

Annual Report 2002





To the People of Texas

From the Executive Director and the Chairman

As we begin a new year, let us take the opportunity to look back at the challenges we met over the past year and thank all those who helped us accomplish our mission during a time of change.

During 2002, we worked hard to improve the way we do business. We honored our promises, and we took care of what we have with what we've got.

We improved services for our park visitors, anglers, birders, landowners, license buyers, hunters, boaters, hikers and all our other constituents who enjoy the outdoors and the historic sites that are so special to Texas. And we did all of this without a fee increase.

We improved our performance and our focus on resource conservation. As we were directed to do by the Texas Legislature, we completed our Land and Water Resources Conservation and Recreation Plan that set important and reachable goals for the future, and we implemented that plan.

We successfully addressed all issues and requirements in our Sunset Legislation and from our oversight agencies. We reorganized our education and outreach efforts to make them more effective. We expanded our entrepreneurial efforts in our businesses.

We still have much to do. Every day brings new challenges, new problems. Texas is at a crossroads, and the window of opportunity is closing for conservation of natural resources and providing adequate access to the outdoors for all Texans. The state's population is expanding rapidly, land fragmentation is increasing, and water resources are already stretched to the limit in many areas of the state.

By successfully carrying out our mission, we will ensure that there is adequate water in our natural systems for fish and wildlife; that our state parks and historic sites meet the needs and interests of current and future generations; that the Texas tradition of conservation on private land continues to flourish and grow; and that the opportunities to hunt and fish are enjoyed by more Texans with each new year.

A handwritten signature in black ink, appearing to read "Robert L. Cook".

Robert L. Cook, Executive Director

A handwritten signature in black ink, appearing to read "Katharine Armstrong".

Katharine Armstrong, Chairman

Contents

3	Transitions
4	Focus on Improvement
6	What's New: Innovations and Initiatives
8	Building on Success: Works in Progress
10	Coping with Challenges
12	Vital Resources: The Department's Greatest Achievers
14	Leading the Team
16	Accountability Measures

Transitions

During Fiscal Year 2002, the Texas Parks and Wildlife Department underwent a series of changes and challenges. It was a year of transition, as the Department acquired new leaders and restructured the management of its Divisions. It was a year of taking stock and mending fences as well as establishing a plan for the future. And despite all the changes, it was also a year of shoring up many of the Department's deeply rooted traditions and strengths. As FY2002 came to a close, there was a consensus within the Department that while this had been a difficult time, the Department had pulled together as a team and addressed its most pressing issues, and it had gotten stronger as a result.

New Leadership



The Texas Parks and Wildlife Commission began the new fiscal year with a new chairman, Katharine Armstrong. First appointed to the Commission in 1999 by then-Governor George W. Bush, she was named Chairman of the Commission by Governor Rick Perry in June 2001. A fifth-generation Texan who grew up on her family's working cattle

ranch in South Texas, Chairman Armstrong developed a deep connection to the outdoors and an appreciation for the state's natural heritage. Armstrong and her fellow commissioners set a number of priorities for the Department for FY2002. Among these were improvements in the Department's financial management practices and the drafting and adoption of a long-range Land and Water Conservation Plan to guide the Department's efforts for the coming decade.

One of Chairman Armstrong's first challenges was to appoint a search committee to find a replacement for Executive Director Andrew Sansom, who announced in August that he would be resigning as of December 31, 2001. After a nation-wide search, the Texas Parks and Wildlife Commission found the leader it was looking for right back at its Austin headquarters: Robert L. Cook, the Department's Chief Operating Officer, who had been serving as interim director following Sansom's departure. Cook, who began his career in the Department as a wildlife biologist and served as director of the Department's Wildlife Division, had also worked as the manager of a major cattle ranch, thus bridging the

disciplines so important to Texas of raising livestock and managing habitat for wildlife.

Conferring with the Commission, Cook articulated clear objectives for the Department that are at once practical and far-reaching:

- To provide effective, no-nonsense leadership to position the Department as the recognized, premier state agency in Texas and as an outstanding natural resource conservation agency in the United States.
- To increase and improve conservation efforts for the land, water and animals of Texas.
- To sustain the trust and confidence of the Texas Legislature and State Leadership.
- To implement the Department's Sunset Legislation effectively, efficiently and positively.
- To reestablish the Department as a field-based natural and cultural resource agency.

With his typical Texas pithiness, Cook summarized the Department's unofficial mottoes during these times of budgetary constraints and multiple demands: "Taking care of what we have with what we've



got' and "Not promising more than we can deliver."

One of Cook's first acts as Executive Director was to amend the Department's mission statement, reaffirming the Department's commitment to its traditional core constituents of hunters, anglers and other participants in outdoor recreation.

Focus on Improvement.

The reorganization was just part of the Department's response to internal and external reviews of its work.

