



TXD P 400.3 AN78 1994/5
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Texas State Document

THE UNIVERSITY OF TEXAS - PAN AMERICAN



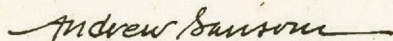
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The mission of Texas Parks and Wildlife is to manage and conserve the natural and cultural resources of Texas for the use and enjoyment of present and future generations. This involves us in a wide range of activities. The department regulates hunting, fishing and boating; operates state parks; preserves cultural and historical sites; manages both game and non-game fish and wildlife; protects natural resources; promotes outdoor interests, and performs a myriad of related tasks. Our customers are hunters, anglers, campers, boaters, hikers, bird watchers, nature photographers, mountain bikers, rock climbers, history buffs, river rafters and many others. While their pursuits are diverse, their common bond is an interest in the outdoors.

This annual report is a review of the many products and services the department provides, and an accounting of its performance during the fiscal year ending August 31, 1995. We hope you will find it useful and informative, and that you will agree that the natural and cultural assets of Texas are being managed carefully and wisely by Texas Parks and Wildlife. ★



Lee M. Bass, Chairman

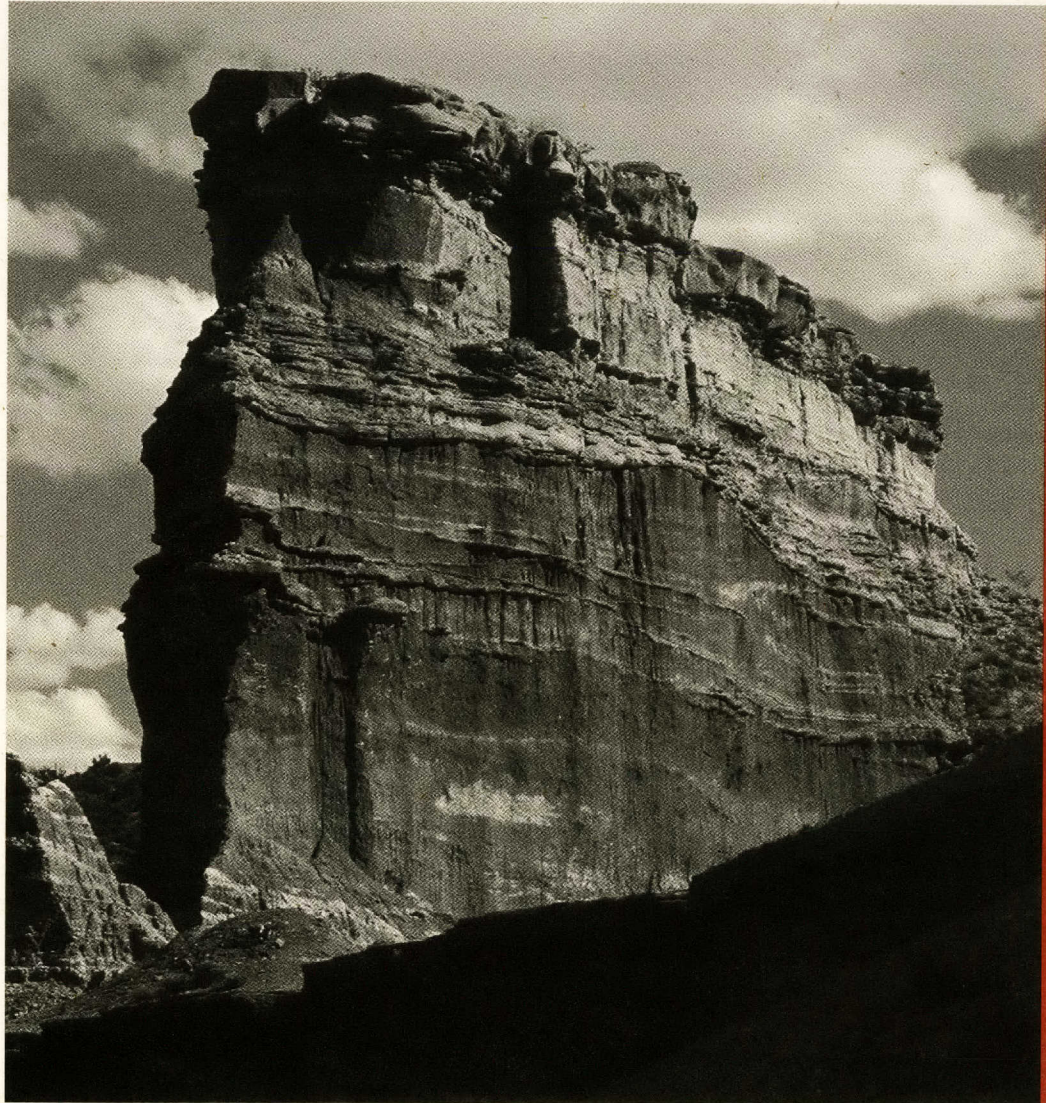


Andrew Sansom, Executive Director

OUR CUSTOMERS
HAVE DIVERSE
PURSUITS, BUT
THEIR COMMON
BOND IS AN INTEREST
IN THE OUTDOORS.

NATURE,
TO BE COMMANDED,
MUST BE OBEYED.

—Francis Bacon



An annual report usually is a summary of the preceding year. But since this document comes at the midpoint of the Nineties, we are going back several years and providing some historical perspective. This allows us to summarize a movement that began in 1990 and is continuing to this day. In the years ahead, we will provide an annual accounting to the end of the century.

At the beginning of this decade, the Texas Parks and Wildlife Department was faced with the very severe prospect of closing parks. Only six of our facilities were operating in the black. Employee salaries were among the lowest in the U.S., and people were leaving. Non-consumptive users were increasing, but while they were creating new demands for services, there was no system in place for them to pay their fair share of the costs. Significant revenue sources were declining. It was obvious that some critical decisions had to be made.

The challenge at that time was to find ways to operate the department in a more business-like way, mindful of the need to improve services, expand to serve new customers, increase revenues and keep expenses to a minimum. A strategic plan was prepared, defining the department's goals. With the support of the Governor, the State Legislature and other public officials, one of the department's primary sources of funding was switched from the declining cigarette tax to that portion of the state sales tax paid on sporting goods. At the same time, a commitment was made to eliminate all general tax support. The park reservation system was centralized to increase usage and streamline services. An innovative incentive program called the Entrepreneurial Budget System was launched to encourage parks to increase revenue by offering additional services and products. Volunteers were called on to help, and entire communities pledged their cooperation.

A pattern was set. New ideas, new programs, new attitudes took the "usual" out of "business as usual." Partnerships were formed with private companies, community organizations and other groups. Prisoners and offenders sentenced to community service were used to provide free labor to mend fences, clear brush, conduct wildlife surveys and perform other labor intensive chores. A law was changed so the Texas Department of Transportation could build and repair roads inside state parks and other department sites. Employees, government leaders, volunteers, community groups and others participated in this movement, proving that we have the ability to solve our problems, as long as we work together.

Left, towering rock formation, Palo Duro Canyon State Park.

