

APPALACHIAN MOUNTAINS JOINT VENTURE

2013-2017

Strategic Communications Plan



Prepared by

Ashley A. Dayer, Private Consultant

www.ashleydayer.com

2552 Nunnery Road * Skaneateles, NY 13152

dayer@post.harvard.edu * 541-324-0281

The Appalachian Mountain Joint Venture

(AMJV) Vision: Partners working together for conservation of native bird species in the Appalachian Mountains region to attain:

- fully-functioning ecosystems with sustainable populations of the region’s native avifauna, guided by state, regional, national, and international bird plans
- effective delivery of habitat conservation through adaptive management and guided by a conservation approach consisting of biological planning, conservation design, delivery of conservation actions, evaluation, and research
- success in capitalizing on funding opportunities relevant to partnership priorities
- an engaged Management Board, representative of the diverse landscape and effective partnerships in the Appalachian Mountains



Our **mission** is to restore and sustain viable populations of native birds and their habitats in the Appalachian Mountains Joint Venture region through effective, collaborative partnerships. For more information: www.amjv.org

Five-Year Strategic Communications Plan

This Strategic Communications Plan is designed to promote, coordinate and deliver bird habitat conservation that is founded on Strategic Habitat Conservation (SHC) principles. The plan will guide AMJV’s efforts to implement innovative and targeted communications campaigns over the next five years, supporting the goals and activities laid out in the *AMJV Operational Plan*. It will advance the AMJV’s efforts to build public and private partnerships for bird conservation by outlining the core components of effective communications campaigns and providing a path for implementation. Furthermore, the plan will foster the Joint Venture’s achievement of technical expectations content outlined in the “Desired Characteristics for Habitat Joint Venture Partnerships” for Communications, Education, and Outreach (see Appendix).

Recommended Citation

Dayer, A.A. and Meyers, R.M. (2012). *Appalachian Mountain Joint Venture Strategic Communications Plan 2013-2017*. Communications Report 2012-01. Skaneateles, NY.

Summary of the Communications Plan

Following a strategic communications planning approach, the AMJV has developed a Strategic Communications Plan for 2013-2017. This plan will guide the communications efforts of the AMJV staff. It also aims to guide activities by the AMJV Technical Committee, Management Board, and other partners.

Twelve goals are highlighted for the AMJV that form the basis for communications campaigns.

Outcomes Goals

1. Manage, create/restore, and conserve young forest and other early successional habitats for woodcock and golden-winged warbler in priority areas
2. Manage and conserve mature forest habitat for cerulean warbler and wood thrush in priority areas
3. Restore and conserve high elevation systems for birds in priority areas, including release of spruce-fir
4. Restore and conserve open pine communities for birds in priority areas

Means Goals

5. Utilize and lead assessments of landscape-level change to inform conservation design
6. Coordinate data and information sharing through a conservation tracking system and other formats
7. Design and implement coordinated bird monitoring to assess habitat delivery
8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally
9. Promote support for state, federal, and NGO programs that enable bird conservation in the region
10. Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources
11. Integrate with non-bird and landscape-scale conservation initiatives in the region
12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation

Audiences are identified as those whose actions will influence achievement of a goal. These forty-seven audiences are largely partner groups and require two-way communication efforts. Selection of audiences to focus on can be based upon the delineation of audiences as “strongly influential”, “influential”, and “moderately influential” for each goal.

Communications objectives are provided by segments of the audience for each of the goals. In order to achieve behavioral objectives, knowledge, attitudes, and skills objectives must be achieved. These communications objectives are written simply and can be applied to serve as the basis for messaging. Additionally, several over-arching messages are provided for each goal.

Tactics and tools are recommended for each of the goals; the audience and the communications objectives are to be considered as well in selecting the tactic and tools. The tactics and tools span a variety of approaches to engaging audiences, including educational, informational, promotional, promotional, social media, organizational, political, and scientific communications. Five primary tactics and tools are highlighted as those to be accomplished first, given they can address all of the goals and are expected by most audiences.

Evaluation allows for determination of whether communications objectives have been met and offers feedback for adapting further communications to be more effective. The evaluation metrics and evaluation tools for the primary tactics and tools are outlined and should be developed in concert with the tactics and tools.

Implementation of the plan should follow the timeline for the next five years, which prioritizes the amount of effort on each of the goals in a given year. The emphasis for year 2013 is on goals 1, 2, 6, and 8 (see goal list above), and the other goals will follow in subsequent years. Implementation will depend on the AMJV staff conducting communications as part of their work with the support of the part-time Communications Specialist. An example of how the communications plan can be used for designing a tactic and tool is presented, using the brochure.

Table of Contents

Summary of the Communications Plan	iii
Introduction	1
Background to Strategic Communications	1
Capacity Building & Engagement Approach.....	2
History and Past Accomplishments of AMJV Communications	2
Needs Assessment for Defining 5-Year Goals	3
Nominal Group: Opportunities for AMJV Communications	3
Audience Assessments	7
Technical Committee Focus Group	11
Communications Campaigns.....	14
Goals.....	14
Audiences.....	14
Communications Objectives & Messages.....	20
Tactics & Tools	42
Evaluation	49
Implementation	52
Future Vision.....	54
Resources	55
Appendix A. AMJV’s status on the Desired Characteristics of JV Matrix for Communications, Education, and Outreach (as of March 2012).....	56

Introduction

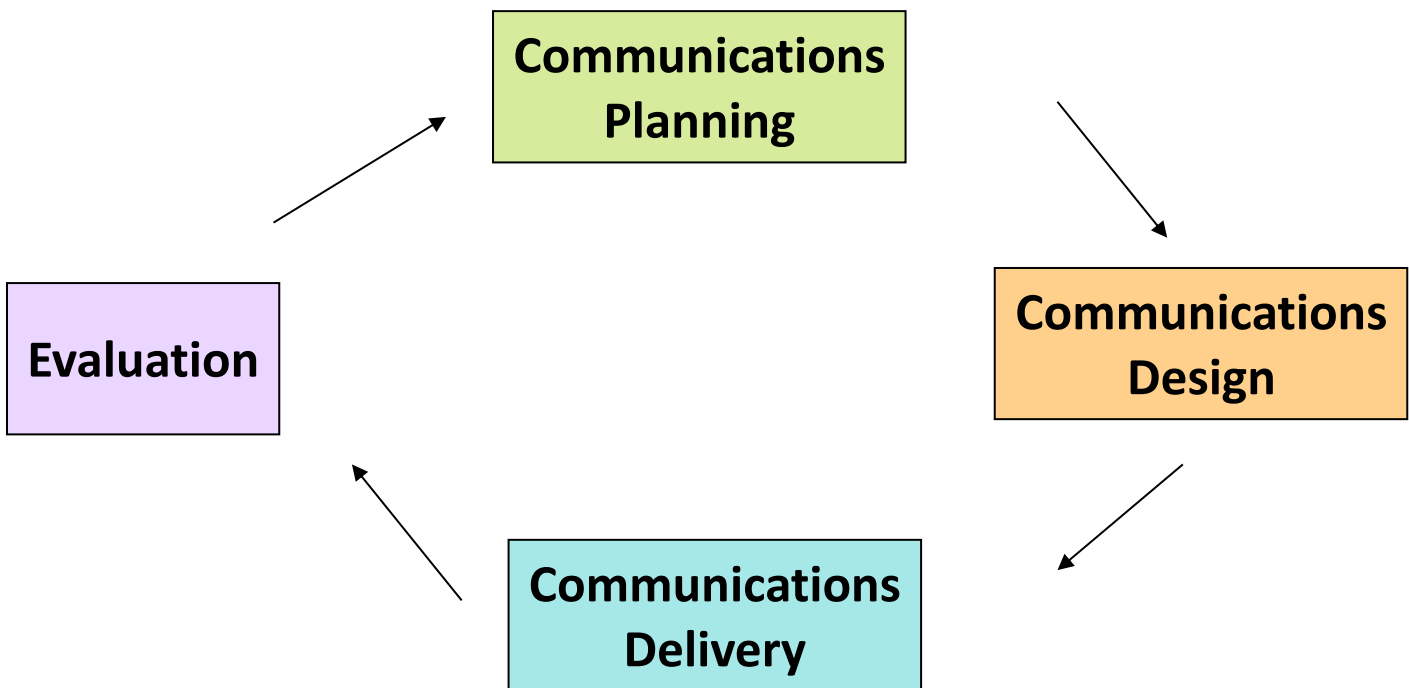
Background to Strategic Communications

Communications is a process of idea exchange and imparting information. In effective communications, others understand you and you understand others in return. The audience is defined as the receiver of the message a source wishes to communicate. Yet, the audience also becomes a source of messages back to the original source. Adapting to the feedback from an audience greatly improves communications efforts.

Communications plays a key role in the Strategic Habitat Conservation (SHC) approach, which guides the work of Joint Ventures. This adaptive management approach includes biological planning, conservation design, conservation delivery, and monitoring and research. Communications can be considered a part of the conservation delivery activities of SHC. Further, the strategic communications approach itself can be thought of as following a similar process to SHC with the phases of communications planning, communications design, communications delivery, and evaluation.

Strategic communication integrates communication efforts with all of the work of the Joint Venture. In Strategic Communications, the planning process allows for prioritization of biological (or overall) objectives of the Joint Venture that should be addressed through communications efforts. Identification of the key audience(s) necessary to address the overall objective of the Joint Venture then allows for development of the communications goals and objectives. Developing appropriate communications objectives by audience often involves extensive audience assessment in order to fully understand the audience and the most effective means to communicate with them. These communications objectives lay the foundation for the messages of the communications campaign, as well as the tactics and tools, which together compose the communications design phase. The communications delivery involves the implementation of the tactics and tools, through the appropriate channel to the target audience. Evaluation is the monitoring phase for the communications campaign, providing information on results and how the effort might be improved, which adaptively feeds back into communications planning.

Figure 1: Strategic Communications. Adapted from Bogart, Duberstein, & Slobe (2009)



Capacity Building & Engagement Approach

The strategic communications approach employed for the AMJV plan development emphasized engagement and participation of all staff and key stakeholders. In line with the Joint Venture’s culture of partner collaboration, the Management Board, staff, and Technical Committee members played a critical role in developing the plan. They attended workshops, participated in teleconferences and web-conferences, took part in informational interviews for audience assessments, a focus group on translating science to implementers, and reviewed drafts of the communications plan and its components. This “engagement” approach not only ensures a more relevant and useful communications plan, but also builds the communications and strategic planning capacity of the Joint Venture, and the technical communication skills of board, staff and partners.

History and Past Accomplishments of AMJV Communications

In May 2011, AMJV’s self-evaluation of the desired characteristics of JV partnerships revealed that the communications, education, and outreach (CEO) characteristics were most lagging for the JV, with nearly all CEO components described as “needs serious attention”. Our evaluation as part of the “discovery phase” of the Communications Plan development in March 2012 illustrated that AMJV has made more progress related to the CEO characteristics in the past year; yet, still has much room for improvement. Staff described AMJV as “beginning to address comprehensive content” for “coordination/partnerships”, “priority audiences & objectives”, and “tactics & products”. Little to no progress was made on “audience assessments.” (See Appendix A for more detail). Through the communications planning process we will aim to make further progress in achieving comprehensive

content for these characteristics and lay the groundwork for even further progress.

A number of communications tactics and tools have been created by AMJV. In September 2012, AMJV launched a significantly improved version of its website with advanced information sharing functionality for partners. AMJV has created a Joint Venture-wide factsheet for Congressional visits as well as some state-specific factsheets. On an annual basis, AMJV also communicates with partners through a year-end report that highlights staff and partner activities in line with JV priorities. Additionally, AMJV and partners created a Best Management practices document and other communications materials related to the Golden-winged Warbler. Land manager workshops related to Golden-winged Warbler habitat management have also been conducted.

In summer 2012 AMJV hired a part-time Communications Specialist. Before then, CEO activities were undertaken by the Coordinator and Science Coordinator, with the support of the Region 5 Migratory Birds Communication Coordinator Debra Reynolds and other partners.

Needs Assessment for Defining 5-Year Goals

To initiate communications planning, a 1.5-day workshop with Management Board members and staff was hosted in May 2012 in Roanoke Virginia. The purpose of the workshop was to define communication opportunities, goals and key audiences. The outcome of the workshop was a needs assessment to serve as a foundation to the development of the Strategic Communications Plan.

Nominal Group: Opportunities for AMJV Communications

The workshop began with a nominal group process to define the opportunities for AMJV communications that are most important to take advantage of with the communication plan. A nominal group is decision-making technique for groups that takes everyone's ideas into consideration and also allows for efficient decisions on priorities through a vote. The nominal process focused on the question of "What are the opportunities for communications for the AMJV?" The participants brainstormed brief responses to this question on their own and then shared them with the group to develop a complete list. The group then discussed the list to ensure there were no duplicates and everyone understood each item's meaning. In total 43 opportunities were identified and discussed. The opportunities were then ranked by the participants, on an individual basis. Each participant was allowed six points total for his or her ranking of the top three priorities (number of points being 3, 2, and 1 to their top three priorities). Twenty-two of the 43 items were ranked by at least one person, as shown in Table 1, below. The two most prioritized items were "translating priorities into emotionally compelling messages" and "promoting JV roles, relevance, and accomplishments to funders".

Table 1. Number of prioritization points given for opportunities for JV Communications efforts

Item	Score	Item	Score
promoting JV roles, relevance, and accomplishments to funders	10	awards given for partner achievements	
translating priorities into emotionally compelling messages	10	better engage the scientific community	
talking to each other (AMJV + partners)	9	birds know no boundaries, cooperation = conservation	
training workshops on bird habitat for land managers	9	communication to administrators in all partner organizations	
enhanced awareness of conservation outcomes by partners	7	design the webpage to maximize Google hits	
support benefits of forest management practices	7	educate leadership of NGOs, state & federal agencies	
coordinating with non-bird initiatives and partnerships	6	engaging in landuse planning dialogue with other sectors	
involving new or reluctant partners	5	engaging partners in use of web-based platform	
bird conservation, ecosystem services are linked	3	facilitate others to act on JV priorities	
communication to congress about importance of JV	3	getting organizations and individuals' attention	
describe in a JV in a persuasive manner	3	have a theme song & motto	
forest health is more than just standing trees	3	hold a picnic with corporate landowners	
inreach to our partners about habitat objectives	3	internal consistency = external consistency	
birding festivals	2	JV stakeholder role in sustaining the landscape	
communicating comprehensive bird conservation needs	2	local press releases on partner activities	
email internal staff with JV updates	2	participation in state bird conservation initiatives	
getting Joe or Jane citizen interested in birds	2	presence at existing bird conservation events	
connecting landowners to bird conservation	1	reach out to conservation clubs, NGOs	
cute mascot and fly it into space	1	ribbon cutting ceremonies	
economic impacts of the work we do	1	signage at partner projects	
free food & drinks for all participants	1	telling others why the partnership is important	
leverage funding	1		

Thematic Analysis. These opportunities identified by the nominal group exercise ranged from “big picture” ideas to the specific and from audiences to communications tools. To make sense of the variety of the opportunities identified, a thematic analysis of responses was conducted following the workshop.

