

# Evaluation of State Policy Progress

## Hewlett Foundation's Western Conservation Strategy 2018-2023

Prepared by:  
John Daly  
Daly Conservation Strategies LLC

December, 2022

---

### Introduction

In July 2018, the William and Flora Hewlett Foundation (Hewlett Foundation/foundation) adopted a new 5-year strategy for the Western Conservation Program. The Hewlett Foundation's overall programmatic goal remained to conserve biodiversity and protect the ecological integrity of half the North American West — an area totaling approximately 1.5 billion acres — for people and nature. However, the new strategy shifted the focus from primarily taking advantage of opportunities to secure land and water protections at the federal level to complementing federal efforts with a focus on collaborating with local communities and earning support from local and state decisionmakers. This adjusted focus on state and local work is intended to improve the durability of results. This was rooted in the belief that conservation proposals developed from community priorities are more likely to earn the support of local and state decision makers and be less subject to reversal for political and ideological reasons.

State conservation policy can include the adoption, defense, or implementation of policies within a state that improve the protection or regulation of natural resources. Examples include halting land transfers, generating funds for conservation programs, adopting recreation and economic development plans, creating new parks and protected areas, or the adoption of new policies related to water, wildlife, oil and gas, and biodiversity protection. In addition to reviewing the policy outcomes, this evaluation also focused significantly on who was engaged to advance state policy work. As described in the Hewlett Foundation strategy, enduring conservation results require engaging diverse communities, including “ranchers and farmers, hunters and anglers, Indigenous and Latino communities, and people of diverse political persuasions.”

### Methodology

Over the last six months, Daly Conservation Strategies (DCS) conducted interviews with staff at 26 organizations that were identified by Hewlett as either grantees working to advance state

conservation policy, or as knowledgeable advisors who could offer input on this evaluation. DCS did not use a formal question list, but interviews covered topics including: policy successes and challenges since 2018, community engagement and efforts to improve inclusion, exciting opportunities on the horizon for state conservation policy, and what should be changed to improve the chances of success moving forward. A full list of organizations that contributed to this evaluation can be found in the **Acknowledgements** at the end of the report. A survey was distributed in November to 19 of those organizations who received Hewlett support for their work on state conservation policy, and 15 responses were received to the survey. A sample of the survey can be found in **Appendix B**. DCS attended two in-person all-day meetings with Hewlett grantees to discuss their work on state conservation policy. With Hewlett's approval there was a focus throughout the evaluation on the state policy work conducted in Colorado, New Mexico and Montana as a subset of the Western states included in the foundation's Western Conservation strategy. These three states were selected to help ensure the evaluation examined a variety of state conservation policies being pursued in different regions of the West, and so that states with different funding mechanisms, fiscal health, and social/community/political dynamics were considered.

## Disclaimers

This report was prepared by Daly Conservation Strategies LLC, and the opinions expressed are those of the author or the grantee organizations interviewed and surveyed for the evaluation, and do not necessarily reflect the views of The William and Flora Hewlett Foundation.

While this report may describe grantees efforts to affect legislation or government policy, The William and Flora Hewlett Foundation does not earmark its funds for prohibited lobbying activities, as defined in federal tax laws, and the foundation does not fund partisan electoral activities, but may fund nonpartisan election-related activities by grantees.

## High Level Findings

- 1. Overall the Western Conservation Strategy has been very successful in defending and securing new state conservation policies.** The Hewlett Foundation's grantees have successfully advanced a variety of land, water and wildlife conservation proposals that have been adopted in nine Western states. These results in California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah and Wyoming surpass an interim goal the Hewlett Foundation set of finalizing conservation policies in any four Western states included in the Hewlett Foundation's Western Conservation program. Please see **Appendix A** for a summary of new state conservation policies achieved from 2018 – 2022 with hyperlinks for each result. The following are a few selections of state policy successes to illustrate what has been achieved:

**New Mexico:** Over 300 miles of rivers were designated as Outstanding National Resource Waters using an authority states have under the federal Clean Water Act to protect rivers from pollution. Of that total, 180 miles of river were in the Upper Pecos watershed, where a coalition including Pueblos, acequia (earthen canal) users, a watershed association, anglers, and conservationists had petitioned the state for this designation.

**Colorado:** Legislation refocused the mission of the Colorado Oil and Gas Conservation Commission to prioritize health, safety, and the environment over revenue generation; and subsequent rulemaking created buffers and other safeguards for aquatic areas that protects 6 million acres and requires consultation and mitigation for development in wildlife corridors.

**Montana:** The Lower Yellowstone River Coalition was formed with over 30 member groups including economic development organizations, county commissions, chambers of commerce, city councils, outdoor recreation businesses, and environmental non-profits. Their advocacy led the state legislature to invest an initial \$4 million for habitat protection, improved public access, and the development of recreation infrastructure along a 175 mile stretch of the lower Yellowstone River.

