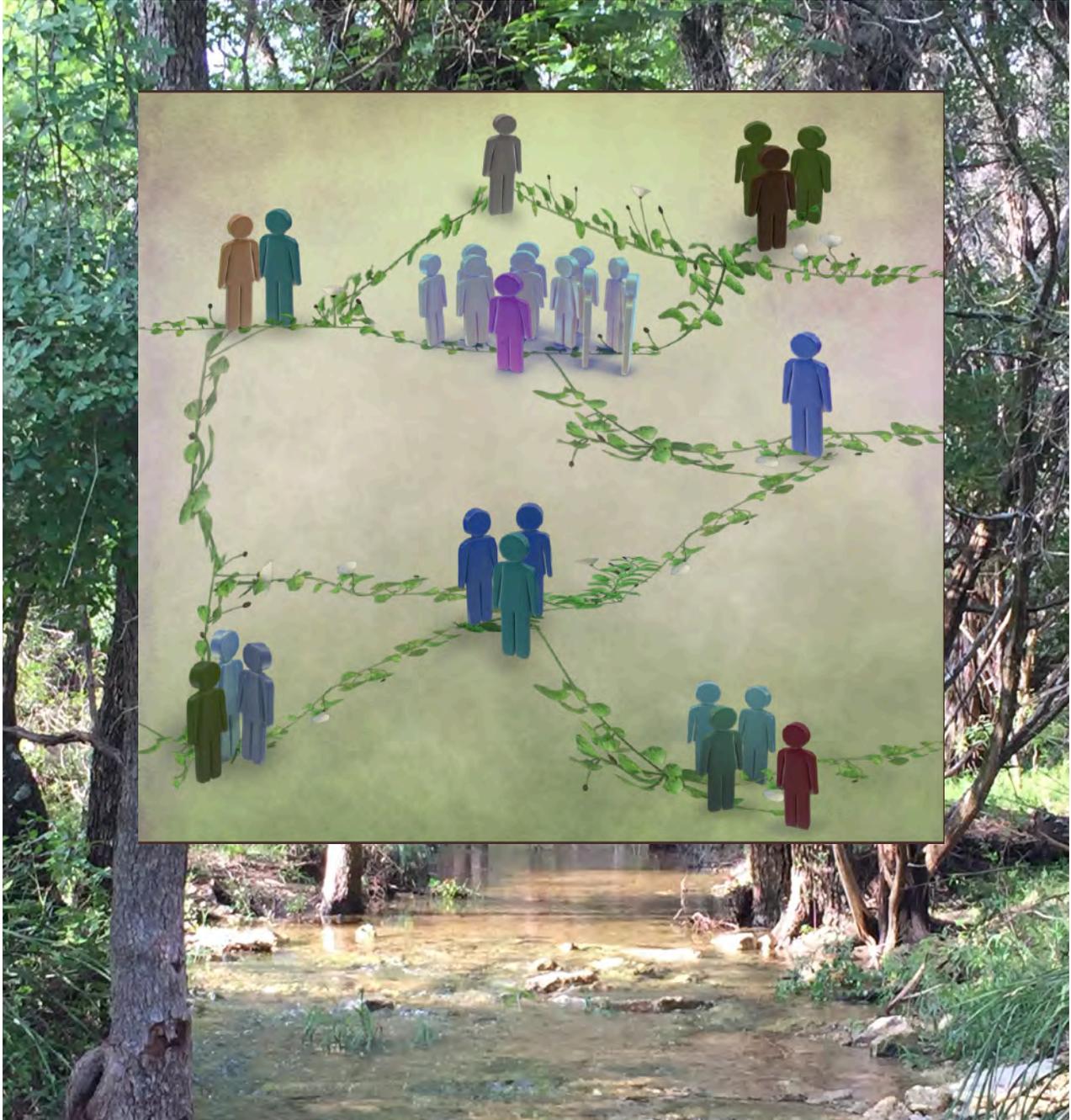


Hill Country Conservation: A Network and Narrative for Large-scale Collaborative Conservation

A Report to the Cynthia and George Mitchell Foundation

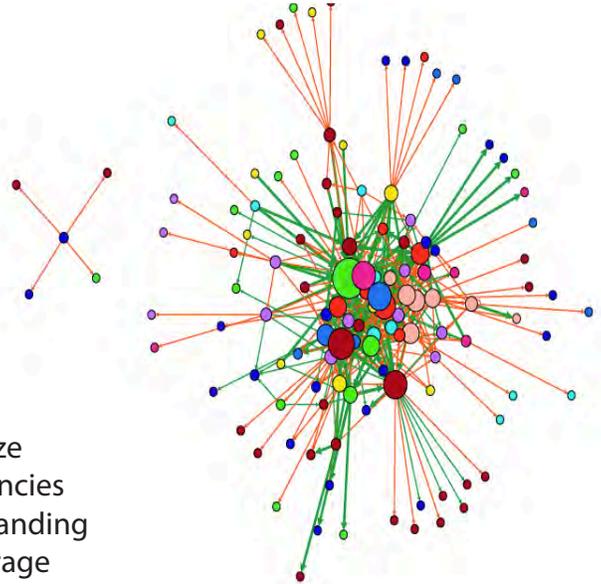


Research and Report by:

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Executive Summary

This report describes the joint research and practitioner-based effort to understand the network and narrative that shapes Hill Country conservation opportunities and outcomes. From April 2015-July 2016, we collected and analyzed over 40 hours of interview data and developed an extensive database of information in an attempt to better understand the organizations and agencies that work to make the Hill Country a socially and ecologically thriving landscape. Our mixed-methods research approach also included an online survey. Through these efforts, we believe that opportunities exist to improve coordination of activities, leverage and pool resources, increase and use social capital, enhance conflict management (i.e., prevention, reduction, resolution), and improve knowledge management (i.e., generation, translation, and diffusion). Understanding the inherent capacities that a networked approach provides can identify opportunities for successful conservation action by leveraging largely informal networks that bridge geographic, economic, cultural, and political differences. The report that follows summarizes these efforts and offers insights and recommendations based on the analysis.



The following are key takeaways resulting from the study:

1. Initiating a "Hill Country Conservation Network" can maximize opportunities for collective impact. The organizations and agencies working in the Hill Country are many and diverse; and understanding the larger system allows for a perspective and strategy to leverage resources and expertise of the broader network.

The Hill Country is a special place to many people; therefore, it may come as no surprise that an abundance of organizations are working on land and water issues in the region. Our survey identified 160 organizations and agencies (not exhaustive), and without an understanding of the structure and function of the entire network, the abundance appears overwhelming. These organizations and agencies span ten different organizational categories. Examples of the categories include: community-based organizations (23% of the network), statewide non-governmental organizations (15% of the network), and land trusts (5% of the network). Some organizations focus on specific places, while others focus on connecting with specific constituencies, yet others work on regional or state policy. The total "number of organizations" is just one dimension of the structure to consider. Understanding how and to what purpose collaboration within and across organizational categories occurs is also important. We found that extensive collaboration is happening within organization types (e.g., land trusts collaborate with each other) and also between organizational types (e.g., regional NGOs collaborate with universities).

2. An intentional communication and outreach design for the "network" is needed. The analysis highlights that "core" organizations in the network could have a broader influence through more exposure, communication, and interaction with a broader range of participant organizations. The interviews identified formal and informal communication infrastructure that facilitates this ongoing collaboration. For example, regional meetings, annual summits, workshops, and newsletters are avenues in which organizations feel "connected" and "up to date." Establishing a forum for communication can facilitate trust building and increase the ability to be proactive in setting priorities and leverage opportunities for implementable projects.

3. The “network” of organizations should focus on improving capacities to communicate with landowners and move toward action-oriented and project-based education and outreach efforts. The majority of conservation organizations working in the Hill Country report that they focus on “education and outreach” as their primary activity. This finding points to the rather unique context, inherent challenges, and enormous opportunities of a large landscape conservation initiative in a private-lands landscape. When these initiatives show success, it builds trust and capacity between organizations and with landowners to work toward larger and more ambitious projects. Identifying projects that promote action-based collaboration between landowners and conservation organizations can facilitate additional engagement.

4. There is a strong desire for a large-scale collaborative approach as indicated in both the interviews and the survey. A key to “scaling up” conservation efforts in the Hill Country is to make sure there is “a table” for interested parties to sit. Without the table, there is no place for groups to communicate and identify where and how they can best work together. Discussing and designing “a network governance structure” will improve the ability to network and deliver collective impact.

We recommend establishing specific governance strategies for formalizing the Hill Country Conservation Network. As discussed in the report, we feel it is important to keep this momentum moving forward in ways that add value to existing efforts and leverage new opportunities for large-scale, collaborative Hill Country conservation.



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5 Reasons to focus on the Hill Country:

- There is a strong heritage and stewardship ethic in the Hill Country.
- The region is an epicenter of conservation partnership activity in Texas.
- The landscape is widely regarded as a unique and amenity-rich ecosystem that underpins the region's quality of life.
- The Hill Country provides natural, scenic and water resources for the Austin-San Antonio corridor.
- Opportunities exist to expand innovative conservation finance mechanisms that link the urban and rural landscape.

2. Approach

Our assessment combines two ideas that expand traditional conservation approaches and strategies to create new and innovative initiatives:

- a focus at the scale of "*large landscapes*,"¹ and
- an emphasis on "*collaborative conservation*."

The concept of Network Governance and Large Landscape Conservation² involves three key ideas: 1) creating a regional system of interconnected conservation-focused properties, 2) encouraging organizations to work together toward one or several specific conservation objectives, and 3) engaging a wide variety of landowners and land managers to collaborate in some concrete fashion to achieve those objectives.

Strengthening relationships between and among individuals, organizations, and agencies may lead to increased communication, enhanced coordination, and the formation of common visions, goals, and objectives. These relationships can vary in their degree of formality, from short-term engagements to longer-term partnerships, to formal institutions. The totality of these arrangements constitutes a *conservation social network*. A single organization can help build stronger communities and improve the environment, but it is only one part of a larger picture. It is important to understand the networks that tie together organizations and overlapping issues among those working in conservation. By "observing" the network, it becomes more tangible and the relationships between organizations become visually apparent.

Hill Country Conservation Network

The term "conservation" is used in the broadest sense. Conservation considerations integrate economic, social, and ecological considerations. Conservation is used to include land protection, land-use and land development, land stewardship, surface and subsurface water use and regulation, water policy reform, as well as ecological, hydrological, and social science. If effectively networked together, every perspective contributes in meaningful ways.

1 *Italicized* terms are defined in a key word glossary, Appendix A

2 A recent special issue in the journal *Frontiers in Ecology and Environment* focused on "Network Governance and Large Landscape Conservation". Dr. Bixler was a contributing lead author and co-guest editor on the issue. It can be accessed here: <http://esajournals.onlinelibrary.wiley.com/hub/issue/10.1111/fee.2016.14.issue-3/>

3. Research Questions and Methods

In June 2015, the Hill Country Alliance and Wimberley Valley Watershed Association convened a group of conservation leaders (hereafter the “leadership team”) to discuss a more coordinated approach to collaboration across the region. From that initial meeting, we developed a *participatory action research* framework to work with conservation practitioners to identify and research questions that directly apply to the practice of Hill Country conservation. Our results and dialogue can directly inform ongoing conservation efforts.

From that initial meeting and with support from the leadership team³, a study was designed to answer four key questions:

- 1) What are the current characteristics of organizations and agencies working in the Hill Country? (i.e., What are their missions? What are they working on? What are their staff and budgetary capacities?)
- 2) What is the current state of the working relationships among organizations/agencies working in the Hill Country? (i.e., the social network)
- 3) What are the drivers and barriers to organizational collaboration in the Hill Country?
- 4) Is there a shared narrative of the Hill Country conservation efforts?

To answer these questions we developed a mixed-method approach that combined qualitative and social network analysis methods of data collection and inquiry.

Qualitative Methods

The fieldwork followed a qualitative research methodology that included two interrelated methods: participant observation and interviewing. This approach is grounded in ethnographic research where immersion, frequent visits, and active engagement by the researcher establish trust, and provides in-depth knowledge of people, their activities, and a place. We began the interview sample through previously established contacts in the Hill Country and used a purposive snowball technique in which we asked participants to provide names of others with valuable perspectives. This brought us into contact with key decision-makers, community leaders, and a range of conservation professionals and practitioners.

An interview guide was used to ensure consistency across participants; however, participants were encouraged to talk about topics of interest to them (see Appendix C for interview guide). The interviews, which ranged from approximately 40 minutes to 1.5 hours in length, were digitally recorded to allow us to listen to the interviews and code for key themes. In total, we conducted interviews with 27 participants and collected over 40 hours of recorded interviews. Analysis of the emerging concepts was done through an initial coding and recoding of the data, followed by a second set of codes that emphasized the emerging relationships between previously coded themes.

Social Network Analysis

To collect additional data on the nature of the organizations in the region as well as the relationships between organizations, we developed and administered an online social network survey. This survey was sent to a list of participants generated from the leadership team and the key informant interviews. The respondents were selected based on: (1) if they represented one of the 35 members on the list generated from the informants; and (2) if they were in a position to answer the questions regarding the organization and collaborative relationships. As other organizations were listed, we reached out to them to take the survey. This resulted in 66 total survey participants.

See Appendix B for list of “Leadership Team” participants.

The key organizational types included community-based conservation organizations, regional NGOs, river authorities and groundwater conservation districts, state and federal agencies, universities, and land trusts. We included an organization if it met our definition of a conservation organization, defined as “conserving, managing, caring for, monitoring, advocating for, working to protect, or educating about local or regional natural resources.”

The survey consisted of an introduction that stated the objective of the survey, followed by questions on the organizational characteristics, mission, scale of activities, and capacity. Respondents were asked to select from a list of 35 organizations with which they interacted with on “land conservation and land use planning” and/or “related to water planning and conservation issues.” Respondents were also asked to indicate the strength of that relationship. The options given for the strength of the relationship included: (1) have talked with; (2) have met in person with; and, (3) have collaborated on a project with (see Appendix C for a copy of the survey).

Hill Country Network Survey

1. Hill Country Land and Water Network Survey

This survey is part of the Hill Country Network project. The purpose of this survey is to identify land and water stakeholders in the Texas Hill Country and characterize the relationships between organizations (i.e., the network). Please only complete one survey per organization.

1. What organization, agency, park, company, ranch, etc are you affiliated with?

2. In a few sentences, what is the mission of your organization?

3. In what geographic area does your organization work?
Please be as specific as you can.

4. What specific natural features, wildlife, or ecosystem is your organization most interested in?

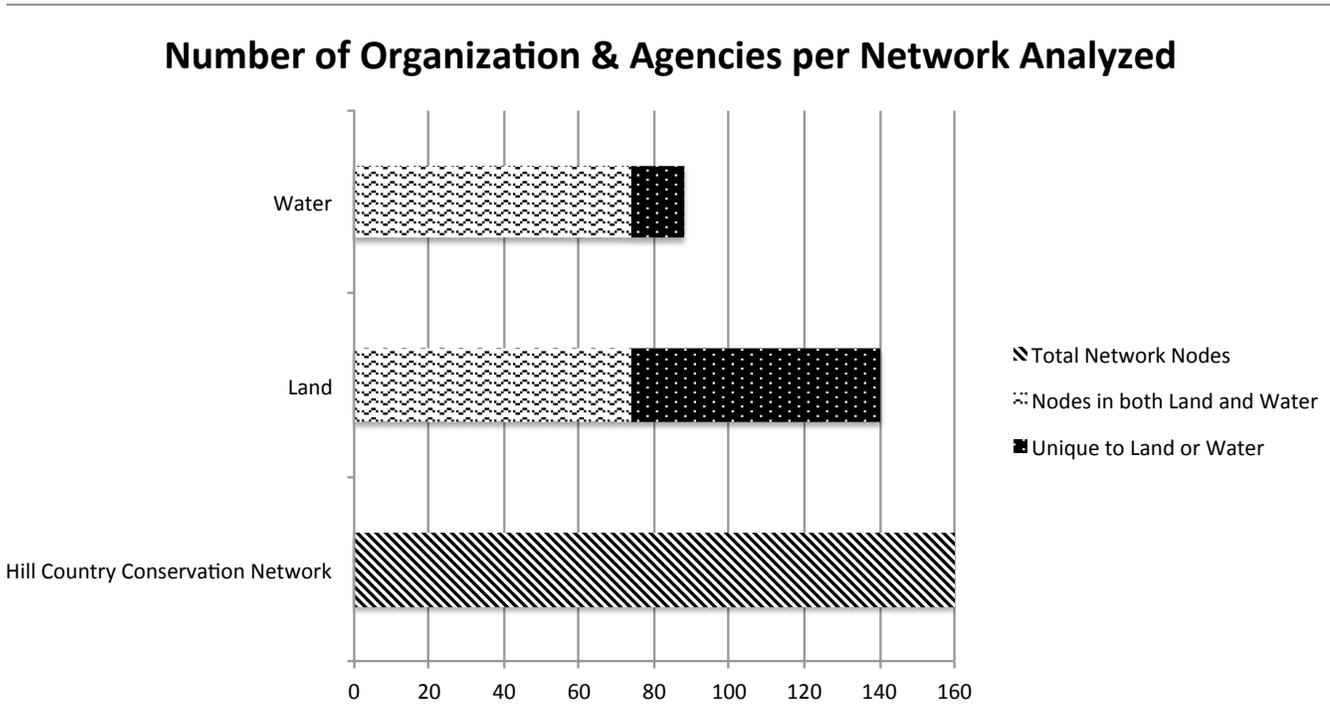
4. KEY FINDINGS

Current Organizational Landscape

To coordinate land management efforts at a large-scale, it is crucial to have a thorough understanding of the organizational landscape without being overwhelmed by its complexity. By researching who is out there and who is doing what, we can identify stakeholders and their functions in the overall Hill Country Conservation Network.

