



# Partners in Flight Strategic Action Plan

## Version 1.2

5 November 2014

## INTRODUCTION

Partners in Flight (PIF) celebrated its 20<sup>th</sup> anniversary of bird conservation in 2010. To prepare for the next 20 years, the PIF Steering Committee held a facilitated strategic planning session on 11-12 September 2011 near Omaha, Nebraska. Participants reaffirmed the value and centrality of PIF's mission and goals.

Version 1.2 includes new tasks and notations for tasks that have been completed. Status updates and discussion involving ongoing tasks can be found on the Strategic Action Plan pages of the [PIF Steering Committee Griffin Groups](#) site—most easily accessed from the *Strategic Plan Goals* tab of the Quick Contents widget or the *Strategic Action Plan and Other Pages* page tree widget on the home page.

## Partners In Flight Mission

The Partners in Flight mission is expressed in three related concepts:

- ❖ **Helping Species at Risk** — Species must be conserved before they become imperiled. Allowing species to become threatened or endangered results in long-term and costly recovery efforts whose success is far from guaranteed. Endangered species must not only be protected from extinction but must be recovered to once again play their roles in ensuring the future of healthy ecosystems.
- ❖ **Keeping Common Birds Common** — Common native birds, both resident and migratory, must remain common throughout their natural ranges. These species comprise the core of our avian diversity and are integral to the integrity of the ecosystems of which they are a part.
- ❖ **Voluntary Partnerships for Birds, Habitats and People** — Conservation of landbirds and their habitats is not a task that can be undertaken alone. Partnerships must be formed with others who are working for conservation on the same landscapes as well as those who depend on those landscapes for their economic and social well-being. The conservation of natural systems is fundamentally necessary for life on earth, including that of humans.

## Partners in Flight Long-term Goals

The long-term goals of Partners in Flight are to:

- ❖ Ensure an active scientifically-based conservation design process that identifies and develops solutions to threats and risks to landbird populations.
- ❖ Maintain and strengthen a coordinated network of conservation partners implementing the objectives of the landbird conservation plans at multiple scales.
- ❖ Secure sufficient commitment and resources to support vigorous implementation of landbird conservation objectives

## Purpose of this Strategic Action Plan

In this Strategic Action Plan, we have identified broad goals and objectives that capture the huge array of actions necessary to achieve landbird conservation. But we have also focused our thinking much more sharply by identifying specific tasks *to be achieved within the next three years*. Thus, this also could be considered a work plan. Our intent is to put less time into comprehensive long-term objectives that may or may not have any realistic chance of achievement and instead focus on smaller pieces that are realistically achievable.

The focus of PIF remains on landbirds (Rich et al. 2004, Berlanga et al. 2010). But increasingly in an all-bird and even all-taxa conservation context—“Birds are still just like ducks”—waterfowl and wetland conservation in North America continues to provide a successful model. PIF needs to increase its resources and expand its partnerships for all habitats and landscapes.

Partners in Flight continues to emphasize bringing together agencies, organizations, institutions, foundations, corporations, academic universities and other entities that share an interest in advancing landbird conservation. By providing an open forum for partnership, PIF has built the synergy to create a sea-change in bird conservation that has accomplished a broad and ambitious set of strategic objectives. As PIF partner organizations have created and implemented programs for bird conservation, it has been, and remains, critically important that each organization maintain its individual identity, mission, and goals in order to continue to grow support and funding for these programs. It is equally critical that the unique partnership of PIF be recognized for its remarkable accomplishments in landbird conservation. Only in this way can we, as a consortium, continue to be acknowledged for our successes and attract new people and organizations to build even greater support and funding for future conservation actions.

## Strategic Action Plan Working Group

John Alexander, Klamath Bird Observatory  
Carol Beardmore, Sonoran Joint Venture, U.S. Fish and Wildlife Service  
Susan Bonfield, Environment for the Americas  
Barbara Bresson, U.S. Bureau of Land Management and U.S. Forest Service  
Ashley Dayer, Cornell University  
Randy Dettmers, U.S. Fish and Wildlife Service  
Jennie Duberstein, Sonoran Joint Venture, U.S. Fish and Wildlife Service  
Chris Eberly, Department of Defense Partners in Flight  
Geoff Geupel, PRBO Conservation Science  
Brad Jacobs, Missouri Department of Conservation  
Alicia F King, U.S. Fish and Wildlife Service  
Tony Melchior, Weyerhaeuser Corporation  
Terrell D. Rich, PIF National Coordinator, U.S. Fish and Wildlife Service  
Ken Rosenberg, Cornell Lab of Ornithology  
Janet M. Ruth, U.S. Geological Survey  
Brian Smith, Appalachian Mountains Joint Venture  
Tammy VerCauteren, Rocky Mountain Bird Observatory  
Geoffrey Walsh, U.S. Bureau of Land Management  
Tom Will, U.S. Fish and Wildlife Service

*With contributions from many other Partners in Flight bird conservation partners.*

**Send questions or comments to Laurel Barnhill ([laurel\\_barnhill@fws.gov](mailto:laurel_barnhill@fws.gov)).**

## PLAN GOALS, OBJECTIVES, AND TASKS

### Goal 1 ► Increase our capacity to support full life cycle conservation.

#### Description

Partners in Flight is committed to identifying and addressing threats and limiting factors across species full annual life cycles in order to focus conservation actions where they will have the greatest benefit. Many of the continent's migrant species are shared across international borders. Limiting factors for these species can occur in different places throughout the year, highlighting the importance of international partnerships that can deliver conservation actions in the right places and at the right times for these species. Emphasis will be placed on (1) supporting the development of scientific information and research needed to accomplish full life cycle conservation and (2) strengthening the international activities of state agencies, federal agencies, nongovernmental organizations, and Joint Ventures and Regional Alliances in order to deliver conservation actions where they are most needed.

#### Objective 1.1 — Identify the relative importance of factors limiting populations throughout the annual life cycle for high priority species identified in *Saving Our Shared Birds*.

**Task 1.1.1** Support and participate in the development of full life cycle population models for at least three Nearctic/Neotropical migrant landbird species.

**Products:** Operational full life cycle population models for at least three migrant landbirds

**Timeline:** By the end of 2014

**Measure of success:** Number of migrant species with operational models

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Randy Dettmers [co-lead], Tom Will, Arvind Panjabi

**PIF committee lead:** Science

**Key partners for implementation:** Smithsonian Institution, American Bird Conservancy, Cornell Lab of Ornithology, PRBO Conservation Science, Rocky Mountain Bird Observatory, Institute for Bird Populations, US Geological Survey, Pronatura, CONABIO, BirdLife.

**Task 1.1.2** Gather existing (and, if possible, additional) data on age- and season-specific demography, connectivity, and known limiting factors throughout the annual life cycle for 3-5 high priority landbird species per PIF Regional Working Group to facilitate use in additional analyses like Task 1.1.1 above.

**Products:** Summary of demographic parameters, connectivity, and known limiting factors for high priority species per Regional Working Group.

**Timeline:** By the end of 2014

**Measure of success:** Number of species for which target data have been summarized.

**PIF Steering Committee lead(s):** Tom Will [lead]

**PIF committee lead:** Regional Working Group Chairs

**Key partners for implementation:** PRBO Conservation Science, Rocky Mountain Bird Observatory, Cornell Lab of Ornithology, American Bird Conservancy, Klamath Bird Observatory, Institute for Bird Populations, US Fish and Wildlife Service, US Geological Survey, CONABIO, Pronatura, National Park Service

**Task 1.1.3** Identify and compile information on full life cycle modeling projects being undertaken by academicians and other bird conservation partnerships.

**Products:** List of full life cycle modeling projects and contacts

**Timeline:** December 2012

**Measure of success:** Report completed

**PIF Steering Committee lead(s):** David Pashley [lead], Tom Will, Randy Dettmers

**PIF committee lead:** Science, Regional Working Group Chairs

**Key partners for implementation:** American Bird Conservancy

**Task 1.1.4** Conduct a comprehensive assessment of anthropogenic sources of landbird mortality based on the best currently available science and focused on relative impacts and cumulative effects at the population level. This effort should assess anthropogenic mortality in the context of other major sources of mortality, and should also identify gaps in our knowledge that require additional research and monitoring. Prioritize sources of mortality and geographic areas for conservation action.

**Products:** 1) a PIF technical document and/or a publication in the peer-reviewed scientific literature; 2) additional interpretive PIF documents, multi-media products, and/or web-based decision support tools; 3) a list of additional priority research projects needed to fill in identified gaps.

