



Request for Legislative Appropriations

**Fiscal Years
2010 and 2011**

Legislative Appropriations Request

for Fiscal Years 2010 and 2011

Submitted to the
Governor's Office of Budget, Planning and Policy
and the Legislative Budget Board

by

The Texas Parks & Wildlife Department

20-Aug-08

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81st Regular Session, Agency Submission, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

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Agency code: **802** Agency name: **Parks and Wildlife Department**

ADMINISTRATOR'S STATEMENT:

On behalf of the Texas Parks and Wildlife Department (TPWD), I am pleased to present the agency's Legislative Appropriations Request (LAR) for the upcoming biennium. We believe this request will substantially advance our mission "to manage and conserve the natural and cultural resources of Texas and to provide hunting, fishing and outdoor recreation opportunities for the use and enjoyment of present and future generations." This mission is essential to the quality of life and economic well being of all Texans, and we take great pride in serving the state in this capacity.

In fulfilling this charge, we will strive to be a recognized national leader in implementing effective natural and cultural resources conservation and outdoor recreational programs; serve Texas, its citizens, and our employees with the highest standards of service, professionalism, fairness, courtesy and respect; rely on the best available science to guide our conservation decisions; responsibly manage agency finances and appropriations to ensure the most efficient and effective use of tax-payer and user fee resources; and attract and retain the best, brightest and most talented workforce.

In furtherance of our efforts, the 80th Legislature approved a substantial amount of funding, particularly for state parks, inland fisheries and law enforcement. These investments have had a positive impact on TPWD operations, as well as the level of services provided to our constituents. To date, most of the newly authorized state park positions have been filled, significant repairs to facilities have been initiated, much needed capital equipment such as ATV's, mowers, and vehicles has been acquired, and most importantly, hours/days of operation at key parks have been extended or restored. Approval of the additional freshwater stamp funding for the East Texas hatchery has allowed TPWD to bid the new hatchery as one project, rather than splitting it into multiple construction phases as was originally planned. We have selected a building contractor and construction has begun with completion scheduled for 2010. Lastly, I am pleased to note that we have hired, trained, and placed the 15 additional game wardens to serve in the border region.

TPWD has also implemented key areas of legislation passed in the 80th session. Following Senate Bill 1659, we completed the transfer of the Texas State Railroad to the Texas State Railroad Authority on September 1, 2008. With House Bill 12, we successfully transferred 18 state historic sites to the Historical Commission on January 1, 2008. House Bill 3249 changed TPWD's scheduled sunset date from September 1, 2013 to September 1, 2009. The Sunset Commission has initiated its review of TPWD programs and a final report will be issued to the 81st Legislature in January 2009. Finally, in concurrence with House Bill 1516 of the 79th Legislature, we have transferred all agency servers to IBM in accordance with the Department of Information Resources (DIR) data consolidation initiative. We are currently working with IBM and DIR to resolve problems related to daily operations, billing and technical service that affect the timeliness and quality of service to TPWD customers.

TPWD has also made substantive progress in addressing recommendations from the March 2007 State Auditor's Office report on financial processes in state parks. As a result of the audit, several rider provisions requiring additional studies or reporting requirements were incorporated into the 2008-09 General Appropriations Act. TPWD is complying with all requirements. To strengthen park accounting and reporting, TPWD created a new Park Revenue and Visitation Accounting branch in Administrative Resources and hired 16 new internal auditors to ensure that new fiscal control procedures developed for each park are being implemented. Work continues on the implementation of the new park revenue accounting system (TXPARKS) and the development of a zero-based budgeting model.

Looking ahead, statewide trends in population growth, increased urbanization, and heightened demand for affordable and accessible recreational opportunities continue to impact our efforts to promote conservation and outdoor recreational opportunities for all Texans. A recent 2006 study on outdoor participation showed over 1 million Texans who hunt, 2 million who fish, and 4 million who enjoy wildlife through non-consumptive activities such as bird watching, kayaking, and nature study. Relatively speaking, these activities are still quite affordable for Texans of all income levels, and constituent groups continue to press for more public access on public and private lands for nature based recreational opportunities.

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Interestingly, while statewide attitudinal surveys consistently confirm strong support of the majority of Texans for investing in the conservation of our lands, waters, fish, wildlife, and parks for future generations, other studies affirm the increasing disconnect of an urban populace from an in depth understanding of Texas' cultural and natural resources. Heightened conservation illiteracy has become a key challenge for the agency and is further compounded by many families who now lack an experienced mentor to introduce their children to the out of doors and who are concerned about their children's safety in nature. As such, it is important that we invest further in advancing targeted outreach, recreational, and educational programs for key audiences.

As we implement these programs, it is important to note that many TPWD functions are highly sensitive to the escalating prices of market commodities such as electricity, natural gas, and fuel. Routine daily operations such as vehicle and boat patrols conducted by game wardens, terrestrial and aquatic population and harvest surveys, and state park maintenance and stewardship operations are heavily fuel intensive. Likewise, due to the specialized services provided by the agency, the electricity/utility needs at TPWD facilities are quite different from those at most state agencies. For instance, many state parks offer recreational vehicle campsite pads with sewer, water and electrical hook-ups, and fish hatcheries are dependent on water and electricity to operate pumps to maintain healthy environments for raising fingerlings.

The TPWD exceptional items articulated below are designed to address many of the aforementioned issues. In addition, we are requesting support to invest in the people who carry out our mission. A majority of our employees are paid in the lowest quartile of the state pay scale, and with rising costs of living are struggling to make ends meet. With legislative consideration and support, TPWD is prepared to implement license and other fee increases to support the Game, Fish and Water Safety Account 9 funding needs included in the top two exceptional items.

Summary of Exceptional Items:

Salary Equity and Total Compensation Package – TPWD's highest funding priority is to ensure staff are appropriately compensated and are paid commensurately with individuals at other similar state agencies. Surveys and compensation studies have consistently identified fair pay and compensation as major problems for the department in areas of recruitment, retention, and morale. Analysis of TPWD's current salary structure indicates that approximately 68 percent of all employees are paid in the lowest pay quartile, compared to a statewide average of 46 percent. The percentage is much higher among employees in the administrative support classifications. Additionally, TPWD's average salary lags that at the Texas Commission on Environmental Quality, the natural resource agency most comparable in terms of size and mission, by over 16.5 percent. Although the department began making specific agency-wide equity adjustments in July 2008, much work remains to be done. This request will allow TPWD to continue making equity adjustments for the remainder of TPWD staff and to institute a total compensation package in 2010 and 2011 that includes a performance based merit program, which is a key consideration in retaining high performers.

Although not a formal element of this exceptional item, TPWD also supports the proposed Schedule C salary increases for law enforcement.

Increased Fuel and Operational Costs - Increases in fuel prices and other commodities have had a significant impact on TPWD programs. Routine agency daily operations, such as vehicle and boat patrols conducted by game wardens, are heavily fuel intensive. With an estimated 44 percent change in the average price of gasoline between 2007 and 2009, additional funds are needed to cover fuel costs for the agency to carry out its core responsibilities. The rising cost of other services needed to operate TPWD programs and facilities, including state parks, fish hatcheries, wildlife management areas, and law enforcement operations are also a matter of considerable concern. Specific aspects of TPWD operations have experienced dramatic increases over and above standard inflationary indices. For example, the cost of goods used in the state parks minor repair program increased by 13.3 percent in the first half of 2008, and the costs for feed, fertilizers and other products required to operate fish hatcheries have also grown by as much as 40 percent.

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Statewide Capital Repairs and Construction Projects – Due to our mission and statewide presence, the extent and diversity of TPWD land and facility holdings is considerable relative to most other agencies. These holdings, which include the Austin Headquarters Complex, field offices, state parks, natural areas, historic sites, wildlife management areas and fish hatcheries, necessitate continued major repairs and construction investments to provide quality visitor experiences, as well as to ensure safety and efficiency of operations at these locations. In recent years, TPWD has benefited from substantial amounts of bond funding to address renovations and repairs in state parks, including \$44.1 million for major capital repairs and \$25 million to dry berth the Battleship TEXAS. While these funds will enable much-needed improvements, many other deferred maintenance needs remain in our state parks, as well as in the agency's other facilities. An ongoing investment in TPWD's infrastructure, including the headquarters, field offices and other public field sites, is necessary to ensure proper upkeep of these sites and to avoid further costs of deferred maintenance.

Expanding Public Access for Quality Outdoor Recreational Opportunities – The first goal in TPWD's Land and Water Resources Conservation and Recreation Plan is to improve access to the outdoors on public and private lands and waters. This exceptional item requests the following funding and staff resources in support of this goal:

- 1) Private Lands and Permitting: Additional FTEs and associated costs to improve technical assistance to private landowners, to promote recreational programs on private lands, and to address the growing demands with the Deer Breeder Program.
- 2) Improved/Expanded Access to Inland and Coastal Public Waters: Funding and FTEs to aid local communities in support of projects that provide increased/improved access to rivers, lakes, and bays. Examples would include development of new paddling trails, development of/improvements to new and existing boat ramps, community fishing programs, and new bank/ pier fishing opportunities.
- 3) Aquatic Vegetation Control: Resources to address invasive species management needs on Texas' most problematic water bodies and for quick strike response to control new infestations before they spread.
- 4) Texas Outdoor Family and Park Operations Staff: Funding to allow for the expansion of the Texas Outdoor Family program in state parks and to improve park management, services and programs.
- 5) New Panhandle Off-Road Vehicle Recreation Site: Funding and FTEs required to responsibly develop, operate, and manage a high demand, off road vehicle recreational site near the Canadian River.
- 6) Marketing/Outreach Efforts: Funding and FTEs for enhanced marketing, social networking, direct mail, internet development, and demographic research initiatives needed to promote outdoor recreational opportunities for targeted consumer audiences; expand urban and minority outreach efforts in San Antonio.

State Park Fiscal Controls - The March 2007 State Auditor's Office report on financial processes at TPWD's state parks called for improved accuracy of revenue and visitation reporting, new fiscal controls, and a stronger commitment to best business practices. Full implementation of these important recommendations has required devotion of most park staff resources, at times creating challenges in balancing priority needs involving business practices, customer service, and field operations/maintenance. For example, to ensure adequate separation of duties in critical functions such as revenue collection, cash reconciliation, accounting and reporting, often means that field staff in small parks must focus their time on administrative responsibilities, rather than operational ones, thereby leaving key park functions relating to stewardship and visitor services unattended. This exceptional item requests FTEs and associated salaries (~.5 FTE per park) to improve compliance with new fiscal control and to ensure other critical park services are being met.

Information Technology Initiatives - Maintaining current information technology services and keeping up with advancing technologies is a priority for TPWD. Development and implementation of new applications and expansion of voice/data connectivity for field staff are critically important, as these efforts can help improve agency data collection/sharing and increase the efficiency of day-to-day operations. Costs associated with the statewide data center consolidation effort continue to

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escalate, and the agency needs additional funds to ensure a successful transition with DIR.

Law Enforcement In-Vehicle Automation Project - This project consists of costs for deployment of turnkey computer systems in law enforcement vehicles. This will allow game wardens to perform their job duties while on patrol in remote areas of Texas and put TPWD on par with the Department of Public Safety and city and county law enforcement entities. Job efficiency will be greatly improved by providing access to common technologies such as laptops, internet, email, network resources, etc. Wardens will have the ability to run queries and obtain background information on violators in several different systems. Real-time tracking of department patrol vehicles for officer system concern and safety will be available.

Land Acquisition/Park Development – As evidenced by almost universal passage of local ballot initiatives designed to help acquire key lands and waters for public access and enjoyment, the demand for more parks and wildlife management areas is very strong among Texans. With an ever expanding urban public, the state of Texas needs to invest in accessible places for the public to enjoy Texas' unique and nearly unparalleled outdoor recreational opportunities. TPWD's Land and Water Resources and Recreation Plan calls for the department to focus on expanding existing state parks and wildlife management areas to improve access, recreation experience, wildlife habitat and resource protection; to acquire and develop a minimum of four, 5,000 acre or larger state parks near major urban centers; and to acquire new wildlife management areas in high priority ecoregions. TPWD is also in need of adequate funding sources for facility development in order to maintain/expand current levels of revenue and visitation at sites and to improve services to the public.

