

Chapter VII. Agency Performance Evaluation

A. What are the agency's most significant accomplishments?

ENVIRONMENTAL OUTCOMES

- In 1998, point source discharges of water pollutants declined by 18.6 percent on a per capita basis. In 1997, point source discharges declined 10.2 percent.
- During the first three years of TNRCC's operation, 1993-1996, annual hazardous waste generation decreased by 19 percent, from 182 million tons to 148 million tons. The per capita disposal rate for municipal solid waste declined to 6.21 pounds per day in 1997, down from 6.72 pounds per day in 1992.
- The latest U.S. EPA statistics on the release and disposal of toxic chemicals showed that Texas has led the nation in the reduction of toxic chemical releases and transfers to air, water and land for the past several years. Between 1988 and 1997, releases and transfers reported to EPA's Toxics Release Inventory included the following reductions:

Air releases were reduced 54 percent;
Surface water discharges declined 41 percent;
On-site land disposal declined 37 percent; and
On-site underground injection declined 34 percent.

Since 1993, more than 400 industrial facilities have received pollution prevention training and technical assistance from TNRCC. Participating industrial facilities have voluntarily:

Reduced hazardous waste generation by 77,000 tons annually ;
Reduced nonhazardous waste generation by 145,300 tons annually;
Cut volatile organic compound emissions by 543,000 pounds annually;
Conserved 1.5 billion gallons of water annually;
Conserved 17.2 million kilowatt hours of electricity annually; and
Saved \$81 million in labor, raw material purchases and avoided disposal costs annually.

- A portion of Collin County, formerly in nonattainment for federal air standards for lead, is now eligible for de-listing, meaning the area is now in compliance with federal standards. El Paso is nearing eligibility for de-listing for carbon monoxide, and San Antonio has recently been declared a Clean City by the U.S. Department of Energy based on the number of alternative fueled vehicles purchased by the City of San Antonio. Victoria and Corpus Christi have made significant progress in reducing ozone, to the point that Corpus Christi will likely maintain its attainment status and Victoria has achieved measurable improvements in air quality.
- The TNRCC's New Source Review program for air permits helped prevent release of 200,000 tons of pollutants into the air in FY1998. The program is the first in the agency to measure its pollution prevention impact under an agency pollution prevention integration project. (Please see Chapter X. Additional Comments, of this report).

CONSOLIDATION

Consolidation of several environmental programs into one agency produced a number of efficiencies. This consolidation of diverse programs has allowed for a more streamlined, straightforward agency that can respond quickly to changing environmental priorities.

- The commission has initiated several efforts to review its regulations for need, consistency and clarity. As of June 1, 1999, the TNRCC completed the quadrennial rules review and reoption of 18 rules chapters and commenced the review of an additional 23. Action taken to date has resulted in the repeal of all or part of five rules chapters. These repeals eliminated 531 unnecessary rules.
- The TNRCC and the U.S. EPA in 1997 entered into a Performance Partnership Agreement that gives the agency flexibility in allocation of federal funds according to Texas-based environmental priorities. The agreement recognizes consolidation of environmental programs in Texas and lays the foundation for more efficient use of state and federal resources.
- The TNRCC has consolidated contract and grants offices, which provides the agency with better control over grants and contracts and the ability to monitor outsourced functions. This assists the agency in passing approximately half of the TNRCC operating budget through to contractors or grantees.
- The TNRCC has moved to a structure that is based more on functional lines by creating four multimedia deputy level offices and two multimedia divisions. Consolidation along more functional lines has resulted in a more consistent approach to environmental regulation and compliance. The Office of Compliance and Enforcement, Office of Environmental Policy, Planning and Assessment, Office of Legal Services, Office of Permitting, Small Business and Environmental Assistance Division, and the Remediation Division are now organized on a functional, multimedia basis.
- The TNRCC is implementing recommendations of a 1997 Business Process Review and a 1997 Information Strategic Plan. The review is aimed at streamlining agency processes and improving overall communication and coordination. Program restructuring that began in 1998 with the consolidation of the Small Business and Environmental Assistance Program will culminate in October, 1999 with the completion of the development of an Office of Permitting and an Office of Environmental Planning, Analysis and Assessment. The plan is aimed at improving the overall integration of data resources and reducing duplication of information resources within the agency.
- Examples of the benefits of consolidation include:
 - The TNRCC further restructured along functional lines in 1999 with the creation of an Office of Permitting to oversee air, water and waste permits formerly handled by several different offices.
 - The TNRCC consolidated 8 enforcement programs into one division, and five separate penalty policies into one risk-based penalty policy for the agency to use. The agency has also developed a single enforcement process for handling enforcement cases uniformly.

The TNRCC created the Strategic Environmental Analysis Group to perform multimedia strategic environmental planning and assessment functions.

PUBLIC ASSISTANCE

- The TNRCC responded to 8,973 complaints regarding regulated entities in FY1998. Of these, 8,506 were resolved in FY1998. The average complaint was resolved within 22 days, an average of one week less than in FY1997. The number of complaints investigated represented 110.2 percent of the agency's performance measures at the end of FY1998.
- In addition to responding to 30,000 inquiries related to smoke and haze from fires in Mexico, the TNRCC's Office of Public Assistance handled 10,000 additional calls on its toll-free number on other subjects during FY1998.
- The Small Business Assistance Program reached 20,000 small businesses in FY1998 with direct assistance, compliance assistance workshops and onsite technical assistance.

PERMITTING

- The TNRCC's Operating Permit program provides site specific permits which itemize all applicable air regulations at each site to assure compliance with those regulations. According to EPA data, Texas issued twice as many operating permits as any state in the nation and is the only state in the nation to meet its federally required issuance rate.
- The TNRCC assumed responsibility for the National Pollutant Discharge Elimination System (NPDES) in FY1998, concluding 20 years of negotiations with the U.S. EPA, eliminating dual federal/state permitting systems for wastewater systems and giving Texas authority to issue and enforce wastewater permits in Texas.
- The TNRCC has eliminated all industrial and hazardous waste permit backlogs and streamlined operations by automating processes, simplifying forms, and utilizing the World Wide Web to make available guidance documents, forms and other customer information. The Municipal Solid Waste Permit Program has continually improved the timeliness of permit reviews. Improvements in the process have led to a substantial decrease in the permit processing time for MSW permit applications.
- For each of the last three years the Water Utilities Division has completed more than 720 permit applications annually, or 110 percent of projected workload.

COMPLIANCE

Inspected facilities in Texas maintain high compliance rates for air, water and waste. In FY1998 TNRCC inspections found increased compliance rates for air, water and petroleum storage tanks from the previous year. Inspected facilities for waste showed slightly lower compliance rates from the previous year, but maintained high overall rates of compliance. The compliance rates for inspected facilities were as follows:

- Air - 97 percent, up from 94 percent in FY1997.
- Water - 98 percent, up from 92 percent in FY1997.

- Petroleum Storage Tanks - 97 percent, up from 90 percent in Fy1997.
- 97 percent of the Texas population were served by 6,421 public drinking water systems that met or exceeded federal safe drinking water standards in FY1998, up from 96 percent in FY1997.
- Waste - 95 percent, down from 97 percent in FY1997.
- The TNRCC staff developed a computer program to identify discrepancies between quantities of hazardous waste and industrial Class 1 hazardous waste reported by generating and receiving facilities. Use of the program allows TNRCC to verify data every year instead of every two years, with no increase in the number of staff required.

ENFORCEMENT

- The TNRCC's enforcement program in FY1998, through the administrative penalty process and through cases referred to the Attorney General's Office, resulted in \$24 million in total penalties assessed, up substantially from \$13 million in FY1997. In FY1998, \$2.6 million in Supplemental Environmental Programs were approved, up from \$1.9 million in FY1997.
- The TNRCC also has an effective criminal investigation and prosecution effort for those who commit the most serious environmental crimes. In FY1998, the TNRCC executed 15 search warrants and played a lead investigative role in the completion of 8 criminal cases involving 7 felony counts and 36 misdemeanor counts against 10 individuals and 1 corporation for environmental crimes. In FY1997, the TNRCC executed 15 search warrants and played a lead investigative role in the completion of nine criminal cases involving 24 felony counts and 13 misdemeanor counts against 21 individuals and four corporations.
- The TNRCC's Bankruptcy Program pursues debtors who have filed for bankruptcy protection in the United States Bankruptcy Courts for recovery of claims owed to the TNRCC. The Bankruptcy Program pursues these debtors either directly or with the assistance of the Office of the Attorney General. Since its inception in 1992, the TNRCC's Bankruptcy Program has received bankruptcy court approval to recover approximately \$14,000,576.

REMEDIATION

- Texas completed 14 state and federal Superfund site cleanups and began 21 more cleanup operations in FY1998. Five State Superfund sites were de-listed in FY1998.

VOLUNTARY PROGRAMS

- The TNRCC's Voluntary Cleanup Program has 883 sites, with an average of 16 new sites entering the program each month. Cleanups were completed at 314 sites by 1999 and have increased property values by \$171 million, generated \$293 million in real estate sales, and created 3,023 jobs.
- The TNRCC's Clean Air Responsibility Enterprise Committee (CARE), is implementing a voluntary plan for reducing air emissions from industrial facilities exempted from clean air regulations because they were in operation prior to 1971, so-called "grandfathered" facilities. It is estimated that modifications made to participating facilities will reduce air emissions initially by 35,000 tons a year.

- The 179 industrial facility members of the TNRCC's Clean Industries 2000 voluntary waste reduction program accounted for 82 percent of Texas' reductions in TRI releases and transfers between 1988 and 1997.
- The TNRCC's Clean Texas Star voluntary solid waste reduction program, with 3,265 participating facilities, diverted more than 500,000 tons of solid waste from landfills, purchased \$260 million worth of recycled content products, and participated in 355 community environmental projects in 1998.
- The TNRCC's Clean Cities voluntary waste reduction program, with 78 member cities in 1998, diverted 981,819 tons of solid waste from landfills, and saved \$24.9 million in avoided disposal costs.
- The Texas Country Cleanup project, a joint effort of the TNRCC, the Texas Department of Agriculture and Texas Agricultural Extension Service has sponsored 275 rural waste collection events since 1991 that have resulted in the proper disposal of 389,194 pesticide containers, 99,942 tires, 148,485 gallons of used oil, 213,0018 used oil filters and 17,166 automotive batteries.

