

*Atlantic Coast Joint Venture
Strategic Plan*



July 2009

Notes to reviewers of this update:

This draft update includes both major and minor changes to the 2004 Strategic Plan. Changes include:

- revised history, boundary and descriptions based on the revised boundary and the establishment of the Appalachian Mountains and East Gulf Coastal Plain Joint Ventures;
- updated information on plans and actions completed since 2004;
- revised technical committee structure for the ACJV;
- reorganization of the components from three (Conservation Coordination and Delivery, Biological Foundation and Communication and Outreach) to seven (Coordination and Organization, Biological Planning, Conservation Design, Conservation Delivery, Monitoring and Evaluation, Research, and Communication and Outreach); the strategies were reorganized under these components and a few were added; the components were reorganized in order to be consistent with the “Desired Characteristics for Habitat Joint Venture Partnerships” guidance and Strategic Habitat Conservation framework of the U.S. Fish and Wildlife Service and U.S. Geological Survey;
- new section and increased emphasis on the role of the ACJV in responding to climate change;
- opportunities for potential expanded roles for the joint venture in collaborative landscape conservation with other partnerships beyond bird conservation; these changes now reflect the board and technical committee discussions that clarify the initial role of the ACJV as focusing on birds but collaborating on efforts for other wildlife and fish rather than potentially leading these efforts.

Additional paragraphs/sections and major modifications are noted with comments in the right margin like the comment noted here.

Comment [R1]: Major changes marked with comments like this

Descriptions of possible collaboration beyond bird conservation are highlighted in yellow as indicated here.

Discussion from March, 2009 Management Board and Technical Committee meetings and oral and written feedback from board and technical committees incorporated in this draft.

Thanks for your review and input.

Andrew

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Comment [R2]: new

Comment [R3]: re-organized

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EXECUTIVE SUMMARY

Plan Purpose, Intended Audience and Format

The 2009 Atlantic Coast Joint Venture (ACJV) Strategic Plan is an update of the strategic plan developed in 2004. It lays out the revised vision and goals of the joint venture, establishes strategies to achieve these goals and provides measures of achievement. The plan provides a framework not only for conservation delivery, but also for other components that are essential for a successful and sustainable joint venture partnership. The intended audience for the plan is the ACJV Management Board, committees, staff and partners. Introductory sections of this plan describe the history, geography, bird resources and habitats of the joint venture. In following sections, key components are developed, each with a goal, objectives, strategies that will be used to achieve the objectives, and measures to document progress toward the goal. The final section describes the administrative structure and processes needed to achieve the goals and objectives and maintain the joint venture. The appendices provide additional detail on the purpose, responsibilities, structure and membership of joint venture committees as well as staffing and budget details.

The Atlantic Coast Joint Venture Description, Vision and Mission

Description

The Atlantic Coast Joint Venture is a partnership of federal, regional and state agencies and organizations focused on the conservation of habitat for native bird and associated wildlife species in the Atlantic Flyway region of the United States from Maine south to Puerto Rico. The joint venture coordinates planning and delivery of bird habitat conservation, resulting in more effective and efficient conservation and the ability to focus limited resources on continental, national, flyway and regional bird conservation priorities. The joint venture provides a structure that facilitates bird conservation partnerships at multiple scales, leverages funding, enhances communication, utilizes a sound biological foundation to assess the status and needs of species, relates species and habitat priorities to specific geographic areas and projects, and evaluates the impact of conservation actions.

Vision

Partners working together for the conservation of native bird and associated wildlife species in the Atlantic Flyway region of the United States.

Mission

The Atlantic Coast Joint Venture will provide a forum for federal, state, regional and local partners to coordinate and improve the effectiveness of bird and associated wildlife habitat conservation planning, delivery and implementation in the Atlantic Flyway.

Components and Goals

Coordination and Organization: Provide a structure and process that attracts partners, leverages and generates funding and implements coordinated planning, delivery and evaluation projects that support ACJV goals and objectives.

Biological Planning: Compile and provide information on priority bird and associated wildlife species and their relationship to habitats to provide a biological basis for conservation actions.

Conservation Design: Provide tools to guide management decisions to efficiently achieve objectives.

Conservation Delivery: Facilitate partnerships for conservation delivery, seek and leverage funding and influence management and delivery of conservation actions to efficiently achieve bird and associated wildlife habitat conservation objectives.

Monitoring and Evaluation: Coordinate monitoring of bird populations and habitats to assess the effectiveness of conservation actions and track conservation projects to evaluate progress and guide future actions.

Research: Provide a structure and process that generates, attracts, leverages, and implements priority assumption-driven research activities in support of joint venture established objectives.

Communication and Outreach: Develop effective communication products to attract partners, support existing and secure new funding, improve internal relations, and raise awareness of ACJV conservation priorities targeted to specific audiences.

INTRODUCTION

The Atlantic Coast Joint Venture Description, Vision and Mission

Description and Benefits

The Atlantic Coast Joint Venture is a partnership focused on the conservation of habitat for native birds and associated wildlife in the Atlantic Flyway and Atlantic Coast region of the United States from Maine south to Puerto Rico. The joint venture is a partnership of 17 states and commonwealths¹ and key federal and regional habitat conservation agencies and organizations in the joint venture area. The joint venture was originally formed as a regional partnership focused on the conservation of waterfowl and wetlands under the North American Waterfowl Management Plan in 1988 and has since broadened its focus to the conservation of habitats for all birds consistent with major national and continental bird conservation plans and the North American Bird Conservation Initiative. The Atlantic Coast Joint Venture also plays a role in collaborating in a broader strategic habitat conservation approach for all fish and wildlife species in the joint venture area.

The joint venture partners have recognized the benefits of working together to achieve common goals for bird and associated wildlife conservation in the joint venture area. They recognize the benefit of jointly developing a sound biological foundation to assess the status and needs of species, relating population and habitat objectives to specific geographic areas and actions, and evaluating the impact of conservation and management. They also recognize that effective bird and other wildlife conservation can best be achieved by partners working together at the regional, state and local scale to implement priority conservation projects guided by this biological foundation. By planning and implementing as part of the joint venture, partners can direct limited resources to the highest priority actions, leverage and attract additional funding and ensure that individual actions are contributing to common goals.

This strategic plan is an update of the original plan approved in July 2004. The major changes are the revised boundary relative to the new Appalachian Mountains and East Gulf Coastal Plain Joint Ventures; the reorganization of the components, goals and strategies to better match the elements of Strategic Habitat Conservation as described by the U.S. Fish and Wildlife Service and U.S. Geological Survey and the “Desired Characteristics for Habitat Joint Venture Partnerships” matrix used by the U.S. Fish and Wildlife Service to allocate new funding to joint ventures; revisions to the technical committee structure; incorporation of recommendations from the NAWMP continental assessment; an explicit discussion of the role of the joint venture in addressing climate change; a recognition of a broader role for joint venture in the collaborative conservation of fish and wildlife using a strategic habitat conservation approach and updates to the status of joint venture plans, products and performance measures.

Comment [R4]: New paragraph describing changes to strategic plan

Vision

Partners working together for the conservation of native bird species and associated wildlife in the Atlantic Flyway region of the United States.

¹ The states and commonwealths in the Atlantic Coast Joint Venture from north to south are: Maine, New Hampshire, Vermont, New York, Massachusetts, Rhode Island, Connecticut, New Jersey, Pennsylvania, Delaware, Maryland, Virginia, North Carolina, South Carolina, Georgia, Florida and Puerto Rico.

Mission

The Atlantic Coast Joint Venture will provide a forum for federal, state, regional and local partners to coordinate and improve the effectiveness of bird and associated wildlife habitat conservation planning, delivery and implementation in the Atlantic Flyway.

Atlantic Coast Joint Venture Background, History and Boundary

North American Waterfowl Management Plan

The North American Waterfowl Management Plan (NAWMP) was first signed in 1986 by the United States and Canada in response to the dramatic declines in waterfowl populations in the mid 1980s. NAWMP called for a coordinated effort to conserve wetlands and waterfowl habitats across North America in order to restore and maintain these waterfowl populations. The plan recommended delivering habitat conservation for waterfowl across the continent through self-directed, regionally-based partnerships known as joint ventures. The original joint ventures were associated with specific areas of continental significance to North American waterfowl in the United States and Canada. Two of the original six habitat joint ventures were the Atlantic Coast Joint Venture which originally included the coastal plain from Maine to South Carolina, and the Lower Great Lakes-St. Lawrence Basin Joint Venture which encompassed the U.S. portion of the lake plains of lakes Erie and Ontario and the St. Lawrence River Valley (Figure 1a). The original focus of the Atlantic Coast Joint Venture was primarily on coastal wintering and migration habitat for the American black duck, a high priority species under NAWMP. The Lower Great-Lakes-St. Lawrence Basin Joint Venture was dissolved in 1996 and the eastern part added to the Atlantic Coast Joint Venture. With the addition of Georgia in 1994, West Virginia in 1996, Florida in 1997 and Puerto Rico 2001, the joint venture boundary evolved to match the entire U.S. Atlantic Flyway boundary (Figure 1b). The ACJV boundary grew due to the interest of additional states in becoming part of the partnership and because of the important waterfowl and other bird resources in those states. By including all of the states and commonwealths in the U.S. Atlantic Flyway and by following state boundaries, the joint venture partners recognized the importance of being able to plan at the flyway scale and implement at the state scale, as well as the regional and local scale. With the addition of southern and inland areas, the focus broadened to include habitats for all priority waterfowl species in the Atlantic Flyway.

Other Bird Conservation Plans and the North American Bird Conservation Initiative

At the same time the North American Waterfowl Management Plan was being implemented, conservation planning for other bird species groups were evolving and expanding with the completion or maturation of three other continental or national plans – Partners in Flight, U.S. Shorebird Conservation Plan and Waterbird Conservation for the Americas – as well as a number of national or range-wide game bird initiatives (e.g., Northern Bobwhite Conservation Initiative, American Woodcock Conservation Plan). The North American Bird Conservation Initiative (NABCI) was developed in the late 1990s as an effort to integrate all bird plans. The vision of NABCI is “populations and habitats of North America's birds are protected, restored, and enhanced through coordinated efforts at international, national, regional, state and local levels, guided by sound science and effective management.” The partners associated with these plans and

NABCI look to joint ventures as a major way to plan and deliver habitat conservation for all birds consistent with the continental, national and rangewide plans, as stated in the NABCI goal: “To deliver the full spectrum of bird conservation through regionally based, biologically driven, landscape-oriented partnerships.” In response to these changes, the Atlantic Coast Joint Venture mission evolved from habitat conservation for waterfowl and wetland-associated species to the conservation of habitats for all native birds in the joint venture area; this new and expanded mission was endorsed by the management board in 1999.

The expanded mission of the joint venture included adoption of a new geographic framework for integrating bird conservation initiatives in physiographic regions containing similar habitats using the bird conservation region (BCR) approach adopted by NABCI. Bird conservation regions (BCRs) are ecologically distinct regions in North America with similar biotic (i.e., plant, bird, and other wildlife) communities, habitat conditions (i.e., soils, drainage, temperature, and annual precipitation) and resource management issues. BCRs are based on the hierarchical framework of ecological units delineated by the Commission for Environmental Cooperation (Commission for Environmental Cooperation 1997). Atlantic Coast Joint Venture staff and partners have taken a lead role in planning BCRs partially or wholly within the ACJV boundary (Figure 2a) as outlined below.

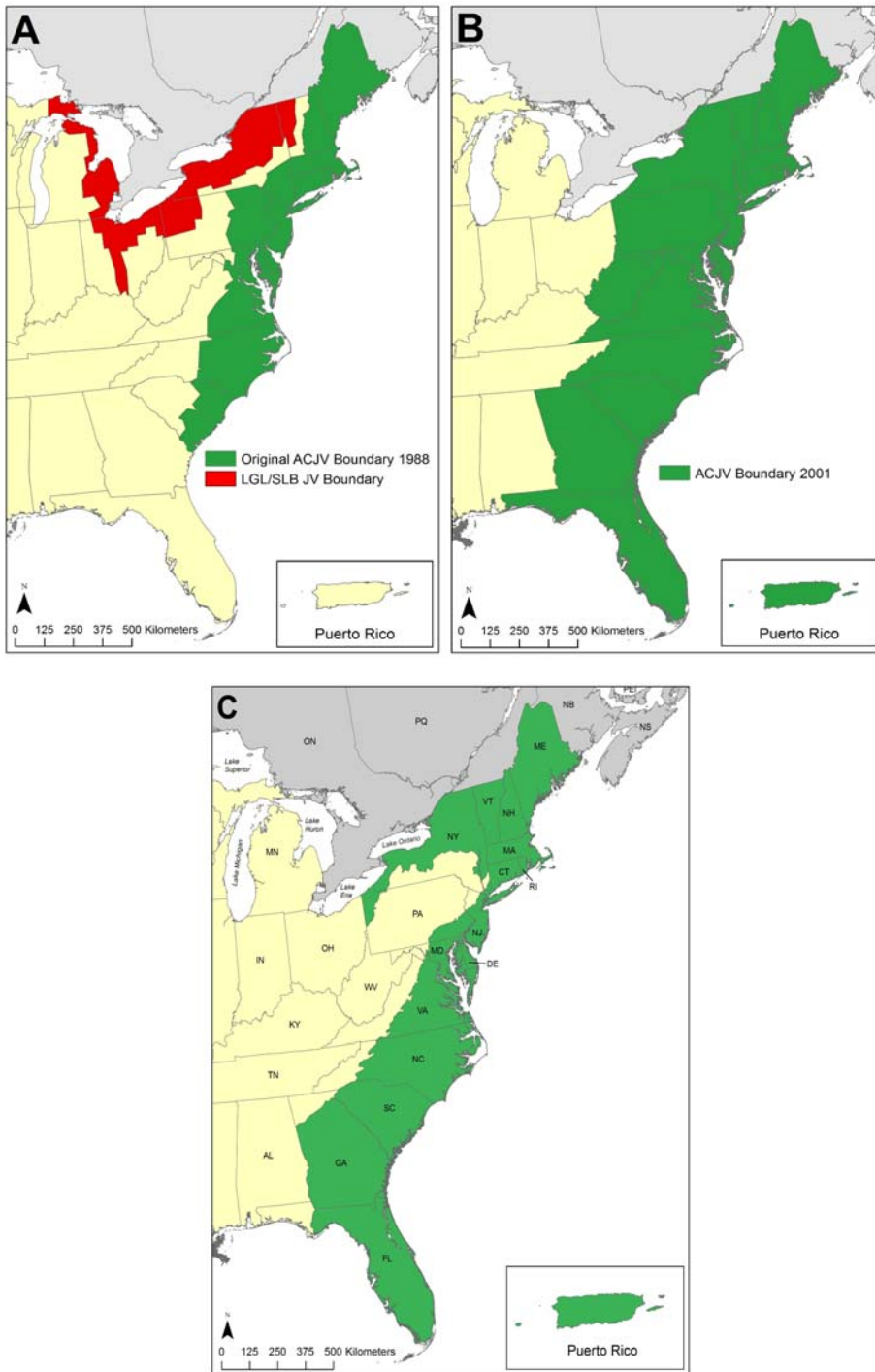
The Appalachian Mountains Bird Conservation Region extended outside the 2001 Atlantic Coast Joint Venture boundary in four states –Alabama, Tennessee, Kentucky and Ohio. Beginning in 2003, planning efforts in this BCR were guided by a steering committee under the Atlantic Coast Joint Venture. The steering committee hired a full-time coordinator in 2004. In 2007, after several years of planning, the Appalachian Mountains Bird Conservation Region Partnership decided to seek approval from the U.S. Fish and Wildlife Service to become a separate joint venture and prepared an implementation plan as required. The partnership received approval as a new joint venture from the U.S. Fish and Wildlife Service in October, 2008. The boundary between the Atlantic Coast Joint Venture and the Appalachian Mountains Joint Venture now follows the Bird Conservation Region boundary from the Georgia-Alabama boundary north to New York State.

