



# ANNUAL REPORT 2004

## ABOUT THIS REPORT

This is the Annual Report of the Texas Parks and Wildlife Department for the fiscal year ending August 31, 2004 [FY2004]. The report is one of several documents the department produces to provide information to our employees and the public. More information can be found on the Texas Parks and Wildlife Department Web site at [www.tpwd.state.tx.us](http://www.tpwd.state.tx.us). This report was prepared by the Communications Division, with information provided by all other divisions.

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

Fiscal Year 2004 saw the Texas Parks and Wildlife Department directly confront many of the ongoing challenges posed by the most important conservation issue of our time: Water for fish and wildlife.

Our steps in the realm of water were many in FY04. Work guided by the Texas Parks and Wildlife Foundation ultimately led to the choice of Jasper County as the site of our new fish hatchery. The well-above-average rainfall allowed us to stock our reservoirs, and an external review by a team from the American Fisheries Society will help us more clearly understand the complicated science that is vital to maintaining high water quality. We coordinated efforts between Coastal and Inland Fisheries and made recommendations to the Texas Commission on Environmental Quality on how to preserve freshwater fisheries and reservoirs.

And although water issues were at the heart of our work in FY04, we met many other challenges as well. We graduated the historic 50th Game Warden Cadet Class. We revised and began the nuts-and-bolts guidelines set forth by the Land and Water Resources Conservation and Recreation Plan and combined the efforts of several entities in the ongoing battle with fish-killing golden algae.

Our Texas State Parks Pass was implemented and we sold more than 60,000 by year's end. The popular Family Fishing Celebration – which allowed adults to fish in state parks without a fishing license – was extended with additional events and promotions in an effort to reach families and young anglers. At the San Jacinto Battleground State Historic Site, we were rewarded for an unprecedented archeological project with the findings of dozens of battle artifacts.

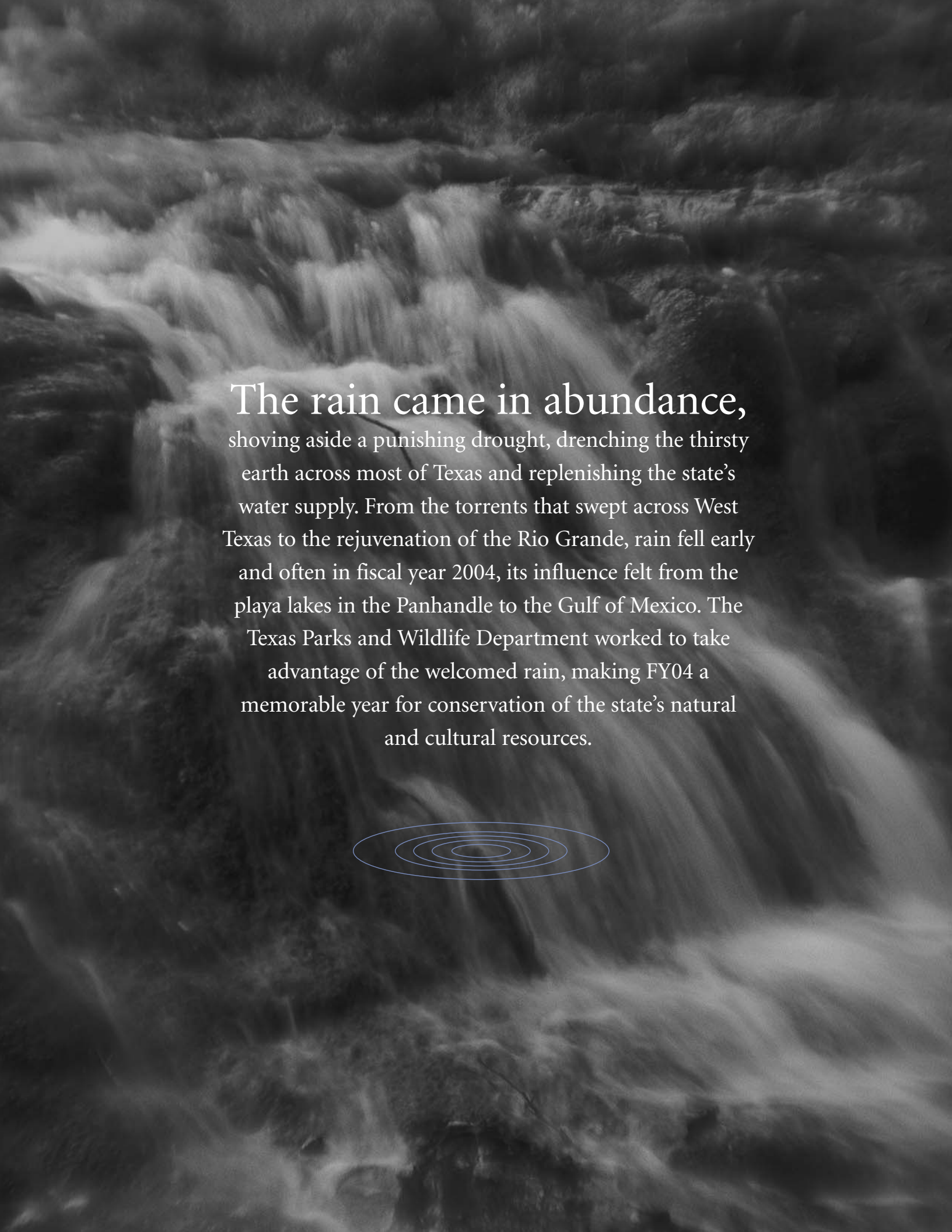
Finally, license sales were up despite fee increases in FY04, a sure sign that the people most affected by our efforts are eagerly enjoying the Texas outdoors and appreciating our work. FY04 provided an excellent map for our future, a guide as we journey toward our ultimate mission of managing, conserving and protecting our natural and cultural resources.