Governor's Border Security Initiative - TPWD Game Wardens have played a supporting role in the Governor's Texas Border Initiative, while adhering to their primary functions of fisheries and wildlife law enforcement, boating safety, and search and rescue. Their knowledge and experience in providing law enforcement services off the pavement and on the water is a well known asset for Texas. In this regard, TPWD has served as a partner and force multiplier along our southern border, including the international lakes and the Gulf Coast. Events such as the Texas Border Initiative can stretch agency funding beyond its limits. This partnership program provides stable funding to address: 1) Placing more patrol officers on the Texas border; 2) costs associated with operation of equipment; and 3) costs associated with the purchase, maintenance and replacement of equipment.

In accordance with Texas Government Code, Section 411.135 the Department conducts criminal history checks on some employees and job applicants, volunteers and interns, and contractors. Specifically, criminal background checks are conducted on all individuals applying for law enforcement positions according to the Occupations Code, Section 1701.303. Criminal background checks are also conducted on current information technology employees, applicants and contractors that have access to information technology resources according to Texas Government Code, Section 411.1405.

Lastly, TPWD's key strategy in preparing the required 10 percent biennial base reduction options schedule was to minimize the impact on our core and high priority operations, as well as to ensure that the priorities identified in our on Land and Water Resources Conservation and Recreation Plan can still be fulfilled.

Thank you for the opportunity to present TPWD's biennial budget request for your consideration. We have appreciated the past assistance from state leadership for addressing our many natural resources and recreational challenges facing Texas and trust that the support for the agency may continue in the future.

CHAIRMAN'S STATEMENT:

On behalf of the Commission, I want to add our support for this Legislative Appropriations Request. We sincerely appreciate the efforts of the 80th Legislature particularly in the area of improved funding for our state parks. We look forward to working with the 81st Legislature to advance TPWD's efforts to enhance conservation and outdoor

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recreation as set forth in the aforementioned exceptional items.

A critical component of our exceptional item request is to insure that we have adequate funding to support the conservation of our fish and wildlife resources. Our key exceptional items are requesting needed funding for salaries for our employees that are commensurate with other state agency employees and to address critical needs that provide improved public access for fishing, hunting and other wildlife-based recreation on our state's lands and waters.

Looking ahead, we are particularly interested in the outcome of the joint legislative task force on the use of the sporting good sales tax. Insuring a dedicated and growing funding source for state and local parks is essential to meeting current and future outdoor recreation demands of Texans. We appreciate the Legislature's consideration to utilize Sporting Goods Sales Tax to replace the use of one-time fund balances in the FY 08-09 base budget. This will provide for continued investments in state parks for the FY 10-11 biennium.

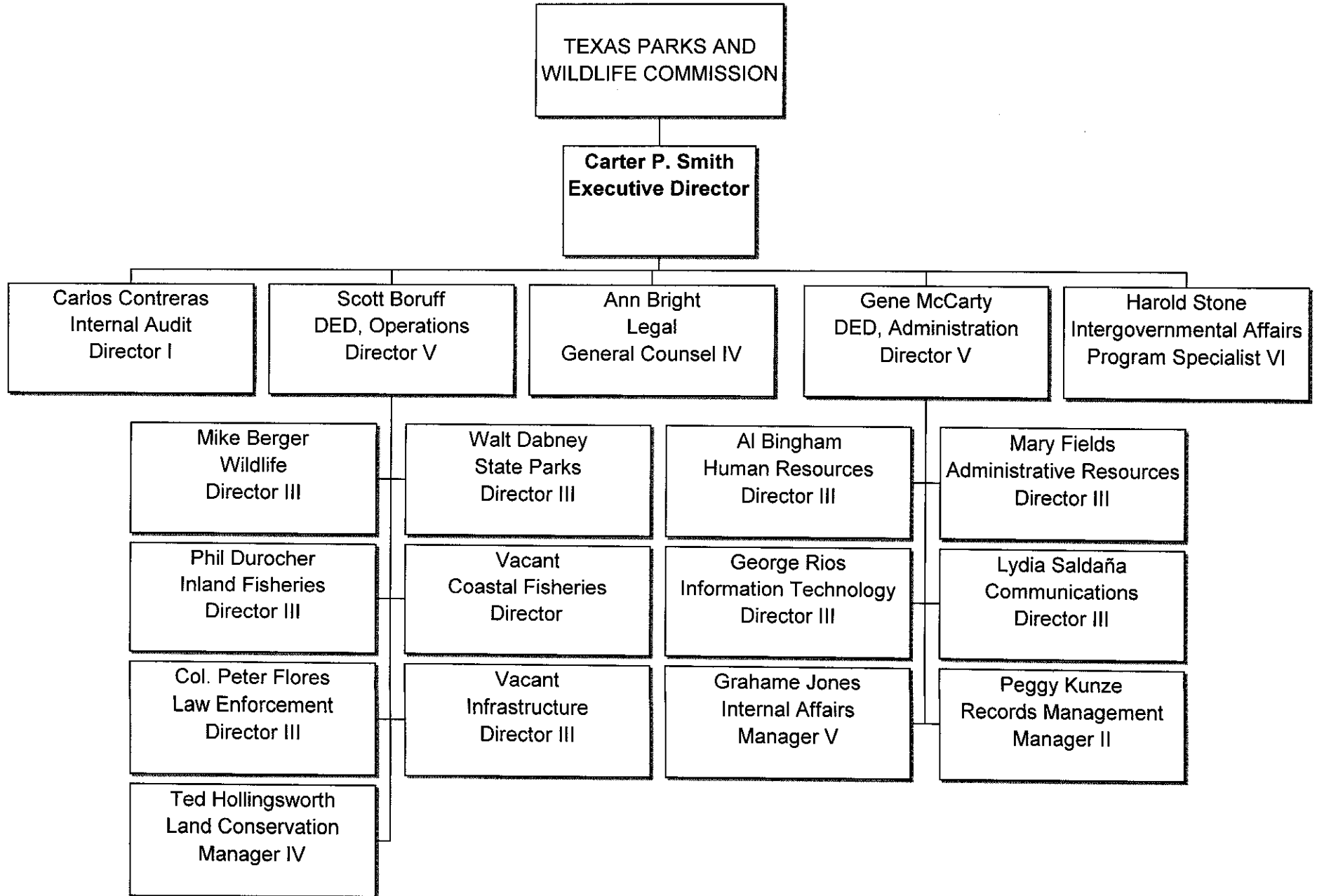
I have an additional request that is not reflected elsewhere in this LAR, but is very important to the Commission. The salary for the TPWD Executive Director is currently set at \$130,000. This salary is far below the level of compensation that we believe is fair and appropriate for the head of an agency as large and complex as TPWD. The executive director is required to exhibit extensive management and communication skills and knowledge of complex agency operations to effectively lead the organization. Based on an analysis of salaries for similar positions in large state agencies, the Commission is recommending an increase to \$155,000. This request could be funded within the base level funding for the agency.

COMMISSION MEMBERS:

Peter M. Holt, Chairman	May 9, 2005 – February 1, 2011	San Antonio
T. Dan Friedkin, Vice-Chairman	May 9, 2005 – February 1, 2011	Houston
Mark E. Bivins	September 29, 2005 – February 1, 2011	Amarillo
J. Robert Brown	November 10, 2003 – February 1, 2009	El Paso
Ralph H. Duggins	February 19, 2008 – February 1, 2013	Fort Worth
Antonio Falcon, M.D.	August 14, 2007 – February 1, 2013	Rio Grande City
Karen J. Hixon	August 14, 2007 – February 1, 2013	San Antonio
Margaret Martin	August 14, 2007 – February 1, 2009	Boerne
John D. Parker	November 10, 2003 – February 1, 2009	Lufkin

Lee M. Bass, Chairman-Emeritus

TEXAS PARKS AND WILDLIFE DEPARTMENT

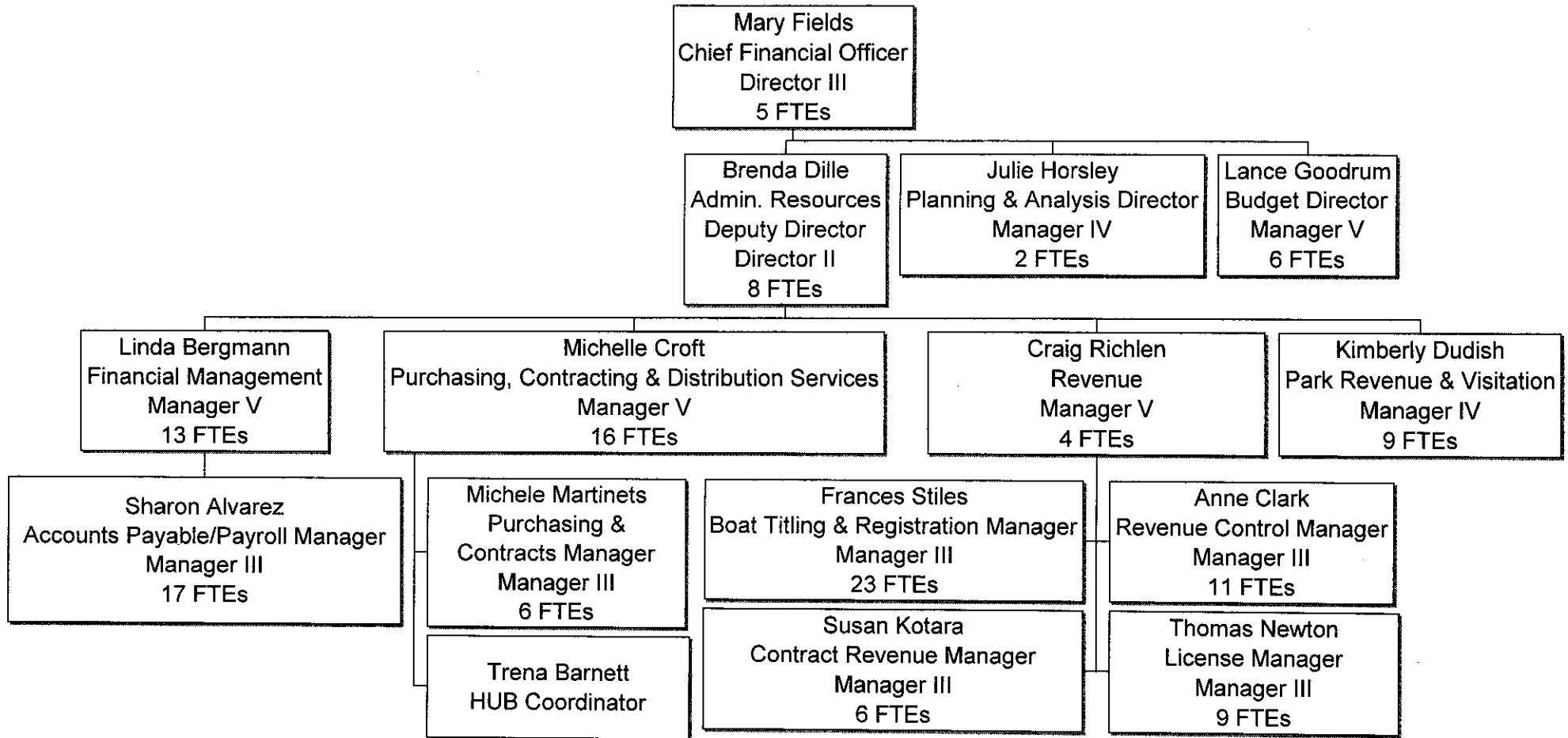


ADMINISTRATIVE RESOURCES DIVISION

Functional Responsibilities

- Financial Management: Responsible for the AFR, general ledger accounting, accounts payable and payroll, property accounting & reporting and federal grants & billing accounting.
- Financial Systems Analysts: Responsible for administering the primary financial systems for the Agency and providing required business analyses and reports.
- Purchasing, Contracting and Distribution Services: Responsible for purchasing & contracting functions, HUB compliance & purchasing audits, warehousing & surplus property management, incoming & outgoing mail and fulfillment of licenses and boat registration and titles.
- Revenue: Responsible for revenue collection, accounting & control for the Agency, issuance & management of hunting & fishing licenses, issuance & management of boat registrations & titling.
- Park Revenue & Visitation: Responsible for consultation on State Parks fiscal controls, monitoring & training related to fiscal controls, park revenue accounting that complies with GAAP and correct state parks visitation counts.
- Budget: Responsible for preparing the Annual Operating and Capital Budgets and Legislative Appropriations Requests, budget monitoring & supplementals, information requests for LBB, Governor's Office, Comptroller & Legislative Offices and finance and external reports required by riders, etc.
- Planning & Analysis: Responsible for Strategic Plan (Natural Agenda), business plan analysis, revenue estimating and fund balance analysis, performance measures system and special projects.