The Southeastern Coastal Plain Bird Conservation Region has two distinct subregions, the South Atlantic Coastal Plain and the East Gulf Coastal Plain divided at the western edge of the Chattahoochee-Appalachicola River Basin. The Atlantic Coast Joint Venture is maintaining the responsibility for planning and implementing conservation within the South Atlantic Coastal Plain through the South Atlantic Bird Conservation Initiative (SAMBIC). A new joint venture, the East Gulf Coastal Plain Joint Venture formed to take planning and implementation responsibility for the East Gulf Coastal Plain area and the small area of Alabama within the South Atlantic Coastal Plain and Piedmont BCR. This new joint venture also received approval from the U.S. Fish and Wildlife Service in October, 2008. The boundary between the Atlantic Coast Joint Venture and the East Gulf Coastal Plain Joint Venture now follows the Georgia-Alabama boundary south from the Appalachians to the Florida line and then follows the Appalachicola River through the panhandle of Florida to the Gulf of Mexico. The net

effect of these changes is that the western Florida Panhandle moved from the Atlantic Coast Joint Venture to the East Gulf Coastal Plain Joint Venture.

Comment [R5]: These paragraphs are revised to reflect the new AMJV and EGCP joint ventures and ACJV boundary

Figure 1. Maps of the Atlantic Coast Joint Venture Administrative Area in 1988 (a), 2001 (b) and present (beginning in 2008) (c)



Each of the two northern BCRs in the joint venture, the **Atlantic Northern Forest BCR** and **Lower Great Lakes-St. Lawrence BCR** are about half in the United States and half in Canada. In these BCRs, the Atlantic Coast Joint Venture continues to meet and plan in cooperation with the Eastern Habitat Joint Venture (encompassing eastern Canada) and other Canadian partners. Bird Conservation Region plans for the Atlantic Northern Forest Bird Conservation Region and the Lower Great Lakes St Lawrence Plain received approval from both joint venture management boards in 2005 and 2007, respectively. Each joint venture and the states and provinces implement bird habitat conservation within their respective jurisdictions, guided in part by this joint BCR planning effort. The Lower Great Lakes-St. Lawrence Plain also extends outside the ACJV western administrative boundary into Ohio, which is part of the Upper Mississippi-Great Lakes Joint Venture. In this case, the Upper Mississippi-Great Lakes Joint Venture will maintain administrative responsibility for the Ohio portion of the BCR.

The net result of these changes is a new boundary for the Atlantic Coast Joint Venture that follows BCR-based boundaries with the new Appalachian Mountains and East Gulf Coastal Plain Joint Ventures to the west (Figure 1c and 2b).

Comment [R6]: New boundary

Relationship to the Atlantic Flyway

Although the Atlantic Coast Joint Venture area is included within the U.S. portion of the Atlantic Flyway administrative boundary, and while the Atlantic Flyway Council and ACJV Management Board share many members, the mission of the joint venture is distinct from that of the flyway council. The primary objective of the flyway council is to establish coordinated management, including sustained annual harvests, by state, provincial and federal agencies that will ensure protection to and restoration of waterfowl and other game bird species and provide coordinated regulation of migratory nongame bird species. It recognizes that the highest priority is to gather factual information from population surveys, banding programs and various research studies to effectively manage game bird and regulate nongame bird species. The joint venture complements this mission by facilitating a partnership for planning, delivering and evaluating bird habitat conservation in its portion of the flyway. The Atlantic Flyway Council and Technical Sections and the ACJV Management Board and Technical Committees work closely together on shared needs such as research and monitoring and to decide which issues are best addressed by the flyway and which are best addressed by the joint venture or as shared responsibilities.

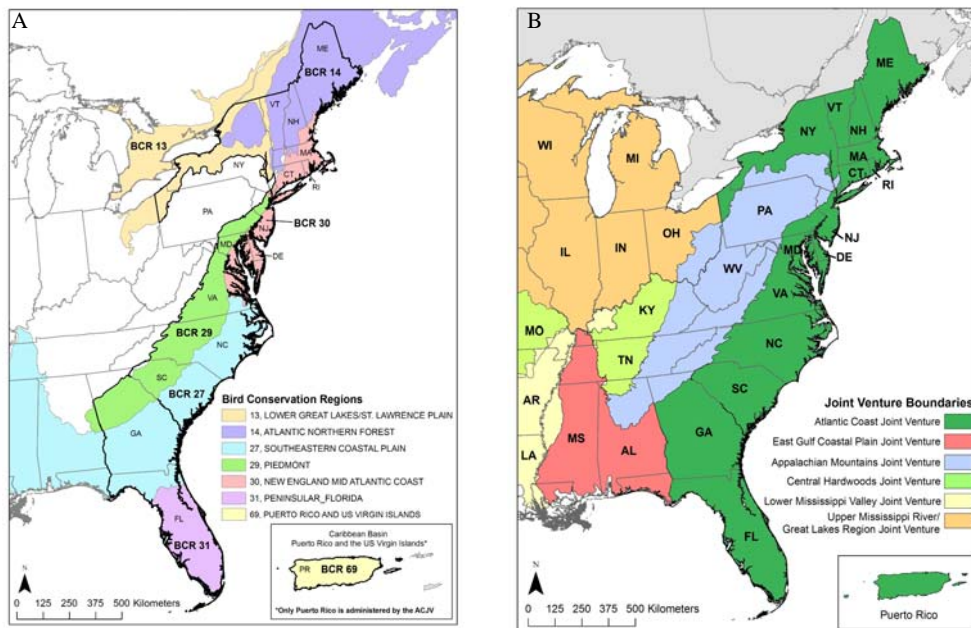
Relationship to Broader Landscape Conservation Initiatives

The Atlantic Coast Joint Venture uses a collaborative approach to landscape conservation for birds that is broadly applicable to the conservation of other wildlife and fish species. This broader landscape conservation approach has been articulated by the U.S. Fish and Wildlife Service and U.S. Geological Survey as “Strategic Habitat Conservation” (U.S. Fish and Wildlife Service 2006b). In its Climate Change Strategic Plan for the 21st Century, The U.S. Fish and Wildlife Service recognizes the need to use a landscape conservation approach to address climate change impacts and to develop shared networks of expertise in biological planning and conservation design that they refer to as “landscape conservation cooperatives” (U.S. Fish and Wildlife Service 2009). Other agencies and organizations are utilizing similar approaches (such as Maine Department of Inland Fisheries and Wildlife through their Beginning with Habitat program and The Nature Conservancy through their Conservation by Design approach). The ACJV relates

Comment [R7]: New paragraph

to these broader landscape conservation approaches in several ways. First, as it develops plans and tools to guide and evaluate conservation decisions for birds, the joint venture works collaboratively with other partnerships on the development of plans and tools that guide decisions based on conservation of other wildlife and fish. These plans and tools will include those that address the impacts due to climate change and adapt management strategies based on that information. Second, in the delivery of habitat conservation for birds, the ACJV will work collaboratively to identify opportunities for expanding or modifying conservation actions to better address the broader needs of fish and wildlife while still meeting the objectives for birds. These collaborations may result in shared capacity (funding and positions) among these partnerships for landscape conservation of all fish and wildlife. The ACJV will work closely with the U.S. Fish and Wildlife Service to ensure that the development of landscape conservation cooperatives builds on rather than duplicates the existing joint venture partnerships.

Figure 2. Map of BCRs partially or wholly within the Atlantic Coast Joint Venture (a) and revised Joint Venture administrative boundaries as of 2008 (b).



Comment [R8]: New maps

Description of the Atlantic Coast Joint Venture Area

Overall description

The Atlantic Coast Joint Venture area comprises the 16 states in the Atlantic Flyway of the United States as well as the Commonwealth of Puerto Rico. This joint venture includes a total area of 207 million acres (324,097 square miles) representing about 11% of the total land area of the continental United States. It is the most densely populated

Comment [R9]: Descriptions revised to match new boundary

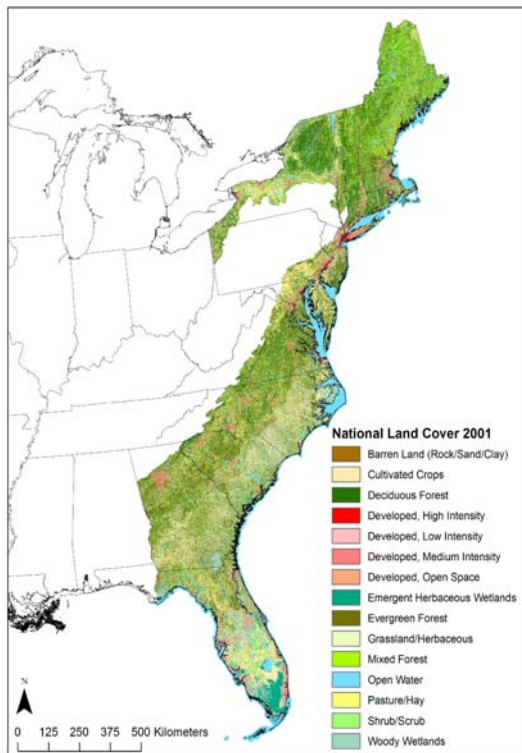
region in the U.S. with over 99 million people living in the area – about 35% of the total U.S. population (U.S. Census Bureau, 2000)

There is a tremendous diversity of ecosystems and habitats in the joint venture. These include the boreal forests, mountains and rocky coastline at the northern reaches of the joint venture in Maine, the tropical mangrove swamps and coral reefs of Florida and Puerto Rico to the south, the farms and forests of the Piedmont in the west, and the low-lying Atlantic Coastal Plain with its many coastal rivers, bays and estuaries forming the joint venture’s eastern boundary. The Atlantic Ocean coastline extends for 2,069 miles from Maine to Florida with a combined shoreline of all tidal areas along the coast adding up to 28,236 miles. The land area within the joint venture boundary is dominated by the eastern deciduous forest that is much reduced from its historical extent but still accounts for nearly 19% of the total land cover; all forest types combined account for about 41% of the land cover. About a fifth of the total joint venture is in agriculture, predominantly pasture and hay. Wetlands and open water together also account for about a fifth of the total area. Although slightly below 5% of the total land use is classified as urban and residential, this classification greatly underestimates the extent of urban and suburban development and resulting habitat fragmentation. Land use/landcover percentages in the joint venture are summarized in Table 1 and shown in Figure 3. The variety of habitats in the joint venture supports a high abundance and diversity of bird species including 37 native species of waterfowl, 40 species of shorebirds, 88 species of waterbirds (including pelagic species) and about 200 landbird species. Additional detail on these species is provided in the ACJV Waterfowl Implementation Plan, and in each BCR Conservation Plan.

Table 1. Land Use/Land Cover of the Atlantic Coast Joint Venture area as determined by National Land Cover Data (2001), categories slightly modified for this table.

Aggregated LULC	%	Specific LULC Classification	%
Forested	40.9	Deciduous Forest	18.8
		Evergreen Forest	15.4
		Mixed Forest	6.7
Agriculture	21.9	Grassland/Herbaceous	4.1
		Pasture/Hay	9.7
		Cultivated Crops	8.1
Open Water	10.6	Open Water	10.6
Wetlands	14.3	Woody Wetlands	11.3
		Emergent Herbaceous Wetlands	3.0
Urban/residential	4.5	Developed, Low Intensity	2.8
		Developed, Medium Intensity	1.2
		Developed, High Intensity	0.5
Barren	5.7	Barren Land (Rock/Sand/Clay)	0.5
		Developed, Open Space	5.1
Shrubland	2.2	Shrub/Scrub	2.2

Figure 3. Map of the land use/landcover of the ACJV.



General Threats, Conservation Needs and Strategies

The major threats to bird populations in the ACJV area are habitat loss, fragmentation and degradation. There has been a rapid increase in human population in the Atlantic Coast region in the last half of the 20th century—a total increase of 76% from 1950-2000 including a 12% increase from 1990-2000 (U.S. Census Bureau 2000). Increasing population trends are most dramatic along the coast, throughout much of Florida and in several large metropolitan areas including Atlanta, Georgia and the Baltimore-Washington D.C. area. This increase in human population has had dramatic impacts on the quantity and quality of available habitat including a significant loss or conversion of wetlands since 1950. An analysis of wetland status and trends in the ACJV area from the 1950s to the 1990s reveals that this wetland loss or conversion has been most significant for certain wetland types, during certain time periods and in certain geographic regions (Koneff et al. 2004). For example, the largest loss and conversion of wetlands has been in forested wetlands with 1.8 million acres lost or converted from the 1950s to the 1970s and 2.4 million more acres lost or converted from the 1970s to the 1990s. As significant as outright habitat loss has been the fragmentation and degradation of habitats such as the fragmentation of large patches of forest interior habitats, hydrological alteration in rivers and wetlands, introduction of invasive species, increased human disturbance and increased input of contaminants, nutrients and sediments into bays.

Restoring and sustaining bird populations in the Atlantic Coast Joint Venture area will require an effective, coordinated and sustained habitat conservation effort. Habitat conservation strategies include protecting remaining habitats in large enough patches to sustain priority species, reconnecting fragmented habitats, restoring habitats that have been lost or converted, enhancing the function and structure of habitats that have been degraded and managing habitats for priority species. Habitat conservation on public and private lands are needed involving both traditional and non-traditional partners and supporting sustainable uses of the land. It is critical that habitat conservation is guided by biological planning and conservation design that identifies species and habitats at greatest risk, sets population and habitat objectives at multiple scales and utilizes a landscape approach to target highest priority habitat patches in landscapes, watersheds and ecoregions. Conservation design and delivery strategies must account for changes to habitats that are likely to occur in the future as a result of urban growth, climate change and other major stressors. It is also critical that monitoring and research are used to evaluate the effectiveness of conservation actions and to test key planning assumptions. Specific habitat conservation strategies are outlined in the ACJV Waterfowl Implementation Plan, BCR Conservation Plans and conservation design tools being developed by ACJV partners.

