



Request for Legislative Appropriations

**Fiscal Years
2012 and 2013**

Legislative Appropriations Request

for Fiscal Years 2012 and 2013

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

by

The Texas Parks & Wildlife Department

August 23, 2010

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82nd Regular Session, Agency Submission, Version 1
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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 FY12-13 biennium. TPWD believes 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, health, and economic well being of all Texans, and we take great pride in serving the state in this capacity.

In fulfilling this charge to the citizens of Texas, 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 taxpayer and user fee resources; and attract and retain the best, brightest and most talented workforce.

FY10-11 ACCOMPLISHMENTS/ISSUES:

TPWD has made significant progress in addressing many of the issues and priorities identified during the last legislative session. Over the course of the FY10-11 biennium, TPWD has implemented most of the provisions of the department's sunset legislation, HB 3391. For example, the agency has held hearings to obtain public input into the required list of approved exotic aquatic plants, and is conducting risk analysis of prospective plant species to determine which ones to include in the approved list; the final list should be adopted by the TPWD Commission in December 2010. In addition, the TPWD Commission adopted a rule authorizing TPWD to enter the Interstate Wildlife Violator Compact (IWVC), and TPWD was formally ratified as a member state of the IWVC in May 2010. TPWD is also working with the Texas Office of the Attorney General to facilitate the transfer of ownership of the Parrie Haynes Ranch and Trust from the Texas Youth Commission to TPWD.

With the help of \$14 million in funding provided by the 81st Legislature, the agency has made repairs at sites damaged by Hurricane Ike and is currently developing a master plan for redevelopment of Galveston Island State Park. Master planning, design and construction of facilities are also underway at Sea Rim State Park. TPWD is also using federal Ike relief funding to help restore damaged oyster reefs and coastal habitats in the Galveston Bay area.

The proliferation of exotic and invasive species continues to be a major concern to Texas anglers, boaters, lakeside property owners, river authorities, and many others. Invasive species such as giant salvinia and hydrilla expand rapidly, thereby displacing more beneficial native species, limiting recreational access to lakes and rivers, restricting flow rates in canals and rivers, interfering with industrial water uses, and harming important native fish and wildlife. In 2009 another invasive species, zebra mussels, was documented as living in Texas waters and confirmed to have spread from Lake Texoma into the head waters of Lake Lavon, causing concern that it could eventually spread throughout the Red River and Trinity River watersheds. Using funding provided by the 81st Legislature, TPWD launched a public awareness campaign in April 2010 to combat the spread of giant salvinia; that effort is extendable to other invasive species, including zebra mussels and other terrestrial invasives.

In the current biennium, a number of significant land acquisitions have expanded acreage at state parks and wildlife management areas, serving to enhance outdoor recreational access and to preserve important wildlife habitat. At this writing, TPWD is actively pursuing the acquisition of more than 4,000 acres of quality recreational land in the Dallas-Fort Worth area for development of a new state park to replace the former Eagle Mountain Lake State Park property. Similarly, TPWD is seeking opportunities to increase both the number of acres of public hunting land and the number of acres of land under wildlife management plans.

TPWD continues to support and actively participate in border security activities, including the Governor's most recent border security initiative, Operation Border Star.

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This effort involves the U.S. Border Patrol, Coast Guard, the Texas Department of Public Safety, TPWD, local law enforcement authorities and many other state and federal partners. The 81st Legislature provided \$1.65 million in funding for salaries and operational costs for additional game wardens and authorized approximately \$500,000 in Byrne Justice Access Grants funding via ARRA funds to be used for patrol boats for the purpose of enhancing border security. Ongoing costs related to these border security efforts, as well as operational costs of the patrol boats, are included within TPWD's base budget. As evidenced by their participation in Operation Border Star, Texas Game Wardens are widely recognized as the best-trained corps of conservation law enforcement officers in the country. In May 2010 TPWD dedicated the new Game Warden Training Center in Hamilton County, Texas.

Finally, in response to recommendations from the Legislature and the State Auditor's Office, TPWD successfully implemented a new automated system for enhancing park reservations, revenue, fiscal controls, and accounting in the summer of 2010. Additional functionality and automation for this system (TxPARKS), is planned for later phases.

OPPORTUNITIES AND CHALLENGES:

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. As more Texans move to urban areas, farm, ranch and timber land held in families for generations is being subdivided and sold in smaller parcels. Land fragmentation can result in long-term impacts to ecosystems and native habitats, compelling us to work together for the conservation of what is left. Likewise, as our population grows, so will the impacts and pressures on our lands and waters.

The growing number of Texans seeking outdoor experiences will also call for new recreational opportunities. 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. To that end, TPWD currently operates 93 state parks/natural areas, 50 wildlife management areas, and 8 fish hatcheries, comprising 1.4 million acres that are managed in the public trust for the use and enjoyment of our expanding and increasingly diverse population.

As we continue to steward these sites and carry out our functions associated with park operations, fisheries and wildlife conservation, 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. Daily operations such as vehicle and boat patrols conducted by game wardens, terrestrial and aquatic population/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.

Resources to address the conservation challenges facing TPWD are limited, so we must work together to ensure that our state's wildlife, habitat, and recreational areas are protected. Polls and surveys consistently show that Texas citizens strongly support land and water conservation and outdoor recreation, and they are willing to pay for these services. At the same time, other studies affirm the increasing disconnect of the urban populace from Texas' cultural and natural resources. Heightened natural resources illiteracy has become a key challenge for the agency and is further compounded by many families who lack an experienced mentor to introduce their children to the out-of-doors and are concerned about their children's safety in nature. To combat this problem, TPWD has joined forces with state agency partners at State Health Services, Texas Education Agency, Texas Department of Agriculture, and many stakeholder groups to create the Texas Partnership for Children in Nature. Called for by a bipartisan group of state legislators, the Texas Partnership will submit a formal plan to the Legislature in 2010 that addresses issues associated with getting Texas families

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into the out-of-doors and fostering natural resources literacy among Texas children.

While the department continues to migrate and consolidate the TPWD data center environments to centralized data centers in Austin and San Angelo, funding of data center initiatives remains a major challenge because of the ever escalating and unanticipated cost of services under the Data Center Services (DCS) contract. We anticipate this trend of increased costs associated with normal and customary agency activities, as well as transformation, will continue in FY12-13. While the plans for maintaining existing agency servers, site licenses, and professional products are covered under contract with DIR, there are no provisions for new initiatives. More significantly, TPWD has encountered significant cost increases and major service delivery challenges for those services provided under the contract.

STRATEGIC PRIORITIES:

In 2009 TPWD engaged in extensive dialogue with state leaders, constituents, partners, and agency staff to update the Land and Water Resources Conservation and Recreation Plan ("Land and Water Plan"). The 2010 revised Land and Water Plan serves as a strategic visionary document that works in concert with the rolling 5-year Strategic Plan to guide TPWD in achieving its mission. It consists of four main goals: 1) Practice, encourage, and enable science-based stewardship of natural and cultural resources; 2) Increase access to and participation in the outdoors; 3) Educate, inform, and engage Texas citizens in support of conservation and recreation; 4) Employ efficient, sustainable, and sound business practices. Each goal within the Land and Water Plan includes specific, measurable action plans which will be monitored and reported to the TPW Commission on an ongoing basis. In addition, all TPWD Divisions have submitted Operating Plans that formally link their activities to the Land and Water Plan. In FY11, all TPWD employees will have specific performance measures that link back to goals and objectives within the plan.

TPWD's Land and Water Plan identifies the priority natural and cultural resource and outdoor recreational challenges facing the state and the agency. The TPWD exceptional items below are designed to address, in part, some of those key challenges:

CAPITAL REPAIRS, CONSTRUCTION AND DEVELOPMENT.

Due to our mission and statewide presence, the extent and diversity of TPWD land and facility holdings are considerable relative to most other agencies. TPWD's holdings include the Austin headquarters complex, field offices, state parks, natural areas, historic sites, wildlife management areas and hatcheries statewide. Many of these facilities are between 30 and 50 years old, and some are even older having been constructed by the Civilian Conservation Corps in the 1930s and 40s. Continued and constant usage combined with harsh environmental conditions at many locations has contributed to diminished quality, deterioration, and aging of agency facilities statewide. While recent bond funding has and will allow much needed improvements, many other needs remain and an ongoing investment in TPWD's facility infrastructure will be required to ensure proper upkeep of these sites. The agency is also in need of funding for facility development. Continued investment in these areas would not only increase participation and visitation, but would also enhance revenue-generating opportunities at each site. This is particularly important in attracting visitors to state parks in the winter months.

DATA CENTER SERVICES (DCS) COST INCREASES.

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. TPWD requires and requests additional funding over the FY12-13 biennium to cover rate increases associated with the DCS contract. The department also requests restoration of a portion of DCS funds that were included as part of the 5% reduction to TPWD's baseline budget during the FY10-11 biennium; that reduction related to funds unexpended due to transformation delays by the DCS contractor. If this request is not approved, there will be inadequate funding to cover data center costs which in turn will have a direct and negative impact on the services delivered to constituents and agency staff.

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LAW ENFORCEMENT SECURITY AND COMMUNICATION.

This exceptional item requests funding in two important areas: (1) enhanced technology for law enforcement vehicles, and (2) improved radio communications statewide.

The Law Enforcement and State Park Police in-vehicle automation project consists of the cost to deploy a turnkey computer system in law enforcement vehicles. This will allow game wardens and state park police to perform their 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 throughout the state. Job safety and efficiency will be improved by providing real-time tracking of department patrol vehicles, access to common technologies such as laptops, internet, email, and network resources, and the ability to run queries and obtain background information on violators in several different systems.

The Federal Communications Commission (FCC) WT Docket 99-87 has mandated that all non-federal public safety licensees using 25 kHz radio systems migrate to narrowband 12.5 kHz channels by January 1, 2013. Agencies that do not meet the deadline face the loss of communication capabilities. Approximately 50% of TPWD's radio equipment is currently non-compliant with FCC requirements. Without funding to accomplish the needed upgrades, TPWD will be at risk of losing licenses and a key means of communication for TPWD employees in the field. Infrastructure upgrades, such as radio tower and site replacement and repairs are also needed to meet the Project 25 digital standards to facilitate interoperability standards set forth by the state. These standards specify a suite of interfaces between components of land mobile radio systems and are necessary to facilitate state interoperability standards.