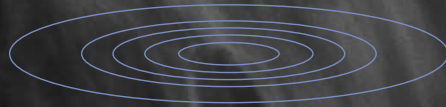
Joseph B. C. Fitzsimons  
Chairman



Robert L. Cook,  
Executive Director



The rain came in abundance, shoving aside a punishing drought, drenching the thirsty earth across most of Texas and replenishing the state's water supply. From the torrents that swept across West Texas to the rejuvenation of the Rio Grande, rain fell early and often in fiscal year 2004, its influence felt from the playa lakes in the Panhandle to the Gulf of Mexico. The Texas Parks and Wildlife Department worked to take advantage of the welcomed rain, making FY04 a memorable year for conservation of the state's natural and cultural resources.



# CURRENTS

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TPWD accomplished several important goals in FY04, and took major strides toward others. Working in sync with the rain, for instance, department biologists stocked more than a million fish in Amistad and Falcon reservoirs, seizing the chance to replenish the drought-plagued lakes while they were filling. And while the rain played the leading role in the Texas conservation story for FY04, agency actions were also important for present and future generations who hope to enjoy the state's bounty.

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## Consider:

Hunting and fishing license sales were up despite fee increases, indicating that constituents enjoyed, appreciated and financially supported TPWD and Texas natural resources during one of the best hunting and fishing seasons in years. The revenue helped mitigate the effects of cuts implemented as a result of a lean state budget.

Pronghorn antelope and mule deer enjoyed a resurgence, and quail populations were more robust than in 15-20 years.

TPWD's Resource Protection Division was merged with other field divisions, a move designed to allow the agency to better focus on critical water resource issues, many of which were mandated by the legislature.

Record highs for endangered whooping cranes and Kemp's ridley sea turtles were recorded, and the black-tailed prairie dog was removed from the candidate list of species considered for threatened status under the Endangered Species Act.

TPWD revised and continued implementation of its *Land and Water Resources Conservation and Recreation Plan*, making significant progress on several key goals.

The Texas State Parks Pass was launched, allowing visitors a new, easier way to gain unlimited access to 120 state parks and state

historic sites without paying the daily entrance fee. By year's end, more than 60,000 parks passes were sold, well above previous years sales of the Texas Conservation Passport, which was replaced by the new pass.

The milestone 50th Game Warden Cadet Class graduated in June '04.

A thorough selection process for the new freshwater fish hatchery continued in FY04, spearheaded by the Texas Parks and Wildlife Foundation, and concluded with Jasper County selected as the new site by the Texas Parks and Wildlife Commission.

The \$7 million World Birding Center Headquarters opened at Bentsen-Rio Grande Valley State Park, drawing dignitaries from state and local governmental entities and "birders" to the grand opening. The October opening came following significant planning and work conducted in FY04.

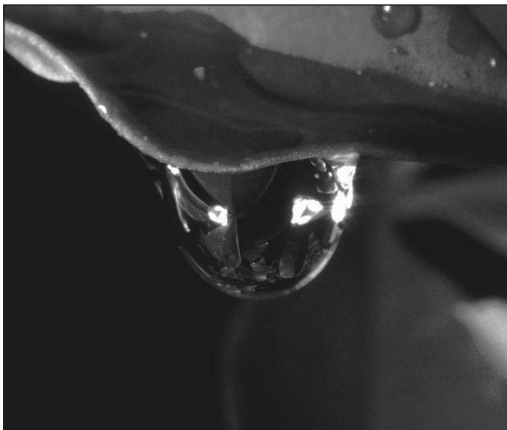
Resource conservation agencies from Texas and Oklahoma this year began combining efforts to research and monitor golden algae, the naturally occurring toxin that has proven deadly to fish in North and Central Texas as well as Oklahoma.

Fishing license packages were restructured to accommodate the Freshwater Fishing Stamp that becomes effective Sept. 1, 2005.

# FLUID SOLUTIONS

“When people ask me to list the three most critical conservation issues facing us in the future, I always tell them the answer is pretty simple: water, water and water.”

