the original intent, though they have been repositioned, elevated to division status, and enhanced by the addition of marketing, media relations, and research functions.

As long as Texas Parks and Wildlife's mission remains, the mission of this Division will be necessary. Marketing TPW products and programs is necessary to their success. All TPW outreach efforts are needed to continue informing Texans so they can have effective input into decisions about natural and cultural resource conservation.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

The Division serves the Department, the media, and the general public throughout Texas:

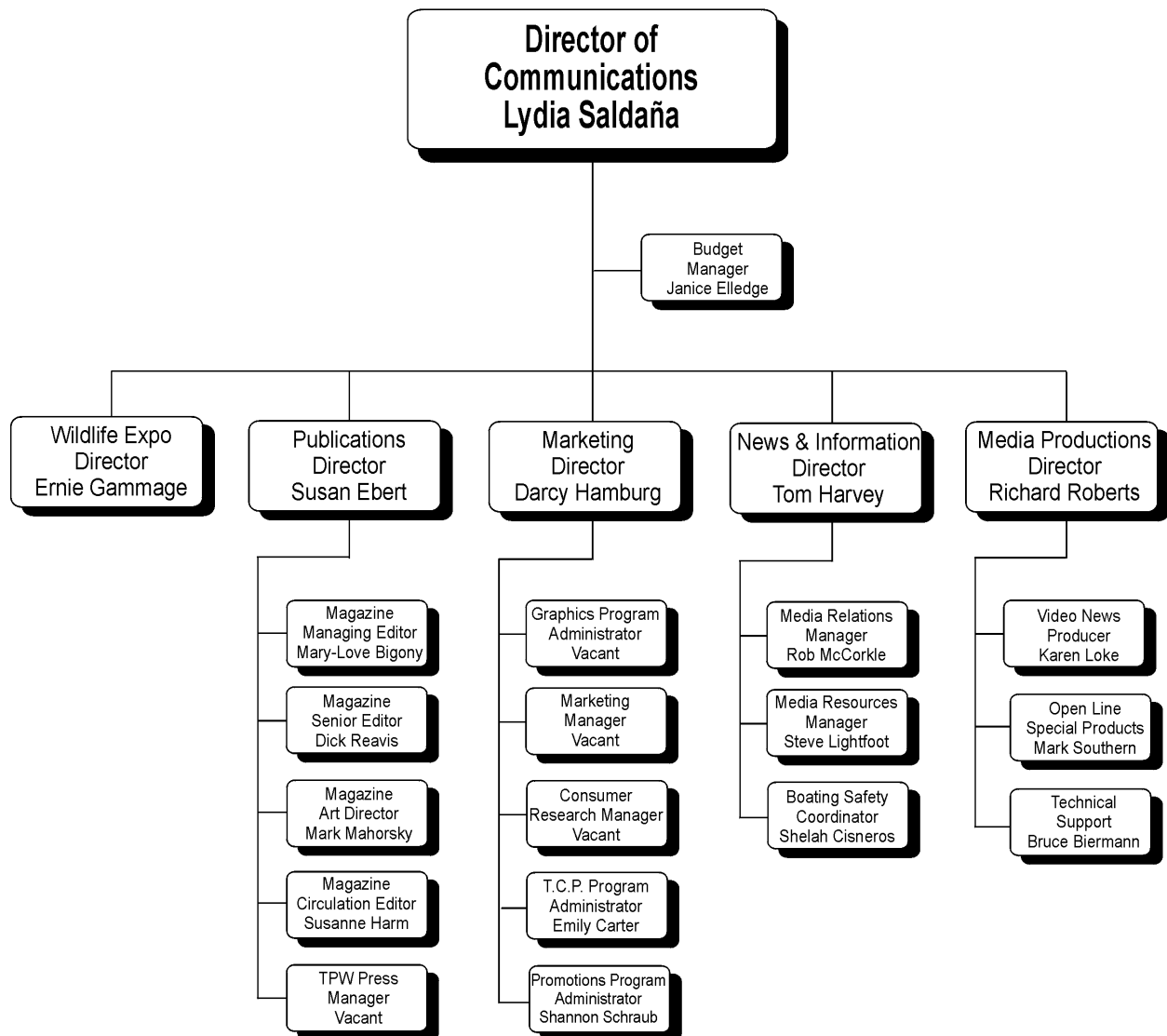
- TPW weekly news release packet: approximately 300 news media organizations and individual writers per week.
- TPW Internet site: generates an average of more than 1 million page views per month.
- Park of the Month events calendar: reaches about 200 news media organizations, TxDOT Travel Information Centers and other travel outlets per quarter.
- TPW Magazine: 143,000 paid subscribers.
- TPW Television show: 284,000 viewers/week
- TPW Video News Reports (VNRs): estimated 800,000 viewers per week.
- TPW Passport to Texas radio series/web site: estimated minimum of 250,000 listeners per week.
- TCP Journal is mailed to approximately 45,000 members, and is distributed to state parks, field sites, and TxDOT Travel Information Centers for distribution.

**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

The Communications Division is administered through a Division Director, 4 Branch Chiefs, and 11 Section Heads. The Division Director relays information to the Branch Chiefs. They will, in turn, relay information or delegate responsibilities to a Section Head or directly to staff. The process works in reverse, as well: staff work through their Section Head or Branch Chief, who then communicate with the Division Director. This two-way flow of communication allows Division management to create policies that are often based on the observations of the staff.

Annually, the Division Director and Branch Chiefs develop a communications strategic plan. The strategy for the next fiscal year's projects focuses on priority agency issues and programs. This planning process also lays the groundwork for individual performance goals as reflected in their performance plans.

## Texas Parks & Wildlife Communications Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Communications Division has a contract in place with the Texas Rehabilitation Commission to close-caption the Division's video productions.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, and fees/dues).**

APPN	Appropriation Title	Account	Account Description•	Strategy	Total
13008	Local Parks	2231	SL&WC	3008	\$25,372
13009	Public Information	0010	GR	3009	\$671,259
13009	Public Information	0090	GF&WS	3009	\$1,149,128
13009	Public Information	0064	State Parks	3009	\$246,708
13012	Manage Fish & Wildlife	0090	GF&WS	3012	\$15,564
13012	Manage Fish & Wildlife	0091	Federal	3012	\$49,702
25012	Rider - 12 UB Constr Projects	2231	Federal	3003	\$8,338
25017	Rider - Receipts	0090	GF&WS	3009	\$783,217
25105	Article IV Sec 105, Gifts, Grants, Donations	0012	GR Donation	3009	\$3,585
50011	Capital Rider - Microcomputer	0090	GF&WS	3009	\$15,653
50013	Capital Rider - CD Transportation- Vehicles	0640	State Parks	3003	\$19,548

- GF&WS -- Game, Fish and Water Safety Account
- SL&WC – State Land and Water Conservation Account
- GR -- General Revenue

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

Financial resources to achieve mission goals, objectives, and performance targets are currently adequate. However, there is no financial safety net for the program and that situation is not anticipated to change. The Communications Division strategy for achieving the program mission has been to aggressively seek increased opportunities and funding through product sales (like magazine subscriptions, photos and video services) increased magazine advertising revenue, and increased emphasis on marketing partnerships and corporate sponsorships.

Services provided by the Communication Division will change and increase as the Department adjusts to the changing face of Texas. The challenge for the program will be to find more, consistent funding sources to support the additional responsibilities the Division will likely have.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

**INTERNAL:**

There are no internal programs that provide the communications services currently provided by Division staff.

**EXTERNAL:**

**PBS television series:**

There are several external television programs that deal with similar topics; there are hunting and fishing shows syndicated around Texas, there are programs like Nature or Trilside on PBS, and programming like Animal Planet on cable. However, none of these programs exclusively showcase both the natural and cultural resources of Texas. In addition, the Division focuses on specific activities and programs of the Department - an angle often overlooked by outside producers.

***Texas Parks & Wildlife* magazine:**

The mission of the magazine is innately unique among other state publications, including *Texas Highways*. TPW magazine is the only one in Texas that is charged with developing a consciousness of the need to preserve the state's ecology. TPW magazine encourages conservation of our state's natural and cultural resources, an involvement with the Texas out-of-doors and an ethic of stewardship while celebrating the many different forms of outdoor recreation.

TPW magazine serves as delivery agent for the Department's message of "common ground" among hunters and non-consumptive outdoors lovers, and as a forum where the voices of all who love the Texas outdoors can be heard. TPW magazine does not write about towns, festivals, restaurants, hotels or resorts in our editorial, while *Texas Highways* does.

**Passport to Texas radio series:**

There are no other radio programs that focus on state park promotion, environmental issues, outdoor recreation information and other items directly related to TPW programs and activities.

**K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.**

**PBS television series:**

Since the Division focuses on Department communication priorities, duplicate information is seldom found in other programs that look similar to the Division's. Elements of Division programs are more likely to end up as subject matter in outside producers programs.

***Texas Parks & Wildlife* magazine:**

The magazine staff confers on a regular basis with the staff of *Texas Highways*, and shares issue plans on an annual basis. While overlapping content is minimal, synergies exist specifically in the circulation direct mail arena, where each magazine provides lists of their subscribers at no charge to the other.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

The following illustrates some of the major programs and products of the Communications Division.

### **Video Production**

The Communications Division produces 26 half-hour video programs annually entitled *Texas Parks & Wildlife*. This television series is distributed to PBS stations nationwide and is a widely respected, Emmy-award-winning production. An employee video newsletter is published three times a year, and approximately 30 internal training and support videos are produced each year. Four video news stories are sent out monthly to various television stations and air weekly in every TV news market in the state.

### **Publications**

The *Texas Parks & Wildlife* magazine is the monthly guide to Texas' outdoors and is the oldest continually published magazine in Texas (founded in 1942). Articles are regularly published on hunting and fishing as well as other outdoor recreational activities and environmental issues.

### **News and Information**

News and information is provided to radio, television, and news outlets through a weekly packet of news releases, targeted special releases, and news advisories. The Division also produces the Passport to Texas, a 90-second radio series, with a companion web site that features audio reports on subjects ranging from fishing and hunting opportunities to native plants to mountain biking. Additionally, the Division sponsors the Boating Safety campaign, which is a highly effective statewide media campaign designed to generate extensive public awareness about safe boating practices.

### **Marketing Strategies**

Marketing and promotions staff develop marketing strategies and tactics to increase awareness of the Department's programs, products, and services and to generate increased revenue. One of these programs is the Texas Conservation Passport, a \$50 annual membership program that promotes recreation at state parks, wildlife management areas, and fish hatcheries and offers discounts on selected products, including special tours and activities.

### **Consumer Research**

The Division has undertaken major research initiatives to determine the recreational needs and marketplace dynamics of the outdoor customer for the purpose of developing products, programs and marketing strategies to increase revenue. The team also provides research information and results to a broad array of academic, private, and federal researchers.

### **Texas Wildlife Expo**

This program is a major outdoor recreation event that draws approximately 40,000 visitors to the Austin headquarters each year. Expo introduces, educates, and celebrates hunting, boating, fishing, camping, wildlife conservation, Texas history, and numerous outdoor activities to visitors over a two-day weekend. Expo also includes a major trade show for outdoor manufacturers and conservation groups.



**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

Texas Parks and Wildlife Communications Division <b>Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998</b>		
	FY 1997	FY 1998
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	0	0

**\*The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728

**A. Please complete the following chart.**

Texas Parks and Wildlife Department Exhibit 13: Program Information — Fiscal Year 1998	
<b>Name of Program</b>	<b>Human Resources Division</b>
<b>Location/Division</b>	<b>4200 Smith School Road Austin, TX 78744</b>
<b>Contact Name</b>	<b>Annette Dominguez, Division Director 512-389-4808</b>
<b>Number of Budgeted FTEs, FY 1998</b>	<b>29</b>
<b>Number of Actual FTEs as of August 31, 1998</b>	<b>22</b>

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

The mission of the Human Resources Division is to support achievement of the Texas Parks and Wildlife mission by providing state-of-the-art human resources services to attract, retain and effectively manage a highly skilled and diverse workforce.

The HR Division supports achievement of the agency's mission through the provision of support services to an authorized workforce of 2954 FTEs. It is organized into five areas that are responsible for the following:

**Employee Relations and Benefits:**

- Provides guidance to management and staff regarding procedures for complaint management, prevention, and resolution.
- Administers employee benefits and worker compensation program and education of the workforce in these areas.

**Employment Recruitment and Retention:**

- Provides recruitment programs.
- Provides employment functions such as applicant screening.
- Provides technical assistance to managers regarding selection processes and interviewing techniques.
- Administers a successful intern program.
- Develops retention strategies and monitoring turnover of agency staff.

**Training and Organizational Development:**

- Administers an agency-wide training needs assessment.
- Determines priority training needs.
- Develops or secures training to meet the development needs of the workforce.

**Human Resources Legal Services:**

- Responsible for litigation prevention and management in areas related to employment, civil rights, tort, and constitutional law.
- Provides technical assistance, advice, counsel and recommendations on HR legal issues to managers and staff, Office of the Attorney General staff in matters under litigation, and managers responding to EEOC and TCHR complaints.
- Administers the agency ethics program.

**Personnel Services:**

- Administers functions such as leave accounting, new hire and termination processing, performance management administration, compensation administration and job analysis, development of career ladder programs, management of employee records, and retirement services.

**C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.**

The Division was created in 1991 to administer all related human resources functions more strategically. Prior to its creation, human resources programs were housed in different parts of the Department. There are statutory requirements for some of the functions of the HR Division.

Some examples of statutory requirements for the Human Resources Division include the following:

- **Parks and Wildlife Code. § 11.021.** Responsibilities related to qualifications and standards of conduct.
- **Parks and Wildlife Code. § 11.022.** Equal opportunity compliance, personnel policy administration, workforce utilization analysis.
- **Parks and Wildlife Code. § 11.023.** Career ladder administration.
- **Parks and Wildlife Code. § 11.024.** Performance Evaluations and merit salary administration.

Other statutory requirements are the responsibility of the HR Division. These include all Appropriations Bill requirements and those codified in Texas Government Code that relate to the State Classification Program, salary administration, employment policies and provisions, and other provision related to the management of state employees (See government code Sec 661.001, et seq.)

Since 1991 the Division's functions have continued to expand to meet business needs and legislative requirements.

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

The Human Resources Division has evolved from a basic Personnel Office and Training function over the past decade. Functions such as personnel management that included maintenance of personnel records, leave processing, new hire and termination processing, recruitment, salary determinations, and basic staff development existed in separate program areas of the agency.

The HR Division was created in 1991 to administer all related human resources functions more strategically. Subsequently the Division's functions have continued to expand in response to business needs and legislative mandates. Personnel services have been expanded to include compensation and job analysis, policy management and development, and performance management functions. Recruitment functions were expanded to include employment and employee retention. Additionally, training was expanded to include management training, leadership development and organizational development. Employee relations and benefits and a HR litigation management and prevention function were also added to the Division.

Human Resources has maintained its original mission to provide support and service to the staff of the Department. As long as the Department continues to exist, the Human Resources program will continue to be needed.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

The programs administered by the Human Resources Division serve an authorized workforce of 2954 FTEs as well as up to approximately 20,000 individuals per year that make application for employment to TPW. Thousands of members of the general public, locally and nationally, who seek information about employment opportunities with the Department are also served.

**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

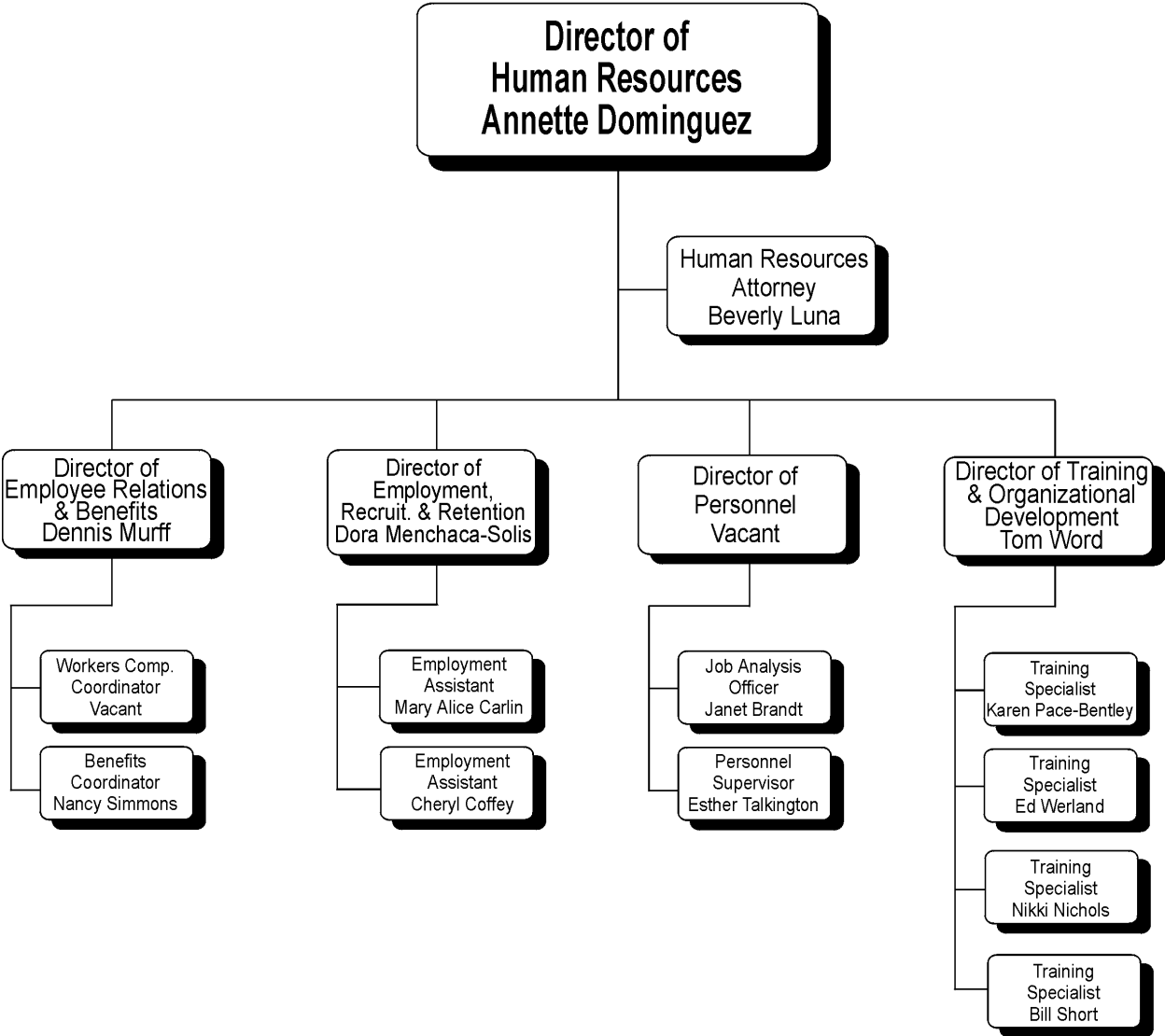
The Human Resources Division has a centralized function that serves the Department staff, including regional and field staff. The Division is administered through one Division Director and five program managers. Work is either delegated from the Division Director to the program managers and their staff, or is recommended by the managers to the Division Director.

Annually, the Division conducts planning sessions where important issues are identified that need to be addressed by the HR Division. Legislative mandates, changes in the law, changes in sound HR management practice, customer surveys, needs assessments and feedback from the Division Directors of the Department are also consulted to formulate annual goals and objectives of the Division. The goals are then formulated into performance plans of the Division Director, the HR managers, and other employees

of the Division. The Division Director for HR monitors these performance goals and objectives in a systematic manner.

The following is the Division organization:

# Texas Parks & Wildlife Human Resources Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Human Resources Division does not work closely with local units of government and currently has no memorandums of understanding with other agencies. The Division presently has two active interagency contracts with institutions of higher education.

These include a contract with the University of Texas at Austin - School of Social Work to administer the Survey of Organizational Excellence to 100% of the Department's employees. This survey will be used to determine the need for organizational change in a number of areas that affect service to customers and staff and identify indicators of employee morale, satisfaction and productivity.

The Division also has an active interagency contract with Austin Community College to provide specialized training such as technical writing.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, and fees/dues).**

APPN	Appropriation Title	Account	Account Description•	Strategy	Total
13800	Central Administration	0010	GR	3800	\$353,411
13800	Central Administration	0090	GF&WS	3800	\$653,182
13800	Central Administration	0640	State Parks	3800	\$10,565

- GF&WS -- Game, Fish and Water Safety Account
- GR -- General Revenue

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

To meet the day-to-day operational needs and to effectively address the strategic human resources challenges TPW faces, the Department must have appropriate HR staff resources. Industry norm is 1 human resources staff to 70 or 1/100 employees, depending on the extent of automated services. TPW has an authorized staff of 2954 employees. Current Department funding of the program authorizes an HR staff of only 22 FTEs to provide human resources services to the workforce which is at a minimal recommended level of support. The remaining 7 FTEs are dedicated to a centralized intern program and these positions are placed in other divisions for interns.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

**INTERNAL**

There are no internal programs that provide identical or similar services as the Human Resource Division. There is some training provided in other parts of the Department, but it is very specialized and it is performed by technical specialists employed in those programs. Some examples of training that are performed by other functions in the Department include: computer training by the staff of the Information Resources Branch; law enforcement training performed by the Game Warden Academy of the Law Enforcement Division; and search and rescue and safety training performed by the State Parks Division. Careful coordination is conducted between divisions to avoid duplication or conflict.

**EXTERNAL**

Although other state agencies have human resource management and human resource development functions, no other external program provides human resources services that are customized to the unique and complex need of TPW.

The EEOC and the TCHR perform oversight functions that do not overlap with internal functions of the Department except with regard to some training functions. There is overlap to some extent with training offered in civil rights subject matter by the internal training function. Generally, the training offered by EEOC and TCHR is available at a cost that exceeds the expense of providing the training with current TPW training staff that also performs other general training and organizational development services. Training offered by these external entities is generally more generic and is not customized to address specific issues and circumstances unique to TPW.

Although TPW may contract for training services by external providers, the Department is generally not able to secure training and organizational development services at a cost that is as economically competitive with internal training services. Examples of training that has been purchased from external providers includes technical training in computer technology, computer based training, technical writing ,and mediation training.

**K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.**

There is coordination of training with internal divisions to avoid duplication of internal services. In recent years there has been some consolidation of duplicative training services within the Department. More specifically, a training specialist performing general training was moved from the State Parks Division to the HR Division. This has occurred in the past two or three years.

There is statewide coordination of training through the HRD network, a group of senior level HRD administrators from various state agencies and institutions who meet monthly to discuss related issues and share training resources. TPW is represented in this network.

A number of coordination and monitoring activities have been implemented in HR to ensure there is no conflict between HR training and practices, policies, and the Federal and State Law. These include active monitoring by a number of HR staff to include the HR attorney in monitoring EEOC and TCHR guidelines, State and National Legislative changes, Fifth Circuit Court and Supreme Court Decisions, Attorney General Opinions, etc. Changes in any of these areas may necessitate policy revision, training modification and changes in HR practice involving policy and management coordination.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

The Human Resources Division has been responsive to changing business needs and seeks to be proactive in guiding the management of a large workforce through state of the art policies and practices. Some of the more proactive and innovative programs established since the Division's creation include the following:

A salary equity program was implemented to design a compensation strategy that provided fair, commensurate, and competitive pay for positions that perform core functions to meeting the Department mission.

The implementation of a growing student internship program serving to provide opportunities for college and high school students to work alongside TPW professionals and share first-hand experiences about the mission, vision, and philosophy of the Department.

A Workforce Recruitment Plan was developed to enhance diversity recruitment. This plan is currently being expanded to include individual division plans and will serve to identify recruitment methods customized for each division.

In 1994 a new Job Analysis/Compensation program was implemented to more systematically address compensation issues and establish a merit salary increase program as well as to develop career ladders and career progression guidelines as a tool to ensure retention of a skilled workforce. This function was also responsible for revision of the performance evaluation program to ensure that it was sound as a basis for decisions regarding merit salary increases.

A system of training needs assessment was also implemented in 1994. Additional training and organizational development programs were designed to increase team productivity, management competencies, and individual effectiveness and performance. Training recently implemented includes the following: The Organizational Development Program, Development of Management Training Program, a system of training delivery called Performance Contracting, pilot computer-based training, and compliance with mandated Discrimination/Sexual Harassment Prevention.

A litigation management and prevention program was established in HR and serves the Department to minimize the legal risks in employment, civil rights, staff management, torts, constitutional law and related areas. This function has been very effective at preventing litigation and minimizing liability.

An outstanding volunteer and partnership recognition program was implemented in FY'98. The new program was designed to recognize the efforts of volunteers to further the mission of TPW, and enhance



recruitment of volunteers, and market volunteer opportunities. The program serves to recognize a number of valuable efforts including outreach, teamwork, conservation efforts, customer service, partnership etc.

A volunteer-coordinators training program was implemented in FY '98 to build the competencies of staff and managers in the management of volunteer workforce. A volunteer workforce policy manual is currently under development to ensure that managers have the tools and systems and guidance necessary to effectively manage the volunteer workforce.

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

<b>Texas Parks and Wildlife Department Human Resources Division Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998</b>		
	FY 1997	FY 1998
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	0	0

**\* The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728

**A. Please complete the following chart.**

Texas Parks and Wildlife Department Exhibit 13: Program Information — Fiscal Year 1998	
<b>Name of Program</b>	<b>Inland Fisheries Division</b>
<b>Location/Division</b>	<b>4200 Smith School Road                  Austin TX 78744</b>
<b>Contact Name</b>	<b>Phil Durocher, Division Director                  512-389-8110</b>
<b>Number of Budgeted FTEs, FY 1998</b>	<b>193</b>
<b>Number of Actual FTEs as of August 31, 1998</b>	<b>174</b>

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

It is the mission of the Inland Fisheries Division to provide the best possible fishing while protecting and enhancing freshwater aquatic resources. Inland Fisheries has the primary responsibility of managing Texas' freshwater fisheries resources.

The Division has three branches; Resource Management; Fish Hatcheries, and Outreach.

**Resource Management Branch**

- Division field staff routinely monitor and assess fish populations and habitat status in over 500 bodies of public water. These assessments serve as the foundation for establishing creel and size limits set by the Commission through regulation.
- Management staff also serve in permitting of activities involving harmful exotic or potentially harmful exotic fish, shellfish and aquatic plants. Fisheries research staff are involved in a wide variety of activities involving freshwater species and habitats. Activities of this staff involve basic and applied research.

**Fish Hatcheries Branch**

- Fish hatcheries are production facilities and most staff effort is directed to production of fish for stocking into public waters of the state. These stocking activities serve to create new fisheries, enhance existing fisheries and to restore populations of native species that may have undergone catastrophic loss. In addition, fish hatcheries serve as facilities for public educational and outreach.

- The Division operates 5 fish hatcheries which are located in San Marcos, Graford, Electra, Jasper and Athens and produce up to 15 different species for meeting management needs in over 500 public bodies of water. Over the past 5 years, hatcheries stocked approximately 20 million fingerlings each year in Texas public waters.

### Outreach

- The Division's outreach efforts are centered at the Texas Freshwater Fisheries Center (TFFC) near Athens, TX and provides onsite education and outreach opportunities.
- TFFC provides leadership and organization for outreach events at the District level. District staff are required to conduct children's fishing events and educational classes throughout Texas.
- TFFC coordinates cooperative efforts to support ongoing KIDFISH programs through volunteers, stocking, and program evaluation.

Programs implemented under these three branches address the following goals of the Inland Fisheries Division.

- Maximize angler satisfaction
- Maintain good and healthy fish communities
- Improve effectiveness of communication and interaction with the public and other agencies
- Increase reliability of information needed for management decisions
- Ensure adequate funding levels for current and new programs
- Increase constituency base
- Increase access to fishable waters (boat and bank)
- Improve effectiveness of stocking
- Recruit and retain a high quality, diverse staff
- Implement appropriate and effective regulations
- Establish importance of economic value of recreational fishing

**C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.**

Inland Fisheries is an outgrowth of the old Fish and Oyster Commission established in 1895 and this Division has existed since that time. The Division responsibilities and activities are statutorily mandated in the P&W Code.

- **Parks and Wildlife Code §61.001.** In 1983, the legislature passed the Wildlife Conservation Act authorizing Texas Parks and Wildlife to manage fish and wildlife resources in all Texas Counties.

- **Parks and Wildlife Code, §§61.051-61.058.** These statutes provide the authority and direction for Inland Fisheries activities. Specific provisions of §61.051 require that the Department conduct scientific studies and investigations necessary to ensure healthy game and fish populations and that the Commission use this information in making findings of fact.
- **Parks and Wildlife Code §61.052.** establish the general regulatory duty of the Department.
- **Parks and Wildlife Code §66.007.** establishes the Department as the regulatory authority for harmful or potentially harmful exotic fish, shellfish and aquatic plants.

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

The Division has evolved since its' partition from the Fish and Oyster Commission. Division programs have considerably expanded in response to increases in available water resources (public reservoirs). During the early years of the Division's existence, much of the waters in Texas were comprised of private farm ponds. A significant proportion of management emphasis during that period was placed on stocking and managing those waters. In response to the construction of reservoirs following WWII and again in the 1960's and 1970's, the Division discontinued stocking and managing private waters and has tailored its' mission to serve the public interest through the management and stocking of public reservoirs and streams.

1926 First state fish hatchery opened in Smith County, Tyler State Fish Hatchery.

1975 Inland Fisheries Division discontinued programs to stock and manage private waters.

1996 Texas Freshwater Fisheries Center constructed and opened.

The ongoing nature of this fisheries management precludes completion of the Division's mission.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

The Inland Fisheries Division serves citizens of the State of Texas. At least 2 million anglers 17 years of age and older use the resource each year. A fishing license is required for all residents and nonresidents who fish in public waters and who are not subject to the following exemptions: are under 17 years of age, are 65 years of age or older before September 1, 1995, are mentally disabled and participating in recreational fishing as part of approved therapy.

The Inland Fisheries Division is also the permitting authority for exotic species permits, sale of non-game fish, permits to introduce fish, shellfish or aquatic plants into public waters and triploid grass carp permits. These permits are described in detail in Section M.

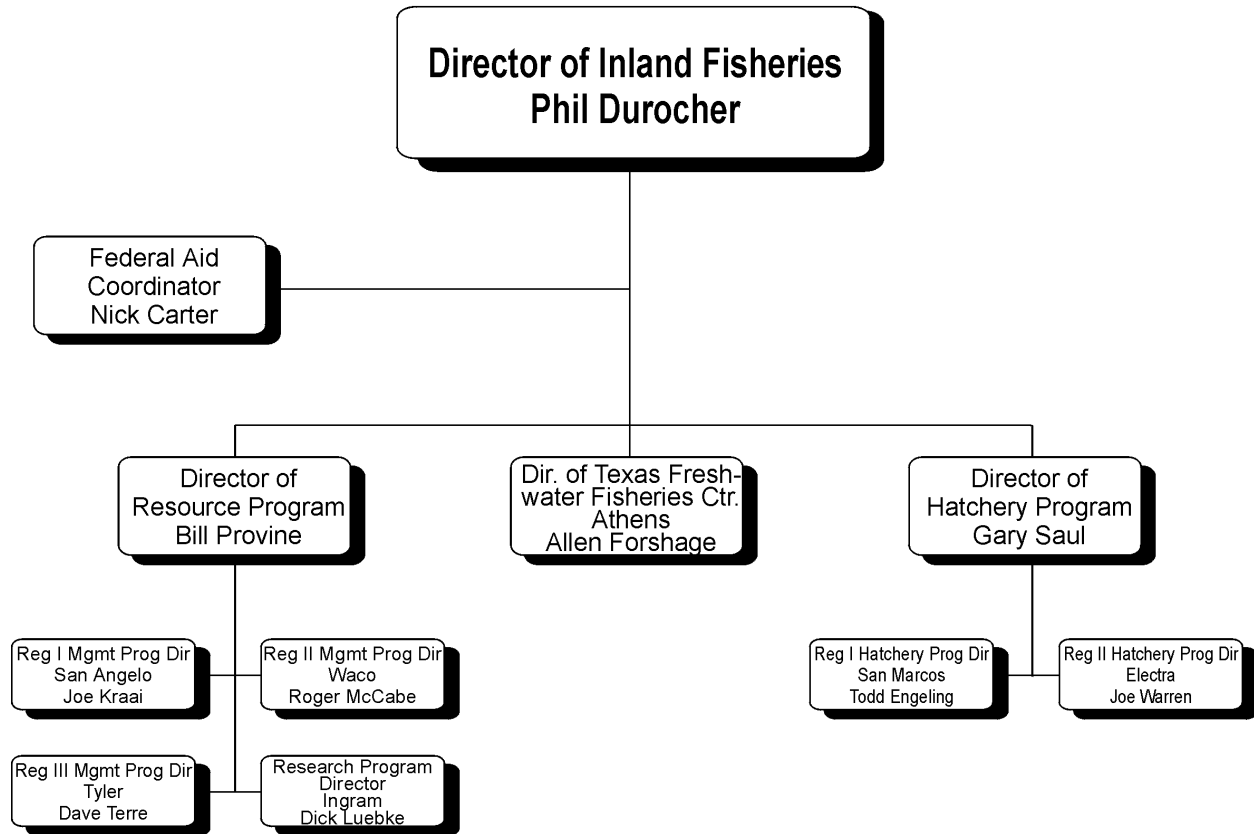
**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

The Inland Fisheries Division is organized into three Branches: Resource Management, Fish Hatcheries, and Outreach. Inland Fisheries is administered by Divisional Headquarters Staff, 3 Regions, 15 Districts, 5 Fish Hatcheries, a Statewide Research Facility and a Visitor and Outreach facility (Texas Freshwater Fisheries Center, TFFC).

The following organizational chart (see attachment 12 for map of regions) illustrates administration of Division programs. Administrative changes that require TPW Commission approval are prepared and presented by the Division Director. Internally, the Division Director issues resource and hatchery administrative directives and provides information to the Resource Program Director and Hatchery Program Director at Austin Headquarters. In turn, directives and information are reviewed and issued to the appropriate Regional Management Program Directors in San Angelo, Waco and Tyler, the Research Program Director at Ingram and Regional Hatchery Program Directors in Electra and San Marcos. Regional Program Directors assess and entrust the directives and information to the appropriate District Biologists and supporting staff for further implementation.

The decision making process of the Inland Fisheries Division utilizes the diverse expertise among Headquarters, Regional and District staff. The data required are collected, organized and analyzed at the District level under the supervision of the Regional Program Directors. Headquarters and Research Program staff are responsible for analyzing special project data. Results and recommendations are reported through the Regional Program Directors to the Directors of Resource and Hatcheries Programs and the Division Director in Austin for final review. During the process, every effort is made to promote decision making at the field level, and an established internal hierarchy of peer review helps guide the development of management recommendations.

# Texas Parks & Wildlife Inland Fisheries Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Inland Fisheries Division cooperates with numerous state and local units of government as necessary to carry out the function of managing the freshwater fisheries resources of Texas. Primary agreements are listed below.

Short-term agreements are created with local governments that provide outreach opportunities. These relationships can be temporary or ongoing as their existence relates to the natural resource involved. For example, the Division works with the City of San Angelo Parks and Recreation, the City of San Antonio and other county and municipal governments to stock waters for outreach events. The Division also currently has a contractual agreement with the San Antonio City Public Service and the Sabine River

Authority for the completion of angler opinion and attitude surveys on Lakes Braunig and Calaveras and Lake Toledo Bend.

The Inland Fisheries Division maintains MOU's with most of the governing bodies for water resource management in Texas (e.g. Sabine River Authority, Lower Colorado River Authority, Brazos River Authority).

The Division cooperates with the not-for-profit organization KIDFISH by providing fish, volunteers and other technical support for outreach events.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, and fees/dues).**

APPN	Appropriation Title	Account	Account Description●	Strategy	Total
13001	Increase/Improve Habitat	0090	GF&WS	3001	\$3,991,351
13001	Increase/Improve Habitat	0091	Federal	3001	\$517,662
13006	Outreach Programs	0090	GF&WS	3006	\$187,734
13009	Public Information	0091	Federal	3009	\$10,500
13012	Manage Fish & Wildlife	0090	GF&WS	3012	\$1,821,997
13012	Manage Fish & Wildlife	0091	Federal	3012	\$1,368,245
25012	Rider - 12 UB Constr Projects	0090	GF&WS	3001	\$22,645
25012	Rider - 12 UB Constr Projects	0090	GF&WS	3003	\$23,497
25017	Rider - Receipts	0090	GF&WS	3001	\$37,275
25017	Rider - Receipts	0090	GF&WS	3009	\$17,596
25021	Rider Contingency - HB 3189	7503	TPFA Building	3003	\$173,843
25105	Article IV Sec 105, Gifts, Grants, Donations	0092	GF&WS Donation	3001	\$310,411
25105	Article IV Sec 105, Gifts, Grants, Donations	0092	GF&WS Donation	3012	\$28,528
40001	Capital Rider - Constr. & Major Repair	0090	GF&WS	3003	\$28,360
40001	Capital Rider - Constr. & Major Repair	0091	Federal	3001	\$1,407,484
50011	Capital Rider - Microcomputer	0090	GF&WS	3001	\$2,618
50011	Capital Rider - Microcomputer	0090	GF&WS	3012	\$13,539
50013	Capital Rider - CD Transportation- Vehicles	0090	GF&WS	3012	\$37,860
50014	Capital Rider - Equipment	0090	GF&WS	3001	\$177,357
50014	Capital Rider - Equipment	0090	GF&WS	3012	\$176,261

- GF&WS -- Game, Fish and Water Safety Account
- GR -- General Revenue
- TPFA Building -- Texas Public Finance Authority



**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

Past and current funding has been sufficient to achieve operational program goals for resource management and fish hatcheries; however, the Inland Fisheries Division has not had funding to properly deal with maintenance and repair schedules for all activities. Infrastructure requirements will have to be addressed in order to maintain current levels of service to Inland Fisheries' constituents. Over the years, 15 freshwater hatcheries were built to meet the needs of the Inland Fisheries Division. Ten of these hatcheries have been closed due to age-related degradation of production capabilities and less than half of original production capability remains viable. Almost half of the existing pond space is antiquated and production capabilities are decreasing. Although new technologies have provided significantly higher numbers of viable fry for rearing, available pond space has become a limiting factor in the numbers of fish that can be produced in the existing system. Renovations of existing hatchery facilities and construction of new ponds will be necessary to maintain current levels of fish production.

Additional funding will be required to expand outreach programs and deliver new initiatives designed to address a changing constituency. Declining fishing license sales in Texas could also eventually result in less money through the Federal Aid in Sport Fish Restoration Program. Likewise, the population of Texas is changing; becoming more urbanized, aging, and changing ethnic makeup; characteristics of groups that have not historically participated in recreational fishing. Potential anglers such as women, minorities, single parent families and anglers with disabilities need to be encouraged to participate and any accommodations necessary for their access provided. In order to continue serving the public effectively, Inland Fisheries Division will need to expand fisheries outreach programs and enhance programs to understand the preferences and meet the needs of our increasingly diverse constituency.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

Other internal and external programs provide similar functions and services within Texas. Programs with functions and services most closely resembling those of the Inland Fisheries Division are described below.

**INTERNAL**

There are currently outreach programs conducted by the TPW Education Program and other Divisions. Inland Fisheries Division and these other programs share the goal of identifying, attracting and engaging new users to TPW programs.

- a) Inland and Coastal Fisheries Divisions are both responsible for the management of public fisheries resources although Inland Fisheries has a relatively small responsibility for commercial fisheries.

**EXTERNAL**

Several private fish management companies and private fish hatcheries exist in Texas and provide services on private freshwater bodies.

- a) The U.S. Fish and Wildlife Service (USFWS) performs some freshwater fisheries sampling of threatened and endangered fish species in Texas often in cooperation with Inland Fisheries staff.
- b) Several Texas Universities with strong academic fisheries programs conduct fisheries related research in Texas freshwaters and with the anglers of Texas which may also include sampling.