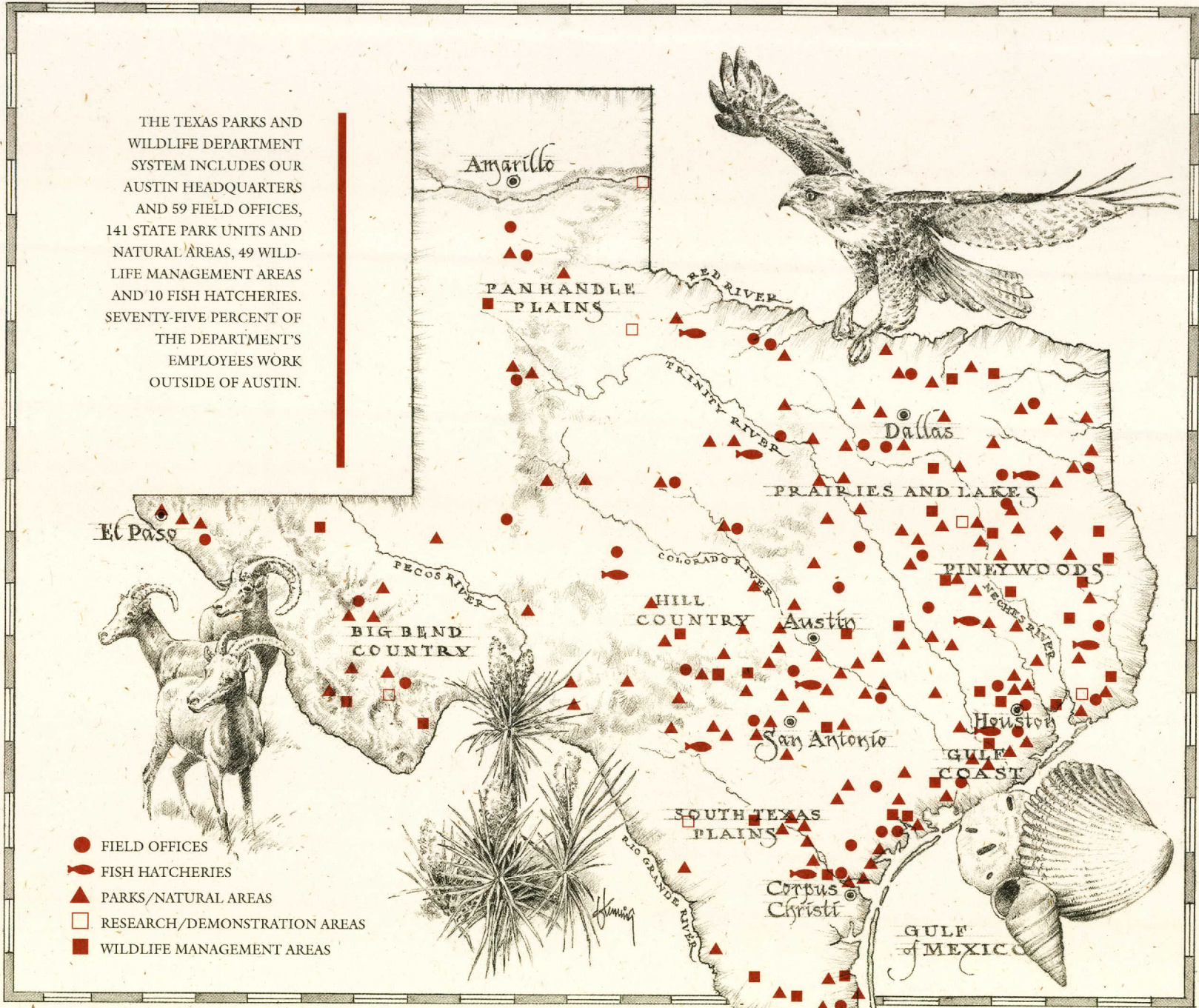
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*On the cover:
The great blue heron, Ardea herodias,
makes its home along the waterways
from Canada to South America.
Drawing by Rob Fleming.*

THE TEXAS PARKS AND WILDLIFE DEPARTMENT SYSTEM INCLUDES OUR AUSTIN HEADQUARTERS AND 59 FIELD OFFICES, 141 STATE PARK UNITS AND NATURAL AREAS, 49 WILDLIFE MANAGEMENT AREAS AND 10 FISH HATCHERIES. SEVENTY-FIVE PERCENT OF THE DEPARTMENT'S EMPLOYEES WORK OUTSIDE OF AUSTIN.



- FIELD OFFICES
- 🐟 FISH HATCHERIES
- ▲ PARKS/NATURAL AREAS
- RESEARCH/DEMONSTRATION AREAS
- WILDLIFE MANAGEMENT AREAS

The Texas Parks and Wildlife Department team is headed by Executive Director Andrew Sansom, who carries out the policies set by a nine-member commission appointed by the governor to overlapping six-year terms.

Present commission members are:

Lee M. Bass, Chairman
Nolan Ryan, Vice Chairman
Mickey Burleson
Ray Clymer
Ygnacio D. Garza
Richard Heath
Terese Tarlton Hershey
Susan Howard-Chrane
Thomas Walter Umphrey
Perry R. Bass, Chairman Emeritus

The department workforce is made up of 2,377 regular employees and 916 hourly workers, including about 400 seasonal employees hired for the summer months. These employees are divided into the Executive Office and nine divisions.

The divisions and their directors are:

Jayna Burgdorf, Chief Financial Officer
Bob Cook, Wildlife
Annette Dominguez, Human Resources
Phil Durocher, Inland Fisheries
Charles Hensley, Law Enforcement
Ron Holliday, Public Lands
Gene McCarty, Coastal Fisheries
Larry McKinney, Resource Protection
Bill Rutledge, Conservation Communications



From left, Executive Director Andrew Sansom and Commissioners Ygnacio D. Garza; Susan Howard-Chrane; Nolan Ryan, Vice Chairman; Terese Tarlton Hershey; Lee M. Bass, Chairman; Perry R. Bass, Chairman Emeritus; Mickey Burleson; Richard Heath; Thomas Walter Umphrey; Ray Clymer.

Left, TPWD headquarters in Austin.





For the past several years, the focus of the Texas Parks and Wildlife Department has been to operate in a more business-like manner. Our aim has been to reduce expenses, increase revenues from users, rely less on general tax dollars and provide a greater return to our shareholders—the anglers, hunters and others who make up our customers—in the form of efficient and effective services.

One of the important changes, approved by the State Legislature in 1993, was to shift a major source of our revenue for parks from the cigarette tax, which was declining, to the portion of the sales tax paid on sporting goods, which was increasing and consisted of revenues from many of our customers. Meanwhile, the amount of undedicated general taxes received by TPWD was reduced to almost zero.

Along with this financial shift, the department took a number of steps to make sure that all those who enjoy our parks and natural resources are paying their fair share. For many decades, hunters and anglers almost single-handedly paid for both game and nongame conservation programs in Texas through the purchase of hunting and fishing licenses. TPWD has broadened that base by seeking revenues from other outdoor users.

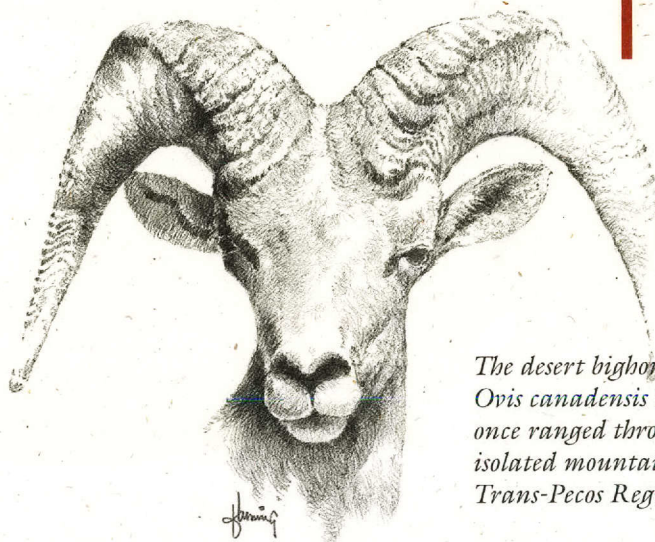
Left, two hikers check their map while exploring the rugged Big Bend region.

And finally, the department has worked hard to cut waste, increase efficiency and streamline operations.

Strategic Plan

The department developed its first strategic plan, the Natural Agenda, in 1992 to provide direction for department services and programs and information about the department's history, organization, finances and operations. About 100 employees, with input from commissioners and customers, drafted the document. After additional input, including a series of "on the road" public meetings, the plan was revised in 1994. Another update is planned for 1996 to make sure our goals and strategies remain on target.

EDUCATIONAL REQUIREMENTS FOR TEXAS GAME WARDEN APPLICANTS WERE UPGRADED TO INCLUDE A COLLEGE DEGREE IN RESOURCE MANAGEMENT, CRIMINAL JUSTICE OR RELATED FIELD. PHYSICAL STANDARDS ALSO WERE IMPLEMENTED IN FY95, AND STEP TESTS WERE ADMINISTERED FOR CAREER LADDER ADVANCEMENT FOR THE FIRST TIME IN DEPARTMENT HISTORY.



*The desert bighorn sheep, *Ovis canadensis* Shaw, once ranged throughout the isolated mountains of the Trans-Pecos Region.*





Entrepreneurial Budget System

The Entrepreneurial Budget System, an incentive program for managers to increase revenues and control spending, was established as a pilot project at 42 parks in FY94 and expanded to 95 parks in FY95. Parks get to keep 35 percent of revenues over an agreed target, with 25 percent going to a seed fund to start new entrepreneurial projects and 40 percent returning to the department. Park managers opened stores, added concessions, sponsored special events and took other innovative steps to attract park users and increase revenues. The result was a revenue increase of more than \$1 million the first year and an estimated \$2.3 million in FY95. Because of its success, the program has been expanded to other divisions, and now includes the *Texas Parks & Wildlife* magazine, the gift catalog, Texas Parks and Wildlife Press and the department's print shop.



Catalog

One of the EBS startup programs is a department gift catalog, which made its debut in the fall of 1993. Published twice a year, in the spring and fall, the catalog offers gifts for outdoor lovers which have ranged from T-shirts and posters featuring endangered species to a Texas longhorn, a member of the herd at TPWD's Big Bend Ranch State Park. Sales have increased each year since the first issue, and totaled \$643,000 in FY95. The number of customers has increased from 7,000 to 34,000.