New Structure

During FY2002, the Department continued to undergo intensive reviews of the way it does business, with input from within the Department as well as from outside advisors and regulatory agencies. Among its top priorities were responding to the mandates from the Sunset Review that were detailed in Senate Bill 305 and to an extensive departmental review headed by outside consultant Elton Bomer.

Pulling together a cross-agency team, and drawing on the project-management experience of its Infrastructure Division, the Department developed an ongoing Business Improvement Plan and began to implement policies recommended by those reviews.

One of the most important changes for the Department was the reorganization of its leadership structure, including the creation of new management positions. Scott Boruff, who had been serving as director of the Infrastructure Division, was named new Deputy Executive Director, Operations, with seven of the Department's ten divisions – State Parks, Infrastructure, Wildlife, Resource Protection, Law Enforcement, Coastal Fisheries and Inland Fisheries – reporting to that position. Drew Thigpen of Austin, an administrator with 26 years of experience in state government, was hired as new Deputy Executive Director, Administration. The directors of three divisions – Administrative Resources, Human Resources and Communications – would now be reporting to his office. Brought in to fill the third new position of General Counsel was another experienced state veteran, Ann Bright.

Within the Administrative Resources Division, a number of changes were made, including the dividing of the Finance Department into two units: Finance and Budget and Planning. "In the review process we realized how short-staffed we were," says Division Director Suzy Whittenton. A new budget-and-planning director was hired, and ten new positions were filled in the areas of finance and budget and planning.

"The new organization reflects an industry standard that you see in good government and in the private sector," says Scott Boruff. It's the kind of organization that "fosters teamwork," observes Drew Thigpen.

The reorganization efforts also reflect the Department's aim of bringing the administrative responsibilities of the Department into balance with the program side. "We will support good conservation with acceptable business practices," says Gene McCarty, the Department's Chief of Staff.

Improving Accountability

An important goal of these changes, says Drew Thigpen, is to make the administrative side of the Department work so well that it no longer becomes an issue in the Department's dealings with the Legislature. "When a support function is not doing well, it takes time and focus away from the Department's ability to articulate the needs of its work in conservation and recreation."

For the newly reorganized Administrative Resources Division, the most pressing task was one of reconciliation of numbers. The Department's internal accounting system, when it was first put into use, was not in sync with the statewide accounting system – the system of record at the State Comptroller's Office – and the disparities between the two systems began to grow. At the beginning of FY2002, the Department was five years behind in reconciling its numbers with the state system and it seemed an impossible task to catch up. But the Administrative Resources Division went into overdrive in order to meet the deadline that had been set for August 31, 2002, the last day of the fiscal year, and the job was completed by August 30 – a day early.

Responding to Sunset

The Department began methodically to respond to each item within its Sunset Legislation.

Among the most important departmental functions spotlighted for improvement were its education and outreach activities. Those activities were brought under the wing of the Communications Division for better coordination. In addition, the Department instituted a standing Education and Outreach Task Force to evaluate each of the Department's education and outreach activities to ensure that they are consistent with the Department's mission and goals; that they don't duplicate other efforts by the Department; that they offer a cost-effective method for reaching constituents; and that their effectiveness can be measured.

Another area slated for special attention was the Department's management of commercial ventures. Although the Department has made strong efforts over the past decade to become more entrepreneurial, as its share of general revenue funding continued to decrease, it has lacked industry-standard business plans for these ventures. The Department began to draft a business plan in order to enhance the Department's oversight and control of its commercial ventures and to evaluate the performance and worth of the ventures.

Another mandate for the Department involved the status of one of the state's most important marine resources: shrimp. The Department conducted a comprehensive study on shrimp resources, population and industry, soliciting input for the study from the State Comptroller's Office as well from the industry.

Planning for the Future

The most important project for the Department in terms of attaining its long-term goals in conservation and recreation was its monumental Land and Water Resources Conservation and Recreation Plan. The plan was adopted by the Texas Parks and Wildlife Commission at the end of FY2002, following a year of intense work that included a series of public meetings and significant input from state leadership as well as from experts in every division of the Department.

The need for such a plan had been set forth in Sunset Legislation as well as by such previous studies as Texas Parks and Wildlife for the 21st century, directed by Texas Tech University, and by the report *Taking Care of Texas*, issued by the Governor's Task Force on Conservation. The new plan was designed to guide the Department for the next ten years in conserving the state's natural and historic heritage and in providing public access to the outdoors. "The plan identifies significant conservation and recreation needs and sets forth solid strategies and bold, but realistic goals," observed Texas Parks and

Wildlife Commission Chairman Katharine Armstrong. "I see this document as something achievable."

Those needs and goals were identified following a thorough analysis of the state's natural, cultural and recreational resources. The plan included the most comprehensive inventory of natural and cultural resources ever compiled in Texas – a crucial database that the Sunset Review had called for:

The goals set forth in the plan reflect the needs and demands resulting from the state's changing demographics. With a rapidly growing urban population, there will be growing demand for places near cities to experience nature. Accordingly, the plan calls for improving the public's access to the outdoors by opening a minimum of four state parks, 5,000 acres or larger; near the major urban centers.

