



BUILDING ON THE BASICS

2003 ANNUAL REPORT

GOOD PEOPLE. GOOD SCIENCE. GOOD MANAGEMENT.



TO THE PEOPLE OF TEXAS FROM THE CHAIRMAN AND THE EXECUTIVE DIRECTOR

Last year, the leadership of the Texas Parks and Wildlife Department set forth some important goals in carrying out its mission. Among those goals were improving the way we do business and improving the way we do our science. We pledged to strengthen our role in helping Texas conserve and manage its land and water resources. We were particularly concerned with ensuring that there is ample water in our natural systems for fish and wildlife.

As we look back on FY2003, we made significant progress in meeting those goals. We worked hard on getting our fiscal house in order. As of August 2003, the department had fully implemented 71 percent of the 94 items comprising the Business Improvement Plan, the step-by-step plan incorporating the recommendations for improvement made from within and outside the agency by state officials and consultants. We've also worked to streamline regulations for the benefit of all those whom we serve in carrying out our mission.

At the end of FY2002, the Commission adopted the department's milestone Land and Water Resources Conservation Plan, with the charge that the plan provide strategic direction for the department's ongoing and future activities of conservation and management of the state's parks and natural resources. The department is creating operating plans for each of its divisions that will link to the Conservation Plan.

We continued our strong commitment to Texas water issues and increased our cooperative work on these issues with the legislature and other state agencies. We produced a special magazine issue and documentary focusing on the importance of water for fish and wildlife, and we completed the first phase of our advisory work with the state's regional water planning process. We completed a 10-year study on freshwater inflows for estuaries, and the legislature directed us to undertake a similar study for rivers and streams. Our commitment to ensuring ample water for fish and wildlife is unwavering. More than any other issue, it will determine the quality of life for millions of future Texans.

We still have much to do, but with good management and good science, we will work diligently with state leadership and the people of Texas to conserve our state's natural resources and historical sites and to provide the best possible opportunities for hunting, fishing and outdoor recreation.



Joseph B. C. Fitzsimons
Chairman



Robert L. Cook,
Executive Director



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The Texas Parks and Wildlife Department experienced an unprecedented change in leadership during Fiscal Year 2003. We bid farewell to three commissioners as well as the Chairman of the Commission and welcomed new leaders.

Katharine Armstrong, first appointed to the Commission in 1999 by then-Governor George W. Bush, was named Chairman of the Commission by Governor Rick Perry in June 2001. A fifth-generation Texan who grew up on her family's working cattle ranch in South Texas, Chairman Armstrong translated her deep connection to the outdoors and her appreciation for the state's natural heritage into a strong and energetic leadership role for the department's conservation efforts. Executive Director Robert Cook lauded Armstrong as a "real leader and true conservationist," expressing gratitude for the effective job she had done on behalf of the department and the state of Texas. Chairman Armstrong made the complex and controversial topic of water resources a priority.

In November 2003, attorney, rancher and hunter-conservationist Joseph Fitzsimons was appointed Chairman, and he also identified water as the single most important conservation issue facing Texas. He serves on the Texas Water Advisory Council and on the new legislative Environmental Flows Study Commission. He vowed to implement the Department's Land and Water Resources Conservation and Recreation Plan adopted by the Commission in 2002, following direction from the legislature.

Gov. Rick Perry's other appointments in a year of transition for the Commission included Robert Brown of El Paso, John Parker of Lufkin, Ned Holmes of Houston and Peter Holt of San Antonio. They replaced outgoing commissioners who set a strong precedent for leadership: Ernest Angelo of Midland, John Avila of Fort Worth and Dr. Kelly Rising of Beaumont.

We also welcomed four new division directors, who bring to the department a breadth of experience and backgrounds. Two of our new division heads came from our own ranks: Steve Whiston and Michael Berger. Both were chosen following a national search. Berger, who had been Private Lands and Habitat Branch Chief, was named head of the Wildlife Division. Whiston, a 25-year department veteran who had been acting Director of Infrastructure, took over the job on a permanent basis in January 2003.

In addition, the department named Mary Fields of Austin as new Chief Financial Officer and Director of the Administrative Resources Division. Fields brought 17 years of experience in state-agency financial management to the job. Al Bingham, also of Austin, took over as new Director of the Human Resources Division. Bingham, who had spent the previous 11 years working in human-resource positions in several state agencies, is also a 16-year veteran of the U.S. Air Force.