Impacts and Conservation Strategies Related to Climate Change

Background

Since the 2004 Atlantic Coast Joint Venture (ACJV) strategic plan, there has been increased recognition and understanding that the earth's climate system is changing at an accelerating pace in large measure due to human influences. Projected temperature and precipitation changes will affect the distribution and abundance of plant and animal populations at landscape scales. An estimated 20-30% of plant and animal species are expected to be at increased risk of extinction (Intergovernmental Panel on Climate Change, 2007). In particular in the ACJV area, sea level rise will be a major impact with a predicted average, relative rise of at least 69 cm in much of the joint venture by 2100 and the possibility of even higher relative sea level rise in some areas such as the mid Atlantic states. Changing precipitation and temperature will affect the distribution and composition of wetland and upland communities and the bird species that depend upon them in the eastern United States. Some natural communities such as high elevation spruce-fir forests will be greatly reduced in extent or even extirpated from the ACJV area. Changing climate patterns will also affect the phenology of birds, their habitats and their food sources. There is a need for coordinated planning and response at multiple spatial scales (flyway, ecoregion, state and local) to address impacts from climate change on wildlife. The ability of agencies and organizations to respond effectively to climate change will also have a major influence on conservation funding in the future with additional funds for conservation programs that effectively address climate change.

As a regional partnership of federal, state and regional conservation agencies and organizations, the ACJV is well positioned to coordinate assessments of the impacts of climate change and to implement conservation strategies to address these impacts at flyway and ecoregional scales.

Potential Roles for the Atlantic Coast Joint Venture Related to Climate Change

Development of Models and Conservation Design Tools

An important role for the joint venture is to work with science partners such as U.S. Geological Survey and universities to develop information on bird population-habitat relationships that will allow for an understanding on the current capability of habitats in the ACJV to support bird and associated wildlife populations and an understanding of how changes in habitats in the future due to climate change and other factors (e.g., urban growth) will affect bird and associated wildlife populations. This information on future habitat patterns and capacity can be used to more effectively guide habitat conservation actions. The joint venture and research partners are currently involved in pilot projects to evaluate the best approaches for developing models and conservation design tools that can be applied across the joint venture area. As part of these modeling efforts, U.S.G.S. and others will work with climate change modelers to develop down-scaled climate models that are at a scale and in a format that is more useful for assessing impacts to wildlife. One example of a pilot project is the *Designing Sustainable Landscapes* multistate grant project that is being conducted by North Carolina State University, Auburn University, USGS and ACJV partners in the South Atlantic Coastal Plain that is using data layers and methods that are applicable across the eastern United States.

Monitoring of Landscape Change and Populations

There is a need for better coordinated and designed monitoring to understand whether and how rapidly climate change is affecting birds and other wildlife. The joint venture can play a role in designing and coordinating monitoring efforts at scales that will allow for assessments of impacts on populations. Examples include northeast coordinated bird monitoring, coordinated marsh bird monitoring on the Atlantic Coast and the flyway-scale waterbird (shorebird waterfowl and wading bird) monitoring being developed by the USFWS and partners. These monitoring programs should be designed so that they can detect climate change impacts (including changing phenology) on migratory birds and guide management decisions.

Regional coordination and tools for state adaptation planning for migratory birds

Several states in the ACJV area are incorporating climate change adaptation planning and species vulnerability assessments into their State Wildlife Action Plans. There is a need for regional scale assessments and planning to match up these state efforts so that there is consistency and clear relationships between state planning and regional, continental and range-wide bird plans and conservation delivery. The ACJV can play a role in seeking, funding and facilitating these regional assessments and stepping down and relating them to the state level.

Habitat and species vulnerability assessments

There are a number of habitat types and related species that are likely to be highly impacted by climate change in the ACJV area. ACJV partners should coordinate efforts to assess and address impacts to these habitat types. These habitats and species include the following types.

Coastal wetlands including salt, brackish and freshwater tidal marshes will be reduced, shifted and altered due to sea level rise affecting species such as seaside

sparrow, salt marsh sharp-tailed sparrow, willet, king rail, black rail, American black duck and wading birds that depend upon these wetlands. These impacts are likely to be particularly severe in certain areas of the ACJV such as the Chesapeake Bay where the relative rate and level of sea level rise is expected to be highest.

Other intertidal areas such as mudflats and sand flats used year-round by many birds including dabbling ducks, geese, and shorebirds such as short-billed dowitcher and greater yellowlegs will be impacted by greater inundation and erosion in some areas.

Beaches used by beach-nesting birds such as the federally listed threatened piping plover, least tern and American oystercatcher and by shorebirds during migration such as sandering, red knot and semipalmated sandpiper will be impacted by greater inundation and erosion and more frequent and severe storm events.

For all of these coastal habitats, the joint venture can play a role by developing accurate sea-level rise models and coastal bird species-habitat models to assess impacts, by guiding conservation to those areas that allow these habitats to persist or migrate and by facilitating restoration efforts that maintain these habitat types (including managed wetlands) and sustain coastal bird populations.

High-elevation forests (primarily spruce-fir used by species such as Bicknell's thrush) will only persist at the highest elevations and most northern parts of the joint venture, a greatly reduced area in the eastern United States. The joint venture can work with groups such as the International Bicknell's Thrush Conservation Group to understand range-wide impacts and guide international efforts to sustain this and other species using these restricted habitat types.

Terrestrial habitats including forests, shrublands and grasslands will be affected by shifting temperature and precipitation patterns. These impacts will be exacerbated by other ongoing impacts from urban growth, shifts in the distribution of coastal communities, invasive species, disease, fire suppression and other factors. The joint venture can play a role in increasing understanding of these multiple impacts, determining the most vulnerable species and guiding conservation based on this information.

Freshwater wetlands will similarly be affected by multiple stressors including those listed above as well as by changing hydrology exacerbated by already altered hydrology in many areas. Precipitation patterns and frequency may be different in different parts of the joint venture (i.e. greater precipitation in the northeast and less in the southeast). The joint venture can play a role in increasing understanding of these multiple impacts, determining the most vulnerable species and guiding conservation based on this information.

Consideration of Climate Change in Selection and Funding of Projects

The adaptation planning described above should be used to help guide conservation funding to the highest priority actions that will help sustain species and habitats most

affected by climate change. Guidance and decision support tools would help ACJV partners allocate their agency and organization funding based on likely future impacts to habitats and bird populations from climate change. Ranking of grants by the ACJV for North American Wetlands Conservation Act funding should consider these likely climate change impacts.

Incorporate Mitigation into Habitat Conservation through Carbon Sequestration

Where appropriate, conservation actions should be designed to sequester carbon and mitigate the impact of climate change. Conservation actions that may sequester carbon include restoring forests to areas that have been previously cleared, increasing the length of forest rotations in managed forests and maintaining or restoring wetlands and grasslands. For these projects the ACJV partners should actively seek funding from the carbon cap and trade market.

Impact of Renewable Energy on Birds

The impact of onshore and nearshore wind power development and other renewable energy development on birds should be evaluated proactively and cumulatively so that these developments are sited to minimize impacts to birds and the impacts are mitigated.

Overall Coordination between Federal, State and NGO Efforts to Respond to Climate Change

There are a number of efforts already underway to address climate change. The ACJV can play a role in coordinating these efforts at the regional and ecoregional scale. Examples of these ongoing initiatives include the following.

The USFWS has a Strategic Plan to respond to accelerating climate change that includes developing regional and field technical capacity for landscape conservation and climate change adaptation in regionally based partnerships called landscape conservation cooperatives. The joint venture should play a lead role in these cooperatives building upon the existing partnerships with federal, state and regional agencies and organizations.

The USGS has a new National Climate Change and Wildlife Science Center designed to provide information for wildlife adaptation planning. The joint venture should work closely with USGS to ensure that downscaled climate change information is at the appropriate scale and in the appropriate format to help joint venture partners assess the impact on climate change on habitats and populations.

A number of states have begun planning to address impacts of climate change within their boundaries and organizations (e.g., Manomet Center for Conservation Sciences and National Wildlife Federation) are assisting them. The joint venture should work to ensure coordination among these efforts at the regional scale.

Resources Needed to Effectively Address Climate Change in the ACJV

In order to coordinate and support the planning and implementation efforts related to climate change, the ACJV will need additional science and technical capacity that best

complements the capacities that already exist in partner agencies and organizations and any planned additional capacity in partner organizations.

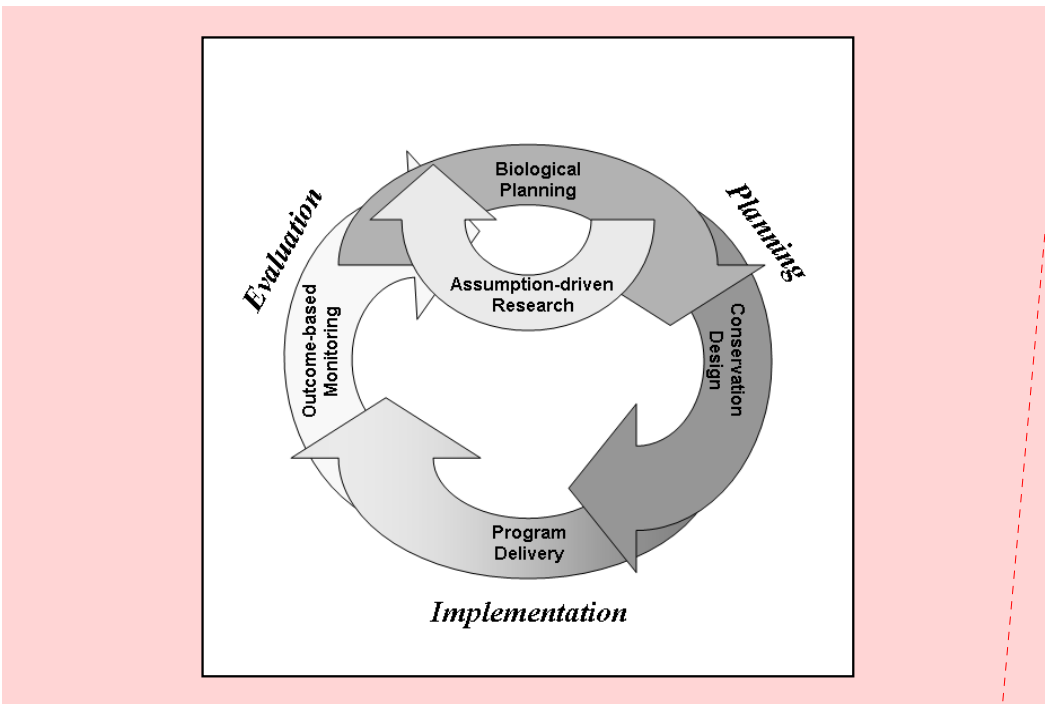
Comment [R10]: New section on climate change

COMPONENTS AND STRATEGIES

The objectives, strategies and measures of achievement for the Atlantic Coast Joint Venture (ACJV) can be grouped into seven major components: Coordination and Organization, Biological Planning, Conservation Design, Conservation Delivery, Monitoring and Evaluation, Research, and Communication and Outreach. For each of these components described below, an overall goal is stated with objectives and strategies for each goal. Overall and annual measures of achievement are provided at the end of this section (Table 2). The science and delivery components are part of an adaptive management framework (Figure 4) consistent with the strategic habitat conservation approach of the U.S. Fish and Wildlife Service and U.S. Geological Survey (U.S. Fish and Wildlife Service 2006b)

Comment [R11]: This section reorganized to better match the elements of strategic habitat conservation and the Desired Characteristics for Habitat Joint Venture Partnerships. Original Strategic Plan components were Conservation Coordination and Delivery, Biological Foundation and Outreach

Figure 4. Adaptive management framework for strategic habitat conservation



Comment [R12]: New figure and link to strategic habitat conservation

Coordination and Organization

The joint venture provides the opportunity to coordinate among the many partners planning, implementing and evaluating bird and associated wildlife conservation in the ACJV area. While acknowledging the mission and accomplishments of individual partner agencies and organizations that make up the joint venture, the ACJV partners recognize that, by coordinating planning, delivery and evaluation among partners, the joint venture can focus limited resources on the highest conservation priorities and tie together individual conservation efforts in a meaningful way throughout the flyway. ACJV partners share a common responsibility for implementing continental, national and regional bird conservation plans in the ACJV area. Implementing these plans and providing effective bird conservation requires planning, implementing and evaluating at a variety of scales, including flyway, region, state, focus area and project. The joint venture needs to provide the infrastructure to support planning, implementing and evaluating at these scales and translating among these scales. The infrastructure should also support collaboration with partnerships addressing other fish and wildlife species. In order to effectively coordinate and deliver habitat conservation, the joint venture will need sustained funding for both administration and implementation.

Goal: Provide a structure and process that attracts partners, leverages and generates funding, and implements coordinated planning, delivery and evaluation projects that support ACJV goals and objectives.

- Objective 1 – Structure and Partnership Coordination: Maintain capacity and structure to facilitate partnerships at various scales.
 - Strategy 1: Develop and follow a strategic plan for the joint venture and update at least every five years;
 - Strategy 2: Maintain an active, functioning Management Board;
 - Strategy 3: Maintain an active, functioning Game Bird Technical Committee that represents the North American Waterfowl Management Plan and other game bird initiatives in the ACJV area;
 - Strategy 4: Maintain an active, functioning Nongame Bird Technical Committee that represents Partners in Flight, U.S. Shorebird Conservation Plan, Waterbird Conservation for the Americas and other primarily nongame bird conservation initiatives in the ACJV area;
 - Strategy 5: Maintain an active, functioning Integrated Bird Conservation Steering Committee that integrates among the technical committees and oversees technical committee agendas and action items;
 - Strategy 6: Design and host at least annual or semiannual meetings, conference calls and/or webcasts for ACJV Management Board and technical committees to facilitate communication and effective implementation within the ACJV;

- **Strategy 7:** Facilitate state bird conservation working groups, representing state agencies and key partners, to step down regional goals to the state and determine implementation strategies **including working with local communities in their states;**
- **Strategy 8:** Support formation of implementation partnerships in key focus areas where there is sufficient partner interest to facilitate funding and conservation delivery for birds and associated wildlife species.
- **Objective 2 – Joint Venture Staff, Administration and Funding:**
 - **Strategy 1:** Maintain appropriate levels of staff to maintain an effective partner-based structure for facilitating partnership coordination, biological planning, conservation design, habitat delivery, monitoring, research and communication at multiple scales;
 - **Strategy 2:** Maintain administrative structure to manage budget, staff, grants and contracts while keeping overhead costs low;
 - **Strategy 3:** Seek appropriate levels of funding from U.S. Fish and Wildlife Service appropriations and other sources to support administration and discretionary seed funding for the joint venture and seek and attract funds from a broad range of traditional and non-traditional conservation programs and other funding sources to implement priority bird conservation actions **as well as collaborative funding efforts for habitat conservation planning, delivery and evaluation for other wildlife and fish species.**

Biological Planning

A strong biological foundation provides the joint venture a scientifically valid approach for targeting the highest priority bird populations and habitats at multiple spatial scales. The biological foundation includes the components described below under biological planning, conservation design, monitoring and research. A strategic habitat conservation approach that includes these components in an adaptive management framework allows ACJV partners to determine the highest priority conservation sites and projects and ultimately to assess the effect of these projects on the populations.

