



JV Matrix: FY 2009 Progress - August 2009

Element	Sub-Element	Comprehensive Content	Status	FY 2009 Activities & Progress
Organizational Performance	Coordination/ Partnerships	Joint Venture (JV) * office and Management Board ** actively work to broaden the external partnership with relevant individuals and organizations. JV maintains strong professional contacts and connections, networking to keep the JV abreast of current conservation issues, techniques, etc. JV office identifies partner capabilities to address the JV mission and works with partners to address any missing capabilities through additional staff, partners, contracts or training appropriate to the size and complexity of the JV region. The JV participates in development of common JV messages to Congress and other relevant national entities and cultivates informational relationships with its	Good/Excellent	The IWJV is highly successful in this arena with staff connections at many layers of the NAWMP, PIF, USSCP, and NAWCP community. Further, we are heavily invested with state wildlife agencies through AFWA and WAFWA committee work, coordination, and our SWAP Implementation Initiative. Finally, we are a national leader in communicating the JV message to Congress.
	Management Board	Management Board members bring significant resources to the JV, engage in current issues facing the JV, share responsibilities for JV progress, follow through on commitments and responsibly use their influence for the betterment of the JV. Management Board develops and adopts a process for periodic self assessment that includes relevant goals and metrics for both programmatic and organizational performance.	Good/Excellent	The IWJV Management Board is currently functioning at a very high level due to the establishment of solid governance procedures, the development and approval on an Annual Operation Plan (AOP) linking performance objectives to budgetary needs and allocations, and the execution of four Board Meetings/yr.
	Budget/ Granting/ Administration/ Funding	JV financial system is sophisticated enough to manage grant/contract funds as appropriate. Administrative personnel are on or available to JV staff. JV has grant-writing capacity available in staff and or partner organizations. JV seeks and attracts funds from a broad range of traditional and non-traditional conservation programs and other funding sources to implement priority bird conservation actions. JV develops and implements fundraising strategies for approaching and cultivating new sources of major support, including foundation and corporate grant programs, and partner contributions. Working with the Management Board, JV office directs the preparation of annual and long-range development planning.	Good/Excellent	The IWJV financial system facilitates effective administration of FWS 1234 funds through internal FWS channels and a very effective Cooperative Agreement with Ducks Unlimited. Further, the IWJV Management Board and DU have established a solid partnership in which DU is willing to facilitate securement of grant funding for IWJV programs and initiatives (e.g., \$42,000 award from COP, \$84,000 pending grant award from Wildlife Conservation Society).
	Technical Community	JV has science coordinator(s), geospatial technician(s), and other science expertise on staff or available through partners as appropriate to the size and complexity of the JV region. Technical committees for specific bird conservation science needs are in place as needed with full participation from partnership organizations. Technical committees are improving the science of the JV.	Moderate Improvement Needed	The Science Coordinator position was filled on August 31, 2009. In addition, we were awarded an \$83,000 base JV funding increase for a Geospatial Modeler. This core capacity combined with our Technical Committee and Science Teams would fully meet this expectation.