Driven by the budget constraints of a \$10 billion revenue shortfall, the 78th Legislature proved to be a “bumpy ride,” as one official put it, for all state agencies. Texas Parks and Wildlife Department was no exception. But the outcome could have been much worse, as department leaders have observed. The department emerged from the session with some surprising gains, some expected cutbacks and a promising legacy of good will and cooperation.

On the positive side, the legislature authorized a new freshwater fishing stamp; instituted a ban on motor vehicles in most Texas riverbeds; extended support of the shrimp license buyback program; allowed new licensing requirements for boat dealers; and expanded the search capabilities for game wardens.

HB 1989 created a new \$5 freshwater fishing stamp, required by freshwater anglers as of September 1, 2004, to fund maintenance, renovation and construction of state freshwater fish hatcheries, including the aging hatchery in Jasper.

HB 1529 amended the Texas Parks and Wildlife Department Code to provide legal authority for a game warden or other peace officer commissioned by the department to inspect licenses, devices and storage places in order to ensure that hunters and anglers are in compliance with laws and regulations governing their activities.

SB 0155 prohibits operation of a motor vehicle in most navigable streams in Texas, with a few exceptions. The prohibition, which took effect January 1, 2004, does not apply to road crossings, and there are exemptions for business and safety reasons. The bill provides for the development of local plans by counties, municipalities or river authorities to provide limited access by motor vehicles.

HB 2470 authorized the department to spend up to \$2 million more in fiscal years 2004-2005 for the shrimp license buyback program if funds became available and set up a new Texas Shrimp Marketing Assistance Program in the Texas Department of Agriculture.

There were other gains in conservation as well, with the establishment of the Water for Environmental Flow Study Commission, on which the Chairman of the TPW Commission serves, and the Water Conservation Task Force, on which the executive director serves.



On the other side of the ledger, TPWD's appropriations for the coming biennium were reduced by approximately \$45 million. Because of the Governor's directive for state agencies to cut spending by 7 percent in January, the department had already instituted a hiring freeze, and the Commission had agreed to increase basic fees charged by the department for basic hunting and fishing license fees and selective state park facility use fees.

Nevertheless, the department had to cut programs and eliminate a number of full-time positions. Although many positions were vacant as a result of the hiring freeze already put in place, 24 of those positions were occupied by employees who lost their jobs. The department was also affected strongly by House Bill 3208, which gave state employees a retirement incentive. The department lost more than 160 veteran employees, and with them almost 4,000 years of experience.

Almost every division cut employees or programs, though some were able to start new projects using federal grants or other creative approaches. Division directors said that they'd focus on the basic core of their activities. Assessing the Communications Division, which bore a sizeable number of the cuts, Division Director Lydia Saldaña observed, "This is causing us to take a harder look at everything we do, to make sure that we're as efficient and effective as possible with all of our communications, education and outreach programs." One of the bright spots in allocations was the State Parks Division, which was given the wherewithal to fill 66 of the 90 employee positions that had been vacant.

A significant short-term cut to the department resulted from the decision by the legislature not to fund the debt service for the next two installments of Proposition 8, the constitutional amendment that authorized bond issues to be applied for much needed repairs and improvements at state parks, historic sites, wildlife management areas and fish hatcheries around the state. TPWD also lost \$7.7 million in its Local Park Grant program, which cuts in half the amount of funds available to local communities.

Nevertheless, the department, which received the first appropriation from Proposition 8 in the amount of \$36.68 million in January 2003, made significant progress on expenditures of this bond issue during FY2003, expending and encumbering more than \$4.2 million and identifying and obligating the remaining \$32.48 million for facility repair and renovation projects around the state.

III Platform for the Future

FY2003 began, appropriately, with the approval by the TPW Commission of the Department's historic Land and Water Resources Conservation and Recreation Plan. Regarded as the most comprehensive inventory of natural and cultural resources ever compiled in Texas, the plan provides the agency's road map and marching orders for directing future outdoor recreation and conservation efforts.