Through the process of biological planning, the joint venture systematically assesses needs for sustaining bird populations. In order to determine these needs, partners assess existing status and distribution of populations; articulate measurable population objectives for sustaining priority species and consider what may be limiting populations to less than objective levels.

Goal: Compile and provide information on priority bird species and their relationship to habitats to provide a biological basis for conservation actions.

- **Objective 1 - Overall Structure, Planning and Information Management:** Maintain overall plan for the ACJV Biological Foundation for the implementation of continental and national bird conservation plans throughout the joint venture and the implementation of integrated bird conservation in each Bird Conservation Region partially or wholly within the ACJV.

- Strategy 1: Maintain an up-to-date Biological Foundation Plan and web pages that outline the greatest biological information needs for the joint venture;
 - Strategy 2: Maintain an up-to-date ACJV Waterfowl Implementation Plan that steps down the NAWMP continental goals and objectives from the most recent updates and provides priority species, population and habitat objectives, focus areas and conservation strategies for the joint venture and for each state in the joint venture;
 - Strategy 3: Facilitate BCR workshops and initiatives with key partners in each BCR to identify highest conservation priorities within each BCR; Develop and maintain conservation plans for each BCR in the joint venture and keep planning information up to date through the website for each BCR;
 - Strategy 4: Coordinate efforts for the conservation of marine birds along the U.S. Atlantic Coast by leading the Northwestern Atlantic Birds at Sea Conservation Cooperative; organizing workgroups, meetings and websites; and seeking funding to implement priority marine bird research, monitoring and conservation actions;
 - Strategy 5: Ensure that information from joint venture biological planning is easily available on joint venture website and other appropriate locations;
 - Strategy 6: Translate information from multiple scales to the state scale for each state to use in developing and revising State Wildlife Action Plans.
- Objective 2 – Biological Planning Steps: Conduct biological planning steps at the flyway, BCR and state scales.
 - Strategy 1: Develop and maintain lists of tiered priority bird species for each Bird Conservation Region;
 - Strategy 2: Identify representative subsets of priority species (focal species) representing guilds, habitat types and response to management;
 - Strategy 3: Compile and step down population objectives where available from the bird initiatives to the flyway, BCR and state scales and develop additional population objectives where supporting information is available;
 - Strategy 4: Compile best available information on threats and limiting factors constraining population size and distribution and management options to address these factors;
 - Strategy 5: Develop and apply models that relate populations to habitat and other limiting factors.

Conservation Design

Conservation design encompasses a series of steps that use the results of biological planning to develop tools that guide decisions about where to deliver how much of what

habitat in order to be as efficient as possible in restoring and sustaining bird and associated wildlife populations. This process also explicitly evaluates the trade-offs involved between species that have different habitat requirements. Where feasible and appropriate, collaborative conservation design efforts should be undertaken for all fish and wildlife species sharing habitats and landscapes.

Goal: Provide tools to guide management decisions to efficiently achieve objectives.

- Objective 1: Develop and maintain conservation design information resources at appropriate scales.
 - Strategy 1: Develop and maintain GIS databases to support conservation design at the flyway, BCR and state scales including consistent spatial data layers on habitats and other key landscape attributes;
 - Strategy 2: Make conservation design databases and tools (e.g., decision support models) available on the web, easily accessible and in appropriate scales and formats to assist partners in assessing conservation priorities at various scales.
- Objective 2: Conservation Design Steps: Develop conservation design tools building on the information compiled in BCR plans and other biological planning efforts.
 - Strategy 1: Use population-habitat models to assess the existing capacity of habitats to support populations using consistent habitat data layers;
 - Strategy 2: Estimate the amount of habitat needed to achieve population objectives;
 - Strategy 3: Use predicted impacts of climate change, urban growth, and other stressors with population-habitat models to assess future capacity of habitats to support populations under different scenarios and adjust population objectives if needed based on current and likely future habitat capacity;
 - Strategy 4: Develop tools (e.g., consistent habitat classification and mapping, population-habitat models, decision support models) to guide on-the-ground habitat conservation to achieve objectives for birds and work collaboratively to develop tools for other wildlife and fish species;
 - Strategy 5: Assess existing areas and habitat types under protection and management in the joint venture and identify gaps in protection;
 - Strategy 6: Develop optimal landscape designs that assess greatest contribution of each part of the landscape to achieve objectives for multiple bird species as well as for other wildlife and fish species;
 - Strategy 7: Develop conservation design approaches in pilot areas in the ACJV that are applicable across the entire joint venture.

Conservation Delivery

Conservation delivery is the implementation of on-the-ground actions through partnerships guided by a biological foundation. The purpose of the biological foundation is to guide conservation delivery to be as effective and efficient as possible in achieving the goals of the joint venture. The desired outcome is partners working together to efficiently conserve landscapes capable of sustaining species at desired levels with limited resources. Conservation delivery involves the funding and implementation of habitat conservation actions including but not limited to protection, restoration, enhancement and management needed to achieve these goals. It involves coordinating delivery of projects by partners and providing information to influence management.

Goal: Facilitate partnerships for conservation delivery, seek funding, provide information to influence management and deliver conservation actions guided by biological foundation that effectively and efficiently achieve bird habitat conservation objectives and work collaboratively for the conservation of other wildlife and fish species.

- Objective 1 – Delivery Partnerships: Maintain partnerships at the scale of conservation delivery.
 - Strategy 1: Facilitate project development and delivery by state bird conservation working groups;
 - Strategy 2: Facilitate project development and delivery by focus area working groups;
 - Strategy 3: Facilitate regional partnerships to guide and support conservation delivery by specific habitat types (e.g. early successional habitat) or specific conservation partners (e.g. NRCS state technical committees) and provide bird conservation planning information to guide these conservation efforts.
- Objective 2 – Project Funding: Seek increased funding to coordinate the activities of the joint venture.
 - Strategy 1: Maintain an active list of priority projects to respond to calls for proposals from foundations and other funding sources;
 - Strategy 2: Seek additional appropriations for joint venture project seed funding and maintain a sound process for prioritizing and tracking joint venture funded projects;
 - Strategy 3: Maximize success with federal habitat conservation grant funds (including North American Wetlands Conservation Act, National Coastal Wetland Conservation Act, Neotropical Migratory Bird Conservation Act, National Fish and Wildlife Foundation) by maintaining staff expertise with grant programs and relationships with grant program staff, informing partners of funding opportunities, matching joint venture priority projects with appropriate funding sources, facilitating project-scale partnerships, providing biological information to support grant

applications, providing efficient administrative support with grant processes;

- **Strategy 4:** Seek new and non-traditional partners and funding sources to meet the expanded habitat conservation priorities in the joint venture and collaborate with partnerships focused on other wildlife and fish species to achieve common goals;
- **Strategy 5:** Facilitate and coordinate support to the extent practical for international projects to conserve ACJV priority species that have part of their breeding, migration and wintering areas outside of the United States by working with the Southern Wings Program of the Association of Fish and Wildlife Agencies, the Neotropical Migratory Bird Conservation Act grant program and by working with Puerto Rico and other partners on Caribbean bird conservation.
- **Objective 3 – Information for Guiding Delivery:** Provide information that informs and guides the delivery of other funding sources.
 - **Strategy 1:** Provide products of biological planning and conservation design that inform the delivery of conservation programs lying outside the traditional direct bird conservation funding sources (e.g., Farm Bill, Forest Legacy, foundations);
 - **Strategy 2:** Provide products that inform State Wildlife Action Plan process to ensure that regional needs are met by individual State Wildlife Grants and other state grants.

Monitoring and Evaluation

Our ability to assess the impacts of our conservation and management actions depends upon the effectiveness of monitoring programs. Monitoring programs are needed not only to track the status and trends of priority populations to support biological planning and conservation design but also to evaluate the effectiveness of conservation actions in sustaining these populations. To the extent possible, bird monitoring programs should move beyond just surveillance type monitoring to programs that are designed to evaluate management actions. Coordinated bird monitoring efforts are underway in the northeast and more recently in the southeast (pending funding) to help coordinate among the many bird monitoring programs already in place. In addition to population monitoring, a process is needed to track habitat conservation and management projects in a way that can be used to evaluate the contributions towards objectives and assess the greatest needs for additional conservation.

Goal: Coordinate monitoring of bird populations and habitats in order to assess the effectiveness of conservation actions and track conservation projects to assess progress and guide future actions.

- **Objective 1: Population Monitoring**
 - **Strategy 1:** Analyze and improve applicability and coordination of existing population surveys (e.g., Midwinter Waterfowl Survey, sea duck surveys, Program for Regional and International Shorebird Monitoring,

Breeding Bird Survey, Coordinated Bird Monitoring) for evaluating effects of conservation actions on priority populations and testing model assumptions in part by participating in coordinated bird monitoring in the northeast and southeast;

- Strategy 2: Identify priority monitoring needs currently not met by existing programs for evaluating effectiveness of conservation actions, and work with partners to design scale-appropriate surveys to meet those needs;
- Strategy 3: Develop and maintain an integrated Atlantic Flyway wetland bird (waterfowl, shorebird and wading bird) monitoring and management system including federal state and private managed conservation lands;
- Objective 2: Habitat Inventory and Monitoring Program
 - Strategy 1: Document habitat monitoring objectives and habitat parameters that will be inventoried and monitored over time and the expected process (e.g., remote sensing) and time interval for data collection;
 - Strategy 2: Assess net change in ACJV landscape conditions and habitat types (e.g. land cover, wetlands, urban growth) at multiple scales to support conservation design efforts.
- Objective 3: Conservation Tracking System
 - Strategy 1: Maintain accomplishment tracking databases for all ACJV partner projects on an annual basis; system designed to meet the needs of the joint venture and is consistent with the U.S. Fish and Wildlife Service, Department of the Interior and Office of Management and Budget reporting requirements; improve the spatial components of this database;
 - Strategy 2: Maintain consistent, annually updated spatial databases on all protected and managed lands in the ACJV and coordinate with partners.

Research

Without monitoring and research, conservation is not an iterative (i.e., adaptive resource management) process by which managers learn and increase their efficiency. Research must be carried out to evaluate assumptions made in determining limiting factors, developing population-habitat models and decision-support tools, and assessing and predicting effects of management on habitat and species. In the biological planning process, knowledge about populations and habitats is critically applied to answering explicit management questions. In doing so, uncertainties in the biological foundation for management are highlighted. In the absence of perfect knowledge, assumptions are made in the form of testable hypotheses. However, not all assumptions are equally important. Each assumption can be considered in light of two factors: (1) how tenuous it is; and (2) how much better information would affect future management decisions. Assumptions that are both tenuous and high impact are priorities for research. Evaluation of research proposals seeking funding should be based on their contributions to testing these key assumptions and relationships in support of biological planning and conservation design.

Goal: Provide a structure and process that generates, attracts, leverages, and implements priority assumption-driven research activities in support of joint venture established objectives

- Objective 1: Overall Research Coordination and Funding:
 - Strategy 1: Maintain a Science Advisory Committee to discuss and address priority research needs of the joint venture;
 - Strategy 2: Work cooperatively with the ACJV Game Bird Technical Committee, Nongame Bird Conservation Committee and Science Advisory Committee to identify priority applied research needs for bird conservation within the joint venture area; and maintain list on website;
 - Strategy 3: Seek funds for priority applied research projects through joint venture seed funding, USGS Science Support Partnership and Quick Response Funding, National Fish and Wildlife Foundation, Multistate Conservation Grant Program, Northeast Regional Conservation Needs Program and other funding sources or cooperative agreements.
- Objective 2: Research Prioritization:
 - Strategy 1: Target research addressing key uncertainties within models used in biological planning and conservation design and addressing uncertainties about the impacts of conservation actions on populations;
 - Strategy 2: Conduct sensitivity analysis of limiting factors to help prioritize research.

Communication and Outreach

The long-term success of the Atlantic Coast Joint Venture will depend on effective communication with existing partners, Congress and the public. Due to the joint venture's large size and the many partners, regular communications are critical. Utilizing multiple means to communicate internally and externally will be necessary. It is also essential that the joint venture reach out to new partners and specific audiences, including potential new funding sources. Regular evaluations of the effectiveness of communications and outreach are also important.

Goal: Develop effective communication products to attract partners, support existing funding and seek new funds, improve internal relations and raise awareness of ACJV conservation priorities targeted to specific audiences.

- Objective 1 – Strategy and assessment: Evaluate efficacy and applicability of communications in achieving joint venture objectives; prioritize audiences and assess effectiveness of communications with these audiences.
 - Strategy 1: Develop annual outreach/communications strategy that evaluates priority audiences and objectives and determines best products and approaches for these audiences;
 - Strategy 2: Conduct periodic assessments of priority audiences to measure effectiveness and improve future outreach.

- **Objective 2 - Partners:** Exchange information on bird habitat conservation issues through regular communication, to maximize the effectiveness of conservation actions within one state by better understanding and complementing the actions in neighboring states and throughout the joint venture area.
 - **Strategy 1:** Develop quarterly electronic newsletters and distribute to partners;
 - **Strategy 2:** Maintain up-to-date website focused on joint venture partners and activities and provide information to guide bird habitat conservation planning, implementation and evaluation;
 - **Strategy 3:** Annually develop and maintain fact sheets on bird conservation activities within each state and commonwealth;
 - **Strategy 4:** Communicate goals, activities and information to key staff in state agencies and federal field units (e.g., National Wildlife Refuges, USFWS Field Offices, National Forests and Districts, National Parks) through attending meetings, presentations at regional and statewide meetings and email distribution of newsletter and announcements;
 - **Strategy 5:** Provide information to state partners as needed for State Wildlife Action Plans.
- **Objective 3 - Public/External Partners:** Develop information and education products for the public and potential new partners.
 - **Strategy 1:** Maintain an up-to-date brochure for distribution to the general public;
 - **Strategy 2:** Maintain web pages that provide general information about bird habitat conservation in the Atlantic Flyway;
 - **Strategy 3:** Deliver or support educational products for landowners to guide management of their lands for priority bird species or species groups.
- **Objective 4 - Congress:** Develop relationships with congressional members and staff contacts, and provide information on accomplishments and needs.
 - **Strategy 1:** Develop and update congressional outreach strategy and contact list biennially (for each session of Congress);
 - **Strategy 2:** Provide information to congressional members on joint venture partner accomplishments and needs specific to states and districts;
 - **Strategy 3:** Maintain relationships with key congressional staff members;
 - **Strategy 4:** Arrange management board and partner visits to key congressional members in concert with the Association of Joint Venture Management Board Chairs and Bird Conservation Funding Coalition;
 - **Strategy 5:** Arrange field trips for members and staff to project areas in their districts;
 - **Strategy 6:** Work with partners to seek additional funds from Congress for bird conservation.

