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# **U.S. NABCI Communications Strategic Framework**

## **Update 2005**



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**for the U.S. NABCI Committee  
August, 2005**

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# U.S. NABCI Communications Strategic Framework 2005 Update

## I. Introduction

The North American Bird Conservation Initiative (NABCI) is a forum of government agencies, private nonprofit organizations, bird initiatives, academic institutions, and private industry leaders in the United States, Canada, and Mexico dedicated to ensuring the long-term health of North America's native bird populations and the habitats they depend upon throughout their lifecycles. Its three purposes are to: (1) initiate and broaden partnerships; (2) increase financial resources available for conserving birds in the U.S. and internationally; and (3) enhance the effectiveness of those resources and partnerships by facilitating integrated bird conservation.

NABCI forums exist primarily at the national and international levels (e.g., U.S. NABCI Committee and its subcommittees, Canadian and Mexican national committees, and the Trilateral NABCI Committee). Regional (i.e., joint venture and bird conservation region), state, and provincial all-bird partnerships are forming to carry out integrated bird conservation at these levels.

The vision of NABCI is to see:

*Populations and habitats of North America's birds protected, restored, and enhanced through coordinated efforts at international, national, regional, state, and local levels, guided by sound science and effective management.*

The goal of NABCI is:

*To deliver the full spectrum of bird conservation through regionally based, biologically driven, landscape-oriented partnerships.*

Initiated in 1999, the U.S. NABCI Committee (Committee) is a 14-member forum comprised by representatives of public and private agencies and bird conservation initiatives, councils, and other multi-organizational bodies, including the North American Waterfowl Management Plan, Partners In Flight, U.S. Shorebird Conservation Plan, Waterbird Conservation for the Americas, National Flyway Council, and game bird working groups of the International Association of Fish and Wildlife Agencies. The role of the Committee is to provide a forum to enhance collaboration and communication among bird conservation partners and the broader conservation community so that we can work more effectively and increase resources for critical needs at the national and international levels.

Meeting common landscape-based conservation objectives for all birds requires extensive communications and coordination. It requires augmenting organizational capacities, including knowledge, and human, technical, and financial resources, to support and deliver integrated bird conservation on-the-ground, while at the same time increasing cooperation and collaboration through partnerships that span geographic, taxonomic, and sociocultural divides. It requires the integration of biologically based goals and objectives

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across geopolitical and taxonomic boundaries using spatially explicit, landscape-oriented techniques and tools for conservation design. Advancing integrated bird conservation thus requires knowledge sharing among the bird conservation community and targeted communications strategies based on that knowledge that can produce results in terms of resources and conservation action.

To realize NABCI's ambitious goal, the U.S. NABCI Committee defined three-to-five year priorities based upon six fundamental components of integrated bird conservation:

- Communications
- Monitoring
- Conservation design
- Institutional support
- Private landowner technical assistance
- International conservation

Employing communications to advance these components is the focus of this strategy.

### **II. Purposes**

The U.S. NABCI Communications Strategic Framework aims to build partners' individual and collective capacity to deliver integrated bird conservation. It is specifically designed to guide NABCI partners' delivery of communications and coordination work over the next three to five years with the goal of advancing the six major components of integrated bird conservation identified above by the U.S. NABCI Committee. This strategy aims to achieve the following objectives:

- Outline 2 major approaches needed to advance the priorities for integrated bird conservation identified by the U.S. Committee.
- Provide a framework that U.S. NABCI participants can use to cooperatively develop and deliver communication action plans to advance the six priorities.
- Provide a new perspective that clarifies NABCI's role as a forum for knowledge building to facilitate the delivery of integrated bird conservation.

### **III. Scope**

The U.S. NABCI Communications Strategic framework provides an overall approach and framework that participants can use to collaboratively advance the bird habitat conservation vision, goal, and priorities identified by the U.S. NABCI Committee.