**K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.**

**Internal Programs**

The Inland Fisheries Division outreach efforts exclusively target education and participation in freshwater recreational sportfishing to complement other TPW efforts. The Inland Fisheries Division outreach programs are conducted by headquarters, regional, district and hatcheries staff in conjunction with routine job responsibilities. The existing professional qualifications of Division's staff and the availability of resources such as fishing sites and stocking lends to an effective and efficient program.

Inland Fisheries Division is exclusively responsible for public, inland freshwater resources and Coastal Fisheries Division is exclusively responsible for coastal marine resources. The evident differences between fresh and marine water environments necessitate separate divisions.

**External Programs**

Since the 1975 discontinuation of the management of private waters by the Inland Fisheries Division private fish management services and fish hatcheries have started businesses in Texas. Their services are conducted for profit on private waters.

The Inland Fisheries Division supports cooperative efforts with the USFWS but maintains sole responsibility for sportfish management in Texas. Research efforts by universities are conducted almost entirely for educational purposes, while departmental research usually has a more applied approach, that often builds on basic research from university sources.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

In recent years, Texas has become the premier largemouth bass fishery in the United States and Texas' public waters consistently produce trophy size bass. This success has resulted in the recognition of the Inland Fisheries Division by anglers and natural resource professionals as a leader in freshwater resource management and a pioneer of trophy fish management. Programs, which have contributed to these achievements, include the Share Lunker Program, the Florida Largemouth Bass Stocking Program, a decentralized management approach that focuses on a customized management and regulation programs for individual bodies of public water, and an efficient hatchery program. As a result, Texas anglers spend an estimated \$1,916,488,984 on sportfishing, which translates into a total economic impact of \$4,228,987,664 for Texas.

The Inland Fisheries Division also strives to provide diverse fishing opportunities for Texas anglers. The community-fishing program was established in 1993 to provide special management for 76 lakes located near urban areas. Other management programs include special stocking and management of hatchery reared hybrid striped bass, striped bass, crappie, walleye, saugeye, catfish and sunfish fisheries. In addition, seasonal put-and-take rainbow trout fisheries are produced through the stocking and management of cold tailrace river sections and small lakes.

Most recently, the Inland Fisheries Division opened its' doors to the Texas Freshwater Fisheries Center (TFFC) in Athens. The center includes an innovative aquarium and hatchery complex. The center has over 300,000 gallons of aquaria where visitors can view the diversity of Texas waters. Visitors can explore the habitat of a hill country stream, stroll through the underwater world of the largemouth bass or visit the Hall of Fame and Game Warden Memorial. Children also have access to a casting pond stocked with rainbow trout and catfish where they can fish year round.

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

Regulatory functions of the Inland Fisheries Division include:

**Recreational Fishing License**

- The authority for issuance of all licenses and tags listed below is established in Parks and Wildlife Code §§46.001-46.015.
- Rules apply to the taking, attempting to take, and possession of living freshwater resources.
- Rules cover all individuals not exempt from fishing license requirements.
- Non compliance may result in warning or citation.
- Complaints may be handled through public hearing.

### **Exotic species permits program.**

- Regulatory responsibility is established in P&W Code §66.007. The goal of this program is to prevent the introduction of non-indigenous aquatic fish, shellfish and aquatic plants into the public waters of the state.
- Facilities, which will house exotic aquatic species, are inspected for species harmful or potentially harmful. Inland and Coastal Division staff inspects these facilities for compliance with facility construction provisions to prevent escape of these species into public waters of the state. Facilities are periodically reinspected. Applicants submit forms for staff to review; site visitations are conducted to verify compliance with conditions; periodic follow-up inspections are conducted and some reporting is required. Instances of identified non-compliance are referred to the Law Enforcement Division.
- By rule the Department may suspend or revoke permits for possession of exotic species. The Department can file charges and/or revoke the permit for noncompliance; permit holders can appeal decisions, work with staff to solve issues, or submit written or oral complaints.
- Penalties for violation of rules promulgated under P&W Code §66.007 are established in P&W Code §66.012.
- Complaints against regulated entities are referred to the Law Enforcement Division.

### **Permits to introduce fish, shellfish and aquatic plants into public waters.**

- Authority to regulate introduction of fish, shellfish and aquatic plants into public waters is established in P&W Code §66.015. This statute directs the Department to develop rules necessary to regulate the numbers and types of native aquatic species that are placed into public waters.
- Depending upon the nature and scope of proposed introductions, fisheries staff from any of the aquatic resources Divisions determine eligibility and supervise aquatic species introductions.
- Instances of noncompliance are directed to the Law Enforcement Division.
- By rule the Department may suspend or revoke permits for introductions aquatic species. Penalties for violation of rules promulgated under P&W Code §66.007 are established in P&W Code §66.012.
- Complaints against regulated entities are referred to the Law Enforcement Division.

### **Permits to sell non-game fish.**

- Authority to regulate sale of non-game fish P&W Code §67.004. This statute directs the Department to develop rules necessary to regulate the numbers and types of nongame fish that can be taken from public waters and sold. This allows the Department to issue permits to sell certain non-game species if the Department determines that the sale is necessary to properly manage the species

- Sales of nongame fish species are reported annually to the Department.
- Instances of noncompliance are directed to the Law Enforcement Division.
- By rule the Department may suspend or revoke permits for sale of nongame fish species. Penalties for violation of rules promulgated under P&W Code §67.004 are established in P&W Code §66.005.
- Complaints against regulated entities are referred to the Law Enforcement Division.

**Triploid grass carp permits.**

- Authority to regulate introduction of grass carp into public and private waters is established in P&W Code §66.007. This statute directs the Department to develop rules necessary to regulate all activities involving exotic fish, shellfish and aquatic plants. These permits are issued as a means to control excessive aquatic vegetation in public and private freshwaters.
- All permitted waters are inspected by Inland Fisheries biologists to determine the possibility of escapement of this species.
- All persons in possession of triploid grass carp must have a permit issued by the Department for such possession.
- By rule the Department may suspend or revoke permits for possession of triploid grass carp. Penalties for violation of rules promulgated under P&W Code §66.007 are established in P&W Code §66.012.
- Complaints against regulated entities are referred to the Law Enforcement Division.

**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

Texas Parks and Wildlife Department Division: Inland Fisheries Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998		
	FY 1997	FY 1998
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	0	0

**\* The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728

**A. Please complete the following chart.**

Texas Parks and Wildlife Department Exhibit 13: Program Information — Fiscal Year 1998	
<b>Name of Program</b>	Coastal Fisheries Division
<b>Location/Division</b>	4200 Smith School Road Austin, TX 78744
<b>Contact Name</b>	Barbara Gregg 512-398-4734
<b>Number of Budgeted FTEs, FY 1998</b>	146.25
<b>Number of Actual FTEs as of August 31, 1998</b>	136

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

The mission of the Coastal Fisheries Division is to protect, manage, and ensure long-term sustainability of the marine resources of Texas through coastwide coordinated scientific studies and to provide adequate access to the marine resources of Texas for 3.5 million anglers and 10 million consumers while preventing depletion and waste.

Coastal Fisheries is responsible for making management recommendations regarding marine resources within the bays, estuaries, and out to nine nautical miles in the Gulf of Mexico. Estimated value of the fisheries within the four million acres of marine habitat is in excess of \$2 billion per year.

Major program activities include the following:

**Assessments for Marine Resource Management**

- Provide annual status assessments of finfish, shrimp, crab, and oyster populations and associated environmental conditions within the marine waters of Texas.
- Work with user groups of recreational and commercial anglers and others with interest in marine resources to obtain input into resource issues.
- Prepare and update long-range management plans for optimal sustainable yield of marine resources that will provide consistent economic and sociological benefits to users and consumers of aquatic products while protecting the resource.

**Stock Identification and Research**

- Manage and enhance existing fishery populations through stock identification, life history studies, and genetic and reproductive physiology research.
- Coordinate studies to evaluate better methods to conserve and protect non-targeted aquatic species and to determine optimal uses of aquatic resources.

### **Fisheries Enhancement**

- Maintain and enhance existing fish stocks in selected marine habitats.
- Provide continuous evaluation of the impact of fish stocking on resident populations and fishing success.
- Operate marine fish hatcheries in Corpus Christi, Lake Jackson (Sea Center Texas) and Palacios (Perry R. Bass Marine Fisheries Research Station).

### **Artificial Reef Program**

- Oversee development and maintenance of artificial reefs off Texas coast.
- Evaluate utilization of artificial reefs by marine species, anglers, and divers.

### **Cooperation with Other Resource Management Entities**

- Continue participation with the Gulf of Mexico Fishery Management Council, the Gulf States Marine Fisheries Commission, MEXUS - Gulf, and other multi-jurisdictional entities involved with resource management.

<b>C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.</b>
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The Coastal Fisheries Division was created in 1937 as part of the GFO to oversee the regulations of oysters and all coastal fisheries. The Division responsibilities and activities are statutorily mandated in the Parks and Wildlife Code.

- **Parks and Wildlife Code §61.001. Wildlife Conservation Act of 1983.** Authorizes Texas Parks and Wildlife to manage fish and wildlife resources in all Texas Counties.
- **Parks and Wildlife Code §66.007. Harmful or Potentially Harmful Exotic Fish, Shellfish and Aquatic Plants.** Establishes the Department as the regulatory authority for harmful or potentially harmful exotic fish, shellfish and aquatic plants.
- **Parks and Wildlife Code Subchapter C, §§61.051-61.058. General Regulatory Duty.** Subchapter establishes the general regulatory duty of the Department.

### **General Statutes: Parks and Wildlife Code;**

- Chapter 66 - Fish;
- Chapter 76 - Oysters;
- Chapter 77 - Shrimp;
- Chapter 79 - Extended Fishery Jurisdiction;
- Chapter 89 - Artificial Reefs; and
- Chapter 91 - Gulf States Compact.



**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

Most services and functions have not changed from the original intent, but some evolution and enhancement has occurred in the past decade.

A few milestones of importance in the Coastal Fisheries Division's history:

- 1948 - Rockport Marine Lab opens
- 1974 - First statewide saltwater fish harvest survey
- 1975 - First successful red drum spawning in captivity
- 1982 - First saltwater fish hatchery opened
- 1985 - Saltwater fishing stamp created through legislation
- 1988 - Oyster management plan mandated by the TPW Commission
- 1989 - Shrimp management plan is adopted by the TPW Commission
- 1995 - First commercial License Management Program is authorized
- 1997 - The buy-back program, part of 1995 legislation, is implemented
- License management programs for the commercial inshore shrimp (1995), crab (1997), and finfish (1999) fisheries were initiated to reduce fishing effort so those electing to remain in the fishery can become economically viable. These programs add an additional management tool beyond the traditional management tools available, e.g. bag and size limits, allowing for sustainable and economically viable fisheries.
- Shrimping "by-catch"(capture of nontarget species during shrimping) reduction device studies in coastal bays were implemented and are ongoing to evaluate effectiveness under a variety of scenarios and determine methods for catching more shrimp and less non-target species.
- An aquaculture liaison and inspection program was initiated to work with this industry to manage serious disease issues that could threaten native marine populations and to ensure compliance with exotic species regulations.

Although the mission of Coastal Fisheries continues to evolve, the nature of the responsibilities and of the resource management needs associated with marine fisheries management suggests that the mission of the Division will be ongoing.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

Coastal Fisheries serves citizens of Texas who interact with marine aquatic resources as anglers or in other outdoor activities. There are approximately 700,000 saltwater anglers who must purchase a fishing license and saltwater stamp. This is required for all residents and nonresidents who recreationally fish in public saltwaters and who are not exempt for any of the following reasons: are under 17 years of age, are 65 years

of age or older before September 1, 1995, are mentally disabled and participating in recreational fishing as part of approved therapy.

Coastal Fisheries Division also manages commercial fishing in Texas coastal waters. This includes about 15,000 commercial fishermen, the commercial seafood industry, which includes fish dealers and employs about 30,000 people, and about 10 million consumers of seafood products. Commercial fishermen have specific eligibility requirements for each type of license they must have to harvest specific types of finfish or shellfish. Wholesale fish, bait dealers, and fish guides are also licensed under specific qualifications. These licenses are found in Table E Section IV.

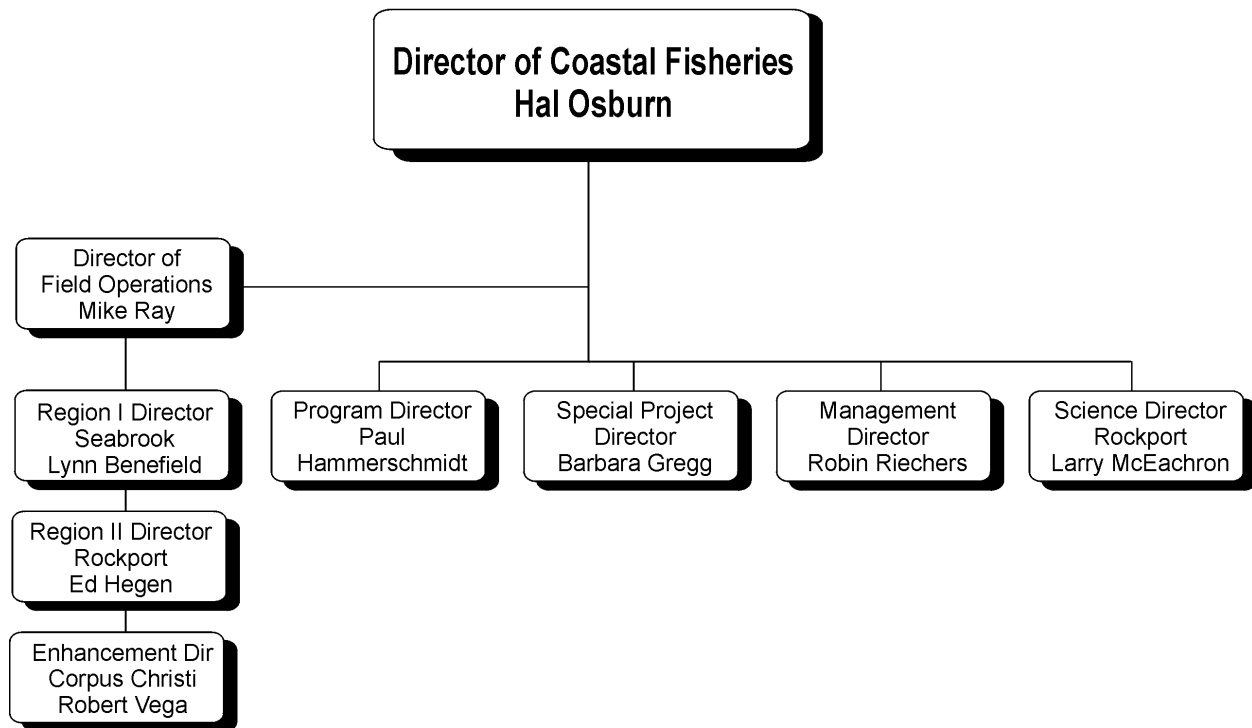
**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

Coastal Fisheries is administered by a Division Director and a management team composed of a Director of Field Operations, an Artificial Reefs Coordinator and a Management Director and Special Projects Director headquartered in the Austin office and two Regional Field Directors, an Enhancement Director and a Science Program Director located at coastal field sites. Ecosystem Leaders and hatchery managers, who report to Regional and Enhancement Program Directors, direct field and hatchery biologists and technicians. Performance plans are created by staff to relate to Department and Division performance goals.

The field staff are stationed at ten field stations located from Port Arthur to Brownsville. They collect data about marine resource conditions, fish populations, and users of the resource. The data are analyzed by staff in several program layers of the Division and used as the basis for new sets of management decisions recommended by Coastal Fisheries management to TPW Commissioners.

Routine meetings (monthly) of program directors and with larger groups of Coastal leadership teams are used as planning and strategic work sessions. Teams are used extensively both to address current policy and management issues and to get the largest possible input on the logistic and policy consequences of potential decisions. Partially because of the diverse nature of constituent groups, communications processes within the Division are considered of utmost importance.

## Texas Parks & Wildlife Coastal Fisheries Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

Coastal Fisheries partners with local units of government (city, county, regional governmental units) regarding activities related to tourism, recreation and commercial fishing, conservation, and environmental education. Division staff also work with members of the Texas Sea Grant program, regional water planning boards, Texas A&M Extension Service, University of Texas Marine Science Institute, Texas A&M University, Corpus Christi National Estuary Program, Galveston Bay National Estuary Program, and the University of Houston on fishery-related issues.

The following are examples of the kinds of MOU's, contracts, and agreements the Division has in place:

- For the past two years, Coastal Fisheries has entered into a contract with the Texas Veterinary Medical Diagnostic Laboratory for disease analysis of fish and shellfish samples.

- Texas Parks and Wildlife has an MOU with Texas Natural Resource Conservation Commission regarding aquaculture regulation and will soon be entering into an MOU with the Department of Agriculture and the Animal Health Commission as well.
- Coastal Fisheries also works with the General Land Office and the Department of Health regarding oyster lease management and the oyster fishery. These occasionally take the form of contracts or interagency agreements, but may also occur on a less formal basis.
- Interagency contracts for special research activities often with TAMU, UT Marine Science Institute, UH Clear Lake, and others are completed as required, usually on an annual basis.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, and fees/dues).**

APPN	Appropriation Title	Account	Account Description*	Strategy	Total
13001	Increase/Improve Habitat	0090	GF&WS	3001	\$1,711,525
13001	Increase/Improve Habitat	0091	Federal	3001	\$212,498
13012	Manage Fish & Wildlife	0090	GF&WS	3012	\$2,637,906
13012	Manage Fish & Wildlife	0091	Federal	3012	\$1,891,576
13012	Manage Fish & Wildlife	6790	Artificial Reef Account	3012	\$372,779
25012	Rider - 12 UB Constr Projects	0090	GF&WS	3001	\$78,835
25012	Rider - 12 UB Constr Projects	0090	GF&WS	3003	\$500
25017	Rider - Receipts	0090	GF&WS	3001	\$147,000
25021	Rider Contingency - HB 3189	7503	TPFA Building	3003	\$85,987
25105	Article IV Sec 105, Gifts, Grants, Donations	0092	GF&WS Donation	3001	\$4,363
25105	Article IV Sec 105, Gifts, Grants, Donations	6792	Artificial Reef Don.	3012	\$78,422
40001	Capital Rider - Constr. & Major Repair	0090	GF&WS	3003	\$49,327
50011	Capital Rider - Microcomputer	0090	GF&WS	3012	\$14,734
50013	Capital Rider - CD Transportation- Vehicles	0090	GF&WS	3012	\$116,990
50014	Capital Rider - Equipment	0090	GF&WS	3012	\$104,340

- GF&WS -- Game, Fish and Water Safety Account
- GR -- General Revenue
- TPFA Building -- Texas Public Finance Authority

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

Currently, funding levels are adequate to support Coastal Fisheries programs. However, facility, boat, and equipment maintenance have the lowest level of basic funding.– levels that are not adequate for any large or extensive projects. Good facilities and equipment are critically important for the Division to continue the

long-term data monitoring which provides the cornerstone for coastal fisheries management. Even now there is not enough extra funding in the budget to protect the Division against exceptional expenses that often come in the Coastal environment and future funding will be less.

In the near future, the complexity of fisheries management issues and the need for new management strategies (including license management programs, increased outreach efforts, user conflict issues, and resolution of bycatch issues in commercial fisheries) will require increased funding and reprioritization to continue providing the current level of services. The Division must also create new initiatives to be proactive in dealing with these issues before they become significant problems. Unfortunately effective management in this situation will be best handled with additional staff as well as funds. The current FTE cap in place for state agencies may cause substantial hardship with any new responsibilities.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

No programs can provide the services of Coastal Fisheries in its entirety, however, some programs have functions similar to portions of this program.

**INTERNAL:**

Freshwater fisheries management (Inland Fisheries Division) functions are similar to the marine fisheries management functions that Coastal Fisheries Division uses. Obvious differences between freshwater and marine environments produce substantial differences in management tools. Coastal Fisheries also has significant commercial fisheries management responsibility.

Marine habitat management and enhancement is a responsibility that is shared with Resource Protection Division and to a lesser extent, the Wildlife Division's Wetlands program. Coastal Fisheries however, has legislatively mandated habitat enhancement functions in the Artificial Reef Program.

Education and outreach activities are functions shared with many other divisions. Coastal has some unique opportunities for both activities at its Sea Center Texas and Marine Development Center (Corpus Christi), with thousands of school-sponsored participants and their 100,000 annual visitors. Other outreach functions are provided to local schools and interested organizations through each field station.

Responsibilities for oversight of aquaculture facilities and operations is shared among Coastal and Inland Fisheries and Resource Protection. Coastal Fisheries has primary responsibility for facility inspections before and after startup and in the case of disease outbreak.

**EXTERNAL:**

The National Marine Fisheries Service, Gulf States Marine Fishery Commission, and Gulf of Mexico Fisheries Management Council are federal agencies or compacts that work toward fisheries management on a Gulf-wide basis in a manner similar to functions the Coastal Fisheries Division performs at a state level.

TNRCC and AHC have some responsibilities for approval and oversight of aquaculture facilities, but these don't really overlap with the Division's responsibilities.

GLO and the Coastal Coordination Council both have some oversight responsibilities for coastal / wetlands / beach or pass management often for funding restoration or development programs. In general the functions are complementary.

Large marine aquaria like the Texas State Aquarium are sources for some of the same information as Sea Center Texas, however Sea Center Texas is free to visitors and focuses effort on education rather than entertainment.

**K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.**

Internally, Coastal fisheries works in close cooperation with other Divisions, particularly Inland Fisheries, Resource Protection, Wildlife and Law Enforcement which have some similarity or overlap in functions or activities to provide complementary rather than duplicative services.

Externally coordination is completed by continued participation in groups like Gulf-Mexus and the Gulf States Marine Fisheries Commission, both of which are involved in multijurisdictional fisheries. Routine and frequent direct contact with NMFS and other federal agencies on issues of mutual concern reduces the possibility of duplicating activities or working at cross-purposes.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

The Coastal Fisheries Division has been collecting fisheries management data systematically since 1974. This 25-year database is currently considered one of the finest and most complete coastal information sources available. As a result, management models for Texas recreational and commercial fisheries are without equal.

Texas also pioneered the development of marine fish hatcheries for stocking red drum and spotted seatrout. The marine hatchery program is a model for other coastal states' marine fish stocking programs. Use of the information derived from these analyses and fishing stocking protocols based on scientific evaluations of need has allowed managers to improve recreational fishing along the Texas coast to its current decades-high level.

Because Texas coastal fisheries management program is held in such high esteem, the Department's influence in interjurisdictional gulf-wide management plans and decisions has been substantial. Currently the Department's representative is Chair of the Gulf Council and has served Texas interests well in the region.

The Artificial Reef Program was the first of its kind in this hemisphere and has recently been recognized as a Technology Pioneer by the Offshore Energy Center. The program uses donations from petroleum companies to create artificial habitats (reefs) for aquatic life – serving anglers, divers, and conservationists all. Since the donation is half the cost of rig removal, the companies involved are also very enthusiastic.

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

**RECREATIONAL FISHING LICENSES (Parks and Wildlife Code §§46.001-46.015)**

- The authority for issuance of all licenses and tags listed below is established in Parks and Wildlife Code §§46.001-46.015.
  - Rules apply to the taking, attempting to take, and possession of living marine aquatic resources.
  - Rules cover all individuals not exempt from fishing license requirements.
  - Individuals engaged in fishing under the authority of one of these licenses may be asked to provide proof of having a license during random checks by TPW law enforcement officers. Non-compliance may result in a warning or a citation. A person who violates a provision of Parks and Wildlife Code §§46.001-46.014, or who fails or refuses to show an officer his license or tag on the request of the officer commits an offense that is a Class C Parks and Wildlife Code misdemeanor. Conviction may result in a fine.
  - The Department promotes use of the “Operation Game Thief” program where complaints against individuals demonstrating non-compliance may be reported anonymously via a “1-800” telephone number; complaints may also be submitted to the Department orally or in writing. Reports and complaints are forwarded to the Law Enforcement Division.
1. Recreational Fishing Licenses
  2. Saltwater Stamp
  3. Tarpon Tag
  4. Red Drum Tag
  5. Saltwater Trotline Tag

**COMMERCIAL FISHING & BUSINESS LICENSES (Parks and Wildlife Code §§47.001-47.052)**

- The authority for issuance of all licenses listed below is established in Parks and Wildlife Code §§47.001-47.052.
- Rule applies to the taking, attempting to take, possession, purchase, sale and transport of aquatic resources in the salt waters of Texas.

- No person who possesses or handles aquatic products for commercial purposes may refuse to allow an authorized employee of the Department to inspect the aquatic products at the dealer's or handler's place of business, or while the commercial fisherman is pursuing his trade.
  - Non-compliance may result in a warning, or a citation and seizure of gear and aquatic product. A person who violates a provision of Parks and Wildlife Code §§47.001-47.040 commits an offense that is a:
    - Class C Parks and Wildlife Code misdemeanor, and is subject to fine; or
    - Class B Parks and Wildlife Code misdemeanor, and is subject to fine and/or seizure of boats, nets, seines, trawls, or other tackle in possession of a person violating §47.003(a). Conviction may result in a fine, loss of gear, and/or imprisonment.
  - The Department promotes use of the "Operation Game Thief" program where complaints against individuals demonstrating non-compliance may be reported anonymously via a "1-800" telephone number; complaints may also be submitted to the Department orally or in writing. Reports and complaints are forwarded to the Law Enforcement Division.
1. General Commercial Fisherman's License
  2. Commercial Finfish Fisherman's License
  3. Fishing Guide License
  4. Commercial Fishing Boat License
  5. Class A Menhaden Boat License
  6. Class B Menhaden Boat License
  7. Menhaden Fish Plant License
  8. Bait Dealer License – Individual
  9. Bait Dealer License – Place of Business/Building
  10. Bait Dealer Vehicle License – Place of Business/Motor
  11. Retail Fish Dealer License
  12. Retail Fish Truck Dealer License
  13. Texas Finfish Import License

#### **OYSTER LICENSES** (Parks and Wildlife Code §§76.101-76.302)

- The authority for issuance of all licenses listed below is established in Parks and Wildlife Code §§76.101-76.302.
- Rule applies to the taking, attempting to take, possession, purchase, and sale of oyster resources in the salt waters of Texas.
- No person who possesses or handles oysters for commercial purposes may refuse to allow an authorized employee of the Department to inspect the aquatic products at the dealer's or handler's place of business, or while the commercial fisherman is pursuing his trade.
- Non-compliance may result in a warning or a citation and seizure of gear and aquatic product. A person who violates a provision of Parks and Wildlife Code §§76.101-76.302 commits an offense that is a Class C, B, or A Parks and Wildlife Code misdemeanor; or a Parks and Wildlife Code felony. Conviction may result in a fine, loss of gear, and/or imprisonment.



- The Department promotes use of the “Operation Game Thief” program where complaints against individuals demonstrating non-compliance may be reported anonymously via a “1-800” telephone number; complaints may also be submitted to the Department orally or in writing. Reports and complaints are forwarded to the Law Enforcement Division.
1. Commercial Oyster Boat Captain’s License
  2. Commercial Oyster Fisherman’s License
  3. Commercial Oyster Boat License
  4. Sport Oyster Boat License

**OYSTER TRANSFER AND HARVEST PERMITS** (Parks and Wildlife Code §§76.032)

- Permit requirements are established in Parks and Wildlife Code §76.032.
- Permit regulates the movement of oysters from restricted waters of the state to private leases and their harvest to protect oyster populations from over harvest and to help ensure a quality product is available for consumers.
- The oyster program administrator issues permits to the leaseholders as needed; meetings with oyster leaseholders are conducted to resolve issues of concern.
- Department can file charges and/or revoke the permit for non-compliance
- Permit holders can appeal decisions, work with staff to solve issues, or submit written or oral complaints. Reports and complaints may be forwarded to the Law Enforcement Division.

**SHRIMP LICENSES** (Parks and Wildlife Code §§77.001-77.072)

- The authority for issuance of all licenses and tags listed below is established in Parks and Wildlife Code §§77.001-77.072.
- Rule applies to the taking, attempting to take, possession, purchase, and sale of shrimp resources in the salt waters of Texas and the Exclusive Economic Zone and landed in this state.
- No person who possesses or handles shrimp for commercial purposes may refuse to allow an authorized employee of the Department to inspect the aquatic products at the dealer’s or handler’s place of business, or while the commercial fisherman is pursuing his trade.
- Non-compliance may result in a warning or a citation and seizure of gear and aquatic product. A person who violates a provision of Parks and Wildlife Code §§77.001-77.072 commits an offense that is a Class C, B, or A Parks and Wildlife Code misdemeanor. Conviction may result in a fine, loss of gear, and/or imprisonment.
- The Department promotes use of the “Operation Game Thief” program where complaints against individuals demonstrating non-compliance may be reported anonymously via a “1-800” telephone

number; complaints may also be submitted to the Department orally or in writing. Reports and complaints are forwarded to the Law Enforcement Division.

1. Commercial Shrimp Boat Captain's License
2. Gulf-Shrimp Boat License
3. Bait-Shrimp Dealer's License (coastal counties)
4. Individual Bait Shrimp Trawl Tag

**SHRIMP LICENSE MANAGEMENT** (Parks and Wildlife Code §§77.111-77.123)

- The authority for issuance of all licenses and fees listed below is established in Parks and Wildlife Code §§77.111-77.123.
- The purpose of these regulations is to promote efficiency and economic stability in the shrimping industry and to conserve economically important shrimp resources.
- Issuance of licenses under this management program was limited to individuals demonstrating eligibility in the bay and/or bait-shrimp fishery. Individuals not initially eligible can apply to a review board of elected shrimp fishers who make recommendations concerning hardship and appeal cases concerning eligibility, license transfer, license renewal, license suspension, license revocation, and vessel length and engine changes.
- The Department administers a license buyback program whereby license holders can submit by application their bay and/or bait-shrimp license(s) for resale to the Department and retirement.
- Non-compliance of shrimping regulations may result in a warning or a citation and seizure of gear and aquatic product. A person who violates a provision of Parks and Wildlife Code § 77 or a Commission regulation commits an offense that is a Class C, B, or A Parks and Wildlife Code misdemeanor; Conviction may result in a fine, loss of gear, and/or imprisonment. Multiple convictions may result in suspension and/or revocation of license.
- The Department promotes use of the "Operation Game Thief" program where complaints against individuals demonstrating non-compliance may be reported anonymously via a "1-800" telephone number; complaints may also be submitted to the Department orally or in writing. Reports and complaints are forwarded to the Law Enforcement Division.

1. Bait-Shrimp Boat License
2. Bay-Shrimp Boat License
3. Bait-Shrimp Boat License Transfer Fee
4. Bay-Shrimp Boat License Transfer Fee

**CRAB FISHING** (Parks and Wildlife Code §§78.101-78.114)

- The authority for issuance of all licenses and fees listed below is established in Parks and Wildlife Code §§77. 78.101-78.114.

- The purpose of these regulations is to promote efficiency and economic stability in the crabbing industry and to conserve economically important crab resources.
  - Issuance of licenses under this management program was limited to individuals demonstrating eligibility in the crab fishery. Individuals not initially eligible can apply to a review board of elected crab fishers who make recommendations concerning hardship and appeal cases concerning eligibility, license transfer, license renewal, license suspension, and license revocation. The Department will administer a license buyback program whereby license holders can submit by application their crab license(s) for resale to the Department and retirement.
  - Non-compliance may result in a warning or a citation and seizure of gear and aquatic product. A person who violates a provision of Parks and Wildlife Code Chapter 78 or a regulation of the Commission commits an offense that is a Class C Parks and Wildlife Code misdemeanor; Conviction may result in a fine, loss of gear, and/or imprisonment. Multiple convictions may result in suspension and/or revocation of license.
  - The Department promotes use of the “Operation Game Thief” program where complaints against individuals demonstrating non-compliance may be reported anonymously via a “1-800” telephone number; complaints may also be submitted to the Department orally or in writing. Reports and complaints are forwarded to the Law Enforcement Division.
1. Commercial Crab Fisherman’s License
  2. Commercial Crab Fisherman’s License Transfer

**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

<b>Texas Parks and Wildlife Department</b> <b>Division: Coastal Fisheries</b> <b>Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998</b>		
	FY 1997	FY 1998
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	0	0

**\* The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728

**A. Please complete the following chart.**

<b>Texas Parks and Wildlife Division Exhibit 13: Program Information — Fiscal Year 1998</b>	
<b>Name of Program</b>	<b>Wildlife Division</b>
<b>Location/Division</b>	<b>4200 Smith School Road Austin, TX 78744</b>
<b>Contact Name</b>	<b>Gary Graham, Director      512-389-8092 Ron George, Deputy Director 512-389-4778</b>
<b>Number of Budgeted FTEs, FY 1998</b>	<b>319.32</b>
<b>Number of Actual FTEs as of August 31, 1998</b>	<b>278.75</b>

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

The Wildlife Division's mission is to manage and conserve the wildlife and natural resources of Texas for the use and enjoyment of present and future generations. To accomplish this mission, Division field/regional personnel work with program staff under Legislative and Commission direction to establish priorities and work plans annually. Two-thirds of the Wildlife Division staff are assigned to field positions and work directly with wildlife resources, private landowners, and other wildlife resource managers. Wildlife Division activities include:

**Private Lands Enhancement and Habitat Assessment**

- Provide technical guidance to nearly 20 thousand Texas landowners.
- Develop 2,100 active wildlife management plans for about 9.8 million acres of private lands.
- Coordinate incentives to private landowners (Landowner Incentive Program).
- Implement land trust assistance and conservation easement.
- Inform the public about wildlife.
- Provide wildlife field days, seminars, and programs to 100,000 participants.
- Recognize top private landowners through Lone Star Land Steward recognition program.

**Public Hunting and Wildlife Management Areas**

- Manage 50 wildlife management areas totaling 750,000 acres.
- Hold public hunts on more than 200 tracts of land totaling more than 1.4 million acres.
- Provide low cost hunting opportunities through special permit drawings and use of Annual Public Hunting Permits.

- Review projects that may degrade upland or riparian wildlife habitat and provide recommendations to reduce and/or mitigate potential degradation.

### **Migratory Wildlife**

- Conduct surveys of population and harvest for migratory birds.
- Develop migratory game bird hunting regulations and coordinate with the Central Flyway and the U.S. Fish and Wildlife Service on frameworks for regulations under the Migratory Bird Treaty.
- Oversee state duck stamp funds; acquire, develop and manage wetlands and upland habitats.
- Implement the North American Waterfowl Management Plan in Texas.

### **Upland Wildlife Ecology**

- Implement programs for resident big game and upland game species in Texas, including white-tailed deer, mule deer, pronghorn antelope, bighorn sheep, turkey, and quail.
- Propose changes to hunting regulations in the Statewide Hunting and Fishing Proclamation based on biological justifications for review and approval by the TPW Commission.
- Implement programs for Trapping, Transporting and Transplanting wildlife, Scientific Breeder permitting, fur-bearing animals and trapping, Alligators, and wildlife diseases.

### **Wildlife Diversity**

- Monitor the status and make management recommendations for over 1,100 vertebrate wildlife species.
- Promote conservation and public enjoyment of the outdoors through nature tourism, birdwatching, and projects such as the Great Texas Coastal Birding Trail and the World Birding Center.
- Provide landowner incentives to manage for endangered species.
- Promote interests and issues in Texas related to birdwatching, nongame wildlife, rare and endangered species, and work with U. S. Fish and Wildlife Service, landowner and conservation groups, and the public on these issues.
- Issue and monitor about 2,000 wildlife permits of various types.
- Conduct regional wildlife efforts in 7 major metropolitan areas, developing awareness of wildlife and conservation among urban constituents.

### **Land Conservation**

- Implement the Department's programs for protection and/or enhancement the state's natural, cultural and recreational resources through the application of the appropriate land conservation mechanisms, including acquisition (purchase, donation, or lease), conservation easement, habitat development, or mitigation.
- Analyze existing inventory relative to its ability to meet a Department conservation need, and make recommendations to the Commission.
- Implement programs that include MARSH wetland development (in conjunction with Ducks Unlimited), land trust assistance, conservation easements, river access, and trail and greenway corridor development.

### Administration and Research

- Conduct more than 60 wildlife research studies.
- Administer 12 Wildlife Restoration Act grants, encompassing about 75 projects, which reimburse the Division nearly \$8 million annually.
- Administer 5 Coastal Wetland Act grants which will reimburse the Division over \$4 million over their lifetime.
- Conduct surveys and perform statistical analyses that provides scientific basis for decision-makers.

<b>C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.</b>
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In 1938, the Wildlife Restoration Division of the Texas Game, Fish, and Oyster Commission was created to conduct wildlife research and management in Texas. Accounting for this program comes from state hunting license revenue and federal excise taxes on sporting arms and ammunition through the Pittman-Robertson Act of 1937. The first Pittman-Robertson project in Texas was a survey of game animals and began in 1938.

During the 1970s, the name of this program was shortened to the “Wildlife Division.”

Currently, Parks and Wildlife Code §1.011, states that “all wild animals, fur-bearing animals, wild birds, and wild fowl inside the borders of this state are the property of the people of this state.” The Wildlife Division is the program within the Texas Parks and Wildlife Department responsible for managing these wildlife resources.

Other sections of the **Parks and Wildlife Code** that deal with issues addressed by the Wildlife Division include:

- **Parks and Wildlife Code §11.033** (Use of Game, Fish, and Water Safety Account),
- **Parks and Wildlife Code §12.025** (Technical Guidance to Landowners),
- **Parks and Wildlife Code §43.011** (White-winged Dove Stamp),
- **Parks and Wildlife Code §43.251** (Turkey Stamp),
- **Parks and Wildlife Code §43.301** (Waterfowl Stamp),
- **Parks and Wildlife Code §43.353** (Scientific Breeder),
- **Parks and Wildlife Code §63.001** (Game Animals),
- **Parks and Wildlife Code §64.001** (Game Birds),
- **Parks and Wildlife Code §64.002** (Nongame Birds),
- **Parks and Wildlife Code §65.001** (Alligators),
- **Parks and Wildlife Code §67.002** (Nongame Species),
- **Parks and Wildlife Code §68.001** (Endangered Species),
- **Parks and Wildlife Code §71.001** (Fur-bearing Animals), etc.

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

From the 1930s through the 1960s, the Wildlife Division dealt primarily with surveys, management, research, and regulatory issues on game species in those counties where the Department had regulatory authority and managed a small number of wildlife management areas (WMAs) for research and demonstration purposes.

During the 1970s, the Wildlife Division began providing technical guidance to private landowners and the Wildlife Division's role expanded to include non-game and threatened and endangered wildlife species. With the passage of the Wildlife Conservation Act of 1983, the Wildlife Division assumed the responsibility for managing wildlife resources in all Texas counties.

During the 1980s and 1990s, the Wildlife Division greatly expanded its role in providing public access for hunting and other outdoor recreational activities and in providing technical guidance to landowners.

During the early 1990s, the Wildlife Division began using large numbers of inmates from the Texas Department of Criminal Justice to provide labor for management and construction activities on wildlife management areas. In 1992, the Wildlife Division began a coordinated research effort to address major wildlife questions and now conducts more than 60 wildlife research studies annually.

During the 1990s, the Wildlife Division led in the development of incentives for conservation such as the "Landowner Incentive Program" (LIP) which rewards landowners for managing for endangered species. The 1990s also saw the development of major nature-based tourism projects including "The Birding Classic," "The Great Texas Coastal Birding Trail," and "The World Birding Center" which help make Texas the number one birding destination in the nation.