In total, the survey results identified 160 organizations and/or agencies (hereafter, the network term, nodes, will be used to refer to the organizations and agencies in the network) working on land and water conservation efforts in the Hill Country. Each node, their mission, contact information, and geography they work in can be found in Appendix D.

Figure 1. Number of Nodes Identified in Analysis



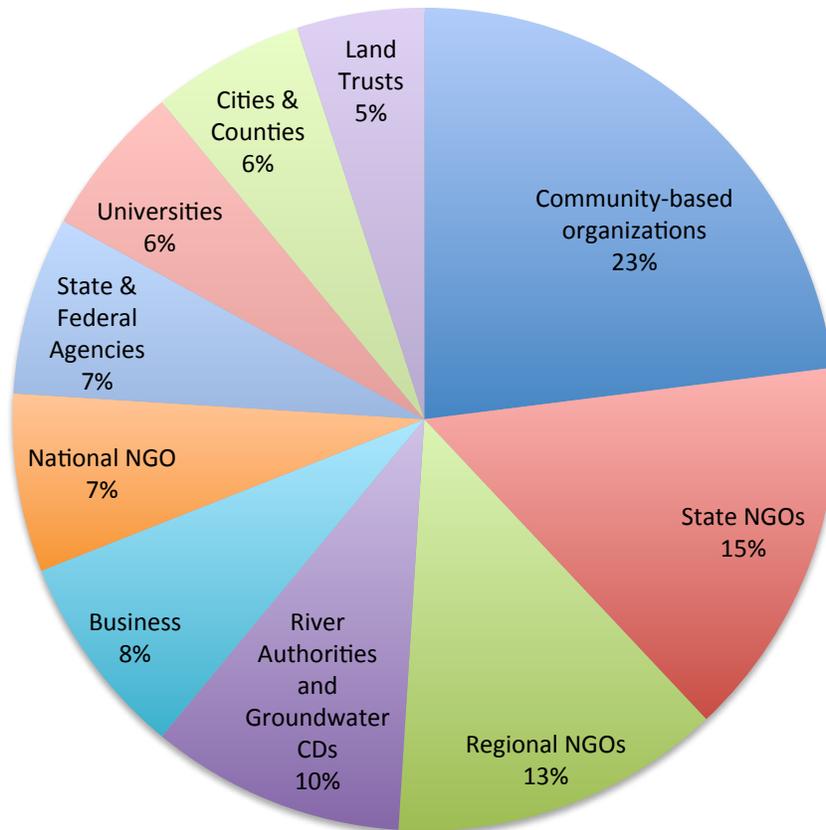
What data is in this chart?	The total number of nodes identified in the online survey for the land network (140), the water network (88), and the two when combined (160)*.
What do we learn from this chart?	Seventy-four nodes are common to both networks. The number of additional nodes that were identified, as working on "land conservation and planning issues" was 4.71 times as many as those additional nodes identified working on "water planning and conservation issues."
Key Interpretation	The number of nodes in a network is a measure of social capacity, or <i>social capital</i> . Social capital refers to the organizations, relationships, and norms that shape the impact and outcomes of collective action. Understanding the collective organizational capacity in a region helps us to understand how to best leverage social capital.

*We do not necessarily believe that 160 is exhaustive of every conservation-focused organization/agency working in the region. We do, however, believe it is an accurate representation of the organizational landscape.

Using network analysis tools, we were able to assess the make-up of the “organizational types” in the network. When planning specific efforts or initiatives, we can use this information to be strategic regarding the organizational types involved.

Figure 2. Types of Organizations in the Network

Percentage of Network



What data is in this chart?

Percentage of the network based on "organizational type"

What do we learn from this chart?

“Community-based organizations” are the largest percentage of organizations in the network by type (23%) and often have few paid staff and small budgets (see Figure 4). Regional NGOs represent 13% of the network. Examples of regional NGOs include the Hill Country Alliance and Greater Edwards Aquifer Alliance. Land trusts make up 5% of the organizations and play a key role in on-the-ground activity.

Key Interpretation

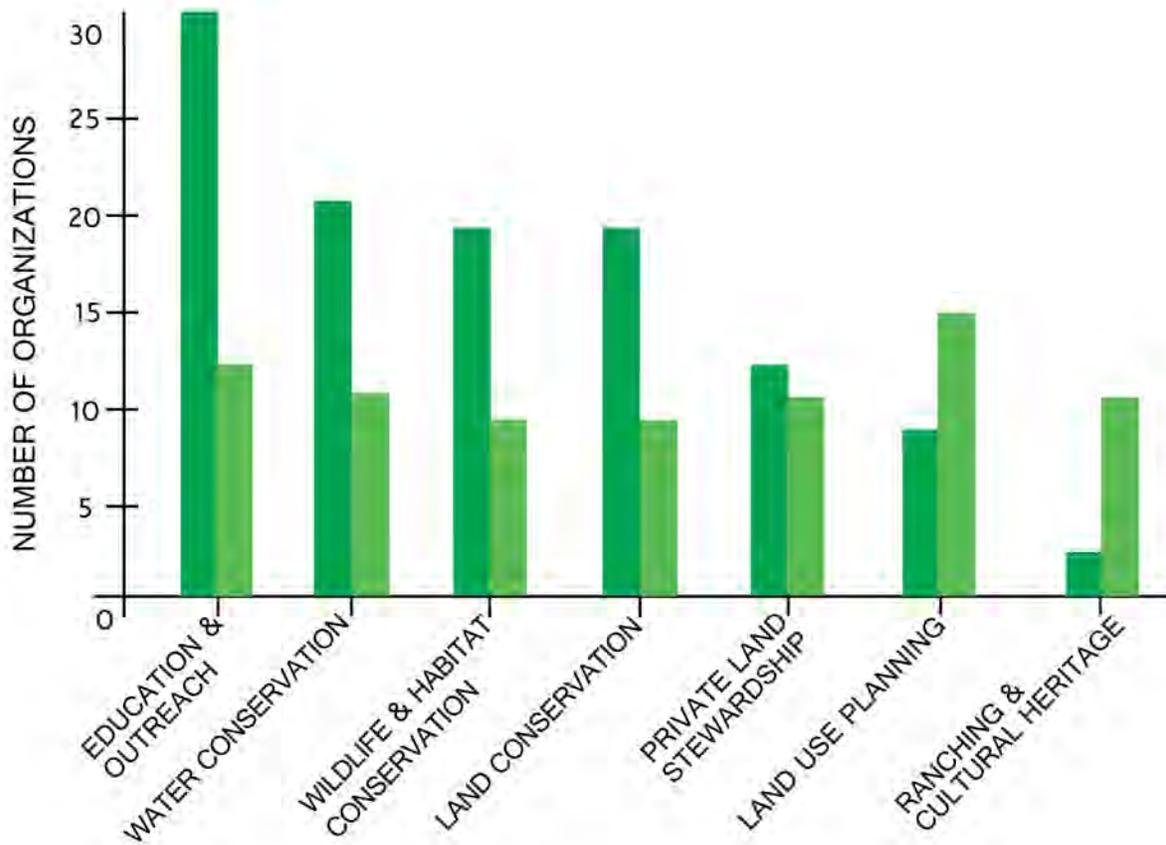
Organizational diversity and richness is an important characteristic of a healthy network. We see diversity in this network.

Recommendation

Design governance so that key organizational types are represented in key points in the network structure and encouraged to join leadership team positions. Even though city departments and state and federal agencies currently constitute a small portion of the network, they can hold strategic positions that maximize leveraging resources and capacity. However, they are not currently in position to do so.

“The value and character of the Hill Country is personal to whoever you ask about it, but people are generally attached to the place in some way or another.”

Figure 3. What Organizations and Agencies Report Working On



What data is in this chart?

This data summarizes the survey respondent results to the question “Please select the primary and secondary area of work for your organization”. The dark green represents the organizations’ primary area of work and the light green, secondary.

What do we learn from this chart?

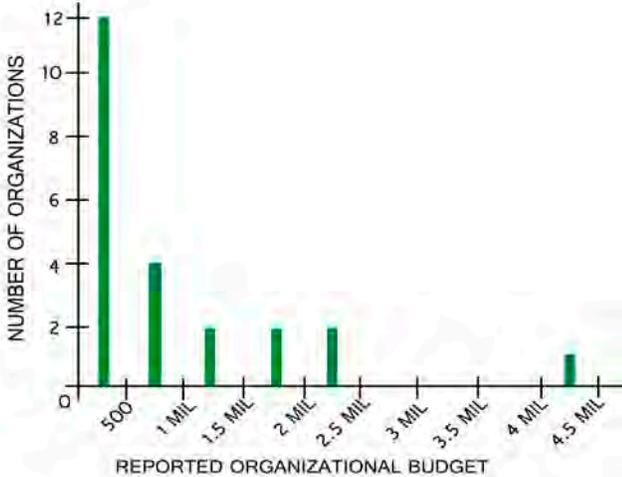
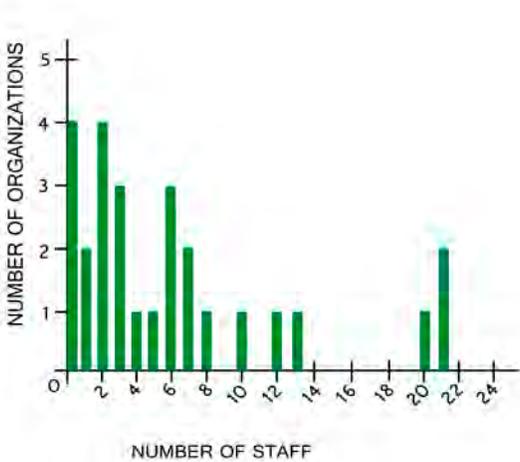
The majority of organizations, regardless of their mission, reported their primary activity as education and outreach. This was followed by water conservation (despite the “land” network being identified as greater in numbers), wildlife habitat and conservation, and land conservation.

Key Interpretation	The fact that education and outreach was the highest reported organizational function highlights private-land nature of the landscape. For organizations or agencies to be effective at their mission, they must first work to conduct outreach to and educate landowners. It may also highlight that education and outreach activities are frequently funded objectives.
Recommendation	Create and facilitate opportunities for “the network” organizations and landowners to interact.

To better understand the budgetary capacity of the organizations working within the Hill Country Conservation Network, we asked respondents to identify the staff and annual budgets of their organizations. Of the 62 organizations that responded to the survey, 27 organizations answered questions related to organizational capacity, such as number of full-time and part-time staff, annual organizational budget, and number of members or donors. Predictably, we found the city offices and groundwater conservation districts have larger budgets and more employees than many of the non-profit organizations. Most non-profits had budgets of less than \$500,000 and 5 staff or less. Four organizations reported no paid staff.

Figure 4a. Number of staff reported

4b. Budget Reported



What data is in this chart?	This data summarizes the survey respondent results to the question “how many staff does your agency/organization have”, and “what is the annual budget for your organization/ agency?”
What do we learn from this chart?	The majority of organizations have six staff or less and annual budgets less than \$500K.
Key Interpretation	Many organizations run on shoestring budgets and volunteer time. One key function of a larger network could be to direct funding to small, but engaged, organizations. Another function could be shared administrative capacity.
Recommendation	Identify opportunities for small NGOs to partner with city, county, and state departments to leverage resources and budgets.

5. Barriers and Benefits to Collaboration

Conservation organizations and all of the people who care about the Hill Country have a tremendous opportunity. There is a growing capacity for regional networking, planning, and policy responses to the challenges facing the Hill Country. With an ecosystem and economy at stake, regional networking and partnerships are emerging as essential and fundamental ways to sustain this treasured part of the world.

Through our research, we identified a significant amount of collaboration occurring between organizations and agencies. Of the 160 nodes identified, 128 reported to be actively collaborating on a project with another organization. Of all of the relationships reported between organizations, 80% of those ties are reported to be “collaborative”. That is a significant amount of strong ties among organizations. But what do organization perceive as benefits to collaboration and what are the barriers?

Table 5. Benefits of Collaboration

1. Legislative proposals & policy change	Many of the interviewees referred to the value of collaboration to shape legislative or policy change.
2. Share Capacity and Expertise	Recognizing shared goals and realizing shared benefits was one of the main drivers of collaboration.
3. Rapidly Respond to Threats	Interviewees noted that they already collaborate well in response to environmental threats and disasters.

What data is in this chart?	This data summarizes the analysis of the qualitative interviews, coded for themes that highlighted the drivers and benefits of collaboration.
What do we learn from this chart?	Collaboration is largely reactive, rather than proactive.
Key Interpretation	Strong and working relationships are “activated” in response to a threat, policy opportunity window, or disaster.
Recommendation	Identify opportunities to be proactive in collaborative efforts. Deciding on some kind of governance structure can help institutionalize a proactive orientation.

"We collaborate with a lot of different groups on legislative proposals and support."

"If you're not talking amongst your peers, you could all be doing the exact same thing and help each other out, but you wouldn't know it."

"We often see collaboration spring up around an imminent opportunity or threat. We realize we can either lose this asset or we can protect it."



“Any relationship takes work. You always have to be cognizant coming from the conservation arena about your time, money and resources and how you spend them. Unfortunately I think the relationship end gets short shifted because we are all too short on time or capacity.”

“People like to do their own thing. When you’re working in a network, you have to be OK with giving up something, letting somebody else do it, but that can be hard.”

“The environmental community is so small, we don’t collaborate as much as we should. We’re all fighting our own battles.”

Table 6. Barriers to Collaboration

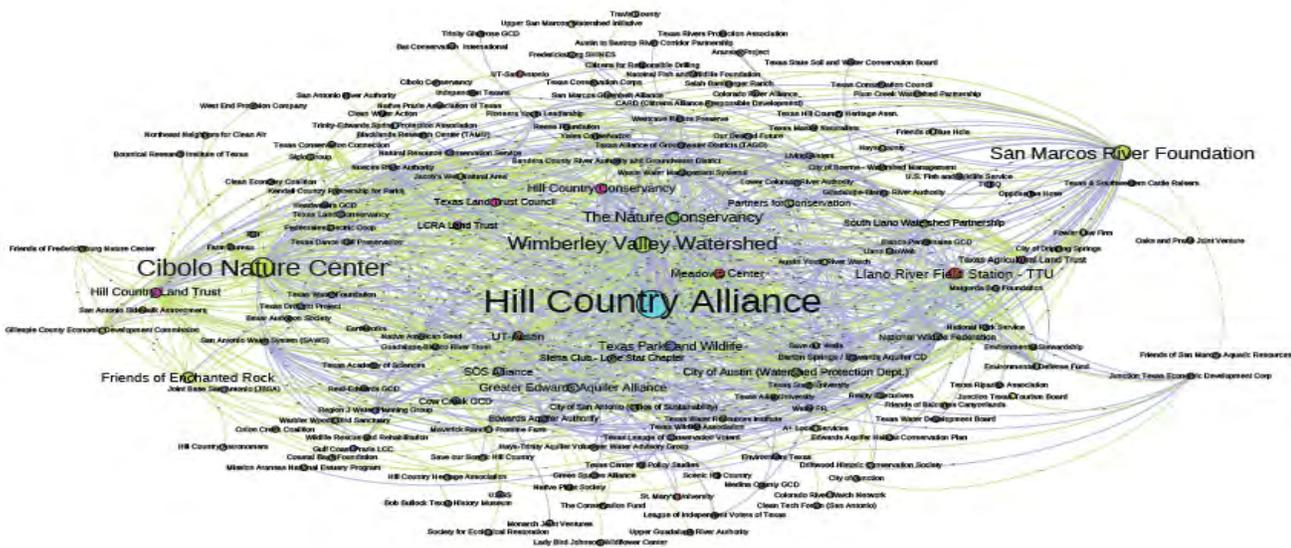
1. Lack of capacity (staff, funding, etc)	Perhaps the biggest drawback is lack of capacity. Interviewees noted that many organizations are too small to collaborate in a meaningful way.
2. Sharing power and credit within a network	Sharing credit with others for an accomplishment or handing over autonomy for direction or decisions can be tough for any organization and was identified as a barrier.
3. Differing motivations, goals, and strategies	Organizational cultures and grant funding requirements can restrict collaborative opportunities.