**Timeline:** Products #1 and #3 should be possible by the end of 2013; Product #2 by the end of 2014.

**Measure of success:** Publication and dissemination of the document and related interpretive resources to appropriate audiences. Depending on if/what anthropogenic factor is determined to be most important in affecting avian mortality, measure changes in human behavior in response to dissemination of information.

**PIF Steering Committee lead(s):** Tom Will [co-lead], Jeff Wells [co-lead]

**PIF committee lead:** Science

**Key partners for implementation:** U.S. Fish and Wildlife Service, Smithsonian Institution, Environment Canada, CONABIO, Pronatura, BirdLife, Association of Fish and Wildlife Agencies Bird Conservation Committee

**Task 1.1.5** Compile existing data/information about human-caused avian mortality rates and effects in a single location to facilitate use in analyses like Task 1.1.1 above.

**Products:** A database of information about human-caused avian mortality rates and effects, including published results, unpublished data sets, and metadata associated with studies or monitoring data

**Timeline:** By end of 2012

**Measures of success:** Availability of a database for researchers and others to use

**PIF Steering Committee lead(s):** Tom Will [lead], Terry Rich, Randy Dettmers

**PIF committee lead:** Science

**Key partners for implementation:** American Bird Conservancy, National Audubon Society, Avian Knowledge Alliance, Environment Canada

**Task 1.1.6 [NEW]** Assist in implementing the communications tower lighting changes that have been approved by the Federal Communications Commission and the Federal Aviation Administration.

**Products:** Lighting on all appropriate communication towers in the US is converted so as to reduce bird collisions

**Timeline:** By end of 2015.

**Measures of success:** Percent of towers converted.

**PIF Steering Committee lead(s):** Terry Rich [lead], Tom Will, Randy Dettmers

**PIF committee lead:** Science

**Key partners for implementation:** Michigan State University, Federal Communications Commission, Association of Fish and Wildlife Agencies Bird Conservation Committee and PIF/Shorebird/Waterbird Working Group, American Bird Conservancy

**Task 1.1.7 [NEW]** Devise a strategy to decrease predation of native birds by feral and domestic cats as revealed in the results of recent studies in the US and Canada.

**Products:** Strategy.

**Timeline:** By end of 2013.

**Measures of success:**

**PIF Steering Committee lead(s):** Tom Will [lead], Terry Rich Randy Dettmers

**PIF committee lead:** Science

**Key partners for implementation:** Association of Fish and Wildlife Agencies Bird Conservation Committee and PIF/Shorebird/Waterbird Working Group, American Bird Conservancy

**Task 1.1.8 [NEW]** Devise a strategy to encourage broader consumption of Bird Friendly, shade-grown, and similar coffee by consumers so that the conservation of wintering habitats critical to high-priority migrants is increased.

**Products:** Strategy.

**Timeline:** By end of 2014.

**Measures of success:**

**PIF Steering Committee lead(s):**

**PIF committee lead:** Bird Education Alliance for Conservation

**Key partners for implementation:** Smithsonian Institution, Environment for the Americas

## Objective 1.2 — Maintain and expand the scientific foundation for full life cycle conservation

**Task 1.2.1 [COMPLETED]** Update and release PIF Species Assessment Database on the Rocky Mountain Bird Observatory web site.

**Products:** Database on the web

**Timeline:** April 2012

**Measures of Success:** Database on web and functioning

**PIF Steering Committee lead(s):** Arvind Panjabi [lead], Ken Rosenberg

**PIF committee lead:** Science

**Key partners for implementation:** Rocky Mountain Bird Observatory, Association of Fish and Wildlife Agencies Bird Conservation Committee and PIF/Shorebird/Waterbird Working Group

**Task 1.2.2 [COMPLETED]** Update and release PIF Population Estimates Database.

**Products:** Database on the web

**Timeline:** October 2012

**Measures of success:** Database on web and functioning

**PIF Steering Committee lead(s):** Arvind Panjabi [lead], Pete Blancher, Ken Rosenberg

**PIF committee lead:** Science

**Key partners for implementation:** Rocky Mountain Bird Observatory, Association of Fish and Wildlife Agencies Bird Conservation Committee, Resident Game Bird Working Group and PIF/Shorebird/Waterbird Working Group

**Task 1.2.3 [COMPLETED]** Update all landbird population trend estimates in the PIF Species Assessment Database from the Breeding Bird Survey and Christmas Bird Count databases using the latest analytical techniques.

**Products:** Trend estimates updated

**Timeline:** December 2012

**Measures of success:** Trend estimates updated in database

**PIF Steering Committee lead(s):** Arvind Panjabi [co-lead], Ken Rosenberg [co-lead], Pete Blancher

**PIF committee lead:** Science

**Key partners for implementation:** US Geological Survey

**Task 1.2.4** Complete species assessment of the Mexican avifauna, including the completion of Mexican regional species scores.

**Products:** Species Assessment Database completed for Mexican species

**Timeline:** By end of 2013

**Measures of success:** Species Assessment Database completed for Mexican species

**PIF Steering Committee lead(s):** Humberto Berlanga [co-lead], Arvind Panjabi [co-lead], Ken Rosenberg, Pete Blancher, Eduardo Iñigo-Elias

**PIF committee lead:** Science

**Key partners for implementation:** CONABIO, Pronatura, Rocky Mountain Bird Observatory

**Task 1.2.5** Complete climate change species vulnerability assessment for all birds and incorporate into species assessment database. Provide these scores in the PIF Species Assessment Database to be used by Landscape Conservation Cooperatives and other groups and initiatives.

**Products:** Completed report

**Timeline:** May 2012

**Measures of Success:** Completed report

**PIF Steering Committee lead(s):** Terry Rich [lead], Tom Will, Ken Rosenberg, Wayne Thogmartin

**PIF committee lead:** Science

**Key partners for implementation:** US Geological Survey

**Task 1.2.6** Add Canadian assessment scores at the subregion level to the Partners in Flight Species Assessment Database.

**Products:** Canadian scores incorporated into database

**Timeline:** June 2013

**Measures of Success:** Database peer reviewed and completed

**PIF Steering Committee lead(s):** Judith Kennedy [co-lead], Arvind Panjabi [co-lead]

**PIF committee lead:** Science

**Key partners for implementation:** Environment Canada, Rocky Mountain Bird Observatory

**Task 1.2.7** Complete a web-based tool that will allow users to select priority species of interest to them and then interactively draw hotspot maps that show where the winter ranges of these species overlap.

**Products:** Web-based mapping tool

**Timeline:** By the end of 2013

**Measure of success:** Fully functioning tool

**PIF Steering Committee lead(s):** Terry Rich [lead], Andrew Couturier, Greg Butcher

**PIF committee lead:** Science

**Key partners for implementation:** Bird Studies Canada, US Forest Service International Programs, US Fish and Wildlife Service

**Task 1.2.8** Model winter ranges for approximately 100 high-priority long-distance migrants for which our current knowledge of their winter ranges and winter habitat is inadequate.

**Products:** Modeled winter distributions for 100 species

**Timeline:** December 2014

**Measure of success:** Modeled distributions that can be ground truthed

**PIF Steering Committee lead(s):** Ken Rosenberg [lead], Greg Butcher

**PIF committee lead:** Science

**Key partners for implementation:** Cornell Lab of Ornithology, Smithsonian, US Forest Service International Programs

**Task 1.2.9** Develop a Mexican Avian Data Center as a node of the Avian Knowledge Network.

**Products:** A fully accessible database that contains survey and banding data. On line data entry.

**Timeline:** Completed by March 2015

**Measure of success:** Mexican Institutional support for hosting. Number of user's and contributors

**PIF Steering Committee lead(s):** Jennie Duberstein [co-lead], Geoff Geupel [co-lead]

**PIF committee lead:** Science

**Key partners for implementation:** Sonoran Joint Venture, CONABIO, North American Bird Conservation Initiative – Mexico Committee, Western Working Group of PIF, PRBO Conservation Science, Cornell Laboratory of Ornithology, Klamath Bird Observatory, Institute for Bird Populations, U.S. Forest Service Redwood Science Center, Avian Knowledge Alliance

**Task 1.2.10** **[NEW]** Conduct ORD-MSU modeling of MoSI data to extract more useful data on status (transients vs residents) and survival of species wintering in the Neotropics.