GAME BIRD HABITAT ENHANCEMENT & SMALL GAME LEASE DEVELOPMENT.

One of the greatest threats to quail and other grassland-dependent wildlife is the invasion of exotic grasses into native habitats and the lack of fire on the landscape. Since over 95% of Texas is privately owned, wildlife populations rely on the stewardship of native habitats existing on privately held farms and ranches. Funding for this exceptional item would allow TPWD to enter into cooperative agreements with conservation organizations to provide materials, supplies and equipment to control unwanted vegetation and re-seed with native plant materials, and supply equipment needed by landowners to implement prescribed burns and other practices. This work would primarily take place on private lands, but could also be applied to public lands as appropriate.

Texas is home to over 1 million hunters, most of whom rely on private lands for their hunting. As the population continues to expand, the number of hunters has not kept pace in terms of per capita growth. Two of the greatest limiting factors to hunter recruitment in Texas are: (1) access to affordable hunting and (2) mentoring the next generation of hunters. This exceptional item would also allow TPWD to add 5,000 acres to the Public Hunting Program by seeking, negotiating, and posting small game leases on private lands with willing landowners. Ideally, these leases would be within close proximity to urban areas so that access would be relatively easy. For a \$40 annual public hunting permit, individuals would have access to all tracts in the state leased for small game hunting.

ENHANCED BORDER SECURITY.

As state peace officers, game wardens are trained and experienced to operate in the border environment. Game wardens are community based, well trained, and can add a front layer of security to detect, deter, and interdict adversary threats. Additional funding is requested for one safeboat and associated fuel costs to enhance game warden participation in border security initiatives.

RIDERS AND OTHER ISSUES:

Looking ahead, we will be working with state oversight agencies to explore options for greater flexibility in state procurement processes to meet the public's need for goods

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and services at remote park stores and concessions operations. TPWD is also seeking approval of a rider to provide occasional "thank you" meals to volunteers who give generously of their time and talents to support state park operations across the state.

To better serve the Training Center's cadets, our LAR request also seeks authority to procure food and provide meals for cadets. Other new rider requests include an exemption from the FTE cap for TPWD's internship program, benefit costs associated with border security funding, and increased transferability between strategies.

TPWD has a fairly complex funding structure that could benefit from some minor changes in structure and process. For instance, the Sporting Goods Sales Tax (SGST) is a major source of funding for state and local parks and related support operations. Currently, the allocation to TPWD from the treasury is made on a monthly basis and does not fully account for fringe and related benefits costs, causing a number of fund balance concerns. Opportunities also exist to allow for more strategic use of Lifetime License Endowment funds, Freshwater Fish Stamp funds, and federal funds. For example, under federal guidelines, any revenue generated by a state agency as the result of managing a federally funded activity is considered "program income." For any dollar of program income generated, the grant's federal reimbursement is reduced by the federal share of that program income. Appropriation authority to reapply those program income funds back into the grant project would allow TPWD to better utilize federal funds.

10% REDUCTION SCHEDULE:

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 stewardship and recreation-based operations, as well as to ensure that the priorities identified in our Land and Water Plan can still be fulfilled.

CRIMINAL HISTORY BACKGROUND CHECKS:

In accordance with Texas Government Code, Section 411.135 the department conducts criminal history checks on some employees, job applicants, volunteers, 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 who have access to information technology resources according to Texas Government Code, Section 411.1405.

Thank you for the opportunity to present TPWD's FY12-13 biennial budget request for your consideration. We have appreciated the past assistance from state leadership for addressing the many natural resources and recreational challenges facing Texas and trust that the support for the agency may continue in the future.

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
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
Dan Allen Hughes, Jr.	June 4, 2009 – February 1, 2015	Beeville

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Margaret Martin
S. Reed Morian

February 5, 2009 – February 1, 2015
November 10, 2003 – February 1, 2009

Boerne
Houston

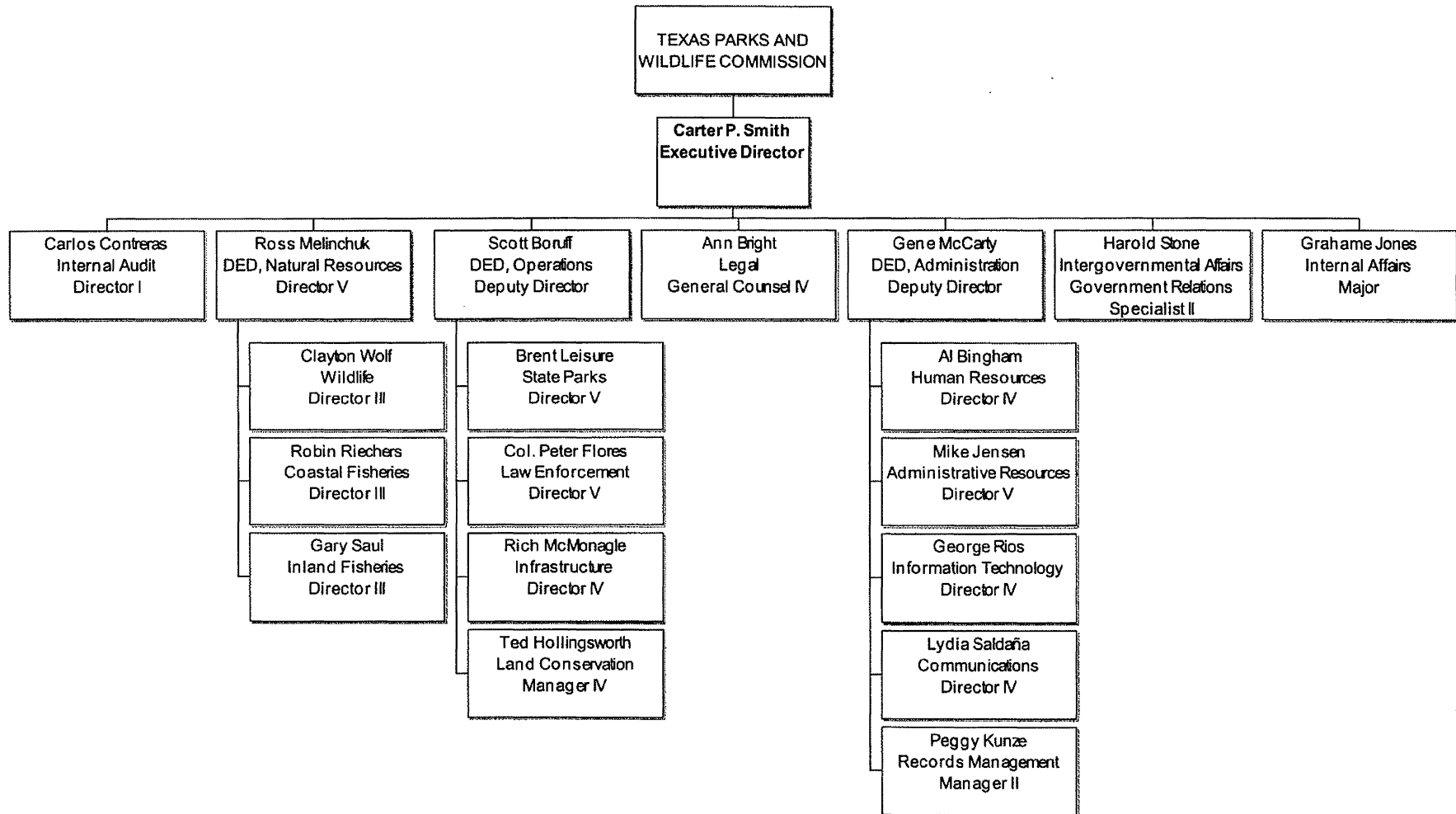
Lee M. Bass, Chairman-Emeritus

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 the Infrastructure, Law Enforcement and State Parks Divisions including a wide variety of programs, facilities and services.
- Deputy Executive Director, Administration: Provides management and oversight of the Administrative Resources, Communications, Human Resources and Information Technology Divisions including a variety of programs, facilities and services.
- Deputy Executive Director, Natural Resources: Provides management and oversight of the Coastal Fisheries, Inland Fisheries and Wildlife Divisions including 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.