What data is in this chart?	This data summarizes the analysis of the qualitative interviews, coded for themes that highlighted the barriers and drawbacks to collaboration.
What do we learn from this chart?	There are several barriers to more widespread collaboration that are both universal (capacity, sharing power and credit) and unique to the history and circumstances of the region
Key Interpretation	Collaborative efforts are embedded in a particular culture. That culture has ideas about what makes effective leadership, how to attribute success, and what is good process. Given the the history of conservation being litigious, cultivating a culture of collaborative conservation is necessary. This takes time.
Recommendation	Continue working together to build trust. A foundation of trust is critical for large-scale collaboration.

6. How Are We Collaborating?

The way people are organized and connected is best understood through social network analysis, an analytical tool that examines the relationships between organizations and the patterns of those relationships. Social network analysis is a technique for investigating social structures. It characterizes networked structures in terms of nodes (individual actors, people, or things within the network) and the ties or edges (relationships or interactions) that connect them. Through the network analysis, we can analyze how different organizations are connected and work together.

Figure 7. Social Network Analysis of the Hill Country Conservation Network



What data is in this chart?

This map illustrates reported working relationships between organizations/agencies (circles) on land or water projects (lines). The larger the circle size, the more reported collaboration. Green lines represent “land conservation” relationships, blue lines represent “water conservation” relationships. The relative size of the nodes and names represents the relative centrality of the organization to the network* (see Figure 8 below). The color of the nodes represents the “type” of organization they represent (see Figure 2 above).

What do we learn from this chart?

Despite many nodes and a complex web of relationships, many patterns emerge that can facilitate more effective communication and coordination.

Key Interpretation

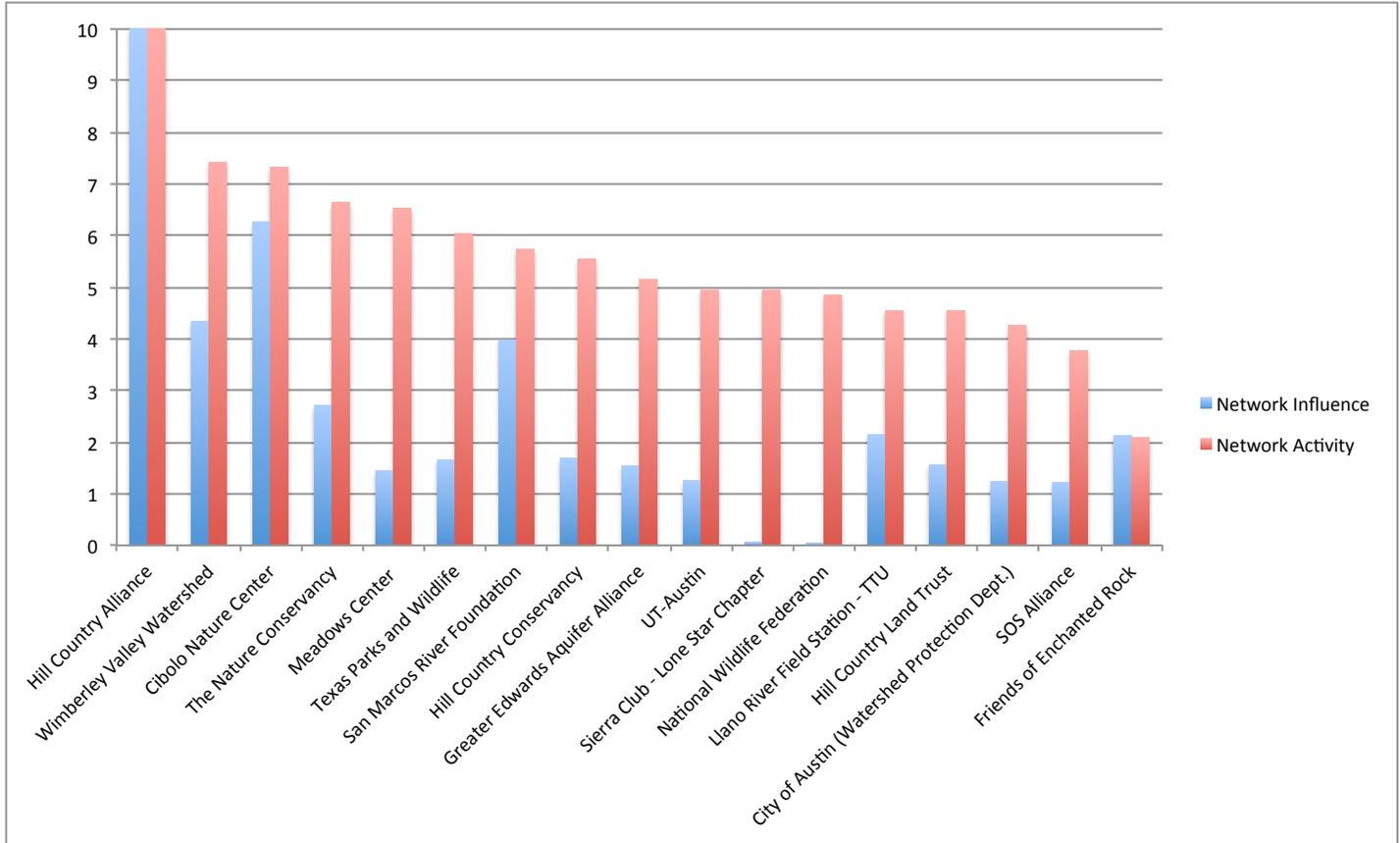
Several key network “anchor points” become visible through the network analysis mapping.

Recommendation

A network governance strategy needs to focus on the role of the key hubs, particularly encouraging a diversity of organizational types (Figure 2 above) in key hub positions.

* For this map, we chose to illustrate “betweenness centrality” with node size. Betweenness centrality measures how many times a node lies on the shortest path between two other nodes not otherwise connected. It is typically thought to be a measure of power in a network, given the ability to pass along or withhold information.

Figure 8. Centrality Analysis in the Hill Country Conservation Network



What data is in this chart?	This is a table of the most “central” organizations in the network according to two statistical measures, betweenness centrality (network influence) and total degree (network activity).*
What do we learn from this chart?	We identify who the key “hubs” are based on network centrality analysis. Organizations that have high scores on both measures include: HCA, WWVA, Cibolo Nature Center, San Marcos River Foundation, and Friends of Enchanted Rock.
Key Interpretation	One interesting interpretation in this table is identifying those organizations that are “active in the network” but don’t have high scores on “network influence.” This can be interpreted as organizations working well with a core group of the network but who are not as successful at reaching those groups outside of the network core. These are also the organizations (national NGOs, State and City agencies) that have higher levels of resources that could be more effectively leveraged. Alternatively, these groups are “in-between” fewer actors that can constrain or delay quick action on one decision.
Recommendation	Facilitate opportunities for “resource rich” network members to interact with and partner with other network members. This will increase their influence in the over-all network.

* This is based on the survey data and social network analysis. These scores are normalized to be relative to the most central organization, the Hill Country Alliance.



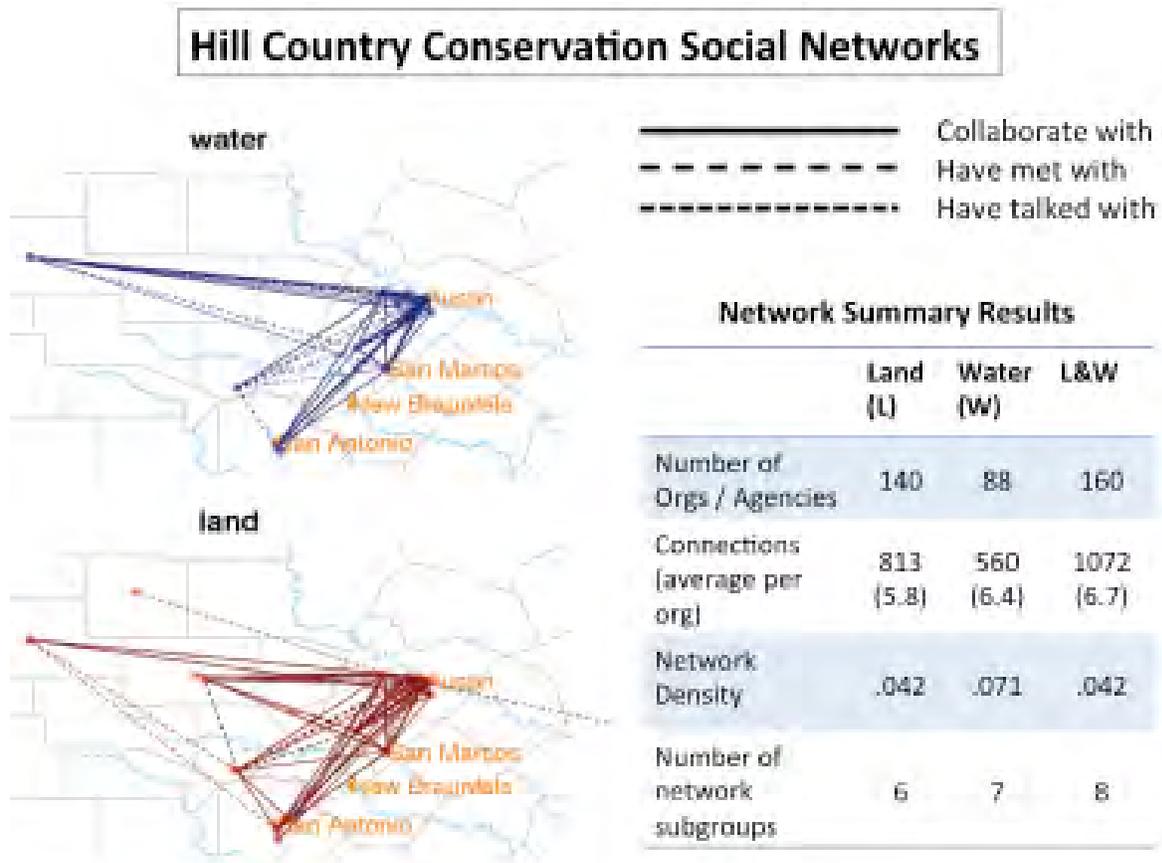
The recently formed "Central Texas Regional Water Planning Team" is a good example of the "strong ties" between central organizations. Meeting approximately quarterly, the core group of 8-12 people meet to exchange information around water development projects in Central Texas.

Depending on the goals and objectives of any given initiative, network leaders may find it useful to focus efforts on reaching those with either higher activity or higher influence. For example, when seeking to "get the word out" about a new program or project, reaching the largest number of organizations may be the goal and focusing on those with highest activity can help achieve this. However, if the goal is to build grassroots support for a policy initiative or to convince organizations to take up a stewardship activity, distributing the information through those that are more influential may lead to better outcomes.

Generally, the Hill Country Conservation Network is a highly centralized network (where a small number of organizations hold a large proportion of the ties). Benefits of higher centralization include greater opportunity for information to diffuse quickly through the network. By distributing information through just a few main hubs, such as those organizations in Figure 8 with top centrality measures, most of the network can be reached. However, highly centralized networks are not always flexible because many nodes are reliant on just a few. If a node leaves the network, the entire network can collapse. Centrality is one measure of network cohesiveness, density is another as Figure 9 discusses.

"We often see collaboration spring up around an imminent opportunity or threat. We realize we can either lose this asset or we can protect it."

Figure 9. The Hill Country Conservation Network Across Geographical Space



What data is in this chart? This is the social network data of relationships illustrating both the “land conservation” and the “water conservation” questions mapped across geographical space.

What do we learn from this chart? By visualizing the network map across the Hill Country geography, we identify where organizations and network capacity are focused and where they are not present. We also see some interesting differences between those focused on water issues and those focused on land issues. The water network has fewer nodes but higher connections per node and a higher density.

Key Interpretation The higher density score for the water network indicates a higher level of social cohesion and indicates a stronger orientation towards joint action. This may be reflective of current and recent past reactive efforts at stopping Electro-purification and Vista Ridge.

Recommendation Identify and foster capacity in Hill Country geographies not currently connected to the rest of the network. Additionally, identify proactive projects to work on that can build more social cohesion in the network for landscape-level action.

7. A Hill Country Conservation Network Narrative

While interviewing conservation leaders in the Hill Country, we heard concerns about changes at the local and sub-regional level that, in aggregate, put the larger Texas Hill Country ecosystem and social fabric at risk. In broad terms, people are concerned about social, economic, and ecological changes, such as:

- Urban sprawl and unplanned growth of residential and commercial real estate
- Fragmentation of open space and wildlife habitat
- Threats to a rural heritage and lifestyle
- Over-pumping of aquifers
- Declining water quality
- Drought and declining water supply
- Declining habitat for threatened and endangered species
- Invasive species
- Climate change

Through the interview process, we worked to identify common narrative themes that ran throughout the conversations. Along with other questions, we asked interviewees:

1. What does the Hill Country mean to you?
2. What are the key ecological, social, cultural features of the region?
3. What are the main threats to the region?



“Preserving a way of life and wide open spaces is why people want to go to the Hill Country. They want to drive around and feel like they are in the middle of nowhere, see certain images, and experience quietness.”

“There is a seemingly unstoppable momentum of fragmentation in the Hill Country. Every time you cut up a large piece of property it loses some of its character and special appeal.”

“There is a perception that we lack the ability to stop or change the growth patterns in the Hill Country.”

“We can use that connection between rural and urban areas and water to tie these efforts all the way down to the coast. Talk about how critical this area is to everybody else downstream.”

“The springs in the Hill Country tie together the past, present and future of the Hill Country. They are where we settled, where people stayed, and where people want to be.”

“The Hill Country is unique in Texas, many indigenous and endemic species which makes it distinct from other parts of Texas.”

We identified four common narrative themes from the interviews:

Table 10. Common Conservation Narrative Elements

1. Valued Amenities	Interviewees talked often about the Hill Country as an area of high recreational and amenity value. Limited access, however, limits the ways that urban residents can experience the rural landscape.
2. Threatened resources	The ecology and water resources of the Hill Country were recognized as threatened and in need of protection from sprawl and unregulated activities.
3. Social-ecological connections	Participants identified key connections between social interests and ecological resources, both within the Hill Country and in the rest of Texas.
4. Unique landscape	Participants agreed that the Hill Country is an iconic and unique landscape that is worth protecting, both environmentally and culturally.
What data is in this chart?	This data summarizes the analysis of the qualitative interviews, coded for themes that highlighted the common narrative of Hill Country conservation.
What do we learn from this chart?	There are multiple threads to the Hill Country conservation narrative that identify both valued resources and threats.
Key Interpretation	Inclusive narratives weave together networks. Although we didn't identify a broad common narrative already in existence among different stakeholders, there are common elements that emerged that can help guide the development of a landscape-wide conservation narrative.
Recommendation	Build a narrative that is both inclusive, visionary, and emphasizes the interconnections between the social and cultural quality of life dimensions with the sustainability of the ecological resources across the landscape.

We believe that by using the above narrative themes, a cohesive story or narrative that links together the Hill Country's past, present, and future can be developed and employed by the network participants to set a vision for the conservation social network in their efforts at large landscape conservation.

8. Hill Country Narrative and Network: Conclusion and Recommendations

Initiating a "Hill Country Conservation Network" can maximize opportunities for collective impact. The organizations and agencies working in the Hill Country are many and diverse; and understanding the larger system allows for a perspective and strategy to leverage resources and expertise of the broader network.