**Products:** Analysis completed and reported so that results can be incorporated into full life cycle models.

**Timeline:** Completed by October 2014

**Measure of success:** Analysis completed and results show that full life cycle models are more complete and accurate.

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Tom Will [co-lead]

**PIF committee lead:** Science

**Key partners for implementation:** Institute for Bird Populations, Colorado State University, U.S. Forest Service Redwood Science Center, Avian Knowledge Alliance

### **Objective 1.3 — Direct bird conservation resources toward the highest priority needs by providing necessary information about full life cycle landbird conservation to international partnerships.**

**Task 1.3.1 [COMPLETED]** Conduct the first Central American Species Assessment Workshop in San Jose, Costa Rica.

**Products:** Two experts from each Central American country will be fully trained in the PIF Species Assessment process; initial steps of the assessment process will be completed during the workshop.

**Timeline:** By the end of 2014

**Measure of success:** Completion of the workshop; number of Central American experts trained in the Species Assessment process; steps completed in the assessment process; posting of final scores to PIF Species Assessment Database.

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Arvind Panjabi [co-lead], Jose-Manuel Zolotoff, Carol Beidleman, Pablo Elizondo

**PIF committee lead:** Science, "International"

**Key partners for implementation:** Rocky Mountain Bird Observatory US Forest Service, US Fish and Wildlife Service, Cornell, CONABIO, Pronatura, Costa Rica Bird Observatories, Association of Fish and Wildlife Agencies International Relations Committee and PIF/Shorebird/Waterbird Working Group

**Task 1.3.2** Expand international capacities for abundance and demographic monitoring.

**Products:** Intensive internships with U.S. partners for Caribbean, Mexican and Central and South American partners. These should be followed up with training workshops in their home countries, with the trained interns taking lead roles in the workshops.

**Timeline:** By the end of 2014

**Measure of success:** North American Banding Council Certified Trainers hosting international training sessions in their home countries.

**PIF Steering Committee lead(s):** John Alexander [co-lead], CJ Ralph [co-lead], Carol Beidleman, Jose Manuel Zolotoff, Pablo Elizondo, Arvind Panjabi

**PIF committee lead:** Science, International

**Key partners for implementation:** PRBO Conservation Science, Society for the Conservation and Study of Caribbean Birds, San Pancho Bird Observatory, North American Banding Council, Bird Studies Canada, CORBIDI (Peru), Sonoran Joint Venture, Pronatura, CIPAMEX, Klamath Bird Observatory, US Forest Service Redwood Sciences Laboratory, Costa Rica Bird Observatories, Optics for the Tropics

**Task 1.3.3 [COMPLETED]** During the 2012 North American Ornithological Conference:

(a) design and conduct a symposium to highlight priority landbird conservation research topics in the tropics.

**Products:** Completed symposium, including posting of presentations on-line

**Timeline:** August 2012

**Measure of success:** completion of the symposium and handout; number of symposium attendees

**PIF Steering Committee lead(s):** Janet Ruth [co-lead], Ken Rosenberg [co-lead], Carol Beardmore, Wendy Easton

**PIF committee lead:** Science

**Key partners for implementation:** Cornell, US Geological Survey, US Fish and Wildlife Service, Environment Canada

**(b)** Provide banding training to international participants.

**Products:** Completed banding training

**Timeline:** August 2012

**Measure of success:** Number of participants trained

**PIF Steering Committee lead(s):** John Alexander [lead]

**PIF committee lead:** Science

**Key partners for implementation:** Klamath Bird Observatory, Environment Canada, North American Ornithological Conference Program Committee, Optics for the Tropics

**Task 1.3.4** Host an international PIF conference in the U.S. focused on gaining institutional commitments for full life cycle conservation of Nearctic/Neotropical migrants and co-occurring priority neotropical residents.

**Products:** Completed conference; institutional/organizational commitments for full life cycle conservation documented in Conservation Business Plans that compile specific conservation actions, including priority research or monitoring needs, with lead(s) and timelines identified.

**Timeline:** Conference report completed by end of 2013

**Measure of success:** Completion of the conference; number of institutional/ organizational commitments for full life cycle conservation.

**PIF Steering Committee lead(s):** David Pashley [co-lead], Terry Rich [co-lead]

**PIF committee lead:** Steering

**Key partners for implementation:** American Bird Conservancy, US Fish and Wildlife Service, Environment Canada, CONABIO, Cornell Lab of Ornithology, US Forest Service, US Geological Survey, Bird Studies Canada, Rocky Mountain Bird Observatory, Pronatura, Bureau of Land Management, Optics for the Tropics, Association of Fish and Wildlife Agencies Bird Conservation Committee, International Relations Committee and PIF/Shorebird/Waterbird Working Group.

**Task 1.3.5 [NEW]** Collaborate with Neotropical Birds (Cornell Lab of Ornithology) to develop full species accounts for PIF Saving Our Shared Birds priority species (Appendix B) to be posted on this online resource <http://neotropical.birds.cornell.edu/portal/home>.

**Products:** Completed full species accounts for PIF SOSBirds priority species posted online on Neotropical Birds, including language expressing PIF assessments of threats and priorities.

**Timeline:** Ongoing

**Measure of success:** Number of species accounts written and posted by PIF and partners.

**PIF Steering Committee lead(s):** Janet Ruth [lead]

PIF committee lead: Science

**Key partners for implementation:** U.S. Geological Survey, Cornell Lab of Ornithology (Tom Schulenberg), universities (students), any PIF partner willing to take on the writing of a species account.

## **Objective 1.4 — Secure additional funding for full life cycle landbird conservation.**

**Task 1.4.1** Increase Southern Wings funding by promoting the Southern Wings Ten Year Vision 2012-2022 among all state fish and wildlife agencies.

**Products:** Coordinate with AFWA to promote the Southern Wings Ten Year Vision 2012-2022 among all state fish and wildlife agencies.

**Timeline:** Timeline is "ongoing" for the duration of the plan and/or the Southern Wings Vision (2022).

**Measure of success:** % increase in funding from state and federal agencies

**PIF Steering Committee lead(s):** Brad Jacobs [co-lead], Allison Vogt [co-lead]

**PIF committee lead:** Steering

**Key partners for implementation:** Association of Fish and Wildlife Agencies

**Task 1.4.2** Increase funding from federal agencies for actions supporting full life cycle conservation. Ensure that all federal agencies with a mission that involves bird or bird habitat conservation or research are engaged in full life cycle projects. This includes not only increased funding for international activities but also increased federal agency funding for domestic bird conservation activities through internal budgeting mechanisms.

**Products:** Increased funding from all federal agency partners for full life cycle conservation activities.

**Timeline:** By the end of 2014.

**Measure of success:** % increase in funding from state and federal agencies for full life cycle bird conservation activities

**PIF Steering Committee lead(s):** TBD

**PIF committee lead:** Steering

**Key partners for implementation:** Bird Conservation Alliance, U.S. Forest Service International Programs, U.S. Fish and Wildlife Service Division of International Conservation, U.S. Bureau of Land Management, National Park Service, Rocky Mountain Bird Observatory, U.S. Geological Survey

**Task 1.4.3** Introduce the Southern Wings initiative to the Association of Environmental Ministries (Authorities) of Mexico.

**Products:** An agreement of collaboration in Southern Wings from the state ministries of environment in Mexico with a commitment of resources from those states.

**Timeline:** By end of 2013.

**Measure of success:** New funding allocated for birds within states in Mexico

**PIF Steering Committee lead(s):** Rosa Marie Vidal [co-lead], Brad Jacobs [co-lead]

**PIF committee lead:** Steering

**Key partners for implementation:** CONABIO, Association of Fish and Wildlife Agencies International Relations Committee, Pronatura

**Task 1.4.4** Improve the focus of state and federal agency international programs and other efforts for capacity building and conservation action in landbird priority areas across the Western Hemisphere, especially those areas identified through limiting factors research.

**Products:** Initiation of at least three new capacity building and conservation action projects. Training of at least 10 new Mesoamerican biologists in implementing conservation actions and evaluating results.

**Timeline:** By the end of 2014.

**Measure of success:** Number of new projects and number of trained biologists, acres enhanced, birds added to population

**PIF Steering Committee lead(s):** Allison Vogt [co-lead], Debbie Hahn [co-lead], Greg Butcher

**PIF committee lead:** Steering

**Key partners for implementation:** US Fish and Wildlife Service, US Forest Service, American Bird Conservancy, Association of Fish and Wildlife Agencies Bird Conservation Committee and International Relations Committee, Rocky Mountain Bird Observatory, PRBO Conservation Science, BirdLife, Pronatura, Society for the Conservation and Study of Caribbean Birds, Optics for the Tropics

**Task 1.4.5** Introduce the results of Saving Our Shared Birds and the current state of the program of cooperation among Mexico, the US, and Canada to Congressmen in Mexico.