Performance Measures by Component and Objective

Table 2. Performance Measures

Comment [R13]: Performance measures revised to match reorganization of components and updated to reflect action already accomplished

Component	Objective	Overall Performance Output	Annual Accomplishment Measures
Coordination and Organization	Structure and partnership coordination	Strategic plan	Strategic plan updated every 5 years
		Management board	Productive management board meetings held; board members engaged and involved
		Technical committees	Productive technical committee and subcommittee meetings held; members engaged and involved
		State working groups	Functioning state working groups formed and maintained
		Focus area working groups	Functioning focus area working groups formed and maintained
	Joint venture staff, administration and funding	Staff	Appropriate levels of staff maintained for work outlined in Strategic Plan
		Administration	Administrative structure in place to manage staff budget and contracts with low overhead
		Funding	Sufficient funding to support JV administration, structure and seed funding
	Biological Planning	Overall structure, planning and information management	Biological Foundation Plan
Waterfowl Implementation Plan			Waterfowl Implementation Plan updated and maintained following NAWMP updates
BCR and marine bird planning			BCR and marine bird workshops hosted, BCR and marine bird plans developed and updated as needed for all BCRs in JV
Information available			Biological Planning information developed and maintained on ACJV website and translated to appropriate scales and formats
Biological planning steps		Priority species and focal species	Priority species lists and focal species lists developed and maintained for each BCR
		Population objectives	Population objectives stepped down from continental, national or range-wide plans to BCRs and states
		Threats and limiting factors	Threats and limiting factors assessed for focal species
		Population-habitat models developed	Population-habitat models developed for focal species in each BCR
Conservation	Conservation	GIS databases	Spatial data including habitat data

Component	Objective	Overall Performance Output	Annual Accomplishment Measures	
Design	design resources at appropriate scales		layers (e.g. land cover, hydrology) and other key landscape features (e.g. roads, urban areas, protected areas) maintained at flyway, BCR and state scales	
		Decision support tools available	Decision support tools available for partners at appropriate scales including BCR, state and local scales	
	Conservation design steps	Assessment of current habitat capacity	Assessments of current habitat capacity at BCR or state scales using population-habitat models	
		Prediction of future habitat capacity	Assessments of future habitat capacity at BCR or state scales using population-habitat models and different scenarios for stressors (e.g. climate change and urban growth)	
		Decision support tools developed	Decision support tools developed to guide management decisions on how much of what habitat is needed where on the landscape	
		Optimal landscape designs	Optimal landscape designs developed to guide management decisions	
		Habitat objectives	Estimates of habitat needed to achieve population objectives	
		Managed lands	Annual assessments of habitat under protection and management and gaps in protection	
Conservation Delivery	Delivery Partnerships	State working groups	Conservation projects developed, funded and implemented by state working groups	
		Focus area working groups	Conservation projects developed, funded and implemented by focus area working groups	
		Regional habitat delivery groups	Delivery guidance by habitat type or program developed	
	Project Funding	ACJV project seed funding		Proposals submitted and prioritized
				Priority projects funded, acres conserved
				Projects tracked and reported
				Additional funding available for seed projects
		Federal grants		NAWCA projects submitted, projects approved, acres conserved
				National Coastal Wetland projects submitted, projects approved, acres conserved
				Neotropical Migratory Bird Conservation projects submitted, projects approved, acres conserved
	National Fish and Wildlife			

Component	Objective	Overall Performance Output	Annual Accomplishment Measures
			Foundation projects submitted, projects approved, acres conserved
		State Wildlife Grants and other state grants	State Wildlife Grant project applications submitted, projects approved, acres conserved,
		Non traditional funding sources	Funding sought and received from non-traditional funding sources
	Information for Guiding Delivery	Informed Federal, State and foundation programs	Information provided to guide delivery of Farm Bill, Forest Legacy and other federal and state and foundation programs
		Informed State Wildlife Action Plans	Information provided to guide revision of State Wildlife Action Plan and information compiled on regional priorities from state plans
Monitoring and Evaluation	Population monitoring	Coordination of existing monitoring programs	Coordination and participation in existing monitoring programs,
		Existing monitoring programs modified	Monitoring programs modified to meet ACJV objectives
		Monitoring needs identified and programs developed	Identification of unmet priority monitoring needs; design of additional monitoring programs
		Atlantic Flyway Waterbird Monitoring	Integrated Atlantic Flyway waterbird monitoring and management system developed and maintained
	Habitat monitoring	Habitat monitoring objectives	Habitat monitoring objectives and parameters developed
		Landscape change assessment	Assessment of net change in ACJV landscape conditions and habitat types at multiple scales
	Conservation tracking	Project tracking database	Spatial ACJV accomplishment tracking database improved and maintained
		Managed lands	Consistent spatial managed lands database developed and annually updated
Research	Research coordination and funding	Science Advisory Committee	Advisory committee established and meetings held
		Research priority list	Annual list updated and maintained on website
		Program and grant funding for research	Research proposals written, projects funded
	Research prioritization	Uncertainties	Key uncertainties and assumptions in biological planning and conservation design identified and prioritized
		Sensitivity	Sensitivity of limiting factors to prioritize research needs assessed
Communication and Outreach	Strategy and Assessment	Annual outreach strategy	Outreach strategy updated annually

Component	Objective	Overall Performance Output	Annual Accomplishment Measures
		Assessment	Periodic assessments of priority audiences conducted
	Partners	Annual outreach strategy	Outreach strategy updated annually
		Newsletter	Quarterly electronic newsletter developed and distributed
		Website	Web pages designed for partner use created and/or updated; information available in appropriate scale and format
		Fact sheets	State fact sheets updated annually
		Partner meetings and presentations	Meetings with and presentations to states, field units of federal agencies, conservation organizations and others
	Public	Brochure	Brochure developed/updated
		Web pages	Web pages designed for public use created and updated
		Educational products	Educational products designed for habitat conservation produced
	Congress	Outreach strategy	Biennial congressional strategy developed/updated
		Contacts and visits	Information provided to members and staff
			Visits completed with Association of Joint Venture Management Boards
			Other hill/district/site visits completed

ADMINISTRATIVE STRUCTURE AND FUNCTION

As described above, the Atlantic Coast Joint Venture (ACJV) operates at multiple scales and needs appropriate structure and staffing to function effectively at those scales. ACJV committees and working groups are described below and diagramed in Figure 5 with additional detail provided in Appendices I through VI. The joint venture needs to ensure that it has adequate and appropriate staff to coordinate and facilitate the various aspects of the joint venture partnership and provide the tools and products that the joint venture partners need to deliver habitat conservation effectively.

Joint Venture Committees

Management Board

The Atlantic Coast Joint Venture (ACJV) Management Board comprises key partners associated with bird habitat conservation in the U.S. portion of the Atlantic Flyway. Current members include fish and wildlife agencies from the 17 states and commonwealths within the joint venture boundary, the Northeast and Southeast Regions of the U.S. Fish and Wildlife Service, National Park Service, U.S. Forest Service, U.S. Geological Survey - Patuxent Wildlife Research Center, National Fish and Wildlife Foundation, The Nature Conservancy, Ducks Unlimited (two regions), and Wildlife

Management Institute. The member agencies and organizations of the ACJV Management Board have agreed to work together to achieve the goals and objectives of the joint venture and the major continental, national and regional bird conservation plans within the joint venture area. The purpose of the Atlantic Coast Joint Venture Management Board is to provide overall leadership, guidance, resources and support to the joint venture partnership for the planning, delivery and evaluation of bird habitat conservation in the joint venture area. The board will also work with staff in their agencies and organizations and with partners on collaborations between the joint venture and partnerships focused on other fish and wildlife species in order to achieve common goals. Each member is responsible for ensuring that their member organization contributes to the overall goals. The specific goals, benefits and responsibilities of the management board are discussed in Appendix I.

Game Bird Technical Committee

The ACJV Game Bird Technical Committee comprises staff members of joint venture member agencies and organizations appointed by their respective management board members and representatives of migratory game bird initiatives relevant to the ACJV area. ACJV staff serve as ex-officio members of this committee. The purpose of the ACJV Game Bird Technical Committee is to provide input, guidance and assistance on waterfowl and other game bird conservation in the joint venture based on the best available information to the management board and staff. This committee is responsible for the technical aspects of the planning and delivery of the North American Waterfowl Management Plan and other game bird plans in the joint venture area. Although the technical committee is focused primarily on waterfowl and other game bird science and delivery of conservation to benefit game birds, it is also aware of the efforts of the other bird conservation initiatives in order to make better informed decisions in delivering bird habitat conservation actions. The game bird technical committee will coordinate activities with the ACJV Nongame Bird Technical Committee, the Black Duck Joint Venture Technical Committee, and the Atlantic Flyway Migratory Game Bird Technical Section. This committee shall appoint standing and ad hoc subcommittees as needed to accomplish its objectives. The specific goals, benefits and responsibilities of the game bird technical committee are discussed in Appendix II.

Nongame Bird Technical Committee

The ACJV Nongame Bird Technical Committee comprises staff members of joint venture member agencies and organizations appointed by their respective management board members and other representatives of the major continental, national and regional bird conservation initiatives in the joint venture area as appropriate. ACJV staff serve as ex-officio members of this committee. The Nongame Technical Committee recognizes and builds upon the existing infrastructure and responsibilities of continental and national bird initiatives including Partners in Flight, U.S. Shorebird Conservation Plan and Waterbird Conservation for the Americas. The purpose of the Nongame Bird Technical Committee is to provide guidance on integrating biological planning, conservation design, conservation delivery and evaluation among the major nongame bird conservation initiatives operating within the joint venture area and to compile and provide priority actions for consideration by the ACJV member agencies and organizations. This committee shall appoint standing and ad hoc subcommittees as

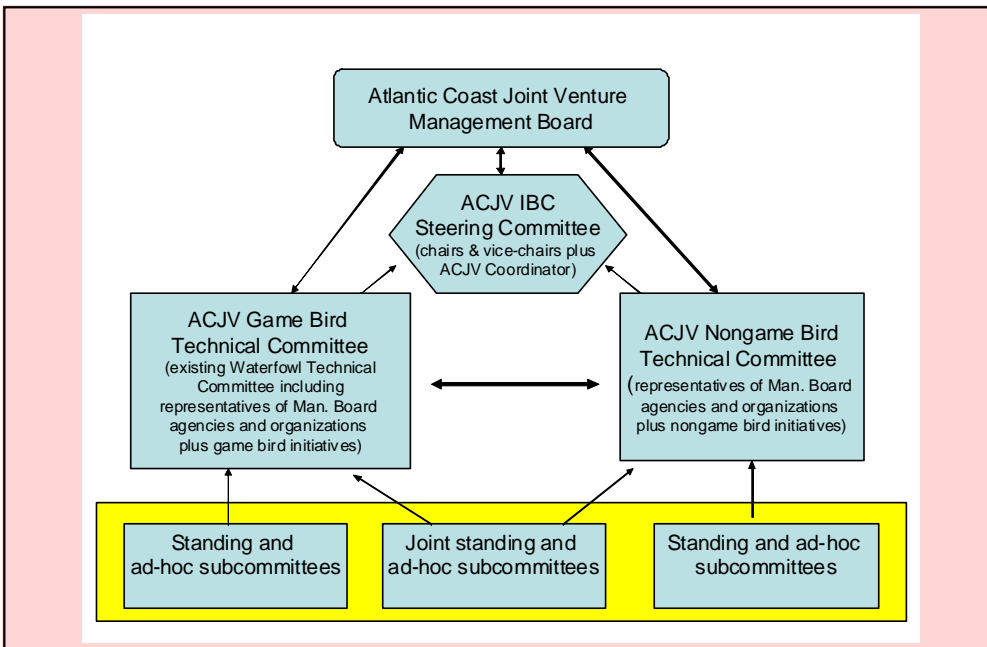
needed to accomplish its objectives. The specific goals, benefits and responsibilities of the Nongame Bird Technical Committee are discussed in Appendix III.

Integrated Bird Conservation Steering Committee

The purpose of the Integrated Bird Conservation (IBC) Steering Committee is to coordinate and monitor activities of the Game Bird and Nongame Technical Committees, including facilitating progress on committee action items, evaluating and discussing emerging conservation issues as appropriate for the respective technical committee and preparing agenda items for the technical committee meetings. In addition, the steering committee will ensure that the technical committees adequately address any action items identified by the ACJV Management Board. The IBC Steering Committee is composed of the chair and vice-chair of the Game Bird and Nongame Bird Technical Committees and the ACJV Coordinator. The specific goals, benefits and responsibilities of the Integrated Bird Conservation Steering Committee are discussed in Appendix IV.

Comment [R14]: Revised technical committee structure

Figure 5. Organizational chart showing the relationships between the ACJV Committees and the major bird initiatives



Comment [R15]: new figure

Science Advisory Team (under development)

The Atlantic Coast Joint Venture Science Advisory Team will be made up of representatives of the scientific community associated with the Atlantic Coast Joint Venture area. This team will advise the science coordinator, technical committees and management board on issues associated with the biological foundation and help link the ACJV to the science community. This group will be made up in part by representatives from the Patuxent Wildlife Research Center, USGS Cooperative Wildlife Units, academic institutions and NGO partners and the ACJV Science Coordinator.

North American Wetlands Conservation Act Ranking Committee

The Atlantic Coast Joint Venture North American Wetlands Conservation Act Ranking Committee has the responsibility of ranking all North American Wetlands Conservation Act (NAWCA) standard grant projects submitted from within the ACJV area twice each year. The committee is composed of the management board chair, the vice-chair or designee, representatives of the Game Bird and Nongame Bird Technical committees, the ACJV Coordinator and one other member appointed by the management board chosen to balance the geographic and taxonomic representation on the committee. The Atlantic Flyway NAWCA Council staff member serves as an ex-officio member of this committee. This committee reviews all NAWCA applications, solicits input from other members of the management board, Game Bird Technical Committee and Integrated Bird Conservation Committee, and meets to decide on final rankings. The specific processes of the ACJV NAWCA Ranking Committee are outlined in Appendix IV.

Bird Conservation Region Steering Committees

There are seven bird conservation regions (BCRs) partially or wholly within the joint venture boundary. In each of these BCRs, the ACJV is or will be leading, supporting or facilitating integrated bird conservation planning by hosting workshops, writing conservation plans, developing GIS and other conservation tools and facilitating project development. In each of the BCRs where there are active planning efforts underway, a steering committee made up of a representative from each of the states in the BCR and other key partners is guiding this effort. These BCR steering committees provide guidance on developing and implementing bird conservation plans for the BCR. A board member will serve as liaison to the board.

State Working Groups

In some states within the ACJV, there are working groups that have come together to plan and implement projects based on priorities in the bird conservation plans at the state level or the portion of a state within a BCR. These working groups effectively step down regional goals to the state level and prioritize conservation actions within their states. Several states have recently formed bird conservation working groups to help implement the bird portion of the State Wildlife Action Plans in their state. The joint venture supports and facilitates the formation of working groups in each state or commonwealth and will identify opportunities for collaboration between bird conservation working groups and other fish and wildlife habitat conservation efforts in their states.