Robert L. Cook, Executive Director



Soon after being appointed chairman of the Texas Parks and Wildlife Commission in November 2003, Joseph Fitzsimons clearly articulated TPWD’s top priority: “Water is fundamental to healthy fish and wildlife. There is a rapidly closing window of opportunity to deal with this issue in a way that benefits people and wildlife. If we don’t get it right, now, we will regret it later.”

Fitzsimons’ emphasis on the state of water in Texas – along with tactical guideposts provide by the Land and

Water Resources Conservation and Recreational Plan – mapped much of the work accomplished by TPWD in FY04. Executive Director Robert Cook had another apt description of the prominent role that water plays in the agency mindset: “When people ask me to list the three most critical conservation issues facing us in the future, I always tell them the answer is pretty simple: water, water and water.”

The department took major steps toward meeting those challenges in FY04.

## A Survey of Science

An external review of Inland and Coastal Fisheries' science-based assessment programs by a team assembled by the American Fisheries Society has begun. In short, TPWD is ensuring that its data collection and analysis is conducted with the utmost accuracy and the proper emphasis. The team leader of this external review, Dr. Rich Noble, was scheduled to produce a final report on the work in early 2005. The National Academy of Sciences is also reviewing instream flow study methods and mechanisms used by TPWD and other agencies as well. Dr. Noble conducted the review in partnership with TPWD's Inland and Coastal Fisheries Divisions, as well as Wildlife and State Park Divisions.

## Merging of the Minds

Coordination between Coastal and Inland Fisheries proved invaluable as TPWD made recommendations to the Texas Commission on Environmental Quality on new standards for nutrients in Texas reservoirs to protect freshwater fisheries. Additionally, the reorganization of TPWD's Resource Protection Division into other field divisions was designed to allow the agency to better address critical water resource issues.

"A key goal of this reorganization is to make sure water resource functions are evident in all we do – in wildlife, fisheries, law enforcement and state parks," said Deputy Executive Director for Operations Scott Boruff.

The teamwork at TPWD also continued with data collection efforts made as part of a comprehensive biological and water quality study of tidal streams, and the agency worked with TCEQ and the Texas Water Development Board to implement freshwater inflow recommendations in regional water plans and in water rights permits.

TPWD worked directly with legislative committees that include the Water Conservation Task Force and the Science Advisory Committee of the Study Commission on Water for Environmental Flows.



The department continued its multi-year, multi-media water resource communications initiative with the July '04 issue of *Texas Parks & Wildlife* magazine devoted to the state's rivers. Also, *Texas: The State of Water – Finding a Balance*, a TPWD-produced video documentary narrated by Walter Cronkite, was produced in FY04 and will air during primetime on PBS in more than 30 cities across the state on Feb. 3, 2005.

# REFLECTIONS

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“Every park and historical site has themes and stories to tell, and we’ve continued to improve how we tell those stories.” Walt Dabney, State Parks Division Director

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## State Parks

The State Parks Division continued to develop interpretive master plans for individual sites, a priority for Division Director Walt Dabney.

“We’ve made interpretive master plans a key focus for guiding natural, cultural and historical resource facilities and programs,” Dabney said. “The stories we tell make our sites come alive to people, and so it’s vital that we paint a vibrant and accurate picture of the history and culture of these locations. Every park and historical site has themes and stories to tell, and we’ve continued to improve how we tell those stories.”

One of those stories is being told at the San Jacinto Battleground State Historic Site. An unprecedented archeological project underway at that location has led to the discovery of dozens of battle artifacts



such as musket balls, belt buckles and Mexican coins. The archeological project is the precursor to the implementation of the first part of a \$47 million master plan for the park, which calls for restoring the battleground to its 1836 appearance, a new visitors center and museum and other improvements. The project was managed and directed by TPWD’s Infrastructure Division.

A big challenge for the State Parks Division in FY04 was the loss of key staff due to retirements. The year began with half of the division’s senior management positions vacant due to retirements on the last day of FY03. However, this test also provided an opportunity to bring in new talent, according to Dabney. “With our new regional directors,” Dabney said, “I think we have a strong team in place to take State Parks into the future.”





Programs directed and completed by State Parks in FY04 included:

**Family Fishing Celebration** – This popular program begun in 2003 was extended this year, with a new schedule of special events and additional promotion. It allows visitors to fish in State Parks without a fishing license. The program is designed to appeal to families and young anglers.

Communications and State Parks Divisions developed a Kids Ride Free promotion to increase ridership and revenue during the summer when ridership at the Texas State Railroad historically was as low as 20-30% of train capacity. This promotion, which allowed kids 12 years of age and younger to ride the Official Railroad of Texas free, if accompanied by an adult, steamrolled down the track. Ridership doubled during the 13-week promotion, from 12,750 to 26,403, and ticket sales increased from \$182,919 to \$250,744. Total revenue gain, including gift shop sales and concessions, was more than \$146,000.



## Wildlife

The plentiful rains provided the Wildlife Division with its most important gift of FY04: revitalized, lush habitat. The enhanced habitat conditions set the stage for near record production among many wildlife species, particularly quail, pronghorn and mule deer.

