

A Strategic Plan for  
Texas Parks and Wildlife Department

# Natural Agenda



FISCAL YEARS 2017-2021



Life's better outside.®



# AGENCY STRATEGIC PLAN

*For Fiscal Years 2017-2021*

*by the*

*Texas Parks and Wildlife Department*

T. Dan Friedkin, Chairman	February 2, 2011 - February 1, 2017	Houston
Ralph H. Duggins, Vice-Chairman	May 6, 2013 - February 1, 2019	Fort Worth
Anna B. Galo	November 17, 2015 - February 1, 2019	Laredo
Bill Jones	September 1, 2011 - February 1, 2017	Austin
Jeanne W. Latimer	November 17, 2015 - February 1, 2021	San Antonio
James H. Lee	May 6, 2013 - February 1, 2019	Houston
S. Reed Morian	November 18, 2015 - February 1, 2021	Houston
Dick Scott	February 1, 2011 - February 1, 2017	Wimberley
Kelcy L. Warren	November 18, 2015 - February 1, 2021	Dallas

Lee M. Bass, Chairman-Emeritus

**Submitted June 24, 2016**

Signed: 

Carter Smith  
Executive Director  
Texas Parks and Wildlife Department

Approved: 

T. Dan Friedkin  
Chairman  
Texas Parks and Wildlife Commission



# TABLE OF CONTENTS

TPWD Mission and Philosophy.....	1
Operational Goals and Action Plans .....	2
Redundancies and Impediments.....	16

## **Supplemental Schedules**

Schedule A - Budget Structure.....	23
Schedule B - Performance Measure Definitions .....	31
Schedule C - Historically Underutilized Business Plan.....	61
Schedule D - Statewide Capital Plan.....	69
Schedule E - Health and Human Services Strategic Planning .....	71
Schedule F - Workforce Plan.....	73
Schedule G - Report on Customer Service.....	91
Schedule H - Assessment of Advisory Committees .....	105



# TPWD MISSION AND PHILOSOPHY

## 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.

## PHILOSOPHY

In fulfilling our mission, we will:

- Be a recognized national leader in implementing effective natural and cultural resources conservation and outdoor recreational programs;
- Serve the state of Texas, its diverse citizens, its visitors and our employees with the highest standards of service, professionalism, fairness, courtesy, inclusion and respect;
- Rely on the best available science to guide our conservation and management 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 to successfully execute our mission.

## OPERATIONAL GOALS AND ACTION PLANS

*Note: All action items are on an FY basis. The scope of these action items is between 2017 and the end of the fiscal year listed unless otherwise specified.*

### **GOAL 1**

#### **Practice, Encourage and Enable Science-based Stewardship of Natural and Cultural Resources**

Texans should strive to conserve, manage and restore terrestrial and aquatic ecosystems, and to protect the rich natural and cultural legacy of Texas. Science and experience foster understanding of natural systems and help TPWD anticipate changes and address emerging issues that impact plants, fish and wildlife resources. Relevant science informs the TPW Commission and focuses the actions of staff, constituents and partners.

- A. TPWD will be an exemplary steward of the public's lands and waters by using the best available science for ecosystem-based management.
- B. TPWD will provide leadership for the promotion and protection of healthy aquatic ecosystems.
- C. TPWD will maintain, restore and protect healthy ecosystems on public lands.
- D. TPWD will foster conservation of healthy ecosystems on private lands.
- E. TPWD will maintain the highest level of scientific validity and credibility.
- F. TPWD will protect and assist in the recovery of threatened, endangered and high-priority species.
- G. TPWD will cultivate partnerships that result in tangible conservation benefits.
- H. TPWD will establish and enforce regulatory actions to protect native species and habitats.
- I. TPWD will protect and interpret the department's cultural resources.
- J. TPWD will anticipate and plan for emerging conservation issues.

#### **ACTION ITEMS TO ACHIEVE GOAL:**

- » Increase the percent of total land acreage in Texas managed through TPWD-approved wildlife management plans to 20% by the end of 2021.
- » Patrol 10.03 million miles in vehicles in 2017. Increase miles patrolled by law enforcement to 10.8 million miles per year between 2018 and 2021.
- » Patrol 126,338 hours in boats in 2017. Increase hours patrolled by law enforcement to 135,000 hours per year between 2018 and 2021.
- » Determine the instream flow needs of 70% of Texas' streams through field studies and hydrological evaluations by 2017.
- » Complete project using DStretch to survey faded Native American rock art at Hueco Tanks State Park and Historic Site by 2017.

#### **Annually:**

- Attain 97% public compliance with agency rules and regulations.
- Conduct 11,000 fish population/harvest surveys (8,000 saltwater and 3,000 freshwater) and 4,200 wildlife population surveys.
- Review documents and submit science-based recommendations for 75% of water plans, water rights permits and related documents received by Coastal Fisheries/Water Resources staff.
- Spend 15,000 hours managing, treating, surveying, or providing public education on aquatic invasive species.
- Conduct prescribed fire on 20,000 acres of WMAs and private lands.

**SUPPORT OF STATEWIDE OBJECTIVES:**

The goal/action items above support the statewide objectives as follows:

**Accountable to tax and fee payers of Texas:**

- TPWD relies heavily on user fees paid by a variety of customers, including hunters, anglers, park-goers, outdoor enthusiasts and others. Use of these fees to provide and improve the quality and availability of programs and services aimed at managing, conserving and protecting the state's natural and cultural resources compels TPWD to be accountable to our core constituents and to use funds in accordance with fee and taxpayer expectations.
- The department's stewardship of natural and cultural resources provides access to a broad array of state parks and wildlife management areas, as well as public and private fishing, hunting and other outdoor opportunities for millions of Texans.

**Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through elimination of redundant and non-core functions:**

- The use of the best available science and management practices to guide natural and cultural resource actions allows TPWD to focus efforts appropriately and to better anticipate emerging issues, ultimately enabling the department to implement programs and respond to new concerns in an efficient and cost-effective manner.
- TPWD is committed to increasing the automation of agency functions as a means to reduce the cost and staff time necessary to provide programs. Examples in support of this goal include the Electronic Game Animal Harvesting - Wildlife Harvest Survey, modification of the Texas Wildlife Information Management Services (TWIMS) online system and an online portal for Aerial Wildlife Management permit application and payment. These new applications will improve workflows and increase convenience and customization for department customers.

**Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve:**

- Managing and conserving natural and cultural resources and providing outdoor recreational opportunities are integral parts of the department's mission. Reliance on best available science to guide decisions regarding these resources has not only resulted in a data-rich environment, but has also fostered an agency culture which is accustomed to using quality data and data analysis to gauge progress towards attainment of conservation and management goals. TPWD continuously relies on this data to redirect and fine-tune programs and to report success in attaining agency goals to oversight agencies through the use of various performance measures.
- In addition to continuously fine-tuning existing programs and reporting on these developments, the department uses its data-rich environment to engage in planning activities, including those related to the development of new wildlife management and state park sites, the restoration and enhancement of fish and wildlife populations, and the development of targeted outreach initiatives.

**Providing excellent customer service:**

- TPWD strongly emphasizes customer service in all aspects of agency operations, as is evidenced by inclusion of a customer service component in the agency philosophy and as a core competency in staff performance evaluations.
- TPWD uses a variety of mechanisms to solicit stakeholder and customer feedback. The programs within this goal rely heavily on feedback gained from advisory committees, scoping meetings, constituent surveys and other means to improve programs. Soliciting customer input in these ways allows TPWD to be more responsive to customer needs in structuring programs and services.

**Transparent such that agency functions can be understood by any Texan:**

- TPWD has a number of methods for engaging stakeholders in resource stewardship, including the proliferation of technology to increase transparency. Examples include holding meetings for stakeholder groups, publishing proposed regulations online and inviting public comments to proposed regulations in person and online. These mechanisms provide opportunities for the public and stakeholders to become aware of planned actions and better understand TPWD programs.
- Using science as a benchmark for decisions concerning what to conserve and how to implement conservation efforts makes these processes both more transparent and more objective.

**OTHER CONSIDERATIONS:****Chronic Wasting Disease**

Chronic Wasting Disease (CWD) is a neurological disease found in deer, elk, moose and other members of the deer family. In Texas, the disease was first discovered in 2012 in free-ranging mule deer near the Texas–New Mexico border, along a remote area of the Hueco Mountains. In the summer of 2015, the disease was detected in two captive white-tailed deer breeding facilities in Medina and Lavaca counties. Since then, the disease has been detected in two additional captive breeding facilities in Medina County and in a free-range mule deer in the Panhandle. The state’s response to these incidents has been guided by the CWD Management Plan, and includes establishment of voluntary and mandatory check stations to collect tissue samples from harvested deer. In order to determine potential disease occurrence in wild and captive populations, intensive sampling efforts have resulted in over 15,000 tissue samples collected from hunter-harvested deer, road-killed deer, and deer breeder operations statewide during the 2015-2016 hunting season. Interim deer movement and disease surveillance were established, and TPWD is in the process of updating those regulations with stakeholder involvement and contemporary epidemiological information.

A rapid and effective response to CWD is crucial not only to the health of the state’s free-range and captive deer and susceptible cervid populations, but also to minimize potential negative impacts to hunting, hunter participation, and the wide economic benefits of big game hunting. Agency staff have been focused on this response since its initial detection. However, additional resources will be needed to continue to effectively manage CWD in Texas.

**Exotic/Invasive Species**

Exotic and invasive aquatic species such as hydrilla, giant salvinia, water hyacinth, saltcedar, giant reed, and zebra mussels have posed mounting concerns in recent years as new cases and species have been confirmed in Texas waterways. These species grow rapidly and can displace more beneficial native species, negatively impact recreational access, contribute to water supply losses, and adversely affect property values. In Texas, the economic impacts are far-reaching, costing the state billions of dollars annually and threatening to undermine a recreational freshwater fishing industry worth more than \$4 billion.

During the last legislative session, \$6.5 million in state funds was appropriated to TPWD through Rider 34 to address statewide management of aquatic invasive species in the 2016-17 biennium. This investment has allowed the department and its partners to implement programs to increase the annual acreage of aquatic invasive plants treated, enhance early detection and containment, provide critical research, and enhance outreach and awareness campaigns regarding invasive species.

**Game, Fish and Water Safety Account Cash Balance Concerns**

The decline in unrestricted Fund 9 cash balances in recent years is a significant concern to the department. This trend has been driven primarily by mandated Schedule C and general salary increases, associated fringe costs, increases in the state contribution rate for employee benefits, and increases in transfers to the Employee Retirement System to cover insurance costs for current retirees. Current projections reflect that expenditures will outpace revenues by about \$9.8 million each year. As a result, cash balances will continue to decline, and may not be sufficient to support current unrestricted Fund 9 appropriation levels into the 2018-19 biennium. This has significant implications, as TPWD will need to pursue alternate sources in order to sustain and grow existing fish and wildlife programs in the 2018-19 biennium and beyond.

In response to these cash balance concerns, TPWD initiated a hiring delay in the spring of 2016 and has been evaluating a suite of options, including method of finance shifts within the LAR base request for 2018-19, seeking appropriation of Unclaimed Refunds of Motorboat Fuel Tax, pursuing statutory changes to allow increased access to statutorily dedicated funds, and targeted fee increases. Action on these items will be necessary to improve the unrestricted Fund 9 cash balance outlook and stabilize the fund over the long term.

**Disaster Response/Border and Homeland Security**

Since 1895, Texas game wardens have served the citizens of Texas by providing professional law enforcement, water safety, and search-and-rescue, while working to conserve and protect the natural resources of Texas. However, the scope of their efforts often extends beyond game, fish and water safety law enforcement activities carried out in support of TPWD’s mission. At the local level and as part of the State Operations Center, Texas game wardens routinely provide disaster response, swift water

rescue, and other relief efforts during natural disasters. In spring 2016, TPWD game wardens were involved in operations in response to devastating flooding that occurred in the East Texas and Houston areas, conducting more than 650 search-and-rescue and flood-related evacuations as well as 1,716 critical incidents, medical assists and welfare checks.

As certified state peace officers with specialized training, skills and equipment, game wardens are also often called on to participate in border security activities, port security, and other law enforcement missions in Texas' diverse ecoregions and marine environments. TPWD, in partnership with other state, local and federal law enforcement agencies along the border, has been involved in several border initiatives such as Operation Strong Safety and Operation Secure Texas. During the 2016-17 biennium, TPWD received an additional \$5.3 million to fund salaries and equipment for 19 new game wardens for the purpose of enhancing border security. While these funds have helped to alleviate funding concerns, additional funding will be needed to ensure the agency's ability to carry out core responsibilities and avoid federal diversion issues if TPWD's involvement in Homeland Security-related activities continues to grow.

### **Texas Farm and Ranch Lands Conservation Program (TFRLCP)**

Texas leads the nation in the loss and conversion of working farm and ranch lands, which can have a significant impact on the state's wildlife, water quality and quantity, open spaces and local communities. The goal of the TFRLCP is to conserve working lands that have high values for water, fish, wildlife and agricultural production and that are at risk of development. Conservation is achieved by providing grant funds to purchase long-term conservation easements from willing sellers on those lands. In 2015, the Legislature passed House Bill 1925, which transferred the TFRLCP from the Texas General Land Office to TPWD and appropriated \$2.0 million and two FTEs for TPWD to implement the program. In March and April 2016, the Texas Farm and Ranch Lands Trust Council approved funding for a total of seven projects, intended to bring more than 15,700 acres of the state's high-value working farms and ranch lands under long-term protection and fully exhausting amounts appropriated for the 2016-17 biennium.

### **Impact of Demographic Changes**

The population of Texas will continue to grow rapidly over the coming years and will become increasingly urban. This will place greater pressure on the state's fish, wildlife, fisheries and other natural resources as development expands, habitat fragmentation becomes more prevalent, pollution and other factors deteriorate water quality, and increased demand for water and recreational access affects fish, wildlife and habitats. TPWD programs must be structured to address and counteract these negative impacts wherever possible. For example, the department must continue efforts to protect habitat and water resources by recommending project alternatives that minimize or avoid habitat impacts, and must continue to utilize joint ventures with other conservation partners to support and protect habitat units large enough to support healthy wildlife populations.

Population projections also indicate shifts in the state's racial mix and an aging of the overall population base. These demographic trends coupled with other societal shifts raise concerns that the proportion of traditional financial supporters of the agency (fee-paying constituents such as hunters, anglers and boaters) in the total customer base will continue to decline. As a result, existing funding mechanisms may be inadequate to support conservation and recreation efforts. In the coming years, TPWD will work with the Legislature to modernize its fee structure, develop or seek new funding streams, and seek statutory changes to better position the department to support conservation and recreation now and in the future.

### **Access to Private Lands**

With over 90% of Texas' natural and cultural resources on private lands, TPWD's ability to manage and conserve wildlife and habitats, as well as provide outdoor recreational opportunities, is tied directly to the strength of partnerships with private landowners. As such, it is imperative that TPWD continue to work closely with private landowners to initiate programs and practices that reduce fragmentation, improve habitats and manage a diversity of wildlife populations.

### **Acquisition of Wildlife Management Area Lands**

In line with TPWD's objective of acquiring additional wildlife management areas for habitat conservation, demonstrations and public hunting, TPWD has added three new sites to its portfolio in recent years. In the fall of 2014, the Texas Parks and Wildlife Commission approved acceptance of a land donation to create the new 14,037-acre Yoakum Dunes Wildlife Management Area near Lubbock, providing a refuge for the threatened lesser prairie chicken and other native grassland birds and wildlife.

Acquisition of this land was made possible in part through a partnership between The Nature Conservancy of Texas, The Conservation Fund and Concho Resources, Inc.

In August 2014, a multi-partner coalition including the Texas Parks and Wildlife (TPW) Foundation purchased the 17,351-acre Powderhorn Ranch. The \$37.7 million acquisition conserves one of the largest remaining tracts of unspoiled coastal prairie in the state, and represents a new partnership model of achieving conservation goals in an era of rapidly rising land prices. In years to come, Powderhorn Ranch is expected to become a state park and wildlife management area.

The 5,458-acre Fawcett WMA in Palo Pinto County was purchased in FY2015 and is one of the best remaining examples of Cross Timbers habitat left in the state. In the future, wildlife research and habitat restoration will take place on the site, helping TPWD biologists better manage the land for wildlife and laying the groundwork for further research to establish healthy populations of species like bobwhite quail and Texas horned lizards. TPWD's continued success in conserving critical habitat and open spaces relies on its ability to seek out and participate in these types of land acquisition partnerships.

### **Nongame and Endangered Species Issues**

Under Section 6 of the Endangered Species Act, funds are allocated to each state for research and management activities for federally threatened or endangered species or candidate species. This fund is being considered for reductions at the federal level. Cuts will negatively impact TPWD's ability to address current and future listings.

Additionally, the USFWS continues to receive multi-species petitions for listing new threatened or endangered species. In September 2011, USFWS settled lawsuits with the Center for Biological Diversity and Wild Earth Guardians, resulting in a list of just over 250 species which are under review by the service according to an established timetable. Currently, existing and ongoing USFWS priorities and additional petitions all contribute to a very large list of species which may require TPWD biologists' review and response at any point in the findings and/or rule-making processes. With inadequate resources to gather necessary data and staff to implement necessary conservation agreements with landowners, this continues to be a daunting challenge to the department.

## **GOAL 2**

### **Increase Access to and Participation in the Outdoors**

Access to a variety of outdoor experiences is critical for human health and quality of life. Since the vast majority of Texans reside in urban areas, there is a great need to ensure the availability of affordable and accessible outdoor recreational and educational opportunities. Charged with this task, TPWD must engage citizens from all places and all walks of life while maximizing the use of limited public lands and incentivizing public access to private lands.

- A. TPWD will provide a variety of high-quality, nature-friendly outdoor recreational opportunities on TPWD sites.
- B. TPWD will increase and facilitate access to public and private lands and waters for recreation.
- C. TPWD will encourage people of all ages, backgrounds and abilities to experience the outdoors.
- D. TPWD will encourage nature and heritage tourism.

#### **ACTION ITEMS TO ACHIEVE GOAL:**

- » Increase students trained in hunter education to 60,000 in 2018. Annually train 55,000 students in hunter education between 2019 and 2021.
- » Increase number of students trained in boater education to 18,000 in 2018. Annually increase number of students trained in boater education by 1,000 between 2019 and 2021.
- » Complete 90 capital construction and repair projects by 2018. Complete 95 capital construction and repair projects between 2019 and 2021.
- » Implement public access at Dan A. Hughes unit of Devils River State Natural Area by 2017.

- » Enhance bank-, wade-, and kayak fishing opportunities on Texas rivers by developing natural resources management plans for all TPWD River Access and Conservation Areas in 2017.
- » Provide 1,350,000 acres of public hunting lands in 2017.
- » Increase the number of subscribers to TPWD's email service from 530,000 in 2017 to 620,000 in 2021. This is a rapidly growing means of reaching customers such as state park visitors and hunting and fishing license buyers.

**Annually:**

- Stock 40 million fingerlings department-wide.
- Conduct 850 Operation Outdoor events, including 30,000 participants from underrepresented communities.
- Ensure 91 state parks are operational and open to the public.
- Complete 23 local park grant-assisted projects.

**SUPPORT OF STATEWIDE OBJECTIVES:**

The goal/action items above support the statewide objectives as follows:

**Accountable to tax and fee payers of Texas:**

- Direct contact with customers through face-to-face contact fosters greater accountability by necessitating direct awareness of and engagement with customer priorities, accolades and concerns.
- Reliance on relationships with private landowners and the general public as stakeholders is vital to TPWD's success in accomplishing conservation and outdoor recreation goals. Involvement and engagement with these affected groups helps foster greater accountability to the constituents we serve.
- Planning and scoping documents are an important forum for public input. The public's participation in discussions related to the strategic direction of the department is vital to ensure that TPWD meets changing constituent priorities. For example, a State Parks 10 Year Plan is currently being developed to establish goals for the strategic use of state park funds in the future. A public opinion survey will be sent out to hundreds of thousands of customers who either have a state park pass or have engaged in camping activities in state parks within the past year. This information will give the agency perspective on customer priorities and their vision for the future of state parks. Once a draft of the plan has been completed, the agency will conduct a series of public hearings to solicit input that will be incorporated into the final document.

**Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through elimination of redundant and non-core functions:**

- Providing access to and opportunities for participation in the outdoors is one of the broadest and most fundamental functions of TPWD. By providing access to a variety of public and private lands and waters, the department is fulfilling its mission to provide hunting, fishing and other outdoor recreational opportunities.
- TPWD's Local Park Grants program leverages state dollars with a required local match to ensure state dollars are used efficiently to provide funding for local parks, recreation facilities and open spaces. This also ensures that local governmental entities have a stake in the efficient provision of high-quality outdoor recreational opportunities.
- Other new developments to increase efficiency in provision of recreational opportunities include the development and roll-out of State Parks and Outdoor Annual mobile apps.

**Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve:**

- By continuously monitoring division activities, TPWD is able to be proactive and responsive to changing needs, demands and trends. Specific performance measures related to increasing outdoor participation include the number of state parks open to the public, state park visitation, state park revenue, the number of acres currently under wildlife management plans, the number of fingerlings stocked, the number of outreach events held and the number of participants in outreach events.
- Careful, diligent planning by the department ensures the effective provision of services in the future. Recent planning efforts include the Texas Outdoor Recreation Plan (TORP) and the State Parks 10 Year Plan.
- Newer developments to improve outdoor access include additional public wildlife management areas and paddling trails, as well as a number of lease agreements to allow public access to rivers and conservation areas.

**Providing excellent customer service:**

- At its core, the goal of increasing access and providing high-quality outdoor recreational opportunities inherently entails providing quality customer service to the citizens of Texas.
- TPWD has a culture that is strongly focused on its customers in all aspects of operations, as is evidenced by inclusion of a customer service component in the agency philosophy and as a core competency in staff performance evaluations.
- TPWD also uses a variety of mechanisms to solicit stakeholder/customer feedback. This input allows TPWD to be more responsive to customer needs in structuring programs and services.

**Transparent such that agency functions can be understood by any Texan:**

- By providing access to state parks, wildlife management areas, hunting and fishing opportunities, and various historical and cultural interpretation programs, TPWD increases Texans' understanding of the department's broad range of activities, as well as the natural and cultural resources of the state.
- One recent example of TPWD's transparency efforts is a website ([www.tpwd.texas.gov/state-parks/improvement/](http://www.tpwd.texas.gov/state-parks/improvement/)) dedicated to detailing the current status of capital construction projects for which increased funding was appropriated during the last legislative session.

**OTHER CONSIDERATIONS:****Capital Construction Funding**

For many years TPWD has acknowledged the need for a stable and sustainable funding stream to properly plan for and address capital repair, construction, and development needs at sites statewide. For the 2016-17 biennium, TPWD received an unprecedented level of capital construction funding from multiple funding sources, including sporting goods sales tax. A total of \$90.6 million was provided for state parks capital construction projects alone.

This funding will allow the department to make significant progress in addressing state park infrastructure improvement and repair needs, including replacement of park headquarters, visitor centers and restrooms, utility system upgrades, and much needed renovations to historic buildings and sites. In addition, the funding will address the design and engineering phase of Palo Pinto Mountains State Park, while Battleship Texas will benefit from \$25 million to repair and replace structural components of the ship. While project timelines for bidding, design, construction and final completion will vary based on complexity, TPWD is committed to expending these funds efficiently and effectively.

**Flooding/Natural Disaster Recovery Efforts at State Parks**

In May 2015, record-breaking floods during the Memorial Day weekend impacted more than 50 state parks across Texas in the single wettest month recorded in the state. Over half of these damaged park sites were closed or partially closed until flood waters receded and repairs could be completed to make areas safe for the public. Support strike teams were established to organize and systematically assess impacts across the park system, analyze information to inform recovery priority decisions, and establish a process of reporting to support potential cost reimbursement from FEMA. Between May 2015 and May 2016, other natural disasters have also occurred, including Tropical Storm Bill in June, the 4,582-acre Hidden Pines fire, tornadoes and other major flooding events. These events caused over \$40 million in damages to TPWD property, as well as lost visitation revenue. Additional flooding events in June 2016 have incurred additional damages, although the estimated cost impact of these damages is still being assessed. It is imperative that in the future, TPWD has the funding necessary to be able to respond to natural disasters that are impossible to anticipate.

**State Park 10 Year Plan**

The State Parks Division and State Park Advisory Committee are currently creating a plan that will establish state park and state park-related goals for the next decade. This plan seeks to provide an investment strategy to modernize state park infrastructure and funding processes, to protect and steward the state's natural resources and meet emerging needs while increasing visitation and revenue. This plan will be used to inform decision-makers, guide future decisions and provide transparency, while ensuring that state parks will be able to sustain high quality operations in the future. The plan will also lay the groundwork for the recognition of the 100th anniversary of the state parks system in 2023. The centennial will allow the opportunity for reflection on the history and accomplishments of the state parks system, recognition of its changes over the past century, and vision for its future. The State Parks 10 Year Plan will be presented to the Texas Parks and Wildlife Commission in August 2016.

### **Demographic and Societal Trends**

Changes in the racial/ethnic makeup and age structure of the state's population will demand continued refinements to TPWD programs. Projections indicate steady increases in the percentage of ethnic minorities. Studies show that these groups tend to participate in outdoor activities at lower levels than Anglos and tend to be less aware of TPWD programs and activities. Older Texans, who have unique needs and different recreational preferences, are also expected to make up a larger portion of the overall population in the coming years.

Other societal changes pose challenges to TPWD as well. For example, surveys have shown that the time constraints faced by today's families are a primary barrier to participation in outdoor activities. As TPWD strives to expand participation in outdoor activities, it must break down barriers to participation for those who lack knowledge, time and finances by designing events and programs to reach new and underserved audiences and providing easily accessible, affordable and convenient recreational opportunities for the public. At the same time, the department must continue to serve and reach out to traditional constituents through programs that maintain their interest.

### **Maintaining SGST Appropriations for Local Parks**

TPWD's Local Park Grant programs provide matching grants to local governments and other entities to acquire and renovate parkland, refurbish existing public recreation centers, construct recreation centers/other facilities, create large recreation areas and regional systems of parks, and develop and beautify parkland. Local parks provide valuable outdoor recreational and educational opportunities for communities. They have been found to contribute to the physical, social and mental well-being of residents, as well as creating positive economic impacts in communities. The provision of 50% state matching grants has strong public support and is an effective method to leverage state funding to obtain these positive outcomes for Texas communities. For the 2016-17 biennium, the 84th Legislature increased Sporting Goods Sales Tax appropriations for local park grants to a total of \$32.8 million. Given the value of local parks in promoting healthy outcomes and positive economic benefits, TPWD will seek to retain this level of funding in the 2018-19 biennium.

### **Funding and Appropriation Authority for Land Acquisition**

As the population of the state continues to grow and becomes increasingly urban, and as rural lands are converted for residential uses, opportunities and venues for outdoor recreational experiences on land, lakes, rivers and streams will continue to diminish. It will be increasingly important for TPWD to acquire lands to meet the needs of the public, including parks to improve access in underserved areas and wildlife management areas in under-represented ecosystems. These factors, coupled with increasing land costs and reduced availability of suitable tracts, make pursuing innovative partnerships and maximizing state funding for land acquisition a high priority for TPWD.

### **Access to Private/Other Recreational Resources**

With over 90% of Texas' natural and cultural resources located on private lands, the department's ability to improve access to the outdoors is heavily dependent on partnerships with private landowners. TPWD must continue to develop and strengthen relationships with landowners to remove barriers, such as lack of information, liability and cost issues. The department must also continue to partner with local, nonprofit and other entities to ensure expanded access to the outdoors.

## **GOAL 3**

### **Educate, Inform and Engage Texas Citizens in Support of Conservation and Recreation**

Texas has a vast diversity of ecosystems and natural resources, many of which are unique to Texas. These landscapes transcend political and ownership boundaries. As a result, wide-ranging awareness and cooperation are critical for effective stewardship of natural and cultural resources. It is essential to develop an array of public and private strategies that build broad-based support for successful and adaptive management, restoration and conservation.

- A. TPWD will promote and provide outdoor education.
- B. TPWD will cultivate support for the conservation of natural and cultural resources.
- C. TPWD will increase conservation awareness on private lands.

- D. TPWD will promote citizen participation in hands-on conservation.
- E. TPWD will increase awareness of the value of urban and suburban ecosystems.

**ACTION ITEMS TO ACHIEVE GOAL:**

- » Reach 12,000 trained volunteers in the Texas Master Naturalist program by 2018.
- » Deliver 18 “train the trainer” programs through State Park Outdoor Education and Outreach teams to engage with new and diverse audiences by 2019.
- » Meet all basic interpretive needs in all 90 publicly accessible units in the state parks system by 2019. These products will include visitor orientation panels, updated trail maps with featured resources, easily navigated websites with interpretive elements and self-guided interpretive products.
- » Engage 500,000 Texans in non-mandatory hands-on outreach and education programs by 2021. This number includes Communications Division programs such as angler education, aquatic education, trainer workshops, Life’s Better Outside Experience and Project WILD.
- » Reach over 12 million unique visitors to TPWD primary websites annually in 2017 and 2018. Reach more than 12.6 million users annually in 2019-2021.

**Annually:**

- Conduct law enforcement-related public programs to educate and inform 325,000 Texas citizens.
- Contact 1,328,000 persons engaged in hunting/fishing activities for enforcement purposes.
- Contact 603,000 persons engaged in boating activities and conduct water safety efforts for enforcement purposes.
- Hold 55 law enforcement-related recruiting events targeting qualified and diverse applicants.
- Conduct 5,000 wildlife resource management services for private landowners.

**SUPPORT OF STATEWIDE OBJECTIVES:**

The goal/action items above support the statewide objectives as follows:

**Accountable to tax and fee payers of Texas:**

- By increasing awareness of natural resources and encouraging participation in conservation activities, TPWD increases the number of potential stakeholders in both the programs and resources provided to the public by the agency, and the natural resources of the state in general. By increasing the number of fee payers, license holders and general constituents, the department can be increasingly responsive to a broader range of interests and concerns.

**Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through elimination of redundant and non-core functions:**

- Investment in education and outreach helps increase the number of people with hands-on outdoor experiences, serves to garner greater understanding and support for conservation issues and other agency efforts, and helps to develop stronger partnerships with constituents and stakeholders. This ultimately creates a more stable and supportive operating environment for the department, and also makes it possible to enlist the public as partners in spreading our conservation messages, thereby allowing the department to function more efficiently and maximize its use of state funding.
- The department continues to leverage the public’s support for its efforts by utilizing a “train the trainer” paradigm in programs including Texas Outdoor Family, Texas Nature Trackers and Texas Master Naturalist. This allows TPWD to expand its reach with minimal use of staff resources.
- The department also maximizes the use of volunteers in provision of its services. In FY 2015, volunteers contributed 591,721 hours across the agency, the equivalent of \$13.7 million.

**Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve:**

- A high level of public awareness and support is necessary for TPWD’s continued success in achieving its mission. This support makes it easier for the department to form meaningful and lasting partnerships with landowners, non-profit organizations and others who are critical for TPWD’s success and have a stake in the natural and cultural resources of the state.

- The department monitors its public engagement with measures that track the reach of *Texas Parks & Wildlife* magazine, email notifications, website and online video views, as well as the number of participants contacted by outreach efforts. In addition to these performance measures, the department internally tracks the number of its mobile application users and social media followers.

**Providing excellent customer service:**

- Because customer use of and engagement with TPWD services is voluntary, the department has an incentive to satisfy customer demand and provide ideal customer experiences. TPWD is largely a fee-driven department, which creates a business-like emphasis on customer service.
- Engaging citizens in support of conservation and recreation helps the agency to provide excellent customer service in at least two additional ways. These efforts provide opportunities for volunteers and staff members to expose Texans to outdoor opportunities that they otherwise never would have discovered. These efforts also aim to widen the range of potential constituents, giving the agency the ability to be responsive to a wider array of concerns and interests in the long-term.

**Transparent such that agency functions can be understood by any Texan:**

- Educational activities make agency operations increasingly transparent, as they seek to inform Texans on the broad range of activities undertaken by the agency.
- The department engages in many forums for interactive communication, including creating dialogues and answering questions through social media and an annual public hearing.

**OTHER CONSIDERATIONS:**

**Children in Nature**

Studies indicate that children who play and learn outdoors are healthier, happier and smarter. According to Texas health statistics, this has never been more important than it is now. Obesity and associated risks for devastating health problems are on the rise in Texas, and the state is experiencing epidemic levels of childhood obesity. Research supports the positive relationship between contact with nature and physical health, emotional well-being and child development.

The Children in Nature Network is a national effort that brings together diverse agencies, organizations and interests to promote children spending time in nature to help them become healthier and more successful in school and in life. TPWD has assumed a leadership role in this effort in Texas, but the program requires additional staff support, funding, and interagency cooperation to address this critical issue and be as effective as possible in Texas.

**Demographic Shifts**

Projections indicate that growth in population and changes in the state's racial/ethnic composition will be significant in the coming years. Studies show that minorities tend to participate in outdoor activities at lower levels than Anglos and tend to be less aware of TPWD programs, and there is evidence that relative to overall population, participation is declining in some activities traditionally provided by TPWD. For example, while the number of hunters has remained relatively stable at 1.1 million, hunters are becoming a smaller percentage of the overall population.

These dynamics pose tremendous challenges to the department. If fewer people are interested and engaged in the natural world, broad understanding and support for conservation efforts that are an integral part of TPWD's mission may decline. Likewise, user fee-based revenue streams necessary to fund conservation and outdoor recreation will decline if participation slows in traditional fee-based outdoor activities. To address these issues, TPWD must not only continue to engage people in traditional activities, but must also develop innovative programs and services that will attract new customers, effectively communicate conservation messages, and encourage greater participation, appreciation and understanding of agency programs.

**GOAL 4****Employ Efficient, Sustainable and Sound Business Practices**

Efficient and effective management of people, finances and assets is critical for the success of any organization. Responsiveness, transparency and accountability are cornerstones of TPWD's commitment to the public. In addition, the agency will strive to leverage its resources by employing a cross-divisional, multidisciplinary and skilled workforce.

- A. TPWD will continuously improve business management systems, business practices and technologies.
- B. TPWD will provide excellent customer service with integrity and professionalism.
- C. TPWD will seek and leverage financial resources.
- D. TPWD will ensure regulations and publications are balanced, effective and easy to understand.
- E. TPWD will develop effective communication processes and tools.
- F. TPWD will efficiently manage its lands and facilities for sustainable public use.
- G. TPWD will promote an organizational culture which is informed, adaptive and innovative.
- H. TPWD will promote a human capital strategy to ensure a professional and diverse workforce.
- I. TPWD will provide a healthy and safe work environment for its employees and customers.

**ACTION ITEMS TO ACHIEVE GOAL:**

- » Invest in sustainable infrastructure to educate the public and operate more environmentally friendly buildings by 2021. This initiative will include building 10 rainwater catchment systems for toilet flushing, landscape watering, and wildlife use as well as acquisition of 1 MW of solar photovoltaics for TPWD facilities.
- » Implement a cohesive framework for internships across all divisions by 2017, including a survey of former interns now holding full-time positions.
- » Procure and implement a new Capital Construction Management System to effectively manage the Capital Improvement Program by 2017.
- » Implement CAPPs Human Resources/Payroll component modules by July 2018, including the development of workflows and standard operating procedures.
- » Implement IT data security tools by 2021, including Application Portfolio Management, Network Access Control, and Identity/Data Protection.
- » Remediate five legacy applications by 2021 that are currently identified as needing to be addressed.
- » Implement a new business management system for state parks by January 31, 2018.

**Annually:**

- Perform 10 radio tower site evaluations for infrastructure upgrade and repair needs to ensure adequate communication and safety.
- Attend at least four HUB outreach events.
- Process 500,000 or more boat registration, titling and marine industry license transactions.

**SUPPORT OF STATEWIDE OBJECTIVES:**

The goal/action items above support the statewide objectives as follows:

**Accountable to tax and fee payers of Texas:**

- TPWD will keep the public's trust by efficiently using tax and fee dollars in line with best practices for business operations, communications processes and organizational culture. Key actions within this goal include seeking ways to best leverage agency resources through efficient and effective management of staff, finances and assets.

**Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through elimination of redundant and non-core functions:**

- Using sound business practices ensures that operations are undertaken with a minimum of waste, duplication, or inefficiency. The department has engaged in a number of technological modernization efforts, aimed at increasing efficiency by automating business functions.
- The department leverages its funds by using a variety of grants, federal funds and private donations to augment appropriated tax and fee revenues.
- As a result of increased capital construction funding, Infrastructure Division recently completed a reorganization and made changes to the way capital construction projects are managed.
- TPWD's 2020 Sustainability Plan includes action items aimed at each division reducing waste, as well as usage of electricity and water. This plan not only creates cost savings, but resource savings as well. Action items are monitored every six months. Examples of specific actions taken include instituting recycling programs and installing solar panels and rainwater collection systems.

**Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve:**

- This goal encompasses a number of agency initiatives including recruitment, retention and development of the department's human resources; securing sustainable funding and seeking opportunities to leverage that funding; making use of technology to improve staff efficiency and customer experiences; and ensuring staff and customer safety. Well-trained and professional personnel, stable funding, technological improvements and a safe and healthy environment are all critical to successful fulfillment of the core functions of the agency.
- TPWD programs and finances are frequently reviewed by both internal and external parties. The department is strongly committed to using the findings of these reviews/audits to identify concerns and engage in a process of continuous improvement. Recent examples include the assessment of the Business Information System and internal audits of fiscal controls at various agency locations.
- TPWD is also subject to continuous monitoring and evaluation by oversight entities. Reporting requirements such as FTE reporting to the State Auditor's Office, HUB and contract reporting to the Comptroller's Office, server consolidation to LBB and DIR, deferred maintenance construction project reporting and other requirements help monitor progress and ensure the agency is on track in meeting legislative expectations.

**Providing excellent customer service:**

- Agency efforts to employ efficient and sound business practices include a number of procedures to ensure that the agency provides excellent customer service. TPWD remains committed to maintaining strong relationships with stakeholders, treating customers with integrity and professionalism, soliciting feedback from agency contacts in a constant improvement process, and communicating its efforts in these and a broad array of other areas.

**Transparent such that agency functions can be understood by any Texan:**

- Agency efforts to employ efficient and sound business practices include a number of procedures to ensure that the agency's activities are both internally and externally transparent. Among these are efforts to ensure that regulations and publications are easy to understand and to effectively communicate TPWD activities to stakeholders.

**OTHER CONSIDERATIONS:**

**Game, Fish and Water Safety Account Cash Balance Concerns**

The decline in unrestricted Fund 9 cash balances in recent years is a significant concern to the department. This trend has been driven primarily by legislatively directed Schedule C and general salary increases, associated fringe costs, increases in the state contribution rate for employee benefits, and increases in transfers to the Employee Retirement System to cover insurance costs for current retirees. Current projections reflect that expenditures will outpace revenues by about \$9.8 million each year. As a result, cash balances will continue to decline, and may be insufficient to support current unappropriated Fund 9 appropriation levels into the 2018-19 biennium. This has significant implications, as TPWD will need to pursue alternate sources in order to sustain and grow existing fish and wildlife programs in the 2018-19 biennium and beyond.

In response to these cash balance concerns, TPWD initiated a hiring delay in the spring of 2016 and has been evaluating a suite of options, including method of finance shifts within the LAR base request for 2018-19, seeking appropriation of URMFT, pursuing statutory changes to allow increased access to statutorily dedicated funds, and targeted fee increases. Action on these items will be necessary to improve the unrestricted Fund 9 cash balance outlook and stabilize the fund over the long-term.

### **Deferred Maintenance Fund**

TPWD was most appreciative of the Legislature's recent focus on capital construction and deferred maintenance, which provided the department with unprecedented funding for agency repair and construction projects in the 2016-17 biennium. However, the specific details related to use of the Deferred Maintenance Fund may have created unintended consequences for the agency. Article IX of the General Appropriations Act requires Fund 9 amounts appropriated for capital construction and maintenance to be moved from Fund 9 into the new Deferred Maintenance Fund. The U.S. Fish & Wildlife Service has voiced concerns that this transfer could constitute a potential federal diversion issue, since the enabling statute for the new fund does not include explicit language restricting use of the Fund 9 to fish and wildlife purposes. A finding of diversion could result in loss of well over \$50 million in federal Wildlife and Sportfish Restoration Fund apportionments. TPWD will work with the Legislature during the upcoming session to modify statutory language for the Deferred Maintenance Fund to address this issue.

### **Transition to CAPPs**

Over the next five years, TPWD will transition from its current enterprise resource planning system to the Centralized Accounting and Payroll/Personnel System (CAPPs). This will align TPWD with state requirements and provide additional features and cost savings. Beginning in FY 2018, the department will begin the transition to CAPPs-HR and Payroll. In addition, the department is in initial stages of planning a transition to CAPPs Financials, a change that is expected to be fully implemented by FY 2021. Additional staff, as well as additional funding will be necessary to ensure the agency is able to maintain current services while conducting research, documentation and other activities required to implement a new system and ensure a successful transition.

### **Diversity Efforts**

TPWD considers focused efforts to address both constituent and workforce diversity challenges a business imperative in Texas. As such, the department is focusing efforts to identify how best to serve a population whose demographics are rapidly changing. In 2014, TPWD hired its first Diversity and Inclusion Officer and created the Employee Diversity and Inclusion Advisory Council (EDIAC). Staff from each division were involved in crafting "We Are TPWD" branding booklets, aimed at communicating to a wider audience the variety of career opportunities available in the department. Efforts to promote the culture of diversity at TPWD in the near future include staff trainings, surveys and focus groups, as well as engagement with staff and the wider community.

### **SB20 and Enhanced Contracting Requirements**

Senate Bill 20 (Relating to State Agency Contracting) amended the Government Code and Education Code to make comprehensive changes to state agency contracting, purchasing, and accounting procedures. The bill has required adoption of new contracting rules, development of new procedures, and several new contracting reporting requirements. The enhanced requirements have created additional demand and workload for agency contracting and purchasing staff.

### **Limitations of Tax and User Fees/Long-term Trends in License Sales**

Dedicated tax revenues such as Sporting Goods Sales Tax and Unclaimed Refunds of Motor Boat Fuel Tax represent an important source of funding for the agency. However, as overall tax revenue from these sources has increased over the years, the agency portion has not always grown commensurately. For example, the 2016-17 biennium marked the first time in many years that TPWD was allocated the full statutorily allowable amount of SGST. Likewise, revenue received from unclaimed refunds of motor boat fuels tax has generally been less than total amounts authorized. For the 2016-17 biennium, roughly 50% of allowable URMFT was appropriated to TPWD. For the 2018-19 biennium, TPWD will seek continued appropriation of all eligible SGST amounts, as well as access to any remaining URMFT designated for TPWD use.

Reliance on user fees also poses unique challenges to the department. As previously discussed, trends indicate significant shifts in the demographic makeup of and number of fee paying constituents, making it imperative for the department to structure communication, education and outreach efforts appropriately and to identify viable alternative revenue sources. As a specific example of these trends, projections indicate that as TPWD's current customers age into eligibility for lower cost senior hunting and fishing licenses, new users will not buy hunting and fishing licenses in sufficient numbers to keep the number of non-senior licenses sold constant. As a result, TPWD faces the possibility of losing a significant amount of revenue as current license customers become eligible for lower cost senior licenses. The department is currently engaged in marketing and communications efforts to expand its reach with younger, more urban and more ethnically diverse audiences.

## **TXPARKS**

The current iteration of TxParks, the department's comprehensive state parks reservation, accounting and data collection system, must be transitioned to a new system. The current system is being phased out and will soon no longer be functional. The department is in the process of soliciting bids for a new vendor for TxParks. With a new vendor, the system will see customer service improvements, including helping the agency retrieve specific user data. However, the new system will likely also incur additional costs for implementation and service.

## **Rapid Changes in Technology**

The technological operating environment has shifted quickly in recent years. The expectation of access to wireless connectivity has rapidly increased, leading the department to invest in expanding services in this area, especially in state parks. Likewise, a number of smartphone-based applications have been developed for customers and internal operations within the agency. Innovations such as implementing paperless licenses, using interactive maps to provide a more immersive experience at our state parks, and adding mobile checkout or pay by phone technology, are just a few examples of evolving technologies that can greatly benefit TPWD constituents. Mobile applications, such as Electronic Game Animal Harvesting wildlife survey and Law Enforcement PocketCop application have improved safety, reporting, and business processes for TPWD staff. These tools will allow the agency to reach the more tech-savvy generation, along with efficiently meeting the needs of our expanding mobile citizens and workforce. The department has also extended its use of social media to communicate activities, solicit feedback and conversations, and make potential customers aware of the opportunities for outdoor recreation across the state. When implemented properly these technologies have the ability to make TPWD more resourceful, more agile, more responsible, and more citizen-centric.

Due to the growing requests for information, efforts are currently underway to make open data more available, and in some cases, make it self-service by TPWD customers. Examples of current initiatives include using Data.gov, cloud-based services, and the commercial applications of social networking. These efforts will assist in building customer relationships that can expand customer knowledge of the wide-range of initiatives that TPWD is involved in to support the department's mission.

## REDUNDANCIES AND IMPEDIMENTS

<b>Service, Statute, Rule, or Regulation</b>	<b>Why Results in Ineffective/ Inefficient Operations</b>	<b>Recommendation for Modification or Elimination</b>	<b>Estimated Cost Savings or Other Benefit Associated with Change</b>
Deferred Maintenance Account (SB 2004; Government Code 2165.403; GAA Article IX, Sec. 18.09 (b)1)	Article IX of the 16-17 General Appropriations Act requires moving Fund 9 appropriated for capital construction into the deferred maintenance fund. The U.S. Fish & Wildlife Service has voiced concern that this could present diversion issues, which could result in loss of significant federal funding to the department and as a result, reduce effectiveness/efficiency in fulfilling mission.	Modify statute to attach assent language to the deferred maintenance account and to ensure that any interest earnings on Fund 9 amounts are retained and used for Fund 9-related purposes.	This change would allow the department to be in compliance with federal requirements and minimize potential for loss of over \$50 million in federal funds.
Unrestricted Fund 9 Cash Available for Agency Needs	Projections indicate that unrestricted Fund 9 cash balances will likely be insufficient to support current appropriation levels in the 18-19 biennium. Reduced levels of unrestricted Fund 9 will impede the department's ability to carry out core wildlife and fisheries conservation, management and enforcement functions.	A range of statutory changes would alleviate current cash balance concerns by loosening restrictions on uses of existing statutorily dedicated funds and revenue streams. Examples of these statutory changes would include modifying the requirement to transfer 15% of boat registration and titling fees from Fund 9 to Fund 64, and modifying allowable uses of various statutorily dedicated subaccounts and appropriated funds such as the Sand, Shell and Gravel subaccount (Acct 0924); the Lifetime License Endowment Fund (Afund 0544); and the Shrimp Buyback Fund (Afund 5023).	Strategies to improve the availability of unrestricted Fund 9 cash will ensure the department has the funding needed to fulfill core functions related to management, conservation and protection of the state's fish, wildlife and other natural resources.

Service, Statute, Rule, or Regulation	Why Results in Ineffective/ Inefficient Operations	Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Change
<p>License Plate Appropriation Authority (Rider 10- 2016-17 GAA)</p>	<p>The Comptroller of Public Accounts recently provided an interpretation stating that TPWD does not have access to prior fund balances or interest earnings for TPWD-specific conservation plates and other plate funds that the department holds for non-profit entities. This creates impediments to ensuring funds are spent as intended by purchasers of the plates, and by the non-profit entities that have been told that plate related revenues are reserved for their use. In addition, when use of these dollars is restricted, current and potential plate buyers may be less likely to renew or purchase the plates, resulting in revenue losses to the plate funds.</p>	<p>Modify existing rider language to clearly indicate that all plate balances and all plate revenue, including interest income, is appropriated.</p>	<p>Balances in the License Plate Trust Fund (0802) are \$537,170 for TPWD conservation plates and \$39,209 for non-profit plates. Interest for both plate types currently totals \$3,265 annually. Allowing TPWD to access these balances and interest earnings would provide the department and Legislature greater flexibility to appropriate funds where needed. In addition, allowing these amounts to be used for their intended purposes would increase transparency and bring uses in line with expectations of purchasers of the plates and affected non-profit entities.</p>

Service, Statute, Rule, or Regulation	Why Results in Ineffective/ Inefficient Operations	Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Change
Managed Lands Deer Permits (Administrative Code Sections 65.26 and 65.34)	The Managed Lands Deer Permit (MLDP) program allows landowners involved in a formal management program to have the state’s most flexible seasons and bag limits and has experienced significant growth in the last several years. Managed Lands Deer Permits are currently provided free of charge. TPWD would like the ability to charge a fee for the permit and to spend those receipts on the MLDP program in order to more efficiently and effectively deal with growth in demand for services. Since 2002, the number of ranches and acreage in the MLD program have increased over 500%, while the number of district biologist positions that handle MLDP has remained static. Many of these positions are private land biologists that also have other areas of responsibility, but have increasingly focused on MLDP assistance and administration because of the program’s growth.	Adopt rider language that would appropriate fees from new MLDP directly back to MLDP and technical guidance programs. If necessary, modify statute to allow the TPW Commission authority to charge a fee for issuance of MLDP.	This change would allow the department to generate between \$1.2 million to \$1.5 million per year, to be used to pay for increased demand for TPWD biologists’ services, technical guidance on private lands, the development of the Texas Wildlife Information Management Services (TWIMS), and other services. This could reduce potential future appropriation requests associated with managing this program.
Law Enforcement Border Security Contract with Department of Public Safety	Under the current contract provisions, the process for receiving reimbursement for border security costs is lengthy, complex and inefficient.	Approve a rider directing DPS to provide the funding to TPWD or approve direct appropriation of the funds to TPWD.	This change would increase transparency and reduce Law Enforcement and Administrative Resources’ staff time seeking funding from DPS, as well as time spent on ensuring accurate reimbursements and accurate accounting for amounts transferred.
Purchasing Rules for Covert Operations (Government Code 2154 – State Purchasing Rules)	Covert operations are subject to the same purchasing requirements as other state functions, making it difficult to discreetly manage these functions as is required for undercover activities.	Modify existing statute to provide an exemption for purchase of goods and services for covert operations, where public advertising could negatively impact the ability to discreetly do business.	This change would allow undercover operations to conduct business more discreetly and without jeopardizing the covert nature of the activities.

Service, Statute, Rule, or Regulation	Why Results in Ineffective/ Inefficient Operations	Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Change
<p>Purchasing Rules for Radio Towers (Government Code 2154 – State Purchasing Rules)</p>	<p>TPWD currently has 60 radio tower leases and 17 radio tower land leases across the state of Texas. These leases are not exempt from competitive bid requirements as outlined in Government Code 2154, therefore the agency is required to post bid opportunities for each of these leases with an estimated value of \$5,000 or more. When other sites are available the agency could spend thousands of dollars relocating to alternative radio towers or land owned by private entities. Relocation costs can typically start around \$6,000 for a simple move and can exceed \$10,000 for some of the taller tower structures. If the agency were required to erect a tower on private land, the cost could easily exceed \$100,000.</p> <p>Standard lease terms range between 2 to 5 years. Soliciting these leases and potentially moving locations every 2 to 5 years would take a significant amount of funds and staff time. With ongoing budget constraints and operational costs continuing to rise, this process is not in the best interest of the state.</p>	<p>Modify existing statute to provide an exemption from purchasing rules specific to radio tower and radio tower land leases.</p>	<p>Current radio tower locations within the state of Texas play a vital role in providing optimal radio communication coverage for responding game wardens and state park peace officers who rely on these communication systems to enhance officer safety and to communicate with divisions, other agencies, and the general public.</p> <p>This change would benefit the department by allowing decisions regarding radio towers to be based on factors that meet the needs of providing radio communications coverage and ensuring public safety, rather than on the basis of lowest cost.</p>

Service, Statute, Rule, or Regulation	Why Results in Ineffective/ Inefficient Operations	Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Change
Purchasing Rules for Concession Operations (Government Code 2154 – State Purchasing Rules)	The department operates a number of park stores, concessions and gift shops that provide the visiting public with unique, one-of-a-kind products that extend customer understanding and appreciation of resources while providing the opportunity to purchase merchandise or needed goods and equipment for convenience or commemoration of the visit. State purchasing rules, such as competitive bidding requirements that are focused on purchases for agency consumption rather than purchases for retail operations, and a lack of authorized vendors who supply unique resource related products, often hamper the ability of these sites to better meet customer desires and increase sales/revenues because they do not allow the flexibility to offer more attractive, mission-related quality merchandise to customers. TPWD would like additional purchasing flexibility to maximize success of its resale operations.	Modify existing statute to provide an exemption from purchasing rules as they relate to items for resale for concession and gift shop operations.	The change would allow the department to more efficiently and effectively procure goods and items for concession and gift shop operations.
Requirement for Payment and Performance Bonds for Certain Construction Projects (Government Code Chapter 2253)	Government Code currently specifies that payment bonds are required for construction contracts in excess of \$25k and performance bonds are required for construction contracts in excess of \$100k. This limits competition, as many small businesses who can do larger size projects are not skilled or experienced in the bonding process. Increasing this threshold would allow a larger pool, increase competition, and could potentially result in lower bids to the state.	Modify existing statute to raise the dollar thresholds, using existing federal requirements for guidance on appropriate levels.	This change would potentially result in time and cost savings to the department.

Service, Statute, Rule, or Regulation	Why Results in Ineffective/ Inefficient Operations	Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Change
<p>TPASS/CCG Bottlenecks</p>	<p>TPWD has recently received notification that certain contracting-related services will no longer be performed or overseen by the Comptroller’s Office through TPASS or CCG. For example, CCG staff does not currently plan to issue a new solicitation for Electricity Procurement Services to replace the current contract which expires August 31, 2016. This will create a significant bottleneck for any agency with a field presence that will need to procure utility services. TPWD has hundreds of sites that will be impacted and require contract solicitations/ renewals. Another example is the cancellation by TPASS of its uniform term contracts - impacting our agency’s ability to procure these items in a timely manner for agency game wardens and state park staff. Comptroller’s legal staff may not allow TPASS staff to delegate authority for client agencies to procure items over the agency’s authority limit (\$25K). This poses significant challenges when there is no contract in place for goods/services and the agency is not delegated authority to handle those needs independently. These issues have already resulted in significant and concerning delays in provision of services/items needed to operate our agency and ensure the safety of TPWD game wardens and park peace officers.</p>	<p>Evaluate TPASS/CCG processes to ensure contracts are solicited in a timely manner. If contracts cannot be awarded in a timely manner, ensure that authority is delegated to state agencies.</p>	<p>The benefit of this change would be that it would ensure the agency is able to procure the goods and services needed to perform our core functions effectively.</p>



# SCHEDULE A

## **Budget Structure**



**Life's better outside.®**



## TPWD GOALS, OBJECTIVES, STRATEGIES AND MEASURES

### **GOAL A: CONSERVE FISH, WILDLIFE AND NATURAL RESOURCES**

Conserve fish, wildlife and other natural resources and enhance the quality of hunting and fishing and other recreational opportunities by using sound management practices and the best science available.

#### OBJECTIVE A.1.: CONSERVE WILDLIFE AND ENSURE QUALITY HUNTING

Conserve the function and biological diversity of Texas wildlife and habitat resources and ensure the continued availability of quality hunting.