ADMINISTRATIVE RESOURCES DIVISION

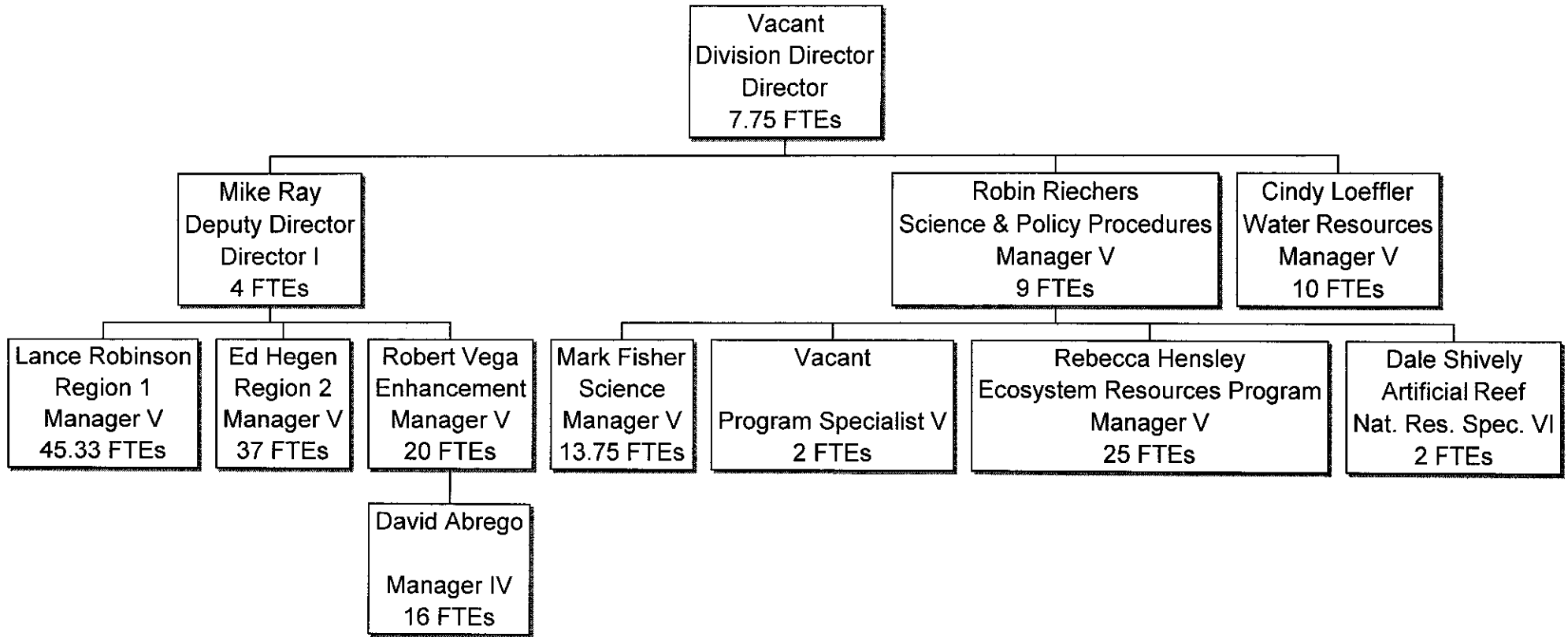


COASTAL FISHERIES DIVISION

Functional Responsibilities

- The Coastal Fisheries Division manages the marine fishery resources of Texas' four million acres of saltwater, including the bays and estuaries and out to nine nautical miles in the Gulf of Mexico. Coastal Fisheries management strategies are directed toward optimizing long-term utilization and sustaining fisheries populations at levels that are necessary to ensure replenishable stocks of commercially and recreationally important species.
- The Management Resources Branch monitors and manages marine natural resources for optimal benefit for the State of Texas.
- Enhancement Program: Hatchery staff produces and stocks marine species in coastal estuaries of the State to enhance economically important recreational fisheries.
- Science and Policy Resources: The Austin-based team is responsible for analyzing and preparing data and information for the division's policies and programs. This team is responsible for geo-spatial modeling and analysis, social and economic analysis, and outreach to fisheries stakeholders. Lastly, this team conducts project management planning and implementation for division programs including the limited entry programs, buyback programs and management of grant processes for the division.
- The Ecosystem Resources Program (ERP) performs investigations, assessments and provides technical guidance/recommendations for avoidance and minimization of coastal impacts. ERP staff interacts with agencies and other stakeholders to provide review and comment on Section 10/404 permit applications, NEPA documents and other environmental documents. ERP staff also conducts data collection and analysis to better understand and quantify ecosystem functions, including freshwater inflows, water quality, and habitat needs. To increase public awareness of Texas coastal ecosystems, outreach activities (e.g., Coastal Expos) are conducted that target participation of urban youth and minorities.
- The Water Resources Branch: Represents the Department in water planning and permitting matters statewide to ensure sufficient water quality and quantity to support the needs of fish, wildlife and recreation.

COASTAL FISHERIES DIVISION

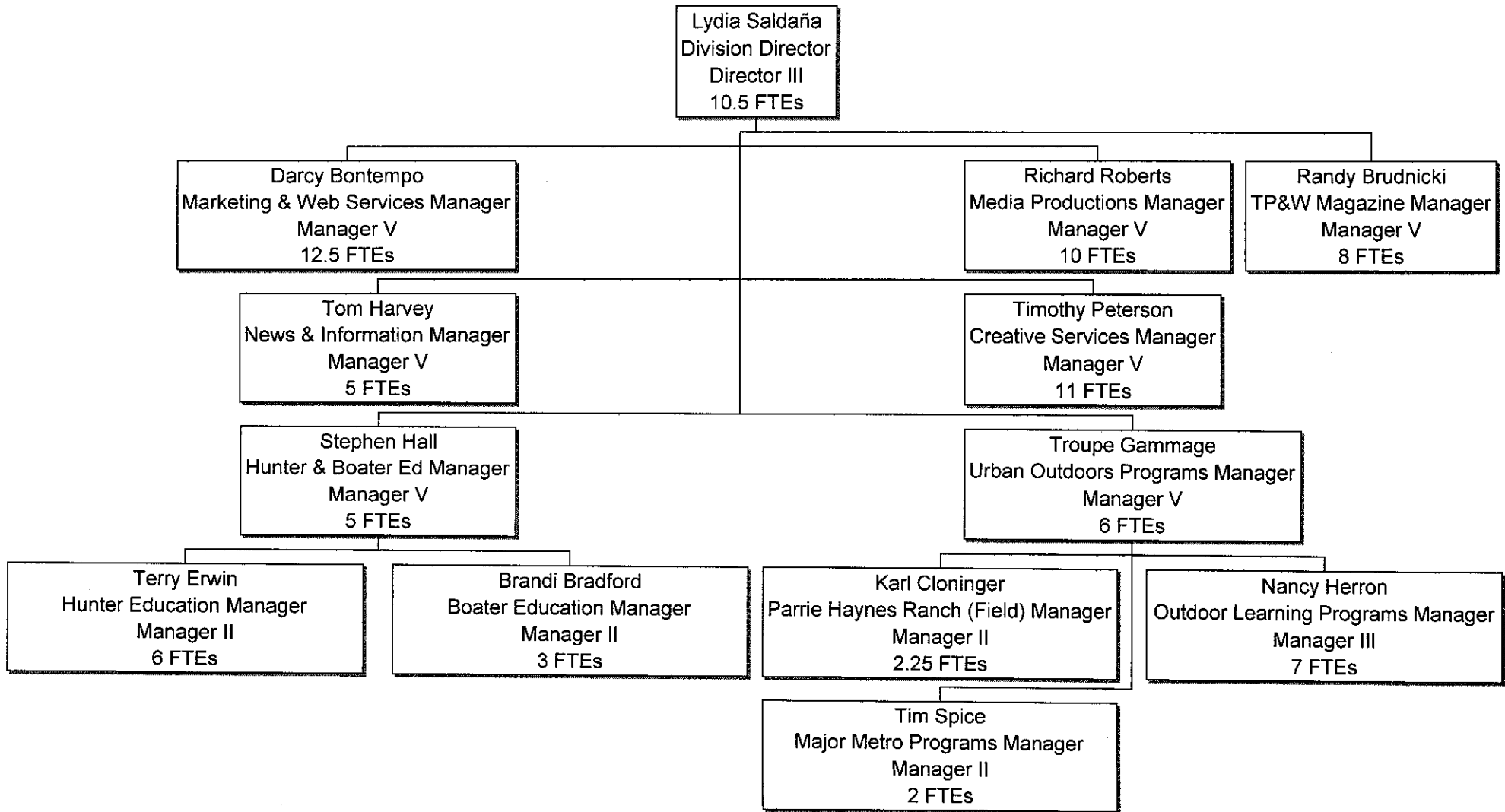


COMMUNICATIONS DIVISION

Functional Responsibilities

- Director's Office: Provides strategic direction and counsel for division staff and TPWD leadership on communications-related issues. Staff is also responsible for the preparation and monitoring of the division's operating budget, reporting on performance measures, and preparing fiscal notes.
- Marketing & Web Services Branch: Marketing Services develops, executes and manages information campaign efforts to promote and raise the public's awareness of all department programs, activities, initiatives and sites. The Web group administers the Department's internet website, its intranet and other agency sites. The branch also manages consumer research and nature tourism initiatives.
- Media Productions Branch: Produces a weekly PBS television series, video news reports and other video products, including water documentary projects.
- News and Information Branch: Produces a variety of public information products, including news releases, a daily radio series, radio news stories and serves as point of contact for state and national media. News media relations are critical to our efforts to inform and educate Texans.
- Creative Services Branch: Manages the Department's publications policy, print design, print services, copy services, photography services and Gary Job Corps coordination.
- Hunter and Boater Education: Provides mandatory hunter education programs, target range grants, statewide archery programs, a mobile sporting clays operation, a new school clays program and mandatory boater education courses statewide.
- Urban Outdoors Programs Branch: The branch consists of several outreach programs. The Texas Parks & Wildlife Expo is TPWD's premiere outreach, education and interpretation event. The Becoming an Outdoors-Woman program breaks down barriers for participation by Texas women in outdoor recreation and conservation efforts. Also included in this branch are the Texas Outdoor Family, Aquatic Education, Project WILD, Parrie Haynes Ranch and Major Metro programs.
- Texas Parks and Wildlife Magazine: *Texas Parks & Wildlife* magazine encourages, educates and motivates Texans to responsibly use and enjoy the outdoors and TPWD services, facilities and products.