This research assessed the nature of the network and the narrative of Hill Country conservation. Nine recommendations are summarized from this research:

(1) Design governance so that key organizational types are represented in key points in the network structure and encouraged to join leadership team positions. (2) Create and facilitate opportunities for "the network" organizations and landowners to interact. (3) Identify opportunities for small NGOs to partner with city, county, and state departments to leverage resources and budgets. (4) Identify opportunities to be proactive in collaborative efforts. (5) Continue working together to build trust. A foundation of trust is critical for large-scale collaboration. (6) A network governance strategy needs to focus on the role of the key hubs, particularly encouraging a diversity of organizational types. (7) Facilitate opportunities for "resource rich" network members to interact with and partner with other network members. This will increase their influence in the overall network. (8) Identify and foster capacity in Hill Country geographies not currently connected to the rest of the network. Additionally, identify proactive projects to work on that can build more social cohesion in the network for landscape-level action. (9) Build a narrative that is both inclusive, visionary, and emphasizes the interconnections between the social and cultural quality of life dimensions with the sustainability of the ecological resources across the landscape.

The practitioners involved in this project have affirmatively expressed their interest in continued collaboration and engagement toward establishing a networked approach to Hill Country conservation. We highly recommend continuing to facilitate these efforts. We suggest moving these discussions from "interest" in a large-scale collaborative approach (previous research and actions suggest there is a strong interest) to specific governance strategies for formalizing this approach. Sustaining the ongoing collaborative efforts at landscape-scale planning is critical. Objectives moving forward include (1) developing the shared narrative that all Hill Country conservation organizations are working toward, using the interview data as a starting point to further identify and test shared goals; (2) developing concrete action items that move from collaborative planning towards collaborative implementation of objectives (using the Hill Country studio recommendations as a guide); and (3) planning for a network-wide 1-day workshop. The purpose of the one-day "network meeting" is to expand the conversations being had within the Hill Country conservation network to other actors at work in the region. This approach has proved very effective in other landscape-scale collaborative conservation efforts (see case study below).

Perhaps most importantly, we recommend establishing specific governance strategies for formalizing the Hill Country Conservation Network. As discussed in the report, we feel it is important to keep this momentum moving forward in ways that add value to existing efforts and leverage new opportunities for large-scale collaborative Hill Country conservation.

9. Limitations

We believe it is important to highlight a couple of limitations to the current study. First, it is important to note that our study population for both the interviews and the email addresses for the online survey originated from two key conservation leaders: Christy Muse (and the Hill Country Alliance) and David Baker (Wimberley Valley Watershed Association). The study simply would not have been possible without their insights and support. However, we necessarily introduced some bias into the sample by beginning our sampling scheme from their contact lists. While we do believe we have a representative sample of the environmental NGO network, we most likely are not capturing the entire population of organizations and individuals working on conservation and stewardship in the Hill Country (see next point).

Second, our completed social network analysis project identified 160 organizations/agencies. However, we believe there are three important sub-networks of organizations that are not currently being captured. These organizations are important for mobilizing large-scale action toward proposed recommendations and/or landscape-scale conservation initiatives. These include:

- 1) Research/science networks. During the interviews we identified at least two science initiatives that should directly inform conservation work in the Hill Country. The first is the Colorado River Native Fish Advisory Council, an initiative led by Texas Parks and Wildlife, and the second is a water research network led by the Environmental Science Institute at University of Texas (and funded by the Mitchell Foundation). Currently we are not sure how, or if, science produced from these networks are informing practitioner decisions about projects, objectives, or actions.
- 2) Landowners and landowner driven organizations such as Texas Wildlife Associations, the Farm Bureau, and Texas and Southwestern Cattle Raisers Associations. We believe one of the key dimensions that we still do not understand is how the current network connects and engages with private landowners. Our hypothesis is that there are collections of organizations and agencies that represent private landowner interests. The Texas Wildlife Association, Farm Bureau, and Texas and Southwestern Cattle Raisers Associations often represent these interests. We suggest starting the network survey from lists provided by those organizations.
- 3) Corridor county initiatives. We know that an abundance of development and planning activity is occurring in the high growth I-35 corridor counties. Our current network may better represent efforts occurring in the “conservation” and “stewardship” zones of the Hill Country and not capture the abundance of activity occurring in the “corridor counties” around development trajectories, infrastructure, etc. These efforts are not always framed around land/water conservation, but include city/county planners, builders, smart growth efforts, etc. Although the connections between these groups did not show up in the original analysis, the initial survey did not specifically target responses from practitioners engaged in these activities. We acknowledge that including these practitioners will give us a better sense of the extent of the network of organizations, business, and groups that will be useful in mobilizing grassroots support for any large-scale efforts or initiatives.

9. Case Study: Network Governance in the Crown of the Continent

The Crown of the Continent landscape in Northwest Montana, Southeast British Columbia, and Southwest Alberta covers approximately 44,000 square kilometers (16,000 square miles or 18 million acres) and includes protected areas such as the Bob Marshall Wilderness Complex and Waterton-Glacier International Peace Park. This large landscape is a unique ecological intersection where plant and animal communities from the Pacific Northwest, eastern prairies, Rocky Mountains, and boreal forests intersect. A central challenge of working at the many different scales of the Crown of the Continent is the number of boundaries that exist across the landscape. While these boundaries delineate ownership and management authority, they also divide disparate cultures, attitudes, goals, and values. Of course, the most significant borders are between Nations: Canada and the U.S. must work together along with the seven Tribal Nations in the region. But challenges within Nations are also significant. In the U.S., not only are there differing management priorities within the U.S. federal land management agencies, there are different state and local land management agencies to consider as well. Private landowners come in the form of huge industrial tracts that may be logging or mining, as well as working family ranches with agricultural production as the priority. Even though they do not have jurisdictional authority, some of the loudest voices heard in land management decisions are those of the non-profit conservation groups. Among these organizations are strong differences in perspective about strategies and goals for conserving and managing the land.



WHO IS WHO IN THE NEIGHBORHOOD?

One of the first steps for building a coordinated network is getting a better sense of which organizations are working in the landscape, who they are working with, and what they are working on.

Who's Who in the Neighborhood

- | | | |
|---|--|---|
| <p>Sub-regional Initiatives</p> <ol style="list-style-type: none"> 1. Alberta Land-use Framework www.landuse.alberta.ca 2. Blackfoot Nation www.blackfootnation.com 3. Blackfoot-Clearwater Stewardship Project www.blackfootclearwater.org 4. Blackfoot Challenge www.blackfootchallenge.org 5. Blood Tribe/Kainai www.bloodtribe.org 6. Castle Special Place Citizen's Initiative www.castlespecialplace.ca 7. Clearwater Resource Council www.crcmt.org 8. Coalition to Protect the Rocky Mountain Front www.savethemfront.org 9. Confederated Salish and Kootenai Tribes www.cskt.org 10. East Kootenay Conservation Program www.ekcp.ca 11. Flathead Basin Commission www.flatheadbasincommission.org | <ol style="list-style-type: none"> 12. Ktunaxa Nation www.ktunaxa.org 13. Marias River Watershed Group www.mariasriver.com 14. MOU and Cooperation on Environmental Protection, Climate Action and Energy (between BC and Montana) 15. The Montana Legacy Project www.conservemontana.org/ 16. Northwest Connections www.northwestconnections.org 17. Oldman Watershed Council www.oldmanbasin.org 18. Piikani Nation www.piikanation.com 19. Rocky Mountain Front Weed Roundtable www.conservemontana.org/content/rocky-mountain-front-weed-roundtable/crm1FE1879CDF7E95167 20. Southern Foothills Community Stewardship Initiative www.pekisko.ca/pk_slf_home.html 21. Southwestern Crown Collaborative www.swcrown.org | <ol style="list-style-type: none"> 22. Sun River Watershed Group www.sunriverwatershed.org 23. Swan Ecosystem Center www.swanecosystemcenter.org 24. Teton River Watershed Group www.tetonriverwatershed.org 25. Waterton Park Front Project <p>Crown-Wide Initiatives</p> <ul style="list-style-type: none"> Crown Managers Partnership www.crownmanagers.org Crown of the Continent Conservation Initiative Crown of the Continent Ecosystem Education Consortium www.crownofthecontinent.org Crown of the Continent Geotourism Council www.crownofthecontinent.net Crown of the Continent Resource Learning Center www.nps.gov/archives/glaaz/learningcenter/learningcenter.htm Heart of the Rockies www.heart-of-rockies.org |
|---|--|---|



For example, there are over 100 government agencies, Tribes and First Nations, non- government organizations, and community-based partnerships working to sustain and enhance the Crown of the Continent’s cultural and natural resources. Eight of these initiatives are non-governmental organizations that focus their work at the scale of the entire Crown of the Continent landscape, rather than at local, single jurisdiction, or watershed scales. The simple exercise of mapping those organizations proved to be very valuable for all of the stakeholders.

Based on this understanding, an initiative began in the Crown to bring people together to discuss the issues of importance and ways to begin proactive engagement in the landscape. An annual conference emerged in 2010 to connect and inspire people from throughout the region. The conference is held in alternating quadrants of the landscape, and anyone interested in learning about and shaping the future of the Crown of the Continent is welcome to attend.

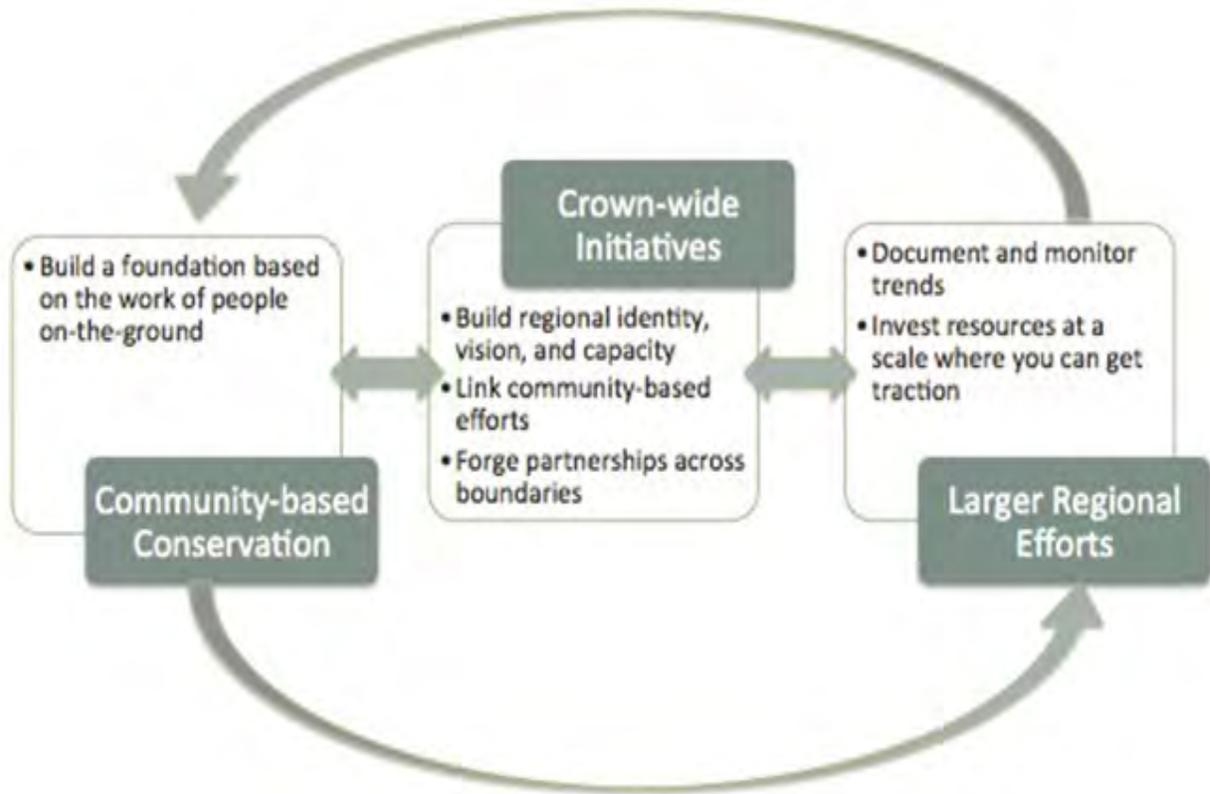
Annual Roundtable on the Crown of the Continent Conference	
Year	Theme and Location
2010	<i>"Remarkable Beyond Borders: Shaping the Future of the Crown of the Continent."</i> Bayshore Inn, Waterton Lakes National Park, Alberta, Canada. Examined the past, present and future of the Crown, beginning with reflections on the history, culture, and heritage of the region.
2011	<i>"Integrating Culture, Community, and Conservation."</i> KwaTaqNuk Resort, Polson, Montana. Focused on the cultural fabric of the region.
2012	<i>"Pathways to Prosperity: Caring for Communities in the Crown of the Continent."</i> Fernie Mountain Lodge, Fernie, British Columbia. The theme was "caring for communities" and connection between economy and the environment.
2013	<i>"Building Partnerships: Linking Local Actions and Landscape Outcomes."</i> Glacier Park Lodge, East Glacier Park, Montana. Fostered a sense of regional identity and built links for future action.
2014	<i>"A Balancing Act for Community, Culture and Conservation."</i> Bayshore Inn, Waterton, Alberta. Explored how businesses, cultures, and communities are taking actions to balance values in the face of economic, demographic, political, and climatic changes.
2015	<i>"New Ideas and Enduring Values: The Next Generation of Leadership in the Crown."</i> University Center, University of Montana. An engagement with new leadership in the Crown with recognition of the vital cultural heritage that defines us.

LEADERSHIP TEAM COORDINATION

A vital aspect of the Roundtable is an engaged Leadership Team. Representing a diversity of interests from around the region, the various members provide insight and expertise, and shape the work of the Roundtable to provide maximum impact, and value, to stakeholders in the region.

As a regional forum, the Roundtable seeks to add value to existing efforts rather than creating new parallel efforts. In 2011, the Leadership Team developed a strategic plan and set of goals that reflect this unique position in the region, as depicted in the graphic below.

In 2010, people involved in the Roundtable’s inception began to develop a shared strategy for connecting individuals and organizations in a more systematic and intentional way across the landscape. They wanted more than discussion, they wanted tangible on-the-ground impact. Based on this emerging strategy, a conversation began with the Kresge Foundation that led to the creation of the Adaptive Management Initiative (AMI).



The AMI is significant as an example of both accomplishing climate adaptation projects and demonstrating how an organization is able to catalyze and implement a landscape scale approach. The goal of the AMI is to promote a culture of stewardship by finding common values, supporting community leadership, promoting shared learning, and seeking place based solutions. Facilitated by the Roundtable on the Crown of the Conti-nent, the AMI supports a suite of projects that focus on: (1) assessing current and future conditions and vulnerabilities, (2) creating an inventory of assets and gaps, (3) building a constituency for change, and (4) facilitating tangible action showcasing adaptation in the region.

Each of the projects supported by the AMI is joined by a single, unifying thread: building resilience into the Crown’s natural and human communities.



10. Acknowledgments

We would like to thank Christy Muse, David Baker, and Tim Larson for seeing the value in this project from when first proposed and advocating for it throughout. Our deepest gratitude goes to you as it would not have been possible without you. Also, a tremendous amount of time, effort, and energy has been dedicated to this project by the steering committee and leadership team members. Thanks to you and others who have taken your time for meetings, interviews, and filling out the survey. Your time is valuable and we appreciate your engagement. We would also like to acknowledge Evgenia Spears for her time in helping complete the Organizational List found in Appendix D, and Audrey Barrett Bixler for her extraordinary efforts helping us communicate complex ideas into understandable insights. We would also like to acknowledge Brooks Elco Bixler and Harrison Lovell, both of whom were born into the Hill Country during the duration of this project. Last but certainly not least thanks to Marilu Hastings and Sarah Richards at the Mitchell Foundation for moral and financial support for this work. We look forward to working with everyone for many years to come.

Appendix A

Key Term Glossary

Betweenness Centrality - describes how many times an actor lies between two others that are themselves disconnected. An actor with high betweenness centrality has the potential to be the bridging tie between these other actors, giving the bridging actor the ability to influence the flow of resources. If this actor is removed, the network will fragment. Actors with high betweenness can diffuse information quickly, and to the less connected parts of the network, which is why it is a measure of network influence.

Conservation social network – refers to the establishment of relationships between individuals or organizations that often develop informally around specific issues of conservation interest and lead to the coordination of activities, and common goals and objectives. Most conservation social networks are underpinned by different collaborative arrangements, from short-term engagements, to longer-term partnerships, to formal institutions.