##### **Outcome:**

Percent of Total Land Acreage in Texas Managed to Enhance Wildlife through TPWD-approved Wildlife Management Plans

#### A.1.1. STRATEGY: WILDLIFE CONSERVATION, HABITAT MANAGEMENT & RESEARCH

Implement programs and activities designed to conserve wildlife and manage habitats.

##### **Output:**

Number of Wildlife-Related Environmental Documents Reviewed

Number of Wildlife Population Surveys Conducted

Number of Responses to Requests for Technical Guidance, Recommendations and Information Regarding Endangered Species

##### **Explanatory:**

Number of Wildlife Management Areas Open to the Public

#### A.1.2. STRATEGY: TECHNICAL GUIDANCE TO PRIVATE LANDOWNERS AND THE GENERAL PUBLIC

Provide technical, educational and financial assistance/support to private landowners and conservation organizations to encourage development of wildlife and habitats on privately owned lands.

##### **Output:**

Number of Acres under Active TPWD-approved Wildlife Management Plans with Private Landowners

Number of Active TPWD-approved Wildlife Management Plans with Private Landowners

Number of Wildlife Resource Management and Enhancement Presentations and Consultations conducted for the General Public

Number of Wildlife Resource Management and Enhancement Presentations and Consultations conducted for Private Landowners

#### A.1.3. STRATEGY: ENHANCED HUNTING AND WILDLIFE-RELATED RECREATIONAL OPPORTUNITIES

Provide enhanced hunting and wildlife-related recreational opportunities by educating and developing partnerships with private landowners to increase access to private lands; offering additional public lands for public hunts; and developing, promoting and implementing programs related to non-hunting forms of wildlife-related recreational opportunity.

##### **Output:**

Acres of Public Hunting Lands Provided

Number of Hunter Opportunity Days Provided

**OBJECTIVE A.2.: CONSERVE AQUATIC ECOSYSTEMS AND FISHERIES**

Conserve Texas aquatic and fisheries resources and ensure the continued availability of quality fishing.

**Outcome:**

Annual Percent Change in Recreational Saltwater Fishing Effort  
 Percent of Fish and Wildlife Kills or Pollution Cases Resolved Successfully  
 Percent of Texas' Streams with Instream Flow Needs Determined

**A.2.1. STRATEGY: INLAND FISHERIES MANAGEMENT, HABITAT CONSERVATION AND RESEARCH**

Implement programs and activities (such as water quality and quantity assessments, fishery assessment and enhancement, review of permitting activities to minimize impacts to aquatic ecosystems) designed to maintain, protect, restore and enhance the state's freshwater fisheries resources and aquatic ecosystems.

**Output:**

Number of Freshwater Fish Management Research Studies Underway  
 Number of Freshwater Fish Population and Harvest Surveys Conducted  
 Number of Water-Related Documents Reviewed (Inland)  
 Number of Hours Spent Managing, Treating, Surveying or Providing Public Education on Aquatic Invasive Species

**Explanatory:**

Number of Pollution and Fish Kill Complaints Investigated (Inland)

**A.2.2. STRATEGY: INLAND HATCHERIES OPERATIONS**

Operate inland hatcheries and stock fish in the public waters of the state to maintain and enhance existing fish populations in freshwater habitats and provide quality fishing opportunities to the public.

**Output:**

Number of Fingerlings Stocked – Inland Fisheries (in millions)

**A.2.3. STRATEGY: COASTAL FISHERIES MANAGEMENT, HABITAT CONSERVATION AND RESEARCH**

Implement programs and activities (such as marine fishery assessments, stock identification, involvement in water planning and permitting matters, and wetland restoration and protection) designed to maintain, protect, restore and enhance the state's marine fisheries resources and aquatic ecosystems.

**Output:**

Number of Saltwater Fish Management Research Studies Underway  
 Number of Saltwater Fish Population and Harvest Surveys Conducted  
 Number of Water-Related Documents Reviewed (Coastal)  
 Number of Commercial Fishing Licenses Bought Back

**Explanatory:**

Number of Pollution and Fish Kill Complaints Investigated (Coastal)

**A.2.4. STRATEGY: COASTAL HATCHERIES OPERATIONS**

Operate coastal hatcheries and stock fish in the public waters of the state to maintain and enhance existing fish populations in marine habitats and provide quality fishing opportunities to the public.

**Output:**

Number of Fingerlings Stocked – Coastal Fisheries (in millions)

## GOAL B: ACCESS TO STATE AND LOCAL PARKS

Ensure access to state parks, state historic sites and local parks by conserving and managing natural and cultural resources of state park properties and facilities, by improving the quality and safety of the visitor experience, and by supporting local parks and recreational needs.

### OBJECTIVE B.1.: ENSURE SITES ARE OPEN AND SAFE

Ensure that TPWD sites and facilities are open to the public and safe for use.

#### **Outcome:**

Percent of Funded State Park Minor Repair Projects Completed

Rate of Reported Accidents per 100,000 Park Visits

#### B.1.1. STRATEGY: STATE PARKS, HISTORIC SITES AND STATE NATURAL AREA OPERATIONS

Provide for public use, visitor safety, conservation and operation of existing state parks, historic sites and state natural areas.

#### **Output:**

Number of State Parks in Operation

Number Served by Outdoor Skills Training and Interpretive Programs at State Parks and Historic Sites

#### **Efficiency:**

Percent of Operating Costs for State Parks Recovered from Revenues

#### **Explanatory:**

Number of Paid Park Visits (in millions)

Number of Park Visits not Subject to Fees

Amount of Fee Revenue Collected from State Park Users (in millions)

#### B.1.2. STRATEGY: PARKS MINOR REPAIR PROGRAM

Implement routine and cyclical minor repair and maintenance programs at state park properties to keep the system functioning in an efficient, clean and safe condition.

#### **Output:**

Number of Funded State Park Minor Repair Projects Completed

#### B.1.3. STRATEGY: PARKS SUPPORT

Provide administrative management, business management, customer contact management, interpretive programming management, natural and cultural resource management, and historic site management services in support of state park field operations.

#### **Explanatory:**

Value of Labor, Cash, and Service Contributions to State Parks Activities

### OBJECTIVE B.2.: PROVIDE FUNDING AND SUPPORT FOR LOCAL PARKS

Provide funding and support for local parks.

#### **Outcome:**

Local Grant Dollars Awarded as a Percent of Local Grant Dollars Requested

#### B.2.1. STRATEGY: PROVIDE LOCAL PARK GRANTS

Provide technical assistance and outdoor, indoor, regional and small community grants to local governments.

**Output:**

Number of Grant Assisted Projects Completed

**Efficiency:**

Program Costs as a Percent of Total Grant Dollars Awarded

**B.2.2. STRATEGY: PROVIDE BOATING ACCESS, TRAILS AND OTHER GRANTS**

Provide recreational trails grants, Community Outdoor Outreach Program (COOP) grants and boating access grants to local governments and eligible non-profit entities.

**Output:**

Number of Community Outdoor Outreach Grants Awarded

Number of Recreational Trail Grants Awarded

**Explanatory:**

Boating Access Program Grant Dollars Awarded

**GOAL C: INCREASE AWARENESS, PARTICIPATION, REVENUE AND COMPLIANCE**

Inform and educate the public about the state's natural and cultural resources and recreational opportunities, to increase participation and enhance revenue. Ensure compliance with state statutes, rules and licensing requirements.

**OBJECTIVE C.1.: ENSURE COMPLIANCE**

Ensure public compliance with agency rules and regulations.

**Outcome:**

Percent of Public Compliance with Agency Rules and Regulations

Boating Fatality Rate

**C.1.1. STRATEGY: WILDLIFE, FISHERIES AND WATER SAFETY ENFORCEMENT**

Implement wildlife, fisheries and water safety law enforcement programs and activities to monitor users of natural resources and ensure public safety on state waterways.

**Output:**

Miles Patrolled in Vehicles (in millions)

Hours Patrolled in Boats

Hunting and Fishing Contacts

Water Safety Contacts

**Explanatory:**

Conviction Rate for Hunting, Fishing and License Violators

Conviction Rate for Water Safety Violators

**C.1.2. STRATEGY: TEXAS GAME WARDEN TRAINING CENTER**

Provide mandated instruction to newly hired game warden cadets and continuing education and marine safety enforcement officer certification/training to licensed peace officers.

**C.1.3. STRATEGY: PROVIDE LAW ENFORCEMENT OVERSIGHT, MANAGEMENT AND SUPPORT**

Provide for the oversight, management and support of all law enforcement programs and activities.

**OBJECTIVE C.2.: INCREASE AWARENESS**

Increase awareness of conserving natural and cultural resources, participation in nature-based recreational opportunities and revenue from these activities and other department programs. Encourage safe, legal and ethical behavior among resource users.

**Outcome:**

Hunting Accident Rate

**C.2.1. STRATEGY: OUTREACH AND EDUCATION PROGRAMS**

Implement hunting, fishing and water safety programs to encourage safe, legal and ethical behavior among hunters, shooting sports enthusiasts, anglers and boaters. Design and implement outreach and education programs to reach Texas' diverse population, especially new users, with conservation and outdoor recreation knowledge and skills. Recruit, train and retain a corps of volunteer instructors.

**Output:**

Number of Students Trained in Hunter Education

Number of Students Trained in Boater Education

Number of People Reached by Other Outreach and Education Efforts

**Efficiency:**

Volunteer Labor as a Percent of Hunter and Boater Education Program Operating Costs

Volunteer Labor as a Percent of Other Outreach and Education Program Operating Costs

**C.2.2. STRATEGY: PROVIDE COMMUNICATION PRODUCTS AND SERVICES**

Manage the full range of agency communication channels in order to increase awareness of, and participation in, conservation and nature-based recreation, and revenue from license sales, visitation and other department programs.

**Output:**

Number of Unique Visitors to the TPWD Website

Number of TPWD Online Video Views

Number of Subscribers to the TPWD Email Subscription Service

**Efficiency:**

Percent of Magazine Expenditures Recovered from Revenues

**Explanatory:**

Average Number of *Texas Parks & Wildlife* Magazine Copies Circulated (per issue)

**OBJECTIVE C.3.: IMPLEMENT LICENSING AND REGISTRATION PROVISIONS**

Ensure implementation of statutory provisions related to vessel and outboard motor registration and titling and to the issuance of hunting and fishing licenses, endorsements and permits.

**C.3.1. STRATEGY: HUNTING AND FISHING LICENSE ISSUANCE**

Manage issuance of hunting and fishing licenses, endorsements and permits.

**Output:**

Number of Hunting Licenses Sold

Number of Fishing Licenses Sold

Number of Combination Licenses Sold

**Explanatory:**

Total License Agent Costs

C.3.2. STRATEGY: BOAT REGISTRATION AND TITLING

Manage issuance of boat registrations and titles.

**Output:**

Number of Boat Registration, Titling, and Marine Industry Licensing Transactions Processed

**GOAL D: MANAGE CAPITAL PROGRAMS**

Manage capital programs for TPWD lands and facilities efficiently and effectively, and in support of the conservation of natural and cultural resources of the state.

OBJECTIVE D.1.: ENSURE PROJECTS ARE COMPLETED ON TIME

Utilize sound project management practices to ensure that projects are completed on time, and satisfy the agency's priority needs for outdoor recreational opportunities and resources in accordance with the *Land and Water Resources Conservation and Recreation Plan*.

**Outcome:**

Percent of Major Repair/Construction Projects Completed

D.1.1. STRATEGY: IMPLEMENT CAPITAL IMPROVEMENTS AND MAJOR REPAIRS

Implement capital improvement and major repair projects needed to maintain and develop state parks, historic sites, natural areas, wildlife management areas, fish hatcheries and field offices.

**Output:**

Number of Major Repair/Construction Projects Completed

D.1.2. STRATEGY: LAND ACQUISITION

Acquire priority natural, cultural and recreational resources in accordance with the Land and Water Resources Conservation and Recreation Plan.

**Output:**

Number of Acres Acquired (net)

Number of Acres Transferred

**Explanatory:**

Number of Acres in Department's Public Lands System per 1,000 Texans

D.1.3. STRATEGY: INFRASTRUCTURE PROGRAM ADMINISTRATION

Provide project management oversight and other services necessary to effectively and efficiently manage design and construction and to improve and repair TPWD facilities and develop TPWD lands.

D.1.4. STRATEGY: MEET DEBT SERVICE REQUIREMENTS

Meet ongoing debt service requirements associated with revenue bonds issued for repairs, maintenance and other projects.

**GOAL E: INDIRECT ADMINISTRATION**

OBJECTIVE E.1.: INDIRECT ADMINISTRATION

E.1.1 STRATEGY: CENTRAL ADMINISTRATION

E.1.2.STRATEGY: INFORMATION RESOURCES

E.1.3.STRATEGY: OTHER SUPPORT SERVICES

# SCHEDULE B

## **Performance Measure Definitions**



Life's better outside.®



## MEASURE DEFINITIONS

### GOAL A: CONSERVE FISH, WILDLIFE AND NATURAL RESOURCES

#### OBJECTIVE A.1.: CONSERVE WILDLIFE AND ENSURE QUALITY HUNTING

##### *Outcome:*

Percent of Total Land Acreage in Texas Managed to Enhance Wildlife through TPWD-Approved Wildlife Management Plans

**Definition:** Land acreage managed to enhance wildlife is defined as land in Texas that has active cooperative wildlife management plans in place with private landowners. Cooperative wildlife management plans represent voluntary partnerships between private landowners and TPWD to manage private lands for the benefit of wildlife resources.

**Data Limitations:** With the majority of Texas lands in private ownership, it remains a challenge for TPWD to successfully work with numerous, diverse landowners. Factors beyond the agency's control include public opinion, attitudes, economic conditions and staff/funding limitations.

**Data Source:** Wildlife Division (Data for acreage under active Wildlife Management Plan is entered by field biologists into the Texas Wildlife Information Management Services integrated database that supports the work of the Wildlife Division. Summary data is retrieved through a series of report queries). Total Texas land area is derived from the most recent Texas Almanac.

**Methodology:** Measure is calculated by dividing the acreage of private land for which there is an active wildlife management plan by the total land area in Texas as reported in the most recent Texas Almanac. Automated and manual tabulation. Non-cumulative.

**Purpose:** Measure reflects the continued assistance to and support of private landowners in managing land for the benefit of wildlife resources.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### A.1.1. STRATEGY: WILDLIFE CONSERVATION, HABITAT MANAGEMENT AND RESEARCH

##### *Output:*

Number of Wildlife-Related Environmental Documents Reviewed

**Definition:** Measure counts the number of environmental impact statements, environmental assessments, environmental information documents, and other documents reviewed by Wildlife Division staff and for which a written response has been submitted. A review includes an assessment to determine a potential for adverse impacts to wildlife and their habitats. Written responses include any documented written communication that identifies and explains agency concerns regarding the project. Many reviews take several years to resolve. Therefore, reviews are only counted when the written response is submitted.

**Data Limitations:** Reviews are done in response to requests from outside sources. TPWD does not have full control over the number of requests received during any given reporting period. Factors beyond the agency's control include changes in regulations, economic conditions, weather, natural disasters, etc.

**Data Source:** Wildlife Division (calculated from the Environmental Review and Coordination System (ERCS)).

**Methodology:** Manual and automated tabulation. Cumulative.

**Purpose:** Measure reflects activities that directly support the purpose of this strategy.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Wildlife Population Surveys Conducted

**Definition:** Population surveys are conducted to measure population trends of wildlife resources to ensure overall state-wide conservation of wildlife resources and to provide data with which to set bag limits and seasons for game species.

**Data Limitations:** Surveys are key to monitoring population trends. Population surveys are done in the field and can be affected by weather and other factors such as equipment, funding, and staff resources. Individual survey counts are only reported when all the surveys for the entire species have been conducted.

**Data Source:** Wildlife Division (Program leaders responsible for the specific game species collect and summarize the data according to established written protocols. Summary data is submitted to the division coordinator by the program leaders responsible for each species).

**Methodology:** Automated and manual tabulation according to established protocols for each species. Cumulative.

**Purpose:** Measure reports on the number of surveys conducted to measure wildlife population trends. This data is key to developing regulations that ensure that wildlife resources are properly managed and conserved.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Responses to Requests for Technical Guidance, Recommendations and Information Regarding Endangered Species

**Definition:** Measure counts the number of responses to requests for endangered species technical guidance, recommendations, information and reviews. “Requests” include environmental assessment actions, research proposal reviews, study reviews, in house and external environmental reviews (e.g. from TxDOT and TCEQ), public education, and media requests. A “response” includes any documented communication, oral or written, participation in meetings and/or participation in field assessment activities which are necessary to adequately communicate concerns about impacts to fish and wildlife and their habitats. Many reviews take several years to resolve. Therefore, a response is only counted when it is completed within the current reporting period.

**Data Limitations:** Activity for this measure is the result of requests from outside sources. TPWD does not have full control over the number of requests received during any given reporting period. Factors beyond the agency’s control include economic conditions, attitudes towards conservation /endangered species.

**Data Source:** Wildlife Division (manual files and Texas Natural Diversity database).

**Methodology:** Manual tabulation of all responses provided during the reporting period, based on paper forms and database entries. Cumulative.

**Purpose:** To increase awareness and education regarding endangered species.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

*Explanatory:*

## Number of Wildlife Management Areas Open to the Public

**Definition:** Measure counts the total number of wildlife management areas during the fiscal year that were open to the public for at least part of the year. Performance is expected to remain constant. An increase would only come from the opening of a newly acquired WMA.

**Data Limitations:** The number of WMAs is not expected to change significantly from year to year.

**Data Source:** Wildlife Division (Excel spreadsheet and published list).

**Methodology:** Manual tabulation. Non-cumulative.

**Purpose:** To measure availability of public access to WMAs.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

## A.1.2. STRATEGY: TECHNICAL GUIDANCE TO PRIVATE LANDOWNERS AND THE GENERAL PUBLIC

**Output:**

## Number of Acres Under Active TPWD-Approved Wildlife Management Plans with Private Landowners

**Definition:** Measure counts the number of acres being managed under TPWD approved active wildlife management plans with private landowners. Wildlife management plans represent voluntary partnerships between private landowners and TPWD to manage private land for the benefit of wildlife resources.

**Data Limitations:** Activity for this measure is primarily the result of requests from private landowners and the ability of field staff to service these requests. TPWD does not have full control over the number of landowners who request and implement wildlife management plans. Factors beyond the agency's control include economic conditions, public attitudes, and staff/funding limitations.

**Data Source:** Wildlife Division (Data is entered by field biologists into the Texas Wildlife Information and Management Services integrated database. Summary data is retrieved through various report queries.)

**Methodology:** Automated summary of the total number of acres under active wildlife management plans for the reporting period. Non-cumulative.

**Purpose:** This measure reflects the continued partnership between TPWD and private landowners to enhance and manage lands for the benefit of wildlife resources.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Active TPWD-Approved Wildlife Management Plans with Private Landowners

**Definition:** Measure counts the number of TPWD approved active wildlife management plans in place with private landowners. Wildlife management plans represent voluntary partnerships between private landowners and TPWD to manage private land for the benefit of wildlife resources.

**Data Limitations:** Activity for this measure is primarily the result of requests from private landowners and the ability of TPWD to respond to these requests. TPWD does not have full control over the number of landowners that request wildlife management plans. Factors beyond the agency's control include economic conditions, public attitudes, and funding/staff limitations.

**Data Source:** Wildlife Division (Data is entered by field biologists into the Texas Wildlife Information and Management Services integrated database. Summary data is retrieved through query report.)

**Methodology:** Automated summary of the total number of active wildlife management plans for the reporting period. Non-cumulative.

**Purpose:** This measure reflects the continued partnership between TPWD and private landowners to enhance and manage lands for the benefit of wildlife resources.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Wildlife Resource Management and Enhancement Presentations Conducted for the General Public

**Definition:** The agency makes presentations to and consults with wildlife and conservation professionals, sportsmen, students, civic groups, and others regarding proper management of wildlife resources and habitat and the various methods and practices used to manage populations and habitat. This measure counts the total number of presentations provided to the general public.

**Data Limitations:** Activity for this measure is completed in response to requests from outside sources. TPWD does not have control over the number of requests received during any given reporting period.

**Data Source:** Wildlife Division (Data is entered by TPWD staff into the Texas Wildlife Information and Management Services integrated database. Summary data is retrieved through query report.)

**Methodology:** Automated summary retrieved through query report. Cumulative.

**Purpose:** To continue education and awareness activities provided by TPWD staff to all constituents.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Wildlife Resource Management Presentations and Consultations Conducted for Private Landowners

**Definition:** The agency conducts presentations and consults with private landowners regarding proper management of wildlife resources, habitat, and various methods and practices used to manage populations and habitat. This measure reflects number of presentations and consultations provided to private landowners.

**Data Limitations:** Activity for this measure is completed in response to requests for technical assistance from private landowners. TPWD does not have control over the number of requests received during any given reporting period.

**Data Source:** Data is entered by TPWD staff into the Texas Wildlife Information and Management Services database.

**Methodology:** Automated summary retrieved through query report. Cumulative.

**Purpose:** To record private landowner outreach and consultation efforts provided by TPWD staff.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## A.1.3. STRATEGY: ENHANCED HUNTING AND WILDLIFE-RELATED RECREATIONAL OPPORTUNITIES

*Output:*

## Acres of Public Hunting Lands Provided

**Definition:** Measure counts the total number of acres of land included in the TPWD public hunting program (leased and owned) that offer some type of public hunting during the year reported.

**Data Limitations:** Public hunts for specific species of game are held on various lands. Throughout the year, there will be overlap among acreage and species. Quarterly information cannot be summed to obtain the annual total, and ultimately, this measure best reflects performance on an annual basis. Lands included in the count include private lands and publicly owned land leased to TPWD as well as TPWD-owned wildlife management areas and state parks. The agency cannot fully control the decisions made by lessors to participate in the public hunting program.

**Data Source:** Wildlife Division (Austin HQ Excel spreadsheet).

**Methodology:** Manual and automated tabulation. Performance will be reported quarterly as shown on the Excel file by quarter, however the annual year-end total is derived by summing all acres provided by area for the fiscal year.

Non-cumulative.

**Purpose:** Providing public hunting lands is essential to providing hunting opportunities to the public. This measure tracks acres of lands provided for such activities.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Hunter Opportunity Days Provided

**Definition:** A public hunting day is defined as any day, or part of the day, in which hunting opportunity is provided on a public hunting area, i.e., a wildlife management area, state park, or leased private land. Data is cumulative for all public hunting areas and is collected from a compilation of calendar dates. This includes dates for hunts conducted under special drawing permits, regular (daily) permits, annual public hunting permits and “no permit required” hunts.

**Data Limitations:** Measure includes hunts held on leased private and public lands. This portion of the measure can vary from year to year, as private or public lessors decide to either limit or increase participation. The agency cannot fully control the decisions made by lessors to participate in the public hunting program.

**Data Source:** Data is extracted from hunt proposals for department owned lands and short- and long-term lease agreements for hunting days on private and public lands.

**Methodology:** Manual and automated tabulation totaling the number of public hunting days available at WMAs, state parks and leased properties.

**Purpose:** This measure reflects hunting opportunities provided to the public on an annual basis, which directly links to the goal and objective of ensuring the availability of quality hunting.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## OBJECTIVE A.2.: CONSERVE AQUATIC ECOSYSTEMS AND FISHERIES

**Outcome:**

## Annual Percent Change in Recreational Saltwater Fishing Effort

**Definition:** A unit of “fishing effort” is defined as one angler-hour of fishing. Freshwater fishing effort data is currently unavailable; therefore, the agency calculates total fishing effort based on saltwater finfish fishing only.

**Data Limitations:** Factors beyond the agency’s control include: severe weather factors that prevent anglers from fishing; red tide events; public health advisories; and the public’s perceptions about health issues in handling and eating seafood. Measure is calculated based on survey year data. Each survey year runs from May 15 through May 14 and is divided into two sampling seasons: High Use (May 15–November 20) and Low Use (November 21–May 14), and therefore spans multiple fiscal years.

**Data Source:** Coastal Fisheries Division (Austin HQ Excel spreadsheet generated from division’s server database).

**Methodology:** Measure is calculated by summing all units of measured fishing effort coast-wide during a survey year then by dividing the change in recreational fishing effort (most recent survey year effort less the previous survey year effort) by the previous survey year’s recreational fishing effort (base level). Non-cumulative.

**Purpose:** This measure reflects fishing opportunities provided to the public on an annual basis, which is in direct support of the objective.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Percent of Fish and Wildlife Kills or Pollution Cases Resolved Successfully

**Definition:** This measure reflects the percent of fish and wildlife kills and pollution cases that are resolved successfully. A case is a fish/wildlife kill or pollution incident that is investigated by a TPWD biologist. A case is considered successfully resolved when a TPWD biologist and the PRISM database manager conclusively identify the cause of the case as reported to TPWD and/or determined at the site and time of the investigation.

**Data Limitations:** Factors beyond the agency’s control are that many cases take several years to resolve and ultimately the court system makes the decisions on these cases. The agency cannot control the number of incidents that occur naturally and that historically comprise a significant portion of this workload. The agency also cannot control the timeliness of reporting of incidents. Most incidents are reported by the public. Late notice of an incident affects ability to find causative factors.

**Data Source:** Coastal Fisheries and Inland Fisheries Divisions: Data reside in the Pollution Response Inventory and Species Mortality (PRISM) database which is only accessible to restricted Investigation staff and supervisors. PRISM is managed by staff located at Headquarters. Once the PRISM manager, in consultation with the investigation biologist, review and verify the PRISM report of the event, including whether or not the cause was confirmed, the PRISM report is determined to be “completed” for that investigation. An Excel spreadsheet (located on an agency network drive) is used to initially document investigated cases and is used as confirmation of data entered into PRISM. Further, PDF copies of each field investigation form are placed on the same network drive as confirmation of the data entered onto PRISM.

**Methodology:** Calculations are based on the combined investigation reports (Coastal Fisheries and Inland Fisheries Divisions) generated by PRISM and designated as “completed.” Measure is calculated by dividing the total number of fish and wildlife kills and pollution cases resolved successfully (i.e. cause confirmed) by the total number of kills and pollution cases completed. Automated tabulation. Non-cumulative.

**Purpose:** Measure reflects activities that directly support the goal and objective above.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Percent of Texas' Streams with Instream Flow Needs Determined

**Definition:** Instream flow needs must be determined in order to ensure healthy and productive rivers. Each major river basin in Texas has been categorized into 205 hydrological sub-basins by the U.S. Geological Survey. Each sub-basin may have a number of intermittent tributaries and/or perennial streams.

**Data Limitations:** Some streams do not require instream flow recommendations, so the largest possible percentage is less than 100%. Instream flow estimates may be determined through field studies or hydrological evaluations. Progress in determining estimates is subject to climatological and stream flow conditions. Consequently, actual percentages achieved may vary from the target depending on the suitability of conditions for field studies.

**Data Source:** Inland Fisheries Division (Office files and reports).

**Methodology:** Measure is calculated by dividing the cumulative number of sub-basins where TPWD has completed a study or evaluation to determine instream flow needs by the total number of sub-basins in Texas (205). Manual tabulation. Cumulative.

**Purpose:** Measure reflects activities that directly support the objective.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## A.2.1. STRATEGY: INLAND FISHERIES MANAGEMENT, HABITAT CONSERVATION, AND RESEARCH

*Output:*

## Number of Freshwater Fish Management Research Studies Underway

**Definition:** Fish management research studies are designed to improve our understanding of ecology and user group impacts, plus increase the effectiveness of resource management techniques. Measure counts the number of such studies in process within the Inland Fisheries Division at the time of reporting.

**Data Limitations:** Research studies are key components to enhancement and protection of fish resources. There are shifts in priorities that could impact completion of these studies. Many studies are field studies and can be impacted by weather and other natural occurrences.

**Data Source:** Inland Fisheries Division (Project tracking list maintained by research program director).

**Methodology:** Manual tabulation. Non-cumulative.

**Purpose:** Measure reflects activities that directly support the conservation of freshwater fisheries and aquatic ecosystems.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Freshwater Fish Population and Harvest Surveys Conducted

**Definition:** Population and harvest surveys are conducted by the Inland Fisheries Division in order to measure population dynamics of freshwater fish resources and angler use of targeted species in targeted habitat. Measure counts the total number of samples taken that constitute discrete units of an analysis for projecting overall population and harvest estimates.

**Data Limitations:** Surveys are key to monitoring populations and harvest. Many studies are field studies and can be impacted by weather and other natural occurrences.

**Data Source:** Inland Fisheries Division (Austin HQ Excel spreadsheet generated from data sheets and summaries submitted from field and regional offices).

**Methodology:** Automated tabulation (manual count of survey data sheets/sets). Cumulative.

**Purpose:** Measure reports harvest and population surveys conducted by the Inland Fisheries Division. These data are key to maintaining and developing rules and regulations, ensuring resources are managed and protected.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Water-Related Documents Reviewed (Inland)

**Definition:** Measure counts the number of environmental impact statements, environmental assessments, environmental information documents, Section 404 permits, hazard mitigation grants, water plans and water rights permits reviewed by Inland Fisheries Division staff and for which a written response has been submitted. A review includes an assessment to determine a potential for adverse impacts to fish and aquatic resources/habitats. Written responses include any written communication that identifies and explains agency concerns regarding the project. Many reviews take several years to resolve. Therefore, reviews are only counted when the written response is submitted.

**Data Limitations:** Reviews are done in response to requests from outside sources. TPWD does not have full control over the number of requests received during any given reporting period. Factors beyond the agency's control include changes in regulations, economic conditions, weather, natural disasters, etc.

**Data Source:** Inland Fisheries Division (Austin HQ office files and reports).

**Methodology:** Manual and automated tabulation. Cumulative.

**Purpose:** Measure reflects activities that directly support the conservation of fish and aquatic resources.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Hours Spent Managing, Treating, Surveying or Providing Public Education on Aquatic Invasive Species

**Definition:** Measure counts the total number of Inland Fisheries Division staff hours spent managing, treating, surveying or providing public education about aquatic invasive plant and animal species in Texas waters. TPWD conducts herbicide treatments and utilizes mechanical and biological controls to manage aquatic nuisance vegetation, and conducts interviews at boat ramps to inform the public of need for control of nuisance aquatic species infestations.

**Data Limitations:** Management of aquatic nuisance vegetation is guided by the Texas Aquatic Vegetation Management Plan. The Plan describes best available strategies and treatment methods for prevention and control of aquatic nuisance vegetation, and establishes criteria that guide and prioritize use of available resources by TPWD. There are currently limited means to eradicate most nuisance animal species such as zebra mussels and efforts are directed toward educating the public to clean, drain and dry boats to help prevent new infestations.

**Data Source:** Inland Fisheries Division (tasks coded in the Employee Timesheet Module)

**Methodology:** Manual tabulation. Cumulative.

**Purpose:** Measure reflects aquatic nuisance vegetation management activities that directly support the conservation of fisheries and aquatic resources, and that provide access to angling, boating, and other water-based recreation in public waterbodies. Aquatic nuisance vegetation can impede access to angling, boating, and other water-based recreation in public waterbodies and negatively affect fisheries and aquatic ecosystems. Additionally, dense mats of aquatic nuisance vegetation can exacerbate water loss through transpiration and negatively affect water conveyance for agricultural irrigation and municipal water supplies. Infestation of certain aquatic nuisance animals such as zebra mussels can impact the transfer and utilization of water by clogging intakes and colonizing the inside of pipes, as well as contributing to infrastructure degradation on bridges, piers and docks.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

Explanatory:

## Number of Pollution and Fish Kill Complaints Investigated (Inland)

**Definition:** Measure counts the number of pollution and fish kill complaints affecting state resources, which are reported by the public and other governmental agencies and then investigated by TPWD Inland Fisheries Division staff. Regarding desired performance – measure reflects the number of pollution and fish kill investigations. While it would seem that higher than target performance would be desired (more investigations completed), it should be noted that it is just as desirable to have lower than target performance (fewer adverse activities occurred).

**Data Limitations:** Activity for this measure is the result of requests from outside sources. TPWD does not have full control over the number of requests received during any given reporting period. Factors beyond the agency's control include natural disasters, severe weather, economic conditions, etc.

**Data Source:** Monthly report on Excel spreadsheet from Inland Fisheries Division Kills and Spills Team.

**Methodology:** Automated tabulation. Cumulative.

**Purpose:** Measure reflects activities in direct support of conservation of fisheries and aquatic ecosystems.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### A.2.2. STRATEGY: INLAND HATCHERIES OPERATIONS

##### **Output:**

Number of Fingerlings Stocked – Inland Fisheries (in millions)

**Definition:** To enhance populations, TPWD raises and stocks fish in public waters across the state, including reservoirs, rivers, streams and ponds.

**Data Limitations:** New initiatives may include delayed release of fingerlings until they are larger. These types of initiatives may impact performance of this measure and should be considered when calculating future target numbers. This activity is seasonal by nature. Spring and summer months are the highest production months, while fall and winter months are lower production months. Environmental factors such as weather, incidence of golden algae, etc., can also influence performance.

**Data Source:** Inland Fisheries Division (Austin HQ Excel spreadsheet generated from a summary of the divisions trip sheets).

**Methodology:** Measure counts the estimated number of fingerlings stocked. Automated tabulation. Cumulative.

**Purpose:** This measure ties directly to providing fishing opportunities to the public.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### A.2.3. STRATEGY: COASTAL FISHERIES MANAGEMENT, HABITAT CONSERVATION AND RESEARCH

##### **Output:**

Number of Saltwater Fish Management Research Studies Underway

**Definition:** Fish management research studies are designed to improve our understanding of ecology and user group impacts, plus increase the effectiveness of resource management techniques. Measure counts the number of such studies in process within the Coastal Fisheries Division at the time of reporting.

**Data Limitations:** Research studies are key components to enhancement and protection of fish resources. There are shifts in priorities that could impact initiation or completion of these studies. Many studies are field studies and can be impacted by weather and other natural occurrences.

**Data Source:** Coastal Fisheries Division (Austin HQ Excel spreadsheet).

**Methodology:** Manual tabulation. Non-cumulative.

**Purpose:** Measure reflects activities that directly support the conservation of saltwater fisheries and aquatic ecosystems.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

Number of Saltwater Fish Population and Harvest Surveys Conducted

**Definition:** Population and harvest surveys are conducted by the Coastal Fisheries Division in order to measure population dynamics of saltwater fish resources and angler use of targeted species in targeted habitat. Measure counts the total number of samples taken that constitute discrete units of an analysis for projecting overall population and harvest estimates. The division's sampling program has been refined over the years to minimize the number of samples taken and still ensure the data collected are scientifically sound. The current sampling program has reached a level of efficiency whereby adding more samples to the routine sampling program will not increase statistical power of analyses.

**Data Limitations:** Surveys are key to monitoring populations and harvest. Many studies are field studies and can be impacted by weather and other natural occurrences.

**Data Source:** Coastal Fisheries Division (Austin HQ Excel spreadsheet generated from data sheets and summaries submitted from field and regional offices).

**Methodology:** Staff manually tallies the total number of samples taken per definition above. Those counts are then entered into an Excel data sheet located on the division's network drive which automatically tabulates total samples taken. Cumulative.

**Purpose:** Measure reports harvest and population surveys conducted by the Coastal Fisheries Division. These data are key to maintaining and developing rules and regulations that ensure that resources are managed and protected.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### Number of Water-Related Documents Reviewed (Coastal)

**Definition:** Measure counts the number of environmental impact statements, environmental assessments, environmental information documents, Section 404 permits, hazard mitigation grants, water plans and water rights permits reviewed by Coastal Fisheries Division staff and for which a written response has been submitted. A review includes an assessment to determine a potential for adverse impacts to fish and aquatic resources/habitats. Written responses include any written communication that identifies and explains agency concerns regarding the project. Many reviews take several years to resolve. Therefore, reviews are only counted when the written response is submitted.

**Data Limitations:** Reviews are done in response to requests from outside sources. TPWD does not have full control over the number of requests received during any given reporting period. Factors beyond the agency's control include changes in regulations, economic conditions, weather, natural disaster, etc.

**Data Source:** Coastal Fisheries Division and Water Resources (Austin HQ Excel spreadsheet generated from response letters sent from field and regional offices).

**Methodology:** Coastal Fisheries Division and Water Resources staff review the documents and draft a letter of response regarding potential environmental impacts of the proposed project. Each project/permit request is assigned a Permit Application Number. Staff at each office electronically saves the documents as PDF files in the Coastal Fisheries Division network database and logs the document number and date the response that was sent in an Excel file also located on the Coastal Fisheries Division network database. The Coastal Fisheries Division Excel file automatically tabulates the totals by quarter and year. Cumulative.

**Purpose:** Measure reflects activities that directly support the conservation of fish and aquatic resources.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### Number of Commercial Fishing Licenses Bought Back

**Definition:** Measure counts the number of licenses purchased by TPWD from commercial shrimp, crab and finfish fishermen under the license buyback program.

**Data Limitations:** The number of licenses purchased could be impacted by a number of factors, including: (1) actual cost of licenses; (2) the number of buybacks conducted each year; (3) commercial license holders' willingness to sell.

**Data Source:** Coastal Fisheries Division (Austin Excel spreadsheet generated from the total number of licenses purchased, which is derived from the license buyback database located at Austin HQ). A transaction is considered complete when payment check and the current physical license are exchanged between the seller and TPWD personnel.

**Methodology:** Manual tabulation of the total number of commercial shrimp, crab and finfish licenses purchased by TPWD during the reporting period.

**Purpose:** Purchase of commercial shrimp, crab and finfish licenses by TPWD is an integral component of the buyback program, which is aimed at reducing the number of commercial fishermen, decreasing fishing effort and ultimately relieving pressure on finfish and other aquatic species. A count of the number of licenses purchased can provide important and useful information in assessing program implementation and success.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

**Explanatory:**

## Number of Pollution and Fish Kill Complaints Investigated (Coastal)

**Definition:** Measure counts the number of pollution and fish kill complaints affecting state resources, which are reported by the public and other governmental agencies and then investigated by TPWD Coastal Fisheries Division staff. Regarding desired performance—Measure reflects the number of pollution and fish kill investigations. While it would seem that higher than target performance would be desired (more investigations completed), it should be noted that it is just as desirable to have lower than target performance (fewer adverse activities occurred).

**Data Limitations:** Activity for this measure is the result of requests from outside sources. TPWD does not have full control over the number of requests received during any given reporting period. Factors beyond the agency’s control include natural disasters, severe weather, economic conditions, etc.

**Data Source:** Coastal Fisheries Division (Austin HQ Excel spreadsheet generated by division’s Kills and Spills Team).

**Methodology:** Automated tabulation. Cumulative.

**Purpose:** Measure reflects activities in direct support of conservation of fisheries and aquatic ecosystems.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## A.2.4. STRATEGY: COASTAL HATCHERIES OPERATIONS

**Output:**

## Number of Fingerlings Stocked – Coastal Fisheries (in millions)

**Definition:** To enhance populations, TPWD raises and stocks fish in public waters across the state, including bays, estuaries and state waters in the Gulf of Mexico.

**Data Limitations:** New initiatives may include delayed release of fingerlings until they are larger or developing spawning procedures for other marine species of concern. These types of initiatives may impact performance of this measure and should be considered when calculating future target numbers. This activity is seasonal by nature. Late spring, summer and early fall are the highest production months, while late fall and winter are lower production months. Environmental factors such as weather, incidence of brown algae, red tide, etc., can also influence performance.

**Data Source:** Coastal Fisheries Division (Austin HQ Excel spreadsheet generated from a summary of the division’s trip sheets entered into the stocking system database).

**Methodology:** Measure counts the estimated number of fingerlings stocked. Automated tabulation. Cumulative.

**Purpose:** This measure ties directly to providing fishing opportunities to the public.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

**GOAL B: ACCESS TO STATE AND LOCAL PARKS**

## OBJECTIVE B.1.: ENSURE SITES ARE OPEN AND SAFE

**Outcome:**

## Percent of Funded State Parks Minor Repair Projects Completed

**Definition:** Measures the completion rate of approved and funded state parks minor repair/maintenance projects. In most cases, addressing minor repair/maintenance needs results in enhancement of state park services, protection of public safety and/or the proper upkeep of park facilities. Examples include plumbing repairs, electrical repairs, painting general facility maintenance such as minor roof repairs, etc. Measuring the completion rate of projects illustrates performance of the maintenance/minor repair program in state parks. When resources are provided to the department to address repair needs, it is important that the projects be completed in a timely manner.

**Data Limitations:** The accuracy of this performance measure is dependent on field employees across the state submitting information in a timely and accurate manner. Performance is also dependent on adequate staffing levels to develop and contract for services, perform oversight, and conduct maintenance tasks at park facilities. Performance may also be affected by the size (in terms of cost and complexity) of the various projects addressed. The count of projects completed during the fiscal year reflects all projects completed, including priorities and projects that may have been approved and funded in a prior fiscal year (ties to the output measure, “Number of Funded State Park Minor Repair Projects Completed”). As such it is possible that performance in any given fiscal year may exceed 100%.

**Data Source:** State Parks Division (BIS budget setups for minor repair program projects approved and budgeted during the fiscal year and FMIS for the total number of projects completed during the fiscal year).

**Methodology:** Measure is calculated by dividing the total number of completed minor repair projects (as determined by closeouts in FMIS and which ties to the output measure “Number of Funded State Park Minor Repair Projects Completed”) by the number of projects that are approved and funded during the fiscal year (from BIS).

**Purpose:** To measure the success of the state parks minor repair/maintenance program in completing approved and funded projects during the fiscal year. Conducting routine maintenance and minor repairs at park sites will prevent a reoccurrence of critical repairs on such as large scale.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### Rate of Reported Accidents per 100,000 Park Visits

**Definition:** Measure counts the number of accidents at state parks per 100,000 visitors. Accident reports are required from each site.

**Data Limitations:** The accuracy of this performance measure is dependent on visitor’s reports of accidents and field employees across the state completing all the required forms accurately and in a timely manner. Reports not received by reporting due dates will not be counted for the reporting year. Some accidents are not within full control of the agency. TPWD educates all visitors of potential risk and injury at each site. Park visits are estimated.

**Data Source:** State Parks Division (Based on completed accident forms from each site sent annually to the TPWD Safety Officer and State Parks visitation information).

**Methodology:** Measure is calculated by dividing the number of reported visitor accidents occurring at all state park sites by the estimated number of park visits in 100,000s. Manual tabulation. Non-cumulative.

**Purpose:** This measure helps TPWD monitor accidents at state parks. TPWD must ensure the safety of both our visitors and employees. Corrective actions can be taken with information gained.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Lower than target.

#### B.1.1. STRATEGY: STATE PARKS, HISTORIC SITES AND STATE NATURAL AREA OPERATIONS

##### *Output:*

#### Number of State Parks in Operation

**Definition:** Measure counts the number of state parks that are operating and open to the public at the end of the period reported. State parks included in the count are all categories of parks, including state parks, natural areas and historic sites operated or maintained by the agency.

**Data Limitations:** New legislative initiatives to transfer suitable sites to local governments may impact performance of this measure. Historically this number has been consistent with little or no change. This measure counts parks operating and open to the public. As a result, the total number of park holdings may differ from the numbers reported for this measure.

**Data Source:** State Parks Division (Austin HQ PC-based software). Internal list of state parks approved by the TPW Commission, adjusted to reflect only those parks operating and open to the public at the end of the reporting period.

**Methodology:** Manual tabulation. Non-cumulative. Year-end performance will be equivalent to the number of state parks open to the public in the fourth quarter.

**Purpose:** Measure directly links to the goal, objective and strategy by providing a measure of state parks open to the public.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number Served by Outdoor Skills Training and Interpretive Programs at State Parks and Historic Sites

**Definition:** Measure counts the number of people reached through interpretive, educational, and skills training programs and events at, or associated with, state parks and historic sites. Events and programs may include: presentations to classrooms, civic organizations, conservation groups, formal and informal interpretive and educational activities as well as skill trainings such as Texas Outdoor Family events.

**Data Limitations:** Although participation at most programs and events is derived from actual counts of participants, not all education/interpretive programs or events require formal registration. As such, in some cases, participation is estimated. Participation in events and programs is seasonal in nature, and will fluctuate according to seasonal trends in park visitation. Numbers reported for this measure may represent a subset of Number of Park Visits.

**Data Source:** State Parks Division – data submitted to HQ from state parks, natural areas and historic sites statewide.

**Methodology:** The number of people served is derived from education, interpretive, outreach, or outdoor skills training program participant numbers captured in state parks, historic sites and natural area monthly reports. Numbers from each park/site are added to obtain a total.

**Purpose:** TPWD strives to impart an understanding and appreciation for the natural and cultural resources of Texas to ensure the long-term stewardship of these resources. Interpretive programming, education, outreach and outdoor skills training increases the awareness of the State’s natural and cultural resources and encourages greater participation, appreciation, and advocacy of the outdoors. This measure reflects the core function of the State Parks Division’s programs/activities by capturing education, outreach, and training services provided at each state park, historic site and natural area.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

*Efficiency:*

## Percent of Operating Costs for State Parks Recovered from Revenues

**Definition:** State park revenue includes but is not limited to park entrance fees, camping and other use fees, concession and lease collections. State park operating costs include monies necessary to staff and operate all parks, historic sites, natural areas, plus costs and expenses for support personnel located at division and regional levels. Operation costs do not include expenditures for acquisition, development, construction, major repairs, capital improvements or grants.

**Data Limitations:** Revenue received from state parks varies during any given reporting period. Historically, spring and summer months have increased revenue, while winter months demonstrate reduced revenue. Additional factors beyond the agency’s control include severe weather conditions, natural disasters, economic conditions, public attitudes, etc. Revenue and expenditure information used to calculate this measure may be estimated due to timing differences between measure reporting due dates and encumbrance reporting due dates.

**Data Source:** Administrative Resources Division, from USAS and internal accounting system.

**Methodology:** Measure is calculated by dividing state park revenue by operating costs for state parks. State park revenue is defined as operational revenue recorded in 064. For the purpose of this measure, revenue derived from violations (3449), publications (3468 and 3752), insurance and damages (3773), interest (3851,3852,3854), federal funds and pass-through, allocations of SGST (3924), UBs (3975), and any other revenues that are not considered to be operational are excluded from the revenue total. The revenue figure does include interest available for specific parks and state park fees in the State Park Endowment (885). State park operating costs are defined as State Parks Division operating expenditures (not including the grants function or expenditures for acquisition, development, construction, major repairs or capital improvements). Automated tabulation. Non-cumulative.

**Purpose:** To review the revenue recovery percentage for operational costs at state parks.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

**Explanatory:**

## Number of Paid Park Visits (in millions)

**Definition:** Measure counts the number of persons paying to enter state parks, historic sites and natural areas during the reporting period. Compiled totals include park generated counts of persons paying on-site entrance fees, persons entering with a prepaid annual pass, qualifying holders of Parklands Passports who pay a partial entrance fee.

**Data Limitations:** Counts of paying visitors are produced by staff gathering numbers manually. Counts may not include persons entering the park outside of normal operating hours that may be prepaid through purchase of an annual pass. Park visitation is seasonal and therefore counts will reflect peak and valley periods during monthly reporting periods. Factors affecting visitation that are beyond the agency's control include extreme weather, natural disasters and economic conditions.

**Data Source:** State park visitation reports submitted to HQ from the field on a monthly basis.

**Methodology:** Measure is calculated for each site by adding the number of individual paying customers (including day and overnight visitors), annual state park pass holders and guests, Parklands Passport holders qualifying for discounted entry and group members holding Youth Group Annual pass. Reports from each site will be summed to obtain an overall total.

**Purpose:** Park visitation is an important indicator of public use and pressures placed on TPWD facilities and staff by constituents and correlates with revenue generation at sites.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Park Visits not Subject to Fees

**Definition:** Measure counts the number of persons entering state parks, historic sites and natural areas during the reporting period that are not subject to entry fees, including but not limited to children and disabled veterans. The park system incurs expenses associated with providing services to these visitors; therefore non-paid visitation should be measured.

**Data Limitations:** Counts of visitors not subject to entry fees may be estimated. Counts may also include persons entering the park outside normal hours that have prepaid through purchase of an annual pass. Park visitation is seasonal and therefore counts will reflect peak and valley periods during monthly reporting periods. Factors affecting visitation that are beyond the agency's control include extreme weather, natural disasters and economic conditions.

**Data Source:** State park visitation reports submitted to HQ from the field on a monthly basis.

**Methodology:** Measure is calculated for each site by adding all categories of unpaid visitors. Reports from each site will be summed to obtain an overall total.

**Purpose:** Park visitation is an important indicator of use, costs of providing services and pressure placed on TPWD facilities by users.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Amount of Fee Revenue Collected from State Park Users (in millions)

**Definition:** Measure is calculated by totaling fee revenue collected from state park users. Fee revenue collected from state park users is defined as state park fees (object 3461) for state park use and includes but is not limited to revenue derived from park entrance fees, campsite and other facility use fees, concession revenues and other miscellaneous fees.

**Data Limitations:** Park revenue is based largely on visitation and facility use charges, which vary by season. Spring and summer months historically generate higher revenue than other times of the year. Factors affecting revenue collection that are beyond the agency's control include extreme weather conditions, natural disasters and economic conditions.

**Data Source:** Administrative Resources Division, from USAS, Screen 56.

**Methodology:** Automated tabulation. Cumulative.

**Purpose:** Revenue derived from park entrance fees and other related fees is an important source of funding for the agency.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## B.1.2. STRATEGY: PARKS MINOR REPAIR PROGRAM

**Output:**

Number of Funded State Parks Minor Repair Projects Completed

**Definition:** Measure counts the total number of state parks minor repair projects completed within the fiscal year. In most cases, addressing minor repair/maintenance needs results in enhancement of state park services, protection of public safety and/or the proper upkeep of park facilities.

**Data Limitations:** The accuracy of this measure is dependent on staff submitting information in a timely manner. Performance is also dependent on adequate staffing levels to develop and contract for services, perform oversight and conduct maintenance tasks at park facilities. Performance may also be affected by the size, cost and complexity of projects addressed.

**Data Source:** State Parks Division (FMIS).

**Methodology:** The total number of minor repair projects completed within the fiscal year, as reported in FMIS, will be summed. This count will include all projects completed during the fiscal year, including but not limited to priority projects and prior year funded projects.

**Purpose:** To measure the impact of the minor repair program in addressing maintenance and minor repair needs at state parks.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## B.1.3. STRATEGY: PARKS SUPPORT

**Explanatory:**

Value of Labor, Cash and Service Contributions to State Parks Activities

**Definition:** Measure counts the estimated total dollar value of labor, cash, equipment, goods and services donated to State Parks Division programs, activities and operations. Contributions include equipment and material goods donations, and services such as facility and equipment repairs. Measure also includes value of volunteer labor, including hours contributed by state prison and county jail inmates. Contribution values are calculated using the hourly rate and benefit cost for equivalent paid TPWD staff positions or market value of goods and services.

**Data Limitations:** The accuracy of this performance measure is dependent on field employees across the state completing all the required paperwork accurately and in a timely manner. In addition, economic factors could influence contribution levels. Finally, operational and other issues at TDCJ and county jail facilities could influence the inmate labor hours contributed.

**Data Source:** State Parks Division.

**Methodology:** Manual tabulation. Cumulative.

**Purpose:** TPWD utilizes the assistance of individual volunteers as a supplement to paid staff. The agency has also developed partnerships with state and county jails that allow selected inmates to perform services in parks. In addition, the division is the recipient of material and service donations from individuals and businesses that support the agency mission and goal. These programs aid the State Parks Division in carrying out its activities and services in an efficient and cost-effective manner.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## OBJECTIVE B.2.: PROVIDE FUNDING AND SUPPORT FOR LOCAL PARKS

*Outcome:*

## Local Grant Dollars Awarded as a Percent of Local Grant Dollars Requested

**Definition:** Requests for grant dollars are usually more than double available grant dollars. This measure indicates the ability of the agency to meet requests for grant dollars needed to acquire and develop local parks, to provide outreach programs for underserved populations and other purposes included in strategies B.2.1. and B.2.2.

**Data Limitations:** TPWD does not have full control over the number or amount of requests received for grant dollars. Other factors beyond the agency's control include appropriation levels, economic conditions, and public attitudes.

**Data Source:** State Parks Division – from commission agenda items and other grant documentation.

**Methodology:** Measure is calculated by dividing the amount of grant dollars awarded by the amount of grant dollars requested. Manual tabulation. Non-cumulative.

**Purpose:** TPWD typically receives twice as many requests for grant dollars as there are dollars available. This measure indicates the relationship between dollars awarded and dollars requested.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

## B.2.1. STRATEGY: PROVIDE LOCAL PARK GRANTS

*Output:*

## Number of Grant-Assisted Projects Completed

**Definition:** Grant assisted projects are those construction-type projects that receive a matching grant from the Texas Recreation and Parks Account, the Large County and Municipality Recreation and Parks Account, or federal sources through the Recreation Grants Program. Measure counts the number of grant-assisted projects completed.

**Data Limitations:** Grant recipients may take longer to complete a project than originally anticipated due to weather delays, routine construction delays and other unforeseen factors.

**Data Source:** State Parks Division (Austin HQ PC-based software).

**Methodology:** Manual tabulation. Cumulative.

**Purpose:** Measure directly supports the strategy of providing assistance to local governments and the goal of supporting local parks and recreational needs.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

*Efficiency:*

## Program Costs as a Percent of Total Grant Dollars Awarded

**Definition:** This measure is calculated by dividing Recreation Grants Program costs for strategy B.2.1. by the total grant dollars awarded under the Recreation Grants Program for strategy B.2.1. Recreation Grants Program costs include salaries and operating expenses for agency personnel responsible for providing technical assistance to local governments and for recommending and administering these grants.

**Data Limitations:** TPWD does not have full control over the amounts appropriated for grant awards.

**Data Source:** State Parks Division (from TPWD internal accounting system for program costs and commission agenda items for grant awards).

**Methodology:** Manual tabulation. Non-cumulative.

**Purpose:** TPWD supports local government and other efforts to provide recreational opportunities. Given relatively constant operating costs over a few years, this measure can be used to measure success in providing more local grant dollars.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Lower than target.

## B.2.2. STRATEGY: PROVIDE BOATING ACCESS, TRAILS AND OTHER GRANTS

**Output:**

## Number of Community Outdoor Outreach Grants Awarded

**Definition:** TPWD is authorized to provide COOP grants to nonprofits, local governments and other tax-exempt groups to help introduce underserved constituents to the services, programs and facilities of Texas Parks and Wildlife Department. Grant funding may be used for outdoor education, recreational programs, recreational safety, historical/ cultural heritage and related projects. This measure captures the number of COOP grants awarded in each year.

**Data Limitations:** Factors outside TPWD control include the actual dollar amount of grant requests received and the amount of funding appropriated for the program, both of which can directly impact the number of grants awarded.

**Data Source:** State Parks Division (from priority scoring list).

**Methodology:** Manual tabulation. Cumulative.

**Purpose:** Measure directly supports the strategy of providing assistance to local governments and other entities to strengthen their ability to provide recreational opportunities.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Recreational Trail Grants Awarded

**Definition:** The Texas Parks and Wildlife Department administers the National Recreational Trail Fund under the approval of the Federal Highway Administration. Eligible grant projects include construction of new recreation trails on public or private lands, trail restoration or rehabilitation, Americans with Disabilities Act upgrades, acquisition of easements, acquisition of property, maintenance of existing trails, environmental mitigation and the development of trail-side and trail-head facilities. This measure reflects the number recreational trail grants awarded during the fiscal year.

**Data Limitations:** Factors outside TPWD control include the actual dollar amount of grant requests received and the amount of funding appropriated for the program, both of which can directly impact the number of grants awarded.