PLANNING, MONITORING AND ASSESSMENT

The TNRCC has established an extensive statewide monitoring network to better assess environmental conditions.

- In FY1998, the TNRCC improved its air monitoring capabilities with the introduction of new systems which provide for the continuous monitoring of ambient air conditions.
- The TNRCC has implemented programs to address drought problems by participating with other state agencies through the interagency Drought Response and Monitoring Committee to identify and track areas at risk of experiencing water shortages, in order to provide technical assistance and resources in times of need. The TNRCC concluded an outsourcing contract to the Texas Rural Water Association to conduct regulatory base monitoring of public water systems, thus freeing up TNRCC field staff for higher level technical tasks.
- The TNRCC has established a Total Daily Maximum Load Team to insure that Texas lakes and streams meet water quality standards, starting with 17 surface water bodies during FY1998, and extending to 147 water bodies over the next decade.

<p>B. Describe the internal process used to evaluate agency performance, including how often performance is formally evaluated and how the resulting information is used by the policymaking body, management, the public, and customers.</p>
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The TNRCC prepares a number of reports evaluating agency performance which are available to commissioners, management, customers and the public.

- The TNRCC acted on a key recommendation of the Business Process Review when it created a Strategic Environmental Analysis Group in late 1998 to develop and implement planning and assessment projects from an agency-wide perspective. The organization, composed of veteran

managers and analysts from throughout the agency, has undertaken a number of projects intended to give the TNRCC the “big picture” about the state of the Texas environment. An early example of the new group’s work is a regional ranking of environmental concerns attached to this report. It is being used as part of a comprehensive compliance and assistance planning project for the TNRCC’s Office of Compliance and Enforcement and the Small Business and Environmental Assistance Division.

- The TNRCC is further enhancing its planning and assessment capability with the development of a larger Office of Environmental Planning, Analysis and Assessment, of which the Strategic Environmental Analysis Group is a part. The new Office also contains the agency’s rulemaking, policy and environmental assessment programs in a new multi-media grouping that will provide more comprehensive information and analysis for agency policymakers. Development of the new office was another key recommendation of the BPR.
- The TNRCC maintains an Office of Internal Audit that reports directly to the commissioners. The Office conducts regular audits of agency programs, and coordinates with the State Auditor and the U.S. EPA on periodic audits. Affected program managers respond to audits through a formal process that includes the development of implementation plans.
- The TNRCC has developed a series of agency strategies, goals and objectives keyed directly to budget items. This allows management to track the agency’s budget to ensure that funds are being spent in accordance with federal and state requirements.
- The Legislature requires the TNRCC to report annually on its progress and requires reports of individual programs on at least a biennial basis. The TNRCC also produced a biennial State of the Environment Report, which notes the key environmental challenges facing Texas on both a statewide and individual regional basis.
- The TNRCC has initiated a project to develop a set of environmental indicators that will allow the agency to better track its performance in protecting the environment.

C. What are the agency’s biggest opportunities for improvement?

- The TNRCC may have a significant opportunity to shift its mode of environmental protection from one based primarily on predictive modeling to one in which modeling and monitoring play equal roles. As more advanced monitoring techniques are developed using new technology such as microprocessors, the TNRCC will have the chance to directly observe the effect of emissions on the environment. This could allow the agency, the public and the regulated community realtime access to air and water quality information, which could result in fine-tuning permit requirements. This type of information could also allow the agency and individuals to check the usefulness of models, which have often been required to be based on limited information. In turn, this could result in more focused spending for control technology.
- As more information on the status of the environment becomes available, the TNRCC, the public and the regulated community will have an opportunity to shift to a more cooperative and voluntary mode of protecting the environment. These partnership models will allow the agency to stretch

public resources, and achieve more effective environmental protection with fewer resources. The pollution prevention program developed by the Legislature and implemented by TNRCC may serve as a role model for this type of cooperative environmental protection. Another example may be the voluntary program for permitting grandfathered facilities adopted by the Legislature during the 76th Regular Session. Other examples could include a streamlined public participation process on permitting actions where an environmental benefit would occur, or where the applicant has worked with the surrounding community to target additional reductions.

- In addition, Texas faces significant challenges in specific environmental areas:
 - Despite ranking first in the nation in overall reductions of federal Toxics Release Inventory releases and transfers of toxic chemicals, Texas still ranks first in the release of these chemicals. As a major industrial state, Texas has ranked first or second on the national inventory since it first began reporting in 1988.
 - Texas has very specific designated uses for 368 surface water bodies across the state. Of these, 147, or 39 percent, are classified as threatened or impaired at least in part because they do not meet some or all of a set of specific water quality standards for designated uses such as drinking, fishing or recreation.
 - Four Texas metropolitan areas, home to half the state’s population, do not meet the EPA’s one-hour national standard for ozone: Houston-Galveston; Dallas-Fort Worth; Beaumont-Port Arthur; and El Paso.
 - Texas has experienced severe to extreme droughts every decade this century while also experiencing dramatic population and economic growth. Ensuring an adequate and safe water supply will require planning for the future.
- The TNRCC has sought opportunities to improve its efficiency and service delivery ever since the agency was created in 1993. During its brief history, the TNRCC has integrated environmental and natural resource programs formerly associated with several predecessor state agencies, and has improved integration of these programs with federal agencies. Nevertheless, the TNRCC’s commissioners and staff recognize that there are still opportunities for improvement, undertaking major reviews of business processes and information management during the past few years. Recommendations from these reviews have been used in substantial restructuring of the TNRCC. “Chapter X. Additional Comments” of this report. discusses the need for various improvements, the progress made in implementing recommendations from review projects, and remaining opportunities for improvement.

D. How does the agency ensure its functions do not duplicate those of other entities?

The agency shares responsibility with other local, state and federal agencies in a number of areas. (A thorough listing of those areas and agencies may be found in Sections G and H of Chapter VI, Agency Programs.) As described in the chart below, the TNRCC shares partial or full responsibility for the following efforts:

Program	TNRCC Role	Role of Other Agencies
Colonias	Certification of nuisance, technical assistance	Secretary of State (coordination of program), Texas Water Development Board (provision of funding), Attorney General (enforcement of ordinances), local government (adoption of ordinances and provision of service)
Water Utilities	Review of rates and financial, managerial and technical capacity	Texas Water Development Board (district funding), Public Utilities Commission (electric and telephone utility ratemaking)
Solid waste planning	Provision of technical assistance, review of plans, assessment of closed landfills	Councils of government (development of regional solid waste plans, responsibility for closed MSW landfills)
Grants for solid waste	Provision of pass-through funding to COG's	Councils of government (provisions of grant monies)
Land use planning for solid waste disposal	Land use hearings on landfills	Local governments (adoption of zoning)
Natural resources trusteeship	Lead NRDA trustee	Texas Parks and Wildlife (for protection of biota), General Land Office (coastal protection), U.S. Department of the Interior, National Oceanic and Atmospheric Administration
Spill response	Responsible for cleanup of spills of hazardous material, excluding oil and gas exploration and production material and spills occurring in coastal areas	General Land Office (for coastal areas), Texas Railroad Commission (for oil and gas exploration and production)
Petroleum storage tanks	Responsible for establishing and enforcing standards for under- and above-ground storage tanks	Texas Agriculture Commission (inspection of underground storage tanks), State Fire Marshall (standards for above ground storage tanks)
Drought response and planning	Responsible for allocating water in shortage situations, providing technical assistance to threatened utilities, planning for drought response in those areas	Governors Division of Emergency Management (coordination of drought response), Texas Agriculture Commission (response for agricultural community), Texas Water Development Board (emergency funding for threatened utilities)

Program	TNRCC Role	Role of Other Agencies
Floodplain management	Provision of technical assistance, rule interpretation and plan review to local governments	Local governments (adoption of local ordinance), Federal Emergency Management Authority (establishment of standards), Governor's Division of Emergency Management (designation of disaster areas)
Bay and estuary protection	Development of bay and estuary protection plans, allocating rights for instream uses	Texas Parks and Wildlife and Texas Water Development Board (development of models), General Land Office
Water quality protection	Primary responsibility for protection of surface and ground water quality in state, excluding impact of oil and gas exploration and production	Texas Parks and Wildlife (effect on biota), Coastal Coordination Council (effect on coastal areas), U.S. Corps of Engineers (401 Certification), Soil and Water Conservation Board (implementation of total maximum daily loads)
Water availability	Development of water availability models, allocation of water rights	Texas Water Development Board (development of state water plan, review of regional water plans, provisions of water availability amounts and technical assistance to regional planning groups), regional planning areas (development of regional water plans)
Environmental protection of air, water and waste	TNRCC has primary responsibility for protecting state's air, water and land resources	Texas Railroad Commission (for oil and gas exploration and production wastes); U.S. Environmental Protection Agency (for federal sources and federally regulated materials)
State implementation plan preparation	TNRCC prepares updated state plan, assists in development of regional plans.	Local governments (recommendations on feasibility of alternatives, development of emissions databases)

- Federal authorization of most major federal environmental programs to the TNRCC has substantially eliminated duplication of services between state and federal environmental agencies, including last year's authorization of the Texas Pollutant Discharge Elimination System, ending decades of dual wastewater permitting between the Texas and federal governments.
- The TNRCC maintains a number of memoranda of agreement with other federal, state, regional, and local agencies to cooperate in and coordinate, rather than duplicate, agency service delivery. More such agreements are in development, including one with the Texas Water Development Board. The existence of these formal relationships allows the TNRCC to outsource many activities through interagency contracts. Approximately half of TNRCC's operating budget is passed through to contractors and other government agencies each year.