COMMUNICATIONS DIVISION



EXECUTIVE OFFICE

Functional Responsibilities

- Executive Director: Coordinates the development of agency strategy and policy, supervises senior agency management and serves as the senior decision authority.
- Deputy Executive Director, Operations: Provides management and oversight of an agency of eleven divisions with a wide variety of programs, facilities and services.
- Deputy Executive Director, Administration: Provides management and oversight of an agency of eleven divisions with a variety of programs, facilities and services.
- Manager of Land Conservation: Coordinates with the land holding divisions to develop acquisition priorities; coordinates within the conservation community to facilitate statewide land conservation strategies; when directed by executive management, will negotiate the "terms and conditions" under which the department might acquire, dispose of, or accept real property obligations; coordinates department land issues with the Texas General Land Office.
- Director of Internal Audit: Responsible for internal integrity audits of all department operations.
- Director of Internal Affairs: Responsible for internal employee investigations.
- Intergovernmental Affairs: Coordinates all activities related to the Legislature.
- Records Management: Responsible for records management and retention.

EXECUTIVE OFFICE

Carter P. Smith
Executive Director
9 FTEs

Carlos Contreras
Internal Audit
Director I
18 FTEs

Scott Boruff
Deputy Executive Director, Operations
Director V
8 FTEs

Gene McCarty
Deputy Executive Director, Administration
Director V
6 FTEs

Harold Stone
Intergovernmental Affairs
Program Specialist VI
1 FTE

Ted Hollingsworth
Land Conservation
Manager IV
3 FTEs

Grahame Jones
Internal Affairs
Manager V
3 FTEs

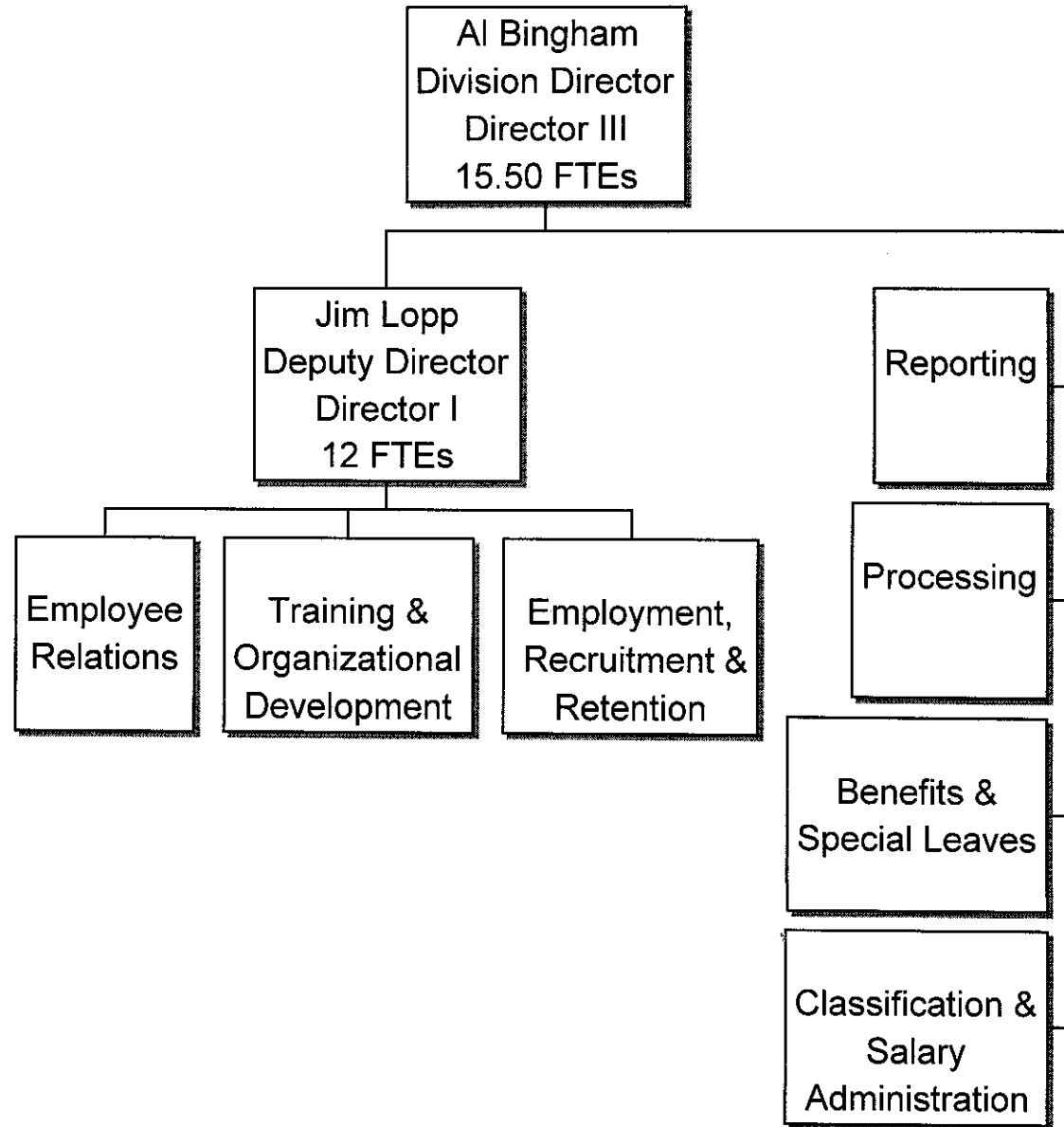
Peggy Kunze
Records Management
Manager II
2 FTEs

HUMAN RESOURCES DIVISION

Functional Responsibilities

- Personnel administration and reporting.
- Strategic workforce planning; HR policy development and implementation.
- Job analysis and salary administration; staff recruitment and hiring.
- Benefits and special leave administration.
- Employee relations; performance management.
- Training and organizational development; employee service awards and recognition programs; intern program.

HUMAN RESOURCES DIVISION

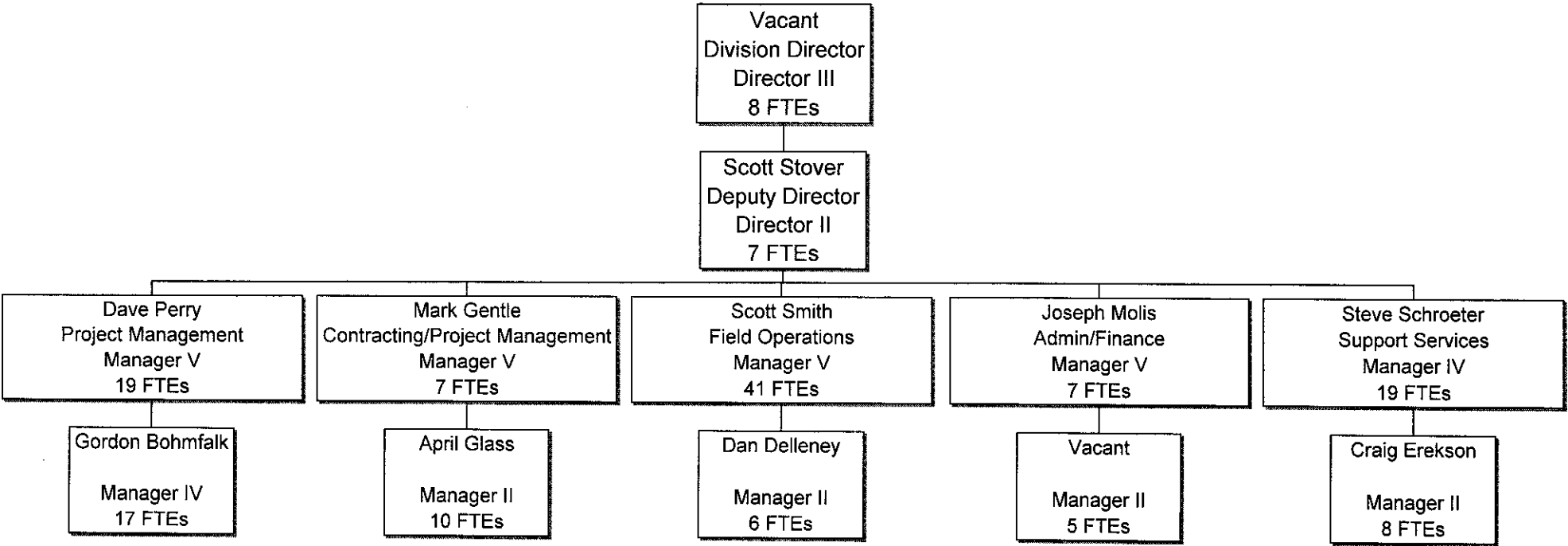


INFRASTRUCTURE DIVISION

Functional Responsibilities

- Administration, coordination and management of the Department's Capital Construction Program.
- Administration and management of the Department's capital construction funds and budgets.
- Development of environmentally compatible master plans for recreational and operational facility development.
- Preparation of design and construction documents for facility repair and development.
- Administration of all professional design and construction contracts for the Department.
- Management of in-house construction crews that perform major repairs and capital improvements that otherwise would be costly to contract.
- Architectural, engineering, surveying and other technical assistance to field locations.
- Administration and management of the Department's Facility Management Information System.
- Management of Department headquarters complex including plant operations, utilities, energy management, grounds and facility maintenance, custodial services and security.
- Management of the Department's Safety and Risk Management Program.
- Administration and management of the Department's Fleet Management Program.
- Administration of the Department's Radio Management Program.
- Coordination of the interagency program for road/parking lot repairs and development with the Texas Department of Transportation.