Wildlife Division personnel are called upon daily to assume additional responsibilities relating to wildlife and natural resources in Texas. It is unlikely that there ever will be a time when the mission of the Wildlife Division will be accomplished and the program will no longer be needed.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

The Wildlife Division's mission is to manage and conserve the wildlife and natural resources of Texas for the use and enjoyment of present and future generations. Good wildlife habitat management is essential for wildlife survival. The Wildlife Division serves all of the people of Texas including urban residents in 7 major metropolitan areas, 3.5 million active wildlife participants including 2.5 million wildlife watchers and 1 million hunters, 100,000 school children, private landowners and others who receive Wildlife Division presentations, and at least 2,100 private landowners who have active wildlife management plans with the Division. The Division also serves members of numerous NGOs such as Texas Wildlife Association, Ducks Unlimited, Wetland Habitat Alliance of Texas, National Wild Turkey Federation, Quail Unlimited, Texas Organization of Wildlife Management Associations, the Wildlife Society, Texas Nature Conservancy, Texas Audubon Society, Texas Nature Tourism Association, and others.



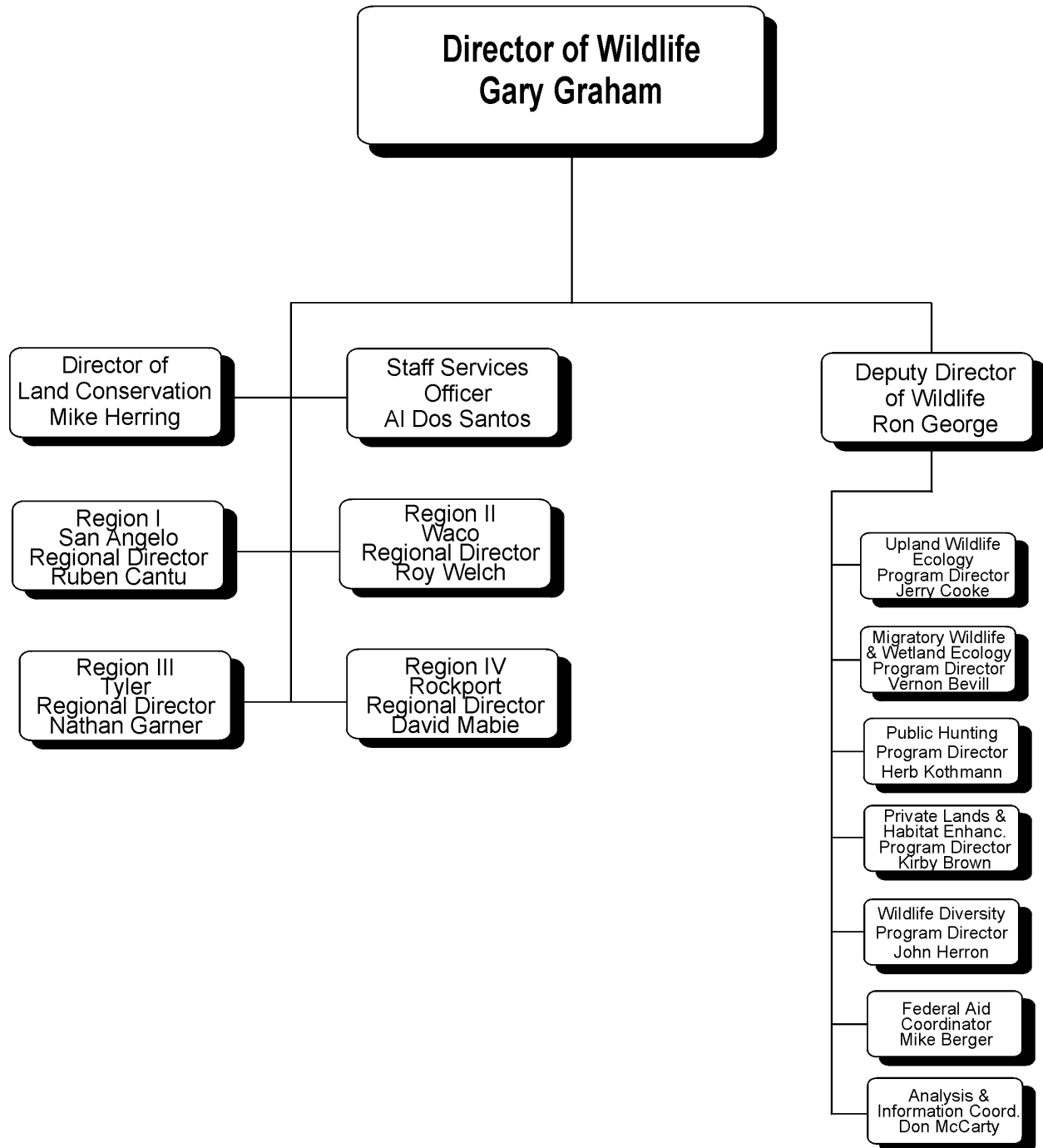
Hunting licenses, hunting stamps, and public hunting and use permits are required for specific hunting, permitted, or public use activities, but many services of the Wildlife Division are provided free of charge to the citizens of Texas. Hunters must have appropriate licenses, stamps, and migratory bird hunters must be HIP certified during that year (September 1 to August 31). Most public hunters must also have an Annual Public Hunting Permit or a Daily Use Permit, and funds from hunters are returned to landowners providing the hunting areas. Persons receiving technical guidance must be landowners of that property or the appropriate direct land manager. Persons holding or collecting wildlife for educational purposes must have scientific, educational, or zoological permits on an annual basis. Persons rehabilitating wildlife must have permits annually. Those collecting nongame for commercial purposes are required to have an annual permit. Landowners or their agents trapping, transporting, or transplanting big game animals or game birds must have appropriate permit. Deer breeders are required to have scientific breeder permits. Trappers are annually required to have a Fur-Bearers license, and fur dealers are required to have an appropriate license. Commercial alligator farmers, hide dealers, or egg collectors are annually required to obtain proper licensing.

**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

The Wildlife Division is administered through a Wildlife Division Director, a Deputy Director, 6 Program Directors in Austin, and 4 Regional Directors in the field.

Division staff develop key operational plans under Legislative and Commission direction. The field work, surveys, research, and technical guidance is primarily performed by staff located in rural areas. Individual performance plans are created to support these Department/Division initiatives. These field activities are forwarded to appropriate program staff for joint analysis, and statewide reporting. Data are used to jointly formulate recommendations and regulations concerning wildlife. The following is the Division organizational chart (see attachment 12 for the regional map).

# Texas Parks & Wildlife Wildlife Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Wildlife Division works with several local units of government in communities across Texas, and several field staff offices are housed in county offices. Some of the principal relationships with specific organizations are as follows:

### **Local Units of Government**

Staff have worked with coastal communities on nature tourism projects including Great Texas Birding Trail and the Birding Classic, the Lower Rio Grande Valley communities on the World Birding Center, the Edwards Aquifer Authority on rare species, and local units of government in the counties and towns throughout Texas. The Division also works with local units of state and federal agencies including: the Texas Agricultural Extension Service, Texas Natural Resources Conservation Commission, Texas Forest Service, Texas Department of Transportation, Texas Department of Criminal Justice, Texas Wildlife Damage Services, U.S.D.A. Natural Resource Conservation Service, U. S. Forest Service, U. S. Army Corps of Engineers, U. S. Fish and Wildlife Service, and National Park Service.

### **MOUs**

The Wildlife Division cooperates with universities and county and city governments throughout the state on a daily basis. "The Great Texas Birding Classic" and the "Great Texas Coastal Birding Trail" are recent examples of cooperative efforts. We are currently initiating MOUs with 10 communities in the Lower Rio Grande to implement an ecotourism effort of global significance called the "World Birding Center."

The Division works with local units of the U. S. Forest Service, U. S. Army Corps of Engineers, U. S. Fish and Wildlife Service, Bureau of Reclamation, National Park Service, and the Texas General Land Office to manage and conduct public hunting and other public access activities on these lands through MOUs. Through these MOUs, the Wildlife Division sets hunting and access regulations and administers the hunts for public benefits.

The Wildlife Division has an MOU with the Texas Department of Criminal Justice whereby TDCJ supplies inmate labor, and the Wildlife Division provides needed work projects on Wildlife Management Areas.

The Division also has an MOU with the Texas Department of Transportation whereby TxDOT provides construction and maintenance activities on roads and parking areas on WMAs.

### **Interagency Agreements and Contracts**

The Division has several interagency agreements and contracts that facilitate or provide work. Examples are contracts with the GLO, Texas Forest Service, TxDOT, Texas National Guard, Texas Tech University, Texas A&M University system, Stephen F. Austin University, Sam Houston State University, Southwest Texas State University, and others.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

APPN	Appropriation Title	Account	Account Description●	Strategy	Total
13001	Increase/Improve Habitat	0090	GF&WS	3001	\$1,013,152
13001	Increase/Improve Habitat	0091	Federal	3001	\$3,521,596
13001	Increase/Improve Habitat	0094	GF&WS	3001	\$115,940
13001	Increase/Improve Habitat	5060	NG&ES Conserv.	3001	\$343,082
13002	Public Lands Operation	0090	GF&WS	3002	\$1,560
13002	Public Lands Operation	0091	Federal	3002	\$122,862
13002	Public Lands Operation	0640	State Parks	3002	\$160
13003	Capital Programs	0090	GF&WS	3003	\$3,552
13003	Capital Programs	0091	Federal	3003	\$1,656
13006	Outreach Programs	0010	GR	3006	\$61
13006	Outreach Programs	0090	GF&WS	3006	\$1,143,709
13012	Manage Fish & Wildlife	0010	GR	3012	\$2,241
13012	Manage Fish & Wildlife	0090	GF&WS	3012	\$2,515,486
13012	Manage Fish & Wildlife	0091	Federal	3012	\$5,247,871
25003	Rider - Escrow Accounts UB	0096	Operation Game Thief	3012	\$34,564
25003	Rider - Escrow Accounts UB	5440	Lifetime License	3003	\$24,867
25012	Rider - 12 UB Construction	0090	GF&WS	3001	\$20,748
25012	Rider - 12 UB Construction	0090	GF&WS	3003	\$118,426
25012	Rider - 12 UB Construction	2231	Federal	3003	\$15,131
25012	Rider - 12 UB Construction	5004	TP&W Capital	3007	\$15,511
25012	Rider - 12 UB Construction	5440	Lifetime License	3003	\$4,881
25017	Rider - Receipts	0090	GF&WS	3001	\$23,092
25017	Rider - Receipts	0090	GF&WS	3012	\$164,120
25017	Rider - Receipts	0091	Federal	3001	\$266,735
25017	Rider - Receipts	0091	Federal	3012	\$22,569
25017	Rider - Receipts	0093	GF&WS	3001	\$612,489
25017	Rider - Receipts	0094	GF&WS	3001	\$274,748
25017	Rider - Receipts	0095	GF&WS	3001	\$583,722
25017	Rider - Receipts	0640	State Parks	3003	\$1,503
25021	Rider Contingency - HB 3189	7503	TPFA Building	3003	\$24,310
25105	Article IV Sec 105, Gifts, Grants, Donations	0092	GF&WS Donation	3006	\$5,959
25105	Article IV Sec 105, Gifts, Grants, Donations	0092	GF&WS Donation	3012	\$66,593
25105	Article IV Sec 105, Gifts, Grants, Donations	5062	NG&ES Conserv.	3001	\$22,500
40001	Capital Rider - Constr. & Major Repair	0090	GF&WS	3003	\$48,599

40001	Capital Rider - Constr. & Major Repair	0090	GF&WS	3012	\$160,100
50009	Capital Rider - Acq Land - Habitat	0090	GF&WS	3007	\$4,048
50009	Capital Rider - Acq Land - Habitat	0091	Federal	3007	\$96,255
50009	Capital Rider - Acq Land - Habitat	0093	GF&WS	3001	\$9,090
50009	Capital Rider - Acq Land - Habitat	0093	GF&WS	3007	\$6,575
50011	Capital Rider - Microcomputer	0090	GF&WS	3012	\$37,356
50013	Capital Rider - CD Transportation- Vehicles	0090	GF&WS	3012	\$36,000

- GF&WS -- Game, Fish and Water Safety Account
- TR&POS -- Texas Recreation and Parks Open Space
- GR -- General Revenue
- TPFPA Building -- Texas Public Finance Authority
- TP&W Capital – Texas Parks & Wildlife Capital Account
- NG&ES Conservation – Non-game and Endangered Species Conservation Account

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

Current funding resources are appropriate to achieve current program mission, goals, objectives, and performance targets. However, the Wildlife Division has many unmet long-term critical needs regarding public access to outdoor recreational opportunities, and particularly public hunting access that stresses youth and family activities, technical guidance for private landowners and incentives for wildlife habitat enhancement (Landowner Incentive Program), scientific surveys of wildlife population trends (particularly non-hunted species and rare plants which have not been extensively studied or surveyed), public outreach and interpretation, wildlife research, expanded urban programs and outreach, representative lands for research and demonstrations in ecosystems and habitats not represented within lands held by the Division, and habitat management and demonstration on wildlife management areas (WMAs). Future funding sources are inadequate to effectively achieve these expanded services. In addition, funds to lease or purchase property or development rights containing unique landscapes or important habitat for wildlife (including rare species) are not available now and may be even more difficult to secure in the future.

It is anticipated that new federal funds from the Conservation And Reinvestment Act (CARA) currently being considered by the U. S. Congress might meet some of these future needs. However 25% state cost share as in Federal Aid funding would be required of the Department to fully utilize that opportunity.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

**INTERNAL**

Within Texas Parks and Wildlife, there is no other division or program that provides identical services or functions. In terms of wildlife habitat management, the State Parks Division manages state parks which contain wildlife habitat, but the emphasis in state parks is on public use, not conservation of wildlife and wildlife habitat and demonstration of wildlife management practices to private landowners. Almost all divisions perform outreach; however, the Wildlife Division maintains a wildlife and habitat focus as

opposed to fisheries or enforcement. Wildlife also works with wetlands and riparian areas as does Resource Protection and both Fisheries divisions, but with a primarily wildlife focus.

## **EXTERNAL**

There is no other agency that provides identical services or functions. The U. S. Fish and Wildlife Service, U. S. Forest Service, U. S. Army Corps of Engineers, National Park Service, GLO, and other agencies do provide wildlife habitat and some public recreational access on some of their lands in Texas. However, each of these entities has a different mission and different goals than the Wildlife Division. So the result in terms of wildlife habitat management and public use, particularly public hunting and landowner demonstrations, is not the same as it is on TPW Wildlife Management Areas (WMAs) which are generally maintained in a more primitive state for optimum wildlife use. Additionally, some private consultants, ranch biologists, university consultants may provide technical assistance to landowners and communities; however, these for-profit ventures are at a more detailed level of assistance. Landowners can get assistance from the Division staff in setting up and demonstrating survey techniques and analyzing collected data, however consultants may actually collect this data. Texas Agricultural Extension Service staff provide outreach to landowners on wildlife programs, however, they deal with large groups generally through county agents. Wildlife Division staff often cooperate and speak at these functions as natural resource experts. Other entities or NGOs such as Ducks Unlimited, National Wild Turkey Federation, etc. provide some assistance to landowners and wildlife; however, this is generally fund-raising or specific member services, different from our landowner assistance program. Wildlife Division personnel, and landowners they work with may, get grants or research funded by these NGOs.

The Wildlife Division is working cooperatively with the US Department of Agriculture on the Federal Farm Program, but this results in better services to Texas landowners, not duplication.

<p><b>K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.</b></p>
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The Wildlife Division's unique mission as well as frequent internal and external coordination prevents duplication or conflict with other programs or Department customers.

Texas Parks and Wildlife WMAs are managed for different purposes than any other public or private lands in Texas. WMAs were originally acquired to provide outdoor laboratories for wildlife research and to provide demonstration areas for wildlife management practices such as prescribed burning, livestock grazing, water-level control, timber harvest, and selective wildlife harvest. Public hunting, other public recreational access activities, educational outreach, and youth activities are now permitted on most WMAs as well. The Las Palomas WMA in the Lower Rio Grande Valley, for example, was acquired to provide critical nesting habitat for white-winged doves, but it now provides public hunting and birding at other times of the year. WMAs can be managed as intensively as necessary to achieve the desired habitat results since that is their primary purpose.

The Division coordinates with state parks and the other agencies that deal with providing public hunting opportunities and often is the point of contact for public hunting under the Division's public hunting programs. Division staff coordinate with various NGOs and agencies on promoting youth hunting, and TPW is a partner with Texas Wildlife Association in the Texas Youth Hunting Program. Division staff

coordinate with private or consulting biologists on a regular basis so consultants understand current regulations and wildlife and habitat conditions.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

There is tremendous job satisfaction among Wildlife Division employees and a low employee turnover rate compared to many other state agencies. Staff are exemplary in their ability to get the job done, on time, with limited budget, and limited manpower. Staff have developed national models for private lands technical assistance programs (recently expanded by legislative support), private lands recognition program, birding trails, nature tourism efforts to involve local communities and landowners (legislature provided funding for the World Birding Center), public hunting programs, and entrepreneurial funding mechanisms. Staff have also developed innovative approaches to endangered species management and conservation, including the Landowner Incentive Program (recently expanded by legislative support) and efforts to develop local solutions to eliminate the need for listing.

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

**Regulations for taking game, furbearers, alligators, and nongame animals by licensed hunters and collectors**

- Authority to take game, furbearers, alligators, and nongame wildlife by licensed hunters and collectors is established in Parks and Wildlife Code §§61.002, 71.002, 65.003, 67.002 and other sections. These regulations are needed to conserve an ample supply of wildlife resources, insure reasonable and equitable and enjoyment of wildlife resources, and prevent the depletion or waste of wildlife resources. The Wildlife Division is responsible for conducting scientific surveys of wildlife populations, making recommendations to the TPW Commission, and promulgating regulations that address these needs.
- Approximately 1 million hunters (and a few hundred collectors) are subject to these regulations. TPW Game Wardens (in the Law Enforcement Division) check hunters and collectors in the field, and at other sites as necessary, to insure compliance with hunting and collecting regulations.

- When non-compliance is identified, TPW has the authority to revoke hunting, trapping, and collecting licenses, and citations may be issued and civil damages assessed.
- Consumer/public complaints against regulated entities may be addressed to TPW at any time of the year or through the annual public hearing in Austin in August of each year. Public input concerning proposed regulations is obtained in public scoping meetings and annual public hearings through out the state.

### **Permits to hold Wildlife.**

The Wildlife Division issues and monitors a total of about 2,000 active wildlife permits of 13 different types. These permits are issued to the public for scientific, educational, zoological, endangered species propagation, nuisance fur-bearer, rehabilitation, falconry, non-resident trapping, raptor propagator, bobcat pelt tag dealer, scientific breeder, and trap, transport, and transplant purposes.

- In general, these permits allow private citizens to possess state-owned wildlife for specific purposes in compliance with state statutes. The regulations are needed so that TPW can monitor the state's wildlife resources and ensure that these resources are not being depleted.
- In most cases, permittees are required to provide annual reports of their activities to this Department.
- TPW Game Wardens (in the Law Enforcement Division) inspect the facilities of permittees who hold live animals: 1) at the time of the initial application, 2) any time the permittee significantly modifies their operation, or 3) if there is a public complaint filed against the permittee. If a permittee fails to comply with the conditions of the permit, the permittee may be cited by Law Enforcement personnel and the permit reviewed.
- TPW has statutory authority to revoke permits, but permit compliance is preferred, and this action is generally not used. Citations may be issued.
- Public input about the regulated groups is received at all public hearings and by direct contact with Department staff.



**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

When the Wildlife Division receives a complaint concerning a permittee, these are turned over to the Law Enforcement Division for investigation and are not listed below to avoid double counting by both divisions.

<b>Texas Parks and Wildlife Wildlife Division Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998</b>		
	<b>FY 1997</b>	<b>FY 1998</b>
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	0	0

**\* The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728

**A. Please complete the following chart.**

Texas Parks and Wildlife Department Exhibit 13: Program Information — Fiscal Year 1998	
<b>Name of Program</b>	Resource Protection Division
<b>Location/Division</b>	4200 Smith School Road Austin, TX 78744
<b>Contact Name</b>	Dr. Larry McKinney, Senior Director of Aquatic Resources 512-389-4864
<b>Number of Budgeted FTEs, FY 1998</b>	116.27
<b>Number of Actual FTEs as of August 31, 1998</b>	105

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

It is the mission of the Resource Protection Division to conserve Texas ecosystems for present and future generations. The program serves as the first point of contact with the general public, NGOs, private businesses, or local, state, or federal agencies on matters concerning the protection of fish and wildlife resources as specified in Parks and Wildlife Code § 12.0011.

The Division is divided into five branches: Resource Conservation Branch, Freshwater Conservation Branch, Coastal Conservation Branch, Geographic Information System Laboratory, and Conservation Education Program. Specific program activities and services are listed below.

**Resource Conservation Branch:**

- Wetlands Conservation Team - Provides information to the public on the importance of wetlands to fish and wildlife, and works with regulatory agencies to ameliorate the impacts of the filling of state waters and wetlands.
- Water Resources Team - Works with other state agencies to implement Senate Bill 1, and provides resource information to the Regional Advisory Groups to assist their water planning efforts.
- Water Quality Team - Provides comments to TNRCC on discharge permits and actions affecting fish and wildlife resources; and works with TNRCC on the implementation on the Total Maximum Daily Load.

**Coastal Conservation Branch:**

- Freshwater Inflows - Calculate how much freshwater inflow is needed to ensure that estuaries remain healthy and productive; and conduct geographic analysis of wetlands, salinity, and fisheries abundance as part of the freshwater inflow analysis.
- Coastal Habitat Protection and Restoration - Protect coastal habitat; review and comment on applications for U.S. Army Corps of Engineers permits to do work in wetlands and navigable waters; and protects seagrass communities.
- Pollution and Wildlife “Kill” Response - Respond to incidents which cause mortality of fish and wildlife; pursue civil restitution for the value of the fish or wildlife damaged; and oversee restitution projects conducted by the responsible party.

**Freshwater Conservation Branch:**

- River Studies Program - Conduct research on aquatic ecosystems, especially riverine systems to determine water quality and instream flow requirements for healthy fish and wildlife communities.
- Inland Kills and Spills Program - Conduct pollution and fish/wildlife kill investigations to determine impacts to fish and wildlife resources and seek restitution/restoration from the responsible party(s).
- Trustee Assessment and Restoration Program - Conduct research studies concerning contaminant impacts to fish and wildlife resources and their ecosystems.

**Geographic Information System Laboratory:**

- GIS Support Service—Provides spatial analysis and mapping support to TPW utilizing data developed in-house and cooperatively with other state agencies.
- Spatial Data Archival—Documents (metadata) and archives digital spatial data developed by TPW and/or other agencies.
- Data Distribution—Works with the other aquatic divisions at TPW and the other SB1 state agencies to make water-related data more accessible through technologies such as CD-ROMs and the Internet.

**Conservation Education Program:**

Educational Activities -

- Promotes safe, responsible, knowledgeable and involved fishing activities and use of the outdoors.
- The project presents a variety of programs to help Texans become more aware of their aquatic environments: Aquatic Education, Education Outreach, Hunter Education, Boater Education, Target (Shooting) Range, and Education Services.

**C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.**

The Resource Protection Division was established as such by the 69th Legislature in 1986. The establishment of a Division level unit of the Department was recommended as part of the Sunset Review process as the best means of addressing the broad range of environmental issues directly affecting the health and productivity of Texas fish and wildlife resources.

The Division responsibilities and activities are statutorily mandated in the P&W Code.

- **Parks and Wildlife Code §12.001. Resource Protection**

TPW is authorized in §12.0011 as the primary state agency to protect fish and wildlife. The Department is authorized to investigate fish kills and pollution that may affect fish or wildlife, determine who is responsible for fish and wildlife kills caused by pollution, seek restitution for the value of the injured fish and wildlife, and provide information and recommendations to other agencies and organizations to protect fish and wildlife.

- **Parks and Wildlife Code Chapter 86. Marl, Sand, Gravel, Shell and Mudshell**

Established TPW as regulator of disturbance or taking of materials from state-owned beds of fresh and salt water areas

- **Parks and Wildlife Code §31.108. Boater Education Program**

Establishes requirements for Department administration of boater education program.

- **Parks and Wildlife Code §62.014. Hunter Education Program**

The program was created as a voluntary program in 1972 for Texans needing to complete certification requirements to hunt out of state and for Texans wanting to learn how to be responsible, safe hunters. In 1987, the Texas legislature passed a law giving the TPW Commission authority to make it mandatory for certain age groups.

- **Texas Water Code §11.491 and §11.147. Instream Flows**

Require the TNRCC and the TPW to recommend the specific quantities and qualities of freshwater inflows necessary to maintain fish and shellfish productivity of bays and estuaries.

- **Texas Water Code §26.129. Duty of Parks and Wildlife Department**

Authorizes the TPW to enforce the Water Code to the extent that any violation affects aquatic life and wildlife. TPW's response to fish kills and pollution incidents which threaten fish and wildlife is based in part upon this statutory authority. TPW biologists have been responding to fish kills since the 1960s.

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

The function was a branch within the Fisheries Division in the late 1970's and early 1980's. Prior to that the function was found in the Wildlife Division. The Resource Protection Division was created in 1986 to focus on water and aquatic resources. This emphasis on water has been at least in part due to the increasing demands upon water today and in the future.

In 1990, Texas Parks and Wildlife Department was designated as a State Natural Resource Trustee by the Governor pursuant to section 107 (f)(2)(b) of the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), following the Department's responsibility for addressing pollution impacts on fish and wildlife resources under Parks and Wildlife Code Chapter 12. As a natural resource trustee the Department is also responsible for assessing injuries to natural resources and the services they provide from unauthorized discharges of oil and releases of hazardous substances and pursuing compensation from the responsible party(s).

Because of the projections of population growth and the increasing importance of water quality and quantity in the state, it is presumed that this function will be needed in the future.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

Resource Protection Division's principal role is that of guardian and steward of the state resources. In that regard, the Division serves all Texans, regardless of their involvement in fish and wildlife activities, and responds to all inquiries for assistance or information. This function serves by reviewing of federal and state projects (50-100/year) and individual development permits by other regulatory agencies (1000-2000/year). Any planning entity or permit applicant accesses the program by initiating their action.

The GIS laboratory serves generally as a support function for the Department, providing map-based information, but also performs some outside contract work for other organizations.

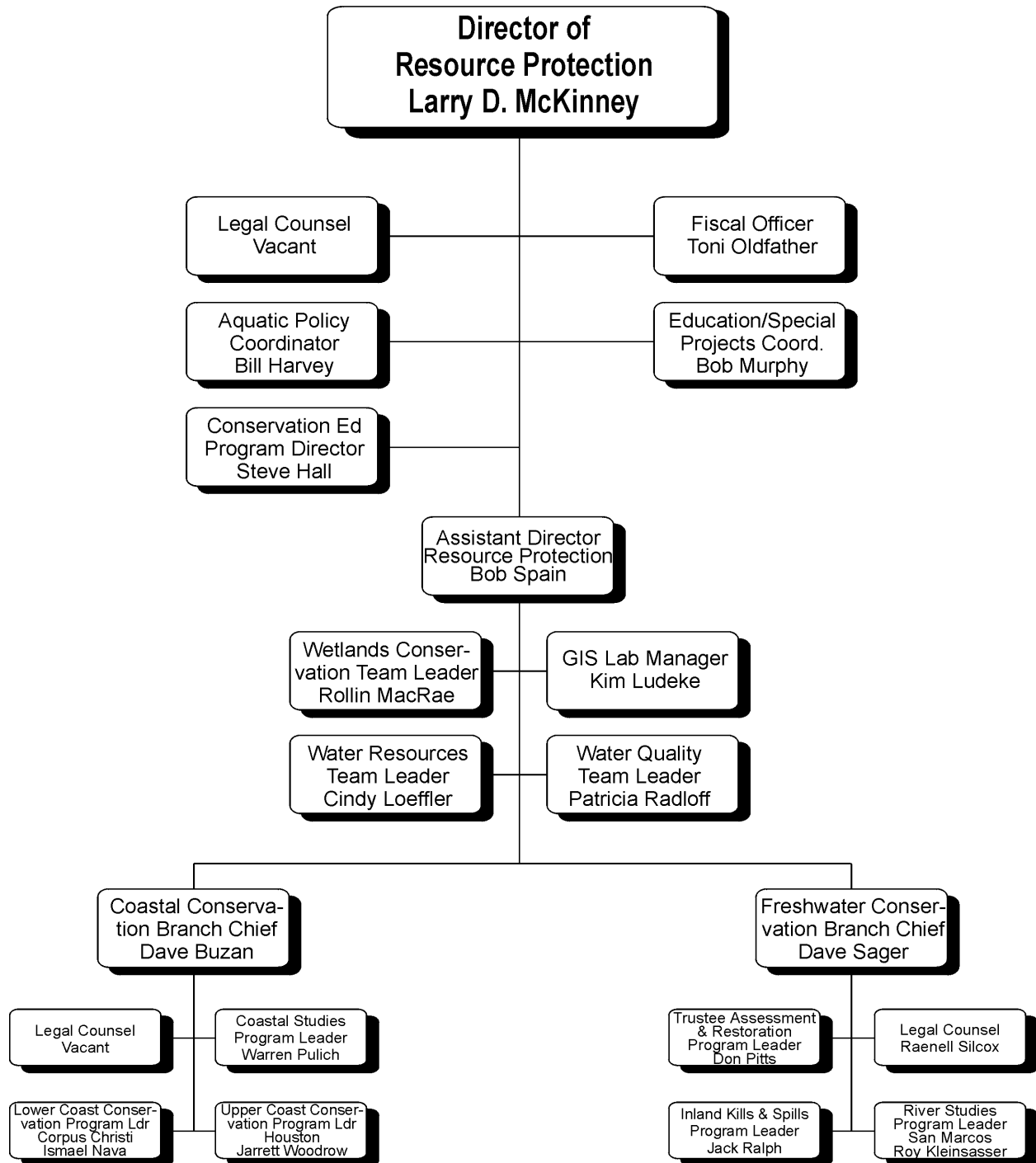
Conservation Education serves a broad spectrum of users, primarily those who are directed by statute to attend Hunter and Water Safety programs. Volunteer hunter education instructors certify about 30,000 students annually through a classroom or self-paced study. About 5,000 students are certified with boater education classes (using volunteer instructors) and another 10,000 through home study courses. An additional 10,000 people are exposed to similar boater education information from presentations by the volunteer instructors. Educational outreach is also provided to about 2,300 youth who attend the Parrie Haynes Youth Ranch, several hundred women who participate in Becoming an Outdoor Woman workshops, several hundred school-age children who receive aquatic education and several thousand shooters who access mobile shooting ranges supported by the program.

**F. Describe how the program is administered. Include flowcharts, timelines, or other**

**illustrations as necessary. List any field or regional services.**

The Division is administered by a Division Director and is divided into five Branches or Programs: Resource Conservation, Freshwater Conservation, Coastal Conservation, Geographic Information Systems Lab, and Conservation Education Program. Supervisory administration maintains guidance oversight and approval of project reviews originating in the field. Personnel are assigned duties based on experience and knowledge and perform all activities coordination with other agencies. The Division managers create performance plans based on the strategic planning process to support both departmental goals.

# Texas Parks & Wildlife Resource Protection Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Program works with individuals, conservation organizations, development interests and local, state and federal governments. Some of the principal relationships with specific organizations are as follows:

Staff work with council of governments and river authorities on a wide range of water quality issues, such as participating in the Clean Rivers Program, or participating on steering or monitoring committees.

A number of MOU's and MOA's are in place with other agencies and river authorities. The following are examples of current agreements: an MOU with TNRCC and TWDB on the implementation of Senate Bill 1; an MOA with TNRCC on cooperatively determining appropriate water quality parameters; an MOU with TNRCC on duties and responsibilities of each agency in regulation of aquaculture; an MOU between TxDOT and TPW which outlines the roles of each agency regarding the environmental review of highway projects; MOU's with TNRCC, GLO, NOAA, DOI/USFWS as natural resource trustees to meet common objectives; and MOA's with US Army Corps of Engineers and other resource agencies on mitigation banking in Texas.

Various cooperative research contracts and interagency agreements are in place with state, federal and university program to address specific issues dealing with aquatic ecosystems. Examples include: several contracts with Texas A& M University (Agricultural Extension Service) to provide statewide aquatic and hunter education and Adopt-A-Wetland efforts and teacher training; periodic grants; agreements with Texas Education Agency for angler, hunter, and boater education in schools; lease agreement for Parrie Haynes Ranch as an outreach facility; and mutual agreements with USCGA and USPS to provide materials, supplies, and Texas Water Safety Digest exam and certifications to students completing USCGA and USPS course.



**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, and fees/dues).**

APPN	Appropriation Title	Account	Account Description●	Strategy	Total
13001	Increase/Improve Habitat	0090	GF&WS	3001	\$3,975
13012	Manage Fish & Wildlife	0090	GF&WS	3012	\$3,313,353
13012	Manage Fish & Wildlife	0091	Federal	3012	\$444,791
13012	Manage Fish & Wildlife	0096	GF&WS	3012	\$20,187
25003	Manage Fish & Wildlife	0096	GF&WS	3012	\$17,298
25012	Rider - 12 UB Constr Projects	4670	TR&POS	3007	\$15,098
25017	Rider - Contingency Appn SB 1	0010	GR	3001	\$137,515
50011	Capital Rider - Microcomputer	0090	GF&WS	3012	\$47,995
50013	Capital Rider - CD Transportation- Vehicles	0090	GF&WS	3012	\$44,428
	<b>SB Education/Outreach</b>				
13001	Increase/Improve Habitat	0091	Federal	3001	\$253,144
13006	Outreach Programs	0010	GR	3006	\$986
13006	Outreach Programs	0090	GF&WS	3006	\$241,606
13006	Outreach Programs	0091	Federal	3006	\$130,430
13009	Public Information	0090	GF&WS	3009	\$787,137
13009	Public Information	0091	Federal	3009	\$199,503
50011	Capital Rider - Microcomputer	0090	GF&WS	3009	\$7,719
	<b>SB GIS</b>				
13012	Manage Fish & Wildlife	0090	GF&WS	3012	\$386,409
13012	Manage Fish & Wildlife	0091	Federal	3012	\$12,588
50011	Capital Rider - Microcomputer	0090	GF&WS	3012	\$14,819

- GF&WS -- Game, Fish and Water Safety Account
- TR&POS -- Texas Recreation and Parks Open Space
- GR -- General Revenue

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

Most of the Resource Protection Division is adequately funded to complete its current mission. However with added habitat and management needs, the Department increasingly uses the expertise and staff in this Division. In some cases, staff or funding shortages reduce the ability to institute program changes quickly enough to respond to the public's needs. Currently, the program is usually able to fulfill requests eventually. However the future will have more people, more habitat degradation, more needs for water

management in both fresh and saltwater, and more needs for conservation education. With these increased demands, the Division's ability to continue fulfilling its mission will be in jeopardy.

Future funding for basic environmental programs, including the investigation of various spills and fish kills, may need a funding source that is more comprehensive than just licensed users of the resource.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

While parts of the Resource Protection Division overlap portions of other TPW Divisions and state or federal agencies, there usually are different focuses or functions.

**INTERNAL:**

Several other Divisions have education and outreach functions that are similar to some of the education components in Conservation Education (e.g. Wildlife Diversity Branch Programs, Urban Biologists, Rare and Wild, Project Wet and Project Learning Tree, aquatic resource education at Sea Center Texas and Texas Freshwater Fisheries Center). These activities are usually different in focus or content. For example, hunter, boater, or angler certification courses are only handled by conservation education.

Oversight of aquaculture facilities is a shared activity among Inland and Coastal Fisheries and Resource Protection Divisions. Each Division has a specific part of the function that relates to their primary areas of expertise.

**EXTERNAL**

While the state natural resource trustee agencies (TNRCC, GLO and TPW) have similar designations, their issues are not identical and are addressed individually under the interagency MOU. Of the trustees, TPW is the only fish and wildlife department with clear responsibility and authority for protecting those natural resources.

The Legislature in 1995 gave the Texas General Land Office (GLO) authority to issue easements and leases for pipelines and other infrastructure on inland State-owned submerged lands (streams and rivers owned by the State). This authority overlaps the area for which the Department program was created in 1911. The GLO authority is for the issuance of the real estate instrument, not for the disturbance or taking of the substrate material, but each agency is required to make similar findings of no harm to the environment before issuance of the permit. Many of these projects could also require authorization from the Texas Natural Resource Conservation Commission for discharges to waters of the State. The Department has dwindled to only a few permits, while the GLO Program is much more extensive.

Placement of plants in waters of the state requires a permit from TPW, even if required by another agency for mitigation. This overlaps General Land Office regulation/easement authority. TPW program was intended to control various exotic plant species and could be amended or transferred.

Review of applications for Corps permits that may affect wetlands and navigable waters is a function shared with Federal agencies such as the USFWS and the National Marine Fisheries Service. TPW review focuses extensively on potential habitat impacts, particularly for habitat of fish and animals regulated by the TPW. USFWS review focuses on potential threats to threatened or endangered species and habitat. NMFS review focuses on potential threats to habitat which support commercial and

recreational marine species. TPW staff investigate a much higher proportion of the proposed development sites in the field than do other agencies.

Many other federal, state and local agencies also respond to pollution incidents and hazardous material spills. TPW responses differ from other agency responses by evaluating damage to fish and wildlife in public waters. Other responders have authority for stopping the pollution or spill and having it cleaned up to acceptable levels.

Similar types of hunter education training (but generally not certification) is also provided by non-profit organizations such as TWA, NRA, TSRA, 4-H, Texas Agricultural Extension Service, DPS. Boater education is also provided by U.S. Coast Guard Auxiliary and U.S. Power Squadrons. Other types of conservation education services are also occasionally provided by non-profits or other agencies.

**K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.**

Most of the functions of TPW Resource Protection Division are directed by statute. In some cases, these statutes direct TPW to work in conjunction with other agencies in carrying out the provisions of those statutes. In most cases, the Department strives to ensure that these types of interagency actions use complimentary, not duplicative skills. In assuring these functions, TPW relies on frequent meetings, cooperative training sessions, memoranda of understanding, and person-to-person, interagency communication to avoid duplication or conflict with other programs and customers. For example, in response to fish kills and chemical spills, TPW and TNRCC conduct joint investigations, however the Department's staff conduct different tasks. TNRCC field staff identify the responsible party, make the responsible party cease the polluting activity, and make the responsible party clean up the pollution to appropriate levels. TNRCC field staff may also collect water chemistry samples which they send to the TNRCC lab for analysis and use as evidence in enforcement cases.

In other instances, the Division does seek to overlap other programs when these programs are not sufficient to meet environmental needs. For example, Conservation Education, in some senses, strives to duplicate other programs, largely because existing conservation education programs outside the Department are inadequate in meeting needs for conservation education throughout the state.

The Department coordinates with the Coastal Coordination Council to network agencies to avoid duplication and interference in the coastal zone.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

Resource Protection efforts currently focus on broad initiatives that include support and public input to address aquatic habitat deterioration. One example includes the development of the State Wetlands Conservation Plan. Completed and signed by the governor in 1997, this Plan provides economic incentives and non-regulatory approaches that conserve wetlands. Plan implementation includes a regional focus and participation by state and federal agencies, conservation groups, industry, and private landowners.

A second initiative addressing the impacts of increasing coastal habitat perturbations is the Seagrass Conservation Plan. The plan includes research, monitoring, and restoration techniques needed to protect and restore seagrasses. This fragile submerged vegetation, which is essential for productive aquatic systems, has been extirpated from a major portion of the upper Texas coast.

Divisions efforts on rivers and streams includes providing biological information of the Regional Water Planning Groups on stream segments of unique ecological value. The Division has also taken a basinwide approach for determining fish and wildlife instream flow needs. One example involves a joint a study with the Lower Colorado River Authority for the Colorado River in 1997. A second study currently underway involves a "team" with Texas Natural Resource Conservation Commission and the Guadalupe-Blanco River Authority.