The greatest need of a growing population will be for water; and the plan sets forth the Department's role in maintaining sufficient water quality and quantity in Texas. From the beginning, science has been the foundation of the Department, and the report reinforced the importance of sound science in the Department's contributions in assessing the needs of wildlife for water quality and quantity in Texas. The plan also called for additional efforts with private landowners to improve water quality and quantity through watershed management.

The following goals were set as a method of measuring the success of the Plan:

- Improve public access to the outdoors.
- Preserve, manage and operate the best and most complete system of state historic sites.
- Increase support for conservation on private land.
- Increase hunting and fishing participation.
- Improve fishing on inland and coastal waters.
- Improve science and data collection.
- Maintain sufficient water quality and quantity to support the needs of fish, wildlife and recreation.

The Texas Parks and Wildlife Commission endorsed the plan as a directive for the Department, and the commissioners also called on the public and on state leadership to support the Department in its efforts to plan for the future and to meet its goals for managing and conserving the state's resources in a time of limited funds. "The Department's current means are extremely limited," said Chairman Armstrong. "It must foster new approaches, encourage entrepreneurship to succeed, and identify new public and private resources." "Texans who find the plan worthy, she said, can contribute as well. "We must all do our part to make this plan a reality for current and future generations."

What's New: Innovations and Initiatives.

The Department launched some important projects during FY2002, designed to bring attention to some of the state's most valuable resources and traditions - from rivers and wetlands to hunting and fishing.



Taking us to the River

The future of water in Texas was the subject of a major statewide multimedia communication initiative called *Texas: The State of Water*. The Department enlisted some of the state's finest writers, photographers and broadcast producers in the initiative, which was supported financially by Brazos Mutual Funds. The project was launched in July with a special issue of *Texas Parks & Wildlife* magazine and continued with radio episodes aired on *Passport to Texas*, the Department's daily broadcast that airs on 100 stations across the state. The project included a new book called *Texas Rivers* by legendary Texas writer John Graves, with photos by Wyman Meinzer and a video documentary to air on public television in April 2003.

The purpose of the initiative was not only to heighten the public's appreciation of the state's remarkable heritage of rivers, wetlands, lakes and bays, but also to highlight the difficult issues that affect the future of those precious resources. The strategic role of the Texas Parks and Wildlife Department is to provide sound scientific data in order to ensure that wildlife and the environment are part of the picture when decisions are made regarding water policies. Observed Larry McKinney, Director of Resource Protection, "Senate Bill 1, passed in 1997, mandated that environmental impacts be considered in the water planning process. However, the vast majority of the water rights in Texas were appropriated before this law was passed. It's important that the people of Texas have as much information as possible to understand these complex issues."

Fish Initiatives

The Department spent a year surveying the status of the recreational spotted seatrout fishery. In addition to monitoring data, the Coastal Fisheries Division sponsored town hall meetings, mailed out surveys and created a spotted seatrout working group of stakeholders to review the information that was being accumulated. "The initiative was based on being proactive," says Coastal Fisheries Director Hal Osburn. "The coastal fishing pressures are escalating, and we're looking for ways to deal with those pressures."

Inland Fisheries also initiated some proactive efforts to deal with problems that could worsen in the future if no effort is made to address them. "One of our concerns is a decline in sales of fishing licenses," says Division Director Phil Durocher. With a grant from the Recreational Boating and Fishing Foundation, the Division began an effort to increase the sales of licenses. Another concern, Durocher points out, is to gather accurate numbers on the value of recreational fishing to local economies as well as to the Texas economy as a whole. "We want to be able to show the economic value of fishing when decisions are made about water on a local basis. We're not saying that fishing is the most important use of water; but we want it to be considered when those decisions are made."

Says Durocher, "We want to make sure we have the water we need to maintain the fisheries. We're going to see more droughts, and there will be more and more demands on water supplies as the population of Texas increases."

Calling All Hunters

The future of hunting in Texas was the subject of another Department initiative. The Texas Parks and Wildlife Department took steps toward ensuring a healthy outlook for hunting in Texas by seeking public input about strategies to maintain the state's hunting heritage. The number of hunters has remained stable or increased slightly over the past three years, but officials are concerned that the proportion of hunters is not keeping pace with the state's population growth. Through its Hunting Advisory Board, the Department is working with the Texas Wildlife Association, Texas A&M University and various hunting stakeholders to develop a strategic action plan to ensure the future of hunting. The plan is expected to follow the example of a successful fishing and boating participation campaign that is underway in Texas and in the rest of the country. Similarly, the plan will draw lessons from the success of the Water Works Wonders marketing campaign developed by the Recreational Boating and Fishing Foundation to reverse the decline in numbers of anglers and sales of fishing licenses.