The thematic analysis revealed four distinct themes of opportunities for AMJV communications: outcomes, audiences, topics, or mediums. Within each of those themes, subthemes were identified to group similar items. Each opportunity was coded at least once. It was coded for any subtheme it reflected, and some were coded into multiple themes and subthemes. If it did not reflect a subtheme within a theme it was not coded as part of that theme. The total number of opportunities that fell within each subtheme was tallied. Additionally, the sum of the scores for the opportunities within a subtheme were calculated. Because opportunities could be coded under more than one subtheme, the number of opportunities and the total scores for themes can exceed the total number of opportunities because some opportunities are counted twice. Table 2 (below) shows the results.

Table 2: AMJV nominal group thematic analysis of communication opportunities

Themes and subthemes	Number of comments	Scores
Outcomes Themes	36	71
Increase conservation and outcome knowledge	9	34
Build new partnerships	9	12
Promote JV internally	8	11
Promote JV externally	7	17
Topics Themes	22	65
Conservation needs/objectives	7	22
Importance of the JV's activities	6	16
Birds	4	7
Forest health and ESH management	3	10
JV priorities	2	10
Audiences Themes	18	48
Undefined audiences	22	32
JV partners	21	41
Landowners and landmanagers	2	10
Birders	2	2
Public	2	2
Funders	1	10
Congress	1	3
Tactics and Tools Themes	28	24
Face-to-face interactions	6	12
Digital communications (email, webpage)	3	2
Emotional messages	1	10
Press releases	1	0

Outcomes theme. First, considering the “big picture” focus of the opportunities identified by the nominal group, four themes related to overall outcomes were present (Table 2, above). The most

prevalent and the highest scored subtheme related to increasing conservation and outcome knowledge by communicating about conservation outcomes, habitat objectives, benefits of forest management practices, as well as social science findings. Also prevalent within the opportunities was a subtheme focused on building the partnership by involving new or reluctant partners, coordinating with non-bird initiatives, participating in state bird conservation initiatives, and reaching out to corporate landowners, the scientific community, conservation clubs, and NGOs. Opportunities also emphasized the need to promote the JV internally, to build a better understanding among partners of what the JV is doing, and to improve the JVs internal work. Opportunities were also identified to increase the visibility of AMJV and enhance beliefs about the importance of the JV's work externally.

Topics theme. Many of the opportunities referenced topics for communications. The opportunity to communicate about conservation needs and outcomes, including habitat objectives, was referenced most commonly. Opportunities also addressed the topic of the AMJV's activities, including the importance, impacts, and accomplishments. Birds were directly mentioned as a topic several times, (e.g., bird conservation and ecosystem services are linked or that the AMJV should get Joe or Jane citizen interested in birds). Forest health and management topics were also identified, including opportunities to promote a better understanding that forest health is more than just standing trees and that wildlife benefits from forest management practices. Also, the opportunity to establish demonstration areas for early successional habitat management was brought up. Promoting the JV's priorities by using emotionally compelling messages and encouraging others to act on them was also recognized as an opportunity.

Audiences theme. Many of the opportunities noted in the nominal group process did not identify a specific audience for the opportunity. As communication strategies, messages, and tools and tactics are further developed, identifying the audience will be a critical component. The audiences referenced in the opportunities included a wide range of those involved with bird conservation – from the policy decision makers in Congress, to the decision-makers in federal and state government, to the NGO's who choose the bird conservation policies and help implement them, to the general public, to the landowners who can implement conservation actions, to birders. The most commonly cited audience was the JV partners. An opportunity to promote the JV's roles, relevance, and accomplishments to funders was also recognized as important.

Tactics and tools theme. Opportunities for how to convey messages (both in the style of language used and the mediums used to transmit the messages) were also identified. For transmitting messages, many opportunities referenced face-to-face interactions, including holding training workshops on bird habitat for land managers, being present at bird events, and having a picnic for corporate landowners. Electronic communications were also called out, including emailing internal staff with JV updates, designing the webpage to maximize Google hits, and engaging partners in use of web-based platform. The opportunity to be persuasive and emotionally compelling with communications was also recognized. Local press releases on partner activities were also mentioned as an opportunity.

Goals

Next at the workshop, the overall Joint Venture goals to be addressed through communications were confirmed. Prior to the workshop, AMJV determined that their goals should align with their recently created Operational Plan. The goals were edited by Ashley Dayer to ensure they were using goal language that would be appropriate for guiding the Strategic Communications Plan. The Needs Assessment participants reviewed the list, and the goals were finalized. The final goals list is below.

Outcomes Goals

1. Manage, create/restore, and conserve young forest and other early successional habitats for woodcock and golden-winged warbler in priority areas
2. Manage and conserve mature forest habitat for cerulean warbler and wood thrush in priority areas
3. Restore and conserve high elevation systems for birds in priority areas, including release of spruce-fir
4. Restore and conserve open pine communities for birds in priority areas

Means Goals

5. Utilize and lead assessments of landscape-level change to inform conservation design
6. Coordinate data and information sharing through a conservation tracking system and other formats
7. Design and implement coordinated bird monitoring to assess habitat delivery
8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally
9. Promote support for state, federal, and NGO programs that enable bird conservation in the region
10. Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources
11. Integrate with non-bird and landscape-scale conservation initiatives in the region
12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation

The participants then listed audiences that would influence (or be able to take action to aid in) the accomplishment of each of these goals. Forty-seven audiences were identified in total. A subset of these audiences was later analyzed as part of the Audience Assessments.

Audience Assessments

Following the Needs Assessment workshop, Audience Assessments were conducted for fourteen audiences identified as key to the accomplishment of the priority goals. The Audience Assessments were conducted as key informant interviews via teleconference with Ashley Dayer. Key informants were selected based upon their high level of knowledge about and experience with an audience, their familiarity with the Joint Venture, and their willingness to speak honestly to support the development of the Communications Plan.

Each audience assessment followed a semi-structured interview approach, with a script of 12 questions (Table 3) and follow-up prompts as needed. The script was designed to better understand the audience and their awareness, attitudes, motivations, norms, and behaviors. It also aimed to explore why the audience undertakes the conservation actions in line with the AMJV goals and how to best reach this audience with communications.

Table 3. Audience Assessment interview questions

1. What is the mission and main activities of the organization?
2. What does your organization value? What else is important to them?
3. What are their attitudes towards birds? Conservation? AMJV?
4. Where/how do our interests overlap? Diverge?
5. Why do they do X behavior (motivations)?
6. Why don't they do X behavior (barriers)?
7. What would convince them to change behavior or attitudes (persuasion)?
8. What is their culture (norms)?
9. Who do they influence?
10. Who influences them?
11. Where do they get their information? How (sources)? Who do they trust?
12. How would it be best for the JV to share information and communicate with this group?

Each interview lasted 30-60 minutes. The interviewer typed the responses to each question as the interview was being conducted. An edited version of this raw data was provided to the AMJV staff to use in their communications efforts and has informed the Goals by Audience Matrix (Table 4), the segmentation of audiences into groups with similarities for each of the communications goals, and the design of communication objectives, messages, and tactics and tools.

Summary of interview results. The interviews revealed a great deal of information about the audiences' values, attitudes, interests, motivations, barriers, and cultural information to consider in communications efforts. Most importantly, the interviews highlighted that these key audiences are all pro-conservation, but their definitions of conservation and approaches to conservation vary widely. Most of the partners conduct conservation activities of habitat delivery, science, and/or policy, as does the AMJV, but the relative emphases often differ. They may also focus on differing conservation targets (birds or wildlife, more generally). These differences require consideration when developing communications strategies and messages for the audiences. The conservation approach that resonates most with an audience will be useful for the AMJV to keep in mind when preparing communications for that audience.

Importance. The audiences represented by the interviewees value a variety of conservation-related targets (e.g., birds, wildlife, habitat, and forests), as well as quality science and partnerships. Some of the organizations appreciated restoration of ecological services or natural conditions, while others referenced the importance of recreation and economic opportunities. The NGOs tended to emphasize the important of relationships with communities, members, and their Boards. Some audiences place

more emphasis on diversity while others focus on imperiled species. A few of the audiences placed importance on the benefits of conservation activities to people.

Attitudes toward birds. There was variation among the audiences in the degree to which birds are their emphasis. For example, Audubon is almost 100% focused on birds. Various game NGOs focus on a specific bird and those that share its habitats. For other audiences not focused specifically on birds, birds are thought of as excellent indicators of habitat quality or the effects of habitat management. Some see that they are useful as ambassadors of nature, a good way to bring in “clients”, and/or they as another way to justify protection or management.

Attitudes toward AMJV. Partners generally held positive attitudes towards the AMJV. They described that they value publishing together, working on projects together, and the coordination function of the JV. They also appreciated the AMJV’s work at a landscape scale and creation of solid priorities. Negative attitudes toward the JV were expressed through a need for AMJV to be better known, difficulties with different boundaries (i.e., political vs. bird conservation region), and a desire for more on-the-ground focus and distribution of information from the AMJV.

Interests. Many of the interviewees recognized that the audiences they represented had overlapping interests with AMJV, particularly when it comes to science-based conservation. Some audiences share an interest with AMJV in forest restoration, early successional habitat conservation, and/or a desire to lessen forest fragmentation. While some share an interest in protecting a diversity of habitats or a variety of species, others appreciate AMJV’s species-specific efforts with the Golden-winged Warbler and Cerulean Warbler. Audiences also share an interest with the AMJV in full life-cycle conservation approach, monitoring effects of conservation activities, private or public lands conservation, and understanding energy impacts.

Remarkably, when asked if their interests diverged from AMJV’s, many interviewees felt that their interests did not diverge. Others noted that some audiences want more focus on conservation activities on the ground from the AMJV, as opposed to such an emphasis on science. Many interviewees also acknowledged that their scope was broader than the JV, either related to geography, species, land uses, goals beyond conservation, or more connections with the public. Additionally, there were some divergences noted on the locations to focus conservation, as well as where and how much early successional habitat is needed.

Motivations. The partners’ motivation for working with the AMJV varied. They saw great strength from the partnership as it enabled them to leverage funds, network, coordinate with other organizations that advocated for the same goals, helped them to align their goals with others for more effective work, and to be “in the loop”. The AMJV helped their work by offering funding, knowledge, and coordination to help partners reach habitat objectives. And, they appreciated that the AMJV was responsive and listened to them. Others saw it as everyone’s job to work together so they did. A few mentioned that they responded when AMJV invited them to the table.

Barriers. A few interviewees felt that there were no barriers to working with the AMJV toward conservation goals. However, others had suggestions to reduce barriers. Some of the barriers were more

internal to the partners, that they needed more funding and time to participate on projects, or they needed people at the right level on the Management Board, or that there was perceived competition for funds. Other barriers were more closely related to the AMJV itself, such as building agreement on where to do early successional habitat management and the need for the AMJV to become better known, such as with private lands foresters and agencies. One interviewee felt that a barrier was the scientist leadership of the JV, resulting in communications efforts that are too scientific. This interviewee and another mentioned that partners need to hear about more on the ground conservation results. Another interviewee suggested it may need to be clearer what opportunities there are to be involved.

Culture. For many audiences, partnerships are the norm, which is in line with their involvement with the JV. Several interviewees emphasized that an important aspect in their culture is that staff that work in the field can be different than those in administration. With decentralization in organizations, this schism can be more pronounced. Several interviewees described their organizations' sensitivity to ensuring landowner support, requiring them to be careful about being non-partisan and unbiased. A few organizations also described that their organizations are in transition to a new way of thinking about conservation or operations.

Communication delivery. Interviewees provided suggestion on *how* to deliver communications to their organizations – the AMJV audiences. Questions addressed how they obtain information in general, how they have heard from AMJV in the past, and how they would prefer their communications. The existing ways they obtain information in general are through many sources, including other partners, scientists (individuals, journals, and professional societies), their members and constituencies (sometimes using opinion polls), the news and conservation feeds, and opinion polls. They trust science-based and internal information the most. In the past, they have been reached by the AMJV through face-to-face interactions with the coordinator, Management Board communications, and Technical Committee communications. They have participated in AMJV meetings, as well as communicated with AMJV staff at other bird conservation meetings. They have received email blasts on major news, the year-end reports, and BMP's documents.

Interviewees gave several suggestions for the best ways to communicate with their organizations. They recommended communications across geography and levels and divisions. They also suggested quick and easy communications with links to more thorough information available. While the Management Board members can serve as liaisons, a few interviewees mentioned that communications should not rely on the Management Board members alone. Personal and face to face communication were seen as important, including engagement in meetings and conferences and calling people directly. Other suggestions included webinars, e-blasts, newsletters, and social media. Writing material to go in partner publications was also suggested. The need to be targeted building the partnerships through tailored communications was acknowledged.

Congress as an audience. A more specific line of questioning was followed to understand how to best communicate with Congressional members and staff. The suggestions included the need for more regular communications to build relationships and targeting members based on committee membership. In terms of message content, there is interest in birds as indicators and some are

birdwatchers. They like messages about funding history, leveraging funds, job creation, and partnerships. Members like on-site visits, and it is best if non-staff member (Board) communicates with the member.

Technical Committee Focus Group

In addition to the key informant interviews, a focus group with three members of the Technical Committee was conducted via telephone in September 2012. An additional member sent her responses via email. The purpose of the focus group was to gather more feedback from those translating JV science and working with implementers. The questions asked of each participant are shown below in Table 4.