**Products:** Identification of mechanisms to leverage Mexican funding for new bird conservation projects.

**Timeline:** By the end of 2013

**Measure of success:** New/additional Mexican funding allocated for bird conservation

**PIF Steering Committee lead(s):** Rosa Marie Vidal [co-lead], Humberto Berlanga [co-lead], Terry Rich, Arvind Panjabi, Ashley Dayer

**PIF committee lead:** Steering

**Key partners for implementation:** North American Bird Conservation Initiative, Trilateral Committee

## **Goal 2 ► Integrate Partners in Flight priorities and objectives into public agency, Joint Venture, Landscape Conservation Cooperative and private lands natural resource planning and action.**

### **Description**

Partners in Flight uses a science-based method for bird conservation that incorporates a multi-species approach for assessing landbird vulnerabilities and needs, setting measurable conservation targets, describing management to meet these targets, and measuring the effectiveness of conservation actions. This approach helps state, federal and private land managers meet their missions and ecosystem management needs. By aligning science, planning, and implementation among partners, we can more strategically implement actions that address priority science and habitat needs.

### **Objective 2.1 — Integrate the Partners in Flight approach with federal and state agency management planning and implementation.**

**Task 2.1.1** Establish a process and identify PIF participants to routinely review and provide comment on appropriate federal agency land use and project plans so that PIF priorities are addressed.

**Products:** A defined process for providing PIF assistance to federal agency planning (specific to each agency) and PIF involvement in specific planning efforts

**Timeline:** Create process by end of 2012

**Measure of Success:** Number of US Forest Service Forest Plans and US Bureau of Land Management District Plans that use PIF habitat and populations objectives as the measurable site and landscape scale management targets.

**PIF Steering Committee lead(s):** Terry Rich [co-lead], John Alexander [co-lead], Geoff Geupel

**PIF committee lead:** Steering, Federal Agency

**Key partners for implementation:** Klamath Bird Observatory, PRBO Conservation Science, US Forest Service, US Bureau of Land Management, Landscape Conservation Cooperatives, Joint Ventures and Avian Knowledge Alliance

**Task 2.1.2** Provide guidance to federal agencies on a process to identify and prioritize sensitive species, species of conservation concern and focal species for use in making management decisions to ensure that the best available science on species vulnerability is being considered.

**Products:** Sensitive species lists for any federal agency management unit that rely on such lists to make management decisions.

**Timeline:** By end of 2013

**Measure of success:** PIF priorities considered in agency sensitive species lists

**PIF Steering Committee lead(s):** Barb Bresson [co-lead], John Alexander [co-lead]

**PIF committee lead:** OR/WA PIF, Federal Agency

**Key partners for implementation:** Klamath Bird Observatory, Council for the Conservation of Migratory Birds, PIF Council, North American Bird Conservation Initiative

**Task 2.1.3** Work with NatureServe to use the Species Assessment Database for identifying priority bird species in NatureServe Species at Risk lists.

**Products:** Revised NatureServe Species at Risk lists

**Timeline:** By end of 2013

**Measure of success:** PIF priorities incorporated into NatureServe lists

**PIF Steering Committee lead(s):** Chris Eberly [co-lead], Terry Rich [co-lead], John Alexander

**PIF committee lead:** Science, Federal Agency

**Key partners for implementation:** PIF Council, Council for the Conservation of Migratory Birds, North American Bird Conservation Initiative, Association of Fish and Wildlife Agencies Bird Conservation Committee

**Task 2.1.4** Work with the Association of Fish and Wildlife Agencies and the individual state wildlife agencies to consult the PIF Species Assessment Database when identifying priority bird species to be included in State Wildlife Action Plans.

**Products:** Updated landbird priorities included and addressed in each State Wildlife Action Plan

**Timeline:** As each State Wildlife Action Plan is revised

**Measure of success:** PIF priorities incorporated into State Wildlife Action Plans

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Allison Vogt [co-lead]

**PIF committee lead:** Steering, Science

**Key partners for implementation:** Association of Fish and Wildlife Agencies Bird Conservation Committee and Teaming With Wildlife Committee, North American Bird Conservation Initiative, PIF Regional Working Groups, National Park Service

**Task 2.1.5** Develop and implement a process for more directly interacting with state wildlife agencies with respect to implementation of State Wildlife Action Plans.

**Products:** 1) Develop and distribute a detailed questionnaire to identify general types of bird conservation projects or actions, including a summary of those that benefit multiple states, and 2) following establishment of partnerships based on shared interests in addressing specific issues, develop strategic plans with one or multiple agencies to address specific needs.

**Timeline:** Product 1 – end of 2012; Product 2 – end of 2014

**Measure of success:** Completed questionnaires

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Allison Vogt [co-lead], Joe Buchanan, Mary Pfaffko

**PIF committee lead:** Steering

**Key partners for implementation:** State wildlife agencies, Association of Fish and Wildlife Agencies Teaming With Wildlife Committee and PIF/Shorebird/Waterbird Working Group

**Task 2.1.6** Enhance current Decision Support Tools such as the US Fish and Wildlife Service's Information, Planning, and Conservation System that will allow users to evaluate what bird species are likely to be affected by a given action in a given geographic area and then recommend appropriate conservation measures or management practices. This tool would facilitate both National Environmental Policy Act impact assessment and the conservation design component of Strategic Habitat Conservation.

**Products:** Decision Support Tool to provide rapid assessment of impacts to priority bird species.

**Timeline:** Complete by end of 2013; tested, refined and marketed by June 2014

**Measure of success:** Tool complete and being used

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Geoff Walsh [co-lead], Chris Eberly, Ken Rosenberg

**PIF committee lead:** Steering

**Key partners for implementation:** US Bureau of Land Management, US Forest Service, US Fish and Wildlife Service, Natural Resources Conservation Service, Council for the Conservation of Migratory Birds.

**Task 2.1.7** Develop a traveling workshop to provide information about the PIF processes, priorities, and PIF Decision Support Tools to federal agency employees. This workshop will 1) be delivered at the field office level to federal land management agencies, 2) cover the fundamental sources of PIF data, information and priorities, 3) point out key practical and useful Decision Support Tools that users can apply in daily work to implement landbird conservation. These Decision Support Tools should be tailored to the geographic locales and priority issues occurring in those areas where the sessions are being held.

**Products:** Completed training course with trainers.

**Timeline:** First course offering September 2012

**Measure of success:** Number of workshops held; number of participants

**PIF Steering Committee lead(s):** Barb Bresson [lead], John Alexander, Terry Rich, Bob Altman

**PIF committee lead:** OR/WA PIF, Science

**Key partners for implementation:** American Bird Conservancy, Klamath Bird Observatory, PRBO Conservation Science, Rocky Mountain Bird Observatory, Bureau of Land Management and US Forest Service in OR and WA, Association of Fish and Wildlife Agencies PIF/Shorebird/Waterbird Working Group

**Task 2.1.8** Catalog, describe, and link existing Decision Support Tools, crosswalk tools and online updates with bird conservation plans and geographic regions using common terminology (e.g., Open Standards for Conservation). Identify target audiences to discover information gaps and guide the development of new tools. Explore using a WIKI approach.

**Products:** User guide to Decision Support Tools

**Timeline:** Complete by end of 2013

**Measure of success:** Completed and distributed user guide

**PIF Steering Committee lead(s):** Ed Laurent [co-lead], Catherine Rideout [co-lead]

**PIF committee lead:** PIF Southeast Working Group

**Key partners for implementation:** American Bird Conservancy, Klamath Bird Observatory, PIF Western Working Group, Association of Fish and Wildlife Agencies PIF/Shorebird/Waterbird Working Group

## Objective 2.2 — Incorporate monitoring and evaluation programs into conservation planning and implementation.

**Task 2.2.1** Provide guidance to partners on a process for Identifying species that can serve as indicators of habitat and/or ecosystem condition at geographic scales appropriate for various land management and monitoring purposes.

**Products:** Process for identifying indicator species at various scales

**Timeline:** Complete by December 2014

**Measure of success:** Process developed and distributed

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Geoff Geupel [co-lead], John Alexander, Tammy VerCauteren, David Hanni

**PIF committee lead:** Science

**Key partners for implementation:** Klamath Bird Observatory, PRBO Conservation Science, Univ. Georgia, American Bird Conservancy, Rocky Mountain Bird Observatory, Joint Ventures, Regional Alliances (Mexico), State Wildlife Agencies, and Landscape Conservation Cooperatives, Association of Fish and Wildlife Agencies PIF/Shorebird/Waterbird Working Group

**Task 2.2.2** Integrate bird monitoring and evaluation programs into land management agencies' habitat planning and conservation activities.