- The TNRCC also maintains a number of formal and informal partnerships with other agencies to encourage cooperative and coordinated service delivery. An example is the TNRCC's Texas Pollution Prevention Partnership, in which federal installations and the TNRCC cooperate on joint training and technical assistance projects to assist pollution prevention and recycling projects at federal facilities in Texas.
- In its brief history, the TNRCC has also cooperated in the transfer of some programs to other state agencies, following the guidance of the legislature. In 1995, control of the TNRCC print shop was transferred to the State General Services Commission. In 1996, the Texas Legislature transferred local decisionmaking responsibility for awarding Recycling Grants from the TNRCC to regional councils of government, although the TNRCC retains the responsibility for eligibility determinations and oversight. In 1997, the Water Well Driller's Certification Program was transferred to the State Department of Licensing and Regulation.
- Several of the agencies scheduled for Sunset Review in the current cycle have somewhat similar responsibilities for some activities conducted by the TNRCC. Their areas of responsibility do not necessarily overlap because of statutory restrictions on each activity. For example, while the TNRCC has responsibility for many categories of environmental cleanup, the General Land Office of Texas has the responsibility for coastal oil spill response. While the TNRCC has the responsibility for pollution prevention training and technical assistance for most industries, the RRC is responsible for pollution prevention activities pertaining to the oil and gas production industries.
- Some areas of overlap do still remain, however, notably concerning low-level radioactive waste with the Texas Department of Health, designation of tourist development zones with the Texas Department of Economic Development, with several agencies concerning hazardous materials spill response, and with Soil and Water Conservation Districts concerning non-point source pollution.
- Other areas of continuing program fragmentation identified by the Texas Performance Review include pesticide regulation, with several boards and agencies; environmental releases for oil and gas production facilities, with the RRC, and unplugged and abandoned oil and gas wells as they impact water quality, with the RRC. "Chapter IX. Policy Issues" of this report identifies several options for eliminating the remaining overlaps in agency programs and for the appropriate placement of some functions, such as recycling market development.

E. Are there any other entities that could perform any of the agency's functions?

The TNRCC makes an extensive commitment to outsourcing and interagency contracting with appropriate state, regional and local government agencies. Nearly half of the agency's annual operating budget is passed through to other units of government and to contractors, providing for appropriate placement of service delivery and freeing TNRCC resources for high priority tasks. The TNRCC already shares some responsibilities, such as clean air compliance monitoring and recycling market development grants, with local and regional governments.

- Historically, many of the TNRCC's functions evolved in the Texas Department of Health (TDH) before their subsequent transfer to the agency. Some areas of overlap remain with the TDH, notably concerning low-level radioactive waste.
- Water utility regulation was formerly handled by the Public Utility Commission of Texas before being moved to the Texas Water Commission, a predecessor agency of the TNRCC.
- The TNRCC has a number of programs delegated from the U.S. Environmental Protection Agency that are handled directly by the EPA Region VI office in the other states of the region— New Mexico, Louisiana and Oklahoma.
- Some functions currently assigned to the TNRCC may be more appropriate to the mission of other state agencies. For example, the TNRCC has been assigned the responsibility for designating Tourist Development Zones, a task that might be more appropriate for the Texas Department of Economic Development or the Department of Housing and Community Affairs, or some other organization. The TNRCC has identified several options for the most appropriate placement of programs in line with the agency's mission and authorizing legislation, in "Chapter IX. Policy Issues," of this report.

F. What process does the agency use to determine customer satisfaction and how does the agency use this information?

- Between November of 1997 and February of 1998, the TNRCC distributed a Customer Satisfaction Survey to 8,700 individuals who have regular contact with the agency. The survey targeted users of specific programs – permitting, technical assistance, citizen assistance and enforcement. The survey asked for a numerical ranking from 1(poor) to 5(excellent).

Overall, the programs rated well above average in customer service categories such as professionalism (4.4) and knowledge (4.3). The lowest marks (3.8 and 3.4) were given to the categories that asked if the agency's materials and rules were easy to understand.

- A series of public meetings were held around the state in 1998 to hear the environmental concerns and priorities of local government officials and citizens. The TNRCC commissioners participated

in different forums, which had a total attendance of approximately 600 citizens. Of these, more than 200 made comments which were developed into a list of concerns that have since been referred to TNRCC staff in program and event planning activities.

- The training and technical assistance programs of the Small Business and Environmental Assistance Division regularly distribute customer surveys to attendees of the Environmental Trade Fair, workshops, seminars and other events. Survey results are used in planning future events.
- The Small Business and Environmental Assistance Division makes regular use of comments received from a network of Small Business Advisory Councils across the state.
- The TNRCC makes extensive use of a number of advisory councils to provide comment to the commissioners and the TNRCC staff on a regular basis about agency operations. For a complete list of the agency's advisory groups, please see "Chapter III. Policymaking Structure", Section H of this report.

G. Describe the agency's process for handling complaints against the agency, including the maintenance of complaint files and procedures for keeping parties informed about the process. If the agency has a division or office, such as an ombudsman, for tracking and resolving complaints from the public or other entities, please provide a description.

- Under the Health and Safety Code, Sec. 382.0365, Small Business Stationary Source Assistance Program, the TNRCC provides an ombudsman to help small business stationary sources meet the requirements of the federal Clean Air Act Amendments of 1990 (Public Law No. 101-549). The Small Business Assistance Program (SBAP) staff receive complaints through a hotline, a written complaint, or in person. If a complaint cannot be resolved within a reasonable period of time, the reasons are recorded on an intake sheet and forwarded to the complainant. Staff members document what is done to resolve the case, keep a written record of the case, and case files the record. (See Table below)
- The Office of Compliance and Enforcement has been conducting customer service surveys in various field offices since the beginning of FY1997. Customer service survey forms are sent to facilities that have received recent inspections. The agency responds individually to each negative survey response form. Data are collected and summarized by the Deputy Director's office each quarter for a select number of regional offices.
- The TNRCC in July 1999 began work on an implementation plan for SB 1563, 76th Texas Legislature, which requires the agency to develop and implement a customer satisfaction survey, and to develop standards for customer service for the agency. The law will require the agency to develop a customer service compact with the Governor's Office, and to undergo periodic customer service evaluations by the Governor's Office and Legislative Budget Board. The agency's own Internal Audit Office recently recommended that the Human Resources Division develop and implement a regular customer satisfaction survey for the agency.

The TNRCC also conducted a customer satisfaction survey as required by House Bill 1, 75th Legislature, 1997. Surveys were distributed between November 1, 1997 and February 28, 1998. Sixteen percent of the

surveys were returned. In addition to the performance categories noted in the Table below, respondents were also asked to provide any suggestion to improve TNRCC operations. A wide cross-section of TNRCC programs were addressed in the survey, which included:

- Permitting - New Source Review (Air), Wastewater, Municipal Solid Waste, Occupational Certifications, Voluntary Cleanup Program, and the Petroleum Storage Tank Program;
- Technical Assistance - Small Business Assistance, Pollution Prevention and Recycling, and Regulatory Assistance (seminars);
- Enforcement - Regional Offices (inspections) and Enforcement (enforcement cases), and
- Citizen Assistance - Office of Public Assistance, Alternative Dispute Resolution, Records Management, and the TNRCC Web site.

H. Please fill in the following chart.

Table 21 Texas Natural Resource Conservation Commission Complaints Against the Agency(Small Business Assistance Program) Fiscal Years 1997, 1998, and 1999			
	FY 1997	FY 1998	FY1999
Number of complaints received	24	10	5
Number of complaints resolved	24	10	5
Number of complaints dropped/found to be without merit	0	0	0
Number of complaints pending from prior years	0	0	0
Average time period for resolution of a complaint	NA	NA	NA

Table 22 Texas Natural Resource Conservation Commission (Field Operations Division Customer Service Survey) 2nd, 3rd & 4th Quarter FY98 and 1st, 2nd, & 3rd Quarter FY99		
Quality or Performance Measured (1 = Poor; 5 = Excellent)	Composite Score FY98	Composite Score FY99
Professionalism	4.7	4.7
Timeliness	4.7	4.7
Call promptly directed to right person	4.0	4.5
Knowledge	4.6	4.2
Call returned in timely fashion	3.8	4.5

Telephones answered promptly	4.0	4.2
Clarity of communications	4.6	4.6
Responsiveness	4.6	4.7
TNRCC materials easy to understand	NA	NA
TNRCC rules easy to understand	3.7	3.7

Table 23 Texas Natural Resource Conservation Commission (Agency-wide Customer Service Survey) November 1, 1997 to February 28, 1998	
Quality or Performance Measured (1 = Poor; 5 = Excellent)	Composite Score
Professionalism	4.4
Timeliness	4.4
Call promptly directed to right person	4.4
Knowledge	4.3
Call returned in timely fashion	4.3
Telephones answered promptly	4.3
Clarity of communications	4.2
Responsiveness	4.2
TNRCC materials easy to understand	3.8
TNRCC rules easy to understand	3.4

I. What process does the agency use to respond to requests under the Public Information (Open Records) Act?
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Each division and regional office is responsible for designating Open Records Contacts to handle public information requests for that division or region. The Records Management Division handles public information requests for records maintained by Records Management. The Office of Legal Services handles requests which may include confidential information or information subject to an exception from disclosure under the Public Information (Open Records) Act. In instances where there are public information requests involving more than one division or program, then a lead office is designated to coordinate the agency response. TNRCC Operating Policy and Procedure 13.2 sets out procedures for handling these requests. In addition, the publication entitled *TNRCC Open Records Request Procedures for Divisions and Regional Offices* describes in greater detail the process used by the agency to respond to public information requests.