Table 4: Questions asked of Technical Committee Focus Group on Audiences and Goals

1. What organization do you work with and in what capacity? (Do you implement bird and habitat conservation on the ground? If so, how?)
2. How have you been involved with AMJV and for how long?
3. How have you seen your organization or other organizations use AMJV science or other information to inform on the ground conservation or management? (for what decisions, in what formats/tools)
4. Why did they use AMJV science?
5. What keeps your organization or others from using AMJV science to a greater extent?
6. What types of information that AMJV is planning to produce or could produce in the future would be most useful?
7. What format or way of delivering the information would be most effective? And who should it come from?
8. Currently, how do you, others in your organization who implement bird and habitat conservation communicate, and (your organization or other) AMJV Management Board members communicate?
9. How could such communications about AMJV between Tech Committee, Management Board, and others in your organization be enhanced?
10. Other comments relevant to the Communications Strategy?

Use of JV science. The participants in the focus group worked for a federal agency, a state agency, a university, and a NGO. They have been involved with the AMJV in a variety of capacities from the Technical Committee to involvement on specific projects and working groups. Their length of involvement with the AMJV ranged from its conceptualization to having just begun involvement this year. They use (or help others use) AMJV science for habitat delivery and policy. They gave examples of employing JV science to choose when/where to conduct on-the-ground work and to help justify a New Wildlife Refuge, as well as anticipated use in work with policy-makers.

All participants agreed that they (or others) use JV science because it is sound science with “good minds” behind the recommendations. They additionally explained that JV science helps them back up decisions, can contribute in the policy arena where there are conflicts, and aids in setting priorities.

One participant also appreciated that the science articulates how Golden-winged Warbler efforts benefit other species as well.

Four types of barriers to using more JV science were identified: lack of funding, lack of time, poor internal communications, and false dichotomies between forest types that lead to resistance in implementing forest management. Participants offered that they could use more AMJV science but recognized it takes time and resources for a science project to be completed.

Future information. The focus group also addressed what types of information would be most useful for conservation. One participant indicated that it would be valuable for AMJV to provide standards for states to use in their avian monitoring plans and provide guidance for methods used in breeding bird surveys. It was also suggested that Breeding Bird Survey data be used to track progress towards goals – for the important reason that it shows the impact of partners’ work. It was noted that AMJV help was needed to increase coordination in partners’ communications to the public. To make communications more effective, an opportunity was seen for the AMJV to help align the messages the AMJV partners give to agencies as well. Additionally, the JV’s involvement in changing the perspective from a need for young forest to the need for a dynamic forest landscape with many stages present was recommended.

Participants also offered suggestions for the format of JV science that could be most useful in the future, including more materials like the young forest/early successional forest materials, a website with BMP literature and in-depth science, e-mail alerts when new information is added to website, and posting online information about other people’s research in the region. They clarified though that the format should be determined by which audience they were using it for.

Relationship between implementers and the JV. The focus group also explored how respondents and others in their organization who implement bird and habitat conservation communicate with their AMJV Management Board members. Generally, their communications with their AMJV Management Board members were thought to be positive. They take place at annual meetings and through email. The Technical Committee also relays information from the Management Board to them, and one person said he/she had attended Board meetings.

Some ideas were also offered for how to improve communications between the Board, staff, and Technical Committee. While the communications were thought to be positive, the ability of more communications to further enhance the relationship of aspects of the JV was acknowledged. One respondent felt that continuing to have well-organized meetings would be a great help. The respondents welcomed more frequent communications between meetings, using webinars and conference calls. The desire for more communication also included the opportunity to have summary reports from meetings to share with staff and to make information easily accessible via email and the web.

An unexpected theme arose from the focus group discussion: the potential role of the JV to coordinate partners’ public education. The participants felt that general public education is needed to build support for conservation initiatives and that the AMJV could enhance such communications by aiding partners in articulating a united message on fundamental concepts that need to be promoted. With

different organizations giving the same messages, it would reinforce each other's work, help the public absorb the message, and increase public trust about politicized or controversial issues.

In summary, the participants were generally happy with AMJV communications and would welcome more science information to share, as well as more internal communications between facets of the JV. Most importantly, AMJV scientific information is useful because it is considered sound and unbiased. While the participants could always use more funding and time to make greater use of AMJV science, they still have made great strides using JV information for conservation. The Golden-winged Warbler conservation results from the BMP and workshops are a great success story of this type. The participants also see a need for the AMJV to help them coordinate their communications.

Workshop

A second workshop was conducted in August 2012, led by Ashley Dayer with the AMJV Communications Working Group. The Communications Working Group included Management Board members David Whitehurst (Virginia Department of Game and Inland Fisheries, AMJV Board Chair), Clyde Thompson (U.S. Forest Service), Sherry Morgan (U.S. Fish & Wildlife Service), and Thomas Minney (The Nature Conservancy) as well as Todd Fearer (AMJV Science Coordinator), Matt Cimitile (AMJV Communications Specialist), and Doug Miller (PSU).

The purpose of this meeting was to review the results of the interviews, articulate communications objectives to serve as the foundation for messages, discuss what communications tools will be created, and determine how communications efforts will be evaluated. Additionally, the working group began to prioritize communications efforts and ensure adequate capacity.

Communications Campaigns

Goals

Outcomes Goals

1. Manage, create/restore, and conserve young forest and other early successional habitats for woodcock and golden-winged warbler in priority areas
2. Manage and conserve mature forest habitat for cerulean warbler and wood thrush in priority areas
3. Restore and conserve high elevation systems for birds in priority areas, including release of spruce-fir
4. Restore and conserve open pine communities for birds in priority areas;

Means Goals

5. Utilize and lead assessments of landscape-level change to inform conservation design
6. Coordinate data and information sharing through a conservation tracking system and other formats
7. Design and implement coordinated bird monitoring to assess habitat delivery
8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally
9. Promote support for state, federal, and NGO programs that enable bird conservation in the region
10. Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources
11. Integrate with non-bird and landscape-scale conservation initiatives in the region
12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation.

Audiences

Audiences for AMJV communications are defined as those with influence over the twelve goals for communications. Each of the forty-seven audiences is described as “strongly influential,” “influential,” and “moderately influential” for each goal (Table 5 for outcomes goals and Table 6 for means goals). It should be noted that this is a rough, qualitative designation. Certain organizations within an audience group or certain individuals may vary greatly in influence. The purpose of the rough metric is to aid in prioritization of communications efforts.

Table 5: Degree of influence of audiences for AMJV communications: outcome goals

Audiences	Goal 1. Manage, create/restore, and conserve young forest and other ESH for woodcock and golden-winged warbler in priority areas	Goal 2. Manage and conserve mature forest habitat for cerulean warbler and wood thrush in priority areas	Goal 3. Restore and conserve high elevation systems for birds in priority areas, including release of spruce-fir	Goal 4. Restore and conserve open pine communities for birds in priority areas
AMJV Management Board				
AMJV Technical Committee				
Avian Knowledge Alliance				
Assoc. of JV Mngt Board				
Bird Conservation Alliance				
Bird Initiative Science Committees				
Boundary JVs' staff & partners				
CASRI - Central Apps Spruce Restoration Initiative (and other appropriate states)				
Cerulean Warbler Working Group				
Conservation Fund				
Environmentalists who are anti-forest management				
Fire Learning Network				
Flyway Council				
Foresters, ecologists outside Technical Committee				
Foundations- NFWF and others				
Golden-winged Warbler Working Group				
Landscape Conservation Cooperatives				
Mountain Birdwatch				
National Park Service				
NCASI				
Neighboring JVs				
NGOs - Audubon				
NGOs - Cornell Lab of Ornithology				
NGOs - Land trusts/LTA/land conservancies				
NGOs - TNC				
NGOs - WMI, NWTF, RGS (game NGOs)				

Audiences	Goal 1. Manage, create/restore, and conserve young forest and other ESH for woodcock and golden-winged warbler in priority areas	Goal 2. Manage and conserve mature forest habitat for cerulean warbler and wood thrush in priority areas	Goal 3. Restore and conserve high elevation systems for birds in priority areas, including release of spruce-fir	Goal 4. Restore and conserve open pine communities for birds in priority areas
NGOs - American Bird Conservancy				
Non-bird/landscape initiatives - Chesapeake Bay Restoration Initiative				
Non-bird/landscape initiatives - LCC				
Non-bird/landscape initiatives - State green infrastructure				
Non-bird/landscape initiatives - Appalachian Regional Commission				
Non-bird/landscape initiatives - Fish Habitat Partnerships				
NRCS				
OSM - Appalachian Regional Reforestation Initiative				
Other bird monitoring initiatives - NEPIF, SEPIF, NECBM, USFWS Refuges Monitoring & Inventory, USFS, NPS Monitoring & Inventory				
Policy-makers (Congress, OMB)				
Private Corporations (mining, timber)				
Private landowners				
State agencies - Forestry, Wildlife, Parks, Reclamation				
US Army Corps of Engineers				
USFS - State/Private, NF				
USFWS - Ecological Services				
USFWS - National leaders				
USFWS - Neotropical Migratory Bird Act				
USFWS - Partners for Fish and Wildlife				
USFWS - National Wildlife Refuges				
USGS				









Key =  = strongly influential  = influential  = moderately influential  = no influence

Table 6: Degree of influence of audiences for AMJV communications: means goals

Audiences	Goal 5. Utilize and lead assessments of landscape-level change to inform conservation design	Goal 6. Coordinate data and information sharing through a conservation tracking system and other formats	Goal 7. Design and implement coordinated bird monitoring to assess habitat delivery	Goal 8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally	Goal 9. Promote support for state, federal, and NGO programs that enable bird conservation in the region	Goal 10. Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources	Goal 11. Integrate with non-bird and landscape-scale conservation initiatives in the region	Goal 12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation
AMJV Management Board								
AMJV Technical Committee								
Avian Knowledge Alliance								
Assoc. of JV Mngt Board								
Bird Conservation Alliance								
Bird Initiative Science Committees								
Boundary JVs' staff & partners								
CASRI - Central Apps Spruce Restoration Initiative (and other appropriate states)								
Cerulean Warbler Working Group								
Conservation Fund								
Environmentalists who are anti-forest management								
Fire Learning Network								
Flyway Council								
Foresters, ecologists outside Technical Committee								
Foundations- NFWF and others								
Golden-winged Warbler Working Group								
Landscape Conservation Cooperatives								
Mountain Birdwatch								
National Park Service								
NCASI								
Neighboring JVs								

	Goal 5. Utilize and lead assessments of landscape-level change to inform conservation design	Goal 6. Coordinate data and information sharing through a conservation tracking system and other formats	Goal 7. Design and implement coordinated bird monitoring to assess habitat delivery	Goal 8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally	Goal 9. Promote support for state, federal, and NGO programs that enable bird conservation in the region	Goal 10. Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources	Goal 11. Integrate with non-bird and landscape-scale conservation initiatives in the region	Goal 12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation
Audiences								
NGOs - Audubon								
NGOs - Cornell Lab of Ornithology								
NGOs - Land trusts/LTA/land conservancies								
NGOs - TNC								
NGOs - WMI, NWTF, RGS (game NGOs)								
NGOs - American Bird Conservancy								
Non-bird/landscape initiatives - Chesapeake Bay Restoration Initiative								
Non-bird/landscape initiatives - LCC								
Non-bird/landscape initiatives - State green infrastructure								
Non-bird/landscape initiatives - Appalachian Regional Commission								
Non-bird/landscape initiatives - Fish Habitat Partnerships								
NRCS								
OSM - Appalachian Regional Reforestation Initiative								
Other bird monitoring initiatives - NEPIF, SEPIF, NECBM, USFWS Refuges Monitoring & Inventory, USFS, NPS Monitoring & Inventory								
Policy-makers (Congress, OMB)								
Private Corporations (mining, timber)								
Private landowners								
State agencies - Forestry, Wildlife, Parks, Reclamation								
US Army Corps of Engineers								

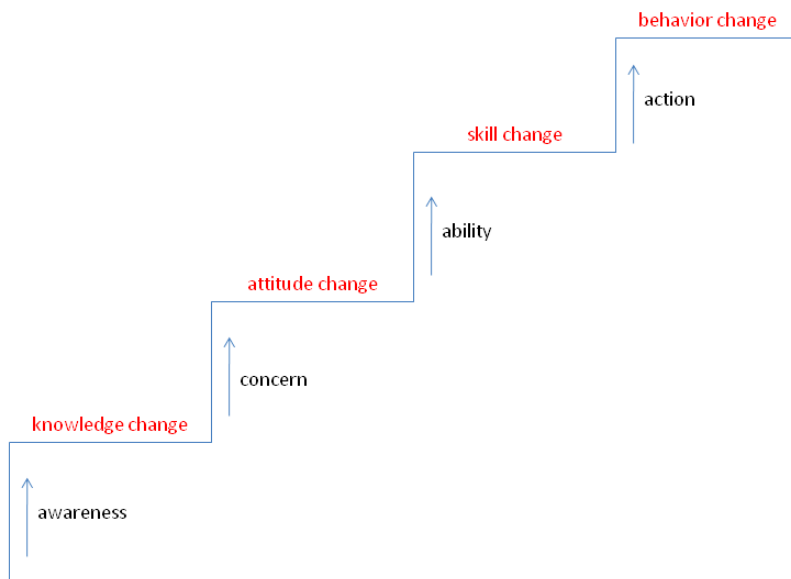
Audiences	Goal 5. Utilize and lead assessments of landscape-level change to inform conservation design	Goal 6. Coordinate data and information sharing through a conservation tracking system and other formats	Goal 7. Design and implement coordinated bird monitoring to assess habitat delivery	Goal 8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally	Goal 9. Promote support for state, federal, and NGO programs that enable bird conservation in the region	Goal 10. Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources	Goal 11. Integrate with non-bird and landscape-scale conservation initiatives in the region	Goal 12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation
USFS - State/Private, NF								
USFWS - Ecological Services								
USFWS - National leaders								
USFWS - Neotropical Migratory Bird Act								
USFWS - Partners for Fish and Wildlife								
USFWS - National Wildlife Refuges								
USGS								

Key =  = strongly influential  = influential  = moderately influential  = no influence

Communications Objectives & Messages

A communications objective takes the broad AMJV goals selected for communications and relates them to a segment of audiences, making them SMART. SMART is an acronym for well-developed objectives that are Specific (address who, what, where), Measurable (address when, how many), Achievable (something the AMJV can do), Realistic (possible with the resources the AMJV has), and Timely (to be accomplished within the specified time). Ultimately, the main communications objectives are behaviorally related, given that an audience behaving in a certain way will allow for the accomplishment of the goal. However, it may not be possible to change an audience's behavior before first addressing their knowledge, attitudes, and skills. Each of these could serve as barriers if not sufficiently developed for the specific behavioral objective. Education and communications are often thought of as following a staircase of phases as shown in Figure 2, below. First, awareness must be raised (knowledge change), then concern increased (attitude change), then appropriate abilities developed (skill change), for ultimately action (behavior change). This is a simplified model of behavior change that is effective for thinking through communications planning.