**Data Source:** State Parks Division (from commission agenda items).

**Methodology:** Manual tabulation. Cumulative.

**Purpose:** Measure directly supports the strategy of providing assistance to local governments and other entities and the goal of supporting local parks and recreational needs.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

**Explanatory:**

## Boating Access Program Grant Dollars Awarded

**Definition:** Measure indicates the amount of Boating Access Program grant dollars awarded to political subdivisions or used for the rehabilitation of existing boat ramps. Target numbers for dollars to be awarded are parallel to appropriated dollars. New initiatives under this program include rehabilitation of existing boat ramps.

**Data Limitations:** Historically, requests for boat ramp dollars have not been as high as local park dollars. Grant dollars are awarded as funds are available. This measure will be reported on an annual basis only.

**Data Source:** State Parks Division, from TPWD Business Information System.

**Methodology:** Automated tabulation. Cumulative.

**Purpose:** TPWD administers a Recreation Grants Program. Measure reports dollars awarded under the boating access portion of this program.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## GOAL C: INCREASE AWARENESS, PARTICIPATION, REVENUE AND COMPLIANCE

### OBJECTIVE C.1.: ENSURE COMPLIANCE

#### Outcome:

#### Percent of Public Compliance with Agency Rules and Regulations

**Definition:** Law Enforcement personnel check hunters, boaters, anglers and other persons in the field for compliance with all relevant rules and regulations governing fish and wildlife resources and safe boating. Of those persons participating in outdoor activities supervised by the agency, a percentage will be in compliance.

**Data Limitations:** TPWD game wardens do not have full control over how many individuals will be in compliance when checked. Percent will be calculated based on contacts made by staff. This percent does not reflect overall compliance - it reflects observed compliance. This measure relies on extrapolation factors to derive total number of contacts.

**Data Source:** Law Enforcement Division (Game wardens complete Contact Data Reports each month that show number of contacts with hunters, boaters, anglers and other persons). Data is submitted through supervisory channels (District to Regional LE Offices) compiled at Austin HQ and maintained in an ACCESS database. Number of people not in compliance is acquired from HQ Law Enforcement LES Citation System database.

**Methodology:** This measure is calculated by dividing the total number of fishing, hunting, water safety and other contacts (field only) into the total number of persons found to be noncompliant (total number of arrests and warnings). This calculation provides the percentage of persons who are non-compliant, which is then subtracted from 100% to provide the percentage of persons in compliance. Manual tabulation. Non-cumulative.

**Purpose:** To determine observed constituent compliance with statutes and regulations that TPWD is charged with implementing and enforcing.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### Boating Fatality Rate

**Definition:** Measure reports the number of boating fatalities in Texas per 100,000 registered boats.

**Data Limitations:** Factors beyond the agency's control include the number of boating accidents and the number of fatalities associated with those accidents. One accident can include several fatalities.

**Data Source:** Law Enforcement Division (automated query from data from Boat Accident Report Data Web and automated query of the AR Boat Registration System at Austin HQ).

**Methodology:** Calculate as follows: number of fatalities/(number of registered boats/100,000). Manual tabulation. Non-cumulative.

**Purpose:** Measure reflects efforts to educate boaters and prevent fatalities on Texas waterways.

**Calculation Type:** Non-Cumulative **New Measure:** No **Desired Performance:** Lower than target.

### C.1.1. STRATEGY: WILDLIFE, FISHERIES AND WATER SAFETY ENFORCEMENT

#### Output:

#### Miles Patrolled in Vehicles (in millions)

**Definition:** Measure counts the number of miles patrolled in state vehicles by game wardens across the state. Patrols serve to apprehend violators of fish and wildlife rules and regulations and the visible presence of game wardens serves as a deterrent.

**Data Limitations:** This activity is ongoing, but during peak boating season (spring and summer months) patrol activity is shifted toward boating law enforcement, therefore "miles patrolled" will fluctuate depending on the season. Note: sustained increases in performance for both "# of miles patrolled in vehicles" and "# hours patrolled in boats" are not feasible without increases in the number of game wardens and other resources. In order to increase miles patrolled,

for example, a game warden would shift focus to vehicle patrols, thereby limiting the number of hours on boat patrols.

**Data Source:** Law Enforcement Division (monthly vehicle reports).

**Methodology:** Automated – BIS Mileage Query, with manual verification and adjustment, generated at Austin HQ.

**Purpose:** Measure reports routine patrol activity for game wardens.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### Hours Patrolled in Boats

**Definition:** Measure counts the number of hours patrolled in state boats by game wardens. The purpose of boat patrols is to educate and apprehend violators of fish, wildlife and water safety rules and regulations, deter illegal activities and enforce the Texas Water Safety Act including Boating While Intoxicated statutes.

**Data Limitations:** This activity is seasonal. During the spring and summer months, there will be an increase in the number of hours patrolled in boats, while during the remainder of the year there will be a decrease, as activity shifts toward more vehicle patrols. Note: sustained increases in performance for both “# of miles patrolled in vehicles” and “# hours patrolled in boats” are not feasible without increases in the number of game wardens and other resources. In order to increase miles patrolled, for example, a game warden would shift focus to vehicle patrols, thereby limiting the number of hours on boat patrols.

**Data Source:** Law Enforcement Division (employee time sheets).

**Methodology:** Automated – BIS Query of Boat Hours Patrolled with manual verification and adjustment, generated at Austin HQ.

**Purpose:** Measure reports hours patrolled on Texas waterways by game wardens.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### Hunting and Fishing Contacts

**Definition:** Law Enforcement personnel check hunters and anglers in the field for compliance with, and through telephone and personal contacts provide information about, all relevant rules and regulations governing fish and wildlife resources, including licensing requirements. This measure reports the number of these contacts.

**Data Limitations:** Participation in these activities is historically seasonal, thus impacting the performance of this measure. The measure relies on extrapolation factors to derive totals.

**Data Source:** Law Enforcement Division (summaries submitted by district offices to regional offices; then data entered at Austin HQ into the LE Division Contact Data Access database).

**Methodology:** Data from contact data database provides an automated tabulation of total hunting and fishing info and field contacts. Cumulative.

**Purpose:** Measure reflects ongoing efforts of Law Enforcement personnel to contact hunting and fishing constituents. These contacts improve relationships with these constituents and may encourage and enhance compliance with regulations and statutes.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### Water Safety Contacts

**Definition:** Law Enforcement personnel check boat operators on public waterways for compliance with, and through telephone and personal contacts provide information about, all relevant TPWD rules and regulations and the Texas Water Safety Act, including Boating While Intoxicated statutes. This measure reports the number of these contacts.

**Data Limitations:** Participation in boating activity is highly seasonal and can be affected by weather and other conditions; as such the number of contacts will fluctuate during the year. The measure relies on extrapolation factors to derive totals.

**Data Source:** Law Enforcement Division (summaries submitted by district offices to regional offices; then data entered at Austin HQ into the LE Division Contact Data Access database).

**Methodology:** Data from contact data database provides an automated tabulation of total water safety contacts (info and field). Cumulative.

**Purpose:** Measure reflects ongoing efforts of Law Enforcement personnel to contact boating constituents. These contacts improve relationships with these constituents and may encourage and enhance compliance with regulations and statutes and may reduce incidence of violations, boating accidents, fatalities and BWIs.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

*Explanatory:*

Conviction Rate for Hunting, Fishing and License Violators

**Definition:** Measure reports the rate of conviction of those individuals contacted who were not in compliance with all relevant rules and regulations governing fish and wildlife resources, including licensing requirements.

**Data Limitations:** TPWD game wardens file cases. The actual conviction rates are determined in the court/justice system. Courts are completely independent in rendering judgment on these cases.

**Data Source:** Law Enforcement Division (Automated query of the LE Contact Data ACCESS database and automated query of the LES Citation System database).

**Methodology:** Conviction rate is derived by dividing total hunting, fishing and license related convictions (including deferred adjudications) by total hunting, fishing and license related adjudicated arrests. Manual tabulation. Non-cumulative.

**Purpose:** Measure reflects conviction rate of violators.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

Conviction Rate for Water Safety Violators

**Definition:** Measure reports the rate of conviction of those individuals contacted who were not in compliance with provisions of the Texas Water Safety Act, including Boating While Intoxicated statutes.

**Data Limitations:** TPWD game wardens file cases. The actual conviction rates are determined in the court/justice system. Courts are completely independent in rendering judgment on these cases.

**Data Source:** Law Enforcement Division (Automated query of the LE Contact Data Access database and automated query of the LES Citation System database).

**Methodology:** Conviction rate is derived by dividing total water safety related convictions (including deferred adjudications) by total water safety related adjudicated arrests. Manual tabulation. Non-cumulative.

**Purpose:** Measure reflects conviction rate of violators.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

OBJECTIVE C.2.: INCREASE AWARENESS

*Outcome:*

Hunting Accident Rate

**Definition:** Measure is the number of hunting accidents, including fatalities, in Texas per 100,000 licensed participants. Both hunting accidents and licensed participants are tabulated on a calendar year basis.

**Data Limitations:** Factors beyond the agency's control include the number of accidents that occur each year. One year of data is not a true reflection of success in reducing accidents. If several years of data are compared, an overall reduction in the number of hunting accidents should be seen.

**Data Source:** Hunter Education Program, as collected from game warden generated hunting incident reports routed through Law Enforcement to Education. License information used for this measure is from the automated license sales system.

**Methodology:** Hunting accident and licensed participant information used for this measure is from the most recent, completed calendar year. Divide the number of hunting accidents by the number of licensed participants/100,000. Manual tabulation. Non-cumulative.

**Purpose:** Measure reflects efforts to reduce and prevent hunting accidents in Texas.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Lower than target.

## C.2.1. STRATEGY: OUTREACH AND EDUCATION PROGRAMS

**Output:**

## Number of Students Trained in Hunter Education

**Definition:** Measure counts the number of students enrolled and trained in hunter education programs (including hunter and bowhunter education) presented by staff and other qualified, agency-approved modes of instruction. Hunter education courses are required for all Texas hunters born after September 1, 1971 (proof of course completion must be carried by persons hunting).

**Data Limitations:** Factors beyond the agency's control include population increases and overall participation in hunting. Courses are offered online and year-round to meet the demand for this activity. Historically, this activity is seasonal with increases occurring during hunting season and decreases during the remainder of the year. TPWD is also dependent on volunteer instructors for timely and accurate submission of data. Due to issues with timely submission and entry of data, quarterly and annual performance will be updated on a periodic basis to ensure that ABEST reflects the most up-to-date and accurate information.

**Data Source:** Communications Division (Outreach and Education Group – Instructors' reports; Hunter and Boater Education record database)

**Methodology:** Automated tabulation. Access query pulls information based on actual class date, i.e., count of all students attending classes held between September 1 and August 31 of each fiscal year. Cumulative.

**Purpose:** This measure reflects the number of students trained in hunter education.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Students Trained in Boater Education

**Definition:** Measure counts the number of students enrolled and trained in boater education programs presented by staff and other qualified, agency-approved modes of instruction. Boater education courses are required for all persons born on or after September 1, 1993, who wish to operate certain motorboats and sailboats in Texas (proof of course completion must be carried by persons boating).

**Data Limitations:** Factors beyond the agency's control include population increases as well as an overall increase in participation in boating activities. Courses are offered online and year-round to meet the demand for this activity. Historically, this activity is seasonal with increases occurring during the boating season and decreases during the remainder of the year. TPWD is also dependent on volunteer instructors for timely and accurate submission of data. Due to issues with timely submission and entry of data, quarterly and annual performance will be updated on a periodic basis to ensure that ABEST reflects the most up-to-date and accurate information.

**Data Source:** Communications Division (Outreach and Education Group – Instructors' reports; Hunter and Boater Education record database).

**Methodology:** Automated tabulation. Access query pulls information based on actual class date, i.e., count of all students attending classes held between September 1 and August 31 of each fiscal year. Cumulative.

**Purpose:** This measure reflects the number of students trained in boater education.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of People Reached by Other Outreach and Education Efforts

**Definition:** Measure counts the number of estimated people reached by Outreach and Education events and programs. These would include all instances where contact is made to introduce the public to Texas' natural and cultural resources and engage them in outdoor learning and recreation through these events and programs.

**Data Limitations:** Performance for Aquatic Education and Project WILD efforts is dependent upon timely completion and submission of information by certified volunteer instructors. In addition, some event tabulations are estimates.

**Data Source:** Program staff complete and submit forms for Outreach and Education Programs, including but not limited to Life's Better Outside® Experience and outdoor skills trainer workshops, classes, or outreach events conducted. Program

staff and certified volunteer instructors complete and submit forms for workshops, classes, or events held. Data is compiled at Austin Headquarters from the event or program report forms which are stored at Austin Headquarters. Data from the forms is entered into an Access database for Aquatic Education and Project WILD and into an Excel spreadsheet for other programs and events.

**Methodology:** Data is tabulated for each program or event, based on program/event date. Tabulations are made by adding the number of participants at outreach and education events and workshops. Actual class attendance at Aquatic Education and Project WILD training workshops, and estimates at outreach events are derived from participant forms and sign-up rosters, in accordance with Federal Aid protocols. For other programs and events, estimates are derived from various sources including head counts, random counts, participant forms, sign-up rosters, car counts, numbers provided by third party event producers, capacity of venues, block grid methods, etc.

**Purpose:** TPWD strives to inform and educate as many Texans as possible about land and water conservation, outdoor recreation opportunities, skills and safety, and state parks and state historic sites. This measure serves as an indicator of TPWD success in achieving the objective of increasing awareness and the goal of informing and educating the public about natural and cultural resources and recreational opportunities.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

### *Efficiency:*

#### Volunteer Labor as a Percent of Hunter and Boater Education Program Operating Costs

**Definition:** Measure is the value of volunteer labor divided by the total adjusted operating budget (expressed as a percentage) for Hunter and Boater Education programs.

**Data Limitations:** Value of volunteer labor typically includes preparation hours or hours of service outside of the service performed actually delivering the in-kind services. TPWD is also dependent on volunteer instructors for timely and accurate submission of data.

**Data Source:** Hunter and Boater Education programs maintain electronic records based on the agency's approved volunteer management system or hard copy data reports received from staff or certified program volunteers. Preparation/teaching/training hours will be submitted for boater and hunter education program volunteers. Hours are computed monthly, quarterly and annually depending on the report being filed. Source for budget data is the agency's financial system.

**Methodology:** Value of volunteer labor for Hunter and Boater Education programs is calculated at the rate approved for these federal aid programs. Value of volunteer labor is divided by the total adjusted operating budget for Hunter and Boater Education programs then converted to a percent.

**Purpose:** Measure reflects cost savings and efficiencies gained by TPWD through the use of volunteers to conduct educational programs.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### Volunteer Labor as a Percent of Other Outreach and Education Program Operating Costs

**Definition:** Measure is the value of volunteer labor divided by the total adjusted operating budget (expressed as a percentage) for non-mandatory Outreach and Education programs.

**Data Limitations:** Value of volunteer labor for Project WILD and Aquatic Education typically includes preparation hours, and actual class, workshops, or outreach hours. Value of volunteer labor for other programs may not necessarily include preparation hours. TPWD relies upon timely and accurate submission of all Outreach and Education Program data reports with documented volunteer labor from staff and certified volunteer instructors.

**Data Source:** Each outreach and education program maintains electronic records based on the agency's approved volunteer management system or hard-copy data reports received from staff or certified program volunteers. Source for budget data is the agency's financial system.

**Methodology:** Manual tabulations of volunteer data; value of volunteer labor for all programs is calculated based on the federally approved rate for Aquatic Education volunteers, as work done by other outreach volunteers is comparable to AE volunteers. Volunteer hours are calculated as of actual class date. Value of volunteer labor is divided by the total adjusted operating budget for non-mandatory Outreach and Education Programs, then converted to a percent.

**Purpose:** Measure reflects cost savings and efficiencies gained by TPWD through the use of volunteers to conduct outreach programs.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### C.2.2. STRATEGY: PROVIDE COMMUNICATION PRODUCTS AND SERVICES

##### *Output:*

##### Number of Unique Visitors to the TPWD Website

**Definition:** Measure counts the number of unique visitors to the Texas Parks and Wildlife main agency website: [www.tpwd.texas.gov](http://www.tpwd.texas.gov).

**Data Limitations:** This number is calculated by Google Analytics software; limitations are dictated by hardware failures, potential software limitations or errors within Google Analytics.

**Data Source:** Google Analytics (considered the industry standard) worldwide data compilation service.

**Methodology:** Google Analytics data compilation software analysis. This is a more meaningful method than measuring hits, which does not accurately reflect the number of individuals on the website.

**Purpose:** To reflect people reached by an increasingly important communications tool for TPWD.

This measure reports the number of website visitors, which includes audiences reached by all facets of TPWD communication efforts.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

##### Number of TPWD Online Video Views

**Definition:** Texas Parks and Wildlife produces videos that inform the public about natural and cultural resource conservation and recreational opportunities. This content is increasingly viewed online. Measure counts the cumulative number of times videos are viewed online.

**Data Limitations:** Online viewing information is not calculated by TPWD, therefore the calculation of this measure relies on information provided by an outside entity (e.g. YouTube Analytics). Data reports number of video views, not the number of unique viewers.

**Data Source:** Communications Division, based on online data from YouTube.

**Methodology:** Data is derived from YouTube Analytics, and the number of online views is reported.

**Purpose:** Texas Parks and Wildlife increasingly relies on web video distribution as a way to disseminate information to the public. Online video is a fast-growing outlet for TPWD, and measuring this channel serves as an indicator of TPWD success in informing the public.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

##### Number of Subscribers to the TPWD Email Subscription Service

**Definition:** The Texas Parks and Wildlife email subscription service provides ongoing updates and email newsletters at minimal cost, while also driving visitation to the Texas Parks and Wildlife website. Measure counts the total unique number of subscribers to the publicly listed topics of Texas Parks and Wildlife email subscription service for the fiscal year.

**Data Limitations:** The number is calculated by GovDelivery, a third party email service provider and a TPWD database analyst. Limitations are dictated by potential software limitations or errors within the vendor's database management and analysis.

**Data Source:** Communications Division, based on data provided by GovDelivery, a nationally recognized email service provider serving international, federal and state agencies. GovDelivery provides the unique number of people who are signed up for specific topics.

**Methodology:** The GovDelivery comprehensive digital communication management platform is a web-based solution that enables customers and constituents to opt-in to receive updates and information on topics of interest to them. It follows best practices in enabling these subscribers to easily unsubscribe or change their subscription preferences at any time. This management platform provides updated information on the number of subscribers and their preferences. A TPWD database analyst deletes all “unlisted” subscribers (those who have received a one-time transactional email but have not signed up for any on-going communications).

**Purpose:** To reflect people reached by an increasingly important communications and marketing tool for TPWD. Email includes e-newsletters and email blasts which increase awareness of recreational opportunities as well as conservation issues.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

### Efficiency:

#### Percent of Magazine Expenditures Recovered from Revenues

**Definition:** Measure is calculated by dividing the department’s total revenue from the *Texas Parks & Wildlife* magazine (including subscription sales, newsstand and single copy sales, advertising, and ancillary products and services) by the total cost of producing the magazine (including staff salaries, employee benefits, printing, postage, promotions, etc).

**Data Limitations:** Magazine sales and subscriptions rates can vary from month to month and year to year. Expenditures for postage, employee benefits, etc. can also vary thus impacting performance of this measure. Expenditure information used to calculate this measure may not be complete at the time of reporting.

**Data Source:** Communications Division. Source for revenue and expense data is the agency’s financial system.

**Methodology:** Divide total revenue by total cost, convert to a percentage. Non-cumulative.

**Purpose:** Measure reports the percent of expenditures recovered from magazine revenues.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

### Explanatory:

#### Average Number of *Texas Parks & Wildlife* Magazine Copies Circulated (per issue)

**Definition:** The *Texas Parks & Wildlife* magazine is a valuable tool the agency uses to communicate its conservation messages, educate the public about Texas’ natural resources and promote its facilities and services. Measure counts the average total number of *Texas Parks & Wildlife* magazines in circulation per issue (including paid and non-paid) during the reporting period.

**Data Limitations:** Factors beyond the agency’s control include an overall decline in the industry, limited money for promotion to solicit new subscribers and Internet sites providing similar information. Information on August newsstands sales and storage copies may be estimated since it may take several months for this information to be fully reported for TPWD.

**Data Source:** Communications Division. Monthly and annual reports from various vendors and service providers are the source of the data. For example, USPS Form 3541, fulfillment vendor online reports, newsstand distributor monthly sales reports, public place monthly distribution contract, retailers monthly sales tracked internally, printing vendor shipping and inventory reports and office copy physical inventory.

**Methodology:** Several vehicles are used to distribute the magazine: paid and promotional copies sent by the U.S. Postal Service, newsstand distribution by a contract vendor, retail distribution by U.S. mail, waiting room copies distributed by a contract vendor, over-the-counter sales mailed directly from the office, electronic circulation, copies distributed at various events and trade shows, and copies drop-shipped to Headquarters. Copy counts by distribution method are tabulated each month and balanced against the press run counts. An average is derived on an annual basis. Circulation count is audited twice a year by the Audit Bureau of Circulation. Non cumulative.

**Purpose:** Measure reflects the number of magazines circulated per month. This is another component of outreach and awareness activities by the agency.

**Calculation Type:** Non cumulative **New Measure:** No **Desired Performance:** Higher than target.

## OBJECTIVE C.3: IMPLEMENT LICENSING AND REGISTRATION PROVISIONS

## C.3.1. STRATEGY: HUNTING AND FISHING LICENSE ISSUANCE

**Output:**

## Number of Hunting Licenses Sold

**Definition:** Measure counts the number of hunting licenses sold during the license year (a license year is almost parallel to a fiscal year). A license is counted when actually sold. This measure counts only those license items for which a fee is paid. Items issued at no cost are not included.

**Data Limitations:** An external vendor provides this data. In the event they have down time, the reporting of data may be delayed. TPWD continues to market new licenses to encourage the purchase of licenses, however, ultimately, TPWD does not have full control over the decision by an individual to purchase a license. Other factors beyond the agency's control, such as economic conditions, changing attitudes towards hunting, and severe weather, may also impact performance of this measure.

**Data Source:** Administrative Resources Division (license contractor automated computer reports).

**Methodology:** Manual tabulation of selected hunting licenses sold using computer generated report data. Cumulative.

**Purpose:** The sale of hunting licenses is a direct indicator of TPWD efforts regarding managing license issuance and ensuring implementation of statutory provisions regarding licensing requirements. Revenue from these sales is critical to the funding of TPWD.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Fishing Licenses Sold

**Definition:** Measure counts the number of fishing licenses sold during the license year (a license year is almost parallel to a fiscal year). A license is counted when actually sold. This measure counts only those license items for which a fee is paid. Items issued at no cost are not included.

**Data Limitations:** An external vendor provides this data. In the event they have down time, the reporting of data may be delayed. TPWD continues to market new licenses to encourage the purchase of licenses however, ultimately, TPWD does not have full control over the decision by an individual to purchase a license. Other factors beyond the agency's control, such as economic conditions, changing attitudes towards fishing, and severe weather, may also impact performance of this measure.

**Data Source:** Administrative Resources Division (license contractor automated computer reports).

**Methodology:** Manual tabulation of selected fishing packages/licenses sold using computer generated report data. Cumulative.

**Purpose:** The sale of fishing licenses is a direct indicator of TPWD efforts regarding managing license issuance and ensuring implementation of statutory provisions regarding licensing requirements. Revenue from these sales is critical to the funding of TPWD.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Combination Licenses Sold

**Definition:** Measure counts the number of combination type licenses sold during the license year (a license year is almost parallel to a fiscal year). A license is counted when actually sold. This measure counts only those license items for which a fee is paid. Items issued at no cost are not included.

**Data Limitations:** An external vendor provides this data. In the event they have down time, the reporting of data may be delayed. TPWD continues to market new licenses and offer special license packages (SuperCombo). These efforts are to encourage the purchase of licenses, however, ultimately TPWD does not have full control over the decision by an individual to purchase a license. Other factors beyond the agency's control, such as economic conditions, changing attitudes towards hunting, and severe weather, may also impact performance of this measure.

**Data Source:** Administrative Resources Division (license contractor automated computer reports).

**Methodology:** Manual tabulation of selected combination packages/licenses sold using computer generated report data. Cumulative.

**Purpose:** The sale of combination licenses is a direct indicator of TPWD efforts regarding managing license issuance and ensuring implementation of statutory provisions regarding licensing requirements. Revenue from these sales is critical to the funding of TPWD.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

*Explanatory:*

Total License Agent Costs

**Definition:** TPWD contracts with license agents (generally retail businesses that sell outdoor gear and supplies) to sell hunting, fishing and other licenses at various locations statewide. In exchange for provision of this service, license agents are authorized to retain approximately 5% of the selling price of each license sold. This measure reflects the total dollar amounts retained by license agents in each license year.

**Data Limitations:** TPWD does not have full control over the decision by an individual to purchase a license. The total amounts retained by license agents will vary depending on the total license sales within each year. Other factors beyond the agency's control, such as economic conditions, changing attitudes towards hunting, and severe weather, may also impact performance of this measure.

**Data Source:** Administrative Resources Division, automated reports from the POS system.

**Methodology:** The POS system automatically tabulates the total amounts retained by all license agents. The total amounts retained by retail license agents (from the "commission" column of the Volume by License Agent report) for the most recent license year is reported on an annual basis.

**Purpose:** To reflect costs to TPWD associated with the commissions retained by license agents for issuance of hunting, fishing and other licenses sold through the POS system.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

C.3.2. STRATEGY: BOAT REGISTRATION AND TITLING

*Output:*

Number of Boat Registration and Titling , and Marine Industry Licensing Transactions Processed

**Definition:** Chapter 31 of the Parks and Wildlife Code authorizes TPWD to issue boat registrations and certificates of title. This measure counts the number of boating transactions, including originals, renewals, transfers, duplicates, replacements, corrections and other transactions related to boat and boat motor registration and titling processed during the reporting period.

**Data Limitations:** Economic and weather conditions outside TPWD control can impact the number of boat registrations and boat purchases. During slow economic times, the public generally spends less on discretionary activities (i.e., renewing registration, paying for boat fuel, etc). In addition, sales of boats also tend to slow down, resulting in declines in the number of boat titles processed. Poor weather conditions, such as sustained drought or flooding, can also influence registration and titling figures.

**Data Source:** Administrative Resources Division – Boat Registration and Titling System (BRTS).

**Methodology:** Automatically tabulated by BRTS by summing the total number of boat registration and boat and motor title transactions (including originals, renewals, transfers, duplicates, replacements, corrections and other transactions) processed during the reporting period.

**Purpose:** This measure reflects TPWD workload associated with issuance of boat registration, titling and related documents.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

**GOAL D: MANAGE CAPITAL PROGRAMS****OBJECTIVE D.1.: ENSURE PROJECTS ARE COMPLETED ON TIME****Outcome:**

## Percent of Major Repair/Construction Projects Completed

**Definition:** Projects – As used in this measure, projects are defined as those that are managed by the Infrastructure division and are tracked and reported in the Project Management System. Typically, projects are construction, renovation or major repairs that require engineering or architectural services.

Scheduled Projects – Projects that are scheduled to be completed during the fiscal year being reported. A list of projects scheduled for completion will be run as of August 31 of each year, and will indicate the number of projects scheduled for completion within the next fiscal year.

Unscheduled Projects – Projects that are not on the August 31 listing of “scheduled” projects, but that begin and are completed during the fiscal year. Generally, unscheduled projects will include emergency and/or other unexpected projects that involve health, safety or regulatory issues and have been identified as priorities to be completed during the fiscal year.

Project Completion – Project completion will be defined as completion of the administrative closeout process.

The percent of major repair/construction projects completed will be derived by dividing the sum of the number of scheduled projects actually completed during the fiscal year and the number of unscheduled projects actually completed during the fiscal year by the number of projects scheduled to be completed that fiscal year (as shown in the report run as of August 31 of the prior fiscal year).

**Data Limitations:** Emergency repairs are almost impossible to plan for or predict. When emergencies occur, these repairs often become a higher priority than previously scheduled repairs, thus causing delays in scheduled repairs. In addition, several other factors beyond TPWD control will impact performance – examples include catastrophic weather, permit requirements taking longer than reasonably anticipated, unanticipated studies (i.e., archeological/historical), etc. Cancellation of projects that were scheduled for completion will also negatively impact performance. The numerator for this measure reflects scheduled and unscheduled projects that are actually completed within the fiscal year. As such, it is possible that performance may exceed 100%. The measure does not reflect projects completed within the fiscal year behind or ahead of schedule. Some projects take several years to complete. There is not a direct link between amounts appropriated for a given fiscal year and the percent of scheduled projects completed within that fiscal year.

**Data Source:** Infrastructure Division – Denominator: Report of projects that have scheduled completion date on or prior to August 31 of the upcoming fiscal year. Numerator: Report of all projects, including scheduled and unscheduled projects, with actual completion date between September 1 and August 31 of the given fiscal year. Information for both the numerator and denominator is derived from Project Management System and compiled on Excel spreadsheet at HQ to obtain the percentage.

**Methodology:** Divide the # of scheduled and unscheduled projects actually completed during the fiscal year by the # of projects originally scheduled for completion that fiscal year.

$$\frac{\# \text{ of scheduled projects completed during the FY} + \# \text{ unscheduled projects completed during the FY}}{\# \text{ scheduled projects for the FY}}$$

Projects actually completed during the fiscal year will be cross-checked by project # against the list of projects originally scheduled for completion during the fiscal year to obtain “# of scheduled projects completed during the FY.” This count will then be added to the number of unscheduled projects actually completed to obtain the numerator used in calculating this measure. Cancelled projects will remain as part of “number of scheduled projects for the FY (denominator)” but will not be reflected in the numerator. Emergency projects with scheduled completion dates after the fiscal year, and projects completed within the fiscal year, either ahead of/behind schedule will not be counted in either the numerator or denominator. Scheduled projects completed within the fiscal year but for which administrative closure has not been completed within the fiscal year will also not be counted in the numerator.

**Purpose:** TPWD continues to face a backlog of repairs at our aging sites. It is critical that these repairs are completed in a timely manner.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### D.1.1. STRATEGY: IMPLEMENT CAPITAL IMPROVEMENTS AND MAJOR REPAIRS

##### **Output:**

Number of Major Repair/Construction Projects Completed

**Definition:** As used in this measure, projects are defined as those that are managed by the Infrastructure Division and (1) are tracked and reported in the Project Management System or (2) are tracked by the Infrastructure Division via other means. Typically, projects are construction, renovation or major repairs that require engineering or architectural services. Measure counts the number of projects completed. A project is counted as completed when the administrative closeout process is concluded. All projects completed during a fiscal year including those completed on schedule, ahead of schedule, behind schedule and emergencies will be reported in this measure. This measure will not correlate to numbers used to calculate the outcome measure “% of scheduled major repair/construction projects completed,” as this reflects ALL projects completed.

**Data Limitations:** Measure counts only completed projects. Factors beyond the agency’s control, which could impact performance of this measure, include catastrophic weather events, natural disasters, and emergency repairs, which may delay completion of several other projects depending on nature and scope of the emergency. Some projects take several years to complete. There is not a direct link between amounts appropriated for a given fiscal year and the number of projects completed within that fiscal year.

**Data Source:** Infrastructure Division. Report of all projects with actual completion date between September 1 and August 31 of the given fiscal year is derived from Project Management System. This will include emergency or other unscheduled projects.

**Methodology:** Using the report from PMS and the list from the budget manager, tally all projects completed. Cumulative.

**Purpose:** This measure directly supports the strategy and indicates workload by providing a count of total number of projects completed in the fiscal year. Existing and new facilities will always need repairs. This measure tracks the number of projects completed.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

#### D.1.2 STRATEGY: LAND ACQUISITION

##### **Output:**

Number of Acres Acquired (net)

**Definition:** Measure counts the net number of acres gained and lost during the fiscal year through purchase, long-term lease, donation or other means and subsequently protected, for all purposes (parks, historic sites, wildlife areas, etc.)

**Data Limitations:** The acquisition process can be lengthy. Funding limitations, as well as the availability of suitable acreage, directly impact the performance of this measure.

**Data Source:** Land Acquisition Summary.

**Methodology:** Manual tabulation. Cumulative.

**Purpose:** To provide more recreation opportunities to the public and protect important sites, TPWD must acquire suitable acreage.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

## Number of Acres Transferred

**Definition:** Measure counts the actual number of acres of TPWD lands transferred to another entity to operate for conservation or public recreation purposes in each fiscal year. As used in this measure, “transfer” means either (1) transfer of property to another entity; (2) a long-term lease with another entity; or (3) sale of property to another entity. Transfers will occur only for those properties that the TPW Commission has determined would be better suited for operation by another entity.

**Data Limitations:** Market conditions and the state of the economy could impact TPWD’s ability to transfer properties. Additional factors influencing performance include the willingness of local governments or other entities/agencies to accept/agree to transfers.

**Data Source:** Actual acres transferred is derived from the fiscal year Acquisition Summary file showing all additions, deletions and corrections to property acreage in a given fiscal year, maintained by Land Acquisition staff.

**Methodology:** Land Acquisition staff track all additions, deletions and corrections to acreage throughout the fiscal year and record on the Acquisition Summary. Transfers of acreage will be recorded and summed.

**Purpose:** To track TPWD’s progress in divestiture of sites determined by the TPW Commission to be better suited for operation by another entity.

**Calculation Type:** Cumulative **New Measure:** No **Desired Performance:** Higher than target.

*Explanatory:*

## Number of Acres in Department’s Public Lands System per 1,000 Texans

**Definition:** Measure is calculated by dividing the total number of acres in the agency’s Public Lands System (including state parks, natural areas, historic sites and wildlife acreage owned and leased by the agency) by the current population estimate of Texas, as provided by the State Comptroller’s Office, divided by 1,000. Data reported is not a measure of park acreage alone, which is often used in state-by-state comparisons. This measure includes all lands owned and leased by the agency.

**Data Limitations:** One factor beyond the agency’s control is the population of Texas. Availability of funding for acquisition purposes can also impact performance.

**Data Source:** Comptroller’s Office (population figures) and TPWD Land Acquisition Summary.

**Methodology:** Manual tabulation. Non-cumulative. Divide total acres by population estimate in thousands.

**Purpose:** This measure reflects the ratio of public lands in TPWD’s system to the current population of Texas. The population is increasing at a rapid pace. It is important in the long term for TPWD to increase land acreage available for public use and enjoyment as well.

**Calculation Type:** Non-cumulative **New Measure:** No **Desired Performance:** Higher than target.

# SCHEDULE C

## **Historically Underutilized Business Plan**



Life's better outside.®



## TPWD HISTORICALLY UNDERUTILIZED BUSINESS (HUB) GOAL AND STRATEGY

To strive to ensure that contracting opportunities for HUB vendors exist throughout all divisions within the department and to establish and implement policies governing purchasing that promote the use of HUB vendors in all purchasing and contracting activities.

### HUB OBJECTIVE:

To include HUB vendors in the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting for object codes designated by the Texas Comptroller in accordance with established agency-specific HUB goals by procurement category. Agency-specific HUB goals for fiscal year 2016 are as follows:

11.20%	Heavy Construction
9.67%	Building Construction
32.90%	Special Trade Construction
23.70%	Professional Services
10.81%	Other Services
18.05%	Commodities

### Outcome:

Percentage of total dollar value of purchasing and public works contracts and subcontracts awarded and paid to HUB vendors certified by the Texas Comptroller in the designated object codes specified for each of the six procurement categories.

### HUB STRATEGY:

Continue to develop and implement a program to identify and recruit HUB vendors, identify subcontracting opportunities, and provide education and assistance to minority, woman, and service disabled veteran-owned businesses in the HUB certification and bidding process. Improve subcontracting reporting process to ensure accurate data is provided and captured properly.

### Output:

Number of Bid Proposals Received from HUB Vendors

Number of Contracts Awarded to HUB Vendors

Dollar Value of Contracts Awarded and Paid to HUB Contractors and Subcontractors in Each of the Six Procurement Categories

## TPWD HISTORICALLY UNDERUTILIZED BUSINESS PROGRAM DESCRIPTION

The Texas Parks and Wildlife Department is committed to supporting and promoting the State of Texas Historically Underutilized Business (HUB) program. The department strives to ensure that contracting opportunities for minority, woman, and service disabled veteran-owned businesses exist throughout all divisions and to promote the use of HUB vendors in all purchasing and contracting activities.

TPWD's HUB program is administered by the Purchasing and Contracting Manager/HUB coordinator. The HUB coordinator maintains open communication with agency leadership and purchasing personnel regarding established TPWD HUB policy and the status of the agency's progress toward achievement of HUB goals.

In accordance with the Texas Administrative Code, TPWD has established the agency-specific HUB goals shown above. These goals were developed in consultation with and based on a methodology from the Comptroller's Office that is used by all state agencies. The methodology includes the "Ready, Willing and Able" vendor list, five-year performance results and the percentages resulting from the Comptroller's most recent Disparity Study.

On an annual basis, these goals will be reviewed and adjusted based on purchasing history and anticipated budget constraints in future years. TPWD monitors its performance against the agency-specific goals, as well as the statewide HUB goals and reports HUB information to the Executive Office on a quarterly basis.

TPWD is confident that ongoing initiatives, as detailed below, will continue to positively impact future HUB participation:

- Increasing efforts to identify minority-, woman-, and service disabled veteran-owned businesses to educate them on the benefits of participating in state programs such as the Centralized Master Bidders List (CMBL) and becoming HUB certified.
- Cultivating ongoing partnerships with Texas Association of African American Chambers of Commerce (TAACC) and Texas Association of Mexican American Chambers of Commerce (TAMACC). Through these partnerships and active participation in economic opportunity forums sponsored by the Texas Comptroller of Public Accounts, the Texas Legislature and other governmental, civic and professional organizations across the state, TPWD is increasing vendor outreach, education and recruitment.
- Actively participating in the “Doing Business Texas Style” Spot Bid Fair. In 2015 TPWD’s contributions to the “Doing Business Texas Style” HUB Bid Fair included hosting the website and posting bid opportunities for all state agencies and universities. Having the bids available in advance of the event was beneficial to both agencies and vendors and resulted in over one million dollars of contracts awarded at this single event. TPWD was successful in awarding 202 contracts totaling \$769,927 at the HUB fair.
- Improving tracking and reporting of HUB subcontracting expenditures through monthly Progress Assessment Reports (PARs).
- Seeking HUB subcontracting in contracts that are less than \$100,000 when possible.
- Including HUB subcontracting plans in all agency contracts in excess of \$100,000 wherein subcontracting opportunities are determined to exist and monitoring contractor compliance with HUB subcontracting plans after contract award.
- Providing potential contractors with reference lists of certified HUB vendors who may be able to participate as subcontractors in TPWD contracts.
- Targeting specific categories of items for HUB purchases such as office equipment/supplies, maintenance, repair and operating equipment/supplies and computer/telecommunications equipment/supplies.
- Implementing a Mentor–Protégé program to foster long-term relationships between TPWD prime contractors and HUB vendors in an effort to increase the ability of HUBs to contract directly with TPWD or subcontract with a TPWD prime contractor.
- Compiling quarterly reports tracking the use of HUB vendors by each operating division.
- Preparing and distributing purchasing, contracting and subcontracting information in a manner that encourages participation by all businesses.
- Using the Centralized Master Bidders List (CMBL) and supplementing with non-CMBL vendors on the HUB directory for solicitation of formal and informal bids.

## **CONTRACT MANAGER TRAINING**

The Texas Parks and Wildlife Department is working to ensure that agency contract managers are trained in accordance with Texas Government Code 2262.053. Contract managers with significant contract management responsibilities and/or who administer high risk contracts will attend required training provided by the Texas Comptroller of Public Accounts. Contract managers are also encouraged to seek additional training in contract law, construction law, negotiations and ethics.

## FY15 HUB BUSINESS POLICY COMPLIANCE

The following information was originally submitted to the Comptroller of Public Accounts and the Legislative Budget Board on November 17, 2015, pursuant to Article IX, Sec. 7.07 of the General Appropriations Act (84th Legislature). This information is included for reference.

### 1. YOUR AGENCY/IHE HUB GOALS

Procurement Category	Heavy Construction	Building Construction	Special Trade Construction	Professional Services	Other Services	Commodities
<b>Goal</b>	11.20%	3.26%	32.90%	23.70%	11.14%	17.13%
<b>Performance</b>	25.40%	45.13%	51.99%	23.93%	12.19%	21.19%

### 2. PRIME CONTRACT ACTIVITIES

#### 2a. Prime Contract: Total expenditure during this FY

Procurement Category		Heavy Construction	Building Construction	Special Trade Construction	Professional Services	Other Services	Commodities	Total
<b>African American</b>		-	-	\$112,943	\$18,413	\$96,347	\$588,970	<b>\$816,673</b>
<b>Asian American</b>		\$541	\$61,954	\$16,915	-	\$164,571	\$422,485	<b>\$666,466</b>
<b>Hispanic American</b>		\$1,140,654	\$5,033	\$699,643	\$1,400	\$319,346	\$335,792	<b>\$2,501,868</b>
<b>Native American</b>		-	-	\$379,150	\$2,600	\$87,382	\$12,085	<b>\$481,218</b>
<b>Non-minority Woman</b>		\$522,943	\$2,625,124	\$1,451,605	\$19,319	\$1,243,313	\$3,836,762	<b>\$9,699,065</b>
<b>Disabled Veteran</b>	<b>Included in HUB Groups</b>	-	-	-	-	-	-	-
	<b>Not Included in HUB Groups</b>	-	-	\$1,500	-	-	\$9,819	<b>\$11,319</b>
<b>Non-HUB</b>		\$5,662,325	\$3,276,113	\$3,050,996	\$687,394	\$16,820,330	\$28,806,390	<b>\$58,303,547</b>
<b>HUB Total</b>		\$1,664,138	\$2,692,111	\$2,661,756	\$41,732	\$1,910,958	\$5,205,913	<b>\$14,176,609</b>

## 2b. Prime Contract: Number of HUB/non-HUB vendors (ongoing and new) utilized this FY

Procurement Category		Heavy Construction	Building Construction	Special Trade Construction	Professional Services	Other Services	Commodities	Total
African American		0	0	20	4	301	4,774	5,099
Asian American		2	6	1	0	365	779	1,153
Hispanic American		17	8	57	2	404	713	1,201
Native American		0	0	8	1	23	27	59
Non-minority Woman		9	80	239	17	915	14,266	15,526
Disabled Veteran	Included in HUB Groups	0	0	0	0	0	0	0
	Not Included in HUB Groups	0	0	1	0	0	4	5
Non-HUB		304	320	755	511	32,213	58,534	92,637
HUB Total		28	94	326	24	2,008	20,563	23,043

## 3. SUBCONTRACT ACTIVITIES

## 3a. Subcontract: Total expenditure during this FY

Procurement Category		Heavy Construction	Building Construction	Special Trade Construction	Professional Services	Other Services	Commodities	Total
African American		\$26,300	-	-	\$18,045	\$12,271	\$23,523	\$80,139
Asian American		-	-	\$1,792	\$5,910	\$22,783	\$25,243	\$55,729
Hispanic American		\$690	\$72	\$49,151	-	\$63,608	\$192,450	\$305,971
Native American		-	-	\$14,270	-	\$2,554	\$5,945	\$20,969
Non-minority Woman		\$169,556	\$986	\$245,046	\$52,344	\$268,967	\$1,752,367	\$2,489,267
Disabled Veteran	Included in HUB Groups	-	-	-	-	-	-	-
	Not Included in HUB Groups	-	-	-	\$56,455	\$1,783	\$834	\$59,072
Non-HUB		\$375,488	\$16,964	\$348,967	\$102,572	\$2,965,293	\$5,732,742	\$9,542,025
HUB Total		\$196,546	\$1,058	\$308,460	\$132,754	\$371,966	\$200,362	\$3,011,146

3b. Subcontract: Number of HUB/non-HUB vendors (ongoing and new) utilized this FY

Procurement Category		Heavy Construction	Building Construction	Special Trade Construction	Professional Services	Other Services	Commodities	Total
African American		3	0	0	4	33	148	188
Asian American		0	0	1	8	38	172	219
Hispanic American		3	5	39	11	340	631	1,029
Native American		0	0	1	1	36	14	52
Non-minority Woman		5	2	94	9	846	6,845	7,801
Disabled Veteran	Included in HUB Groups	0	0	0	0	0	0	0
	Not Included in HUB Groups	0	0	0	1	10	3	14
Non-HUB		31	32	738	29	18,000	34,361	53,191
HUB Total		11	7	135	34	1,303	7,813	9,303

4. NEW VENDORS: NUMBER OF VENDORS (PRIME AND SUB) UTILIZED IN THIS FY WHICH WERE NOT USED DURING THE LAST TWO YEARS

Procurement Category		Heavy Construction	Building Construction	Special Trade Construction	Professional Services	Other Services	Commodities	Total
African American		0	0	20	4	195	49	268
Asian American		0	4	1	0	46	20	71
Hispanic American		17	0	51	0	236	484	788
Native American		0	0	1	0	7	33	41
Non-minority Woman		7	61	116	0	305	1,642	2,131
Disabled Veteran	Included in HUB Groups	0	0	0	0	0	0	0
	Not Included in HUB Groups	0	0	1	0	0	4	5
Non-HUB		119	52	429	134	5,947	6,159	12,840
HUB Total		24	65	190	4	789	2,232	3,304

**5. SPONSORED OR PARTICIPATED IN LOCAL AND STATEWIDE SETTINGS TO ENCOURAGE HUB PARTICIPATION IN STATE PROCUREMENT ACTIVITIES**

Event/Activity	Number of Events Hosted or Attended	
	Hosted	Attended
Economic Opportunity Forum	0	7
Annual Meeting/Setting	0	1
Advocacy Group Meeting (i.e., TAAACC, TAMACC, etc.)	0	1
Other - HUB Discussion Workgroups and Pre-Proposal Conferences	6	5

**6. MENTOR-PROTÉGÉ PROGRAM**

Active Mentor-Protégé Program	Ongoing	Added Current Fiscal
Number of Programs	0	2

**7. HUB PROGRAM STAFFING**

HUB Staffing	Allocated	Current
Staff Size	2	2

**8. WORK RELATED ACTIVITIES CONDUCTED BY HUB PROGRAM STAFF**

HUB Program Personnel	% of Weekly Hours with HUB	% of Weekly Hours with Purchasing	% of Weekly Hours with Contract
Staff 1	35%	35%	30%
Staff 2	100%		
Staff 3	50%	50%	

**PLAN FOR MAINTAINING FUTURE COMPLIANCE**

TPWD has partnered with Texas Association of African American Chambers of Commerce (TAAACC) and Texas Association of Mexican American Chambers of Commerce (TAMACC) in an effort to increase awareness of TPWD business awareness among minority vendors. HUB and purchasing staff attend Professional Service Panels to help educate vendors on how to find state business opportunities and submit effective proposals. TPWD is also increasing efforts to recruit minority-, woman-, and veteran-owned vendors for the Statewide HUB program. We often have difficulty finding HUB vendors for our remote locations so focus has been given to recruiting local vendors that are able to service these locations. TPWD plans to continue these partnerships and efforts in the future as a means to ensure compliance with HUB requirements.

# SCHEDULE D

## **Statewide Capital Plan**

[PLAN SUBMITTED SEPARATELY TO BOND REVIEW BOARD IN ACCORDANCE WITH INSTRUCTIONS.]



Life's better outside.®



# SCHEDULE E

## **Health and Human Services Strategic Planning**

[TPWD IS NOT INCLUDED IN AGENCIES REQUIRED  
BY GOVERNMENT CODE CHAPTER 531 TO  
DEVELOP A HEALTH AND HUMAN SERVICES PLAN.]



Life's better outside.®



# SCHEDULE F

## Workforce Plan



Life's better outside.®



# TEXAS PARKS AND WILDLIFE DEPARTMENT

## Workforce Plan

### Fiscal Years 2017-2021

#### AGENCY OVERVIEW

Hunting and fishing have long been part of the fabric of Texas. Thousands of years ago, native hunters and gatherers settled into Texas to take advantage of its abundant fish and game. Today, people still flock to Texas to enjoy rich traditions of hunting and fishing in the state's bountiful forests, prairies and waters. However, the natural landscape is changing. The state faces many challenges in its efforts to protect, conserve and manage its vital natural resources. As more Texans seek outdoor experiences, it is vitally important that lands and waters are set aside and managed for fish, wildlife, and recreation. Texans' quality of life and sense of place depend on it. Throughout its history, the dedicated employees of Texas Parks and Wildlife Department (TPWD) have worked diligently to ensure that present and future generations are able to enjoy Texas' great cultural and natural heritage.

##### Key Milestones:

- 1907 – Game, Fish and Oyster Commission was established.
- 1923 – First State Parks Board was created.
- 1933 – First state parks were created with federal aid through New Deal program.
- 1963 – Texas Game and Fish Commission and Texas State Parks Board were merged to form TPWD.
- 2013 – 50th Anniversary of TPWD.

#### MISSION AND FUNCTIONS

The mission of TPWD is 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.

##### Primary agency functions include:

- Management and conservation of natural and cultural resources
- Provision of outdoor recreational opportunities
- Conservation education and outreach
- Cultural and historical preservation

To this end, TPWD manages 95 state parks/historic sites, 46 wildlife management areas and eight fish hatcheries, comprising over 1.4 million acres that are managed in the public trust for recreation and conservation.

#### GOVERNANCE AND ORGANIZATIONAL STRUCTURE

The governing body of TPWD is a nine-member, governor appointed commission. The Commission is responsible for adopting policies and rules related to department programs and activities.

Day-to-day oversight responsibilities rest with the Executive Director and the two Deputy Executive Directors for Natural Resources and Policy and Administration. The department is organized by function into 11 divisions: Administrative Resources, Coastal Fisheries, Communications, Human Resources, Information Technology, Infrastructure, Inland Fisheries, Law Enforcement, Legal, State Parks and Wildlife.

The TPWD Headquarters is located in Austin, with regional and field offices located throughout the state. Approximately 77% of department staff works at field locations.

The department has a legislatively authorized Full-time Equivalent (FTE) cap of 3,143.2 in fiscal years 2016 and 2017. The workforce head-count averages about 3,000 regular full- and part-time employees. This number increases significantly during summer months with the addition of seasonal temporaries and interns.

## SERVICE POPULATIONS

TPWD serves a wide array of constituents and stakeholders, both directly and indirectly. Department services are available in all regions of the state. Examples of specific stakeholder populations include:

- Anglers
- Hunters
- Boaters
- State Park Visitors
- Commercial Fishermen and other TPWD Permit Holders
- Local Governments
- Private Landowners
- Hispanics, African Americans and Other Ethnic and Racial Minorities
- Youth, Veterans, Women and Persons with Disabilities
- Rural and Urban Audiences
- Other Outdoor Recreationists

Constituents and stakeholders consistently give TPWD high ratings for overall satisfaction with services and programs. The most recent online survey of key TPWD customers was conducted in winter 2016. The survey found that 94% of key constituents who responded to the online web survey were very satisfied or satisfied with TPWD overall.

## STRATEGIC PRIORITIES

### LAND AND WATER PLAN

The *Land and Water Resources Conservation and Recreation Plan* (known as the Land and Water Plan) serves as the strategic visionary document guiding TPWD in achieving its mission. The latest revision of the plan, effective January 2015, highlights the four overarching strategic goals outlined below. These goals encompass the vision of conservation and outdoor recreation in Texas, and guide the operational and staffing plans developed by all department programs.

**Goal 1:** Practice, encourage and enable science-based stewardship of natural and cultural resources.

**Goal 2:** Increase access to and participation in the outdoors.

**Goal 3:** Educate, inform and engage Texas citizens in support of conservation and recreation.

**Goal 4:** Employ efficient, sustainable, and sound business practices.

### HUMAN RESOURCES MANAGEMENT (HRM)

#### Human Resource Strategy

TPWD utilizes a “values-based” human resources (HR) strategy in efforts to attract and retain a diverse quality staff, and to ensure effective human resources management (HRM) across the department. TPWD’s core values of stewardship, service, excellence, integrity and teamwork serve as the foundation for the design of the department’s policies and practices. These fundamental values are embedded into the organization’s culture. This strategy is based on the inherent knowledge that people

want to work at a place they respect, where they feel valued and welcomed, where they can learn and grow, and where they can make a difference. All HR policies and programs are centrally developed, coordinated and administered through the Human Resources Division located at the Austin Headquarters.

### Human Resource Strategic Goals

The Human Resources Division's mission focus is on achieving three strategic goals: talent management, personnel administration, and shared culture. A brief description follows:

**Goal 1:** Talent Management – Attract, employ, develop and retain a diverse employee workforce to meet current and future business demands.

**Goal 2:** Personnel Administration – Develop, implement and integrate effective HR policies, business processes and data systems by leveraging industry best practices.

**Goal 3:** Shared Culture – Promote the organization's shared culture and core values to distinguish TPWD as a fair and equitable employer. Contribute to mission success by engagement, education and training of TPWD stakeholders.

## KEY EVENTS, AREAS OF CHANGE AND IMPACT ON AGENCY

### EXTERNAL ENVIRONMENT

#### Demographic Trends

The Texas population has been increasing over the past several years and is predicted to continue to grow into the foreseeable future. Demographic trends indicate that the population of the urban areas of Texas are growing while rural populations are declining, creating an increasingly urbanized and diverse state. With a total population of over 27 million, Texas has three cities with over 1 million people, a distinction shared only by California. These cities are becoming increasingly diverse and the face of Texas continues to change. Demographers predict that by 2020, Hispanics will become the majority population group surpassing whites. By 2040, whites will make up around one-third of the population.

#### New Legislation

The 84th Legislature made important changes to State of Texas benefits and veteran's preference policy. Key changes include an increase to state and employee contributions to the ERS Retirement Fund, elimination of the 90-day retirement fund contribution waiting period, authorization to donate sick leave to fellow employees, and changes to veteran's preference. A brief summary of some of the more significant actions follow:

The **General Appropriations Act** provides the rates for the state and employer contribution to retirement for members of the Employees Retirement System (ERS). State agencies now contribute 10% of the employee's base monthly salary to the ERS retirement fund. The retirement contribution for employees covered by ERS is 9.5% of their base salary, effective September 1, 2015.

**House Bill 9** – Relating to member contributions to the Employees Retirement System of Texas.

- New employees hired on or after September 1, 2015 will begin contributing to retirement and earning service credit towards retirement with their first pay warrant, eliminating the previous 90-day waiting period.

**House Bill 426** – Relating to the acceptance of employment applications through the online system for listing state agency employment openings maintained by the Texas Workforce Commission.

- TPWD HR will need to go through training to learn how to obtain and receive applications using the Texas Workforce Commission's online application system. This may require enhancements to the current NEOGOV applicant tracking system and other changes to current workflow. Changes to policy and processes, updating the tracking system, training

staff and educating employees may result in financial impacts. Texas Workforce Commission is currently working to help state agencies that utilize NEOGOV transition efficiently and without affecting business processes.

**House Bill 1771** – Relating to the donation of sick leave by state employees.

- TPWD employees may donate any amount of their sick leave to another TPWD employee who has exhausted their own sick leave and any available sick leave pool. HR has implemented relevant policies and procedures as of September 1, 2015.

**Senate Bill 389** – Relating to the placement of military occupational specialty codes on certain notices of state employment openings.

- TPWD currently uses military occupational specialty (MOS) codes on all job notices related to employment openings. All classification series utilized by the department have been assigned a MOS code for each branch that is visible to applicants on the employment website.