Focus Area/Regional Partnerships

In some ACJV focus areas or regions, there are working groups of partners that have come together to achieve the goals for that focus area or focus region. Examples include the Great Bay Resource Protection Partnership in New Hampshire, South Carolina Coastal Task Forces, St. Lawrence Valley Working Group in New York and Southern Tip Ecological partnership (Virginia). These partnerships can be particularly effective at pooling funds, resources and match to apply for grants. The Atlantic Coast Joint Venture supports the formation of these local partnerships and may be able to provide seed funds to assist in their development or coordination. These focus area partnerships may address habitat conservation for all fish and wildlife species in these areas.

Staff

Existing and proposed joint venture staff are described below and mapped in Figure 6 with additional detail on staff and budgets provided in Appendix V.

ACJV Coordinator

The joint venture coordinator has overall responsibility for achieving the goals of the joint venture, hiring and supervising joint venture staff, managing the budget, maintaining contacts with the joint venture management board and technical committees, seeking additional funding, and ensuring compliance with U.S. Fish and Wildlife Service policies. The ACJV Coordinator reports formally to the Chief in the Division of Migratory Birds in the Northeast Region of the Fish and Wildlife Service and informally to the chair of the ACJV Management Board.

ACJV Assistant Coordinators

The assistant joint venture coordinators are responsible for compiling the results of biological planning, maintaining partnerships, and coordinating the delivery of habitat conservation within specific regions of the joint venture.

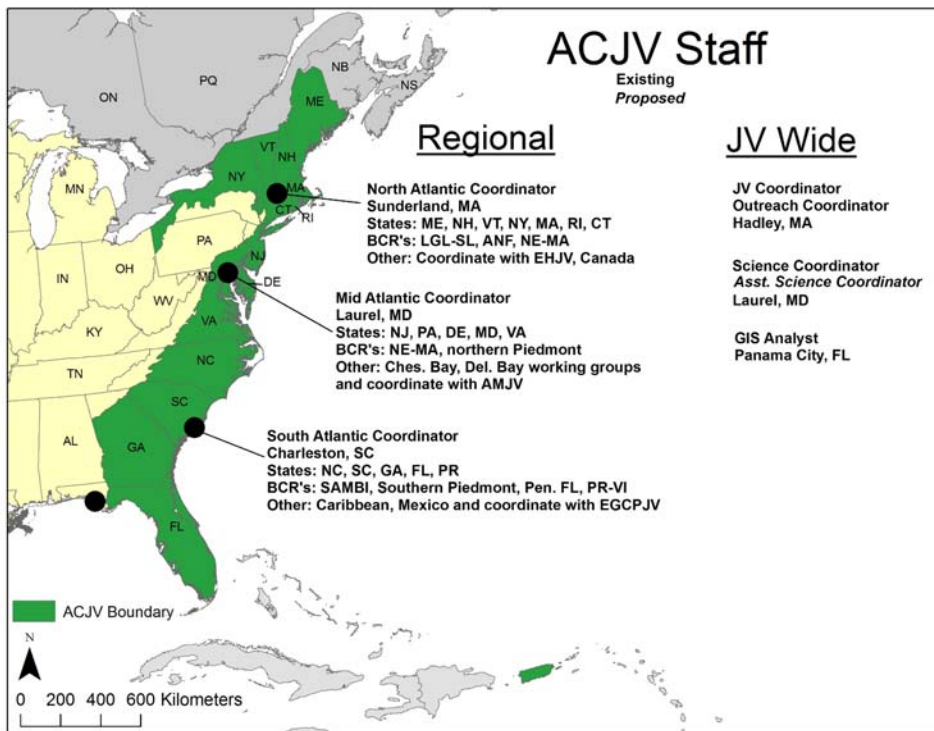
The ACJV North Atlantic Coordinator is the staff contact for activities in New England (ME, NH, VT, MA, RI, CT) and New York and for overall coordination within the Atlantic Northern Forest (BCR 14) and Lower Great Lakes – St. Lawrence Plain (BCR 13) Bird Conservation Regions as well as coordination with the Eastern Habitat Joint Venture.

The ACJV Mid Atlantic Coordinator is responsible for activities within the Mid-Atlantic States from New Jersey south to Virginia (NJ, PA, MD and VA) and overall coordination within the New England - Mid Atlantic (BCR 30) and northern section of the Piedmont (BCR 29) Bird Conservation Regions as well as coordination with the Appalachian Mountains Joint Venture.

The ACJV South Atlantic Coordinator is responsible for activities within the south Atlantic States and Commonwealths from North Carolina south to Puerto Rico (NC, SC, GA, FL, and PR) and overall coordination within the South Atlantic Coastal Plain (SAMB I portion of BCR 27) and Peninsular Florida (BCR 31 and Florida Bird Conservation Initiative), Puerto Rico and the U.S. Virgin Islands (BCR 29), and the southern section of the Piedmont (BCR 29) Bird Conservation Regions as well as coordination with the East Gulf Coastal Plain Joint Venture.

The ACJV Assistant Coordinators report to the ACJV Coordinator. Additional assistant coordinators may be needed in the future to fully implement bird conservation throughout the joint venture. In particular, there is a need for a coordinator focused on the Peninsular Florida and Puerto Rico region of the joint venture to address the unique challenges in that part of the joint venture and provide an opportunity to address larger Caribbean bird conservation issues.

Figure 6. Map showing existing and possible new ACJV staff (in italics). Additional options and budgets are provided in Appendix V.



ACJV Science Coordinator

The ACJV Science Coordinator has overall responsibility for the biological foundation of the joint venture including biological planning, conservation design, monitoring and evaluation, research, and information management. The science coordinator is the liaison between the ACJV and the research community and participates on national teams including the North American Waterfowl Management Plan Science Support Team. The ACJV Science Coordinator reports to the ACJV Coordinator and will supervise the GIS analyst and assistant science coordinator(s) (if hired).

Geographic Information Systems (GIS) Analyst

The ACJV GIS Analyst is responsible for developing and maintaining a GIS database for the ACJV. The GIS database will be used by staff and partners for biological planning, conservation design, project tracking, accomplishment reporting and evaluation. The GIS analyst ensures that GIS products are available in the appropriate format and scale for partners. The GIS analyst will report to the ACJV Science Coordinator. (This position is presently filled part time through a contract).

Assistant Science Coordinator(s) (possible new positions)

The ACJV Assistant Science Coordinator(s) would coordinate aspects of the biological foundation that would include specific geographic areas, specific taxonomic groups or

specific functions such as monitoring and would provide database support to ACJV staff and partners. The assistant science coordinator(s) is responsible for acquiring, analyzing, organizing and making available in various formats data needed to plan implement and evaluate bird habitat conservation in the ACJV. The assistant science coordinator(s) would work closely with the GIS analyst and science coordinator and report to the science coordinator. **These assistant science coordinator(s) may be shared positions with other partnerships to encourage collaborative development of tools for all fish and wildlife species.**

Comment [R16]: These positions depend upon additional funding through USFWS or partners

Communications/Outreach Coordinator

The ACJV Communications/Outreach Coordinator coordinates all aspects of outreach and communications for the joint venture including accomplishment tracking and reporting, website development and maintenance, congressional outreach planning and developing specific outreach products for specific audiences, including Congress. The ACJV Communications/Outreach Coordinator reports to the ACJV Coordinator. (This position is presently a half-time position shared with the Division of Migratory Birds in Region 5 of the USFWS and reports to the Chief in the Division of Migratory Birds in that region with technical guidance provided by the ACJV Coordinator.)

Planning Tools

Comment [R17]: Updated to reflect completed plans

This Strategic Plan, including the appendices, provides the overall framework for the key components and strategies of the Atlantic Coast Joint Venture. Additional detail on the implementation of these components is or will be provided in several implementation plans. Most of these have been described in the discussion of components and strategies above, are described below and are summarized in Table 3 along with due dates and responsible ACJV staff members and committees.

Biological Foundation Plan: This document was developed by the Science Coordinator with support from other staff and the ACJV technical committees. Approved in 2008, this plan assessed the greatest biological planning, conservation design, monitoring and evaluation and research needs to support conservation in the joint venture and the best strategies to meet these needs. Minor updates to the plan should be maintained on the ACJV website and an overall update should be developed in about 2013.

Waterfowl Implementation Plan: This plan steps down the continental priorities of the North American Waterfowl Management Plan (NAWMP) to the joint venture area and provides details on important habitats and conservation needs at the state and focus area scale. A revised plan was produced in 2005 including information provided by each state waterfowl biologist. Future revisions will also include population-based habitat objectives. Minor updates to the plan should be maintained on the ACJV website and an overall update should be developed in about 2011 following the latest NAWMP update.

BCR Conservation Plans: A BCR Conservation Plan has been or will be completed for each BCR partially or wholly in the joint venture. (Plans are complete for SAMBI, Atlantic Northern Forest, Lower Great Lakes St. Lawrence Plain and New England Mid Atlantic Coast; plans are needed for the Piedmont, Peninsular Florida [through the Florida Bird Conservation Initiative] and Puerto Rico). These plans step down and

integrate the objectives of the major bird conservation plans within each BCR. These plans include lists of priority species and habitats, population and habitat objectives, focus areas for conservation and priority projects. Each of these plans should also be supported by a GIS database. These plans are considered living documents and the key elements of these plans will be updated as needed.

Decision Support Tools: Decision support tools will be developed that build upon information contained in the BCR plans to guide efficient conservation delivery in restoring and sustaining bird populations and associated wildlife. These tools will be developed for each BCR beginning with pilot projects in the South Atlantic Migratory Bird Initiative area. An example of a decision support tool is a map of open pine habitat in the South Atlantic Coastal Plain showing the relative value of open pine in different geographic areas to birds and associated wildlife species using that habitat type. This map would guide managers making decisions about additional land acquisition and habitat restoration in this area. By combining maps and habitat suitability information from multiple habitat types in the same geographic area it is also possible to develop optimal landscape designs that guide management decisions among complementary and competing habitat needs.

Communications and Outreach and Congressional Strategies: The implementation of the communication and outreach component will be guided by an annual Communications and Outreach Strategy that will identify the highest priority outreach products and audiences for that year. This strategy will be written by the Outreach Coordinator in consultation with the staff and Management Board. Staff will also prepare a biennial congressional outreach strategy and directory of key members and staff at the beginning of each congressional session to help determine the highest priorities for congressional visits, field trips and outreach materials in consultation with a Management Board subcommittee.

Relationship to other strategic plans

To the extent that the joint venture administrative funds come from the U.S. Fish and Wildlife Service, the joint venture strategic plan will be consistent with the strategic plan of the U.S. Fish and Wildlife Service's Division of Migratory Birds —A Blueprint for Future of Migratory Birds — completed in 2004 and the U.S. Fish and Wildlife Service's Manual Chapter on joint ventures (721 FW 6). The joint venture strategic plan is also consistent with the Strategic Plan developed by the Division of Migratory Birds in Region 4 (Southeast Region) in 2006 and the Region 5 (Northeast Region) Division of Migratory Birds Strategic Plan (in prep.). The joint venture accomplishment measures will also meet the accomplishment reporting requirements established by the U.S. Fish and Wildlife Service, Department of the Interior and Office of Management and Budget. The conservation approach is consistent with the Strategic Habitat Conservation approach articulated by the U.S. Fish and Wildlife Service (U.S. Fish and Wildlife Service 2006b).

Table 3. Planning Tools and Products Used to Implement the Strategic Plan

Comment [R18]: Updated to reflect completed plans and new plans needed

Component	Sub-component	Planning Tool or Product	Manager	Responsibility	Due Date
Coordination and Organization	Structure and partnership coordination	Strategic Plan	JVC	JVC, AJVCs, MB, GBTC, NBTC	July 2009, update July 2014
Biological Planning	Overall structure	Biological Foundation Plan	SC	SC, SAC, AJVCs, GBTC, NBTC	Completed 2008, update by 2013
	Waterfowl Planning	Waterfowl Implementation Plan	SC	SC, JVC, AJVCs, GBTC, MB	First revision - 2005 Update - 2011
	BCR and marine bird Planning	BCR Plans and Marine Bird website	AJVCs	AJVCs, JVC, SC, MB, BCR steering committees and partners, GBTC, NBTC	SAMBI updates - 2009 BCR 13, 14, 30 minor updates - as needed, BCR 29 plan – 2011 Florida Bird Conservation Initiative-ongoing, BCR 69 - 2010
	Information Management	Biological planning products on website	OC	OC, SC, AJVCs	ongoing
Conservation Design	Spatial data	GIS databases	GIS	GIS, SC, AJVCs, GBTC, NBTC	ongoing
		Consistent habitat mapping	SC	SC, GIS, JVC, partners	2011
	Decision Support Tools	SAMBI Pilot Project (multistate grant)	SC	SC, JVC, AJVC, SAMBI working groups	2011
		Models and DSTs for Mid Atlantic and North Atlantic	SC	SC, AJVCs, partners	Starting in 2010, ongoing
Conservation Delivery	Project Funding	RFP process and tracking database for JV funds if available	JVC	JVC, AJVCs	2010 and ongoing
		Grants/funding source database	OC	OC, JVC, AJVCs	2010
Monitoring and Evaluation	Population monitoring	Atlantic Flyway Waterbird Monitoring	SC	SC, JVC, AJVCs, FWS, GBTC, NBTC	Draft in 2010
	Habitat Monitoring	Approach for landscape change assessment	SC	SC, GBTC, NBTC	2011

Component	Sub-component	Planning Tool or Product	Manager	Responsibility	Due Date
	Conservation tracking	Project tracking database	JVC	JVC, AJVCs, OC, GIS, GBTC, NBTC	Updated annually, improved design 2010
		Conserved and managed lands spatial database	GIS	GIS, SC, JVC, GBTC, NBTC, partners	Consistent database for flyway 2011 updated annually
Research	Research coordination and funding	Research priority list	SC	SC, AJVCs, GBTC, NBTC, partners	2010, updated as needed
Communication and Outreach	Internal	Outreach Strategy	OC	OC, MB, partners	annual
		Partner directory	OC	OC, AJVCs	2009, ongoing
		Accomplishment reports	JVC	Staff, GBTC, NBTC, partners	Annual
		Website	OC	OC, SC, Staff, MB, partners	ongoing
	Congress	Congressional outreach strategy	OC	OC, JVC, MB,	biennial

Key: SC = Science Coordinator, SAC = Science Advisory Committee, JVC = Joint Venture Coordinator, AJVCs= Assistant Joint Venture Coordinators, MB = Management Board, GBTC = Game Bird Technical Committee, NBTC = Nongame Bird Technical Committee, OC = Outreach Coordinator. GIS = GIS Analyst

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APPENDICES

Appendix I – Atlantic Coast Joint Venture Management Board Purpose, Responsibilities, Structure, and Membership

Purpose

The Atlantic Coast Joint Venture (ACJV) is a partnership of the 16 states, Commonwealth of Puerto Rico, federal agencies, and non-governmental organizations concerned with the conservation of habitats for native birds and associated wildlife in the U.S. portion of the Atlantic Coast and Atlantic Flyway.