Figure 2. Education and communications – a stair-step process leading to behavior change.



Making objectives measurable. All of these objectives can be made measurable (currently most are listed generically as “increase the percentage of...”) by providing specific percentages to target for each of the knowledge, attitudes, skills, or behaviors. These objectives serve as the foundation for an evaluation following the implementation of the communications campaign to determine whether the objectives have been reached.

To do so in a way that will be achievable and realistic, baseline measures are necessary. Audience assessments through surveys or interviews should be conducted with the audience to determine the current percentage of the audience group with the given knowledge, attitudes, skills, or behaviors. Then, the appropriate goal for a percentage to influence with a communications campaign could be determined. Remember, it will be challenging to get all of the audience all the way up the “stairs” so be realistic. Likely the number of audience members with a given knowledge objective met will be highest

followed by attitudes, skills, and then behavior. Note that in conducting an audience assessment, a random sample from the audience could be selected if it is a large audience (e.g., private landowners). It is strongly advisable to retain the services of a social scientist to determine the appropriate sampling scheme and survey design and implementation methods to ensure that the results are generalizable to the full population. The knowledge, attitudes, skills, and behavioral objectives for groups of audiences for each goal are listed below in Table 7.

Table 7. Objectives by audience segments for each of the twelve goals for AMJV communications efforts.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
Goal 1. Manage, create/restore, and conserve young forest and other early successional habitats for woodcock and golden-winged warbler in priority areas.				
<ul style="list-style-type: none"> - USFS - NRCS - State agencies (Forestry, Wildlife, Parks, Reclamation) - NGOs - WMI, NWTF, RGS (game NGOs) - AMJV Technical Committee 	<ul style="list-style-type: none"> - the BMPs are based on the best available science. - the BMPs can guide forest management to benefit specific species as well as additional wildlife. - the BMPs can guide management on multiple spatial and temporal scales. - the BMPs are designed for forest managers and for implementation. - training opportunities are available on how to use the BMPs. 	<ul style="list-style-type: none"> - following BMPs will help us be more strategic in our forest management. - following BMPs will maximize benefits to priority species in need of conservation action. - following these BMPs will facilitate forest certification. - following BMPs can help increase the likelihood of finding funding for forest management on our lands. - following the BMP won't require extensive changes in the activities we're already doing. - we have the skills required to accomplish what's called for in the BMPs. 	<ul style="list-style-type: none"> - follow the prescription in the BMP. - communicate the importance of adopting this BMP. 	1.1 Adopt and incorporate BMP's.
<ul style="list-style-type: none"> - Environmentalists who are anti-forest management - USFWS Ecological Services 	<ul style="list-style-type: none"> - active management is a necessity for ensuring there is enough quality and/or quantity of habitat for wildlife. - active forest management is altering the forest structure and tree and plant species that are present to better meet habitat needs. - species of high conservation need (GWWA, PRWA, AMWO) require habitats where there is active forest management to create ESH. - current forest conditions are 	<ul style="list-style-type: none"> - active forest management can be key to conservation, if conducted in appropriate areas. - active forest management can be accomplished with negligible environmental impact. - active forest management can be accomplished without much resource allocation from agencies. In fact, forest management that results in timber sales yields funds that go towards additional habitat improvement. 	<ul style="list-style-type: none"> - willing to collaborate and compromise with various stakeholders to find the appropriate areas for forest management. - describe benefits of active forest management for their conservation goals. - work through the stakeholder process rather than litigate. 	1.2 Accept forest management when in appropriate areas.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	<ul style="list-style-type: none"> generally poor and not representative of natural conditions. - restoring to historical conditions is not realistic given the landscape. - the appropriate areas for forest management consider the potential benefits of that area to a diversity of wildlife across the landscape, and not all areas are appropriate for active management. - appropriate areas are selected through a collaborative process, recognizing current landscape conditions. 	<ul style="list-style-type: none"> - the appropriate areas have been defined based on the best available science and through a collaborative process that considered input across all stakeholders. - active forest management can be an important part of reaching various conservation goals (e.g., restoring forest with old growth characteristics). - the forest will grow back in areas where it is harvested. 		
<ul style="list-style-type: none"> - NRCS - OSM - Appalachian Regional Reforestation Initiative 	<ul style="list-style-type: none"> - Working Lands for Wildlife (WLW) is a NRCS cost-share program that provides financial assistance to landowners for creating early successional habitat suitable for GWWA (or other target species) on their property. - Farm Bill (FB) programs are NRCS cost-share programs that provide financial assistance and incentives to landowners for implementing various conservation and habitat improvement practices on their land. - Partners for Fish and Wildlife (PFW) provides technical and financial assistance to private landowners who are willing to work with USFWS and can assist with projects which conserve or restore an important habitat requisite for a rare, declining 	<ul style="list-style-type: none"> - ESH conservation is important. - ESH conservation (creation, maintenance) is an effective forest management strategy. - ESH management is compatible with your organizational values and landowner values. - WLW, FB, and PFW are win-win-win programs for landowners, wildlife, and your organization. - ESH management on private lands can be affordable & benefit landowners. 	<ul style="list-style-type: none"> - describe how ESH conservation relates to their mission. - describe how ESH conservation is important to landowners. - describe how program works & how to enroll. - determine which landowners would be potential candidates. - determine which programs would be appropriate for landowners interested in ESH. - locate the equipment or contractors or foresters to work with landowners. 	<ul style="list-style-type: none"> 1.3 Recruit landowners for Working Lands for Wildlife Initiative, other Farm Bill programs, and state programs, Partners for Fish & Wildlife. 1.4 Support landowners in ESH management.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	<p>or protected species.</p> <ul style="list-style-type: none"> - ESH is a temporary habitat in the landscape consisting of a mix of herbaceous plants, shrubs (e.g. blackberry, alder), and small trees (< 20 years old) that provides dense cover for numerous birds and other wildlife throughout the year, and this habitat will transition to mature forest over time as the trees age and grow. - ESH conservation relates to your organization's work by enhancing year-round forest habitat for a variety of birds and other game and nongame wildlife, improving forest health, and engaging landowners in active management of their forest land. - ESH can be created through forest management (clearcuts, shelterwood, or similar harvests) and old field maintenance/enhancement (mowing, removing selected trees, removing invasives, etc.) during the non-breeding season (fall/winter) and can be accomplished by foresters or other land managers as well as private landowners as part of a well-developed, long term forest management plan that considers the broader landscape and costs/benefits to multiple species. 			

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
<ul style="list-style-type: none"> - NRCS - USFS (S&PF) - State agencies- Forestry, Wildlife, Parks, Reclamation - OSM - Appalachian Regional Reforestation Initiative 	<ul style="list-style-type: none"> - there are benefits to concentrating ESH management projects, such as improving connectivity of these habitats and increasing immigration/emigration of species between ESH and concentrating resources (equipment/personnel) in a smaller area to achieve habitat goals while minimizing costs.- focal areas were established by the GWWA Working group through a collaborative process with the input from multiple experts across the GWWA breeding range to ensure conservation work occurred in areas with existing populations and the highest potential to enhance these populations through habitat conservation while minimizing the potential for BWWA hybridization. - these focal areas can be easily accessed from the GWWA Working Group website and the AMJV website. - the added results from concentrating landowners will help you meet your objectives [need to figure out what these are for these orgs). 	<ul style="list-style-type: none"> - objectives will be better met and/there will be more conservation success from this approach. - this approach will be more efficient and easy to accomplish. 	<ul style="list-style-type: none"> - find and use focal area maps. - locate existing landowners (and their neighbors who would have potential lands). 	<p>1.5 Focus landowner recruitment in focal areas in a way that will result in cumulative effects/greater conservation outcomes.</p>
<ul style="list-style-type: none"> - NGO's - The Nature Conservancy - State agencies - Forestry, Wildlife, Parks, Reclamation 	<ul style="list-style-type: none"> - the AMJV partners have identified bird habitat conservation areas where conservation easements could greatly benefit priority bird populations. - benefiting priority bird populations 	<ul style="list-style-type: none"> - an additional group of landowners may have enhanced interest in conservation easements if they are aware the benefits to birds. - focusing land protection on bird habitat conservation areas will 	<ul style="list-style-type: none"> - use the map for bird conservation areas. - articulate benefits to birds and the value of bird conservation. - describe how conserving a 	<p>1.6 Support landowners in signing up for conservation easements (in key areas for bird conservation).</p>

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	<p>can also benefit other wildlife and the landscape as a whole.</p> <ul style="list-style-type: none"> - these bird conservation areas are easily available from the Appalachian Mountain Joint Venture. - there are potential funding sources for conserving lands for priority birds (need to think about which ones...ask Thomas) 	<p>allow the land trust to get funds more easily.</p>	<p>single property for birds benefits landscape scale conservation.</p>	<p>1.7 Encourage interested and willing landowners (in key areas for conservation of priority bird species) to sell land to TNC or land trusts (rather than subdivide).</p>
<ul style="list-style-type: none"> - NGO's - The Nature Conservancy - The Conservation Fund - State agencies - Forestry, Wildlife, Parks, Reclamation - USFWS - National Wildlife Refuges 	<ul style="list-style-type: none"> - allowing for active forest management in conservation easement terms ensures that the forest can be managed for bird habitat. - land trusts have offered a range of conservation easements to support habitat needs and landowner interests. 	<ul style="list-style-type: none"> - active forest management can be key to conservation. - allowing for forest management can interest some landowners in conservation easements who would otherwise be uninterested. 	<ul style="list-style-type: none"> - identify which lands would benefit from active forest management (and which types of management). - describe benefits of active forest management. 	<p>1.8 Provide conservation easements that allow for active forest management (for bird habitat).</p>
<ul style="list-style-type: none"> - Foundations (NFWF and others) - NRCS - State agencies - Forestry, Wildlife, Parks, Reclamation 	<ul style="list-style-type: none"> - active management is a necessity for ensuring there is enough quality and/or quantity of habitat for sustainable bird population. - active forest management is altering the forest structure and tree and plant species that are present to better meet bird habitat needs. - species of high conservation need (GWWA, PRWA, AMWO) require habitats where there is active forest management to create ESH. - ESH can be created through forest management (clearcuts, shelterwood, or similar harvests) and 	<ul style="list-style-type: none"> - active forest management can be key to conservation. - allowing for forest management can interest some landowners in conservation easements who would otherwise be uninterested. - funds that our organization/agency offers can make a large impact on conservation and can be leveraged with other funds in the region. 	<ul style="list-style-type: none"> - describe benefits of active management. - provide funds to those who work with landowners on active forest management. 	<p>1.9 Fund active management of forests for early successional habitat, mature forest, spruce-fir restoration & open pine.</p>

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	old field maintenance/enhancement (mowing, removing selected trees, removing invasives, etc.) during the non-breeding season (fall/winter) and can be accomplished by foresters or other land managers as well as private landowners as part of a well-developed, long term forest management plan that considers the broader landscape and costs/benefits to multiple species.			
Goal 2: Manage and conserve mature forest habitat for Cerulean warbler and Wood Thrush in priority area.				
- OSM - Appalachian Regional Reforestation Initiative	See 1.1	See 1.1	See 1.1	2.1 Adopt and incorporate BMPs.
See 1.2	See 1.2 -species of high conservation need (CERW, KEWA, HOWA) require habitats where there is active forest management to create provide a diversity of forest age classes, habitat structure, and food sources.	See 1.2	See 1.2	2.2. Accept forest management when in appropriate areas....
- USFS – State/Private, NF - NRCS - State agencies (Forestry, Wildlife, Parks, Reclamation) - NGOs - WMI, NWTF, RGS (game NGOs)	- mature forests that are managed for a variety of tree and plant species to provide a diversity of forest age classes, habitat structure, and food sources improve forest health and provide quality habitat for a range of forest birds and other game and nongame wildlife - mature forest conservation relates to your organization’s work by	- mature forest conservation is important. - mature forest conservation (creation, maintenance) is an effective forest management strategy. - mature forest management is compatible with your organizational values and landowner values.	- describe how mature forest conservation relates to their mission. - describe how mature forest conservation is important to landowners. - describe how mature forest management program works & how to enroll. - determine which landowners	2.3. Recruit & support private landowners in conducting management using forest stewardship programs and other state assistance programs.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
- OSM - Appalachian Regional Reforestation Initiative	enhancing forest habitat for a variety of birds and other wildlife, improving forest health, and engaging landowners in active management of their forest land... - quality mature forest habitat is created through active forest management (e.g. shelterwood or group selection harvests) during the nonbreeding season (fall/winter) and can be accomplished by foresters as part of a well-developed, long term forest management plan that considers the broader landscape and costs/benefits to multiple species.	- mature forest management programs are win-win-win programs for landowners, wildlife, and your organization. - mature forest management on private lands can be affordable & benefit landowners.	would be potential candidates. - determine which programs would be appropriate for landowners interested in mature forest management. - locate the equipment or contractors or foresters to work with landowners.	
See 1.6	See 1.6	See 1.6	See 1.6	2.4. Support landowners in signing up for conservation easements (in key areas for bird conservation).
See 1.9	- active management is a necessity for ensuring there is enough quality and/or quantity of habitat for sustainable bird population. - active forest management is altering the forest structure and tree and plant species that are present to better meet bird habitat needs. - species of high conservation need (CERW, KEWA, HOWA) require habitats where there is active forest management to create provide a diversity of forest age classes, habitat	- active forest management can be key to conservation. allowing for forest management can interest some landowners in conservation easements who would otherwise be uninterested. - funds that our organization/agency offers can make a large impact on conservation and can be leveraged with other funds in the region.	- describe benefits of active management. - provide funds to those who work with landowners on active forest management.	3.5 Fund active management of forests for early successional habitat, mature forest, spruce-fir restoration & open pine.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	<p>structure, and food sources.</p> <ul style="list-style-type: none"> - quality mature forest habitat is created through active forest management (e.g. shelterwood or group selection harvests) during the nonbreeding season (fall/winter) and can be accomplished by foresters as part of a well-developed, long term forest management plan that considers the broader landscape and costs/benefits to multiple species. 			
Goal 3. Restore and conserve high elevation systems for birds in priority areas, including release of spruce-fir.				
<ul style="list-style-type: none"> - USFS – State/Private NF - NRCS - State agencies (Forestry, Wildlife, Parks, Reclamation) - NGOs - WMI, NWTF, RGS (game NGOs) - NGOs - TNC 	<ul style="list-style-type: none"> - the BMPs are based on the best available science. - the BMPs can guide forest management to benefit specific species as well as additional wildlife. - the BMPs can guide management on multiple spatial and temporal scales. - the BMPs are designed for forest managers and for implementation. - training opportunities are available on how to use the BMPs. 	<ul style="list-style-type: none"> - following BMPs will help us be more strategic in our forest management. - following BMPs will maximize benefits to priority species in need of conservation action. - following these BMPs will facilitate forest certification. - following BMPs can help increase the likelihood of finding funding for forest management on our lands. - following the BMP won't require extensive changes in the activities we're already doing. - we have the skills required to accomplish what's called for in the BMPs. 	<ul style="list-style-type: none"> - follow the prescription in the BMP. - communicate the importance of adopting this BMP. 	<p>3.1. Adopt and incorporate BMP's.</p>
<ul style="list-style-type: none"> - USFWS-Ecological Services 	<ul style="list-style-type: none"> - active management and restoration is a necessity for restoring and enhancing the quality and/or 	<ul style="list-style-type: none"> - active management and restoration of spruce-fir stands can be key to conservation, if conducted in 	<ul style="list-style-type: none"> - willing to collaborate and compromise with various stakeholders to find the 	<p>3.2. Accept forest management when in appropriate</p>