**Senate Bill 805** – Relating to the employment of individuals qualified for a veteran’s employment preference.

- In compliance with Government Code Section 657.0046 made effective by this bill, TPWD added veteran’s liaison responsibilities to the current department recruiter position as of February 1, 2016. The department also implemented processes and provided training for hiring managers on veteran’s preference selection and hiring.

## INTERNAL ENVIRONMENT

### Appropriations

Total Appropriation 2010-2011	\$672,997,789
Total Appropriation 2012-2013	\$550,710,560
Total Appropriation 2014-2015	\$597,326,018
Total Appropriation 2016-2017	\$700,294,009

### Funding

In 2016-2017, TPWD’s appropriation authority totaled \$700.3 million and reflected approval or partial approval of all of the department’s requested exceptional items. These included: additional funding for the operations of state park sites; funding for law enforcement fund shortfall; capital construction and modernization; funding for fish and wildlife activities; funding for local/community parks; repairs to Battleship Texas; outdoor/nature tourism and recreation; and information technology business initiatives. In addition to requested exceptional items, the 84th Legislature also approved additional funding and game wardens for border security, funding for capital improvement and repairs at Fort Boggy State Park and General Revenue funding to provide local park grants to select Houston-area parks. Finally, Article IX of the General Appropriations Act included estimated increases for a Schedule C Pay increase, an across-the-board pay increase for non-Schedule C employees, as well as additional funding and staff for the new Texas Farm and Ranch Lands Conservation Program.

### Staffing

The 2016-2017 biennium saw an increase in FTEs for Law Enforcement to increase border security efforts and Inland Fisheries’ efforts to control invasive species. Additional FTEs were also granted to Coastal Fisheries for habitat monitoring and State Parks Division for general operations. These increases were a welcome addition, as they allowed additional staffing in key mission areas without reductions in other areas. This stability in staffing is important, as it allows leadership to continue important programs across the department.

### Projected Retirements

A significant staffing issue for the department is the large number of staff that are eligible to retire over the next several years. According to ERS projections, approximately 25% of department employees will be eligible to retire by the end of fiscal year 2020, less than five years away. A total of 416 employees are currently able to retire, not including the 56 return-to-work retirees currently employed with TPWD.

### Changes in Leadership/Key Staff

The governor appointed three new commissioners to the Texas Parks and Wildlife Commission in the last year. Commissioners Anna Galo, Jeanne Latimer and Kelcy Warren were appointed in November 2015, with terms expiring in February 2019 and 2021. In addition, Commissioner T. Dan Friedkin was appointed Chairman of the Commission in July 2015.

Changes in key management positions have also impacted the department. In September 2014, TPWD filled its new Chief Diversity and Inclusion Officer position. In November 2014 and February 2015, respectively, TPWD hired new directors of Infrastructure and Inland Fisheries divisions. Additionally, TPWD selected a new Internal Affairs director after the position was vacated due to retirement.

## CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

TPWD is known for recruiting and retaining quality employees who are dedicated to the department. This dedication is reflected in a fairly low turnover rate of 9.8% in FY 2015, as well as over 46% of employees with at least 10 years of department service. The majority of current employees (76%) are between the ages of 30 and 60. Despite a consistently low turnover and a stable supply of qualified applicants, a key challenge facing the department is the loss of institutional knowledge and expertise resulting from recent and impending potential retirements. Currently, the department employs 56 return-to-work retirees and 416 employees who are eligible to retire at the end of FY 2016. Twenty-five percent of department staff will approach retirement eligibility within the next five years, many of whom are in leadership positions. Special attention to recruitment, succession planning and training will be necessary to fill potential gaps in the workforce.

### Current Demographics

As of the end of fiscal year 2015, TPWD's workforce consisted of:

- 2,892 classified regular full-time (CRF) employees
- 93 classified regular part-time (CRP) employees
- 170 temporary employees working on short-term projects and other temporary work assignments up to one year

The TPWD workforce increases significantly in the summer, with the addition of a seasonal temporary workforce.

TPWD is continuing to address the challenge of attracting and retaining a diverse workforce. Of the 2,985 CRF and CRP employees:

- 36% are female
- 64% are male
- 21% are ethnic minorities
- 79% are white

Though white males continue to be in the majority, the percentage of women has risen from 34% to 36% since 2014. During this period, the percentage of ethnic minorities has remained the same. The department has established an Office of Diversity and Inclusion that continues to develop new strategies to recruit, develop and retain a diverse workforce.

## TURNOVER

While maintaining an effective recruitment effort to attract a quality and diverse workforce is essential for the department to keep pace with the changing demographics of Texas, it is equally important to ensure that TPWD retains its current employees. TPWD traditionally has had a lower turnover rate than the state average, and this is expected to continue. TPWD's fiscal year 2015 turnover rate was 9.8%, compared to the statewide average of 18%. TPWD's turnover has decreased since 2014, which implies that retention efforts have been successful. The department tailors its retention efforts to information gained from exit interview data, particularly focusing on reasons given by employees for leaving the organization. This valuable information is used to identify issues that may affect employee retention, such as ineffective supervisors, low pay, and workplace climate. These insights allow appropriate interventions to be implemented to enable retention of valuable employees. For fiscal year

2015, the top five reasons reported for voluntary separations from the department were (State Auditor’s Office electronic Exit Survey System):

- (1) Retirement (33.8%);
- (2) Better pay/benefits (16.2%);
- (3) Little or no career advancement opportunities (10.3%);
- (4) Poor working conditions/environment (8.8%);
- (5) Issues with my supervisor/issues with employees I supervise (8.8%).

## **WORKFORCE COMPARISONS**

Overall, the TPWD workforce compares favorably in many key dimensions with other Texas state agencies of similar size and mission. Department employees are committed and experienced, as exemplified by higher-than-average years of agency service and lower-than-average turnover rates. Approximately 47% of TPWD employees have 10 or more years of service, versus 41% statewide. Internal turnover remains significantly below the statewide averages (see turnover section above). Employee engagement, as measured by the biennial Survey of Employee Engagement, is very high and compares very favorably with the scores of statewide benchmarks, relative to agency size, mission and overall employee participation. Employee participation in the survey and department scores have remained relatively steady over the past several years. A total of 77% of employees participated in the 2016 survey, down from 81% in 2014. The agency’s overall scores have also remained relatively high.

However, there are a few areas of concern in which the department does not fare as well as some other Texas agencies – namely, workplace diversity and average pay. The department continues to be challenged in efforts to attract women and ethnic minorities, particularly Hispanics and African-Americans, to the organization. The representation of women (36%), Hispanics (16%) and African-Americans (3%) in the department significantly lags behind the 2015 Texas state government averages for these respective groups (54%, 24% and 22%). With Texas becoming increasingly more diverse and Hispanics expected to be the majority group, it is especially important for the agency to expand its diversity recruitment efforts. The department takes diversity with its workforce seriously, and hired a Chief Diversity Officer in September 2014 to address this issue. TPWD’s diversity efforts can be found in the Strategic Development section of this plan.

Despite continuous efforts to boost staff salaries, the department’s average pay for most job classifications lags behind the pay for similar positions at other agencies, especially other Article VI-Natural Resources agencies. For example, while our agency’s average salary has increased 10% within the last two years, in fiscal year 2015, the average salary at TPWD was \$48,223 (or 12% lower) compared to the average of \$54,134 for Article VI agencies as a whole. Employees continue to identify salary as the area of greatest concern in results from the Survey of Employee Engagement. The lack of competitive salaries across most critical job classifications poses an ongoing risk to the department’s ability to attract and retain a high quality workforce. This is an issue that senior leadership will study closely to identify what actions can be taken to close this gap.

## **FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)**

The department does not anticipate any major changes to its core business functions. However, the workforce necessary for TPWD to perform these core functions continues to evolve as new priorities are identified.

The 84th Legislature appropriated over \$100 million for capital construction projects to fix aging infrastructure. As a result, the Infrastructure Division had a shortfall of project managers and inspectors to handle the large number of projects at locations around the state. Since TPWD did not receive additional FTEs required to manage these capital construction projects, the Infrastructure Division will have to restructure their current workforce to complete these projects. This will require the division to make decisions on how best to manage their current workforce and which objectives should be prioritized. Another emerging task is combating invasive species, including zebra mussels and giant salvinia. The 84th Legislature approved five additional FTEs for this mission. Other areas will be monitored closely, including technological changes that may impact operations in the Information Technology Division. These changes may include decreased reliance on in-house programming and more

off-the-shelf software purchases. This will require delicately balancing the need for programmers for legacy systems and purchasers/testers for new software within the current staffing limits of the division.

The FTE increases allowed by the 84th Legislature were a welcome addition, as they increased department capacity to take on additional activities without reductions in other areas. However, there is always a chance that in the next biennium and beyond, the department could be subject to reductions in total appropriations and FTE authority, as the Legislature balances increasing demands for healthcare, education, social services, infrastructure and other emerging priorities. Given this possibility, the department will continue to evaluate business processes agency-wide to ensure continued efficiency and effectiveness of operations.

## CRITICAL JOB COMPETENCIES

TPWD will focus efforts on succession planning, and will identify key positions and competencies that have a significant impact to the agency and its mission. There is a continuing need for TPWD employees with strong technical, analytical, problem solving and communication skills and competencies. TPWD reviews positions on a regular basis and identifies the basic and advanced technical skills/competencies associated with each job classification. Several high level cross-divisional competencies were identified and deemed critical for department-wide success. These competencies include: change management, coaching/mentoring, conflict management, financial management, influencing/negotiating, information management, project management, public speaking, Spanish language skills and technology management. The majority of journey-level personnel in department critical positions have intermediate competency levels in these areas, which meet current needs. With regard to future needs, the distribution of competency levels will need to shift to an advanced level in order to continue to effectively fulfill the department's mission.

## GAP ANALYSIS

### **Aging Workforce and Attrition**

TPWD has an aging workforce, with approximately 62% of all employees at age 40 or above and 36% of employees at age 50 or older. Experience is certainly an asset for day-to-day operations and provides continuity. However, the fact that a relatively high number of career employees are at or nearing retirement eligibility over the next five years also raises a significant concern. This potential loss of valued experience and institutional knowledge from pending retirements must be managed through targeted recruitment efforts, to include veterans with vast leadership experience, succession-planning efforts, mentoring and technical/leadership training programs. In addition to this loss of experience, there are also potential productivity losses associated with an aging workforce, including extended employee absences due to personal health concerns and illnesses, and increasingly, care for their own elderly parents. This will require a robust wellness program focusing on both physical and mental health to reduce risk factors and mitigate potential issues.

On the opposite end of the spectrum, newer “millennial” employees bring a wealth of technological knowledge and newer ways of doing business. This demographic is a key component to diversity and outreach efforts, but are more apt to change employers frequently, as they look for continued challenges and upward mobility more rapidly than older employees. They also value non-traditional work arrangements such as teleworking, pay for project and flex time schedules that may not fit the paradigm of many traditional managers in the department. This requires different management expectations and increased flexibility with benefits, morale and retention programs.

### **Non-Competitive Salary Structure**

For over 20 years, the results from the Survey of Employee Engagement have confirmed that salary remains the number one gap related to job satisfaction. While department turnover rate is less than 10%, specific job classifications have much higher turnover. Exit surveys indicate this turnover is largely due to non-competitive salaries. Specific classifications include: park rangers (specifically park police officers), architects, engineers, and information technology and human resources employees. In addition, TPWD has experienced recruiting difficulties for many mid-level and senior positions due to below-market salary levels.

Pay disparity is most evident with classifications in the Schedule A salary group and in lower- and mid-level professional classifications. TPWD's Schedule A employees (administrative support, maintenance, technical and paraprofessional positions) are mostly in the first (lowest) quartile of the four pay ranges. There is a better distribution in Schedule B, but it is clear TPWD is not competitive in many entry, mid-level and senior positions. Over the past biennium, TPWD has performed quarterly salary comparisons of all classifications against other state agencies and within internal divisions to make comparisons and reduce compression issues between divisions. This information has been used by senior leadership to give targeted equity adjustments, which have helped to reduce the pay gap.

At the beginning of the last biennium, 41% of FTEs received wages below the state average for similar job classifications in Natural Resource agencies. That number is now only 18%. TPWD has restructured the State Park Police force, including targeted pay raises and a new internal chain of command. These officers were historically among the lowest paid peace officers in a force of their size within the state. Additionally, all 11 TPWD divisions consciously targeted positions with the largest disparities for equity adjustments. Closing the salary gap with other state agencies is welcome progress. However, a significant pay gap with the private sector still exists, particularly in engineering and information technology. If not adequately addressed, this gap will continue to drive high turnover rates in these areas. This turnover may increase operating costs for agency programs, as contractors and temporary hires are used in lieu of full-time staff.

### **Women and Minorities**

Despite significant efforts and recent hires, women and minorities continue to be underrepresented in both key leadership positions and senior managers in major program areas of the TPWD workforce. The percentage of minorities and women in the department has increased slightly overall, but still lags behind when compared to other state agencies. The department has made a concerted effort to target recruitment efforts for game wardens. Although these efforts are reflected in the diversity of the current academy class, this success will have to be built upon with future efforts to significantly impact the demographic makeup of the Law Enforcement Division as a whole. As women and minorities comprise an increasing proportion of college graduates in the natural sciences across Texas universities, TPWD has an opportunity to leverage this new talent with targeted recruitment efforts in the future.

### **Veterans**

Senate Bill 805, as passed by the 84th Legislature, specified that veterans should comprise 20% of an agency's workforce. TPWD has made concerted efforts to provide outreach to veterans through events at military installations across the state for several years. The department values the contributions of the veterans who work throughout the department. However, our current percentage of veterans in the workforce stands at just under 10%, leaving this legislative goal as a renewed focus area for recruiting in the next biennium.

### **Job Competency Development**

TPWD is known for providing employees with training and developmental opportunities, and must continue to do so in order to maintain a high quality workforce. As TPWD's current workforce retires and years of valuable experience are lost, the department must implement a succession plan and develop a younger workforce appropriately to avoid losing the competencies needed to accomplish the TPWD mission. This is a great opportunity to maximize the technological talents of the younger workforce to transform business practices and leverage emerging technologies to be more effective.

## **STRATEGY DEVELOPMENT**

TPWD is committed to addressing the gaps identified in the workforce. These efforts include increasing outreach and recruitment to both underserved populations and veterans, increasing workforce diversity, addressing pay inequities, continuing leadership development and employee retention and morale programs.

### **Comprehensive Outreach and Recruitment Programs**

Outreach and recruitment programs are a top priority for TPWD, as these are key for workforce development and diversity efforts. Outreach programs are crucial for the department endeavors to be more inclusive of minorities, women and veterans.

Given the large number of employees that are currently eligible to retire and those that will be eligible within the next five years, a strong outreach and recruitment effort will help the department secure the talent needed to continue operations. TPWD has hired a full-time intern coordinator to grow our internship program, as interns are a meaningful source for future employees. In addition, the department has designated its Human Resources Recruiter as Veteran's Coordinator, working towards the goal of a 20% veteran workforce in compliance with Senate Bill 805. Specific opportunities for future department outreach and recruitment include the following components:

- Review minimum job qualifications, especially degree and quantifiable experience requirements, to ensure as large and diverse an applicant pool as possible;
- Increase recruiting efforts at Hispanic Serving Institutions (HSI) and Historically Black Colleges and Universities (HBCU);
- Work with historically black and Hispanic universities to match required academic backgrounds with majors offered, specifically in the natural sciences, to make these students more competitive for positions in the department;
- Target recruitment efforts for students and veterans in areas where positions exist, including seminars on becoming a successful applicant;
- Increase emphasis on high school students by conducting visits and contacts with guidance counselors and coaches to promote TPWD employment and professional growth opportunities to interested students;
- Begin high school internship opportunities across the department, to reach students earlier in their educational trajectory;
- Increase focus on student internship programs and the development of a career transitions program, mentoring programs, and cooperative school-to-work programs to ensure success and retention of new hires;
- Create collaborative learning outcomes for all interns, highlighting the department's mission and key themes in order to better prepare students for a future in conservation;
- Maintain email and phone contact with all interns to inform them of upcoming employment opportunities and build a potential labor pool of former interns;
- Increase veterans' outreach by expanding existing partnerships with United States Department of Defense (USDOD) to include all bases in Texas and extending to surrounding states;
- Continue relationships with national, statewide, regional and local diversity student and professional organizations:
  - United States Forest Service (USFS)
  - Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRS)
  - Society for Advancement of Chicanos/Hispanics and Native Americans in Science (SACNAS)
  - Southeastern Association of Fish and Wildlife Agencies (SEAFWA) Minorities in Natural Resources Careers subcommittee (MINRC)
  - Hispanic Scholars Consortium (HSC)
- Increase field recruiting by other TPWD staff at all major sites to increase exposure at Texas college/university job fairs if HR and LE recruiters are unable to attend;
- Increase local recruitment by current employees so labor force better represents the demographic makeup of that community.

## VALUE PROPOSITION FOR DIVERSITY AND INCLUSION AT TPWD

TPWD has a rich history of serving the state of Texas with excellence. The department has developed multiple initiatives to fulfill the mission of managing and conserving the natural and cultural resources of the state and providing outdoor recreation opportunities for present and future generations. State demographics are shifting to majority-minority, requiring an increased amount of attention to recruiting, hiring and career development. The department aims to recruit and retain the best and the brightest from this state and across the nation, including multiple ethnicities, genders, ages and backgrounds.

### Diversity Actions

TPWD considers its focused efforts to address both constituent and workforce diversity challenges a business imperative in Texas. As such, the department is focusing efforts to identify how best to serve a population whose demographics are rapidly changing.

## TPWD DIVERSITY AND INCLUSION PILLARS

TPWD will become an employer of choice by focusing on the following diversity and inclusion pillars:

**Recruiting:** Recruit from a diverse, highly skilled group of potential applicants to secure a high performing workforce drawn from all segments of American society.

**Retention:** Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention and development.

**Education and Outreach:** Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches based on such data, and institutionalize a culture of inclusion.

The three pillars listed above are necessary to the integration of diversity and inclusion into the culture at TPWD.

Our diversity and inclusions goals for the current biennium align under the aforementioned pillars.

## RECRUITMENT PILLAR

<b>Objective: Develop and Execute Strategic Recruitment Outreach to Reach a Broader Segment of the Population</b>	
<b>Strategic Actions</b>	<b>Initiatives</b>
1. Increase employer branding	<ul style="list-style-type: none"> <li>• Distribute employer branding booklets to high schools across the state.</li> <li>• Develop break room and hallway posters advertising TPWD as the employer of choice.</li> <li>• Update website with diverse images and create mobile-friendly interface.</li> <li>• Create diversity and inclusion website for internal and external audiences.</li> </ul>
2. Enhance interview process	<ul style="list-style-type: none"> <li>• Create department-wide policy for composition of interview panels.</li> </ul>
3. Establish broader physical presence across the state	<ul style="list-style-type: none"> <li>• Develop statewide employee representative plan for recruitment, organization visitation, and event visibility.</li> <li>• Solicit representative department volunteers from each division across the state. Create a training program for representative volunteers.</li> </ul>
4. Increase diversity in internship program	<ul style="list-style-type: none"> <li>• Solicit funding increase for intern programs from the TPW Foundation and other non-profit organizations.</li> <li>• Employ a full-time internship coordinator.</li> <li>• Request cooperation and participation from each division leader.</li> <li>• Increase internship recruitment among diverse students.</li> <li>• Create a metric to measure applicant flow for those applying for internships.</li> </ul>

## RETENTION PILLAR

<b>Objective: Promote an Inclusive Work Environment through Education, Development and Employee Engagement Activities</b>	
<b>Strategic Actions</b>	<b>Initiatives</b>
1. Implement Diversity and Inclusion (D&I) management education	<ul style="list-style-type: none"> <li>Select vendor to assist in design and implementation of diversity and inclusion management education. Work with existing training groups to schedule education for all manager level employees.</li> </ul>
2. Require cultural awareness education for all customer-facing personnel	<ul style="list-style-type: none"> <li>Select a vendor to provide cultural agility education to State Parks and Law Enforcement personnel, as well as any personnel who makes contact with the public. Work with internal training groups to schedule and track cultural agility education with all necessary personnel.</li> </ul>
3. Host quarterly employee information sessions to educate employees on other cultures	<ul style="list-style-type: none"> <li>Develop and execute cultural education sessions at Austin Headquarters on multiple diversity-related topics.</li> </ul>
4. Appoint a cross-divisional culture committee that supports diversity and inclusion efforts and provides feedback to the Chief Diversity and Inclusion Officer (CDIO) and Executive Director (ED)	<ul style="list-style-type: none"> <li>Solicit and secure cross-divisional participation in the Employee Diversity and Inclusion Advisory Committee (EDIAC). Use their skills and relationships within their divisions to communicate the TPWD Diversity and Inclusion message. Secure feedback from divisions to be used for planning and direction of Diversity and Inclusion strategy.</li> </ul>

## EDUCATION AND OUTREACH PILLAR

<b>Objective: Create Inclusive Programs and Services to Accommodate Diverse Constituents</b>	
<b>Strategic Actions</b>	<b>Initiatives</b>
1. Establish relationships with local houses of worship and community organizations with the objective of providing outdoor education and examine their views on outdoor activities	<ul style="list-style-type: none"> <li>Strategically select faith-based groups and ethnic organizations for solicitation of participation in outreach events and activities.</li> </ul>
2. Educate outreach personnel, Law Enforcement, State Park employees and volunteers on cultural understanding and building relationships across cultures	<ul style="list-style-type: none"> <li>Select a vendor to provide cultural agility education for State Parks and Law Enforcement personnel.</li> <li>Work with internal training team to schedule classroom delivery of cultural agility education to people facing employees and volunteers.</li> </ul>
3. Solicit D&I stories from all TPWD employees and circulate via web, e-mail, and print media both internally and externally	<ul style="list-style-type: none"> <li>Engage EDIAC members in solicitation of internal and external inclusion stories for publication in the TPWD Communications blog and on the TPWD Diversity and Inclusion web page.</li> </ul>
4. Continue collateral material image updates to include diverse faces	<ul style="list-style-type: none"> <li>Meet with Creative Services group to establish benchmarks for inclusion in pictures and language for all print materials.</li> </ul>

### **Competitive Salary Structure**

While concerted efforts to increase direct compensation have already had measurable impacts, the senior leadership team will continue efforts to address the issue of competitive compensation, particularly pertaining to the pay gap compared to the private sector. The department's long-term goal is to develop a competitive total rewards strategy that includes employee programs, business practices and other dimensions that collectively define the department's strategic efforts to attract, motivate and retain quality employees. This effort will include cross-divisional comparisons of like classifications to reduce compression among pay grades, and quarterly comparisons of all classifications among state agencies to ensure recent gains are not lost. Additionally, TPWD will look at ways to address the pay gap with the private sector. While the department will not be able to directly compete with many private entities, TPWD will emphasize the total rewards strategy to include total compensation packages including non-monetary compensations such as a retirement plan, health benefits, wellness/fitness programs, tuition reimbursement, telecommuting and employee assistance programs.

### **Leadership Development**

Leadership development is critical at all levels as the department builds succession plans for the large number of key executive and management staff that are eligible to retire.

Having the best leaders at all levels of the organization will ensure that the department has the best operating procedures, and takes care of its most important resource, its people. TPWD will continue to develop leaders across all levels of the organization, including:

- Participating in executive programs including Center for Creative Leadership's five-day Leadership Development Program, and the three-week Governor's Executive Development Program. In addition, TPWD will continue to nominate up to three members of the senior staff to participate in the National Conservation Leadership Institute each year. This is an intensive seven-month program consisting of in-residence leadership training and online collaboration on individual leadership projects.
- Piloting a leader development program for mid to senior level management in partnership with the Governor's Center for Management Development. This course is a follow-up to the Natural Leaders program that was halted due to budget cuts in 2011. The course will consist of two four-day in-residence sessions led by LBJ School staff and focused on leadership, as well as specific TPWD issues. The pilot program will have 35-40 attendees, representing all 11 TPWD divisions.
- Continuing to develop first-line managers and team leaders through the four-day Successful First Line Management program (SFLM). This program gives first-line supervisors the tools they need to be successful supervisors in a variety of situations. SFLM is a foundation leadership course, and gives leaders the basics they need to be successful in supervisory roles.
- Expanding organic training opportunities by developing additional courses to cover topics identified by staff. Courses have recently been added covering HR basics for supervisors, proper hiring practices, and employment laws/compliance. Classes are also being offered by the department throughout the state to cut travel costs and offer more employee training opportunities.
- Supplementing in-person training with Skillsoft training suite. Staff currently have access to over 800 courses via Skillsoft, many of which are leadership-focused, but which also include a variety of other topics.

### **Employee Retention Rate and Morale**

The department uses a variety of strategies to influence retention and morale, including:

- Encouraging the use of performance-based merit pay and paid administrative leave to recognize employees' significant contributions to the department mission.
- Encouraging participative management strategies that allow individual contributors to take an active role in decision-making, which increases the employee value coefficient.
- Providing tuition assistance to supplement student-employee educational endeavors.
- Leveraging alternative work scheduling and teleworking strategies through improved satellite management methods.
- Utilizing the employee wellness program to enhance employee engagement and productivity. This includes implementation of the exercise work time allowance and eight hours of paid leave for employees who complete an annual physical and health assessment.

- Continuing participation in the biennial Survey of Employee Engagement (SEE) and executive commitment to appropriately address areas of concern. TPWD utilizes the results of the survey to identify areas of success and areas to improve employee engagement.
- Continuing commitment to a comprehensive employee recognition program that honors the best and brightest individual and team accomplishments.
- Providing an affirming culture for nursing mothers as a Mother Friendly Certified employer.

## Other Actions and Strategies

### Technology

In recent years, the Human Resources Division has invested in several HR technology solutions to enhance efficiency and assist in accomplishing key talent management goals. The division has replaced paper-based processes with automated Internet applications to better serve customers with 24/7 access. While progress has been made in several areas, the need for a consolidated Human Resources Information System to replace several stand-alone software programs/databases still remains. In FY 2017-2018, TPWD is participating with the Comptroller's Office (CPA) in the implementation and deployment of the statewide Enterprise Resources Planning (ERP) system's HR/Payroll solution CAPPs (Centralized Accounting and Payroll/Personnel System). Upon implementation, this system will provide a single system for financial, human resources-related activities, and other functions, affording the department better efficiency and supporting the department's values of service and excellence. CAPPs delivers the functionality required by HB 3106, as passed by the 80th Texas Legislature.

## WORKFORCE ANALYSIS

AFRICAN-AMERICANS	STATE WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	19%	29	675	4%
Officials & Administrators	12%	1	23	4%
Paraprofessionals	11%	1	54	2%
Professionals	42%	23	975	2%
Protective Service Workers	32%	15	638	2%
Service & Maintenance	24%	11	457	2%
Skilled Crafts	7%	2	67	3%
Technicians	22%	9	266	3%

HISPANICS	STATE WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	32%	143	675	21%
Officials & Administrators	18%	1	23	4%
Paraprofessionals	29%	5	54	9%
Professionals	18%	129	975	13%
Protective Service Workers	22%	87	638	14%
Service & Maintenance	29%	91	457	20%
Skilled Crafts	25%	8	67	12%
Technicians	33%	36	266	14%

FEMALES	STATE WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	86%	564	675	84%
Officials & Administrators	48%	4	23	17%
Paraprofessionals	71%	33	54	61%
Professionals	49%	363	975	37%
Protective Service Workers	45%	48	638	8%
Service & Maintenance	46%	71	457	16%
Skilled Crafts	3%	3	67	4%
Technicians	62%	48	266	18%

Protective Service Workers and Paraprofessional categories were combined with the service and maintenance category in previous reports.

## TOTAL POPULATION

TPWD	Statewide
3,155	167,438

## RACE

Race	TPWD Total	TPWD %	Statewide Total	Statewide %
White	2,501	79%	86,378	51%
Black	91	3%	36,785	22%
Hispanic	500	16%	39,972	24%
Other	63	2%	4,303	3%

## AGE

Age	TPWD Total	TPWD %	Statewide Total	Statewide %
16 to 29	452	14%	28,353	17%
30 to 39	742	24%	38,113	23%
40 to 49	812	26%	42,755	25%
50 to 59	826	26%	40,349	24%
60 to 69	296	9%	16,248	10%
70 and over	27	1%	1,619	1%

## LENGTH OF STATE SERVICE

Length of Service	TPWD total	TPWD %	Statewide Total	Statewide %
Fewer than 2 years	530	16%	34,433	20%
2 to 5 years	438	14%	27,620	16%
5 to 10 years	735	23%	39,124	23%
10 to 15 years	496	16%	20,973	13%
15 to 20 years	368	12%	17,956	11%
20 to 25 years	271	9%	13,814	9%
25 to 30 years	192	6%	7,834	5%
30 to 35 years	87	3%	3,324	2%
Greater than 35 years	38	1%	2,342	1%
Unknown			18	

The State Auditor's Office E-Class system was the data source using FY 2015 data.



# SCHEDULE G

## Report on Customer Service



Life's better outside.®



## WHAT IS A CUSTOMER?

Customers are the most important people in this office.

Customers are not dependent on us ...  
*... we are dependent on them.*

Customers are not an interruption of our work ...  
*... they are the purpose of it.*

Customers are not doing us a favor by our serving them ...  
*... they are doing us a favor by giving us the  
 opportunity to do so.*

## CUSTOMER INVENTORY

The Texas Parks and Wildlife Department (TPWD) serves a wide array of customers. We consider the citizens of Texas our most important “customer” group – it is our mission to manage and conserve Texas’ resources for the benefit of current and future generations.

Each of the strategies in the General Appropriations Act directs an effort to provide or enhance a facility, program, activity or service that benefits our customers directly and all Texans indirectly:

STRATEGY	DESCRIPTION OF SERVICES	CUSTOMERS SERVED
A.1.1.	Wildlife conservation, habitat management and research	Hunters, non-consumptive users, WMA visitors
A.1.2.	Technical guidance to private landowners and general public	Hunters, non-consumptive users, private landowners
A.1.3.	Enhanced hunting and wildlife-related recreational opportunities	Hunters, anglers, non-consumptive users, private landowners
A.2.1	Inland fisheries management, habitat conservation and research	Anglers, boaters, non-consumptive users
A.2.2	Inland hatcheries operations	Anglers, boaters, non-consumptive users
A.2.3.	Coastal fisheries management, habitat conservation and research	Anglers, boaters, non-consumptive users, commercial fishermen
A.2.4.	Coastal hatcheries operations	Anglers, boaters, non-consumptive users
B.1.1.	State parks, historic sites and state natural area operations	State park, historic site, and state natural area visitors, hunters, anglers, boaters, non-consumptive users

<b>STRATEGY</b>	<b>DESCRIPTION OF SERVICES</b>	<b>CUSTOMERS SERVED</b>
B.1.2.	Parks minor repair program	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
B.1.3.	Parks support	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
B.2.1.	Local park grants	Local governments and their park visitors
B.2.2.	Provide boating access, trails and other grants	Local governments and their park visitors, boaters, anglers, physically challenged and disadvantaged populations
C.1.1.	Wildlife, fisheries and water safety enforcement	Hunters, anglers, boaters, commercial fishermen, private landowners, general public
C.1.2.	Texas game warden training center	Hunters, anglers, boaters, non-consumptive users, commercial fishermen, private landowners
C.1.3.	Provide law enforcement oversight, management and support	Hunters, anglers, boaters, non-consumptive users, commercial fishermen, private landowners
C.2.1.	Outreach and education programs	Hunters, anglers, boaters, non-consumptive users, educators, youth, women, physically challenged, with focus on minorities
C.2.2.	Provide communication products and services	Hunters, anglers, private landowners, boaters, state park, historic site and state natural area visitors, non-consumptive users, educators
C.3.1.	Hunting and fishing license issuance	Hunters, anglers, commercial fishermen, license deputies
C.3.2.	Boat registration and titling	Boaters and county tax assessor-collectors
D.1.1.	Implement capital improvements and major repairs	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
D.1.2.	Land acquisition	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
D.1.3.	Infrastructure program administration	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
D.1.4.	Meet debt service requirements	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users

## COMPACT WITH TEXANS

A Customer Compact is an agreement made with the customers of an institution to provide services that follow a predetermined set of guiding principles. Simply stated, it defines the standards that customers should expect. The following compact is provided to the many diverse customers of the department.

The Texas Parks and Wildlife Department provides outdoor recreational opportunities; manages state parks, historic sites, state natural areas, wildlife management areas and fish hatcheries; and protects fish, wildlife, and historical and cultural resources for present and future generations.

Over the years it has inherited the functions of many state entities created to protect Texas' natural and cultural resources. More information about the history of TPWD can be found at [www.tpwd.texas.gov/business/about/history/](http://www.tpwd.texas.gov/business/about/history/).

TPWD has 11 internal divisions: Wildlife, Coastal Fisheries, Inland Fisheries, Law Enforcement, State Parks, Infrastructure, Information Technology, Communications, Administrative Resources, Legal, and Human Resources. Intergovernmental Affairs and Internal Audit and Investigations are administered through the Executive Office. Texas Parks and Wildlife Department headquarters is located at 4200 Smith School Road, Austin, Texas 78744. State parks, historic sites, state natural areas, wildlife management areas, fish hatcheries and field offices are located across the state.

TPWD is largely user-funded. As a result, the department works diligently to listen to our current customers, anticipate future customers' needs and adjust TPWD programs and services to deliver the greatest benefit to Texans, while protecting natural and cultural resources for future generations.

### Our Customer Service Philosophy is:

*We affirm that excellent customer service is essential to our mission of managing and conserving natural and cultural resources and providing hunting, fishing and outdoor recreational opportunities for the use and enjoyment of present and future generations.*

Our goal is to provide highly responsive service to our customers. We will achieve exemplary customer service through:

- Listening to our internal and external customers in order to better understand them and provide opportunities for them to submit comments
- Courtesy
- Personal responsibility
- Professionalism
- Problem solving
- Respect
- Being open, friendly, flexible and caring
- Being responsive
- Working to resolve conflicts with different user groups

## **TEXAS PARKS AND WILDLIFE DEPARTMENT'S SERVICE STANDARDS**

In serving our customers, TPWD employees will strive to do the following:

1. Answer correspondence (including faxes and e-mails) quickly and clearly.
2. See people as promptly as possible in all our offices.
3. Provide current information about services on the Internet and at field offices across the state. TPWD's home page is [www.tpwd.texas.gov](http://www.tpwd.texas.gov). Frequently asked questions can be found at [www.tpwd.texas.gov/faq/](http://www.tpwd.texas.gov/faq/)
4. Answer telephone calls quickly and helpfully. Our toll free number is (800) 792-1112. More information on specific TPWD contacts can be found at [www.tpwd.texas.gov/business/about/](http://www.tpwd.texas.gov/business/about/)
5. Respond to inquiries typically within 10 working days of receipt.
6. Do everything within reason to make services available to everyone, including those with disabilities.
7. Provide information about TPWD sites and programs to Texans statewide.

The agency's customer service representative is Josh Havens, Director of Communications. He can be reached at (512) 389-4557 or (512) 389-4814 (fax).

## **TEXAS PARKS AND WILDLIFE DEPARTMENT'S CUSTOMER COMPLAINT-HANDLING PROCESS**

As prescribed by Texas Parks and Wildlife Department's Operations Policy OP-02-03, formal complaints received by divisions must be submitted to the Office of Internal Affairs for review, tracking and determination of proper follow-up action. Information on the complaint-handling process, as well as instructions on how to file a complaint can be found at [www.tpwd.texas.gov/business/feedback/complaints/file\\_a\\_complaint.phtml](http://www.tpwd.texas.gov/business/feedback/complaints/file_a_complaint.phtml).

Correspondence containing non-formal complaints received at the department through the Executive Office are logged into the Department Mail Tracking System and assigned to the appropriate division director for a timely response that appropriately addresses the concerns raised.

Correspondence containing non-formal complaints received at the department through individual divisions are logged into division tracking systems and assigned to the appropriate division personnel for a timely response that appropriately addresses the concerns raised.

## FY 2015-2016 CUSTOMER SERVICE REPORT

TPWD provides products and services to a wide range of external customer groups and individuals. A solid customer service orientation and on-going efforts to solicit feedback regarding preferences and satisfaction are vital to the department's ability to effectively meet the needs of these customers. Recent/ongoing examples of these survey and customer assessment efforts include:

- Annual public scoping meetings – conducted to obtain customer feedback regarding management direction on specific issues of interest
- Frequent meetings with advisory committees and boards – conducted to help guide programmatic decisions, development of proposed regulations and other policy recommendations
- Annual angler creel surveys – conducted on water bodies throughout the state to determine angler impact on aquatic resources and overall angler satisfaction with management efforts
- Statewide angler surveys – conducted every four years to determine general attitudes and opinions regarding statewide management efforts, angler preferences, and specific resource management issues
- TPWD online customer satisfaction survey (general)
- Department website – TPWD routinely solicits and responds to public comment and inquiries through the agency website

For the purpose of this report, TPWD will focus on the TPWD online customer satisfaction survey.

## TPWD ONLINE CUSTOMER SATISFACTION SURVEY

A web-based customer satisfaction survey of key TPWD constituents was conducted in the winter of 2016, including feedback from state park visitors, hunters, freshwater and saltwater anglers, boaters, jet skiers, birders and wildlife watchers. The survey measured the statutorily required customer service quality elements:

- Overall satisfaction with TPWD;
- Satisfaction with TPWD facilities;
- Satisfaction with TPWD staff;
- Satisfaction with TPWD communications;
- Satisfaction with the TPWD website;
- Satisfaction with TPWD complaint handling processes;
- Satisfaction with TPWD service timeliness;
- Satisfaction with TPWD printed information.

The survey also collected data on the customers' level of participation in several outdoor activities to define the customer groups.

### A. Information Gathering Methods

The survey was conducted on the TPWD website from January 13, 2016 to February 17, 2016. The goal was to collect a minimum of 400 responses, with at least 100 in each of the key customer groups (state park visitors, hunters, freshwater anglers, saltwater anglers, boaters, wildlife viewers). The survey was posted on the TPWD website in highly visible areas, including the home page and web pages for park visitors, hunters, anglers, boaters and wildlife viewers. The survey used a convenience sampling technique that gave web visitors the option to click on a survey button to complete the survey online. Convenience sampling generally poses the risk of non-response bias. Therefore, the results are presented only as indicators of the satisfaction of the customer groups measured. A future study with a random sample would be necessary to completely measure the satisfaction levels of all TPWD customers. However, the costs of performing such a study would be substantial.

**TIME FRAME**

The survey was made available on the TPWD website from January 13, 2016 to February 17, 2016.

**METHODOLOGY**

Visitors to the TPWD website were given the option to click on the survey button to complete the survey. The survey data was automatically entered electronically into a database, where it was analyzed by TPWD's Communications Division staff.

**LIMITATIONS**

The primary limitation of this research is that the survey was conducted as a convenience sample. Web visitors had the option to complete the survey while visiting the TPWD website. Because respondents selected themselves on a voluntary and proactive basis, those who chose to participate may not represent the full range of the TPWD customer population. The agency had no way to follow up with respondents to determine whether respondents might vary in substantial ways from the overall TPWD customer base.

Additionally, because the website was used to conduct the survey, TPWD customers who do not have Internet access could not take part in the survey. Though Internet use is generally high among Americans, and Internet access is widely available through libraries and schools as well as in private homes and offices, it is possible that TPWD customers who do not use the Internet may vary from the web users who were able to participate in the survey.

Another limitation of this study is that the survey was conducted during a single period of the year (winter 2016) and does not cover the broadest possible range of customers who use the TPWD website. However, earlier online surveys were conducted in the fall and winter of 2004, the summer of 2005, the spring of 2009, the winter of 2011, and during the fall/winter 2012-13. This range of time periods would be expected to capture a broader array of visitor satisfaction responses if there were major seasonal variances. The results of these surveys were presented in previous Customer Service Reports.

**NUMBER OF CUSTOMERS SURVEYED, SAMPLING ERROR, CONFIDENCE LEVEL AND RESPONSE RATE**

A total of 943 customers completed the online satisfaction survey. Customer groups are not mutually exclusive, as many customers fell into more than one group based on their participation in more than one outdoor recreational activity once or more per year. Goals for overall sample size and sample within each group were exceeded. The final tally of customer group sample sizes follows:

Customer Group	Sample Size
Total Sample	943
State Park Overnight Visitors	824
State Park Day Visitors	870
Hunters	547
Freshwater Anglers	760
Saltwater Anglers	647
Boaters/Jet Skiers	618
Wildlife Watchers/Birders	795

The response rate cannot be calculated for this survey due to the methodology.

**GROUPS EXCLUDED FROM THE DATA COLLECTION PROCESS**

This survey was intended to target outdoor recreation users using the TPWD website. Other user groups that use the website such as landowners and commercial fishermen were not included in the survey.

## B. Performance Measures

### Outcome Measures

#### PERCENTAGE OF SURVEYED CUSTOMERS EXPRESSING OVERALL SATISFACTION WITH SERVICES RECEIVED

TPWD received high overall satisfaction ratings in this survey. Ninety-four percent of customers report being either very satisfied or satisfied overall with the Texas Parks and Wildlife Department. Three percent of customers report being dissatisfied or very dissatisfied with the agency.

In addition to overall satisfaction, over 70% of customers reported being very satisfied or satisfied with TPWD's performance in nine of the eleven questions used to assess satisfaction levels on the statutorily required customer service elements. These include the following areas: cleanliness of facilities, staff knowledge, staff friendliness, usefulness and ease of finding information on the website and printed information.

Fifty-five percent of customers are satisfied with the timeliness of TPWD's response to inquiries. Fourteen percent report being "neither satisfied nor dissatisfied." Four percent reported being dissatisfied. Over one-quarter of responses selected "not applicable" in response to this question. As a result, overall reported customer satisfaction is lower than on other measures.

Complaint handling is measured by satisfaction with TPWD's responsiveness to customers' complaints. This is an area in which less than one-quarter of customers are either satisfied or very satisfied (23%). The next largest number of customers (20%) report being "neither satisfied nor dissatisfied" with TPWD's responsiveness to complaints. Two percent of customers are dissatisfied. Over half of responses selected "not applicable" in response to this question. As a result, overall reported customer satisfaction is lower than on other measures.

#### SUMMARY OF SURVEY RESULTS FOR TOTAL SAMPLE OF RESPONDENTS

	% Very satisfied/ satisfied	% Very dissatisfied/ dissatisfied	% Neither satisfied nor dissatisfied
Overall satisfaction	94%	3%	2%
Cleanliness and appearance of sites	90%	1%	4%
Friendliness and courtesy of staff	87%	2%	5%
Ease of understanding information	90%	2%	5%
Usefulness of printed information	80%	2%	10%
Knowledge of staff	87%	1%	6%
Availability of printed information	79%	2%	10%
Usefulness of information on website	90%	4%	5%
Ease of finding information on website	87%	5%	7%
Hours of operation of business offices	71%	13%	3%
Amount of time it takes for inquiries to be answered	55%	4%	14%
Responsiveness to customer complaints	23%	2%	20%

Below are the detailed results of each satisfaction question for the total sample of respondents.

DETAILED SURVEY RESULTS FOR TOTAL SAMPLE OF RESPONDENTS

**OVERALL: How satisfied are you overall with TPWD?**

	Total
Very satisfied	65%
Satisfied	29%
Neither satisfied nor dissatisfied	2%
Dissatisfied	1%
Very dissatisfied	2%
Not applicable	0%

**FACILITIES: How satisfied are you with the cleanliness and appearance of TPWD sites?**

	Total
Very satisfied	56%
Satisfied	34%
Neither satisfied nor dissatisfied	4%
Dissatisfied	1%
Very dissatisfied	0%
Not applicable	4%

**FACILITIES: How satisfied are you with the hours of operation of TPWD business offices?**

	Total
Very satisfied	36%
Satisfied	35%
Neither satisfied nor dissatisfied	13%
Dissatisfied	2%
Very dissatisfied	1%
Not applicable	14%

**STAFF: How satisfied are you with the friendliness and courtesy of TPWD staff?**

	Total
Very satisfied	65%
Satisfied	22%
Neither satisfied nor dissatisfied	5%
Dissatisfied	1%
Very dissatisfied	1%
Not applicable	6%

**STAFF: How satisfied are you with the knowledge of TPWD staff?**

	Total
Very satisfied	60%
Satisfied	27%
Neither satisfied nor dissatisfied	6%
Dissatisfied	1%
Very dissatisfied	0%
Not applicable	6%

**COMMUNICATIONS: How satisfied are you overall with the ease of understanding information you have received from TPWD?**

	Total
Very satisfied	59%
Satisfied	31%
Neither satisfied nor dissatisfied	5%
Dissatisfied	1%
Very dissatisfied	1%
Not applicable	2%

**WEBSITE: How satisfied are you with the ease of finding information on the TPWD website?**

	Total
Very satisfied	51%
Satisfied	36%
Neither satisfied nor dissatisfied	7%
Dissatisfied	3%
Very dissatisfied	2%
Not applicable	1%

**WEBSITE: How satisfied are you with the usefulness of the information on the TPWD website?**

	Total
Very satisfied	57%
Satisfied	33%
Neither satisfied nor dissatisfied	5%
Dissatisfied	3%
Very dissatisfied	1%
Not applicable	1%

**PRINTED INFORMATION: How satisfied are you with the availability of printed information from TPWD?**

	Total
Very satisfied	48%
Satisfied	31%
Neither satisfied nor dissatisfied	10%
Dissatisfied	2%
Very dissatisfied	1%
Not applicable	8%

**PRINTED INFORMATION: How satisfied are you with the usefulness of printed information from TPWD?**

	Total
Very satisfied	48%
Satisfied	32%
Neither satisfied nor dissatisfied	10%
Dissatisfied	1%
Very dissatisfied	1%
Not applicable	8%

**TIMELINESS: How satisfied are you with the amount of time it takes for your telephone, letter or e-mail inquiries to be answered?**

	Total
Very satisfied	31%
Satisfied	24%
Neither satisfied nor dissatisfied	14%
Dissatisfied	2%
Very dissatisfied	2%
Not applicable	27%

**COMPLAINT HANDLING: Do you know how to make a complaint to TPWD?**

	Total
Yes	38%
No	62%

**COMPLAINT HANDLING: How satisfied are you with TPWD responsiveness to customer complaints?**

	Total
Very satisfied	14%
Satisfied	9%
Neither satisfied nor dissatisfied	20%
Dissatisfied	1%
Very dissatisfied	1%
Not applicable	54%

## PERCENTAGE OF SURVEYED CUSTOMER RESPONDENTS IDENTIFYING WAYS TO IMPROVE SERVICE DELIVERY

Forty percent of respondents offered comments on the online satisfaction survey. Many of these comments involved ways to improve TPWD programs and services, while other comments were statements of appreciation and support for TPWD.

### *Output Measure*

#### NUMBER OF CUSTOMERS SURVEYED (COMPLETED)

A total of 943 customers who visited the TPWD website were surveyed.

#### NUMBER OF CUSTOMERS SERVED

TPWD serves the entire population of the state of Texas by managing and conserving the natural and cultural resources of Texas and offering outdoor recreation opportunities to its citizens. The 2016 population estimate for the state of Texas is 27.8 million people (Texas Comptroller of Public Accounts).

### *Efficiency Measure*

#### COST PER CUSTOMER SURVEYED (SURVEYS COMPLETED)

There were no out-of-pocket costs for conducting this survey. All costs were for staff time in designing the survey instrument, defining the methodology, and analyzing and reporting survey results. Staff time cost is estimated at \$500 (20 hours). This results in an average cost of \$0.53 per completed survey.

### *Explanatory Measures*

#### NUMBER OF CUSTOMERS IDENTIFIED

This survey was implemented to a sample of web users from January 13, 2016 to February 17, 2016. A total of 943 customers were surveyed.

#### NUMBER OF CUSTOMER GROUPS SURVEYED

Many TPWD customer groups were surveyed. The following groups of customers interested in department services and programs were targeted for this survey:

- State Park and State Historic Site Visitors
- Hunters
- Freshwater Anglers
- Saltwater Anglers
- Boaters and Jet Skiers
- Birders and Wildlife Watchers

Additionally, other customers who use the TPWD website include:

- Landowners
- Recreational Bikers and Mountain Bikers
- Rock Climbers
- Horseback Riders
- Outdoor Enthusiasts
- The General Public

## C. Analysis of Findings

Overall, TPWD receives high satisfaction ratings across the board from its customers.

With regard to agency facilities, staff, website and printed information, over 71% of customers rated themselves as “satisfied” or “very satisfied” with TPWD’s performance. Fifty-five percent of customers are satisfied with the timeliness of TPWD’s response to inquiries, with only 4% being dissatisfied.

The only area in which less than one-quarter of customers were satisfied with TPWD is complaint handling. Twenty-three percent of customers rated being either satisfied or very satisfied with complaint handling, while 20% are “neither satisfied nor dissatisfied” and 2% are dissatisfied. Over half of responses selected “not applicable” in response to this question.

## FY 2017 ESTIMATED PERFORMANCE

The TPWD Online Customer Satisfaction Survey is conducted approximately every two years, with results reported in the Customer Service Report. The same survey instrument and general methodology used in FY 2005, 2007, 2009, 2011, 2013 and 2016 will be used again in FY 2017. The next online survey will be implemented in the spring/summer of 2017.

### *Output Measure*

#### ESTIMATED NUMBER OF CUSTOMERS SURVEYED (SURVEYS COMPLETED)

The goal during the next survey round will be to collect a minimum of 400 responses, with at least 100 in the each of the key customer groups (state park visitors, hunters, freshwater anglers, saltwater anglers, boaters, wildlife viewers).

### *Efficiency Measure*

#### ESTIMATED SURVEY COSTS

There will be no out-of-pocket costs for conducting this survey. All costs involve only staff time in designing the survey instrument, defining the methodology, and analyzing and reporting survey results. Staff time costs are estimated at \$500 (20 hours).

### *Explanatory Measures*

#### ESTIMATED NUMBER OF CUSTOMERS IDENTIFIED

The total number of customers identified is based on the number of surveys completed (minimum of 400).

#### NUMBER OF CUSTOMER GROUPS TO BE SURVEYED

Many TPWD customer groups will be surveyed. Web users include persons interested in TPWD services and programs. The following customer groups will be targeted for this survey:

- State Park and State Historic Site Visitors
- Hunters
- Freshwater Anglers
- Saltwater Anglers
- Boaters and Jet Skiers
- Birders and Wildlife Watchers

Additionally, other customers who use the TPWD website include:

- Landowners
- Recreational Bikers and Mountain Bikers
- Rock Climbers
- Horseback Riders
- Outdoor Enthusiasts
- The General Public

# SCHEDULE H

## **Assessment of Advisory Committees**



Life's better outside.®



# Bighorn Sheep Advisory Committee (BSAC) – Assessment

ASSESSMENT OF ADVISORY COMMITTEES  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** Bighorn Sheep Advisory Committee (BSAC)

**Number of Members:** not to exceed 24

**Committee Status (Ongoing or Inactive):** Ongoing

**Date Created:** 10/7/14

**Budget Strategy (Strategies) (e.g. 1-2-4):** A.1.1.

**Budget Strategy (Strategies):**

**State / Federal Authority:** State Authority  
 State Authority  
 State Authority

**Select Type:** Statute  
 Admin Code

**Identify Specific Citation:** P&W Code 11.0162  
 Title 31, Part 2, 51.610

**State Authority:** State Authority  
 Federal Authority  
 Federal Authority

**Number of Members:** not to exceed 24

**Committee Status (Ongoing or Inactive):** Ongoing

**Date Created:** 10/7/14

**Budget Strategy (Strategies) (e.g. 1-2-4):** A.1.1.

**Budget Strategy (Strategies):**

**State / Federal Authority:** State Authority  
 State Authority  
 State Authority

**Select Type:** Statute  
 Admin Code

**Identify Specific Citation:** P&W Code 11.0162  
 Title 31, Part 2, 51.610

**State Authority:** State Authority  
 Federal Authority  
 Federal Authority

Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

**Committee Members' Direct Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Committee Members' Indirect Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Method of Financing**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Expenses / MOFs Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Meetings Per Fiscal Year**

	0	0	0
--	---	---	---

**Committee Description:**

The BSAC is created to advise the department about problems, alternatives, solutions, and goals regarding the restoration of desert bighorn sheep to Texas. It also provides input on development and implementation of the priorities in management, research, regulations, and habitat improvements. Abolishing the BSAC will eliminate a valuable sounding board which provides sound ideas, suggestions and recommendations beneficial to the resource.

# Bighorn Sheep Advisory Committee (BSAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

The BSAC typically meets at least once a year around March-April. This timeframe normally coincides with the Texas Bighorn Society's Annual Work Project. The meeting location is determined by Work Project location, but often in the Alpine, Brewster County or Van Horn, Culberson County vicinity. Per TAC 51.601, the committee must meet at least once per year, but may meet as often as is necessary.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

Per TAC 51.601, the committee must submit a report to the department on or before October 1 of each year, which includes: (1) a summary or minutes of meetings conducted during the previous fiscal year; (2) a summary of recommendations from the advisory committee; and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

There have been no formal recommendations submitted to the agency by the BSAC since its reappointment in 2015. However, the BSAC recently held a meeting (Apr 2016) and several recommendations will soon be provided to the agency.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  Yes  No

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?  No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. Staff provide resource updates, present current as well as potential issues and concerns, seek guidance and recommendations on controversial issues, and facilitate communication and coordination between BSAC members. Staff also serves as a TPWD-BSAC liaison to promote a close working relationship between all stakeholders, NGOs, and interest groups.

6. Have there been instances where the committee was unable to meet because a quorum was not present?  No  Yes

Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)? BSAC meetings are open to the public, but there is no formal or active advertisement strategy which informs the public of upcoming meetings. Often, the public is informed of upcoming BSAC meetings through "word of mouth" and guests are present.

7b. Do members of the public attend at least 50 percent of all committee meetings?  No  Yes

7c. Are there instances where no members of the public attended meetings?  Yes

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  Yes  No

9b. Please describe the rationale for this opinion. The BSAC has provided valuable input and advice on the management and restoration of desert bighorn sheep in Texas. The BSAC members not only actively provide informal recommendations, but also actively participate in the restoration and management of the species.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code: 10a. Is there any functional benefit for having this committee codified in statute?  No  Yes

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  No

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion. The BSAC member composition is diverse. This allows for "outside" ideas and suggestions to be introduced when addressing resource issues and concerns. Because of the BSAC's background diversity, potential public interest is represented and issues/concerns which might affect the public are generally covered and discussed.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?  Yes  No

12b. If "Yes" for Question 4a, please describe the rationale for this opinion. This committee serves to provide perspective from various stakeholder groups regarding actions and policies of TPWD. These perspectives are critical to ensuring that the agency understands the wants and needs of its constituency.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## Bighorn Sheep Advisory Committee (BSAC) – Report

---

### Bighorn Sheep Advisory Committee FY 2015 Annual Report

- I. The Bighorn Sheep Advisory Committee (BSAC) was “sunsetting” in Oct 2014. At that time committee members consisted of Chairman Dr. Louis Harveson, Mr. Jim Bean, Jr., Mr. Jerrell Coburn, Mr. Jeff Cook, Mr. Parker C. Johnson, Mr. Paul Loeffler, Mr. Billy Pat McKinney, Mr. Raymond Skiles, Mr. Brook Smith, Mr. Chris Stahl, and Mr. Froylan Hernandez (Ex-Officio).
 