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Biological Planning	Coordination/ Partnerships	JV partners seek opportunities and venues to integrate JV biological planning with relevant work of their agency/organization and with the relevant work of other agencies and organizations active within the JV area. Priority examples include state wildlife action plans, National Wildlife Refuge Comprehensive Conservation Plans, The Nature Conservancy (TNC) Ecoregional Plans, US Fish and Wildlife Service (FWS) Migratory Bird Focal Species plans, and National Fish and Wildlife Foundation Keystone initiatives.	Good/Excellent	We are fully meeting these expectations through the myriad of activities described in our 2010 AOP.
	Biological Planning Unit	Biological planning units identified at Bird Conservation Region (BCR) or sub-BCR scales. Explicit treatment of overlapping planning units within multiple Joint Venture administrative boundaries (if any).	Good/ Excellent	The IWJV Science Teams have fully identified our Biological Planning Units.
	Priority Species	Complete list of priority bird species/populations, considering all relevant FWS Birds of Management Concern. Explanation if priority species/populations deviate from priorities in latest bird plan updates. A subset of species may be identified that represent the larger set of priority species for detailed biological planning and conservation design.	Good/Excellent	The IWJV Science Teams have fully identified our priority species.
	Population Objectives	Explicit population objectives are identified. Flexible population objectives identified as appropriate to account for environmental or seasonal variability. Documentation of the process for deriving population objectives and identification of major sources of uncertainty.	Moderate Improvement Needed	Waterfowl: Good progress; SONEC/Columbia Basin done, GSL close, SLV/MRG started. Shorebirds: Good progress. Landbirds: Moderate progress. Waterbirds: No progress (continental pop objectives lacking)
	Limiting Factors	Demographic parameters for target species (e.g., survival rate, recruitment rate) thought to be most limiting to population objectives are targeted by habitat management actions.	Major Improvement Needed	Waterfowl: Non-Breeding - good; Breeding – only Columbia Basin. Shorebirds: Non-Breeding - good; Breeding – some species. Landbirds: Much work needed, but we are now almost two-thirds of the way done with the HABPOPS Database. Waterbirds: Significant work needed. Overall, we need significantly more investment in targeted research, inventory, and monitoring to elucidate limiting factors. We gave a presentation to the PIF Implementation Committee and generated national interest from PIF in helping us in this arena.
	Species/ Habitat Relationships	Explicitly stated population-habitat models. Assumptions documented as testable hypotheses.	Major Improvement Needed	Only major progress to date is non-breeding waterfowl and shorebird bioenergetics modeling. This is where we need major improvement!

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Conservation Design	Coordination/ Partnerships	JV develops and implements strategies to utilize science products to better target and enhance conservation programs at the ecoregional level to benefit migratory birds. JV office and/or Management Board members build strong relations with decision makers in state and federal institutions, private industry, and partner organizations to strengthen their understanding of the Joint Venture's conservation activities and capabilities.	Moderate Improvement Needed	We are getting this done through the Farm Bill Initiative, SWAP Implementation Initiative, communication products, and overall JV connectivity to a wide array of conservation efforts in the Intermountain West – but it is mainly restricted to non-breeding waterfowl and shorebirds right now. We need more and better science products for breeding birds!
	Landscape/Habitat Characterization & Assessment	A rigorous analysis of landscape/habitat carrying capacity based on explicit population-habitat models. Where possible, conduct retrospective analysis of carrying capacity (e.g., prior to 1986). Where possible, forecast expected carrying capacity with and without partnership intervention and predicts impacts of expected major changes (e.g., urban growth, climate change).	Moderate Improvement Needed	Modeling for breeding birds is highly dependent on spatial data and spatial data analysis/modeling skills. We expect to make significant progress in the next two years with the Science Coordinator and Geospatial Modeler focused on these activities.
	Assessment of Conservation Estate	Thorough analysis of existing bird habitat under protection, management, or enhancement throughout the biological planning unit. Information should be presented by ownership, state, etc. where applicable. Assessment of the net change in the conservation landscape since the inception of the JV conducted at <5 year intervals.	Moderate Improvement Needed	The assessment of the conservation estate (including tracking net change) is clearly a spatial data analysis issue. The new Science Coordinator and Geospatial Modeler will provide immediate assistance in this arena.
	Decision Support Tools	partially-explicit decision support tools for specific management actions suitable to overcome limiting factors are available. Tools distributed to partnership based on population-habitat models where appropriate. Documented analytical processes and model assumptions.	Moderate Improvement Needed	We have made minimal progress to date in spatially explicit DSTs. Again, the Science Coordinator and Geospatial Modeler will significantly expedite our work in this arena.....but we have a long way to go.
	Habitat Objectives	Explicit set of habitat objectives linked to population objectives and based on population-habitat models, carrying capacity, assessment of conservation estate, and decision support models as available. Habitat objectives should be partitioned among sources of habitat (ownership, state) where appropriate.	Moderate Improvement Needed	Waterfowl/Shorebirds: Non-breeding habitat objectives are being established as we systematically move through focal landscapes. The HABPOPS Database developed for BCR 9 and 10 marks tangible progress in this arena. Significant challenges exist for most breeding birds.
	Integration of Avian Decision- support Tools	Develop tools for integrating habitat objectives and spatial priorities for all priority species/groups and management treatments. Describe decision-rules for conflict resolution. Describe extent of spatial/temporal overlap in conservation activities.	Major Improvement Needed	This will be the task of the Science Coordinator in orchestrating the 2010 Implementation Plan. Thus, our progress here is linked to filling the Science Coordinator position.