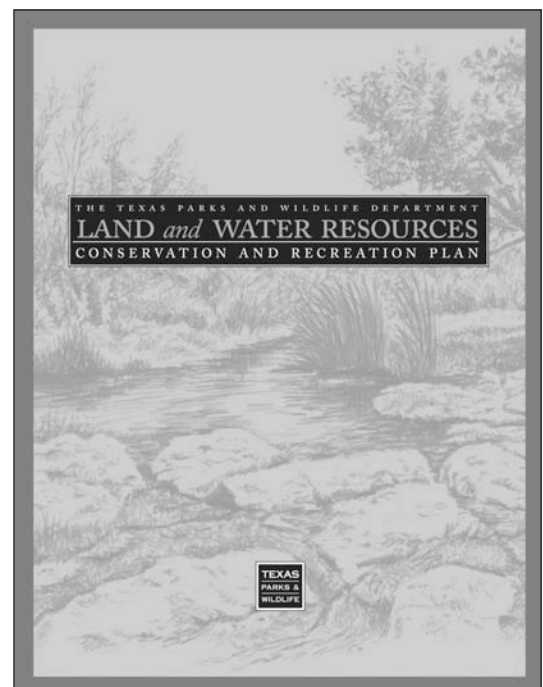
Executive Director Robert Cook hailed the adoption of the Land and Water Resources Conservation and Recreation Plan as a practical as well as forward-looking decision. "We've brought together science with public-policy strategies so that we will be as well equipped as possible to participate in the legislative and public process in setting the course of how to provide adequate water in Texas for fish and wildlife. It's a blueprint for implementing the science we've been doing for the past 10 years."

As a first step in implementing the plan, the department began creating operating plans for each division to ensure that the department's strategic goals are

linked to the plan. Central to the plan are the department's commitments to expand our conservation partnership with private landowners; to provide adequate water for fish and wildlife; and to increase the opportunities for Texans to hunt, fish and engage in outdoor recreation, with a strong focus on increasing those opportunities for Texans in urban areas.

Our accomplishments in carrying out these goals during FY2003 include a land acquisition procedure that focuses on priorities

identified in the plan; increasing the acreage of private land under TPWD-approved Wildlife Management Plans; the continued transfer of appropriate properties to other responsible entities; and implementing a program for free fishing in our state parks.



IV Making the Most of Our Resources

Water was the key issue for nearly every division and for many of the department's plans and projects.



During FY2003, TPWD made history as the first entity to deposit water rights into the Texas Water Trust, the state's repository for water dedicated to the protection of environmental needs. The 1,236 acre-feet of Rio Grande water rights were donated to TPWD by rancher Colquitt Bramblett, who requested that TPWD utilize the trust to provide a permanent source of water for fish and wildlife.

One of the main beneficiaries of legislative action in FY2003 was the department's Inland Fisheries, thanks to the new freshwater fishing stamp. The proceeds will be used for the badly needed renovation and repairs of the state's freshwater hatcheries. The first priority, says Division Director Phil Durocher, is replacing the 75-year-old hatchery in Jasper, which has deteriorated beyond repair.

Coastal Fisheries made progress on important issues as well, successfully

collaborating with the Governor's Office, National Marine Fisheries Service and the Texas shrimping industry to finalize a shrimp disaster relief grant of more than \$5 million. Financial compensation was made available to eligible commercial bay and Gulf shrimp license holders to offset depressed shrimp prices.

The Commission adopted more protective spotted seatrout recreational angling regulations

following a year-long analysis by Coastal Fisheries staff and an extensive scoping process with stakeholders.

In the Artificial Reef Program's best year, 10 oil platforms and \$2.1 million were donated to enhance the habitat for a variety of marine species.

There was other good news as well for the state's water resources. Resource Protection Division Director Larry McKinney cited the legislature's banning of 4x4's in Texas riverbeds as a pro-active strategy, addressing the issue before it became a major problem.

Another key issue that has threatened to become a bigger problem is the presence in some of the state's reservoirs of the toxic organism *Prymnesium parvum*, or



golden alga, which has killed more than 15 million fish in Texas. Bolstered by \$1.2 million in appropriations from the legislature and aided by world renowned experts, TPWD stepped up efforts to mediate the impacts of toxic algal blooms.

Among his division's accomplishments and directives, McKinney cited the completion of a 10-year study to determine how



much freshwater inflows are needed by Texas estuaries to maintain a healthy environment for fish and wildlife and the directive by the legislature to undertake a similar study for rivers and streams. In addition, the Environmental Flow Study Commission, he said, was given the task of making recommendations of how to best meet the water needs of the state and protect the environment. Further, the department is starting its participation in the next round of regional water planning mandated by the legislature, with the role of determining the environmental impacts of water management strategies.