The BSAC was reappointed in early 2015. Two of the previous members were not reappointed: Mr. Jeff Cook and Mr. Jerrell Coburn. The current committee consists of Chairman Dr. Louis Harveson, Mr. Jim Bean, Jr., Mrs. Kathy Boone (new), Mr. Parker C. Johnson, Mr. Robert Joseph (new), Mrs. Iris Korus (new), Mr. Paul Loeffler, Mr. Billy Pat McKinney, Mr. Raymond Skiles, Mr. Brook Smith, Mr. Chris Stahl, and Mr. Froylan Hernandez (Ex-Officio).
- II. The newly reappointed BSAC held its first meeting on 26 March 2015 at Sul Ross, University-UC Rm202, in Alpine, TX. A review of the charge of the BSAC was provided to the committee members to remind “old” members and to make “new” members aware of their charge. Dr. Louis Harveson was nominated and reelected Chair, to which he gladly agreed to continue serving.
- III. DBS Program Updates were provided
  - A. The 2014 DBS surveys resulted in a count of 1,223 bighorns and 13 permits issued with 3 going to the state (1 each at EMWMA, BGWMA, and SDWMA), 1 going to BBNP and 9 going to private landowners.
  - B. Extra survey flight time was allocated to non-traditional mountain ranges such as the Quitman Mountains in an effort to document natural expansion or find “new” bighorn herds. However, none were found.
  - C. Outsourcing (contracting) DBS surveys costs are substantially higher than when conducted by in-house by TPWD LE pilots and aircraft. Having the new TPWD helicopter available for bighorn surveys will alleviate the cost pressure.
  - D. TPWD seeks ways to include landowners in the survey process to increase awareness, effectiveness and to help landowners better understand the survey process. TPWD is also investigating other data sources which can be used to supplement TPWD DBS survey data.
- IV. January 2015 DBS capture highlights
  - A. Targeted capture quantities of 25% of Sierra Diablo meta-population, or about 188 bighorns, were not achieved because of logistical constraints. Consequently, only 12% (75 bighorns) were removed. 60 out of the 75 were translocated to BBRSP to supplement the existing population. The remaining 15 were translocated to Capote Peak to supplement the existing Capote Peak herd.
  - B. And additional 18 bighorns (6 in Beach Mountains and 12 in Sierra Diablo Mountains) were captured and released onsite to initiate a Meta-population Pilot Study as a precursor to a future larger study, which will investigate seasonal movements and help address permit issuance system.
- V. Survey Methods and Permit Issuance Alternatives
  - A. Alternative survey methods are being investigated. An example of one of the alternative methods includes Alternating Mountain Ranges. In this example, some mountain ranges would be flown every other year, and alternation between mountain ranges.
  - B. Changing the survey method will, by default, require a change in the permit issuance system also. In the Alternating Mountain Range example, the mountain ranges which are flown, permits will be issued per current issuance system. Mountain ranges which are not flown that year will receive the same number of permits, provided to the same landowner as the previous year.

## Bighorn Sheep Advisory Committee (BSAC) – Report

---

- C. These changes are necessary to adequately survey/monitor current mountain ranges and account for increasing DBS range expansion without an increase in funding and or resources (e.g. man power).
- D. Changes cannot negatively impact the resource, nor shall they be unfavorable to stakeholders.
- E. Alternative Permit Issuance system should consider issuing permits on rams which will never be “trophy class” and already past their reproductive prime so that they are not “wasted”.

### VI. Disease Surveillance/Monitoring

- A. A TPWD Veterinarian position was created and Dr. Bob Dittmar was selected to fulfill those responsibilities.
- B. A standardized DBS Field Necropsy Protocol and Response Plan is being developed to help field staff with disease monitoring.
- C. A DBS Disease Response Plan is also being developed. Bighorn die-offs occur frequently in many of the western states which often presents management challenges to corresponding state agencies.
- D. Both Response Plans are being implemented for the health of the DBS populations and field staff training is being developed.
- E. Sore-mouth outbreaks have been detected in one of the bighorn herds (EMWMA). Several ram mortalities due to sore-mouth were detected. Sore-mouth is a virus commonly found in the wild and typically develops over time with outbreaks generally occurring during the summer months. In the wild, letting nature take its course is an appropriate and accepted reaction.

### VII. Potential Research Projects

- A. Lamb survival and population genetics are two potential projects being considered for EMWMA.
- B. There is interest from the Internal DBS Tech Committee to better understand the Black Gap DBS population. The population has not taken off like other populations regardless of habitat availability, varying levels predator control, and supplemental releases.

### VIII. Stakeholder and Conservation Partners Updates

- A. CEMEX - none provided
- B. BBNP - BBNP is still working with TPWD on DBS issues. An exotic management plan is getting closer, which should allow for aoudad control. BBNP has met with counterparts in Mexico and there seems to be a legitimate need for providing DBS management information to them.

### IX. BSAC Suggestions/Recommendations

- A. The BGWMA project will help TPWD determine what type of resources are required for individual restoration and subsequent management of DBS herds. Ultimately TPWD needs to know how many DBS are required to sustain individual populations and what levels of predator control are required for sustainable DBS populations. BSAC Members were in agreement that the BGWMA study has great value and suggested TPWD proceed with developing plans to investigate BGWMA bighorn population.
- B. Board agreed and recommended that TPWD continue proactive efforts to capture DBS from SD Meta-population.
- C. Board also agreed and recommended that TPWD proceed with plans to better understand issues surrounding the BGWMA herd as it is a wise investment given the long-term effort and investment TPWD and TBS have in this herd.

## Bighorn Sheep Advisory Committee (BSAC) – Minutes

---

**Bighorn Sheep Advisory Committee  
Minutes from 6 April 2016  
Educational Room, Museum of the Big Bend  
Sul Ross State University, Alpine, Texas**

- I. Chairman Harveson welcomed the group and call the meeting to order at 1pm. Those in attendance included: Billy Pat McKinney, Paul Loeffler, Jim Bean, Chris Stahl, Robert Joseph, Iris Korus, Kathy Boone, Louis Harveson, Parker Johnson (phone), Froylan Hernandez, and special guests Dan Boone and Mark Garrett. Those not in attendance included Ben Carter, Raymond Skiles, and Brooks Smith.
- II. Harveson provided copies of the agenda and minutes approved last spring.
- III. New Business
  - A. DBS Program Updates
    - i. Increased DBS exposure—Hernandez began noting that TPWD is making a concerted effort to bring increased exposure to the program by attending the banquets of the Dallas Safari Club, Houston Safari Club, Texas Bighorn Society, and Wild Sheep Foundation. TPWD has upgraded their booth displays and tries to use the full body mount DBS (180 class ram) when possible. The expenses of showing at these banquets is approximately \$10,000/year, which is a considerable cost to the DBS account.
    - ii. Recent Reintroduction Requests—Hernandez mentioned that he has received 2 request for translocations for DBS.
      - a) Miller Ranch—located west of Valentine in the Sierra Vieja Mountains has not been evaluated from the ground at this time. Based on previous knowledge and proximity to existing DBS (Capote Peak, Van Horn Mountains), this property should rank out well. However, it is believed that the DBS would move off site fairly quick because of the topography and size. Hernandez is working to get more landowners engaged so this site might rank out better.
      - b) Kokernot 06 Ranch—located north of Alpine in Davis Mountains has also not been evaluated to date. Although this mountain range is historic habitat, it likely won't rank well because of the heavy wooded vegetation and high prevalence of aoudad. However, TPWD will evaluate as per protocol in the near future.
      - c) After a question, Hernandez provided a quick review of the evaluation process:
        - i. Landowner petitions for DBS via Big Game Program Leader
        - ii. Big Game gets approval from Wildlife Division Director
        - iii. If approved, DBS Program Leader works with DBS Technical Committee for a site evaluation
        - iv. Criteria include historic habitat, habitat features, predator control, fencing, water, prevalence of exotics and livestock, etc... Hernandez will forward a copy of the TPWD Form to BSAC.
  - B. DBS Restoration Update
    - i. Translocation Summary—Hernandez provided a handout summarizing the last 6 years of translocations (including source, release site, gender, and number radioed). Hernandez added that there were an additional 18 DBS captured at Sierra Diablos and released on site with radio collars as part of a pilot study.

## Bighorn Sheep Advisory Committee (BSAC) – Minutes

---

- ii. Future Translocations—Hernandez noted that there are 2 areas that are presently priority for future translocation: Black Gap WMA and Sierra Vieja Mountains. Hernandez noted that Black Gap population has really never taken off even after 50+ years of effort and that population likely needs another boost and additional monitoring. Because of the contiguous habitat with Chinati Mountains, the Sierra Vieja population could also use a boost. Hernandez continued that for these 2 sites (Black Gap and Sierra Vieja) there is an opportunity to use a soft release as there is a 500-ac pen at Black Gap and a 700-ac pen at the Chilicote Ranch. Hernandez mentioned that he also wants to evaluate the timing of translocations as there may be issues with late captures (Jan) resulting in low lamb crops. The 2 pens may help evaluate this issue. Some discussion ensued regarding the benefits of soft release (when pens are fully defended from predators (hot wire, trapped around perimeter, patrolled daily)).
  - iii. Hernandez did not know the timing of another translocation or how (funding source) the Chilicote pens would be fixed. The enclosure at Black Gap is in full working order and was recently used for mule deer restoration. BSAC members continued to ask questions regarding future plans including what would be the source of the next translocation. Hernandez said it depended on 2016 survey numbers. Hernandez noted that Sierra Diablo populations have been in a steady decline since 2008 and believes that the population is above carrying capacity and that a large reduction (taking ~200 DBS from the Sierra Diablo meta-population) would benefit the habitat and DBS population. Sierra Diablo landowners confirmed populations were down and voiced concerns about the trend.
    - a) Trends in Ram Mortalities (Item III.E in agenda)—Hernandez and BSAC discussed the increasing trend in dead rams seen from the air during surveys and found on ranches. Approximately 2x as many dead sheep were noted in the Sierra Diablos in 2015 than usual (mostly rams). The group identified 3 hypothesis to the decline: DBS have moved off, DBS have died, and DBS were not detected. Hernandez noted that across DBS range, most helicopter surveys only detect ~50% of DBS from the air. This percent detected should be the same each year. Hernandez also mentioned that after 2015 surveys in Sierra Diablos resulted in lower than normal estimates that were confirmed by landowners, TPWD initiated a supplemental count in December. TPWD were able to count 75% of the sheep seen during Aug surveys in only 6 hours of flying and observed big groups (one with 45+ DBS) in the southern Sierra Diablos and many groups in Apache Canyon. This suggests that DBS had not died off, but rather relocated because they were observed in areas where high numbers of bighorns are not typically seen. Hernandez noted that TPWD documented some issues with parasites (e.g., tapeworms that were validated by TVDML) during 2015. It appears the high density of DBS in the Sierra Diablo coupled with a wet year, may have led to a density-dependent disease or parasite outbreak resulting in a decrease in DBS. **BSAC recommended monitoring the Sierra Diablo herd in an attempt to determine if death rates for DBS are greater than normal, if DBS have temporarily or permanently moved to different home ranges, or if current survey methods are failing to properly account for DBS numbers.** Hernandez will provide population trend data to BSAC organized by mountain range. There was also brief mention about concerns from a landowner over DBS abandoning habitat because of harassment from helicopter capture. Hernandez noted that from his observations, most herds of DBS show some signs of avoiding helicopters during surveys and capture. This is common behavior across their range. Other concerns over “rocket launching” may be scaring DBS off sites. This too was discounted by a landowner.
- C. 2015 DBS Surveys
- i. New Helicopter and Vacant Pilot Position—Hernandez updated BSAC that there is a new helicopter within in TPWD fleet, but unfortunately their 4th pilot took another job recently and there are only 3 capable pilots for DBS surveys.

## Bighorn Sheep Advisory Committee (BSAC) – Minutes

---

- ii. Increased Survey Areas—TPWD continues to survey more acreage during surveys to help qualify and quantify increasing herds. Funding the growing demand to survey is a chronic issue of the DBS program. Areas that need additional survey time include Black Gap, Sierra Diablo, and new populations like 9 Point Mesa and Sierra Vieja. Eventually TPWD will likely need to survey in alternating years, which will require a change to permit issuance.
- iii. 2016 Surveys—are set to begin second Monday of August. TPWD plans to run 2 helicopters at the same time starting in Black Gap with one and Sierra Diablo with the other.

### D. Permits.

- i. Alternative Permit Issuance—Hernandez provided an overview of different options of issuing permits and sought specific recommendations from BSAC on this matter:
  - a) Harvestable Ram—this is the present system where TPWD issues a permit based on TPWD flown surveys and permits go to landowners that have a Class IV ram seen on their property. GPS point ensures permit goes to landowner where it was seen during the survey. Hernandez noted this is not ideal.
  - b) Harvestable Ram + Old Bull (BSAC later adopted Mgmt Ram in lieu of Old Bull)—same as above, but additional permits are issued to landowners when non-trophy but very old rams (10+ yrs; mgmt. rams) are seen. This is to take advantage of rams that will never reach trophy status, but rams have lived out their lives and will likely die soon. To ensure landowners shoot appropriate aged rams, Hernandez noted that a fine or fee could be tied to the landowners that shoots rams that do not meet age criteria OR that permits would not be issued for 1-2 years as a deterrent.
  - c) Percentage Based—this would issue by mountain range and the landowners with the highest percentage of habitat would receive most permits. Smaller landowners would receive fewer (based on percentage) and would likely take turns through years. Permits would be issued for Class IV rams and percent habitat would have to be delineated ahead of time. Discussion ensued by BSAC and TPWD staff. Questions arose regarding using a system similar at Managed Lands Deer Permit, where landowners are responsible for surveys and reporting data, then TPWD biologist issue permits accordingly. This system has merit, but may not be equitable given the cost of helicopters. Other survey techniques exist (cameras, road-side counts, spotlights counts, etc...), but currently don't provide density data. Additionally data has shown deer resources are more resilient and able to absorb high harvest rates compared to DBS. **BSAC agreed the penalty for shooting a young ram (when issued a mgmt. ram permit) should be loss of a future permit. BSAC was supportive of a percent based harvestable ram approach that incorporated the mgmt. rams. No recommendation was provided, but BSAC asked Hernandez to provide a draft regulation for such policy.**
- ii. Permit Fee—Hernandez noted that the DBS account has limited income and many demands on expenses (namely ever-expanding surveys and frequent translocations). Surveys have been averaging ~\$100K/yr and captures ~\$70K/yr. BSAC has been talking about various fees structures for nearly 10 years and Hernandez wanted to revisit some possibilities. Presently TPWD issues ~15 permits each year with ~3 going to the state and the remainder going to private landowners. Private landowners average ~\$50-70K per permit. **BSAC agreed that public hunters should not be expected to pay an additional permit fee. After some discussion, the BSAC recommended immediately instituting a fee-based system (~\$2,500/permit) for non-public hunters (hunter is the end user and should pay the permit fee), with all proceeds going to the DBS account (not Fund 9) to support the DBS program. Hernandez was asked to draft some verbiage for BSAC review and approval.**

## **Bighorn Sheep Advisory Committee (BSAC) – Minutes**

---

- iii. Hernandez also asked BSAC for input on an online orientation in lieu of the current system. This would allow time for TPWD to share survey data, harvest recommendations (aging/scoring rams), and other safety concerns. BSAC asked Hernandez to flesh out the video and come back to BSAC for more input.
  - E. CEMEX update—BP McKinney provided a quick update on DBS populations at Sierra del Carmen facilities and ranch. Populations have declined some 25% with approximate estimates of 200-250 DBS. McKinney noted that they will be removing some of the 600 mule deer that coexist with DBS in the 16,000-ac enclosure to alleviate pressure. They will not be using trophy hunting in the near future, but will maintain some harvest of mgmt. rams.
  - F. BBNP update—Raymond Skiles was not able to attend and no report was provided.
- IV. Other items
  - A. TBS updated on tomorrow work project
- V. BSAC adjourned at 4:55

# Coastal Resources Advisory Committee (CRAC) – Assessment

ASSESSMENT OF ADVISORY COMMITTEES  
 April, 2016  
 802 Texas Parks and Wildlife Department

**SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST**

State /Federal Authority	Select Type	Identify Specific Citation
State Authority	Statute	P&W Code 11.0162
State Authority	Admin Code	Title 31, Part 2, 51.672
State Authority		
Federal Authority		
Federal Authority		

Committee Name: Coastal Resources Advisory Committee (CRAC)

Number of Members: not to exceed 24

Committee Status (Ongoing or Inactive): Ongoing

Date Created: 6/27/05

Date to Be Abolished: 10/1/18

Budget Strategy (Strategies) (e.g. 1-2-4): A.2.3

Budget Strategy (Strategies): Coastal Fisheries Management

Strategy Title (e.g. Occupational Licensing):

Strategy Title:

Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0

Committee Members' Indirect Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0

Method of Financing

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1- General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MOFs Differences:	\$0	\$0	\$0

Meetings Per Fiscal Year: 0

Committee Description: The CRAC is created to advise the chairman and the commission on issues that cross fishery and geographic boundaries on the coast of Texas.

# Coastal Resources Advisory Committee (CRAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

- When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?
- What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.
- What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

As the Coastal Fisheries Division prepares proposals for regulatory changes, the members of the Coastal Resources Advisory Committee are briefed prior to TPW Commission action. A CRAC member will offer up a motion to endorse, modify, or deny these proposals. During FY15, a motion was unanimously endorsed supporting the FY15 statewide regulatory proposals which included clarifications to existing commercial crab and finfish rules. Additionally, the membership unanimously endorsed a motion to support proposed changes to shrimping rules. Input is asked at every meeting for future discussion topics. CRAC members routinely provide topics, which staff attempt to address at the subsequent meeting.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. Staff time includes communication with committee members, identifying meeting location, logistical planning for the meeting, travel, meeting duration, and presentation preparation.

6. Have there been instances where the committee was unable to meet because a quorum was not present?

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)? Committee meeting dates are not typically published or posted online or in local papers/newsletters. However this information can be spread by word of mouth by various committee members to their associated groups or boards. Majority of meetings only have TPWD staff and committee members present.

7b. Do members of the public attend at least 50 percent of all committee meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## Coastal Resources Advisory Committee (CRAC) – Report

---

### Coastal Resources Advisory Committee (CRAC) FY 2015 Annual Report

**Objective:** The Coastal Resources Advisory Committee was created to advise the Chairman and the Texas Parks and Wildlife Commission on issues that cross fishery and geographic boundaries on the coast of Texas.

**Authority:** This Committee was created in 2005 under the authority of Chapter 2110 of the Government Code and adopted by the Parks and Wildlife Commission under 31 TAC §51.625. Coastal Resources Advisory Committee. The committee shall expire October 1, 2018.

Two meetings held between September 1, 2014 and August 31, 2015.

#### 1. February 12, 2015, Buda, TX

- As this was the first meeting of the new group, a review of the function of the advisory committee was discussed.
  - This committee functions to advise the department
  - Frequency of meetings
  - TPW Commission review – meeting schedule, process, regulatory cycle
- An update and review of the department and division’s budget was presented, as well as other legislative issues including exceptional items and upcoming oyster issues including a possible buyback program, STORM, and an overview of the fishery.
- Update on the red snapper management
- Review of the division’s statewide regulatory proposals
  - Clarifications to existing crab and finfish rules
- Review of shrimp regulatory proposals
  - Extension of 2pm closure for bay and bait shrimp to 30 minutes after sunset
  - Increase daily bag limit from 600lbs to 800lbs for the spring bay season
- Update on seagrass management
- Review of the angler code of ethics
- Discussion of illegal fishing along the TX/Mexico border
- Update on the blue sucker tracking study
- Notice of the upcoming abandoned crab trap cleanup
- Discussion on the practice of herding fish

#### 2. July 23 2015, Rockport, TX

- TPWD budget and legislative update.
  - 2016-17 Appropriations request
  - Artificial reef fund
  - Oyster fishery
- Red snapper update
  - Landings reporting program
- Lionfish update
- Remote sensing technology used in fisheries management
- Update on seagrass management
- Review of brown tide and associated implications
- Discussion on the Lydia Ann Channel and Cedar Bayou

## Coastal Resources Advisory Committee (CRAC) – Minutes

---

**Coastal Resources Advisory Committee (CRAC)  
Minutes for February 11, 2016  
Bass Pro Shops, San Antonio, TX**

**Committee Members Present:** Mr. Joey Park, Ms. Brenda Ballard, Mr. Oscar Castillo, Ms. Liz Hewitt, Mr. Michael Laskowski, Mr. Rollins Rubsamen, Mr. Don Thrasher, Mr. Buddy Treybig

**Texas Parks and Wildlife Staff Present:** Robin Riechers, Jeremy Leitz, Mark Lingo, Lance Robinson, Perry Trial, Brian Bartram, Shane Bonnot, Alex Nunez

**Others Present:** Phillip Smith (representing Mr. Bob Stokes and the Galveston Bay Foundation), Tracy Woody

The Chairman, Mr. Joey Park, called the meeting to order at 10:00 am.

Introductions were provided by all members and TPWD staff.

Joey Park and Robin Riechers reviewed the agenda and meeting logistics for the day.

### **Statewide Fishing Proclamation – Jeremy Leitz**

Jeremy reviewed the regulatory process as some recent changes had been made. This process begins at the November Texas Parks and Wildlife Commission (TPWC) meeting where items are brought forward. Depending on the issue, the division may hold informal public scoping meetings. The issues are then brought back to the TPWC at the January meeting as formal proposals. Public hearings for all items (including Coastal Fisheries, Inland Fisheries, Wildlife, and Law Enforcement) are scheduled for March.

Public hearing locations are now determined by each division. This year's hearings will be in Emory, Beaumont, Ennis, Tahoka, Groesbeck, and Cameron. In addition, there will be a live webinar on March 3 at 7pm where these proposals will be presented and staff present to answer questions electronically.

Online comment can also be provided. The link is on the TPWD homepage. For the second year, narrated PowerPoints accompany the online write-up.

The TPWC takes action on these items at the March meeting. If approved, proposals become effective Sept. 1 2016, unless otherwise noted.

Coastal Fisheries has two items in front of the TPWC. The first item intends to clarify the recreational maximum length limit for black drum. The second proposes to increase the minimum size limit for greater amberjack.

The maximum length for black drum was accidentally omitted in 2015 when the tables in the Texas Administrative Code were switched to a text format. The proposal will reinsert the 30" maximum length limit. The Outdoor Annual and TPWD website still note the 30" length limit.

In January of 2016 the National Oceanic and Atmospheric Administration - Fisheries increased the minimum size limit of greater amberjack to 34" fork length to allow females to reach sexual maturity. To mirror this increase, TPWD proposes increasing the minimum size limit in state waters to 38" total length. TPWD uses total length rather than fork length for consistency and ease of enforcement as the majority of fresh and saltwater species are measured using total length. A formula is used to convert fork length to total length.

Additionally, Jeremy discussed HB1579 (84<sup>th</sup> Legislature, 2015) that prohibits anglers from possessing any finfish (besides broadbill swordfish and king mackerel) that has the tail removed until it's finally processed. Definition of finfish includes sharks. This bill becomes effective July 1, 2016.

## Coastal Resources Advisory Committee (CRAC) – Minutes

---

A question regarding why 14” was set as the minimum for black drum. This size limit was set many years ago allowing anglers to harvest a reasonable sized fish, and allowing more females to reach sexual maturity and spawn at least once.

A motion was made by Ms. Liz Hewitt to support the two proposed Coastal Fisheries items that will be voted on by the Commission in March. The motion was seconded by Mr. Michael Laskowski. The motion passed unanimously.

Mr. Don Thrasher asked about the status of black drum and sheepshead. These are two species that we monitor through our resource sampling program, and will provide an update on each at a future CRAC meeting.

### Oyster Management and Aquaculture Update – Lance Robinson

Lance updated members on the use of index-based reference points that allow the department to better manage the fishery. This method is referred to as the stoplight model, and is based on the percent of undersized oysters found on a reef. If undersized oysters account for 65% or more of the sample taken, a closure of that reef begins.

The standard at which the reef is reopened is much higher. Staff do not want to open a reef only to have to close shortly thereafter.

Once the department is made aware of a reef that has potentially high numbers of undersized oysters being harvested, a sampling trip is scheduled to check. This trip usually occurs within a week to two weeks, and is done in addition to regular staff duties. Once the data is gathered and processed, staff coordinate the resulting effort with the oyster advisory workgroup. If data shows that 65% or more are undersized and abundance levels of market-sized oysters are below the closure threshold, the TPWD Executive Office issues the closure notice. This notice must be published for 3 days in a local newspaper before the closure goes into effect. The reef must reopen on November 1, unless it maintains closure status based on collected data.

One sack of oysters is approximately 110 lbs. Dead shell and undersized oysters can account for no more than 15% of that 110lbs. Undersized are often returned to the water. Some mortality may occur during this process, but this does provide for substrate.

The TX oyster fleet is large and mobile.

The department worked with the Legislature during the last session to implement an oyster license buyback program. However, due to unrelated circumstances, the bill died. There is a moratorium on oyster licenses. A second attempt at a buyback program will hopefully be made during the next legislative session. While TPWD cannot lobby, we can provide resources and information to assist.

There are no depth restrictions for oyster harvesting in Texas. Closed areas (for health) are near shorelines and generally much shallower.

There are approximately 600 oyster license holders in Texas. About half of these are not active. The number of active licenses hasn't changed much over the years.

Lance then provided an updated on oyster mariculture laws in Texas. Current oyster reef leases are under a 15 year term. These terms will expire in 2017. The TPW Commission will decide whether these leases should be renewed.

There are many players involved that the department needs to consider when identifying possible aquaculture areas. These include the GLO with oil and gas lease activity, navigation channels with the USCG, platforms and towers, bird rookeries, marinas, commercial fishing grounds, etc. Staff are currently working to identify potential locations.

There will be options for different types of leases including the renewal of existing leases, reclamation leases, and restoration leases. No determination has been made on the percent of public vs private reefs. Currently TX has 2,300 private lease acres. LA has over 400,000 acres.

## Coastal Resources Advisory Committee (CRAC) – Minutes

---

Lance discussed the timeline for these proposed rules moving forward.

The Galveston Bay Foundation has a shell collection program that coordinates with restaurants to recycle their shell. They had 140 tons as of 2010.

The reason areas are closed versus specific reefs is due to the need for having enforceable boundaries. These are coordinated closely with our Law Enforcement (LE) Division.

Oyster openings are coordinated with LE to ensure maximum enforcement present. Mr. Buddy Treybig asked for more enforcement during openings and closures and acknowledged they (LE officials) do a great job, there's just not enough of them.

Staff rarely encounter oyster landings during our dockside creel surveys of recreational anglers.

A recommendation was made for TPWD staff to bring oyster violation numbers and associated fines to next meeting.

### **Texas Y Incident Update – Alex Nunez**

Alex provided an overview of the Kills and Spills Team (KAST), and their role in the Texas City Y incident.

KAST has four regional coordinators located along the coast and in Austin. Their role is to investigate fish kills, pollution events, and provide guidance to minimize impacts to fish and wildlife. They are not first responders to an incident.

KAST responses include the execution of the wildlife response plan, providing guidance to the environmental unit, and assist with NRDA surveys. NRDA (Natural Resource Damage Assessment) assesses damage associated with the event and are an investigative group. The GLO, TCEQ, and TPWD are the Texas Trustees for NRDA.

A video was shown depicting the Texas City Y incident and the role the TPWD KAST played. The impacted areas were focused around southern Galveston Bay, Galveston Island, and stretched to Matagorda Island down to Padre Island along the Gulf. Multiple habitats and wildlife species, including endangered and threatened species, were impacted. The incident occurred during sea turtle nesting season. In total, approximately 400 animals of various species including birds, mammals and other aquatic wildlife were identified and collected during the clean-up.

Overall response effort lasted 24 days, with six TPWD divisions involved. Over 300 staff days were spent, totaling more than 2,500 hours.

TX coast is divided into three regions. Each region has contingency plans.

After action reviews occur that look at response activities that worked, and to identify response challenges. These are used to provide recommendations for contingency plans.

The Texas City Y incident is still ongoing. The damage assessment was provided to the responsible party, in an effort to get resources back to pre-spill levels.

A question was asked about red tide. The regional coordinator oversees the effort. Their team collects the data, and provides it to the state health department, NOAA, and other researchers. They give us cell counts.

### **CF Sampling Protocol – Brian Bartram**

Brian provided an overview of the data collection efforts that the CF division undertakes to help manage fisheries across the 4 million acres of bays, estuaries, and Gulf of Mexico (out to 9 nautical miles).

## Coastal Resources Advisory Committee (CRAC) – Minutes

---

There are eight bay system complexes that stretch from Sabine to Brownsville. Each system has a team led by the Ecosystem Leader.

There are two types of monitoring programs: resource (what is available to catch, and what will be available to catch in the future); and harvest (what, how many, where caught, with what, what size, and how much time spent).

Resource sampling began in 1975 with gill nets. Sampling protocol involves random, stratified samples, and standardized methods.

Bag seines are conducted along shorelines and reflect juvenile finfish and shellfish numbers.

Bay trawls are pulled in open water and target shrimp, crabs, and juvenile to sub-adult finfish.

Gulf trawls are conducted at 5 of the eight field stations that have gulf access sites. These target shrimp, crabs, and juvenile to sub-adult finfish.

Gill nets are set perpendicular from the shoreline and target crabs and adult to sub-adult finfish. Each bay system sets 45 nets in the spring and 45 nets in the fall. Spring gill nets begin the second week of April.

Oyster dredges are conducted every month. Department staff also utilize bottom and vertical longlines in state waters of the Gulf of Mexico.

In total: 2,160 bag seines, 1,680 bay trawls, 1,200 oyster dredges, 960 gulf trawls, 800 gill nets, and 22 bottom longlines are conducted annually.

Harvest surveys are conducted within each bay system complex. In total, more than 1,000 creel days are done each year, resulting in more than 14,000 interviews. This robust dataset ensures a high level of validity within the dataset. Creel surveys also allow department staff to interact with anglers.

Commercial information is collected through trip tickets.

Recently staff increased sampling days at gulf sites to gather more red snapper harvest data. One issue is dealing with private boat slips that we cannot survey.

Overall creel survey refusal rate is very low.

### **Update on Spotted Seatrout and Flounder – Mark Lingo**

Mark provided information on the status of each species, highlighting the results of the resource and harvest monitoring programs Brian discussed in the previous presentation.

#### *Spotted Seatrout*

Catch per hour in gill nets for the upper coast and lower coast have been trending upward the past few years, the middle coast has been stable except for this past year where it trended downward slightly, and the lower Laguna Madre trended downward this past year after seeing high numbers the previous couple years. Overall, catch per hour in gill nets are in good shape.

Overall trends on mean length from gill nets have been trending upward, though this past year shows a slight decline. Mean sizes range from 17"-18" depending on location.

This past year was great for recruitment as shown in the upward spike in bag seines. This can be at least partially linked to the freshwater inflow events the bays recently received.

## Coastal Resources Advisory Committee (CRAC) – Minutes

---

Creel surveys show majority of private boat anglers catch at least one spotted seatrout, and more than 15% of trips catch the limit of 5. Where the limit remains 10, just under 5% reach that limit.

Private boat effort and landings have remained stable, though landings have trended downward a bit recently.

Almost 30% of party boat anglers catch one fish, though another 30% reach the bag limit of 5. Almost 10% of party boat anglers reach their limit of 10 on the upper coast.

Party boat landings have remained stable recently, though trended downward this past year. Effort has remained stable in the middle and upper coasts, and have trended downward this past year for the lower Laguna Madre and lower coast.

Spotted seatrout stockings have increased from just under 8 million in 2011 to over 12 million in 2015.

### *Flounder*

Almost 70% of private boats that harvest flounder catch at least one, while just over 30% land two from Nov. 1 - Dec. 14. During the rest of the year, just under 90% land 1, while 10% land 2.

Gill nets were trending downward for quite some time, which led to the reduced bag and seasonal restrictions. Most recently, gill nets have been trending upward. Bag seines have been stable, yet most recently trended upward.

Party boat landings have been stable since the mid-1980's, while private boat landings trended downward prior to the new rules, and have rebounded recently.

Commercial landings have decreased substantially since the late-1980's, and can be at least partially attributed to reduced bag limits and seasonal gear restrictions.

A recommendation was made to issue permits for nighttime flounder giggers to help collect data and assist law enforcement. Sale of permits could help create a FTE to police nighttime activity.

### **Flounder Propagation – Shane Bonnot**

Shane provided background on flounder propagation, current status, and future goals.

TPWD began propagation efforts in 2006, with the first releases occurring in 2008.

Between 2006 and 2015, more than 296,000 juvenile flounder have been released into coastal waters. The stocking goal for 2016 is 25,000 fingerlings.

The environment helps determine gender of fish.

There are issues with hatchery production that include slow larval development, strict water quality requirements, and that staff can only concentrate on flounder production from November through March when not working with red drum and spotted seatrout.

Numerous advancements in hatchery productions have occurred. Staff are currently not conducting DNA tagging.

Staff are working to expand progress of spawning season through construction of a new flounder production building at Sea Center Texas.

## Coastal Resources Advisory Committee (CRAC) – Minutes

---

Perry R Bass and Sea Center staff conducted a study to look at mortality rates of pre-metamorphic and post-metamorphic fish in cold waters. Post-metamorphic fish showed highest survival rate at cold waters. Pre-metamorphic fish sustained almost complete losses. Fish greater than 14 mm survived this cold weather simulation. Study led to recommendations of stocking only post-metamorphic fish.

14"-15" fish are generally about 1.5 years old.

Flounder live to around 8 years of age.

### **Other Business**

#### *Cedar Bayou*

Cedar Bayou is doing well. It is flowing at a good rate. It was recommended that staff do a sign inventory check as some might be missing at this time.

#### *Next Meeting*

Will be scheduled for some time in July or August.

The meeting adjourned at 3:00 pm.

# Freshwater Fisheries Advisory Committee (FFAC) – Assessment

**ASSESSMENT OF ADVISORY COMMITTEES**  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** Freshwater Fisheries Advisory Committee (FFAC)

**Number of Members:** 14

**Committee Status (Ongoing or Inactive):** Ongoing

**Date Created:** 10/3/91

**Budget Strategy (Strategies) (e.g. 1-2-4):** A.2.1.

**Budget Strategy (Strategies):**

**Date to Be Abolished:** 10/1/18

**Strategy Title (e.g. Occupational Licensing):** Inland Fisheries Management

**Strategy Title:**

Select Type	Identify Specific Citation
State Authority	P&W Code 11.0162
State Authority	Title 31, Part 2, 51.631
State Authority	
Federal Authority	
Federal Authority	
Federal Authority	

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

**Committee Members' Direct Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Committee Members' Indirect Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Method of Financing**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0

**Meetings Per Fiscal Year**

Expenses /MOFs Difference:	\$0	\$0	\$0
	0	0	0

**Committee Description:** The FFAC is created for the purpose of advising the department regarding all matters pertaining to freshwater fisheries management and research in the state. The FFAC shall also advise the department regarding the following: (1) the development and implementation of freshwater fisheries management programs throughout the state; (2) the development and implementation of management and research priorities; (3) the development of priorities for expenditures of angler financed programs; and (4) the dissemination of information regarding freshwater fisheries management and research.

# Freshwater Fisheries Advisory Committee (FFAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?  
 The FFAC typically meets twice per year, and the location varies. Per TAC 51.601, the committee must meet at least once per year, but may meet as often as necessary.

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.  
 Per TAC 51.601, the committee must submit a report to the department on or before October 1 of each year which includes: (1) a summary or minutes of meetings conducted during the previous fiscal year; (2) a summary of recommendations from the advisory committee; and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?  
 FFAC recommended approval of five fisheries regulation change proposals. All proposed regulation changes were approved by the TPWD Commission and go into effect on 1 September 2016. The FFAC recommended that TPWD continue with the reciprocal license agreements with Louisiana and Oklahoma.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  
 Yes  No

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?  
 No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?  
 170.0

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.  
 Travel to and attendance of Committee meetings, presentation of various topics, preparation for meeting and summary of minutes.

6. Have there been instances where the committee was unable to meet because a quorum was not present?  
 No

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  
 None

7b. Do members of the public attend at least 50 percent of all committee meetings?  
 No

7c. Are there instances where no members of the public attended meetings?  
 Yes

8. Please list any external stakeholders you recommend we contact regarding this committee.  
 None

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  
 Yes

9b. Please describe the rationale for this opinion.  
 The Committee has provided advice regarding freshwater fisheries management and research in the state, the development and implementation of freshwater fisheries management programs throughout the state, and expenditures of angler financed programs and disseminated information regarding freshwater fisheries management and research.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?  
 No

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  
 No

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.  
 None

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?  
 Retain

11b. Please describe the rationale for this opinion.  
 The FFAC can and has provided beneficial input regarding high-profile issues. The FFAC represents a cross-section of our constituents and it is beneficial to Inland Fisheries Division to have a sounding board for important and sometimes controversial issues.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?  
 Yes

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.  
 This committee serves to provide perspective from various stakeholder groups regarding actions and policies of TPWD. These perspectives are critical to ensuring that the agency understands the wants and needs of its constituency.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.  
 None

## Freshwater Fisheries Advisory Committee (FFAC) – Report

---

### Texas Freshwater Fishery Advisory Committee FY 2013 Annual Report

#### Committee Overview

**Members:** Currently, the committee consists of 11 members, and the chair is Dr. Mick McCorcle (Trout Unlimited). Other members are: Tim Cook (BASS Nation), Vice-Chair; James Bendele (Falcon Lake Tackle); Tim Bonner (Texas State University); David Collinsworth (Brazos River Authority); Myron Hess (National Wildlife Federation); Bill Holder (Trinity River Authority); Dan Kessler (Bass fishing and tournament anglers); Ryan Smith (The Nature Conservancy); Marshall Treadwell (Tyler Woods and Water); and Randi Wayland (Bass anglers/boater education). **Staff Liaison:** Ken Kurzawski

#### Meeting Summaries

##### **October 16, 2012**

Airport Commerce Park Offices, Austin: Attendance: 9 FFAC Members, 11 TPWD Staff

- Ken Kurzawski gave a presentation on potential fishing regulation changes for 2013-14 including an update on the legalization of hand fishing due to legislative action. The committee offered some observations and supported all the proposed changes. The committee expressed concerns about the impact of hand fishing on harvest of large catfish.
- Ken Kurzawski updated the committee on continuing efforts to combat the spread of zebra mussels including the issuance of an emergency order to extend water draining requirements to the Elm Fork of the Trinity which includes Lakes Ray Roberts and Lewisville.
- Dan Daugherty, a researcher stationed at the Heart of the Hills Fisheries Science Center, reviewed a cooperative project with the Brazos River Authority to assist them in integration of TPWD fisheries and aquatic resources data into their application to the TCEQ for a new systems operation permit for the Brazos River. BRA developed a document to define threshold levels for habitat fish communities focusing on the littoral zone. We worked collaboratively with BRA to redefine the threshold elevations.
- Tim Birdsong discussed how states are using partnerships to direct on-ground conservation efforts and how this is being applied to rivers. The National Fish Habitat Action Plan was recently updated and that plan is designed to help to protect and restore our waterways and fisheries. This is the plan that guides the Reservoir Fisheries Partnerships.
- Earl Chilton gave a presentation on exotic species that was scheduled to be presented to the House interim committee. Earl discussed how the health of Texas' fisheries and other freshwater resources is threatened by the negative effects of aquatic invasive species and the lack of funding available to combat this threat. Committee members inquired about the scope of the problem and what is a minimal amount of funding needed to begin to address the problem.
- Dr. Gary Saul gave the committee an update on the Inland Fisheries budget. The committee had questions about the amount of revenue being collected and not being appropriated to the agency and on fishing license costs and duration.

##### **April 8, 2013**

Trinity River Office, Lake Livingston: Attendance: 6 FFAC Members, 11 TPWD Staff

- Ken Kurzawski gave an update on the fishing regulation changes recently approved by the TPW Commission and summarized a recent study conducted by the American Fisheries Society on salaries of fisheries biologist in North America focusing on state agencies.
- Ken and Dr. Gary Saul apprised the committee on pending legislation and proposed state budgets. Ken highlighted HB 1241 which would expand the TPW Commission's authority to require draining of water from boats to impede the spread of zebra mussels. Gary said so far the budget discussions look promising with the potential to restore some of our funds cut in the last legislative session.

## Freshwater Fisheries Advisory Committee (FFAC) – Report

---

- Dave Terre relayed some changes to the operation of the Texas Toyota Bass Classic which include the addition of a spring tournament at Lake Fork in 2014 along with the fall tournament at Lake Conroe in October.
- In response to committee concerns about hand fishing, Craig Bonds outlined a study that is just getting underway to obtain information on a study of the exploitation of flathead catfish on Lake Palestine and a survey of persons engaged in hand fishing.
- Mick McCorcle updated the efforts spearheaded by Mick with other members of Trout Unlimited to investigate reintroduction of Rio Grande cutthroat trout in McKittrick Canyon in Guadalupe Mountains National Park. Initial efforts did not meet with much interest from the National Park Service. Now, there is a new superintendent and new resource director for the park, and there is some renewed interest. The Park did agree to do a one-year feasibility study looking at what's there. TU is committed to helping them with that.
- Brian Van Zee and Todd Engeling outlined for the committee how stocking plans are developed and how that leads to the development of the annual stocking plan. Numerous questions were asked about how stocking priorities are set, how production goals are balanced among the various species produced, and the impacts of the ongoing closure of Dundee Fish Hatchery.
- Nate Smith, a researcher stationed at the Heart of the Hills Fisheries Science Center, talked about a project underway to determine conservation priorities in the Trinity River and Lake Livingston to expand from fisheries management on a reservoir specific scale up to watershed scale. Members inquired about various aspects of alligator gar populations and how water flows impact those populations.
- Allen Forshage gave a report on the rationale for using pure Florida largemouth bass for breeding purposes in the Share-Lunker program. Members asked about how we maintain the integrity of our stocks of Florida largemouth bass and the genetic status of some other notable largemouth bass caught in the U.S. and Japan.
- Committee members were given a tour of Trinity River Authority's operation of the Lake Livingston dam and some members participated in striped bass broodfish collections activities on the following day.

Prepared by Ken Kurzawski and reviewed by committee chairman, Mick McCorcle

“The Chairman commends the TPWD Inland Fisheries staff on their thorough preparation for and diligent attendance at these meetings and the wealth of useful information they provide to the Committee, much of which is then passed to the members' constituent organizations. The staff is also attentive to the ideas and opinions of the Committee's members and responsive to their requests or suggestions. Holding meetings in various TPWD venues around the state has given the members a firsthand introduction to Inland Fisheries and its various responsibilities and programs.”

## Freshwater Fisheries Advisory Committee (FFAC) – Minutes

---

### Texas Freshwater Fisheries Advisory Committee Meeting Minutes

Tuesday, October 13, 2015  
10:00 AM  
AEW Fish Hatchery, San Marcos

#### **FFAC Members in attendance**

Randi Wayland  
Alvin Dedeaux  
Jerry Hamon  
Bob Waldrop  
John Jones  
Dr. Gerald Kyle  
Dr. Allison Pease  
Myron Hess  
Tim Cook  
Ryan Smith  
Jeff Schmitt  
Jay Johnson

#### **Not attending**

David Collingsworth  
Bill Holder

#### **TPWD Employees in attendance**

Craig Bonds  
Spencer Dumont  
Bob Betsill  
Dave Terre  
Tim Birdsong  
Steve Magnelia  
Marcos DeJesus  
Carl Kittel  
Todd Engling  
Brian Van Zee

- **Opening Statement and Minutes** – Randi Wayland called the meeting to order and made a motion for approval of minutes. Motion approved.
- **FFAC Member Highlight** – Ryan Smith and Alvin Dedeaux  
Ryan presented a PowerPoint on the Texas Nature Conservancy (TNC):
  - The history of the TNC
  - The function of the TNC, Texas projects, and Ryan’s function within the agency (he works in the Freshwater division)
  - Ryan also talked about Nature.org and the upcoming Texas Freshwater Dashboard, an interactive map on the TNC website.

Alvin Dedeaux gave a PowerPoint presentation on his company, All Water Guides, including lots of photos with anglers holding big fish.

- Alvin has been guiding for 20 years, primarily fly fishing in central Texas rivers.

## Freshwater Fisheries Advisory Committee (FFAC) – Minutes

---

- **Regulation Proposals – Spencer Dumont**

Spencer presented regulation proposals for largemouth bass at Lake Naconiche, catfish at Tawakoni, largemouth bass in SE Texas on the lower Sabine, Neches and bayou complex, smallmouth bass at Lake Meredith, largemouth bass at Nelson Park Lake, and remove statewide regulation for saugeye.

**Discussion:** Considerable comment on the Tawakoni catfish proposed regulation. John Jones thought seven was an odd number for a bag size. Dave Terre and Craig Bonds responded with this bag size gives us flexibility and would make most anglers happy—a compromise between too many fish (10) and too few fish (5). This is a regulation that could apply to other systems in Texas. Bob Betsill broke down the regulation into three groups of fish—small (harvestable), medium (conserve), and large (maintain). The conversation drifted to the statewide Catfish Management Plan and Jay Johnson mentioned he presented to the plan to groups in Houston and it was well received. Randi asked for an FFAC approval of regulation proposals—committee agreed.

- **Do Some Guadalupe Bass Populations need Size Limits – Jerry Harmon**

The discussion centered around the question of why no size limits for Guadalupe bass (GB)? The concern among some groups is that anglers are taking too many small bass, which may be negatively impacting these populations.

Alvin mentioned it was his understanding that there is no limit because most GB are small. Alvin also stated that he has seen very little harvest of GB in the areas he fishes and that he would favor some catch and release sanctuaries.

Tim Birdsong talked about the management history of GB in various rivers.

Bob Betsill talked about TPW's efforts to change genetics (reduce smallmouth bass influence) and increase access. Bob mentioned that, in general, biologists have not seen problems with recruitment or the need to grow populations.

Tim Birdsong added that one of our primary management activities was to swamp genetics to create more pure GB.

Steve Magnelia gave a presentation on GB data:

- Little is known about recruitment, mortality, or harvest
- Showed data from the Texas Hill Country Streams Survey
- Provided a history of GB length limits
  - Changed to current regulation in 2001
  - Few anglers keep GB to eat, and those that do self-impose at about 10" long.
- Expressed some insight that increased kayak access and more people may lead to increased exploitation of GB populations.
  - Regulation consideration should be given to maintain quality fishing, even in some systems that are currently underexploited.
  - Another consideration is to “highlight fisheries.”
- Steve presented data from the Lower Colorado and S. Llano.

Alvin asked about how to increase access and talked about possible creation of “gold medal” waters. This concept has been tossed around by Alvin and his guides.

## Freshwater Fisheries Advisory Committee (FFAC) – Minutes

---

Jerry agreed that increased pressure and access could result in the need for increased protection.

Brian Van Zee mentioned that TPW is in the process of hiring a river-oriented management biologist in San Marcos, with considerable emphasis in the Lower Colorado River.

Marcos stated he has a large interest in improving river fisheries and would like to fill some data gaps.

John Jones mentioned he has harvested GB but didn't see anybody else doing so.

Alvin also mentioned that increased angler pressure could affect catch rates.

- **Prop 6 – Randi Wayland**

Randi talked about Proposition 6, the ballot initiative to make hunting and fishing a right. There is no formal group opposing it. Randi wanted group to be aware of it. She asked the committee to support this Prop.

- **Canyon Lake Zebra Mussel Near Miss – Randi Wayland**

Randi told story about the park manager that stopped a boat, encrusted with zebra mussels, from launching at Canyon Lake. Randi mentioned that Craig agreed to formally recognize the individual that stopped this potential introduction. Randi also thought it is important to educate game wardens on zebra mussel ID.

Tim Cook asked how zebra mussels would affect the Guadalupe River if they got in.

Tim Birdsong mentioned impacts to native mussels

Brian stated that zebra mussels don't like flowing water

- **Lake Austin /Grass Carp Controversy – Tim Cook**

Tim inquired as to what's currently occurring and what the plan is to address the habitat needs at Lake Austin

Marcos gave a presentation on the history of vegetation management, including the involvement of all important stakeholders. Bottom line was the stakeholders agreed on a balance in control of vegetation, to begin removing grass carp to increase vegetation coverage, and installation of physical habitat structures.

Considerable discussion ensued on the strategies of using grass carp and what TPW is doing to improve habitat at Lake Austin.

Tim Cook appreciated the information and commented on how important it was to get the anglers involved as a stakeholder.

- **Statewide Angler Survey – Dr. Kyle**

Dr. Kyle summarized the methodology used to gather angler data for the survey, including the declining trend in response rates from all survey deployment methods.

Discussion centered on how to possibly improve response rates, i.e. incentives, survey at license purchase, survey length, etc.

- **Senior License Exemption and Reciprocal Discount Agreements – Craig Bonds**

Craig stated that a senior license exemption comes up every legislative session. The argument is the reciprocal agreements Texas has with Louisiana and Oklahoma. Allowing this exemption would create a one million dollar/year hit to the IF budget.

## Freshwater Fisheries Advisory Committee (FFAC) – Minutes

---

Considerable discussion ensued and the consensus of the group was to continue with reciprocal agreement because of the collateral impacts that could occur without it.

- **Future of the Dundee Hatchery – Todd Engling**

Todd Engling presented the history of the Dundee hatchery and outlined the short term plan (limited production) and the long term plan, which is dependent on water sustainability and demand for stocked fish. TPW is using a structured decision making process with a committee to come up with a future plan.

- **What can the FFAC do to Promote the Conservation License Plate (CLP) – Dave Terre**

Dave summarized the CLP program, including several habitat projects that were funded with these monies. How can the FFAC help to promote these sales?

One suggestion from Tim Cook and John Jones was to partner with dealerships.

- **License Fee Increase – Craig Bonds**

Expenses will surpass revenue soon, affecting Fund 9 dollars. The last increase in license fees was 2008. Without more revenue, cutbacks will be needed. TPW is looking at surveying the public to determine options for license fee increases. A decision by May as to what license increase to rollout. Looking at several options.

Considerable discussion ensued with questions about what benefits are realized from fee increase, how much of an increase is necessary (10-15%), how an increase can occur.

- **Closing Comments – Randi Wayland**

The next meeting is set for April 26<sup>th</sup> at the Texas Freshwater Fisheries Center in Athens.

Randi thanked the group and was impressed with the current members and diversity.

Randi asked members what they thought of the meeting; consensus was a wonderful, productive meeting.



# Game Warden Academy Advisory Committee (GWAAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.

6. Have there been instances where the committee was unable to meet because a quorum was not present?

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?

7b. Do members of the public attend at least 50 percent of all committee meetings?

7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## Game Warden Academy Advisory Committee (GWAAC) – Report

---

### Game Warden Academy Advisory Committee FY 2015 Annual Report

In accordance with the Texas Administrative Code 215.7 the Advisory Board provides guidance and makes recommendations concerning aspects relating to admission, retention and specific training needs.

The Game Warden Training Center Advisory Board is comprised of two Major Game Wardens and two public members. The Director of training is an ex-officio non-voting member, along with the Lieutenant over game warden recruitment as an additional resource.

Major Jeff Gillenwaters (Chairman)  
Major William Skeen  
Mr. Joe Patterson (public member)  
Mr. John Jefferson (public member)  
Lt. Kevin Malonson (Game Warden Recruitment) - non-voting  
Major Tracy Davis (Director of Training) - non-voting

The Academy Advisory Board is committed to providing guidance in accordance with State law in order for us to remain the finest training academy in the United States for conservation law enforcement officers.

The board met via a web-based conference call on September 23, 2014 to complete the TCOLE mandated Advisory Board Training Course #3003 and all members were present.

On February 11, 2015 the board met at the TPWD Airport Commerce location with all members present and the following topics were discussed:

- The board discussed the current academy and related issues such as cadet progress, resignations and replacements.
- Current LE divisional personnel issues were shared and discussed. Different approaches to addressing these issues were explored including the initial applicant psychological exam and Profiles International testing to uncover hidden personality traits that may lead to potential personnel related issues.
- Internal GWTC information was relayed to board members including new employees and current vacancies, food service contract, and phase III (cadet dorms) plans. Past and future field in-service topics were covered.
- The hiring and promotional processes were presented including recent changes to both and the reasons that the changes were made.
- Recruitment efforts and progress was conveyed by the Lt. Recruiter. The recent trend toward targeting a younger target audience was also discussed (Explorer Program, Game Warden Brigade possibility).
- Next academy timeline was projected.
- Implementation of new GW applicant Interview Questions were disclosed and endorsed by all.
- Initial Physical Readiness Testing for cadets was tabled with discussions centering on increasing aspects of the swimming test to improve cadet success and lower failures. Other state's requirements and the new Officer Water Survival course was the main emphasis of justifying the changes. Recommended changes were to increase the tread water time to 2 minutes from 30 seconds (note: since this meeting Lieutenant Colonel Shaw approved a 1 minute tread water time). Cadets will be required to tread water during their academy training for 5 minutes in full uniform (gun belt/boots, etc.). It was also pointed out that the initial PRT does not screen for applicant confidence in submerging their heads under water, and that is required as well during training. Thus introducing an exercise of swimming under a four foot simulated barricade during the test would hopefully satisfy a minimum competence level to improve future training success and officer water survival.
- General discussion on LE growth forecasts, new recruitment possibilities from recent media exposure (i.e. social media, TV series, special teams).