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	<p>quantity of many high elevation spruce-fir stands.</p> <ul style="list-style-type: none"> - active forest management and restoration is altering the forest structure and tree and plant species that are present to better meet habitat needs. - current forest conditions are generally poor and not representative of natural conditions. Many spruce-fir stands are being replaced by hardwoods. - the appropriate areas for spruce-fir restoration and management consider the potential benefits of that area to a diversity of wildlife across the landscape, and not all areas are appropriate for active management. - appropriate areas are selected through a collaborative process, recognizing current landscape conditions. 	<p>appropriate areas.</p> <ul style="list-style-type: none"> - active management and restoration of spruce-fir stands can be accomplished with negligible environmental impact. - active forest management can be accomplished without much resource allocation from agencies. In fact, forest management that results in timber sales yields funds that go towards additional habitat improvement. - the appropriate areas have been defined based on the best available science and through a collaborative process that considered input across all stakeholders. - active management and restoration of spruce-fir stands can be an important part of reaching various conservation goals (e.g., restoring forest with old growth characteristics). - the forest will grow back in areas where it is harvested. 	<p>appropriate areas for forest management.</p> <ul style="list-style-type: none"> - describe benefits of active forest management for their conservation goals. - work through the stakeholder process rather than litigate. 	<p>areas.</p>
<ul style="list-style-type: none"> - USFS - NRCS - State agencies (Forestry, Wildlife, Parks, Reclamation) - NGOs – TNC 	<ul style="list-style-type: none"> - high elevation spruce-fir systems are uncommon in the central and southern Appalachians, provide critical habitat for a variety of wildlife, and serve as stop-over habitat for birds during migration... & why important... (birds, other species, people...) 	<ul style="list-style-type: none"> - high elevation habitat conservation is important. - high elevation habitat conservation (creation, maintenance) is an effective forest management strategy. - high elevation habitat management is compatible with 	<ul style="list-style-type: none"> - describe how high elevation habitat conservation relates to their mission. - describe how high elevation habitat conservation is important to landowners. - describe how high elevation habitat management 	<p>3.3. Recruit & support private landowners in conducting management using forest stewardship programs and other federal, state, and private assistance</p>

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
<ul style="list-style-type: none"> - NGOs - WMI, NWTF, RGS (game NGOs) - CASRI - Central Apps Spruce Restoration Initiative (and other appropriate states) 	<ul style="list-style-type: none"> - restoring spruce-fir stands relates to your organization's work by conserving these forest types and providing habitat for rare/threatened species (e.g. northern flying squirrel, salamanders) as well as other wildlife. - high elevation system habitat for priority bird species is created by forest management that removes encroaching hardwood stands through timber harvesting and planting with spruce-fir seedlings as needed. 	<ul style="list-style-type: none"> your organizational values and landowner values. - high elevation habitat management on private lands can be affordable & benefit landowners. 	<ul style="list-style-type: none"> program works & how to enroll. - determine which landowners would be potential candidates. - determine which programs would be appropriate for landowners interested in mature forest management. - locate the equipment or contractors or foresters to work with landowners. 	<ul style="list-style-type: none"> programs.
	See 1.6	See 1.6	See 1.6	3.4. Support landowners in signing up for conservation easements (in key areas for bird conservation).
				3.5 Fund active management of forests for early successional habitat, mature forest, spruce-fir restoration & open pine.
Goal 4. Restore and conserve open pine communities for birds in priority areas.				
<ul style="list-style-type: none"> - Neighboring JVs - USFS – State/Private, NF 	<ul style="list-style-type: none"> - a rapid assessment of open pine would involve looking at open pine/mixed forest models. - neighboring JV's have developed a 	<ul style="list-style-type: none"> - models can be a useful tool for determining where to do restoration. - this process would be quick given 	<ul style="list-style-type: none"> - partner/collaborate at scales beyond the Appalachian Mountains. 	4.1 Conduct rapid assessment, building on other JVs tools.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
<ul style="list-style-type: none"> - State agencies – Forestry, Wildlife, Parks, Reclamation - AMJV Technical Committee - Foresters, ecologists outside Technical Committee 	<ul style="list-style-type: none"> - desired forest condition model. - the southern portion of the AMJV can adapt this model to guide restoration of open pine systems. 	<ul style="list-style-type: none"> - the work the neighboring JVs have already done. - coordinating with neighboring JVs can be beneficial to all JVs. 		
Goal 5. Utilize and lead assessments of landscape-level change to inform conservation design.				
<ul style="list-style-type: none"> - State agencies - Forestry, Wildlife, Parks, Reclamation - NGOS – TNC - Non-bird/landscape initiatives – LCCs [Note: only a subset for behavior 5.2] 	<ul style="list-style-type: none"> - landscape assessment will allow us to plan spatially and temporally. - landscape assessment will coordinate the management activities of the partnership. - landscape assessment will help members of the partnerships to be most strategic and efficient in using resources. - other JVs have had success in creating tools for desired future conditions in their region. We will be able to replicate these approaches in a faster way. - landscape planning at the JV scale allows for coordination across the full partnership and allows for working towards population and habitat objectives defined for this scale. 	<ul style="list-style-type: none"> - landscape planning provides the most efficient use of resources. It minimizes redundancy, ensures outcomes through coordination, and results in additional resources left over for other priorities beyond birds. - landscape scale planning at the JV scale will be useful. - landscape planning at the JV scale will benefit the conservation goals of our organization and allow us to provide benefits back to the JV. - JV staff want input on the landscape assessment and its utility. 	<ul style="list-style-type: none"> - describe the benefits of JV-wide landscape planning. - integrate the assessment into their own planning and activities. - think outside of their jurisdictional boundaries. - communicate with JV staff about their needs and/or concerns with the planning process. 	<ul style="list-style-type: none"> 5.1 Use landscape (i.e., JV-wide) assessment for landscape planning. 5.2 Develop landscape assessment.
<ul style="list-style-type: none"> - NGOs – TNC - State agencies - Forestry, Wildlife, Parks, Reclamation 	<ul style="list-style-type: none"> - depending on how fire is used it can have a positive or negative impact on birds (e.g., considering time of year is key; conditions). - considering bird habitat needs when 	<ul style="list-style-type: none"> - birds can serve as an indicator of how fire is changing a community. - bird conservation outcomes in fire-adapted communities are needed/worthwhile. 	<ul style="list-style-type: none"> - implement prescribed fire programs that consider bird habitat needs. - communicate how fire can be beneficial. 	<ul style="list-style-type: none"> 5.3 Ensure adequate bird habitat needs included in models on fire-adapted communities.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	<ul style="list-style-type: none"> planning a fire can be critical to bird conservation. - fire needs to be used continually to have benefits to birds. - there is a need to monitor the effects on birds of the management following these models. 	<ul style="list-style-type: none"> - our management in these fire-adapted communities can have a large negative or positive impact on birds, depending on how it's done. 	<ul style="list-style-type: none"> - determine when planning a fire what the impacts will be on birds. 	<p>5.4 Include bird biologists in fire-adapted communities planning.</p>
Goal 6. Coordinate data and information sharing through a conservation tracking system and other formats.				
<ul style="list-style-type: none"> - AMJV Technical Committee - NGOs - Land trusts/LTA/land conservancies - State agencies - Forestry, Wildlife, Parks, Reclamation 	<ul style="list-style-type: none"> - the tool is a map-based forum for fostering discussion among JV partners. - the tool allows use of a map to serve as a basis for sharing information, collaborating, understanding conservation problems, advancing planning, and improving conservation outcomes. - you can enter information that is spatially and temporally referenced, including: field journal, comments linked to locations, management information, and year end summary reports. - you can link any information you enter to other documents or reports for further detail. - you can share your entries with other users and user groups who you wish to see your information. They can comment on your posts and engage in discussions. - you can subscribe to a topic to stay in the loop about the conversation, something you posted, or within a 	<ul style="list-style-type: none"> - map-based forum is useful to me in my job. - creating a discussion around map-based forum will create greater efficiencies of resources and time in our work and throughout the JV. - looking at information spatially can help us better visualize our efforts and allow for enhanced planning. - this tool is easy to navigate, enter and find information, and integrate with my current work. - it is easy for me to stay up to date with what is entered in the tool because I can subscribe and receive notifications. - this tool aims to limit redundancy or duplication of conservation information entry, and we are continuing to engage in conversations about how to make this integration of information occur. 	<ul style="list-style-type: none"> - enter a comment and geo-reference it. - enter a journal entry. - mouse over an icon with a question mark, watch the video with basic tasks, send requests or questions to the contact email on the "About" portion of the tool. 	<p>6.1 Use/enter info in conservation tracking system (change name? map-based discussion forum).</p>