- 2. Wildlife corridors are creating opportunities for state conservation policy gains while engaging new partners.** The Hewlett Foundation played an influential early role in prioritizing support for protecting wildlife corridors across the western United States. Wildlife corridors are areas within a landscape that are used by wildlife to move between regions of habitat (sometimes seasonally), or to move between established populations of a species in different areas. Corridors are important because they can expand habitat and food sources, limit the threats of predation, and they can connect populations of wildlife species that would otherwise be isolated. Corridors help increase the chances of survival

for some wildlife species, especially with the impacts of a changing climate on wildlife habitat. Other funders and several grantees interviewed for this evaluation said that they adopted wildlife corridors as a priority because of the Hewlett Foundation's leadership. There has been substantial progress on the issue since 2018 in Western states, including seven states that have passed policies or dedicated new funding for wildlife corridors or crossing. The funding for wildlife corridors and crossing structures in these states has totaled nearly \$120 million of state funds, with California alone approving over \$48 million to projects, with more projects still pending. Conservation groups have found enthusiastic new allies in many states, including more conservative lawmakers, big game sportsmen, and the insurance industry that is interested in decreasing vehicle collisions with wildlife. All of the state level policy progress has generated attention and action at the federal level, with the Bureau of Land Management releasing a new wildlife connectivity policy in November 2022.

**Wildlife Connectivity in Wyoming:** In recent years there has been a progression of policy advancements in Wyoming towards protecting wildlife corridors. In 2020, Governor Mark Gordon signed an Executive Order on Mule Deer and Antelope Migration Corridor Protection, which was the first policy of its kind protecting ungulate migration corridors in the United States. Then in 2022, the state legislature passed legislation providing additional funding for wildlife crossing and connectivity projects as part of the Wyoming Wildlife & Natural Resource Trust. Also in 2022, the State of Wyoming and the U.S. Department of Agriculture (USDA) formalized a partnership to support the voluntary conservation of private working lands and migratory big game populations in Wyoming. In addition to streamlining access to conservation programs for private landowners, \$16 million was committed to USDA's programs for wildlife conservation in Wyoming in 2022. When announcing the USDA partnership, Governor Mark Gordon proudly proclaimed "*Wyoming leads the nation in our approaches to conserving wildlife, particularly big game migration. We do that with strong landowner partnerships and recognition that habitat conservation can be done on multi-use lands.*"

- 3. Securing durable state conservation policy gains will require sustained support, and that support needs to grow and diversify.** A sustained and well-organized effort, with adequate resources, is typically needed to advance successful state policy campaigns. It can take years to develop policy proposals, organize coalitions of supporters, demonstrate grassroots support, engage grassroots influencers, and cultivate relationships with decision makers. Getting a policy successfully adopted or defeated oftentimes cannot be considered a durable result because each new election can change individual elected champions or the balance of power in a legislature. Changes in power and shifting priorities can lead to legislation being overturned, funds being withheld or redirected, or other obstacles to successfully implementing a new law or regulation. One example from recent years is the funding for the Montana Outdoor Fund that was secured as part of a ballot initiative in

2020, which then had to be defended against alternate proposals for the funding by the Governor and some members of the state legislature in both 2021 and 2022. In the survey of grantees conducted for this evaluation, 60 percent of survey respondents thought policy results would be “somewhat durable” after five years. As one respondent noted though *“gains will only be durable with ongoing funding for sustained and well-organized advocacy.”*

More resources are going to be needed to sustain durable conservation results and advance more state policy at scale in the western United States. Some survey responses noted that there have already been missed opportunities to further scale up the work because there are relatively few foundations that currently support state policy work. The survey also revealed that 60 percent of the state policy grantees are primarily supported by the Hewlett Foundation for their state policy work.

- 4. Community engagement is changing.** The Hewlett Foundation has significantly influenced how its grantees think about engaging communities since the updated Western Conservation Strategy was adopted in 2018. In the discussions conducted for this evaluation, grantees consistently recognized the Hewlett Foundation’s expectations from the strategy that *“grantees must engage a broader range of stakeholders and constituencies — forming an inclusive conservation movement that comprises ranchers and farmers, hunters and anglers, Indigenous and Latino communities, and people of diverse political persuasions.”* Expectations of building a inclusive conservation movement are not unique to the Hewlett Foundation, but the foundation has effectively used its influence to motivate organizations to begin changing how they approach their work with partners, and who they engage and help to empower.

Responses to the survey confirmed that state policy grantees overwhelmingly agree with the Hewlett Foundation’s theory of change that the *“building of stronger, deeper, and wider coalitions, including with rural and Indigenous communities”* is more likely to result in durable conservation outcomes in Western states. How much groups have been able to advance that theory of change over the last four years is less consistent.

Many organizations identified specific examples of how state policy work has been successful and more durable by engaging organizations and people who have been historically underrepresented in the conservation community. Some examples include:

- The important role of Hispanic farmers and Pueblos in working to designate Outstanding National Resource Waters in New Mexico;
- How more conservative timber operators were engaged to reach the Private Forest Accords in Oregon;
- The Tribes who worked in coalition with non-governmental organizations in the Klamath to develop support from state and federal agencies for dam removal;

- And the more than 30 community partners of the Lower Yellowstone River Coalition working to improve recreation and conservation on 175 miles of river in Montana.