The Framework recognizes the existing knowledge, expertise, and capacity in bird conservation and communications held by all participating organizations of NABCI. It seeks to establish processes and products that facilitate the sharing and integration of this knowledge (i.e., knowledge building), and that increase the resources and strengthen the capacity of organizations to deliver integrated bird conservation, which is of particular

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necessity given limited resources. In this way, NABCI communications seeks to advance a value-added approach that focuses on both efficiency and effectiveness.

The Framework deals primarily with activities initiated by the U.S. NABCI Committee or participating individual organizations in the United States. While international work is a priority of the Committee, this strategy does not pertain directly to activities of the Trinational Committee nor the national committees of Canada and Mexico.

Communications is a broad term that can cover a wide variety of interactions between people, from live one-on-one conversations to virtual discussion boards. When defined this broadly, all members of the U.S. Committee and subcommittee participate in some way in communications. However, for the purposes of this strategy, the scope of the U.S. NABCI Communications Working Group is limited to the following types of communications activities: (1) produce and disseminate informational products (e.g., fact sheets, web site), (2) facilitate information exchange across multiple organizations (e.g., The All-Bird Bulletin newsletter), (3) assist with knowledge building across multiple organizations (e.g., discussion boards, workshop development) and (4) develop communication action plans that NABCI participants carry out in a collaborative fashion.

### **IV. Guiding Principles**

- The primary purpose of the NABCI Communications Strategic Framework is to motivate and empower people to support and carry out a more comprehensive and integrated approach to bird habitat conservation.
- The primary focus of all communications will be on advancing the vision, goals, and priorities of the U.S. NABCI Committee.
- All people, including administrators, managers, policy-makers, and scientists have a responsibility to communicate and share knowledge.
- Since bird conservation is a broadly shared responsibility of federal and state governments and non-governmental organizations, NABCI communications should be developed and delivered through partnerships.
- Communications objectives need to be as specific as possible so that action plans can be effectively designed and delivered to match the appropriate audience.
- The delivery of certain action plans should be as much focused on listening as communicating – being actively present, authentic, and involved in a genuine dialogue with people.
- The basis of all actions must be in terms of benefits to birds and their habitats.

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### V. Communications Needs Defined

**A. Current Status.** Over the past six years, numerous advances have supported the capability of conservationists to carry out an integrated approach to bird conservation in North America, including the development of bird conservation goals and objectives, the creation of bird conservation regions, the hiring of BCR coordinators, the conceptual, technical, and geographic expansions in joint ventures, the growth of regional alliances in Mexico, the development of state comprehensive wildlife strategies and state all-bird initiatives, and the passage and implementation of the Neotropical Migratory Bird Conservation Act. Many of these accomplishments have been carried out and/or inspired by NABCI.

Despite all of this progress and the fact that many people agree with NABCI's overall vision and goal, there still remains disagreement about, lack of resources for, and deficiencies in our understanding of how to deliver integrated bird conservation administratively and on-the-ground and NABCI's role in facilitating that effort. Bird conservationists are still developing the "what" and "how" of integrated bird conservation, and have no regular forums within which to share, improve, and coordinate approaches and experiences. In other words, there are no regular communication forums or knowledge networks for collective learning on key aspects of integrated bird conservation, such as conservation design and monitoring. Furthermore, it is very difficult for U.S. NABCI to motivate people to support and champion this approach when bird conservationists are still developing the details of that approach and successful case studies are poorly developed. The scale of this effort and the fact that NABCI is a voluntary initiative with limited dedicated staff time are additional barriers.

U.S. NABCI communications up to this point has focused on keeping the bird conservation community informed on NABCI and all-bird conservation-related news and information through presentations, NABCI's bimonthly newsletter *The All-Bird Bulletin*, NABCI fact sheets, and the U.S. NABCI Web site ([www.nabci-us.org](http://www.nabci-us.org)). However, the main function of these outreach efforts is to inform, and do so out of context, thus maintaining only a very basic level of knowledge among audiences.