For the Communications Division, a key project was the continuation of its water communication initiative, a multi-faceted campaign that includes special issues of the *Texas Parks and Wildlife* magazine as well as an hour-long documentary called *Texas: The State of Water*, which aired to good ratings on 13 PBS TV stations, reaching more than 30 Texas cities and more than 400,000 viewers on its first showing. The project, which will continue to air, is a partnership between TPWD and KERA TV in Dallas, with sponsorship from Brazos Mutual Funds.

Will Texas Run Dry?

TEXAS
THE STATE OF WATER

With the population of the state expected to nearly double by 2050, the way we look at water will never be the same. The Texas Parks and Wildlife Department and KERA present an in-depth documentary sponsored by Brazos Mutual Funds. Tune in on Thursday, May 29th at 8 p.m. on these local PBS stations:

KERA-13 Dallas/Fort Worth	KOCV Midland, Odessa	Other broadcast times:
KUHT Houston	KNCT Killeen, Temple	KLRU Austin (10 p.m.)
KLRN San Antonio	KMBH Harlingen, McAllen,	KTXL Lubbock (9 p.m.)
KCOS El Paso	Brownsville	KEDT Corpus Christi (9:30 p.m.)
KWBU Waco	KACV Amarillo	KAMU Bryan, College Station (9 p.m.)

For additional station listings and times, go to our Web site: www.tpwd.state.tx.us

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A Boost for Parks



The ability to finally fill 60 or so of its more than 90 vacant positions was among the positive outcomes of FY2003 for State Parks. The department also made progress in

developing an Interpretive Master Plan for each site, one of the key goals set by Division Director Walt Dabney. We welcomed eight new State Parks interpreters, who will be deployed in each state park region to train and assist site managers and field employees in telling the conservation story and in conveying the special significance and value of each site to the public.

Another boon to State Parks was the release of a study detailing the significant economic contributions of Texas State Parks to the state and local economies. The study, commissioned by the Texas Coalition for Conservation on behalf of TPWD and the citizens

of Texas, was carried out by Texas A&M University. The parks, concluded the researchers, are “important economic engines in their host communities,” attracting visitors who spend money in the local economy and thus creating jobs and income for the area.

The division now faces the challenge of trying to repair and maintain its facilities with just half its expected funding for its minor repairs program. One of the biggest challenges TPWD will face is seeking legislative authority for the next appropriation of Proposition 8 bond funds.

Advances for Wildlife

Wildlife’s new Division Director Michael Berger pointed to significant progress made during FY2003 in reaching the division’s key goals. Continuing its close advisory relationship with private landowners, TPWD provided technical guidance to more than 11,000 landowners and developed more than 4,000 active wildlife management plans, increasing the acreage in TPWD-approved plans on private lands to 16.7 million acres. The division also continued to develop the nationally recognized Landowner Incentive Program (LIP) to encourage private landowners to manage for rare species.

In its efforts to boost hunting opportunities in Texas, TPWD increased the number of public hunting days statewide by 11 percent and the number of hunter days on our Wildlife Management Areas by 10 percent. The department hosted more than 60 conservation partners and more than 200 participants in the 7th Governor’s Symposium on North America’s Hunting Heritage.

TPWD continued its vigilance with regard to Chronic Wasting Disease (CWD), which has not been found in Texas deer to date, by completing its CWD Plan and its first year of CWD surveillance around the state.



Growing Green

The Infrastructure Division reported significant progress in the initial planning, design and construction phases of several of its most noteworthy ongoing projects, including the World Birding Center, San Jacinto Battleground, Levi-Jordan Plantation, Admiral Nimitz State Historic Site - National Museum of the Pacific War, Government Canyon State Natural Area, Texas Rivers Center and Indian Lodge.

Steve Whiston, Director of the Infrastructure Division, pointed to the division's forward-looking emphasis on using sustainable design and green building techniques in as many projects as possible. Working with other divisions, the Infrastructure Division initiated the use of the Leaders in Energy and Environmental Design (LEED) rating system in facility design, which emphasizes low-energy and

alternate energy solutions, the use of recycled materials and minimized habitat intrusion. The LEED system guided the early design efforts at the Headquarters of Lake Somerville State Park, Sheldon Lake Environmental Learning Center, World Birding Center Headquarters and the Learning Center at Gus Engeling Wildlife Management Area.