J. Please fill in the following chart:

Table 24 TEXAS NATURAL RESOURCE CONSERVATION COMMISSION Contacts		
INTEREST GROUPS (groups affected by agency actions or that represent others served by or affected by agency actions)		
Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
The Administrative & Public Law Section of the State Bar / Celina Romero, Chair	P.O. Box 12487 Austin, TX 78711	512/463-1463 800/204-2222 512/463-1475 Fax
Advocates for Responsible Disposal in Texas / Edward Selig, Gen. Mgr.	5926 Balcones, #220 Austin, TX 78731	512/452-7065 512/452-9007 Fax
Angelina & Neches River Authority/ Tom Burr, Gen. Mgr.	P.O. Box 387 Lufkin, TX 75901	409/632-7795 409/632-2564 Fax
Capitol Area Metropolitan Planning Organization (CAMPO) / Roger Ramon	301 W. 2nd Street Austin, TX 78767	512/499-1861 512/499-6385 Fax
Center for Energy and Economic Development (CEED)/ Randy Eminger	The Atrium 6900 I-40 West, Ste 210 Amarillo, TX 79106	806/359-5520 806/359-9155 Fax
Citizens Environmental Coalition / Scott Ward	3015 Richmond Ste # 270 Houston, TX 77098	713/524-4232 713/524-3311 Fax
Clean Water Action/ Sparky Anderson	2520 Longview, Ste 315 Austin, TX 78705	512/474-0605 512/474-7024 Fax
Colonia Unidas/ Blanca Juarez, President	1 Las Lomas Rio Grande City, TX 78582	956/487-0964 956/487-4704 Fax
Community Resource Group/ Harold Wells	7701 N. Lamar, Ste 503 Austin, TX 78752	512/454-1048 512/371-1051 Fax
Consumers Union - SW Region/ Reggie James	1300 Guadalupe, Ste 100 Austin, TX 78701	512/477-4431 512/477-8934 Fax
Cypress River Basin Northeast Texas Municipal Water District / Walt Sears, Jr., Gen. Mgr.	P.O. Box 955 Hughes Springs, TX 75656- 0955	903/639-7538 903/639-2208 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
Dallas Area Rapid Transit (DART) / Tony Mendoza	1401 Pacific Avenue Dallas, TX 75202	214/749-2589 214/749-3669 Fax
Downwinders At Risk/ Jim Shermbeck	707 Wylie Cedar Hill, TX 75104	972/293-8300 972/293-8400 Fax
El Paso Interreligious Sponsoring Organization (EPISO) / Joe Rubio	3134 Alameda El Paso, TX 79915	915/778-3200 915/778-9730 Fax
Electric Reliability Council of Texas / Amber Gee	7200 N. MoPac Expressway Austin, TX 78731	512/343-7215 512/343-8134 Fax
The Environmental and Natural Resources Law Section of the State Bar / Howard Gilberg, Chair	P.O. Box 12487 Austin, TX 78711	512/463-1463 800/204-2222 512/463-1475 Fax
Environmental Defense Fund/ Ramon Alvarez Jim Marston, Attorney	44 East Avenue, Ste 304 Austin, TX 78701	512/478-5161 512/478-8140 Fax
Environmental Justice Alliance/ Rev. Reginald Blow	P.O. Box 3741 Wichita Falls, TX 76301	940/766-6525 940/766-6541 Fax
Industry Council on the Environment / Superfund: Calvin C. Chapman, P.E. PST: Shelly G. Harris	P.O. Box 1899 Bandera, TX 78003 12201 Merrit Dr, Ste. 900 Dallas, TX 75251	830/796-7767 830/796-7484 Fax 972/960-6855 972/960-7140 Fax
International Environmental Alliance of the Bravo / Richard Boren	P. O. Box 85878 Tucson, AZ 85754	520/294-0089 No Fax
Keep Texas Beautiful, Inc. (KTB) / Elizabeth Christian, Exec. Dir.	P.O. Box 2251 Austin, TX 78768	512/478-8813 512/478-2640 Fax
Mexican American Legislative Caucus/ Nef Garcia, Exec. Dir.	400 W 15 th Street, Ste 930 Austin, TX 78701	512/236-8410 512/236-8402 Fax
Model, Inc./ Laverda Batiste	2142 Lavender Street Port Arthur, TX 77640	409/982-2333 409/982-2319 Fax
Mothers Organized To Stop Environmental Sins (MOSES) / Phyllis Glazer	15115 FM Rd. 16E Winona, TX 75792	903/877-4801 903/877-2634 Fax
North Channel-Concerned Citizens Against Pollution (NC-CCAP) / Pat Pinkerton	510 Sheldon Channelview, TX 77530	281/452-1591 281/452-0496 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
North Texas Clean Air Coalition/ Shannon Morris	8445 Freeport Parkway, Ste 640 Irving, TX 75063	972/621-0400 972/929-0916 Fax
Oxybusters of Texas/ George Marshall Guy A. Baird	5303 Glenmont Ste D Houston, TX 77081	713/664-2166 713/664-0721 Fax
People Organized for the Defense of the Environment and Resources (PODER)/ Susana Aleman	55 North IH-35 Austin, TX 78702	512/472-9921
The Pilot Group, Inc./ David Grossman	5646 Milton, Ste 711 Dallas, TX 75206	214/363-0600 214/363-0604 Fax
Public Citizen/ Tom Smith	2812 Hemphill Park Austin, TX 78705	512/477-1155 512/479-8302 Fax
Public Health and Environmental Services / Lawrence E. Baker	825 W. Irving Blvd Irving, TX 75060	972/721-2346 972/721-3639 Fax
Recycling Coalition of Texas (RCT)/ Rich Abramowitz, President	P.O. Box 2359 Austin, TX 78768	512/469-6079 512/457-0199 Fax
Sahs & Associates, PC / Mary Sahs, Attorney at Law	907C S. Congress Ave Austin, TX 78704	512/444-2185 512/326-2586 Fax
San Antonio Coalition for Environmental and Economic Justice / Robert C. Dawson	49279Waycross Lane San Antonio, TX 78220-1848	210/661-6479 No fax
Sierra Blanca Legal Defense Fund/Save Sierra Blanca / Bill Addington	P.O. Box 218 Sierra Blanca, TX 79851	915/369-2541
Sustainable Energy and Economic Development (SEED) Coalition/ Peter Altman	401 W 29th Street Austin, TX 78705	512/479-7744 800/580-8845 512/479/7645 Fax
Sierra Club - Lone Star Chapter/ Ken Kramer	P.O. Box 1931 Austin, TX 78767	512/477-1729 512/477-8526 Fax
Take Back Texas / Phil Savoy	1101 Capitol of Texas Hwy Bldg. D, Ste 100 Austin, TX 78746	
Tarrant Coalition for Environmental Awareness / Robert Scott	1101 Circle Lane Bedford, TX 76022	817/282-1372 817/268-4931 Fax
Texans United for a Safe Economy Education Fund / Rick Abraham	P.O. Box 7864 Houston, TX 77270-7864	713/880-5170 713/880-5170 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
Texas Agricultural Cooperative Council / Tommy Engelke	P.O. Box 9527 Austin, TX 78766	512/454-3569 512/454-1638 Fax
Texas Air Quality Coalition/ Erich Birch	111 Congress Avenue, Ste 1800 Austin, TX 78701	512/322-5863 512/472-0532 Fax
Texas Audubon Society/ Myra Green	2525 Wallingwood Dr., Ste 301 Austin, TX 78746	512/306-0225 512/306-0235 Fax
Texas Center for Policy Studies/ Mary Kelly, Exec. Dir.	P.O. Box 2618 Austin, TX 78768	512/474-0811 512/474-7846 Fax
Texas Citizens for a Sound Economy/ Peggy Venable	1005 Congress Ave., Ste 910 Austin, TX 78701	512/476-5905 512/476-5906 Fax
Texas Environmental Equity Alliance/ Dan Dodson, Exec. Dir.	603 W 13 th Street, #1A-420 Austin, TX 78701-1731	512/708-8183 512/708-8165 Fax
Texas Public Policy Fund (TPPF)/ Linda Veal, Operations Dir.	8122 Datapoint Dr., Ste 816 San Antonio, TX 78229	210/614-0080 210/614-2649 Fax
Title V Planning Committee (TVPC)/ Ed Feisinger, Environmental Specialist	Solutia, P.O.Box 711 Alvin, TX 77512	281/228-4486 281/228-4317 Fax
League of Women Voters of Texas/ Carolee Mullan, Pres.	1212 Guadalupe St, Ste 107 Austin, TX 78701	512/472-1100 512/472-4114
West Dallas Coalition/ Luis D. Sepulveda, President	5105 Goodman Street Dallas, TX 75211	214/330-7947 214/330-7947 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
INTERAGENCY, STATE, OR NATIONAL ASSOCIATIONS (that serve as an information clearinghouse or regularly interact with the agency)		
STATE ASSOCIATIONS		
Air and Waste Management Association - Central Texas Chapter / Leonard Dougal, Chairman	7700 Chevy Chase Dr., Ste 100 Austin, TX 78752	512/472-8355 512/236-2002 Fax
American Backflow Prevention Association - Region IV / Byron Hardin, President	4750 N. Josey Lane Carrollton, TX 75010	972/466-4206 972/245-7461
American Electronics Association/ Andrew Wise	P.O. Box 1425 Austin, TX 78767	512/474-4403 No Fax
American Lung Association/ Pam Dillon	P. O. Box 26460 Austin, TX 78755	512/467-6753 512/467-7621 Fax
American Water Works Association - Texas Section / Mike Howe	P. O. Box 80150 Austin, TX 78708	512/238-9292 512/238-0496 Fax
Associated General Contractors of Texas (AGC of Texas) / Tom Johnson	P. O. Box 2185 Austin, TX 78768-2185	512/478-4691 512/478-7936 Fax
Association of Electric Companies of Texas / John W. Fainter, Jr.	1005 Congress Avenue, Ste 600 Austin, TX 78701	512/474-6725 512/474-9670 Fax
Automobile Service Association/ David Ford	814 San Jacinto, #303 Austin TX 78701	512/495-9769 512/495-9906 Fax
Automotive Body Parts Association/ Stanley Rodman	P.O. Box 820689 Houston, TX 77282	281/531-0809 281/531-9411 Fax
Automotive Wholesalers of Texas/ Jim Quinten, Pres.	8000 Centre Park Drive, #150 Austin, TX 78754	512/339-0044 512/339-4477 Fax
Boating Trades Association of Texas/ Lee Couch	1005 Congress Ave, Ste. 5000 Austin, TX 78701	512/472-3919 512/472-5970 Fax
Consulting Engineers Council of Texas/ Steve Stagner, Exec. Dir.	400 W 15 th Street, Ste 820 Austin, TX 78701	512/474-1474 512/474-1490 Fax
County Tax Assessors-Collectors Association / Joyce Gray	P. O. Box 859 Merzon, TX 76941	915/835-7771 915/835-2008 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
Dairy Farmers of America/ David Jones, Gen. Mgr.	3500 William D. Tate Ave, Ste 100 Grapevine TX 76051	800/994-2674 817/410-4501 Fax
Independent Water and Sewer Companies of Texas / Mark Zeppa	6101 West Courtyard, Ste 221 Austin, TX 78730	512/346-4011 512/346-6847 Fax
International Environmental Association / Chip Stewart	P.O. Box 866 Sweeny, TX 77480	713/623-5006 713/623-5050 Fax
National Federation of Independent Businesses / Robert Howden	815 Brazos Austin, TX 78701	512/476-9847 512/478-6422 Fax
National Solid Waste Management Association (NSWMA), Texas Chapter / Bob Gregory, President	Texas Disposal Systems PO Box 17126 Austin, TX 78760-7126	512/243-1000 512/243-4123 Fax
Printing and Imaging Association of Texas / Joe Polanco	910 W Mockingbird Ln Ste 200 Dallas, TX 75247-5174	214/630-8871 214/688-1767 Fax
San Antonio Manufacturing Association / Michael Harris	8610 Broadway, Ste 240 San Antonio, TX 78217	210/821-5466 210/821-5467 Fax
Small Business Representatives / Therese Moncrief	313 River Crest Drive Fort Worth, TX 76107	817/732-8203 817/336-3164 Fax
Solid Waste Association of North America - Lone Star Chapter/ Peter Pistole, President	1300 William Dodson Pkwy Farmers Branch, TX 75381	972/919-2616 972/241-6305 Fax
Southwest Carwash Association/ Chuck Space	3724 Executive Center Dr, Ste 155 Austin, TX 78731	512/343-9023 512/343-1530 Fax
Southwest Dry Cleaners Association/ Andrew Stanley	1800 Northeast Loop 410, Ste 308 San Antonio, TX 78217	210/826-4684 210/826-6423 Fax