The purpose of the Atlantic Coast Joint Venture Management Board is to provide leadership, guidance, resources, and support to the joint venture partnership for the planning and delivery of bird habitat conservation in the joint venture area. Specifically, the Atlantic Coast Joint Venture Management Board will assure that their member agency or organization assists the partnership with the following goals:

- to ensure the effective delivery of bird habitat conservation in the joint venture area consistent with the North American Waterfowl Management Plan, Partners in Flight, U.S. Shorebird Conservation Plan, Waterbird Conservation for the Americas and other continental, national and range-wide bird conservation plans;
- to pool staff and resources to more efficiently and effectively meet habitat needs of all birds throughout the flyway and Bird Conservation Regions in the flyway for the benefit of all;
- to develop and maintain a strong scientific foundation for planning, implementing and evaluating conservation actions;
- to work together to identify and conserve the key breeding, migration and wintering for priority bird species in the Atlantic Flyway;
- to exchange of information on bird habitat conservation issues throughout the flyway;
- to maximize the effectiveness of conservation actions within one state by better understanding and complementing the actions in neighboring states and throughout the joint venture area;
- to translate the goals of the numerous bird initiatives at the continental, national, and regional scale into meaningful integrated goals at the flyway, regional, state, and local scales;
- to make sound decisions on where to spend limited resources from federal grant programs in order to maximize benefits;
- to seek greater funding for priority habitat conservation actions and to influence conservation on a regional scale;
- to keep partners informed on funding opportunities and assist partners in pursuing those funds; and
- to collaborate in regional and landscape scale habitat conservation for all fish and wildlife species in the Atlantic Coast and Atlantic Flyway region.

Responsibilities

To achieve these common goals and make the joint venture effective, each Management Board member has certain responsibilities including:

- providing guidance on policy for the joint venture and feedback to the ACJV staff at biannual Board meetings, special meetings, conference calls and webcasts, and as needed;
- reviewing and providing input on the ACJV strategic plan and other joint venture plans, products, goals and objectives;

- reviewing and providing joint venture input on the North American Waterfowl Management Plan and other national and continental bird conservation plans as needed;
- appointing members for the ACJV Game Bird Technical Committee from within their member agency or organization and communicating with this Technical Committee member regarding technical aspects of waterfowl issues and decisions being reviewed or made by the Management Board;
- appointing members for the ACJV Nongame Bird Technical Committee from within their member agency or organization and communicating with this Technical Committee member regarding technical aspects of nongame technical issues and decisions being reviewed or made by the Management Board;
- appointing members from within their member agency or organization for other initiatives and committees as needed;
- determining how the resources of their member agency and organization can best contribute to the goals and objectives of the joint venture partnership and working within that agency or organization to assist the partnership in meeting these goals and objectives;
- working within their member agency or organization to accomplish projects which contribute to joint venture goals and objectives;
- keeping congressional members from the ACJV states informed of accomplishments and needs of the joint venture;
- providing input on North American Wetlands Conservation Act (NAWCA) grant applications in the ACJV area to ACJV NAWCA Ranking Committee as needed and input on other federal grant programs;
- seeking funding from traditional and non-traditional partners to support the science and conservation delivery objectives of the joint venture;
- working with staff and technical committee members to ensure that annual accomplishments that contribute to the joint venture from their member agency or organization are reported; and
- providing feedback and support to the chair and vice chair as needed.

Management Board Guidance on ACJV Involvement in Regulatory/Policy Issues

The Atlantic Coast Joint Venture expanded its mission to “provide a forum for federal, state, regional and local partners to coordinate and improve the effectiveness of bird conservation planning and implementation in the Atlantic Flyway region of the United States” in this strategic plan. With this expanded mission, the joint venture’s role in regulatory and policy issues needs to be clarified. The Management Board discussed these roles and came to the following points of agreement at the July, 2004 meeting.

- The Atlantic Coast Joint Venture should retain its focus on planning and implementing proactive bird habitat conservation projects (habitat protection, habitat restoration, habitat enhancement, habitat management).
- In addition to strategies and projects addressing habitat structure, joint venture projects should address threats to habitat quality and availability such as predation, human disturbance, poor water quality and loss of available food.
- The Atlantic Coast Joint Venture should remain a proactive conservation partnership and should avoid becoming directly involved in formally influencing regulatory or policy issues. The Joint Venture staff, Management Board and technical committees will not take formal positions on regulatory issues on behalf of the Joint Venture although members of the board and committees may do so.
- The Joint Venture, however, can and should provide information to regulatory decision-makers on bird conservation threats, limiting factors, and needs as a result of its biological planning efforts
 - Joint Venture partners identify priorities for bird conservation at various scales (flyway, BCR,

state, focus area) including priority species, priority habitats, population and habitat goals, important geographic areas for these priority species and habitats, threats and limiting factors for priority species, and specific projects to restore and sustain priority species populations.

- These planning efforts should identify all threats and limiting factors to priority species including those that need to be addressed through regulatory actions and suggest approaches to address these threats.
- The Joint Venture should make biological planning information easily available in the format and at the scales useful to partners and decision makers.
- The Joint Venture also should respond to requests to provide specific biological planning information to managers, regulators and decision-makers such as the bird conservation value of a particular geographic area to allow them to assess the impacts of proposed actions.

In summary the Joint Venture will maintain its proactive habitat conservation focus but consider all aspects of habitat quantity and quality and the joint venture will provide information to help guide policy and regulations affecting bird conservation in the Atlantic Flyway.

Comment [R19]: Section added here was a separate appendix added to 2004 plan in 2006 to reflect discussions of role of board in policy

Structure

The Management Board consists of representatives from each member agency or organization. The board is run by an elected chair and vice chair. The chair and vice chair are elected for a minimum of a two-year term. At the end of the term, the vice chair succeeds the chair and a new vice chair is elected. Joint Venture staff members provide support to the chair, vice-chair and board and serve as secretary for board meetings.

Membership

Member agencies and organizations must agree to uphold the responsibilities in this document. New member agencies and organizations are determined by nomination and vote by the management board and removal of member agencies is determined by a vote of the management board. Representatives are determined by that member agency or organization and should be able to represent and direct the staff and resources of that agency or organization concerned with birds and habitat conservation in the joint venture area.

Current Member Agencies and Organizations - please refer to acjv.org Website for a directory of members

Connecticut Department of Environmental Protection
Delaware Division of Fish and Wildlife
Florida Fish and Wildlife Conservation Commission
Georgia Department of Natural Resources
Maine Department of Inland Fisheries and Wildlife
Maryland Department of Natural Resources
Massachusetts Division of Fish and Wildlife
New Hampshire Fish and Game Department
New Jersey Division of Fish and Wildlife
New York Division of Fish, Wildlife and Marine Resources
North Carolina Wildlife Resources Commission
Pennsylvania Game Commission
Puerto Rico Department of Natural and Environmental Resources
Rhode Island Division of Fish and Wildlife
South Carolina Department of Natural Resources
Vermont Fish and Wildlife Department
Virginia Department of Game and Inland Fisheries
Ducks Unlimited, Inc., Great Lakes Atlantic Region
Ducks Unlimited, Inc., Southeast Region
National Fish and Wildlife Foundation
The Nature Conservancy
Wildlife Management Institute
National Park Service

U.S.D.A. Forest Service
U.S. Fish and Wildlife Service, Northeast Region
U.S. Fish and Wildlife Service, Southeast Region
U.S. Geological Survey – Patuxent Wildlife Research Center

Appendix II – Atlantic Coast Joint Venture Game Bird Technical Committee Purpose, Responsibilities, Structure and Membership

Comment [R20]: Updated to reflect changes to technical committees

Purpose

The Atlantic Coast Joint Venture (ACJV) is a partnership of the 16 states, Commonwealth of Puerto Rico, federal agencies, and non-governmental organizations concerned with the conservation of habitats for birds in the U.S. portion of the Atlantic Coast and Atlantic Flyway.

The purpose of the ACJV Game Bird Technical Committee is to provide input, guidance and assistance on waterfowl and other game bird conservation in the joint venture based on the best available information to the management board and staff. This committee is responsible for the technical aspects of the planning and delivery of the North American Waterfowl Management Plan and other game bird plans in the joint venture area. Although the technical committee is focused primarily on waterfowl and other game bird science and delivery of conservation to benefit game birds, it is also aware of the efforts of the other bird conservation initiatives in order to make better informed decisions in delivering bird habitat conservation actions. The game bird technical committee will coordinate activities with the ACJV Nongame Bird Technical Committee, the Black Duck Joint Venture Technical Committee, and the Atlantic Flyway Technical Section.

Specifically, the members of the Atlantic Coast Joint Venture Waterfowl Technical Committee will represent their agency or organization and assist the partnership with the following goals:

- to develop, maintain, and communicate a strong scientific foundation for planning, designing, implementing and evaluating game bird conservation actions in the ACJV area;
- to translate the continental goals of North American Waterfowl Management Plan into meaningful population and habitat goals at the flyway, regional, state, and local scales;
- to translate the continental, national or range-wide goals of other game bird plans into meaningful population and habitat goals at the flyway, regional, state, and local scales;
- to determine limiting factors related to breeding, migration and wintering habitats for priority waterfowl and other game bird species in the Atlantic Flyway;
- to develop and maintain the capacity and structure to effectively deliver habitat conservation for waterfowl and other birds within each state or commonwealth in the joint venture;
- to exchange information on waterfowl, game bird and habitat conservation issues throughout the flyway;
- to keep partners inside and outside the ACJV informed of joint venture goals and accomplishments; and
- to evaluate and provide feedback on the effectiveness of game bird conservation actions to allow adaptive management and conservation.

Responsibilities

To achieve these common goals and make the joint venture effective, each Game Bird Technical Committee member has certain responsibilities including:

- providing input to the ACJV Science Coordinator and staff on scientific needs for waterfowl and other game bird conservation in the ACJV area (assist with Biological Foundation Plan and updates);
- facilitating and providing access to waterfowl and other game bird population and habitat and associated data from their member agency or organization;
- providing input and guidance to ACJV staff on revisions to the joint venture waterfowl implementation plan including waterfowl habitat and population goals and focus areas;
- providing input to the ACJV on updates to the North American Waterfowl Management Plan and contributions to the NAWMP Science Support Team;
- informing the Game Bird Technical Committee on important waterfowl and other game bird conservation issues in their member agency or organization;
- participating in state and regional (including Bird Conservation Region) integrated bird conservation efforts;
- insuring that staff working on habitat conservation in their agency or organization are informed of joint venture goals and objectives and funding opportunities;
- providing guidance on specific projects being developed or being submitted for North American Wetlands Conservation Act (NAWCA), and other grant programs and participating or supporting the ACJV NAWCA Ranking Committee;
- nominating and electing a chair and vice chair;
- being responsive to needs and specific requests of the ACJV Management Board;
- informing and advising respective Management Board member regarding technical waterfowl and other game bird issues as appropriate; and
- reporting accomplishments that contribute to the joint venture partnership from their member agency or organization.

Structure

The ACJV Game Bird Technical Committee consists of members from each state, Commonwealth of Puerto Rico, representatives of member federal agencies, and representatives of member non-governmental organizations. Generally, the membership of the technical committee mirrors membership of the Management Board. Some Management Board member organizations may choose not to be represented on the Game Bird Technical Committee. The committee is run by an elected chair and vice chair. The chair and vice chair are elected for a minimum of a two-year term. At the end of the term, the vice chair succeeds the chair and a new vice chair is elected. ACJV staff provides support to the chair and vice chair and keep the members informed of activities within the ACJV. The ACJV Science Coordinator serves as the point of contact for the committee.

Membership

The ACJV Game Bird Technical Committee comprises staff members of joint venture member agencies and organizations appointed by their respective management board members. Most of these members are also members of the Atlantic Flyway Migratory Game Bird Technical Section. ACJV staff serve as ex-officio members of the committee and will chair committee meetings in the absence of the chair and vice chair.

Migratory and resident game birds are represented by a number of initiatives and committees including the Northeast Upland Habitat Committee, IAFWA Resident Game Bird Committee, American Woodcock Conservation Plan, Northern Bobwhite Conservation Initiative, and Southeast Quail Study Group.

Representatives of these initiatives not represented in the above membership are welcome to participate in this committee or on standing or ad hoc subcommittees where appropriate.

[Current membership - please refer to acjv.org website for a directory of members](http://acjv.org)

Appendix III – Atlantic Coast Nongame Bird Technical Committee Purpose Responsibilities, Structure and Membership

Purpose

The Atlantic Coast Joint Venture (ACJV) is a partnership of the 16 states, Commonwealth of Puerto Rico, federal agencies, and non-governmental organizations concerned with the conservation of habitats for birds in the U.S. portion of the Atlantic Coast and Atlantic Flyway.

The purpose of the Nongame Bird Technical Committee is to provide guidance on integrating biological planning, conservation design, conservation delivery and evaluation among the major nongame bird conservation initiatives operating within the joint venture area and to compile and provide priority actions for consideration by the ACJV member agencies and organizations. Specifically, the Nongame Bird Technical Committee facilitates integrated bird habitat conservation in the ACJV area by assisting the joint venture partnership with the following goals:

- to serve as a forum for exchange of information on bird habitat conservation (management, protection, restoration, enhancement), research, and monitoring among all the major nongame bird initiatives at the flyway scale;
- to develop, maintain and communicate a strong scientific foundation for planning, designing, implementing and evaluating bird conservation actions in the ACJV area;
- to determine limiting factors related to breeding, migration and wintering habitats for priority nongame bird species in the Atlantic Flyway;
- to translate goals of the numerous bird initiatives at the continental, national and regional scale into meaningful integrated goals at flyway, regional, state and local scales;
- to identify, develop, and assist in reviewing and evaluating projects that contribute to nongame bird conservation in the joint venture area;
- to assist in developing and maintaining the capacity and structure to effectively deliver habitat conservation for nongame Birds within each state or commonwealth in the joint venture;
- to evaluate and provide feedback on the effectiveness of bird conservation actions to allow adaptive management and conservation;
- to make sound decisions on where to spend limited resources from federal and state grant programs to maximize benefits for nongame Birds in the joint venture area; and
- to seek greater funding for priority habitat conservation actions.

Responsibilities

To achieve these common goals and make the joint venture effective, each Nongame Technical Committee member has certain responsibilities including:

- providing input to the ACJV staff on scientific needs for bird conservation in the ACJV area (assist with Biological Foundation Plan and updates);
- facilitating and providing access or links to bird population and habitat and associated data from each initiative and member agencies and organizations to conservation partners;

- informing other Nongame Bird Technical Committee members on important bird conservation issues in each bird initiative relevant to integrated bird conservation in the ACJV area;
- participating and ensuring participation in state and regional (including Bird Conservation Region) integrated bird conservation efforts;
- providing guidance on specific projects being developed or being submitted for North American Wetlands Conservation Act (NAWCA), Neotropical Migratory Bird Conservation Act and other grant programs;
- coordinating with the Atlantic Flyway nongame technical section;
- reviewing and providing input to the management board on priority projects in the joint venture area; and
- being responsive to needs and specific requests of the ACJV Management Board;

Structure and Membership

State, Federal and NGO representatives

The ACJV Nongame Bird Technical Committee comprises staff members of joint venture member agencies and organizations appointed by their respective management board members. ACJV staff serve as ex-officio members of the committee and will chair committee meetings in the absence of the chair and vice chair.