The transformation of Sheldon Lake State Park's hatchery pond area into an outdoor classroom complex with accessible nature trails is well

underway, with design work completed and some construction begun in FY2003. For the first time at a TPWD site, an Ecological Overlay Analysis (EOA) report was made, using the best science available to recommend what areas of the park should be developed and what areas should be set aside for habitat preservation and restoration.



On the Trail



During FY2003, the department opened the second of its four planned wildlife driving trails for tourists, designed to help provide economic

incentives for private landowners and local communities to get involved in nature tourism and protect wildlife habitat. The Panhandle Plains Wildlife Trail includes 97 different parks, ranches and other locales where motorists can discover the best places to see wildlife and get back to nature, running through 60 Texas counties stretching from just south of Abilene

up through the Rolling Plains and Panhandle to the Oklahoma border. Developed by the Texas Parks and Wildlife Department and local partners with funding from the Texas Department of Transportation, the trails are modeled on the success of the Great Texas Coastal Birding Trail.

Keeping Order

A crucial goal for the department in FY2003 was to continue putting its fiscal house in order. As of August 2003, the department had made considerable progress in implementing the Business Improvement Plan, the plan that incorporated mandates and

recommendations from several studies made by consultants and advisors within and outside the department. Highlights of improvements made during the fiscal year include strengthening Point of Sale contracts and monitoring of license deputies; improving the

management of credit cards; and strengthening policies relating to the Parks and Wildlife Foundation of Texas. Says new Chief Financial Officer Mary Fields, "We're continuing to work on improvements, and we're focusing on licensing and automated system changes."

In Step with the Law

Though the Law Enforcement Division lost 50 game wardens to retirement, the division welcomed a new graduating class of 40 wardens. The division also welcomed its new authority, designated by the legislature, to inspect the equipment and storage facilities of hunters and anglers to make sure they're abiding by laws and regulations governing their activities. "It's an indication of Texans' trust for game wardens and their desire to protect the resources that we care for," said Division Director Col. James Stinebaugh. The division also put into action a new

unit of wildlife investigators, authorized to conduct investigations statewide, who are trying to curtail the commercial exploitation of the wildlife resources of Texas. Investigations have already taken the two new sergeants to more than 15 counties around the state and to the state of Colorado. They've discovered hundreds of violations of illegal possession involving such different species as bobcats, alligators, fox, black bear and coatimundi as well as white-tailed deer.



The People of Texas Parks and Wildlife Department

Among the biggest challenges facing new Human Resources Division Director Al Bingham was the retirement of more than 160 veteran employees of the department. Though the loss of experience and expertise was daunting, Bingham observed, it was rewarding to recruit highly qualified new employees and to work with motivated TPWD employees to fill leadership positions. The Natural Leaders leadership development program, he said, is proving a useful planning tool for the future of the department.

The people of the Texas Parks and Wildlife Department are called on for actions above and beyond the call of duty each year, from rescuing stranded flood victims or lost hunters to inventing new and creative ways of carrying out their mission. FY2003, however, with the loss of the Space Shuttle Columbia, the ongoing Homeland Security campaign and the beginning of the Iraq war brought even more challenges for many of our people, whose special skills and courage were called on when their country needed them.

In February, Texas Parks and Wildlife Department game wardens, wildlife biologists and state park employees joined the painstaking search for pieces of the Shuttle, combing the fields and forests of East Texas. TPWD employees worked nonstop using 4x4 vehicles and other specialized equipment to reach dense areas. With their knowledge of the terrain and familiarity with local residents, they were able to assist officials from outside the area. Wardens logged debris locations using Global Positioning Systems units. Along with other agencies, we set up a mobile GIS map room to provide up-to-the-minute information in the recovery effort.

State park employees found debris in Rusk-Palestine State Park and on the tracks of the Texas State Railroad. Wildlife Division employees also worked as Shuttle recovery team leaders, taking small groups of people into the fields and forests to search for debris. Wildlife Technician Lin Marcantel operated an all-terrain vehicle to pull the shuttle nose cone out of a remote, swampy, wooded area.