Texas Aggregates & Concrete Association (TACA)/ Michael K. Stewart	6633 Hwy 290 East, Ste 204 Austin, TX 78723	512/451-5100 512/451-4162 Fax
Texas Ag Industries Association/ Pat Miller	P.O. Box 339 Cedar Park, TX 78630	512/259-2118 512/259-2164 Fax
Texas & Southwestern Cattle Raisers Association / Steve Munday	1301 W 7 th Street Fort Worth, TX 76102	817/332-6167 817/338-4813 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
Texas Aquaculture Association/ Donna Henson	P.O. Box 533 Friendswood, TX 77549	281/648-6549 281/648-3778 Fax
Texas Association of African American Chambers of Commerce/ Cassandra Johnson, Administrator	807 Brazos Street, Ste 710 Austin, TX 78701	512/457-0370 512/457-1078 Fax
Texas Association of Builders/ Sarah Payne Senterfitt, Dir of Regulatory Affairs	510 W 15 th Street Austin, TX 78701	512/476-6346 512/476-6427 Fax
Texas Association of Business & Chambers of Commerce / Mary Miksa	1209 Nueces St Austin, TX 78701-1719	512/477-6721 512/477-0836 Fax
Texas Association of Counties (TAC)/ Sam D. Seale, Exec. Dir.	P.O. Box 2131 Austin, TX 78768-2131	512/478-8753 512/478-0519 Fax
Texas Association of Dairymen/ James Terrell	Texas Medical Association Bldg 401 W 15 th St Austin, TX 78701	512/476-9100 512/476-9101 Fax
Texas Association of Mexican American Chambers of Commerce/ Celia Israel, Legislative Aide	823 Congress Avenue, Ste 1414 Austin, TX 78701	512/708-8823 512/708-1808 Fax
Texas Association of Nurserymen/ Ed Edmondson	7730 IH-35 South Austin, TX 78745	512/280-5182 512/280-3012 Fax
Texas Association of Regional Councils/ James Ray, Exec. Dir.	1305 San Antonio Street Austin, TX 78701	512/478-4715 512/478-1049 Fax
Texas Association of Storage Tank Professionals (TASTP)/ Bill Greer, Exec. Dir.	8760-A Research Blvd., Ste 248 Austin, TX 78758	888/994-8240 800/592-8240 Fax
Texas Automobile Dealers Association/ Gene Fondren	PO Box 1028 Austin, TX 78767-1028	512/476-2686 512/476-2179 Fax
Texas Cast Metals Association / Harley Scoggins	3917 Lakewood Heights Fort Worth, TX 76179	512/238-7177 512/238-7178 Fax
Texas Cattle Feeders Association/ Ross Wilson	5501 West I-40 Amarillo, TX 79106	806/358-3681 806/352-6026 Fax
Texas Chemical Council/ Jon Fisher	1402 Nueces Austin, TX 78701	512/477-4465 512/477-5387 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
Texas Cotton Ginners Association/ Kelley Green, P.E.	400 W 15th Street, Ste. 1010 Austin, TX 78701	512/476-8388 512/476-8215 Fax
Texas Cotton Producers/ Jim Ed Miller, Pres.	400 W 15 th Street, Ste 1010 Austin, TX 78701	512/476-3913 512/476-8215 Fax
Texas Forestry Association/ Ronald Hufford	P.O. Box 1488 Lufkin, TX 75902	409/632-8733 409/632-9461 Fax
Texas Hospital Association/ Matthew T. Wall	P. O. Box 15587 Austin, TX 78761-5587	512/465-1037 512/465-1090 Fax
Texas Hot Mix Asphalt Pavement Association / Harold C. Mullen	9407 Brown Lane, Bldg 1 Austin, TX 78754	512/836-6366 512/836-6407 Fax
Texas Grain and Feed Association/ Ben Boerner	2630 West Freeway, Ste 100A Fort Worth, TX 76102	817/336-7875 817/336-7879 Fax
Texas Independent Producers and Royalty Owners Association (TIPRO)/ A. Scott Anderson	515 Congress Avenue, Ste 1910 Austin, TX 78701	512/477-4452 512/476-8070 Fax
Texas Mining & Reclamation Association (TMRA)/ Tom Faulkner, Exec. Dir.	314 Highland Mall Blvd., Ste 510 Austin, TX 78752	512/467-1300 512/451-9556 Fax
Texas Motor Transportation Association / Bill Webb	700 E 11 th St Austin, TX 78701	512/478-2541 512/474-6494 Fax
Texas Municipal Gas Association / Ben Griffin, President	1305 San Antonio St. Austin, TX 78701	512/450-0494 512/478-1049 Fax
Texas Municipal League / Monte Akers, Director of Legal Services	1821 Rutherford Ln, Suite 400 Austin, TX 78754	512/719-6300 512/719-6390 Fax
Texas Oil & Gas Association/ Cindy Morphew	304 W. 13 th Street Austin, TX 78701	512/478-6631 512/472-3859 Fax
Texas On-Site Wastewater Association/ Charlie Diggs	217S W Water Street Kerrville, TX 78028	830/895-1809 830/896-3534 Fax
Texas Paint Council/ Phil Cates	914 Congress Ave Austin, TX 78701	512/474-1541 512/474-2162 Fax
Texas Pest Control Association/ Beth Brooks, Exec. Dir.	100 E Anderson Lane Austin, TX 78752	512/835-2801 512/835-2133 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
Texas Petroleum Marketers and Convenience Store Association (TPCA)/ Scott Fisher	710 W 15th Street Austin, TX 78701-1535	512/476-9547 512/477-4239 Fax
Texas Pork Producers/ Ken Horton	P.O. Box 10168 Austin, TX 78766	512/453-0615 512/451-5536 Fax
Texas Poultry Federation/ James Grimm	P.O. Box 9589 Austin, TX 78766	512/451-6816 512/452-5142 Fax
Texas Propane Gas Association/ John Danks	P.O. Box 140735 Austin, TX 78714	512/836-8620 512/834-0758 Fax
Texas Renewable Energy Industries Association / Russell E. Smith	P.O. Box 16469 Austin, TX 78761-6469	512/345-5446 512/345-6831 Fax
Texas Rural Water Association/ Tom Duck	1616 Rio Grande Street Austin, TX 78701	512/472-8591 512/472-5186 Fax
Texas Shipyard Coalition c/o First Wave Marine/ Jack Holmes	2102 Broadway Houston, TX 77012	713/847-4608 713/847-4601 Fax
Texas Shrimp Association/ Wilma Anderson	P.O. Box 1020 Aransas Pass, TX 78336	361/758-5024 361/758-5853 Fax
Texas Society of Professional Engineers / Gerhardt Schulle, Jr., Exec. Dir.	P.O. Box 2145 Austin, TX 78768	512/472-9286 800/580-8973 512/472-2934 Fax
Texas Tank Truck Carriers Association, Inc. (TTTCA)/ Patrick Long, Exec. Dir.	P. O. Box 2307 Austin, TX 78768	512/472-6207 512/479-8726 Fax
Texas Tire Dealers Association (TTDA) / Chuck Space	3724 Executive Center Dr, Ste 155, Austin, TX 78731	512/343-8604 512/343-1530 Fax
Texas Turf Irrigation Association/ David Coleman	1727 N Main Street Weatherford, TX 76086	817/598-0907 817/594-9246 Fax
Texas Vehicle Club Council/ Troy Mennis	604 Evans Eules, TX 76040	817/283-6942 817/283-6942 Fax
Texas Water Conservation Association/ Dean Robbins	206 San Jacinto Building Austin, TX 78701	512/472-7216 512/472-0537 Fax
Texas Water Quality Association/ Chris Martin, Exec. Dir.	823 Congress Avenue Austin, TX 78701	512/479-0425 512/495-9031 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
Texas Water Utilities Association/ Dan Allen, Exec. Dir.	1106 Clayton Lane #101 East Austin, TX 78723	512/459-3124 512/459-7124 Fax
Texas Water Wise Council / John Sutton, President	7730 IH-35 South Austin, TX 78745	512/463-7988
Water Environment Association of Texas / Patty Cleveland, President	5300 S Collins Arlington, TX 76004	817/493-5100 817/417-0367 Fax
NATIONAL ASSOCIATIONS		
Ad Hoc Modeling Group Lake Michigan Air Directors / Mike Koerber, Dir.	2250 E. Devon Ave, Ste 216 Des Plaines, IL 60018	847/296-2181 847/296-2958 Fax
Agricultural Container Research Council (ACRC) / Robert L. Denny, Exec. Dir.	1101 17th Street, NW, Ste 500 Washington, DC 20036	877/952-2272 202/861-3144 877/951-2272 Fax
Air & Waste Management Association (AWMA) / Dennis Mitchell, Exec. Dir.	One Gateway Center, Third Fl Pittsburgh, PA 15222	412/232-3444 412/232-3450 Fax
American Automotive Leasing Association / Mary T. Tavenner	700 Thirteenth St N.W., Ste 950 Washington, DC 20005	202/393-7293 202/393-7293 Fax
American Corn Growers Association / Gary Goldberg	P.O. Box 18157 Washington, DC 20036	918/488-1829 918/488-1892 Fax
American Forest and Paper Association / Robert C. Kaufmann	1111 19 th St NW, Ste 800 Washington, DC 20036	202/463-2700 202/463-7848 Fax
American Foundrymen's Society, Inc./ Gary E. Mosher	505 State Street Des Plaines, IL 60016-8399	847/824-0181 847/824-7621 Fax
American Petroleum Institute (API)/ Bruce Bauman	1220 L Street, N.W. Washington, DC 20005-4070	202/682-8375 202/962-4776 Fax
American Portland Cement Alliance / Andy O'Hare	1225 I St NW, Ste 300 Washington, DC 20005	202/408-9494
American Society for Quality / Paul E. Borawski, Exec. Dir.	P.O. Box 3005 Milwaukee, WI 53201-3005	800/248-1946 414/272-1734 Fax
American Trucking Associations, Inc / Allen Shaeffer	2200 Mill Rd Alexandria, VA 22314	703/838-1786 703/838-1992 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
American Water Works Association / Jack Hoffbuhr, Exec. Dir.	6666 W. Quincy Avenue Denver, CO 80235	303/794-7711 800/926-7337 303/795-1440
Association for Commuter Transportation / Elizabeth Green, Exec. Sec.	1518 K St NW, Ste 503 Washington, DC 20005-1285	202/393-3497 202/638-4833 Fax
Association of Boards of Certification (NA) / Stephen W. Ballou, Exec. Dir.	208 5th St Ames, IA 50010	515/232-3623 515/232-3778 Fax
Association of State Dam Safety Officials Lori C. Spragens, Exec. Dir.	450 Old Vine St. Lexington, KY 40507	606/257-5140 606/323-1958 Fax
Association of State Drinking Water Administrators (ASDWA) / Vanessa Leiby, Exec. Dir.	1120 Connecticut Avenue NW, Ste 1060 Washington, DC 20036	202/293-7655 202/293-7656 Fax
Association of State and Interstate Water Pollution Control Administrators (ASIWPCA) / Roberta Savage, Exec. Dir.	750 First St, NE, Ste 1010 Washington, DC 20002	202/898-0905 202/898-0929 Fax
Association of State and Territorial Solid Waste Management Officials (ASTSWMO) / Barbara Simcoe	444 N Capitol Street, N.W., Ste 315 Washington, DC 20001	202/624-5828 202/624-7875 Fax
Association of State Flood Plain Managers / Larry Larson, Exec. Dir.	4233 W. Beltline Hwy. Madison, WI 53711	608/274-0123 608/274-0696 Fax
Association of Western States Engineers Office of the State Engineer / R.Q. "Bob" Rogers, P.E.	P.O. Box 844 Deming, NM 88031	505/546-2851
Automotive Services Excellence (ASE) / Pat Lampel, Market Servicing Mgr.	13505 Dulles Technology Drive, Ste 2 Herndon, VA 22071-3421	703/713-3800 X257 703/713-0727 Fax
Cement Kiln Recycling Coalition / Michelle Lusk	1225 I St NW, Ste 300 Washington, DC 20005	202/789-1945 202/408-9392 Fax
Central State Air Resource Agencies (CenSara) / Larry Byrum, Exec. Dir.	10015 S Pennsylvania, Ste A, Bldg. D Oklahoma City, OK 73159	405/378-7377 405/378-7379 Fax
Chemical Coaters Association Interactive / Anne Goyer	P.O. Box 54316 Cincinnati, OH 45254	513/624-6767 513/624-0601 Fax
Chemical Manufacturer's Association/ Morton Mullins	2501 M Street, NW Washington, DC 20037	202/887-1110