Formal state policy “tables” organized and supported by Hewlett Foundation grantees for public lands and wildlife have begun restructuring in multiple states towards becoming more inclusive. Examples include a table in Colorado that engaged Outdoor Afro to initially help pass the Outdoor Equity Fund legislation, and then to work with the Next 100 Coalition to help the table identify new opportunities for collaboration and broadening the table’s policy agenda. In Colorado a transportation policy table has expanded to work on land use and sustainable communities, with GreenLatinos, Habitat for Humanity of Metro Denver, and Mi Familia Vota participating. In New Mexico, a table has started working with Nuestra Tierra and CAVU (Climate Advocates Voces Unidas), with CAVU leading a campaign engaging diverse communities to move the state away from its dependence on oil and gas. A broader Environmental Alliance coalition in New Mexico features a number of Indigenous, Latino, and front-line community groups including HECHO (Hispanics Enjoying Camping, Hunting, and the Outdoors), Amigos Bravos, Chama Peak Land Alliance, and the Multicultural Alliance for a Safe Environment. In Montana, efforts are currently underway to develop opportunities for policy tables to better engage with Tribes.

Several interviews noted capacity challenges for organizations that have been traditionally underrepresented in the conservation community. Historically, as well as in the present, many have been relatively under-resourced in the funding they receive, their capacity is limited and often too over-subscribed to meet the demands of interested external partners, and high performing staff will often attract offers to work in other organizations and move on as they gain experience. There are examples from the last four years of some group’s participation at a state table temporarily ending because a single staff member left the organization, and there was no redundancy in capacity to fill in and continue to participate.

In January 2022, the Hewlett Foundation released “[Building Conditions for Enduring Conservation Outcomes in the North American West](#).” The report outlines shared metrics developed with grantees and representatives of affected communities “*for assessing if and when the field has built the conditions for conservation outcomes that can endure political and social change.*” It includes a framework that can be used for implementing a community-led collaborative approach to conservation, with suggestions for a Proposed Process. Groups surveyed for this evaluation indicated that several elements of the Proposed Process have been evident “frequently” or “consistently” in their work to advance state policies. However, the majority of groups said that the process points about selecting, agreeing and sharing benefits were only “sometimes” or “rarely” evident, which was also the scoring they gave for whether processes bring in expert support to help engage different viewpoints and help manage areas of conflict.

Finally, for some organizations there is a question about whether state policy work inherently presents challenges to changing community engagement and taking the time for transformational deeper relationship building. Strategies for defending or advancing priority conservation policies can change with each election, often requiring a focus on time-sensitive specific issues and working with groups who have already established influential

relationships with legislators and decisionmakers. These factors can result in the policy priorities dictating the partners who need to be involved, rather than a group of partners dictating the policy priorities.

5. **Hewlett Foundation support for a broad array of organizations has sometimes resulted in groups working at cross purposes.** The Hewlett Foundation has supported a variety of organizations for developing and securing state conservation policy successes. Supporting groups with a diversity of expertise and different missions helps to ensure that policies can be advanced on conservation topics including public land, water, wildlife, economics and working lands in several different states. While much of time different groups receiving Hewlett Foundation support achieve good alignment on how to advance state conservation policies, there have been some instances where the Hewlett Foundation has supported groups that end up working at cross-purposes. Some of the notable disagreements on state policy strategy have been in states where groups noted “discord” between grantees on how to advance conservation finance measures. Groups also noted they are not well coordinated in some states on improving the work of the state wildlife agency. There continue to be simmering disagreements between Hewlett Foundation grantees about whether improving public access to public land and waters is a good policy to promote, as well as whether proposals to “privatize wildlife” for hunting hurt the public while providing benefits to private landowners. While some disagreements over policy positions are to be expected, it does raise questions about the impact on state policy work where trust, relationships, and alignment between groups can be necessary for campaigns to be successful.
  
6. **Resources can strengthen tables and coalitions by building the capacity within member organizations, as well as by securing additional external capacity or expertise when it is needed.** Many organizations supported by the Hewlett Foundation to work on state policy use the resources to build their internal capacity, which in turn makes them stronger and more effective members of policy tables or coalitions. Building this capacity within organizations in each state helps to improve the chances that policy gains will be durable because results will be monitored over time, challenges can be addressed, and relationships with decision makers can be maintained. Organizations that sustain a presence in a state are also better positioned to participate in deeper community engagement.

Additionally, there has also been valuable work to advance state policy coalitions from national organizations that can share particular expertise across multiple states on issues like wildlife corridors. Some regranting organizations, for example, have been able to compare progress and apply lessons to improve policy tables they are coordinating in several states. There has also been value from individual consultants, like a communications contractor working with one state policy table, who can help advance coalition priorities without the constraints of working for any single member organization.

## Recommendations

The following recommendations have been developed by Daly Conservation Strategies for consideration by the Hewlett Foundation.