Pollution remediation efforts of the "Kills and Spills" team have received wide recognition by other states and the Gulf of Mexico Program. Other states are modeling their record keeping after the team's PRISM database that manages the electronic fish kill information

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

**Parks and Wildlife Code Chapter 86. Sand, Shell, Gravel and Marl and Mudshell.**

- This regulatory program is needed to provide protection to streambed and marine bottom habitats of fish and wildlife.
- Regulated entities are inspected by monthly inspections of facilities of permitted activities and routine patrols of regulated waters by Game Wardens.
- Permitted entities are self reporting on a monthly basis of the amount of activity, and audits of permitted entities are conducted periodically by the Audit section of the Department
- Non-compliance with permit requirements may subject the permittee to revocation of the permit. Unpermitted activities in violation of regulation subject the perpetrator to citation, fine and potential lawsuit for penalties as a Class C misdemeanor.
- The Attorney General's Office has been essentially unavailable to follow up on lawsuits since 1990, when the Environmental Division was dismantled. Staff investigates complaints against regulated entities. If a violation is detected and is severe it could cause the revocation of the permit. Otherwise, valid but minor and correctable violations are corrected, and reviewed at the time of renewal.

**Hunter Education Program Parks and Wildlife Code §62.014**

- Certification program to reduce hunting accidents, violations and unethical actions
- Federal Aid Audits, Annual Performance Reports, Grant Agreements and Coordination
- Violations (Citations) issued to those not in compliance by game wardens afield
- Certifications not issued to those under 12 who must be accompanied by a legal guardian while hunting; certifications not issued to those who fail the training based on lack of knowledge, skill or attitude; sanctions on those who falsify state records
- Notification of consumer/public complaints handled by hunter education coordinator and then by Education Division and/or Law Enforcement Division Directors.

**Boater Education Program Parks and Wildlife Code §31.108.**

- Establishes requirements for Department administration of boater education program.
- Certification program to reduce water-related fatalities, boating accidents, violations and unethical actions
- Federal Aid Audits, Annual Performance Reports, Grant Agreements and Coordination.
- Violations (Citations) issued to those not in compliance by game wardens on public waters of Texas.

Certifications not issued to those under 12 who must be accompanied by a legal guardian while operating a motorboat (min. 10HP) or personal watercraft; certifications not issued to those who fail the training based on lack of knowledge, skill or attitude; sanctions on those who falsify state records.

Violators of the Texas Water Safety Act (Parks and Wildlife Code §31) have to complete boater education course in lieu of or as part of fines and penalties.

- Notification of consumer/public complaints handled by boater education coordinator and then by Education Division and/or Law Enforcement Division Directors.

**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

Texas Parks and Wildlife Department Division: Resource Protection Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998		
	FY 1997	FY 1998
Number of complaints received	235	202
Number of complaints resolved	213	180
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	7	12
Number of complaints pending from prior years	17	21
Average time period for resolution of a complaint	6 mos.	8 mos.
Total number of entities regulated by the program	3 (Conservation Ed.)	3 (Conservation Ed)

**\* The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728

**A. Please complete the following chart.**

Texas Parks and Wildlife Department Exhibit 13: Program Information — Fiscal Year 1998	
<b>Name of Program</b>	State Parks Division
<b>Location/Division</b>	4200 Smith School Road Austin, Texas 78744
<b>Contact Name</b>	Lisa Fitzgerald 512-389-4905
<b>Number of Budgeted FTEs, FY 1998</b>	1057.05
<b>Number of Actual FTEs as of August 31, 1998</b>	990.50

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

The mission of the State Parks Division is to manage and conserve the natural and cultural resources of Texas for the use and enjoyment of present and future generations. The Division is responsible for stewardship of over 650,000 acres at 123 state parks, natural areas, and historic sites across Texas. The Division also administers grant programs to local entities.

Organizationally, the State Parks Division consists of nine Austin Headquarters-based programs, and a field operation based in eight regional offices and 123 state parks. Headquarters programs are focused on supporting and serving the state park field operation. The services or functions of these Programs include:

**State Park System Field Operations:**

- Park staff responsibilities vary from site to site and may include law enforcement and safety, visitor services, education and interpretation, friends group and volunteer programs coordination, TDCJ labor management, natural and cultural resources management, fee collection and revenue management, maintenance and repair, and concessions management.

**Financial Management Program:**

- Prepares and maintains the Division budget.
- Keeps records of transactions such as visitation, donations, and personnel.
- Supervises concessions and contracts for service in state parks and State Park Stores.
- Sets park fee structure.

**Administrative Services Program:**

- Responsible for Division personnel services.
- Manages state parks system facilities.
- Oversees park volunteers programs.

**Park Reservations:**

- Processes 250,000 – 300,000 State Park reservations and associated park information requests annually.
- Maintains the State Parks Division website content.
- Supports field staff with technical assistance and check-in of customers at the parks.
- Maintains customer database and statistical information.

**Natural Resources Program:**

- Manages coordination, direction and planning for environmental, physical and paleontological resources.
- Manages conservation, biological, ecological, and community-based stewardship services on Texas' state parklands.
- Ensures compliance with environmental state and federal laws and the TPW Environmental Policy.

**Cultural Resources Program:**

- Ensures compliance with state and federal antiquities laws, other laws dealing with cultural resources, and policies set for the Department by other agencies.
- Conducts archeological inventories of state parks through field investigation.
- Curates artifacts and records from archeological investigations of TPW lands.

**Historic Sites Program:**

- Provides technical guidance to 40 historic sites in the State Park System.
- Coordinates with external constituents and agencies, particularly the Texas Historical Commission.
- Provides project management for historic planning and development projects.

**Interpretation and Exhibits Program:**

- Produces interpretive master plans for parks and historic sites.
- Plans, designs and produces exhibits, outdoor waysides, and orientation kiosks.
- Manages Department's historical artifact collections at historic sites.
- Plans, coordinates and conducts public education programs on Texas History.

**Public Safety Program:**

- Provides technical and consultative support to the operations of state parks in the areas of visitor, resource protection and employee safety and health.
- Coordinates the park police program for commissioned officers in state parks.

**Recreation Grants Program:**

Responsibilities include providing grant assistance and technical assistance related to public park and recreation activities. Grant programs offered include:

- Texas Recreation and Parks Account 50% matching grants to local governments for acquisition and development of outdoor and indoor recreation facilities,
- Community Outdoor Outreach Program providing grants to local governments and non-profit, non-political organizations,
- Boat Ramp Construction Program providing 75% matching grants to local governments,
- Local Park Planning Assistance Program providing park site planning assistance to local governments with populations of less than 17,500 and counties with populations of less than 28,000,



- National Recreation Trails Grants, and
- the Boat Sewage Pumpout Program providing 75% matching grants to local governments and private marina operators.

**C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.**

The Texas State Parks Board was created by the 39<sup>th</sup> Legislature in 1923 for the purpose of initiating a movement leading to the establishment of a system of state parks for the benefit of the people. The State Parks Board was instructed to solicit donations of tracts of land to be used as public parks and to investigate and report to the Legislature on the advisability and suitability of park sites.

The Parks Division was created in 1963 as a result of the merger of the State Parks Board and the Game and Fish Commission forming the Texas Parks and Wildlife Department. The Division's purpose was to operate the State Park Board sites that had become part of the new state park system.

General Statutes involving the State Parks Division, provisions for funding and operation of the State Park System, and programs within the Division include the following Parks and Wildlife Code:

- **Parks and Wildlife Code Chapter 13**  
Powers and Duties Concerning Parks and Other Recreational Areas, including sections on user fees, financing state parks, sale of land, park regulations.
- **Parks and Wildlife Code Chapter 21**  
Texas Park Development Account
- **Parks and Wildlife Code Chapter 22**  
State Parks, Subchapters A – T with specific legislative requirements for existing or proposed state park sites or unit (will be significantly impacted by HB 2272, effective 9-1-99).
- **Parks and Wildlife Code Chapter 24**  
State Assistance for Local Parks, including authority and guidelines for grant and assistance programs to local entities.
- **Parks and Wildlife Code Chapter 26**  
Protection of Public Parks and Recreational Lands
- **Parks and Wildlife Code Chapter 28**  
Texas Trails System

Other miscellaneous statutes relevant to State Parks include:

- **Natural Resources Code, §§61.001 – 61.227 – Use and Maintenance of Public Beaches**
- **Natural Resources Code, §§191.001 – 191.174 - Antiquities Code**
- **Local Government Code, §§240.902, 253.001, 331.010 – Local Government Code**

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

After consolidation, the director of the Parks Board continued to serve for a time as State Parks Division Director. The Division headquarters was expanded and organized in the late 1960s and early 1970s to include both a planning and an engineering section. The planning section eventually included master planning, interpretive planning and historic sites and restoration branches.

In 1967, the Division assumed the Department's legislative charge to acquire and administer state historic sites and structures. The Division was then expected to administer the expanding system of parks and historic properties acquired with the issuance of State Park revenue bonds and the funds from a dedicated cigarette tax.

During the 1990s, the system was decentralized, with the goal of placing more operational decisions and responsibilities at the park and region levels. The regions now operate in a more independent manner and are coordinated through the office of the State Park Division Director, who reports to the Director for Land Policy.

The continuing problem of obtaining sufficient funds and staffing for an expanding park system resulted in a shift of many headquarters positions to the field with a significant negative impact on field support services. The Division functions primarily as the operational arm of the park system. All planning, architectural and engineering offices were moved to a new Infrastructure Division, with a director who also reports to the Director for Land Policy.

The State Parks Division currently operates and maintains state parks and historic sites for the benefit and enjoyment of the citizens of Texas. The Division will be needed to fulfill those roles as long as a statewide park system is a priority for Texas government

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

The State Parks Division manages and conserves the resources of the sites in the state park system as a service to the people of Texas, to those who visit Texas State Parks from around the country and the world, and to future generations. There are over 20 million visits to Texas State Parks each year. Through the preservation and compatible public use of state parks, and through provision of grants to local governments for providing recreation opportunities and parklands, the Division ensures that open spaces and significant natural and cultural resources are protected and available today, and for generations to come.

Visitors to most Texas State Parks are required to pay a per person entrance or tour fee. Children 12 and under are admitted free. The Texas Conservation Passport, which must be purchased annually, provides free entrance for all occupants of a vehicle carrying the Passport sticker. The Parklands Passport provides benefits to senior and disabled park visitors, including free or reduced entry fees.

The Buffalo Soldiers Outreach Program of the Interpretation & Exhibits Program presented 121 programs during FY99, reaching 117,255 participants. The main focus of this program is outreach to underserved populations through presentation and actual participation in historical reenactments of frontier days in Texas.

Programs administered by the Recreation Grants Program provided the following funds to local entities during FY99:

**TEXAS RECREATION AND PARKS ACCOUNT**

Fiscal Year 1999

	<u>Accounts Approved &amp; (# Projects)</u>
<u>Outdoor Park Acquisition and Development Grants</u>	\$12,760,061 (39)
<u>Indoor Recreation Facility Grants</u>	\$ 2,300,000 (6)
<u>Outreach Grants</u>	\$ 500,000 (30)
<u>Local Park Planning Assistance:</u> 21 local community projects assisted with planning and design of park projects.	

**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

The State Parks Division is administered through a Division Director, 9 Program Directors in Austin Headquarters, and 8 Regional Directors in the Field, located in Fort Davis, Rockport, Waco, LaPorte, Caldwell, Lubbock, Kerrville, and Tyler.

The Division Director, Regional Directors, and Program Directors constitute senior management for the Division. The focus of the Division's programs and support efforts is primarily on the state park system field operation. The main exception to this direction of effort is the Recreation Grants Program that focuses on park acquisition and development, indoor recreation, and community outreach grants to local governments and non-profit organizations.

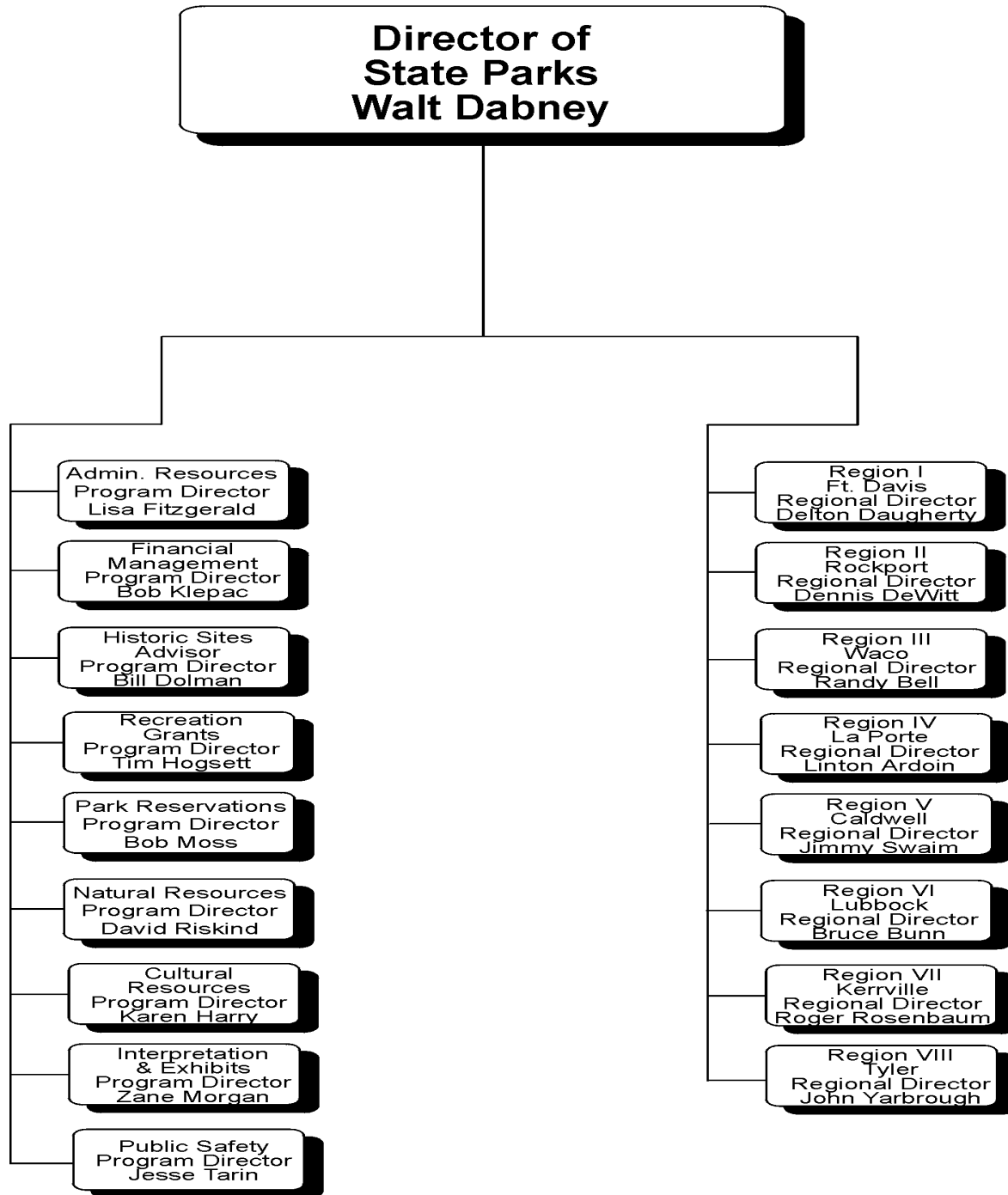
Program Directors for professional support areas such as Natural and Cultural Resources, Interpretation and Exhibits, Public Safety, and Historic Sites provide direction and assistance to field based Park Managers and Specialists in cooperation with the Regional Directors. Implementation of programs is at the park level with data continuously fed back to the Program Directors, Regional Directors, and Division Director regarding success of programs, number of visitors reached, and recommendations for improvement. Policy decisions are made by the Division Director in consultation with Division Senior Management, based upon experiences and input forwarded by the field staff.

The State Parks Division's operating and capital budget requests each fiscal year are built from the park level up. Regional Directors work with Park Managers to assess operating and capital needs and develop

priorities for the year. Regional Office and Austin Program budgets reflect the needs and priorities as established by the field staff, following Division Director review and direction.

The following is an organizational chart for the Division (See attachment 12 for the Regional Boundary Map).

# Texas Parks & Wildlife State Parks Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Division works with individuals, conservation organizations, development interests, and local, state, and federal governments. Some of the principal relationships with specific organizations are as follows:

The Public Safety Program works with various local governmental entities or units, including Texas Forest Service, local EMS, Fire, and Law Enforcement agencies to develop area search and rescue plans that would serve the needs of park visitors and local residents. In addition, all local government grant sponsors for projects provided by the Recreation Grant Program are required to have their application reviewed by their Council of Governments as part of the process.

TPW operates with a number of MOU's/MOA's including:

- an MOU with TxDOT to provide roads and parking for state parks;
- an MOU with the Texas Department of Criminal Justice for provision of inmate labor on state park maintenance, repair and development projects;
- MOUs, MOAs, or Operating Agreements with local entities in place at several state parks (including Governor Hogg Shrine, Ray Robert Lake State Park, Port Isabel Lighthouse, Old Fort Parker State Historical Park, and Fort Richardson State Historical Park);
- The Natural Resource Program has MOUs with NRCS and USGS to investigate and monitor the effects of habitat manipulation on watershed, and with the Port of Houston on a habitat restoration project at San Jacinto State Historical Park; and
- an MOU with the Texas Historical Commission which permits TPW to perform construction monitoring, archeological surface reconnaissance, and intensive cultural surveys on all properties owned or controlled by TPW.

The Park Reservation Program has a 5-year agreement for TPW to provide reservation services for the Lower Colorado River Authority's parks.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, and fees/dues).**

APPN	Appropriation Title	Account	Account Description ●	Strategy	Total
13002	Public Lands Operation	0010	GR	3002	\$6,023,954
13002	Public Lands Operation	0640	State Parks	3002	\$25,129,996
13002	Public Lands Operation	0641	Federal	3002	\$4,973
13002	Public Lands Operation	2231	Federal	3002	\$1,075
13003	Capital Programs	0090	GF&WS	3003	\$248
13003	Capital Programs	4080	TPDev Account	3003	\$8,192
13007	Development and Acquisition	2231	GF&WS	3007	\$3,997
13008	Local Parks	0090	GF&WS	3008	\$26,327
13008	Local Parks	2231	Federal	3008	\$2,857
13008	Local Parks	4670	TR&POS	3008	\$2,180,626
13009	Public Information	0010	GR	3009	\$677
13009	Public Information	0090	GF&WS	3009	\$1,133
13012	Manage Fish & Wildlife	0090	GF&WS	3012	\$11,940
13012	Manage Fish & Wildlife	0091	Federal	3012	\$134,543
25012	Rider - 12 UB Construction	0010	GR	3003	\$49,990
25012	Rider - 12 UB Construction	0640	State Parks	3002	\$18,791
25012	Rider - 12 UB Construction	0640	State Parks	3003	\$247,064
25012	Rider - 12 UB Construction	0640	State Parks	3007	\$30,548
25012	Rider - 12 UB Construction	2230	SL&W Conservation	3003	\$47,314
25012	Rider - 12 UB Construction	2230	SL&W Conservation	3007	\$2,125
25012	Rider - 12 UB Construction	2231	Federal	3003	\$347,213
25012	Rider - 12 UB Construction	4670	TR&POS	3802	\$1,832,494
25012	Rider - 12 UB Construction	5004	TP&W Capital	3003	\$159,205
25012	Rider - 12 UB Construction	5004	TP&W Capital	3007	\$12,326
25017	Rider - Receipts	0640	State Parks	3002	\$998,636
25017	Rider - Receipts	0640	State Parks	3003	\$2,607,979
25017	Rider - Receipts	0640	State Parks	3009	\$8,452
25017	Rider - Receipts	2230	SL&W Conservation	3002	\$374,515
25017	Rider - Receipts	4670	TR&POS	3008	\$296,033
25021	Rider Contingency - HB 3189	7503	TPFA Building	3003	\$1,166,138
25021	Rider Contingency - HB 3189	0642	State Parks	3002	\$329,397
25021	Rider Contingency - HB 3189	0642	State Parks	3003	\$18,315
25021	Rider Contingency - HB 3189	2232	SL&W Conservation	3002	\$46,695
25113	Article IV Sec 113 Park Devel. Bonds	4080	TPDev Account	3003	\$1,016,805
25113	Article IV Sec 113 Park Devel. Bonds	4080	TPDev Account	3007	\$269,731
40001	Capital Rider - Constr. & Major Repair	0641	Federal	3003	\$287,102

40001	Capital Rider - Constr. & Major Repair	2231	Federal	3003	\$115,086
40001	Capital Rider - Constr. & Major Repair	5004	TP&W Capital	3003	\$138,135
50009	Capital Rider - Acq Land - Habitat	0091	Federal	3001	\$23,600
50011	Capital Rider - Rehab Bldg. or Fac - Franklin	0010	GR	3003	\$73,847
50011	Capital Rider - Microcomputer	0640	State Parks	3002	\$18,501
50013	Capital Rider - CD Transportation- Vehicles	0640	State Parks	3002	\$117,060

- GF&WS -- Game, Fish and Water Safety Account
- TR&POS -- Texas Recreation and Parks Open Space
- GR -- General Revenue
- TPFPA Building -- Texas Public Finance Authority
- TP&W Capital – Texas Parks & Wildlife Capital Account
- TPDev Account – Texas Parks Development Account
- SL&W Conservation – State Land & Water Conservation Account

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

Current funding levels do not meet the need for even basic service level standards at all state parks or for adequately performing the programmatic responsibilities associated with managing the State Park System. The state park system has grown with the addition of new parks and facilities, while funds available to operate the system have not grown at that same rate. This need has been recognized by several recent studies of Texas State Parks. For example, a 1998 Audit Report of the State Park system management conducted by the Office of the State Auditor found that “Available resources of \$41.4 million cover only 80 percent of the \$51.5 million needed to run the state park system.”

The 75<sup>th</sup> Legislature authorized \$60 million in bonds to meet critical repair needs primarily in the State Park system. While these funds are beginning to address the backlog of repairs needed, aging facilities and heavy use at some parks continuously add new needs to the backlog.

The 76<sup>th</sup> Legislature provided some relief for State Park Operations through additional funds for personnel, operations, major repairs, and equipment. Accounts provided by the 76<sup>th</sup> Legislature for each year of the next biennium included:

- \$3M Small Repair & Maintenance
- \$2M Equipment
- \$1.25M Additional Operating Accounts for supplies, materials & personnel (8 – 9)
- \$1.25M Additional Field Employees (25 – 30)
- \$.3M Battleship Texas repairs & dry dock preparation



The 76<sup>th</sup> Legislature also increased the Division's ability to provide grant assistance statewide. Those funds in Account 467 for each year of the biennium include:

- \$1M Community Outdoor Outreach Grant Program (addition to existing \$.25M)
- \$2M Accounts to facilitate transfer of existing State Parks to local entities
- \$2M Accounts for regional park acquisition/development

In addition, the 76<sup>th</sup> Legislature authorized the issuance of \$16.3 million in general obligation bonds for park development.

Despite the increases in funding detailed above, funding is still inadequate. There will continue to be an increasing need for additional funds for operational expenses, personnel, equipment, maintenance, and repair throughout State Parks. In addition, demand for grant funds administered by the Division far exceeds the available dollars in each program. Another area of tremendous concern is the continued inability of the State Parks Program to acquire sites that cover thematic gaps in the system or unique landscapes in Texas. Overall, substantial, stable sources of funding adequate to support responsibilities of the Department are vital to ensuring a secure future for the Texas State Park System.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

**INTERNAL**

There are no internal programs that provide identical functions to the Division.

There are programs within the Department that provide similar functions or services.

- The Wildlife Division manages Wildlife Management Areas (WMAs) across the state, which are available to visitors for outdoor recreation. While this function is somewhat similar to state parks, WMAs are managed primarily for wildlife habitat, while state parks are managed for resource protection and compatible public use. The Wildlife Division also has several field interpretive specialists assisting WMA staff with development of interpretation, which is similar to the Division's Interpretation and Exhibits Program.
- The Law Enforcement Division includes the state Game Warden Program, which is primarily responsible for enforcement of wildlife resources, water safety and environmental regulations. Game Wardens perform a regulatory enforcement function and public safety function on a statewide basis, whereas State Park Police are primarily responsible for public safety and keeping the peace in Texas state parks.
- Conservation Education Program has some grant programs similar to the State Parks' Recreation Grants Program.
- The Infrastructure Division, Special Projects and Historic Sites Branch, provides specialized architectural design support to the historic sites, other parks with significant historical architecture, and other divisions, that are similar to some functions in the State Parks' Historic Sites Program.

## **EXTERNAL**

Externally, the Texas Historical Commission (THC) has some similarities relative to compliance with state and federal antiquities laws, although their role is oversight, whereas the Division's Cultural Resource Program provides for proactive stewardship of cultural resources. THC also operates the Sam Rayburn Historical Home in Bonham, an identical function to TPW's operation of historic homes in the state park system. The General Land Office manages lands across the state including some coastal preserves and natural areas but the lands are not managed primarily for resource protection and public use.

From the standpoint of park system operations, provision of outdoor recreation opportunities, and/or resource protection, there are a number of entities with similar functions. It is important to note that the State Park System is dedicated to preservation and conservation of natural and cultural resources of *statewide* (as opposed to national or local) significance, while accommodating compatible public uses where possible. Resource protection is the paramount responsibility of the State Parks Division, with provision of recreation opportunities secondary. Entities with similar services or functions include:

- National Park Service
- Local Recreation and Parks Departments
- County Park Systems
- River Authorities

Some facilities and services provided by the State Park System are similarly provided by the private and non-profit sectors. Those include:

- Cabin and campsite rental
- Resorts and dude ranches programming
- Water recreation concessions and opportunities
- Historic sites and homes access
- Natural Area access
- Fishing opportunities

<b>K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.</b>
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The MOU with the Texas Historical Commission establishes programmatic protocol for the two agencies. Ongoing, extensive communications between the State Parks Division and the THC, the GLO, and other TPW Divisions provides for coordinated activities in areas where there is potential for overlap or duplication. The Division works particularly closely with the Wildlife Division, Education Division, and Law Enforcement Division on similar initiatives or programs.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

The State Park System ranges in size from the 0.01-acre Acton State Historical Park to the largest park in the system, Big Bend Ranch State Park, 280,281 acres. Texas State Parks have a national reputation for being strong resource-based parks that are well managed albeit strapped for adequate operating funds.

In 1994, Texas hosted the National Association of State Parks Directors Annual Conference in Austin. State Park Directors from 37 states attended the five-day meeting and made field trips to LBJ State Historical Park, McKinney Falls State Park, and Admiral Nimitz Museum and Historical Center.

1998 marked the 75<sup>th</sup> Anniversary of Texas State Parks, which gave the Division the opportunity to spread the word about the great recreational opportunities and significant natural and cultural resources preserved in the State Park System. At Open Houses and Lone Star Legacy fundraising events, park staff took the opportunity to showcase each state park and educate visitors and officials about the importance of the site and the financial needs for continued operations, maintenance, and preservation.

In addition to the 75<sup>th</sup> Anniversary of Texas State Parks, findings by the Texas State Auditor and the Texas A & M report, *Texas Outdoors, A Vision for the Future*, have focused increased attention on state parks, the State Parks Division, and the employees in the Division.

During fiscal year 1998 State Parks had 488,501 volunteer hours, plus 207,546 hours of Texas Department of Criminal Justice inmate labor for a total of 696,047 hours of unpaid labor.

- Volunteer hours were in the following categories:

Youth -	13,881 hours =	\$43,725
Hosts -	157,199 hours =	\$990,354
Interpretive/tour guides -	43,038 hours =	\$489,988
Other	267,583 hours =	\$1,685,773
Professional Services	1,800 hours =	\$40,500

**Total Volunteer hours = 488,501**

**Total value = \$3,250,340**

- Combining Volunteer hours with Texas Department of Criminal Justice inmate hours on state parks during FY98, totals are:

**Total hours 696,047**

**Value - \$4,513,780**

The State Parks Division has been diligently working to develop plans for additional funds received from the 76<sup>th</sup> Texas State Legislature for small repair and maintenance, equipment, operating needs, additional field employees and major repair and development projects.

Other important figures:

- 41 State Parks are slated for Public Recreational Hunts during '99 – '00 hunting season.
- 54 State Parks currently have friends groups supporting the site through volunteer efforts, fundraising, and educational and interpretive programming.

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

why the regulation is needed;

the scope of, and procedures for, inspections or audits of regulated entities;

follow-up activities conducted when non-compliance is identified;

sanctions available to the agency to ensure compliance; and

procedures for handling consumer/public complaints against regulated entities.

N/A

**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

<b>Texas Parks and Wildlife State Parks Division</b>		
<b>Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998</b>		
	FY 1997	FY 1998
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	0	0
Total number of entities regulated by the agency		

**\* The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728

**A. Please complete the following chart.**

Texas Parks and Wildlife Department Exhibit 13: Program Information — Fiscal Year 1998	
Name of Program	Infrastructure Division
Location/Division	Austin Headquarters/Infrastructure
Contact Name	Steve Whiston 512-389-4741
Number of Budgeted FTEs, FY 1998	144
Number of Actual FTEs as of August 31, 1998	103

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

It is the mission of the Infrastructure Division to provide customer-focused planning, design, and construction management for Texas Parks and Wildlife Department in compliance with codes and regulations and in a manner sensitive to the natural and cultural resources of the State of Texas. The primary services of the Division are planning, design, and construction services in the execution of TPW's capital program. The Division consists of 6 branches.

**Administration Branch**

- Acts as the Division Controller
- Administers the Capital Program.
- Responsible for providing financial, personnel, and administrative services such as purchasing, automation, record management, and project cost accounting.

**Project Controls Branch**

- Provides contracting support and controls project schedules and project estimation.

**Design Branch**

- Provides professional planning, architectural, and engineering design services.

**Construction Management Branch**

- Provides field-based construction management and force account construction services.

**Historic Sites/Special Projects Branch**

- Provides master planning for existing & new development.
- Provides design services for repair & restoration of historical projects/sites.

**Project Management Branch**

- Provides regional project management and oversight for all projects.

- Oversees and coordinates active programs established with other agencies, including TxDOT (provides repair & construction of roads and parking), TDCJ (provides inmate labor for facility repair and maintenance), and TNRCC (regulates water/wastewater systems).

**C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.**

Through this program, the Texas Parks and Wildlife Department has managed the design, construction and repair of its own facilities and the development of public lands for more than 30 years. The Infrastructure Division was reestablished in August 1996 to administer TPW's capital program for all divisions.

Statutory requirements for bidding, contracting, bonding, insurance and wage rates are specified in **Texas Government Code Title 10:**

- Texas Administrative Code, Chapter 61,
- Appropriations Acts, Articles 5282a, 249a, 249c, 3271a, V.A.C.S.,
- Texas Health and Safety Code,
- Occupational Safety and Health Act,
- Americans with Disabilities Act, and
- Environmental Protection Act.

Other requirements for this program are compliance with standards set forth by TNRCC, TxDOT, Railroad Commission and various other state agencies.

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

Even though the functions of the program have not changed, the program has gone through several organizational changes. In the early 70's and 80's, the program operated under their own leadership as a Division. State Parks absorbed the program as a branch in the 1980's. The program continued to function within State Parks through 1996. In order to better serve all divisions, the Department reestablished the program as an independent Division in 1996.

- 1973-1975 Own Division--Engineering Division
- 1976-1982 Own Division--Design and Construction Division
- 1983-1988 Development and Repair Branch under State Parks
- 1988-1992 Planning and Development Branch under State Parks
- 1992-1996 Construction, Design and Maintenance Branch under State Parks
- 1996-Present Reestablished as a Division—Infrastructure Division

The original intent of the program has not changed and the responsibility for the management of resources will continue to be an integral part of our mission. The mission of the program will always be needed to accomplish the design, construction, and repair the Department's facilities and historical sites.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

The program internally serves the Administration, Coastal Fisheries, Inland Fisheries, Resource Protection, Wildlife, and State Parks Divisions including field-based regional and facility staff. The program provides facilities and resources for the use and benefit of the public; this year 485 projects are scheduled to enhance the facilities for use by the public. In FY2000, over 600 projects are scheduled for either design, construction, or repair to facilities.

**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

The Division Director oversees the work of the 5 branches and the project management staff. Each Branch Head has various sections for which they are responsible. Project Managers lead regional teams, which consists of architects, engineers, planners, surveyors, inspectors, and support staff. These teams have field-based construction managers that direct field projects.

Infrastructure Division administers the statewide annual Capital Program. The regional project manager works with Infrastructure staff, consultants, and clients and oversees the project until the warranty period expires. Needs Identification through Technical Assistance involves ten steps, but it is essentially one continuous process for accomplishing TPW Capital Program Projects.

Project Needs Identification: The Capital Program Administrator matches the available funds for Capital Programs to the projects on the Division Priority Lists developed during the Needs Identification Process.  
Accounting and Approval: Capital Program Projects are approved for funding by the TPW Customer Division Director and by TPW Executives before the overall TPW budget is presented to the TPW Commission for approval.

Project Management Planning: All projects require planning, although large or complex projects require more detailed planning than others do.

A/E Selection: In Texas the selection of an A-E (Architectural –Engineering) firm is governed by laws for professional services contracts.

Design: Can be designed by in-house staff, by an outside A-E firm, or by a combination of the two.

Construction Bid: The Construction Bid Process is completed only when construction is to be performed by an outside company.

Construction Administration: Construction Administration starts when the Notice to Proceed (NTP) is issued, establishing the first day of a contract.

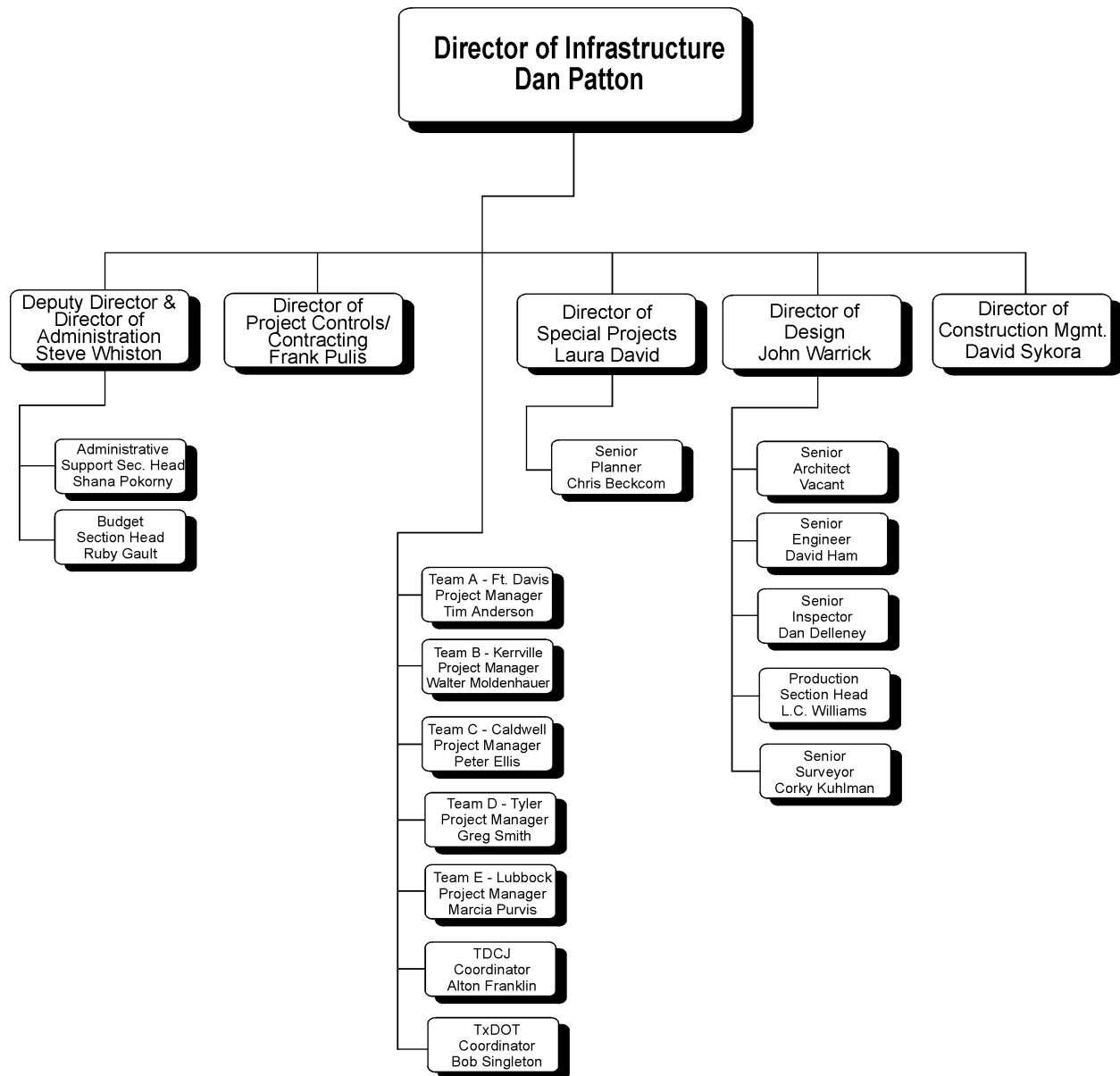
Project Close: Project Close focuses on receiving and distributing information required for future maintenance of the newly constructed work, as well as closing the Contract and Financial rejects.



**Technical Assistance:** Technical Assistance (TA) Requests are processed when Customers need specialized expertise or studies performed by the Infrastructure Division to develop project scope, plan for future facility development, or solve problems.

The following is the Division organizational chart:

## Texas Parks & Wildlife Infrastructure Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Division works with individuals, conservation organizations, and local, state, and federal governments. Some of the principal relationships with specific organizations are as follows:

MOUs exist with Texas Department of Transportation (TxDOT) and Texas Department of Criminal Justice (TDCJ) for project support. The TxDOT agreement provides development, construction and repair of all roads within the TPW system. TDCJ provides inmate labor support for construction and repair work throughout the State of Texas.

The Division also interacts with the General Services Commission (GSC), Attorney General's office for guidance and training in negotiation and bidding of contracts, and the Texas Natural Resources Conservation Commission (TNRCC) for water and wastewater treatment.

Numerous minor Interagency Agreements have been negotiated with local governments:

- Local County Government - TNRCC local representative at the health department on water and wastewater issues
- Local City Government - construction permits within the city limits
- Corps of Engineer - dredging permits
- Environmental Protection Agency - discharge permits
- WCD - flooding issues

The Division also does work with Architectural Barriers who administer the Texas Accessibility Standards (TAS). TAS is based on the American Disabilities Act Accessibility Guidelines and Architectural Barriers (AB) is a division of the Texas Department of Licensing and Regulations.