PROPOSITION 8

Launching Prop 8

On November 8, 2001, the public approved Proposition 8, one of 19 constitutional amendments on the state ballot. The Department led an effort that included 13 other agencies to conduct an ambitious educational effort to inform Texas citizens about the importance of the issue to the future of conservation in Texas. The proposition authorized the largest bond issue in Department history, to be applied for much needed repairs and improvements at state parks, historic sites, wildlife management areas and fish hatcheries across the state.

The Department prepared to tackle the first \$36.6 million in critical repairs and renovations, with \$5.6 million of the bond funds dedicated for major repair and development projects at Levi Jordan Plantation, Admiral Nimitz Museum State Historic Site – National Museum of the Pacific War; San Jacinto Battleground State Historic Site and Sheldon Lake State Park.

Some \$2.5 million of those dedicated funds will be spent at Sheldon Lake to lay the groundwork for development of the new

Environmental Learning Center that will introduce school groups and other urban youth to the outdoors. For the Levi Jordan Plantation in Brazoria County, a new Department historic site that will interpret the African American heritage of Texas, \$500,000 was designated to develop master plans for facilities and interpretation, as well as to underwrite archaeological work and the stabilization of the old plantation house.

The remainder of the first bond issue will go toward water and wastewater renovations, critical facility repairs and improvements to comply with the Americans with Disabilities Act.

One of the largest renovation projects will restore the popular CCC-built adobe-style Indian Lodge in Davis Mountains State Park to its original look, with pine floors and exposed log ceiling beams.

Prop 8 funds will also be directed to the World Birding Center in the Rio Grande Valley, one of the most ambitious and far-reaching projects ever undertaken by the Department, in concert with other state agencies and groups. Land and Water Conservation Fund and state bonds will also be directed to the World Birding Center. The expenditures are being matched by local communities.

Money in this first phase will be directed toward Bentsen-Rio Grande Valley State Park in Mission, one of the three South Texas sites to be operated by the Department. Six other sites will be maintained by local communities.

The World Birding Center received another boost from federal grant funds awarded through the TEA-21 transportation enhancement program. Those funds will be used to help build the visitors center for the WBC headquarters.

Building on Success: Works in Progress



The World Birding Center

The World Birding Center was among a number of ongoing Department projects that saw significant progress during FY2002.

Government Canyon State Natural Area

Work proceeded apace on the new Government Canyon State Natural Area near San Antonio, which Parks Director Walt Dabney describes as “the quintessential state park of the future.” It fits the profile of the state’s most needed kind of park – located near a large metropolitan area, it will offer educational programs for a diverse constituency. The site is being developed by the Department with a number of partners, in close cooperation with the city of San Antonio.

More Game Wardens

One of the Department’s proudest moments came with the new class of game wardens who graduated in August 2002. A top priority of the Department, says Law Enforcement Director Col. James Stinebaugh, is to return the number of game wardens to the level from a decade ago. Within the next year, says Col. Stinebaugh, he hopes to increase the number of wardens to 500 from the current level of 475.

Among the Law Enforcement Division’s more notable achievements is the progress made by its Environmental Crimes unit. The unit’s mandate is to protect the natural resources of the state by investigating environmental crimes such as dumping of toxic pollutants and hazardous waste and seeking criminal remedies for those violations. The unit works on between 50 to 70 major cases a year as part of the Texas Environmental Task

Force, in cooperation with the U.S. Attorney’s office, the Texas Attorney General, the EPA’s criminal investigation unit and others.

Removing Traps

Another of the Department’s success stories came with its first crab-trap cleanup in February. “With the help of almost 600 volunteers, we removed more than 8,000 traps from public waters, which made boating safer,” says Coastal Fisheries Director Hal Osburn.

Catching Up

FY2002 was a good year for getting caught up with critical maintenance and repairs, according to Steve Whiston, acting director of the Infrastructure Division.

“We made progress not only in terms of actual construction but in increasing the Department’s participation in sustainable design,” says Whiston. One of the Department’s chief objectives is approaching its construction projects in ways that use sustainable materials and that conserve water and energy. The new headquarters building at Lake Somerville is a prime example of that approach, with the incorporation into its design of solar panels and water collection system.

Happy Trails

With federal grants of around \$1.25 million, the Department moved closer to realizing its plans for new wildlife viewing trails designed to boost nature tourism and habitat conservation in hundreds of counties. The grants will provide initial funding for the Prairies and Pineywoods Wildlife Trail in North and East Texas and will complete funding for the Heart of Texas and High Plains Wildlife Trails stretching from the Panhandle to Laredo.

The Department completed the last of six coastal paddling trails for kayakers that dot the Texas coast from Brownsville to Houston. Numbered signs mark each trail, and high-quality aerial maps are available for each site. The maps not only show the trails and location of trail markers, but include the GPS coordinates for all signs and waypoints along the trail. The trails lead paddlers to the wonders of the back bays and estuaries along the Gulf, from pristine shallow-water fishing to spectacular birding.