Prison labor

A cooperative effort between TPWD and the Texas Department of Criminal Justice has resulted in the use of prisoners and offenders sentenced to community service work at state parks and wildlife management areas. In wildlife management areas, officials estimate that the program has resulted in more than \$2 million worth of labor in the past two years. Prisoners and probationers working in parks provided 217,045 hours of labor valued at \$1.1 million in FY95. The prisoners have been used to clear brush, repair trails, build camping facilities, restore fences and survey wildlife—projects that could not have been accomplished otherwise. Another \$150,000 in materials and supplies was donated by the private sector in support of this effort.

License fee increases

After a study of fees charged by other states, the Texas Parks and Wildlife Commission approved increases in non-resident hunting licenses and commercial fishing and shrimping licenses in FY95. It also increased the fee for a Special Resident Fishing License and broadened the categories to include senior anglers who turn 65 years of age after August 31, 1995. With the change, senior citizens will be paying in part for the fishing that they are enjoying in increasing numbers.

Top left, the general store draws customers at Inks Lake State Park.

Bottom left, Michael Galloway packs a catalog order.



Technological improvements

Much-needed technological improvements were completed at Austin headquarters this past year, including new voice and data cabling, a digital telephone system and a fire and security system. TPWD also was one of the first state agencies, and the largest so far, to convert from an in-house payroll system to the Uniform Statewide Payroll System which eventually will be used to prepare payrolls for all state employees. And the department took a major step toward improving efficiency when it awarded a contract to provide a computerized system for the sale of hunting and fishing licenses at over 3,000 license deputy locations by May 1996.

Role of the federal government

TPWD received \$30 million in FY95 from the federal government. Of this amount, \$1.1 million was Land and Water Conservation Funds passed through to local governments. Other funds include \$11.9 million for sport fish restoration and hatchery construction, \$8.6 million for wildlife restoration and hunter safety, \$1.3 million for boating safety, \$0.8 million for boat ramps and improved boating access, and \$3.9 million from the U.S. Army Corps of Engineers for park construction. Almost all of the programs require matching state contributions.

Texas Conservation Passport

The Texas Conservation Passport program was introduced in 1991 to encourage the increasing numbers of bird watchers, photographers, hikers, mountain bikers, rock climbers and other "new naturalists" to use the state parks, and help pay their share of the wildlife conservation tab. For \$25 a year, the Conservation Passport provides vehicle entry to state parks, access to restricted wildlife management areas, special rates on tours and other outdoor activities, and a lot more. In its first year, the Passport raised \$2 million in revenue, a 122 percent increase over the two existing annual passes that it replaced. Sales have increased ever since. In 1995, 123,230 passes were sold for \$3 million.

Below, the Texas Conservation Passport newsletter reports on outdoor activities.

Right, telephone operators staff the park reservation center.



Central Reservation System

A new Central Reservation System which allows park users to dial a single telephone number to reserve camping spaces at almost every park in the system completed its first year of operation in March 1995. The system puts operators just a computer key away from information on available camping spaces. If a caller's first choice is full, the operators can refer campers to less utilized parks. As a result, reservations are 28 percent ahead of last year's bookings. The center has handled up to 4,100 calls in a day, and averages 7,000 reservations a week. A total of 286,994 reservations were received in FY95 at a net value of \$4,587,476. Just call 1-512-389-8900.

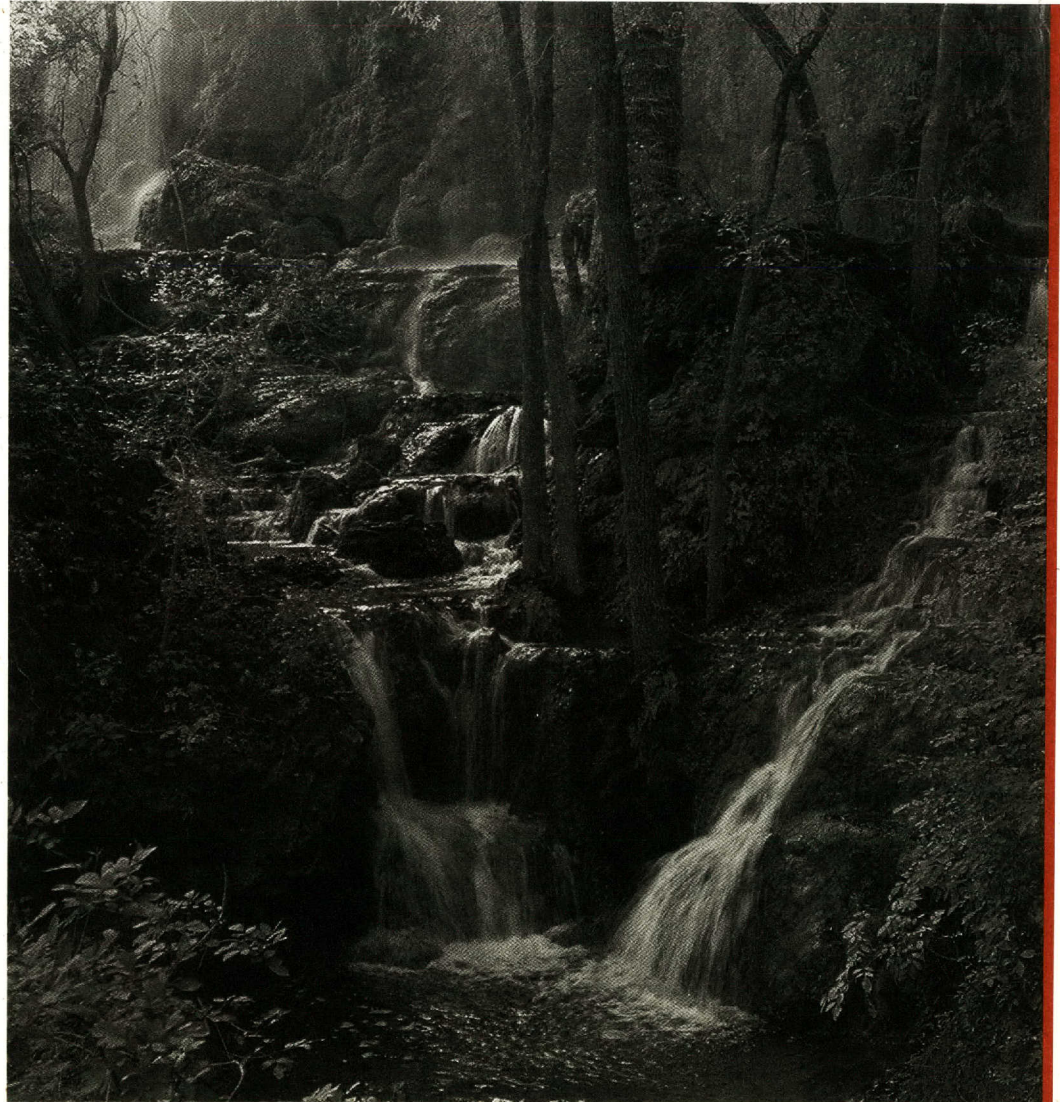


Volunteers

Volunteers are a tremendous asset. In FY95, volunteers in the parks provided over 495,441 hours of assistance. These volunteers guide tours, build trails, staff concessions, mow grass and perform other tasks. The value of these volunteer hours is estimated at \$2.6 million. In addition, volunteers in education programs contributed over 500,000 hours teaching angler, boater and hunter education, Project WILD and other curricula developed and sponsored by the Conservation Communications Division. In other divisions, volunteers conduct wildlife surveys, monitor lakes and streams, perform office duties and help in many other ways.

Parks and Wildlife Foundation

The Parks and Wildlife Foundation of Texas is a non-profit corporation founded in 1991 to organize private-sector support for TPWD programs. The foundation has raised millions of dollars, and funded projects including a freshwater fisheries center at Athens, purchase of a bottomland hardwood forest in Smith County, assistance for private landowners to protect habitat, the KIDFISH program, scholarship and training programs for students and employees, the Parrie Haynes Youth Camp, an environmental education center near Houston, the Natural Classroom and the Buffalo Soldiers historical reenactments. ★



The total annual operating budget for TPWD in FY95 was \$112 million. In addition, personnel benefit costs financed by the department—including retirement benefits, Social Security and Medicare contributions and health insurance—amounted to about \$22 million. Capital programs and pass-throughs of about \$21 million and \$13 million in distributions to local governments for park projects brought total expenditures to \$171.4 million.

Because TPWD is, for the most part, a direct service department, salaries accounted for the largest share of the budget—\$76.3 million. About \$31 million went to operations and \$4.6 million to equipment.

The Texas Parks and Wildlife Department gets very little money from undedicated general taxes (about three-tenths of 1 percent in FY95). Instead, it is supported by its users or customers. The chart to the right represents both fees from users and related taxes which have been dedicated to TPWD.