Many Wildlife Division contributions in FY04 centered on the continued and vital relationship between TPWD and private landowners. The agency provided invaluable technical guidance to landowners, developing wildlife management plans and implementing the Landowner Incentive Program to encourage land management for rare species.

“Clearly we have to continue to work diligently to assist the growing number of urban owners of rural land in Texas,” Wildlife Division Director Mike Berger said. “Traditionally, we’ve worked extensively with rural landowners, and we’ll continue to do that, but the demographic has changed, and we have to change to meet their needs.”



Testing continued for Chronic Wasting Disease, which so far has not been found in Texas deer. The division also continued to monitor the effects of an experimental antler restriction regulation in six counties in Southeast Texas, a program initiated in FY03. The intent of this project is to allow younger bucks to mature, increasing the proportion of bucks in a herd, which will thereby allow more natural breeding behavior and more timely breeding of does. The program also increases the chance for hunters to harvest mature bucks.

Some 70 wildlife research studies were conducted in FY04, focusing on topics ranging from “The Development of a Genetic Breeding Program for the Texas State Bison Herd” to “The Effects of Fire and Grazing on the Ecology of the Texas Horned Lizard.”

**“...we have to continue to work diligently to assist the growing number of urban owners of rural land in Texas.”**

Mike Berger,  
Wildlife Division Director



50th Game Warden Cadet Class

Other notable law enforcement accomplishments in FY04 included:

Game wardens received training and are now dual commissioned as United States Fish and Wildlife Service agents.

The Special Operations Branch conducted 166 investigations, perhaps the most notable being an extensive investigation that ended with four people pleading guilty to 20 various game law violations for their part in wounding and killing several state-protected trumpeter swans. They were assessed with fines and costs of more than \$17,000.

“I really believe the innovative addition of special crimes investigators to the staff has made a big difference in FY04, too,” said Law Enforcement Division Director Jim Stinebaugh. “This consolidation of the division’s special investigators has allowed us to use personnel more efficiently across the state, and it’s allowed investigators to improve their chances of apprehending highly-sophisticated violators, such as large-scale poachers, who are difficult to find using conventional patrol.”

## Law Enforcement

The milestone 50th Game Warden Cadet Class graduated in June, carrying with it a more diverse and complex set of challenges than the first class more than a half-century ago. One noteworthy change this year: game wardens added Homeland Security patrol to their list of responsibilities.

Of the 36 cadets who graduated, 12 have conservation degrees, 13 have criminal justice degrees, two have conservation science degrees and nine have other degrees. One is an entomologist, one worked Internet crimes in Texas and one was a Nevada Game Warden. The wardens also took 16 hours of Spanish as required by the Texas Commission on Law Enforcement Officer Standards and Education, which is the licensing agency for peace officers in the state.

The new graduates were also given a new set of increased civil restitution values that violators are assessed when they illegally kill wildlife. The new assessment represented the first change in the values since 1985.

## Inland Fisheries

The exhaustive task of analyzing the sites vying to become the home of the new East Texas Freshwater Fish Hatchery ended with Jasper County as the choice approved by the TPW Commission Nov. 3. The commission vote confirmed a recommendation made by the private, nonprofit Texas Parks and Wildlife Foundation. Members of the commission were greeted by more than a dozen elected officials and community leaders who came to Austin to express their support for the hatchery. Several representatives were from areas that had unsuccessfully bid for the project.

“I’m reminded of the Caddo and Coushatta tribes that lived long ago in deep East Texas,” said Jimmie Cooley, the mayor of Woodville, which submitted a hatchery bid with Tyler County. “Those tribes knew no county lines, and we know no such boundaries with our neighbors in Jasper.”

TPW Commission Chairman Joseph Fitzsimons lauded the East Texas enthusiasm for the project. “We know that the location of this hatchery in East Texas will be a great benefit to the citizens of the entire region and to all the people of Texas,” Fitzsimons said.

The Jasper County proposal was chosen for several clear reasons:

- The offer was valued at approximately \$28 million over 50 years, \$4 million higher than the next highest bidder.
- The proposal was the only choice that required minimal water pumping, with water delivered by gravity flow during parts of the year.
- The site will be cleared at no cost to TPWD.

“The teamwork shown in this selection process was unbelievable,” said Inland Fisheries Division Director Phil Durocher. “Everything went smoothly because everyone knew the importance of this project.”



Another East Texas milestone was reached in FY04 when Cody Mullennix pulled the new world record blue catfish from Lake Texoma in January. The 121.5-pound fish – dubbed “Splash” – instantly became the star attraction at the Texas Freshwater Fisheries Center in Athens. Splash shares her surroundings with three “lunker” bass donated by anglers through Budweiser ShareLunker program at the TFFC. Some 15 entrees became a part of the ShareLunker program in FY04.

## Coastal Fisheries

Marine fish hatcheries did their part for Texas during FY04 as well, stocking approximately 13 million red drum and two million spotted sea trout fingerlings into Texas coastal waters. An additional one million red drum fingerlings were stocked into freshwater power plant reservoirs.