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
Conference of Radiation Control Program Directors, Inc. / Steve Collins, Chairperson	205 Capital Avenue Frankfort, KY 40601	502/227-4543 502/227-7862 Fax
Coordinating Research Council / Timothy Belian, Exec. Dir.	219 Perimeter Center Parkway, Ste 400 Atlanta, GA 30346	770/396-3400 770/396-3404 Fax
Engine Manufacturers Association / Glenn F. Keller	401 N Michigan Avenue Chicago, IL 60611-4267	312/644-6610 Fax
Environmental Council of the States / Bob Shinn, Pres.	444 N Capitol St NW, Ste 305 Washington, DC 20001	202/624-3660 202/624-3666 Fax
Groundwater Foundation / Susan Seacrest, Pres.	P.O. Box 22558 Lincoln, NE 68542	402/434-2740 402/434-2742 Fax
Groundwater Protection Council (GWPC) / Michael J. Paque	827 NW 63 rd St, Ste 103 Oklahoma City, OK 73116	405/516-4972 405/516-4973 Fax
Institute of Scrap Recycling Industries (ISRI) / Robin K. Wiener, Exec. Dir.	1325 G St., NW, Ste 1000 Washington, DC 20005-3104	202/737-1770 202/626-0900 Fax
International Tire & Rubber Association, Inc. (ITRA)/ Allan Justice, Govt Liaison	P.O. Box 37203 Louisville, KY 40233-7203	
Interstate Technology and Regulatory Cooperation Work Group (ITRC) / Rick Tomlinson	Institute of the States 444 N. Capitol St. NW Ste 305 Washington, DC 20001	202/624-3660 202/624-3666 Fax
Irrigation Association / Tom Kimmell, Exec. Dir.	8260 Willow Oaks Corporate Dr., Ste 120 Fairfax, VA 22031-4513	703/573-3551 703/573-1913 Fax
Keep America Beautiful, Inc. . Walt Amacker, Vice-President & Director of Communications	1010 Washington Blvd. Stamford, CT 06901	203/323-8987 203/325-9199 Fax
Manufacturers of Emission Controls Association (MECA) / Antonio Santos	1707 L St NW, Ste 570 Washington, DC 20036	202/296-4797 202/331-1388 Fax
National Association of Regulatory Utility Commissioners (NARUC) / Charles D. Gray, Interim Exec. Dir.	PO Box 684 Washington, DC 20004	202/898-2200 202/898-2213 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
National Association of Fleet Administrators, Inc. / Courtney White	100 Wood Avenue Iselin, NJ 08830	732/494-8100 732/494-6789 Fax
National Environmental Laboratory Accreditation Conference New York State Department of Health / Dr. Kenneth E. Jackson, Chairman	Wadsworth Center, ELAP, P. O. Box 509 Albany, NY 12201-0509	518/485-5570 518/485-5568 Fax
National Governors' Association / Raymond C. Scheppach, Exec. Dir.	444 N Capitol Street, Ste 267 Washington, DC 20001-1512	202/624-5300 202/624-5313
National Low-Level Waste Management Program (Idaho National Engineering and Environmental Laboratory) / Tom Kerr	P.O. Box 1625 Idaho Falls, ID 83415	208/526-7397 208/526-9165 Fax
National Onsite Wastewater Recycling Association, Inc. / Pam Franzen	P. O. Box 647 Northbrook, IL 60065-0647	847/559-9233 847/559-9235 Fax
National Pollution Prevention Roundtable/ Natalie Roy, Exec. Dir.	2000 P St NW, Ste 708 Washington, DC 20036	202/466-7272 202/466-7964 Fax
National Small Flows Clearinghouse / Jennifer Hause	West Virginia University P. O. Box 6064 Morgantown, WV 26506-6064	800/624-8301 304/293-3161 Fax
National Solid Waste Management Association / Bruce Parker, CEO	4301 Connecticut Ave. NW, Ste 300 Washington, DC 20008	202/244-4700 800/424-2869 202/966-4818 Fax
National Solid Waste Management Association (NSWMA), Sunbelt Region / Mike Huff, Regional Manager	3040 Holcomb Bridge Rd., Ste B-1 Norcross, GA 30071	888/NSWMA-SB 770/416-0848 Fax
Natural Gas Vehicle Coalition / Richard R. Kolodziej	1515 Wilson Boulevard Arlington, VA 22209	703/527-3022 703/527-3025 Fax
North American Hazardous Materials Management Association / Michael Bender	RR #5, Box 230 Montpelier, VT 05602	802/223-9000 802/223-7914 Fax
North American Interstate Weather Modification Council / Dr. Joseph Warburton, Sec-Treas	2215 Raggio Parkway Reno, NV 89512-1095	775/825-7814 No Fax
North American Research Strategy for Tropospheric Ozone (NARSTO) / Dr. Jeremy Hales	60 Eagle Reach Pasco, WA 99301	509/546-9542 509/546-9522

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
National Sanitation Foundation (NSF) International / Tom Bruursema	P. O. Box 130140 Ann Arbor, MI 48113-0140	734/769-8010 734/769-0109 Fax
Nuclear Information & Resource Service/ Diane D'Arrigo	1424 16 th St NW, #404 Washington, DC 20036	202/328-0002 202/462-2183
Oxygenated Fuels Association / Mrs. Terry Wigglesworth	1300 N 17 th Street, Ste 1850 Arlington, VA 22209	703/841-7100 703/841-7720 Fax
Renewable Fuels Association / Eric Vaughn	One Massachusetts Ave NW, Ste 820 Washington, DC 20001	202/289-3835 202/289-7519 Fax
Sierra Club / Carl Pope, Exec. Dir.	85 2nd St., Second Floor San Francisco, CA 94105-3441	415/977-5500 415/977-5799 Fax
Society of Plastic Industries / Tommy Southall	1275 K Street NW, Ste 400 Washington, DC 20005	202/974-5200 202/296-7005 Fax
Solid Waste Association of North America / John Skinner, PH.D., Exec. Dir.	PO Box 7219 Silver Springs, MD 20907-7219	301/585-2898 301/589-7068 Fax
State & Territorial Air Pollution Program Administrators Association of Local Air Pollution Control Officials (STAPPA/ALAPCO) / Nancy Kruger	444 N Capital Street, N.W., Ste 307 Washington, DC 20001	202/624-7864 202/624-7863 Fax
Transportation Research Board / Robert E. Skinner, Jr.	2101 Constitution Avenue NW Washington, DC 20418	202/334-3214
United States-Mexico Foundation for Science / Ing. Guillermo Fernandez de la Garza, Exec. Dir.	San Francisco 1626, Desp.205,Col.del Valle Delegacion Benito Juarez, 03100, Mexico, D.F.	525/524-5150 525/524-0140 Fax
United States Composting Council / Karrie Imbrogno, Bus. Mgr.	P.O. Box 407 Amherst, OH 44001	440/989-2748 440/989-1553 Fax
Waste Watch Center / Dana Duxbury	16 Haverhill Street Andover, MA 01810	508/470-3044 508/470-3384 Fax
Water Environment Federation (NA) / Quincalee Brown, Exec. Dir.	601 Wyth Street Alexandria, VA 22314	703/684-2452 703/684-2492 Fax