TPWD is prohibited by law from using funding sources for purposes other than those authorized. In other words, money from anglers can not be used to buy park lands. The revenues are divided into four major funds and several minor funds that ensure the money is spent according to state law: ★

WHERE TPWD'S MONEY GOES – FY95

(Based upon Annual Projected Receipts, by Division - \$ Millions)

Public Lands	\$ 37.4
Law Enforcement	28.8
Wildlife	11.9
Chief Financial Office	10.2
Inland Fisheries	7.2
Coastal Fisheries	5.5
Conservation Communications	4.8
Resource Protection	4.2
Executive Office	1.1
Human Resources	1.0
Total	\$112.1

WHERE THE MONEY COMES FROM – FY95

(Based upon Annual Projected Receipts - \$ Millions)

Anglers and commercial fishing operations	\$42.1
Hunters	32.0
Boaters	25.3
Park users	24.4
Sporting goods purchasers	25.0
Other sources, such as federal grants	14.0





A major goal at the Texas Parks and Wildlife Department is to keep its traditional customers satisfied. Consequently, we spend a lot of time and energy serving the people who buy hunting and fishing licenses, visit our parks and enjoy outdoor recreational activities in the state.

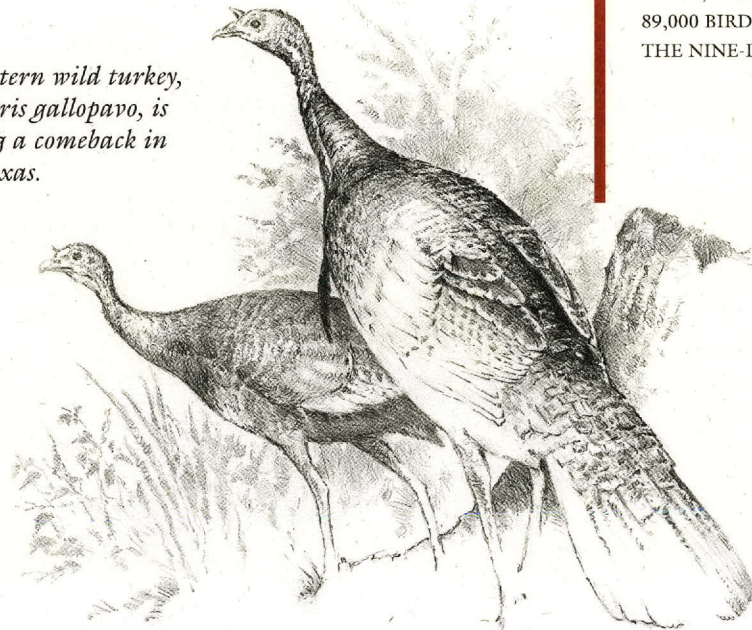
The proof of our success is in the product that we deliver. Game is plentiful, and hunters have more land open for public hunting. Fresh and saltwater anglers enjoy some of the best fishing in the country because of progressive fishing regulations and the stocking of millions of fry, fingerlings and adult fish every year. Two new parks have been opened for campers, and others have been improved. This is our record of service to our core customers in FY 1995:

When floodwaters threatened Southeast Texas last October, TPWD game wardens were called for assistance, operating boats and four-wheel drive vehicles to rescue stranded residents. Wardens spent 7,231 hours in rescue operations, often working around the clock.

Left, two duck hunters await the dawn.

The Wildlife Division's Public Hunting Program provided more than 1.4 million acres of land for hunting in FY95. Net revenues from public hunting increased 9.6 percent to over \$1 million. Dove hunting areas were offered for the first time, and special hunts were allowed in many state parks.

The eastern wild turkey, Meleagris gallopavo, is making a comeback in East Texas.



RESTORATION PROGRAMS FOR TURKEY IN EAST TEXAS WERE CONTINUED, AND 20 DESERT BIGHORN SHEEP WERE RELOCATED FROM NEVADA TO A NEW HOME AT BLACK GAP WILDLIFE MANAGEMENT AREA IN WEST TEXAS. WHILE DEER HARVESTS WERE DOWN, TURKEY, QUAIL, DUCK AND GEESE HARVESTS INCREASED. THE DUCK HARVEST INCREASED 61 PERCENT IN THE 1994-95 SEASON, AND THE SEPTEMBER 1994 TEAL SEASON WAS THE MOST SUCCESSFUL EVER IN TEXAS, WITH MORE THAN 89,000 BIRDS TAKEN DURING THE NINE-DAY SEASON.



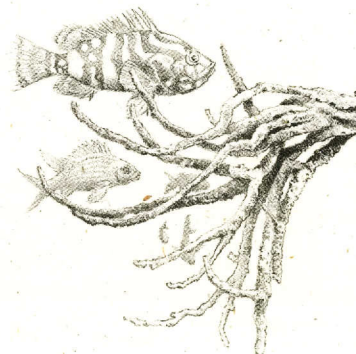
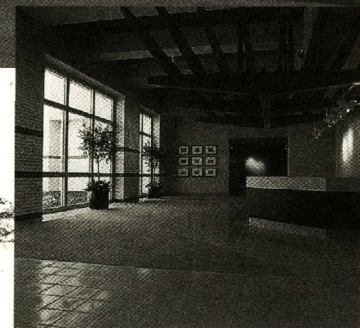
The Texas Parks and Wildlife Department formed partnerships with private companies and local governments to build two new fish hatcheries, using a minimum of its own funds.

The \$13 million Sea Center Texas at Lake Jackson was built this year, and is scheduled to open in December, on land donated by Dow North America. The Gulf Coast Conservation Association raised several million dollars, which was used by TPWD to leverage funds from the Federal Aid in Sport Fish Restoration Program to cover the total cost of construction.

Meanwhile, construction of the \$16 million Texas Freshwater Fisheries Center at Athens began this year, and it is expected to be completed in 1996. The project resulted from cooperation between TPWD, the Parks and Wildlife Foundation of Texas, Inc., ShareLunker, Inc. and the community of Athens, which pledged \$4 million in return for having the project located there.

Both facilities represent a unique concept, combining a fish hatchery, research center and tourist attraction. At Athens, visitors paying admission to view exhibits will provide revenues to operate the hatchery.

Right, Sea Center Texas at Lake Jackson is ready to open.



The Coastal Fisheries Division initiated a red drum trophy tag, allowing the holders of fishing licenses to retain one red drum over 28 inches. A total of 4,251 anglers returned trophy tags to receive a bonus tag. The new state record red drum—48 inches long and 53 pounds—was caught in October 1994 in the Gulf of Mexico off Sabine Lake.

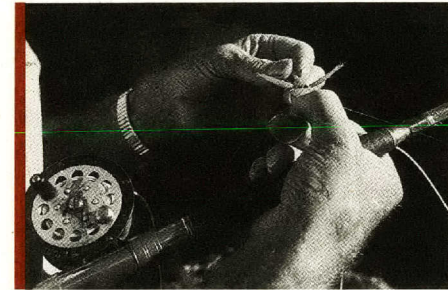
The Inland Fisheries ShareLunker Program set a new record for the most fish ever entered, with 36 fish, ranging from 13 to 15.74 pounds, qualifying from 10 lakes. This program promotes the propagation of trophy bass by encouraging anglers to donate their fish for use in breeding experiments.

The Public Lands Division acquired an additional 18,824 acres of land at a cost of \$1,462,000, bringing total acreage to 587,939. The division opened two new parks, San Angelo and Lake Rita Blanca, and received five donated tracts, including Bright Leaf, a large piece of prime undeveloped land in Austin. The Wildlife Division acquired three new wildlife management areas, bringing its total acreage to 275,615, plus another 447,255 acres of leased land.

The Inland Fisheries Division management programs for largemouth bass have made Texas bass angling some of the best in the country. Since the long-standing largemouth bass record of 13.5 pounds was broken in 1980, it now takes a bass of almost 15 pounds to be included in the top 50 largest bass ever caught in Texas.

Right, fly fishing is a popular sport in which anglers use wet or dry flies as a lure.

Below, two anglers enjoy a day of fishing.



Help from the Legislature

The State Legislature acted favorably on a number of Parks and Wildlife matters this year. Continuing its program to shift financial support to the portion of the sales tax paid on sporting goods, the Legislature appropriated an additional \$5 million a year from the sales tax for state parks, local park grants and capital projects. The Legislature also approved a one-time appropriation of \$8 million for badly needed repairs to the San Jacinto Monument.

Below, state legislators appropriated \$8 million for repairs to the San Jacinto Monument near Houston.



An important rider to the Appropriations Bill gives TPWD the authority to spend funds that it earns directly. The Legislature also granted the flexibility to charge senior citizens discounted fees for park entry and fishing licenses, and authorized the Texas Department of Transportation to build and repair roads at parks, wildlife management areas, hatcheries and field offices.

A Limited Entry Bill was approved by the Legislature, bringing a viable shrimp license management plan to the Texas commercial shrimping industry. By limiting the number of shrimpers, the plan is expected to bring economic stability to the industry and ensure the future of shrimp populations in Texas bays and the Gulf of Mexico.

Relationships with private landowners were improved with the passage of new legislation. The law limits the liability of private landowners who provide wildlife-related recreational opportunities on their land, provides property tax relief for wildlife habitat management practices similar to the agricultural exemption, and protects the confidentiality of information pertaining to habitat and wildlife and plant resources on private lands.