INFRASTRUCTURE DIVISION

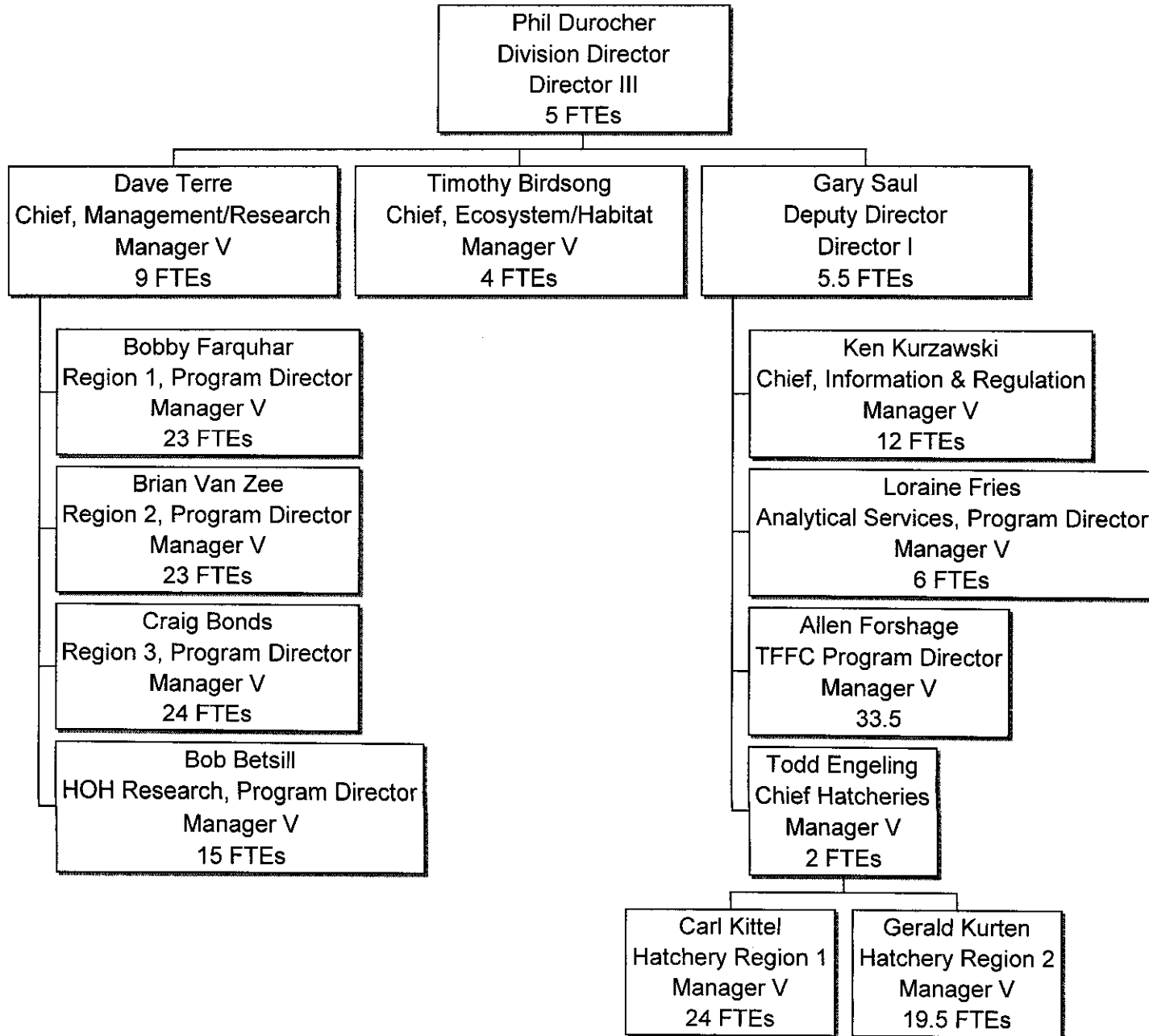


INLAND FISHERIES DIVISION

Functional Responsibilities

- The Inland Fisheries Division is responsible for managing and protecting the state's diverse freshwater fisheries resources. The goal of this management is to provide the best possible angling while protecting and enhancing freshwater aquatic resources.
- Resource Management and Research - To develop plans and conduct applied management activities for all freshwater impoundments, rivers, and streams and to provide scientifically sound information leading to the understanding and management of aquatic resources, their production, improvement and utilization.
- Ecosystem/Habitat Assessment Branch - Responsible for the conduct of instream flow and water quality assessments for river ecosystems, enhancement of river access, coordination of golden algae research efforts, conduct and coordination of the investigation of pollution events and contaminant issues impacting natural resources, and the pursuit of restoration for natural resources injured by oil and chemical releases.
- Hatcheries/Regulations/Lab/Outreach - To manage and conserve the freshwater fish environment including ecosystems, resources and habitats to provide fishing for outdoor and outreach opportunities. Information and Regulations provides communication to the public as well as monitoring regulatory processes administered by the Division. Analytical Services provides fish health, genetics, water quality and contaminants support for management and research. The Texas Freshwater Fisheries Center is the primary outreach facility for the Department.

INLAND FISHERIES DIVISION

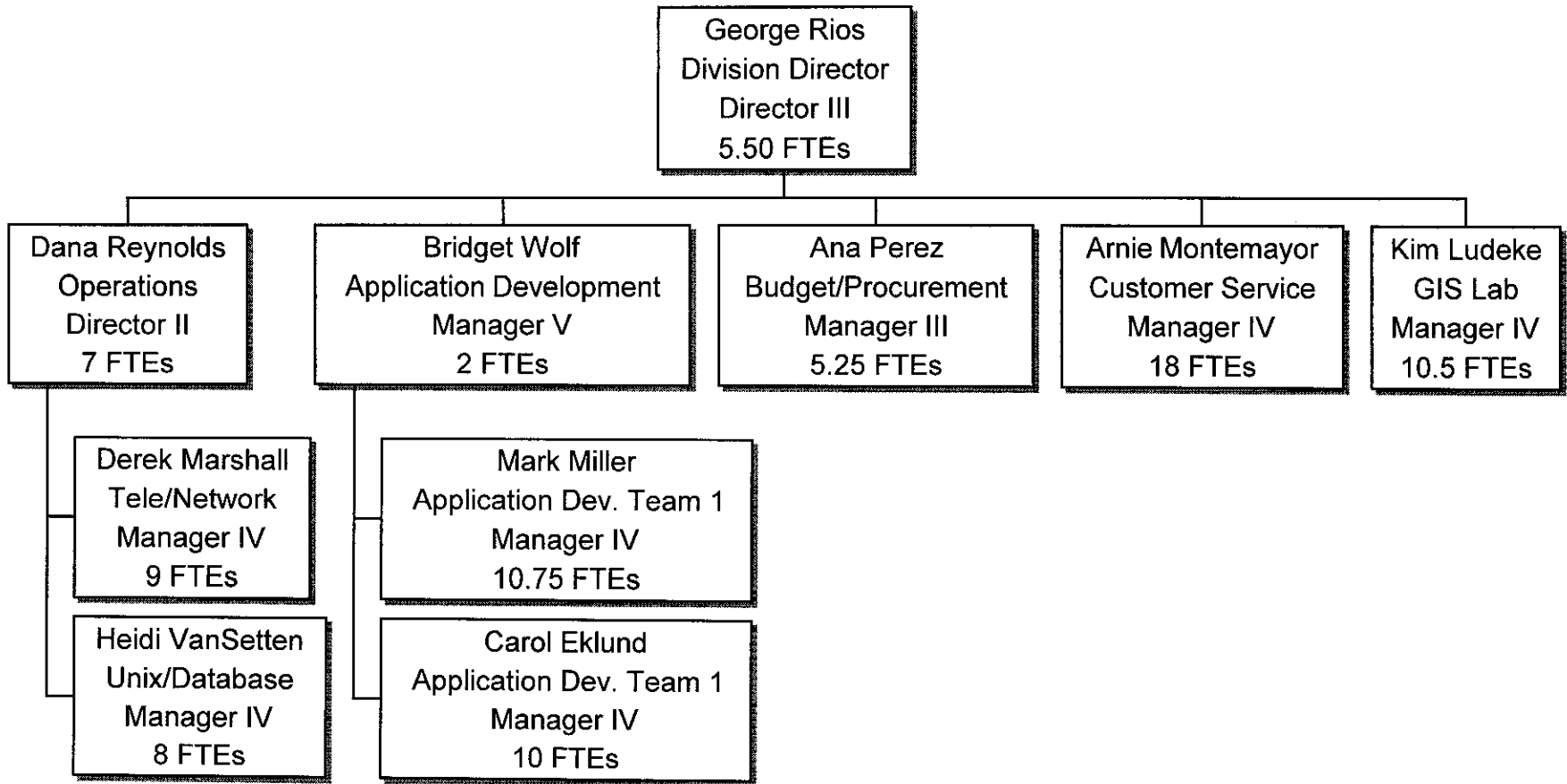


INFORMATION TECHNOLOGY DIVISION

Functional Responsibilities

- Operations: Responsible for technical services, telecommunications and project management.
- Applications Development: Responsible for new and existing applications development and maintenance.
- Budget and Procurement: Responsible for oversight compliance, procurement and budget.
- Customer Service: Responsible for customer support, computing services, and training.
- GIS: Responsible for GIS training and field support including remote sensing, spatial analysis and management of geospatial projects.

INFORMATION TECHNOLOGY DIVISION

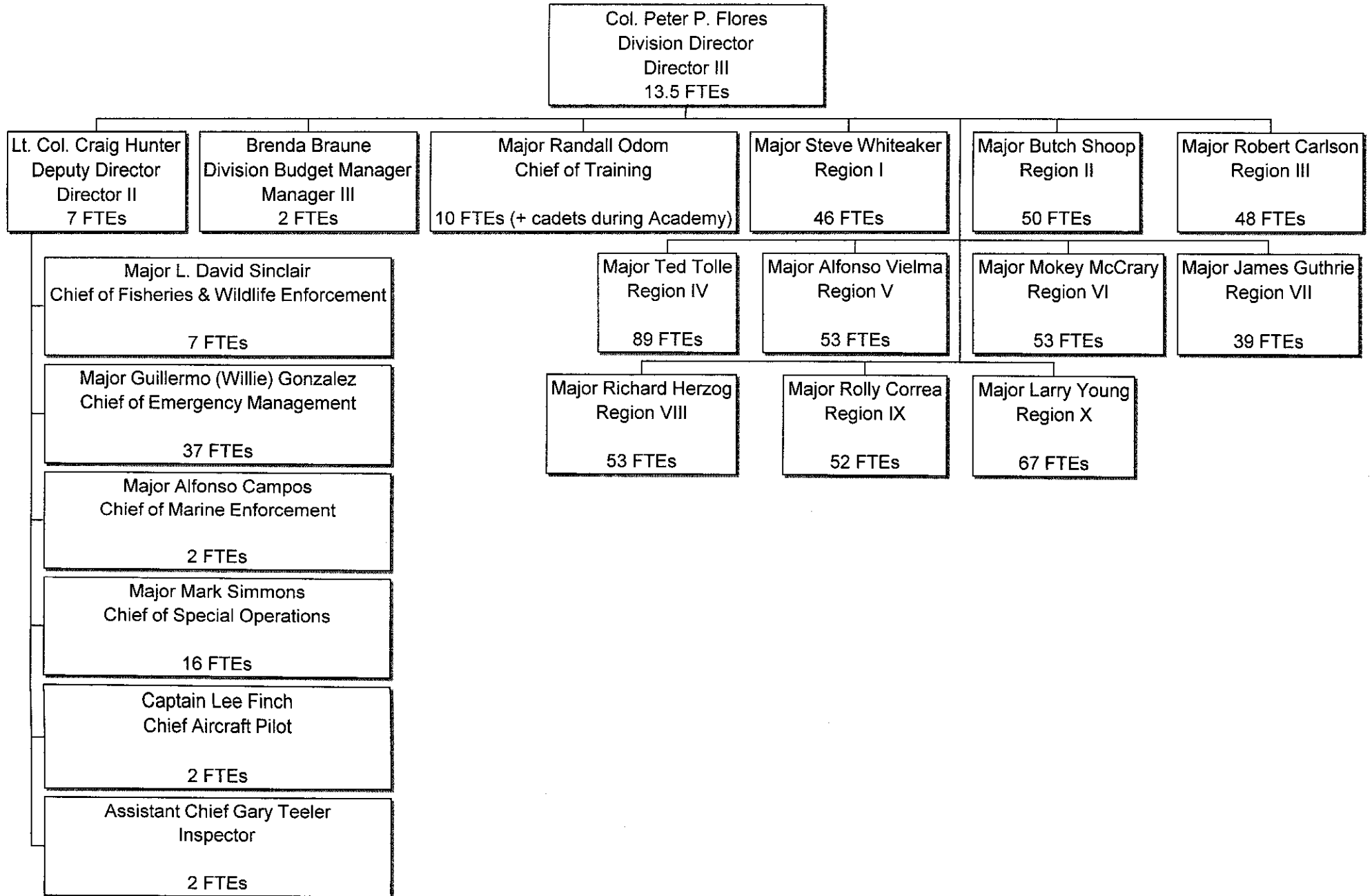


LAW ENFORCEMENT DIVISION

Functional Responsibilities

- The Law Enforcement Division provides a comprehensive statewide law enforcement program to protect Texas' wildlife, other natural resources, and the environment.
- The division also provides safe boating and recreational water safety on public waters by ensuring compliance with applicable state laws and regulations.
- Texas Game Wardens are responsible for enforcement of the Parks and Wildlife Code, all TPWD regulations, the Texas Penal Code and selected statutes and regulations applicable to clean air and water, hazardous materials and human health.
- The Special Operations Unit assists the Law Enforcement Division in accomplishing the Department's mission through the investigation and apprehension of those who violate the natural resource laws of this state, utilizing both overt and covert strategies.

LAW ENFORCEMENT DIVISION



LEGAL DIVISION

Functional Responsibilities

- The Legal Division provides legal advice and assistance to department staff and the Texas Parks and Wildlife Commission regarding matters within the department's authority, such as water quality, water rights, fish and wildlife law, criminal law, employment law, contract law, administrative law, and open government law. The Legal Division also represents the department in administrative legal proceedings and assists the Attorney General's office in litigation involving the department. In addition, Legal Division attorneys coordinate responses to requests for information under the Texas Public Information Act, review and draft agreements involving TPWD, and assist staff in other Divisions and the Executive Office with rulemaking.