TEXAS PARKS AND WILDLIFE DEPARTMENT

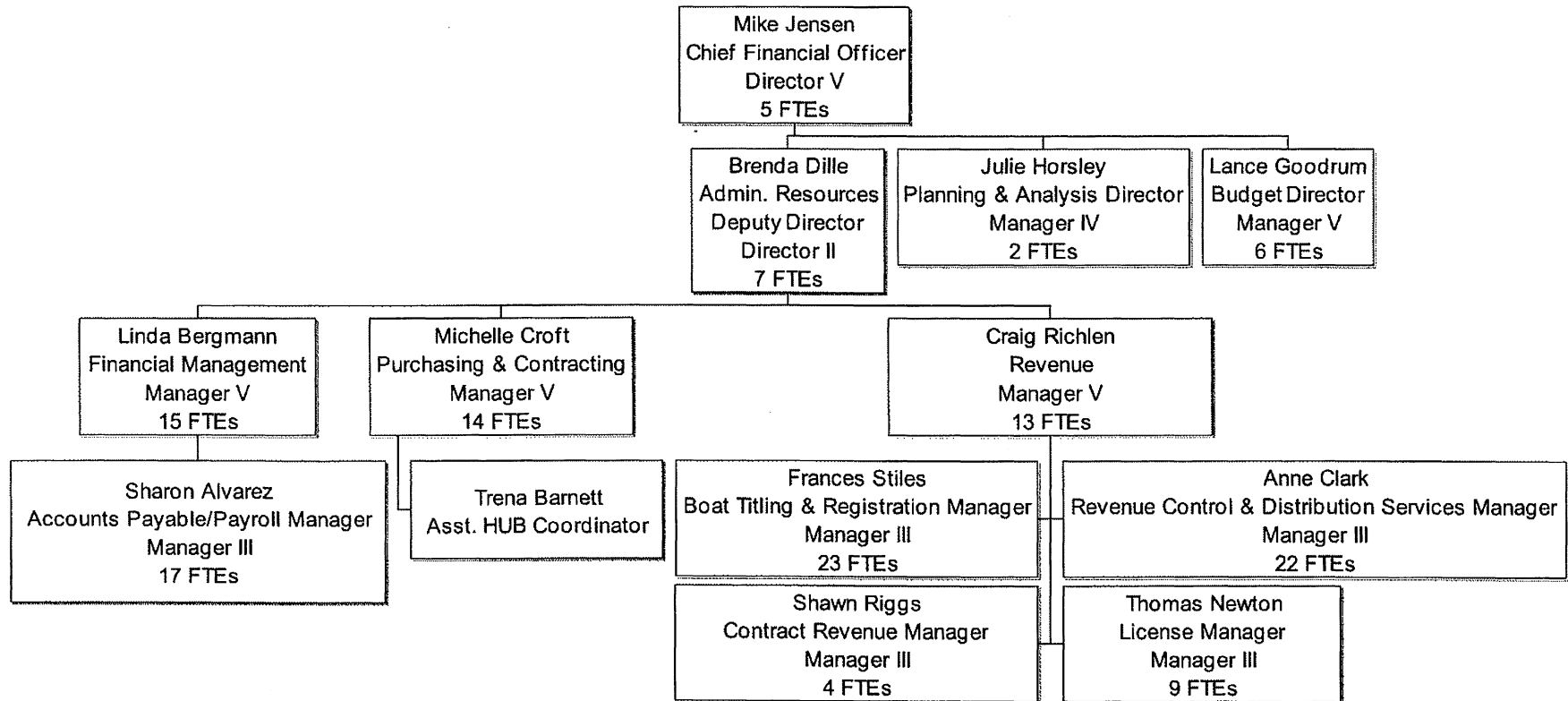


ADMINISTRATIVE RESOURCES DIVISION

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 and Contracting:** Responsible for purchasing & contracting functions, HUB compliance & purchasing audits.
- **Revenue and Distribution Services:** Responsible for revenue collection, accounting & control for the agency, issuance & management of hunting & fishing licenses, issuance & management of boat registrations & titling, warehousing & surplus property management, incoming & outgoing mail and fulfillment of licenses and boat registration and titles.
- **Park Revenue & Visitation:** Responsible for consultation on State Parks fiscal controls, monitoring & training of 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

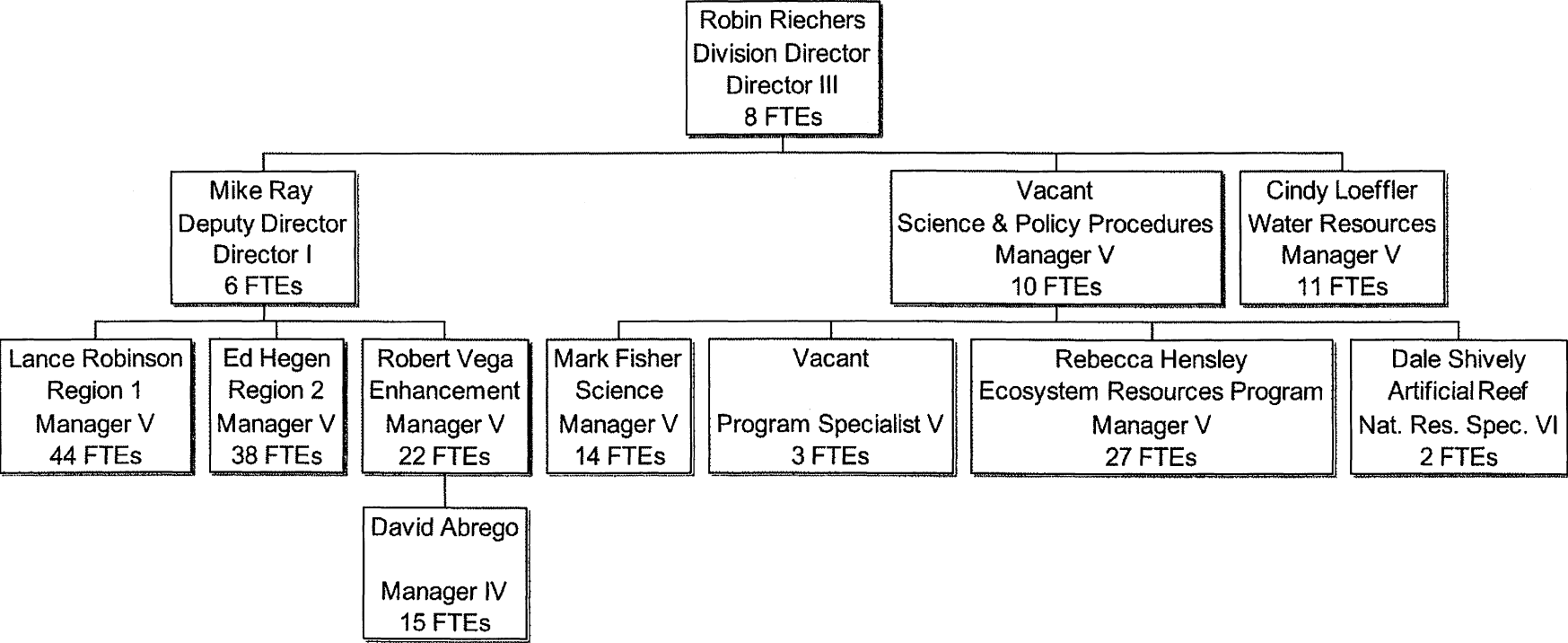


COASTAL FISHERIES DIVISION

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 legislative activities.
- **Media Communications Group:** Produces a variety of public information products including the Texas Parks and Wildlife magazine, a weekly PBS television series, a daily radio series, and a variety of other video products. This group also produces news releases, video news reports and serves as point of contact for state and national media. In addition, this group manages the Department's You Tube channel and it's primary Facebook page as well as other social media tools. These various efforts encourage, educate and motivate Texans to responsibly use and enjoy the outdoors and TPWD services, facilities and products.
- **Outreach and Education Group:** Provides outreach programs such as Aquatic Education, Project WILD, Life's Better Outside® Experience and other outreach events, and Major Metro programs that engage and educate Texans who do not recreate in the outdoors nor understand their roles in its conservation. Provides mandatory hunter and boater education programs, hunting accident reporting; target range grants, statewide archery programs, a mobile sporting clays operation, a new school clays program, Nobody's Waterproof and various outreach programs and the Outdoors Woman program.
- **Marketing Group:** Marketing develops, executes and manages public awareness and revenue-generating campaigns and efforts for department sites, programs, products and initiatives. The group also provides marketing and project management for nature tourism programs such as the Texas Paddling Trials and Great Texas Wildlife Trails, and provides expertise in sponsorships, media partnerships, consumer research, database analysis and Hispanic communications and Spanish language translation services. The group also manages the department's online events calendar and email communications effort.
- **Creative and Interactive Services Group:** The group administers the Department's website, content management system (Plone) intranet site, other agency websites, social media and web-related policies. The group also manages the Department's publications policy, print design, print services, copy services, photography services and Gary Job Corps coordination.

COMMUNICATIONS DIVISION

Lydia Saldaña
Director's Office
Division Director
Director IV
3 FTEs

MEDIA COMMUNICATIONS GROUP
Tom Harvey
Senior Director
Manager V
26 FTEs

OUTREACH AND EDUCATION GROUP
Ernie Gammage
Senior Director
Manager V
28.5 FTEs

MARKETING GROUP
Darcy Bontempo
Senior Director
Manager V
8 FTEs

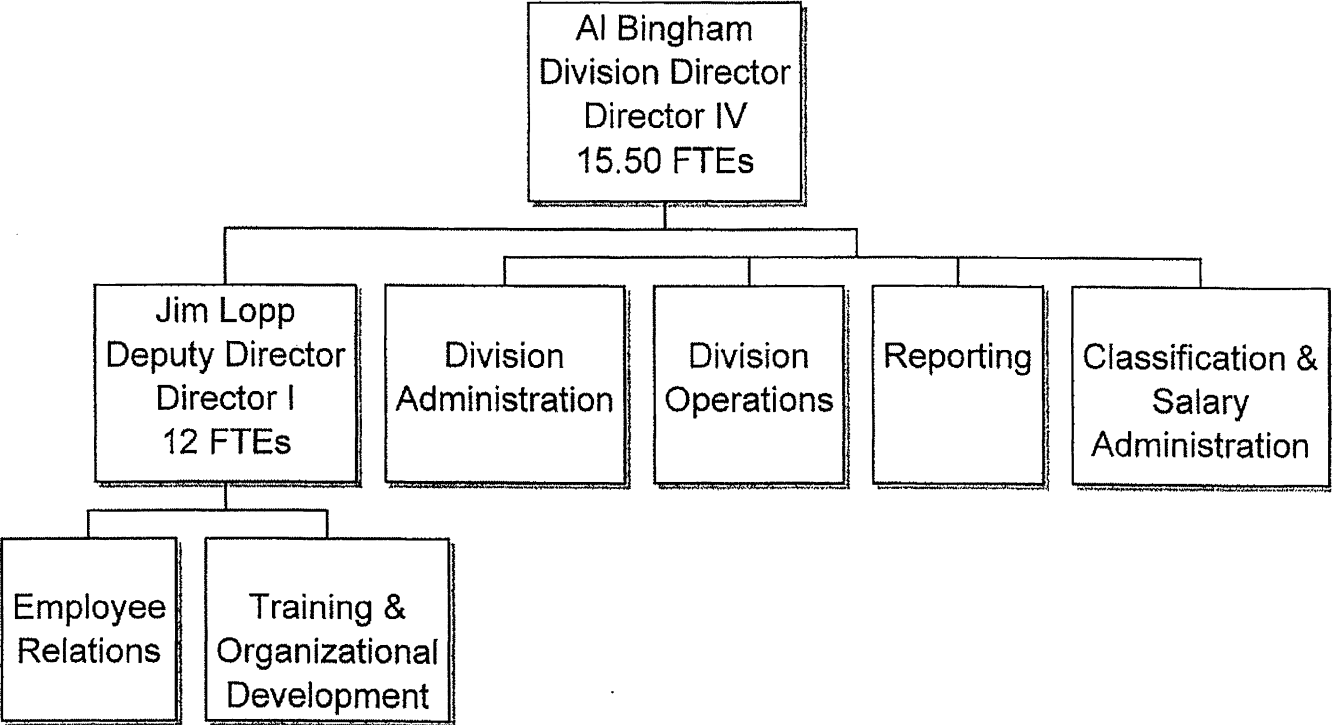
CREATIVE AND INTERACTIVE SERVICES GROUP
Tim Peterson
Senior Director
Manager V
19 FTEs