The Conservation Communications Division distributed information about the department through publications, videos, radio and television shows, news releases, educational programs and marketing campaigns. Its Emmy Award-winning television show, *Texas Parks & Wildlife*, is broadcast weekly in every PBS market in Texas, reaching an estimated audience of more than 260,000. The magazine, *Texas Parks & Wildlife*, has a paid circulation of 150,000 and generated \$1.6 million in circulation revenue and \$161,000 in advertising revenue in FY95. The hunter education program has certified over 370,000 students since it began in 1972.

Local parks benefit from several matching grant and technical assistance programs operated by the Public Lands Division. The Texas Recreation and Park Account, funded from the portion of the state sales tax paid on sporting goods, provided more than \$15.5 million in 50 percent matching funds for 47 local park projects in FY95. Federal funds channeled through TPWD also helped local governments develop parks, build boat ramps and provide boat sewerage pumpout stations.

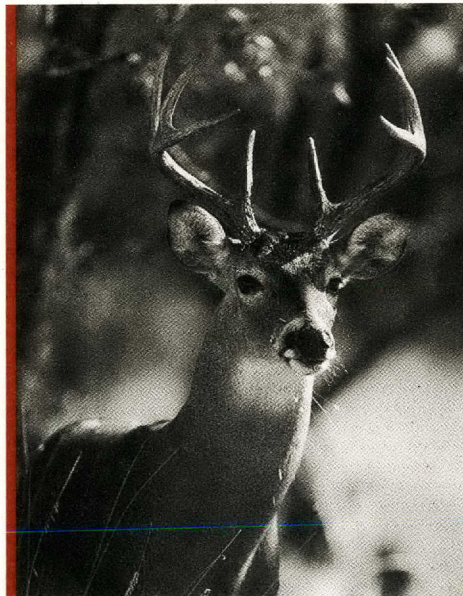


Although reduced in number by early retirements, game wardens patrolled more than 11 million miles and spent over 130,000 hours in boats and 178 hours in aircraft enforcing fish and wildlife resource laws. Wardens filed 35,316 criminal Parks and Wildlife Code cases, resulting in \$1,385,515 in fines being collected. Wardens are the state's leaders in ensuring safety on waterways, and during FY95 arrested 78 individuals for boating while intoxicated and issued 3,948 citations for violation of personal flotation device regulations and 5,186 citations for other violations of the Water Safety Act. Six "river wardens" in boats are restoring order to the Guadalupe, Colorado and Brazos rivers, popular with tubers, rafters and canoeists. As peace officers of the state, wardens also arrested 446 individuals charged with felonies and 3,579 individuals charged with misdemeanors for violation of Penal Code statutes and helped other law enforcement agencies serve 1,403 arrest warrants.

The Wildlife Information Section responded to over 65,000 telephone calls for information about wildlife resources and hunting.

The Texas Big Game Awards received more than 1,360 entries this year, with a record number of 434 first-in-a-lifetime harvests of big game such as deer and pronghorn antelope.

Resource Protection has moved to the front lines in the battle against pollution and loss of habitat. Its computerized Geographic Information System (GIS) was expanded to provide detailed information on habitat across the state. The Kills and Spills Team handled 183 investigations in FY94 and 309 in FY95. Pollution violators agreed to make restitution or natural resource trustee settlements totaling \$1,450,000 and build 100 acres of new wetlands. Agreement also was reached to preserve Shamrock Island in Corpus Christi Bay as a rookery.



The Human Resources Division's summer intern program has put 135 minority and female students to work in various jobs throughout the department since 1992. The division also has improved personnel training and added employee services. ★

Below, an employee does computer mapping in the GIS Lab.

Bottom right, Human Resources employees Eva Garcia and Annette Dominguez, director, review personnel policies.

Bottom left, a white-tailed deer stands alert.



Over the remainder of this century, Texas Parks and Wildlife intends to focus on several key areas of accountability. We believe these areas are critical to effective department management and efficient service to our many diverse customers. Using the measures outlined below, we can demonstrate that our efforts are resulting in even greater outdoor recreation opportunities for Texas at the lowest possible cost.

Public access: measure the number of state parks open to public hunting, the total number of acres available for public hunting and the number of wildlife management areas available for wildlife viewing.

Self-sufficiency: measure entrepreneurial efforts and our ability to enhance the user pay system in terms of overall agency self-sufficiency and the self-sufficiency of specific operations, such as parks.

Outreach: indicate outreach success through growth in the number of fish and wildlife events and historical, cultural and educational programs held by the agency and the number of people reached.

Fish production: measure the number of fingerlings stocked in the fresh and salt waters of Texas.

FY95

HUNTING, FISHING AND BOATING

Hunting licenses (resident)	1,012,653
Hunting licenses (non-resident)	49,071
Hunting stamps	428,846
Fishing licenses (resident)	1,643,427
Fishing licenses (non-resident)	110,345
Fishing stamps	652,049
Combination hunting and fishing licenses	514,758
Boat registrations (annual)	300,239
Acres of public hunting land (including state parks)	1,460,220
Public hunts on department lands, leases	5,121

FISH AND WILDLIFE

Fish stocked (inland)	29,802,133
Fish stocked (coastal)	30,024,577
Deer harvested	421,000
Turkeys harvested	92,000
Mourning doves harvested	4,335,000
Ducks harvested	696,000
Geese harvested	256,600

LAW ENFORCEMENT

Vehicle miles patrolled by game wardens	11,135,677
Boat hours patrolled by game wardens	135,137
Arrests, game and fish	26,636
Arrests, water safety	9,134
Field contacts by game wardens	1,500,107

RESOURCE PROTECTION

Environmental permit/document reviews	5,450
Fish kills and pollution complaints investigated	309



	FY95
PARKS AND PUBLIC LANDS	
Park visits	26,200,000*
Park reservations	286,994
Texas Conservation Passports	123,230
Volunteer hours in parks	495,441
New parks opened	2
Park acreage	587,939
Wildlife management area acreage	275,615
Wildlife management area acreage leased	447,255
Wildlife management areas open to wildlife viewing	42
Wildlife and park acres per 1,000 Texans	46.2
Hours of criminal justice labor (parks)	217,045
Hours of criminal justice labor (wildlife areas)	195,408*
COMMUNITY OUTREACH	
Fish and wildlife events held	2,259
Local park grants awarded	\$15,535,114
Boat ramp grants awarded	\$800,000
Students in hunter education/firearm safety	30,276
Students in boater education/water safety	4,814
Magazine subscribers	150,000
Number of TV show viewers	267,000
Number of radio show listeners	125,000
FACILITIES MANAGED	
Field offices managed	60
Hatcheries managed	10
Wildlife management areas managed	49
Park units managed	141

* Estimated

Park visitation: measure overall attractiveness of the Texas State Park System to residents and out-of-state visitors.

Donated labor: measure the agency's ability to garner donated labor and what that labor is worth in dollars saved.

Conservation: measure important conservation efforts such as our success in ensuring adequate flows for rivers, bays and estuaries and protecting natural resources by enforcing laws.

Efficiency: measure operating efficiency based on ratios of employees to facilities managed and employees to acreage managed.

Infrastructure: measure the number of facilities managed which provide outdoor recreation opportunities or service to the public.

Direct service: measure the ratio of the agency's field expenditures to administrative headquarters expenditures. ★





The needs of outdoor users are changing. More and more people live in urban environments, where hunting and fishing opportunities are limited. Outdoor experiences are no longer a tradition in many of these urban families, particularly in a growing number of single-parent households headed by women. Meanwhile, those who pursue outdoor interests are turning to new sports such as mountain biking and rock climbing. The demand on outdoor facilities is increasing as the population grows.

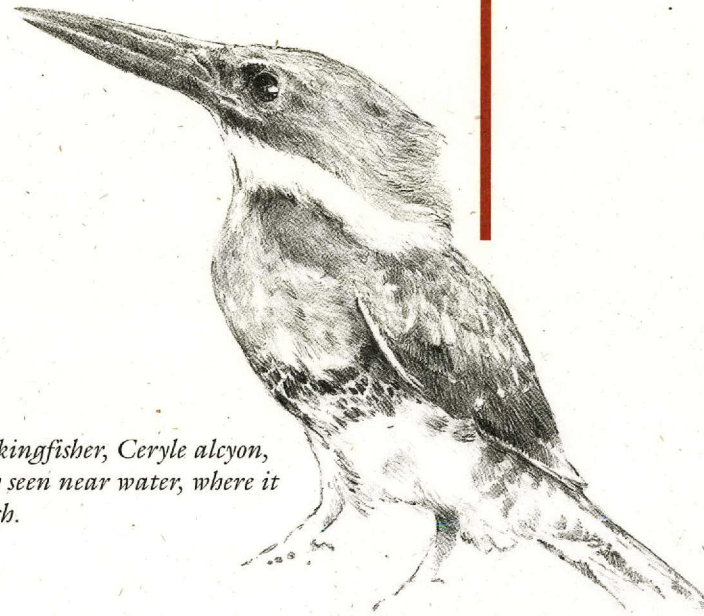
The Texas Parks and Wildlife Department is making every effort to keep up with these changes, while trying to maintain a balance between serving our traditional customers and addressing the needs of new customers.