Coping with Challenges

Some of the most difficult challenges faced by the Department resulted with forces of nature. “Sometimes Mother Nature pitches us a curve,” as Inland Fisheries Director Phil Durocher expressed.



Summer Torrents

After dealing with severe drought conditions that affected many of the resources it protects, the Department had to shift to flood-damage control. The torrential floods that occurred over the 4th of July weekend in North and Central Texas, caused millions of dollars of damage to 22 state parks and three wildlife management areas. Particularly hard hit was popular Garner State Park, which suffered severe damage to its campgrounds and infrastructure from the raging Frio River. In addition, the Department had to absorb the lost revenue that the parks would have made during the ordinarily busy holiday weekend.

Game wardens were called on to rescue residents from flooded areas, plucking them from fast-moving currents, trees, roofs and inundated vehicles, and to assist in evacuating towns that were severely flooded.

Deer in Danger

Although Texas has not yet been affected by the devastating Chronic Wasting Disease (CWD) that has begun to affect deer populations elsewhere, the Department took strong proactive measures to protect the state's multibillion-dollar hunting and livestock industries against the threat of disease. The Texas Parks and Wildlife Commission voted during an emergency meeting March 11 to suspend the importation of white-tailed deer and mule deer into Texas. The Department also began to develop a management plan for CWD, including sampling measures and contingency plans to control the spread of CWD.

Looming Algae Blooms

The toxic golden alga (*prumnesium parvum*) had a devastating effect on Texas lakes, rivers and fish hatcheries in 2001. A series of toxic golden algae blooms killed millions of fish in Texas, with major kills on the Brazos River system from above Possum Kingdom Reservoir to Lake Whitney. The Dundee Fish Hatchery suffered fish kills that completely wiped out the year's striped bass production and many brood fish of several sport species.

In response to the golden algae and red tide blooms, the Department created a Harmful Algal Bloom Workgroup with representatives from different state resource agencies and university researchers to continue work in coordinating response to the toxic blooms and in communicating with the public.

Other Challenges

Nature was not the only cause of pressing challenges to the Department's capabilities and resources. But in some instances, the situation felt like the eminent arrival of a storm.

The Worldcom Crunch

Like so many other large, complex agencies and businesses, the Texas Parks and Wildlife Department is in a constant state of technical challenge. The Department is becoming more and more reliant on large databases, often operating with different systems that may not always be compatible. The challenge of information technology is stay ahead of obsolescence and to remain user friendly. What's more, it is critically important for these systems to be able to 'talk' to each other. Sometimes, though, the Department has to be able to improvise in a rather old-fashioned manner:

The Department had contracted the previous year with Worldcom Inc. to develop and administer its new electronic license sales system, to which the Department was supposed to switch over in August 2002. When Worldcom began to have financial problems, the Department became concerned that the company wouldn't be able to deliver the sales system as planned. "We had no backup," says Chief Financial Officer Suzy Whittenton, "and we had to scramble to come up with a contingency plan. We had to have a way to sell hunting and fishing licenses, which make up more than 28% of our revenues." As Worldcom's crisis worsened, the Department came up with a paper licensing system that could be used in case the electronic system was not delivered. In the end, the electronic system was delivered. "The system is stable and functioning," says Whittenton. "We've shifted our plan to sell licenses over the Internet to the next phase of development." But in the meantime, the Department had demonstrated extraordinary resourcefulness under pressure.

Shortages in People, Equipment and Funds

The Department has always depended on its people to go the extra mile. And it has also depended on its aging equipment, such as its tractors, to go far behind the extra mile. This situation has resulted in park employees having to tinker endlessly with decades-old tractors and trucks, expending far more time than is cost-efficient on just getting the relics to run. The situation is exacerbated by a manpower shortage, with 90 park positions unable to be filled because of the budget crunch. "We lost almost eight percent of our work force over the last year and a half," says Parks Director Walt Dabney.

Vital Resources: The Department's Greatest Achievers

The Department's performance during FY2002 reflected some remarkable achievements by individuals as well as teams within the Department. As Bob Cook put it, "The employees of TPWD performed absolutely brilliantly during this past year of change." The Department honored its outstanding employees with Employee Recognition awards:



Golden Algae Statewide Task Force, Inland Fisheries Division

The Golden Algae Task Force was assembled to investigate and develop strategies

for managing golden algae, which presents a dangerous new threat to Texas fish production facilities. The team used data collected from research trials to set up a successful plan to deal with the toxic algae. Team members include Aaron Barkoh, Tom Dorzab, Loraine Fries, Jake Isaac, Gerald Kurten, John Paret, Dennis Smith, Greg Southard and Jason Vajnar:

leadership. Team members include Johnny Crawford, Peggy Ferguson, David Flores, Johnnie Garcia, Hutch Hutcherson and Dennis Simmons.