Group or Association Name/ Contact Person	Address	Telephone Number Fax Number
Weather Modification Association / Hilda Duckering, Exec. Secretary	P. O. Box 26926 Fresno, CA 93729-6926	559/434-3486 559/434-3486 Fax
Western Governors' Association / Jim Souby, Exec. Dir.	600 17th Street, Ste 1705 South Tower Denver, CO 80202-5452	303/623-9378 303/534-7309 Fax
American Assoc. of Airport Executives/ Jim Crites, Deputy Exec. Director	3200 E. Airfield Drive P.O. Drawer 619428 DFW Airport, TX 75261-9428	972/574-3207 jcrites@dfwairport.com
Transportation Research Board Jim Crites	3200 E. Airfield Drive P.O. Drawer 619428 DFW Airport, TX 75261-9428	972/574-3207 jcrites@dfwairport.com
Airport Council International Jim Crites	3200 E. Airfield Drive P.O. Drawer 619428 DFW Airport, TX 75261-9428	972/574-3207 jcrites@dfwairport.com

LIAISONS AT OTHER STATE AGENCIES (with which the agency maintains an ongoing relationship, e.g., the agency's assigned analyst at the Legislative Budget Board, or attorney at the Attorney General's office)		
Agency Name/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
Governor's Office John Howard	State Capitol P.O. Box 12428 Austin, TX 78711-2428	512/475-2288 512/463-1975 jhoward@governor.state.tx.us
Lt. Governor's Office Carmen Cernosek	State Capitol P.O. Box 12068 Austin, TX 78711-2068	512/463-8007 512/463-0039 Fax carmen.cernosek@ltgov.state.tx.us
Lt. Governor's Office Barry McBee	State Capitol P.O. Box 12068 Austin, TX 78711-2068	512/463-0258 512/463-0039 Fax barry.mcbee@ltgov.state.tx.us
Brazos River Authority/ Gary Gwyn, Gen. Mgr.	P.O. Box 7555 Waco, TX 76714-7555	817/776-1441 817/772-5780 Fax

Agency Name/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
Canadian River Compact Commission Roger Cox, Commissioner	320 S Polk, Suite 700 Amarillo, TX 79101	806/372-2020 806/353-5206 Fax rcox@sandersbaker.com
Coastal Coordination Council Permitting Assistance/ General Land Office Tom Nuckols	1700 North Congress, Rm. 617 Austin, TX 78701	512/463-5054 512/475-0680 Fax tnuckols@glo.state.tx.us
Comptroller of Public Accounts Revenue Estimating Doug Freer	111 E. 17 th St. Austin, TX 78701	512/475-0452 512/475-1559 Fax E: doug.freer @ cpa.state.tx.us
General Services Commission Office of General Counsel Judy Ponder	P.O. Box 13047 Austin, TX 78711-3047	512/463-7898 512/475-3779 Fax email: judy.ponder@ gsc.state.tx.us
General Services Commission Pantex Program Roger Mulder, Director	P.O. Box 13047 Austin, TX 78711-3047	512/463-1866 512/463-6178 Fax roger.mulder@gsc.state.tx.us
Guadalupe-Blanco River Authority / W. E. "Bill" West, Jr., Gen.Mgr.	933 E. Court Seguin, TX 78155	210/379-5822 210/379-9718 Fax
Lavaca-Navidad River Authority/ Jack C. Nelson, Gen. Mgr.	Box 429 Edna, TX 77957	512/782-5229 512/782-5310 Fax
Lower Colorado River Authority/ Mark Rose, Gen. Mgr.	P.O. Box 220 Austin, TX 78767	512/473-3200 Ext. 4006 512/473-4010 Fax
Lower Neches Valley Authority/ Tommy Hebert, Gen. Mgr.	P.O. Box 3464 Beaumont, TX 77704	409/892-4011 409/898-2468 Fax
Nueces River Authority/ Con Mims, Exec. Dir.	P.O. Box 349 Uvalde, TX 78801	830/278-6810 830/278-2025 Fax
Office of Attorney General/ Criminal Justice and Financial Crimes Don Clemmer	P.O. Box 12548 Austin, TX 78711-2548	512/463-0074 512/370-9949 Fax email: Djc3@oag.state.tx.us
Office of Attorney General Natural Resources Division Karen Kornell	P.O. Box 12548 Austin, TX 78711-2548	512/475-4001 512/320-0911 Fax email: Karen.kornell@oag.state.tx.us

Agency Name/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
Office of Attorney General General Litigation Toni Hunter	P.O. Box 12548 Austin, TX 78711-2548	512/463-2120 512/320-0667 Fax email: Geoff.amsel@oag.state.tx.us
Office of Attorney General Open Records Division Rebecca Payne	P.O. Box 12548 Austin, TX 78711-2548	512/936-1395 512/463-2092 Fax email: Rebecca.payne@oag.state.tx.us
Office of Attorney General Opinion Committee Elizabeth Robinson	P.O. Box 12548 Austin, TX 78711-2548	512/936-1706 512/472-6538 Fax email: Ekr1@oag.state.tx.us
Pecos River Compact Commission Julian W. Thrasher, Commissioner	P.O. Box 340 Monahans, TX 79756	915/943-2396 915/943-3267 Fax
Red River Compact Commission Lowell Cable, Commissioner	858 Gilmer Sulphur Springs, TX 75482	903/885-3148 903/439-1050 Fax
Red River Authority of Texas/ Ronald J. Glenn, Gen.Mgr.	Hamilton Building 900 8 th St, Ste 520 Wichita Falls, TX 76301- 6894	817/723-8697 817/723-8531 Fax
Rio Grande Compact Commission Joe Hanson, Commissioner	P.O. Box 1917 El Paso, TX 79950-1917	915/532-0196 915/532-6891 Fax tbeeman@swbell.net
Sabine Compact Commission Frank Parker, Commissioner Danny Choate, Commissioner	1704 Windsor Orange, TX 77632 P.O. Box 1776 Center, TX 75935	409/598-9885 409/598-7705 Fax fep1/@set.net 409/840-9277 409/840-9746 Fax
Sabine River Authority/ Jerry Lynn Clark, Gen. Mgr.	P.O. Box 579 Orange, TX 77630	409/746-2192 409/746-3780 Fax
San Antonio River Authority/ Fred N. Pfeiffer, Gen. Mgr.	P.O. Box 830027 San Antonio, TX 78283	210/227-1373 210/227-4323 Fax

Agency Name/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
State Auditor's Office Contract Management Susan Riley	P.O. Box 12067 Austin, TX 78711-2067	512/479-4791 512/479-4884 Fax
State Office of Administrative Hearings Utility and Natural Resource Division Bill Newchurch	P.O. Box 13025 Austin, TX 78711-3025	512/936-0716 512/936-0730 Fax
State Office of Risk Management Claims Operations Susan Hudson	P.O. Box 13777 Austin, TX 78711	512/475-1440 512/472-0237 Fax email: Skh1@oag.state.tx.us
Sulphur River Authority of Texas/ Mike Huddleston, Pres.	P.O. Box 916 Texarkana, AR 75504	870/774-2144 870/773-1688 Fax
Texas Agricultural Extension Service, Nonpoint Source Pollution Program Contact Dr. Mark McFarland	College Station, TX 77843- 1123	409/845-2425 409/845-9542 Fax
Texas Commission on Human Rights Enforcement Jonathan Wilder	P.O. Box 13493 Austin, TX 78711	512/437-3450 512/437-3478 Fax
Texas Department of Agriculture Assistant Commissioner for Pesticide Programs Donnie Dippel	P.O. Box 12847 Austin, TX 78711	512/463-1093 512/475-1618 Fax
Texas Department of Health Bureau of Laboratories Dr. David Maserang, Chief	1100 W 49 th Street Austin, TX 78756-3194	512/458-7318 512/458-7294 Fax david.maserang@tdh. state.tx.us
Texas Department of Health Bureau of Radiation Control Richard Ratliff	1100 West 49 TH St Austin, TX 78756-3189	512/834-6688 512/834-6708 Fax richard.ratliff@ tdh.state.tx.us
Texas Department of Health Fish and Shellfish Contact Kirk Wiles	1100 W. 49 th . St. Austin, TX 78756	512/719-0215 512/719-0202 Fax

Agency Name/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
Texas Department of Housing and Community Affairs Community Development Program Steve Swango	P.O. Box 13941 Austin, TX 78711-3941	512/475-3851 512/475-3914 Fax sswango@genesis.tdh.hce.state.tx.us
Texas Department of Insurance State Fire Marshal's Office Wayne Smith	333 Guadalupe Austin, TX 78701	512/305-7900 512/305-7910 Fax E: wayne_smith@tdi.state.tx.us
Texas Department of Licensing & Regulation - Water Well Drillers Jim Muse	P.O. Box 12157 Austin, TX 78711	512/463-3173 512/475-2874 Fax jmuse@license.state.tx.us
Texas Department of Public Safety Vehicle Inspection & Emissions Major Ricky Smith	P.O. Box 4087 (msc-0543) Austin, TX 78773	512/424-2779 512/424-2774 Fax ricky.smith@txdps.state.tx.us
Texas Department of Transportation Environmental Division Diana Noble	125 E. 11 th St. Austin, TX 78701-2483	512/416-3003 512/416-2746 Fax
Texas Ethics Commission Advisory Opinions & Education Sarah Woelk	P.O. Box 12070 Austin, TX 78711	512/463-5800 512/463-5777 Fax
Texas General Land Office Coastal Division Sally Davenport	1700 N. Congress Ave, Austin, TX 78701	512/463-5059 512/463-5233 Fax
Texas Parks and Wildlife Director Resource Protection, Water Quality Contact Dr. Larry McKinney	4200 Smith School Rd Austin, TX 78744	512/389-4636 512/389-4397 Fax
Texas Railroad Commission Assistant Director Environmental Services Leslie Savage	1701 N. Congress Austin, TX 78711	512/463-7308 512/463-7000 Fax
Texas Railroad Commission Office of General Counsel Terri Eaton	PO Box 12967 Austin, TX 78711-2967	512/463-6977 512/463-6684 Fax terri.eaton.@rrc.state.tx.us