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

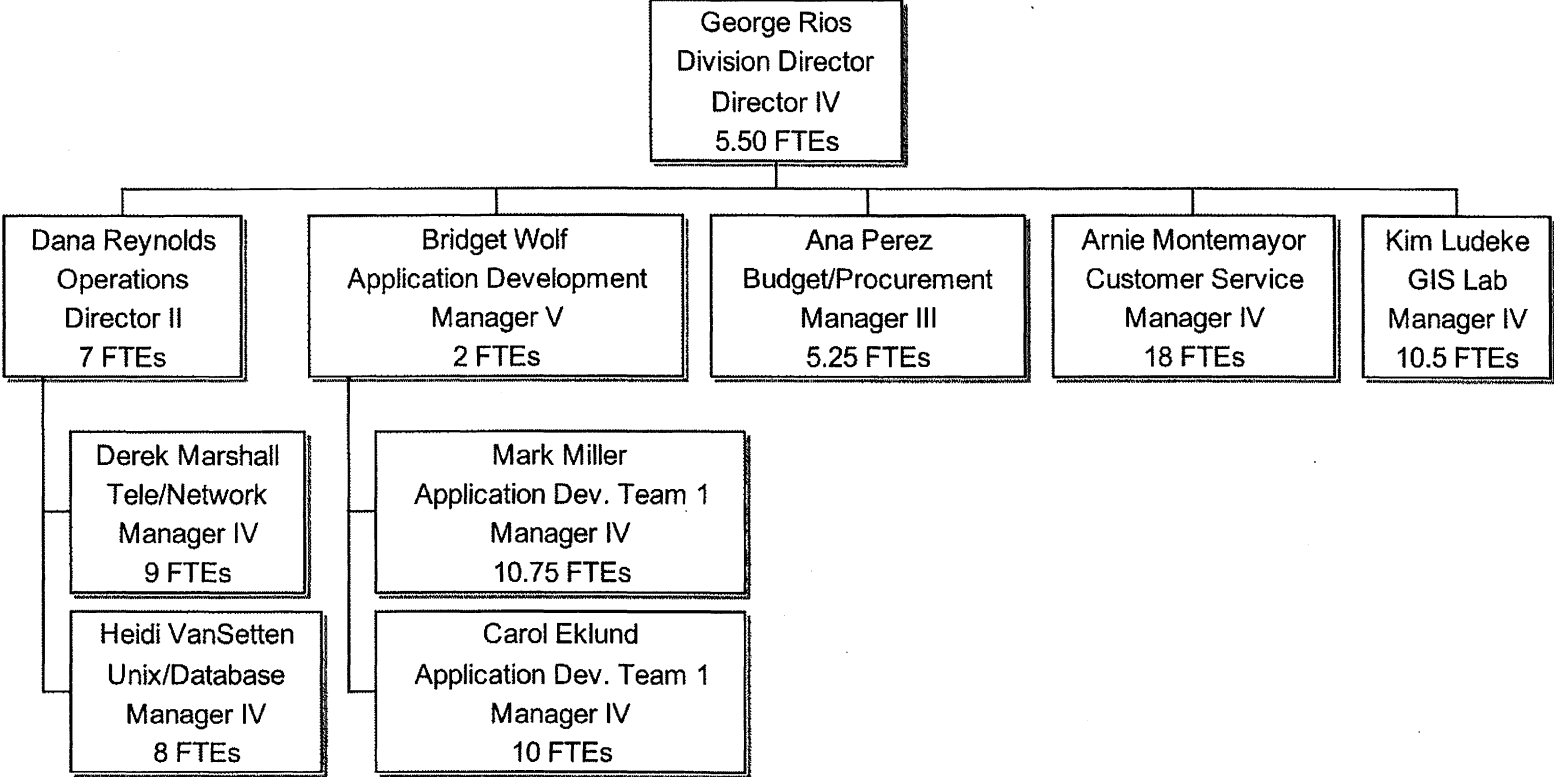


INFORMATION TECHNOLOGY DIVISION

Functional Responsibilities

- Operations: Responsible for technical services and telecommunications.
- 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.
- Project Management Office: Responsible for program management, project management, and portfolio management.

INFORMATION TECHNOLOGY DIVISION

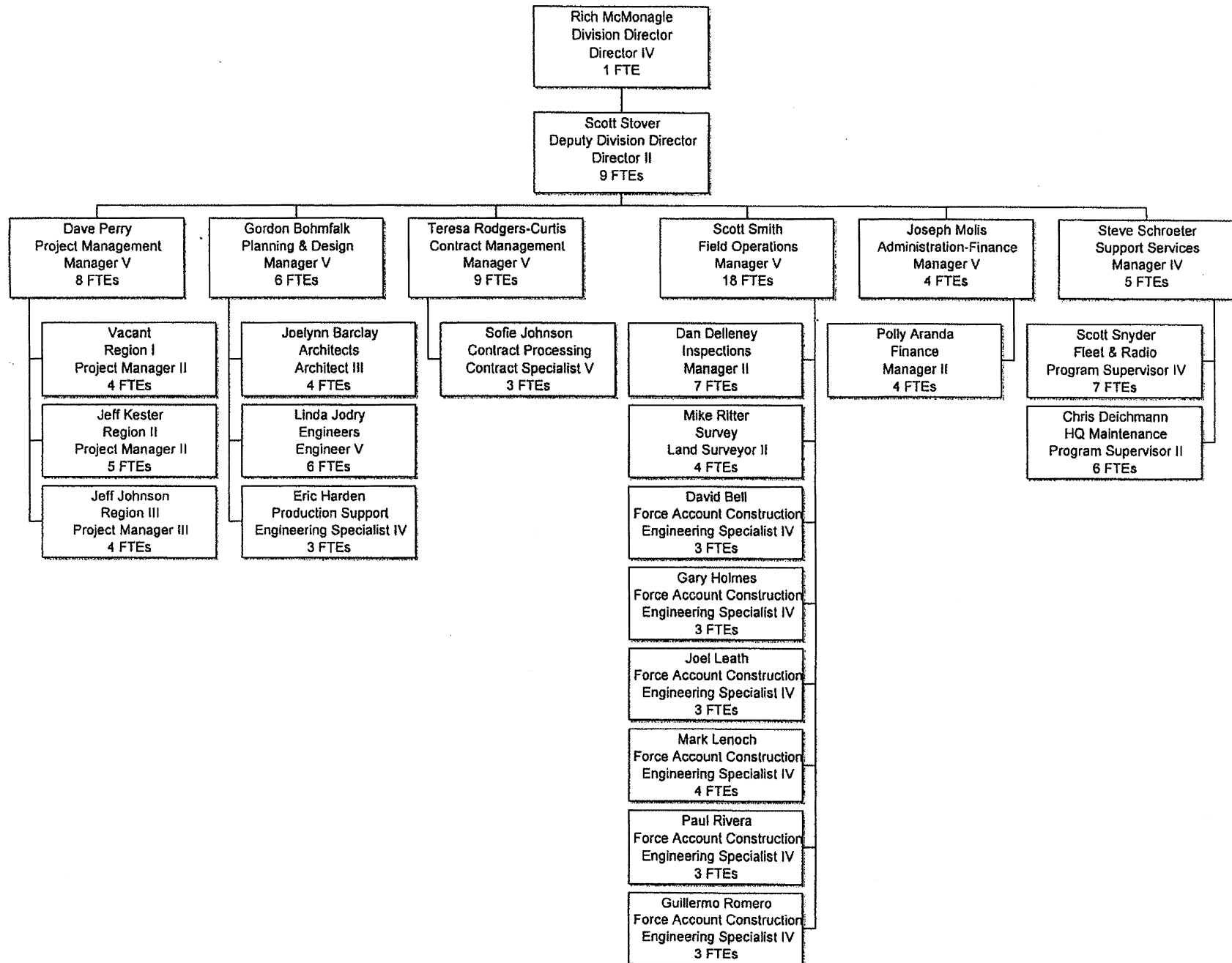


INFRASTRUCTURE DIVISION

Functional Responsibilities

- Manage the Department's capital construction program.
- Provide contract management for construction services contracts.
- Provide sound fiscal oversight necessary to manage the financial aspects of Department's capital construction program.
- Provide field-based construction related services to perform and oversee the Department's construction programs.
- Provide professional Architectural and Engineering services in support of the Department's funded facilities, operations and repair projects, including architectural, landscape architectural, civil engineering, structural engineering, and mechanical engineering, electrical engineering, GIS-based site analysis, CADD drafting, and cost estimating.
- Provide secure and comprehensive records management of capital construction documentation.
- Manage the Department headquarters facility complex building, grounds, and infrastructure.
- Manage the Department fleet management program.
- Manage the Department radio management program.
- Manage the Department safety and risk management programs.
- Provide professional design services to the Department for conserving natural resources, including sustainable buildings and sites through the Leadership in Energy and Environmental Design (LEED) and the Sustainable Sites Initiative.
- Provide energy management support for the Department.
- Provide the Department-wide capital construction project identification and ranking system.
- Provide professional master planning in order to support the mission of Department divisions by providing comprehensive analysis of proposed use and required infrastructure.
- Provide coordination with the Texas Commission on Environmental Quality (TCEQ) on behalf of the Department, and provide professional services and assistance to comply with TCEQ violations and compliance.
- Provide professional architectural, engineering, and support services in support of physical accessibility of Department public facilities.