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Habitat Delivery	Coordination/ Partnerships	JV provides a structure and process that, attracts partners; guides existing funds and programs to priority conservation actions, leverages and generates new funding; and coordinates and implements habitat conservation actions in support of JV-established objectives at appropriate scales.	Good/ Excellent	We are making excellent progress through the Farm Bill Initiative, Capacity Grants Program, SWAP Implementation Initiative, assistance with NAWCA grants, and overall connectivity to those involved in habitat conservation delivery. We are more advanced than most JVs in this arena. The Assistant Coordinator will round out a fully developed set of capabilities in this arena.
	Program Objectives	Translate bird habitat objectives into spatially-explicit program-specific objectives (e.g., NAWCA, Conservation Reserve Program, Wetland Reserve Program, National Wildlife Refuges, Wildlife Management Areas, etc.). If appropriate, describe ranking systems developed to inform prioritization and decision-making.	Major Improvement Needed	This is a major thrust of the Assistant Coordinator position, scheduled to be filled in the next 2-3 months. The Assistant Coordinator will serve as the JV's lead for translating the work of our Science Teams to the habitat implementation community.
	Conservation Actions	Comprehensive list and documented description of habitat conservation actions, tools, and management treatments being deployed by partnership, including quantification of how specific conservation actions are expected to affect bird abundance and/or vital rates and to what degree.	Major Improvement Needed	Again, the Assistant Coordinator will help substantially in this arena. The Assistant Coordinator will serve as the JV's lead for translating the work of our Science Teams to the habitat implementation community.
	Delivery Capacity	Fully developed partnership delivering on-the-ground bird conservation explicitly linked to Joint Venture biological planning/conservation design. Delivery partnerships are developed and coordinated by the joint venture office at appropriate scales (including BCR, state, focus area and local).	Moderate Improvement Needed	The new Capacity Grants Program is addressing this need, but the needs of our partners may be far greater than what we can accommodate with roughly \$240,000-270,000 per year in funding. There could be a need for additional capacity funding.

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Monitoring	Coordination/ Partnerships	JV provides a structure and process that generates, attracts, leverages, and implements outcome-based monitoring activities in support of JV established biological targets.	Moderate Improvement Needed	The Science Coordinator position will improve our organizational structure. We need a point person to make connections to generate, attract, and leverage outcome-based monitoring. We need to devote JV resources to monitoring to play a meaningful role.
	Conservation Tracking System	Conservation tracking and spatial database system in place. Explicit description of how information will be used to inform decisions. Explanation of linkage between tracking system and biological models so that biological accomplishments can be assessed and reported.	Good/ Excellent	We have experienced some unfortunate delays but have everything in place to have the IWJVITS Database up and running in the fall of 2009.
	Habitat Inventory & Monitoring Program	Documentation of habitat monitoring objectives and habitat parameters that will be inventoried and monitored over time. Expected process and time interval for data collection. Explicit description of how information will be used to inform decisions. Assessment of the net change in JV landscape conditions conducted at <5 year intervals.	Major Improvement Needed	We are a long ways from where we need to be in the arena of habitat monitoring and tracking net landscape change. We have been severely limited by our lack of spatial data analytical capacity. However, the Science Coordinator and Geospatial Modeler will facilitate progress.
	Population Monitoring Program	Documentation of demographic parameters monitored specific to each objective. Expected process (e.g., aerial surveys, nest survival) and time interval for data collection, storage, and management. Explicit description of how new information collected from monitoring programs will be used to inform future planning decisions (i.e., identify the feedback loop).	Major Improvement Needed	This is perhaps our single greatest need as a JV. We can only build and employ population-habitat models if we have well-designed bird population inventory and monitoring in place to feed the models. The JV needs to have the resources to shape bird monitoring implemented by JV partners.