Coordination of code compliance with the State Fire Marshall's Office for code review is performed during the course of our projects.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

APPN	Appropriation Title	Account	Account Description•	Strategy	Total
13002	Public Lands Operation	0640	State Parks	3002	\$2,938
13003	Capital Programs	0010	GR	3003	\$6,103
13003	Capital Programs	0090	GF&WS	3003	\$245,222
13003	Capital Programs	0640	State Parks	3003	\$3,039,413
13800	Central Administration	0010	GR	3800	\$440
25003	Rider - 3 Escrow Acct UB	5440	Lifetime Licenses	3003	\$587
25012	Rider - 12 UB Construction	0640	State Parks	3003	\$74,973
25012	Rider - 12 UB Construction	2230	S L&W Cons.	3003	\$13,343
25012	Rider - 12 UB Construction	4670	TR&POS	3003	\$1,448
25012	Rider - 12 UB Construction	4670	TR&POS	3007	\$87,127
25012	Rider - 12 UB Construction	5004	TP&W Capital	3003	\$32,930
25017	Rider - Receipts	0064	State Parks	3003	\$394,944
25017	Rider - Receipts	5004	TP&W Capital	3003	\$93,298
25021	Rider Contingency - HB 3189	7503	TPFA Building	3003	\$79,082
25105	Article IV Sec 105, Gifts, Grants, Donations	0012	GR Donation	3800	\$120
25105	Article IV Sec 105, Gifts, Grants, Donations	0642	Parks Donation	3003	\$23,365
25105	Article IV Sec 105, Gifts, Grants, Donations	2232	SL&W Cons. Dona	3007	\$3,197
25113	Article IV Sec 113 Park Devel. Bonds	4080	TPDev Account	3003	\$197,896
25113	Article IV Sec 113 Park Devel. Bonds	4080	TPDev Account	3007	\$76,136
40001	Capital Rider - Constr. & Major Repair	0090	GF&WS	3003	\$2,653
40001	Capital Rider - Constr. & Major Repair	2231	Federal	3003	\$22,693
40001	Capital Rider - Constr. & Major Repair	2231	Federal	3007	\$4,023
40001	Capital Rider - Constr. & Major Repair	5004	TP&W Capital	3003	\$265,519
50011	Capital Rider - Microcomputer	0090	GF&WS	3003	\$23,428
50013	Capital Rider - CD Transportation- Vehicles	0010	GR	3009	\$24,340
50013	Capital Rider - CD Transportation- Vehicles	0640	State Parks	3003	\$137,708

- GF&WS -- Game, Fish and Water Safety Account
- TR&POS -- Texas Recreation and Parks Open Space
- GR -- General Revenue
- TPFA Building -- Texas Public Finance Authority
- TPDev Account -- Texas Parks Development Account
- TP&W Capital -- Texas Parks and Wildlife Capital Account
- SL&W Cons. -- State Land and Water Conservation Accounts

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

The 1997 Legislative session gave the Department the authority to request \$60M in revenue bonds to be used on the Department's infrastructure for repairs and renovation. This authority enables the Department to accomplish needed repairs that have been put on hold due to lack of funding. Although the additional bonding authority will allow some of the needed repairs, other aging facilities will be adding repair projects to the current list of needs at the same time. Continued additional repair funding may be needed for some time to completely take care of the backlog.

Unfortunately the restrictions on travel funds that were instituted during the 75<sup>th</sup> legislature have had another type of "funding" impact on performance. Since much of the infrastructure staff was pulled back to Headquarters several years ago, more travel to fully utilize specialists around the state was planned as an operational efficiency.

Any new changes in the Division mission or availability of operational tools would require additional funding for operating efficiently.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

**INTERNAL:**

- Procurement/Contracting department is similar to the Division's project controls section. The section provides contracting support and controls project schedules and project estimation.

**EXTERNAL:**

- General Services Commission supports the procurement activities of other agencies.
- TxDOT, provides repair & construction of roads and parking,
- TDCJ, provides inmate labor for facility repair and maintenance and
- TNRCC, regulates water/wastewater systems.
- Design Services: Design Branch Services may be provided by outside architectural/engineering firms. Other state agencies have similar in-house design services.

**K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.**

The Division has designated program managers that work directly with other State agencies like TNRCC, TDCJ, and TxDOT to assure a well-coordinated project and avoid possibility of duplication. Project teams work with our architectural and engineering consultants to assure a well-coordinated project. The Divisions' contracting services are coordinated internally within the Department to eliminate any redundancy and ensure compliance with state law.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

In concert with the organizational changes in 1996, the Division redefined its mission and redirected its focus to become a more customer oriented-service organization. To better serve our varied customers, the Division was organized into regionally based teams. A project manager with professional design and support staff was assigned to one of 5 regions across the state. A field-base construction manager and project inspector were assigned to each region to work more closely with our customers.

The organization effort included the transfer of Administrative Resources Contracting program to the Infrastructure Division. The program was expanded to provide complete contracting services to all divisions in the Department. Finally, a new Project Controls section was created to more effectively track schedules, ensure quality and oversee project delivery.

New methods of project management have been developed to efficiently coordinate the limited resources available. Computer-based tools for project scheduling, resource utilization, performance management, and contract information management help to ensure the quality and value of the project management services provided.

New programs within the Division have been created or enhanced to better manage interagency agreements with Texas Department of Transportation, Texas Department of Criminal Justice and the Texas Natural Resources Conservation Commission. These agencies provide the Department direct support in accomplishing public works projects.

More recently, the Special Projects Branch was established to provide project management services for larger projects of statewide significance such as The World Birding Center, Texas Rivers Center, The Bison Project, Government Canyon, and Austin Woods.

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

<b>Texas Parks and Wildlife Department            Infrastructure Division</b>		
<b>Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998</b> Complaints Regarding Rules/Laws, Agency Administrative Procedures		
	FY 1997	FY 1998
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of sanctions	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	0	0

**\* The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728

**A. Please complete the following chart.**

<b>Texas Parks and Wildlife Department Exhibit 13: Program Information — Fiscal Year 1998</b>	
<b>Name of Program</b>	<b>Law Enforcement Division</b>
<b>Location/Division</b>	<b>4200 Smith School Road Austin, Texas 78744</b>
<b>Contact Name</b>	<b>Jack M. King 512-389-4703</b>
<b>Number of Budgeted FTEs, FY 1998</b>	<b>626</b>
<b>Number of Actual FTEs as of August 31, 1998</b>	<b>587.50</b>

**B. What are the key services and functions of this program? Describe the major program activities involved in providing all services or functions.**

The primary responsibility of the Law Enforcement Division is to provide a comprehensive statewide law enforcement program to protect Texas' natural and wildlife resources and provide safe boating and recreational water safety on public waters. This is accomplished through enforcement of the Parks & Wildlife Code, TPW regulations, certain provisions of the Texas Penal Code, and selected statutes and regulations applicable to clean air and water, hazardous materials, and human health.

Law Enforcement Division personnel fulfill these responsibilities through educating the public regarding laws and regulations, preventing violations by conducting high visibility patrols, and apprehending and arresting violators.

The Law Enforcement Division can be divided into three major sections:

**Headquarters Administrative Operations:**

- Division Director's office, include the Headquarters staff.
- Conducts overall management of the Division, including preparation and management of Division budget.
- Conducts policy and procedure development, review, statutory and regulatory review, and Division program administration.
- Coordinates the implementation of Division policies, procedures, and programs with the Director of Field Operations.

Major programs within Headquarters Administration Operations:

- Director's Office
- Budget/Purchasing
- Legal Services
- Fisheries Enforcement

- Wildlife Enforcement
- Water Safety Enforcement
- Emergency Management
- Civil Restitution
- Operation Game Thief

**Field Operations:**

- Implement Division policies, procedures, and programs with the Director of Policy and Planning.
- Oversees and coordinates education activities, preventative patrols, and violator apprehensions designed to promote and ensure public compliance with Parks and Wildlife Code statutes and commission regulations.
- Promotes license compliance, resource management regimen success, and public safety on public waterways.
- Non-commissioned personnel of the Law Enforcement Division work in 27 field offices located across the state and provide essential service to the constituents of the Department through the sale of licenses, registration and titling of boats and motors, and dissemination of information regarding statutes, regulations, and all Department programs.

Major programs within Field Operations:

- Overt Enforcement (Uniformed Field Officers)
- Covert Investigations
- Environmental Investigations
- Aircraft
- Forensics
- Communications
- Regional and District Field Office Operations

**Training Academy:**

- The Law Enforcement Training Academy conducts Game Warden cadet training.
- Training consist of approximately seven months in the academy that prepares cadets to be licensed as a state peace officer, commissioned as a Parks and Wildlife Game Warden, and function professionally, effectively, and efficiently as a game warden at an assigned field station.
- The Training Academy performs in-service training to Division personnel to ensure compliance with TCLEOSE requirements, conducts recruiting efforts, and administers the Marine Safety Enforcement Officer training program.

Major programs within the Training Academy:

- Game Warden Cadet Training
- In-service Training
- Game Warden Recruitment
- Intern Program
- Firearms Instruction and Qualification
- Marine Safety Enforcement Officer Certification & Training Program



**C. When and for what purpose was the program created? Describe any statutory or other requirements for this program.**

The first “game wardens”, called Fish & Oyster Commissioners, were appointed in 1895 and were authorized to work in coastal counties and enforce fish and oyster laws. From that inception, the role of game wardens has grown through legislative action to encompass the enforcement of regulations protecting all the natural and wildlife resources of the state on a statewide basis and provide public safety on the waterways of the state. Additionally, game wardens provide general public safety and protection under the responsibility of being a peace officer in the State of Texas.

**Statutory Authority:**

**Parks and Wildlife Code § 11.019. Employees as Peace Officers**

- (a) The Director may commission as peace officers any of the employees provided for in the general appropriations act.
- (b) Law enforcement officers commissioned by the Director have the same powers, privileges, and immunities as peace officers coextensive with the boundaries of this state.
- (c) Law enforcement officers commissioned by the Director have the same authority as a sheriff to arrest, serve criminal or civil process, and require aid in serving criminal or civil process coextensive with the boundaries of this state.
- (d) A law enforcement officer commissioned by the Director may arrest without a warrant any person in this state found in the act of violating any law.

**Parks and Wildlife Code § 11.0191. Enforcement of Code**

Law enforcement officers commissioned by the Director and any other peace officers have the authority to enforce all provisions of this code.

**Code of Criminal Procedure, Article 2.12: Who Are Peace Officers**

The following are peace officers:

- (10) law enforcement officers commissioned by the Parks and Wildlife Commission;

**Code of Criminal Procedure, Article 2.13: Duties and Powers**

It is the duty of every peace officer to preserve the peace within his jurisdiction. To effect this purpose, he shall use all lawful means. He shall in every case where he is authorized by the provisions of this Code, interfere without warrant to prevent or suppress crime. He shall execute all lawful process issued to him by any magistrate or court. He shall give notice to some magistrate of all offenses committed within his jurisdiction, where he has good reason to believe there has been a violation of the penal law. He shall arrest offenders without warrant in every case where he is authorized by law, in order that they may be taken before the proper magistrate or court and be tried.

Parks and Wildlife Code § 12.103(a). Entering Land

(a) To enforce the game and fish laws of the state and to conduct scientific investigations and research regarding wild game or fish, an authorized employee of the Department may enter on any land or water where wild game or fish are known to range or stray. No action may be sustained against an employee of the Department to prevent his entering on land or water when acting in his official capacity as described by this subsection.

**Parks and Wildlife Code § 12.104. Right to Search and Inspect**

- (a) A game warden or other peace officer commissioned by the Department may search a game bag, vehicle, vessel, or other receptacle if the game warden or peace officer has a reasonable, articulable suspicion that the game bag, vehicle, vessel, or receptacle contains a wildlife resource that has been unlawfully killed or taken.
- (b) A game warden or other peace officer commissioned by the Department may inspect a wildlife resource or a part or product of a wildlife resource that is discovered during a search under Subsection (a) of this section.
- (c) In this section "wildlife resource" means an animal, bird, reptile, amphibian, fish, or other aquatic life the taking or possession of which is regulated in any manner by this code.

**Parks and Wildlife Code §47.037. Inspection**

- (a) No person who possesses or handles aquatic products for commercial purposes may refuse to allow an authorized employee of the Department to inspect the aquatic products at the dealer's or handler's place of business during normal business hours.
- (b) No commercial fisherman may refuse to allow an authorized employee of the Department to inspect aquatic products handled by or in the possession of the commercial fisherman while the commercial fisherman is pursuing his trade or at a reasonable hour.
- (c) This section does not authorize the search of a residence without a search warrant.

**Parks & Wildlife Code § 31.124(a). Inspection of Vessels**

- (a) In order to enforce the provisions of this chapter, an enforcement officer may stop and board any vessel subject to this chapter and may inspect the boat to determine compliance with applicable provisions.

**D. Describe any important history not included in the general agency history section, including a discussion of how the services or functions have changed from the original intent. Will there be a time when the mission will be accomplished and the program will no longer be needed?**

Authority and responsibilities for game wardens have changed from enforcing only fish and oyster regulations on the coast in 1895. These changes included:

- additional authority over freshwater streams, lakes, and ponds in interior counties of the state in 1899
- additional authority to include regulation of commercial shrimping in 1903

- additional authority to employ first “game wardens” with statewide authority, enforce wild game and bird statutes, seize illegal game and birds without a warrant, and arrest a person found violating game or bird laws without a warrant in 1907
- to the present status of peace officer as authorized by the legislature in 1971 and primarily responsible for enforcing all wildlife resource regulations, water safety regulations, provisions of the Texas Penal Code, and environmental regulations.

As long as there are natural and wildlife resources available in this state for public use and enjoyment, there will be a continuing need for the Law Enforcement Division. Its mission will remain to provide a comprehensive statewide law enforcement program to protect Texas’ natural and wildlife resources and provide safe boating and recreational water safety on public waters by ensuring compliance with applicable state laws and regulations.

**E. Describe who this program serves. How many people or entities are served? List any qualifications or eligibility requirements for receiving services or benefits.**

Section 1.011, Parks & Wildlife Code, states that all wild animals, fur-bearing animals, wild birds, wild fowl, and all fish and aquatic animal life inside the borders of this state are the property of the people of this state. By virtue of this ownership, the Law Enforcement Division serves all citizens of the State of Texas through fulfilling the responsibility of ensuring compliance with all applicable state laws and regulations.

Through enforcement patrols designed to enhance public safety on the public waterways of the state, the Law Enforcement Division serves all water related recreational users (e.g. boaters, swimmers, canoeist, fishermen, personal watercraft operators, etc).

Additionally, the Law Enforcement Division specifically serves users groups through the operation of 27 field offices staffed by non-commissioned personnel in which constituents can acquire licenses, permits, and tags, register and title vessels/motors, and receive information regarding all Department programs.

During times of natural disaster, the Law Enforcement Division fulfills its role as outlined in the State of Texas Disaster Plan and serves the needs of local governmental entities and individuals by providing protective enforcement patrols, evacuation, search and rescue, and recovery efforts.

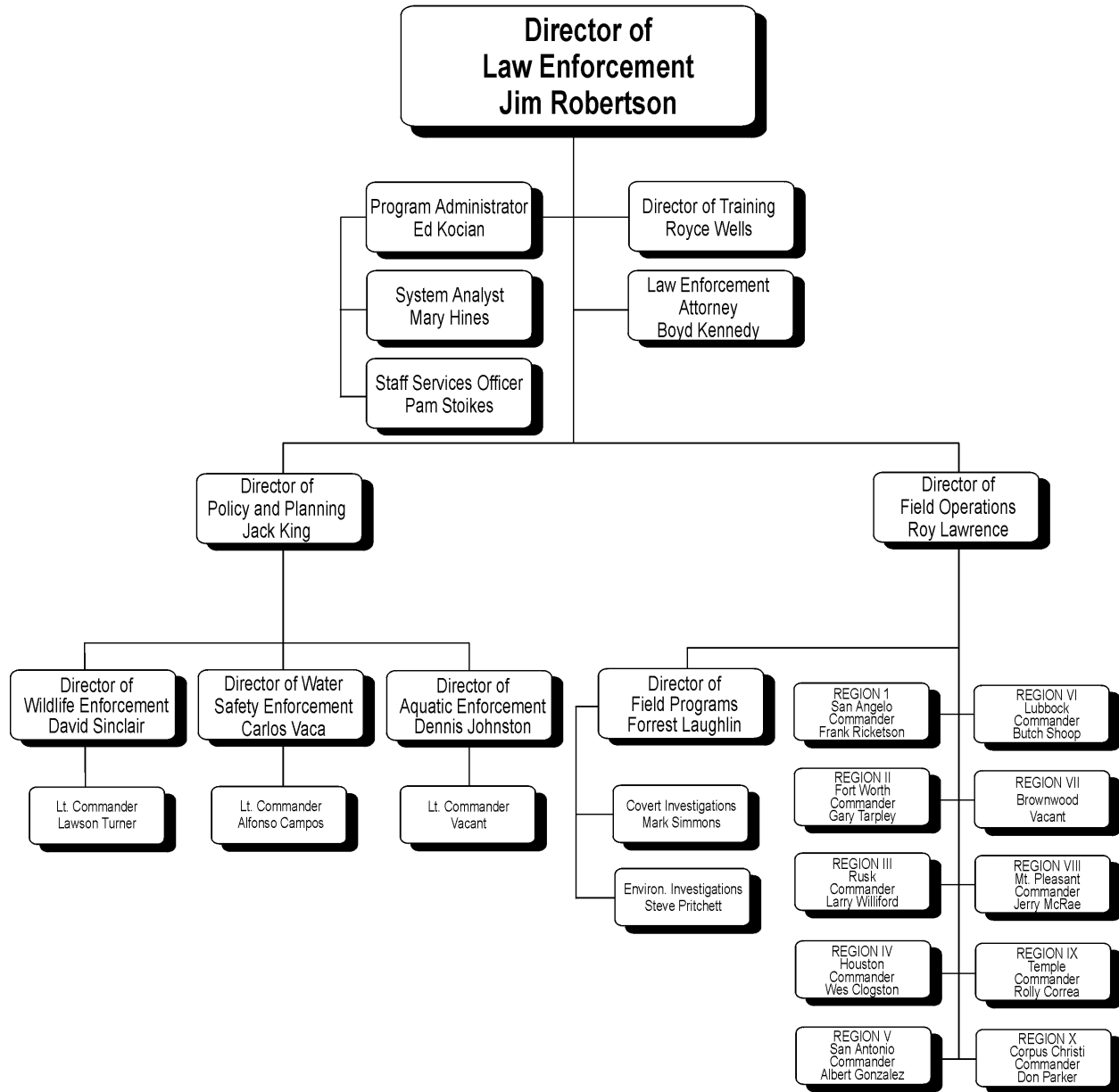
**F. Describe how the program is administered. Include flowcharts, timelines, or other illustrations as necessary. List any field or regional services.**

The Law Enforcement Division is administered through a Division Director, a Director of Field Operations, a Director of Policy and Planning, and 5 Enforcement Program Directors in Austin and 10 Regional Commanders in the field.

Under the direction of the Division Director, the office of the Director of Policy and Planning conducts policy and procedure development, review, statutory and regulatory review, and Division program administration. The Director of Policy coordinates the implementation of division policies, procedures, and programs with the Director of Field Operations. The Director of Field Operations oversees the efforts of field personnel and ensures accurate and consistent application of the policies, procedures, statutes, regulations, and programs.

The following is the Division organizational chart:

## Texas Parks & Wildlife Law Enforcement Division



**G. If the program works with local units of government, (e.g., Councils of Governments, Soil and Water Conservation Districts), please include a brief, general description of these entities and their relationship to the agency. Briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.**

The Law Enforcement Division works with a variety of federal, state, county, and municipal law enforcement entities such as U.S. Fish & Wildlife Service, National Marine Fisheries Service, U.S. Coast Guard, Department of Public Safety, Texas Alcohol Beverage Commission, county Sheriff's offices, and some county Constable offices and municipal Police Departments.

Additionally, the Law Enforcement Division works with the enforcement branches of river authorities such as the Lower Colorado River Authority, Trinity River Authority, and Brazos River Authority.

The Law Enforcement Division currently operates under the authority of one Cooperative Enforcement Agreement (CEA). This CEA authorizes specified Texas game wardens to enforce provisions of the Endangered Species Act, specifically related to endangered or threatened sea turtles and the use of Turtle Excluder Devices (TEDS) on shrimp boats operating within the waters of the Gulf of Mexico extending from the shoreline seaward for 9 nautical miles.

**H. Identify all funding sources and amounts for the program, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).**

APPN	Appropriation Title	Account	Account Description•	Strategy	Total
13004	Law Enforcement	0090	GF&WS	3004	\$25,565,324
13004	Law Enforcement	0091	Federal	3004	\$1,759,128
13006	Outreach Programs	0090	GF&WS	3006	\$1,167,245
40001	Capital Rider - Constr. & Major Repair	0090	GF&WS	3003	\$5,000
50011	Capital Rider - Microcomputer	0090	GF&WS	3004	\$209,193
50013	Capital Rider - CD Transportation- Vehicles	0010	GR	3004	\$1,644,698
50014	Capital Rider - Equipment	0090	GF&WS	3004	\$547,746

- GF&WS -- Game, Fish and Water Safety Account
- GR -- General Revenue

**I. Are current and future funding resources appropriate to achieve program mission, goals, objectives, and performance targets? Explain.**

The Law Enforcement Division is one of several programs that is funded through the Game, Fish, and Water Safety Account (Account 009). Account 009 is primarily a user pay funding source, so must be able to support all the regulatory and associated programs of the Department. While, in general, funding has been adequate in the past few years, little has been available to the program for special needs.

The bulk of the Law Enforcement Division's underfunded needs are in major equipment and FTE replacement. The program has to maintain vehicles, boat, and motors beyond established replacement schedules, increasingly causing negative impacts on the ability to continue the expected level of service. Warden losses have also accumulated over the past few years from retirements and lack of extra funds for game warden training. This has resulted in fewer trained enforcement officers but the same need to maintain services and meet the division mission, goals, and objective and performance targets even with a reduced force.

While Account 009 comes from users, the services provided by the Law Enforcement Division, as well as many other divisions of the Department, benefit all the citizens of the state whether they contribute to Account 009 or not. As future Department needs for protection of natural and wildlife resources and demand for public safety on waterways continues to grow, the traditional funding source available to the Law Enforcement will not be adequate to achieve the same results.

**J. Identify any programs internal or external to the agency that provide identical or similar services or functions. Describe the similarities and differences.**

**INTERNAL**

Within the Texas Parks & Wildlife Department, there is no other division or program that provides identical or similar services or functions. The Law Enforcement Division performs the only services related to criminal enforcement of natural and wildlife resource statutes and regulations.

**EXTERNAL**

There is no other agency that performs an identical service or function as related to the criminal enforcement of state natural and wildlife resource statutes and regulations and enforcement of the Texas Water Safety Act.

At the federal level, the law enforcement branches of the U.S. Fish and Wildlife Service and National Marine Fisheries Service perform similar services and functions related to the enforcement of wildlife resources regulations; however, they are enforcing federal regulations while commissioned employees of the Parks & Wildlife Law Enforcement Division enforcement state statutes and Department regulations. The one identical service that is provided is the enforcement of Turtle Excluder Device regulations under the Federal Endangered Species Act. In accordance with the terms of the Cooperative Enforcement Agreement between the National Marine Fisheries Service and the Parks & Wildlife Department mentioned in Section G, specified commissioned officers of the Parks & Wildlife Law Enforcement Division enforce TEDS regulations. The U.S. Coast Guard also performs some similar law enforcement services and functions through the enforcement of federal regulations dealing with fisheries and water safety.

Within the state, there are some county, local, and river authority enforcement entities that perform activities related to the enforcement of the Texas Water Safety Act; however, in order to do so, these agencies must have their officers successfully complete a Parks & Wildlife Department certified Marine Safety Enforcement Officer course.

**K. Discuss how the program is coordinating its activities to avoid duplication or conflict with the other programs listed in Question J and with the agency's customers.**

The only area in which duplication of a specific service exists is in enforcement of the Texas Water Safety Act. The vast majority of all water safety enforcement is conducted by Law Enforcement Division Game Wardens; however, as previously mentioned, some water safety enforcement is conducted by county, local, and river authority law enforcement entities. The Texas Legislature recognized during the 75<sup>th</sup> session that there was some duplication of this effort and recognized that duplication was good since the more enforcement effort there is, the safer the public waterways will be. However, the legislature also recognized the need for our constituents to receive consistent enforcement from all entities doing water safety enforcement and passed HB 966 which required all enforcement officers to complete a Marine Safety Enforcement Officer training course certified by Parks & Wildlife prior to enforcing the Water Safety Act.

While there is a need to have as much enforcement presence on public waterways in an effort to provide public safety and reduce water and boating relating accidents, deaths, and injuries, it is also recognized that the enforcement personnel among agencies should be coordinated in an effort to effectively utilize available effort in the most effective manner. In order to facilitate this, the Law Enforcement Division is routinely in contact with other entities that provide water safety enforcement in order to effectively coordinate their respective efforts.

**L. Please provide any additional information needed to gain a preliminary understanding of the program.**

The Parks & Wildlife Law Enforcement Division is the only state law enforcement entity that requires a Bachelor's level degree as part of the eligibility requirements for employment. The degree must have major course work in Criminal Justice, Natural Resources, or other closely related fields of natural or wildlife resource conservation.

Employment with the Parks & Wildlife Law Enforcement Division is one of the most sought after and highly competitive law enforcement jobs in Texas. With the exception of retirements, the Law Enforcement Division experiences a very low turn over of personnel compared to other more traditional law enforcement agencies.

**M. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. If this is a regulatory program, please describe:**

why the regulation is needed;

the scope of, and procedures for, inspections or audits of regulated entities;

follow-up activities conducted when non-compliance is identified;

sanctions available to the agency to ensure compliance; and

procedures for handling consumer/public complaints against regulated entities.

The Law Enforcement Division is not a regulatory program; however, it does serve as the enforcement arm of the Department to ensure compliance with applicable statutes and regulations adopted by the TPW commission.

In the scope of their work, Law Enforcement Division Game Wardens inspect individuals and businesses who are licensed or permitted by the Department. In instances of non-compliance, particularly in the case of licensed or permitted businesses, follow-up inspections are done to ensure compliance.

There are three types of sanctions available to serve as a deterrent and to assist the Department in trying to ensure compliance: (1) criminal penalties assessed by the judicial system; (2) civil assessments administered by the Department; and (3) forfeiture of equipment.

When violations of applicable statutes or regulations enforced by the Law Enforcement Division occur, the judicial system can assess criminal penalties ranging from Class C misdemeanors to felonies, institute automatic suspension or revocation of licenses and permits in certain cases, and forfeit certain property in certain cases. In addition to the action taken by the judicial system, the Department can assess civil assessments for the recovery value of wildlife resources in those cases where a wildlife resource was illegally taken, killed, injured, or possessed in violation of a provision of the Parks and Wildlife Code or a proclamation issued under the authority of the Parks and Wildlife Code.

In an effort to promote public participation in the Law Enforcement Division's effort to ensure compliance, the division administers the Operation Game Thief Program, which allows individuals to call a toll free number and anonymously report violations. The Operation Game Thief Program, which is funded by private donations, pays rewards for information leading to the arrest and conviction of wildlife resources law violators. Complaints received by Operation Game Thief are immediately assigned to the closest assigned game warden for investigation. Confidential files are maintained on the outcome of every complaint received by the Operation Game Thief Program.

Additionally, any complaint of violations that is received at any Law Enforcement Division field office or employee is investigated and appropriate enforcement action is taken as warranted.



**N. Please fill in the following chart for each regulatory program. The chart headings may be changed if needed to better reflect the agency's practices.**

<b>Texas Parks and Wildlife Department                      Law Enforcement Division – Operation Game Thief Program                      Exhibit 14: Complaints Against Regulated Entities – Fiscal Years 1997 and 1998</b>		
	FY 1997	FY 1998
Number of complaints received	1090	919
Number of complaints resolved	809	717
Number of complaints dropped/found to be without merit	Estimated at less than 1%	Estimated at less than 1%
Number of sanctions	56	61
Number of complaints investigated resulting in no sanctions	753	656
Number of complaints pending from prior years	281	202
Average time period for resolution of a complaint	45 – 60 days	45 – 60 days

**\* The following table lists agency-wide totals**

<b>Number of entities inspected or audited by the agency</b>	1,763,880	1,716,818
<b>Total number of entities regulated by the agency</b>	3,750,177	3,812,728

## VII. Agency Performance Evaluation

### A. What are the agency's most significant accomplishments?

During the last 5-10 years, Texas Parks and Wildlife has made significant gains in achieving long-term mission goals. One example of these efforts is the development of new or more efficient ways to operate the agency including more business-like management, electronic licensing methods, a central reservation system, and the creation of the Parks and Wildlife Foundation of Texas. Other major efforts have focused on the purchase of key pieces of the Texas landscape for conservation and preservation for future generations. The development of partnerships with private landowners that have committed to long-term conservation or restoration for the protection of unique habitats has resulted in even more land conservation. Finally, recent TPW initiatives have shored up aspects of the Department's traditional mission, such as the establishment of license limitation programs for some commercial fisheries, new approaches to partnerships with volunteers, private industry, and non-profit institutions, and most importantly, accelerated outreach efforts to address the needs of underserved populations.

#### **GAINS TO TRADITIONAL MISSION GOALS THROUGH INNOVATION, PERSISTENCE, AND PLANNING:**

The drive to conserve significant landscapes for future use and appreciation has been accomplished using conservation easements, long-term leases, cooperative agreements, and purchase partnerships. Several key pieces of the Texas landscape (Big Bend Ranch, Chinati Mountains, Devil's River, Caddo Lake, Blue Elbow Swamp) have been purchased or donated to the Department. These innovative approaches point to the Department's commitment to the conservation of unique and important lands so that those areas will be available for generations to come. In the past 10 years the agency has acquired more than 411,780 acres of land for conservation and secured voluntary conservation agreements with private landowners totaling more than 10 million acres.

One of the most innovative aspects of the Department's land conservation initiative is the commitment to minimize the financial burden of new acquisitions through the establishment of endowments to cover operating expenses, payment in-lieu-of taxes, and restoration initiatives. Many of the recent acquisitions have come with endowments (Mason Mountain, Chinati Mountains), while for others, endowments are being developed through partnerships with major Foundations or local fundraising initiatives (Admiral Nimitz).

The Department has recognized the limitations in attempting to make large portions of Texas available to the public, since nearly 97% of Texas land is in private hands. However, TPW has made significant strides **in developing new approaches to relationships with landowners** that use methods other than purchase to accomplish habitat management goals. For example, the Landowner Incentive Program is an innovative way to motivate landowners to actively participate in managing their land for habitat or endangered species. Those landowners then become a voluntary member of the TPW team, doing work that the Department doesn't have the resources to accomplish (similar to the way our technical guidance/landowner program has been working for years). Then, to recognize the importance of good landowner management, the annual **Lone Star Land Steward** awards were developed. Using the combination of land purchases where possible and partnerships with landowners in other cases, natural resource conservation in Texas has entered a new era.

Tremendous strides have also been made in enhancing resource protection elements of TPW since the last sunset evaluation. The **Resource Protection Division** has grown from a staff of about 20 in 1986 when the program was given Division status to a budgeted staff of 116 today that exercise substantial impact on monitoring and protecting natural resources in Texas as well as providing service in educating the public and guiding long-term planning for resource conservation. For example, persistence was an extremely important component in guiding the creation of a **state wetlands conservation plan**. This three-year project used input from many user groups, including several who might have started the process with somewhat dissimilar goals. Bringing all the stakeholders together to eventually support a plan that will influence the conservation, restoration, and use of all wetlands areas of Texas was a major achievement for TPW. The plan itself was recognized nationally for its excellence, but one of the less obvious results of the work was the development of relationships among the parties who are most influential in the future of wetlands in Texas.

The creation of an **environmental crimes unit and completion of several multiyear undercover operations** to protect resources and prevent illegal activity have proved significant in furthering the traditional mission of TPW in new and innovative ways. The environmental crimes program not only increases the probability that those responsible for environmental damage will be discovered, but also assists in collecting restitution that can be used in restoration efforts. In a similar way, several large sting operations in the past few years (e.g. Venado Macho, Operation Dalmatian) resulted in arrests for illegal activity and also may have reduced the likelihood that others will attempt the same behaviors.

Not all conservation acquisitions have been land. For instance, **the Goodnight bison herd**, the last remaining genetically pure southern bison, is now under maintenance of the Department at Caprock Canyons State Park. The logistics alone in locating appropriate lands for the herd and then actually transporting them were enormously complicated. However, acquisition and protection of this unique piece of Texas history will ensure its availability for the future. Likewise, the Department is currently in negotiations to secure **Roger Tory Peterson's original color plates of Texas and Mexican birds** that were produced for his award winning Field Guide. The conservation of this type of unique Texas resource is critical to interpretation and education for future generations.

Besides land, the largest financial investment for the Department is the infrastructure associated with facilities. Today the Department is responsible for nearly 240 sites including parks, fish hatcheries, and Wildlife Management Areas. Many of these facilities are more than 50 years old and have integral components like water, wastewater, and electrical systems that have far exceeded their life span and may be of historic significance. In 1997 the Department created an **Infrastructure Task Force** to evaluate the infrastructure situation, identify contributing factors, and develop a series of solutions. The Infrastructure Task Force Report became the foundation of legislative authorization for the issuance of **\$60 million in repair bonds**.

Using partnerships to accomplish common goals has been the cornerstone of several of the Department's most successful projects. The **State Cemetery restoration**, for example, was accomplished using talent and funds from several state and federal agencies (TxDOT, GSA, THC, TDCJ, federal DOT ISTEAs grants) and private donations (Southwestern Bell, ATT, Chevron). **Sea Center Texas, Texas Freshwater Fisheries Center, and the recently initiated World Birding Center** are just a few of the highly visible and successful partnerships among TPW, organizations (CCA, and Parks and Wildlife Foundation of Texas), the private sector (Dow), and local and other units of government (cities in the valley, Lake Jackson, Athens, EDA, TxDOT).

## INITIATIVES

TPW has launched new initiatives in established programs, into new areas of concern, to contact non-traditional beneficiaries of its work, and to improve the quality of long-term relationships. **Establishment of license limitation programs** for commercial shrimp, crab, and finfish fisheries was mentioned in the management plans published during the mid-80's. It took another 5 years of hard work with constituents and the legislature to create the first limited entry commercial fishery for shrimp. In subsequent legislative sessions, similar programs for crab and finfish have been developed, marking a turning point in the tools available to ensure sustainable commercial fisheries worth over \$4 billion in the coastal economy.

The initiatives to **expand public hunting opportunities** by developing partnerships with large landowners who open their lands to public hunting have been very successful. Virtually all of state parks on which hunting is appropriate have been opened during specific time periods to hunts. Not only have Texas hunters gained access to 1.4 million acres of public land for hunting deer and other legal game, but recent expansions in this program are also providing access for public dove hunting on over 45,000 acres of leased private lands. The area available in that program has doubled in 4 years and has been focused on locations easily accessed from large urban areas. Another approach has been creating public hunting packages **like the Big Time Texas Hunts** (five special hunts like Grand Slam, Exotic Safari) which are made available by raffle to anyone who purchases a chance. This program has made exclusive, very special hunts accessible to the general hunting public in a way never accomplished before by a public agency. For those who prefer another way to view natural resources, **access to other departmental lands like WMA's has also been substantially increased.**

Outreach has been expanded to contact new or non-traditional constituents through such projects as the TPW **internet site**, which receives more than 300,000 visit sessions per month. New educational opportunities like the electronic field trips are provided for schools several times a year using this site. The **Buffalo Soldiers**, which began as a volunteer group to highlight a basically unknown portion of Texas history, has become a beacon of effective minority outreach. **KIDFISH and other youth fishing and hunting opportunities** have been developed or significantly enhanced in the past few years. The focus is usually urban, disadvantaged youth who rarely experience nature in their recreational activities. The outreach message to users of natural resources, particularly families, is embodied in the Texas Wildlife EXPO held each October since 1991 on the TPW headquarters grounds. Each year 40,000 people are able to experience aspects of hunting, fishing, camping, kayaking, rock climbing, mountain biking, birdwatching, and many other activities and interests without cost and with staff and volunteers whose expertise and love of the resources are invaluable.

Several initiatives have been directed at **increasing the Agency's self-sufficiency** by marketing campaigns such as the Grand Slam and Exotic Safari or the creation of new licensing combinations that are more customer-friendly and improve revenue potential like the Super Combo. These initiatives take a more business-like approach to revenue-generation and require a different way of viewing our department's responsibilities.

Other efforts to find new ways to fund TPW's mission include development of the **Lone Star Legacy Program**. This endowment project focuses on providing an easy and permanent way for public citizens to support the public lands and facilities that they care about. Another similar effort was initiated during

the State Parks 75<sup>th</sup> birthday celebration to establish friends groups for each public facility. Those volunteers would be dedicated to working for that site.

### **OPERATIONAL EFFICIENCY:**

The cornerstone of the Department's philosophy for operational efficiency is **user based funding**. While general revenue may provide access to increased sources of funding, this revenue stream can be erratic and does not have a direct relationship to those who utilize Department programs and facilities. The Department believes it is better able to ensure operational efficiency through feedback from users who directly pay for our services.

The development of a business-like approach within state government has led the agency to see operational efficiency with a new viewpoint. For instance, an **on-line automated, electronic licensing system**, known as the Texas Outdoor Connection, for hunters and anglers provided convenience to the public and vendors alike. However, the ability to electronically receive payments within a short period was just as important in the decision. Cost-benefit analyses conducted prior to initiation of the project indicated that the fiscal advantages of a consistent and reliable revenue stream were well worth the investment.

In a very different approach, the creation of the **Parks and Wildlife Foundation of Texas** non-profit organization to assist with fund raising activities for TPW was revolutionary within Texas state government. As the agency began to stress self-sufficiency and revenue generation, the advantages provided by the Foundation were crucial to early successes.

Another far-sighted efficiency project was **to contract with Texas Department of Criminal Justice to use their prisoners** for unskilled labor projects at various parks, WMA's and eventually other agency facilities. Once pilot projects demonstrated the efficacy of the relationship between TPWD and TDCJ, and established practical protocols, the program was enlarged to the benefit of both agencies. Today the criminal justice system contributes more than 300,000 hours of labor each year. In addition, legislative initiatives that directed **TxDOT to maintain roads**, parking lots, etc. on our state parks have allowed the agency to redirect those repair expenses and to develop more stable road maintenance plans.

Additionally, while establishing a Central Reservation System for Parks required a large initial investment and substantial work with contractors, the end result has proven to be a highly efficient centralized system that uses fewer TPW resources than in the field.

Finally, the use of **volunteers** in state parks, fish hatcheries and visitor centers, on WMA's, and at outreach events like Wildlife Expo has been increased by several hundred percent in the past few years. Conservative estimates of volunteer hours contributed in state parks alone is more than 382,000 including hunter education volunteer hours, non-staff outreach and other interpretive time would probably double the park estimate.

**B. Describe the internal process used to evaluate agency performance, including how often performance is formally evaluated and how the resulting information is used by the policymaking body, management, the public, and customers.**

TPW has developed several evaluation processes over the past few years that are designed to gather input from the Commission, the public, and from staff that is then used to continually improve the quality and efficiency of departmental activities.

Evaluating Department performance starts with the **Strategic Plan**. Beginning in 1991, TPW actively began to solicit input from meetings with constituents and staff about the Department's accomplishments and needs. Those annual meetings, usually one day for each of the two viewpoints, continue today as the Strategic Plan receives an annual update.

The Chairman of the TPW Commission makes specific requests or provides directives for various portions of the agency. **The "Chairman's Charges"** may be specific to only one aspect of the Department's work or may cover wider areas of performance, philosophy, or policy. Updates on the status of these charges are provided at least during each Commission meeting and results are used by the Commission and upper management in directing departmental business.

Several other evaluation tools like the **Annual Report**, the **Annual Financial Report**, and the **Financial Overview**, are produced specifically to provide information to employees and the public. The financial reports are available to anyone and specify the department's money management for each year.

The Annual Report has been produced each year since 1995 as a report card for the current year and projections about the next. As the Executive Director stated in the 1996 document, it is the "articulation of our commitment and service to Texans, measures of our performance, and a frank discussion of challenges facing us as we approach the turn of the century." Performance is quantified each year using TPWD Accountability Measures, which include a mixture of efficiency, self-sufficiency, LBB performance measures, productivity, and constituent or public service measures.

The **annual public meeting** of the Commission is another evaluation event that while prescribed legislatively, is also used internally to set policy and direction. Constituents, who praise or complain of agency initiatives or treatment, have direct access to the policymaking body of the agency during this meeting. Their comments are given weight and seriously considered at all levels of management.

Beginning with 1992, the Department has used an **annual 95% strategic budget process** that evaluates previous year budget initiatives and determines continued support and funding level for those projects. This process also requires each Program to answer basic questions of purpose, efficiency, and direction each year and compare appropriateness of continuing projects for another year with initiation of new ones. Upper management can then set overall direction by providing financial support for programs and projects that best advance the Department's mission. Funding for projects that have been completed or that are not effectively delivering as predicted can be dropped or reduced on an annual basis.