INFRASTRUCTURE DIVISION

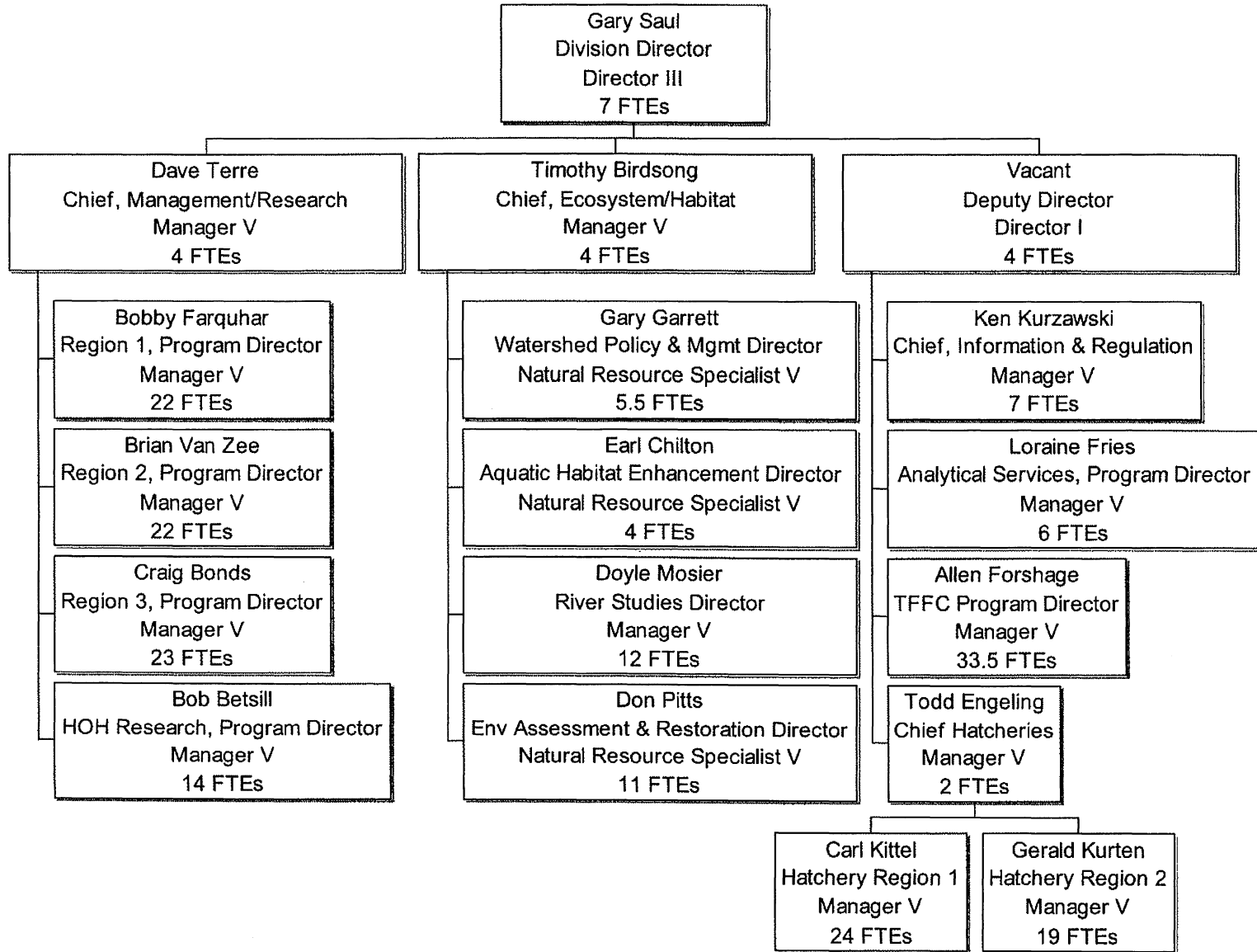


INLAND FISHERIES DIVISION

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 develops plans and conducts 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, status and utilization.
- Habitat Conservation Branch is responsible for coordinating and providing technical support for watershed conservation initiatives; conducting in-stream flow and water quality studies; conducting habitat surveys and assessments; managing invasive species; conducting contaminant investigations; responding to fish kill and pollution events; seeking civil restitution or restoration for injured resources and habitats; participating in ecological risk assessments for waste sites undergoing clean-up; reviewing and permitting sand, shell, gravel, and marl removal projects in navigable streams; and assessing aquatic resource impacts of projects permitted under state and federal regulatory programs.
- Hatcheries/Regulations/Lab/Outreach manages and conserves the freshwater fish environment including ecosystems, resources and habitats and 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 Division.

INLAND FISHERIES DIVISION

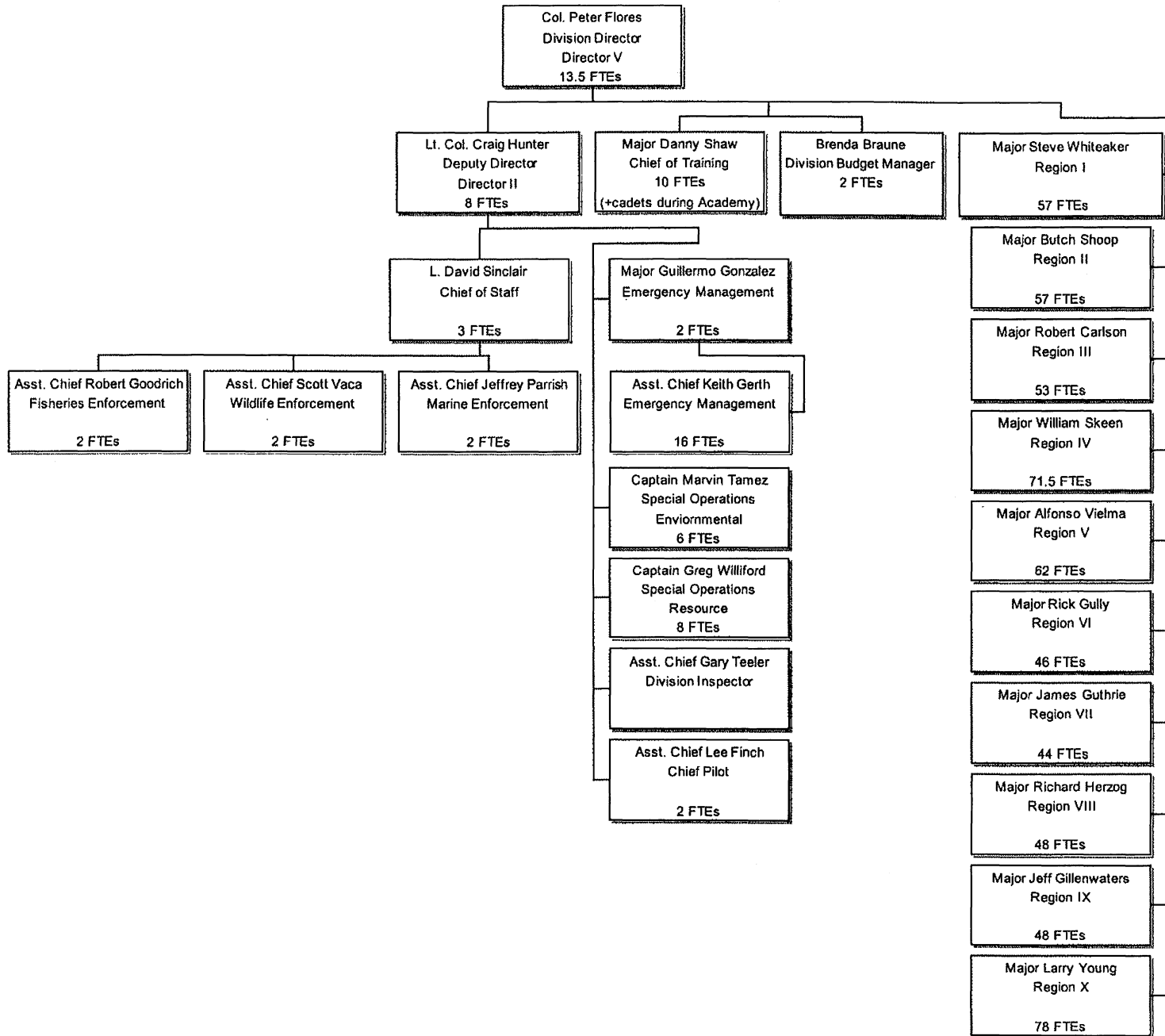


LAW ENFORCEMENT DIVISION

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

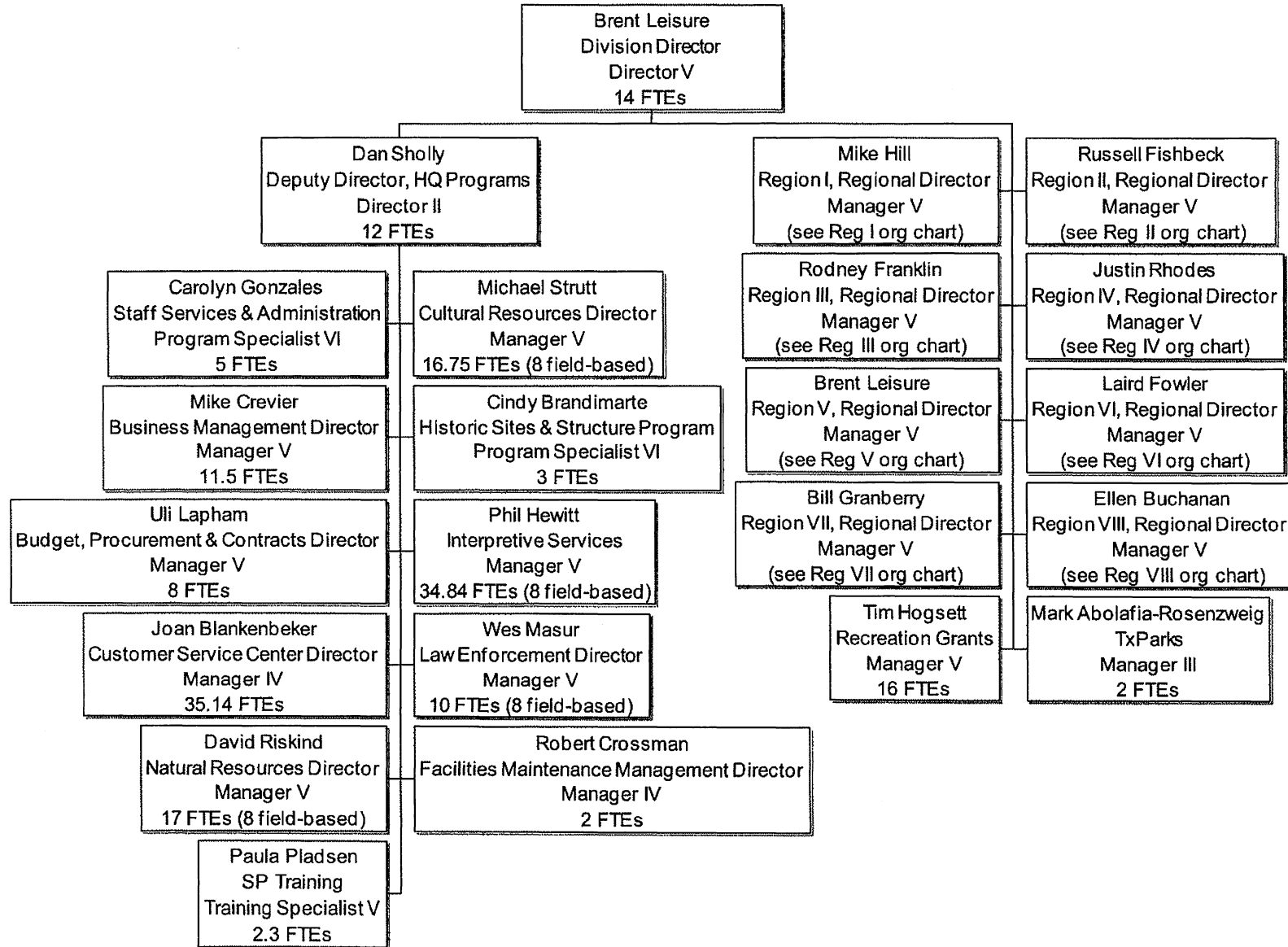
Ann Bright
Division Director
General Counsel IV
11 FTEs