LEGAL DIVISION

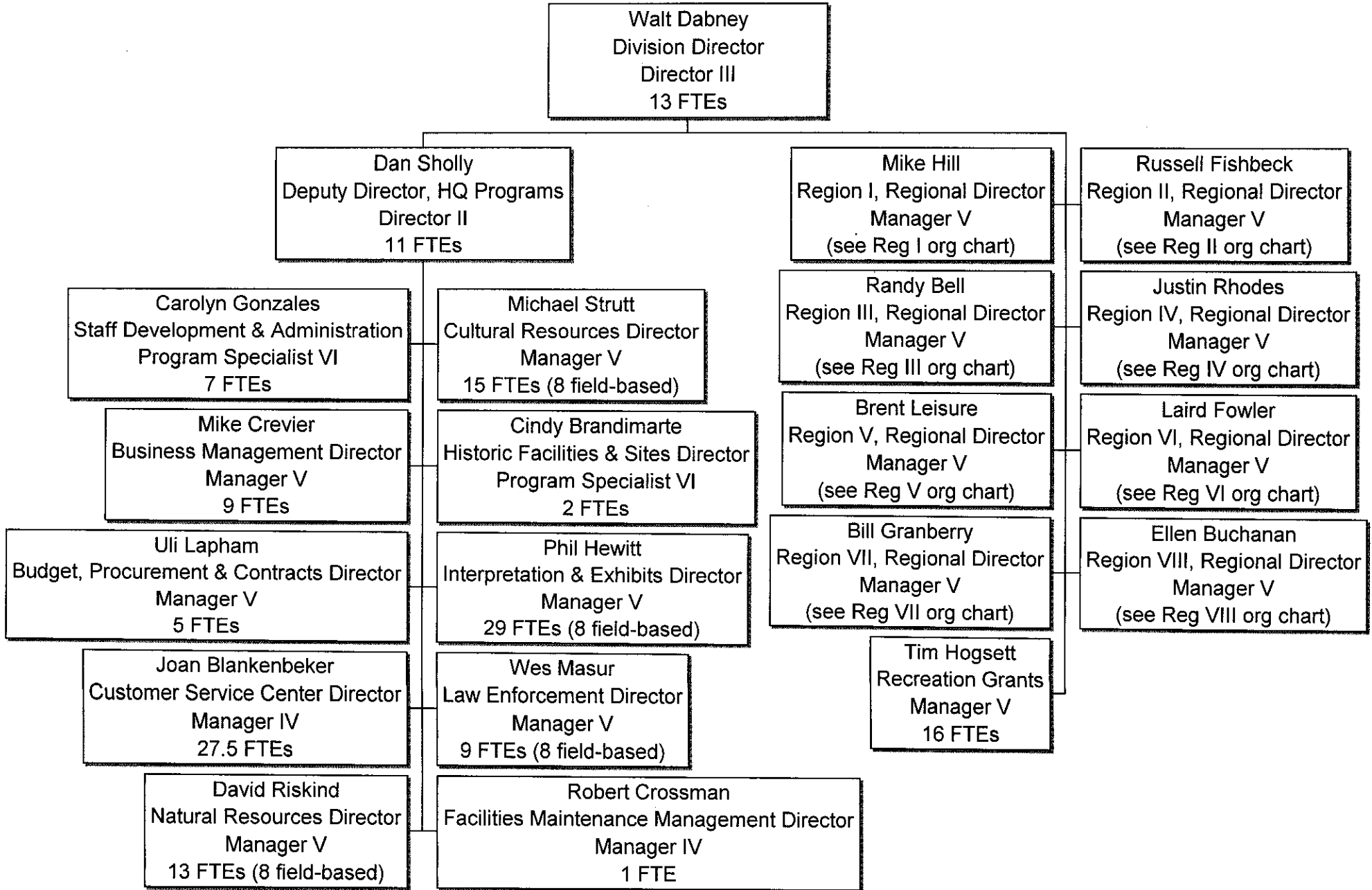
Ann Bright
Division Director
General Counsel IV
11.5 FTEs

STATE PARKS DIVISION

Functional Responsibilities

- **Staff Development & Administration:** Recruitment & retention, training & development, classification & compensation, disciplinary reviews of regular staff, interns and volunteers; legislative response, tracking and reporting; develop & maintain various policies & procedures; SP uniform program; park housing program.
- **Business Management & Development:** Administers revenue resources through park stores, rentals and concession operations, park fees, park promotions & park annual pass.
- **Budget, Procurement & Contracts:** Division budget, procurement & contracts management and oversight.
- **Customer Contact Center:** Park reservation center, TPWD operator/information; State Park Information Technology automation oversight.
- **Natural Resources:** Oversight of parks Natural Resource operations. Provides guidance to parks for compliance with federal and state regulations in regards to natural resources protection & development; wildlife, land & plant management, geospatial planning, wildland fire program, oil & gas exploration, easements, etc.
- **Cultural Resources:** Oversight of parks cultural resources. Provides guidance to parks for compliance with federal and state regulations in regards to cultural resources protection & discoveries; conducts field archeological surveys, protection plans, artifact inventory, etc.
- **Historic Facilities & Sites:** Oversight of parks historic sites, CCC facilities, historic facilities or structures. Provides guidance to parks for compliance with federal and state regulation in regards to historic preservation.
- **Interpretation & Exhibits:** Oversight of parks interpretation/education programs and site exhibits & wayside signs, interpretive master plans, etc.
- **Law Enforcement:** Responsible for oversight and training of approximately 185 state park police officers & regional coordinators.
- **Facilities Maintenance Management:** Oversight of minor repair, capital repairs, facilities & equipment tracking, TCEQ compliance; park safety oversight; information management system oversight.

STATE PARKS DIVISION



STATE PARKS DIVISION - REGION I

Mike Hill
Regional Director
Manager V
8.25 FTEs

Rod Trevizo
Big Bend Ranch Complex Superintendent
Manager II
2 FTEs

David Bischofhausen
David Mtns Complex Superintendent
Manager II
3 FTEs

John Moses
El Paso Complex Superintendent
Manager II
3.06 FTEs

Emmit Brotherton
Devils River SNA
Program Supervisor II
4 FTEs

Rick Thompson
Big Bend Ranch SP Superintendent
Park Specialist III
16 FTEs

Tom Johnson
Balmoreah SP Superintendent
Park Specialist III
11.01 FTEs

Cesar Mendez
Franklin Mtns SP, Superintendent
Park Specialist III
9.5 FTEs

Vacant
Devils Sinkhole SNA
Park Specialist III
2 FTEs

Tony Gallego
Barton Warnock Center, Park Superintendent
Park Specialist III
5 FTEs

Maria Trevizo
Davis Mtns SP, Superintendent
Park Specialist III/PPO
8.5 FTEs

Wanda Olszewski
Hueco Tanks SHS, Park Superintendent
Park Specialist III
9.45 FTEs

Mike Knezek
Kickapoo Cavern SP
Park Specialist III
5.75 FTEs

Tony Manriquez
Fort Leaton SHS, Park Superintendent
Park Specialist III
3.32 FTEs

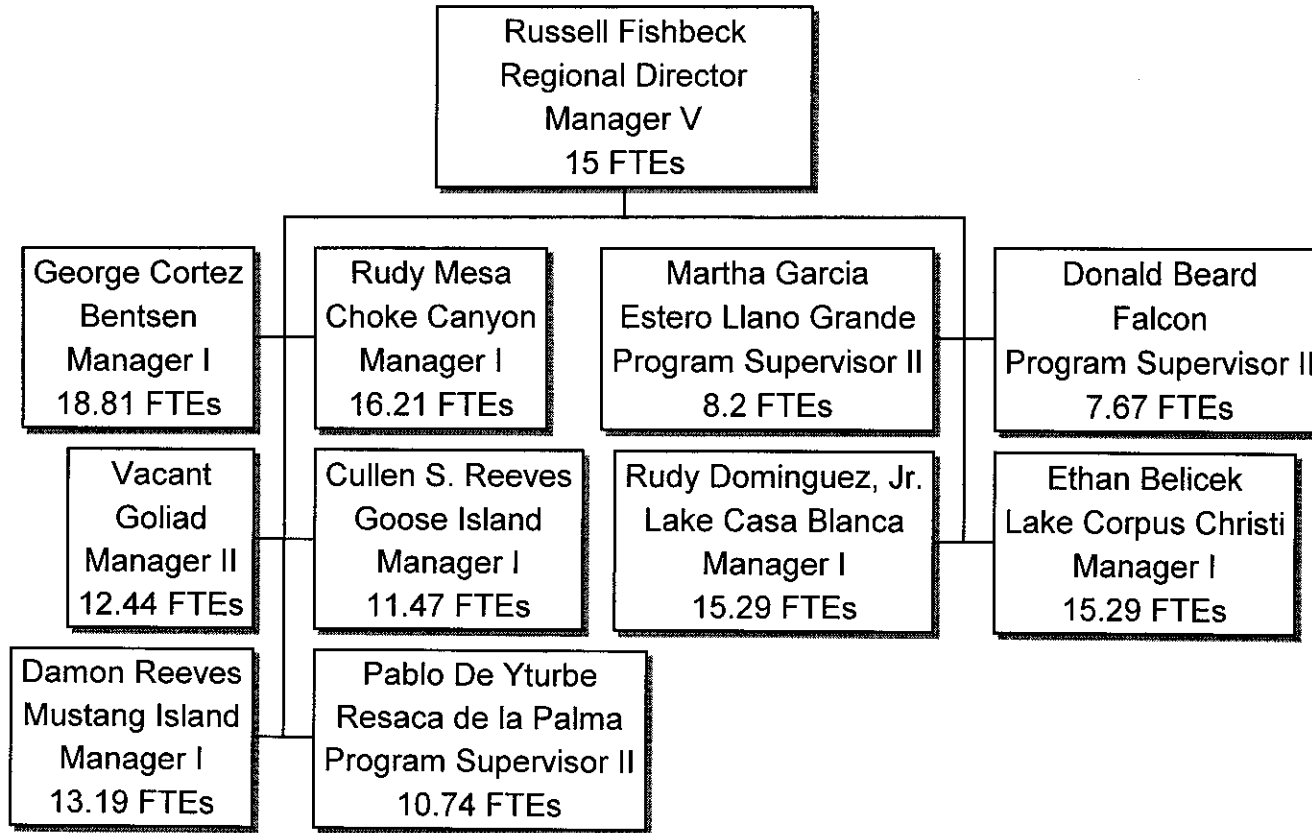
Al Tobola
Indian Lodge, Park Superintendent
Park Specialist III
31.87 FTEs

Humberto Quinonez
Wylers Aerial Tramway, Park Superintendent
Park Specialist III
11.75 FTEs