1. **Continue supporting work on state conservation policy.** There has been an impressive amount of success in defending and advancing state conservation policies less than five years after this body of work was added as part of the Western Conservation Strategy. Organizations have developed much of the capacity needed to advance this work, they have secured impressive initial results, and in many states, there are opportunities to continue building towards additional successes. Please see **Appendix A** for a summary of the state policy successes from 2018-2022.
2. **Provide the resources necessary to maintain, reinforce and improve state conservation policy outcomes.** While there has been good progress over the last several years, recently adopted conservation policies may need to be defended from efforts to rollback or overturn them in the years ahead. Other policies will benefit from being reinforced with funding appropriations or by undertaking new rulemaking to ensure they achieve the desired conservation outcomes. Policies that took the initial first steps towards important conservation outcomes, such as early actions to identify important wildlife corridors, for example, need to be followed up with the adoption of more rigorous policies, such as protecting important wildlife corridors from development.
3. **Transformational change towards securing enduring conservation results might require refocusing some support to particular organizations and new processes.** Since 2018, the Hewlett Foundation has created a well-understood expectation that grantees need to be engaging a diverse range of constituents so that policy outcomes are more durable because they reflect community priorities. As discussed earlier in this evaluation, there are many indications that change is occurring. But there are also many examples of groups focused on the immediate challenges of defending or advancing state conservation policies that continue to rely on proven approaches to secure success (at least in the short term). These organizations, tables and coalitions are certainly responsible for some of the state policy successes since 2018, but their approach limits how much they help advance transformational change “*to develop the conditions needed to yield more stable, lasting success*” desired by the Hewlett Foundation.

Organizations representing and led by members of the Indigenous and Latino communities, ranchers and farmers, hunters and anglers, or women have historically received a fraction of the resources that have supported other conservation organizations. Providing more resources to these groups will help to build their capacity, enhance their influence with decision makers, and help position them for setting policy priorities of interest to the



communities they represent. Some Hewlett Foundation grantees have proven the success of this model in recent years by securing the resources to hire dedicated staff to work on state policy, developing policy priorities, building relationships with decision makers, and attracting the support of dozens of state elected leaders who now identify as members of the organization.

4. **Some state policy work should prioritize guiding federal resources to conservation outcomes in Western states.** The next 10 years will see unprecedented investments of federal dollars in infrastructure, climate, and conservation because of the resources made available through the *Infrastructure Investment and Jobs Act (IIJA)* of 2021 and the *Inflation Reduction Act (IRA)* of 2022. *IIJA* has over \$20 billion in dedicated conservation funding for water, wildlife, habitat, working lands and drought resilience, and the *IRA* has close to \$1 billion in funding for similar conservation priorities. While most groups indicated the states they are working in have contemplated or adopted policies to help direct federal resources made available through the *IIJA* and *IRA*, many acknowledge that work is still underway to fully understand the opportunities in greater detail and to develop plans. New conservation finance campaigns in Western states should consider focusing on providing the matching dollars needed to access the funds made available through *IIJA* and *IRA*. It is also noteworthy that these two federal bills will generate other state policy challenges in the years ahead related to the siting of renewables, as well as managing the impacts to areas where additional oil and gas production is expected to occur. These challenges might also need to be considered and potentially addressed by Hewlett Foundation funding.
5. **Seek to replicate the successes of some policies in other states where the enabling conditions are similar.** Several of the initial state policy successes from recent years could be good candidates for replication in other Western states. More Outstanding National Resource Waters could be designated using a state's authority under the federal Clean Water Act. Success on state wildlife corridor policy has already begun to be replicated, including in more conservative states, which could help demonstrate paths to engage for other Western states. The Outdoor Equity Fund started in New Mexico, has been replicated Colorado, and could be created in other states. The State Recreation Area designation on the Lower Yellowstone River could be replicated in other parts of Montana, as well as in other states. The Hewlett Foundation's grantees also mentioned the potential of the Traditional Cultural Properties Act in New Mexico, which was used once for conserving a large landscape (greater than 400,000 acres), but otherwise has been for protecting sites at a smaller scale.

A particularly interesting possibility could be replicating the new California floodplains plan in other Western states. Restoring healthy floodplains not only helps protect communities from the effects of large flooding events, but it also helps maintain water quality, provide improved habitat for fish and wildlife, and increase open space for agriculture, recreation,

and trails. Community and state level interest in restoring floodplains could be substantial in the next several years because of the number of Western landscapes grappling with prolonged drought, more extreme weather events, and the desire to develop homes and businesses in areas without a substantial risk of natural disasters.

- 6. The development of recommended policy proposals at scale for Western states could be strengthened with additional investment and direction.** Developing the “playbook” of potential land and water conservation policies to pursue across Western states in the next five years could benefit from increased investment in dedicated leads for land and water policy. While some of this investment was made in organizations in recent years, it was at a limited scale and those staff/organizations ultimately used much of their capacity on deeper involvement to help ensure early successes with select policy campaigns. Hewlett Foundation grantees could benefit from designated lead organizations on land and water having additional capacity to further develop a playbook for policies to be pursued in several Western states for the next five years.

However, it should also be noted that having select organizations lead the development of policy playbooks could be contrary to the Hewlett Foundation’s interest in seeing more of the state policy priority setting being done by local communities and more inclusive coalitions. An alternative for the next five years could be for the Hewlett Foundation to match community groups with policy development experts after a community’s priorities are defined, but when the policy mechanisms to achieve those priorities is not clear.