Individual staff also receive feedback on their performance during **the individual's performance evaluation process**. The standards and goals for each employee are tied to the Department's mission and objectives through the Strategic plan. This evaluation gives each employee an opportunity to reassess their job's relation to program and departmental goals. In fact, employees have a number of opportunities to refocus their direction during each year using internal communication tools like the monthly newsletter (Tracks and Trails) and the video town meeting (Open Line) available to all staff three times per year. These and other communication avenues throughout the agency were designed to promote common visions and understanding of TPW's mission.

Throughout the year, mid- and upper-level management are given feedback from users and the public through the **public scoping meetings** which cover a wide range of topics and are set all around the state. Some of these meetings are always conducted in conjunction with the regulatory processes of the agency, but other meetings are arranged with select groups or the general public to **discuss or workshop specific topics**. For example, during the 24 months before and after the legislation initiating license limitation for the commercial shrimping industry regional workshops, individual discussion, scoping surveys, and coastwide meetings were held to involve the affected parties in development of possible procedures. Information from these public meetings was formally distributed to participants. In all of these public meetings -- routine scoping, Commission, or special workshops -- users are included as participants to the extent they want to be included.

### C. What are the agency's biggest opportunities for improvement?

Describing opportunities for improvement is two-edged sword for any agency. Those "opportunities" may also be described as failures; weaknesses seen, but not corrected. However, highlighting them, should also increase the probabilities for improvement.

As described in the previous section, TPW has a very open process that invites users, staff, the public, and oversight and interest groups to comment on actions and policies of the Department. As a result of openness and the aggressive fact finding of TPW management, some opportunities for improvement in the short-term, such as **inadequate funding for State Parks**, have been made very visible in the past few years. Three external and one internal study have reached similar conclusions about the lack of funds for the operation and maintenance of State Parks. These studies have also found that problems with repairing and maintaining Department infrastructure is most evident, but not confined, to State Park facilities. While several initiatives from the Legislature (additional funding in the 76<sup>th</sup> session) and users (friends groups and Texans for State Parks) have provided some help and the promise of more, a stable and sufficient source of funds to adequately develop, maintain, and operate state parks has not yet been achieved. In the long-term, we face a financial crisis in fish and wildlife conservation because of **declining numbers of hunters and anglers**. All funding for fish and wildlife conservation is provided through hunting and fishing license fees. Declining numbers of hunters and anglers coupled with an older age structure of these users (discounted license fees for senior citizens) will ultimately reduce fee revenue.

Another funding inadequacy is one that is common with other state bureaucracies. TPW has a highly trained but **not adequately compensated or diverse professional workforce**. The lack of competitive salaries, particularly within the last few years puts TPW at a significant disadvantage in attracting and retaining diverse technical and professional staff. Difficulties achieving and maintaining full staffing

levels will likely continue as long as the private sector is able to offer more compensation for technical expertise. Often we must hire minimally qualified technical people who are given training to be more useful, but then leave for better paying jobs elsewhere. In addition, professional staff (biologists, lawyers, and engineers) are often expected to have advanced educational qualifications, but are not compensated accordingly. Ethnic diversity in the face of inherent low levels of participation and lacking attractive funding packages will be equally difficult to obtain. Finally, legislatively imposed salary increases for one class of Department Employee alone has created a substantial morale problem among employees not give statutory salary increases.

One basic premise that has become increasingly prominent in TPW funding discussions is that **users who benefit should pay**. Licensed recreational hunters and anglers and commercial fishers are providing funding support through the licenses they buy. Users of state parks are paying entrance fees. However, some user groups are not currently helping support Department efforts in their behalf. For example kayakers, birders, rock climbers, mountain bikers, and others enjoy access to special sites or activities, but do not financially support TPW for the costs of maintaining them.

There are also improvements that would benefit the Department and the public which are not necessarily related to funding. For example, the Department needs a **complete inventory of public lands** to enable a more efficient and equitable use of the resources they have. Duplicative or sites more appropriately managed by other entities could be identified and cost/benefit principles applied to acquisition or retention of balancing sites. Additional or uncommitted funds could then be used to fill thematic gaps in our inventory and to provide added conservation and protections for unique landscapes.

While TPW partners well with TxDOT, TDCJ, and NMFS, other potential agency partnership have not been fully exploited. The THC, TNRCC, GLO, and TDA have many touchpoints with TPW, but few relationships that have been fully developed. More cooperative efforts would help each agency and the resource needs as well.

One of the biggest challenges facing TPW is **stabilizing the decline of traditional users of the resource while attracting new groups of constituents**. While in some ways the loss of users directly affects future funding, there is also a loss of traditional stewardship and love of the outdoors that is an integral part of those traditional viewpoints. Funding aside, without continuing this connection to natural and cultural resources or creating new, vital connections, the job of the Department will become continually more difficult.

Outreach to the urbanite, particularly inner city youth, has been a difficult task for TPW. Efforts to date have been only somewhat successful, affecting limited numbers of youth in circumscribed activities (e.g., Parried Haynes Ranch experiences). While TPW outreach programs have generally been very successful, more focused outreach efforts in urbanized areas (especially the inner city) are needed. The Department needs to “follow the people” as Texas becomes increasingly urban and enhance and create our work in that area.

#### **D. How does the agency ensure its functions do not duplicate those of other entities?**

The Department’s activities can largely be divided into four areas; (1) Fish and Wildlife Management, (2) Resource Protection, (3) Law Enforcement, and (4) State Parks.



- **Fish and Wildlife Management**—Functions related to fish and wildlife management are circumscribed by state and federal statutes. TPW has statutory authority for fish and wildlife resources in Texas. Similarly, management of some species (e.g. migratory game birds, endangered species, marine fisheries) is directed by federal law. Active participation and leadership on interjurisdictional committees like the Gulf of Mexico Fisheries Management Council (which manages Gulf marine fisheries) continues clarifying the nature of similar functions and redundancy. On both the state and federal level, the nature of the statutory frameworks for management of fish and wildlife also ensures minimal duplication of functions.
- **Resource Protection**—This function conducts activities that involve environmental monitoring and restoration related to fish and wildlife habitats, life histories and protection. Again, much of the activities of TPW Resource Protection is limited and defined by federal and state law.

This function, by its nature, must work very closely with other federal and state agencies and local governments. TPW activities tend to enhance activities of other agencies, so that resource protection programs are additive to resource management instead of being duplicative. For example, local specific information and assessments are usually not available to other agencies who have only a peripheral association with fish and wildlife resources. Without information from TPW to supplement their reports, that element of resource evaluation might be missing or incomplete.

- **Law Enforcement**—In general, licensed peace officers in Texas are empowered to enforce all state codes and regulations. However, activities of peace officers tend to be focused on those codes and regulations that are the primary responsibility of the agency/governmental entity that commissions the peace officer. It is the policy of the TPW Law Enforcement Division that the primary responsibility and duty of game wardens is the enforcement of game, fish, and water safety statues and regulations and certain other Penal Code violations (e.g. trespass, shooting on a public road, and boating while intoxicated). Game wardens, by policy, will only enforce other regulations under circumstances indicating an emergency, an imminent public safety risk, or when a felon or suspected felon will otherwise escape apprehension.
- **State Parks**—Activities in state parks are limited to operating, maintaining and developing lands that are in the TPW inventory. Although other entities operate parks in Texas, there is no duplication in these efforts as TPW limits its activities to lands and sites within its inventory.

TPW does provide grants to communities for local park development, but the agency does not administer those parks after completion.

**E. Are there any other entities that could perform any of the agency’s functions?**

There are other entities within federal, state or local government that could perform some portion of the agency’s functions if proper infrastructure was developed; however, there is no agency or entity which is positioned to accept a major element of the Department's functions. Examples of potential partial function performance include:

1. Texas Natural Resource Conservation Commission - protecting of wildlife and fishery habitat.
2. General Land Office, General Services Commission, or local political subdivision - managing state parks and environmental lands.
3. River and/or Lake Authorities and the United States Coast Guard - enforcing provisions of the state's Water Act.
4. Texas Historical Commission - managing the state historical and cultural sites.
5. Texas Department of Transportation or County Clerks - conducting boat registration and titling
6. Texas Agricultural Extension Service - provide assistance to landowners for enhancing the wildlife resources on private lands.
7. NMFS - Commercial fisheries
8. Local Parks and Recreation Departments – park operations

**F. What process does the agency use to determine customer satisfaction and how does the agency use this information?**

TPW has a very wide and diverse set of constituent groups. Anglers, hunters, campers, hikers, boaters, commercial fishermen, trappers, history enthusiasts, educators, students, private landowners and tourists are but a few groups served by the Department's programs.

TPW provides services and products to literally thousands of external customers and millions of individual Texans. While some of our goods and services are required by law, many are optional and purchased at the complete discretion of the customer. Some TPW services are in direct competition with those provided by other private and governmental organizations. For example, many state park sites compete with local, privately owned and managed campground facilities for the dollars of recreational vehicle owners and other campers. Therefore, TPW's culture is one of continuous improvement towards enhancing customer satisfaction.

In 1996, TPW drafted a "Customer Satisfaction Assessment Plan" to provide a means for collecting information concerning customer attitudes and opinions, in response to Article IX, Section 86 of the General Appropriations Act.

TPW has a long history of customer service-oriented operation and the Department uses a variety of means of assessing user satisfaction:

**Survey Examples**

- Surveys of hunting, fishing and combination hunting and fishing license holders are conducted regularly to determine user satisfaction and attitudes. These "attitude and opinion surveys" are critical means of determining long term trends and attitudes to outdoor recreation. Both aquatic and terrestrial divisions conduct these studies.
- Surveys of Texas Conservation Passport holders were conducted to collect information on customer demographics, usage, and value of program benefits and reactions to proposed pricing.

- Creel surveys are conducted at boat ramps along the coast and inland lakes to rate angler satisfaction with their fishing trips. These surveys form the basis of much of TPW fishery management activities.
- Surveys of private forest landowners in Texas ecological regions to evaluate effectiveness of technical guidance and landowner information programs.
- TPW has surveyed readers of Parks and Wildlife Magazine to determine types of stories and outdoor activities preferred by these readers.
- In 1993, TPW conducted a survey in cooperation with Texas A&M University and the Boating Trades Association to determine boating attitudes, preferences and satisfaction levels.
- TPW conducts customer satisfaction surveys relating to the Department Public Hunting Program, designed to help expand this initiative with the needs of users in mind.
- Commercial fishing constituent interviews.
- Surveys of participants at Texas Wildlife Expo are conducted to improve the experience and measure effectiveness and value of the event.
- Internet Surveys.

#### **Advisory Boards**

- TPW uses frequent meetings with about 20 public advisory boards and committees that focus on specialized topics, like endangered species and commercial shrimping, to establish these important customers' preferences and satisfaction. This information affects policy decisions made by agency management.

#### **Scoping Meetings**

- TPW holds a series of annual "on the road" meetings with constituents where insights are proactively sought and then used to shape future hunting and fishing regulations.

#### **Constituent Meetings**

- TPW has historically conducted constituent meetings on an ad hoc basis to determine customer satisfaction
- Annual and other public meetings

#### **Technology**

- TPW has implemented means of public feedback via the internet and email.

**G. Describe the agency's process for handling complaints against the agency, including the maintenance of complaint files and procedures for keeping parties informed about the process. If the agency has a division or office, such as an ombudsman, for tracking and resolving complaints from the public or other entities, please provide a description.**

As prescribed by Section VI, Texas Parks & Wildlife Personnel Manual and Employee Handbook, the following process is utilized to handle complaints against the Department.

Persons who are not TPW employees who want to initiate a formal complaint concerning any aspect of TPW operations should submit the complaint in writing to the Executive Office, Office of Internal Affairs.

The Director of Human Resources and the appropriate Division Director will review all allegations directly involving employees with the Director of Internal Affairs. The Office of Internal Affairs will normally conduct the investigation if this assessment results in a determination that:

- The allegations, if found to be true, would: result in a reasonable likelihood of prosecution that:
  - Could result in a conviction of an offense under either the Penal Code, or the Parks and Wildlife Code at or above the class B misdemeanor level or
  - Could result in a conviction under either the Penal Code or the Parks and Wildlife Code at the class C misdemeanor level if that conviction would prevent the continuation of TPW duties.
- Special investigations by the Office of Internal Affairs may be authorized by the Executive Director as being in the best interests of TPW. Generally, this will occur when it appears the presenting circumstances would be best addressed by the special skills of an Internal Affairs investigator, rather than a line or general management employee. The Senior Division Directors will be involved in helping to make these decisions to the extent practical and appropriate.
- Other complaints filed by non-employees will be forwarded to the appropriate Division Director for a prompt, timely response that appropriately addresses the concerns raised by the citizen.
- Any person expressing a desire to file a formal complaint against a TPW employee or concerning a TPW action are told to submit a written complaint to the Executive Office, Office of Internal Affairs. Complainants are urged to use the PWD-185 when filing formal complaints. This form will normally be used by IA staff to record and formalize oral complaints made to the office. If sufficient information to constitute a formal complaint is contained in a written document signed by the complainant, it may be accepted in place of the PWD-185.
- The formal complaint should include as much detail as possible regarding the alleged improper action, including reference to the specific TPW policy, rule, law, or regulation that may have been violated.
- Persons complaining orally, in person or by telephone, of infractions of TPW rules, regulations, or policies or an illegal act allegedly committed by a TPW employee, should be advised of TPW procedures for filing formal complaints.
- If the person refuses to put the complaint in writing, he or she should be informed that the matter will be reviewed, but that the lack of a written statement from the complainant will make the process much more difficult and increase the opportunity for an inconclusive outcome.
- Anonymous complaints which, if true, would adversely affect the TPW may be reviewed. Employees receiving information anonymously are told to complete a written summary of the circumstances of the contact, including all details of the alleged infraction.
- Any written complaint received from a non-employee by any TPW employee will be referred directly to the Office of Internal Affairs.
- All employees are responsible for advising the complainant of the proper procedures for filing a formal complaint if they receive an oral allegation that a TPW employee has committed a serious infraction of TPW rules, regulations or policies, or an illegal act.
- Internal Affairs will maintain a complaint log to track the filing and disposition of formal complaints.

**NOTE: Formal complaints received in the Divisions must be submitted to the Office of Internal Affairs for review, tracking and determination of proper follow-up action.**

Correspondence containing non-formal complaints received at the Department through the Executive Office are logged into the Department Mail Tracking System and assigned to the appropriate Division Director for a timely response that appropriately addresses the concerns raised.

Correspondence containing non-formal complaints received at the Department through individual divisions are logged into division tracking systems and assigned to the appropriate division personnel for a timely response that appropriately addresses the concerns raised.

Complaints from the Texas Commission on Human Rights and Equal Employment Opportunity Commission are received by the Director of the Human Resources Divisions and are appropriately investigated and responded to.

**H. Please fill in the following chart. The chart headings may be changed if needed to better reflect the agency's practices.**

<b>Texas Parks and Wildlife Department</b>		
<b>Exhibit 15: Complaints Against the Agency (Personnel/Performance)– Fiscal Years 1997 and 1998</b>		
	<b>FY 1997</b>	<b>FY 1998</b>
<b>Number of complaints received</b>	778	632
<b>Number of complaints resolved</b>	684	541
<b>Number of complaints dropped/found to be without merit</b>	96	84
<b>Number of complaints pending from prior years</b>	8	7
<b>Average time period for resolution of a complaint</b>	27.5 days	23.5 days
<b>Average time period for resolution of a complaint (Human Resources Division) resolved by outside agencies (e.g. EEOC, TCHR, Courts)</b>	> 1 year	> 1 year

**I. What process does the agency use to respond to requests under the Public Information (Open Records) Act?**

Texas Parks and Wildlife Department's response to requests under the Public Information Act is coordinated through Open Records Coordinator, attorney Judy Doran.

In general, the process is as follows:

When a request for information is received, the material is either provided immediately by a staff member, or forwarded to the Open Records Coordinator at the state headquarters. The Open Records

Coordinator will either provide the material requested in 10 days, or notify the requestor that some material is being withheld pending an Attorney General's opinion. In that event, a letter and brief is forwarded within statutory deadlines to the Attorney General requesting determination on whether certain materials can be withheld as exemption from the Act. Upon receipt of the Attorney General's opinion, the Department notifies the requestor and acts in accordance with the opinion, either supplying the material or withholding.

If the cost for production is above \$30, the requestor is notified before the material is furnished, and asked to make arrangements for payment. If the cost for production is minimal, the fees are waived.

It is noteworthy that, because of the unique nature of the service TPW offers the public, each field office, park, and wildlife management area (altogether, more than 130) receives hundreds of requests for information a month. Most routine requests are answered immediately from the field. For instance, the Corpus Christi field office of our Coastal Fisheries Division routinely produces 1000 pages of requested data a month, usually without cost.

**J. Please fill in the following chart:**

<b>Texas Parks and Wildlife Department Exhibit 16: Contacts</b>		
<b>INTEREST GROUPS (groups affected by agency actions or that represent others served by or affected by agency actions)</b>		
<b>Group or Association Name/ Contact Person</b>	<b>Address</b>	<b>Telephone Number Fax Number Email Address</b>
610 Historical Foundation Mr. Bob Bucher	POB 19651 Houston, TX 77024	Phone: 713-467-8197
Abilene State Park Patrons Mr. Dain Eshelman	7642 Patricia Lane Abilene, TX	Phone: 915-572-3204
ADAPT Mr. Bob Kafka	1339 S. Lamar, Suite B Austin, TX 78704	Phone: 512/442-0252 Fax: 512/442-0522
Admiral Nimitz Foundation Admiral Charles D. Grojean Rear Admiral, USN (Ret.)	POB 777 Fredericksburg, TX 78624	Phone: 830/997-8600
Admiral Nimitz Foundation Mr. Baine P. Kerr, Chairman	808 Travis Houston, TX 77002	Phone: 830/997-8600
Admiral Nimitz Foundation Mr. Marshall T. Steves, Sr. President and CEO	P.O. Drawer S San Antonio, TX 78211	Phone: 830/997-8600 Fax: 830/924-0470
Agricultural Extension Service Dr. Don Steinbach	Texas A&M University Room 111, Nagle Hall College Station, TX 77843	Phone: 409/845-7471 Fax: 409/845-7103
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Amateur Field Trail Clubs of America, Inc. Mr. Dale Bush	Region 7 2312 Quail Run Road College Station, TX 77840	Phone: 409-693-3939
American VolksSport Association Mr. Lynn Clark	15052 Kimberly Lane Houston, TX 77079	No Listing
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Circle Mountaineering Club Ms. Irene Martin	3333 Monroe St. El Paso, TX 79930	(No Listing Available)
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Friends of Hueco Tanks Mr. Bill Silver	6900 Hueco Tanks Road El Paso, TX 79938	Phone: 915-857-1135
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Guadalupe Chapter of Trout Unlimited Mr. Alan V. Bray	9063 Bee Caves Road Austin, TX 78733	No Listing
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Old Fort Griffin Memorial Regiment Mr. Clay Patterson	Box 1701 Breckenridge, TX 76424	Phone: 254-559-5477
Old Fort Lancaster Regiment Mr. Lee Ragan	4219 Durango Odessa, TX 79781	Phone: 915-550-5948
OPEC Committee Mr. Jimmy Burns	Rt.2 Box 7B Kenedy, TX 78119	Phone: 956-848-5327
Operation Orphans Mr. Tom Hewitt	2939 Burnt Oak San Antonio, TX 78282	Phone: 210-525-0500
Outdoor Nature Club Mr. Dorothy Parmesan	4615 Waring Houston, TX 77027	Phone: 713-622-7139
P.O.I.N.T. Mr. Michael "Shorty" Powers	4144 N. Central Expressway, Suite 515 Dallas, TX 75204	Phone/Fax: 972-524-4231
Palacios Sporting Goods Mr. Jim Dale	507 Bayshore Drive Palacios, TX 77465	Phone: 512-972-3314
Pan Am University Dr. Frank Judd	Coastal Studies Lab South Padre Island, TX 78592	Phone: 956-761-2644
Panhandle Regional Planning Committee Mr. Gary Pitner, Executive Director	P.O. Box 9257 Amarillo, TX 79105-9257	Phone: 806-374-3035
Parks and Recreation Department Mr. Pete Jamieson	P.O. Box 231 Arlington, TX 76004-0231	No Listing
Parks, Recreation and Community Development Ms. Susan Ivy Assistant Parks Director	Cleburne County PO Drawer 512 Kingsville, TX 78363	Phone: 361-595-8591
Partners in Palo Duro Texans for State Parks Mr. Glenn Campbell	Rt. 2 Box 285 Canyon, TX 79015	Phone: 806-488-2556
Piney Woods Conservation Center Mr. Jim Isleib	Route 1, Box 138DE Broaddus, TX 75929	Phone: 409-584-2412
Piney Woods Wildlife Society	P.O.B 189 Spring, TX 77383-0189	No Listing
PISCES Mr. Richard Moore	Rt 3 Box 789 Dickinson, TX 77539	No Listing
Port Aransas Boatmen Mr. Bob Flood	P.O. Box 302 Port Aransas, TX 78373	Phone: 512-749-5390

Prairie and Timbers Audubon Society Ms. Mary Dickerson	c/o Heard Natural Science Museum One Nature Place McKinney, TX 75069	Phone: 972-562-5566
Public Strategies, Inc. Mr. Jack Martin	98 San Jacinto Blvd. #900 Austin, TX 78701	Phone: 512-474-8848
Quahadi Society Mr. Jim Ramski	2403 Main Vernon, TX 76384	Phone: 940-553-1661
Quail Unlimited Mr. Peter Jamison	4200 Texas Commerce Tower Houston, TX 77002	No Listing
Rice University Mr. Frank Fisher Professor of Biology	P.O. Box 1892 Houston, TX 77251	Phone: 713-527-4917
Richardson Park Board Ms. Pamela Karnavas	1330 Cherokee Richardson, TX 75080	Phone: 972-234-1655
River Bend Resort Camp Mr. Howard R. Yeargan	HCR 70, Box 616 Concan, TX 78838	Phone: 830-232-6616
Riverside and Landowners Protection Coalition, Inc. Mr. Stephen Salmon	Box 2161 San Angelo, TX 76902	Phone: 915-653-5354
Rock Art Foundation Mr. James Zintgraff	4833 Fredericksburg Road San Antonio, TX 78229	Phone: 888-525-9907
Rusk-Palestine Partners Mr. Ray Kellerman	Rt. 4 Box 431 Rusk, TX 75785	Phone: 903-683-6612
S.M.A.R.T. Mr. David Stewart, President	3415 Shenandoah Cedar Park, TX 78613	Phone: 512-258-2412
Sabine River Authority Mr. Sam Collins	P.O. Box 579 Orange, TX 77630	No Listing
Saddlebags and Saddlebums Mary and Steve Scheinost	560 Parker Rd. Wylie, TX 75098	Phone: 972-442-2949
San Angelo Mountain Bike Club Mr. Don Ickles	3302 Valleyview Blvd San Angelo, TX 76904	Phone: 915-947-2675
San Antonio Botanical Garden Ms. Patty Leslie	555 Funston San Antonio, TX 78209	Phone: 210-207-3250
San Antonio Conservation Society	107 King William Street San Antonio, TX 78204	Phone: 210-224-6163
San Antonio Mountain Bikers Mr. David Berkowitz	2807 Short Ridge San Antonio, TX 78231	Phone: 210-492-5215
San Antonio Water System	1001 Market St. San Antonio, TX 78298	Phone: 210-704-7305
San Jacinto Museum of History Assn. Mr. Paul G. Bell President	3800 Park Road 1836 La Porte, TX 77571	Phone: 281-479-2431
San Marcos River Foundation Mr. Jack Fairchild	POB 1393 Martindale, TX 78655	Phone: 512-357-6827 <a href="mailto:jefrchld@corridor.net">jefrchld@corridor.net</a>

San Marcos River Foundation Ms. Dianne Wassenich	P.O. Box 1393 San Marcos, TX 78667-1393	Phone: 512-357-6897
Sea Turtle Restoration Project Ms. Teri Shore	P.O. Box 400 Forest Knolls, CA 94933	Phone: 415-488-0370
Seafood Producers and Processors Assoc. Mr. Patrick Henry	P.O. Box 325 Port Bolivar, TX 77650	Phone: 409-684-8992
Sierra Club – Alamo Group Mr. Andy Balinsky	P.O.B 6443 San Antonio, TX 78209-6443	Phone: 210-225-8195
Sierra Club – Austin Regional Group	P.O. Box 4581 Austin, TX 78765-4581	Phone: 512-305-6296
Sierra Club – Dallas Area Group	1120 Metrocrest Suite 222 Carrollton, TX 75006	Phone: 214-369-5543
Sierra Club - El Paso Regional Group	800 S. Piedras St. El Paso, TX 79905	Phone: 915-532-9645
Sierra Club – Houston Regional Group	Box 3021 Houston, TX 77253	Phone: 713-895-9309
Sons of Confederate Veterans Dr. William de Hayden	930 Cardinal Lane Paris, TX 75460	Phone: 908-785-1925
Sons of the Republic of Texas Mr. Al Davis	929 Wax Myrtle Lane Houston, TX 77079	Phone: 713-468-6771
Southlake PARD Ms. Kim Lenoir	400 North White Chapel Road Southlake, TX 76092	No Listing
Southwest Texas State University Dr. John Baccus	Department of Biology San Marcos, TX 78666	Phone: 512-245-2347
Southwest Texas State University Dr. Glen Longley	Edwards Aquifer Research Data Center (EARDC) Room 248 Freeman San Marcos, TX 78666	Phone: 512-245-2364
Southwestern Bell Telephone Co. Mr. M. B. Duncan	712 East Huntland Room 329 Austin, TX 78752	Phone: 512-328-9560
Sport Angler League of Texas Mr. Roy Daniels	P.O. Box 1233 Groves, TX 77619	Phone: 409-962-2209
Sportsmen's Conservationists of Texas Mr. Alan Allen	807 Brazos, Ste 311 Austin, TX 78701	Phone: 512-472-2267 Fax: 512-476-7020
Star of the Republic Museum Mr. Houston McGaugh	POB 317 Washington, TX 77880	Phone: 409-878-2461
State 4-H Office Mr. Ron Howard	7607 Eastwork Dr. College Station, TX 78743-2473	Phone: 409-845-1214
State Park Ministries Mr. Curtis Collins	P.O. Box 8270 Longview, TX 75607	Phone: 903-643-7358
Stephen F. Austin University Dr. James Kroll	School of Forestry Nacogdoches, TX 75961	Phone: 409-468-4600 409-468-3301
Stephen F. Austin University Dr. R. Montague Whiting	Box 6109-SFA Nacogdoches, TX 75962	Phone: 409/468-2125 409-468-3301 Fax: 409/468-2489
Stonewall Heritage Society Ms. Judy Tasch	POB 974 Stonewall, TX 78671	No Listing

Streams & Valleys, Inc. Ms. Pam Conders	P.O. Box 101373 Ft. Worth, TX 76185	Phone: 817-737-3136
Temple-Inland Forest Products, Inc. Mr. Don Dietz, Wildlife Mgr.	800 N. Temple Drive Diboll, TX 75941	Phone: 409-829-7481
Texans for State Parks Mr. Mitchell Davenport	P.O. Box 296 Jacksboro, TX 76458	Phone: 940-567-2674 Fax: 940-567-5029
Texans for State Parks Ms. Beth McDonald	1817 Richwood Dr. Austin, TX 78757-7816	Phone: 512-453-1291 Fax: 512-453-1291 (h) Fax: 512-453-8389 (w)
Texas A&I University Dr. Allan Chaney	P.O. Box 158 Kingsville, TX 78363	Phone: 512-593-3922
Texas A&M University Dr. Loren C. Skow, Professor	Dept. of Veterinary Anatomy & Public Health College Station, TX 77843-4458	Phone: 409-845-3194
Texas African American Heritage Organization Mr. David A. Williams	920 E. 11 <sup>th</sup> St. Austin, TX 78702	Phone: 512-322-9131
Texas Aquaculture Association Mr. Tim Moore	P.O. Box 13285 Capitol Station Austin, TX 78711	Phone: 281-648-6549
Texas Archeological Society Ms. Brenda Wharton	3620 Haynie Dallas, TX 75205-1204	Phone: 214-369-3751 Fax: 214-368-8290
Texas Army Mr. Carroll Lewis	2115 Lexington Houston, TX 77098	Phone: 713-527-0568
Texas Assn. of Campground Owners Mr. Marion Peveto Executive Secretary	6900 Oak Leaf Drive Orange, TX 77632	Phone: 409-886-4082
Texas Association of Convention and Visitor Bureaus Ms. Nanci Perini, Chair	1101 N. 1 <sup>st</sup> St. Abilene, TX 79601	Phone: 915-676-2556
Texas Audubon Society Ms. Catriana Glazebrook, Executive Director	2525 Wallingwood, Suite 301 Austin, TX 78746-6922	Phone: 512-306-0225 Fax: 512-306-0235
Texas Bicycle Coalition Ms. Gayle Cummins Executive Director	1412 Butler Road Austin, TX 78701	Phone: 512-476-7433
Texas Bighorn Society Mr. Jerrell Coburn, President	5010 W.J. Boaz Road Ft. Worth, TX 76179	Phone: 817-336-0401
Texas Black Bass Unlimited Mr. Ed Parten	1102 Lisa Lane Kingwood, TX 77293	No Listing
Texas Center for Policy Studies Ms. Mary Kelly	44 East Ave. #306 Austin, TX 78701	Phone: 512-474-0811
Texas Chapter, The Wildlife Society Mr. John Jefferson	10433 Firethorn Lane Austin, TX 78750	Phone: 512-219-1199 Fax: 512-331-1101
Texas Coastal Conservation Association Mr. Charles Harter III	4801 Woodway, Suite 220W Houston, TX 77056	Phone: 1-800-201-FISH 713-626-4222

Texas Committee on Natural Resources Ms. Janice Bezanson	1301 S. IH 35, Suite 301 Austin, TX 78741	Phone: 512-327-4119
Texas Conservative Coalition Mr. Daniel Tilly	1805 Mohle Dr. Austin, TX 78703	Phone: 412-494-8491
Texas Dogwood Trail, Inc.	Box 1346 Palestine, TX 75801	Phone: 903-723-6622 Fax: 903-723-6626
Texas Education Agency Mr. Otto Grove Director of School Facilities	Div. of State Accounting & School Facilities 1701 N. Congress Avenue Austin, TX 78701-1494	Phone: 412-463-9734
Texas Environmental Defense Account  Mr. Jim Marston	44 East Avenue, Suite 304 Austin, TX 78701	Phone: 512-478-5161
Texas Equestrian Trail Riders Association Ms. Pauline Singleton	903 E. Archer Road Baytown, TX 77521	Phone: 281-421-2469
Texas Farm Bureau Mr. Bob Stallmann, President	P.O. Box 2689 Waco, TX 76702-2689	Fax: 254-751-2671 <a href="mailto:dpetty@tfb_waco.org">dpetty@tfb_waco.org</a>
Texas Food Industry Association Mr. Rick Johnson	7333 Hwy. 290 East Austin, TX 78723	
Texas Forest Service Mr. Jimmy Hull, Director	Texas Forest Service College Station, TX 77843-2136	Phone: 409-845-2601
Texas Game Warden Association Mr. Larry Young	5541 Bear Lane, #232 Corpus Christi, TX 78405	Phone: 512-289-5566 <a href="mailto:larry.young@tpwd.state.tx.us">larry.young@tpwd.state.tx.us</a>
Texas Historical Commission Mr. Larry Oaks	POB 12276 Austin, TX 78711	Phone: 512-463-6100 Fax: 512-463-4872 <a href="mailto:l.oaks@thc.state.tx.us">l.oaks@thc.state.tx.us</a>
Texas Historical Commission Mr. Mike Davis	P.O. Box 12276 Austin, TX 78711-2276	Phone: 512-463-6090
Texas Land Trust Council Mrs. Amy Monier	6625 Ridgeview Circle Dallas, TX 75240	Phone: 972-934-0835
Texas Mountaineers Mr. Eric Hobday	2501 West Univesity MS8073 McKinney, TX 75070	No Listing
Texas Municipal League Mr. Frank Sturzl Executive Director	1821 Rutherford Lane, #400 Austin, TX 78754-5128	Phone: 512-719-6300
Texas Nature Conservancy Mr. Robert Potts	P.O. Box 1440 San Antonio, TX 78209	Phone: 210-224-8774
Texas Offshore Shrimp Industry Mr. Pete Aparicio	5809 Salem Road Victoria, TX 77904	Phone: 512-578-0875
Texas Oil and Gas Corp Mr. Jim Sherrard	1700 Pacific Avenue Dallas, TX 75201-4696	Phone: 214-750-9580
Texas Old Guns Mr. Bill Brown	Rt. 1 Box 1262 Palestine, TX 75801	Phone: 903-723-7545
Texas Old Mission & Forts Restoration Association Mr. Hal Cherry	1812 Rainbow Richardson, TX 75081	Phone: 214-234-6996

Texas Panhandle Audubon Society Ms. Pam Allison President	POB 30939 Amarillo, TX 79120	Phone: 806-373-6106  <a href="mailto:Psa1@ibm.net">Psa1@ibm.net</a>
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Texas Recreation & Park Society Ms. Katherine Ray	1305 San Antonio St. Austin, TX 78701	Phone: 512-478-7781
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Texas Recreation & Parks Society Mr. Al Johnson	Richardson PARD P.O. Box 830309 Grapevine, TX 75083	Phone: 972-238-4250 Fax: 972-238-4247
Texas Recreation & Parks Society Mr. David Ondrias Director	Baytown PARD P.O. Box 424 Baytown, TX 77502-0424	Phone: 281-420-6591 Fax: 281-420-5847
Texas Recreation and Park Society  Mr. Larry Pressler	City of McAllen POB 220 McAllen, TX 78505-0220	Phone: 956-682-1517
Texas Restaurant Association Mr. Richard Jackson	P.O. Box 1429 Austin, TX 78767	No Listing
Texas Retailers Association Mr. Mickey Moore	504 W. 12 <sup>th</sup> St. Austin, TX 78701	Phone: 512-472-8261
Texas River Protection Association Mr. Tom Goynes	POB 219 Martindale, TX 78655	No Listing
Texas Sea Grant College Program Mr. Ralph Rayburn	Texas A&M University 1712 Briarcrest Suite 702 Bryan, TX 77802	No Listing
Texas Seafood Producers Association Mr. Terry Ricks	2249 A1 Hill Road Aransas Pass, TX 78336	Phone: 512-758-8274
Texas Sheep and Goat Raiser Assoc. Mr. Jim Turner	P.O. Box 2290 San Angelo, TX 76901	<a href="mailto:Tsgra@wcc.ent">Tsgra@wcc.ent</a>
Texas Shrimp Association Ms. Wilma Anderson	126 W. Cleveland Blvd. Aransas Pass, TX 78335	Phone: 512-758-5024 Fax: 512-758-5853
Texas Signature Food Mr. Tommy Taylor, President	4520 Angelina Way Fort Worth, TX 76137-5610	
Texas Society for Ecological Restoration	c/o Institute of Applied Sciences, University of North Texas P.O. Box 310559 Denton, TX 76203-0559	Phone: 940-565-2416
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Texas State Rifle Association Mr. Dale Barnard	1131 Rockingham Dr. #101 Richardson, TX 75080	Phone: 972-889-8772 Fax: 972-889-1515
Texas Tech University Dr. Loren Smith	Department of Range & Wildlife Mgmt. Lubbock, TX 79409	Phone: 512-742-2841
Texas Travel Industry Association	400 West 15th St. Suite 177 Austin, TX 78701	Phone: 512-476-4472

Texas Water Foundation Ms. Kimberley S. Iannelli	426 West Caffery Avenue Pharr, TX 78577	Phone: 956-630-3993 Fax: 281-754-4118 <a href="mailto:watertex@aol.com">watertex@aol.com</a>
Texas Waterfowlers Association, Inc. Mr. James E. Higgins, President	200 Star St. Hereford, TX 79045	Phone: 806-364-2136
Texas Wild Turkey Federation, Inc. Mr. Paul Hanser, President	2845 Meadowbrook Plano, TX 75075	Phone: 972-612-1914
Texas Wildlife Association Mr. Jaimie Haines, President	1635 Northeast Loop 410, Suite 108 San Antonio, TX 78209	Phone: 1-800-839-9453
Texas Youth Hunting Program Dr. Wallace Klussmann, President	Rt. 4, Box 451 Fredericksburg, TX 78624	Phone: 915-247-3233
The Conservation Account Mr. Andy Jones	101 W. 6 <sup>th</sup> , Suite 801 Austin, TX 78751	Phone: 512-477-1712
The Long Riders Ms. Edie Booth	P.O. Box 224 Canton, TX 75103	No Listing
The Park People, Inc. Ms. Glenda Barrett	P.O.B 98063 Houston, TX 77098-0863	Phone: 713-942-7275
The Summerlee Foundation Mr. David Jackson	4956 Sherry Lane, Suite 1414 Dallas, TX 75225	Phone: 214/363-9000 Fax: 214/363-1941
The Trust for Public Land Mr. Ted Harrison Regional Director	418 Montezuma Ave. Santa Fe, NM 87501	Phone: 505-988-5922
The Trust for Public Land Mr. Ted Siff Texas Projects Manager	700 San Antonio St. Austin, TX 78701	Phone: 512-478-4649 Fax: 512-478-4522 <a href="mailto:ted.siff@tpl.org">ted.siff@tpl.org</a>
The University of Texas at Tyler Professor of Biology Dr. Neil Ford	3900 University Blvd. Tyler, TX 75701	Phone: 903-566-7000
Trail Riders of Houston Mr. Ed Keeley	5411 Winding Creek Way Houston, TX 77017	Phone: 713-947-3355
Transactive Ms. Ann Fuelberg V.P. SW Business Development	1627 Woodland Ave. Austin, TX 78741-2554	<a href="mailto:Afuelberg@gtech.com">Afuelberg@gtech.com</a>
Transitional Learning Community Mr. Gerry Carr	1528 Post Office St. Galveston, TX 77550	Phone: 409-762-6661
TRAPS Mr. Malcolm Matthews	San Antonio PARD P.O. Box 839966 San Antonio, TX 78283	Phone: 210-207-8480
Travis Audubon Society Mr. Doug Booher	POB 1132 Round Rock, TX 78680-1132	Phone: 512-442-2709
Trinity River Authority Mr. Danny Vance	P.O. Box 60 Arlington, TX 76004	Phone: 817-467-4343 817-640-6300
Twisted Oaks Farm Ms. Judith Becker	P.O. Box 1467 Buda, TX 78610	No Listing
TX Trails Network Mr. Chuck Butler	3938 Vinecrest Dallas, TX 75229	Phone: 214-358-1069
Tyler Bicycle Club Mr. Roger Singleton	P.O. Box 6734 Tyler, TX 75711	No Listing