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	<ul style="list-style-type: none"> - given distance to a map you entered. - there are drawing tools that allow you to geographically reference information. 			
<ul style="list-style-type: none"> - Boundary JVs' staff & partners 	<ul style="list-style-type: none"> - complimentary systems in neighboring JVs allows for indexing, sharing, and archiving information at a larger scale. - in areas where the JVs overlap or cross various jurisdictional boundaries, collaboration across the JVs will be enhanced and facilitated. - the map space in this system is already seamless and not confined to the AMJV area. 	<ul style="list-style-type: none"> - efficiency of information sharing across the JVs will be even better through open-geo-spatial standards (web map services and web feature services). - reduces the barriers to sharing information across our JVs. 		6.2 Create complementary systems in neighboring JVs.
Goal 7. Design and implement coordinated bird monitoring to assess habitat delivery.				
<ul style="list-style-type: none"> - USFS - State/Private, NF - State agencies – Forestry, Wildlife, Parks, Reclamation - NRCS 	<ul style="list-style-type: none"> - monitoring your projects can inform management improvements. - monitoring is a key component of adaptive management. - bird monitoring tells us how well the habitat improvement are working and also whether we are moving toward our population objectives. - birds serve as good indicators across an array of wildlife species. 	<ul style="list-style-type: none"> - an investment in monitoring is worthwhile. - monitoring is important for evaluating whether we're moving towards our goals and showing success. - adding a bird monitoring component to a project will be easy to include and requires only minimal resources. 	<ul style="list-style-type: none"> - work with to incorporate bird monitoring into their projects. - justify the benefits of monitoring. - use the monitoring results to inform changes to their management activities. 	7.1 Design & implement project-specific monitoring.
<ul style="list-style-type: none"> - AMJV Technical committee - USFS - State/Private, NF - NRCS 	<ul style="list-style-type: none"> - JV-wide bird monitoring would be a monitoring strategy across the JV that allows us to track our progress towards meeting bird population objectives for the JV. - in order to accomplish JV-wide bird monitoring we would need to 	<ul style="list-style-type: none"> - integration of bird monitoring across the JV would benefit individual programs and projects as well as the entire JV. - integrating monitoring programs for JV-wide bird monitoring will require only minimal resources. 	<ul style="list-style-type: none"> - justify the benefits of contributing to more coordinated JV-wide monitoring. - use the monitoring results to benefit their program. 	7.2 Design & implement JV-wide bird monitoring.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
<ul style="list-style-type: none"> - State agencies - Forestry, Wildlife, Parks, Reclamation - Other bird monitoring initiatives (NEPIF, SEPIF, NECBM, USFWS Refuges Monitoring & Inventory, USFS, NPS Monitoring & Inventory) 	<p>integrate the partner monitoring programs in a way that they are comparable. This may require some minor tweaking of programs. All partners would need to be involved in such decisions about necessary changes.</p>	<ul style="list-style-type: none"> - moving towards JV-wide monitoring scheme will build upon existing programs. 		
Goal 8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally.				
<ul style="list-style-type: none"> - AMJV Management Board - AMJV Technical Committee - NGOs - American Bird Conservancy 	<ul style="list-style-type: none"> - the mission of the AMJV is to restore and sustain viable populations of native birds and their habitats in the Appalachian Mountains through effective, collaborative partnerships. - JVs were created to serve as partnerships for habitat conservation. - JV staff capacity and fiscal resources are designed to support the JV partnership in science-based habitat conservation. - the Technical Committee advises the JV science program relevant to priorities, activities, and needs. 	<ul style="list-style-type: none"> - the JV is a partnership and community that benefits bird conservation in your state (and 10 others). - participation in the JV links you to bird conservation and conservation professionals and resources. - JV staff are available for you to turn to for bird conservation resources in the region. - participation in the Technical Committee provides an important partnership opportunity for organizations. 	<ul style="list-style-type: none"> - recite JV elevator talk. -speak to JV objectives and activities. - identify places in their job where they could incorporate JV objectives. - turn to JV staff and request tools that can aid in their JV hat wearing. - direct interested and strong potential members to the JV. 	<ul style="list-style-type: none"> 8.1 Actively involved & a champion of the JV internally and externally. 8.2 Wear the “JV hat” at meetings they attend (introduce themselves as part of JV; speak to what the JV is working on). 8.3 Communicate within their organizations (vertically and horizontally) about JV activities and meeting outcomes.
<ul style="list-style-type: none"> - NGOs – Audubon - NGOs Landtrusts/ LTA/land conservancies - NGOs – TNC 	<ul style="list-style-type: none"> - the Technical Committee advises the JV science program relevant to priorities, activities, and needs. - the Management Board serves as the governing body of the AMJV, sets the JV’s priorities (based on staff and 	<ul style="list-style-type: none"> - participating in the Technical Committee and/or Management Board is worthwhile. - Technical Committee and/or Management Board membership can enhance their own work or 	<ul style="list-style-type: none"> - gain support and resources to be an active participant at Technical Committee and/or Board meetings. - identify what technical skills, experience, and resources 	<ul style="list-style-type: none"> 8.4 Become an active participant in the Technical Committee and/or Management Board.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
<ul style="list-style-type: none"> - NRCS - NGOs - WMI, NWTF, RGS (game NGOs) - State agencies - Forestry, Wildlife, Parks, Reclamation - USFS - State/Private, NF 	<p>Tech Committee input), and directs the activities of the JV partnership.</p>	<p>build partnerships that will add value to their job.</p>	<p>they can bring to the table to strengthen the Technical Committee and/or Management Board.</p> <ul style="list-style-type: none"> - explain the role of the JV staff, management Board, and SCP/TC members to influential members of the communities and professional networks in which they work. 	
Goal 9. Promote support for state, federal, and NGO programs that enable bird conservation in the region.				
<ul style="list-style-type: none"> - Policy-makers (Congress, OMB) 	<ul style="list-style-type: none"> - the JVs are one of the most efficient programs when it comes to results relative to funding. Over their 25 year history these public-private partnerships leveraged every dollar of Congressional funds 35:1, helping to conserve 18.5 million acres of habitat. - JVs rely on federal appropriations for their existence. - State Wildlife Grants (SWG) funds provide essential funding for important species to states. Many of these funds are used for forest habitat, which benefits migratory birds and other wildlife. - NMBCA is a grant program that benefits migratory birds and their habitats in the U.S., Canada, Latin America and the Caribbean by providing funding to conserve these species throughout their migratory 	<ul style="list-style-type: none"> - these programs and policies are an efficient use of funds for bird conservation. - many members of the public enjoy watching wildlife and birds and appreciate programs that benefit them. - these programs are valuable for game species and benefit sportsmen as well. - these programs or policies are a win-win for the people and the wildlife of the region. - these programs are complementary and each provide essential funds to a distinct aspect of the conservation needs in the region. - both national and international conservation play a vital role in protecting ecosystem services American people rely on. 	<ul style="list-style-type: none"> - contact the JV or JV partners to learn more about how conservation policies and programs benefit their states. - justify their support of these conservation policies and programs to their constituents. 	<ul style="list-style-type: none"> 9.1 Vote for interior appropriations bill with JV funding at desired level. 9.2 Put together appropriations bills with conservation-related funding (e.g., State Wildlife Grants and Neotropical Migratory Bird Conservation Act) at desired levels. 9.3 Vote for agricultural appropriations bill with NRCS funding at desired levels. 9.4 Vote for 2012 Farm Bill reauthorization with conservation program funding at

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	<p>life cycle.</p> <ul style="list-style-type: none"> - Since 2002, NMBCA grants have supported 367 projects in 35 countries with a partner to grant fund match of almost 4:1, exceeding the required 3:1 match. - Working Lands for Wildlife is a NRCS cost-share program that provides financial assistance to landowners. - funds from these programs benefit the people of the Appalachian region in the amount of [see numbers for Working Lands for Wildlife once assembled.] 			desired levels.
<ul style="list-style-type: none"> - AMJV Management Board - NGOs – Audubon - NGOs – TNC - NGOs- American Bird Conservancy 	<ul style="list-style-type: none"> -staff of the JVs cannot lobby Congress. - the JVs visit the Hill each March and September, and JV Management Board members. Those visits are more effective if partners attend with the JV staff. -developing a relationship with Congressional members and staff requires multiple contacts each year. - the participation of NGOs in Congressional visits demonstrates that JVs truly are public-private partnerships, leveraging a variety of resources to benefit the region. 	<ul style="list-style-type: none"> - demonstrating that we benefit from the JV partnership and conservation program and policy funding is critical to Congressional support. - a shared message is much more effective in reaching Congress. - having a relationship with Congressional members and staff can be valuable to the JV and JV partner organization. 	<ul style="list-style-type: none"> - articulate the value of the sum of these programs to the partners in the JV. - state the AMJV elevator and describe its activities. - describe SWG, Working Lands for Wildlife, NMBCA and how they benefit the Appalachian region. 	9.5 Help educate with a cohesive message to maintain/gain support

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
Goal 10: Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources.				
<ul style="list-style-type: none"> - AMJV Management Board - AMJV Technical Committee - Foundations- NFWF and others - NGOs – Audubon - NGOs - WMI, NWTF, RGS (game NGOs) - NGOs- American Bird Conservancy - State agencies - Forestry, Wildlife, Parks, Reclamation 	<ul style="list-style-type: none"> - the contribution of capacity is used for tangible outcomes (spell out depending on Board or project). - active partner involvement ensures the functioning of the JV, which is a partnership. - contributed resources are leveraged and essential for receiving grants that require match. 	<ul style="list-style-type: none"> - the contribution of capacity to the JV is beneficial. - the outcomes of our contributions extend far beyond what they would be if we spent them on our own, outside the partnerships. - the activities the JV accomplishes as a result of contributions make the work of our organization better/easier. -as compared to other partnerships or networks we are asked to be involved in, the JV is highly valuable and an efficient use of resources. 	<ul style="list-style-type: none"> - describe/justify why contributions to the JV benefit their own organizations (financial capacity & improving landscape for birds/other wildlife/other values). 	<ul style="list-style-type: none"> 10.1. Maintain level of existing capacity. 10.2. Commit additional capacity. 10.3. Commit new capacity.
Goal 11. Integrate with non-bird and landscape-scale conservation initiatives in the region.				
<ul style="list-style-type: none"> - CASRI- Central Apps Spruce Restoration Initiative (and other appropriate states) - Non-bird/landscape initiatives - LCC 	<ul style="list-style-type: none"> - the mission of the AMJV is to restore and sustain viable populations of native birds and their habitats in the Appalachian Mountains through effective, collaborative partnerships. -the JV does not compete with existing networks but strengthens them by adding value through bringing together objectives of various bird initiatives, advancing partnerships, leveraging funding, and/or empowering strategic habitat conservation. -JV science results from contributions of numerous well-known and well- 	<ul style="list-style-type: none"> - JV activities complement/strengthen network’s activities. -supporting JV activities and building in their activities and information is worthwhile and good use of resources. - JV participation or representation at the network improves the network. 	<ul style="list-style-type: none"> - direct interested and strong potential members to the JV. - find the JV objectives and goals to integrate into theirs or share resources for them. - identify and contact appropriate JV staff to invite them. - look for JV science. 	<ul style="list-style-type: none"> 11.1. Use JV science & offer inputs to JV science/delivery (look at IWJV’s partnership goal for other initiatives). 11.2. Build JV goals into the work of the network/initiative. 11.3. Offer resources to/support the component of the network’s activities that the JV can bring.

Strongly Influential Audiences	Knowledge Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) knows that...	Attitudes Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) believe that...	Skills Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations) is able to...	Behavioral Objectives Ensure that XX% of audience (with an emphasis on strongly influential organizations)...
	studied bird biologists in the region.			11.4. Ask the JV to present/be at the table.
Goal 12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation.				
<ul style="list-style-type: none"> - AMJV Management Board - AMJV Technical Committee - NGOs – Audubon - NGOs – TNC - NGOs - WMI, NWTF, RGS (game NGOs) - NGOs- American Bird Conservancy - NRCS - OSM - Appalachian Regional Reforestation Initiative - State agencies - Forestry, Wildlife, Parks, Reclamation - USFS - State/Private, NF 	<ul style="list-style-type: none"> - strategic communications ensures that communications are in line with the goals of the JV and clearly spell out key audiences, how to best communicate with them, and how to evaluate success. - the JV has created a Communications Strategy that clearly outlines what communications are most needed. JV Management Board members and Technical Committee members played a role in creating this plan. - the JV has invested in a part-time communications specialist to guide and coordinate the JV's communication efforts but more capacity is essential to accomplish all communication needs. 	<ul style="list-style-type: none"> - strategic communications are essential to accomplish JV conservation goals. - communications efforts require resource to be done well. - communications plays an even larger role in the JV than it would in a given organization. It's required to ensure we are all aware of each other's' efforts and being coordinated in our communications. - strategic communications will benefit our organization and help get out the word about the results of participation in the partnership. - a coordinated message from many partners can have much more impacted that single messages coming from single organizations. 	<ul style="list-style-type: none"> - how to contact the JV communications specialist to contribute to communications efforts. - how to identify staff and other resources who could contribute within an organization. - recognize opportunities where coordinated communication could be beneficial. 	<ul style="list-style-type: none"> 12.1. Help create & deliver communications tools and shared messages. 12.2. Fund strategic communications.

Messaging. Each of the objectives has been written so that it can easily provide the basis for messaging. The primary message may be more simplistic than secondary messages that iterate the specifics in the objectives. For examples of potential primary messages for each of the goals, see Table 8, below. Knowledge and attitude objectives can generally be used as message themselves. The AMJV may wish to supplement them with secondary messages that provide examples or simple facts or statistics. Additionally, persuasive elements can be employed to make messages play on humor or excitement or empathy or, when appropriate, fear. For skills and behaviors objectives, the message may also need to include tertiary information on how to build the skill or how to do the behavior.

Table 8: Overarching messages by goal.

Goals	Overarching messages
1. Manage, create/restore, and conserve young forest and other early successional habitats for woodcock and golden-winged warbler in priority areas	<ul style="list-style-type: none"> • A diversity of forest habitat types in the Appalachian Mountains benefits a diversity of wildlife and people. • Early successional habitat (also known as young forest or shrubland) benefits birds of high conservation concern (such as Golden-winged Warbler), more common birds, and other wildlife. • Best management practices exist to guide strategic forest management to create this habitat in the appropriate locations. • Programs are available to support landowners interested in managing for this habitat.
2. Manage and conserve mature forest habitat for cerulean warbler and wood thrush in priority areas	<ul style="list-style-type: none"> • A diversity of forest habitat types in the Appalachian Mountains benefits a diversity of wildlife and people. • Mature forest habitat benefits birds of high conservation concern (such as Cerulean Warbler) and more common birds and other wildlife. • Best management practices will be released in early 2013 to guide strategic forest management to provide quality mature forest habitat.
3. Restore and conserve high elevation systems for birds in priority areas, including release of spruce-fir	<ul style="list-style-type: none"> • A diversity of forest habitat types in the Appalachian Mountains benefits a diversity of wildlife and people. • High elevation spruce-fir systems are uncommon in the region. Where they are present, they provide critical habitat for rare species (northern flying squirrel, salamanders) and stop-over habitat for migrating birds. • Active management and restoration are necessary in high elevation spruce-fir systems.
4. Restore and conserve open pine communities for birds in priority areas	<ul style="list-style-type: none"> • A diversity of forest habitat types in the Appalachian Mountains benefits a diversity of wildlife and people. • Open pine systems are found in the southern portion of the region. • A rapid assessment of these areas, following an approach used in neighboring regions, is needed to guide restoration efforts.
5. Utilize and lead assessments of landscape-level change to inform conservation design	<ul style="list-style-type: none"> • Landscape assessment efforts in the Appalachian Mountain region allow for detailed planning needed to inform conservation efforts. • Planning helps partners coordinate, making more efficient use of resources, minimizing redundancy, and increasing conservation outcomes. • Detailed planning is underway in fire-adapted areas in the region and could be improved by further incorporation of bird research and monitoring.

Goals	Overarching messages
6. Coordinate data and information sharing through a conservation tracking system and other formats	<ul style="list-style-type: none"> • A new map-based forum on the AMJV website helps improve discussion among AMJV partners. • The map-based forum tool serves as the basis for collaboration, discussion, and problem-solving. • The map-based forum tool is easy to use and provides many benefits to the partnership. Check it out!
7. Design and implement coordinated bird monitoring to assess habitat delivery	<ul style="list-style-type: none"> • Monitoring is critical to successful adaptive management. • Monitoring is a worthwhile investment. • Project-specific monitoring and JV-wide regional bird monitoring benefits bird conservation, AMJV partners, and AMJV.
8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally	<ul style="list-style-type: none"> • You, the partners, are the Appalachian Mountain Joint Venture. • A strong AMJV partnership will benefit all partners and bird and habitat conservation in our region. • The strength of the AMJV partnership comes from the active participation in the Management Board, Technical Committee, and projects throughout the region.
9. Promote support for state, federal, and NGO programs that enable bird conservation in the region	<ul style="list-style-type: none"> • Federal conservation programs and policies benefit bird conservation and people in the Appalachian Mountain region. • These federal programs efficiently use funds; leverage millions of dollars of matching funds. • Each federal conservation program addresses a distinct (and complementary) component of conservation needs in the region. • The people of the Appalachian region – whether hunters, bird watchers, land owners, or conservation organization members – appreciate Congress’s support of these programs.
10. Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources	<ul style="list-style-type: none"> • Active partner involvement in the AMJV partnership is critical to the functioning of the partnership. • Each organization’s contribution to the AMJV activities goes far beyond what it would if spent outside of the partnership.
11. Integrate with non-bird and landscape-scale conservation initiatives in the region	<ul style="list-style-type: none"> • Non-bird and landscape-scale conservation initiatives can benefit from collaboration and coordination with the AMJV. • The AMJV can add value to these initiatives by bringing together objectives, partners, and funds associated with the bird initiatives. • The AMJV offers high quality, sound science related to birds and habitats.
12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation	<ul style="list-style-type: none"> • Strategic communications are essential to accomplishing the conservation goals of the AMJV and all of its partners. • The AMJV’s new Communications Strategy outlines a plan for strategic communications in the region that requires the participation of all partner organizations.