STATE PARKS DIVISION

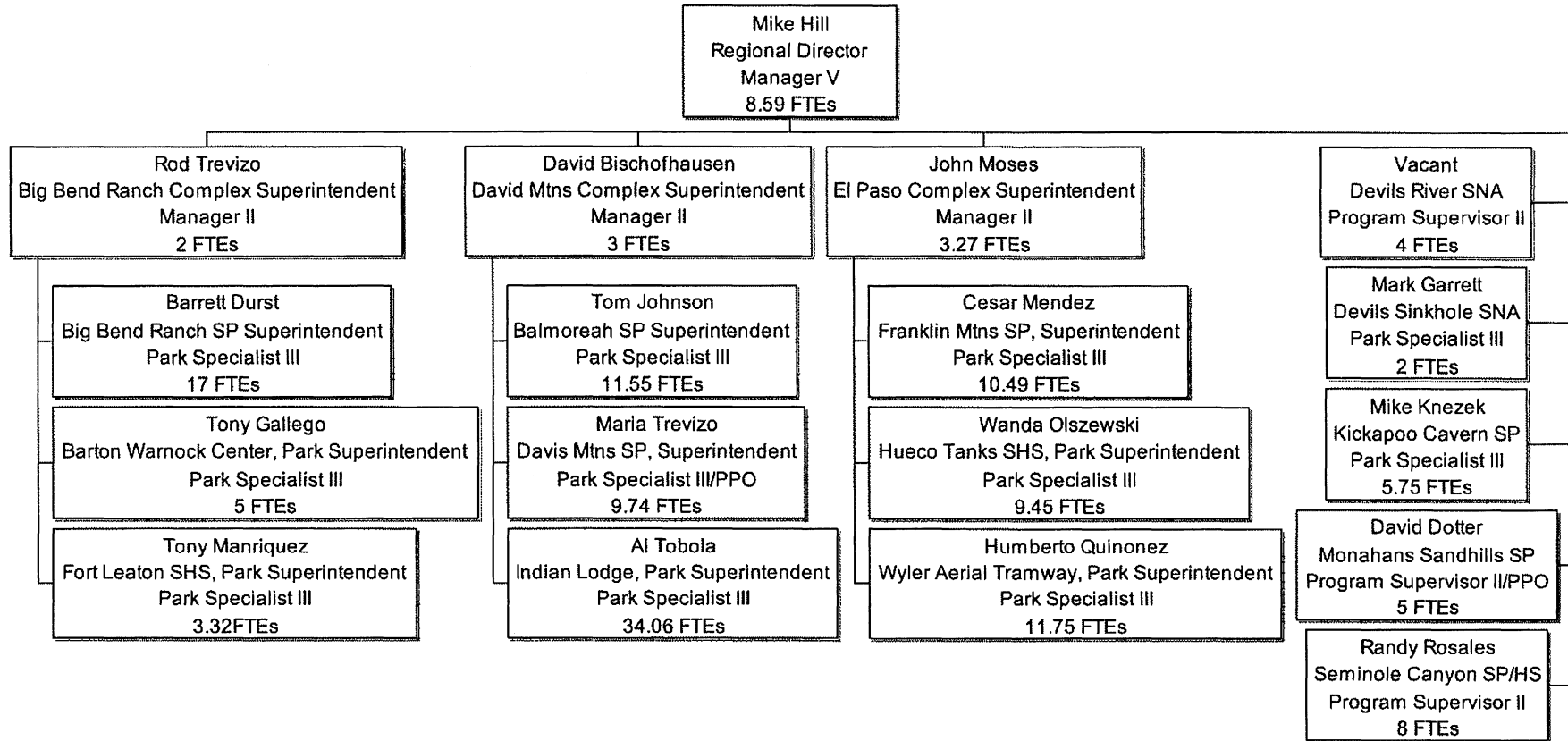
Functional Responsibilities

- **Staff Services & Administration:** Recruitment & retention, 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.
- **Training and Staff Development:** Oversight of State Parks' staff development and training initiatives. Serves as Division training coordinators and liaison for State Parks' staff for participation in TPWD and external training and development. Assessment, development, implementation and evaluation of State Parks' specific training programs.
- **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.