Collaborative conservation - is the process of creating a sustainable future for peoples and places by inviting diverse and inclusive groups of stakeholders to jointly solve problems through collective learning and action. www.collaborativeconservation.org

Large Landscape Conservation – refers to conservation that spans boundaries and land uses – including working lands, urban areas, and wildlands – to encompass whole landscapes. Implies interconnection between social, ecological, and hydrological systems.

Node – in networks, a node is a connection point. The social network structure is made up of node entities and relationships (ties, or edges) between nodes. In our network analysis nodes are either organizations or agencies.

Participatory Action Research – an approach to research concerned with developing practical knowing in pursuit of worthwhile purposes, grounded in a participatory worldview. It brings together action and reflection, theory and practice, in participation with others in pursuit of practical solutions to issues of pressing concern to people, communities, and regions.

Social Capital – is the network of relationships among people living in a particular place or working on a particular issue. Social capital enables society to function properly.

Appendix B

Participating Members - Leadership Team

David Baker, Wimberley Valley Watershed Association

George Cofer, Hill Country Conservancy.

Bill Bunch, Save Our Springs Alliance

Carolyn Chipman Evans, Founder of Cibolo Nature Center.

Frank Davis, Hill Country Conservancy

Charlie Flatten, Hill Country Alliance

Malcom Harris, Fowler Law Firm

Myron Hess, National Wildlife Federation and Texas Living Waters

Cliff Kaplan, Hill Country Alliance

Christy Muse, Hill Country Alliance

Lori Olson, Texas Land Trust Council

Vanessa Puig-Williams, Trinity Edwards Springs Protection Association.

Rachael Ranft, The Nature Conservancy

Katherine Romans, Hill Country Alliance

Jennifer Walker, Sierra Club Lone Star Chapter

Dianne Wassenich, San Marcos River Foundation

Emily Warren, Meadows Center

Planning Team and Facilitators

Nandini Chaturvedula, Ross Strategic

Tim Larson, Ross Strategic

Appendix C

Qualitative Interview Guide and Online Survey

Texas Hill Country Interview Questionnaire –

Interview Questions:

1. What is the “Texas Hill Country”? What does it mean to you? Your work?

- Follow-up: Where is the Texas Hill Country? What does it include?

2. What kind of messaging you use to advance your work in the Texas Hill Country?

Follow-up: Do you draw from Texas’ heritage and history in advancing your work? If so, how?

3. How do you characterize the niche your organization fills in the Hill Country?

- Follow-up: What kind of partnerships do you have with other organizations?
- Follow-up: Do you have some examples of where you’ve been doing that partnering?
- Follow-up: Have you faced any barriers to collaboration with other organizations?
- Follow-up: What are some drawbacks to collaborating with other organizations to achieve conservation goals?

4. What do you see as the drivers of collaboration for those working in the Hill Country?

- Follow-up: needs and issues?
Follow-up: Can you give us a few examples of what these partnerships look like/how these partnerships work?

5. What are you most concerned about? What “keeps you up at night” when you think about the future of the Hill Country?

- Follow-up: How? At what scale? Level? Can we / should we work on Hill Country Conservation?

6. Think about 25 years from now. The Hill Country is thriving. If you had a magic wand what does it look like in terms of how different organizations working together? What solutions have you been able to leverage?

Follow-up: How do we get to the scale of impact we’d like to make in the Hill Country?

7. Please suggest names and contact information for additional people we should interview that may provide unique or alternative perspectives. Also, please suggest names and contact information for people to receive an online survey.

Hill Country Network Survey

1. Hill Country Land and Water Network Survey

This survey is part of the Hill Country Network project. The purpose of this survey is to identify land and water stakeholders in the Texas Hill Country and characterize the relationships between organizations (i.e., the network). Please only complete one survey per organization.

1. What organization, agency, park, company, ranch, etc are you affiliated with?

2. In a few sentences, what is the mission of your organization?

3. In what geographic area does your organization work?

Please be as specific as you can.

4. What specific natural features, wildlife, or ecosystem is your organization most interested in?

Hill Country Network Survey

2.

5. This question hopes to better understand how Hill Country organizations are collaborating on land conservation / land use planning issues. Below you will find a list of organizations. If applicable, please select the appropriate box.

In the past year, I have:

	Talked with	Met in person with	Collaborated on a project with	Interested in collaborating with
Cibolo Nature Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City of Austin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City of San Antonio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental Defense Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Farm Bureau	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friends of Enchanted Rock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friends of Fredericksburg Nature Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Greater Edwards Aquifer Alliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guadalupe-Blanco River Trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hill Country Alliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hill Country Conservancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hill Country Land Trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jacob's Well Natural Area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LCRA Land Trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Living Waters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Llano River Field Station - Texas Tech	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meadows Center for Water and Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Talked with	Met in person with	Collaborated on a project with	Interested in collaborating with
Natural Resource Conservation Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nueces River Authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National Wildlife Federation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partners for Conservation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
San Marcos River Foundation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sierra Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Save Our Springs Alliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Siglo Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
South Llano Watershed Alliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas A&M University	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Agricultural Land Trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Conservation Connection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Conservation Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Land Conservancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Land Trust Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas League of Conservation Voters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Nature Conservancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Parks and Wildlife	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas State University	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Water Resources Institute	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Westcave Nature Preserve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wimberley Valley Watershed Association	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University of Texas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Below, please add any additional organizations you (1) talk with, (2) met with, or (3) collaborated on a project with that were not on the list. Also, please mark 1, 2, or 3 for talk, meet or collaborate respectively.

Org #1

Org #2

Org #3

Org #4

Org #5

Hill Country Network Survey

3.

7. This question hopes to better understand how Hill Country organizations are collaborating on water planning and conservation issues. Below you will find a list of organizations. If applicable, please select the appropriate box.

In the past year, I have:

	Talked with	Met in person with	Collaborated on a project with	Interested in collaborating with
Cibolo Nature Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barton Springs/Edwards Aquifer Conservation District	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Edwards Aquifer Authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental Defense Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Greater Edwards Aquifer Alliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guadalupe-Blanco River Authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hays-Trinity Aquifer Volunteer Water Advisory Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hill Country Alliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hill Country Conservancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jacob's Well Natural Area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Living Waters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Llano River Field Station - Texas Tech	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower Colorado River Authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meadows Center for Water and Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nueces River Authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National Wildlife Federation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Talked with	Met in person with	Collaborated on a project with	Interested in collaborating with
Our Desired Future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
San Antonio Water System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
San Marcos River Foundation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sierra Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Save Our Springs Alliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
South Llano Watershed Alliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
St. Mary's University	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Alliance of Groundwater Districts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Center for Policy Studies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Land Conservancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Nature Conservancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas League of Conservation Voters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Parks and Wildlife	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Water Resources Institute	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Texas Wildlife Association	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water PR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Westcave Nature Preserve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wimberley Valley Watershed Association	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University of Texas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Below, please add any additional organizations you (1) talk with, (2) met with, or (3) collaborated on a project with that were not on the list. Also, please mark 1, 2, or 3 for talk, meet or collaborate respectively.

Org #1

Org #2

Org #3

Org #4

Org #5

Hill Country Network Survey

4.

9. Please check box to select the primary and secondary (if applicable) area of work for your organization. Please note you can only select one primary and one secondary (even though we realize many of you work across many important areas).

	Primary	Secondary
Education and outreach	<input type="checkbox"/>	<input type="checkbox"/>
Land use planning	<input type="checkbox"/>	<input type="checkbox"/>
Land conservation	<input type="checkbox"/>	<input type="checkbox"/>
Private land stewardship	<input type="checkbox"/>	<input type="checkbox"/>
Ranching and cultural heritage	<input type="checkbox"/>	<input type="checkbox"/>
Water conservation	<input type="checkbox"/>	<input type="checkbox"/>
Wildlife / habitat conservation	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify)

10. Please complete the following information about your organization (optional):

Annual budget

Number of staff

Compensation levels of leadership

Number of members or donors

Facilities managed or owned

5.

11. Is there anything else you'd like to share about networks and Hill Country Conservation?

12. Please complete the following contact information question:

Name	<input type="text"/>
Organization	<input type="text"/>
Address	<input type="text"/>
City/Town	<input type="text"/>
ZIP/Postal Code	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>

13. Would you like to stay up-to-date with the results of this study? (If yes, we will be in touch via the email address provided)

14.

Would you like to be involved with the "network" during its next steps? (If yes, we will be in touch via the email address provided)

6. Thank you!

Thank you very much for your time in completing this survey!

If you have any questions please contact Patrick Bixler at r.patrick.bixler@gmail.com.

Appendix D

Organizations: Contact, Mission, Geography

Name	Website	Email	Mission	Geographical Area
A+ Local Services	https://www.facebook.com/APlusLocalServices1	LocalService-sUnlimited@gmail.com	To safely and responsibly eradicate Arundo Donax in Gillespie County, and to promote riparian health of Barons and Town creeks in Fredericksburg.	Town and Barons creek. Arundo Donax, Wax Leaf Ligustrum identification and removal. replacing with native grasses.
Austin Community College	http://www.austincc.edu/	No information	No information	N/A
Austin Youth River Watch	http://riverwatchers.org/	elisabeth@riverwatchers.org	To advance personal and academic achievement through environmental monitoring, education and adventure with focal areas: Environmental Stewardship, Holistic Youth Development and Academic Success.	Austin-area Creeks, Colorado River, Riparian Areas / floodplains. We want to make the hydrological cycle more effective so that seeps and springs flow and we increase base flow in local creeks and the river. River Watchers collect long-term baseline data on 25 creek and river sites around Austin and also do 10 hydrological / ecological enhancement service learning projects all over the Austin area each year. We are fans of deep-rooted native grasses in riparian areas as they slow and filter flood waters, prevent erosion and provide conduits that allow the water to infiltrate into the soil, thus making the hydrological cycle more complete than other types of grasses and plants would in this area. We are also fans of Tall trees in riparian areas and floodplains as the shade from the trees keeps the water cooler and cooler water has higher levels of dissolved oxygen, which keeps the aquatic organisms like fish and benthic macroinvertebrates healthy. We help with some special monitoring projects periodically such as fish, amphibians, mussels, benthic macro invertebrates, birds, etc. We also are starting a project looking at E.coli levels in Gilliland and in Wilbarger, both of which are currently on the 303(d) list (like the non-attainment list for air quality or the endangered species list, but for water bodies).

Austin-Bastrop River Corridor Partnership	https://www.facebook.com/austinbastroprivercorridor/info/N/	Kevin.Ander-son@ci.austin.tx.us	To support sustainable development & a healthy riparian ecosystem along the Austin to Bastrop River Corridor.	Austin Bastrop River Corridor is the 60-mile stretch of the Colorado River between Austin and Bastrop. The partnership consists of individuals concerned with riparian habitat restoration and land use along the Colorado. Top issues include land development & sustainable development, water quality and quantity, sand & gravel mining and reclamation opportunities, public access & recreation, natural and cultural resource protection, public awareness and education.
Bandera County River Authority and Groundwater District	http://bcragd.org/	dmeier@gb-cragd.org	To protect and preserve the Country's water and natural resources for the citizens of Bandera County. The District is also tasked with maintaining local control control of the County's water resources to help safeguard the property rights of the citizens of Bandera County.	BCRAGD's top interest is protecting and preserving the County's surface water and groundwater, which includes the Medina and Sabinal rivers, Edwards-Trinity aquifer, and the Trinity aquifer. Preservation and protection of these waters, through science and outreach, contributes to the health and functioning of its associated wildlife and ecosystems.
Barton Springs / Edwards Aquifer CD	http://www.bseacd.org/	vescobar@bseacd.org	To conserve, protect, recharge, and prevent waste of groundwater and preserving all aquifers in the District.	Within our jurisdiction we manage groundwater resources in the Barton Springs segment of the Edwards aquifer, the undifferentiated Trinity Aquifer in the EAA shared territory, and other a shallow aquifers such as the Austin Chalk and alluvial aquifers.
Barton Springs Regional Water Quality Protection Plan Working Group	No information	No information	No information	No information
Bat Conservation International (BCI)	http://www.batcon.org/	<i>Contact information form at https://www.batcon.org/about-us/about-bci/contact-us-2</i>	To conserve the world's bats and their ecosystems to ensure a healthy planet.	Internationally: Africa, Asia, Oceania, Latin America, USA-Canada. Texas Hill Country in particular: Bracken Cave located near San Antonio, the area of rapid growth. In addition to conserving the cave bats, BCI stewards the entire property, protecting endangered birds and rehabilitating the land by removing invasive vegetation and reviving native plants.

Bexar Audobon Society	http://www.bexaraudubon.org/	bexaraudubon@earthlink.net	To promote the appreciation, understanding, protection and conservation of native birds and their habitats through participation and educational activities.	The Southernmost Edwards Plateau Important Bird Area consists of public and private lands in and around San Antonio which have been recognized by the National Audubon Society and Bird Life International as being significant habitat for the endangered Golden-cheeked Warbler. Bexar Audubon Society, with additional grants from Texas Audubon, commissioned the scientific research to establish the importance of these areas and their need for conservation. The properties included in the Important Bird Area are Government Canyon State Natural Area (Texas Parks & Wildlife), Friedrich Wilderness Park & Eisenhower Park (City of San Antonio), and the Maverick Ranch (private). Ongoing annual surveys document the health of the Warblers in these areas and provide a foundation for the education of citizens about the importance of preserving these habitats.
Blacklands Research Center (TAMU)	blackland.tamu.edu	tgerik@tamu.edu	Be forward thinking and responsive to the needs of our citizens and stakeholders. Through innovative investigation, develop science-based solutions to meet our challenges in land, water, climate and energy to enhance environmental quality and preserve natural resources. Work synergistically with other parts of the Texas A&M System; local, state and federal government agencies; international agencies and private enterprise. Support the personal growth and professional development of our employees. Promote understanding and opportunities in science to students and the community.	Central Texas: soil and water of the Blackland Prairies
Blanco Pedernales GCD	http://www.blancocountygroundwater.org/	manager@blancogw.org	To conserve, preserve, protect, and recharge groundwater and aquifers within Blanco County.	Texas Hill Country Area. Trinity aquifer, Upper Glen Rose aquifer, Edwards-Trinity (Plateau) aquifer, Ellenburger aquifer, Hickory aquifer, Marble Falls aquifer

Bob Bullock Texas History Museum	http://www.thestoryoftexas.com/	ContactUs@TheStoryofTexas.com	To properly display previously unseen artifacts in the galleries and offering free or low-cost education programs for all ages and free admission to students through the school field trip program.	N/A
Botanical Research Institute of Texas (BRIT)	http://www.brit.org/	info@brit.org	To conserve our natural heritage by deepening our knowledge of the plant world and achieving public understanding of the value plants bring to life.	The Botanical Research Institute of Texas, an international scientific research and learning center focused on conservation and knowledge sharing. BRIT shares knowledge about the plant world to enhance life for people and all living things.
Central Texas Water Coalition	http://central-texas-water-coalition.org/	jokarrtedder.ctwc@gmail.com	To advocate for the preservation and conservation of the Highland Lakes' water supply and water levels for the benefit of human health, safety, and recreation, and to preserve the Highland Lakes' role as an irreplaceable economic engine for the State of Texas.	Water in Texas Highland lakes (Burnet, Llano, and Travis counties)
Cibolo Conservancy	http://www.ciboloconservancy.org/	brentevans@cibolo.org	To preserve and conserve the cultural and natural resources of the Cibolo Creek Watershed and surrounding areas in the Texas Hill Country.	Cibolo Creek Watershed and surrounding areas in the Texas Hill Country
Cibolo Nature Center	http://www.cibolo.org/	nature@cibolo.org	Conservation of natural resources through education and stewardship	Surface and aquifer water, native wildlife, native birds, native plants