U.S. Army Corps of Engineers Mr. Richard Freeman	Real Estate Division Tulsa District P.O. Box 61 Tulsa, Oklahoma 74121-0061	Phone: 918-669-7197
U.S. Army Corps of Engineers Mr. Dwight Quarrels, Chief	Attention: CESWF-OD POB 17300 Fort Worth, TX 76102-0300	Phone: 817-978-2123
U.S. Coast Guard Mr. Tom Atkin	Eighth Coast Guard District Hale Boggs Federal Building 501 Magazine St. New Orleans, LA 70130	Phone: 800-799-8362 Fax: 504-589-4938 Takin@d8.uscg.mi.
U.S. Department of Interior Dr. Milford R. Fletcher Chief Resources Management	National Park Service Box 728 Santa Fe, NM 87501	Phone: 505-757-6032 505-757-6414 505-988-6009
U.S. Fish and Wildlife Service Ms. Nancy Kaufman Regional Director	P.O. Box 1306 Albuquerque, NM 87103	Phone: 505/248-6282 Fax: 505/766-2289
U.S. Fish and Wildlife Service Mr. Carlos Mendoza	17629 El Camino Real, Suite 211 Houston, TX 77058	Phone: 713-286-8282 Fax: 713-488-5882
U.S. Fish and Wildlife Service Ms. Lynn Starnes	500 Gold Ave. Southwest, Room 3118 Albuquerque, NM 87102	Phone: 505/248-6866 Fax: 505/248-6845
U.S. Fish and Wildlife Service Ecological Svcs. Mr. David Hankla	17629 El Camino Real, Suite 211 Houston, TX 77058	Phone: 713-286-8282 Fax: 713-488-5882
U.S. for Ike Mr. John Dornstater	152 Gold Road Sherman, TX 75090	Phone: 903-546-7413
University of TX at Austin Outdoor Program Ms. Jennifer Walsh	GRE #33 Austin, TX 78712	Phone: 512-471-4591
USDA-NRC Mr. John Burt	185 S. Main St. Temple, TX 76501	Phone: 254-742-9880
USFWS Co-Op Unit Dr. Nick Parker	Texas Tech University Room 9, Goodard Bldg. Lubbock, TX 79409	Phone: 806-742-2851
USS Texas Veterans Association Mr. James McGonagle	3527 Battleground Road La Porte, TX 77571	No Listing
UT-El Paso, Centennial Museum Ms. Florence Schwein	Wiggins & University El Paso, TX 79968	Phone: 915-747-5565
Valley Sportsmen Club Mr. Ed Cooper	P.O. Box 968 Harlingen, TX 78551	No Listing
Varner-Hogg Volunteers Mr. Robby Roden	P.O. Box 696 West Columbia, TX 77486	Phone: 409-345-4656
Village Cr. SP Volunteer Association Ms. Anne Britnell	1345 Keith Road #53 Lumberton, TX 77657	Phone: 409-755-7322
Village Creek Volunteer Association Ms. Virginia Luttrell	POB 8575 Lumberton, TX 77880	No Listing

Washington-on-the-Brazos Park Association Mr. Charles Moser, President	1707 South Jackson Street Brenham, TX 77833	Phone: 409-878-2214
Waterfowl Habitat Alliance of Texas Mr. Richard Tinsley	101 Detering Houston, TX 77007	Phone: 713-880-2355 Fax: 712-864-1113
Welder Wildlife Foundation Mr. Lynn Drawe	PO Drawer 1400 Sinton, TX 78387	Phone: 512-364-1604
Wichita Falls Board of Commerce & Industry Mr. Ronald Mertens	POB 1860 Wichita Falls, TX 76307	Phone: 940-696-5509
Witte Museum Ms. Linda Johnson	3901 Broadway San Antonio, TX 78209	Phone: 210-357-1850
Zoological Society of Houston, Inc. Ms. Joan Wicks	POB 66387 Houston, TX 77266	Phone: 713-522-2823

<b>INTERAGENCY, STATE, OR NATIONAL ASSOCIATIONS</b> (that serve as an information clearinghouse or regularly interact with the agency)		
<b>Group or Association Name/                      Contact Person</b>  <b>memberships/dues</b>	<b>Address</b>	<b>Telephone Number</b> <b>Fax Number</b> <b>E-mail Address</b>
AAA Texas Inc.	3000 Southwest Freeway Houston, TX 77098	Phone: 713/524-1851, Ext. 6165 Fax: 713/284-6312 <a href="http://www.aaa-texas.com">www.aaa-texas.com</a>
Albany Chamber of Commerce	#2 South Main Albany, TX 76430	Phone: 915-762-2525
Amarillo Chamber of Commerce	POB 9480 Amarillo, TX 79105	Phone: 806-373-78001
American Association of Museums	1575 I Street NW Dept. 4002 Washington, DC 20042-40002	Pone: 202-289-1818
American Fisheries Society	5410 Grosvenor Lane, Ste. 110 Bethesda, MD 20814-2799	Phone: 301-897-8616 Fax: 301-897-8096 <a href="mailto:main@fisheries.org">main@fisheries.org</a>
American Marketing Assn.	250 South Wacker Dr., Ste. 200 Chicago, IL 60606-5819	Phone: 312/648-0536 Fax: 312/993-7542 <a href="mailto:info@ama.org">info@ama.org</a>
American Rock Art Research	Arizona State Museum Tucson, AZ 85721	No Listing
American Sportfishing Assn.	1033 North Fairfax St., Ste 200 Alexandria, VA 22314	Phone: 703-519-9691 Fax: 703-519-1872 <a href="mailto:info@asafishing.org">info@asafishing.org</a>
Association of Contingency Planners	7044 South 13th St. Oak Creek, WI 53154-0000	No Listing
Association of Midwest Fish & Game	Colorado Division of Wildlife 6060 Broadway Denver, CO 80216	No Listing
Athens Chamber of Commerce	POB 2600 Athens, TX 75751	Phone: 903-675-5183
Atlanta Area Chamber of Commerce	Box 29 Atlanta, TX 75551	Phone: 903-796-5711
Bastrop Chamber of Commerce	927 Main St. Bastrop, TX 78731	No Listing
Big Spring Area Chamber of Commerce	Box 1391 Spring, TX 79721	No Listing

Brazosport Chamber of Commerce	420 Hwy 332 W. Brazosport, TX 77531-0000	No Listing
Burnet Chamber of Commerce, Inc.	703 Buchanan Dr. Burnet, TX 78611	Pone: 512-756-4297
Canyon Chamber of Commerce	POB 8 Canyon, TX 79015	Phone: 806-655-7815
Cleburne Chamber of Commerce	1511 W. Henderson St. Cleburne, TX 76031	Phone: 817-645-2455
Conservation Information Assn. (ACI)	c/o David Rice, Treasurer Nevada Div. of Wildlife Box 10678 1100 Valley Road Reno, NV 89520	Phone: 775/688-1550
Daingerfield Chamber of Commerce	305 Scurry Daingerfield, TX 75638	No Listing
Dalhart Area Chamber of Commerce	POB 967 Dalhart, TX 79022	Phone: 806-249-5646
Dallas Convention & Visitors Bureau	1201 Elm St. Dallas, TX	No Listing
Del Rio Chamber of Commerce	1915 Ave F Del Rio, TX 78840	Phone: 830-775-3551
Denison Chamber of Commerce	Box 325 Denison, TX 75020	Phone: 903-465-1551
Denton Chamber of Commerce	5800 N. Interstate 35 Denton, TX 76207	Phone: 940-381-1818
Divers Alert Network	Raleigh, NC 27624-0000	Phone: 1-800-446-2671 Fax: 919-490-6630 dan@diversalertnetwork.org
Estuarine Research Federation	490 Chippingwood Drive #2 Port Republic, MD 20676-0000	Phone: 410/586-0997 Fax: 410/586-9226
Executive Women in Texas Government	3500 Jefferson St., Suite 210A Austin, TX 78704	Phone: 512/371-1263
Fort Davis Chamber of Commerce	POB 378 Davis, TX 79734	Phone: 915-426-3015
Goliad Chamber of Commerce	205 S. Market Goliad, TX 77963	Phone: 512-645-3563
Gonzales County Chamber of Commerce	POB 134 Gonzales, TX 78629	No Listing
Greater Austin Quality Forum	111 Congress Ave. Plaza Level POB 1967 Austin, TX 78767	Phone: 512/478-9383 Fax: 512/478-6389 <a href="http://www.austin-chamber.org">www.austin-chamber.org</a>
Greater Houston Convention and Visitors Bureau	801 Congress Houston, TX 77002-0000	Phone: 1-800-446-8786 Phone: 713-227-3100 Fax: 713-227-6336 www.com/company/c010393

Groesbeck Chamber of Commerce	110 N. Ellis St. Groesbeck, TX 76642	Phone: 254-729-3894
Gulf States Marine Fisheries	POB 726 Oceans Springs, MS 39566	Phone: 228-875-5912 Fax: 228-875-6604 <a href="http://www.gsmfc.org">www.gsmfc.org</a> (contact webmaster)
Houston County Chamber of Commerce	POB 307 Crockett, TX 75835	No Listing
Illuminating Engineering Society of North America	120 Wall Street, 17th Floor New York, NY 10005-4001	Phone: 1-212-248-5000 Fax: 1-212-248-5017 <a href="mailto:iesna@iesna.org">iesna@iesna.org</a>
International Association of Fish and Wildlife Agencies	444 N. Capitol St., NW, Suite 544 Washington, DC 20090	Phone: 202/624-7890 Fax: 202/624-7891 <a href="mailto:iafwa@sso.org">iafwa@sso.org</a>
International Association of Fish and Wildlife Agencies	POB 506 Stowe, VT 05672-0506	No Listing
International Association of Marine Investigators	9 Sherwood Drive Westford, MA 01886	No Listing
International Sybase Users Group	6475 Christie Avenue Emeryville, CA 94008	No Listing
International Television Assn.	6311 N. O'Connor Rd., Suite 230 Irving, TX 75039	Phone: 972-869-1112 Fax: 972-869-2980
Interstate Shellfish Sanitation Conference	115 Atrium Way, Suite 117 Columbia, SC 29223	Phone: 803/788-7559 Fax: 803/788-7576
Jacksboro Chamber of Commerce	103 S. Main St. #C Jacksboro, TX 76458	Phone: 940-567-2602
Jackson County Chamber of Commerce and Agriculture	317 W. Main St. Edna, TX 77957	Phone: 512-782-7146
Jacksonville Chamber of Commerce	526 E. Commerce Jacksonville, TX 75766	Phone; 903-586-2217
Jasper Chamber of Commerce	246 E. Milam Jasper, TX 75951	Phone: 409-384-2762
LaGrange Area Chamber of Commerce	171 South Main La Grange, TX 78945	Phone: 409-968-5756
Lake Buchanan/Inks Lake Chamber of Commerce	Buchanan Dam, TX 78609	Phone: 512-793-2803
Lake Whitney Chamber of Commerce	1220 N. Brazos St. Whitney, TX 76692	Phone: 254-694-2540
Lamar County Chamber of Commerce	1651 Clarksville Paris, TX 75460	Phone; 903-784-2501
Lubbock Chamber of Commerce	1120 14 <sup>th</sup> St. Lubbock, TX 79401	Phone; 806-763-4666
Luling Chamber of Commerce	POB 710 Luling, TX 78648	Phone: 830-875-5927 Phone: 830-875-3214 Fax: 830-875-2082

Marshall Chamber of Commerce	POB 520 Marshall, TX 75670	Phone: 903-935-7868
McGregor Chamber of Commerce	303 S. Main McGregor, TX 76657	No Listing
Mexia Chamber of Commerce	315 N. Sherman St. Mexia, TX 76667	Phone; 254-562-5569
Mount Pleasant-Titus County Chamber of Commerce	POB 1237 Mt. Pleasant, TX 75456	Phone: 903-572-8567
National Association of State Boating Law Administrators	POB 11099 Lexington, KY 40512-1099	No Listing
National Assn. of State Park Directors	9894 E. Holden Place Tucson, AZ 85748	Phone: 520-298-4294 naspdglenn@dakotacom.net
National Safe Boating Council, Inc.	POB 8510 Lexington, KY 40533-8510	Phone: 606-226-9451 Fax: 606/231-6403
Outdoor Writers Assn. Of America	27 Ft. Missoula Rd., Suite 1 Missoula, MT 59804	Phone: 406-728-7434 Fax: 406-728-7445 members@montana.com
Ozona Chamber of Commerce	1110 Avenue E Ozona, TX 76943	Phone: 915-392-3737
Palestine Area Chamber of Commerce	502 N. Queen St. Palestine, TX 75801	Phone: 903-729-6066
Pilot Point Chamber of Commerce	322 S. Washington St. Pilot Point, TX 76258	Phone: 940-686-5385
Preservation Texas State Preservation Board	201 E. 14 <sup>th</sup> St. Austin, TX 78707	Phone: 512-463-5495
Public Relations Society	33 Irving Place New York, NY 10003-2376	Phone: 212-995-2230 Fax: 212-995-0757 <a href="mailto:hq@prsa.org">hq@prsa.org</a>
Quality Assurance Institute	7575 Dr. Phillips Blvd, Ste 350 Orlando, FL 32819-0000	Phone: 407-363-1111
Rusk County Chamber of Commerce	415 N. Main St. Rusk, TX 75785	Phone: 903-683-4242
Good Sam's Club	POB 660617, Dept 49 Dallas, TX 75266	
San Saba County Chamber of Commerce	302 E. Wallace Courthouse San Saba, TX 76877	Phone: 915-372-5141
Society for Ecological Restoration	1207 Seminole Highway Madison, WI 53711-0000	No Listing
Southeastern Assn. of Fish and Wildlife Agencies	Law Enforcement Section NC	<a href="http://www.state.nc.us/wildlife/seafwa">www.state.nc.us/wildlife/seafwa</a>

Southern Association of Marine Laboratories	c/o Mote Marine Labs 1600 Ken Thompson Parkway Sarasota, FL 34236	Phone: 941-388-2451 <a href="mailto:don@mote.org">don@mote.org</a>
Southern State Boating Law Administrators Association	1500 West Main, Ste 210 Lexington, KY 40511	Phone: 606-225-9487 Fax: 606-231-6403 <a href="mailto:nasbla@aol.com">nasbla@aol.com</a>
State Bar of Texas	1414 Colorado Austin, TX 78701	Phone: 512-463-1463
Texas Association of Museums	3939 Bee Cave Rd. Austin, TX 78746	Phone: 512/328-6812
Texas Association of State Systems for Computing	111 Congress Ave., Suite 1200 Austin, TX 78701	No Listing
Texas Chapter Public Risk Management Assn.	Risk Management Assn. San Antonio, TX 78283-0000	No Listing
Texas District and County Attorneys Assn.	1210 Nueces, Suite 200 Austin, TX 78701	Phone: 512/474-2436 Fax: 512/478-4112 <a href="http://www.tdcaa.com">www.tdcaa.com</a>
Texas Nature Tourism Assn.	400 W. 15 St. 812 San Antonio St., Suite 401 Austin, TX 78701	Phone: 512-476-8760 Fax: 512-478-9177
Texas Outdoor Writers	POB 13925 Arlington, TX 76013	Phone: 817-265-6215 Fax: 817-265-6290 <a href="mailto:shugferris@aol.com">shugferris@aol.com</a>
Texas Police Association	314 E. Highland Mall Blvd. Austin, TX 78752	Phone: 512-458-3140 Fax: 512-458-4130 <a href="mailto:txpolassoc@aol.com">txpolassoc@aol.com</a>
Texas Recreation & Park Society	1305 San Antonio St. Austin, TX 78701	Phone: 512/478-7781 Fax: 512/478-1049
Texas Recreational Vehicle Assn.	3355 Bee Caves Road Austin, TX 78746	Phone: 512/327-4514
Texas State Board of Public Accountancy	333 Guadalupe, Tower III, Ste. 900 Austin, TX 78769	Phone: 512/305-7800 Fax: 512/305-7854
Texas Travel Industry Assn.	400 W. 15 St. 812 San Antonio St., Suite 401 Austin, TX 78701	Phone: 512/476-4472 Fax: 512/478-9177 (no e-mail)
Texas Water Conservation Assn.	221 E. 9th, Suite 206 Austin, TX 78701	Phone: 512-472-7216 Fax: 512-472-0537 Email: <a href="mailto:twca@twca.or">twca@twca.or</a>
The Institute for Internal Auditors	POB 9421 Austin, TX 78766	Phone: 512/499-1847 Fax: 512/499-2078 <a href="mailto:suzanne.kunkel@ci.austin.tx.us">suzanne.kunkel@ci.austin.tx.us</a>

The National Assn. of Interpretation	POB 1892 Fort Collins, CO 80522	No Listing
The Wildlife Society	5410 Grosvenor Lane, St. 200 Bethesda, MD 20814-2197	Phone: 301-897-9770  <a href="mailto:twswildlife.org">twswildlife.org</a>
Tyler County Chamber of Commerce	201 North Magnolia Woodville, TX 75979	Phone: 409-283-2632
Washington County Chamber of Commerce	314 South Austin Brenham, TX 77833	Phone: 409-836-3695
Weatherford Chamber of Commerce	401 Fort Worth St. Weatherford, TX 76086	Phone: 817-596-3801
West Columbia Chamber of Commerce	POB 837 Columbia, TX 77486	Phone: 409-345-3921
World Aquaculture Society	JM Parker Coliseum LSU Baton Rouge, LA 70803-000	Phone: 225-388-3137 Fax: 225-388-3493 <a href="mailto:wasmass@aol.com">wasmass@aol.com</a>



<b>LIAISONS AT OTHER STATE AGENCIES</b>		
(with which the agency maintains an ongoing relationship, e.g., the agency's assigned analyst at the Legislative Budget Board, or attorney at the Attorney General's office)		
<b>Agency Name/ Relationship/ Contact Person</b>	<b>Address</b>	<b>Telephone Number Fax Number E-mail Address</b>
<b>Attorney General's Office</b> Mr. Andy Taylor First Assistant Attorney General  Texas Torte & Liabilities Nelly Herrera	Price Daniel Building 209 West 14th St. Austin, TX 78701  Box 12548 Austin, TX	Phone: 512/463-2191 Andy.taylor@oag.state.tx.us  Phone: 512-475-1892 Nelly.herrera@oag.state.tx.us
Department of Information Resources  Mr. Larry Hutchinson	P.O. Box 13564 Austin, Tx 78711-3564	Phone: 936-2669 Fax: 475-4759 Larry.hutchison@dir.state.tx.us
<b>Edwards Aquifer Authority</b> Greg Ellis General Mgr.  Susan Hughs, Director	POB 15830 San Antonio, TX  1615 N. St. Mary's St. San Antonio, TX	Phone: 210-222-2204 Fax: 210-222-9869 <a href="mailto:Gellis@e-aquifer.com">Gellis@e-aquifer.com</a>  Phone: 210-532-2332 Fax: 210-532-2032 <a href="mailto:Susan@wordwright.com">Susan@wordwright.com</a>
<b>Galveston Bay Estuary Program</b> Natural Resources Uses: Steve Anderson  Natural Resources Team Leader: Cynthia Jennings  M. A. Bengtson, Public Participation Coordinator  Water/Sediment Quality Team Leaders: Thomas Bryron Helen Drummond  Judy Fox, Administrative Svcs Coordinator  Carter Miska, Monitoring/Research Coordinator	2226 Bay Area Blvd. Houston, TX	Phone: 281-332-9937 Fax: 281-332-8590 Ext. 3008

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<p>Tom Calnan          Wetlands Biologist</p>		<p>Phone: 512/463-5100          Fax: 512/475-0680          Tcalnan@glo.state.tx.us</p>
<p>J. T. Ewing          Field Operations Manager</p>	<p>Beaumont Area Office          2300 Hwy 365, Suite 340          Nederland, TX 77627</p>	<p>Phone: 409-727-7481  <a href="mailto:Jt.ewing@glo.state.tx.us">Jt.ewing@glo.state.tx.us</a></p>
<p>Resource Mgmt:          Andrew Neblett, Deputy          Commissioner</p>	<p>1700 N. Congress Ave          Austin, TX</p>	<p>Phone: 512-305-9477          Wwww.glo.state.tx.us</p>
<p>Coastal Coordination Council:          Janet Fatheree, Secretary</p>	<p>SFA Bldg          1700 N. Congress Ave          Austin, TX</p>	<p>Phone: 512-463-5385          Fax: 512-475-0680          Janet.fatheree@glo.state.tx.us</p>
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<p>David Bezanson          GIS Specialist</p>	<p>414 Travis          Port Lavaca, TX</p>	<p>Phone: 512-463-8797          Fax: 512-463-5029          David.bezanson@glo.state.tx.us</p>
<p>Suzanne Contreras</p>	<p>304 Hwy 35 Bypass          Port Lavaca, TX</p>	<p>Phone: 512-475-3438          Fax: 512-475-0680          Suzanne.contreras@glo.state.tx.us</p>
<p>Bill Grimes          Environ. Qual. Spec.</p>	<p>1700 N. Congress Ave.          Austin, TX 78701</p>	<p>Phone: 512-475-1464          Fax: 512-475-0680          Bgrimes@glo.state.tx.us          Phone: 361-552-8282</p>
<p>Niell Irvin          General Mgr., Oil Spill Response</p>		
<p>Jack Rumsey          Information</p>		<p>Phone: 512-475-2847</p>
<p>Roxanne Ruse          Adopt A Beach</p>		<p>Phone: 512-475-2847</p>

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<b>Guadalupe-Blanco River Authority</b> Bill West General Manager	933 E. Court St. Seguin, TX	Phone: 830-379-5822 Fax: 830-379-1766 Bwest@gbra.org
<b>House Appropriations Committee</b> Texas House of Representatives Mr. Cody Sutton	P.O. Box 2910 Austin, Tx 78768	Phone: 463-1091 Fax: 463-0270 Cody.sutton_hc@house.state.tx.us
<b>Lamar University</b> Dr. Richard Harrel Environmental issues	Beaumont, TX	Phone: 409-880-8255
<b>Legislative Budget Board</b> Ms. Niyanta Spelman, Analyst  Mr. Tony Tijerina	P.O. Box 12666 Austin, TX 78711-2666	Phone: 463-1194 Fax: 475-2902 <a href="mailto:niyanta.spelman@lbb.state.tx.us">niyanta.spelman@lbb.state.tx.us</a>  Phone: 463-1199 Fax: 475-2902 Tony.tijerina@lbb.state.tx.us
<b>Nueces River Authority</b>  <b>Con Mims</b>	POB 15830 Uvalde, TX	Phone: 830-278-6810 Fax: 830-278-2025 Cmims@aol.com
<b>Office of the Governor</b> Coby Shorter, Director of Agriculture/Conservation  Budget & Planning:  <b>T.C. Adams</b>	POB 12428 Austin, TX 78711	Phone: 512-463-2198 Fax: 512-463-1975 Cshorter@governor.state.tx.us  Phone: 512-463-1771 Fax: 512-463-1880
<b>Office of the Lt. Governor</b> Mr. Hector Gutierrez Special Assistant, Legislative Issues  Ms. Carmen Cernosek  Budget Director Office of the Lt. Governor Mr. Mike Morrissey	POB 12068 Austin, TX 78711-2068	Phone: 512-463-0005 Fax: 512-463-0039  Phone: 463-0010 Fax: 463-0039 <a href="mailto:carmen.cernosek@ltgov.state.tx.us">carmen.cernosek@ltgov.state.tx.us</a> Phone: 463-0010 Fax: 463-0039 Mike.morrissey@ltgov.state.tx.us
<b>Sabine River Authority</b> Albert Gray Freshwater inflows  Maynard E. Nelson, Operations Manager	POB 579 Orange	Phone: 409-746-2192  Phone: 409/746-2192

<p><b>San Antonio River Authority</b> Fred Pfeiffer, Gen. Mgr.;</p> <p>Steve Raabe</p>	<p>POB 830027 San Antonio, TX</p>	<p>Phone: 210-227-1373 Fax: 210-222-4323 Saranet@txdirect.net</p> <p>Phone: 210-227-1374 Fax: 210-222-4324 Saranet@txdirect.net</p>
<p><b>Senate Finance Committee</b> Texas Senate Mr. Harold Stone</p>	<p>P.O. Box 12068 Austin, Tx 78711</p>	<p>Phone: 463-8597 Fax: 463-5752 Harold.stone_sc@senate.state.tx.us</p>
<p><b>Southwest Texas State University</b> Dr. John Baccus</p> <p>Dr. Jim Kimmel</p>	<p>Department of Biology 601 University Drive San Marcos, TX 78666</p> <p>Center for Nature and Heritage Tourism</p>	<p>Phone: 512-245-2178</p> <p>Phone: 512/245-3201</p>
<p><b>State Aircraft Pooling Board</b> Maxine Alcalá, Scheduler</p>	<p>10335 Golf Course Road Austin, TX 78719 (new address)</p>	<p>Phone: 512-936-8900 Fax: 512-435-5471</p>
<p><b>State Auditor's Office</b> Mr. Larry Alwin</p> <p>Ms. Susan Riley Manager</p>	<p>206 E. 9th., Ste. 1900 POB 12067 Austin, TX 78711-2067</p>	<p>Phone: 512-479-4700 Fax: 512-479-4884</p> <p>Phone: 479-4791 Fax: 479-4884 Sar@sao.state.tx.us</p>
<p>State Office of Risk Mgmt (SORM)</p> <p>Kathy McMaster Deputy Director, Risk Assessment</p>	<p>300 W. 15th, 6th Floor Austin, TX 78701</p>	<p>Phone: 512-936-1481</p>
<p><b>Sunset Advisory Commission</b> Mr. Joey Longley Director</p>	<p>POB 13066 Austin, TX 78711</p>	<p>Phone: 512-463-1300 Fax: 512-463-0705</p>
<p><b>Texas A&amp;M University</b> Department of Wildlife and Fisheries Sciences Bob Brown, Department Head</p> <p>Dr. Carson Watt</p>	<p>Nagle Hall, Room 210 College Station, TX 77843-2258</p> <p>Department of Recreation, Parks, and Tourism</p>	<p>Phone: 409/845-1261 E-mil: <a href="mailto:rbrown@wfscgate.tamu.edu">rbrown@wfscgate.tamu.edu</a></p> <p>Phone: 409/845-5419</p>

<p><b>TNRCC</b> Jeff Saitas, Executive Director</p>	<p>POB 13087 Austin, TX 78753</p>	<p>Phone: 512-239-3900 Fax: 512-239-3939</p>
<p>Sue Bumpous, Border Affairs</p>	<p>6300 Ocean Drive Corpus Christi, TX 78412</p>	<p>Phone: 512-239-0049 Fax: 512-239-3175 sbumpous@tnrcc.state.tx.us</p>
<p>Ken Peterson, Deputy Director-Water Resource Mgmt.</p>		<p>Phone: 512-239-4300 Fax: 512-239-4303</p>
<p>Richard Seiler, Emergency Response &amp; Assessment, Damage Assessment and Restoration Program</p>		<p>Phone: 512-239-2523 Fax: 512-239-2527 rseiler@tnrcc.state.tx.us</p>
<p>Robert Huston, Chairman</p>		<p>Phone: 512-239-5505 Fax: 512-239-5533</p>
<p>Joe Vogel Deputy Director</p>		<p>Phone: 512-239-5100 Fax: 512-239-6050 JVOGEL@tnrcc.state.tx.us</p>
<p>Mr. Tom Webber Manager of Standards and Assessment Section</p>		<p>Phone: 512-239-4576 Fax: 512-239-4430</p>
<p>Mr. Steve Ligon Wastewater Permit Section</p>		<p>Phone: 512-239-4576 Fax: 512-239-4430</p>
<p>Sandra Johnston Local Government Asst</p>		<p>Phone: 512-239-4553 Fax: 512-239-6307 <a href="mailto:SAJOHNSO@tnrcc.state.tx.us">SAJOHNSO@tnrcc.state.tx.us</a></p>
<p>Mike Lowe Dam Safety Team Leader</p>		<p>Phone: 512-239-4763</p>
<p>Tony Bennet Public Drinking Water Section</p>		<p>Phone: 512-239-6020 Fax: 512-239-6050 <a href="mailto:TBENNET@tnrcc.state.tx.us">TBENNET@tnrcc.state.tx.us</a></p>
<p>Wade Gram Environmental issues</p>		<p>Phone: 409-898-3838</p>
<p>Beth Sears Water Quality Permits</p>		<p>Phone: 281-767-3500</p>

<p><b>Corpus Christi Bay Natural Estuary Program</b> <b>Sandra Alvarado</b></p>	<p>POB 13087 Austin, TX 78753  6300 Ocean Drive Corpus Christi, TX 78412</p>	<p>Phone: 361-825-3424</p>
<p><b>TNRIS</b> Hugh Bender, Director TNRIS</p>		<p>Phone: 512-463-8051 Fax: 512-463-8051 hbender@tnris.state.tx.us</p>
<p><b>Texas A&amp;M, Corpus Christi</b> Wes Tunnell, Jr., Ph.D. Director</p>	<p>Center for Coastal Studies 6300 Ocean Drive Corpus Christi, TX 78412</p>	<p>Phone: 361-825-2736 Fax: 361-825-2770</p>
<p>Texas Agricultural Extension Service, Texas A&amp;M  Dr. Don Steinbach, Interagency (Federal Aid-supported)  Conservation Education Staff: Larry Hysmith, Texas A&amp;M, Hunter Education  Denise Garza, Texas A&amp;M, Support Staff  Tamara Trail, Texas Agricultural Extension Office-Aquatic Education</p>	<p>Wildlife and Fisheries Extension Room 210 Nagle Hall College Station, Tx 77843-2258  College Station  College Station  San Angelo, TX</p>	<p>Phone: 409/845-7471  <a href="mailto:dsteinbach@wfscgate.tamu.edu">dsteinbach@wfscgate.tamu.edu</a></p>
<p>Texas Alcoholic Beverage Commission Mr. Doyne Bailey Executive Director Mr. Greg Hamilton Chief of Enforcement</p>	<p>5806 Mesa Drive Austin, TX 78731</p>	<p>Phone: 512/206-3217 Fax: 512-206-3350  Phone: 512-206-3401</p>
<p><b>Texas Animal Health Commission</b> Dr. Dan Baca, Animal Disease Specialist</p>	<p>1716 S. San Marcos, Room 15 San Antonio, Texas 78207</p>	<p>Phone: 210-224-5468</p>
<p><b>Texas Comptroller Office</b> Laure McGlothin Strategic Research  Donna or Mary Helen Lost Checks Department  Ms. Judi May</p>	<p>111 E. 17th St. Austin, TX</p>	<p>Phone: 512-936-5807 Fax: 512-463-5807 laura.mclaughlin@cpa.state.tx.us  Phone: 512-463-4850 Phone: 512-475-0842 Fax: 512-475-0887 judi.may@cpa.state.tx.us</p>

<p><b>Texas Department of Criminal Justice</b></p> <p>Kirk Moss Plans &amp; Operations</p> <p>Sharon Keilin Asst Dir State Jails</p> <p>Kent Ramsey Asst. Dir. Region I</p> <p>Bobby Warren Asst Dir Region II</p> <p>Was Mayo Asst Dir Region III</p> <p>Jeffrey Marton Asst Dir Region IV</p> <p>Ben Brown Asst Dir Region V</p>	<p>PO Box 99 Huntsville, Texas 77342-0099</p> <p>PO Box 99 Huntsville, Texas 77342</p> <p>1225 Avenue G Huntsville, Texas 77340</p> <p>PO Drawer 400 Tennessee Colony, Texas 75861</p> <p>400 Darrington Road Rosharon, Texas 77583</p> <p>HC202 Box 965 Beeville, Texas 78102</p> <p>304 West 6th Street Plainview, Texas 79072</p>	<p>Phone: 409-294-6280 Fax: 409-294-6325 <a href="mailto:Kirk.Moss@tdcj.state.tx.us">Kirk.Moss@tdcj.state.tx.us</a></p> <p>Phone: 409-437-2520 Fax: 409-437-2525 Sharon.Keilin@tdcj.state.tx.us</p> <p>Phone: 409-437-1770 Fax: 409-437-1988 <a href="mailto:Kent.Ramsey@tdcj.state.tx.us">Kent.Ramsey@tdcj.state.tx.us</a></p> <p>Phone: 903-928-2623 Fax: 903-928-2397 <a href="mailto:Bobby.Warren@tdcj.state.tx.us">Bobby.Warren@tdcj.state.tx.us</a></p> <p>Phone: 281-369-3542 Fax: 281-369-3542 <a href="mailto:Was.Mayo@tdcj.state.tx.us">Was.Mayo@tdcj.state.tx.us</a></p> <p>Phone: 512-362-6328 Fax: 512-358-6232 Jeffrey.Marton@tdcj.state.tx.us</p> <p>Phone: 806-291-0553 Fax: 806-293-1798 Ben.Brown@tdcj.state.tx.us</p>
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<p><b>Texas Department of Agriculture</b> Susan Combs, Commissioner;</p> <p>Donnie Dippel, Pesticide Regulations</p> <p>Trey Powers, Deputy Assistant Commissioner-Governmental Affrs.</p> <p>Mike McMurray, Coordinator of Interagency Natural Resource Issues</p> <p>Ms. Margaret Alvares Director of Consumer &amp; Commodities</p> <p>Ms. Damon Slaydon Deputy Director of Consumer &amp; Commodities</p>	<p>Stephen F. Austin Bldg. POB 12847 Austin, TX 78701</p>	<p>Phone: 512/463-4578 Fax: 512/463-1104 <a href="http://www.agr.state.tx.us">www.agr.state.tx.us</a>;</p> <p>Phone: 512/464-1093;</p> <p>Phone: 512/463-4375</p> <p>Phone: 512/475-1678 E-mail: <a href="mailto:mmcmurry@agr.state.tx.us">mmcmurry@agr.state.tx.us</a></p> <p>Phone: 512/463-7659 Fax: 463-8225</p> <p>512/463-7659 Fax: 463-8225</p>
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<p><b>Texas Department of Health</b> Seafood Safety Division Mr. Kirk Wiles, Director</p> <p>Shellfish Sanitation Program Hilda Bradley</p> <p>Information Mike Ordner</p> <p>Cooperative Meat Inspection Division William W. Rosser DVM, Director</p> <p>Pam Wilson</p>	<p>1100 West 49th Street Austin, TX 78756-3199</p> <p>POB 8748 Bacliff, TX</p> <p>1233 Agnes Corpus Christi, TX 78401</p> <p>1100 West 49th Street Austin, Texas 78756-7111</p> <p>Zoonosis Control</p>	<p>Phone: 512/719-0215 Fax: 512/719-0220</p> <p>Phone: 281-559-3187 Fax: 281-559-3135</p> <p>E-mail: <a href="http://tdh.state.tx.us/zonosis">tdh.state.tx.us/zonosis</a></p> <p>Phone: 512/458-7255</p>
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**VIII. 76th Legislative Session Chart**

Fill in the chart below or attach information if it is already available in an agency-developed format. In addition to summarizing the key provisions, please provide the intent of the legislation. For example, if a bill establishes a new regulatory program, please explain why the new program is necessary (e.g., to address specific health and safety concerns, or to meet federal mandates). For bills that did not pass, please briefly explain the issues that resulted in failure of the bill to pass (e.g., opposition to a new fee, or high cost of implementation).

<b>Texas Parks and Wildlife Department Exhibit 17: 76th Legislative Session Chart</b>		
<b>Legislation Enacted in the 76th Legislative Session</b>		
<b>Bill Number</b>	<b>Author</b>	<b>Summary of Key Provisions/Intent</b>
HB 1581	Isett	Allows the state park manager to waive the fees to certain youth groups in exchange for volunteer services in support of the park. This would give a break to certain youth groups to pay for their park stay with “in kind” rather than direct cash payments.
HB 1828	Christian	Allows justice courts to order the forfeiture and disposition of unlawful fishing equipment and to order the forfeiture and disposition of property determined by the court to be contraband under the provisions of TP&W Code. Also allows the court to order the forfeiture and disposition of any weapon or other personal property used in the commission of the violation. This enhances the penalties for poaching or hunting without land owners permission.
HB 1906	West, Buddy	Establishes authority for one or more specialty vehicle license plates with proceeds being applied for conservation or resources management activities of the Parks and Wildlife Department. This would provide a revenue source for conservation efforts of the Department.
HB 2108	Cook	Amends the Texas Recreation and Parks Account by adding authorization to fund underserved populations, inventory transfers and regional park development. This allows for actions to be taken as proposed in the study entitled “Texas Outdoors -- a Vision for the Future.”

HB 2272	Ritter	Affirms authority of the Commission Chairman to appoint advisory committees and adopt rules and other conditions for membership. In addition the bill repeals statutorily created advisory committees dealing with Fannin State Battle Grounds, falconry, trails development, and the Battleship "TEXAS". Those useful will be reconstituted as administratively created advisory committees. This allows for the Department leadership to adopt uniform standard operating procedures for all the advisory committees whether initially established administratively or statutorily
HB 2303	Hope	Amends the Parks and Wildlife Code to provide a penalty for unlawfully possession of a live game animal. This violation was a provision in a bill passed during the 75th Legislative Session but left devoid of a penalty.
HB 2526	Cuellar	Allows for enhanced penalties and allows for automatic revocation/suspension of hunting and fishing licenses for certain violations involved with poaching or the illegal take of wildlife and fisheries resources. It is the objective to create a greater deterrent to violation of the associated laws.
HB 3079	Kuempel	Expands on the Department's aquatic weed control program and directs the Department to develop a state plan for aquatic weed control pending funding appropriated for this purpose. This bill is an attempt to initiate a plan for dealing with the major issue of aquatic weeds.
HB 3462	Alexander	Provides a standardized process by which a legitimate owner of a vessel or outboard motor can obtain from TPW a hull identification or outboard motor serial number. This is critical when the vessel or outboard motor, under legitimate circumstances, does not have a serial number or the existing number has been lost. A fee can be charged for the application and inspection by a game warden. A primary function of this law is to assist in the recovery of stolen vessels or outboard motors.
SB 133	Brown, Buster	Protects the lighening whelks, the state shell, from retention in shrimp trawls.
SB 287	Brown, Buster	Expands the use of the TPW capital account and changes the name to the Texas Parks and Wildlife Conservation and Capital account. These actions will broaden the scope of this account as thereby make it a better tool for the Parks & Wildlife Commission as well as other Departmental leadership.
SB 267	Truan	Directs TPW to work with federal state and local agencies to minimize environmental damage done to its property along the border as a result of federal actions. This gives cause for the Department to request a meeting with a federal agency to discuss utilization of the Department land.



SB 707	Carona	Provides an exemption from sand and gravel permits to allow public utilities to construct utility lines and pipelines across state owned streambeds without first having to obtain a permit to remove or disturb river sand and gravel. This should expedite project time and reduce the administrative burden.
SB 872	Brown, Buster	Broadens authority for leasing, exchanging, or selling of all departmental lands. Such actions can be taken without declaring the land "unsuitable." This should assist in efforts to review and adjust jurisdiction over the agency's inventory.
SB 873	Brown, Buster	Defines the role and authority of the Department relating to aquaculture. Clarifies regulatory requirements.
SB 874	Brown, Buster	Secures the authority of the Department to enter into contractual agreements with other governmental bodies, and non-profit organizations. Also allows for the contracting of professional services to manage, design, bid, construct and administer projects.
SB 1272	Wentworth	Modifies the Department's authority to develop, implement, and administer Regional Habitat Conservation Plans (RHCP). Creates additional responsibility for the P&W Commission, including appointing members to certain committees, and reviewing various grievances.
SB 1302	Brown, Buster	Allows TPW to refuse to issue a license, tag, or permit to persons who have been finally convicted of a violation of TPW Code or a rule promulgated by the Commission under the authority of the Code.
SB 1303	Brown, Buster	Establishes a license management system in the commercial finfish harvesting industry. In common terms this is a limited entry for the finfish fishermen of Texas with provisions for the state to "buy back" licenses.
SB 1304	Brown, Buster	Relating to the control of aflatoxin found in grain used for wildlife feed. Concentrations of aflatoxin can be fatal to wildlife if concentrations are allowed to build.
SB 1429	Duncan	Places the P&W Commission as the approval authority for counties to implement a wildlife bounty greater than \$ 50. This would allow some mitigation against over harvest of predators.
SB 1457	West, Royce	Establishes July as "Buffalo Soldiers Heritage Month" and thereby gives the Department an opportunity to showcase its Buffalo Soldier's Program.