**Products:** 3-page implementation companion guide to North American Bird Conservation Initiative's Opportunities for Improving Avian Monitoring.

**Timeline:** September 2013

**Measure of success:** Implementation guide approve and distributed

**PIF Steering Committee lead(s):** Geoff Geupel [co-lead], David Pashley [co-lead], John Alexander, Tammy VerCauteren, David Hanni

**PIF committee lead:** Science

**Key partners for implementation:** North American Bird Conservation Initiative Monitoring Subcommittee, Avian Knowledge Alliance, Joint Ventures, Landscape Conservation Cooperatives, Rocky Mountain Bird Observatory, Society for the Conservation and Study of Caribbean Birds, Optics for the Tropics, Association of Fish and Wildlife Agencies PIF/Shorebird/Waterbird Working Group

**Task 2.2.3** Complete the survey of US Forest Service land managers piloted in the Pacific Northwest in 2010 to discover what information and Decision Support Tools are needed from PIF.

**Product a:** Completed survey

**Timeline:** Completed and analyzed by December 2012

**Measure of success:** Survey completed and results analyzed; results and implications presented to U. S. Forest Service national and regional leadership

**PIF Steering Committee lead(s):** Ashley Dayer [co-lead], John Alexander [co-lead]

**PIF committee lead:** Science, Federal Agency

**Key partners for implementation:** US Forest Service, Klamath Bird Observatory, Cornell Lab of Ornithology

**Product b:** Surveys similar to the previous approved for the U.S. Fish and Wildlife Service and Bureau of Land Management with funding for implementation

**Timeline:** Complete by summer of 2014

**Measure of success:** Number of surveys going

**PIF Steering Committee lead(s):** Ashley Dayer [co-lead], John Alexander [co-lead]

**PIF committee lead:** Steering, Federal Agency

**Key partners for implementation:** Klamath Bird Observatory, Cornell Lab of Ornithology, US Fish and Wildlife Service, US Bureau of Land Management, National Park Service, Association of Fish and Wildlife Agencies Bird Conservation Committee

**Task 2.2.4** Provide technical and logistical support for planning and implementation of workshops that will discuss and prioritize bird monitoring objectives within each PIF region.

**Products:** One completed workshop and published recommendations on monitoring topics

**Timeline:** By end of 2013 for first workshop

**Measure of Success:** Number of participants and number of problems resolved

**PIF Steering Committee lead(s):** John Alexander [co-lead], Laurel Moore [co-lead]

**PIF committee lead:** Steering, PIF Regional Working Groups

**Key partners for implementation:** North American Bird Conservation Initiative, Tri-Initiative Science Team

**Task 2.2.5** Provide technical and logistical support for planning and implementation of a national bird monitoring workshop in Mexico. This will be modeled on two workshops offered by the Sonoran Joint Venture in Mexico in 2010.

**Products:** Completed workshop and published recommendations on monitoring topics

**Timeline:** By end of 2014

**Measure of success:** Number of participants and number of monitoring objectives agreed upon

**PIF Steering Committee lead(s):** Rosa Marie Vidal [co-lead], Jennie Duberstein (co-lead), Carol Beardmore

**PIF committee lead:** Science

**Key partners for implementation:** Pronatura, CONABIO, North American Bird Conservation Initiative, Tri-Initiative Science Team, Sonoran Joint Venture, Optics for the Tropics

**Task 2.2.6** Develop a discussion forum for sharing and reviewing monitoring methodologies, protocols, and designs for comprehensive data management with a focus on common objectives and integration/coordination across scales.

**Products:** Online resource hosted by nodes of the Avian Knowledge Network

**Timeline:** Ongoing

**Measure of success:** Number of users and contributors

**PIF Steering Committee lead(s):** John Alexander [co-lead], Katie Koch [co-lead], Melissa Pitkin, Tammy VerCauteren, David Hanni

**PIF committee lead:** Science, PIF Regional Working Groups

**Key partners for implementation:** North American Bird Conservation Initiative Monitoring Subcommittee, Landscape Conservation Cooperatives, Joint Ventures, Environment Canada

**Task 2.2.7** In collaboration with the Joint Ventures, develop a pilot project to coordinate bottom-up population targets/objectives at the Joint Venture level. Involve all Joint Ventures in at least one pilot

species. Also, link this effort to monitoring and evaluation programs to evaluate if these targets are being met by Joint Venture projects.

**Products:** Joint Venture Implementation Plans with shared species population targets/objectives

**Timeline:** By end of 2014

**Measure of success:** At least one pilot species with targets in each JV

**PIF Steering Committee lead(s):** Carol Beardmore [co-lead], Todd Jones-Ferrand [co-lead]

**PIF committee lead:** Science

**Key partners for implementation:** Tri-Initiative Science Team

**Task 2.2.8** Work with US Fish and Wildlife Service to help implement the new Inventory and Monitoring Initiative on National Wildlife Refuges. Ensure that refuge-level priorities are appropriately linked to regional, national and hemispheric PIF objectives.

**Products:** Refuge monitoring program that incorporates PIF priorities

**Timeline:** By end of 2014

**Measure of success:** An integrated multi-taxa refuge monitoring program

**PIF Steering Committee lead(s):** Katie Koch [co-lead], Laurel Moore [co-lead], Geoff Geupel, Tammy VerCauteren, Jennifer Blakesley

**PIF committee lead:** Science

**Key partners for implementation:** Avian Knowledge Alliance, US Fish and Wildlife Service, National Park Service, Landscape Conservation Cooperatives, National Park Service Inventory and Monitoring Program, Rocky Mountain Bird Observatory

**Task 2.2.9** Produce bird population estimates, objectives, bird-habitat models and related information for public land management units that are derived from The State of the Birds 2011 Report on Public Land and Waters.

**Products:** 2011 State of the Birds step-down products for arid lands birds

**Timeline:** By end of 2012

**Measure of success:** Useful step-down products for public land management units

**PIF Steering Committee lead(s):** Ken Rosenberg [co-lead], Geoff Walsh [co-lead], John Alexander, Tammy VerCauteren, David Pavlacky

**PIF committee lead:** Science

**Key partners for implementation:** North American Bird Conservation Initiative, U.S. Bureau of Land Management, PRBO Conservation Science, Klamath Bird Observatory, Intermountain West Joint Venture, Rocky Mountain Bird Observatory, Univ. Idaho GAP Analysis Lab, Association of Fish and Wildlife Agencies Teaming With Wildlife Committee

## **Objective 2.3 — Improve strategic alignment with the Joint Ventures in achieving shared landbird conservation goals.**

**Task 2.3.1** Ensure that landbird conservation expertise is in place on Management Boards and/or technical teams in Joint Ventures in order to facilitate two-way communication and provide value-added input.

**Products:** Expertise in place.

**Timeline:** Summer 2013.

**Measure of success:** Landbird expertise on each habitat Joint Venture Management Board and/or technical team.

**PIF Steering Committee lead(s):** Carol Beardmore [co-lead], Catherine Rideout [co-lead], Brian Smith, Terry Rich

**PIF committee lead:** Steering

**Key partners for implementation:** U.S. Fish and Wildlife Service, Joint Venture Coordinators

**Task 2.3.2** Ensure that appropriate PIF representatives (PIF Science Committee and/or PIF Steering Committee) routinely participate in the Tri-Initiative Science Team, and help develop and implement the Tri-Initiative Science Team work plan.

**Products:** Tri-Initiative Science Team work plan developed.

**Timeline:** Summer 2014.

**Measure of Success:** Tri-Initiative Science Team work plan developed and made available to partners

**PIF Steering Committee lead(s):** Carol Beardmore, Randy Dettmers [lead], Dean Demarest, Terry Rich

**PIF committee lead:** Science

**Key partners for implementation:** PIF Steering Committee, PIF Regional Working Groups, Tri-Initiative Science Team

**Task 2.3.3** Conduct assessments of the current status of Joint Venture landbird conservation planning, science, implementation and communication needs with and identify how PIF can assist. Use the Desired Characteristics Matrix to guide the working relationship between PIF and the Joint Ventures and to assess overlap and gaps between PIF and the Joint Ventures.