Citizens Alliance Responsible Development (CARD)	http://hayscard.org/	jrmcmeans@msn.com	To promote sensible growth in the Wimberley Valley and western Hays County, an area known for its rugged natural beauty and rural Hill Country character. To support and encourage sustainable development and practices that protect local natural resources such as Blue Hole, Jacob's Well, Cypress Creek, the Blanco River and our aquifer. CARD works with elected officials, developers and others to preserve these natural resources. We educate and inform local citizens of impending threats to the future of our community, work with like-minded groups in the region and encourage active participation to protect this land we all love.	Wimberley Valley and western Hays County; Blue Hole, Jacob's Well, Cypress Creek, the Blanco River, and the Trinity aquifer
Citizens for Responsible Drilling	No information	No information	No information	No information
City of Austin (Watershed Protection Dept.)	http://www.austintexas.gov/departments/watershed-protection	chris.herrington@austintexas.gov	Protect and improve Austin's waterways and aquifers for citizen use and the support of aquatic life.	Barton Springs, streams and aquatic life communities in the Barton Springs contributing zone, the Highland Lakes, riparian areas, the Edwards and Trinity aquifers, Eurycea salamander species, invasive aquatic and terrestrial plants
City of Boerne - Watershed Management	http://www.ci.boerne.tx.us/147/Upper-Cibola	rbass@ci.boerne.tx.us	The Upper Cibola Creek (UCC) Watershed Partnership is dedicated to the protection and restoration of water quality conditions within Upper Cibola Creek and its tributaries.	Cibola Creek - collective watershed management (address persistent bacteria impairments within UCC and promote stakeholder participation in the watershed planning process). Sources of pollution identified in the Watershed Management Plan: wildlife, agriculture, urban/residential.
City of Dripping Springs	http://www.cityofdrippingsprings.com/	kdehart@cityofdrippingsprings.com	<i>Parks & Recreation Dept:</i> Preserving Texas Hill Country for its people and their recreation/leisure, for its history and the sense of place, for its beauty and the open spaces.	N/A
City of Fredericksburg	http://www.fb-gtx.org/	No information	The mission of the City of Fredericksburg is to provide a high level of city services creating an environment of pride among our City employees and trust among our citizens and visitors.	N/A

City of Junction	http://www.cityofjunction.com/cityofjunction/index.html	kristi.bannowsky@cityofjunction.com	To deliver essential municipal services in a cost effective manner, provide for a safe and attractive environment for City residents, and facilitate economic growth consistent with our community's small town values.	N/A
City of San Antonio (Office of Sustainability)	http://www.sanantonio.gov/sustainability	liza.meyer@sanantonio.gov	Enhancing the environment, quality of life, and economic vitality through innovative programs and policies for all residents, as well as future generations	All green spaces
Clean Economy Coalition	http://clean-economy-coalition.org/	smtann@stx.rr.com	To support a robust quality of life in the Coastal Bend by promoting economic development that not only creates jobs but also protects public health and preserves natural assets.	Air pollution in the Corpus Christi region.
Clean Tech Forum (San Antonio)	http://www.sacleantech.org/	No information	<p>1.We inform and educate ourselves and share that knowledge through alliances and partnerships with other entities seeking to support and accelerate initiatives to save money, reduce energy consumption, and improve our environment while advancing the economic development of our region.</p> <p>2.We, in collaboration with our partners and alliances, seek to contribute helpful and informed knowledge to key policy makers in government, education and industry.</p> <p>3.Given the quality and capability of our participants, we can and will facilitate the process of funding and financing Clean Tech programs and investments, expediting high priority projects, and attracting entrepreneurial and business talent to our region.</p>	Renewable energy in the San Antonio region.

Clean Water Action	http://www.cleanwateraction.org/	Contact information form at http://www.cleanwateraction.org/about/contact	To protect our environment, health, economic well-being and community quality of life. Our goals include clean, safe and affordable water; prevention of health threatening pollution; creation of environmentally safe jobs and businesses; and empowerment of people to make democracy work.	Water pollution across the country
Coastal Bend Bays Foundation	http://www.baysfoundation.org/	cbbf@baysfoundation.org	Dedicated to the conservation of freshwater and coastal natural resources for current and future generations through consensus, facilitation, communication, advocacy, research and education.	Water pollution. Beaches in Corpus Christi: Cole Park and Ropes Park. Marsh restoration: the Coastal Bend Bay area. Suter Park, the Pollywog Pond.
Colorado River Alliance	http://www.coloradoriver.org/	contact@coloradoriver.org	Secure the vitality of the Texas Colorado River through education and advocacy for all generations	The only nonprofit dedicated solely to the conservation and protection of the Texas Colorado River which provides, conducts and supports environmental science and outdoor education programs for youth, river cleanups, and other river-centered projects in efforts to bring awareness to the Colorado River.
Colorado River Watch Network (CRWN)	http://www.lcra.org/water/quality/colorado-riv-	No information	Supports community-based environmental stewardship by providing volunteers with the information, resources, and training necessary to monitor and protect the waterways of the lower Colorado River watershed.	CRWN is the first and largest regional volunteer network of water quality monitors in Texas. Gilleland Creek watershed; Bastrop area
Cow Creek Groundwater Conservation District (CCGCD)	http://www.ccgcd.org/	redfish@gvtc.com	To conserve, preserve, recharge, protect and prevent waste of groundwater from the aquifers within Kendall County.	The Trinity Aquifer and Edwards-Trinity (Plateau) Aquifer; the Ellenburger, the Hickory, and the Marble Falls Aquifers.

Driftwood Historic Conservation Society	http://driftwoodhcs.com/	<i>Contact information form at http://driftwoodhcs.com/index.php/contact-us</i>	To conserve, in its current condition, the historic, environmental, ecological, heritage-tourism and natural beauty of this 10.5-mile trail for current and future generations of Hays County.	The Driftwood, Texas William B. Travis Legacy Trail – a 10.5 mile-long corridor rich in Texas history and natural beauty.
Earthworks	https://www.earthworksaction.org/	info@earthworkaction.org	To protect communities and the environment from the adverse impacts of mineral and energy development while promoting sustainable solutions. Earthworks stands for clean air, water and land, healthy communities, and corporate accountability. We work for solutions that protect both the Earth's resources and our communities.	Health, environmental, economic, social and cultural impacts of mining and energy extraction across the nation.
Edwards Aquifer Authority	http://www.edwardsaquifer.org/	info@edwardsaquifer.org	The Edwards Aquifer Authority is a political subdivision of the State of Texas that was created to manage, enhance, and protect the Edwards Aquifer system. The EAA participates in the Region L water planning group and is a member of Groundwater Management Area 7, 9, 10, and 13; the Texas Association of Groundwater Districts; and the Texas Water Conservation Association. The Edwards Aquifer Authority is a groundwater district, mandated by the 1993 Edwards Aquifer Authority Act. The Act grants all of the powers, rights, and privileges necessary to manage, conserve, preserve, and protect the aquifer. The EAA regulates the portion of the Balcones Fault Zone Edwards Aquifer – a jurisdictional area that provides water to over 2 million people, and covers more than 8,000 square miles across eight counties. These include all of Uvalde, Medina, and Bexar counties as well as parts of Atascosa, Caldwell, Guadalupe, Comal, and Hays counties. The Edwards Aquifer Authority is a political subdivision of the State of Texas that was created to manage, enhance, and protect the Edwards Aquifer system. The EAA participates in the Region L water planning group and is a member of Groundwater Management Area 7, 9, 10, and 13; the Texas Association of Groundwater Districts; and the Texas Water Conservation Association.	The Trinity-Edwards (Plateau) Aquifer.

Edwards Aquifer Habitat Conservation Plan (EAHCP)	http://eahcp.org/	info@eahcp.org	To protect endangered species from harm during the most severe drought to the extent required by state and federal law.	Monitoring ecological conditions of the Comal and San Marcos springs ecosystems.
Environment Texas	http://environmenttexas.org/	info@environmenttexas.org	To protect the places we love, advance the environmental values we share, and win real results for our environment.	Texas natural resources. Programs include: Stop Keystone, Restore Our Gulf Coast, Protect Texas' Rivers, Preserving Texas, No bees No Food, Keep Our Rivers Flowing, Go Solar, Global Warming Solutions, 100% Renewable Energy.
Environmental Defense Fund	https://www.edf.org/	<i>Contact information form at https://www.edf.org/contact</i>	To preserve the natural systems on which all life depends. Guided by science and economics, we find practical and lasting solutions to the most serious environmental problems.	California, New York, North Carolina, Rockies, Texas; Orens, rivers, deltas. Texas: air pollution, energy, water.
Environmental Stewardship	http://www.environmentstewardship.org/	<i>Contact information form at http://www.environmentstewardship.org/contact/</i>	To protect natural resources by advocating for protecting, conserving, restoring and enhancing the ecological functions of the Colorado river and its associated groundwater and watershed in order to optimize water available for beneficial human and environmental uses throughout the basin	Lower Colorado River basin: groundwater and surface water issues.
Farm Bureau (Texas Farm Bureau)	http://texasfarmbureau.org/	<i>Contact information form on their website</i>	To be the Voice of Texas Agriculture through promotion of a prosperous agriculture for a viable, long-term domestic source of food, fiber, and fuel.	Issues important to agriculture and rural Texas: taxes, water, eminent domain, land use regulation, endangered species, animal care, and transportation.
Fowler Law Firm	http://www.thefowlerlawfirm.com/	malcolmharis64@yahoo.com	Fowler Law Firm provides exceptional legal service to a wide and diverse array of clients in every part of Texas and beyond.	Business and International Taxation, Creative Asset Protection, Citizenship, Immigration, Visa and Consular Practice, Construction and Public Works, Education and Governmental Entities, Employment Law, <i>Environmental and Water Law</i> , Family Law, Non-Profit, Charitable and Religious Organizations, Litigation, Probate, Estate Planning and Wills, and Real Estate.

Fredericksburg SHINES	http://www.fbgshines.org/	michael-hurst47@gmail.com	To bring comprehensive sustainability issues to the greater Fredericksburg community.	Rainwater harvesting/zero waste/solar energy
Friends of Balcones Canyonlands	http://friendsofbalcones.org/	friends@friendsofbalcones.org	To support, complete, and enhance the Balcones Canyonlands National Wildlife Refuge and its diverse ecology and promote its use for recreational, educational, and scientific purposes.	Balcones Canyonlands National Wildlife Refuge: habitat conservation, environmental education, creation of eco-tourism opportunities, reduction of carbon footprint.
Friends of Blue Hole	http://friendsofbluehole.org/	Info@FriendsofBlueHole.org	To promote, protect, preserve and support Blue Hole Regional Park – the natural place to be.	Environmentally-sensitive parkland of Blue Hole Regional Park: raising funds, promoting awareness and community participation. <i>Plans for 2016:</i> Protection of the swimming hole through native landscaping. Water conservation (ongoing) through native planting and rainwater collection. An expanded summer camp program so even more indoor kids can learn about the great outdoors. More wildlife and naturalist programs for families and the community. Park wide habitat protection and restoration for the shared benefit of people and wildlife.
Friends of Enchanted Rock	http://friendsofenchantedrock.com/	m.mialwildblue.net, rcdeming@gmail.com	The Friends of Enchanted Rock is a volunteer-based non-profit 501(c)(3) organization, dedicated to partnering with the Texas Parks & Wildlife Department to preserve, restore, maintain and improve the Enchanted Rock State Natural Area, and to enrich the experience of visitors through education, stewardship and effective natural resource conservation.	All of the natural features, wildlife and ecosystems within Enchanted Rock SNA, in addition to the night skies. We are also interested in protecting the Enchanted Rock view shed.
Friends of Fredericksburg Nature Center	http://fredericksburg-nature-center.com/	No information	No information	Preserving a unique blend of diverse habitats of Lady Bird Jognson Park located at Fredricksburg, TX: riparian, old growth live oak woods, Native Texas Prairie, Post Oak Savannah, Lake Island, Lake Aquatics, Wetland, Arid, Cedar Brake.

Friends of San Marcos Aquatic Resources Center	https://www.facebook.com/smarc.friends	No information	No information	Assessment of biological issues related to the Edwards Aquifer, San Marcos and Comal springs.
Gillespie County Economic Development Commission	http://www.gillespiecountyedc.com/	edc@fbgtx.org	To encourage, enhance and promote managed economic development in Gillespie County, Texas.	Preservation of natural resources including land use, water and the dark sky.
Greater Edwards Aquifer Alliance	http://www.aquiferalliance.net/	annalisa@aquiferalliance.org	To promote effective broad-based advocacy for protection and preservation of the Edwards Aquifer, its springs, watersheds, and the Texas Hill Country that sustains it.	Edwards Aquifer watershed preservation and sustainable water and land-use practices.
Green Spaces Alliance	greensatx.org	<i>Contact information form at https://www.greensatx.org/contact-us-2/</i>	To sustain the natural environment and enhance urban spaces through land conservation, community engagement and education.	Land conservation activities in the Southern Edwards Aquifer region and the San Antonio and Nueces River basins. Bulverde Oaks.
Guadalupe-Blanco River Authority (GBRA)	http://www.gbra.org/	tschulte@gbra.org	To protect, conserve, reclaim and steward the resources of the District, and provide leadership in regional cooperation in order to enhance quality of life for those we serve.	GBRA provides stewardship for the water resources in its ten-county statutory district, which begins near the headwaters of the Guadalupe and Blanco Rivers, ends at San Antonio Bay, and includes Kendall, Comal, Hays, Caldwell, Guadalupe, Gonzales, DeWitt, Victoria, Calhoun and Refugio counties.
Guadalupe-Blanco River Trust	http://www.gbrtrust.org/	toddv@gbrtrust.org	To preserve the unique natural heritage of the Guadalupe watershed for future generations, by protecting open landscapes, working farms and ranches, and wildlife habitat through conservation easements, education, and outreach that connects people to the water and the land.	Land, water and natural heritage of Texas. <i>Hill Country</i> : work with private landowners and partner organizations in hopes to conserve the best parts of the Hill Country. <i>Wetland and coastal habitat and restoration</i> : work with a variety of partner agencies, including Ducks Unlimited and the San Antonio Bay Foundation, to protect the highest quality wetland sites and to restore degraded habitat along the coast. <i>Farm and ranch land conservation</i> : protection of Texas historic farms and ranches to ensure that they will remain in private ownership and available for agricultural production in the future. <i>Education and outreach</i> : education of communities about the water and land of the Guadalupe River basin, their values as natural and recreational resources and the importance of protecting these resources.

Gulf Coast Prairie Landscape Conservation Cooperative (Gulf Coast Prairie LCC)	http://gulfcoast-prairielcc.org/	bill_bartush@fws.gov	To deliver sustainable natural and cultural resource conservation in the Gulf Coast Prairie geography by sharing scientific knowledge, leveraging resources, and working toward common landscape goals.	The area encompasses five states: Texas, Oklahoma, Louisiana, Mississippi, and Kansas. <i>Texas</i> : Edwards Plateau, Gulf Coast Prairie, Oaks and Prairies, Tamaulipan Brushlands.
Hays County	https://www.co.hays.tx.us/	brooke.leftwich@co.hays.tx.us	N/A	N/A
Hays-Trinity Aquifer Volunteer Water Advisory Group	No information	No information	No information	Water
Headwaters GCD	http://hgcd.org/	hgcd@hgcd.org	To develop, promote, and implement water conservation, augmentation, and management strategies to protect the water resources of the District as a sustainable resource for the benefit of its citizens, economy, and environment.	Groundwater management in the Texas Hill Country
Hill Country Alliance	http://www.hill-country-alliance.org/	katherine@hillcountryalliance.org	To build an ever expanding alliance of groups and individuals in the Hill Country with the long-term objective of preserving water supply, open spaces and the unique character and heritage of this region.	Water
Hill Country Astronomers	No information	No information	To build an ever expanding alliance of groups and individuals in the Hill Country with the long-term objective of preserving water supply, open spaces and the unique character and heritage of this region.	Water supply, open spaces, and heritage of the Hill Country.
Hill Country Conservancy	http://hillcountryconservancy.org/	frank@hillcountryconservancy.org	Hill Country Conservancy marshals public and private resources to preserve the natural areas and scenic vistas, aquifers and springs, rivers and streams, working farms and ranches, and the rural heritage of the Central Texas Hill Country for people to enjoy and cherish for generations to come.	Protection of drinking water resources (main focus), native wildlife habitat, working farms and ranches, scenic views and cultural resources of the Hill Country.
Hill Country Heritage Association	http://thcha.org/	info@thcha.org	To actively develop and implement strategies to protect the Texas Hill Country's heritage, prosperity, environment, and economy through research, education, publications, and programs; to identify pertinent community issues; to inform the public and motivate citizens to respond; and to encourage and enhance the role of local government.	Renewable energy, condemnation and eminent domain, groundwater usage and water rights, Katemcy sand mine, the Seaquist House.