Ever since the first game warden or park ranger took a scout troop on a fishing trip, the department has been reaching out to new customers. We've taught people how to shoot a gun, bait a hook and use a compass. We've increased public hunting lands near urban areas. We've opened our parks to new activities such as mountain biking. We've put biologists in the heart of our major cities, teaching residents to create habitat for wildlife. We've included women, minorities and people with disabilities in our outreach programs.

Left, family enjoys the paddle boats at Tyler State Park.

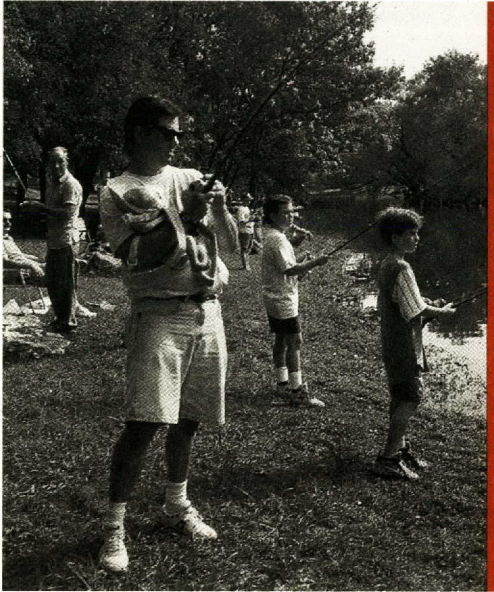
Our outreach efforts take place on many fronts. The Conservation Communications Division sponsors hunter and boater education courses that reached 35,000 students in FY95. Wildlife and fisheries biologists, park staff, game wardens and others participate in fishing clinics, career days, talks to schools and community organizations, historical interpretations, wildlife tours and seminars on topics ranging from proper grazing methods to the night-time habits of the Houston toad.

THE GREAT TEXAS COASTAL BIRDING TRAIL, WITH A \$500,000 GRANT FROM THE TEXAS DEPARTMENT OF TRANSPORTATION, WAS ANNOUNCED THIS YEAR. IT WILL LINK OVER 200 SITES ALONG 500 MILES OF COASTAL HIGHWAYS TO ENCOURAGE PUBLIC WILDLIFE VIEWING FROM BEAUMONT TO BROWNSVILLE.



The belted kingfisher, Ceryle alcyon, is generally seen near water, where it dives for fish.





Game wardens acted as guides to 30,560 young Texans in Operation Outdoors, a program which sponsored 491 events and assisted in 132 others in FY95. Coastal Fisheries provided 7,600 youths a chance to fish or learn about fishing. Inland Fisheries conducted or participated in 471 events, reaching 305,000 individuals. Almost half of these events were directed at youth and people with disabilities. Included in these totals are the 7,743 children who took part in KIDFISH, a unique program developed in cooperation with the department, the Parks and Wildlife Foundation of Texas and private businesses to introduce youths in urban areas to fishing. The department also works with the national Hooked on Fishing, Not on Drugs program.

In an effort to increase business with minorities, the Chief Financial Office Division sponsored TPWD's first open house for Historically Underutilized Businesses (HUBs) in April 1995. Since Fiscal Year 1992, the department has increased purchases from HUB vendors from 3.33 percent to 8 percent.

*Top left, anglers of all ages participate in an outreach event.
Bottom left, new single panel brochures promote state parks.*



The Public Lands Division produced and distributed almost 5 million pieces of information through the state parks, the Texas Department of Transportation and the park information center at Austin headquarters. The information ranges from newly designed promotional cards on the parks to publications by Texas Parks and Wildlife Press, a new inter-divisional program which allows the department to publish and distribute reference and educational books. Supported by revenue from sales, TPW Press published the revised classic, *The Mammals of Texas*, and an interactive children's book, *Learn About....Texas Dinosaurs*, in FY95.

Conservation Communication's Graphics group provides creative services to the entire department. Consistently recognized for excellence by the Association for Conservation Information (ACI), the group's daily work includes creating fine art for wildlife conservation and education materials as well as designing state park brochures, booklets and maps. A critical part of the department's efforts to forge conservation partnerships, Graphics is responsible for producing the Resource Protection Division's East Texas Pinyonwoods wildlife poster sponsored by Oxy Petroleum and 3.1 million Texas Hunting and Fishing Guides sponsored by Dodge Truck.

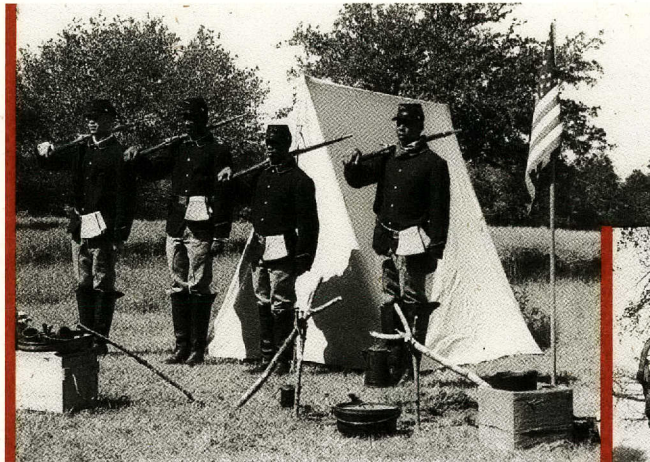
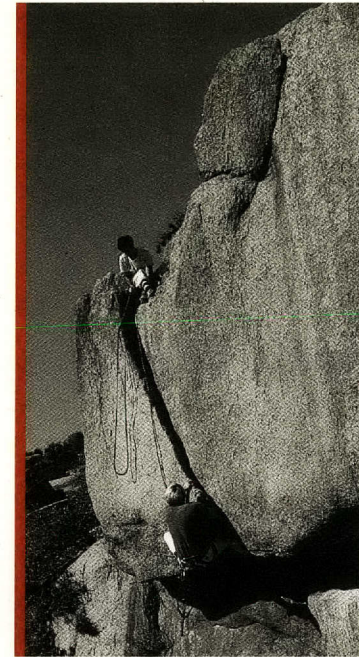


The Media Services Branch of Conservation Communications provides information to radio, television and news outlets through a weekly packet of news releases, targeted special releases and news advisories. It also produces the Emmy Award-winning PBS television show, *Texas Parks & Wildlife*, which is broadcast weekly in every PBS market in Texas, and a live call-in radio show, *Texas Outdoor Connection*, which airs on 18 stations. TPWD television news features are broadcast within newscasts on 18 TV stations in Texas, reaching more than 500,000 viewers each week.

The Media Services video staff also has begun making money by producing video projects for other state agencies and outside clients. In FY95, these outside projects earned more than \$50,000, which offset production costs for TPWD programs.

Women are learning outdoor recreation skills in the Becoming an Outdoors-Woman program, which grew from a single session in 1993 to four sessions this past year. About 825 women, including instructors, participated in the basic course, and 27 women took part in two follow-up workshops on backpacking and canoeing.

FY95 also saw the addition of a minority outreach coordinator in the Public Lands Division. With the help of volunteers, the division presented programs on the Buffalo Soldiers and black and Hispanic cowboys, sponsored a multi-cultural trail ride from Goliad to the Varner Hogg Plantation State Park and hosted 96 youths—members of rival gangs from Fort Worth—at day camps at Possum Kingdom State Park.



Top right, climbers scale the cliffs at Enchanted Rock.

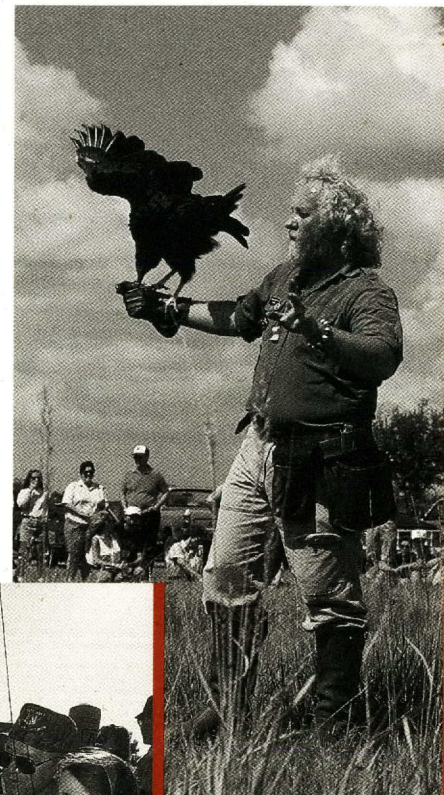
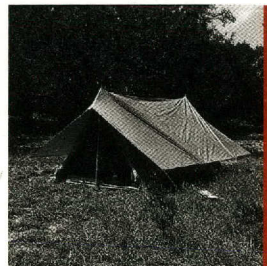
Center, Buffalo Soldiers reenact frontier days.