**Products:** A matrix “report card” that includes input from all Joint Ventures

**Timeline:** First draft by spring 2014.

**Measure of success:** Information from all Joint Ventures gathered for the initial assessment

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Carol Beardmore [co-lead], Brian Smith

**PIF committee lead:** Science

**Key partners for implementation:** As identified by each JV

**Task 2.3.4** Fully support, by active involvement and encouragement, the completion of the Joint Venture Population Objectives National Database initiated by the Tri-Initiative Science Team, in which Joint Ventures contribute population objectives and habitat goals for landbird species at appropriate scales.

**Products:** Landbird population and habitat goals identified by Joint Ventures for PIF priority and focal species

**Timeline:** By end of 2013

**Measure of success:** Percent of priority species with population and habitat objectives within each Joint Venture

**PIF Steering Committee lead(s):** Carol Beardmore [co-lead], Todd Jones-Ferrand [co-lead]

**PIF committee lead:** Science

**Key partners for implementation:** Tri-Initiative Science Team

**Task 2.3.5** Set up a Joint Venture reporting schedule similar to the North American Waterfowl Management Plan, Plan Committee structure (e.g., each Joint Venture meets with the PIF Science Committee once every 4 years to provide a review of Joint Venture progress, plans, and deficiencies) to ensure a robust exchange of ideas, accomplishments and needs between the Joint Ventures and Partners in Flight.

**Products:** Review process for Joint Ventures on a rotating basis

**Timeline:** Established by end of 2014

**Measure of success:** Annual review process developed and agreed upon in partnership with Joint Ventures and U.S. Fish and Wildlife Service Division.

**PIF Steering Committee lead(s):** Carol Beardmore [co-lead], Terry Rich [co-lead], Randy Dettmers, Dean Demarest

**PIF committee lead:** Science

**Key partners for implementation:** Joint Ventures, U.S. Fish and Wildlife Service, Tri-Initiative Science Team

**Task 2.3.6** Help design Joint Venture monitoring and evaluation programs that use standard bird monitoring techniques to relate site and landscape scale measures of bird abundance with management

actions and related habitat and population objectives to evaluate conservation success for priority and focal species. Programs will consider any appropriate metric, e.g., abundance, productivity, or weight gain.

**Products:** Monitoring programs developed for Joint Ventures that measure success of management actions for meeting needs of priority landbird species.

**Timeline:** September 2014

**Measure of Success:** Percent of landbird species and management actions monitored

**PIF Steering Committee lead(s):** John Alexander [co-lead], Tammy VerCauteren [co-lead], Ed Laurent, Carol Beardmore, Geoff Geupel

**PIF committee lead:** Science

**Key partners for implementation:** North American Bird Conservation Initiative Monitoring Subcommittee, Tri-Initiative Science Team

## Objective 2.4 —Integrate and advance landbird conservation objectives through private lands habitat delivery programs.

**Task 2.4.1** Complete the 2013 State of the Birds Report on the value of private lands.

**Products:** Completed report.

**Timeline:** Spring 2013

**Measures of success:** Report completed, marketed and distributed.

**PIF Steering Committee lead(s):** Allison Vogt [co-lead], Ken Rosenberg [co-lead]

**PIF Committee lead:** Science

**Key partners for implementation:** North American Bird Conservation Initiative, U.S. Fish and Wildlife Service, Cornell Lab of Ornithology, Rocky Mountain Bird Observatory, University of Idaho GAP lab.

**Task 2.4.2** Ensure integration and delivery of landbird priorities and objectives within several newly created special initiatives involving Natural Resources Conservation Service (e.g. Working Lands for Wildlife), and within the state and federal technical assistance networks developed to implement these initiatives.

**Products:** Assessment of new Natural Resources Conservation Service private lands initiatives with respect to capitalizing on their potential contributions to landbird conservation. (1) Assessment of opportunities for more fully integrating landbird conservation objectives within Working Lands for Wildlife program targeting priority species (e.g., sage-grouse, Lesser Prairie-Chicken, and Golden-winged Warbler). (2) Identification of other priority initiatives where incorporating PIF priorities would be compatible and value added.

**Timeline:** Product 1 by end of 2012; product 2 by end of 2013

**Measures of success:** National, regional and state leadership of NRCS and US Fish and Wildlife Service recognize and support implementation of new initiatives that provide broad multi-species benefits while maintaining emphasis on focal species targets.

**PIF Steering Committee lead(s):** Allison Vogt [co-lead], Geoff Geupel [co-lead], Tammy VerCauteren, Danielle Flynn

**PIF committee lead:** Steering

**Key partners for implementation:** Natural Resources Conservation Service, Klamath Bird Observatory, PRBO Conservation Science, Rocky Mountain Bird Observatory, Pheasants Forever, Rocky Mountain Elk Foundation, National Wild Turkey Federation, and US Fish and Wildlife Service, Joint Ventures.

**Task 2.4.3** Link specific landbird communities with Ecological Site Descriptions, state and transition models, desired conditions, ecosystem restoration plans, best management practices, and other tools and promote use by the Natural Resources Conservation Service and other private lands conservation delivery programs.

**Product a:** Web-based tool that maps distribution of landbirds over Ecological Sites Descriptions or other appropriate classifications. Provide direct links to Natural Resources Conservation Service standards that relate practices to conditions required by groups of landbirds and other wildlife. Identified process for linking with other private land management agencies.

**Timeline:** Spring 2015 for Western United States and initiate similar efforts in East.

**Measures of success:** Creation of maps, webinars and trainings delivered, the number of Natural Resources Conservation Service wildlife 'standard and practices' prescribed.

**PIF Steering Committee lead(s):** Geoff Geupel [co-lead], Tammy VerCauteren [co-lead], Danielle Flynn

**PIF committee lead:** PIF Regional Working Groups

**Key partners for implementation:** PRBO Conservation Science, Rocky Mountain Bird Observatory, Natural Resources Conservation Service, Klamath Bird Observatory, Joint Ventures, US Fish and Wildlife Service, The Nature Conservancy, Food Security Administration

**Product b:** Make the Open Pine Decision Support Tool available to partners and practitioners through the web and through workshops

**Timeline:** Spring 2014 for the East Gulf Coastal Plain

**Measures of success:**

**PIF Steering Committee lead(s):** Catherine Rideout [lead], Troy Wilson, Randy Wilson

**PIF committee lead:** Southeast Working Group

**Key partners for implementation:** East Gulf Coastal Plain Joint Venture

**Task 2.4.4** Ensure landbird conservation interests are well represented within Natural Resources Conservation Service state technical committees.

**Products:** PIF representative or advocate identified and participating in activities of each Natural Resources Conservation Service state technical committee.

**Timeline:** Spring 2015

**Measures of success:** 50% of states have PIF representative or advocates

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Danielle Flynn [co-lead], Tammy VerCauteren, Seth Gallagher

**PIF committee lead:** Steering

**Key partners for implementation:** Natural Resources Conservation Service, PRBO Conservation Science, Rocky Mountain Bird Observatory, North American Bird Conservation Initiative

**Task 2.4.5** Develop and support capacity for private lands delivery biologists at local levels who understand, support, and deliver programs and practices consistent with landbird conservation needs.

**Products:** Training workshops, on-line tools, conservation delivery workshops, assistance to partners with grant proposal development, and manuals shared or implemented that address management practices for landbirds

**Timeline:** Spring 2015 in the West

**Measures of success:** Number of practices implemented, number of landowner stewards, number of partner private lands delivery biologists in our priority landscapes, number of acres restored or managed to meet desired condition for landbirds

**PIF Steering Committee lead(s):** Allison Vogt [co-lead], Geoff Geupel [co-lead], Tammy VerCauteren

**PIF committee lead:** Science

**Key partners for implementation:** Natural Resources Conservation Service, National Fish and Wildlife Foundation, PIF Southeastern Working Group, Joint Ventures, Pheasants Forever, National Wild Turkey Federation, Rocky Mountain Elk Foundation

**Task 2.4.6** Influence new Farm Bill authorization so landbird conservation is a priority.

**Products:** 2- page recommendation sheet drafted that address priority landbird conservation needs

**Timeline:** Spring 2013

**Measures of success:** re-authorization incorporates landbirds and they are considered a priority for funding for farm bill programs

**PIF Steering Committee lead(s):** Tammy VerCauteren [co-lead], Allison Vogt [co-lead], Seth Gallagher

**PIF committee lead:** Steering, PIF Council

**Key partners for implementation:** PRBO Conservation Science, Rocky Mountain Bird Observatory, Association of Fish and Wildlife Agencies Bird Conservation Committee, The Nature Conservancy, Environmental Defense Fund, Joint Ventures

**Task 2.4.7** Work with or establish private lands teams or other appropriate working groups that are applicable at PIF regional levels that share and roll up concerns, lessons learned and priority needs regarding landbird conservation and private lands programs.