Fifteen coastal expos were held along the Texas coast, introducing over 40,000 people to important issues such as freshwater inflow needs and habitat conservation. Coastal staff also sponsored or participated in approximately 500 fish and wildlife outreach events attended by 200,000 people during FY04.

“We accomplished several goals in FY04,” said Coastal Fisheries Division Director Larry McKinney, Ph.D. “One of the most important was working in conjunction with the Texas Water Development Board and the Texas Commission on Environmental Quality to complete scientific analysis of freshwater inflow needs for seven major bay systems. We’ve managed over \$1 million in grants to conduct scientific research on coastal ecosystems, biological monitoring, seagrasses health and harmful algae blooms.”

TPWD's successful oversight of the aquaculture industry in Texas resulted in over 1,100 shrimp pond inspections performed by the aquaculture team, ensuring that shrimp would be free of disease before pond effluent was discharged into public water.



In the 2004 crab trap cleanup, over 300 volunteers removed 3,571 abandoned crab traps, and after three cleanups, 15,499 traps were removed with over 11,000 man-hours donated to the effort. TPWD's work to remove derelict crab traps, in conjunction with other Gulf States' efforts through the Gulf States Marine Fisheries Commission, resulted in a second-place Gulf Guardian Award for 2004.

## Infrastructure

The lion's share of the funding from the Proposition 8 General Obligation Bonds were used for major repair projects needed at numerous state parks, wildlife management areas and historic sites. The Infrastructure Division also reported progress in the initial planning, design and/or construction phases of several projects that were also specifically earmarked for that funding. Specific projects targeted for funding from Proposition 8 funds included: Admiral Nimitz State Historic Site, Sheldon Lake Environmental Learning Center, San Jacinto Battleground, Battleship TEXAS and Levi-Jordan Plantation.



Other construction in FY04, unrelated to the Proposition 8 funds, was undertaken at Government Canyon near San Antonio, the Texas Rivers Center in San Marcos and the World Birding Center at Estero Llano Grande.

The TPWD multi-divisional Green Team was also created in FY04, with a commitment to performing projects and programs that help the agency conserve energy, natural resources, and raise employee and constituent awareness about resource conservation.

“The Green Team effort fulfills a goal of TPWD's Resource Efficiency Plan and will serve as a model to

increase efficiency awareness and promote resource conservation,” Infrastructure Division Director Steve Whiston said. “And we also performed a detailed energy audit at TPWD headquarters in Austin, which resulted in a first-ever performance contract for resource conservation measures. As a result, headquarters will see much-needed major equipment replacement, approximately \$100,000 in annual energy savings and funding for capital construction financed by those savings.”



The Sheldon Lake Environmental Learning Center (SLELC) in Houston is a benchmark showcasing the value of Proposition 8. For this project, architects were charged to build an environmentally friendly facility that would include key features to save energy, benefit natural habitat in the area and highlight the city's coastal bioregion. The Sheldon learning center is a flagship example of TPWD's effort to better serve diverse urban audiences. TPW Commission Vice-Chairman Alvin L. Henry personally led efforts to raise private funds for the project.

Almost half of the \$3.9 million for Phase I has been expended at the SLELC, and the wastewater wetland design, pond deck renovations, fishing pond, canoeing pond and wetland constructions are complete. Pond area trails, pond learning stations, rest room and plaza, and pond center constructions are nearly complete.



## Communications

Spreading the conservation message far and wide is an important part of the agency's mission. In FY04, education and outreach efforts were enhanced with the implementation of an Outreach, Education and Interpretation strategic plan. This plan was developed by the Education and Outreach Advisory Committee, which is appointed by the Chairman of the Texas Parks and Wildlife Commission. The plan delineates six critical goals and is guiding the development of some key conservation messages that will be utilized in agency outreach efforts. Efforts are also underway to better track and evaluate TPWD education and outreach programs as directed by the legislature.

The Communications Division continued its work to spread the word about agency activities and programs. TPWD's Web site contains a wealth of information and is used by more than 800,000 visitors a month. Agency web developers worked hard in FY04 to redesign the site to fully comply with all state and federal regulations and to make it easier to

**“Developing effective partnerships is the key to the success of our efforts.”**

Lydia Saldaña,  
Communications Division  
Director

navigate. The revamped site will be launched in Spring 2005. Texas Parks and Wildlife Expo, the agency's premier outreach event, continued to touch thousands of Texans with hands-on experiences. Other popular Communication Division products like the *Texas Parks and Wildlife* magazine, PBS television series and the *Passport to Texas* radio program along with a consistent and positive relationship with the news media are all factors in effectively reaching a wide audience with conservation messages.

The Texas Hunter Education program continues to be a national model for providing hunters fast and easy access to the legislatively mandated program. In FY04 the Texas Parks and Wildlife Commission made hunting even more

accessible by approving a new hunter education deferral for qualified individuals. The deferral went into effect on Sept. 1 and has been well received.