## Game Warden Academy Advisory Committee (GWAAC) – Minutes

---

### GWTC Advisory Board Meeting – Minutes

April 5, 2016

#### TPWD Austin Headquarters – Bass Conference Room

*(Attendance - Chairman - Major Jeff Gillenwaters,  
Public Members John Jefferson and Joe Patterson and ex-officio member Major Tracy Davis)*

- Tracy opened the meeting by updating everyone on the cadet dorm construction progress and projected July completion date
- Tracy gave an update on the 60<sup>th</sup> cadet class
  - Jumped ahead to Star High School cadet housing
    - Working out well
    - Great attitudes
    - Come together as a team - communication good among cadets
  - Explained the issues related to the cadets that had been dropped from the academy thus far (one due to shoulder injury during block/redirect, one due to reported personnel issue prior to start date, one for personal reasons)
    - One that injured his shoulder was offered a spot in the next class
  - Park Police Officer joint academy
    - 2<sup>nd</sup> go at merging GW and hand-picked PPO cadets
    - No issues so far - treated the same throughout the academy
    - John Jefferson asked again how many classes had incorporated PPO cadets (2)
    - Tracy covered the cadet border field trip
      - Good field training and for cadets and exposed to a wide array of things
      - Receiving really good field feedback and critiques on the cadets
  - Food Service discussed
    - Issues related to running out of food/quality leveling off
    - New contract partner (Kevin) asking for cadet input helping
    - Joe Patterson and Major Gillenwaters followed up on it being unacceptable that there is not enough food served at times
    - Tracy commented that proper nutrition being vital to cadet success
    - Internal TPWD employee cooks (being offered benefits) may rectify this issue
- Tracy covered the hiring process and related changes
  - Major's Evaluation Worksheet modified based on recommendations made during past Senior Staff Meeting last October
    - Made the section order line up with the PHS and BI Report
    - Major Gillenwaters explained that the background investigation phase takes each investigator 4-6 weeks to complete
      - John Jefferson asked if every applicant has a background performed on them (yes), and if wardens perform the background investigation (yes)
      - Major Gillenwaters further explained that we used the background investigation, and some agencies conduct polygraph exams. He also explained the depth of our background investigation

## Game Warden Academy Advisory Committee (GWAAC) – Minutes

---

- John Jefferson asked if many applicants get eliminated during this phase (yes, it varies). Tracy covered some of the reasons for removal of an applicant (Failure to Disclose, not qualified)
  - Tracy explained the hiring process steps and their purpose and relationships with each other
  - Tracy shared details related to utilizing a new psychologist for cadet L-3 certifications
    - Had concerning issue related to a cadet last academy (evaluated by past psychologist 3X and passed all three times). Past psychologist never failed anyone. Lead us to search to find another psychologist
      - Major Gillenwaters referred a Houston-based psychologist (Dr. Stanly Smoote)
        - One of 2 forensic psychologists in the state
        - Major Gillenwaters gave the group a little background on Dr. Smoote’s credentials and experience
        - Tracy stated that Dr. Smoote understands the police culture due to being an ex-police officer
        - Covered recent meeting in Austin with Col. Hunter, Lt. Col. Shaw, Staff Attorney Kerry Spears, Special Operations Chief Grahame Jones, Major Tracy Davis met with Dr. Smoote
          - Dr. Smoote explained the psychological exam in detail and gave the group a better understanding of issue related to applicants (Command presence, interpersonal skills, being deceptive etc..)
          - All walked away very confident of his judgement and professional assessment of applicants
          - Explained that this class seemed to have less issues than ones in the recent past and we were hopefully optimistic that this psychological screening was paying off
          - Dr. Smoote had shared the recent case involving a Houston based psychologist that was not performing evaluations and all of the legal ramifications that have come about as a result
          - John Jefferson asked about the fail rate (25%)
          - Joe Patterson asked if he was bound to failing a certain number. I explained no, that we had closer to a 13% fail rate the last cycle
  - Tracy discussed the new medical doctor being used in Houston as well. The hearing (3,000 Hz) removal proposal being explored and changing the vision minimum to be no worse than 20/100 uncorrected. (Currently 20/200). Asking for information from other agencies on their standards.
- *Skipped agenda item on new interview questions, by explaining that the same ones will be used next hiring cycle*
- Tracy covered the Use of Force field in-service training
  - Referral steps explained – DPS – Response Network (Brad Naples) – Randy Means (Grahame vs. Conner attorney)
  - On-line portion explained and classroom follow-up portion explained
  - For this to happen we first had to add an addendum to our academy contact establishing the GWTC as a “Distance Learning Academy”
  - Border Issue has increased our intermediate force use

## Game Warden Academy Advisory Committee (GWAAC) – Minutes

---

- Joe Patterson asked if this training was the same that the cadets get while at the academy (I explained field in-service vs. academy basics)
  - Covered Randy Means' edit of our current Use of Force General Order. Standard being "Reasonable" rather than "necessary" because this is the standard the courts use when evaluating officer's appropriate use of force.
- Group discussed the possibility of setting performance standards dealing with issues that were hard to measure. *Some areas such as firearms proficiency, academics etc... are easy to numerically score and measure. Some such as scenario based training are more subjective and difficult to assess.* Absenteeism was covered in an attempt to define a point that a cadet would be removed after missing a certain number of days. Capt. Gordon's research was shared (DPS standards, Amarillo Community College, TEEEX as well). I also pointed out what the other agencies looked at by Capt. Gordon used for physical assessment (I used the explanation of the cadet that could not pass the PAT the first day of the academy, and that DPS would have sent him home.) John Jefferson asked about the cadet that showed up out of shape. I explained that he had recovered and was doing well due to his personal accountability and determination.
 

Joe Patterson suggested that we give them an evaluation defining what the expectations were and give them a deadline to meet. I explained that we do currently use a performance evaluation model with performance plan, feedback and coaching. We have the cadets define how they are going to address the deficiency. I explained the issue we had where a cadet was lost the last week of class due to some issues that surfaced during a scenario based training block. We want to address those issues early on, but we cannot simulate reality in the training setting. Joe Patterson commented that he was glad to hear we use a performance plan because that's what private industry uses. Major Gillenwaters brought up that the employee is the only one that can change internal issues. The group discussed where to stop remediation. No decision or recommendation was made, but this was food for thought and for future consideration. Joe Patterson pointed out that this profession is not for everyone.
  - Tracy explained the hiring process steps and phases and that each portion addresses different things, but they all were related to the overall picture of an applicant. Joe Patterson asked if applicants were informed why they were not successful in the application process. Joe Patterson asked if we tracked why applicant failed on past attempts (We include that now in the background investigation). Joe Patterson asked about recommendations that were made by the LEDTF and I explained that they were made and we currently have two successful black applicants in this current class.
  - Group had an open discussion of the possible effects of the new TV show and the correlation of number of applicants we may receive as a result of the national exposure, and the national scrutiny of police officers and difficult job they do. All agreed that finding the right applicants suited for LE being crucial. Major Gillenwaters further explained Dr. Smoote's attempt to find the right fit for the job (Officer presence being the first thing he assesses).
  - Major Gillenwaters mentioned the change in the Interview Process were applicants are assigned either pass or fail, rather than the previous ranking system of assigning a level I, II or III. All liked this change.

# Migratory Game Bird Advisory Committee (MGBAC) – Assessment

ASSESSMENT OF ADVISORY COMMITTEES  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** Migratory Game Bird Advisory Committee (MGBAC)

**Number of Members:** Not to exceed 24

**Committee Status (Ongoing or inactive):** Active

**Date Created:** August, 2014

**Budget Strategy (Strategies) (e.g., 1-2-4):** A.1.1.

**Budget Strategy (Strategies):**

**State / Federal Authority:** State Authority

**Select Type:** Statute

**Identify Specific Citation:** P&W Code 11.0162 Title 31, Part 2, 51.607

**Note:** An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

**Date to Be Abolished:** 10/1/18

**Strategy Title (e.g., Occupational Licensing):** Wildlife Conservation

**Strategy Title:**

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

**Committee Members' Direct Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Committee Members' Indirect Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Method of Financing**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Expenses / IMOFs Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Meetings Per Fiscal Year**

	0	0	0
--	---	---	---

**Committee Description:**

The MGBAC is created to advise the department regarding the following: (1) the management, research and habitat acquisition needs of migratory game birds; (2) development and implementation of migratory game bird regulations, research, and management; and (3) education and communications with various constituent groups and individuals interested in migratory game birds.

# Migratory Game Bird Advisory Committee (MGBAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?  
 The MGBAC typically meets two or three times a year with one of those meetings being a conference call. Per TAC 51.601, the committee must meet at least once per year, but may meet as often as is necessary.

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.  
 The MGBAC reviews staff proposals for migratory game bird hunting regulations. These are discussed and if the MGBAC has different views on timing of the seasons, any differences from staff proposals are provided to the Commission. The MGBAC has also provided suggestions and guidance on the best approach to move forward with proposals related to the Migratory Game Bird Funding Exceptional Item. Projects suggested for funding were reviewed and suggestions on priorities were provided. Per TAC 51.601, the committee must submit a report to the department on or before October 1 of each year which includes: (1) a summary or minutes of meetings conducted during the previous fiscal year, (2) a summary of recommendations from the advisory committee, and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?  
 During the most recent migratory game bird regulations process, the MGBAC suggested dates slightly different than those proposed by staff. After review, staff and the MGBAC believed it prudent to accept changes suggested by the MGBAC. These dates were presented to the Commission. However, the Commission made slight modification on dates proposed for dove seasons, but did accept all other proposals presented by the MGBAC.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  
 Yes  No   
 4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?  
 less than 100

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. Develop agenda, plan and attend meetings, prepare minutes and summaries, follow-up discussions on pertinent issues, provide overviews of regulations process and justification of staff proposals.  
 No

6. Have there been instances where the committee was unable to meet because a quorum was not present?  
 Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.  
 March 6, 2015  
 Attendees: Bill Osborn (Chair), Bart Ballard, Kirby Brown, Warren Conway, Doug Frey, Jim Gregory, Scott Hickman, Rogers Hoyt, Sammie Nooner, Gregg Peavey, Bruce McNabb, James Prince, Tom Puff, Todd Steele, Bob Thornton, Will Vogt, Mark Walters, Kyle Yeates  
 August 5, 2015  
 Attendees: Bill Osborn (Chair), Bart Ballard, Mike Berger, Kirby Brown, Warren Conway, Doug Frey, Jim Gregory, Scott Hickman, Rogers Hoyt, Sammie Nooner, Gregg Peavey, Tamara Trail, Bruce McNabb, James Prince, Todd Steele, Bob Thornton, Will Vogt, Mark Walters, Kyle Yeates (Tom Puff not attending)  
 December 10, 2015  
 Attendees: Bill Osborn (Chair), Kirby Brown, Jim Gregory, Bruce McNabb, Sammie Nooner, James Prince, Todd Steele, Mike Berger, Scott Hickman, Kyle Yeates, Mark Walter, Tom Puff, Bob Thornton  
 Committee Members Absent: Terry Cook, Doug Frey, Greg Peavey, Bill Ansell, Rogers Hoyt, Jr., Bill Landreth, Bart Ballard, Will Vogt, Warren Conway, Tamara Trail

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  
 Each member has interest in a particular item. They have the opportunity to discuss pertinent issues with stakeholders and provide feedback during the meetings.

7b. Do members of the public attend at least 50 percent of all committee meetings?  
 No  Yes

7c. Are there instances where no members of the public attended meetings?  
 Yes

8. Please list any external stakeholders you recommend we contact regarding this committee.  
 Yes

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  
 Yes

9b. Please describe the rationale for this opinion.  
 The MGBAC has broad membership and representation from across the state. Establishing migratory bird regulations is a complex process and members typically discuss staff proposals with individuals within their sphere of influence. This provides staff and the Commission with another form of public engagement in the regulations process. This same influence helps guide the process of expending Stamp Funds that are generated from migratory hunters across Texas. Input from the MGBAC helps to ensure that projects funded with these dollars are meeting the needs of constituents across the state.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?  
 No  Yes

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  
 No

# Migratory Game Bird Advisory Committee (MGBAC) – Assessment

---

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

Retained

11b. Please describe the rationale for this opinion.  
Input from this group provides insight from across the state with respect to regulations and the best approach to funding projects from funds generated from sale of migratory game bird stamps.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

Yes

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.  
This committee serves to provide perspective from various stakeholder groups regarding actions and policies of TPWD. These perspectives are critical to ensuring that the agency understands the wants and needs of its constituency.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## Migratory Game Bird Advisory Committee (MGBAC) – Report

---

### Migratory Game Bird Advisory Committee FY 2015 Annual Report

Name of the Advisory Committee: Migratory Game Bird Advisory Committee

Date and Location of the Advisory Committee meeting(s): March 6, 2015

August 5, 2015 Conference Call

Please attach Advisory Committee meeting agenda(s) and attendance sheet. Please be concise and keep to fewer than 2 pages.

- Please Summarize key points or highlights of the Advisory Committee meeting(s). This should not be a complete summary of discussion under every agenda item, but represent the important items that are useful to be shared.
  - Staff Proposals were adopted for both the early and late seasons as staff proposed. There are differing opinions as to the structure of future dove seasons particularly with respect to timing of seasons in the respective zones.
  - The MGBAC supported development of a survey to attempt to determine hunter preference for season structure by zone.
  - Staff provided an overview of the Texas Dove Lethality Study and the MGBAC was appreciative of the efforts by the Department to address this controversial issue.
  - The MGBAC was supportive of Staff proposal related to the Exceptional Item for Migratory Stamp funds. They asked to review the completed proposal list after the budget has been finalized and projects selected.
  - Staff provided an overview of Stamp Fund budgets and the MGBAC was satisfied with the projects implemented.
- Please summarize important issues that were raised during the meeting that were not on the agenda. This can include controversial or political topics or outline anticipated issues that may arise in the future.
  - A September 1 opening date for the South Dove Zone was also discussed. Staff advised this will be a challenge, but plans are being developed to present this proposal to the U. S. Fish and Wildlife Service. Other options to increase South Zone opportunities were also discussed as well as the best method to maximize extended season for the North Dove Zone. There are opinions to maintain the current season structure as well as provide an earlier opening day in the South Dove Zone.
  - There are differing opinions as to how the season structure with a 90-day season will look particularly as it relates to the length of the first split and where season dates occur with the late split.

March 6, 2015

Attendees: Bill Osborn (Chair), Bart Ballard, Kirby Brown, Warren Conway, Doug Frey, Jim Gregory, Scott Hickman, Rogers Hoyt, Sammie Nooner, Gregg Peavey, Bruce McNabb, James Prince, Tom Puff, Todd Steele, Bob Thornton, Will Vogt, Mark Walters, Kyle Yeates

Attendees: Bill Osborn (Chair), Bart Ballard, Mike Berger, Kirby Brown, Warren Conway, Doug Frey, Jim Gregory, Scott Hickman, Rogers Hoyt, Sammie Nooner, Gregg Peavey, Tamara Trail, Bruce McNabb, James Prince, Todd Steele, Bob Thornton, Will Vogt, Mark Walters, Kyle Yeates (Tom Puff not attending)

Staff: Jennifer Barrow, Kevin Kraai, Jared Laing, Dave Morrison, Shaun Oldenburger, Chip Ruthven

## Migratory Game Bird Advisory Committee (MGBAC) – Minutes

**Migratory Game Bird Advisory Committee  
Minutes of the December 10, 2015 Meeting  
Texas Wildlife Association, San Antonio, TX  
9:30 a.m. – 2:00 p.m.**

**Committee Member Attendees:** Billy Osborn (Chair), Kirby Brown, Jim Gregory, Bruce McNabb, Sammy Nooner, James Prince, Todd Steele, Mike Berger, Scott Hickman, Kyle Yeates, Mark Walter, Tom Puff, Bob Thornton

**Committee Members Absent:** Terry Cook, Doug Frey, Greg Peavy, Bill Ansell, Rogers Hoyt, Jr., Bill Landreth, Bart Ballard, Will Vogt, Warren Conway, Tamara Trail

**Ex Officio Members:** Jennifer Barrow, Jared Laing, Matt Nelson, Chip Ruthven

**Other TPWD Staff:** Kevin Kraai, Dave Morrison, Matt Nelson, Shaun Oldenburger, Jeff Raasch, Jared Timmons, Shane Riggs, Clayton Wolf, Ross Melinchuck

### 1. Introduction - Billy Osborn

At 9:30 a.m., December 10, 2015, at the Texas Wildlife Association office in San Antonio, Texas, Migratory Game Bird Advisory Committee (MGBAC) Chair Billy Osborn called the meeting to order. Dave Morrison acted as Secretary.

### 2. Dove Survey Results – Shaun Oldenburger

Shaun Oldenburger presented the results of a 2015 dove hunter survey in which a questionnaire was mailed to 5000 dove hunters (Attachment 1). The response rate was 24.02% (1,174). 53% of the hunters in the Central Zone wanted to keep opening day on September 1, followed closely by 43% wanting the first Saturday of September. In the North Zone 55% of the participants wanted to keep the September 1 opening day, and 43% wanted the first Saturday in September. 32% of the south zone participants wanted an opening of the third Friday in September, followed by 30% wanting an opening of the first Saturday in September. In the Special White-winged Dove Area 50% of participants wanted the first Saturday in September as an opening day, followed by 22% wanting September 1.

Table 1. Preferred opening date by zone hunted most.

Zone	Day	N	Percent	L95CI	U95CI
Central	September 1	291	53.01%	48.82%	57.19%
	First Saturday	235	42.81%	38.65%	46.96%
	Fixed Opening	7	1.28%	0.33%	2.22%
	Third Friday	16	2.91%	1.50%	4.33%
North	September 1	159	55.40%	49.62%	61.19%
	First Saturday	123	42.86%	37.10%	48.62%
	Fixed Opening	1	0.35%	0.00%	1.03%

## Migratory Game Bird Advisory Committee (MGBAC) – Minutes

	Third Friday	4	1.39%	0.03%	2.76%
South	September 1	41	18.47%	13.32%	23.61%
	First Saturday	66	29.73%	23.67%	35.79%
	Fixed Opening	43	19.37%	14.13%	24.61%
	Third Friday	72	32.43%	26.23%	38.64%
WWDA	September 1	14	21.88%	11.47%	32.28%
	First Saturday	32	50.00%	37.41%	62.59%
	Fixed Opening	6	9.38%	2.04%	16.71%
	Third Friday	12	18.75%	8.92%	28.58%

Forty percent of participants in the Central Zone preferred a straight season with no splits, followed by 31% preferring a split in early November, and 29% preferring a mid-October split. 43% of the North Zone participants preferred a straight season, followed by 31% preferred a split occurring in early November, and 26% preferred a mid-October split. 36% of the South Zone participants preferred a split occurring in early November, followed by 34% preferring a split in mid-October, and 30% preferring a straight season. In the Special White-Winged Dove Area 36% of participants preferred a split in early November, followed by 35% preferring a straight season, and 29% preferring a split in mid-October.

When participants were asked if they supported current Dove Zone Boundaries in the Central Zone 72% said yes, 25% had no opinion, 2% responded no, and less than 1% said changes were needed. In the North Zone 74% of participants supported the current zone structure, 24% had no opinion, 1% responded no, and 1% expressed changes were needed. 71% of participants in the South Zone supported current zones, 17% had no opinion, 9% did not support the current zones, and 3% expressed change were needed. In the Special White-Winged Dove Area 66% of the participants supported current zones, 17% had no opinion, 12% did not support the current zones, and 5% said changes were needed.

### 3. 2016-17 Season Proposals – Dave Morrison, Kevin Kraai, Shaun Oldenburger

Shaun Oldenburger presented the Texas Parks and Wildlife Department (TPWD) staff proposed webless migratory bird seasons for 2016-17 (Table 2). Kyle Yeates expressed that the North Dove Zone may have more doves available for harvest in the first split and requested changing the dates to September 1 – November 20 and December 24 – January 1. Kirby Brown suggested that the North Dove Season be changed to September 1 – November 13 and December 17 – January 1 to allow for more hunting around holidays in December. Mr. Brown's proposed dates were approved by the committee and were the only changes to dove seasons proposed by TPWD staff.

## Migratory Game Bird Advisory Committee (MGBAC) – Minutes

Table 2.

<b>Summary of Proposed Dates for Migratory Birds 2016-17 (Program Staff)</b>	
<p>Dove North and Central Dove Zones September 1 – November 6 December 17 - January 8</p> <p>South Zone September 23 – November 13 December 17 – January 23</p> <p>Special White-winged Dove Area September 3,4,10,11 September 23 – November 13 December 17 – January 19</p> <p>September Teal Season (Statewide) September 10 - 25</p>	<p>Sandhill Cranes Zone A: October 29 – January 29 Zone B: November 18 – January 29 Zone C: December 24 – January 29</p> <p>Woodcock December 18 – January 31</p> <p>Snipe October 29 – February 12</p> <p>Gallinule, Rail, and Moorhen September 10 - 25 Nov. 5 - Dec. 28</p> <p>Falconry November 19 – December 5 (All dove) January 30 – February 12 (Ducks North and South Zone and other Webless)</p>
<b>Ducks</b>	<b>Geese</b>
<p>North Zones November 5 – 6 (Youth) November 12 – 27 (Regular Season) November 17- 27 (“Dusky” duck Season) December 3 – January 29 (Regular and “dusky”)</p> <p>South Zone October 29 - 30 (Youth) November 5 - 27 (Regular Season) November 10 – 27 (“Dusky” duck Season) December 10 – January 29 (Regular and “dusky”)</p> <p>High Plains Mallard Management Unit (HPMMU) October 22 – 23 (Youth) October 29 - 30 (Regular Season) November 4 – January 29 (Regular Season) November 7 – January 29 (“Dusky duck Season”)</p>	<p>East Zone Canada goose: September 10 – 25 (Concurrent with Teal Season) November 5 – January 29</p> <p>Light Goose: November 5 – January 29 January 30 – March 19 (Conservation Order)</p> <p>White-fronted goose: November 5 – January 29</p> <p>West Zone All Geese November 5 – February 5 February 6 – March 19 (Conservation Order)</p>

#### 4. Region 3 – Recent Flooding and use of stamp fund to support Repairs – Jared Laing

Jared Laing explained that many WMAs in Region 3 had been impacted by recent flooding and expressed that funding would be needed to repair infrastructure.

## Migratory Game Bird Advisory Committee (MGBAC) – Minutes

### 5. Update on allocation of Migratory Stamp Funds – Dave Morrison, Jeff Raasch

Dave Morrison and Jeff Raasch gave an update of currently funded and proposed projects to fund with Migratory Stamp funds. Table 3 below lists projects to be funded, yellow highlight have contract in place, green is contract pending, and peach is contract needs to be written.

Table 3.

Migratory Exceptional Item			\$2,000,000
Vendor	Project	Commitment	Funds Remaining
	Stamp Funds to NAWMP Projects (DU Canada contribution)	\$250,000	
	Texas Prairie Wetlands Project	\$150,000	
	Movement and ecology of mid-continent WFGO	\$101,488	
	SACR Project-TAMU	\$64,344	
Apex Divers	J.D. Murphree Wildlife Management Area Gate inspection	\$2,919	
	Chips Project	\$100,000	
	Operating expenses	\$7,081	
	Region 1 Dove field project	\$55,000	
	Integrated Bird Monitoring	\$58,300	
	Migratory Postion	\$50,000	
	Region Position	\$45,000	
	Tarleton Research and Positon	\$105,079	
	WMA survey and design	\$322,512	
	Solar well GDWMA	\$93,887	
	East Texas Mulching	\$50,000	
	Herbicide Texas RICE	\$50,000	
	DU Mexico	\$50,000	
	Region 3 Dove fields	\$7,800	
	Tallow removal Region 3	\$50,000	
	Total	\$1,555,610	\$444,390

### 6. Ongoing and Future Research – Shaun Oldenburger, Kevin Kraai

## Migratory Game Bird Advisory Committee (MGBAC) – Minutes

---

### Dove Hunting Questionnaire

Texas Parks and Wildlife Department (TPW) is considering a number of potential changes for future dove hunting seasons. We are requesting your assistance in answering the following questions. This survey, along with biological information, will be used to determine if potential changes will be brought forward to both the U.S. Fish and Wildlife Service and the TPW Commission. As always, we appreciate your assistance.

**INSTRUCTIONS:** This survey should reflect the activity of **only** the person to whom it is addressed. Even if you have not hunted doves this year, please complete and return this questionnaire in the postage paid business reply mailer. If the person identified on the label is not available to complete this questionnaire, please return it uncompleted noting in the “Comments:” that the person is not available. Your responses are confidential and will not be identified with your name.

**Thank you for your help. Please place a check mark near your answer.**

1. How many doves (of all types) did you harvest during the **2014-15** (last year's) hunting season?

0                                       1 - 30                                       > 30

2. In which dove hunting zone (see map on other side) do you most frequently hunt doves? (*Choose only one answer*)

North Zone                                       Central Zone                                       South Zone  
 Special White-winged Dove Area

3. In which counties do you hunt the most? (*Only list the top three*)

\_\_\_\_\_

4. For the dove zone in which you hunt doves the most in Question 2, which opening day would you prefer? (*Choose only one answer*)

September 1<sup>st</sup>  
 First Saturday in Sept  
 Fixed opening day (i.e., September 15<sup>th</sup> in the South Zone)  
 Third Friday in Sept (current South Zone opener)

5. Which of the following dove hunting season structures do you prefer? (*Choose only one answer*)

Straight season  
 Split season with first segment ending in early November, shorter late season in December/January  
 Split season with first segment ending in mid- October, longer late season in December/January

## Migratory Game Bird Advisory Committee (MGBAC) – Minutes

---

6. Do you support the current dove hunting zone boundaries?

Yes

No

No Opinion

Changes Needed: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Comments:

# Private Lands Advisory Committee (PLAC) – Assessment

**ASSESSMENT OF ADVISORY COMMITTEES**  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** Private Lands Advisory Committee (PLAC)

**Number of Members:** Not to exceed 24

**Committee Status (Ongoing or Inactive):** ongoing

**Date Created:** 10/1/14

**Budget Strategy (Strategies) (e.g. 1-2-4):** A.1.2.

**Budget Strategy (Strategies):** Technical Guidance

**Note:** An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

**Date to Be Abolished:** 10/1/18

State / Federal Authority	Select Type	Identify Specific Citation
State Authority	Statute	PSW Code 11.0162
State Authority	Admin Code	Title 31, Part 2, 51.609
State Authority		
Federal Authority		
Federal Authority		

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

**Committee Members' Direct Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Committee Members' Indirect Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Method of Financing**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Expenses / MOFs Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	0	0	0

**Meetings Per Fiscal Year**

**Committee Description:** The PLAC is created to advise the department on all matters pertaining to wildlife programs, management, and research on private lands in Texas, including the following: (1) the development of an ecosystem approach to management of habitats; (2) financing options for private lands programs; (3) development and dissemination of information regarding management and research of wildlife habitat and ecosystems; and (4) any other matters at the request of the chairman.

# Private Lands Advisory Committee (PLAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?  
 [The PLAC typically meets quarterly. Per TAC 51.601, the committee must meet at least once per year, but may meet as often as is necessary.]

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those. Per TAC 51.601, the committee must submit a report to the department on or before October 1 of each year which includes: (1) a summary or minutes of meetings conducted during the previous fiscal year; (2) a summary of recommendations from the advisory committee; and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?  
 Provided guidance and support in the production of statewide landowner guidance document on best practices for habitat management in concert with energy production. The committee also provided input and guidance on the Lone Star Land Steward Awards banquet activities and members attended some of the landowner site visits.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  
 Yes  No  4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?  
 No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?  
 182.0

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.  
 General administrative work, material and minutes preparation. Private Lands Program Director addresses suggestions/recommendations from the committee. Key field staff serve as ex-officio members.

6. Have there been instances where the committee was unable to meet because a quorum was not present?  
 No  Please provide committee member attendance records for their last three meetings. If not already captured in meeting minutes.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  
 Little effort is taken to provide public attendance. Outside presenters are invited to brief the committee on private land management related issues.

7b. Do members of the public attend at least 50 percent of all committee meetings?  
 No  Yes  7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.  
 Yes

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  
 Yes

9b. Please describe the rationale for this opinion.  
 The PLAC has historically provided guidance to the Commission on issues affecting private landowners around the state. Their understanding of the issues in their specific area are crucial for the department to make informed decisions.

10a. Is there any functional benefit for having this committee codified in statute?  
 No  10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  
 No

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.  
 [Blank]

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?  
 Retained

11b. Please describe the rationale for this opinion.  
 The continued guidance of the Private Lands Advisory Committee is necessary for the department to make informed decisions about the management of private lands in Texas.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?  
 Yes

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.  
 The committee is used as a sounding board for the department to consult with on private lands management issues. This understanding of the local issues is crucial to the department's ability to effectively address private land conservation and management issues.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.  
 [Blank]

## Private Lands Advisory Committee (PLAC) – Report

---

### Private Lands Advisory Committee FY 2015 Annual Report

Name of the Advisory Committee: Private Lands Advisory Committee

Date and Location of the Advisory Committee meeting(s):

March 19, 2015 (Austin), May 6, 2015 (Austin), August 26, 2015 (Austin)

Please attach Advisory Committee meeting agenda(s) and attendance sheet. Please be concise and keep to fewer than 2 pages.

1. Please Summarize key points or highlights of the Advisory Committee meeting(s). This should not be a complete summary of discussion under every agenda item, but represent the important items that are useful to be shared.

Please summarize important issues that were raised during the meeting that were not on the agenda. This can include controversial or political topics or outline anticipated issues that may arise in the future.

### Private Lands Advisory Committee

*Thursday, March 19, 2015*

*10:00 a.m. – 3 p.m.*

*Texas Parks and Wildlife Department – Airport Commerce Field Office  
Ed Werland Room  
1340 Airport Commerce Park  
Austin, Texas 78719*

- Welcome/introductions/committee purpose
- Election of chair and co-chair
- Legislative update
- Committee history/background
- Recognition of past committee members
- Lone Star Land Steward Awards Update
  - Sponsorship deadline is April 15
  - Invitation analysis
  - Appointment of subcommittees
- Voluntary Conservation Practices – Balancing Wildlife Conservation & Land Stewardship with the Development of Oil & Gas in Texas
- Hunting zone delineation proposal
- Issues briefing
  - Snake harvest task force
  - MLDP status update
- Call for input on future committee discussions

In attendance: Carl Ray Polk Jr., Matt Matthews, David Yeates, Warren Blesh, Salvador Salinas, Ruthie Russell, Neil Shelton, Milton Greeson, Colleen Gardner, Jimmie Rutledge, James Wright, Eric Walsh, Ty Bartoskewitz, Bill Eikenhorst, Carter Smith, Justin Dreibelbis, Clayton Wolf, Ross Melinchuk, Susan Houston, Philip Dickerson, Bob Dittmar, Joyce Moore, Micah Poteet, David Forrester, Alan Cain

## Private Lands Advisory Committee (PLAC) – Report

---

### Private Lands Advisory Committee

Wednesday, May 6, 2015

11:00 a.m. – 3 p.m.

Four Seasons Hotel – Board Room 716

98 San Jacinto Boulevard – Austin, TX 78701-4039

- Welcome and introductions
- Lone Star Land Steward Update (Justin/Susan)
  - Review RSVP list
  - View winner videos
  - Discuss evening agenda
- Lunch
- MLDP update (Clayton Wolf)
  - Staff would like to present proposed rules for committee feedback
- Landowner guidance on energy development (Roel Lopez/Linda Campbell)
  - Following the March meeting, Dr. Lopez suggested we build on the success of the voluntary practices documents and work together with interested partner organizations to compile/create a series of energy related landowner guidance documents. TAMU has staff they would be willing to dedicate to this effort.
- Discussion on committee direction for the next year
- Adjourn to get ready for banquet

In attendance: Linda Campbell, Colleen Gardner, Warren Blesh, Kevin McAleese, Dave Neu, Andrew Bivins, Neil Shelton, David Yeates, Ty Bartoskewitz, Bill Eikenhorst, Justin Dreibelbis, Jimmy Rutledge, Nancy Gillespie, Salvador Salinas, Ruthie Russell, Susan Houston, Matt Matthews, Anne Brown, Roel Lopez, Clayton Wolf

## Private Lands Advisory Committee (PLAC) – Report

---

### **Private Lands Advisory Committee**

*Wednesday, August 26, 2015*

*10:00 a.m. – 3 p.m.*

*TPWD Airport Commerce Field Office – Ed Werland Room*

*1340 Airport Commerce Park – Austin, TX 78719*

- Welcome and introductions
- CWD Update
- Snake Harvest Update
- MLDP Update
- Lunch
- Landowner guidance on energy development
  - Natural resource professional survey report (Linda Campbell)
  - Statewide Voluntary Practices document (Justin Dreibelbis)
- Lone Star Land Steward Update
  - Program subcommittee breakout
  - Nominations subcommittee breakout
- Adjourn

In attendance: Joyce Moore, Eric Walsh, Milton Greeson, Salvador Salinas, Buddy Baldrige, Carl Ray Polk, Jenny Sanders, Ruthie Russell, Bill Eikenhorst, Justin Dreibelbis, Matt Matthews, Jimmy Rutledge, Colleen Gardner, Micah Poteet, David Forrester, Ty Bartoskewitz, Warren Blesh, Clayton Wolf, Nancy Gillespie, Linda Campbell, Susan Houston, Nick Moore

On the phone: Bob Dittmar, James Wright

## Private Lands Advisory Committee (PLAC) – Minutes

---

### Private Lands Advisory Committee

#### Meeting Minutes

February 2016

10:00 a.m. - 3 p.m.

TPWD Airport Commerce Field Office - Ed Werland Room

1340 Airport Commerce Park - Austin, TX 78719

#### Meeting started at 10:05

#### 10:10 - Updates from around the state (committee members)

Philip Dickerson - Good moisture in the Trans-Pecos, mule deer surveys, moved 112 pronghorn from the Panhandle to Marfa area, mule deer translocation next week.

Jimmy Rutledge - Conditions in south Texas still good despite missing a few rains, enjoying a quail season for the ages.

Neil Shelton - Panhandle had great moisture until December, pronghorn/mule deer fawn crops excellent.

Ty Bartoskewitz - Cross timbers similar conditions.

James Wright - Similar conditions in Coleman County, over 40 inches of rain, jumped 79 coveys in 15 hours recently.

Milton Greeson- Goliad/Refugio similar conditions, haven't had a freeze this year.

Carl Ray Polk - Angelina/Houston County over 70 inches of rain last year, rivers back in the banks now.

David Yeates - TWA spending a lot of time on CWD, reached 10,000 members, education impact 544,000 people last year, TYHP added new field coordinator in DFW.

Ruthie Russell - Brewster, Jim Hogg, Dimmit, good moisture throughout and lots of quail.

Sal Salinas - NRCS has been operating under a continuing resolution but has now received their financial allocation, some of which is tied to specific areas such as monarchs and climate change. NRCS receives funds from 2 sources 1) appropriations from Congress 2) mandatory funding (Farm Bill).

Colleen Gardner - Bamberger had 52 inches of rain last year but nothing since December, seeing late fawn crops, working on wood boring beetles and grasshoppers in addition to the other wildlife.

Micah Poteet - 85 inches at a location in Nacogdoches County, wrapping up CWD sampling, white-tailed deer breeding chronology study and eastern turkey translocation.

Fred Bryant - 2015 will go down as one of the great quail years, working with East Wildlife Foundation on deer and quail research.

#### 10:30 - CWD Update

Wildlife Division Director, Clayton Wolf, updated the committee on CWD.

Starting in June a lot of time has been spent on CWD related rule-making for all deer permit programs. Normal hunter harvest samples are 2,400 and this year the goal was 8,000. Last week the number of samples was 10,300. 23 RMUs are 100% or over. TAMU diagnostic lab has received 7,000 non-TPWD samples with 4,000 samples still waiting to be analyzed.

Staff will go back to commission in March to propose replacement rules. CWD stakeholder group was recently formed to provide input. Group includes at least 6 PLAC members. Clayton asked that members provide input for this workgroup through Chairman Eikenhorst.

## Private Lands Advisory Committee (PLAC) – Minutes

---

TPWD received word on Friday about a suspect positive on a release site in Medina County.

Tissue samples revealed the presence of CWD prions during testing at the Texas A&M Veterinary Medical Diagnostic Laboratory (TVMDL) in College Station. The samples were submitted to the National Veterinary Services Laboratory in Ames, Iowa, which validated the suspect findings.

Texas Mountain Ranch received \$400,000 indemnification from USDA for breeder deer possessed under permit. In order to receive this payment, the owner agreed to a herd plan with TPWD, TAHC and USDA which included reducing population densities and sampling animals harvested from their liberation site. Only 3 of 100 agreed on harvested deer were sampled. Therefore, TPWD has taken action to attempt to sample the remainder of the deer as prescribed and agreed upon in the herd plan.

TPWD CWD Response Plan - [http://tpwd.texas.gov/huntwild/wild/diseases/cwd/media/CWD\\_ManagementPlan\\_02March2015.pdf](http://tpwd.texas.gov/huntwild/wild/diseases/cwd/media/CWD_ManagementPlan_02March2015.pdf)

Wyoming CWD Study (referenced during meeting) - <http://www.wyofile.com/study-chronic-wasting-disease-kills-19-deer-annually/>

### 11:00 - Lone Star Land Steward Update – May 19, 2016 – Four Seasons Austin

#### o Nominations

- Justin Dreibelbis reported that quality nominations have been received for 7 different eco-regions/categories and 2 nominations have been received for the Leopold Award.

<b>Ecoregion</b>	<b>County</b>
<b>Blackland Prairie</b>	Navarro
<b>Edwards Plateau</b>	Crockett, Val Verde
<b>Edwards Plateau</b>	Blanco
<b>Gulf Prairies &amp; Marshes</b>	Goliad
<b>Post Oaks &amp; Prairies</b>	Fayette
<b>South Texas</b>	Dimmit, Maverick
<b>South Texas</b>	Uvalde, Kinney
<b>Trans Pecos</b>	Terrell, Pecos
<b>Special Recognition-Landowner Outreach and Education</b>	Tom Green
<b>Leopold Conservation Award - Statewide</b>	Cameron - S. TX
<b>Leopold Conservation Award - Statewide</b>	Mason- EP

#### o Foundation Report

- Nick Moore reported that \$70,000 of \$81,000 sponsorship goal has either been received or pledged.
- Susan Houston announced that Bob Phillips (Texas Country Reporter) will be our keynote speaker.
- Save the dates went out this week.

## Private Lands Advisory Committee (PLAC) – Minutes

---

### o Landowner survey

- Dr. Eikenhorst rolled out an idea about surveying LSLS banquet attendees and former winners about their opinions on the greatest natural resource challenges or opportunities now and in the future. The thought is that with such a great group of conservation minds in the same room that we need to take advantage of the opportunity.
- All PLAC members were supportive of the survey effort but there were varying opinions on how and when the questions should be asked. Some felt a hard copy survey should be conducted at the banquet while others felt we should follow up with an electronic survey after the banquet. Email addresses will be the issue.
- Justin Dreibelbis will take the lead on developing a plan for the survey and will form a small subcommittee to meet in the near future to finalize a proposal for the committee.

**Snake Harvest Update** - Diversity Program Director, John Davis presented the results of a year's worth of work conducted by the Snake Harvest Working Group.

Final plan:

[http://tpwd.texas.gov/huntwild/wild/wildlife\\_diversity/nongame/media/TPWD-SHWG-Report.pdf](http://tpwd.texas.gov/huntwild/wild/wildlife_diversity/nongame/media/TPWD-SHWG-Report.pdf)

Austin American Statesman article:

<http://www.statesman.com/news/news/state-regional-govt-politics/rattlesnake-gassing-issue-stumps-state-working-gro/np8zp/>

**Pollinators** – TPWD Invertebrate Biologist, Ben Hutchins gave a presentation on native pollinator management and how it can qualify private landowners for wildlife tax valuation.

**Meeting adjourned at 2:41 PM**

# San Jacinto Historical Advisory Board (SJHAB) – Assessment

ASSESSMENT OF ADVISORY COMMITTEES  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** San Jacinto Historical Advisory Board (SJHAB)

**Number of Members:** 4

**Committee Status (Ongoing or Inactive):** Ongoing

**Date Created:** TBD

**Budget Strategy (Strategies) (e.g. 1-2-4):** B.1.1.

**Budget Strategy (Strategies):** State Park Operations

**Date to Be Abolished:** TBD

**Strategy Title (e.g. Occupational Licensing):** State Park Operations

**Strategy Title:**

State / Federal Authority	Select Type	Identify Specific Citation
State Authority	Statute	P&W Code Chapter 22, Subchapter B
State Authority	Admin Code	Title 31, Part 2, 51.642
State Authority		
Federal Authority		
Federal Authority		
Federal Authority		

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Committee Members' Indirect Expenses	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Method of Financing	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Expenses / MOFs Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	4	4	4

The SJHAB is created pursuant to Texas Parks and Wildlife Code, Chapter 22, Subchapter B, to review the policies and operations of the San Jacinto Battleground and to advise the department on the proper historical development of the battleground.

# San Jacinto Historical Advisory Board (SJHAB) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?  
 The SJHAC typically meets quarterly. Per TAC 51.642, the board must meet quarterly.

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.  
 Per TAC 51.601, the committee must submit a report to the department on or before October 1 of each year which includes: (1) a summary or minutes of meetings conducted during the previous fiscal year; (2) a summary of recommendations from the advisory committee; and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?  
 The committee supported the dry berth proposal for long term preservation of the ship. This recommendation has not been adopted by the agency due to the cost of the proposal. The committee recently issued a statement in support of the agency's marsh restoration efforts at San Jacinto.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  
 Yes  No

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?  
 Yes  No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?  
 25.0

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.  
 Meeting attendance and preparation of quarterly reports for review by Advisory Board.

6. Have there been instances where the committee was unable to meet because a quorum was not present?  
 No

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  
 Notices are sent to those who have requested they be notified of upcoming meetings.

7b. Do members of the public attend at least 50 percent of all committee meetings?  
 No

7c. Are there instances where no members of the public attended meetings?  
 No

8. Please list any external stakeholders you recommend we contact regarding this committee.  
 Battleship Texas Foundation, San Jacinto Museum of History

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  
 Yes

9b. Please describe the rationale for this opinion.  
 The San Jacinto Advisory Board serves as a feedback mechanism for the department regarding this important site. The agency uses the board as a sounding board and seeks their opinion and viewpoints on management actions and initiatives for San Jacinto.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?  
 Yes  No

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  
 Yes  No

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?  
 Retain

11b. Please describe the rationale for this opinion.  
 Due to the large number and variety of interests and stakeholders for San Jacinto, it is helpful to have the advisory board involvement in order to provide perspectives from outside the agency to assist the agency in making decisions regarding this hallowed historic site.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?  
 Yes

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.  
 Input from the committee is vital to ensuring sound decisions are made regarding the San Jacinto Battlefield.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## **San Jacinto Historical Advisory Board (SJHAB) – Report/Minutes**

---

The Fourth Quarterly Meeting Of 2015.

December 1, 2015 3:00 P.M.  
Suite 2700 1330 Post Oak Blvd.  
Houston, Texas 77056

The fourth quarterly meeting of The San Jacinto Historical Advisory Board for 2015 was called to order by Chairman Jimmy Burke at 3:00 P.M. Committee members Chad H. Muir, Chairman of The San Jacinto Museum of History Association, George W. Starke III, and Calvin Munding were present. Ex-Officio organizations: Texas Parks & Wildlife Department and The Battleship Texas Foundation were present.

Attendees: Jimmy Burke, Chad Muir, Calvin Munding, Trey Strake, Larry Spasic, Bill Irwin, Andy Smith, and Bruce Bramlett.

The following actions, business reports, and comments were made.

1. Call to order and approval of minutes.  
On a duly made motion the minutes were reviewed and approved from August 25, 2015.
2. The Chairman called on Bill Irwin from Texas Parks & Wildlife to give his report on The San Jacinto Complex. Mr. Irwin shared the following information.

### **Capital Repair Projects:**

- **Monument Soffit Project**-Construction has begun on the vault is progressing. Abatement work on the women's restroom will begin on December 1<sup>st</sup>. Project completion is set for the Spring of 2016.
- **Bulkhead repair Project**-Currently out to bid.
- **Fire Line Project**- 100%design documents in December.
- **Repairs To Battleship Texas**-Working with AECOM to develop scope and bid package.
- **Residence Replacement**- Scope validation meeting complete, beginning preliminary design. Developing scope for existing residence demolition.
- **BTF Overnight Program Expansion**- upgraded lift station installed, lead abatement project to bid this month.

### **Marsh Restoration:**

- MOU has been completed and approved. Enterprise Products is going to bid with the project.
- We are working with Austin to develop scope and requirements for a potential project along Buffalo Bayou between The Battleship and Juan Seguin Park.

## San Jacinto Historical Advisory Board (SJHAB) – Report/Minutes

---

- Positions in interview:  
Park Ranger III, Park Police Officer
- Positions to be advertised:  
Maint. Spec. III, Operations Ranger Battleship

### Visitation and Revenue:

- FY 2015 final:  
334,051 visitors  
\$1.4 million
- FY 2016 through October  
51,497 visitors  
\$174,825.00

### Upcoming Events:

- 12/5/2015 Pearl Harbor Day Ceremony
  - 12/12/2015 Yuletide TEXAS
  - 12/24-25/2015 Closed
  - 1/1/2016 First Day Hike Battleground
  - 1/10/2016 Houston Wellness Free 5K
  - 1/16/2016 Deer Park Independence Tour Bike Ride
  - 1/16/2016 Hard Hat Tour
  - 1/29/2016 Corporate Training Event ( BB-35 closed to the public).
  - 1/30/2016 Houston Wellness “Run One” foot race.
  - 2/14/2016 Houston Wellness Free 5K
3. The Chairman called on Andy Smith to give a report on The Battleship Texas. Mr. Smith shared the following information.
- AECOM is currently working on the bid package.
  - Construction contract will have to go out for bid.
  - AECO’s work should last about 4 months.
  - Contracting will require about 4 months.
  - The entire process including the repairs should take around 25 months.
4. The Chairman called on Bruce Bramlett from The Battleship Texas  
Bruce shared the following information.
- The foundation’s annual financial audit has been completed and no Management Letter was required. The foundation is in very good shape financially.
  - On December 8<sup>th</sup> The Foundation will receive a \$21,000 grant from Shell that will be used to help fund an audio tour for The Texas.

# State Parks Advisory Committee (SPAC) – Assessment

ASSESSMENT OF ADVISORY COMMITTEES  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** State Parks Advisory Committee (SPAC)

**Number of Members:** not to exceed 24 (currently 19)

**Committee Status (Ongoing or inactive):** ongoing

**Date Created:** 3/1/06

**Budget Strategy (Strategies) (e.g. 1-2-4):** B.1.1. State Park Operations

**Budget Strategy (Strategies):** B.1.2. Parks Minor Repair

**Budget Strategy (Strategies):** B.1.3. Parks Support

**Date to Be Abolished:** 10/7/18

**Note:** An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

State / Federal Authority	Select Type	Identify Specific Citation
State Authority	Statute	P&W Code 11.0162
State Authority	Admin Code	Title 31, Part 2, 51.671
State Authority		
Federal Authority		
Federal Authority		

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
<b>Committee Members' Direct Expenses</b>			
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	\$0	\$0	\$0
<b>Committee Members' Indirect Expenses</b>			
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.2	0.2	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	\$0	\$0	\$0
<b>Method of Financing</b>			
Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017	
\$0	\$0	\$0	
\$0	\$0	\$0	
\$0	\$0	\$0	
\$0	\$0	\$0	
Expenses / MOFs Difference:	\$0	\$0	
2	2	2	

**Committee Description:** The SPAC is appointed to advise the chairman and the commission on issues regarding state parks.

# State Parks Advisory Committee (SPAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings? The SPAC typically meets 1 to 3 times per year, usually at TPWD Headquarters. Per TAC 51.601, the committee must meet at least once per year, but may meet as often as is necessary.

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

Per TAC 51.601, the committee must submit a report to the department on or before October 1 of each year which includes: (1) a summary or minutes of meetings conducted during the previous fiscal year; (2) a summary of recommendations from the advisory committee; and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

The most recent recommendations were contained in the committee's report of August 2014. These include dedication of sporting goods sales tax revenue to state parks, which was done by the Legislature thru HB158; and that the agency assess facility development and operational needs of parks, which is currently underway.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency? Yes  No

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015? 40.0

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. Gathering of data, making arrangements for meetings.

6. Have there been instances where the committee was unable to meet because a quorum was not present? No

Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)? The committee has utilized public opinion surveys to gather input from the public at large. Several individual members serve as representatives of constituent groups, including Texas Audubon, Texas Travel Industry Association, Texans for State Parks, and Texas Conservation Alliance.

7b. Do members of the public attend at least 50 percent of all committee meetings? No  Yes

7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals? Yes

9b. Please describe the rationale for this opinion. Dedication of sporting goods sales tax was a key recommendation of the committee and this was accomplished through HB158 in the 84th Legislature. A further recommendation was to assess facility development and operational needs and development of a framework for incorporating donated properties into the state park system. This recommendation is being acted on through development of a ten year plan for state parks.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute? No  No

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)? Retain

11b. Please describe the rationale for this opinion. The State Parks Advisory Committee has provided valued advice to agency management and has served as an important conduit for information between park stakeholder groups and agency and legislative leadership.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission? Yes

12b. If "Yes" for Question 4a, please describe the rationale for this opinion. The SP Advisory Committee provides valuable feedback for agency management regarding legislative requests and guidance for the future of state parks.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## State Parks Advisory Committee (SPAC) – Report

---



# Sustaining a Viable State Parks System Operations and Infrastructure



*Recommendations of the  
Texas State Park Advisory Committee*

## State Parks Advisory Committee (SPAC) – Report



COMMISSION  
DAN ALLEN HUGHES, JR.  
CHAIRMAN

*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.*

May 5, 2014

Mr. George Bristol, Chair  
State Parks Advisory Committee  
2717 Museum Way  
Fort Worth, TX 76107

Dear Mr. Bristol:

The State Park Advisory Committee has been a great asset to our park system and those who support its mission of resource conservation, recreation and education. On behalf of the Parks and Wildlife Commission, I want to express my gratitude for the service of its members. The committee's research and recommendations have been very helpful in defining the agency's legislative goals and carrying this message to our elected officials.

As we move towards the 84<sup>th</sup> legislative session, I request that the committee explore the following charges and submit recommendations on each topic prior to January 1, 2015:

- Assess the capital repair needs of the state park system and provide advice on methods to address these needs in a sustainable and predictable manner.
- Assess the need for facility development in state parks, including the construction of park infrastructure at undeveloped sites and projects that will provide business continuity or enhancements to operating sites.
- Assess the operational needs of state parks and identify shortfalls in staffing or maintenance funding.
- Identify obstacles to private support of state park operations, including volunteer participation and public-private partnerships.
- Develop the framework for a long-term plan to incorporate land that has been donated or sold to the Texas Parks and Wildlife Department into the state park system.

I look forward to receiving the committee's report and guidance on these topics of vital importance to the Texas State Park system. Thank you.

Sincerely,

Dan Allen Hughes, Jr.  
Chairman

DAH:KG:mk

P.O. Box 14  
BEEVILLE, TEXAS 78104

## State Parks Advisory Committee (SPAC) – Report

---

### STATE PARKS ADVISORY COMMITTEE

August 19, 2014

Mr. George Bristol, Chair  
Fort Worth, Texas

The Honorable Clyde Alexander  
San Antonio, Texas

Mr. Bob Armstrong  
Austin, Texas

Mr. Michael C. Coker  
Tyler, Texas

Mr. Al Henry  
Houston, Texas

Mr. Jim Jamison  
Dallas, Texas

Ms. Ann Lents  
Houston, Texas

Mr. Brad Locker  
Brownwood, Texas

Mr. Michael Massey  
Richardson, Texas

Mr. Sandy McNab  
San Antonio, Texas

Mr. Jeff Rogers  
Dallas, Texas

Mr. Andrew Sansom  
Austin, Texas

Mr. Greag Seay  
San Antonio, Texas

Mr. Scott Spears,  
Austin, Texas

Mr. Jeff Stewart  
Austin, Texas

Mr. David Teel  
Austin, Texas

Mr. Brian Trusty  
Dallas, Texas

Mr. Mack Turner  
Dallas, Texas

Dr. George Willeford  
Austin, Texas

Dr. David Woodcock  
College Station, Texas

Dear Chairman Hughes:

In accordance with your charges set forth in your letter of May 6, 2014, I am pleased to present the accompanying report and recommendations of the State Parks Advisory Committee. These recommendations cover a wide range of issues and opportunities facing the department presently and in the future. They are based on the best evidence we gathered over the last six months from staff, interested parties and documentation developed by outside sources and other state agencies.

Later in 2014 these recommendations will be supplemented by a current evaluation of the economic impact of more than 25 Texas representative state parks on local economies and a statewide public opinion survey to measure current attitudes of Texans about their state parks. I am confident that these studies will continue to demonstrate the benefits of our parks and Texans' overwhelming support for well maintained and attractive parks.

The Advisory Committee believes the recommendations made in this report represent prudent and reasonable steps that should be taken to ensure the state park system continues to fulfill the expectations of Texans today and in the future.

As chair of the State Parks Advisory Committee, I speak for the entire membership, when I say that we are honored to have been tasked by you to develop ideas and recommendations which will be embraced by Texas citizens and their elected leaders. We look forward to working with you, your fellow commissioners and staff to make each recommendation a viable and sustainable reality.

Sincerely,

George Bristol  
Chair  
State Parks Advisory Committee

## State Parks Advisory Committee (SPAC) – Report

---



# State Parks Advisory Committee (SPAC) – Report

---

## Table of Contents

<b>Executive Summary</b> .....	<b>6</b>
Key Recommendations .....	6
Texas State Parks are Smart Government .....	7
Challenges of Texas State Parks .....	7
The Texas Legacy .....	7
<b>Introduction</b> .....	<b>9</b>
Goals of this Report .....	9
The Value of Texas State Parks .....	9
State Parks as an Industry are Changing Nationally .....	11
A Mismatch of Resources and Expectations .....	11
<b>Where We are Today</b> .....	<b>13</b>
Texas State Parks by the Numbers .....	13
System Overview .....	13
Asset and Infrastructure Overview .....	13
Texas State Park Visitation and Financial Metrics .....	14
<b>Challenges of Texas State Parks</b> .....	<b>15</b>
Need for Modernization – Infrastructure Decline and Operational Constraints .....	15
Aging Infrastructure .....	15
Operational Constraints .....	16
Harsh Operating Conditions .....	17
Increasing Diversity of Park Users and Interests .....	17
The Process for Securing Funding is Inefficient and Inconsistent .....	17
<b>Recommendations</b> .....	<b>19</b>
Investing in State Parks is Smart Business .....	19
Improved Efficiency of Capital Funding Request Process is Needed .....	19
Balanced Capital Investment is Critical to Success .....	20
Revolving Projections of Infrastructure Needs are Required .....	20
Predictable Funding is Paramount .....	21

## State Parks Advisory Committee (SPAC) – Report

---

### EXECUTIVE SUMMARY

In April 2014, the Chair of the Texas Parks and Wildlife Commission requested that the State Parks Advisory Committee complete its analysis of operational and capital needs and its supporting funding from the State of Texas. The Committee was directed to take into account the current and future needs of the system, as well as the current and recommended balance between earned revenues and state supported funding. This report is the summary of that analysis and its findings.

Texas State Parks are a highly valued public service that is at a difficult crossroads. There is a strong public commitment to protect and manage the significant natural and cultural resources of the state. The financial demands on the state are vast and state parks often are resolved to being a lower funding priority than other pressing obligations of our public services. As a result, over the last 10 years state parks have become increasingly entrepreneurial in service delivery and facility development and now produce over \$44 million annually in earned revenues to support operating costs<sup>1</sup>. In addition, state parks have benefitted from many philanthropic sources, both big and small. While essential to the system, those sources cannot be relied upon as a surrogate for more sustainable funding. While the success of this state agency to support its costs by strong business performance is important, ongoing and predictable public funding for both capital and operating expenses is imperative.

### Key Recommendations

The State Park Advisory Committee makes the following recommendations. These are based on the analysis performed that is detailed further in this report.

1. **The State of Texas must view investing in the operations and infrastructure of Texas State Parks as exactly what it is – the smart business decision to protect previous investments and sustain a major component of our state’s robust tourism economy, and natural and cultural treasures.**
2. **The State Parks Advisory Committee recommends that Texas Parks and Wildlife Department and the Legislative Budget Board consider and adopt a more efficient process for state park capital funding requests based on a minimum annual reinvestment of \$40 million<sup>2</sup>.**
3. **It is recommended that Texas State Parks develop a target standard for apportioning capital investment to major capital repair and replacement, new business and service opportunities, and strategic new acquisitions.**
4. **The State Park Advisory Committee recommends the development and maintenance of an efficient capital repair and replacement inventory to support five and ten year capital investment projections.**
5. **The State Parks Advisory Committee strongly recommends that state parks receive a more appropriate and responsible percentage of the “Sporting Goods Tax” revenues each biennium so that operational and facility management and planning can be more proactive than reactive.**
6. **In order to meet these pressing needs, as well as support a fully funded operations and maintenance requirements of Texas State Parks, the State Parks Advisory Committee strongly recommends the passing of a constitutional amendment to appropriate those revenues generated each biennium by the “Sporting Goods Tax” for these purposes.**

<sup>1</sup> FY2013 = \$44,658,340; FY2008 thru FY2012 approximately \$37 to \$39 million in earned revenue.