Natural Quality Service Barbara Gregg Coastal Fisheries Division

Barbara Gregg's accomplishments included valuable contributions to the Land and Water Resources Conservation and Recreational Plan and the Sunset Review Report. Her involvement with

the development of strategic plans and Department philosophy has significantly improved the way TPWD conducts business and presents itself to its constituents and the Legislature.



Palo Duro CCC Restoration Team, State Parks Division

In their dedication to preserving the historical integrity of the CCC-era structures at Palo Duro Canyon State Park, the CCC Restoration Team demonstrated teamwork, creativity and



Conservation Bob Colura Acting Science Director, Perry R. Bass Lab Coastal Fisheries Division

A pioneer in the conservation and management of natural resources, Bob was crucial to the establishment of the

fish-aging laboratory and the marine stocking program, which is based on techniques he developed for red drum, spotted seatrout and other species.



Partnership

Danny Peterson
Manager, Fort Richardson
SP and HS State Parks
Division

A master at building working relationships with co-workers and the public, Danny Peterson brought together a number of partners in the construction of

Lost Creek Trailway, an important new attraction for tourists that makes its way from Fort Richardson to a newly acquired recreational area, crossing a city park and passing by two city lakes.



Customer Service

Mark Klym
Information Specialist,
Austin
Wildlife Division

Mark Klym works with Creative Services to produce public outreach materials, including brochures, booklets, posters and web pages. His initiative to improve public service and his

commitment to reach TPWD's constituents is demonstrated by the numbers on his tracking log for 2001: He responded to 11,700 e-mail queries, 1,060 phone inquiries and 780 mail requests.



Special Achievements

Clay Shock
Game Warden V,
Bay City Law Enforcement
Division

Game Warden Clay Shock embodies the kind of courage and composure that make the Department's game wardens such an asset to the state of Texas. Clay rescued his partner

from a dangerous situation when he was thrown from his boat after the steering cable failed. His support for his partner and his family continued long after the accident, and Clay's partner was able to return to work a week earlier than the most optimistic surgeons thought possible.



Community Outreach

Diana Foss
Urban Biologist, Houston
Wildlife Division

Diana Foss's excellence in building relationships with local, city, county, state and federal agencies is demonstrated in the Wildscaping demonstration area built on an inner city high school campus -- a cooperative effort

she coordinated through TPWD with the high school, an historically black college, a black community development corporation and a local nonprofit ecological organization.



Innovation

Steve Schwelling
GIS/Remote Sensing
Analyst, Austin
Resource Protection
Division

Steve Schwelling combines the latest technology with both technical expertise and artistic creativity in order to communicate information for the

Department in innovative ways. Among his many achievements are developing the Lighthouse Lakes Coastal Boating Trail and assisting in creating a series of maps as a crucial part of the Land and Water Conservation and Recreation Plan.



Leadership

Stacy Bishop
Captain Game Warden,
Internal Affairs, Austin
Executive Office

The first female Texas Game Warden in state history, Stacy Bishop has been a leader at TPWD in the areas of law enforcement, criminal investigation, executive

protection, training, mentorship and public relations. She goes the extra mile to complete difficult and sometimes dangerous assignments.

Leading the Team

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



Katharine Armstrong, Chairman
Austin, Texas

First appointed to the Commission in 1999, Katharine Armstrong was named chairman of the Commission by Governor Rick Perry in June 2001. A fifth generation Texan and part owner of the Armstrong Ranch in Kenedy

County, she is a community volunteer, an artist and a past vice-president of the Dallas Zoological Society. She serves a Co-Chairman of South Texas Natives and is a member of the Advisory Council of the Harte Research Institute for Gulf of Mexico Studies.



Ernest Angelo, Jr., Vice-Chairman
Midland, Texas

Appointed to the Commission in 1997, Ernest Angelo was named vice-chairman of the Commission in June 2001. An independent petroleum engineer, Mr. Angelo is managing partner of Discovery Exploration in Midland.

He is a former mayor of Midland, and he has served on the boards of a number of organizations, including the Midland Chamber of Commerce, United Way, Boys Club and Midland Industrial Foundation.



John Avila, Jr., Commissioner
Fort Worth, Texas

John Avila, appointed to the Commission in 1997, is president of Thos. S. Byrne, Inc. General Contractors. He is a retired Brigadier General in the Texas National Guard. He serves on the Harris Methodist Board of

Trustees, is president of the Tarrant County Mental Health Association and serves on the boards of Wells Fargo National Bank and the Fort Worth Boys and Girls Club. He is past chairman of the Fort Worth Hispanic Chamber of Commerce.



Joseph B. C. Fitzsimons, Commissioner
San Antonio, Texas

Joseph B. C. Fitzsimons, appointed to the Commission in May 2001, practices law in the areas of natural resources, oil and gas, environment and water. He is the managing partner of San Pedro Ranch, a diversified

ranching and wildlife management company in Dimmit County. He serves as a director of the Texas & Southwestern Cattle Raisers Association and served on the 2000-2001 Governor's Task Force on Conservation.