Working effectively with partners allows TPWD to train 33,000 hunters and more than 10,000 boaters annually. We reach about 49,000 new students with Project WILD materials that are used by teachers across the state. Angler education reaches more than 6,200 students a year, and all of these programs are dependent on volunteers and other partners.

“Developing effective partnerships is the key to the success of our efforts,” said Communications Director Lydia Saldaña. “Volunteers, other conservation organizations and corporate and industry partners help us get the job done every day.”

**“We had to restock the pond...we aggressively recruited and hired the best-qualified people available.”**

*Al Bingham, Human Resources Director*

## Human Resources

The Human Resources Division faced a challenging task in 2004: to fill approximately 300 jobs, including many openings that came about through the retirement of over 160 TPWD employees at the end of FY03.

The Human Resources Division added two leadership programs in FY04:

**Taking the Initiative (Leadership 101)** – Aimed at rank-and-file employees, this program introduces principles of leadership and personal effectiveness to employees who are not in formal leadership roles in the department.

**4-Roles of Leadership** – This program is aimed at mid-level managers and regional directors, and is designed to enhance the leadership capabilities of those managers.

“We had to restock the pond,” Human Resources Director Al Bingham said. “We lost a lot of experience and institutional knowledge, so we had a big job. We’ve worked with managers in all divisions and we aggressively recruited and hired the best-qualified people available.”

The TPWD team greatly benefited from several human resources programs in FY04. The Natural Leaders program, specifically designed for TPWD staff, continues to “sharpen the saw” of employees who endeavor to enhance their leadership skills.

One hundred and twenty-five interns were recruited and hired through the human resources internship program. The division’s coordination with the executive director to implement an Alternate Work Schedule program, which included more flexible working hours, was well-received by department employees. The program provided an additional benefit at a time when financial compensation was not practical.

## Administrative Resources/Information Technology

Administrative Resources made significant strides in FY04 to fulfill the requirements of the Business Process Improvement Plan (BPIP). The division moved from a 73 percent completion rate to an 86 percent rate of completion of the Plan's recommendations.

"We made some direct changes to address more of the Plan's concerns, and we made a great deal of progress this year," Administrative Resources Division Director Mary Fields said. "The BPIP contained some pretty serious recommendations in 2002, and we're taking care of those concerns every day."

Perhaps the biggest area of progress in the division was made with the long-overdue migration of the financial system to a more updated and efficient web-based system that will ultimately save the agency both time and money. Allowing users in the field and at headquarters to access the new system through web-based applications is a significant improvement from the old system, and is considerably more "user friendly," according to Fields.



Fee increases in FY04 were also incorporated, and fishing licenses were restructured to include the new freshwater fishing stamp that will become effective in FY05.

Information Technology continues working toward the migration of our final legacy mainframe

applications to more current, web-based technology. The law enforcement citation system was successfully moved in FY04 and the development of the boat registration and titling system is in progress. Because of rapidly evolving technology, the mainframe applications were no longer meeting our business needs. The changes implemented by IT will greatly improve agency efficiency and position the department to improve the services we offer our customers.

"The migration to more effective systems is a major undertaking for Information Technology, but its importance can't be emphasized enough," said Information Technology Director George Rios. "Internally, these new systems enable us to work more efficiently, and are the first step toward improving access to more web-based services. New technology is developing at an amazing rate and we have to make every attempt to keep pace if we are to meet the needs and expectations of our customers."

# 2004 EMPLOYEE RECOGNITION AWARDS

## Outstanding Teams



Team members are (left to right): Tammy Tabor, Roger Kunshick,  
Heidi Van Setten, Sherman Lindsay and Liz Flores.

Not shown: Anna Garcia

### License System Fulfillment Team

Information Technology and Administrative  
Resources, Austin

The License System Fulfillment Team collaborated on a new in-house application that resulted in an annual cost savings of approximately \$325,000. The group from Information Technology and Administrative Resources designed, developed, tested and deployed the license fulfillment application. Fulfillment of hunting and fishing license sales was previously outsourced, and the new in-house team was formed when the vendor requested a dramatic cost increase.



Team members shown standing, left to right:  
Luis Hernandez, Kenneth Martin, Mario Ramirez, Edmundo Lujan,  
(kneeling, left to right) David Long, Vivano Garcia and  
Sammy Marquez.

### Barton Warnock Education Center Maintenance Crew Team

State Parks, Presidio and Terlingua

The mission to renovate the 2.5-acre desert gardens at Barton Warnock Environmental Education Center fell to a crew that worked more than 4,200 hours to complete the project. Plants at the garden were dying and overrun by weeds from above-average rains, and much of the work was conducted in extremely hot weather conditions. Some of the team commuted over 100 miles round-trip daily to rejuvenate the garden that was in disarray due to lack of funding and staff.