- 7. Investments in developing communications capacity could be tied more closely to advancing state conservation policies.** The Hewlett Foundation has been supporting the Western Communications Hub (The Hub) as part of the current Western Conservation Strategy. There could be opportunities to focus the impact of The Hub in the next five years by training a cohort of communications staff that are working to advance a similar conservation policy in several states, or by organizing a cohort of staff from several coalition partners working to advance a specific policy in one state. Either of these options might help campaigns have greater capacity to develop and communicate more compelling narratives to advance particular state policies. Some organizations have been tracking the public narratives around important conservation issues to identify the impact of communications activities by conservation organizations on those issues. That information and expertise could be useful to The Hub on constructing potential cohorts that add value to state policy campaigns in the years ahead.
- 8. Encourage coalitions to engage the capacity needed to successfully navigate the state policy process.** While many Hewlett Foundation grantees have understandably used resources to build their own internal capacity to engage on state policy, the efficiency and effectiveness of entire coalitions can sometimes improve from hiring external experts to

advise on navigating the “insider game” of working in state capitals. Local political consultants in target states could help guide coalitions on navigating the legislative process, building the most compelling case for particular decision makers, and using established relationships to improve receptivity to policy proposals.

9. **Continue to support site-specific conservation projects.** Some of the state policy successes listed in **Appendix A** are newly designated conservation areas. These range from state parks for public access and recreation, to new wildlife areas where Tribes will have a greater role in informing future management plans. Each of these places provides an important opportunity for the laws, regulations, plans, and budget appropriations of state policy to become tangible to local communities. These places will help engage communities, build local support for conservation, and demonstrate the popularity of conservation successes to decision makers.
  
10. **Continue engaging on state policy beyond providing funding.** Throughout the evaluation process grantees noted that they valued the Hewlett Foundation’s engagement on state policy work beyond the funding provided. Hewlett Foundation staff are considered “thought partners” on state policy work, and are valued for the connections provided to experts, potential partner organizations, and other funders. The Hewlett Foundation is also valued for setting clear priorities and program expectations across many organizations, for helping to convene grantees to discuss moments of particular opportunity, and at times to help resolve conflict. The Hewlett Foundation should continue this engagement to help support state policy work in the years ahead, and when different organizations have conflicting policy positions, the Hewlett Foundation should consider deeper engagement to help grantees find ways to reach better alignment on advancing state policies.

## Acknowledgements

Daly Conservation Strategies would like to acknowledge staff at the following organizations that generously participated in interviews, surveys or providing background information and advice on this evaluation:

Backcountry Hunters and Anglers, Bears Ears Inter-Tribal Coalition (former staff), Continental Divide Trail Coalition, GreenLatinos, HECHO (Hispanics Enjoying Camping, Hunting, and the Outdoors), Hispanic Access Foundation, Hovland Consulting, Montana Conservation Voters, Montana Wildlife Federation, National Audubon Society, National Wildlife Federation, Network for Landscape Conservation, Next 100 Coalition, Nuestra Tierra Conservation Project, Pew Charitable Trusts, Public Land Solutions, Resources Legacy Fund, Stanford University – Water in the West Program, The Codevilla Group, The Nature Conservancy, The Trust for Public Land, Theodore Roosevelt Conservation Partnership, Trout Unlimited, University of California, Berkeley – Department of Environmental Science, Policy, and Management, Water Foundation, Western Conservation Foundation, Western Landowners Alliance, Western Organization of Resource Councils, Western Resource Advocates, and Wild Montana.

## Appendices

Appendix A: Summary of State Policy Successes 2018 - 2022

Appendix B: Sample of DCS Survey

## Summary of New State Policy Successes 2018-2022

### 2018

**Chaco Moratorium (NM):** State Lands Commissioner imposed a [moratorium on new oil and gas development](#) on 73,000 acres of state trust land. State action helped encouraged U.S. Senators to seek and secure a one-year moratorium on leasing from Secretary Bernhardt.

### 2019

**Wildlife Protection Laws (CA):** [New state laws](#) were passed to protect wildlife after the federal Administration's weakening of the Migratory Bird Treaty Act and the Endangered Species Act.

**Oil and Gas Operations Legislation (CO):** The [Protect Public Welfare Oil And Gas Operations](#) legislation included provisions to refocus the mission of the Colorado Oil and Gas Conservation Commission to prioritize health, safety and the environment over industry profits; address air quality impacts from methane emissions; and conduct rule-making to address orphan wells.

**Wildlife Corridor Executive Order (CO):** Governor signed an [Executive Order](#) on Conserving Colorado's Big Game Winter Range and Migration Corridors to protect wildlife connectivity.

**Fishers Peak State Park (CO):** Colorado's forty-second state park, Fishers Peak State Park covers 19,200 acres near the New Mexico border, an area where the designation [will help level out economic swings](#).

**Wildlife Corridor Bill (NM):** The nation's first-ever [wildlife corridor legislation](#) requires the state's Departments of Game and Fish and Transportation, in consultation with tribes, to work together to identify and protect key wildlife corridors in the state.

**Outdoor Equity Fund (NM):** The [fund](#) was established to ensure equitable access to the outdoors, particularly for youth from underserved communities to help foster stewardship and respect for lands, waters, and cultural heritage.

**Wildlife Corridor Legislation (OR):** Bipartisan [Oregon Wildlife Corridors](#) legislation was adopted to reduce collisions by mapping and protecting wildlife corridors.

**Sage-Grouse Executive Order (WY):** Governor announced an [Executive Order](#) that strengthened the state's commitment to protecting habitat for the Greater Sage-Grouse.