Hill Country Land Trust	http://hill-country-landtrust.org/	martha@hillcountry-landtrust.org	Land conservation: To preserve and protect the agriculture land, water resources, scenic views and wildlife habitat of the Texas Hill Country.	All natural features, wildlife and ecosystems unique to the Texas Hill Country.
Hill Country University Center	http://hcucenter.com/	ed@hcucenter.org	The Hill Country University Center carries on that tradition for learning, serving as the hub for local studies through innovative partnerships with colleges and universities, including Central Texas College and Texas Tech University.	N/A
Holistic Management International	http://holisticmanagement.org/	hmi@holisticmanagement.org	Educating people to manage land for a sustainable future.	Agriculture, land conservation
Independent Texans	http://indytexans.org/	info@indytexans.org	To unite voters, across partisan lines, to throw the crooks in all parties out, to elect citizen legislators and to establish the democratic republic for which Texas is supposed to stand.	N/A
Jacob's Well Natural Area	http://www.co.hays.tx.us/jwna.aspx	parks@co.hays.tx.us	N/A	N/A
Johnson City Texas Chamber of Commerce	http://www.lbjcountry.com/	kshotwell@JohnsonCity-TexasChamber.com	To promote and encourage tourism in Johnson City and the Texas Hill country.	We are very involved in our State and Federal parks and heavily promote and encourage our local agriculture programs in the schools.
Joint Base San Antonio (JBSA)	http://www.jbsa.mil/	randolphpublicaffairs@us.af.mil	N/A	N/A
Junction Texas Economic Development Corp	http://www.junctionedc.org/	office.manager@junctionedc.org	To promote sustainable economic development in keeping with the natural resources and assets of the community. To create jobs.	Riparian areas at the western edges of the Texas Hill Country. Ranching and hunting are important existing economic factors. Ecotourism and "retirement destination" elements are growing.
Junction Texas Tourism Board	http://www.junction-texas.com/junction-texas-tour-	cheryl.herring@city-ofjunction.com	To attract, retain, and grow businesses and jobs and improve the quality of life in Kimble County.	N/A

Kendall County Partnership for Parks	http://www.kendallcountyparks.org/	kristie@kendallcountyparks.org	Kendall County Partnership for Parks promotes the preservation of our natural heritage and the development of recreational opportunities.	Guadalupe River- riparian, Closed Canopy Woodland, Oak Savanna, recovering grassland.
Lady Bird Johnson Wildflower Center	https://www.wildflower.org/	Contact information form at https://www.wildflower.org/contact/	To conserve, restore and create healthy landscapes.	Plant conservation, invasive species
LCRA Land Trust	http://coloradoriverlandtrust.org/index.php/about-us	jeff.crosby@lcra.org	The mission of the Colorado River Land Trust (CRLT) is to work in partnership with landowners to conserve and protect land and water resources for future generations. By working with landowners to guide future use of land along the Colorado River, CRLT will help preserve the river's health, reduce potential sources of water pollution and continue to be a responsible steward of the basin's natural resources.	Specific natural features of interest include the Colorado River and its tributaries; the Concho, San Saba, Llano and Pedernales Rivers along with the multiple small creeks that provide water in the basin. The Colorado River is the longest river entirely in Texas and protecting the diverse topography from the Llano Estacado in West Texas, through the Central Texas Hill Country, to the farmland, wetlands and coastal marshes in Matagorda Bay is the goal of CRLT.
League of Independent Voters of Texas	http://independentvoters.org/	info@independentvoters.org	To organize Texans in the fight for what is uniquely Texan - a people tied to our land, our water, our clear blue skies and the small "d" democratic republic for which we are supposed to stand.	Throughout Texas: Support or oppose legislation at the local, state and federal level related to our mission. Support or oppose voting measures on the local and state ballots and the right of the people to petition for redress of grievances rooted firmly in the American Bill of Rights.
Llano EcoWeb	http://www.llanoecoweb.net/	Contact information form at http://www.llanoecoweb.net/contact/	To Serve the Community, Steward the River, and Promote the Uplift - not just on the interweb and in the ethers of cyberspace but, more vitally, on the ground and in the currents of the river.	Preserving unique features of the Llano community, the Llano River, and Llano Uplift.
Llano River Field Station - TTU	https://www.depts.ttu.edu/junction/lrfs/	tom.arsuffi@ttu.edu	To provides academic, research and service programs to expand educational, economic and cultural opportunities throughout the Hill Country region.	Texas natural resources
Llano River Watershed Alliance	http://southllano.org/	southllanoriver@gmail.com	To enhance and preserve the Llano River by encoring land and water stewardship through collaboration, education, and community participation.	Springs and riparian systems

Lower Colorado River Authority	http://www.lcra.org/	clara.tuma@lcra.org.	To enhance the quality of life of the Texans we serve through water stewardship, energy and community service.	Provision of vital services to Texans: delivering electricity, managing the water supply and environment of the lower Colorado River basin (thr Highland Lakes), providing public recreation areas (full park list at http://www.lcra.org/parks/Pages/park-listing.aspx), and supporting community development (economic development, land conservation, public safety, outdoor programs, parks and natural science centers).
Matagorda Bay Foundation	http://www.matagorda-bay.com/	No information	No information	Preservation of natural resources (conservation), Combating or preventing pollution (air, water, etc.).
Maverick Ranch - Fromme Farm	No information	mavericktex@gmail.com	Preservation of wildlife habitat. Preservation of historic ranch.	Endangered species and native wildlife and native habitat of NW Bexar County, specifically Maverick Ranch-Fromme Farm of Bexar County.
Meadows Center for Water and Environment	http://www.meadowscenter.txstate.edu/	ea16@txstate.edu	To encourage, conduct, and coordinate basic and applied research projects dealing with water/watersheds, exotic species, range management, natural resources, ecological restoration, environmental education and related activities on the Texas Tech University field station at Junction, Texas. As the largest (> 400 acres) inland field station in Texas, bisected by the headwaters of the South Llano River, a primary emphasis is placed on critical education, engagement and natural resource, water and watershed problems in the biologically diverse Central Texas Hill Country with expansion to encompass state, national and international water and environmental issues of common concern. VISION STATEMENT The Llano River Field Station will be a nationally recognized center of excellence, with multipurpose, multidisciplinary research, education and engagement programs directed toward recognition, understanding and solutions to natural resource, education and regional problems with national and international implications.	All, waters, watersheds, wildlife, fish and aquatics, riparian, ecosystem services, invasive species ecology, BMPs, recreation and restoration.

Medina County GCD	http://medinag-wcd.org/	No information	Strives to achieve conservation, preservation, and the efficient, beneficial, and wise use of groundwater for the benefit of the citizens and economy of Medina County.	Groundwater management in the Edwards aquifer.
Mission Aransas National Estuary Program	No information	No information	No information	No information
Monarch Joint Ventures	http://www.monarch-jointventure.org/	monarchs@monarchjoint-venture.org	To support and coordinate efforts to protect the monarch migration across the lower 48 United States.	N/A
National Center for Appropriate Technology	https://www.ncat.org/	4info@ncat.org	Championing small-scale, local, and sustainable solutions to reduce poverty, promote healthy communities, and protect natural resources; help individuals find solutions that will ensure our children and grandchildren inherit a world with cleaner air and water, efficient and renewable energy production, and healthy foods grown with sustainable techniques.	Soil, water, energy
National Fish and Wildlife Foundation	http://www.nfwf.org	info@nfwf.org	We work with both the public and private sectors to protect and restore our nation's fish, wildlife, plants and habitats.	Conservation of natural resources in the United States and abroad.
National Park Service	http://www.nps.gov/	justin_bates@nps.gov	The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.	Natural resources throughout the country
National Wildlife Federation	http://www.nwf.org/	ellis@nwf.org, jennymcm@juno.com	Inspiring Americans to protect wildlife for our children's future.	Water
Native American Seed	http://www.seed-source.com/	bill@seed-source.com	Providing eco logical solutions for common land mgmt problems...helping people restore the earth	Edwards plateau, blacklands, cross timbers, coastal prairies, Tamaulipan brush country, chihuahuan desert, rolling plains and llano estacado. Upland grasslands, riparian and bottomland woodlands.

Native Plant Society	http://npsot.org/wp/	state@npsot.org	To promote research, conservation and utilization of native plants and plant habitats of Texas through education, outreach and example.	Across Texas: protection of native plants, native habitats and healthy ecosystems.
Native Prairie Association of Texas	http://www.texasprairie.org/	No information	We protect native prairies, grasslands and inter-related habitats through acquisition, partnerships, and conservation easements for future generations. We restore native prairie on our own lands, and promote restoration of grassland habitats on other private and public lands in Texas. We assist landowners as well as those interested in sustainable land-use practices by sharing informational resources and advice on restoration. NPAT also offers fee-based restoration services. We educate Texans about native prairies, plant communities, grassland birds, wildlife and sustainable land-use practices. We support the important role of grassland habitats in climate stabilization and in water-quality resources and conservation. We promote awareness of the natural and cultural heritage of prairies in Texas. NPAT provides opportunities to learn more about our prairies through workshops, presentations, field trips and volunteer opportunities.	Lawther - Deer Park Prairie (Harris County); Kirchoff Family Farm (Wilson County); Mary Talbot Prairie (Bowie County); Edmoore Creek (Wood County); Maddin Prairie Preserve (Mitchell County); Russell Grasslands and Forest Preserve (San Jacinto County); Simpson Prairie (McLennan County); Tanglewood Prairie (Lee County); Mezynski Prairie (Falls County); Nelson L. Wieting Prairie (Falls County); Lehmann Prairies (Falls County); Riesel Prairie (Falls County); Drews Prairie (Falls County); Peters Prairie (Collin County).
Natural Resource Conservation Service	http://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/	nrcsdistributioncenter@ia.usda.gov	The National Park Service Rivers, Trails, and Conservation Assistance program extends and expands the benefits of the National Park Service to communities throughout the nation. We provide free technical assistance to community-led conservation and recreation projects. Our national network of conservation and recreation planning professionals partners with community groups, nonprofits, tribes, and state and local governments to design trails and parks, conserve and improve access to rivers, protect special places, and create recreation opportunities.	We prioritize projects that have both a conservation and recreation focus. Projects that have a large landscape conservation focus or include watershed protection or water-based recreation also receive slight priority.

Northeast Neighbors for Clean Air	No information	No information	No information	No information
Nueces River Authority	http://www.nueces-ra.org/	<i>Contact information form at</i> https://www.nueces-ra.org/ALL/contact.php	To preserve, protect, and develop water resources; provide for flood control, irrigation, and navigation; develop parks and recreational facilities; finance water supply, water treatment, and pollution control projects; receive state and federal grants and loans	Water quality monitoring, assessment, and stakeholder participation to improve the quality of surface water within each river basin in Texas. Land stewardship in Texas.
Oaks and Prairies Joint Venture	http://www.opjv.org/	kgee@abc-birds.org	To develop strategies for impacting avian species at a regional level and leverage partner dollars to make it happen.	The Oaks and Prairies Joint Venture includes the Edwards Plateau in central Texas and the Oaks and Prairies Ecoregion in Oklahoma and Texas. The Oaks and Prairies bird conservation region includes the Cross Timbers, Blackland Prairies, and Post Oak Savannah.
Onion Creek Coalition	http://onioncreek-coalition.com/	No information	No information	Hill Country creeks
Oppose the Hose	No information	No information	No information	Texas
Our Desired Future	http://www.ourdesiredfuture.com/	leurig@ceres.org	No information	Texas groundwater
Partners for Conservation	http://partnersforconservation.org/	info@partnersforconservation.org	National landowner-led group works on landscape scale public-private collaboration to conserve working landscapes. We don't work with projects (land buys, restoration etc.) we work with people and relationships	Functional working landscapes that have positive "triple bottom line" (ecologic, economic, sociologic sustainability)
Pedernales Electric Coop	http://www.pec.coop/	No information	Provide electricity to central Texas	Maintaining the Hill Country, no one thing

Pioneers Youth Leadership	http://pioneer-youth-leadership.org/	garry@meritt-law.com	To help youth develop into ethical leaders who are engaged in building sustainable communities and have the training and experience to be positive change agents.	Water
Plateau Land & Wildlife Management	http://www.plateau-wildlife.com/	plateau@plateauwildlife.com	To help rural landowners protect and enhance the land. Plateau is dedicated to increasing your enjoyment of your land, and helping you achieve your ultimate land vision.	Land and water in rural Texas. Habitat control, erosion control, predator control, supplemental water, supplemental food, supplemental shelter, census counts.
Plum Creek Watershed Partnership	http://plum-creek.tamu.edu/	ndornak@plumcreekwatershed.org	To boost awareness of water resource issues and protect and restore water quality in the Plum Creek Watershed.	The natural landscape of the Plum Creek Watershed, the Carrizo-Wilcox aquifer, the Edwards aquifer.
Real-Edwards GCD	No information	No information	No information	No information
Realty Executives	http://www.realtyexecutiveskerrville.com/	jaw.wills3@gmail.com	Helping buyers locate affordable farm and ranch properties in the Hill Country.	Features of the land that will appeal to families looking for land for recreational purposes...healthy trees, good soil, views, available water, etc.
Reese Foundation	http://www.reesefoundation.org/	<i>Contact information form at http://www.reesefoundation.org/#!contact/c24vq</i>	To support non-profit organizations in the areas of the Visual Arts, Education, and the Environment with a focus on the Texas Hill Country.	No information
Region J Water Planning Group	http://www.twdb.texas.gov/water-planning/rwp/regions/j/	jashworth@lbg-guyton.com	No information	Water management. The region includes portions of the Colorado, Guadalupe, Nueces, Rio Grande, and San Antonio river basins.
REI	http://www.rei.com/	<i>Contact information form at https://rei.custhelp.com/app/contact_us#tabs-3</i>	We connect people to the outdoors by offering the best gear and expertise for all kinds of adventures and we talk about "stewardship" because our co-op depends on keeping outdoor spaces accessible and well-taken care of for generations to come.	Throughout the nation. We support stewardship, outdoor programs and advocacy efforts that align with human-powered outdoor activities, such as urban cycling, mountain biking, climbing, paddling and hiking. Connect people to the outdoors, so the health of our company depends on a healthy environment and healthy communities.
San Antonio River Authority	https://www.sara-tx.org/	<i>Contact information form at https://www.sara-tx.org/contact-us-3/</i>	Protect and enhance our creeks and rivers through service, leadership and expertise.	Water supply and all natural features that rely on water.