**Products:** Functional teams or working groups in place across the nation. The goal is for at least one group per PIF regional working group.

**Timeline:** Spring 2015

**Measures of success:** Number of teams developed

**PIF Steering Committee lead(s):** Tammy VerCauteren [co-lead], Seth Gallagher [co-lead], Terry Rich

**PIF committee lead:** Steering, PIF Regional Working Groups

**Key partners for implementation:** Rocky Mountain Bird Observatory, PRBO Conservation Science

### **Goal 3 ► Engage Partners in Flight's constituencies, audiences, and partners in priority conservation actions through more effective education, outreach and communications.**

#### **Description**

Effective communication, education, and outreach are all essential to bridge the implementation gap in achieving PIF's conservation priorities. We must identify the knowledge, attitude, skills, and behavior changes we want to achieve for key target audiences. This goal is integrally tied to PIF's ability to accomplish our other goals, and products should address target audiences among state and federal agencies, Joint Ventures, private landowners, and the general public. Although PIF has developed a science-based approach and a valuable set of conservation plans and tools for landbird conservation, the education and outreach community is less aware of these specific plans, objectives, and tools than are other PIF resource management partners. While education programs may be designed with bird conservation in mind generally, they may not specifically address landbird priorities at the local, regional, or continental scale and may not include priorities identified by PIF. An additional challenge is that most conservation plans do not include goals, objectives, and messaging that would enable education and outreach organizations to align their programs accordingly.

#### **Objective 3.1 — Develop and implement a Partners in Flight communications strategy.**

**Task 3.1.1 [COMPLETED]** Engage PIF partners in a communications strategy work session to inform the development of a comprehensive PIF communications strategy that identifies how communication to accomplish PIF goals as identified in this PIF Strategic Action Plan will be undertaken within and outside of the partnership.

**Products:** A communications strategy work session

**Timeline:** end of October 2012

**Measure of success:** Completed work session

**PIF Steering Committee lead(s):** Ashley Dayer

**PIF committee lead:** Bird Education Alliance for Conservation, Steering

**Key partners for implementation:** Cornell Lab of Ornithology, Rocky Mountain Bird Observatory, Joint Venture Communications, Education and Outreach Team, Association of Fish and Wildlife Agencies Education, Communication and Diversity Committee and Wildlife Viewing & Nature Tourism Working Group

**Task 3.1.2** Develop and implement an internal PIF communication document.

**Products:** Document outlining internal communications structure and procedures

**Measure of success:** Plan written and implemented

**Timeline:** Completed document by March 2014 PIF Steering meeting; implementation March–Sept 2014; evaluate at Sept 2014 PIF Steering Committee meeting

**PIF Steering Committee lead(s):** Terry Rich, Tammy VerCauteren, Kacie Miller

**PIF committee lead:** Steering

**Key partners for implementation:** All

**Task 3.1.3** Develop and implement an external PIF communication document.

**Product:** Document outlining external communications structure and procedures

**Measure of success:** Plan written and implemented

**Timeline:** Completed document by March 2014 PIF Steering meeting; implementation March – Sept 2014; evaluate at Sept 2014 PIF Steering Committee meeting

**PIF Steering Committee lead(s):** Terry Rich, Tammy VerCauteren, Kacie Miller

**PIF committee lead:** Steering

**Key partners for implementation:** All

## **Objective 3.2 — Enable education, outreach, and communications professionals to support and address bird conservation priorities**

**Task 3.2.1** Train education and outreach professionals to follow the Bird Education Alliance for Conservation's process for incorporating bird conservation priorities into their programs.

**Products:** Grant proposal for working with 3-5 sites to pilot the process for aligning communications, education, and outreach with bird conservation priorities, measuring effectiveness, and gathering results into case studies for others to use as models at their sites.

**Timeline:** Spring 2014

**Measures of success:** Grant written and submitted, and Request for Proposals for recruiting pilot sites written and disseminated

**PIF Steering Committee lead(s):** Jennie Duberstein [co-lead], Kacie Miller [co-lead]

**PIF committee lead:** Bird Education Alliance for Conservation

**Key partners for implementation:** Rocky Mountain Bird Observatory, Cornell Lab of Ornithology, Sonoran Joint Venture

**Task 3.2.2** Promote the use of the Bird Education Resource Directory to increase the availability and use of materials that support bird conservation priorities.

**Products:** Current and active on-line resource directory, promotion of the Bird Education Resource Directory via social media, PIF newsletters, postcard to advertise BERD, and other outlets

**Timeline:** Ongoing.

**Measures of Success:** Number of: directory "hits" and other Google Analytics data, materials available, new entries to database, updated entries to database, postcard distribution at conferences and meetings

**PIF Steering Committee lead(s):** Sue Bonfield [lead]

**PIF committee lead:** Bird Education Alliance for Conservation

**Key partners for implementation:** Environment for the Americas, Bird Education Network, Association of Fish and Wildlife Agencies Education, Communication and Diversity Committee and Wildlife Viewing & Nature Tourism Working Group

**Task 3.2.3** Identify gaps in existing education and outreach programs and materials in the Bird Education Resource Directory. Work to locate or create content to fill those gaps and post that information in the Directory.

**Products:** Education and outreach programs and materials to fill identified gaps; current and regularly-updated Bird Education Resource Directory.

**Timeline:** Identification of gaps by spring 2013; creation of new programs and materials to fill gaps by spring 2015

**Measure of success:** Number of new items added, updates, hits on Directory.

**PIF Steering Committee lead(s):** Sue Bonfield [lead]

**PIF committee lead:** Bird Education Alliance for Conservation

**Key partners for implementation:** Environment for the Americas, Association of Fish and Wildlife Agencies Education, Communication and Diversity Committee and Wildlife Viewing & Nature Tourism Working Group.

**Task 3.2.4** Use International Migratory Bird Day as a mechanism for sharing bird conservation priorities with educators, organizations, state and federal agencies, and the general public.

**Products:** PIF materials that promote landbird conservation issues and suggest ways for people to get involved; regular PIF participation in theme and material development; increased event participation.

**Timeline:** Annually

**Measure of success:** Number of events, theme use at events, number of landbird conservation issues highlighted in materials

**PIF Steering Committee lead(s):** Susan Bonfield [lead]

**PIF committee lead:** Bird Education Alliance for Conservation, Steering

**Key partners for implementation:** Environment for the Americas, National Park Service Regional Offices and individual parks.

### Objective 3.3 — Integrate communications, education, and outreach into PIF conservation planning and activities.

**Task 3.3.1 [COMPLETED]** Foster collaboration between biologists and conservation educators for effective conservation planning and implementation.

**Products:** Bird Education Alliance for Conservation workshop at Northeast PIF meeting and identification of one other regional conference for replication.

**Timeline:** December 2012 for Northeast workshop

**Measures of success:** Northeast PIF conference conducted, number of workshop participants (both biologists and educators), evaluation positive through post-conference survey

**PIF Steering Committee lead(s):** Ashley Dayer [lead]

**PIF committee lead:** Bird Education Alliance for Conservation, PIF Northeast Working Group

**Key partners for implementation:** Cornell Lab of Ornithology

**Task 3.3.2** Identify and get involved in future bird conservation plan development so that communications, education, and outreach activities clearly flow from biological objectives.

**Products:** Plans with thorough communications, education, and outreach content

**Timeline:** To be determined as plans are written

**Measures of success:** Number of plans with thorough communications, education, and outreach content

**PIF Steering Committee lead(s):** Terry Rich [co-lead], Jennie Duberstein [co-lead]

**PIF committee lead:** Bird Education Alliance for Conservation, PIF Regional Working Groups

**Key partners for implementation:** Joint Venture Coordinators, Joint Venture Communications, Education, and Outreach Team, Association of Fish and Wildlife Agencies Education, Communication and Diversity Committee and Wildlife Viewing & Nature Tourism Working Group.