### 2020

**30x30 Executive Order (CA):** Governor signed an [executive order](#) to advance biodiversity protection of 30 percent of the state's habitat by 2030.

**Updated Migration Action Plan (ID):** Department of Fish and Game released the latest version of its [migration action plan](#), updating opportunities in wildlife migration corridor priorities and analyzing risks and threats.

**Wildlife Migration Strategy Adopted (MT):** Montana Fish, Wildlife, and Parks (FWP) adopted the statewide [Terrestrial Wildlife Movement and Migration Strategy](#) providing guidance on conserving habitat for wildlife seasonal migrations. The State Land Board voted to add two new parcels that provide important corridors for endangered cutthroat and bull trout, moose and other animals.

**Statewide Conservation Funding (MT):** Ballot Initiative 190 legalized recreational marijuana, imposed a tax and [dedicated approximately ⅓ of the new revenue](#) to the Montana Outdoor Fund, which supports habitat protection, public access, and private working lands conservation. Expected to generate \$16.5 million annually, this represents a 157% increase.

**Wildlife Habitat Bill (NV):** [Wildlife habitat protection bill](#) requires land developers to provide wildlife protection plans to the Nevada Department of Wildlife before projects can be approved.

**Wildlife Corridor Executive Order (WY):** Governor signed [Executive order on Mule Deer and Antelope Migration Corridor Protection](#), the first of its kind policy protecting ungulate migration corridors in the United States.

## 2021

**Wildlife Corridor Funding (CA):** The Legislature [appropriated \\$118 million](#) to the Wildlife Corridor and Fish Passage Program and other wildlife connectivity projects.

**Oil and Gas Commission Rules (CO):** Following 2019 legislation, the Colorado Oil and Gas Commission [completed a rulemaking](#) that provided buffers and other safeguards around important aquatic habitat, and requirements to mitigate for any new development in wildlife migration corridors.

**Statewide Wildlife Report (CO):** Department of Natural Resources, Colorado Parks and Wildlife, and the Colorado Department of Transportation released [a report](#) “Opportunities to Improve Sensitive Habitat and Movement Route Connectivity for Colorado’s Big Game Species” highlighting the need for new policy wildlife and habitat conservation.

**Wildlife Corridor Legislation (CO):** bipartisan legislation protects [wildlife corridors](#) by having state agencies plan for improving habitat connectivity for native species, establishing a working group to develop state policies to protect wildlife corridors, and reporting on the benefits of wildlife corridors.

**Official Wildlife Day (CO):** Governor designated September 29 as [Wildlife Habitat and Connectivity Day](#).

**Conservation Funding Bill (ID):** Additional \$6 million in [conservation funding](#) focuses on boosting the economy in rural communities by improving state parks and outdoor recreation opportunities

**Lower Yellowstone Funding (MT):** Montana Fish, Wildlife and Parks secured a [\\$4 million investment](#) from the state legislature to invest in the Lower Yellowstone River for habitat protection, improved public access, and the development of recreation infrastructure.

**Somers Beach State Park (MT):** Montana Fish, Wildlife & Parks acquired the 106-acre Somers Beach property on the northwest shore of Flathead Lake, utilizing \$7.9 million approved by the state for the acquisition.

**Wildlife Executive Order (NV)** Governor signed an [executive order](#) on wildlife habitat and migration corridors, including a Sagebrush Habitat Plan.

**Carson Lake and Pasture (NV):** The 23,000 acre [Carson Lake and Pasture](#) became the state's newest wildlife management area with important wetlands habitat for shorebirds and waterfowl.

**30x30 Executive Order (NM):** Governor signs [executive order](#) to advance protection of state habitat for biodiversity

**Utahraptor State Park (UT):** State legislature passed a bill creating the 8,000 acre [park](#) just west of Arches National Park, in an area that is popular for recreation and known for dinosaur fossil finds.

**Lost Creek State Park (UT):** The legislature also approved the [Lost Creek State Park](#) was also approved in 2021 on a 365-acre reservoir popular for water sports and fishing.

## 2022

**Wildlife Corridor Legislation (CA):** The [Safe Roads and Wildlife Protection Act](#) directs the transportation and wildlife agencies to identify and address barriers to wildlife when advancing transportation projects in important habitat connectivity areas

**Floodplain Planning and Restoration (CA):** An [updated Central Valley Flood Protection Plan](#) addresses ways to lower flood risk and protect the 1.3 million people who live on regional floodplains, while also addressing the needs of agricultural and restoring ecosystems.

**Biodiversity and Wildlife Strategies (CA):** The [state released](#) 30x30 and Climate Smart Lands strategies to tackle climate change, protect biodiversity and expand access to nature, with the Governor calling for \$50 million to be committed to improving wildlife crossings.

**Cutting Green Tape Initiative (CA):** California Natural Resources Agency launched [the initiative](#) to increase the pace and scale of ecological restoration and stewardship by amending and streamlining various government processes, prioritizing efficient funding and engaging stakeholders in creating strategic investments.

**Outstanding Waters Designated (CO):** A total of 523 river miles [were protected](#) when the Water Quality Control Commission designated 25 streams as Outstanding Waters.

**Wildlife Corridor Funding Bill (CO):** The Safe Crossings for Colorado Wildlife and Motorists [Act](#) creates a \$5 million fund to reduce wildlife-vehicle collisions and reconnect habitat fragmented by roads.