Bottom right, woman practices archery in Outdoors-Woman program.



What started as a weekend salute to hunters has turned into our biggest outreach program. The Texas Wildlife Expo, held annually on the first weekend in October, has grown from about 7,000 visitors its first year in 1992 to 20,000 in 1993 and 32,000 in 1994. Every division in the department participates in this event. It's a hands-on, how-to experience aimed at the entire family, with fishing tanks, live animal exhibits, demonstrations, vendor booths and other activities.

The Parrie Haynes Youth Camp is a 4,400-acre facility near Killeen run by TPWD and the Texas Game Warden Association, with the help of donations from many groups and individuals. Youngsters who have never fired a shotgun or rifle, used a bow and arrow, paddled a canoe, read a compass or cooked a meal over an open fire get their first opportunity at the camp, and also learn about teamwork, friendships and getting along with others. The boys and girls, ages 12 to 16, are from all over Texas and represent a variety of home situations, income levels and ethnic groups. The program began in 1993 with a single one-week session, and was expanded in FY94 and FY95 to 10 one-week sessions. ★



Clockwise, from top right, highlights of the Wildlife Expo include John Karger and his birds of prey, a girl's first archery lesson, and youths trying their luck at the fishing tanks.

Top left, tent-camping is one of the skills taught at the Parrie Haynes Youth Camp.

We wouldn't have hunting or fishing, or a lot of outdoor activities, without a healthy environment. And that means cooperation from everybody. Since most of Texas is privately owned, the role of citizens and landowners in conservation is of paramount importance.

The job of protecting our resources, which includes increasing public awareness and enlisting public support, involves several of our divisions.

Wildlife

The Lone Star Land Steward Awards recognizes excellent habitat management practices by private landowners in each ecological region of the state. Fifty landowners have been nominated for this prestigious Wildlife Division award and the official awards ceremonies will be held in the spring.

Another Wildlife Division project, the Texas Private Lands Initiative, provides technical and financial assistance for the development of wildlife conservation projects. The first phase of the program was completed this year after more than \$760,000 was raised to develop wildlife habitat enhancement projects on 60 sites in 34 counties.

The Wildlife Division also began developing the TPWD Terrestrial Data Base to capture data on the number and distribution of various wildlife species in Texas. It also is currently conducting more than 27 research studies on various topics, including black bear, mountain lions, desert bighorn sheep, bats, white-tailed deer, white-winged doves, captive-raised quail and restocked eastern turkeys.

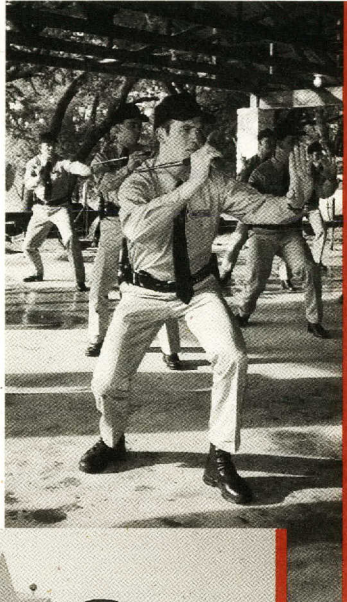
In the Wildlife Division, the Wildscapes Program was introduced to provide an innovative habitat restoration plan for small tracts of land in rural and urban areas. These small habitats provide food, water and shelter for wildlife. Participating landowners can purchase information packets and register their habitat projects.

ONE DISAPPOINTMENT FOR EVERYBODY HAS BEEN THE ATTWATER'S PRAIRIE CHICKEN, WHICH DECLINED 57 PERCENT TO AN ALARMINGLY LOW 68 BIRDS REMAINING IN FOUR EAST TEXAS COUNTIES, DESPITE EFFORTS TO LEASE NEW HABITAT. THE LAST HOPE FOR THIS BIRD NOW RESTS WITH A CAPTIVE BREEDING PROGRAM WHICH TPWD IS SUPPORTING.



*The endangered Attwater's prairie chicken, *Tympanuchus cupido attwateri*, has suffered from loss of suitable habitat.*





Law Enforcement

Game wardens, often the first line of defense, came in contact with 1.5 million people during FY95, enforcing our game laws and passing along information about hunting and fishing regulations, boater safety and department programs. Wardens sometimes work undercover, as they did in, "Operation in the Hole," a year-long covert operation that led to the arrest of 11 outlaw commercial fishermen who had illegally taken game fish. Operation Game Thief, a privately-funded program created in 1981, received 1,233 calls reporting violations in FY95, resulting in the arrest of 147 violators on 589 criminal charges.

Public Lands

The Public Lands Division manages natural and cultural resources on department lands while providing opportunities for citizens to enjoy the outdoors. In FY95, it formed an Archeology Survey Team to help park personnel identify and manage cultural resources. The team is conducting inventories at parks, filing reports to be included in management plans, and training park personnel to preserve the resources and use them for visitor information and other programs.

Coastal and Inland Fisheries

Both fisheries divisions have programs to protect our resources. Inland Fisheries has reintroduced paddlefish into the rivers of East Texas and has set aside sanctuaries to protect Guadalupe bass, our state fish. Research biologists spearheaded efforts to develop a desert marsh, called a cienega, at Balmorhea to protect two imperiled fish and to survey the fish community of the Rio Grande that is threatened by development on both sides of the border.

Resource Protection

The Resource Protection Division has four branches to address Texas' natural resource issues: Aquatic Studies, Environmental Quality, Endangered Resources and Habitat Assessment. The Endangered Resources Branch worked with landowners, providing information and technical guidance, to save endangered plants in South Texas and manage habitat for the endangered red-cockaded woodpecker in East Texas. Its Information Services responded to 600 requests each month. The computerized Geographic Information System (GIS) lab was expanded to handle the increased need for public information. And when emergencies occurred, Resource Protection's Kills and Spills Team responded.



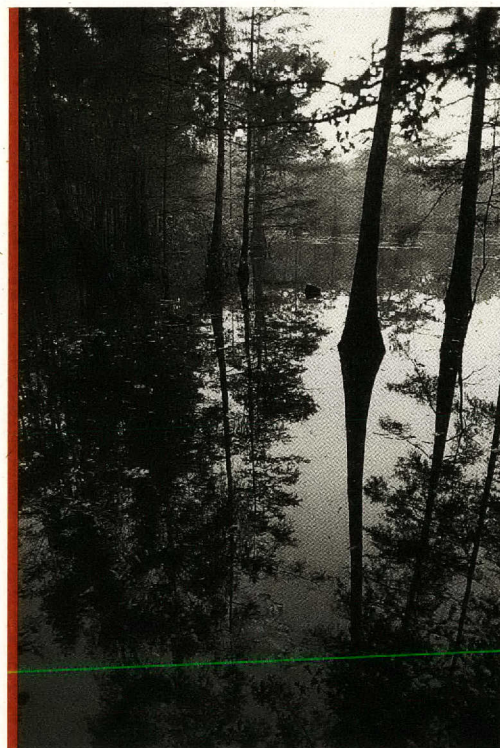
Top left, cadets train at the Game Warden Academy.

Bottom left, the new Plaza of the Presidents at the Admiral Nimitz Museum in Fredericksburg.

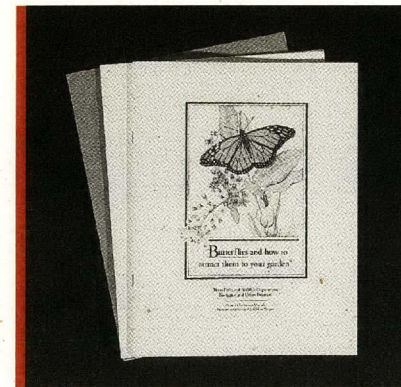
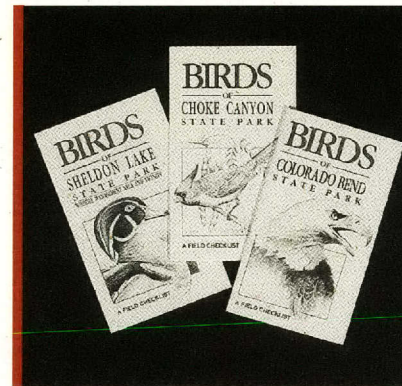
Another major conservation effort involves the streams, rivers, bays and estuaries. The Resource Protection Division finalized a report in 1994 on the proper quantities of freshwater inflows needed to support a healthy bay and estuary system. An agreement was reached between TPWD, the Texas Natural Resources Conservation Commission and the Texas Water Development Board and procedures described in the report were applied to the San Antonio Bay System in FY95. The procedures also are being applied to the Galveston and Sabine Bay systems. Instream flow needs for the Colorado River were determined during 1990 and the same percentage is being applied to the San Marcos and Comal rivers.