San Antonio Sidewalk Astronomers San Antonio League of Sidewalk AstronomersN/A	http://salsa-astro.com/	info@salsa-astro.com	Dedicated to the enjoyment of astronomy, in all of its many forms, in San Antonio and South Texas.	Night sky in San Antonio and South Texas
San Antonio Water System (SAWS)	http://www.saws.org/	service@saws.org	Sustainable affordable water services	Service areas: Bexar County, parts of Medina and Atascosa counties.
San Marcos Greenbelt Alliance	http://www.smgreenbelt.org/	alliance@smgreenbelt.org	Dedicated to ensuring that along with development, we take care to protect natural areas for ourselves, our children, and our future.	San Marcos natural areas: Blanco Shoals, Purgatory Creek Natural Area, Ringtail Ridge Natural Area, Schulle Canyon Natural Area, Spring Lake Natural Area. <i>Conservation:</i> Protect and conserve greenspace by working with stakeholders. <i>Stewardship:</i> Maintain the health of greenspaces through community participation. <i>Outreach / Education:</i> Promote awareness and understanding of the value of protecting and connecting greenspace.
San Marcos River Foundation	http://sanmarcosriver.org/	wassenich@grandecom.net	To preserve public access, and protect the flow, purity and natural beauty of the San Marcos River and its watersheds and estuaries for future generations.	Aquifers, springs, rivers, bays
Save our Scenic Hill Country Environment	http://www.soshillcountry.org/	mbthompson@austin.rr.com	Industrial wind energy development and directly related transmission systems do not make sense in Gillespie, Llano, Mason and adjacent hill country counties	Protection of open space, wildlife, scenic vistas in the Hill Country
Save our Wells	http://saveourwells.com/	lilaknight@verizon.net	To provide protection to the "white zone" of the Trinity Aquifer in Hays County.	Groundwater
Scenic Hill Country	http://www.sce-nictexas.org/sce-	anjali@texas-municipallawyers.com	The mission of Scenic Hill Country is to foster partnerships between municipalities, professionals, landowners, and other stakeholders to promote regulations and land development choices that enhance and protect the unique scenic vistas of the Texas Hill Country.	The visual environment as seen by the traveling public. We are also interested in dark sky preservation.
Schreiner University	http://www.schreiner.edu/	ljcantu@schreiner.edu	Research, Education, Stewardship and Service	Fresh Water

Selah Bamberger Ranch Preserve	http://bam-berger-ranch.org/	selah@bam-bergerranch.org	To teach ethical land stewardship - by example and outreach.	Selah, Bamberger Ranch Preserve is a 5,500-acre ranch in Blanco County that has been restored to its original habitat. Our goal is to document every biological organism that occurs on site.
Sierra Club - Lone Star Chapter	https://sierraclub.org/texas	kenwkramer@aol.com	The Lone Star Chapter of the Sierra Club is the state arm of the national environmental organization, whose mission is to explore, enjoy and protect the planet.	Our organization is multi-faceted, covering issues ranging from energy to water to parks and much more. In water we are particularly interested in rivers, springs, aquifers, and coastal bays & estuaries. In wildlife matters, we are particularly interested in "non-game" wildlife, including endangered and threatened species, and marine life.
Siglo Group	http://siglogroup.com/our-work/	info@siglogroup.com	Uses the power of geographic information to help clients integrate land use with natural systems. Understanding a site's ecological characteristics and history enables clients to work with and take full advantage of existing natural systems. This helps prevent issues like erosion and flooding, while enhancing natural benefits such as diverse wildlife habitat, beautiful views, soil stabilization, and clean water and air.	Across Texas. Conservation, regional analysis, site assessment, natural area management, web geography, cartography.
Society for Ecological Restoration (SER)	http://www.ser.org/	info@ser.org	Across the globe, centuries of unsustainable activities have damaged the aquatic, marine, and terrestrial environments that underpin our economies and societies and give rise to a diversity of wildlife and plants. SER is dedicated to reversing this degradation and restoring the earth's ecological balance for the benefit of humans and nature.	SER's primary focus is to advance the science and practice of ecological restoration as a tool for recovering biodiversity and ecosystem services, and thereby addressing some of the most pressing environmental challenges facing humanity and the biosphere: namely desertification, land and water degradation, and the associated loss of sustainable livelihoods.
SOS Alliance	http://www.sosalliance.org/	lauren@sosalliance.org	To protect the Edwards Aquifer, its springs and contributing streams, and the natural and cultural heritage of the Hill Country region and its watersheds, with special emphasis on Barton Springs.	The Edwards Aquifer, its springs (e.g. Barton Springs, etc.) and contributing streams (e.g. Blanco River, Onion Creek, etc.), and the fragile karst ecosystem (porous limestone caves and other recharge features). The Barton Springs Salamander and Austin Blind Salamander, and the Golden-Cheeked Warbler are a few endangered species unique to this geographic area.

St. Mary's University	https://www.stmarytx.edu/	No information	Educate for formation in faith; Provide an excellent education; Educate in the family spirit; Educate for service, justice and peace; Educate for adaptation and change.	N/A
TCEQ	http://www.tceq.state.tx.us/	ac@tceq.texas.gov	To protect our state's public health and natural resources consistent with sustainable economic development. Our goal is clean air, clean water, and the safe management of waste.	Air, land, water
Texas A&M University	https://www.tamu.edu/	N/A	Dedicated to the discovery, development, communication, and application of knowledge in a wide range of academic and professional fields. Its mission of providing the highest quality undergraduate and graduate programs is inseparable from its mission of developing new understandings through research and creativity. It prepares students to assume roles in leadership, responsibility and service to society.	N/A
Texas Academy of Sciences	http://www.texas-academy-ofscience.org/	president@texasacademy-ofscience.org	To provide funding for nonprofits working in the areas of the visual arts, education, and the environment.	Conservation of land
Texas Agricultural Land Trust (TALT)	http://www.talt.org/	bfitzsimons@txaglandtrust.org	TALT promotes the conservation of open space, native wildlife habitats, and natural resources of Texas' private working lands	Land conservation and management
Texas AgriLife Extension	http://agrilifeextension.tamu.edu/	help@agrilife.org	Improving the lives of people, businesses, and communities across Texas and beyond through high-quality, relevant education.	Across Texas: mitigating drought impacts; conserving water use in homes, landscapes, and production agriculture; improving emergency management; enhancing food security; and protecting human health through education about diet, exercise, and disease prevention and management.

Texas Alliance of Groundwater Districts (TAGD)	http://www.texasgroundwater.org/	info@texasgroundwater.org	To promote and support sound management of groundwater based on local conditions and good science	Groundwater management: Far West Texas Area, Edwards Carrizo Area, Lower Edwards Trinity Area, Lower Gulf Coast Area, North Texas Area, Ogallala Area, Upper Carrizo Area, Upper Edwards Trinity Area, Upper Gulf Coast Area
Texas Center for Policy Studies	http://www.texascenter.org/	tcps@texascenter.org	Brings together the people and the information necessary to ensure that growth and development in our region enhances, rather than diminishes, quality of life.	Statewide environmental issues, the Texas-Mexico border region, regional growth and development.
Texas Conservation Connection	http://texasconservationconnection.com/	<i>Contact information form at http://texasconservationconnection.com/N/ApiPage_id=113</i>	Connecting Texans and their heritage.	No information
Texas Conservation Corps	https://texasconservationcorps.wordpress.com	No information	To empower the lives of youth and young adults through conservation education, service and jobs training.	Emergency Response, Habitat Restoration, Trails, and other Public Land Improvements.
Texas Conservation Council	No information	No information	No information	No information
Texas Dance Hall Preservation	http://texasdancehall.org/	admin@texasdancehall.org	Texas Dance Hall Preservation is committed to saving historic Texas dance halls and the authentic music and culture that is still found in them.	Preservation of historic heritage of Texas
Texas Drought Project	http://texasdroughtproject.org/	alyssa@texasdroughtproject.org	To facilitate passage of the Waxman-Markey bill on climate change in 2008-2009.	Climate change, drought, renewable energy.
Texas Hill Country Heritage Assn.	same as Hill Country Heritage Assn.	info@thcha.org	Preservation of historic immigrant social halls and the culture associated with them	Rural and ranch communities
Texas Land Conservancy	http://www.texaslandconservancy.org/	mark@texaslandconservancy.org	To conserve natural areas in Texas and to protect the physical and ecological integrity of their wildlife habitat, native plant communities, and scenic landscapes for the benefit of present and future generations.	High quality riparian area, T&E species, large intact working ranches/farms

Texas Land Trust Council (TLTC)	http://www.texas-landtrust-council.org/	lori@texas-landtrustcouncil.org	TLTC works to enhance the work of land trusts statewide, in order to improve their capacity and sustainability to do land and water conservation in perpetuity.	More than 30 land trusts that are working throughout Texas. They help landowners meet their long-term land use objectives by utilizing a variety of land protection tools, such as conservation easements and land purchase.
Texas League of Conservation Voters	http://www.tlcv.org/	elizabeth@tlcv.org	To educate Texans on climate change through the lens of drought.	We're interested in the entire ecosystem, but educate primarily around Sea Level Rise and the Hydrological Cycle.
Texas Living Waters	http://texaslivingwaters.org/	ellis@nwf.org; jennifermwalker@earthlink.net	The Texas Living Waters Project is a joint effort of the Lone Star Chapter of the Sierra Club and National Wildlife Federation as well as our regional partner, Galveston Bay Foundation. Together, we work to transform the way Texas manages water to better protect our springs, rivers and estuaries to meet the water needs of Texas and future generations of Texans.	Throughout Texas
Texas Master Naturalist	http://txmn.org/	mmhaggerty@tamu.edu	To develop a corps of well-informed volunteers to provide education, outreach, and service dedicated to the beneficial management of natural resources and natural areas within their communities for the state of Texas.	Volunteers work throughout Texas: to implement youth outreach programs; help operate parks, nature centers, and natural areas; and lead local natural resource conservation efforts.
Texas Parks and Wildlife	http://tpwd.texas.gov/	Timothy.Birdsong@tpwd.texas.gov	To manage and conserve the natural and cultural resources of Texas and to provide hunting, fishing and outdoor recreation opportunities for the use and enjoyment of present and future generations.	Conservation of Texas natural resources
Texas Riparian Association	http://texasriparian.org/	melissa.parker@tpwd.state.tx.us	To improve and enhance the health of water quality and quantity in Texas's streams, by encouraging sustainable and balanced riparian ecosystems for the people and the environment of Texas through the exchange of knowledge and expertise, and the dissemination of information.	Texas water conservation

Texas Rivers Protection Association (TRPA)	http://www.txrivers.org/	tom@txrivers.org	Protect the flow, water quality and natural beauty of the rivers of Texas. Promote the safe and wise use of Texas rivers. Develop an awareness of the rights of the public to use navigable rivers and an awareness of the rights of riparian landowners to be protected from trespass and other intrusions. Promote mutual respect between river users and landowners for each other's legal rights. Foster an awareness and respect for diverse natural waterway environments. Educate its members and the public concerning conservation and preservation of Texas rivers and streams, and to perform such related educational services. Acquire property and/or easements that provide its members, and the public, access to Texas rivers and streams.	Texas rivers
Texas State Soil and Water Conservation Board	http://www.tsswcb.texas.gov/	No information	The Texas State Soil and Water Conservation Board (TSSWCB) is the state agency that administers Texas' soil and water conservation law and coordinates conservation and nonpoint source water pollution abatement programs throughout the State.	Please refer to the Edwards Plateau Handbook of the Texas Conservation Action Plan for input on broader TPWD interests in the Hill Country. My particular division/program at TPWD is interested in conservation of endemic fishes of the region and conservation of stream corridors - i.e., springs, riparian buffers, and instream habitats.
Texas State University	http://www.txstate.edu/	No information	Texas State's original mission was to prepare Texas public school teachers. It became renowned for carrying out this mission, but today it does far more.	N/A
Texas Water Development Board	http://www.twdb.texas.gov/	boardmembers@twdb.texas.gov	To provide leadership, planning, financial assistance, information and education for the conservation and responsible development of Water for Texas.	Groundwater management
Texas Water Foundation	http://www.texaswater.org/	Contact information form at http://www.texaswater.org/contact/	To maintain and enhance the quality of life for all Texans by mobilizing Texans to recognize the vital role water plays in protecting human health, supporting economic growth and safeguarding natural resources."	Water management in Texas

Texas Water Resources Institute (TWRI)	http://twri.tamu.edu/	twri@tamu.edu	We provide science-based, community-supported solutions for the state's pressing water quantity and quality challenges through internal expertise and external collaborations. We offer project management, water quality monitoring, watershed planning, bacterial source tracking, geospatial analysis and education and outreach. We serve as a gateway to a national network of water institutes as well as to interdisciplinary partnerships with Texas A&M University departments, other universities and various water resources organizations.	Monitoring and assessing water quality, watersheds planning and implementation. Areas include but are not limited to: Arroyo Colorado Watershed, Copano Bay Watershed, Leon River Watershed, Upper Llano River Watershed, Attoyac Bayou Watershed, Carters Creek Watershed, Navasota River, Tres Palacios Creek. Addressing the complex issues related to insuring the sustainability of the Ogallala Aquifer and providing a sustainable rural economy.
Texas Wildlife Association	http://www.texas-wildlife.org/	Contact information form at http://www.texas-wildlife.org/contact	Serving Texas wildlife and its habitat, while protecting property rights, hunting heritage, and the conservation efforts of those who value and steward wildlife resources.	<i>Issues and Advocacy</i> effort is committed towards protecting private property rights, pursuing landowner protections and wildlife management tools, promoting and preserving our hunting heritage, and actively influencing outcomes in state and federal legislative and regulatory processes. <i>Conservation Legacy</i> programs immerse both youth and adults in the marvels of natural Texas from the classroom to the pasture, using land as the guide. <i>Hunting Heritage</i> programs educate Texans about the importance of wildlife management and the integral role that hunting plays in habitat conservation, while instilling a love of the outdoors.
The Aransas Project	http://thearansasproject.org/	info@thearansasproject.org	To promote responsible water management of the Guadalupe River Basin and bays that represents all interests throughout the basin. To support responsible water management that is reasonable, sustainable and environmentally sound—all the way to the bay.	Water is the lifeblood of our communities. Our long term goals focus on protecting a treasured way of life throughout the basin and bays that depend on water. Our immediate goals seek to correct the mismanagement of the Guadalupe River Basin, especially its impact on reducing inflows to the bays and estuaries – winter habitat to the endangered whooping crane. TAP is seeking a habitat conservation plan for the whooping cranes as well as a water management plan for this basin that reallocates water usage priorities, sets environmental flow standards for the bays, and includes a full accounting of all water uses and needs throughout the basin.

The Conservation Fund	http://www.conservationfund.org/	webmaster@conservation-fund.org	By creating solutions that make environmental and economic sense, we are redefining conservation to demonstrate its essential role in our future prosperity.	The Fund has been active in all 50 states since its founding in 1985. Areas of focus: land, water & wildlife protection, collaborative solutions, aquaculture & water quality, carbon & climate, land conservation loans, infrastructure mitigation, business finance, resourceful communities, green infrastructure, forestry.
The Nature Conservancy	http://www.nature.org/	rranft@tnc.org	To conserve the lands and waters upon which all life depends.	Preserving quality of intact ecosystems, land to protect endangered or threatened species, conserve lands from human influence or alteration
Travis County	https://www.travis-countytx.gov/	they have so many departments there	N/A	N/A
Trinity Edwards Springs Protection Association (TESPA)	http://tespatexas.org/	vanessa@puigwilliamslaw.com	The mission of The Trinity Edwards Springs Protection Association (TESPA) is to protect the Trinity and Edwards aquifers, the springs that flow from this interconnected system, and the property rights of landowners who depend on this precious natural resource.	aquifers, springs, creeks, rivers, recharge features
Trinity Glen Rose GCD	http://www.trinityglenrose.com/	Contact information form at http://www.trinityglenrose.com/#!contact_us/cee5	To conserve, preserve, recharge, protect and prevent waste of groundwater from the Trinity Aquifer in Northern Bexar County.	Monitoring and assessment of water quality in the Trinity Aquifer in Bexar County.
U.S. Fish and Wildlife Service	http://www.fws.gov/	Contact information form at http://www.fws.gov/dus-pit/contactus.htm	Work with others to conserve, protect and enhance fish, wildlife and plants and their habitats for the continuing benefit of the American people.	Conservation, protection and enhancement of fish, wildlife and plants, and their habitats across the United States.
U.S. Geological Survey	http://www.usgs.gov/	Contact information form at http://answers.usgs.gov/cgi-bin/ganswer-sN/Atmpl=2	The USGS serves the Nation by providing reliable scientific information to describe and understand the Earth; minimize loss of life and property from natural disasters; manage water, biological, energy, and mineral resources; and enhance and protect our quality of life.	As the Nation's largest water, earth, and biological science and civilian mapping agency, the U.S. Geological Survey (USGS) collects, monitors, analyzes, and provides scientific understanding about natural resource conditions, issues, and problems. Mission areas: Core Science Systems, Climate and Land Use Change, Energy and Minerals, Environmental Health, Ecosystems, Natural Hazards, Water.

University of Texas at Austin	http://www.utexas.edu/	N/A	To achieve excellence in the interrelated areas of undergraduate education, graduate education, research and public service. To transform lives for the benefit of society.	N/A
University of Texas at San Antonio	http://www.utsa.edu/	N/A	Dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement and public service. As an institution of access and excellence, UTSA embraces multicultural traditions and serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property – for Texas, the nation and the world.	N/A
Upper Guadalupe River Authority	http://www.ugra.org/	No information	To conserve and reclaim surface water through the preservation and distribution of the water resources for future growth in order to maintain and enhance the quality of life for all Kerr County citizens.	The Upper Guadalupe River. Long-term conservation of water quantity and quality for both surface water and groundwater. Water enhancement through brush management. Outreach and Education: To facilitate understanding of water issues.
Upper San Marcos Watershed Initiative	http://smwatershedinitiative.org/	waters@txstate.edu	The San Marcos Watershed Initiative is a 3-year research and information gathering process with the end goal to create and implement a community and federally approved Watershed Protection Plan (WPP) for the Upper San Marcos River. This project presents the opportunity to explore ways to manage impacts to surface and groundwater resources through a voluntary, stakeholder driven watershed protection plan for the upper San Marcos River watershed.	Watershed management for the Upper San Marcos River
Warbler Woods Bird Sanctuary	http://www.warblerwoods.org/	warblerwoods@gmail.com	No information	Protection of bird species. We are near the convergence of three Ecological Regions: South Texas Plains, Blackland Prairie and Edwards Plateau. We are also near the Post Oak Savannah region. We are about four miles down dip from the Balcones Escarpment, at the northwest corner of Guadalupe County.