Several TPWD employees were also called away from their families and jobs to serve their country during a time of crisis. During the August 28th Commission meeting, the department honored seven employees who were currently on duty or who had recently returned from active military service. These include **David Bowles** (RP), the first U.S. Air Force Reserve medical entomologist ever to be mobilized for war; **Adrian Edmundson** (IT), who was stationed at Pueblo, Colo., defending the Pueblo Chemical Depot against the continuing terrorist threat; **Tim Spice** (Comm), the III Corps Provost Marshal Operations Sergeant responsible for law enforcement activities at Fort Hood; **Marsha Finch** (standing in for husband Lee Finch, LE, still on duty as Blackhawk helicopter pilot for Task Force Renegade in Bosnia); **Craig Colquitt** (CF), assigned to the U.S. Coast Guard Cutter Hatchet in support of Operation Noble Eagle; **Dale Shively** (CF), called to the Joint Intelligence Command Center in San Antonio; and **Jim Ranft** (LE), who served as tank platoon leader and attended officer candidate school in Fort McClelland, Alabama.



OUTSTANDING TEAM

70th Anniversary of the CCC Team
 State Parks and Infrastructure, Tyler and Austin

The team planned, organized and executed a 70th year celebration for the “CCC Boys,” the veterans of the Civilian Conservation Corps, who were responsible for building cabins, roads, walls, buildings and picnic areas in our state parks, which remain a distinctive and memorable part of our state heritage. Shown left to right are team members Carl Orbison, Cynthia Brandimarte, Janelle Taylor and Michael Strutt.



OUTSTANDING TEAM

LaPorte Communication Team
 Law Enforcement, LaPorte

This outstanding team, which maintains one of two TPWD telecommunications centers, are often the only line of communication for game wardens, biologists and other TPWD employees in the field. They recently connected lines to allow employees the ability to dispatch wardens all along the Gulf Coast. Shown left to right are team members Lucy Morrison, Cheryl Tyer, Inez Tipp, Marina Berzosa, Amanda Cleveland, (seated) Therese Rodgers and Denise Kangus.



**NATURAL
QUALITY SERVICE**
Mary Dean
Processing and Records
Coordinator, Austin
Human Resources Division



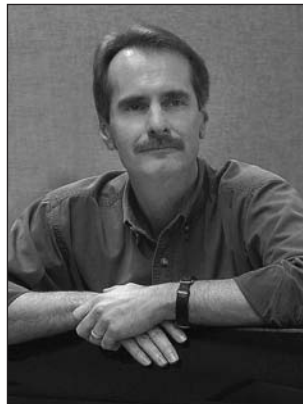
CONSERVATION
Mike Lloyd
Park Superintendent,
Palo Duro Canyon SP
State Parks Division



PARTNERSHIP
Art Morris
Outreach Specialist, Austin
Coastal Fisheries Division



LEADERSHIP
Richard Herzog
Captain Game Warden,
South Houston
Law Enforcement Division



INNOVATION
Chris Beckom
Senior Planner, Austin
Infrastructure Division



CUSTOMER SERVICE
Linda Moore
Office Manager, Kerrville
Law Enforcement Division



**SPECIAL
ACHIEVEMENTS**
Robert Sweeney
Legal Counsel, Austin
Resource Protection
Division



**COMMUNITY
OUTREACH**
John "J.D." Gould
Game Warden (Retired),
Carlsbad
Law Enforcement Division

Leadership



TPWD Division Directors

The Texas Parks and Wildlife Department division directors are (standing left to right): **Mike Berger**, director of Wildlife; **Phil Durocher**, director of Inland Fisheries; **Dr. Larry McKinney**, director of Coastal Fisheries; **Robert L. Cook**, executive director of Texas Parks and Wildlife Department; **Scott Boruff**, deputy executive director, Operations; **Col. James Stinebaugh**, director of Law Enforcement; **Walt Dabney**, director of State Parks; **Al Bingham**, director of Human Resources; **Lydia Saldaña**, director of Communications; (seated left to right) **Gene McCarty**, chief of staff; **Mary Fields**, director of Administrative Resources; **Steve Whiston**, director of Infrastructure; **Ann Bright**, General Counsel; **Drew Thigpen**, deputy executive director, Administration.

TPW Commissioners

The nine-member, governor-appointed Texas Parks and Wildlife Commission governs the Texas Parks and Wildlife Department and bears the responsibility of adopting policies and rules to carry out all department programs. The executive director oversees the work of implementing and administering all department programs as directed by the Commission.