**Wildlife Habitat Program Bill (CO):** Changes were successfully made to [expand the scope](#) of the state's Habitat Partnership Program to further reduce wildlife conflicts by funding efforts to protect migration corridors.

**Cultural Sites Protection Rule (NM):** A [rule](#) was adopted to areas with cultural and historical significance on state lands by requiring archaeological surveys before ground is disturbed projects.

**Outstanding Waters Designated (NM):** A total of [305 river miles](#) were protected when the state Water Quality Control Commission unanimously passed the designation of Outstanding National Resource Waters for the Upper Pecos watershed, as well as segments of Rio Grande, Rio Hondo, Lake Fork, East Fork Jemez River, San Antonio Creek and Redondo Creek.

**Marquez Wilderness Management Area (NM):** 54,000 acres [were added](#) to the Marquez Wilderness Management Area, improving hunting and outdoor recreation opportunities restoring access to cultural sites for tribal communities, and making it the largest state-owned recreation and wildlife area.

**Wildlife Corridor Project Funding (NM):** The legislature [approved \\$2 million](#) for project to reduce collisions between wildlife and vehicles, one part of implementing the Wildlife Corridors Action Plan.

**Private Forest Accord Legislation (OR):** [Legislation](#) successfully passed formalizing the Private Forest Accord that was reached between conservation and fisheries groups, timber companies and private woodland owners to protect 10 million acres of private forests in Oregon with measures including larger riparian buffers and improved forest practices to limit stream sedimentation.

**Wildlife Corridor Project Funding (OR):** The [state allocated](#) \$15 million for projects to limit collisions between wildlife and vehicles, as well as to remove barriers for fish passage.

**Wildlife Corridor Legislation (UT):** The [Wildlife Accident Protections Act](#) requires state transportation agencies to analyze and report on wildlife mitigation measures annually. An appropriation of \$1 million was also made for projects to reduce collisions between wildlife and vehicles.

**Wildlife Corridor Project Funding (WY):** [Legislation](#) provided additional funding for wildlife crossing and connectivity projects as part of the Wyoming Wildlife & Natural Resource Trust.

**MOU State and Federal Wildlife Partnership (WY):** The U.S. Department of Agriculture (USDA) and the state of Wyoming [formalized a partnership](#) to support the voluntary conservation of private working lands and migratory big game populations in Wyoming. In addition to streamlining access to conservation programs for private landowners, \$16 million has been committed to USDA's programs for wildlife conservation in Wyoming in 2022.



## Appendix B: Sample of DCS Survey

### State Policy Evaluation - Survey of Hewlett Foundation Grantees

#### Survey Introduction

This is a survey by and for Daly Conservation Strategies and is intended to inform an evaluation of the grantmaking supported by the Hewlett Foundation's Western Conservation grantmaking program.

The focus of this survey is on **State Policy** (the adoption, defense or implementation of policies within a state that improve the protection or regulation of natural resources to preserve essential biodiversity and sustain the ecological integrity of the North American West).

**CONFIDENTIALITY:** All responses will be treated as confidential - please answer as openly and honestly as possible. You may skip any question you wish. All responses will be kept private; no names identified in the survey will be used in reports. Daly Conservation Strategies will compile and share results with Hewlett in a way that doesn't disclose the identity of respondents. Only Daly Conservation Strategies staff will have access to individual responses.

**PERMISSION FOR QUOTES:** At the end of the survey you will have the opportunity to give or withhold permission for Daly Conservation Strategies to use direct quotes selected from survey responses in the evaluation being prepared for the Hewlett Foundation.

**FOLLOW-UP INVITATION:** Respondents are invited to provide additional follow-up by calling or emailing Daly Conservation Strategies separately. Contact information is provided at the end of the survey.

**ADDITIONAL INFORMATION:** This survey is helping to evaluate the state policy portions of the Hewlett Foundation's Western Conservation Strategy: 2018-2023. You can review [the strategy here](#).

Also portions of the survey build on the recommendations in "*Building Conditions for Enduring Conservation Outcomes in the North American West*" released by the Hewlett Foundation in January, 2022. The report [can be found here](#), and it outlines a shared metric developed with grantees and representatives of affected communities "for assessing if and when the field has built the conditions for conservation outcomes that can endure political and social change."

The estimated time to complete the survey is a maximum of **1 hour**.

### State Policy Evaluation - Survey of Hewlett Foundation Grantees

#### About Your Hewlett Grant

1. How much is research or public advocacy for state policies that conserve western lands, rivers, and wildlife habitat a focus for your organization?

- Significant
- Somewhat
- Relatively Insignificant

2. As part of the last Western Conservation strategy refresh, scientists guided the Hewlett Foundation's decisions about geographic priority areas ([see pages 11-15 here](#)) for protecting the ecological integrity of western land, rivers, and wildlife habitat across the west. Today, the Foundation supports community-led, inclusive coalitions working to conserve these priority areas (such as the Klamath River basin or the Greater Yellowstone Ecosystem) and supports state and federal policy work that is informed by/leverages this work toward broader protections (such as on dam removal or wildlife connectivity). **Have the Foundation's current geographic focal areas influenced your organization's state policy work? If so, please describe how.**

3. How important is Hewlett funding to your organization's ability to undertake such conservation policy work at the state level?