<sup>2</sup> Annual capital reinvestment of \$40 million is based on current asset conditions and infrastructure inventory in 2014. As the system continues to age and new facilities are developed, this allocation must increase.

## State Parks Advisory Committee (SPAC) – Report

### Texas State Parks are Smart Government

There are few state agencies that can boast the innovation and wide-spread economic impact that is produced by the work of the Texas State Park System. This last year, the state spent \$74,758,247 for state park operations of which \$44 million was recovered by earned revenues generated from operations. This means that total net investment of the state was \$30,099,907 this last fiscal year.<sup>3</sup> Therefore, each resident of Texas pays about the cost of a candy bar (\$1.15) each year to support the annual operating costs of our state parks. Based on a current economic impact study by Crompton and Jeong of Texas A&M University, this public service generates over \$774 million in sales, had a \$202 million impact on income for Texas residents, and supported an estimated 5,871 jobs throughout the state<sup>4</sup>. Aside from this significant public service provided in protecting and stewarding the state’s major natural and cultural resources, this produces a return on investment of over 3,000% for the State of Texas in economic impact.



*Tyler State Park*

### Challenges of Texas State Parks

Visitation is strong and increasing. Over the last five years, state park visitation has increased by nearly 10%. Increased usage is a success, but also translates into additional wear and tear that culminates into significant repair requirements. Additionally, state park infrastructure is heavily aged and in desperate need of modernization. The following major challenges to sustainable operations of Texas State Parks have been identified in this report:

1. **The quality of infrastructure deteriorates faster than issues can be addressed**
2. **The lack of consistent funding accelerates the deterioration of the system**
3. **Harsh environmental conditions such as wildfires, hurricanes, drought, and flooding wreak havoc on operational and capital budgets**
4. **A diverse and changing population is being served**
5. **The process for securing funding is inefficient and often insufficient**

### The Texas Legacy

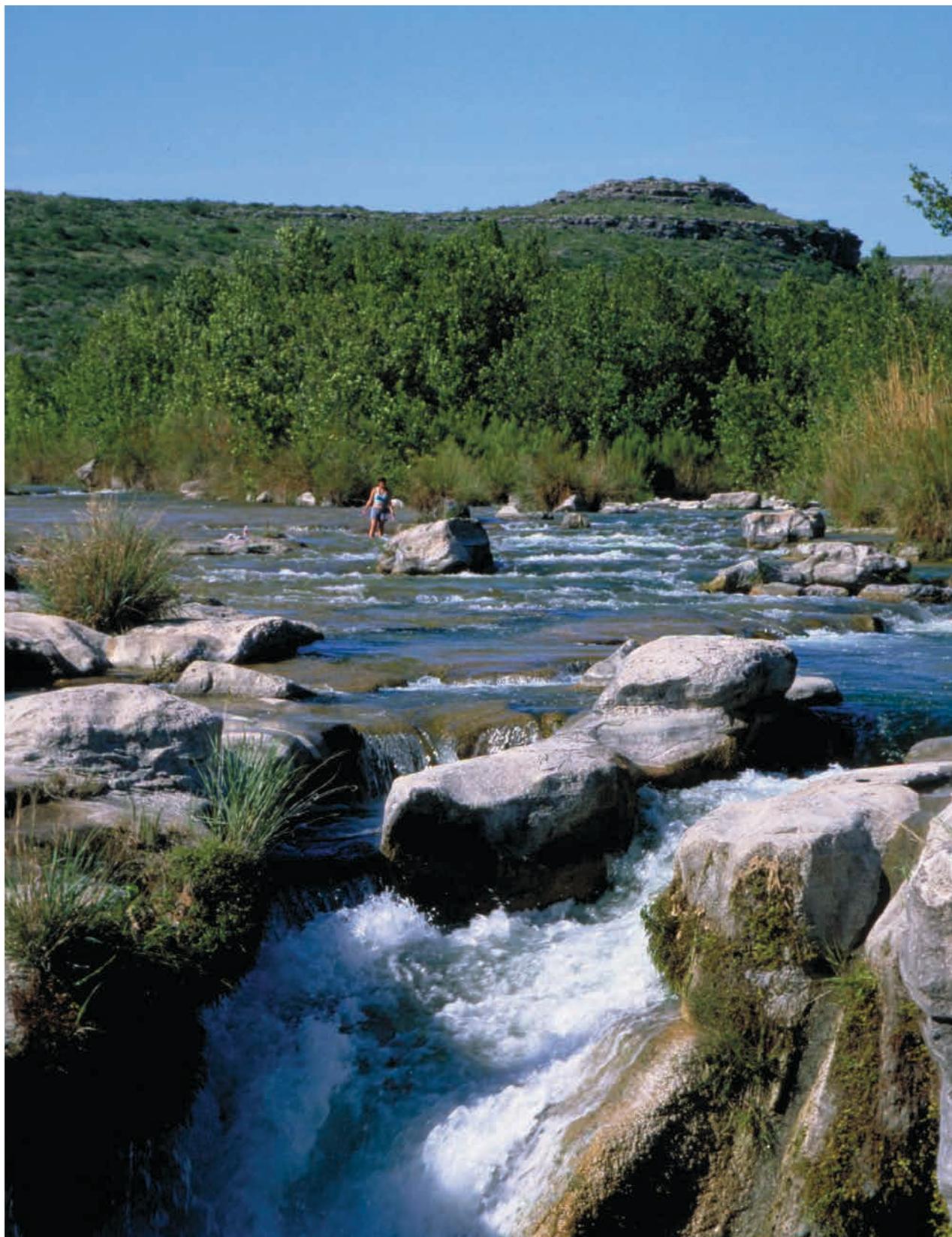
The state park system of Texas preserves our state’s most treasured natural and cultural resources. Our connections with our native landscapes and wildlife are part of our identity as Texans. The year 2023 will be the 100<sup>th</sup> anniversary of Texas State Parks. Continuing to evolve the sustainability of our state parks as a public service while they age and renew, serve increasingly diverse populations and recreational interests, and protect our natural and cultural heritage is the responsible action we must take today for our future. The analysis performed and recommendations developed that are contained within this report are a testament to the importance of growing the sophistication and effectiveness of how the State of Texas invests in its future while preserving its unique natural history.

<sup>3</sup> Net investment is calculated as the total state expenditure for operating costs minus earned revenues generated that are returned to the state to support those costs.

<sup>4</sup> Crompton, John and Jeong, Ji Yuon. “The Economic Contributions of Texas State Parks,” Department of Recreation, Park, and Tourism Sciences, Texas A&M University; December 2014.

## State Parks Advisory Committee (SPAC) – Report

---



## State Parks Advisory Committee (SPAC) – Report

---

### INTRODUCTION

This report has been prepared by the State Parks Advisory Committee at the request of the Chair of the Texas Parks and Wildlife Commission, an appointed body that oversees and advises the Texas Parks and Wildlife Department. The Committee consists of professionals appointed by the Commission Chair who are representative of the diverse stakeholders of the Texas State Park System, and feature significant and robust experience on issues within state park operations both within Texas and in other states around the country.

The process of compiling this report involved the collection of data on the current operating circumstances of Texas State Parks, an analysis of the costs and benefits of investing in infrastructure and operations of the System, and the development of recommendations for the Commission that supports the legislative appropriate request of the Department. This report is prepared as an objective assessment and suite of recommendations to frame the dialogue of why continued investment in Texas State Parks is a protection of the state’s previous investment, as well as preservation of a cultural and economic legacy for the state of Texas.

### Goals of this Report

The overall goals of this report of Texas State Parks are:

- Evaluate the current operational conditions and capacity of Texas State Parks in context with the state park industry and its peer state park systems.
- Improve the ability to describe and communicate the true costs of proactively managing Texas State Parks.
- Articulate the reality of additional future costs to the state for undercapitalizing and resourcing state park facilities, infrastructure and operations.
- Provide recommendations that can enhance the process of improving the current financial performance and long-term viability of Texas State Parks as a valued public service and system of treasured public assets.

### The Value of Texas State Parks

Texas State Parks provide significant value to the quality of life of its residents and the legacy of our traditions. The following highlights capture only a portion of the value the state park system provides:

- The largest and most accessible undeveloped public lands in close proximity to all of our major urban areas are state parks.
- Texas State Parks contain some of our state’s most treasured natural wonders including Palo Duro Canyon, Enchanted Rock, Longhorn Caverns, and Mustang Island.
- Texas State Parks are the most extensive network of high quality, family-oriented camping and outdoor recreation sites in the state.
- Texas State Parks contain some of our state’s most treasured historic and cultural resources including Washington-on-the-Brazos State Historic Site, hundreds of Civilian Conservation Corps structures, San Jacinto Battleground & Monument State Historic Site, Hueco Tanks State Park and Historic Site, Monument Hill/Kreische Brewery State Historic Site, and Seminole Canyon State Park and Historic Site.
- Texas State Parks is one of the only state agencies with facilities that provide significant economic impact throughout the state, directly impacting over 100 local towns and communities.

## State Parks Advisory Committee (SPAC) – Report

---

The *Texas State Park System Development Plan* (2008) called for by the Texas Legislature in Rider 31 of General Appropriations Act of the 80<sup>th</sup> Legislature was an extensive study of the state park system and its operating conditions. As required per the language of the directing legislation, that study also evaluated the value of the state park system to the State of Texas. A high quality state park system was defined as that which provides value to local communities and the state on 10 key factors:

1. Facilities and infrastructure that are sufficiently maintained to provide reliable, safe, and meaningful usage of parks.
2. Equitable distribution of parks in relation to population throughout the service area.
3. A wide variety of park types and park assets that provide recreational opportunities to users of diverse skills, abilities, background, and interests.
4. Equitable management practices that ensure access and affordability of recreational opportunities within the parks.
5. Protection of significant natural resources in accordance with best practices for natural resource conservation and preservation.
6. Protection of significant cultural and historic resources in accordance with best practices for historical preservation and cultural awareness.
7. Appropriate and relevant communications performed by the parks and park system to residents and visitors regarding recreational opportunities, services, and benefits available at the parks.
8. Coordination with local community leaders by park and park system management to address issues of mutual concern with respect to shared responsibilities and available resources enabling action.
9. Commitment to superb customer service for all park visitors.
10. Fiscally responsible management and sufficient funding of parks and the park system to address all non-revenue generating responsibilities of the parks, maintain facilities, and support operations.

In 2014, a research study was performed by Dr. John Crompton and Ji Youn Jeong of Texas A&M University entitled *The Economic Contributions of Texas State Parks*<sup>5</sup>. The findings of that study, along with earlier park studies in 2003 and 2005, are the basis for reporting the economic impact of Texas State Parks in association with this report. Specifically, the study performed by Crompton and Jeong calculated the economic impact and magnitude of economic activity associated with 29 Texas State Parks, this data was extrapolated for the remainder of the state park system.

In total, the estimated state-wide economic activity statistics and impact of the Texas State Park System in FY 2013 by Crompton and Jeong included:

- Estimated economic activity based on sales: **\$774 million**
- Estimated impact of residents' household income: **\$202 million**
- Estimated number of jobs created in local economies: **5,871**

---

<sup>5</sup> Crompton, John and Jeong, Ji Youn. "The Economic Contributions of Texas State Parks" Department of Recreation, Park, and Tourism Sciences, Texas A&M University; 2014.

## State Parks Advisory Committee (SPAC) – Report

### State Parks as an Industry are Changing Nationally

Texas State Parks is not alone in the circumstance of having more financial demands than financial resources to support them. State parks systems throughout the United States can be considered to be some of the most undervalued public park systems in the country, despite the fact that they provide significantly more economic impact to local communities than national parks. Similarly, state parks do not have historical precedence for innovative funding support options that local park systems are frequently utilizing such as dedicated local sales taxes, tipping fees, franchise fees, greenway fees, and special districts. State Park systems are usually reliant on general fund support, earned revenues, and a small set of other standard funding streams.

*The 2013 net public funding support of Texas State Parks (operating expenses minus revenues) equates to approximately \$1.15 per resident every year.*

The true costs of maintaining high quality state parks is generally underestimated and misunderstood.



Garner State Park

State parks are usually large parcels of land with significant resource stewardship, public safety, and asset maintenance requirements. State park facilities and infrastructure are often aged and deteriorating more rapidly than state funds and resources are able to keep up with. Modernization and sustainable facility and infrastructure maintenance has become the Achilles heel of many state park systems around the nation.

The current net state investment or public funding support of Texas State Parks (total expenses minus revenues) is \$30.1 million, which equates to approximately \$1.15 per resident every year. Residents of

Texas currently pay about three times more for a single gallon of gasoline than they pay towards the operating costs of state parks for a full year. Despite this meager cost per resident, state parks in Texas and similarly across the country have been forced to become more entrepreneurial in balancing their public service mandates with creative solutions for servicing facility and infrastructure needs and keeping the doors open on these public assets. The combined pressures of reduced public funding and increased market competition have placed most state park systems, including Texas State Parks, in a difficult position.

### A Mismatch of Resources and Expectations

Many of Texas' state parks are under resourced to keep up with ongoing facility and infrastructure needs, maintain high service quality, and remain aligned with the needs and interests of Texas residents and the state park user market. Often cost recovery levels at a park are utilized as a primary performance measure of the park's success or management best practices which can be misleading to the overall and long-term health of the site and its assets.

High cost recovery ratios at a park where there is significant deferred maintenance, static operations, and flat visitation are strong indicators that the park is not receiving sufficient resources to ensure its viability into the future. Each park and the system as a whole must evaluate the optimal cost recovery that reflects appropriate and responsible investment being made in facilities, infrastructure, service quality, and market positioning. Members of the Advisory Committee represent a broad and deep pool of diversified expertise on state park operations, and include some who have previously worked with state park systems in Maryland, Kentucky, Georgia, Arizona, Washington, and California on financial management and strategic planning initiatives. This committee has found in its analysis of Texas State Parks, as well as those in other

## State Parks Advisory Committee (SPAC) – Report

states, that in cases where high cost recovery levels from operations were being pursued and/or championed as a primary measure of success, it is common to find facilities, infrastructure and services that are rapidly deteriorating and building sizeable future costs for these states required to protect these public assets. Failure in each state to protect the billions of dollars in public funds that have been invested in the acquisition, development, and operations of state parks when there are numerous and proven alternative funding and finance precedents is a testament to decisions being made based on politics versus responsible asset protection and service sustainability best practices. Texas State Parks remains vigilant as a responsible steward of public funding and continually utilizes best practices for expense management and revenue generation.

While operational and capital funding woes have plagued Texas State Parks for many years, the “Sporting Goods Sales Tax” (SGST) passed in 1993 that was established to provide funding to state parks has grown increasingly successful in generating public funding resources. These resources are not being utilized to fund the state park and natural resource protection priorities of Texas Parks and Wildlife Department (TPWD) as intended, however. The funds that are allocated for TPWD and state parks are contingent upon appropriation and since the year 2000 have steadily fallen as a proportion of total SGST collections with the exceptions of 2010, 2011 and 2013. Below is a table<sup>6</sup> detailing the collections of the SGST since 1993 and the subsequent appropriations to TPWD each year.<sup>7</sup>

Fiscal Year	SGST Collections (in \$)	Statutory Allocation (at 94%, in \$)	Appropriations to TPWD (in \$)*	% of Total	% including GLO	% Change from Previous Year (TPWD only)
1993	58,251,000		26,012,000	45%		-
1994	61,113,000		27,000,000	44%		↓
1995	64,166,000		27,000,000	42%		↓
1996	67,297,000		32,000,000	48%		↑
1997	70,520,000		32,000,000	45%		↓
1998	73,179,000		32,000,000	44%		↓
1999	76,075,000		32,000,000	42%		↓
2000	80,008,000		32,000,000	40%		↓
2001	84,230,000		32,000,000	38%		↓
2002	87,009,000		32,000,000	37%		↓
2003	90,905,000		32,000,000	35%		↓
2004	93,821,000		23,654,225	25%		↓
2005	97,125,000		23,654,226	24%		↓
2006	104,831,000		20,545,580	20%		↓
2007	108,396,000		20,508,448	19%		↓
2008	112,512,000	105,761,280	34,510,834	31%		↑
2009	116,652,000	109,652,880	38,554,446	33%		↓
2010	110,827,000	104,177,380	66,585,305	60%		↑
2011	118,344,000	111,243,360	57,183,358	48%		↓
2012	122,900,000	115,526,000	28,219,450	23%	32%	↓
2013	128,431,000	120,725,140	31,630,528	25%	33%	↑
2014	130,600,000	122,764,000	55,692,962	43%	51%	↑
2015	135,200,001	127,088,001	53,573,192	40%	48%	↓

\*The appropriations to Texas Parks and Wildlife Department are for state and local parks, and do not include dollars dedicated for pass through to the General Land Office. TPWD amount does not include fringe, which is not appropriated in the GAA.

<sup>6</sup> Prepared by the Texas Comptroller for the interim committee of the House Culture, Recreation and Tourism Committee (2012).

<sup>7</sup> Appropriations as represented on the table below have been adjusted to exclude dollars dedicated for pass through to the General Land Office.

## State Parks Advisory Committee (SPAC) – Report

### WHERE WE ARE TODAY

#### Texas State Parks by the Numbers

The statistics in the table below reflect Texas State Park assets and operational performance as of 2013/2014.

#### System Overview

Texas State Parks	Statistic
Total number of state parks	95
Total acres of state parks	627,360
2013 Visitation	8,125,938
FY 2013 Operating Expenses	\$74,758,247
FY 2013 Earned Revenues	\$44,658,340
FY 2013 net operating cost <sup>8</sup>	\$30,099,907
Net operating cost per state park visitor (FY 2013)	\$3.70
Net operating cost per state resident (FY 2013)	\$1.15
Estimated statewide economic impact <sup>9</sup>	\$774,000,000
Estimated Texas annual ROI on state parks <sup>10</sup>	\$743,900,093

*Texas State Parks produce a ROI for the state of almost **2,500%** of state supported operating costs in the form of local and statewide economic impact.*

*Over **90%** of Texas State Parks personnel are deployed in the field managing sites and delivering high quality park experiences to the public.*

#### Asset and Infrastructure Overview

Texas State Parks	Statistic
Campsites / areas	7,393
Screened shelters	439
Cabins	138
Lodge / hotel	2
Restrooms	491
Boat ramps	46
Golf courses	1
Swimming pools	7
Wastewater treatment plants <sup>11</sup>	27
On-site septic systems	200+
Public water systems	45

*Texas State Parks support over **100** local towns and communities with significant and direct economic impact.*

*Other than the Department of Transportation, Texas State Parks has the **largest and most distributed network of state facilities.***

*State spending to support Texas State Parks is **less than 1/10 of 1%** of total state expenditures.*

<sup>8</sup> Net operating costs are total costs minus earned revenues. This reflects the total public funding support for state park operations.

<sup>9</sup> Crompton, John and Jeong, Ji Yuon. "The Economic Contributions of Texas State Parks," Department of Recreation, Park, and Tourism Sciences, Texas A&M University; December 2014.

<sup>10</sup> Estimated annual Return on Investment (ROI) is calculated as the total statewide economic impact of state parks relative to net operating costs (total operating expense less revenue) of state parks.

<sup>11</sup> Permitted by TCEQ and require a licensed operator on staff at each location.

# State Parks Advisory Committee (SPAC) – Report

## Texas State Park Visitation\* and Financial Metrics

Over the last five years (2009-2013) Texas State Parks have shown dramatic improvement in the overall visitation and operational efficiency of the system. A few statistics that highlight this include:

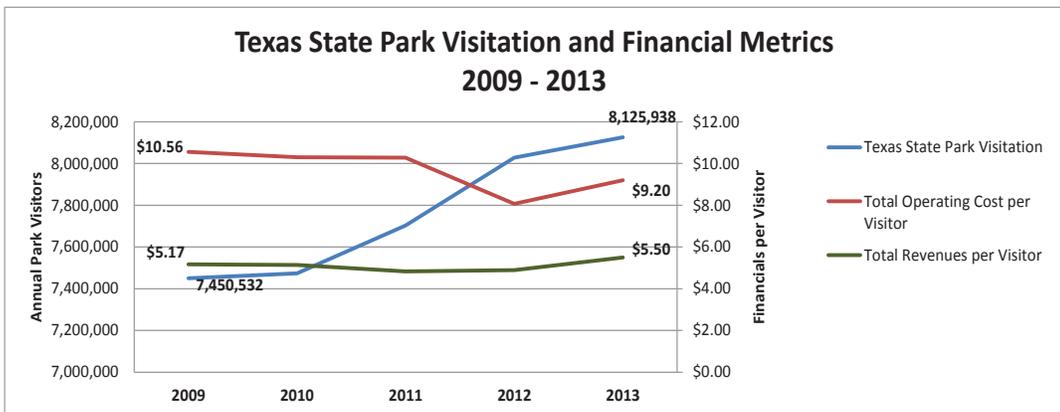
- 9% increase in state park visitation since 2009
- 5% decrease in operating expenses since 2009
- 16% increase in earned revenues since 2009
- 31% decrease in net operating costs / public funding support for operations since 2009

This data is detailed in the table and graph below. Further review of these statistics reveal, however, that a 13% decrease in total operating costs per visitor since 2009 is significant and runs the risk of being a substantial loss in operating resources to adequately service the visitor’s needs. While nominal decreases in operating costs per visitor are indicative of operational efficiencies, a decrease over 10% potentially threatens the quality of the visitor experience and the ability of state parks to maintain increases in visitation in future years. This is seen in the graph below as visitation increases began to slacken following a period of dramatic declines in operations costs per visitor. Often these are cost reductions gained from inadequate resources for staffing in parks and from harmful reductions in facility and infrastructure maintenance.

\* “Visitation” is defined as the number of visitor days

Year	Texas State Park Visitation	Operating Expenses	Earned Revenues	Total Operating Cost per Visitor	Total Revenues per Visitor	Net Operating Cost per Visitor
2009	7,450,532	\$78,669,872	\$38,496,546	\$10.56	\$5.17	\$5.39
2010	7,473,693	\$76,958,821	\$38,403,182	\$10.30	\$5.14	\$5.16
2011	7,703,166	\$79,199,555	\$37,172,369	\$10.28	\$4.83	\$5.46
2012	8,028,429	\$64,804,096	\$39,279,568	\$8.07	\$4.89	\$3.18
2013	8,125,938	\$74,758,247	\$44,658,340	\$9.20	\$5.50	\$3.70

% Change from 2009	9%	-5%	16%	-13%	6%	-31%
--------------------	----	-----	-----	------	----	------



*While nominal decreases in operating costs per visitor are indicative of operational efficiencies, a decrease over 10% potentially threatens the quality of the visitor experience and the ability of state parks to maintain increases in visitation in future years. Often these efficiencies are gained from inadequate resources for staffing in parks and from harmful reductions in facility and infrastructure maintenance.*

# State Parks Advisory Committee (SPAC) – Report

## CHALLENGES OF TEXAS STATE PARKS

Texas State Parks faces many challenges that are critical in the sustainable operations of a high quality parks system. These include:

1. Need for modernization of rapidly aging infrastructure and operational constraints
2. The lack of consistent funding accelerates the deterioration of the system
3. Dynamic conditions and environment – both predictable and unpredictable impacts
4. Diverse and changing population being served
5. The process for securing funding is inefficient and often insufficient

### Need for Modernization – Infrastructure Decline and Operational Constraints

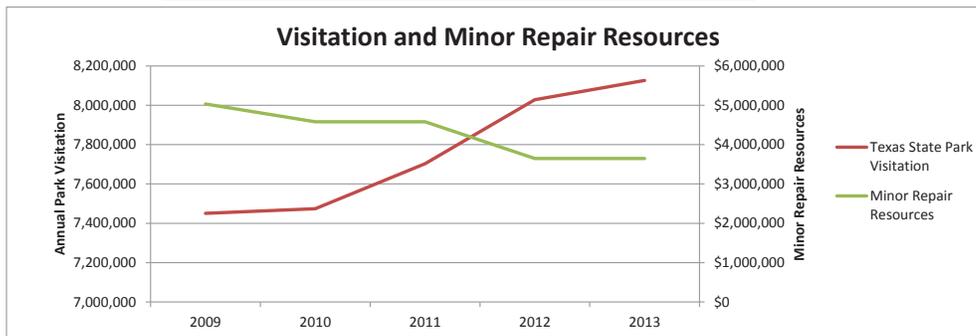
#### Aging Infrastructure

State parks are a highly valued public asset that is reflected in their significant usage and visitation. This usage is naturally causes a decline in facility and infrastructure quality that must addressed in both minor repair and major capital investments in order to modernize the park system. Much of the infrastructure of Texas State Parks is well beyond its useful and expected lifecycle, with the following highlighted examples:

- 220 camping loops are in desperate need of overhauling to sustain usage and to meet the modern recreation needs of visitors.
- 91% of the 113 playgrounds in Texas State Parks are 30 years old or older, and 50 are in urgent need of replacement.
- 90% of the 491 restrooms in Texas State Parks are 30 years old or older, and 300 require removal or replacement.

As seen in the table and graph below, these forms of asset protection are seriously threatened by declining and inconsistent investment in the quality of the state park system’s infrastructure due to declining operating resources being supported by state expenditures.

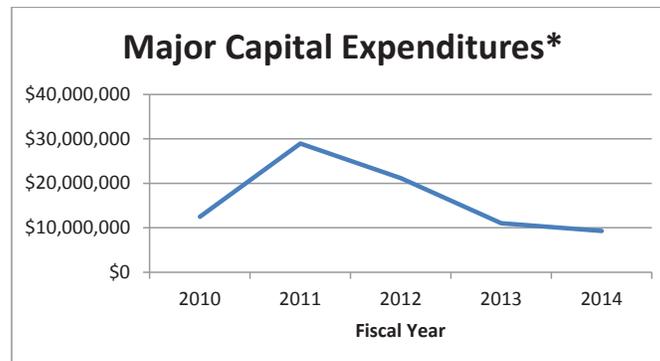
Year	Texas State Park Visitation	Minor Repair Resources
2009	7,450,532	\$5,032,356
2010	7,473,693	\$4,582,171
2011	7,703,166	\$4,582,171
2012	8,028,429	\$3,649,383
2013	8,125,938	\$3,649,383



## State Parks Advisory Committee (SPAC) – Report

This trend of declining resources allocated to minor repair of facilities and infrastructure ultimately leads to a state park system that is being damaged from increased usage, but is unable to maintain an appropriate and responsible investment in asset quality. Similarly, major capital investments to resolve significant facility and infrastructure issues are sporadic and often in decline thereby exacerbating this threat to overall quality of the state park system. This is illustrated in the table and graph below.<sup>12</sup>

Fiscal Year	Major Capital Expenditures*	% Change from previous year
2010	\$12,472,044	N/A
2011	\$28,940,498	132%
2012	\$21,163,782	-27%
2013	\$10,989,949	-48%
2014	\$9,289,789	-15%



\* Expenditure amounts do not include Battleship Texas repairs

### Operational Constraints

There are several operational constraints that are in need of modernization, specifically in the policies and practices that inhibit private support of the state park system. The two specific areas addressed by this Committee as requested by the Commission are volunteer management and public-private partnerships. The largest obstacle to increasing volunteer support of state park operations, a major cost avoidance tool for park managers, is state policy that prohibits Texas Parks and Wildlife Department from providing liability protection to volunteers if operating state park vehicles or heavy equipment. In the last Legislative session, TPWD pursued a measure that would allow the agency to treat volunteers as if they were employees, and thereby extend them liability protection under specific approved activities. This measure failed last session, and should be revisited in order to maximize labor support opportunities of state park operations. Additionally, policy changes within state statutes should be reviewed and revised in order to allow private investment to support development and/or renovation of facilities and amenities at state parks. These “lease back” investment opportunities have become more common among local park systems for developing facilities that have direct earned revenue capacity, and can be appropriately pursued within

<sup>12</sup> Based on analyses performed on July 17, 2014

## State Parks Advisory Committee (SPAC) – Report

---

state parks. Private funding is utilized to support initial development costs and repaid over a contract period, thereby relieving the state from need to allocate these capital funds.

### **Harsh Operating Conditions**

The operating environment of Texas State Parks is incredibly dynamic and one of constant change. The facilities and infrastructure of the state park system are threatened each year by environmental impacts that are both predictable (usage and visitation) and unpredictable (weather and forces of nature). Besides the standard repair and asset replacement that must be addressed by deterioration from increased usage, state park infrastructure is impacted by floods, wildfires, hurricanes, drought and other environmental impacts that cause significant damage to facilities. In the last five years, over \$17,000,000 in emergency capital funding has been needed to repair or replace facilities that have been irreparably damaged by weather and other unforeseen events. This causes a significant disruption to the normal allocation of capital funds needed to maintain the system in good working condition.

This constant onslaught of damaging influences on the facilities and infrastructure on the state park system endangers the ability of Texas State Parks to maintain operations, meet visitor demands, and to sustain a high quality state park system.

### **Increasing Diversity of Park Users and Interests**

The residents of Texas are rapidly diversifying, as well their recreational interests and preferred uses of Texas State Parks. Recent studies have shown that the demographics are Texas are shifting with increases minority populations, as well as an evolving diversification of recreational interests of state park users. These changes place significant pressures on the state park system to meet user demands and remain a relevant and accessible system of public assets that responsibly serve the needs of Texas residents.

Below are brief highlights of a study completed in partnership by Sam Houston State University and TPWD in 2008, featuring visitor intercept surveys at 67 Texas State Parks over five years (2002-2007). This study evaluated visitor demographics, visitation patterns, and recreational interests.

- 15% of Texas State Park visitors are members of an ethnic minority, with Hispanic visitors being the largest of this group at 11%.
- More than twice the number of state park visitors that are members of an ethnic minority are day visitors, but do not stay overnight.
- There are three times more state park visitors that originate from urban centers than from rural areas within the state.
- Repeat visitors outnumber first time visitors by at least 15% in total and by almost 2:1 in certain seasons of the year.
- Sightseeing/scenery, trails, camping, fishing, and being with friends and family are the top five reasons for visiting a Texas State Park.

### **The Process for Securing Funding is Inefficient and Inconsistent**

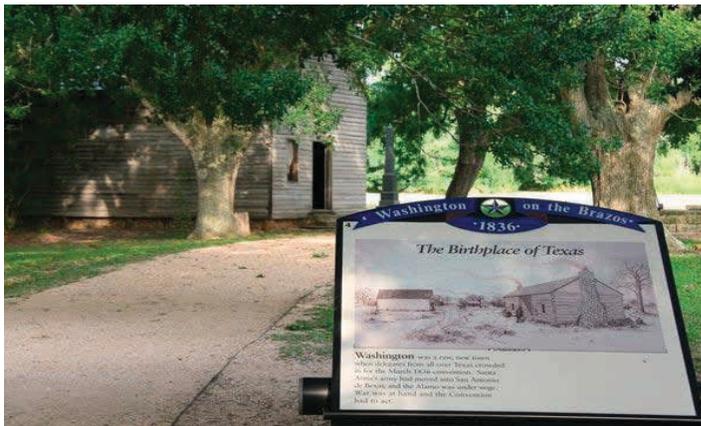
The lack of a consistent funding source to support state park operations and capital investment needs of the system has created a terribly inefficient process for seeking and securing sufficient funding to maintain a high quality Texas State Park System currently and into the future. In an age where government efficiency is a high priority for citizens and elected officials, significant staff resources of Texas Parks and Wildlife Department are committed to identifying operational and capital project needs that commonly are obsolete by the time funding is being debated and appropriated. For example, the capital needs to address

## State Parks Advisory Committee (SPAC) – Report

---

a specific facility or infrastructure issue at specific state parks requires 18 months or more of planning and justification to quantify requested funding from the Legislative Budget Board and the Texas Legislature. In most cases, by the time funding has been secured the assets have continued to deteriorate beyond their previous state of disrepair, and eventual funding allocations are insufficient to address the evolved repair or replacement needs.

This issue underscores the critical importance of having a dedicated funding source that is consistent and can be relied upon by Texas Parks and Wildlife Department to address both operational and asset protection needs of the Texas State Park System.



*Washington-on-the-Brazos State Historic Site*

## State Parks Advisory Committee (SPAC) – Report

---

### RECOMMENDATIONS

Based on the findings of this report, the State Park Advisory Committee makes the following recommendations:

1. It is “smart business” to invest in our state parks
2. Greater efficiency in the process of procuring sufficient funds is needed
3. Balanced investment in our system is critical
4. Revolving projections of future infrastructure needs are required
5. Predictable funding is paramount

### Investing in State Parks is Smart Business

Texas State Parks is one of the few state agencies that actually produce a tangible and direct return on investment for Texas from the public expenditures in operations and capital infrastructure. While earned revenues are important to support the appropriate balance on operating costs, the state receives over a 3,000% return in the form of local and statewide economic impact. Additionally, over 14,000 jobs in Texas are supported directly and indirectly through the economic impact of state parks, and nearly \$538 million in household income to residents in local communities. Texas State Parks continue to be major attractions in Texas for out-of-state visitors either as primary destinations or as value-added experiences, and represent the largest state-funded backbone to overall market appeal and promotions for our state’s tourism economy. High quality destinations that are well maintained and provide superb visitor experiences are the foundation of sustainable tourism in Texas, and state parks are a major part of that success.

Finally, over 100 local towns and communities in Texas are heavily supported by the economic impact produced from their local state park. State parks represent a smart and multifaceted strategy for economic investment at both the local level and statewide. Deterioration of facilities or struggling operations that threaten the quality of the visitor experience can undermine this smart investment in our state’s legacy and future. **The State of Texas must view investing in the operations and infrastructure of Texas State Parks as exactly what it is – the smart business decision to protect previous investments and sustain a major component of our state’s robust economy.**

### Improved Efficiency of Capital Funding Request Process is Needed

The current process for identifying, prioritizing, requesting and defending capital funding requests for Texas State Parks is cumbersome and inefficient. Often the results are capital needs that have escalated before the process is complete and funding is allocated, resulting in increased costs to perform work. Due to the size of the system, the age of the infrastructure, the existing deferred maintenance log, and the dynamic and often harsh environment in which state parks operate, the capital facility and infrastructure needs of Texas State Parks for major repairs and asset replacement will always outpace the state funding the Legislature will be willing to allocate. A recent estimate of deferred maintenance within state parks reached nearly \$400 million and new infrastructure maintenance and replacement needs each year are consistently \$25-40+ million.

Best management practices for planning and funding capital infrastructure needs in the private sector and in the most innovative public agencies follow a regular schedule of reinvesting facilities and infrastructure each year. This regular and consistent investment in asset repair, protection and updating maintains revenue-generating facilities in optimal operating condition and support facilities in good repair. It also provides an efficient planning tool to respond to asset needs and forecast new opportunities. This was also recommended in the 2008 *Texas State Park Development Plan* completed by Texas Parks and Wildlife

## State Parks Advisory Committee (SPAC) – Report

Department as mandated by House Bill 1 of the 80<sup>th</sup> Legislature. Based on a recent review of the current conditions of state parks, a minimum annual reinvestment of \$40 million would provide a more stable operating platform through which facility and infrastructure planning can be more forward-looking. **The State Parks Advisory Committee recommends that Texas Parks and Wildlife Department and the Legislative Budget Board consider and adopt a more efficient process for state park capital funding requests based on a minimum annual reinvestment of \$40 million.**

### Balanced Capital Investment is Critical to Success

Dr. John Crompton of Texas A&M University once said about public park systems, “You can’t drive forward while looking in the rearview mirror.” Texas state parks, like most state park systems, focus the vast majority of their capital funds responding to immediate and impending capital repair and replacement. Some funds are occasionally allocated for the development of new facilities and revenue-generating projects, and new acquisition is even more seldom. In order to sustainably reinforce our state park system to be more robust and effective as a public service and a significant economic driver in local communities, capital investments must be strategically proportioned between asset repair and response, system modernization, advancing the business and service performance of the system, and furthering the protection of significant natural and cultural resources within the state. Additionally, more support should be provided to the pursuit of increased interest and appeal from the private sector to invest in public-private partnerships that advance the quality of state park facilities and services.



*Bastrop State Park*

Texas State Parks will always have a more significant financial obligation to respond to the critical asset repair and replacement needs of the system than to other areas of capital investment. There should remain, however, a deliberate financial strategy to maintain and grow the appropriate service and revenue-generating opportunities that assist to sustain the system. Additionally, new acquisition opportunities should remain a component of long-term planning. **It is recommended that Texas State Parks develop a target standard for apportioning capital investment to major capital repair and replacement, new business and service opportunities, and strategic new acquisitions.**

### Revolving Projections of Infrastructure Needs are Required

Texas Parks and Wildlife Department currently maintains a revolving projection of current and future infrastructure needs. As the system continues to age and grow, effectively projecting ongoing and future capital maintenance projects will become increasingly critical. Additionally, adopting a standardized process for public use planning for the development of lands donated or sold to Texas Parks and Wildlife Department into the state park system is recommended. This practice has recently been utilized for four new state park sites – Palo Pinto Mountains State Park, Kronkosky State Natural Area, Davis Hill State Park, and Chinati Mountains State Natural Area. This is an 18-month open process that involved landscape analysis and significant public input, and designed to plan for optimizing public use and access while protecting the significant natural and cultural features of the site. This planning model was utilized in the redevelopment of Hueco Tanks State Park and Historic Site in 2008. **The State Park Advisory Committee recommends the development and maintenance of an efficient capital repair and replacement inventory to support five and ten year capital investment projections.**

## State Parks Advisory Committee (SPAC) – Report

---

### **Predictable Funding is Paramount**

The unpredictable nature of operational and capital funding for Texas State Parks inhibits the ability of the agency to plan beyond the current biennium. The inconsistency of capital funds from one legislative session to the next creates undue stress on facilities and infrastructure, and ultimately increases the costs of managing and stewarding these public assets. The agency is placed in a difficult circumstance of not knowing whether adequate funding will be available to major critical repairs, or if funds will be available for strategic investments in facilities and infrastructure that can produce significant cost avoidance or revenue potential in the future. This uncertainty undermines the use of management best practices for operational sustainability.

A sustainable, dedicated and predictable funding source was enacted in 1993 by the Texas Legislature to support state park funding, and was reaffirmed and improved in 2007 – the “Sporting Goods Sales Tax.” This tax generates over \$225,000,000 in funding each biennium, and state parks typically only a minority percentage of these funds. In 2007, in a measure passed by the Legislature, state parks are authorized to receive up to 94% of these funds. However, the allocation discretion remains within Legislative control. Traditionally, these funds are used more for general appropriations for programs with no relation to park funding and to balance the state’s budget at the expense of a rapidly aging state park system. **The State Parks Advisory Committee strongly recommends that the revenues derived from the “Sporting Goods Sales Tax” be directed in full to the accounts specified in the 2007 act, and be fully protected by a constitutional amendment.**

In conclusion, Texas State Parks is among the most treasured and highly valued public assets in the State of Texas, but struggles to maintain the position as priority expenditures amongst the many other services competing for state funding. The year 2023 will mark the 100<sup>th</sup> anniversary of Texas State Parks, and acting on these recommendations will ensure the continued vitality of the system for another century. The State Parks Advisory Committee strongly recommends the adoption of these recommendations for purposes of protecting the assets and legacy that largely defines and protects our natural and cultural heritage into the future.

## State Parks Advisory Committee (SPAC) – Minutes

---

### SPAC Meeting Minutes: Dec. 2, 2015

1. Recap of recent events, Brent Leisure – flooding at several parks in May and June resulted in closures and breach of dam at Bastrop. Fire at Buescher. Despite site closures, overall park revenue was up in FY15 over FY14.
2. Briefing on proposed SP rule changes, Kevin Good – overview of rule changes to be taken to the commission in January. Focus is on simplifying rules and removing outdated language.
3. Park Improvement Awareness, Darcy Bontempo – preview of public awareness campaign about improvements to come due to increased funding and dedication of sporting goods sales taxes.
4. Chairman Bristol would like to establish two subcommittees to give special attention to two topics. It is anticipated that much of the work of these groups can be accomplished with email and phone conferences.

The first subcommittee, led by David Teel, will assist in further development and refinement of our communication campaign to inform and promote our enhanced repair and maintenance abilities and efforts. Second will be a Ten Year Plan subcommittee under the guidance of Brian Trusty to begin working on this important effort.

5. George Bristol will be submitting his resignation to Chairman Friedkin in January, but will remain as a member of the committee. The group expressed their thanks to George for all his efforts.

## State Parks Advisory Committee (SPAC) – Attendance

---

### SPAC Member Meeting Attendance

x = attended

Member Name	11/19/2013	1/7/2015	12/2/2015
Alexander, Clyde		x	x
Bristol, George	x	x	x
Browne, Chris		x	x
Chipman-Evans, Carolyn		x	x
Coker, Michael	x	x	
Crocker, Cathy		x	x
Dickerson, Mechele			x
Dinkins, Carol		x	x
Gosdin, John		x	x
Howell, Corey		x	x
Jamison, Jim	x	x	
McNab, Sandy	x	x	x
Sansom, Andrew	x	x	
Savage, Rhoda			x
Stewart, Jeff	x	x	x
Teel, David			
Trusty, Brian	x	x	x
Turner, Mack	x	x	
Woodcock, David	x	x	
Former Members (Terms expired or resigned)			
Lents, Ann	x	x	
Locker, Brad	x		
Massey, Mick	x	x	
Rogers, Jeff	x	x	

# Texas Statewide Trails Advisory Board (TSTAB) – Assessment

ASSESSMENT OF ADVISORY COMMITTEES  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:**

**Number of Members:**

**Committee Status (Ongoing or Inactive):**

**Date Created:**

**Budget Strategy (Strategies) (e.g. 1-2-4):**

**Budget Strategy (Strategies):**

State / Federal Authority	Select Type	Identify Specific Citation
State Authority	Admin Code	Title 31, Part 2, 51.641
State Authority	Rules	Title 23, Sec 206
Federal Authority		
Federal Authority		

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

**Committee Members' Direct Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Committee Members' Indirect Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Method of Financing**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Expenses / MOFs Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Meetings Per Fiscal Year**

**Committee Description:**

# Texas Statewide Trails Advisory Board (TSTAB) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those. The committee meets once per calendar year (in mid-March) to discuss, rank and score Recreational Trail Program Grant applications submitted on February 1st of each year. TPWD program staff facilitate this meeting, record the scores and produce a list of projects to recommend for funding. This list is presented to the TPWD Commission in May of each year for their review and approval. The committee is not responsible to produce any documents.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.

6. Have there been instances where the committee was unable to meet because a quorum was not present?  Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?

7b. Do members of the public attend at least 50 percent of all committee meetings?  7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute?  10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## Texas Statewide Trails Advisory Board (TSTAB) – Report/Minutes

---

### Texas Statewide Trails Advisory Board FY 2015 Annual Report

**Purpose:** To comply with United States Code, Title 23, §206 states must have a Statewide Trails Advisory Board to advise in the administration and distribution of federal National Recreational Trail Funds. The Statewide Trails Advisory Board must meet at least once per year for the state to be eligible to receive National Recreational Trail Funds the following year. The Texas Trails Advisory Board was created in 1996 and has met once a year to assure Texas has remained eligible to receive Recreational Trail Funding.

The Board's primary duty is to review and rank recreational trail funding proposals submitted by state and local providers of public recreational trail opportunities. The ranked trail funding proposals are presented by staff to the Texas Parks and Wildlife Commission for formal approval of available funding to specific projects. The Board also advises the Department in the general administration of the program such as maximum funding levels, proposal deadlines and the development of trail related education materials.

**Committee Members:** The Board currently consists of 9 members, and includes individuals representing a diverse range of trail-related interests. Each member serves a term of four years and may be reappointed at the end of their term.

**Mr. Robert Rayburn, Committee Chair,** Director, Energy Corridor District, Houston

**Mr. Bobby Sanders,** Manager, City of Childress Moto and ATV Park, Childress

**Mr. Stacy Newman,** President, Texas Motorized Trail Coalition, Glen Rose

**Mr. Danny Erdeljac,** Past President, Trail Riders of Houston, Houston

**Mr. Della Bird,** Past President, Dallas Off-Road Biking Association, Anna

**Mr. Barbara McKnight,** Region 8 Director, Texas Equestrian Trail Riders Association, Stephenville

**Ms. Marta Newkirk,** Rivers and Trails Conservation Assistance, National Park Service, San Marcos

**Mr. Jeff Francell,** Land Manager, The Nature Conservancy, Austin

**Mr. Chris Sheffield,** Program Manager of Texas Conservation Corps, American Youth Works, Austin

**2015 Board Meeting Summary:** The Texas Trails Advisory Board met on March 23rd and 24th, 2015 at Bastrop State Park in Bastrop, Texas. All nine board members were present. The meeting was called to order, board members were introduced and the methodology used to rank the funding proposals was reviewed. The call for trail funding proposals was made in November, 2014 with a submittal deadline of February 1, 2015. Eighty-two proposals were submitted and copies mailed to board members 3 weeks prior to the meeting to allow time for review. The board spent 5-10 minutes discussing the merits and concerns of each submitted proposal and independently scored each proposal. Board members were provided overnight accommodations at the state park and re-convened the next morning to complete the review of project proposals. Independent scores were then combined and proposals ranked in the order of their scores. Staff developed the recommended project funding list based upon the advisory board's scores and available funding. The board chair called for a vote to approve the list of project proposals to be forwarded to the Parks & Wildlife Commission for funding approval. Twenty-five (25) of the seventy-eight (78) projects were recommended for funding consideration along with funding for state park trail renovations.

Lastly, staff led a discussion about the reauthorization of the program funding at the federal level and then solicited board opinions about various aspects of program administration. Board members were given an overview of the new Recreation Grants Online web based grant management system and how it will be used in the future.

Meeting was adjourned. The meeting agenda and certification has been forwarded to the Federal Highway Administration and Texas remains eligible to receive Recreational Trail Funds in 2016.

**Staff Liaison:** Trey Cooksey, State Parks Division

# Upland Game Bird Advisory Committee (UGBAC) – Assessment

ASSESSMENT OF ADVISORY COMMITTEES  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** Upland Game Bird Advisory Committee (UGBAC)

**Number of Members:** Not to exceed 24

**Committee Status (Ongoing or Inactive):** Ongoing  
Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

**Date Created:** 8/1/14

**Budget Strategy (Strategies) (e.g. 1-2-4):** A.1.1.

**Budget Strategy (Strategies):** Wildlife Conservation

**Date to Be Abolished:** 10/1/18

State / Federal Authority	Select Type	Identify Specific Citation
State Authority	Statute	P&W Code 11.0162
State Authority	Admin Code	Title 31, Part 2, 51.608
State Authority		
Federal Authority		
Federal Authority		

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

**Committee Members' Direct Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Committee Members' Indirect Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Method of Financing**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Expenses / MOFs Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Meetings Per Fiscal Year**

0	0	0
---	---	---

**Committee Description:** The UGBAC is created to advise the department on matters pertaining to the following: (1) regulation, management, research, and funding needs regarding upland game bird species that occur in Texas; (2) management, research and habitat acquisition needs of upland game birds; and (3) education and communications with various constituent groups and individuals interested in upland game bird species of Texas.

# Upland Game Bird Advisory Committee (UGBAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.  
 Per TAC 51.601, the committee must submit a report to the department on or before October 1 of each year which includes: (1) a summary or minutes of meetings conducted during the previous fiscal year, (2) a summary of recommendations from the advisory committee, and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  
   
 4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entitled in agency staff assistance provided to the committee. Develop agendas, plan and attend meetings, prepare minutes and summaries, follow-up discussions on pertinent issues, provide overviews of regulations process and justification of staff habitat and research proposals.

6. Have there been instances where the committee was unable to meet because a quorum was not present?  
  
 Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes. November 17, 2015: Kelly Thompson (Chair), Dr. James Cathey, Deborah Clark (conference call), Dr. Brad Dabbert (conference call), Bart Dupont, William "Billy" Gammon, Ronnie Howard, Ryan Luna, Leon McNeil, Tim Connolly, Jay Stine, Jay O'Brien (Conference call). May 6, 2015: Kelly Thompson (Chair), Dr. James Cathey, Deborah Clark, Dr. Brad Dabbert, Bart Dupont, William "Billy" Gammon, Mike Gibson, Ronnie Howard, Ryan Luna, Leon McNeil, Jason Sebesta, Jay Stine. September 30, 2014: Kelly Thompson (Chair), Ernest Angulo, Russell Castro, James Cathey, Deborah Clark, Brad Dabbert, William "Billy" Gammon, Ronnie Howard, Robert Linder, Jay O'Brien, Gene Richardson, Jenny Sanders, Jim Willis.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  
 The UGBAC makes recommendations to staff to invite public, private, NGO, and conservation partners who may have a keen interest in the agenda topics. Information regarding upcoming meetings is provided via email, phone call, and meeting announcements.

7b. Do members of the public attend at least 50 percent of all committee meetings?

7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.  
 The UGBAC has broad membership and representation from across the state. Establishing upland bird regulations is a complex process and members typically discuss staff proposals with individuals within their sphere of influence. This provides Staff and the Commission with another form of public engagement in the regulations process. This same influence helps guide the process of expending Stamp Funds that are generated from upland game bird hunters across Texas. Input from the UGBAC helps to ensure that projects funded with these dollars are meeting the conservation needs of the species of concern and also the needs of constituents across the state.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?  
   
 10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "yes" for Question 4a, please describe the rationale for this opinion.  
 This committee serves to provide perspective from various stakeholder groups regarding actions and policies of TPWD. These perspectives are critical to ensuring that the agency understands the wants and needs of its constituency.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## Upland Game Bird Advisory Committee (UGBAC) – Report

---

### Upland Game Bird Advisory Committee FY 2014 Annual Report

Name of the Advisory Committee: Upland Game Bird Advisory Committee (UGBAC)

Date and Location of the Advisory Committee meeting(s): September 30, 2014 (Cabela's – Buda)

Please attach Advisory Committee meeting agenda(s) and attendance sheet. Please be concise and keep to fewer than 2 pages.

Please Summarize key points or highlights of the Advisory Committee meeting(s). This should not be a complete summary of discussion under every agenda item, but represent the important items that are useful to be shared.

1. Staff discussed the 2014 Quail Roadside Survey and the outlook for the upcoming season. Most areas showed positive response to timely rains.
2. The relationship of weather and impacts to quail populations was discussed.
3. Staff provided an update related to this past winter restocking efforts in East Texas as well as suggested changes to current regulations. Staff will present these to the Commission in November and include county closure in accordance with existing closure policy, movement of two counties to the “one bird” season structure, and additional youth hunting opportunity in the North Turkey Zone. The UGBAC unanimously supported staff proposals.
4. The Oaks and Prairie Joint Venture and CKWRI were recognized at the NBCI meeting this summer. Staff noted the recognition to the UGBAC.
5. Results from the 2014 “Quail Report Card” survey were presented.
6. The UGBAC reviewed FY13 expenditures and an overview of FY14 and FY 15 stamp budgets.
7. Staff briefed the UGBAC on the status of the projects funded with Upland Stamp Funds made available as an Exceptional Item during the last legislative session. Projects were reviewed and total funds that will be available in FY15 for habitat work.
8. Jim Cathey provided a summary of AgriLife projects that were funded with Upland Stamp funds authorized by the last legislative session

Please summarize important issues that were raised during the meeting that were not on the agenda. This can include controversial or political topics or outline anticipated issues that may arise in the future.

1. The UGBAC discussed the potential for an increase in the price of the Upland Game Bird Stamp. The UGBAC passed a recommendation for the Department to consider an Upland Stamp fee increase. It was suggested that general license dollars should be used to support operations and funds generated from stamps dedicated to research and habitat management. With a fee increase, consideration should be given to dedicating the increase or even the total revenue specifically for research and management of upland game birds.

#### **Committee Member Attendees:**

Kelly Thompson (Chair), Ernest Angelo, Russell Castro, James Cathey, Deborah Clark, Brad Dabbert, William “Billy” Gammon, Ronnie Howard, Robert Linder, Jay O'Brien, Gene Richardson, Jenny Sanders, Jim Willis

#### **Committee Members not present:**

James Blackwell, Larry Butler, Tim Connolly, Stan Graff Fidel Hernandez, A.C. Jones, Janell Kleberg

#### **Staff:**

Jason Hardin, Jon Hayes, Dave Morrison, Robert Perez, Dale Prochaska, Jeff Raasch, Shane Riggs, Mat Waggoner

#### **Guests:**

Lenny Brennan, Jim Giocomo, Jay Stine

## Upland Game Bird Advisory Committee (UGBAC) – Minutes

---

### AGENDA

#### Upland Game Bird Advisory Committee

November 17, 2015

10:00-4:00

TPWD Bass Conference Room, Austin HQ

10:00 – 10:10	<b>Welcome and Introductions</b> Kelly Thompson
10:10 - 10:20	<b>Approval of Minutes from Previous Meeting</b> UGBAC membership
10:20 – 10:45	<b>2015-16 Upland Game Bird Hunting Season Forecast</b> Robert Perez/Jason Hardin
10:45 - 12:00	<b>Habitat Enhancement Grants –Outcomes and Looking Forward</b> Robert Perez
12:00 - 1:00	<b>Lunch – TPWD Mess Hall</b>
1:00 - 1:15	<b>Upland Game Bird Strategic Plan Accomplishments</b> Robert Perez
1:15 – 2:00	<b>Upland Game Bird Strategic Plan Update and Revision</b> Robert Perez/Jason Hardin
2:00 – 2:15	<b>State of Quail Video Presentation and Discussion</b> Robert Perez
2:15 – 2:30	<b>Bobwhite Quail License Plate – Discussion</b> UGBAC Membership
2:30 – 2:45	<b>Valley Quail Translocation to Texas (Discussion)</b> Robert Perez
2:45 – 3:15	<b>TPWD Upland Game Bird Research Updates</b> Jason Hardin/Robert Perez
3:15 – 3:30	<b>New Projects and Priorities (Discussion)</b> Robert Perez
3:30 – 4:00	<b>Other Business</b> UGBAC Membership

## Upland Game Bird Advisory Committee (UGBAC) – Minutes

---

### Upland Game Bird Advisory Committee Meeting Annotated Agenda Nov 17, 2015

Kelly Thompson, Chair, welcomed the members to the meeting. Members and guest were introduced and the following attended:

#### **Committee Member Attendees:**

Kelly Thompson (Chair), Dr. James Cathey, Deborah Clark (conference call), Dr. Brad Dabbert (conference call), Bart Dupont, William “Billy” Gammon, Ronnie Howard, Ryan Luna, Leon McNeil, Tim Connolly, Jay Stine, Jay O’Brien (Conference call)

#### **Committee Members not present:**

James Blackwell, Fidel Hernandez, Dick McCarver, Mike Gibson, Jason Sebesta

#### **Staff:**

Kevin Davis, Jason Hardin, Jon Hayes, Ross Melinchuk, Robert Perez, Chip Ruthven, Jay Whiteside, Clayton Wolf

#### **Guests:**

Gene Miller (NWTF), Laura Wood (Wood Foundation – Conference call), Robert Linder (NWTF)

#### **Approval of Minutes from Previous Meeting:**

Robert Perez touched on a discussion from the May 6, 2015 UGBAC meeting. The topic included the use of remaining funds not allocated for habitat projects out of the \$4m Upland Stamp Habitat Enhancement Grant funds. Those funds were ultimately not allocated for habitat projects during the required biennium allocation period and will now go back into the Upland Game Bird Stamp fund.

#### **2015-16 Upland Game Bird Hunting Season Forecast**

Staff provided an update on game birds surveys and anecdotal evidence of game bird populations.

Bobwhite and Scaled Quail: TPWD’s August Roadside Quail Survey indicates population increases across those ecoregions in Texas where the survey takes place with the exception of the Cross Timbers and Prairies. Staff attributed this population boom to a moderate population increase in 2014 followed by a wet spring and summer and below average summer temperatures.