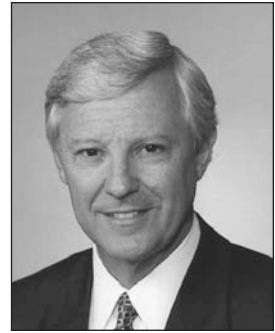
Joseph B.C. Fitzsimons
Chairman
San Antonio



Alvin L. Henry
Vice-Chairman
Houston



J. Robert Brown
El Paso



Ned S. Holmes
Houston



Peter M. Holt
San Antonio



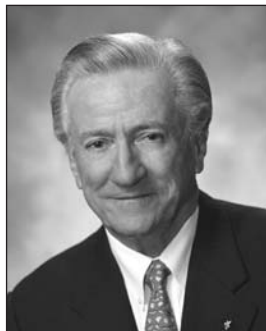
Philip Montgomery
Dallas



John D. Parker
Lufkin



Donato D. Ramos
Laredo



Mark E. Watson, Jr.
San Antonio



Lee M. Bass
Chairman-Emeritus
Fort Worth



Robert L. Cook
Executive Director

Accountability Measures (By Topic)	Responsible Division ¹	FY01	FY02	FY03
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FISH PRODUCTION ²				
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Number of fingerlings stocked in fresh water	IF	9,583,564	14,945,429	16,182,697
Number of fingerlings stocked in salt water	CF	25,537,963	37,232,015	49,355,245

DONATIONS				
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Estimated value of labor, cash and service contributions ³	All Divisions	\$10,446,625	\$6,446,339	\$7,767,372
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PARK VISITATION				
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Estimated number of state park visits (in millions)	SP	17.5	17.2	15.9
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CONSERVATION				
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Percent of private land acreage in Texas managed to enhance wildlife	WL	9.7%	10.4%	11.2%
Percent of fish and wildlife kills or pollution cases resolved successfully	RP	69%	74.9%	70.0%
Public compliance rate	LE	97%	96.6%	96.6%

EFFICIENCY				
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Ratio of fingerlings produced to hatchery employees	CF, IF	403,696:1	492,928:1	740,519:1
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INFRASTRUCTURE				
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Percent of maintenance needs met ⁴	SP	94.2%	65.7%	19.5%
Number of repair projects completed	INF	400	398	345

¹Abbreviations as follows: Administrative Resources (AR), Coastal Fisheries (CF), Communications (K), Infrastructure (INF), Inland Fisheries (IF), Law Enforcement (LE), Resource Protection (RP), State Parks (SP), Wildlife (WL).

²High water salinities, red tide and a strategy of growing fingerlings to a larger size prior to stocking all contributed to lower total numbers of fingerlings stocked in FY2001.

³Value of labor cash and service contributions declined in FY2002 due to use of the minimum wage rate to determine value of volunteer hours donated.

⁴Change in methodology used to calculate FY2002 performance for Percent of Maintenance Needs Met.

Accountability Measures
(By Topic)

Responsible Division¹

FY01

FY02

FY03

DIRECT SERVICE

Percentage of department's direct service expenditures to total expenditures

AR

91.6%

91.3%

90.8%

PUBLIC ACCESS

Number of WMAs available for wildlife viewing and other non-hunting forms of outdoor recreation

WL

50

51

51

Acres of public hunting land provided (including state parks)

WL, SP

1,427,707

1,444,326

1,372,674

Annual percentage change in public hunting days provided

WL

-7.4%

-0.47

+11.0

Number of state parks open to public hunting

WL, SP

42

44

43

OUTREACH

Estimated number of Texans reached by programs and events

All Divisions

2,214,639

1,897,172

2,054,103

STATE PARKS AND PUBLIC LANDS

State park reservations⁵

SP

248,999

251,150

244,154

Texas Conservation Passports sold

AR

50,310

48,419

50,016

Volunteer hours in state parks (including inmate labor)

SP

625,516

599,771

598,904

New state parks opened

SP

0

2

0

State park acreage

SP

592,888

598,818

601,564

Number of acres in the department's Public Lands System per 1,000 Texans

AR, WL, SP, IF, CF

42.8

42.2

41.7

COMMUNITY OUTREACH

Fish and wildlife events held for targeted user groups

IF, CF, WL, LE, K

3,600

3,368

3,432

⁵Figures represent CRC reservations only.