## Objective 3.4 — Better understand our audiences and constituencies through human dimensions research.

**Task 3.4.1** Identify the primary audiences and constituencies that influence PIF conservation priorities.

**Products:** Completed analysis and report

**Timeline:** April 2013

**Measure of success:** Workshop at the North American Bird Conservation Initiative summer 2013 meeting

**PIF Steering Committee lead(s):** Ashley Dayer [co-lead], Allison Vogt [co-lead]

**PIF committee lead:** Bird Education Alliance for Conservation

**Key partners for implementation:** North American Bird Conservation Initiative

**Task 3.4.2** Determine the gaps in knowledge regarding audiences and constituencies and write a bird conservation research needs assessment.

**Products:** Completed gap analysis and summary document with prioritized needs

**Timeline:** Spring 2014

**Measure of success:** Summary document with prioritized needs

**PIF Steering Committee lead(s):** Ashley Dayer [co-lead], Allison Vogt [co-lead]

**PIF committee lead:** Bird Education Alliance for Conservation,

**Key partners for implementation:** North American Bird Conservation Initiative, other bird conservation initiatives, Association of Fish and Wildlife Agencies Education, Communication and Diversity Committee and Wildlife Viewing & Nature Tourism Working Group.

**Task 3.4.3** Conduct informal audience assessments of bird conservation/PIF audiences for our immediate needs.

**Products:** Completed and analyzed assessments

**Timeline:** Spring 2013

**Measure of success:** 5-10 informal audience assessments; shared findings with PIF steering committee, with adaptation of communications strategy

**PIF Steering Committee lead(s):** Ashley Dayer [co-lead], Allison Vogt [co-lead]

**PIF committee lead:** Bird Education Alliance for Conservation

**Key partners for implementation:** Cornell Lab of Ornithology

## Goal 4 ► Expand the Partners in Flight network and increase financial resources to support landbird conservation activities.

### Description

Landbird conservation has made major advances since the creation of Partners in Flight in 1990. The conservation network has expanded to include partners from northern Canada to southern South America and now includes literally a countless number of government agencies and non-governmental organizations. But two major needs remain. First, Partners in Flight has never had a centralized and dedicated source of funding. All activities are funded by partners. Thus, even the highest priorities identified by the partnership might not obtain funding contributions sufficient to ensure that they are achieved. More secure funding is necessary. Second, although the network is both large and broad, we need to increase our interaction with non-traditional partners who manage lands, better communicate with the public, and otherwise influence factors that affect landbird conservation.

### Objective 4.1 — Strategically expand and strengthen the Partners in Flight partnership.

**Task 4.1.1** Assess the current involvement by partners in the PIF Steering Committee and other committees. Identify critical gaps and fill them.

**Products:** Steering Committee effectively addressing all components of bird conservation.

**Timeline:** End of 2013, and ongoing.

**Measure of success:** Steering Committee effectively addressing all components of bird conservation.

**PIF Steering Committee lead(s):** Terry Rich

**PIF committee lead:** Steering

**Key partners for implementation:** All

**Task 4.1.2** Ensure all PIF committees have active participants, are regularly meeting and are working toward the goals and objectives in this Strategic Action Plan.

**Products:** Committees effectively addressing their particular component of bird conservation.

**Timeline:** End of 2013, and ongoing.

**Measure of success:** Committees effectively addressing their particular component of bird conservation.

**PIF Steering Committee lead(s):** Committee chairs.

**PIF committee lead:** Steering

**Key partners for implementation:** All.

**Task 4.1.3** Actively recruit new international partners to extend the PIF partnership across the Western Hemisphere.

**Products:** Steering Committee effectively addressing all components of bird conservation.

**Timeline:** End of 2013, and ongoing.

**Measure of success:** Steering Committee effectively addressing all components of bird conservation.

**PIF Steering Committee lead(s):** Terry Rich

**PIF committee lead:** Steering

**Key partners for implementation:** All

**Task 4.1.4** Promote increased membership and participation in the Bird Education Alliance for Conservation, including international partners.

**Product a:** Current Bird Education Alliance for Conservation website, presentations at appropriate meetings and conferences, a conference display, a brochure, promotion of the listserv and an active Facebook page.

**Timeline:** Ongoing

**Measure of success:** Number of: subscribers to listserv, hits on website, , presentations at meetings and conferences, Facebook likes and shares, ,Facebook page updates, mentions on other websites, published articles about the Bird Education Alliance for Conservation s work in newsletters

**PIF Steering Committee lead(s):** Jennie Duberstein [co-lead], Susan Bonfield [co-lead], Kacie Miller

**PIF committee lead:** Bird Education Alliance for Conservation

**Key partners for implementation:** Bird Education Network, National Audubon Society, The Nature Conservancy, Joint Ventures, National Park Service, US Fish and Wildlife Service, US Forest Service

**Product b:** **[Delete?]** Encourage participation in La Red de Educadores Ambientales de México web forum.

**Timeline:** Spring 2013

**Measures of success:** Number of participants

**PIF Steering Committee lead(s):** Jennie Duberstein [lead]

**PIF committee lead:** Bird Education Alliance for Conservation

**Key partners for implementation:** Sonoran Joint Venture, La Red de Educadores Ambientales de México

## Objective 4.2 — Increase funding support for Partners in Flight in order to facilitate more effective bird conservation and to solidify institutional sustainability

**Task 4.2.1** Secure the US Fish and Wildlife Service's support for the PIF National Coordinator position into the future.

**Products:** PIF National Coordinator position is always filled

**Timeline:** Ongoing.

**Measure of success:** PIF National Coordinator position is always filled

**PIF Steering Committee lead(s):** Current Steering Committee chair

**PIF committee lead:** Council

**Key partners for implementation:** All

**Task 4.2.2** Secure other agencies' support for PIF activities and National Coordinator travel.

**Products:** Some amount of support for travel and/or equipment and supplies.

**Timeline:** Ongoing.

**Measure of success:** Some support is obtained

**PIF Steering Committee lead(s):** Current Steering Committee chair

**PIF committee lead:** Council

**Key partners for implementation:** All

**Task 4.2.3** Secure Department of Defense support for the Partners in Flight DoD Coordinator into the future.

**Products:**

**Timeline:**

**Measure of success:**

**PIF Steering Committee lead(s):**

**PIF committee lead:**

**Key partners for implementation:**

**Task 4.2.4** **[delete – funds are raised, or not, on a task-by-task basis (TR)]** Pursue funding from non-traditional sources (e.g., foundations, private corporations, federal grants) that may be available to support organizations' efforts to accomplish the tasks in the Strategic Action Plan.

**Task 4.2.5** **[delete – I think this is outside of PIF (TR)]** Continue to support increased federal funding for bird conservation activities through each agency's internal budgeting mechanism.

## Objective 4.3 — Develop an approach and process to empower the Partners in Flight network to accomplish tasks in the Strategic Action Plan.

**Task 4.3.1** Assess PIF committee structure and revise, if necessary, to ensure alignment with goals and objectives of the Strategic Action Plan. Update as needed.

**Products:**

**Timeline:**

**Measure of success:**

**PIF Steering Committee lead(s):**

**PIF committee lead:**

**Key partners for implementation:**

**Task 4.3.2** **[delete – this is up to each committee or working group (TR)]** Develop and implement committee work plans in alignment with goals, objectives, and tasks of the Strategic Action Plan.

**Task 4.3.3** Create a succession plan for the PIF National Coordinator and other senior leadership to ensure a smooth transition to into the future.

**Products:**

**Timeline:**

**Measure of success:**

**PIF Steering Committee lead(s):**

**PIF committee lead:**

**Key partners for implementation:**

**Task 4.3.4** Convert Strategic Action Plan into the appropriate format on Griffin Groups. Develop a process for tracking progress on goals, objectives, and tasks.

**Products:** Plan is fully available on Griffin Groups

**Timeline:** End of CY 2013

**Measure of success:** Plan is available and functioning in a transparent and useful way for the PIF Steering Committee

**PIF Steering Committee lead(s):** Tom Will [co-lead], John Alexander [co-lead]

**PIF committee lead:** Steering

**Key partners for implementation:**

**Task 4.3.5** Annually, re-evaluate appropriateness of remaining tasks in Strategic Action Plan and add new tasks as needed.

**Products:** Current and accurate SAP

**Timeline:** Annual update.

**Measure of success:** Current, accurate and useful document

**PIF Steering Committee lead(s):** John Alexander

**PIF committee lead:** Steering

**Key partners for implementation:** All

#### **Objective 4.4 — Develop a process to archive Partners in Flight institutional history and information.**

**Task 4.4.1** Work with the National Conservation Training Center historian to archive a history of Partners in Flight that will be accessible and usable.

**Task 4.4.2** Create a workspace to store PIF committee notes and other important documents for future reference.