If working with a specific audience, think about how you can make the message even more impactful. Consider how the message relates to the audience and their goals. Play on their motivations. Address their barriers. Highlight your overlap in interests. Think about what will persuade them. (All of this content has been provided to the AMJV in a database of audience assessment interview notes).

When considering which objectives you will focus on for your messages, consider where the audience member is on the stairsteps for communications (Figure 2). Should you be emphasizing knowledge? Or are they already knowledgeable and aware? If so, should you be addressing attitudes? Or are they already concerned? If so, should you be addressing skills or actions? Think about their level of technical knowledge and how complex you can be with the message. Are the audience members primarily scientists, managers, or not members of the conservation community at all? Also, provide an example of others they trust (for example, an organization like them) that is proof of this action resulting in value for them.

Tactics & Tools

A variety of tactics and tools exist to contribute to achieving the communications objectives. Tactics and tools may include those from these seven categories:

- Educational: In-depth approaches of instruction to transmit knowledge, attitudes, and skills
- Informational: Approach of straight-forward message delivery, emphasizing basic facts, figures
- Promotional: Approach employing techniques common to marketing and advertisement
- Social Media: Approach of dissemination by social interaction, using accessible techniques
- Organizational: Approach strengthening the organization and partnership and its leadership role
- Political: Approach garnering governmental support through political action
- Scientific: Professional scientist approach of communicating results and findings

The tactics and tools that fall under each of these categories are listed in Table 10. While a tactic or tool may be appropriate for more than one category, we have selected the category we felt fit best.

In considering the appropriate tactics and tools for this Strategic Communications Plan, the AMJV reviewed their current use of tactics and tools. Staff and Board members also reflected on whether tactics and tools might be employed by the AMJV in the future (Table 9). Some tactics and tools may work better for some goals than others (Table 10) as well as some audiences than others. In selecting the tactic or tool for delivering messages for a given priority audience, the AMJV should consider:

- Is there already a tactic or tool available for our needs that we could use or edit?
- Will it reach the audience? And likely lead to achieving the goals and objectives?
- Will it transmit the message(s) well?
- Is it cost effective and affordable?

- Will it take a reasonable amount of time?
- Does AMJV have the experience or skill for this type of communications? Or does a partner?

The AMJV current and future use of communications tactics and tools by type is shown below in Table 9, followed by Table 10 which shows AMJV communications tactics and tools to be employed for each goal.

Table 9. AMJV current and future use of communications tactics and tools by type.

	JV currently uses	Likely in future	Unlikely in future
Educational			
Classes or workshops	x	x	
Webinars	x	x	
Tours/Demos	x	x	
Face to face	x	x	
Videos/podcasts		x	
Informational			
Websites	x	x	
(e)Newsletters		x	
Brochures	x	x	
Elevator talk		x	
Factsheets	x	x	
News conferences			x
Personality appearances			x
Speakers bureau			x
Information booths/exhibits			x
Billboards or signs			x
Special events			x
Year-end report	x	x	
Press releases/media relations		x	
Content for partners' newsletters		x	
Promotional			
Public Service Announcements			x
Advertisements			x
Marketing materials	x	x	
Fundraising events			x
Direct (e)mailing			x
Social media			
Facebook		x	
Twitter			x
Blog		x	
Organizational			
Establish committees	x	x	
Host conferences	x	x	
Web/tele-conference	x	x	
Video conference			x
Political			
Legislative comms/lobbying	x	x	
Indirect lobbying/organizing		x	
Public hearings			x
Official proclamations			x
Scientific			
Survey Monkey		x	
Feedback/program evaluation		x	
Scientific presentation	x	x	
Journal articles			x
Decision support tools	x	x	
Best management practices	x	x	
News section in professional newsletters/journals		x	
Participation in conf/meetings	x	x	

Table 10. AMJV communications tactics and tools to be employed to communicate related to each goal

	1. Manage, create/restore, and conserve young forest and other early successional habitats for woodcock and golden-winged warbler in priority areas	2. Manage and conserve mature forest habitat for cerulean warbler and wood thrush in priority areas	3. Restore and conserve high elevation systems for birds in priority areas, including release of spruce-fir	4. Restore and conserve open pine communities for birds in priority areas	5. Utilize and lead assessments of landscape-level change to inform conservation design	6. Coordinate data and information sharing through a conservation tracking system and other formats	7. Design and implement coordinated bird monitoring to assess habitat delivery	8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally	9. Promote support for state, federal, and NGO programs that enable bird conservation in the region	10. Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources	11. Integrate with non-bird and landscape-scale conservation initiatives in the region	12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation
Educational												
Classes or workshops	X	X	X	X	X		X					X
Webinars	X	X	X	X	X	X	X	X	X			X
Tours/Demos	X	X	X						X			
Face to face	X	X	X	X	X		X	X	X	X	X	X
Videos/podcasts	X	X	X	X	X	X	X	X	X			
Informational												
Websites	X	X	X	X	X	X	X	X	X	X	X	X
(e)Newsletters	X	X	X	X	X	X	X	X	X	X	X	X
Brochures	X	X	X	X	X	X	X	X	X	X	X	X
Elevator talk								X	X			
Factsheets	X	X	X	X	X	X	X	X	X	X	X	X
Year end report	X	X	X		X			X	X			
Press releases/ media relations								X	X			
Content for partners' newsletters	X	X	X	X	X	X	X	X	X	X	X	X
Promotional												
Marketing materials								X				

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8	Goal 9	Goal 10	Goal 11	Goal 12
Social media												
Facebook	X	X	X	X	X	X	X	X	X	X	X	X
Twitter	X	X	X	X	X	X	X	X	X	X	X	X
Blog	X	X	X	X	X	X	X	X	X	X	X	X
Organizational												
Establish committees												X
Host conferences								X				
Web/tele-conference	X	X	X	X	X	X	X	X	X	X	X	X
Political												
Legislative comms/ lobbying									X			
Indirect lobbying/ organizing									X			
Scientific												
Survey Monkey								X				
Feedback/program evaluation	X	X	X									
Scientific presentation						X		X			X	
Decision support tools					X							
Best management practices	X	X	X									
News section in prof newsletters/ journals	X	X	X									
Participation in conferences/ meetings	X	X	X	X	X	X	X	X	X	X	X	X

Recommended tactics and tools across all goals, messages, and audiences. We recommend that the AMJV prioritize five primary communications tactics and tools and tactics that can communicate messages across all of the goals. Given that most of the primary communications tactics and tools are of the informational type of communications, the emphasis should be on knowledge objectives, since the attitudes, skills, and behavior objectives are more challenging to accomplish with such mass communications. These communications tools can direct audience members to further resources and activities that might address the attitudes, skills, or behavior objectives further.

Each of the communications tactics and tools should be developed in 2013, before emphasizing goal-specific communications. These tactics and tools offer a great deal of “bang for the buck” as well as being primary pieces that AMJV audiences will be looking for. The content across these pieces should be consistent and may also be “cut and paste” to serve as the foundation for other communications.

Website. The first AMJV website was created not long after AMJV’s creation. The primary purpose was to introduce partners to the AMJV through electronic communications. In 2012, the website was re-designed to incorporate information-sharing capabilities among partners. The main goal was to become a “one stop shop” for partners, offering them all the information necessary to communicate about the role of the AMJV and how the organization operates. With the Communications Plan complete, further adaptations should be made to the content to address all of the goals. For more specific recommendations, the author of the Communications Plan (Dayer) will be providing a companion document to the plan with suggested website edits to better address the goals of the plan.

E-newsletter. While the AMJV has historically offered e-blasts to partners, it is recommended that the approach be updated, on a frequent and regular basis, and more closely aligned with the communications goals. The benefits of an e-newsletter include:

- Cost-effective communication tool compared to print and snail-mailed newsletter.
- Speedy communication with information delivered to audiences in seconds.
- Convenient to view and read through traditional computer monitors as well as smartphones.
- Specific articles or the entire newsletter can be printed by the reader.
- Easy to incorporate audio and video - this is impossible with print publication.
- E-news can be delivered without attachments. (Some recipients do not allow attachments).
- Simple to engage readers (e.g., possibilities for chat, responses to blog postings).
- E-news built-in tools make it a snap to analyze readership (e.g. study click-through rates, opt-out rates, which articles receive most attention, etc.).
- Simple to integrate into Web site, Facebook and other venues of electronic communication.

Each issue of the e-newsletter should offer articles with messages related to each of the goal areas. The articles need not be long, but they should be interesting. MailChimp is recommended as it is easy to use, provides attractive layout, and is offered at little to no cost. The key to an e-newsletter is interesting article titles on the main page of the email. The titles along with the short teasers will make or break whether a reader clicks on the full article found on the website. The e-newsletter and its article titles should be clearly available on the website as well. The website should be updated as soon

as the newsletter is sent out. It is recommended that the e-newsletter be distributed on a regular schedule 3-4 times/year.

An email list that includes all of the appropriate audience members is essential to success of an e-newsletter. Distribution through bird conservation and other appropriate listservs for reaching priority audiences is highly recommended for sharing the e-newsletter further. These listservs might include those for JVs, Bird Conservation Initiative Science and Implementation Committees and any eastern working groups, Bird Education Alliance for Conservation, Bird Education Network, Bird Conservation Alliance, etc. JV staff should be participants on these listservs to provide such updates. In addition to providing a communications channel, participation in the listserv will allow staff to stay engaged in the networks and keep an eye on what is of interest to these audiences on the listserv. Additionally, staff may be able to identify other newsletters of partners who reach the AMJV audience. These partners may be interested in carrying AMJV newsletter articles as part of their own newsletters or asking the AMJV for a specific piece.

AMJV brochure. The AMJV has invested historically in general organizational brochures primarily for Congressional and agency communications purposes. These brochures have tended to be dense with information. A flashy tri-fold brochure with less information and more compelling messaging is essential for the AMJV. It is an introductory communications piece that AMJV staff can give to potential partners that they meet for the first time or distribute when they give a presentation. It should accompany each presentation of their business cards. The brochure provides a take-home reminder of the organization, whetting the appetite of its reader, and directing the reader to the website and further contact with the AMJV. Copies of the brochure should also be provided to Management Board members, Technical Committee members, and other partners to distribute. Messaging could include the knowledge objectives from goal 8 as well as the overarching messages for other goals. Attractive images and adequate white space are essential. It is recommended that the AMJV work with a graphic designer on the brochure. Investment in a quality designer with graphics that capture the mind (birds as well as habitat and people) is well worth the cost.

AMJV annual report. The AMJV should continue to produce their annual report and ensure that it now aligns with the goals of the Communications Plan. During the audience assessment interviews and focus groups, this tool was described as an effective one. Partners appreciated how the report highlighted their work in the context of the Joint Venture. The annual report can be made even more effective by ensuring that it includes accomplishments clearly related to the JV goals and describes how others can take similar action or get involved. All annual reports should be made available on the website and an email notice sent to partners when it is available. Additionally, thought should be given to communicating about the annual report via Facebook and other social media as well. It may also be valuable to include some links to additional images or video footage of the projects highlighted to showcase them further. The report should be sent using the e-newsletter software and linked as a pdf online, allowing for Google Analytics tracking of open rates and readership.

Elevator talk. An elevator talk is the pitch about the organization that should be able to be delivered

in the time span of an elevator ride (approximately one minute). It should pique the interest of whoever is riding in the elevator with the deliverer. The mission forms the basis for this elevator talk. Additionally, it is recommended that overarching messages related to each of the goals be included. An elevator talk might be presented orally, written (as part of the brochure or on the web), and in video or audio formats. All JV staff and Management Board members should be able to recite the elevator talk.

Tactics and tools specific to priority goals. After developing the five primary communications tools and tactics described above, the AMJV should shift to goal-specific communication tools and tactics to specifically communicate messages and reach objectives with the strongly influential audiences. The first goals to address are goals 1, 2, 6, and 8. (Goal 1: Manage, create/restore, and conserve young forest and other early successional habitats for woodcock and golden-winged warbler in priority areas. Goal 2: Manage and conserve mature forest habitat for cerulean warbler and wood thrush in priority areas. Goal 6: Coordinate data and information sharing through a conservation tracking system and other formats. Goal 8: Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally). The communications campaigns should be undertaken by considering the appropriate mix of tactics and tools for each audience segment and strongly influential audiences within them. The tactics and tools should be selected following the six questions provided at the beginning of this section of the Communications Plan.

Additionally, it is important to keep in mind the critical role of partner organizations in delivery of internal and external communications. The Management Board members should be engaged in delivering communications within partner organizations to various levels and across divisions. One-on-one communications between Management Board members and staff will continue to be important to ensure they are up to speed and understand the relevance of activities to their organizations. To better prepare Management Board members for communicating about key issues within the JV, talking points should be provided as well as bulleted meeting summary points. Also, the communications professionals within partner organizations should be involved in supporting external communications. They may additionally be involved in helping to craft shared messages or tactics and tools.

Evaluation

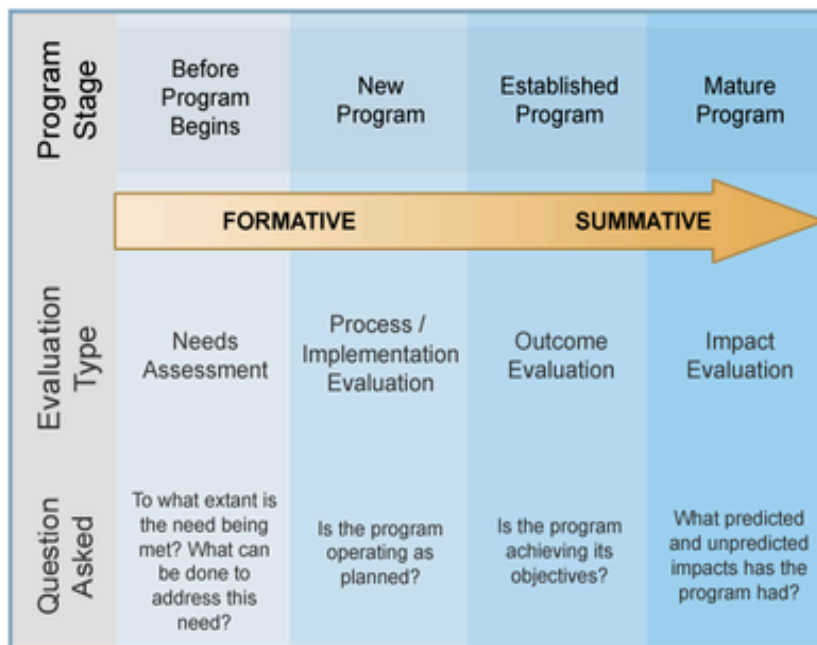
Evaluation is a process of critical examination. Information about a communications tactic or tools, its characteristics and its outcomes, and/or the audience it is intended to reach is collected and analyzed. Then well-informed judgments about the communications tactic or tool can be made.