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Research	Coordination/ Partnerships	JV provides a structure and process that generates, attracts, leverages, and implements assumption-driven research activities in support of JV established biological targets. Strong relationship with US Geological Survey and universities.	Moderate Improvement Needed	We need to build better relationships with other USGS centers, Cooperative Wildlife Research Units, and universities. The establishment of the Science Coordinator position will significantly help us attract, leverage, and catalyze priority research.
	Species/ Habitat Model Assumptions	Prioritized, targeted research needed to address key uncertainties within models used in biological planning (prioritized based on value of better information).	Major Improvement Needed	We have devoted funds to non-breeding waterfowl research (SONEC) and our non-breeding waterfowl planning is moving along nicely. We have become a bit of a model JV in this arena, particularly relevant to spring migration waterfowl planning. However, we have not made similar investments in breeding waterfowl research or high priority research for other bird groups.
	Conservation Treatment Assumptions	Prioritized, targeted research needed to address key uncertainties about the impacts of conservation treatments on Joint Venture population objectives (bird abundance/vital rates).	Major Improvement Needed	Assumption-driven research is probably a higher priority than conservation treatment assumption research, but the new IWJV Science Coordinator will work with the Technical Committee to prioritize this form of research.
	Sensitivity Analyses	Statistical analysis of key parameters to examine their influence on population or habitat model results based on a range (e.g., confidence intervals) of assumed values (e.g., distance to edge).	Major Improvement Needed	We contributed to a breeding mallard sensitivity analysis project in the Columbia Basin. However, we are closely examining the need for such work in the future. We may be best suited by estimating breeding pair densities in intact landscapes where nest success is assumed to be high and focus on conservation easement acquisition on those landscapes. Sensitivity analyses for other breeding birds may be needed.
	Spatial Data Analysis	Rigorous statistical analyses, and associated refinement, of key uncertainties related to spatial data used for planning or monitoring.	Major Improvement Needed	This is an area of high importance; we cannot conduct effective modeling for many groups of breeding birds without improving our spatial data layers. Most other JVs have devoted a full-time GIS analyst mainly to this effort. A Geospatial Modeler will be a major asset but we may need to invest additional resources in this direction, particularly as it relates to preparing us to deal with the effects of climate change.

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Communication, Education, and Outreach	Coordination/ Partnerships	The JV has identified optimal roles for the Management Board, JV office, and the JV partners in furthering its biological objectives through communications, education, and outreach activities and products. As deemed appropriate, the JV has identified gaps in capabilities and fortified those gaps to raise awareness, change attitudes, and change behaviors to support bird habitat conservation.	Moderate Improvement Needed	Our new Communication Specialist is enabling the IWJV to be a top performing JV in the communications, education, and outreach arena. This will ultimately require that we establish at least a half-time administrative assistant to handle administrative tasks. It may make sense to seek a half-time Administrative Assistant in FY 2011 to assist the JVC with a growing set of federal administrative responsibilities and segregate these responsibilities due to the inherently different skill set required.
	Priority Audiences and Objectives	A JV Communications Plan, guided by information from biological planning, conservation design, habitat delivery, monitoring and research, is developed to set communication, education, and outreach objectives and target activities and products geographically, programmatically and to the highest priority conservation needs. The JV has identified and prioritized all relevant audiences and correlates audience objectives with bird habitat conservation goals and objectives to determine how much and where increases in audience awareness and what changes in attitudes/behaviors are necessary to reach bird conservation objectives. The JV has established appropriate means of engaging priority audiences.	Moderate Improvement Needed	The 2009 IWJV Communication Plan, approved by the Management Board, marks significant progress in this arena. However, we need to continue to strengthen the Plan with annual updates that more clearly describe our key messages; this will be facilitated by input from the Science Coordinator.
	Tactics and Products	Each tactic and/or product (Examples include, but are not limited to: partner newsletters, public website, news releases, project tours, meetings, presentations and workshops) is evaluated to assess effectiveness and guide development of future communications products and activities.	Moderate Improvement Needed	The Communication Specialist has developed a series of new outreach products (JV Fact Sheet, State JV Fact Sheets, Farm Bill Fact Sheet, re-designed e-Newsletter) and is nearing completion of a critical effort to de-design our website. The IWJV Communication Specialist is working on evaluation measures for each of these tactics. Overall, we are making great progress!
	Audience Assessment	JV conducts regular, formal assessments of priority audiences to measure change in awareness, attitudes and behaviors over time. Assessments may be in the form of focus groups, surveys, interviews or other systematic means of gathering audience data. The results are used to improve future JV activities in support of bird conservation objectives	Moderate Improvement Needed	The Communication Specialists conducted the first-ever audience assessment to develop target audiences, defined in the 2009 Communication Plan. We will subsequently develop a schedule for regular, formal assessments. Again, we are in great shape in this area with a skilled communication and marketing professional on staff.