Alvin L. Henry, Commissioner
Houston, Texas

Alvin L. Henry, appointed to the Commission in 1999, is an attorney and human services consultant. He is an advisory director at Comerica Bank Texas and vice-chairman of the Texas Southern University Foundation. He has

served as president and chief executive officer of Neighborhood Centers, Inc., Houston's largest social services agency.



Philip Montgomery, Commissioner
Dallas, Texas

Philip Montgomery, appointed to the Commission in May 2001, is president of P.O.B. Montgomery & Company, which specializes in the development, acquisitions, and management of neighborhood and

community shopping centers. He serves as director of Communities Foundation of Texas, director of the Southwestern Medical Foundation, member of the Texas Book Festival Advisory Committee and past president of the Dallas Committee on Foreign Relations.



Donato D. Ramos, Commissioner
Laredo, Texas

Appointed to the Commission in August 2001, Donato D. Ramos practices law in his newly-formed law firm in Laredo. He was a founding member of the law firm of Person, Whitworth, Ramos, Borchers & Morales, L.L.P.

He is a board member and immediate vice-chairman of the American Hereford Association and serves on the board of St. Mary's Law School Alumni. He previously served as board member and vice-chairman of the Texas Board of Law Examiners.



Kelly W. Rising, M.D., Commissioner
Beaumont, Texas

Dr. Kelly Rising, appointed to the Commission in February 2002, is a physician in private practice at Southeast Texas OB/GYN Associates. He is a member of the American College of Obstetrics and Gynecologists, the

Texas Medical Association and the Jefferson County Medical Association. Dr. Rising is a graduate of the University of Texas Medical Branch at Galveston.



Mark E. Watson, Jr., Commissioner
San Antonio, Texas

Appointed to the Commission in 1999. He owns and operates the Diamond K Ranch in Kendall County. Mr. Watson was the founder, president and chairman of Titan Holdings, Inc., a publicly held property and casualty insurance company. He serves as a board member at The Cancer Therapy and Research Center, The University of the Incarnate Word and The University of Notre Dame.



Robert L. Cook, Executive Director
Austin, Texas

Bob Cook began his career at the Texas Parks and Wildlife Department in 1965. In 1975 Bob was promoted to Program Leader for the Statewide White-tailed Deer program. In 1990 Bob served as Chief of Wildlife for over three years in the combined Fisheries and Wildlife Division and in September of 1994 was promoted to Director of the Wildlife Division. Bob was promoted to Senior Division Director for TPW Land Policy in 1997 and served as Acting Division Director for the State Parks Division for almost two years. He served as the Chief Operating Officer of Texas Parks and Wildlife from 1997 thru January, 2002. He was named Executive Director on February 1, 2002.



Lee Marshall Bass, Chairman-Emeritus
Fort Worth, Texas

Appointed to the Commission in 1989, Lee Marshall Bass was named chairman of the Commission in 1995. Upon stepping down from that position in 2001, he was named chairman-emeritus of the Commission, succeeding his father Perry Bass in that position. Mr. Bass, a graduate of Yale University and the Wharton School of Finance, is president of Lee Bass, Inc. He serves on the boards of a number of foundations, including the Sid W. Richardson Foundation, the Bass Foundation and the Peregrine Fund.



The Texas Parks and Wildlife division directors are (left to right front row): Gary Graham, director of Wildlife; Suzy Whittenton, chief financial officer; Phil Durocher, director of Inland Fisheries; Col. James Stinebaugh, director of Law Enforcement; Ann Bright, General Counsel; Robert L. Cook, executive director of Texas Parks and Wildlife; Lydia Saldaña, director of Communications; Jim Lopp, acting director of Human Resources; Walt Dabney, director of State Parks; (left to right back row): Steve Whiston, acting director of Infrastructure; Dr. Larry McKinney, director of Resource Protection; Gene McCarty, chief of staff; Drew Thigpen, deputy executive director, Administration; Scott Boruff, deputy executive director, Operations. Not pictured: Hal Osburn, director of Coastal Fisheries.

Accountability Measures

Accountability Measures (By Topic)	Responsible Division ¹	FY00	FY01	FY02
FISH PRODUCTION²				
Number of fingerlings stocked in fresh water	IF	15,846,914	9,583,564	14,945,429
Number of fingerlings stocked in salt water	CF	37,195,438	25,537,963	37,232,015
DONATIONS				
Estimated value of labor, cash and service contributions ³	All Divisions	\$10,541,588	\$10,446,625	\$6,446,339
PARK VISITATION				
Estimated number of state park visits (in millions)	SP	19	17.5	17.2
CONSERVATION				
Percent of private land acreage in Texas managed to enhance wildlife	WL	8.0%	9.7%	10.4%
Percent of fish and wildlife kills or pollution cases resolved successfully	RP	83%	69%	74.9%
Public compliance rate	LE	98%	97%	96.6%
EFFICIENCY				
Ratio of fingerlings produced to hatchery employees	CF, IF	609,682:1	403,696:1	492,928:1
INFRASTRUCTURE				
Percent of maintenance needs met ⁴	SP	99.6%	94.2%	65.7%
Number of repair projects completed	INF	442	400	398

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

²High water salinities, red tide and a strategy of growing fingerlings to a larger size prior to stocking all contributed to lower total numbers of fingerlings stocked in 2001.