Existing Initiative Workgroups

Major national or continental bird initiatives have regional committees or working groups within the ACJV area. Partners in Flight, U.S. Shorebird Conservation Plan, and North American Waterbird Conservation Plan have northeastern and southeastern working groups. Representatives of these initiatives not represented in the above membership are welcome to participate in this committee or on standing or ad hoc subcommittees where appropriate. Each initiative - Partners in Flight, U.S. Shorebird Conservation Plan, Waterbird Conservation for the Americas, and may contribute a representative from each of their northeastern/southeastern regional working groups. ACJV staff and a Management Board representative appointed by the Management Board Chair are also members. Meetings will be open to others involved in bird conservation issues in the joint venture area. National representatives of these initiatives are encouraged to participate.

The committee is run by an elected chair and vice chair. The chair and vice chair are elected for a minimum of a two-year term. At the end of the term, the vice chair succeeds the chair and a new vice chair is elected. ACJV staff provides support to the chair and vice chair and keep the members informed of activities within the ACJV. The ACJV Science Coordinator serves as the point of contact for the committee.

Current membership - please refer to acjv.org website for a directory of members

Appendix IV – Atlantic Coast Integrated Bird Conservation Steering Committee Purpose Responsibilities, Structure and Membership

Purpose

The purpose of the IBC Steering Committee is to coordinate and monitor activities of the Game Bird and Nongame Technical Committees, including facilitating progress on committee action items, evaluating and discussing emerging conservation issues as appropriate for the respective technical committee and preparing agenda items for the technical committee meetings. In addition, the steering committee will

ensure that the technical committees adequately address any action items identified by the ACJV Management Board.

Responsibilities

Steering Committee is responsible for keeping technical committees coordinated and organized. The following protocol has been established:

1. Within 1 month after each technical committee meeting, the IBC Steering Committee will:
 - a. Summarize and discuss action items from the chair and vice chairs of the technical committees, and those items from the ACJV Management Board.
 - b. Establish a time line for the respective chairs and vice chairs to ensure completion of action items and discuss format for presenting results of those items.
 - c. Identify and clarify charges to subcommittees.
2. In early November and in late April, the IBC Steering Committee will:
 - a. Discuss progress of action items and re-evaluate time-lines, etc. as necessary.
 - b. Discuss preliminary logistics for upcoming committee meetings (i.e., time, location, joint committee meeting items, topics, speaker assignments, etc.).
3. Approximately 8 weeks prior to the technical committee meeting, the IBC Steering Committee will:
 - a. Discuss committee meeting agenda items.
 - b. Ensure action items have been adequately addressed and identify those to be presented and discussed in the respective committee.
 - c. Discuss and prepare committee related topics that need to be shared with the ACJV Management Board.
4. Approximately 4 weeks prior to the technical committee meeting, the IBC Steering Committee will:
 - a. Finalize agenda items and distribute meeting agendas.
 - b. Send out a reminder to technical committee members to discuss pertinent issues with state staff experts and Management Board members.

Structure and Membership

The IBC Steering Committee is composed of the chair and vice-chair of the Waterfowl and Nongame Technical Committees and the ACJV Coordinator (see ACJV website for directory). Terms of membership will parallel the terms of the chairs and vice chairs of the technical committees.

Appendix V - Processes and Criteria for Ranking Proposals - North American Wetlands Conservation Act

U.S. Standard Grants

An Atlantic Coast Joint Venture (ACJV) North American Wetlands Conservation Act (NAWCA) Ranking Committee comprised of Joint Venture Staff, Management Board members, and technical committee members are responsible for evaluating and ranking NAWCA standard grant proposals.

- 1) Membership and terms: The Atlantic Coast Joint Venture NAWCA Ranking Committee is made up of six voting members and one ex-officio member with terms as follows:
 - a) Management Board Chair or designee will serve a term of 2 years;

- b) Management Board Vice-Chair or designee will also serve for 2 years in that capacity;
- c) One members of the ACJV Game Bird Technical Committee will serve staggered terms of four years (one new member every two years);
- d) One member of the ACJV Nongame Bird Conservation Committee, preferably a state member will serve a term of four years;
- e) One additional member of the technical committees or board to provide taxonomic and geographic balance;
- f) The ACJV staff, represented by the coordinator will serve as a single voting member and facilitator.
- g) The Atlantic Flyway NAWCA Council Staff member will serve as an ex-officio (non-voting) member of the ACJV NAWCA Ranking Committee.

2) Geographic distribution: to the extent possible, the members of the NAWCA ranking committee should include representatives of the north, mid and south Atlantic regions of the joint venture. Non-state members will represent the region within which their primary office is located.

3) Distribution of proposals for review: joint venture staff ensure that copies of the NAWCA standard grant project proposals and supporting materials are provided to Ranking Committee members in a timely manner after the proposals are submitted during the two standard grant rounds each year (March and July). Additionally, Management Board and other representatives of each state from which a proposal is submitted are given copies of the proposals from within their state and may provide feedback to the Ranking Committee prior to the Committee meeting.

4) Review of proposals: Each Committee member reviews all standard grant proposals submitted during each standard grant round prior to the ranking committee meeting. Each committee meeting member should consider the following criteria in their ranking: technical merits of the project as reflected in the seven technical assessment questions, contribution to joint venture and BCR priorities and focus areas, degree of threats, immediacy of need, overall contribution to continental bird conservation, local and regional issues, etc. They should complete a preliminary ranking of the projects based on these factors prior to the meeting.

5) Ranking Committee meeting: The Ranking Committee meets twice per year prior to the deadline for Joint Venture comments requested by the U.S. Fish and Wildlife Service, Division of Bird Habitat Conservation. These meetings will typically be in late April and mid September and are set up either as a one-day meeting at or near an airport easily reached by all members or as a web conference call. The Fish and Wildlife Service will pay travel costs associated with these meetings for all members.

6) Meeting Guidelines: The following guidelines will guide the ranking committee meetings:

- a) Each Committee member brings their proposals, issues, and proposal rankings to committee meetings;
- b) Committee members should be present to vote on the rankings or if necessary participate by phone;
- c) Meetings are chaired by the Management Board Chair or designee or in their absence by the Management Board Vice Chair;
- d) ACJV Coordinator or staff serves as facilitator and secretary;
- e) Project applicants will be asked to provide a contact who could be called by the Ranking Committee if questions arise during the meeting about specific aspects of the

project;

f) Individual proposals are introduced by the ACJV staff or committee member most familiar with the proposal and discussed by the committee members in depth. Each committee member has the opportunity to comment on the proposal and indicate their preliminary rank and justification. Technical aspects of each proposal and other issues are noted for each proposal during the discussions;

g) After all discussions are held for each proposal, each committee member is allowed to adjust their rankings to reflect new information and content of discussions. If any proposals are not to be ranked, these projects are noted at this time. Each voting committee member then submits their ranking of proposals to the joint venture staff;

h) Ranking Committee members whose organizations are potential grant recipients or will benefit from a project will refrain from advocating for that project and may recuse themselves from ranking that project;

i) Ranks for each proposal from each committee member are then averaged for each proposal to determine the overall rank. In case of identical ranks the proposals in question are discussed further by the committee and a decision is made of which to rank higher;

j) The final averaged ranks are then discussed and may be adjusted by the committee until consensus on the final ranks is reached.

7) Final written ranking: ACJV staff provide the final written ranking to the Division of Bird Habitat Conservation prior to the deadline. This ranking includes a summary of projects submitted from the joint venture a ranked list of proposals and a justification for the ranking. This written justification would include any issues affecting the ranking that were brought up during the ranking meeting. If time allows, the ACJV staff will provide the draft ranking memorandum to the ranking committee for review.

Small Grants

1) The Management Board has delegated the ranking of small grant proposals and recommendations to the NAWCA Council to the staff of the Joint Venture. There is no formal Ranking Committee and annual meetings are not held to discuss proposals.

2) All discussions and rankings of proposals are conducted by electronic mail and conference calls. A final conference call between the staff of the Joint Venture synthesizes all available information and results of all discussions.

3) Additionally, if time allows, a representative of each state from which a proposal is submitted is asked to provide relative information to the Joint Venture staff.

4) A Small Grant Ranking form is used to derive technical scores to be used in the overall process of ranking. This ranking form basically follows the criteria of the U.S. Standard Grants Technical Assessment Questions.

5) Each staff person ranks proposals based upon technical score, discussions, and any new information that is gathered.

7) Staff discuss and come to consensus on the ranks.

8) A final list of proposals, ranked in order from highest to lowest, is produced and recommendations are provided to DBHC. Recommendations include a brief discussion of each proposal and justification of ranking.

**Appendix VI – ACJV Staff and Budget Details Fiscal Years 2009-2013
DRAFT**

	Operational Categories				Elements**										
	Salary/ Benefits	Operati ons/Tra vel	Projects/ Products	Total	Planning***		Project D & I		Mon., Eval., Res.		Communication		Coordination*		Totals
					%	\$	%	\$	%	\$	%	\$	%	\$	
ACJV Coordinator (GS13/14)	137000	15000		152000	20%	30400	25%	38000	5%	7600	20%	30400	30%	45600	152000
ACJV Science Coordinator (GS12/13)	125000	15000		140000	50%	70000	5%	7000	25%	35000	10%	14000	10%	14000	140000
ACJV North Atlantic Coordinator (GS 11/12/13)	105000	12000		117000	30%	35100	25%	29250		0	10%	11700	35%	40950	117000
ACJV Mid Atlantic Coordinator (GS 11/12/13)	105000	12000		117000	30%	35100	25%	29250		0	10%	11700	35%	40950	117000
ACJV South Atlantic Coordinator (GS 11/12/13)	105000	12000		117000	30%	35100	25%	29250		0	10%	11700	35%	40950	117000
ACJV GIS Analyst (GS 9/11 or contract)	75000	5000		80000	50%	40000		0	30%	24000	10%	8000	10%	8000	80000
<i>ACJV GIS Analyst/Data Manager (GS 9/11 or contract) (north or south)</i>	<i>75000</i>	<i>5000</i>		<i>80000</i>	<i>50%</i>	<i>40000</i>		<i>0</i>	<i>30%</i>	<i>24000</i>	<i>10%</i>	<i>8000</i>	<i>10%</i>	<i>8000</i>	<i>80000</i>
ACJV Assistant Science Coordinator North (GS 11/12 or contract)	85000	10000		95000	50%	47500		0	30%	28500	10%	9500	10%	9500	95000
ACJV Assistant Science Coordinator Mid (GS 11/12 or contract)	85000	10000		95000	50%	47500		0	30%	28500	10%	9500	10%	9500	95000
ACJV Assistant Science Coordinator South (GS 11/12 or contract)	85000	10000		95000	50%	47500		0	30%	28500	10%	9500	10%	9500	95000
ACJV Outreach Coordinator (GS 11/12)	85000	7500		92500	10%	9250		0	70%	64750	20%	18500	20%	18500	92500
Administrative Assistant (GS 5/7) half time	27000	2000		29000		0		0		0		0	100%	29000	29000
Partner Travel		30000		30000	20%	6000		0		0		0	80%	24000	30000
<i>PCS Travel (spread out over 5 years based on new hires)</i>		<i>30000</i>		<i>30000</i>		<i>0</i>		<i>0</i>		<i>0</i>		<i>0</i>	<i>100%</i>	<i>30000</i>	<i>30000</i>
Administrative Salaries (FWS Regional Office)	100000	10000		110000		0		0		0	10%	11000	90%	99000	110000
Equipment/Supplies/Rent/Common Services/Budget Support		100000		100000		0		0		0		0	100%	100000	100000
Awards (.05*salaries)		40620		40620		0		0		0		0	100%	40620	40620
Training		20000		20000		0		0		0		0	100%	20000	20000
Conservation Design Seed Money (\$10,000 per BCR x 7 BCRs)			70000	70000	100%	70000		0		0		0		0	70000
Biological Planning Seed Money (\$10,000 per BCR x 7 BCRs)			70000	70000	100%	70000		0		0		0		0	70000
<i>Research Seed Money</i>			<i>100000</i>	<i>100000</i>		<i>0</i>		<i>0</i>	<i>100%</i>	<i>100000</i>		<i>0</i>		<i>0</i>	<i>100000</i>
<i>Monitoring Seed Money</i>			<i>100000</i>	<i>100000</i>		<i>0</i>		<i>0</i>	<i>100%</i>	<i>100000</i>		<i>0</i>		<i>0</i>	<i>100000</i>
<i>GIS and Information Management projects (data acquisition and management)</i>			<i>50000</i>	<i>50000</i>	<i>40%</i>	<i>20000</i>		<i>0</i>	<i>40%</i>	<i>20000</i>	<i>20%</i>	<i>10000</i>		<i>0</i>	<i>50000</i>
Conservation Tracking System			50000	50000		0		0	50%	25000		0	50%	25000	50000
Project Coord. & Imp. Seed Money (\$10,000 x 17 States)			170000	170000		0	70%	119000		0		0	30%	51000	170000
<i>Outreach Products & Projects Seed Money</i>			<i>50000</i>	<i>50000</i>		<i>0</i>		<i>0</i>		<i>0</i>	<i>100%</i>	<i>50000</i>		<i>0</i>	<i>50000</i>
<i>Contracts/support funds FL./Carib. (BCR 31/69)</i>	<i>80000</i>	<i>12000</i>		<i>92000</i>	<i>30%</i>	<i>27600</i>	<i>25%</i>	<i>23000</i>		<i>0</i>	<i>10%</i>	<i>9200</i>	<i>35%</i>	<i>32200</i>	<i>92000</i>
Contracts/support funds Piedmont BCR (BCR 29)	40000	5000		45000	30%	13500	25%	11250		0	10%	4500	35%	15750	45000
Contracts/support funds Marine Birds	40000	5000		45000	30%	13500	25%	11250		0	10%	4500	35%	15750	45000
Totals	1354000	368120	660000	2382120		658050		297250		421100		277950		727770	2382120
Percentages						27.6%		12.5%		17.7%		11.7%		30.6%	
Total with 15% for inflation				2739438		756758		341838		484265		319643		836936	2739438
* Coordination includes administrative costs															
** Elements reflect annual expenditure reporting categories															
***Include Biological Planning and Conservation Design components as described in strategic plan															
Fully funded positions or tasks in bold															
Partially funded positions or tasks in bold and italic															
<i>Unfunded positions or tasks in italic</i>															
Changes since 2008 budget															