- Significant - Primary Funder
- Partially - Several Funders
- Unsure

4. Beyond funding, are there examples of other ways Hewlett's support has helped your organization to advance state-level conservation policy?

## State Policy Evaluation - Survey of Hewlett Foundation Grantees

### About State Conservation Policy Advances

5. **Is there a particular policy achievement related to state efforts to conserve western land, rivers, or wildlife habitat you feel is especially noteworthy? What makes that result particularly important to your organization or community?** NOTE: Many grantees have helped to compile a comprehensive annual list of state-level conservation policy achievements since the strategy was adopted in July 2018; this list will be included in the final, published version of this evaluation.

6. Have there been any significant missed opportunities to secure new state policy for conservation since Hewlett adopted the current grantmaking strategy in July 2018?

- Yes
- No
- Unsure

7. If you answered "yes" to question 6, what were the missed opportunities, and why do you think they were not realized?

8. How would you rate the overall durability of the state conservation policies supported by the Hewlett Foundation? Durability should be thought of as whether after 5 years conservation outcomes retain social, economic, and ecological benefits for local communities and diverse stakeholders.

- Very Durable
- Somewhat Durable
- Quite Vulnerable
- Unclear

9. If you rated the effectiveness "quite vulnerable" in question 8, can you please explain why you feel the state policy work is not durable?

10. Have you worked on state policy advances that have demonstrated success in Hewlett's focus areas of defending or advancing new conservation protections **and** building the conditions for enduring conservation? If so, could you provide more details?

## State Policy Evaluation - Survey of Hewlett Foundation Grantees

### About Coalition Building

11. Do you agree with the Hewlett Foundation's theory of change that the "building of stronger, deeper, and wider coalitions, including with rural and Indigenous communities" is more likely to result in durable conservation outcomes in western states?

- Agree
- Somewhat Agree
- Disagree
- Unsure

12. If you selected "Somewhat Agree, Disagree, or Unsure" in question 11, could you provide more explanation about your answer?

13. How has your organization's state policy work resulted in greater engagement and building trusted relationships with policy makers?

14. Has your organization's engagement and trust-building with organizations and people who have been historically underrepresented in the conservation community changed the results of your state policy work?

15. The “Building Conditions for Enduring Conservation Outcomes in the North American West” [report](#) includes a framework that can be used for implementing a community-led collaborative approach to conservation, with suggestions for a Proposed Process. **In your work to advance state policies for durable conservation, would you say the following elements from the Proposed Process have been evident:**

	Consistently	Frequently	Sometimes	Rarely	Not at All
Brings together social and economic stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offers space and time to listen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is long enough to show and build trust and relationships among all. Be willing to make mistakes, apologize, and move on to build relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands the most important issues to the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognizes that maps and other data used to guide decision-making must be selected with care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishes a process on how to select the top benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a zone of agreement on the top shared benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brings in expert support to engage different viewpoints and help recognize and address conflict and areas for compromise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishes a way to share the selected benefits and progress over time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offers the opportunity for communities to decline to engage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## State Policy Evaluation - Survey of Hewlett Foundation Grantees

### About the Scaling of State Policies

16. Do you believe there are opportunities to replicate state policy gains for conservation in other states, regionally, or at the national level? If so, which policies do you believe could be replicated, and where?

17. Has the primary state in which you work contemplated or recently adopted policies that will help direct federal resources made available through the "Infrastructure Investment and Jobs Act" of 2021 or the "Inflation Reduction Act" of 2022 to conservation or restoration projects?

- Yes
- No
- Unsure

18. If you answered "yes" to question 17, could you describe some of the implementation framework or process that is helping to direct funds to conservation or restoration projects?

19. Have there been notable recent policy victories outside the conservation space in your state, and have those informed your planning for future campaigns? If yes, please briefly describe.

## State Policy Evaluation - Survey of Hewlett Foundation Grantees

### Looking Forward

20. In addition to providing direct support for Tribes and nonprofits, the Hewlett Foundation works with several re-granters or intermediaries that also support organizations and coalitions working on state conservation policies. **Are there any challenges presented from the way Hewlett supports your work or the work of other organizations?** *(Please remember responses will be treated as confidential)*

21. What changes would you suggest the Hewlett Foundation consider regarding support for state conservation policy when refreshing the Western Conservation grantmaking strategy?

## State Policy Evaluation - Survey of Hewlett Foundation Grantees

### Permission to Quote from Responses

22. Do you give Daly Conservation Strategies the right to include direct quotes from your survey responses (without naming the person or organization) in the evaluation it is preparing for the Hewlett Foundation?

- Yes - I give my permission
- No - I do not give my permission

## State Policy Evaluation - Survey of Hewlett Foundation Grantees

### Thank You - Opportunity for Additional Feedback

**Thank you for completing this survey! The responses will be very informative for the evaluation.**

**If you would like to discuss any aspect of this survey or the evaluation of the state policy grantmaking supported by the Hewlett Foundation's Western Conservation grantmaking program, please contact John Daly at:**

**dalyconservation@gmail.com**

**Cell: 206-948-6335.**