Greater effort is required to leverage knowledge and build a community of conservation practitioners who can share their experiences, learn from each other, and build a "knowledge ecosystem" for how to technically and administratively deliver integrated bird conservation. Using this knowledge to develop successful case studies and technical and administrative need statements, communication action plans can then strategically inform, motivate, and support key audiences to take specific actions to advance the delivery of integrated bird conservation. Well-defined and targeted communications is critically needed on specific priority topics if we are to get *specific outcomes*.

**B. Overarching Goals and Objectives.** In terms of general communication goals, NABCI wants specific target audiences to:

- Know
  - What NABCI and IBC are and are not

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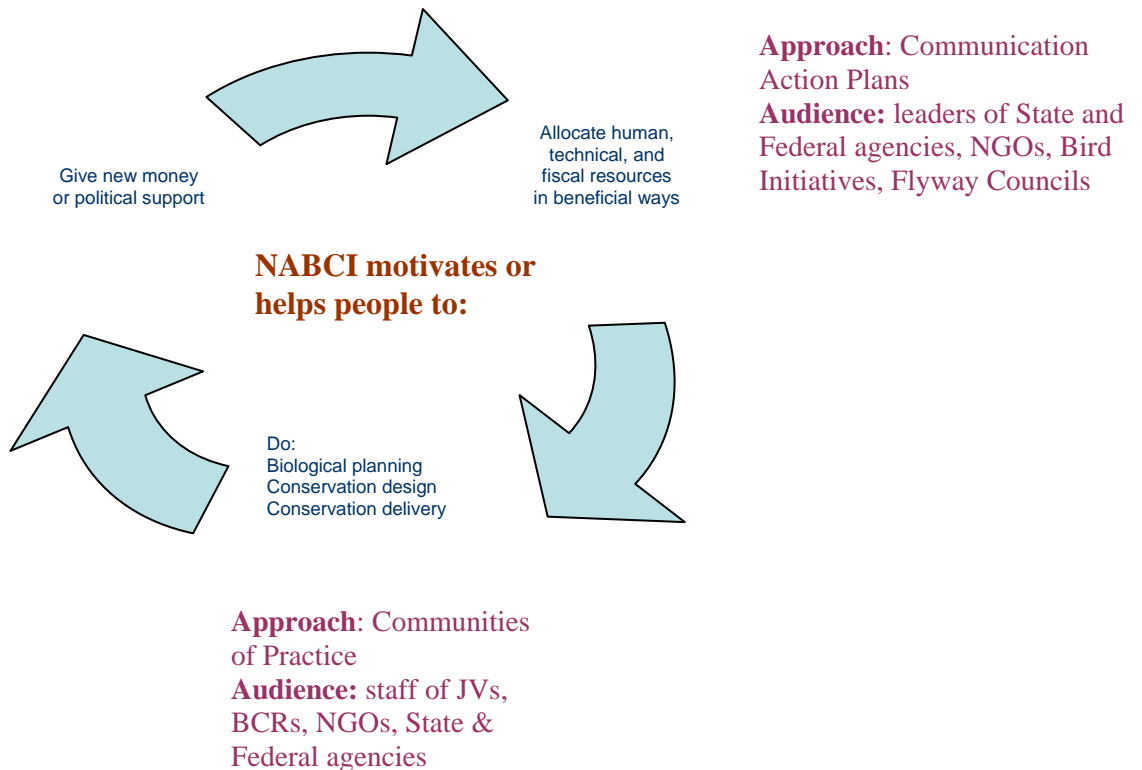
- What is going on with NABCI and IBC
- What NABCI has accomplished and wants to do
- Feel
  - IBC will benefit their interests
  - NABCI reps are aware of their concerns and challenges
- Do
  - a. Engage in IBC knowledge building
  - b. Carry out actions that further IBC

Figure 1 provides a highly simplified model of the overarching goals or purposes of NABCI communications in terms of what target audiences should do and the appropriate approach to be used to reach these audiences (in purple). Leaders of organizations and programs need to allocate existing human, technical, and financial resources in beneficial ways to help deliver integrated bird conservation through their own institutions or partnerships. This will then give the bird conservationists working on-the-ground the resources they need to develop and conduct the three main components of integrated bird conservation: biological planning, conservation design, and conservation delivery. Regular forums or communities of practice need to be designed and implemented so that conservation practitioners can share and improve knowledge about how to accomplish these functions. If successful, the conservation design and delivery efforts result in private and public landowners conserving and managing their lands and waters for bird species identified as priorities through biological planning. Success stories emanating from these efforts, if well-communicated, can spur funders and potential funders to give new monies that in turn can be used to keep the cycle going.