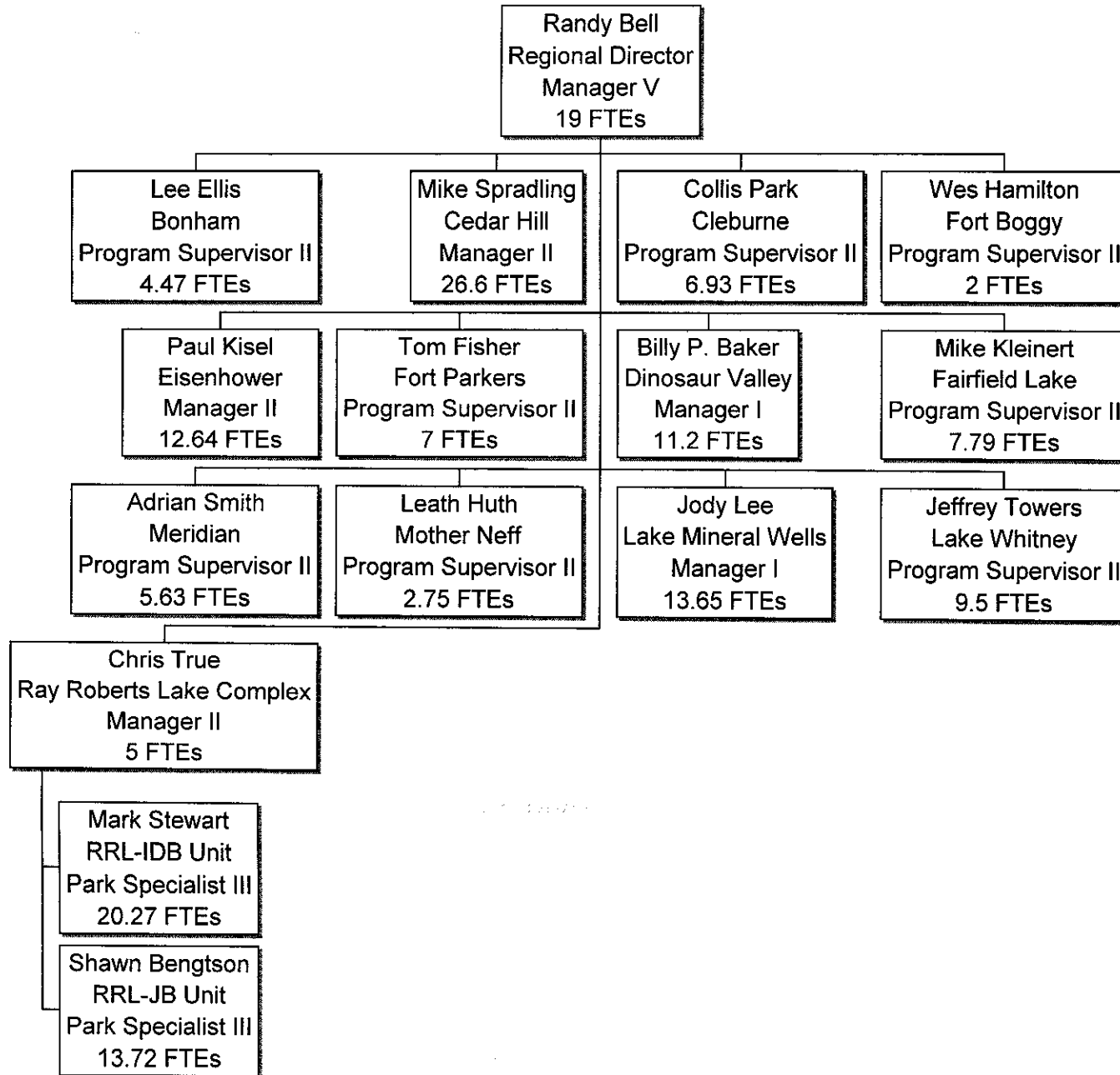
Glen Korth
Monahans Sandhills SP
Program Supervisor II/PPO
4.6 FTEs