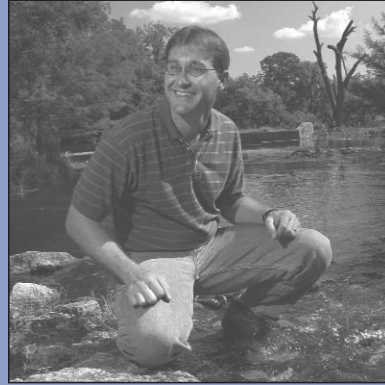


Natural  
Quality Service

**Frances Stiles**

Administrative  
Resources

Manager, Boat Titling/  
Registration, Austin



Innovation

**David  
Buckmeier**

Inland Fisheries

Research Biologist,  
Heart of the Hills



Conservation

**Clay Brewer**

Wildlife

Desert Game Program  
Coordinator, Fort Davis



Customer Service

**Bonnie  
Toscano**

Law Enforcement

Administrative  
Assistant,  
San Antonio



Partnership

**Dr. Karl  
Cloninger**

Communications

Ranch Director,  
Parrie Haynes Ranch

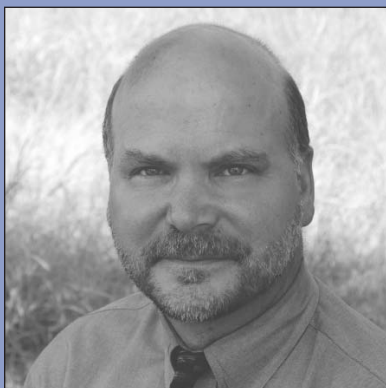


Special  
Achievement

**Steve Boles**

Inland Fisheries

Fish & Wildlife  
Technician,  
A.E. Woods Fish  
Hatchery



Leadership

**Robin Riechers**

Coastal Fisheries

Sciences & Policy  
Resources Director,  
Austin



Community  
Outreach

**Otis Williams**

Coastal Fisheries

Fish & Wildlife  
Technician,  
Sea Center Texas

# AT THE HELM: TPWD EXECUTIVE TEAM



The Texas Parks and Wildlife Department leadership team consists of (standing left to right):

**Gene McCarty**, Chief of Staff; **Col. James Stinebaugh**, Law Enforcement Division Director;  
**Robert L. Cook**, Executive Director; **Walt Dabney**, State Parks Division Director;  
**Mary Fields**, Administrative Resources Division Director;  
**Steve Whiston**, Infrastructure Division Director; **Lydia Saldaña**, Communications Division Director;  
**Mike Berger**, Wildlife Division Director; **Ann Bright**, General Counsel;  
**Phil Durocher**, Inland Fisheries Director; **Al Bingham**, Human Resources Director;  
**Drew Thigpen**, Deputy Executive Director, Administration;  
(seated left to right) **Scott Boruff**, Deputy Executive Director, Operations;  
**Dr. Larry McKinney**, Coastal Fisheries Division Director.



# TPW COMMISSIONERS

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



Joseph B.C. Fitzsimons  
Chairman  
San Antonio



Alvin L. Henry  
Vice-Chairman  
Houston



J. Robert Brown  
El Paso



Ned S. Holmes  
Houston



Peter M. Holt  
San Antonio



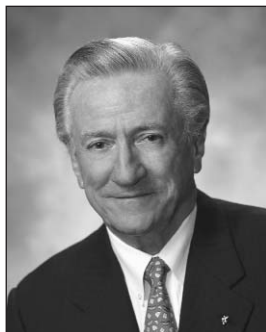
Philip Montgomery  
Dallas



John D. Parker  
Lufkin



Donato D. Ramos  
Laredo



Mark E. Watson, Jr.  
San Antonio



Lee M. Bass  
Chairman-Emeritus  
Fort Worth



Robert L. Cook  
Executive Director

# ACCOUNTABILITY MEASURES

ACCOUNTABILITY MEASURES (By Topic)	Responsible Division <sup>1</sup>	FY02	FY03	FY04
<b>FISH PRODUCTION<sup>2</sup></b>				
Number of fingerlings stocked in fresh water	IF	14,945,429	16,182,697	12,710,877
Number of fingerlings stocked in salt water	CF	37,232,015	49,355,245	16,024,767
<b>DONATIONS</b>				
Estimated value of labor, cash and service contributions	SP, WL, K, IF, CF, RP	\$6,446,339	\$7,767,372	\$5,363,016
<b>PARK VISITATION</b>				
Estimated number of state park visits (in millions) <sup>3</sup>	SP	unavailable	unavailable	9.7
<b>CONSERVATION</b>				
Percent of private land acreage in Texas managed to enhance wildlife	WL	10.4%	11.2%	11.6%
Percent of fish and wildlife kills or pollution cases resolved successfully	RP	74.9%	70.0%	77.2%
Public compliance rate	LE	96.6%	96.6%	95.8%
<b>EFFICIENCY</b>				
Ratio of fingerlings produced to hatchery employees	CF, IF	492,928:1	740,519:1	331,246:1
<b>INFRASTRUCTURE<sup>4</sup></b>				
Percent of state park maintenance and minor repair projects completed	SP	unavailable	20.0%	31.7%
Number of minor repair projects completed	SP	unavailable	343	334
Percent of scheduled major repair projects completed	INF	unavailable	64.4%	52.4%
Number of major repair/construction projects completed	INF	142	86	82

<sup>1</sup> Abbreviations 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).

