

JV Matrix: Desired Characteristics of JV Partnerships

Comprehensive Content									
Element Sub- Element or Product									
Organizational Performance	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #e0ffe0; text-align: center; vertical-align: middle;">Coordination/Partnerships</td> <td style="background-color: #e0ffe0; padding: 10px;"> <p>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 Congressional delegation and staff. 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		Element Sub- Element or Product	Comprehensive Content
		Biological Planning	Coordination/ Partnerships
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).		
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.		
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.		
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.		
Species/ Habitat Relationships	Explicitly stated population-habitat models. Assumptions documented as testable hypotheses.		

Conservation Design	Element Sub- Element or Product	Comprehensive Content
		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.
	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).
	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.
	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.
	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.
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.	

Habitat Delivery	Element Sub- Element Or Product	Comprehensive Content
		<p>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.</p>
	Program Objectives	<p>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.</p>
	Conservation Actions	<p>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.</p>
	Delivery Capacity	<p>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).</p>

		Element Sub- Element or Product	Comprehensive Content
Monitoring			JV provides a structure and process that generates, attracts, leverages, and implements outcome-based monitoring activities in support of JV established biological targets.
		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.
		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.
		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).

Comprehensive Content		
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Research	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.	
	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).
	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).
	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).
	Spatial Data Analysis	Rigorous statistical analyses, and associated refinement, of key uncertainties related to spatial data used for planning or monitoring.

		Element Sub- Element or Product	Comprehensive Content
		Communication, Education, and Outreach	
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.
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.
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