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

⁴Change in methodology used to calculate 2002 performance for Percent of Maintenance Needs Met.

Accountability Measures (By Topic)	Responsible Division	FY00	FY01	FY02
DIRECT SERVICE				
Percentage of department's direct service expenditures to total expenditures	AR	93.9%	91.6%	91.3%
PUBLIC ACCESS				
Number of WMAs available for wildlife viewing and other non-hunting forms of outdoor recreation	WL	50	50	51
Acres of public hunting land provided (including state parks)	WL, SP	1,388,198	1,427,707	1,444,326
Annual percentage change in public hunting days provided	WL	+6.0%	-7.4%	-0.47
Number of state parks open to public hunting	WL, SP	38	42	44
OUTREACH				
Estimated number of Texans reached by programs and events	All Divisions	2,355,026	2,214,639	1,897,172
STATE PARKS AND PUBLIC LANDS				
State park reservations ⁵	SP	258,755	248,999	251,150
Texas Conservation Passports sold	AR	49,445	50,310	48,419
Volunteer hours in state parks (including inmate labor)	SP	836,287	625,516	599,771
New state parks opened	SP	0	0	2
State park acreage	SP	587,216	592,888	598,818
Number of acres in the department's Public Lands System per 1,000 Texans	AR, WL, SP, IF, CF	43.9	42.8	42.2
COMMUNITY OUTREACH				
Fish and wildlife events held for targeted user groups	IF, CF, WL, LE, K	4,268	3,600	3,368

⁵Figures represent CRC reservations only.

Accountability Measures (By Topic)	Responsible Division	FY00	FY01	FY02
DIRECT SERVICE				
Local park grants awarded	SP	\$16,500,000	\$16,800,000	\$17,100,000
Boat ramp grants awarded	SP	\$1,200,000	\$1,300,000	\$1,870,000
Students in hunter education	K	34,399	32,690	33,826
Students in boater education	K	9,006	10,110	9,588
Magazine subscribers	K	164,021	162,500	146,662
FACILITIES MANAGED				
VMAs managed	WL	50	50	51
State parks managed	SP	122	123	119
HUNTING, FISHING AND BOATING				
Resident hunting-type licenses	AR, LE	457,427	441,262	428,357
Non-resident hunting-type licenses	AR, LE	59,185	60,024	59,372
Hunting stamps	AR, LE	176,042	162,919	153,405
Resident fishing-type licenses	AR, LE	1,050,785	1,029,048	1,010,251
Non-resident fishing-type licenses	AR, LE	103,387	95,690	92,877
Fishing stamps	AR, LE	529,792	482,400	475,485
Combination hunting/fishing-type licenses	AR, LE	498,847	549,759	571,362
Annual boat registrations	AR, LE	311,506	306,248	298,695
Public hunts on department lands, leases	WL	6,273	6,106	6,103

Accountability Measures (By Topic)	Responsible Division	FY00	FY01	FY02
FISH AND WILDLIFE				
Deer harvested	WL	424,815	428,879	398,830
Turkeys harvested	WL	53,847	48,017	62,567
Mourning doves harvested	WL	4,483,585	4,531,714	4,496,650
Ducks harvested	WL	1,149,117	1,364,023	1,483,650
Geese harvested	WL	500,207	205,080	317,746
LAW ENFORCEMENT				
Vehicle miles patrolled by game wardens	LE	10,700,000	10,200,000	10,520,000
Boat hours patrolled by game wardens	LE	119,135	119,633	106,888
Arrests (game and fish)	LE	21,344	22,240	21,359
Arrests (water safety)	LE	12,125	11,421	9,344
Law enforcement contacts by game wardens	LE	1,516,303	1,549,712	1,403,463
RESOURCE PROTECTION				
Environmental permit/document reviews	RP,WL	1,837	1,671	1,553
Fish kills and pollution complaints investigated	RP	313	366	291

About this Report

This is the Annual Report of the Texas Parks and Wildlife Department for the fiscal year ending August 31, 2002 [FY2002]. The report is one of several documents Parks and Wildlife produces to provide information to our employees and the public. More information can be found on the Texas Parks and Wildlife Web site at www.tpwd.state.tx.us. This report was prepared by the Communications Division, with information provided by all other divisions.

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The Mission of TPWD

To manage and conserve the natural and
cultural resources of Texas and to provide hunting,
fishing and outdoor recreation opportunities
for the use and enjoyment of
present and future generations.