Randy Rosales
Seminole Canyon SP/HS
Program Supervisor II
7.5 FTEs

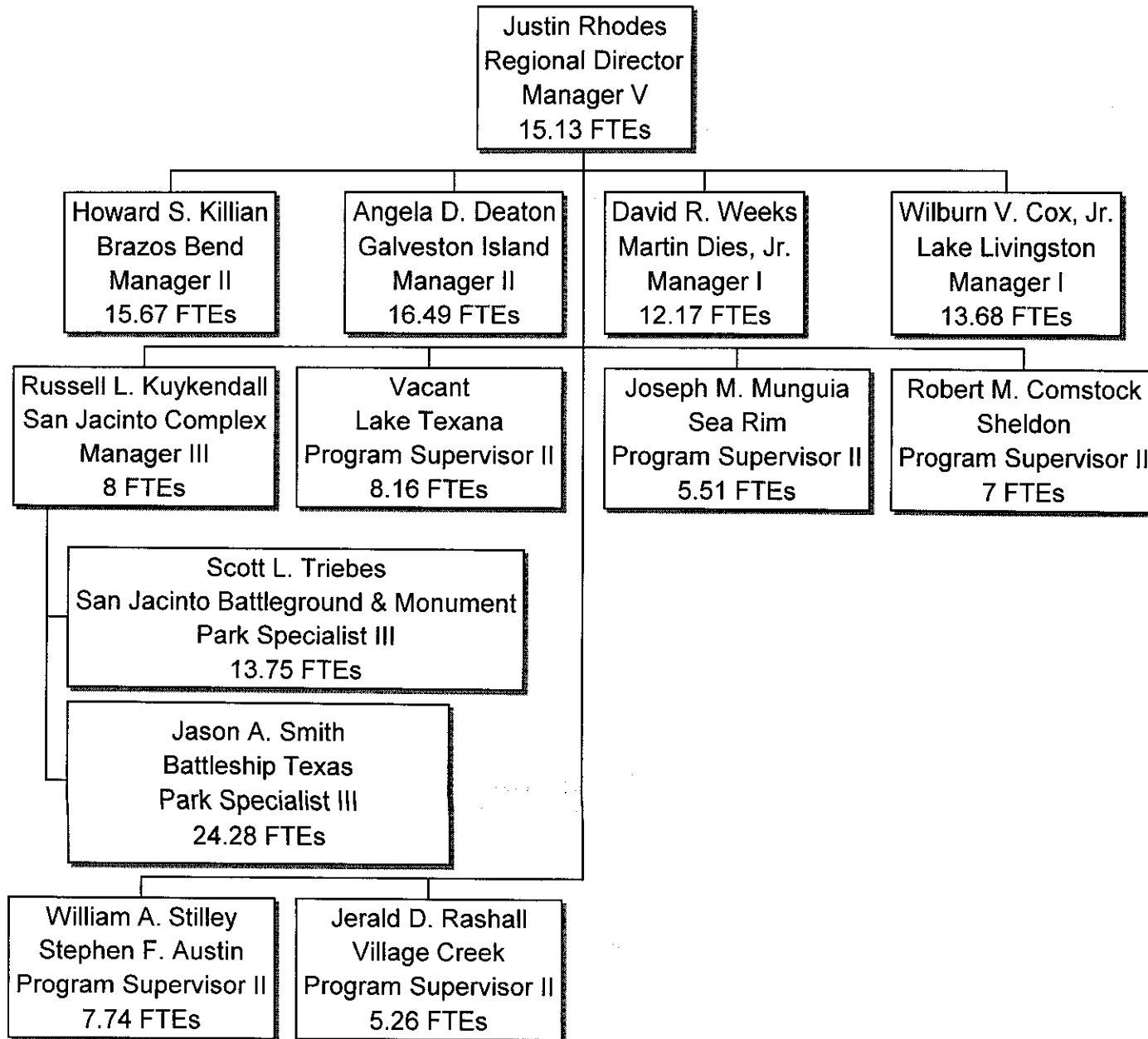
STATE PARKS DIVISION - REGION II



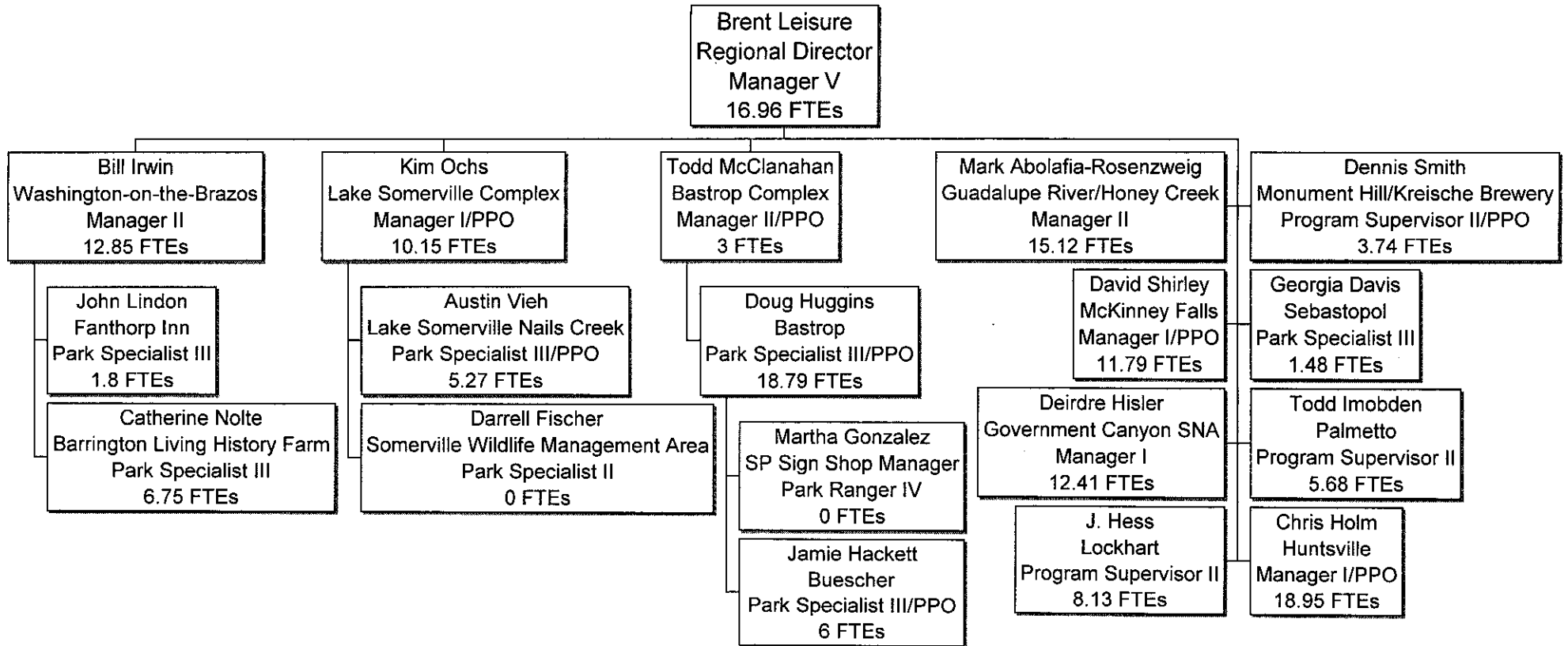
STATE PARKS DIVISION - REGION III



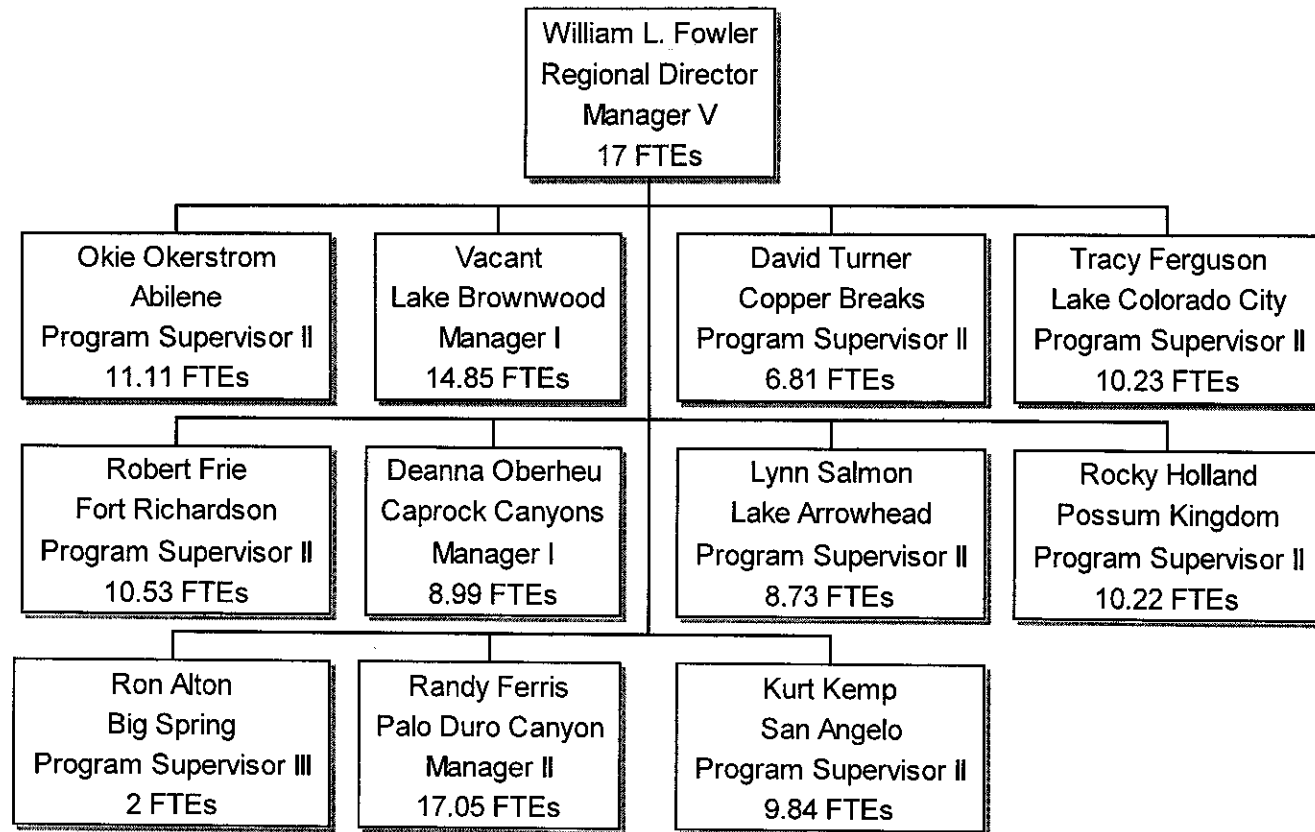
STATE PARKS DIVISION - REGION IV



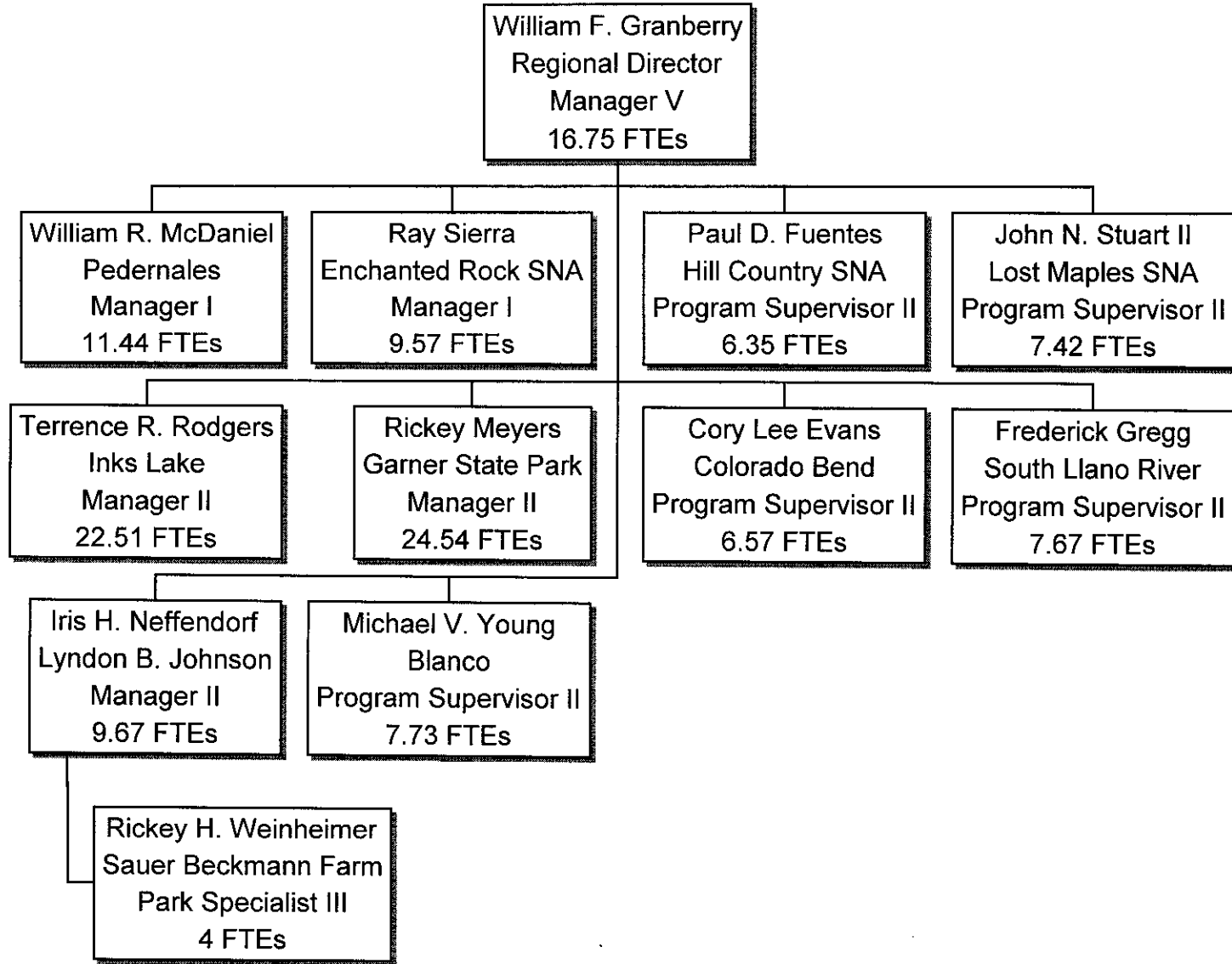
STATE PARKS DIVISION - REGION V



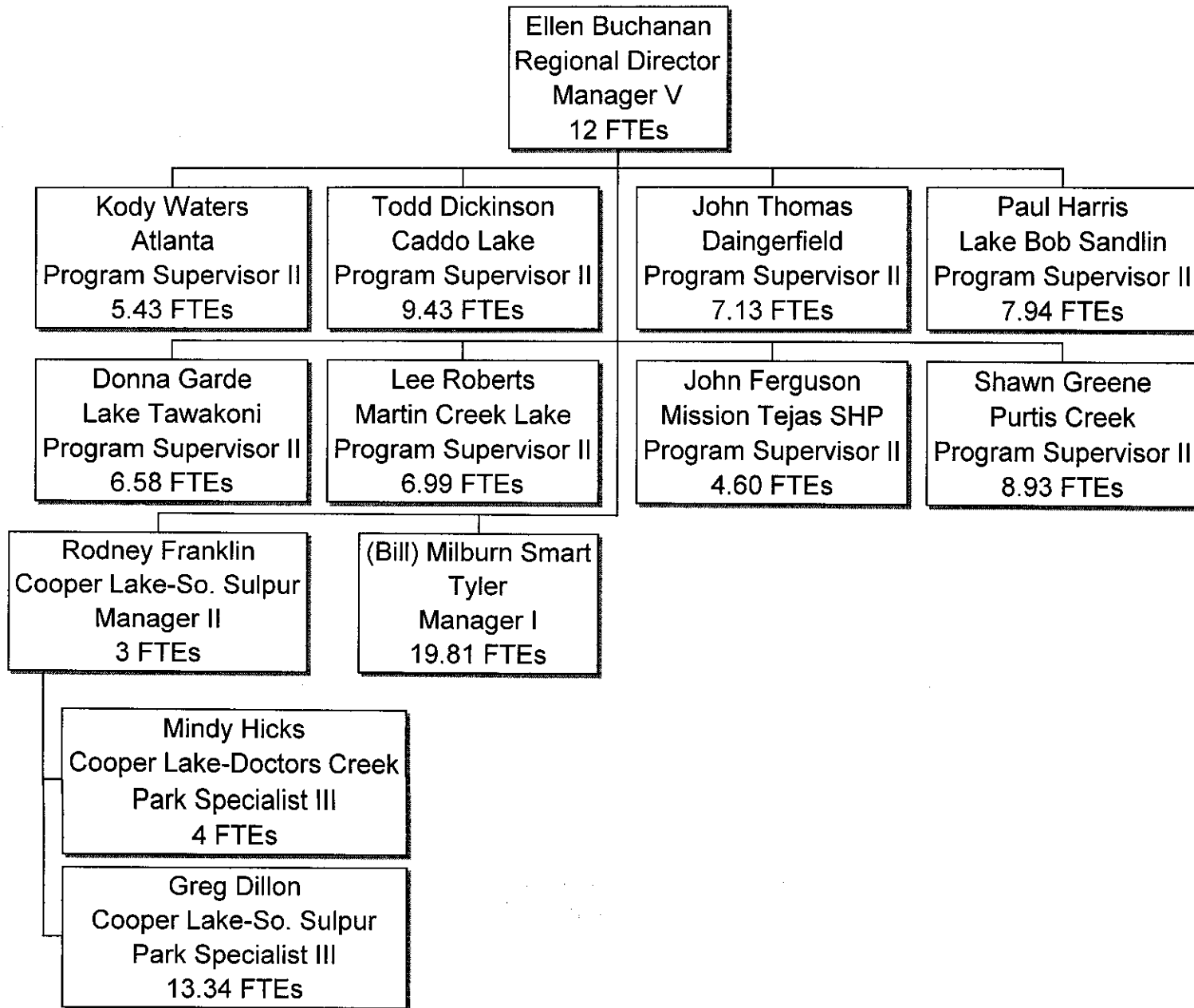
STATE PARKS DIVISION - REGION VI



STATE PARKS DIVISION - REGION VII



STATE PARKS DIVISION - REGION VIII



WILDLIFE DIVISION

Functional Responsibilities

- **Regional Programs:** The four regional divisions provide operational support to ensure the efficient working of Wildlife programs, such as technical assistance to landowners and the general public. The four regions also operate 51 Wildlife Management Areas encompassing over 729,998 acres of land. The Wildlife Division utilizes the Wildlife Management Areas for research on wildlife populations and habitat, conducting education on resource management, and to provide public hunting, hiking, and other recreational opportunities.
- **Big Game and Permitting:** The Big Game program coordinates surveys and research projects to understand the life history, habitat requirements, restoration, and management responsibilities for big game in Texas. The Permit program offers various permits affording landowners and managers more flexibility to meet their management needs.
- **Private Lands and Public Hunting:** The Private Lands program provides private landowners with assistance, financial support and recognition for conservation efforts through agency staff and federal or other outside resources. Farm Bill Coordination is a big part of the Private Lands program's effort to assist landowners. The Public Hunting program implements the Texas public hunting program and provides public hunting opportunities, such as the Youth Hunting program and the Big Time Texas Hunts.
- **Wildlife Diversity:** The Nongame program works to improve the conservation of nongame, rare, and urban wildlife in Texas, including conservation for threatened and endangered species. A large part of this program's conservation involves wildlife research. The Outreach program develops awareness of the conservation of Texas' wildlife resources through outreach and "hands-on" activities.
- **Small Game and Habitat Management:** The Small Game program coordinates research and surveys for small game population trends and makes recommendations for harvest regulations based on the research data. The Habitat Assessment program reviews proposed development projects that effect the state's wildlife resources and associated ecosystems and for providing comments and recommendations to protect these resources.
- **Wildlife Director:** Fiscal operations involving budgets, financial reporting and purchasing are under the Division Director.
- **Wildlife Deputy Director:** The Wildlife Federal Assistance program, the International Borderlands project, the Biological Analysis Data staff, and division personnel records are under the Division Deputy Director. This Federal Assistance program administers and coordinates actions required to qualify department activities for federal assistance reimbursement. The International Borderlands project develops and coordinates binational partnerships between Texas and Mexico for conservation of shared natural resources. The Biological Analysis Data unit compiles survey data to identify wildlife populace on trends and hunting constituents' interests. These surveys are used for research on wildlife conservation and to measure the public hunting efforts.
- **Texas Wildlife Borderlands:** The Borderlands Biologist program represents the Wildlife Division on borderlands issues including water, habitat conservation, technical guidance, exotic and invasive species, diseases, nature tourism, etc. This program develops strategies for cooperation and manages the Department's participation in the Trilateral Committee for Wildlife and Ecosystem Conservation and Management, the State Agency Roundtable on Border/Mexico Affairs, and the Wildlife Subcommittee of Border Governors' Conference.

WILDLIFE DIVISION