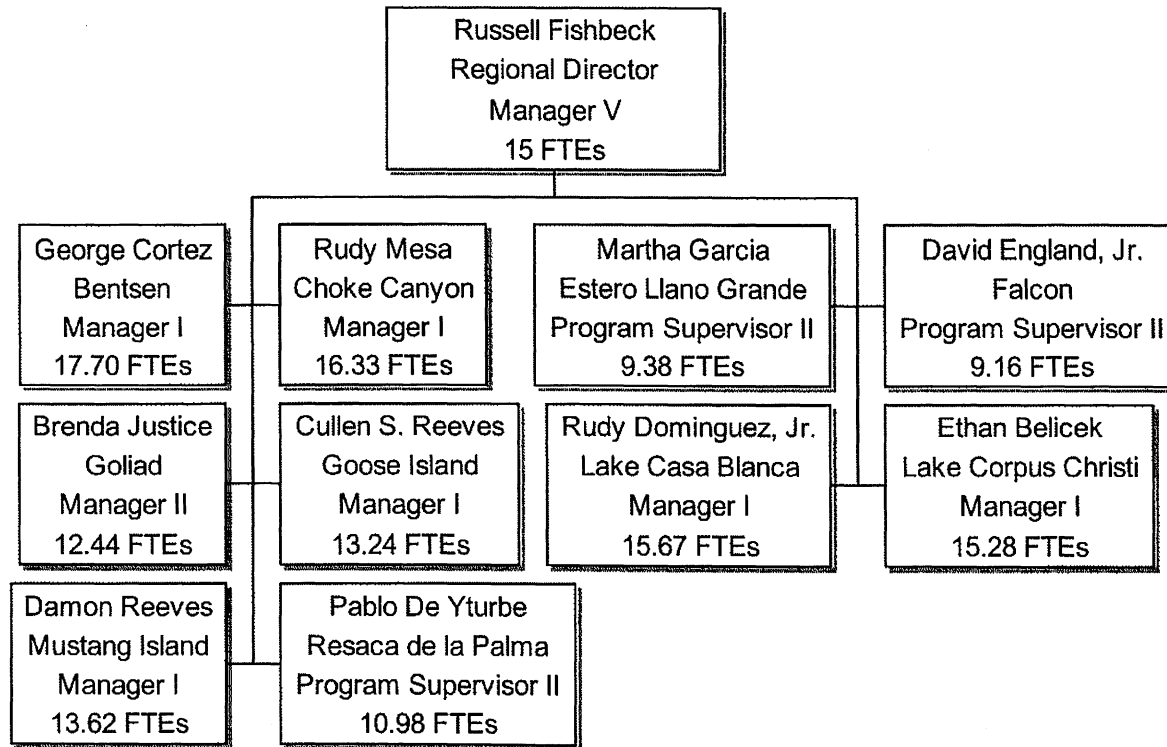
STATE PARKS DIVISION



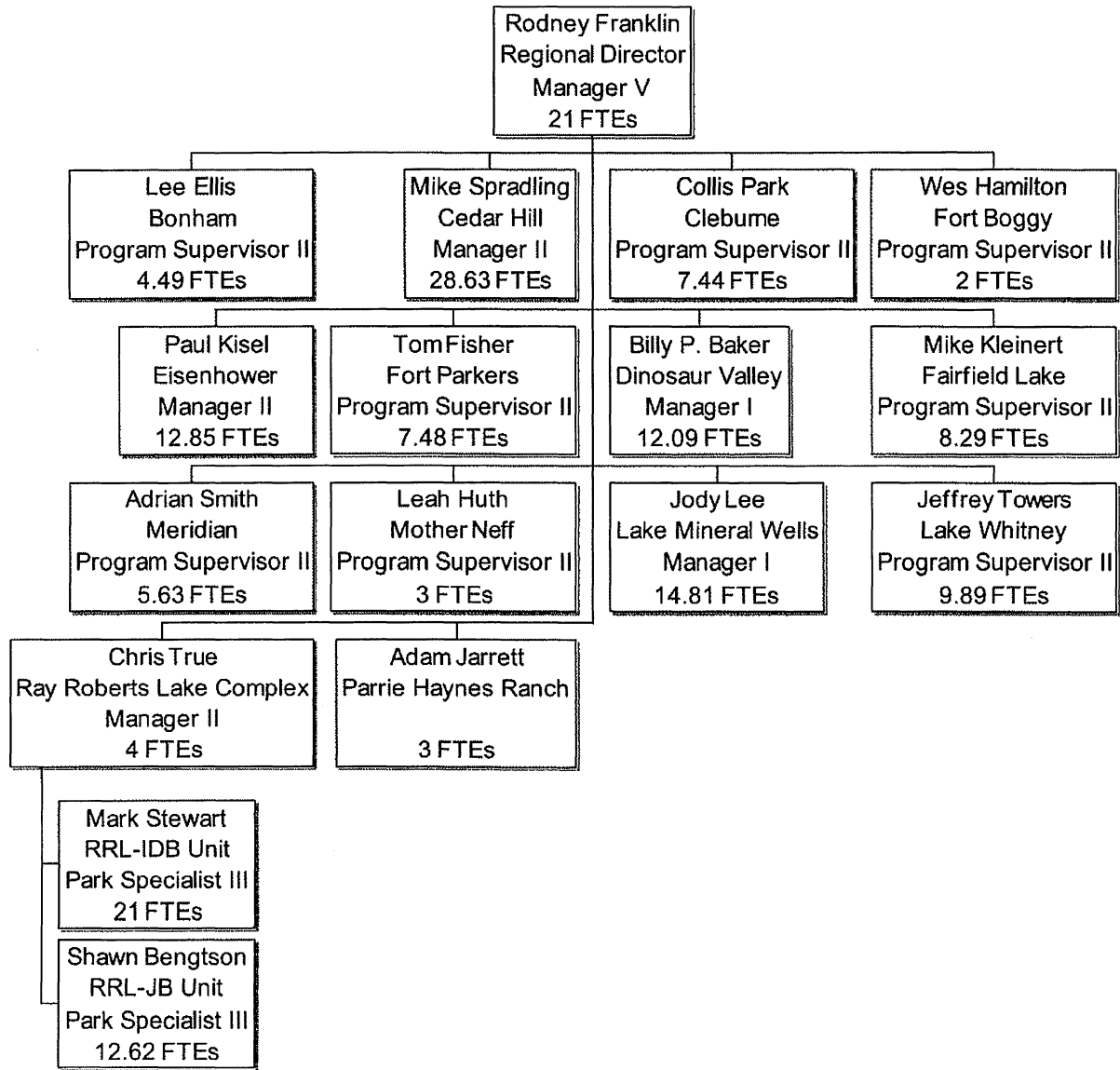
STATE PARKS DIVISION - REGION I



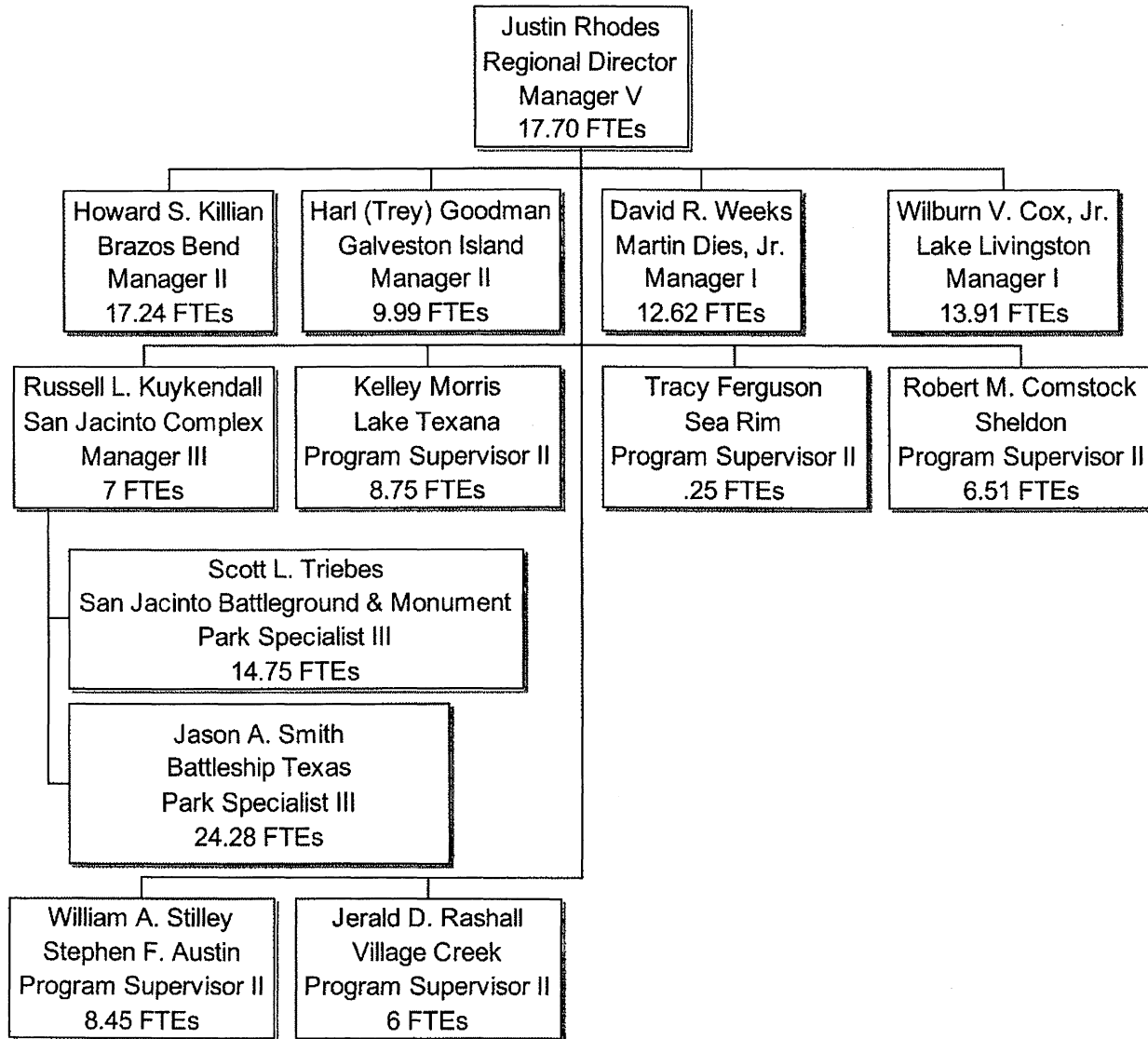
STATE PARKS DIVISION - REGION II



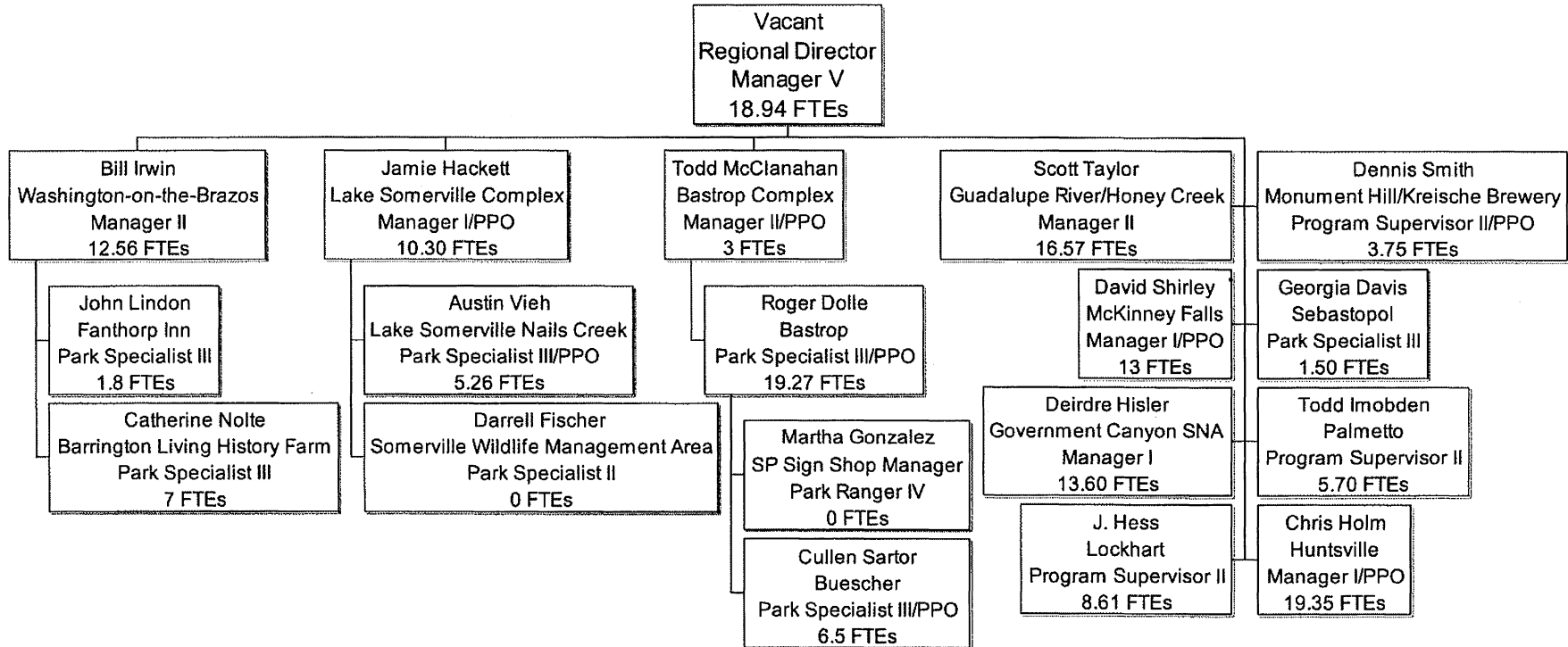
STATE PARKS DIVISION - REGION III



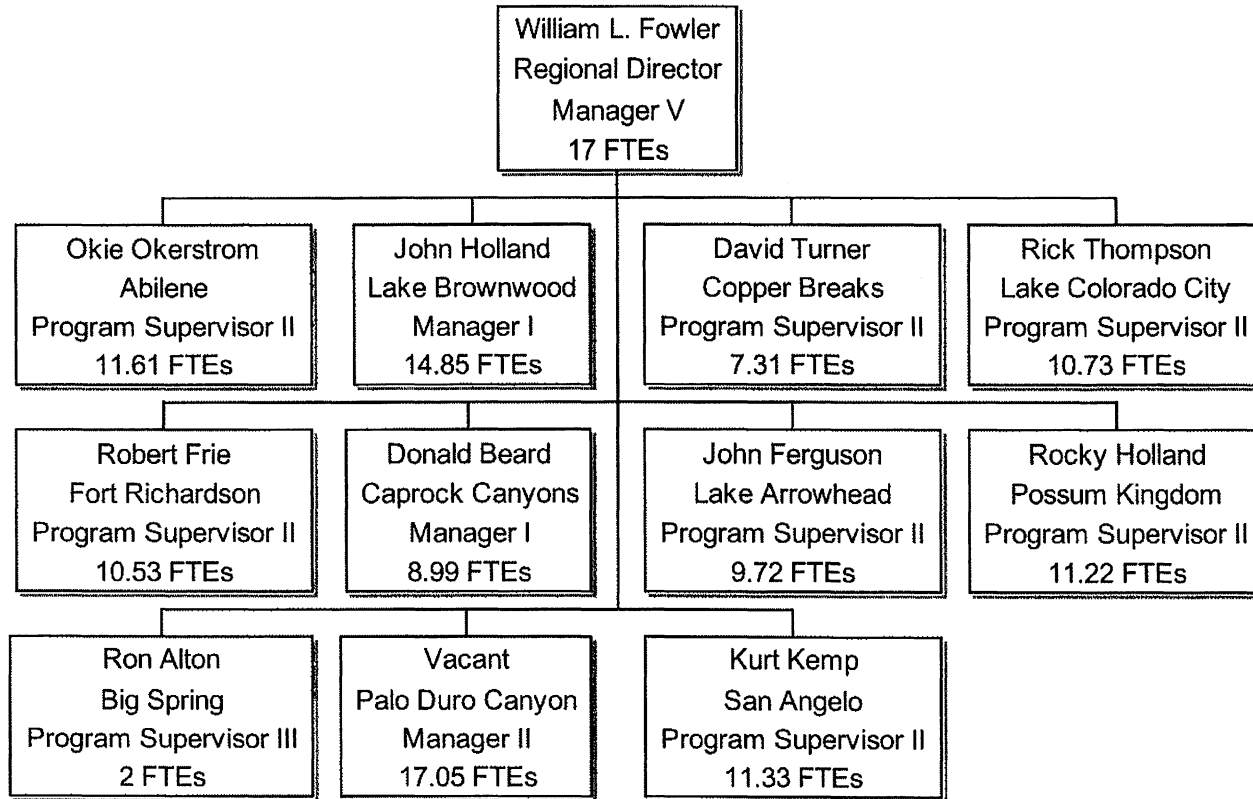
STATE PARKS DIVISION - REGION IV



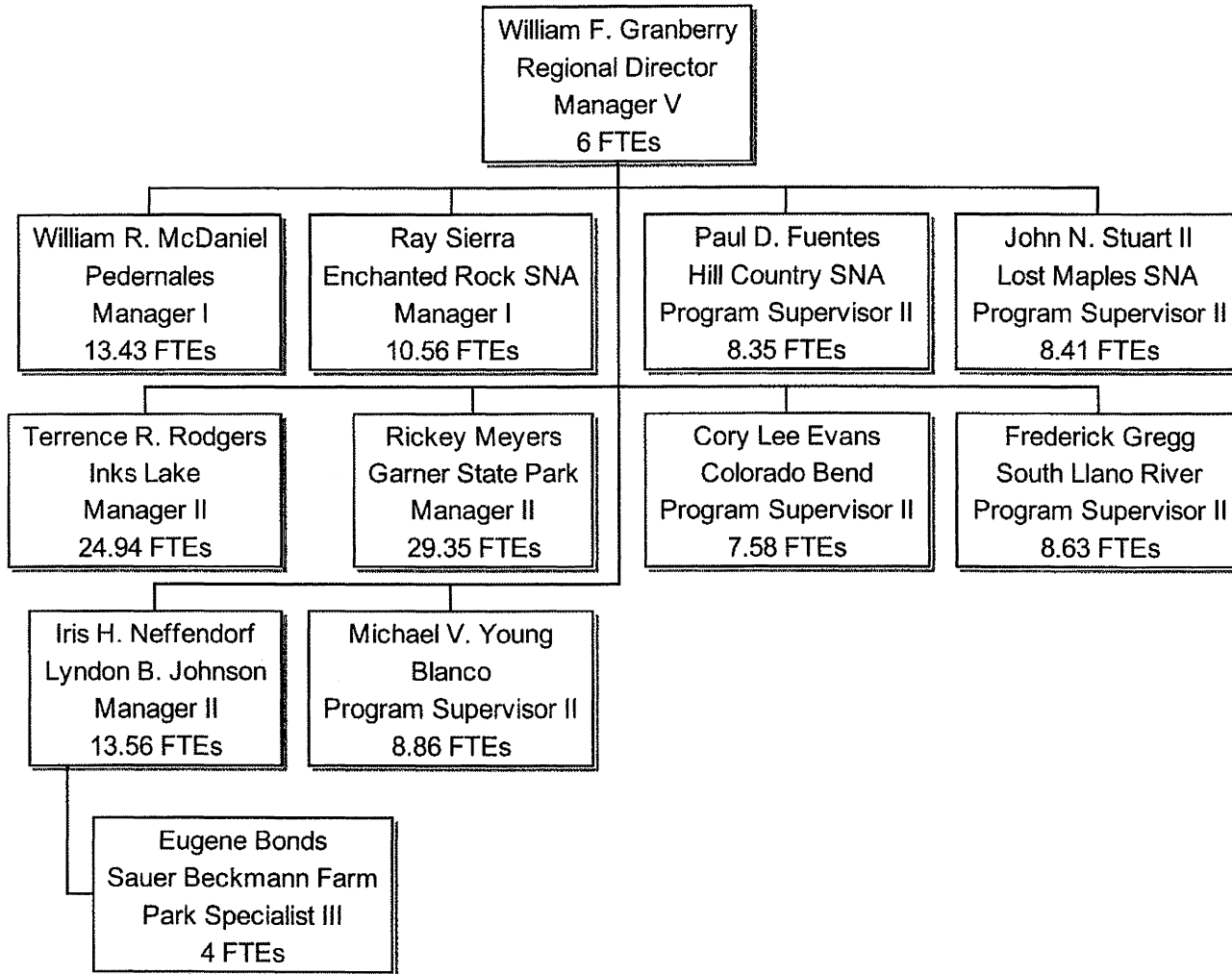
STATE PARKS DIVISION - REGION V



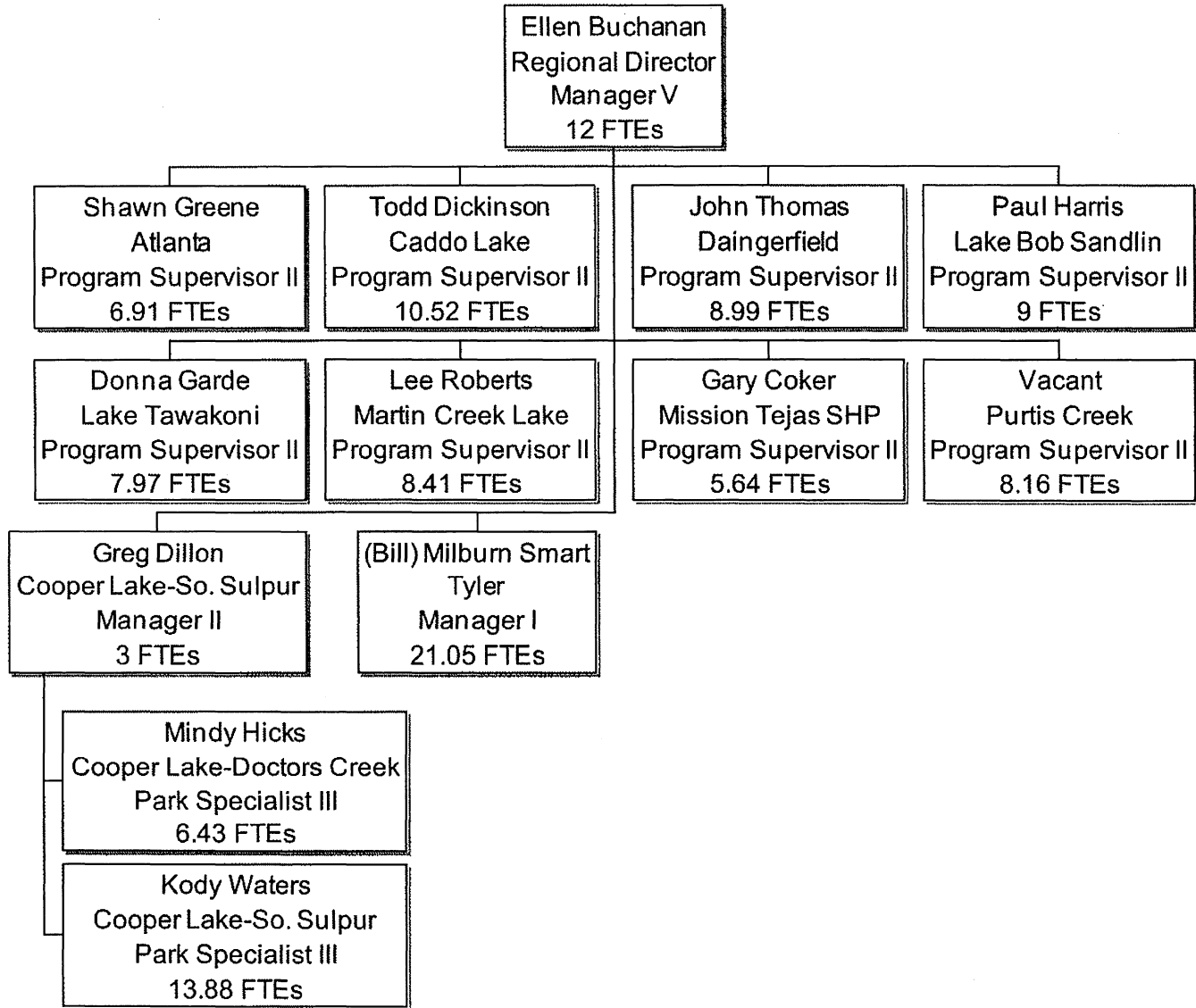
STATE PARKS DIVISION - REGION VI



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 809,672 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.
- **Small Game:** The Small Game program coordinates research and surveys for small game population trends and makes recommendations for harvest regulations based on the research data.
- **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. 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 Deputy Director:** The Federal Assistance program, the Biological Analysis Data staff, fiscal operations involving budgets, financial reporting, and purchasing and division personnel records and coordination are under the Division Deputy Director. The Federal Assistance program administers and coordinates actions required to qualify department activities for federal assistance reimbursement. 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.

WILDLIFE DIVISION