<b>Legislation Not Passed in the 76th Legislative Session</b>		
<b>Bill Number</b>	<b>Author</b>	<b>Summary of Key Provisions/Intent/Reason the Bill did not Pass</b>
HB 11	Goolsby	Related to hunting turkeys with shotguns only. Concern about over riding P&W Commission authority to set means and methods for hunting.
HB 539	Zbranek	Relates to construction, repair, and maintenance of roads in or adjacent to certain state parks and wildlife facilities. This would extend current directives to the Texas Department of Transportation for construction and maintenance of roads on P&W Department property and therefore had a significant fiscal impact.
HB 687	Bossee	Would in its engrossed version re-establish and exemption for persons over 65 years of age from the requirement to have a fishing license. Problems occurred with the fiscal impact of this bill.
HB 715	Flores	Would reduce the education requirement for Game Warden Cadets from a college degree back to 60 credit college hours. Problem with expanding the minimum requirements while maintaining a highly competitive selection process for limited cadet spaces in any Game Warden Academy.
HB 857	Turner, Bob	Would have allowed for recapture of released pen-reared game birds for training hunting dogs. Problems were recognized in controlling the recapture of only pen-reared birds.
HB 880	Berman	Recommended prohibition of alcoholic beverages advertisement on properties under the control of and in programs and publication of the Parks and Wildlife Department. Concerns raised for loss of revenue to the Department and restriction on business advertisement.
HB 979	Janek	Would have the hunting and fishing licenses effective for one year from the date of purchase instead of the state fiscal year time frame currently establishing the license period. Concerns raised with revenue loss and problems with supplying tags for hunting.
HB 1389	Wilson	Created an offense of fighting between a dog and a hog. There was a recognition of unintended consequences in this bill that would impact hunting with dogs.
HB 1525	Wilson	Would have transferred the jurisdiction of the Alamo from the Daughters of the Republic of Texas (DRT) to the Texas Parks and Wildlife. Major objects were raised by DRT and others that prevented any action on this bill.
HB 1555	Turner, Bob	Would have exempted certain game breeders from license requirements. It was noticed that this bill was more restrictive than current law and was therefore not pushed through the system.

HB 1596	Deshotel	Would have allow all those over 65 and under 17 to hunt and fish for free. The fiscal impact created problems for this bill.
HB 1691	Kuempel	Companion to SB 287 that passed.
HB 1692	Kuempel	Would have released the restriction (cap) on revenue authorized to the Parks and Wildlife Department from the sales tax attributable to the sale of sporting goods. Had significant fiscal impact and some philosophical issues with state leadership.
HB 1886	Turner, Bob	Would require the return of railroad right-of-way back to adjoining landowners upon abandonment. Concern for undermining the rail abandonment federal legislation as well as the "rails to trails" program.
HB 1926	Carter	Sets provisions for providing state agency services to the public through the use of electronic commerce. No clear reason for its failure to pass except for the volume of bills assigned to the committee hearing it.
HB1947	Staples	Would allow a landowner to take depredating fur-bearing animals without a hunting or trapping license. This was found to create problems in other areas of the management of wildlife resources.
HB 2445	Kuempel	This bill was intended to lessen agency concerns regarding the issuance of flood warnings and information and therefore encourage agencies to give warnings. It will limit liability for property damage, injuries or deaths due to failure to issue warnings, or for inaccurate warnings. Unclear as to problems with passing. It would have impacted state parks on or near rivers with flood warning devices.
HB 2549	Janek	This bill was focused on the states artificial reef program which had most of the provisions already in its operational procedures. The bill was not followed through with because it was unnecessary.
HB 2694	Dunnam	This bill related to the civil and criminal consequences of operating a motor vehicle, a watercraft, or an aircraft while intoxicated. Exact reasons for the failure of this legislation are unknown.
HB 2973	Staples	This would allow the taking of coyotes as fur-bearers which in conjunction with HB 1947 would allow them to be taken without a hunting license.
HB 3080	Kuempel	This bill was set to protect volunteers supporting youth hunting activities from lawsuits. It is suspected that this bill fell into the complexity of the tort-action bills and was not passed.

HB 3291	Greenberg	This bill would have re-established the P&W Department as the government entity to control and monitor personal keeping of dangerous wild animals. This was transferred to the counties 3 sessions ago and would be a significant fiscal impact to return it to the P&W.
HB 3311	Merritt	This bill was intended to allow crossbows to be used as a legal hunting device during the “archery only” hunting season. The traditional archery user were against this bill.
HB 3507	Solis	Would allow exemptions from hunting or fishing licenses for various types of physically or mentally “challenged” individuals. The concern with this and similar legislation is the effort to develop a fair and documentable method to set the threshold for degree of “challenged.”
HB 3615	Hilbert	Recommended the establishment of criminal consequences for refusal to consent to taking of a blood or breath specimen from an individual operating a motor vehicle or watercraft. The reason for its failure is unknown.
HB 3791	Ellis	Related to creating an exemption from normal fishery management regulations in order to support a fishing tournament. This bill failed for a number of reasons to include difficulty in enforcement and the advantage given to tournament fisherman over non-tournament fishermen on the same lake at the same time.
SB 286	Brown, Buster	Companion to HB 1692
SB 1186	Madla	Companion to HB 2259
SB 1680	Bernsen	Was relating to construction, repair, and maintenance of roads in or adjacent to certain state parks and wildlife facilities. While not a true companion, this bill was similar to HB 539.
SB 1844	Ratliff	Proposed to change a dedicated source of revenue for the P&W Department from the sales tax attributable to sporting goods to the special sales tax on the sale of boats and outboard motors. The time remaining in the session and the complexity of this proposal made passage difficult, but the issue was given to the Sunset Commission to consider during the review of P&WD.

## IX. Policy Issues

### Introduction - Demographic Changes in Texas

The demographic changes transforming Texas in the next 30 years will fundamentally challenge whether Texas Parks and Wildlife Department can meet its mission to manage and conserve natural and cultural resources for the use and enjoyment of present and future generations. The evolution in the size and character of the population is the landscape on which the Department's conservation and management programs must fit. TPW must continue to support hunters, anglers, boaters, and visitors to parks and historic sites who have a prominent place in our resource programs, while at the same time developing new opportunities to serve new customer bases that result from demographic changes and modifications in outdoor recreation behavior.

Texas will experience several dramatic demographic shifts. First, the state will become **increasingly urbanized** and the historic and cultural ties that Texans have had with the land, along with ready access to outdoor activities including hunting and fishing, will be greatly diminished as urban areas swell and rural areas shrink.

Second, the **ethnic distribution of Texans will shift**, as Hispanic citizens begin to constitute a greater percentage of the population. Historically, Hispanic and African-American Texans have represented a small fraction of the constituency of TPW, both in terms of hunting and fishing activities and in State Park visitation. This phenomenon may also be a source for our workforce problems of minority under-representation. Understanding the needs of Hispanic and African-American citizens is the foundation for providing goods and services that meet their recreational needs.

Further, the **median age of Texans has increased** from 27.9 years in 1950 to 30.8 years in 1990. The continued aging of the population will affect TPW in many ways. Individuals over 65 years of age qualify for discounted services such as licenses and park entrances. As the population ages, more people will be using our services at a discounted rate producing less revenue. License sales suggest that not as many young people are participating in hunting and fishing, thus the loss of revenue associated with the aging population will not be offset by new participants.

Finally, population growth **will increase the competition between people and wildlife for space, water, and adequate habitat**. The competition will naturally be biased in favor of the human population and, because it is expected to double in the next twenty years, degradation of the environment, lower water quality, and reduction of the habitat suited for other natural communities will increase.

These changes will require a management vision that insists **on serving Texas future cultural and natural resources needs and steadfastly defends the core values of the traditional resource users** who must be guaranteed a voice in the planning process to fully participate and share the commitment to the future.

## A. Brief Description of Issue

### Issue Number I: Resource Threats

How can Texas Parks and Wildlife fulfill its mission in the face of continuing deterioration of natural and cultural resources?

## B. Discussion

The mission of TPW to manage and conserve the natural and cultural resources of Texas directly supports our core constituents of park and historic site users, boaters, anglers, and hunters. One of the major obstacles the Department faces in fulfilling this mission is the loss of and threat to wildlife, plants, aquatic ecosystems, natural communities, and historic buildings and artifacts caused by **habitat alteration or destruction through land-use conversion, urbanization, habitat fragmentation, rapid population growth, or neglect**. Unfortunately, no comprehensive assessment or inventory of cultural resources has ever been done in Texas, the implications of which could mean that many sites of statewide significance may ultimately be destroyed

Since European settlement, Texas has lost 60% of its terrestrial wetlands, mostly **the riparian communities**, one-half of its coastal wetlands, and 63% of its **bottomland hardwood forests**. Most of this loss is attributable to **land use conversions** including urbanization, reservoir construction, changes in hydrologic regimes, and subsidence.

Other **unique ecological communities** have continued to disappear primarily due to **poor land management, and unregulated growth leading to urban sprawl**. Wildlife populations have been negatively impacted as more habitat is lost to development and habitat quality deteriorates as a result of continuous over-grazing. Sprawl not only threatens natural communities, but is also considered a primary threat to prime and unique farmland and rangeland in Texas.

**Land ownership sizes are shrinking** in many parts of Texas due to fewer owner-operated farms and ranches, urban sprawl, and transfer of estates to a new generation of landowners. As a result, many rural areas are experiencing a **rapid transformation in land ownership and use**. In areas where this transition is occurring, the wildlife and associated recreational resources may suffer long-term depletion due to the ecological impacts of **habitat fragmentation**.

**Population growth** also is expected to have a dramatic impact on the aquatic resources of Texas. Urban water needs will grow by 52% in the next 50 years and the Texas State Water Plan (1997) suggests future water needs will only be met by conservation, reuse, and reallocations of existing sources.

As the population of Texas grows, **water quality** will continue to deteriorate, **the quantity of accessible water** resources will continue to decline, and **undesirable aquatic vegetation** may increase. Withdrawal of water from **streams, reservoirs, and groundwater** for increased municipal, industrial, and agricultural use results in small streams flowing less frequently, springs drying up, and water levels fluctuating more

severely in rivers and reservoirs. The overall effect of this withdrawal manifests itself in elimination of the stable, shallow-water areas that allow the persistence of wetland habitats.

Of all the water resources in Texas, rivers are the most seriously threatened. **Natural flow regimes** are a key element in maintaining these diverse aquatic ecosystems. Maintaining stable base flow is difficult since, of the approximately 6500 existing water rights issued by the state, the majority do not contain provisions **for instream flows and freshwater inflow maintenance**. Today, most river basins in Texas are fully or over-appropriated. In these areas, currently permitted diversions have the capacity to reduce streamflows significantly below levels necessary to maintain instream uses.

**Freshwater inflows** are also critical to the health of Texas coastal estuaries. More than 90% (by weight) of the marine species harvested (including recreationally important species) are considered to be estuarine-dependent during some portion of their life cycle. Estuaries are dependent upon freshwater inflows from Texas rivers and streams for sediments, nutrients, and a viable salinity gradient.

### C. Possible Solutions and Impact

**Solution:** Explore possible use of **conservation tools** like easements, mitigation banking, purchases of development rights, and acquisition to protect natural habitats and agricultural lands from impending urban sprawl. Address, from a conservation standpoint, **capital gains, estate tax, and inheritance tax laws** that force the breakup of family lands.

**Impact:** These conservation tools will serve to increase quantity and quality of lands under conservation management securing a future for many disappearing habitats. A stable source of funding is necessary to undertake any program that seeks to acquire interests in land such as conservation easements, leases, or outright purchases.

**Solution: Increase technical assistance** to landowners to incorporate habitat enhancement in land management activities, along with **incentives** for habitat management projects and conservation of significantly reduced communities or species. The primary focus should be on **landscape conservation and ecosystem management**, rather than at the individual species level.

**Impact:** This would develop a highly efficient means of bringing additional Texas acreage into conservation management and encourages more public involvement in conservation efforts.

**Solution:** Strengthen **local government and nonprofit involvement** to work with communities and developers on ways that minimize sprawl and incorporate ecosystem protection, landscape enhancement, and watershed conservation.

**Impact:** This would develop a mechanism by which local decision-making can be used to more effectively resolve development conflicts and protect sensitive habitats.

**Solution:** Establish sufficient base flows in every Texas river to ensure ecological health; consider no allocations beyond those that result in sufficient base flows. Additionally, **instream flow requirements** and **adequate freshwater inflows** to maintain the ecological health of coastal ecosystems must be part of legislative, regulatory, or management decisions related to future water allocations.

**Impact:** This solution provides for greater considerations of fish and wildlife resources in water allocation decision-making. However, the competition for municipal and industrial water will be increasingly intense and substantial pressure will build to subordinate the need for "environmental" water.

**Solution:** Assess existing water rights to assure they meet their intended purpose and rededicate those rights which are not in use to the environment. The state should establish **dedicated funding to acquire water rights** when those acquisitions are necessary to maintain environmental integrity. The Texas Water Trust could be used to acquire water rights or modify existing rights (in whole or in part) for environmental purposes.

**Impact:** Unfortunately, the bulk of water rights were originally issued without consideration of basic instream flows, so this process would affect most water rights holders. It would establish a mechanism to secure environmental water rights, which would minimize the need for condemnation or reallocation. However, a stable source of capital funding would have to be secured for water right purchases on behalf of the public and the environment.

**Solution:** Support Texas Natural Resource Conservation Commission (TNRCC) to **ensure that statewide water quality standards adequately reflect fish and wildlife resource needs.**

**Impact:** Water quality standards would reflect fish and wildlife resource needs.

**Solution:** Conduct a comprehensive statewide assessment of significant historic and prehistoric resources to begin setting priorities for their protection.

**Impact:** For the first time policy makers will have a database from which to **formulate a truly comprehensive statewide plan for historic preservation.** On the other hand, many of these resources are in private hands and identifying them alone will be controversial.

**Solution:** **Outreach and education efforts should grow,** particularly in urban areas, to increase understanding of the natural and cultural resources of Texas and awareness of threats to those resources.

**Impact:** Texans in urban areas or from underserved ethnic groups will have the opportunity to better understand TPW's mission, participate in outdoor and recreational activities, and support TPW's efforts toward resource conservation and protection.

## A. Brief Description of Issue

### Issue Number II: Conservation Lands and Facilities (Assets)

Is Texas Parks and Wildlife's current inventory of properties most appropriate/adequate for carrying out its mission? Are there gaps, duplicate holdings or holdings that could be better managed by other entities?

## B. Discussion

The inventory of natural, historic and cultural properties managed by TPW is part of a statewide system of lands and public holdings that are inadequate in some areas and redundant in others. **Most holdings do, however, succeed in furthering the Department mission** to manage and conserve the natural and cultural resources for the use and enjoyment of present and future generations.



It is not always clear which sites should be the responsibility of TPW and which others should manage. Some are clearly of statewide significance, while others may have regional, local or limited significance and probably should not be owned or maintained by the state.

As demand changes, **TPW cannot be the sole provider of conservation and recreational lands.** TPW can, however, play a leadership role in a needs assessment process which assures a variety of opportunities for public use, resource conservation, and recreation.

Some **major thematic gaps** in TPW holdings include recreational lands that are close to metropolitan areas; additional Wildlife Management Areas provide hunting opportunities, research and demonstrations concerning habitat protection; and natural areas for the protection of representative and unique ecological communities not represented in our holdings.

TPW was given responsibility of the stewardship of the state's cultural heritage sites with the passage of the Historic Structure and Sites Act in 1967. An initial cursory inventory indicates that thematic gaps exist in **20<sup>th</sup> century sites** and sites reflecting the **state's ethnic diversity.** Unfortunately, there is a general perception that historic sites are not valued commensurate with other TPW holdings. In addition, relations with the Texas Historical Commission (THC) have not always been optimal.

Production from TPW's **fish hatchery facilities** meets current needs but may be inadequate as the state population grows and diversity of fishery demands broadens and increase. A significant number of these holdings are in excess of 50 years old and may have future infrastructure repair needs or have become completely outmoded. More recently, fish hatchery sites have been developed with a significant educational function.

Recent legislation has provided some new opportunities to improve TPW's inventory. House Bill 2108 (76<sup>th</sup> Legislature) created a unique opportunity for local governments by facilitating the **transfer** of current State Parks to other political subdivisions of the state and providing a mechanism to work effectively with **partners** to make lasting improvements that might not be funded otherwise. Senate Bill 872 (76<sup>th</sup> Legislature) provided the Department with increased capability and flexibility to **lease, transfer, sell, or exchange lands.** With SB 872 in place, title to a site may be transferred if ownership of the site is no longer in the best interest of the Department.

The Infrastructure Task Force (ITF) report (1997) identified **TPW maintenance and repair needs.** In response, the 75<sup>th</sup> Legislature approved a bond issue of \$60 million for critical repairs. The ITF also recommended that a dedicated and growing fund, not subject to reallocation, be committed for **preventative maintenance and small repair** to ensure the maximum life cycle of existing facilities. Most significantly, the nature of future sites must be carefully reviewed during sunset to ensure that future infrastructure is not so expensive to maintain that it absorbs all the resources at the expense of other programs.

In addition to the TPW headquarters site, the Department owns a number of sites with office buildings that support the field offices of the various divisions. Facilities may be duplicative, inadequate, overcrowded, or poorly located.

### C. Possible Solutions and Impact

**Solution:** Develop a process that initiates a dialogue to determine if there are areas in the different geographic regions of Texas that are not adequately represented in the state parks, Wildlife Management Areas, natural areas, or historic sites. This process should focus on **developing a master plan that unifies the statewide system of public and private holdings**, a concept first advanced in the Texas A&M study *Texas Outdoors: A Vision for the Future*. A unified statewide system promotes cooperative funding and partnerships to facilitate opportunities for outdoor recreation.

**Impact:** Priorities for scarce conservation dollars will be set on the basis of scientific knowledge and by consensus. System partners will participate together in plan design and implementation.

**Solution:** Utilize legislative authority given to TPW through HB 2108 and SB 872 to partner-out, lease, transfer, sell, or exchange duplicate holdings or holdings without statewide significance.

**Impact:** Proceeds from sales will become available for higher priority land needs at the state level, and implementation will encourage development of partnerships with private and other government entities.

**Solution:** TPW needs **new bonding authority** to address conservation, acquisition, and development needs for the future.

**Impact:** Provides funding and emphasis on conservation acquisition and development.

**Solution:** Ensure that the profile of historic sites is no less important than other resources and **strengthen the cooperative relationship with THC** by including them in TPW planning and programs.

**Impact:** Improve the perceived value of historic sites and coordination with THC. Precious energy will be productively deployed to protect and manage the sites that should be in state stewardship and improve interpretive opportunities associated with them.

**Solution:** Those **sites that may not be of state significance could be made available to local governments with financial aid** to accommodate a transition in ongoing operational funding.

**Impact:** Removes those sites as a long-term financial obligation.

**Solution:** Emphasize the long-term, financial burden of public land generation and maintenance, particularly with development of new parks. Suggest advantages of **low levels of development** and need **for high quality (long lasting) materials** to avoid costly upkeep. However, we must consider usage requirements of customers when designing future development.

**Impact:** Requires a shift in the perceived functions of state parks by some customers who have become accustomed to expensive infrastructure such as paved campsites with full utilities. At the same time, such a shift would also result in the availability of more resources for conservation as opposed to intensive development. Some traditional customer groups might protest that more funds should be spent to accommodate their needs.

## A. Brief Description of Issue

### Issue Number III: Resource Allocation

How can TPW assure equitable and responsible allocation of fish and wildlife resources and access to public land holdings in the face of conflicting demands, increased commercialization, and economic growth in resource management?

## B. Discussion

Conflicts among users of resources will require increasing attention from TPW as more people want access to fewer resources. Whether those conflicts occur between users who both want the same resource for similar reasons (e.g., recreational and commercial anglers) or those who want access to the same sites for different uses (e.g., canoeists and anglers), **TPW will be required to mediate more allocation issues each year.**

Current resource limitations ensure that more and more conflicts will occur, whether from **overuse of the resource** (popular parks or overharvest of fish species) or **conflicting demands for access** (hunters vs. birders). Without ways to allocate use and access to the resources, significant negative impacts to the resource and the user will develop and increase.

Access issues also result from users who enjoy different activities that use the same resource. For example, **seagrass beds associated with productive fishing areas are being destroyed** by a combination of factors including impacts from recreational boaters and anglers, deterioration of water quality, and direct and indirect impacts of development. TPW will increasingly have to decide how to balance the needs of the users, communities, and the resource.

Several state parks sites (notably Enchanted Rock State Natural Area and Garner State Park) are experiencing **serious allocation problems related to overuse during peak visitation.** As a result, the number of concurrent visitors is capped and new arrivals are turned away when day-users reach park capacity.

Similar circumstances have led to recent legislative changes in the commercial fishing industry that restrict access to the fishery by limiting the total number of licenses that may be issued. Through **license limitation and buybacks**, effort is reduced without undue regulation and licenses themselves have more market value. However, the current buyback rate may not provide adequate effort reduction.

In some cases, the conflict occurs between users who are paying license fees, entrance fees, or excise taxes and users who are exercising their desire to access natural resources but currently do not directly support conservation and management. Such **allocation issues are also complicated by the implications of the differences in financial support between the two groups;** i.e. only some users are paying to support the opportunities being enjoyed.

Finally, there is a continuing increase in **commercial exploitation** of numerous species, whether they are marine finfish, terrestrial mammals like whitetail deer or various non-game species. This growing commercial use of public resources stems from the increased economic value of these resources to private individuals. That trend has led to pressure for less government intrusion on the resource, and in some cases, even appeals for ownership of the public resource.

### C. Possible Solutions and Impact

**Solution:** Ensure that the Sunset Process includes **dialogue** focused on impacts of public vs. private control of natural resources and the appropriate balance of public equity and private property rights.

**Impact:** Provides an opportunity to openly discuss an important but sensitive issue. It is very emotional and debate will be spirited. Resolution, however, will reduce possible future conflicts between partners, landowners, and hunters.

**Solution:** Provide a mechanism for **all users to support management costs**.

**Impact:** Users who have not been funding opportunities for their activities may object to new fees, but Parks and Wildlife will be better able to serve growing demands from users now under represented in the revenue stream.

**Solution:** Consider legislatively granting **general license authority** to the TPW Commission so it can respond to resource, user, and/or constituent needs on a more timely and equitable basis. Currently, the Commission has limited authority to create new licenses, cap the number of licenses issued, revise definitions associated with licensed activities, or revise administrative processes associated with license activities.

**Impacts:** Providing a more flexible system would entail more authority for the Commission and would require legislative support. However, general licensing authority might meet **resistance** in some of the user groups who would be affected.

**Solution:** Increase **partnerships with private property owners to provide public access** without land acquisition.

**Impact:** Provides additional income opportunity for private landowner, increases public recreational opportunity, and improves opportunities for recreation.

**Solution:** Provide **more public lands with more public access**.

**Impact:** This will help to solidify a new constituent base by providing greater opportunities for recreation. However, adding programs, facilities, and services for new customers will increase workload and require a dedicated funding source.

## A. Brief Description of Issue

### Issue Number IV: TPW Human Resources

How can TPW successfully address its future mission in the face of continually growing challenges with employee recruitment, retention, lack of workforce diversity, and competitive compensation?

## B. Discussion

Workforce diversity and salary disparity continue as prominent issues for human resources at TPW. African Americans, and Hispanics continue to have the lowest representation in the natural and cultural resource professions that dominate TPW staffing because **these growing minority populations are historically under-represented in these professions and remain under-represented in related academic programs across the nation.**

Recent legislation mandating a salary increase for Game Wardens, coupled with State Classification Program changes authorized by the 76<sup>th</sup> Legislature to the park manager classification series and natural resource specialist titles, **recreates competitive compensation issues in the Department.** Those problems undermine efforts to achieve equity through salary and career ladder programs that were already in place.

Maintaining the highest level of professionals in TPW's workforce benefits all citizens of Texas. As our culture moves forward in the technical era, TPW will have **to compete with the public and private sectors** for technical expertise needed to support our mission. Economists, workforce analysts and academic experts continue to **forecast occupational shortages in a number of specialized and technical professions as well.**

The design of compensation strategies, sufficient to attract and retain competent technical expertise, **will be an ongoing challenge.** Educational leave, flex-time and other benefits **are being reviewed at the Department level to determine if they are competitive with the benefits offered by other agencies and even in the private sector.**

Texas Parks and Wildlife **recognizes the need for improvement in its workforce diversity** and is participating in a study that will serve as a basis for a **comprehensive agency recruitment plan** and establishing customized recruitment plans for divisions with under-representation of minorities and/ or women. Additionally, a **workforce diversity plan** was developed as mandated by the Texas Commission on Human Rights. However, **an ongoing and aggressive recruitment program** is essential to address this issue.

**Internships and partnerships** with academic institutions are being used to interest potential staff early (especially those in under-represented groups) which is critical to acquiring a skilled workforce in the future. However, we are faced with the problem of inadequate or disconnected professional programs at the college level. Resolution of this problem may require special incentives that are currently unavailable to minority college graduates.

### C. Possible Solutions and Impact

**Solution:** Early preparation for the 77<sup>th</sup> Legislative session and beyond will be a **proactive strategy to address needed changes in competitive compensation** for all employees. **Further studies are needed** to determine what proactive and effective strategies that work toward equitable compensation and **to develop career expansion progression guidelines** as a tool to ensure retention of a skilled workforce are needed.

**Impact:** Unfortunately, TPW's workforce needs may not be given due consideration during a general legislative session. For example, TPW was squeezed into state classification program even though it exacerbated our salary inequity and career ladder problems.

**Solution:** Identify training needs and **deliver appropriate training** to the workforce. Ongoing and expanded skill and educational development, within the existing staff of TPW, will be a critical need.

**Impact:** Training provides better management of employee productivity and skill development. However, advanced training to enhance or create needed skills makes staff more marketable. This may lead to **significant turnover in entry-level staff in a competitive labor market.**

**Solution:** Strengthen recruitment programs to interact with minority and underserved **populations at much earlier ages.** Use outreach tools such as Texas Wildlife Expo, TPW Internet site, and our educational centers to introduce and interest youth in natural and cultural resources and ultimately the Department's mission.

**Impact:** Those initial contacts, whether through traditional educational outlets or through specialized outreach programs, open a conduit for attracting a future workforce. It also improves the probability that under-represented groups will train for fields that are needed in resource management. Finally, it provides better management of employee productivity and skill development.

**Solution:** **Outreach and education efforts should continue to grow** as a core function in order to increase Department visibility in urban areas and reach under-served populations at the earliest possible age.

**Impact:** Youth become aware of professional possibilities in the resources fields at a formative age and then are more likely later to become part of an employee pool which we can access.

### A. Brief Description of Issue

#### Issue Number V: Financial Integrity

Can TPW continue to invest in and maintain a vast system of outdoor recreation and conservation lands, facilities, and programs without a stable source of dedicated funds?

### B. Discussion

In general, TPW is based on the concept of **users paying for the benefit or opportunities they enjoy.** For example, funding for fish and wildlife programs has largely come from **user generated revenues** (license fees, boat registration, fines, etc.) and **federal matching funds** (Sportfish and Wildlife

Restoration, also known as Dingell-Johnson; Pittman-Robertson; Wallop-Breaux) collected as **excise taxes on the sale of sporting goods**.

Historically, State Parks have been funded through two principal mechanisms; user fees from park entrance and dedicated funding sources. Dedicated funding for State Parks was begun in 1971 from a **one-cent tax on cigarettes**, with **an additional cent** added to the tax in 1979. In recent years, the Legislature replaced revenue from the declining state cigarette tax with a revenue portion (capped at \$32 million) from the **state tax on the sale of sporting goods** – a source estimated at more than \$65 million. The purpose and logic of this conversion was to replace a declining source of revenue that had no connection to our users with a growing source directly connected to our users.

In addition, many departmental programs (for example environmental protection, education, and habitat protection) provide substantial **indirect recreational and environmental benefits to Texans who do not financially contribute to these programs**. Many of these benefits are shared equally with those Texans who do contribute revenue. Birdwatchers, for example, are among the largest outdoor groups estimated at 55 million, but do not directly support TPW for bird conservation.

Over the last 25 years, the number of **hunting and fishing licenses sold in Texas has declined** approximately 22%. However, increased fees paid by users have offset declines in total number of licenses sold. Continued fee increases may represent a **significant constraint to entry into hunting and fish activities and additional fee increases may tend to provide disincentives to marginal users**. Similarly, **fee increases for state parks would likely result in the exclusion of Texans who could no longer afford entrance and camping fees**.

Texas Parks and Wildlife has **been proactively working to increase revenue and explore alternative funding sources**. Traditional funding approaches include license revenue, fees, fines/civil restitution, federal reimbursements, dedicated funds, and bonds. Non-traditional funding approaches include marketing / promotion activities, volunteer programs, public-private partnerships, entrepreneurial programs, and endowments.

As the population of Texas changes, and if TPW is to continue in its role of providing outdoor recreation to **these new Texans, funding sources must be available to meet those needs**. These new Texans will not represent the historic clientele of the agency and will require goods and services not currently provided by TPW.

### C. Possible Solutions and Impact

**Solution:** Lift the cap off the sporting goods sales tax revenue and appropriate to TPW.

**Impact:** This could provide an additional \$35 million for TPW, but would have an immediate fiscal impact on the undedicated general revenue that is normally available through the legislative appropriation process to other agencies or for other initiatives. In addition, there are expectations by local government for any increase in these funds.

**Solution:** Create new fees for non-traditional and non-consumptive users. Activities such as rock climbing, river rafting, hiking, and bird watching are the fastest growing forms of outdoor recreation, and

if the agency is to continue to provide and expand access to these activities, these users should contribute to the agency's funding base.

**Impact:** This would provide additional revenue for TPW, but new users who are asked to pay may **not initially support the proposal**.

**Solution:** While some citizens may not be users of a specific resource or facility like a historic site, they do not want to see that resource disappear. Funding for assets that are of **general benefit to the citizens** of Texas should be received from **a more general dedicated funding source**.

**Impact:** Such funding will provide security for sites like the San Jacinto Battleground, Goliad, Washington on the Brazos, and others with low revenue potential, high stewardship costs and great significance. However, it would have a negative impact on statewide general revenue estimates.

**Solution:** Continue efforts to **establish endowments** for every site in the system.

**Impact:** Funding for site operations will be cushioned against shortfalls in revenue. However, the universal presence of endowments may have a dampening effect on securing additional public funds.

## A. Brief Description of Issue

### Issue Number VI: Partnerships/Intergovernmental Relations

How can overlap in mission and conflicts with other agencies be minimized while partnerships with other agencies, organizations, or the private sector are strengthened to assist in accomplishing TPW goals?

## B. Discussion

Many of the agencies engaged in cultural or natural resource activities have some perceived measure of overlap in mission. In some cases, outright conflicts between partners have plagued management. However, in most cases, partnerships with other agencies and institutions have resulted in substantial benefit to Texas.

TPW is actively engaged in **working with other governmental entities** (local, state and federal) to pursue objectives that would benefit both entities and support their specific missions. **Some of the relationships are very well developed and founded on a history of successful initiatives.** For example, during the early 1990s, TPW's Wildlife Division and the Texas Department of Criminal Justice (TDCJ) began a very successful cooperative project to provide inmate labor for management and construction activities on wildlife management areas. In another instance, road maintenance and construction on TPW properties is conducted by Texas Department of Transportation (TxDOT) crews and contractors based on an agreement set in motion by legislation passed earlier in this decade.

In other cases, **the relationship is less solid, with overlap in mission sometimes leading to perceived differences in philosophy and real differences on resource impact.** For example, during the decade of the 1990s, relations between THC and TPW have suffered as the declining financial condition of the State Parks negatively affected all sites in the system including historical assets. The dissolution of the Historic



Sites and Restoration Branch in 1992 also disturbed and lessened the formal communication ties between the agencies.

Similar types of communication difficulties based on overlapping or differing missions have occasionally surfaced with the General Land Office (GLO), the Texas Water Development Board (TWDB), and TNRCC. In addition, several agencies have similar ongoing initiatives that should be coordinated to minimize duplication of effort (e.g. Texas Department of Public Safety (DPS) - statewide radio system; Texas Department of Agriculture (TDA) - rural economic development and landowner incentives).

### C. Possible Solutions and Impact

**Solution:** Broaden financial base through cooperative projects. Strengthen the substantial contributions now being made to TPW and its mission by both TxDOT and TDCJ.

**Impact:** Increased contributions of manpower and resources from TDCJ would require a shift in operational strategy for inmate labor moving to a higher level of skills. This strategy is potentially more difficult for TDCJ to administer than simply providing unskilled labor. An increased level of participation from TxDOT would necessitate diversion from other non-TPW projects.

**Solution:** Coordinate efforts on statewide initiatives and enhance relationships with agencies such as GLO, TDA and DPS.

**Impact:** Due to our common interests and overlapping missions, better communication will facilitate projects that further common goals.

**Solution:** Ensure that statewide strategies for water quality and quantity reflect the mission of each cooperating agency. Strategies that would fulfill one mission at the expense of another agency's mission would ideally not be selected.

**Impact:** This approach is in keeping with the legislative intent of SB1, which is codified in the concept of the consensus water planning. Strengthening that concept would ensure that needed water projects may proceed with a minimum of controversy but that environmental objectives will be met as well.

**Solution:** Include the Texas Historical Commission in our planning and budgeting process for historic sites.

**Impact:** Ideally, increased involvement by THC would result in less wasted energy and miscommunication. The agencies make common commitments and follow through with their responsibilities.

**X. Comments**

Please provide any additional information needed to gain a preliminary understanding of the agency.

## ATTACHMENTS

All attachments are contained in three (3) boxes entitled "Texas Parks and Wildlife Department Self Evaluation Report Attachments"

### Attachments Relating to Key Functions, Powers, and Duties

1. A copy of the agency's enabling statute. If the enabling statute is too burdensome to attach, explain and list the citation of the statute.
  - **Parks and Wildlife Code Book**
2. A copy of each annual report published by the agency from FY 1995 - 1999.
  - **Copy of "Texas Parks and Wildlife Annual Report 1995"**
  - **Copy of "1996 Annual Report – Texas Parks and Wildlife"**
  - **Copy of "Texas Parks and Wildlife 1997 Annual Report"**
  - **Copy of "Building a Legacy" Texas Parks and Wildlife – 1998 Annual Report**
3. A copy of each internal or external newsletter published by the agency from FY 1998 - 1999.
  - **Overview of News Releases -- September 1997 - June 1999**
  - **Texas Parks Quarterly Events Calendar -- April 18, 1997-April 26, 1999**
  - **"Park it in Texas" -- September 1997-June 1999**
  - **"Tracks and Trails" -- January 1998- July 1999**
  - **"Heads Up" -- February 1998 - May 1999**
  - **"Texas Conservation Passport Journal" -- February 1998-June 1999**
  - **"Commission Brief" -- January 6, 1998– June 29, 1999**
  - **"Commission Meeting Brief" -- June 4, 1998-June 4, 1999**
  - **"This Week"-- January 5, 1998-June 29, 1999**
  - **"Expo 98 Mailouts"**
  - **"Texas Parks and Wildlife Magazine" – January 1998-July 1999**
  - **"Hands-On Texas' Spring 1998 –Summer 1999**
  - **"The El Paso State Parks Complex Quarterly Newsletter" June 1998-June 1999**
  - **"Que Pasa" July 1998**
  - **"Texas Coastal Treasures" Fall 1998**
  - **"OGT Call-Back January 1998 and July 1998**
  - **"Texas Wetlands Plan Update" August 1998 and April 1999**
  - **"Texas Partners in Flight Flyway Newsletter" – (3/98)**
  - **"Texas Monarch Watch" – (9/98)**
  - **"Texas Horned Lizard Watch" – (4/98)**
  - **"Summer 1998 Newsletter" – (9/98)**
  - **"The Texas Nature Tracker" – (5/99) (5/98)**
  - **"The Hummer" – Spring 1998**

- “Eye on Nature” – Spring 1996
  - “The Great Texas Birding Classic” (FY99)
  - “Project Prairie Birds: A Citizen Science Project for Wintering Grassland Birds” – (3/99)
  - “A Annual Report of the Swallow-tailed Kite in Texas” – (3/99)
  - “Making Tracks for Texas Wildlife” (Fall 1997-Spring 1999)
  - “Wildlife Research Highlights” (Fall 1997-Fall 1998)
4. A list of publications and brochures describing the agency.
- **Publication List by Resource Conservation Branch**
  - **Saltwater Fishing in Texas**
  - **Publications on State Parks (brochures on Texas State Parks)**
  - **List of Wildlife Publications and Brochures**
5. A list of studies that the agency is required to do by legislation or riders adopted in the 76th Legislative Session.
- **List of Studies for Agency**

<b>Attachments Relating to Policymaking Structure</b>
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6. Biographical information (e.g. education, employment, affiliations, honors) or resumes of all policymaking body members.
- **Biographical Sketches of TPW Commissioners**
7. A copy of the agency’s most recent rules, or an explanation that the rules are too burdensome to attach.
- **Copy of Proclamations**

<b>Attachments Relating to Accounting</b>
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8. A copy of the agency’s Legislative Appropriations Request for FY 2000-2001.
- **Copy of TPW Legislative Appropriations Request for FY 2000-2001**
9. A copy of each annual financial report from FY 1996 - 1998.
- **Copy of TPW Annual Financial Report from FY 1996-1998**
10. A copy of each operating budget from FY 1996 - 1998.
- **Copy of each TPW Operating Budget from FY 1996-1998**

### Attachments Relating to Organization

11. An organizational chart of the agency that includes major divisions and programs, and that shows the number of FTEs in each division or program.
- **Copy of Department Organizational chart and each Division's Organizational Chart**
  - **Include FTEs**
12. If applicable, a map to illustrate the regional boundaries, headquarters location, and field or regional office locations.
- **Maps - Regions of the Agency**

### Attachments Relating to Agency Performance Evaluation

13. A copy of each quarterly performance report completed by the agency in FY 1997 - 1999.
- **Copy of each Quarterly Performance Report completed by the Agency in FY 1997 - 1999**
14. A **copy** of any recent studies on the agency or any of its functions conducted by outside management consultants or academic institutions.
- **"Texas Historic Sites" – KPMG Peat Marwick LLP – 1997**
    - Plus Supplemental/Supporting Studies:
      - a) "Historic Site Agreement – Joint Study" – Texas Parks and Wildlife Department and the Texas Historical Commission – 1996
      - b) "Texas Historic Sites – A response to a Report by KPMG Peat Marwick – Texas Parks and Wildlife Department – 1997
  - **"Maintenance Procedures for Historic Structures – Analysis and Recommendations" – Joe C. Freeman, AIA – 1997**
  - **"An Assessment of Game Warden Personnel Needs in Texas" – Texas A&M University and the Texas Agricultural Experiment Station 1998**
  - **"Comparison of the Assemblage of Organisms at Two Artificial Reefs and a Production Platform in the Northern Gulf of Mexico" – Texas A&M University – Corpus Christi 1998**
  - **"Texas Outdoors – A Vision for the Future" – Texas A&M University 1998**
  - **Technical Reports developed in conjunction with "Texas Outdoors – A Vision for the Future"**
  - **Action Plan for Improving Access to Data Collected and Produced by the Coastal Fisheries, Inland Fisheries and Resource Protection Divisions of the Texas Parks and Wildlife Department – Strategic Database Inc. 1998**

- **“Effectiveness of the Texas Parks and Wildlife Department’s Community Outdoor Outreach Program” – Texas A&M University 1998**
- **“Texas Cultural Heritage Plan – Preserving Our Place in History” – Texas Historical Commission – 1999**
  - a) Executive Report
  - b) Full Report
- 15. A copy of the agency’s current internal audit plan.
  - **Internal Audit Plan**
- 16. A **list** of internal audit reports from FY 1995 - 1999 completed by or in progress at the agency.
  - **Texas Parks and Wildlife Department Internal Audits FY 95-FY99**
- 17. A list of State Auditor reports from FY 1997 - 1999 that relate to the agency or any of its functions.
  - **List of State Auditor Reports – (FY’97, ’98, ’99)**
- 18. A list of legislative or interagency studies relating to the agency that are being performed during the current interim.
  - **List of Legislative or Interagency studies**
- 19. A list of studies from other states, the federal government, or national groups/associations that relate to or affect the agency or agencies with similar duties or functions.
  - **“Passing the Buck”**
  - **“Organization, Authority and Programs of State Fish and Wildlife Agencies” – A Wildlife Management Institute Report – 1997**
  - **“The Future of Wildlife and Fisheries Policy and Management: Assessing the Attitudes and Values of Wildlife and Fisheries Professionals”**
  - **“Emerging Markets for Outdoor Recreation in the United States”**
  - **“The Economic Importance of Hunting”**