The fight to save bottomland hardwoods also is a critical one. These valuable resources have declined by 63 percent to a current level of less than six million acres. Since 1990, TPWD has directly acquired 37,217 acres of bottomland hardwoods, including 6,550 acres at Caddo Lake. In addition, the Resource Protection Division has followed and reviewed environmental documents for about 6,800 development projects, submitting recommendations to other regulatory or funding agencies.

To minimize the impact on hardwood forests, TPWD has reached agreements with local government agencies and private commercial timber companies to conserve these valuable resources. In addition, the Resource Protection Division initiated efforts to develop a state wetlands conservation plan that will focus on incentive-based actions to assist private landowners to conserve wetlands. ★



Right, trees and their reflections add to the beauty of Caddo Lake. Far right, bird checklists (top) and a backyard habitats packet are among information provided by the Parks and Wildlife Department to encourage enjoyment of the outdoors.





There is always more to be done, of course. We must address our long term capital problems, including a growing backlog of deferred maintenance and equipment needs. We must continue to improve and expand our services. And we must be ever vigilant in protecting our resources, the natural and cultural assets that we have inherited from past generations, so that they can be enjoyed by future generations.

Our most critical need is to obtain funding for equipment, automation and capital repair and construction projects. Automation needs for the remainder of the 20th century would cost an estimated \$25 million. These projects, such as the Point of Sale system that will automate the sale of hunting and fishing licenses, will increase the department's efficiency and improve customer service.

An estimated \$50 million in capital repairs and replacements at public lands facilities are critical, and another \$70 million in projects need to be addressed as soon as possible. Over 80 percent of the capital projects are related to the health and safety of visitors and employees. Some water and sewage treatment facilities are badly in need of replacement or repair. The removal of petroleum storage tanks at TPWD facilities is ongoing. One of the critical projects, repairs to the San Jacinto Monument, was funded by the Legislature with a one-time appropriation of \$8 million.

Total capital needs, including investment in development, conservation and capital improvements for all facilities, are estimated at over \$200 million for the next four years.

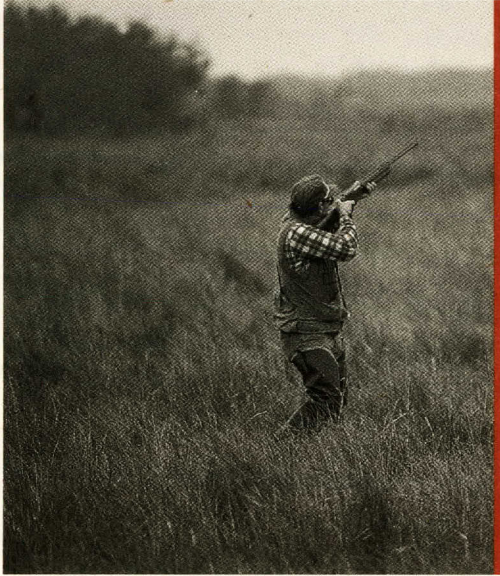
Another major problem that must be addressed soon is the reduction in the number of game wardens, primarily because of retirement incentives offered by the State Legislature. The number of officers has been reduced from 541 to 472. A class of game warden cadets is planned for FY96, but it may take several years before ranks are fully restored.

Left, Fort Richardson volunteers demonstrate life at a frontier fort.

*The great horned owl,
Bubo virginianus, lives in
woodlands throughout Texas.*

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FUTURE GENERATIONS.





To address these and other concerns, TPWD has set a course that includes fee increases and a bond issue.

Texas voters approved a Constitutional Amendment in 1967 to provide up to \$75 million in bonds to acquire, improve and equip state parks. Of that amount, \$26 million remains unused. A bond issue of \$10 million will be issued in FY96. Entrance fees to state parks and a portion of the sales tax on sporting goods are pledged to pay debt service on the bonds. In FY95, the department budgeted \$2.5 million per year for annual debt service on past bonds.

The Texas Parks and Wildlife Commission is working now on a plan to increase park entrance fees in FY96 and hunting, fishing and boating fees in FY97. Non-resident hunting license fees and fishing license fees for senior citizens were increased in FY95, and the additional money will be used to train a class of game warden cadets, and fund the opening of Sea Center Texas in FY96 and the Freshwater Fisheries Center in Athens in FY97.

Studies show that our resident fees are well below other states. Our resident hunting license is \$13, compared with \$62.25 in California, \$48.75 in Colorado, \$43.25 in Wisconsin, \$33.55 in Michigan, \$24 in Idaho and \$16 in Florida, all states which provide high-quality hunting. A range of increases is being considered, and input is being sought from our customers before any action is taken. The increases would take effect September 1, 1996.

Park entrance fees also are being studied. Already recognized nationally for its innovative work with the Entrepreneurial Budget System and the Central Reservations Center, the Public Lands Division now is researching the possibility of going to a per-person, rather than a per-vehicle, admission fee to state parks. An increase in the Texas Conservation Passport fee also is being considered. ★

Left, a hunter takes the field.



Fiscal Year 1995 was a watershed year for the Texas Parks and Wildlife Department. We're at the midpoint of the Nineties, and halfway through a strategy to realign the department's operations. And we are exactly where we said we were going to be. We've reaffirmed our commitment to traditional customers with more opportunities than ever before—more hunting, more fishing, more state parks. We've dramatically increased programs for non-consumptive users. We've increased the conservation capacity of the department with major efforts to save bottomland hardwoods and freshwater inflows in our bays and estuaries.

And we're in good shape for the future. We have the prospect of some new revenue. The \$25 million in increased fees is not enough when you consider that we have over \$200 million in capital needs alone. But it is enough to move us toward operational self-sufficiency in the department. It's enough to begin to address our backlog of equipment needs. It's enough to respond to a growing demand for our services.

As you have seen in this report, the Texas Parks and Wildlife Department is as diverse as the Texas landscape. If you've ever fished a stream, listened to a songbird, followed a deer trail, or dreamed by a campfire, the chances are good that you've come in contact with our work. Keeping watch over all of this is a tremendous challenge. We hope you agree that it's a challenge we are meeting. For us, it also is a privilege. ★

*The wood duck, *Aix sponsa*, is easily identified by its green head, red eye and purplish breast.*



TEXAS HAS MORE THAN 5,000 NATIVE PLANTS, 1,200 NATIVE ANIMALS AND 90 NATURAL TERRESTRIAL COMMUNITIES, MAKING IT ONE OF THE MOST DIVERSE STATES IN THE NATION. MANY TEXAS PLANTS AND ANIMALS ARE FOUND NOWHERE ELSE IN THE WORLD.





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November 1, 1995

Members of the Legislative Audit Committee:

We have examined the Texas Parks and Wildlife Department's management control systems and found that, overall, they promote efficient and effective service delivery. While the controls are generally effective, improvements would enhance the efficiency of several control systems. Efficiency is important since the Department is responsible for managing assets valued at more than \$500 million and plays a key role in the State's outdoor recreation industry.

The Department does not currently have the funds to meet the estimated \$186 million in needed facility repairs and improvements for fiscal years 1995 through 2000. Management needs to continue developing strategies to address the backlog of repairs and improvements. The Department also needs to budget adequate amounts in the future for facility maintenance.

The Department has been proactive in seeking ways to increase revenues and cut costs. Examples include the entrepreneurial budgeting systems at state parks, use of volunteers and inmate labor, and public-private partnerships.

While these efforts are noteworthy, improvements in revenue control systems would further enhance the Department's ability to reach its financing goals. Although marketing efforts are occurring, management needs to develop a comprehensive marketing plan. Replacement of the current inefficient license sales process also needs to continue. An estimated \$400,000 in interest income is lost annually because of the current system.

Many Department information systems operate in an inflexible and inefficient mainframe environment. Migration of these systems to a more efficient server-based environment is not scheduled for completion until fiscal year 2000. The Department needs to continue reviewing the migration plan and determine if ways exist to speed up the process. More efficient financial and executive information systems are also needed. The Department is currently enhancing these systems.

We would like to thank the Department's staff for their courteous cooperation and assistance during this audit.

Sincerely,

A handwritten signature in cursive script that reads "Lawrence F. Alwin".

Lawrence F. Alwin, CPA
State Auditor

About this report

This is the Annual Report of the Texas Parks and Wildlife Department for the fiscal year ending August 31, 1995 (FY95). The report is one of several documents TPWD produces to provide information to our employees and the public. More information can be found in the Annual Financial Report, the Strategic Plan and the Financial Overview. Copies of these reports can be obtained at department headquarters or by calling 1-800-792-1112.

This publication was funded with private contributions through the Parks and Wildlife Foundation of Texas.

Not printed at government expense.

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PWD BK E0100-003 (10/95)

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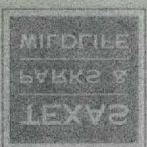
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