Agency Name/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
Texas Secretary of State Texas Register Section Dan Procter	P.O. Box 12887 Austin, TX 78711-2887	512/463-5562
Texas State Board of Plumbing Examiners / Doretta A. Conrad	P.O. Box 4200 Austin, TX 78765	512/458-2145 Ext.221 512/450-0637 Fax
Texas State Soil and Water Conservation Board - Nonpoint Source Contact James Moore	P.O. Box 658 Temple, TX 76503	254/773-2250 254/773-3311 Fax
Texas Water Development Board Deputy Executive Administrator Planning Dr. Tommy Knowles, Director	P.O. Box 13231 Austin, TX 78711	512/463-8407 512/463-9893 Fax tknowles@twdb.state.tx.us
Texas Water Development Board Deputy Executive Administrator Project Finance/Construction Asst. Kevin Ward	P.O. Box 13231 Austin, TX 78711	512/463-8221 512/475-2053 Fax email; info@twdb.state.tx.us
Texas Water Development Board Water Conservation John Sutton	P.O. Box 13231 Austin, TX 78711	512/463-7988 512/469-9893 Fax jsutton@twdb.state.tx.us
Texas Workforce Commission Bob Peak	P.O. Box 15900 Austin, TX 78761	512/340-4341 512/340-4311 Fax robert.peak@twc.state.tx.us
Texas A & M University Dept. of Agricultural Engineering Calvin Parnell	College Station, TX 77843- 2117	409/845-3985 409/845-3932 Fax c-parnell@tamu.edu
Texas A & M University Texas Sea Grant Program John Jacobs	P.O. Box 58828 Houston, TX 77258	281/291-9252 281/291-0552 Fax jjacob@tamu.edu
Texas A & M University Texas Water Resources Institute Ric Jensen	301 Scoates Hall College Station, TX 77843- 3932	409/845-8571 409/845-8554 Fax rjensen@tamu.edu
Texas A & M Agriculture Extension Service Bruce Lesikar	205 Scoates Hall College Station, TX 77843- 3932	409/845-7453 409/845-3932 Fax b_lesikar@tamu.edu

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Texas A & M Engineering Extension Service Chuck Phinney, Director	College Station, TX 77843-8000	409/845-6246 409/845-3419 Fax psphinney@teexnet.tamu.edu
Texas Transportation Institute Urban Planning George Dresser	Texas A&M University CE/TTI Building College Station, TX 77843-3135	409/845-3326 409/845-7548 Fax g_dresser@tamu.edu
Texas Forest Service Forest Resource Development Dept. Brad Barber	Texas A & M University John B. Connally Bldg. College Station, TX 77843-2136	409/845-2641 409/845-576/ b-barber@tamu.edu
Texas Tech University Water Resources Center Lloyd Urban	Lubbock, TX	806/742-3597 806/742-3449 Fax lurban@coe2.coe.ttu.edu
Trinity River Authority/ Danny Vance, Gen. Mgr.	P.O. Box 60 Arlington, TX 76004	817/467-4343 817/465-0970 Fax
University of Texas at Austin Dr. Brian Graham-Moore	Graduate School of Business CBA 4.202 Austin, TX 78712	512/471-9452 512/471-3937 g_moore@utxvms.cc.utexas.edu
University of Texas at Austin Economic Geology Noel Tyler	University Station, Box X Austin, TX 78713-7508	512/471-1534 512/471-0140 Fax
Upper Guadalupe River Authority Charles Wiedenfeld	125 Lehman Drive Kerrville, TX 78028-5908	830/896-5445 830/257-2621 Fax ugradrew@kte.com
Upper Neches River Municipal Water Authority John Caverness	P.O. Box 1965 Palestine, TX 75802	903/876-2237 903/876-5200 Fax unrww@mail.gower.net

LIAISONS AT FEDERAL AGENCIES (with which the agency maintains an ongoing relationship)		
Agency Name/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
U.S. Environmental Protection Agency (EPA) / Carol Browner, Administrator	401 M Street SW Washington, DC 20460	202/260-4700
U.S. Environmental Protection Agency (EPA) / Office of Research and Development Henry Longest, Deputy Asst Administrator	401 M Street SW Washington, DC 20460 3210 Hwy 54 (MD-75) Research Triangle Pk, NC 27711	202/260-7676 longest.henry@epa.gov
U.S. Environmental Protection Agency (EPA) /Office of Compliance and Enforcement David Nielsen, Director	401 M Street SW (2246A) Washington, DC 20460	202/564-2264 202/564-0020 Fax nielsen.david@epa.gov
U.S. Environmental Protection Agency (EPA) / Office of Solid Waste, Municipal and Industrial Solid Waste Division Robert Dellinger, Director	401 M Street SW (5306W) Washington, DC 20460	703/308-8254 703/308-8686 Fax dellinger.robert@epa.gov
EPA Region 6 Main Office Regional Administrator Gregg Cooke	1445 Ross Avenue, Ste 1200 Dallas, TX 75202	214/665-2100
EPA Region 6 Main Office Water Quality Protection William Hathaway	1445 Ross Avenue, Ste 1200 Dallas, TX 75202	214/665-7101
EPA Region 6 Main Office Multimedia Planning and Permitting Robert Hanneschlager, P.E.	1445 Ross Avenue, Ste 1200 Dallas, TX 75202	214/665-2200
EPA Region 6 Main Office Superfund Myron Knudson, P.E.	1445 Ross Avenue, Ste 1200 Dallas, TX 75202	214/665-6701
EPA Region 6 Main Office Compliance Assurance and Enforcement Samuel Coleman, P.E.	1445 Ross Avenue, Ste 1200 Dallas, TX 75202	214/665-2210

Agency Name/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
EPA Region 6 Main Office Regional Counsel Lawrence Starfield	1445 Ross Avenue, Ste 1200 Dallas, TX 75202	214/665-2110
EPA Region 6 Main Office Criminal Investigations Tom Kohl	1445 Ross Avenue, Ste 1200 Dallas, TX 75202	214/665-6600
EPA Region 6 Main Office Management Division Quality Assurance Program Alva Smith	1445 Ross Avenue, Ste 1200 Dallas, TX 75202	214/665-8347 214/665-2146 Fax smith.alva@epa.gov
EPA Region 6 Houston Laboratory David Stockton	10625 Fallstone Road Houston, TX 77099	281/983-2106 281/983-2248 Fax stockton.david@epa.gov
U.S. Fish and Wildlife Service Supervisor, Austin Field Office David Frederick	10711 Burnet Road, Ste 200 Austin, TX 78758	512/490-0057 512/490-0974 Fax david_c_frederick@fws.gov
National Oceanic and Atmospheric Administration Coastal Program Division, Coastal Water Resources Peyton Robertson	1305 East West Highway Silver Spring, MD 20910	301/713-3098
National Oceanic and Atmospheric Administration National Weather Service Dr. Thomas Graziano	Office of Meteorology 1325 East West Highway, Rm 13236 Silver Spring, MD 20910	301/713-1970, ext. 103 301/713-1520 Fax thomas.graziano@noaa.gov
National Oceanic and Atmospheric Administration/ National Weather Service Science Services Div. Dan Smith	819 Taylor Street Rm 10A26 Fort Worth, TX 76102-6171	817/978-2671 817/978-3475 Fax dan.smith@noaa.gov
U.S Geological Service Monitoring Coordinator Lloyd Woosley	8011 Cameron Road Austin, TX 78754	512/927-3500

Agency Name/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
Federal Emergency Management Agency Frank Pagano, Director Gary Zimmerer, P.E.	800 North Loop 288 Denton, TX 76201	940/898-5127 940/898-5195 Fax frank.pagano@fema.gov 940/898-5161 940/898-5195 Fax gary.zimmerer@fema.gov
U.S. Army Corps of Engineers Fort Worth District, Regulatory Branch, Dam Safety John Wise	819 Taylor Street Fort Worth, TX 76102-0300	817/978-3484 817/978-9916 Fax john.r.wise@swf02.usace.army.mil
U.S. Bureau of Reclamation (Water Resources) Allen Whitley	300 East 8 th Street Austin, TX 78701	512/916-5648 512/916-5662 Fax awhitle@gp.usbr.gov
U.S. Department of Agriculture Natural Resources Conservation Service / Jerry Walker	101 S. Main Temple, TX 76501-7682	254/742-9824 254/742-9848 Fax jwalker@tx.usda.nrcs.gov
U.S. Forestry Service Larry Ford	701 N. First Street Lufkin, TX 75901	409/639-8543
Federal Highway Administration Dennis Jones	Texas Division 300 E 8 th Street Austin, TX 78701	512/916-5917 919/541-0072 Fax dennis.jones@fhwa.dot.gov
Federal Transit Authority Jesse Balleza	Texas Division 819 Taylor Street, Rm 8A36 Ft. Worth, TX 76102	817/978-0550 817-978-0575 Fax jesse.balleza@fta.dot.gov
Equal Employment Opportunity Commission Pedro Esquivel	5410 Fredericksburg Road, Ste 200 San Antonio, TX 78229	210/281-7642 210/281-7690 Fax
Nuclear Regulatory Commission Paul Lohaus	Office of State Programs Washington, DC 20555-0001	301/415-2326 301/415-3502 Fax PhL@NRC.gov
Border Environment Cooperation Commission (BECC) Bernadino Olague	P.O. Box 221648 El Paso, TX 79913	877/225-1149 011/5216256180 Fax E: bolague@cocef.org
North American Development Bank (NADBank) Victor Miramontes	203 S. St. Marys, Ste 300 San Antonio, TX 78205	210/231-8000 210/231-6232 Fax E: karenc@nadbank.org

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U.S. Department of the Interior Remediation Glenn Sekavec	625 Silver Ave. SW, Ste190 Albuquerque, NM 87102	505/766-3565 505/766-1059 Fax glenn_sekavec@ios.doi.gov
U.S. Department of Energy Johnny Guelker	Pantex Plant - Amarillo Office P. O. Box 30030 Amarillo, TX 79120	806/477-3183 806/477-4174 Fax jguelker@pantex.doe.gov