<sup>2</sup> The number of fingerlings stocked in FY2004 showed a decline from prior years mainly due to various planned repair and construction projects that temporarily shut down production at several hatcheries.

<sup>3</sup> New methodology for calculating park visitation was implemented during FY2003. Historical park visitation data based on this revised methodology is not available.

<sup>4</sup> New measures effective starting in FY2004. Where shown, historical data for FY2002 and 2003 is estimated.

ACCOUNTABILITY MEASURES (By Topic)	Responsible Division <sup>1</sup>	FY02	FY03	FY04
<b>DIRECT SERVICE</b>				
Percentage of department's direct service expenditures to total expenditures	AR	91.3%	90.8%	90.8%
<b>PUBLIC ACCESS</b>				
Number of WMAs available for wildlife viewing and other non-hunting forms of outdoor recreation	WL	51	51	51
Acres of public hunting land provided (including state parks)	WL, SP	1,444,326	1,372,674	1,400,380
Annual percentage change in public hunting days provided	WL	-0.47	+11.0	-4.18
Number of state parks open to public hunting	WL, SP	44	43	42
<b>OUTREACH</b>				
Estimated number of Texans reached by programs and events <sup>5</sup>	All Divisions	1,897,172	2,054,103	773,781
<b>STATE PARKS AND PUBLIC LANDS</b>				
State park reservations <sup>6</sup>	SP	251,150	244,154	254,076
Texas Conservation Passports sold <sup>7</sup>	AR	48,419	50,016	13,037
Volunteer hours in state parks (including inmate labor)	SP	599,771	598,904	526,612
New state parks opened	SP	2	0	0
State park acreage	EO	600,497	601,564	601,590
Number of acres in the department's Public Lands System per 1,000 Texans	EO	63.9	62.8	62.4
<b>COMMUNITY OUTREACH</b>				
Fish and wildlife events held for targeted user groups	IF, CF, WL, LE, K	3,368	3,432	3,285
Local park grants awarded <sup>8</sup>	SP	\$17,100,000	\$17,250,000	\$10,760,000
Boat ramp grants awarded	SP	\$1,870,000	\$1,670,000	\$2,100,000

<sup>5</sup> Change in methodology for calculating this measure in FY2004 resulted in a decline in the figures reported.

<sup>6</sup> Figures represent CRC reservations only.

<sup>7</sup> Conservation passports discontinued as of January 2004.

<sup>8</sup> The amount of Local Park Grants Awarded in FY2004 decreased due to legislatively mandated reductions in funding for the program during the FY2004-05 biennium.

ACCOUNTABILITY MEASURES (By Topic)	Responsible Division <sup>1</sup>	FY02	FY03	FY04
Students in hunter education	K	33,826	35,123	34,571
Students in boater education	K	9,588	10,011	9,941
Magazine subscribers	K	146,662	114,899	113,145
<b>FACILITIES MANAGED</b>				
WMAs managed	WL	51	51	51
State parks managed	SP	119	118	117
<b>HUNTING, FISHING AND BOATING</b>				
Resident hunting-type licenses	AR, LE	428,357	435,147	445,549
Non-resident hunting-type licenses	AR, LE	59,372	64,511	68,312
Hunting stamps	AR, LE	153,405	161,739	166,558
Resident fishing-type licenses	AR, LE	1,010,251	994,950	992,374
Non-resident fishing-type licenses	AR, LE	92,877	92,215	81,305
Fishing stamps	AR, LE	475,485	467,444	473,699
Combination hunting/fishing-type licenses	AR, LE	571,362	574,432	558,021
Annual boat registrations	AR, LE	298,695	341,519	324,542
Public hunts on department lands, leases	WL	6,103	6,384	6,188
<b>FISH AND WILDLIFE</b>				
Deer harvested	WL	398,830	442,369	441,564
Turkeys harvested	WL	62,567	65,189	62,722
Mourning doves harvested	WL	4,496,650	4,534,984	4,269,080
Ducks harvested	WL	1,483,650	925,000	815,000
Geese harvested	WL	317,746	345,000	299,400
<b>LAW ENFORCEMENT</b>				
Vehicle miles patrolled by game wardens	LE	10,520,000	10,540,000	10,730,000
Boat hours patrolled by game wardens	LE	106,888	111,315	113,782
Arrests (game and fish)	LE	21,359	20,838	20,704
Arrests (water safety)	LE	9,344	9,587	9,033
Law enforcement contacts by game wardens	LE	1,403,463	1,372,473	1,532,551
<b>RESOURCE PROTECTION</b>				
Environmental permit/document reviews	RP, WL	1,553	1,325	1,500
Fish kills and pollution complaints investigated	RP	291	279	307



## 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.