Evaluation need not only be conducted at the end of a program or activity. Instead, it should be conducted before, during, and after development. Audience assessments are often a part of a needs assessment for communications, such as conducted to inform this Communications Plan. Needs assessments for specific tactics and tools or one of the communication campaigns may provide more information on how to undertake the communications efforts. As another step of formative evaluation, before implementation of an extensive campaign or investing a lot in a communications product, it

should be pilot tested with the audience.

Each tactic and tool should also be evaluated to assess its effectiveness, leading to improvement of the tactic and tool or to guide the development of new products. The evaluation should include proximate (e.g., how many audiences reached, how many news articles published, how many web site hits, etc.) as well as ultimate (e.g., change in attitudes/behavior, increase in knowledge, decrease in bird disturbance in nesting area) measures. Evaluation may include formal and informal surveys, focus groups, interviews, and observations before, during and after the communications campaign.

Figure 3. MEERA’s schematic for the phases of evaluation aligned with the phases of program development.



An evaluation plan is necessary before developing and implementing the tactics and tools, including clear objectives with a means to measure them. It is recommended that the AMJV work with a professional evaluator on their evaluation activities. Quality evaluations require social science training and skills. The evaluator may be able to develop evaluation tools for the AMJV to implement on their own, monitoring the progress of AMJV communications.

As an example in implementing the primary communications tools, the objectives to focus on are knowledge related. Particularly, goal 8 of strengthening the partnership should be the primary emphasis of all of these tools and tactics. The knowledge objectives for this goal include:

- the mission of the AMJV is to restore and sustain viable populations of native birds and their habitats in the Appalachian Mountains through effective, collaborative partnerships.
- JVs were created to serve as partnerships for habitat conservation.
- JV staff capacity and fiscal resources are designed to support the JV partnership in science-based habitat conservation.

Evaluation measures and the related evaluation tools for the five primary communications tools could be as follows in Table 11.

Table 11. Suggested proximate and ultimate evaluation measures and tools for the five primary tools.

Tools	Proximate	Ultimate	Evaluation Tools
Website	<ul style="list-style-type: none"> - Number of website visitors increases each month. - Amount of time website visitors spend at website increases each month. -Number of pages website visitors view increases each month. 	<ul style="list-style-type: none"> - x% website users report finding information they are looking for. - x% website users believe website to be easy to use. - x% website users report increased knowledge about AMJV and its activities after visiting website. 	<ul style="list-style-type: none"> - Google Analytics (proximate). -Online survey on website (ultimate).
E-newsletter	<ul style="list-style-type: none"> - Number of e-newsletter readers increases each month. - x% of e-newsletter recipients open e-newsletter. - x% of e-newsletter recipients read more than 1 article. - x% of e-newsletter recipients read x% of the articles. - Requests to be added to e-newsletter distribution list increase. 	<ul style="list-style-type: none"> - x% e-newsletter readers report finding interesting information and well-written articles. - x% e-newsletter readers sign up for other activities listed in the e-newsletter and report reading about it there. - x% e-newsletter readers report increased knowledge about AMJV and its activities after reading newsletters. 	<ul style="list-style-type: none"> - e-newsletter program tracking function or Google Analytics (proximate). -Online survey of e-newsletter email list (ultimate).
Brochure	<ul style="list-style-type: none"> - x% of attendees at presentations opt to take home an AMJV brochure. - Staff, Board members, and Technical Committee members each distribute more than 50 brochures/year. - More than 2,000 brochures are distributed in first year. 	<ul style="list-style-type: none"> - Staff and Board report receiving follow-up contacts from x% people who received brochures. - Staff and Board notice those receiving brochure reading it closely and asking follow-up questions. - x% new partners who receive brochure report increased knowledge about the AMJV and its activities after receiving the brochure. 	<ul style="list-style-type: none"> - Tracking spreadsheet (proximate). -Informal interviews with staff, Board members, SCPs and new partners (ultimate).
AMJV Annual Report	<ul style="list-style-type: none"> - x% of report distribution list opens report within two weeks of emailing report link. - Staff, Board members, and Technical Committee members each distribute more than 10 reports/year. - x% of partner organizations respond to solicitation for content in annual report. 	<ul style="list-style-type: none"> - x% report readers report finding information useful to their work. - x% report readers indicate report is easy to read. 	<ul style="list-style-type: none"> - Google Analytics to track who receives and opens email with report, who clicks on link to read it (proximate). - Online survey of email distribution list that received report (ultimate).
AMJV Elevator Talk	<ul style="list-style-type: none"> - x % Staff, Board members, and Technical Committee members learn the elevator talk and deliver it regularly. 	<ul style="list-style-type: none"> - x% staff and Board report that those who hear the elevator talk seem interested and ask follow up questions. 	<ul style="list-style-type: none"> - Observation of Staff, Board members, and Technical Committee members (proximate). - Informal focus group of staff and Board members (ultimate).

Implementation

Timeline for Implementation of Communications

Taking into consideration AMJV activities, staffing, and capacity, the following timeline for implementation was designed. All staff will contribute to the communications delivery, with the Communications Specialist leading the design of tactics and tools. It is recommended that AMJV consider contracting additional support to accomplish their evaluation needs. Figure four, below, shows the timeline for implementation of communications.

Figure 4: Timeline for implementation of communications

	1. Manage, create/restore, and conserve young forest and other early successional habitats for woodcock and golden-winged warbler in priority areas	2. Manage and conserve mature forest habitat for cerulean warbler and wood thrush in priority areas	3. Restore and conserve high elevation systems for birds in priority areas, including release of spruce-fir	4. Restore and conserve open pine communities for birds in priority areas	5. Utilize and lead assessments of landscape-level change to inform conservation design	6. Coordinate data and information sharing through a conservation tracking system and other formats	7. Design and implement coordinated bird monitoring to assess habitat delivery	8. Strengthen the Joint Venture partnership for bird conservation within the region, Eastern United States, and internationally	9. Promote support for state, federal, and NGO programs that enable bird conservation in the region	10. Ensure adequate capacity exists for bird conservation in the region by leveraging existing resources and pursuing new resources	11. Integrate with non-bird and landscape-scale conservation initiatives in the region	12. Employ strategic communications to communicate effectively with target audiences necessary to engage for bird conservation
FY 2013												
FY 2014												
FY 2015												
FY 2016												
FY 2017												
	<p>KEY: high emphasis of communications medium emphasis of communications low emphasis of communications</p>											

Implementation Using the Communications Plan: Example of Planning the Brochure

In order to develop the brochure (one of the five primary tools), the following steps were followed:

- 1) To select the brochure for one of the first communications tool to begin work on, we reviewed the recommended tactics and tools section that lists it as one of the first five tools to complete in 2013.
- 2) In order to develop the approach for designing the brochure it is necessary to review the recommended tactics and tools section. It offers guidance on the primary tools. Table 11 (AMJV communications tactics and tools to be employed to communicate related to each goal) suggested which goals a brochure could be used to meet. In some cases, various versions of a tool might be necessary to meet all goals. But for the primary tactics and tools, all goals can be addressed very generally.
- 3) To determine the audience for the brochure, Tables 5 and 6 (The audience segments by level of influence over each of the goals for AMJV communications efforts) outlines the suggested priority audiences for each goal. Again, since this is a recommended tactic and tool across all goals, all AMJV audiences are potential audiences for the tool. We also considered that it will be most useful for the audience for goal 8, “Strengthening the JV partnership.” As referenced in the section on recommended tools for goal 8 (Table 10 AMJV communications tactics and tools to be employed to communicate related to each goal), this audience segment will distribute the primary tools themselves.
- 4) To develop ideas for the general look of the brochure, the audience assessment results gave us some direction. The assessments revealed that some AMJV audiences value bird conservation more while others value habitat or wildlife conservation more. Similarly, some audiences have a primary approach of habitat delivery, while for others it is science or policy. Thus, we suggest several types of images: landscapes and habitats, birds within habitat, and people conserving land. This variety of images would reach across all of the audiences, drawing them in visually through images that align with their priorities.
- 5) To develop content for the brochure, Table 7 (Objectives by audience segments for each of the seven primary goals for AMJV communications efforts) is essential in developing messages as described in the section “Messaging”. Much of the content can come from the knowledge objectives of the goals. Additionally, the overarching messages for each goal are found in Table 8 (Example messages for audience).
- 6) As the brochure is designed, an evaluation approach should also be outlined. Table 12 (Suggested proximate and ultimate evaluation measures and tools for the five primary communications tools and tactics) suggests the ultimate and proximate evaluation measures as well as potential evaluation tools.

Future Vision

The AMJV Communications Working Group provided their thoughts on a vision for where the AMJV will be in 2017, after implementing this plan.

- AMJV will have made a substantial effort towards meeting organizational goals by achieving behavioral objectives as outlined in the Communications Plan.
- AMJV will have a very engaged and useful collaboration of partners. Further, partners will recognize that the AMJV has strong internal communications among organizations. There will be synergy between the Board, Technical Committee, and extended partners with a smooth back and forth flow of information.
- AMJV will have excellent communications and info-sharing protocols and tools.
- AMJV will be known as a Joint Venture where people look for science-based information about birds.
- Generally, AMJV will be well-recognized. There will be an understanding within the region of why the JV is important and worthwhile to be involved with.
- There will be stable and increasing funding for the Joint Venture.

In working towards the implementation of this plan, it is critical that the Joint Venture keep this vision in its sight. While the plan will require updates and changes in the next five years, in an adaptive management manner, the alterations should still move toward this vision.

Resources

Bird Education Alliance for Conservation. www.birdedalliance.org

Bogart, R.E., Duberstein, J.N., & Slobe, D.F. (2009). Strategic communications and its critical role in bird habitat conservation: Understanding the social ecological landscape. In Rich, T.D., C. Arizmendi, D. Demarest and C. Thompson [eds.]. *Tundra to Tropics: Connecting Birds, Habitats and People. Proceedings of the 4th International Partners in Flight Conference, 13-16 February 2008*. McAllen, TX. University of Texas-Pan American Press. Edinburg, TX. [online: http://www.pwrc.usgs.gov/pif/pubs/McAllenProc/articles/PIFo9_Education_Communication/Bogart_PIFo9.pdf]

Jacobson, S.K. (1999). *Communications skills for conservation professionals*. Washington, D.C.: Island Press.

Jurin, R.R., Roush, D., & Danter, J. (2010). *Environmental communication: Skills and principles for natural resource managers, scientists, and engineers*. New York: Springer Science+Business Media.

My Environmental Education Evaluation Resource Assistant (MEERA). <http://meera.snre.umich.edu/>

Appendix A. AMJV's status on the Desired Characteristics of JV Matrix for Communications, Education, and Outreach (as of March 2012).

Sub-Element or Product	Minimal Content	Comprehensive Content	Status as of March 2012	Activities and Progress in Past 3 Years
Coordination/Partnerships	Appropriate joint venture partners or staff represents the Joint Venture mission to the local, regional, national, and international conservation community.	The JV has identified optimal roles for the Management Board, JV office, and the JV partners in furthering its biological objectives through communications, education, and outreach activities and products. As deemed appropriate, the JV has identified gaps in capabilities and fortified those gaps to raise awareness, change attitudes, and change behaviors to support bird habitat conservation.	Beginning comprehensive.	Big step with new 3-yr operational plan. Now Management Board knows better how to represent what AMJV is doing. Now hiring Communications staff person to fill gaps. Also hiring Habitat Delivery person.
Priority Audiences and Objectives	Joint venture partners have evaluated the efficacy and applicability of communications, education and outreach activities in achieving Joint Venture conservation objectives. Joint Venture Management Board has identified priority internal and external audiences and key messages.	A JV Communications Plan, guided by information from biological planning, conservation design, habitat delivery, monitoring and research, is developed to set communication, education, and outreach objectives and target activities and products geographically, programmatically and to the highest priority conservation needs. The JV has identified and prioritized all relevant audiences and correlates audience objectives with bird habitat conservation goals and objectives to determine how much and where increases in audience awareness and what changes in attitudes/behaviors are necessary to reach bird conservation objectives. The JV has established appropriate means of engaging priority audiences.	Beginning comprehensive.	With 3-yr operational plan, now have goals and some audiences & messages identified. Brought on communications strategy consultant to aid in writing a plan.

Sub-Element or Product	Minimal Content	Comprehensive Content	Status as of March 2012	Activities and Progress in Past 3 Years
Tactics and Products	Mechanisms exist to facilitate communication between Management Board, joint venture office, and the joint venture partners. The Joint Venture maintains an up-to-date website.	Each tactic and/or product (Examples include, but are not limited to: partner newsletters, public website, news releases, project tours, meetings, presentations and workshops) is evaluated to assess effectiveness and guide development of future communications products and activities.	Beginning comprehensive	Now updating to a new website. Do some new releases with ABC. Conduct many workshops. Produce a yearly report and Congressional factsheets. Have not done evaluation.
Audience Assessment	Joint venture partners conduct informal assessment of priority audiences to determine their baseline level of awareness, attitudes, and behaviors affecting bird conservation in the Joint Venture region.	JV conducts regular, formal assessments of priority audiences to measure change in awareness, attitudes and behaviors over time. Assessments may be in the form of focus groups, surveys, interviews or other systematic means of gathering audience data. The results are used to improve future JV activities in support of bird conservation objectives.	Very little to none.	Aware need to do audience assessment but don't have technical experience. The informal assessments are included in the communications strategy consultant contract.