Accountability Measures
(By Topic)

Responsible Division¹

FY01

FY02

FY03

DIRECT SERVICE

Local park grants awarded	SP	\$16,800,000	\$17,100,000	\$17,250,000
Boat ramp grants awarded	SP	\$1,300,000	\$1,870,000	\$1,670,000
Students in hunter education	K	32,690	33,826	35,123
Students in boater education	K	10,110	9,588	10,011
Magazine subscribers	K	162,500	146,662	114,899

FACILITIES MANAGED

WMAs managed	WL	50	51	51
State parks managed	SP	123	119	118

HUNTING, FISHING AND BOATING

Resident hunting-type licenses	AR, LE	441,262	428,357	435,147
Non-resident hunting-type licenses	AR, LE	60,024	59,372	64,511
Hunting stamps	AR, LE	162,919	153,405	161,739
Resident fishing-type licenses	AR, LE	1,029,048	1,010,251	994,950
Non-resident fishing-type licenses	AR, LE	95,690	92,877	92,215
Fishing stamps	AR, LE	482,400	475,485	467,444
Combination hunting/fishing-type licenses	AR, LE	549,759	571,362	574,432
Annual boat registrations	AR, LE	306,248	298,695	341,519
Public hunts on department lands, leases	WL	6,106	6,103	6,384

Accountability Measures
(By Topic)

Responsible Division¹

FY01

FY02

FY03

FISH AND WILDLIFE

Deer harvested	WL	428,879	398,830	442,369
Turkeys harvested	WL	48,017	62,567	65,189
Mourning doves harvested	WL	4,531,714	4,496,650	4,534,984
Ducks harvested	WL	1,364,023	1,483,650	925,000
Geese harvested	WL	205,080	317,746	345,000

LAW ENFORCEMENT

Vehicle miles patrolled by game wardens	LE	10,200,000	10,520,000	10,540,000
Boat hours patrolled by game wardens	LE	119,633	106,888	111,315
Arrests (game and fish)	LE	22,240	21,359	20,838
Arrests (water safety)	LE	11,421	9,344	9,587
Law enforcement contacts by game wardens	LE	1,549,712	1,403,463	1,372,473

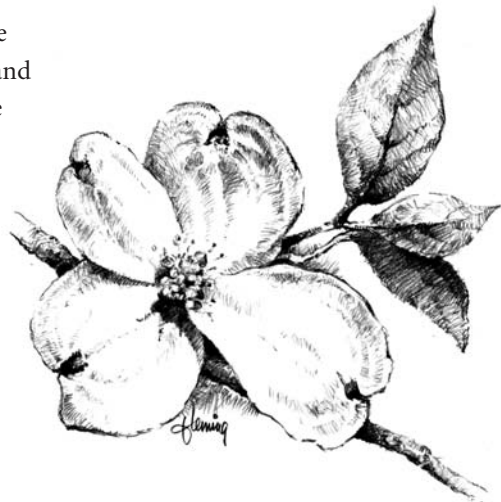
RESOURCE PROTECTION

Environmental permit/document reviews	RP, WL	1,671	1,553	1,325
Fish kills and pollution complaints investigated	RP	366	291	279

VIII | In Memoriam - Rob Fleming



In previous years, the Annual Report was graced by the remarkable artistry of Rob Fleming, who joined TPWD in 1990 as illustrator and worked as Fine Art Manager in the Creative Services Branch of the Communications Division. Using his favorite Prismacolor pencils, with his deft, feather-light touch, Rob captured the magic of the natural world, evoking the endearing scaly charm of a Texas horned lizard as memorably as the flight of an eagle or the leap of a tarpon. His warmth, his tireless creativity and marvelous good humor were an inspiration to us all. He passed away on March 30, 2003, and is truly missed.



ABOUT THIS REPORT

This is the Annual Report of the Texas Parks and Wildlife Department for the fiscal year ending August 31, 2003 [FY2003]. The report is one of several documents the department produces to provide information to our employees and the public. More information can be found on the Texas Parks and Wildlife Department Web site at www.tpwd.state.tx.us. This report was prepared by the Communications Division, with information provided by all other divisions.

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THE MISSION OF TPWD

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.