#### **Questions and Comments:**

Leon McNeil asked if staff has considered collecting data from historic ranches (long-term data sets). Staff suggested this would equate to citizen science. Can be helpful at a local (ranch) scale, but is not useful at larger scales unless all providing data are trained and provide data under a set protocol. Texas A&M AgriLife Extension’s “Texas Quail Index” trains land managers to collect population data following an established protocol. This tool is primarily utilized as a teaching tool to help land managers assess their property. <http://wildlife.tamu.edu/quail/texas-quail-index/>

Bart DuPont asked if staff has considered changing routes that fall in areas no longer considered quail habitat or in areas of high disturbance. Staff stated that a recent power analysis of current routes indicated the survey is surveying its purpose of providing trend data and therefore no new routes are needed.

Pheasants: TPWD’s October-November Roadside Pheasant Survey indicates a growing population, but numbers remain low. Staff indicated that pheasant populations do not respond to improved environmental conditions as quickly as quail and that habitat conditions in these fragmented landscapes remain poor relative to historic conditions. However, continued moisture and favorable temperatures during the summer months should lead to continued positive increases where habitat exists.

## Upland Game Bird Advisory Committee (UGBAC) – Minutes

---

Wild Turkey: Staff indicated that no wild turkey survey is currently available at the statewide level. However, the same environmental conditions which provide for positive population increases for quail also benefit wild turkey. Anecdotal evidence suggests excellent production across the Rio Grande turkey range this past summer. Staff continues to place a survey protocol as a top research priority.

### Habitat Enhancement Grants –Outcomes and Looking Forward

Staff provided background on the \$4m Upland Stamp exceptional item for Fiscal Year 2014 through 2015 biennium. During the allocation of these grants several contracting issues arose between TPWD and partners, which led to a reduction in allocated funds spent on the ground. UGBAC members, staff and guests were provided with handouts outlining funding allocated and spent and the general locations of habitat projects. Staff pointed out how the allocation of the \$4m in Habitat Enhancement Grants (HEG) has led to more habitat management dollars going on the ground through both cooperative matching dollars and new grant opportunities for several grant recipients. Staff played a brief video designed to tell the story of the HEG.

#### Questions and Comments:

Leon McNeil asked how focus counties were selected and why western counties were not selected. The goal for focusing manpower and restoration are to go to the front lines of population declines. This meant the Coastal Prairie and the ecotone between the Rolling Plains and the Cross Timbers and Prairies ecoregions. With this goal in mind, staff and partners utilized a Biologist Ranking Index executed in partnership with the National Bobwhite Conservation Initiative to identify areas where restoration was plausible. Staff also identified areas where existing models of cooperative restoration was already taking place. Changes in quail populations farther west are more directed by changes in annual rainfall and temperatures that by habitat fragmentation.

Robert Linder and Deborah Clark requested staff provide a report of those Habitat Enhancement Grants allocation and results of the grants for UGBAC members and partners to utilize for their own internal reporting.

Kelly Thompson commented that a tracking system or report card is needed to identify the results of the grants and other game bird program efforts. Clayton Wolf pointed out that there are numerous audiences and therefore reporting must be structured to address each of these audiences (scientific, legislative, NGO partners, and constituents). Staff requested the committee follow up the meeting with input on what their particular membership of constituents need regarding reporting.

Ronnie Howard questioned what the HEG video would be used for. Staff commented the video is intended to provide a high level view of the ongoing quail decline, on the ground activities to address these declines, and partnerships with other agencies, NGOs, landowners and hunters. The video was not designed to show how to manage quail habitat. Several members provided recommendations for improving the video prior to releasing for mass audiences.

### Upland Game Bird Strategic Plan Accomplishments

Staff provided a handout outlining activities taken to address the 2011-2015 Upland Game Bird Strategic Plan.

### Upland Game Bird Strategic Plan Update and Revision

Staff discussed ideas for updating the Upland Game Bird Strategic Plan. Membership provided input and a recommendation to move forward with an overall outline of the plan for the Committee to review prior to the next UGBAC meeting.

#### Questions and Comments

Deborah Clark requested any updates take a much higher level approach than what was done with the original plan, strategically address and reduce the goals and objectives to cover specifically what needs to be done, and provide a better set of matrices.

Clayton Wolf stated any plan update will be nested under the umbrella of the wildlife divisional plan of the TPWD's land and water plan (<http://tpwd.texas.gov/publications/land-and-water-plan>) and based on high-level goals and objectives.

## Upland Game Bird Advisory Committee (UGBAC) – Minutes

---

### Valley Quail Translocation to Texas (Discussion)

Staff discussed the recent incident where an individual established a 501C3 organization called Texas Valley Quail Conservation Association and the individual had introduced valley quail into northeast Texas. TPWD does not support individuals moving and introducing non-endemic species into Texas for the purpose of hunting. The individual was notified to cease and desist. The UGBAC acknowledged and support the position taken by TPWD.

### State of Quail Video Presentation and Discussion

Staff played a video produced through TPWD Communications division showing the current status of all four quail species in Texas and TPWD activities relative to these quail in Texas.

#### Questions and Comments

The committee asked that a link to the video be provided to the UGBAC membership.  
<https://www.youtube.com/watch?v=imLrC2Ho6mk>

Ronnie Howard requested that follow up measures be taken to track the results of recent activities (habitat management and translocations of Gambel's Quail) in order to report on restoration successes.

### TPWD Upland Game Bird Research Updates

#### Wild Turkey Research:

Stephen F. Austin State University is entering its third field season to examine TPWD's Eastern Wild Turkey Habitat Suitability Index. The University of Georgia has initiated research in east Texas to examine the impacts of scale and timing of fire on wild turkeys on the Angelina National Forest. This research will replicate work ongoing in Louisiana and Georgia. Louisiana State University has initiated research in the Post Oak Savanna region to continue a statewide assessment of habitat suitability. TPWD staff has initiated a statewide banding study. This study will provide staff with harvest rates, which once paired with TPWD's Small Game Harvest Survey should provide an annual index of statewide turkey populations.

#### Quail Research:

Tarleton State University is continuing a native grass restoration study to examine best management practices for restoring exotic Bermudagrass to native grasslands in several ecoregions in Texas. Texas A&M University is using newly developed GPS technology to monitor wild quail in the Cross Timbers ecoregion of Texas. Staff recently submitted a Request for Scaled Quail Research Proposals. This research will focus on those areas of the state where scaled quail have recently declined due to variables other than climate.

### Bobwhite Quail License Plate – Discussion

Several members of the UGBAC have been in communication with TPWD leadership about the development of a bobwhite quail license plate similar to other license plates available from the Department of Public Safety. The UGBAC membership supported moving forward with an examination of possible options.

### New Projects and Priorities (Discussion)

Dr. James Cathy discussed the allocation of a \$1m upland stamp exceptional item granting funding to Texas A&M AgriLife Extension to support quail focused research. A handout was provided to the committee.

#### Other Business:

Staff discussed bringing back the Quail Round Table. This action was supported by the committee.

### Meeting Adjourned at 3:34pm

# White-tailed Deer Advisory Committee (WTDAC) – Assessment

ASSESSMENT OF ADVISORY COMMITTEES  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE I IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** White-tailed Deer Advisory Committee (WTDAC)

**Number of Members:** 20

**Committee Status (Ongoing or inactive):** Ongoing

**Date Created:** 3/1/03

**Budget Strategy (Strategies) (e.g. 1-2-4):** A.1.1.

**Budget Strategy (Strategies):** Occupational Licensing

**Date to Be Abolished:** N/A

**Strategy Title (e.g. Occupational Licensing):** Wildlife Conservation

Select Type	Identify Specific Citation
State Statute	F&W Code 11.0162
Admin Code	Title 31, Part 2, 51.606

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

**Committee Members' Direct Expenses**

TPWD does not reimburse committee members for their expenses.

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0

**Committee Members' Indirect Expenses**

TPWD does not reimburse committee members for their expenses.

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0

**Method of Financing**

N/A

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MOFs Difference:	\$0	\$0	\$0

**Meetings Per Fiscal Year**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
	0	0	0

**Committee Description:** The WTDAC is created to advise the department on issues relevant to white-tailed deer and all programs involving white-tailed deer management in Texas, including problems, options, goals and planning regarding white-tailed deer.

# White-tailed Deer Advisory Committee (WTDAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?  
 [The WTDAC typically meets 1-3 times per year. Per TAC 51.601, the committee must meet at least once per year, but may meet as often as is necessary. Meetings are typically at TPWD HQ, but occasionally at another location in or near Austin, Texas.]

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those recommendations from the advisory committee; and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.  
 Per TAC 51.601, the committee must submit a report to the department on or before October 1 of each year which includes: (1) a summary or minutes of meetings conducted during the previous fiscal year; (2) a summary of recommendations from the advisory committee; and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?  
 The WTDAC provided feedback on a regulation proposal regarding amendments to the Managed Lands Deer Permit Program in March 2015. The committee's recommendations were not adopted. As a result of the agency's response to chronic wasting disease and the need to conduct numerous meetings of other advisory committees / stakeholder groups since June 2015, the WTDAC has not met since March 2015.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  Yes  No

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory  No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. Staff must prepare presentations, attend meetings and give presentations, serve as subject matter experts, and prepare and distribute meeting minutes.  
 No  Yes

6. Have there been instances where the committee was unable to meet because a quorum was not present?  No  Yes

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  
 All meetings of the WTDAC are open meetings and meeting notices are sent to relevant NGOs, media, and appropriate legislative staff.

7b. Do members of the public attend at least 50 percent of all committee meetings?  Yes  No

7c. Are there instances where no members of the public attended meetings?  No  Yes

8. Please list any external stakeholders you recommend we contact regarding this committee. The membership list is included in the meeting minutes. Tom Vandivier has been on the committee since its inception, so he might be a good contact.  
 Yes  No

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  Yes  No

9b. Please describe the rationale for this opinion.  
 The Texas Parks and Wildlife Commission created the White-tailed Deer Advisory Committee (WTDAC) in March 2003 to provide a forum to discuss issues relevant to white-tailed deer in Texas and to solicit advice and guidance on all programs relevant to white-tailed deer and/or wildlife management in Texas. This committee has certainly fulfilled this role. Additionally, the 78th Texas Legislature passed House Concurrent Resolution 256 (HCR 256), which directed the Committee to study issues relevant to deer permits and deer management activities across the State. While that charge has expired, this committee continues to serve this role.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?  No  Yes

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  No  Yes

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.  
 Yes  No

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?  Retained  Abolished  Consolidated

11b. Please describe the rationale for this opinion.  
 Texans are passionate about white-tailed deer management, whether they be rural landowners who depend on hunting income, deer breeders who depend on income generated from sales of pen-raised deer, or urban landowners who are challenged with overabundant deer populations. TPWD will continue to have a need to seek feedback from representatives of those who are affected by the department's white-tailed deer management strategies.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?  Yes  No

12b. If "Yes" for Question 4a/12a, please describe the rationale for this opinion.  
 This committee serves to provide perspective from various stakeholder groups regarding actions and policies of TPWD. These perspectives are critical to ensuring that the agency understands the wants and needs of its constituency.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## White-tailed Deer Advisory Committee (WTDAC) – Report

---

### Wildlife Division Advisory Committee FY 2012 Annual Report

Name of the Advisory Committee: White-tailed Deer Advisory Committee

Date and Location of the Advisory Committee meeting: January 12, 2012 – Buda, TX

Please attach Advisory Committee meeting agenda and attendance sheet. Please be concise and keep to fewer than 2 pages.

- Please Summarize key points or highlights of the Advisory Committee meeting. This should not be a complete summary of discussion under every agenda item, but represent the important items that are useful to be shared.
  1. The committee discussed a proposed Rule amendment to the Trap, Transport, and Process (TTP) program in response to Senate Bill 498 that passed during the 82nd legislative session. SB 498 extended the applicability of the TTP permit to “qualified individuals” rather than strictly political subdivisions and property owners’ associations (POAs).
  2. The committee discussed proposed amendments to the statewide hunting and fishing proclamation:
    - Open a deer-hunting season in Collin, Rockwall, Dallas, and Galveston counties, with means and methods, season length, and bag limits consistent with the respective Resource Management Units.
    - Permit the use of sound-suppressing devices to hunt alligators, game animals and game birds.
  3. The Committee engaged in discussion on MLDP program revisions to allow TPWD staff to become more efficient, focus on “on-the-ground conservation” and promote the hunting heritage.
    - Discussions included a new concept: a Resource Management Program (RMP) could consolidate and replace current deer-permitting programs including MLDP, TTT, DMP, and ADCP.
    - The focus should return to habitat management, with recognition that deer permits are a tool to help meet the goals established in a management plan. *It seems that the focus of MLDP has evolved from the “Managed Lands” aspect to the “Deer Permits” aspect.*
    - The committee recognized that reducing the number of people with access to additional tags and season length would likely result in political “pushback.”
    - An automated permitting program with no further staff involvement – such as a modified LAMPS permit, could be implemented to accommodate those who desire additional permits but are not seeking TPWD technical guidance with respect to habitat management. But for those who do desire quality technical guidance from TPWD, staff could make some of the more intensive management tools available following 2 years of WMP compliance, in the event those additional tools will help the customer achieve his management goals.
    - The number of tags issued would be as great as the data justify. More data might justify more tags, depending on the data staff need to defend the harvest recommendation. The committee agreed that TPWD needs to have a mechanism to issue enough doe permits.
    - The goal of the RMP would not be to reduce the number of hours that staff work, but to focus their attention and efforts on providing quality technical guidance.
    - There was a general consensus that an automated tag issuance system would free-up staff time to work with those interested in a RMP as well others who need help on their properties. TPWD needs to flesh this out more before the WTDAC further discusses this issue.

## White-tailed Deer Advisory Committee (WTDAC) – Report

---

4. The Committee was presented information concerning violations associated with illegal possession of white-tailed deer.
  - 22 active Lacey Act cases involving illegal importation of deer into Texas. These cases involve at least 11 people currently permitted by TPWD, and the deer were imported from at least 9 different states.

Please summarize important issues that were raised during the meeting that were not on the agenda. This can include controversial or political topics or outline anticipated issues that may arise in the future.

1. A Committee member shared his concern that Texas does not license hunting outfitters. There are people committing fraud by selling hunts on land to which they have no access (or they otherwise do not deliver). Currently, those “outfitters” are liable to civil action, but there should be criminal penalties for this type of activity.

**Committee members:** Lee Bass, Marty Akins, Rene Barrientos, Warren Bluntzer, Kirby Brown, Art Browning, Dick Cain, Charles Davidson, Charlie DeYoung, Bob Dittmar, Donnie Draeger, Eugene Fuchs, Harry Jacobson, Jack Jetton, Amanda Lasater, Dan McBride, Bill Schneider, Don Steinbach, Brian Treadwell, Tom Vandivier **Absent:** Marc Bartoskewitz, Robert Green Jr., Greg Simons

**Staff:** Clayton Wolf, Matt Wagner, Mitch Lockwood, Alan Cain, David Sinclair, Todd George, Robert Macdonald, Steve Lightfoot

**Others:** Betsy Bird (Senator Seliger’s Office), Corey Howell (Representative Guillen’s Office), Craig Nyhus (Lone Star Outdoor News)

## White-tailed Deer Advisory Committee (WTDAC) – Minutes

### White-tailed Deer Advisory Committee Meeting Notes March 3, 2015

The White-tailed Deer Advisory Committee (WTDAC) convened at 10:00 a.m. at TPWD Ed Werland Training Room at Airport Commerce Park in Austin, Texas.

Meeting 01/21/2014	Attendance	Region(s)/Affiliation(s)
	<b>Chairman</b>	
X	The Honorable Lee M. Bass	TPW Commission Chairman Emeritus
	<b>Members</b>	
X	Chico Barrera	Lease Manager, Ranch Manager
X	Rene Barrientos	Landowner
X	Marc Bartoskewitz	Private Wildlife Biologist, Ranch Manager
X	Warren Bluntzer	Private Consultant, TDA, TWA
X	Chase Clark	Deer Breeder, TDA
X	Walt Cook	DVM, Texas A&M Vet School
X	Donnie Draeger	Private Wildlife Biologist, Ranch Manager
X	Juan Lino Garza	Deer Breeder
X	Dave Hewitt	CKWRI
X	Harry Jacobson	Private Wildlife Biologist,
X	Jack Jetton	Lone Star Bowhunters Association
X	Bob Kilmer	Deer Breeder, Ranch Manager
X	Jean Ann LeGrand	Landowner
X	Dan McBride	Private Veterinarian, TDA, TWA
X	Randy Rogers	Landowner
	Greg Simons	Private Wildlife Biologist, Outfitter, TWA
X	Don Steinbach	Landowner, Retired Texas Cooperative Extension
X	Chris Timmons	Deer Breeder
X	Tom Vandivier	Landowner, TWA
	<b>Ex-Officio Members</b>	
X	Calvin Richardson	TPWD Region 1 – High Plains, Rolling Plains, Trans Pecos
X	Mike Miller	TPWD Region 2 – Edward's Plateau, Cross Timbers
X	Gary Calkins	TPWD Region 3 – Pineywoods, Post Oak Savannah
X	Bobby Eichler	TPWD Region 4 – South Texas Plains, Oak Prairie
X	Alan Cain	White-tailed Deer Program Leader
X	Ryan Schoeneberg	Big Game Program Specialist
X	Bob Dittmar	Wildlife Veterinarian
	<b>TPWD Staff</b>	
X	Carter Smith	Executive Director
X	Ross Melinchuk	Deputy Executive Director of Natural Resources
X	Clayton Wolf	Wildlife Division Director
X	Mitch Lockwood	Big Game Program Director
X	Kevin Davis	Asst. Chief of Wildlife Enforcement
X	Todd George	Attorney
X	Robert Macdonald	Regulations Coordinator
X	David Eichler	Executive Office
X	Justin Dreibelbis	Private Lands & Public Hunting Program Director
X	Robert Perez	Upland Game Bird Program Leader
X	Steve Lightfoot	Media Communications
	<b>Other Guests</b>	
X	Craig Nyhus	Lone Star Outdoor News
X	Vickie McLean	Deer Breeders Corporation
X	The Honorable Ralph Duggins	TPW Commissioner
X	Thomas Duggins	

## White-tailed Deer Advisory Committee (WTDAC) – Minutes

---

### **Opening Remarks and Election of WTDAC Chairman**

Carter Smith welcomed committee members and thanked all in advance for the counsel and advice they will provide on very important issues associated with white-tailed deer management and hunting. After committee members introduced themselves, Carter asked members to elect a chairman who will preside over the committee. Following a nomination by Rene Barrientos which was seconded by Dr. Dan McBride, the WTDAC unanimously elected past Chairman Lee M. Bass to continue serving as their chairman. Mr. Bass graciously accepted this responsibility and thanked members for their confidence in his leadership abilities.

### **Overview of the Role of the WTDAC**

Chairman Bass took a few moments to briefly review the role of the White-tailed Deer Advisory Committee for new members. This committee works closely with TPWD staff while serving in an advisory role to the TPW Commission. When there are divergent opinions on issues, this committee will convey the various viewpoints to the Commission. The committee often addresses legislative issues that require regulatory changes, Commission requests, or issues posed by the Committee that are important for the Commission to be aware of.

### **Historical Overview, Problem Statement, Need for Change**

Clayton Wolf opened with a historical perspective of the MLDP program, discussed the real and perceived impacts of the program for wildlife conservation, and provided an overview of the business imperative for modifications to MLDP. The following bullets from Clayton's slide presentation highlight the main points he emphasized.

#### *Background*

- MLDP remains an important program for the Department as well as private landowners and hunters
  - Maintaining relationship with private landowners is critical for conservation
  - Provides flexibility for landowners to manage the resources
  - Provides additional hunting days
  - Opportunity to engage landowners about habitat management
- Expanded hunting opportunity and habitat management are key principles of MLDP today

#### *Tenets of MLDP*

- Foster and support habitat management, wildlife conservation, and hunting heritage on private lands in Texas
- Focus efforts on the management and enhancement of native wildlife and habitats through education, site visits, written and verbal recommendations
- Recognize appropriate deer harvest as an important habitat management practice necessary to sustain and enhance native habitat

#### *MLDP Thoughts and Challenges*

- **78** TPWD staff ≈ **9,500** MLDP properties
- Limits ability to provide meaningful technical guidance
- Need to focus technical guidance efforts on those seeking/needing site specific recommendations
- Still provide deer tags / season and general correspondence to those seeking less assistance from TPWD

## White-tailed Deer Advisory Committee (WTDAC) – Minutes

---

- MLD Program could be simplified

### *Stricter Compliance – A Strategy for Improvement?*

- Objective parameters are difficult to define
- “Battles” over compliance and non-compliance is a poor use of TPWD staff time
- MLD Program does not “make” people implement habitat management practices to any significant degree. Should the Program be designed to make people change their land management practices?

### *Wisest and Best Use of TPWD Staff Time and Expertise*

- Learning and expanding staff knowledge base by working with landowners who are aggressively implementing habitat management practices
- Meaningful conversations about habitat management with those in need and the potential to change

### *What do we need?*

- A program that continues to enhance hunting opportunity and harvest flexibility for landowners
- A program that truly **creates** habitat uplift
- A program that utilizes Wildlife Division expertise
- Change

### **Potential MLDP Program Changes**

Alan Cain reiterated some of the intended benefits of the MLDP changes that staff has been contemplating and sharing with various stakeholder groups over the past 3 years:

- Simplification of MLD
- Focus TPWD biologists’ efforts towards on-the-ground conservation
- Increase hunting opportunities
- Provide additional flexibility for landowners to meet management goals
- Continue to recognize deer harvest as one of the most important habitat management tools
- Provide the wisest and best use of TPWD biologists’ time and resources

In an effort for staff to reprioritize their activities with a focus on providing quality technical guidance, the department is considering creating a **Deer Harvest Assistance Program (DHAP)** to meet the needs of current MLDP and LAMPS customers who are primarily interested in the deer harvest tools (tag and season) of the MLDP program. This would be accomplished through an automated process based on acreage and habitat parameters entered by the applicant, and deer population parameters entered by TPWD staff using data collected for each Resource Management Unit (RMU). The Department will continue to provide site-specific habitat and harvest management recommendations to individuals who provide site-specific deer-population and harvest data and are operating under a wildlife management plan prepared or approved by a TPWD biologist within the Technical Guidance Program.

The following table summarizes the similarities and differences between the automated deer-tag-issuance system (DHAP) and the one-on-one assistance provided through the Technical Guidance program:

## White-tailed Deer Advisory Committee (WTDAC) – Minutes

	Deer Harvest Assistance Program (DHAP)	Site-specific Technical Guidance
<b>Participant Motivation</b>	Those seeking less assistance from TPWD, primarily focused on white-tailed deer harvest aspects of the program	Those seeking <b>site-specific</b> deer harvest and habitat management recommendations
<b>Type of Application</b>	Annual Application	TPWD approved WMP
<b>Application Deadline</b>	1-Sept	15-Jun
<b>Season Dates</b>		
<b>White-tailed Deer</b>		
does & spike bucks	~ Oct 1 – Feb 28 (any legal means)	~ Oct 1 – Feb 28 (any legal means)
branched-antlered bucks	~ Oct 1 – Oct 31 (archery only) ~ Nov 1 – Feb 28 (any legal means)	~ Oct 1 – Feb 28 (any legal means)
<b>Mule Deer</b>		
	N/A	~ Oct 1 – Oct 31 (archery only)
	N/A	~ Nov 1 – Jan 31 (any legal means)
<b>Harvest Recommendation</b>	Automated through TWIMS (based on TPWD deer survey data / application information)	Customized to property (based on population & harvest data provided by the landowner)
<b>Tag Issuance</b>	Bucks, does, or both (print your own tags)	Bucks and does; Wildlife Co-ops may choose antlerless only or both sexes (print your own tags)
<b>Harvest Criteria</b>	None, except for properties in antler-restriction counties, antler-restriction criteria must be followed	None
<b>Bag Limit</b>	Tied to the property not the hunter	Tied to the property not the hunter
<b>Entry Requirements</b>		
<b>Deer Population Data</b>	None	2 preceding years
<b>Deer Harvest Data</b>	None	2 preceding years (# bucks and does)
<b>Habitat Practices</b>	None	2 preceding years (conduct 2 habitat management practices)
<b>Site Visit to Property</b>	Not required	Required (to discuss habitat conditions and management progress)
<b>Reporting Requirements</b>	Mandatory in TWIMS (participants' responsibility)	Mandatory in TWIMS (participants' responsibility)
<b>Population Data</b>	None	Annual deer population data (provided by the participant)
<b>Harvest Data</b>	# Bucks and does harvested	# Bucks and does harvested
<b>Habitat Mgmt. Practices</b>	N/A (general habitat management correspondence provided)	3 habitat practices annually (supplemental feed not included)
<b>Reporting Deadline</b>	1-Apr	1-Apr
<b>Enter harvest in harvest log on site the day of harvest</b>	Yes	Yes

### Discussion

There was general support for the potential program revisions, with the understanding that not all details had yet been finalized. The main points of discussion involved (1) whether antler restrictions would apply and whether spike bucks would count as part of the buck harvest quota under the DHAP, (2) allowing for a single form/booklet to be used to satisfy

## White-tailed Deer Advisory Committee (WTDAC) – Minutes

---

the requirements of the cold storage record book as well as the DHAP harvest log, (3) “rebranding” the program, and (4) a potential fee for a deer tagging program.

There was no consensus on whether antler restrictions should apply to those participating in DHAP. Participants did not want an exemption to antler restrictions to inadvertently allow for the harvest of too many bucks and reverse the improvements in buck age structure observed over the past several years, but the effectiveness of property-specific harvest quotas was discussed as well. Likewise, there was no consensus of whether the harvest of spike-antlered bucks should be included in the buck-harvest quota or be in addition to the buck-harvest quota. While limiting total buck harvest for each participating tract was recommended by some, others did not want to unnecessarily disincentivize participants from providing additional hunting opportunities for those who would receive a very limited number of buck tags. There was also some discussion regarding whether “spikes” would include all bucks having at least one unbranched antler, to provide consistency with the definition of a legal buck in antler-restriction counties.

Department staff agreed with committee members who discouraged implementing a requirement for multiple harvest logs (i.e., DHAP Harvest Log and Cold Storage Record Book), and stated that a single form or booklet could serve multiple purposes.

TPWD staff contended that rebranding the program would be an important component of anticipated changes. The status symbol associated with the acronym “MLDP” has overshadowed the importance of habitat management and technical assistance, which are core tenets of the current MLDP program. There was some desire among committee members to maintain “MLDP” in the program name since “MLDP” is well known throughout the state. The common misunderstanding of what “MLDP” is known for is what concerns staff the most, leading to a staff recommendation to rebrand “MLDP” (e.g., “Deer Harvest Assistance Program”) and emphasize the Technical Guidance Program to those interested in receiving site-specific wildlife management recommendations. There was no consensus on this issue.

Committee members recognized the need for additional staffing and the challenges the agency faces in acquiring those positions and the funding to support them. There was not any clear objection to the concept of charging a fee for participating in a program that offers an extended hunting season and a property-specific harvest quota. However, some concern was voiced for implementing a fee that could not be used to increase efficiencies with program administration and help address the supply/demand issue faced by the Wildlife Division. There was interest in the Department pursuing appropriations authority to make use of increased revenue, and to increase the number of full time employees (FTEs) within the Wildlife Division.

### **Clarification for Deer Zone Delineations**

Kevin Davis presented a proposal to clarify which counties fall under the north zone and south zone with regard to deer hunting regulations. The north and south “deer zones” have been delineated and referenced in the Outdoor Annual for many years, but the Texas Administrative Code has never referenced those zones. The proposal would simply provide a reference in Texas Administrative Code to a long-standing practice. No concerns were voiced.

**The meeting adjourned at approximately 3:00 pm.**

# Wildlife Diversity Advisory Committee (WDAC) – Assessment

ASSESSMENT OF ADVISORY COMMITTEES  
 April, 2016  
 802 Texas Parks and Wildlife Department

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** Wildlife Diversity Advisory Committee (WDAC)

**Number of Members:** Not to exceed 24

**Committee Status (Ongoing or Inactive):** Ongoing  
Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.

**Date Created:** 5/1/01 **Date to Be Abolished:** 10/1/18

**Budget Strategy (Strategies) (e.g. 1-2-4):** A.1.1. **Strategy Title (e.g. Occupational Licensing Strategy Title):** Wildlife Conservation

State /Federal Authority	Select Type	Identify Specific Citation
State Authority	Statute	IP&W Code 11.0162
State Authority	Admin Code	Title 31, Part 2, 51.611
State Authority		
Federal Authority		
Federal Authority		

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

**Committee Members' Direct Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Committee Members' Indirect Expenses**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Method of Financing**

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Expenses / MOFs Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Meetings Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Committee Description:** The WDAC shall advise the department on matters pertaining to management, research, and outreach activities related to nongame and rare species in the State of Texas, including the following: (1) development and implementation of the wildlife diversity related projects, grants, and policy; (2) wildlife diversity conservation and regulations; and (3) education and communications with various constituent groups and individuals interested in wildlife diversity in the state of Texas.

# Wildlife Diversity Advisory Committee (WDAC) – Assessment

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

- When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?  
 [The WDAC typically meets two to four times per year in locations that vary according to committee member preferences. Per TAC 51.601, the committee must meet at least once per year, but may meet as often as is necessary.]
- What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.  
 [Per TAC 51.601, the committee must submit a report to the department on or before October 1 of each year which includes: (1) a summary or minutes of meetings conducted during the previous fiscal year; (2) a summary of recommendations from the advisory committee; and (3) other information determined by the advisory committee or the chairman to be appropriate and useful.]
- What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

The WDAC recommended that TPWD develop a white paper-style position statement on feral cat colonies. The agency developed the position paper.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  Yes  No  
 4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?  Yes  No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2019-2020?   
 5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.  
 [An administrative staff helps to organize the meeting and set up the room as well as takes notes and distributes those notes afterward. Biological staff serve as subject matter experts and attend the meeting to provide updates on issues related to the taxonomic group for which they are responsible.]

6. Have there been instances where the committee was unable to meet because a quorum was not present?  No  Yes  
 Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  
 [The Wildlife Diversity Advisory Committee serves to provide guidance to TPWD staff and Commission. Members of the public who are not appointed members of the advisory committee submit input through the appointed members. Meeting minutes are available to the public upon request.]

7b. Do members of the public attend at least 50 percent of all committee meetings?  No  Yes  
 7c. Are there instances where no members of the public attended meetings?  No  Yes

8. Please list any external stakeholders you recommend we contact regarding this committee.  
 [Robert Denkhaus, John Karges]

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  Yes  No

9b. Please describe the rationale for this opinion.  
 [This committee serves to provide perspective from various stakeholder groups regarding actions and policies of TPWD. These perspectives are critical to ensuring that the agency understands the wants and needs of its constituency.]

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?  No  Yes  
 10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  No  Yes

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.  
 [This committee serves to provide perspective from various stakeholder groups regarding actions and policies of TPWD. These perspectives are critical to ensuring that the agency understands the wants and needs of its constituency.]

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?  Yes  No

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.  
 [This committee serves to provide perspective from various stakeholder groups regarding actions and policies of TPWD. These perspectives are critical to ensuring that the agency understands the wants and needs of its constituency.]

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

## Wildlife Diversity Advisory Committee (WDAC) – Report

---

### Wildlife Diversity Advisory Committee FY 2015 Annual Report

Name of the Advisory Board: Wildlife Diversity Advisory Committee (WDAC)

Date and Location of the Advisory Board meetings:

March 30, 2015; TPWD APC

June 9, 2015; TPWD APC

Submitted by: Rob Denkhaus, Chair, WDAC

Meeting Summaries:

March 30, 2015: The meeting focused on the introduction of the new committee members and the purpose of the committee. The organization of the Diversity program was explained to the members. A plan was developed for face-to-face meetings throughout the year.

June 9, 2015: The meeting focused on updates on Wildlife Diversity issues and activities. A vision-casting session was held during the meeting to discuss issues the committee may want to work on. The committee requested that Diversity program staff prepare detailed information on certain issues for the committee to bring to the next meeting. Members agreed to try to attend the upcoming Eco-Summits in July and August.

## Wildlife Diversity Advisory Committee (WDAC) – Minutes

---

### Wildlife Diversity Advisory Committee (WDAC) Meeting Notes

January 22, 2015, 10:30 – 2:30

The Wildlife Diversity Advisory Committee Group convened at 10:30am at Ed Werland Training Room in Austin, Texas.

**Committee members in attendance:** Mylea Bayless, Rob Denkhous, Toby Hibbitts, John Karges, Jean Krejca, Pam Nelson-Harte, Iliana Peña, Karen Clary, Fran Hutchins

**Committee members on the phone:** Clint Boal, Jan Cato, Jaime Gonzalez, Kim Taylor

**Committee members not present:** Tom Boggus, Clint Faas, Danté Fenolio, Jarid Manos, Sonia Najera, Terri Siegenthaler

**TPWD staff facilitators present or on the phone:** Michael Warriner, Julie Wicker, Kim Milburn, Meredith Longoria, Andy Gluesenkamp, Ben Hutchins, Jason Singhurst, Anna Strong, Jonah Evans, Bob Gottfried

### Welcome

#### License Plate Funds Update

Michael Warriner gave an update on the license plate funds that Texas Parks and Wildlife Department (TPWD) have received and 12 projects were awarded/funded. Received many great proposals and was able to fund 12 this year. Included in those 12 was one project on Chihuahuan Mud Turtle and Brazos Water Snake (with Dallas Zoo, UT- Arlington and TPWD). There was also a Bioblitz at Tandy Hills Natural Area for the Friends of Tandy Hills. This Bioblitz is also combined with Teaming with Wildlife (TWW) and they are trying to develop a model, a handbook and video on how to do a Bioblitz.

We get about 36-40 submissions. Funds needed to fund all of the project would be close to \$300,000. Plates have been seen at different venues and vehicle owners have been thanked for supporting conservation efforts by buying the plates. Would be interesting to see data on zip codes of where most plates have been purchased. Richard got some form of an analysis from Texas Department of Transportation (TXDOT) and it fueled a movement to advertise.

**Action:** Michael Warriner will send out the list of the 12 that were funded.

Another Request for Proposals (RFP) will be posted in August/September.

#### Houston Toad Programmatic Safe Harbor Agreement (SHA)

Meredith Longoria presented a PowerPoint presentation providing an overview of the Houston Toad Programmatic SHA, and the timeline that the program will hopefully follow.

#### What is a Safe Harbor Agreement (SHA):

Voluntary agreement between landowners and United States Fish and Wildlife Services (USFWS). Landowner will implement certain conservation actions which will generate a net conservation benefit. Landowners will be provided assurances, won't be held for further land use limitations and will be covered for incidental take. SHAs were created to provide a little more flexibility for the Endangered Species Act. This helps to remove some of the disincentives for landowners. So they are more inclined to help conserve a species that is at risk. There are 9 targeted counties: Bastrop, Lee, Burleson, Robertson, Colorado, Lavaca, Milam, Leon, and Austin.

There are two types of SHA: Individual (USFWS + landowner) and Programmatic (USFWS + Third Party + landowner). For the Programmatic route that is being proposed, TPWD will serve as a third-party permit holder. TPWD will work with the landowner and act as a liaison with USFWS. TPWD will issue Certificates of Inclusion to landowners who sign up. Landowners are comfortable working with TPWD and maybe not as familiar with USFWS. This allows for a range-wide environmental assessment and faster enrollment whereas under an individual SHA, each cooperator would have to have a biological review for the property they wish to enroll – a much more lengthy process. Also, when the agreement is posted to the Federal Register under a programmatic agreement, it will be the agreement between the third-party permit holder and USFWS for public review and comment, therefore an individual landowner's identity is protected (which is not possible under an individual SHA).

#### Houston Toad Programmatic SHA:

This will be a 30 year agreement with TPWD as the permit holder. TPWD will provide technical guidance to landowners and enroll them. The landowner will sign on for generally 10+ year agreements which he/she can terminate at any time. The goals will be to facilitate landowner participation, create, restore and enhance habitat (primary goal) and create self-sustaining populations. There is a need to provide incentives for recovery, encourage stewardship, reduce habitat degradation, support

## Wildlife Diversity Advisory Committee (WDAC) – Minutes

---

species diversity and preclude additional listings. Year after year the population of the Houston toad has been declining. With the exception of a few state parks, this species exists almost exclusively on private land. There is a lot of landowner support for conservation of this species.

### Who is Involved

- 1) TPWD will provide the landowner with a “safety net”, encourage voluntary protection for the species, and contribute to recovery. As the permit holder enrolling landowners and facilitating communication, TPWD will use its discretion to engage partners. Partners could consist of USFWS partner biologists, Houston Zoo, NRCS, Texas State University, Texas Master Naturalist etc.
- 2) USFWS will benefit from a reduction in workload, and increased enrollment in the program. They will have 15 days to review draft cooperative agreements. They will assist with Natural Historic Preservations Act. They will address neighboring landowner inquiries. There is a non-participating landowner agreement as well.
- 3) Landowners will be the active participants and will be given assurances. They will have a shorter enrollment period and ongoing technical guidance. In some cases they may be able to move into wildlife tax appraisals. House Bill 604 provides the opportunity for landowners who are managing for an endangered species, have a federally approved conservation plan (cooperative agreement would count) in place, and a conservation easement to move from market value tax valuation directly into wildlife use appraisal. Landowner cooperator responsibilities will be to draft a cooperative agreement (with assistance), carry out habitat agreement, submit an annual report and provide access to TPWD to monitor the habitat.

### Recommended Habitat Practices

Practices include maintaining favorable canopy conditions, open understory, native herbaceous ground cover, good prey base population, suitable breeding sites, habitat connectivity, and reducing non-native threats such as fire ants, feral hogs etc. Landowners will notify TPWD if they encounter any dead/injured Houston toads, have a change in ownership or wish to terminate their agreement before the end of the cooperative agreement period.

### Historical Timeline

2011 – USFWS requested TPWD to become permit holders.

2012 – First draft produced.

2015 - Current draft produced, targeted outreach to elected officials in 9 counties that the toad occurs in. Received no negative feedback. Posted the draft online.

### Potential Next Steps

January 27, 2016 – Present outreach effort outcome to Carter Smith. If he is comfortable with the progress, he will sign the packet.

-February – Submit signed package to USFWS.

-March – Conduct 60 day public comment period, during this time strategic public outreach will be conducted. During this time TPWD will conduct staff trainings.

-June – Final SHA and begin enrolling landowners.

### Committee Action

The committee is all in favor of supporting this SHA and will provide that support in a letter from the committee to Carter Smith to be written by Rob Denkhaus. Individual committee members will also send letters from their parent organizations in support.

**Action:** Rob Denkhaus will write a letter of support to Carter Smith.

### Snake Harvest Working Group (SHWG) Report

Michael Warriner gave an overview of ‘gassing’ and the SHWG report. Gassing is a current means of take for individuals harvesting rattlesnakes by introducing noxious chemicals into karst environments to drive the rattlesnakes out of the dens.

## Wildlife Diversity Advisory Committee (WDAC) – Minutes

---

There was not a lot of discussion from the commissioners regarding the report that was presented by Wildlife Division Director Clayton Wolf in place of John Davis (due to illness). Vice Chairman Duggins made a motion to place the issue on the March agenda. There were a few questions from the Commission on the impact to the venom industry. Staff indicated that correspondence with the venom industry indicates that a prohibition on gassing would have little to no impact on the availability of venom for antivenin and/or research purposes. One commissioner made the statement that he was against anything that would impact Sweetwater. The full report and its associated reference documents is available online at: <http://tpwd.texas.gov/faq/huntwild/gassing.phtml>

**Action:** Michael Warriner will send the link to the SHWG report to the committee once available.

### Committee Action

All WDAC members present supported writing a letter to the commissioners to reiterate to them the WDAC is still in support of a prohibition on gassing. Once the link for the report is distributed, the committee will write a new letter through email conversation between the group to include a few high level points from the report.

**Action:** The original letter that the WDAC sent to the commissioners will be emailed to the committee for reference.

**Action:** A letter will be written by correspondence among committee members to the TPWD Commissioners in support of prohibition on gassing after report review.

### White Nose Syndrome (WNS) Treatment Opportunity

Jonah Evans gave a PowerPoint presentation on Bats, WNS and treatment opportunities that we hope to deploy to help slow the spread of WNS. Texas has 32 species of bats that have long lifespans but are slow to reproduce (having one or fewer offspring a year). Bats are important for agricultural ecosystem functions. They save TX farmers \$1.4 billion a year and \$23 billion a year nationally.

#### White Nose Syndrome

WNS is caused by the fungus *Pseudogymnoascus destructans* (*Pd*) and has been spreading rapidly in the Eastern U.S. since 2006. It has resulted in the deaths of over 6 million bats which account for 80% of the total population. It causes bats to awaken and preen during hibernation which depletes their energy storage, leading to starvation. This syndrome has been deemed as “one of the most devastating wildlife diseases of our time”. Jonah estimates that it is traveling approximately 200 miles a year and is currently ~170 miles from Texas. Some bats can be carriers of *Pd* without affecting them or causing WNS. Two bat species known to range into Texas (big brown and tri-colored) have been confirmed with WNS. *Pd* fungus (without the full syndrome) has been documented in four other bat species known to range into Texas. Those species seem to not be impacted, but serve to spread the fungus. The impact to the other 26 species is unknown. However, because they are similar to the susceptible species there is great concern.

WNS is not expected to be fatal to Mexican free-tailed bats because they are migratory and do not hibernate. The fungal spores can be shed with preening and pose a risk of transmission. Roost contamination is a concern as well and the optimal temperature range for the fungus is up to 18 degrees Celsius. *Pd* is a very hardy fungus that could persist on stone walls for up to 100 years or longer according to research. The panhandle area of Texas appears to be the most likely bridge to the Western U.S. as well as possibly allowing the spread of the fungus southward into Mexico and beyond.

#### The Plan of Action

The plan is to monitor caves for WNS and survey bats to document the impact of WNS. Accidental human spread will be prevented as much as possible. The current progress being made is below:

- 1) A comprehensive review of the Panhandle caves by Bat Conservation International (BCI) is being conducted. We need to locate as many caves as possible since it would not be beneficial to treat a known cave while an unknown cave lies within a short distance and remains untreated.
- 2) Four years of hibernacula surveys being done by BCI.

## Wildlife Diversity Advisory Committee (WDAC) – Minutes

---

- 3) Temperature/Activity data for the panhandle caves being collected by BCI.
- 4) A statewide hibernacula survey is being conducted by Texas A&M University (TAMU). This is a 5 year project to gather baseline bat population data in the event that WNS strikes.
- 5) A detailed model predicting the spread of WNS in Texas is being produced by TAMU.
- 6) Acoustic pilot project with Stephen F. Austin State University (SFASU) will document summer bat activity.
- 7) WNS Response Plan being assembled by TPWD.

### Treatments for WNS

There are numerous treatments under development for WNS. A major concern is non-target effects of the treatments in cave ecosystems. Some are showing promising results but more research is required. Some treatments are almost ready for field trials. The diversity of invertebrate species in panhandle caves is relatively low compared to that of the Texas Hill Country caves. Each specific cave would be analyzed on an individual basis and treatment would be in accordance to the non-target species located there.

- 1) *Rhodococcus rhodochrous* is a naturally occurring bacterium that has yielded a 60% survivorship in lab trials. It is non-toxic to cave crickets and aquatic invertebrates.
- 2) Field trials with *Pseudomonas* will begin this winter.
- 3) PEG (Polyethylene Glycol) could be used to treat the environment and has shown to reduce the germination of *Pd*.

### Next Steps for WNS

For the spread of WNS to be slowed, the identification of key treatment sites is crucial. Acceptable treatments need to be identified along with a detailed treatment strategy. TPWD will work with USFWS WNS committees to develop an approval process for the final strategy. There is a moral dilemma: Do we do nothing to stop the spread of WNS fully knowing what the outcome will be? Or do we employ experimental treatments and potentially hurt non-target species? The overall plan is to slow the spread to buy time, at least a few years, for research to catch up. There is work with gene silencing and vaccines under way but these options are 3 or 4 years away from being deployed.

### Blue Ribbon Panel (BRP) Listening Session Update

Iliana Peña gave a brief summary of the Blue Ribbon Panel sessions. There are billions of dollars in oil and gas funding that have been earmarked for conservation in the past. However, it has been used for road building etc. The BRP believes that funding should be applied to address conservation needs. The conservation community must articulate that applying conservation measures prior to species becoming endangered is less expensive than allowing species to become endangered before investing in conservation. Money invested now will save so much more money later. There is a lot of renewed interest in making improvements to how conservation funding is applied. An easy thing to tackle would be to develop a state listing process with mitigation. These are components that the federal system has. Streamlining the state process will help in numerous ways. For example, there are species that unnecessarily delay TxDOT projects. This should be addressed.

### Non-Native European Honeybees on TPWD Land

Michael Warriner gave a PowerPoint presentation on the history of European honeybees and provided information regarding what could be done to address the concerns with this species. The European honeybee is the most familiar non-native bee and has been in domestication over 4,500 years. Its native range is Africa, and Europe to western Asia. The species was introduced to North America in 1622. They are social insects with queens and workers with colonies that can have as many as 50,000 individuals. Colonies can persist for years and spread through swarming. Populations that have escaped captivity become feral colonies.

There has been a decrease over the last 66 years from 5.9 million managed colonies to 2.6 million managed colonies. The honeybee is not endangered and the reason for the long term decline is due to the reduced demand for honey, the Canadian ban of U.S. honey imports, suspension of federal pricing support and a change in the census methods that are used.

## Wildlife Diversity Advisory Committee (WDAC) – Minutes

---

### Honey Bee Impact on Natural Ecosystems

Colonies require 22-132 lbs. of pollen and 44-330 lbs. of honey a year. They have thousands of foraging workers and can fly long distances. They can potentially monopolize nectar and pollen sources and reduce or suppress native bee abundance. They increase seed set of non-native invasive plants (“sleeper” weeds) since this is what they may typically feed on in their native habitat. Sleeper weeds would generally not be a problem in the landscape. However, honeybee activity can encourage their spread resulting in problematic population levels. Honeybees reduce the seed set of some native plants. The honeybee is a vital agriculture pollinator and may help seed set of some native plants or fill the void where native bees have been lost.

### Native Bees

There are about 4,000 native bee species north of Mexico and they are important pollinators of native plants. They are even better pollinators of some crops than honeybees and are worth about \$3 billion a year.

### Placement of Honeybees on Public Lands

For sites managed with the goal of conserving or maintaining native biodiversity and host rare, native flower-visiting species, the placement of honeybees should be avoided. Honeybee colonies should not be placed on state parks, wildlife management areas or other land specifically designated for native species. There is a need for a policy to guide honeybee introduction on state lands. Staff plans to have a position statement ready at the next meeting to present to the committee for approval. It is the hope that a position statement about honeybees will follow the same trajectory at TPWD as the feral cat paper.

### Mountain Lion Update

Jonah Evans gave a PowerPoint presentation to review the mountain lion’s current status. There are two core breeding populations in Texas that occur in West Texas and South Texas. There are sightings that occur in other parts of Texas but those are mainly juvenile males have randomly dispersed long distances.

Sighting and mortality reports are unreliable and previous TPWD estimates are not defensible. Sightings have consistently been misidentifications. The two core populations in Texas are genetically distinct from each other. The South Texas population has low genetic diversity and there are concerns that the South Texas population is too isolated and may be declining. The West Texas population has shown great genetic diversity and this could be attributed to the sink effect where the lions are being taken at a high rate so other lions in adjacent states are immigrating into that niche. The rates of survival in West Texas are the lowest of all the states.

### Harvest Rates

Harvest is largely unknown but staff estimates are high. Biologists in each county were polled due to their landowner/hunter relationships and they estimate very high numbers are taken yearly. One trapper recently harvested 84 lions in West Texas.

### Regulations

Mountain lions are unprotected in Texas. There are no seasons, harvest limit areas, or bag limits across the state. They are classified as either game animals or protected in all other states with lion populations.

### Public Opinion

Iliana Peña conducted a public opinion study in 2002 and discovered that opinion does not correlate with regulations. 84% said mountain lions are an essential part of nature. 74% said efforts should be made to ensure their survival in Texas. 35% said there should be no hunting of mountain lions. 49% said there should be hunting but with a season. 16% thought there should be year-round hunting. There were problems with the ambiguity of what was considered rural and urban in the study. Additionally, public opinion did not seem to be in tune with political positions of elected officials.

### Recent History

In September of 2011, Jonah Evans became the TPWD mammologist. In May of 2012 he gave a presentation about mountain lions to the Executive Office (EO). In December of 2012 he met with field leadership and in February of 2013 he gave a meeting summary to Clayton Wolf, Wildlife Division Director with two objectives.

- 1) Maintain 2 existing populations of lions in Texas
- 2) Update regulatory loopholes

## Wildlife Diversity Advisory Committee (WDAC) – Minutes

---

### Going Forward

Mountain lions are a highly controversial species. There is a potential for backlash from the public with action as well as inaction.

Mandatory harvest reporting would allow better monitoring of population trends. Genetic samples would allow a more complete understanding of population status. WDAC members expressed the belief that today's public opinion may be even more supportive of protective measures for mountain lions than the survey of 2002 indicated. It was noted that some have the misconception that lions pose an imminent danger to humans despite the number of fatalities from mountain lion attacks being significantly lower than from domestic dogs over the last 20 years.

Given the many issues that TPWD is engaged in currently (chronic wasting disease, snake gassing, etc.) it was felt that the timing was not conducive to generate recommendations from the WDAC for mountain lions.

### Data Portal for Nongame Species

Bob Gottfried gave a PowerPoint presentation via WebEx and conference phone on the new proposed data portal for the Texas Natural Diversity Database (TXNDD). About 10 years ago the TXNDD shifted to digital format of information. Currently, there is a 5 day turnaround on most information requests. This data portal project would increase the value of TXNDD. The portal would reduce the commitment of staff time as there are about 1300 - 1600 requests for information annually at this time. If the data portal is implemented, the data could be accessed 24 hours a day so the wait time would be greatly reduced for clients. This would enable staff to reach out to new potential users. Additionally, the portal could potentially automate some early coordination work performed by Habitat Assessment Program staff. Virginia and Arizona are good examples of what such a portal would look like.

### Vision

Three types of access the data portal would be available.

- 1) Open Access – This level would access basic data and act primarily as a data viewer. It would incorporate the threatened and endangered species by county application. It would include general ecological/conservation data which would be useful to high school students etc.
- 2) Basic Account – At this level, rights would be granted upon request and there would be a username and password. Users would have the ability to import/draw a project area. An early coordination report would be generated and would list all of the information in the system for that area. Users would not be able to view TXNDD data but would have some of the information.
- 3) Advanced Account – At this level, access would be granted based on a fee structure. Users could view location specific TXNDD data. Early coordination report would include maps. Users could clip and export TXNDD data. The system would maintain a record of data queries and project areas. The fee would be based on usage the program already experiences. The subscription could be a yearly one or could be per usage.

The portal would allow staff to document how much the TXNDD is used. Users could submit data to TXNDD. Charging for the advanced account would bring TXNDD in line with other states and would cover the cost of building the portal and the yearly maintenance fee. Ideally, it would allow staff members to be moved off of current funding and would free up those federal dollars to fund more research. TXNDD data is a public resource from which consulting companies are profiting. Currently, the TXNDD provides data to around 70 companies per month. Using an estimate of \$1,000 per year in annual subscription fees, this calculated to approximately \$70,000 of revenue being generated by the program. There could be a reduced or waived fee for non-profit organizations. Ensuring that the revenue is applied to the TXNDD directly is a concern. The committee supported the idea of charging to redirect current funds and the idea of a reduced fee or waiver for non-profit organizations. The committee supported plans to proceed with the portal.

### Emerging Amphibian Pathogens

Andy Gluesenkamp gave a PowerPoint presentation to inform the committee on amphibian pathogens and their impact on our wildlife. Chytrid is a water borne fungus, *Batrachochytrium dendrobatidis* (*Bd*), which primarily affects amphibians' skin during the larvae stage. The resulting disease is called chytridiomycosis. This is very problematic for tadpoles. The disease is often fatal and can infect populations rapidly. This is currently one of the greatest threats to amphibians, second only to habitat

## Wildlife Diversity Advisory Committee (WDAC) – Minutes

---

destruction. Chytrid is present in Texas. There are many ways it could have gotten here. It does not seem to have a significant impact on Texas salamanders. More information can be found at the link below:

<http://tpwd.texas.gov/huntwild/wild/diseases/chytrid/>

### **Salamander chytrid fungus – *Batrachochytrium salamandrivorans* (Bsal)**

Bsal originated in Asia where it has been found in 150-year-old museum specimens. It has resulted in deaths in captive and wild salamanders in Europe and is lethal to North American species of the families Salamandridae and Plethodontidae. The USGS report can be found here: <http://pubs.usgs.gov/of/2015/1233/ofr20151233.pdf>

### **Impact on Texas**

We know the pathogen is present in the pet trade and has escaped into the wild in Europe. It could do the same thing here in Texas. 9 out of 10 of the listed Texas salamander species and a total of 15 Texas species of greatest conservation need (SGCN) are members of the two affected families. Bsal could result in the extinction of many species if it were to spread to wild populations.

### **Measures to take**

To help reduce the threat of this pathogen we should restrict the importation of species that can spread Bsal to Texas and screen captive and wild populations for the pathogen. Any infected individuals or populations should be treated. Screening for the pathogen is unreliable and expensive to conduct. Additionally, there is currently no effective treatment and our monitoring and enforcement resources are limited. To address this concern, regulations should be updated. Currently, “aquatic organisms” are defined as “fish and shellfish”, leaving aquatic salamanders unregulated.

On January 12, 2016, the USFWS listed 201 salamander species as “injurious” to help keep lethal fungus out of U.S. The press release can be found at the following link: [http://www.fws.gov/news/ShowNews.cfm?ref=service-lists-201-salamander-species-as-injurious-to-help-keep-lethal-&\\_ID=35433](http://www.fws.gov/news/ShowNews.cfm?ref=service-lists-201-salamander-species-as-injurious-to-help-keep-lethal-&_ID=35433)

TPWD and the Texas Comptroller of Public Accounts support USFWS efforts to prevent the spread of Bsal. The public comment period ends March 14, 2016 and letters from TPWD and the Comptroller will be submitted before February 15, 2016.

### **Committee Response**

The Committee supported the effort to stop Bsal from spreading in Texas and committed to demonstrate such support via letters or phone calls if needed. Letters can be submitted through the public comment link to the federal register.

### **Wrap Up/ Action Items**

The next meeting date was not decided but the months targeted include April, May or June. Karen Clary volunteered to host the meeting at the Lady Bird Johnson Wildflower Center in Austin, TX. May would be better than April at the Center.

The following meeting is targeted for July, August or September and Jonah Evans volunteered to potentially host the meeting at the Cibolo Center in Boerne, TX.

**Action Item 1):** Michael Warriner will send out the list of the 12 that were funded.

**Action Item 2):** Michael Warriner will send the link to the SHWG report to the committee once available.

**Action Item 3):** Rob Denkhaus will write a letter of support to Carter Smith for the SHA.

**Action Item 4):** The original letter that the WDAC sent to the commissioners will be emailed to the committee for reference.

**Action Item 5):** A letter will be written by correspondence among committee members to the TPWD Commissioners in support of prohibition on gassing after report review before March Commission meeting.