**Approach:**

Communication  
Action Plans

**Audience:** The Public,  
Congress,  
Administration,  
international funders,  
BCA/BCFC



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**C. Strategic Approach.** The following presents a unifying, objective-driven approach to strategically deliver NABCI communications. Two overarching approaches should steer NABCI communications:

- 1. Create knowledge building value-added communication forums or communities of practice** that advance the bird conservation community's collective intelligence of how to deliver integrated bird conservation.

NABCI can help the bird conservation community develop and improve relationships, tools, and methods for creating, integrating, sharing, using, and leveraging knowledge about how to deliver integrated bird conservation. These efforts define “what” and “how” of carry out integrated bird conservation which translate eventually into technical, infrastructural, and administrative need statements for communications action plans.

- 2. Develop strategic, objective-driven communications action plans** that inform, motivate, and support key target audiences to carry out and/or support integrated bird conservation through their own organizations and collaboratively through partnerships.

NABCI should play an important role in ensuring that leaders of key organizations in the conservation community are knowledgeable and supportive enough of integrated bird conservation to make it happen, particularly if new funds are available. Information developed through the above forums is critical to guiding actions and resources required.

This approach should also be used to motivate the public, Congress, and other funding sources to embrace and promote the national fiscal priorities defined by the bird conservation community, as these monies are imperative for organizations to be able to achieve the NABCI vision and goal. NABCI should play an important role in this regard by coordinating the work of The Bird Conservation Funding Committee and Bird Conservation Alliance to ensure their priorities are aligned for the best possible results. (also see attached recommendations from Dave Case and Associates regarding steps NABCI could take if significant resources are available)

The first approach enables conservationists to discuss both the successes and failures of their efforts and learn from and share their experiences. The second approach conveys concrete technical or administrative information, markets success stories only (not failures), and/or tries to find common ground with audiences to motivate them to take beneficial actions in support of integrated bird conservation. *If the U.S. NABCI Committee decides to take a leadership role in any of these areas, it will have to dedicate significant time and human resources to ensure success.*

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### VI. Approach#1: Communities of Practice

**A. Definition.** Communities of practice are being recognized by industries and non-profit organizations alike as intra- or inter-organizational forums for building knowledge to effectively and efficiently meet goals and objectives. Since most fields of expertise are now too large and complex for any one person or organization to master, collective effort and intelligence must be brought to bear to solve important problems. North American bird habitat conservation is one of these fields. Communities of practice are defined as:

“A group of people informally bound together by shared expertise and passion for a joint enterprise.” *Wegner and Snyder*

“Informal communities of peers that use their creativity and resourcefulness to solve problems and invent better ways to meet commitments.” *George Por*

“A group of people who share a passion for something that they know how to do and to interact regularly to learn how to do it better.” *Etienne Wegner*

“A collection of players with great potential for radical innovation.”

“Channels for knowledge to cross boundaries created by workflow, functions, geography, and time.”

**B. NABCI and CoPs.** In essence, NABCI is a community of practice, as participants are dedicating to promoting the innovative idea of integrated bird conservation, facilitating broad learning across the conservation community on this topic, and motivating organizations to allocate resources in beneficial ways to it carry out. NABCI can play an important role in strengthening the conservation practice of integrated bird conservation by initiating several *focused, objective-driven* communities of practice or knowledge networks that bring people together in *regular* open forums of communication and collaboration to exchange, pool, and build knowledge about how to deliver specific components of integrated bird habitat conservation that are shared among the bird conservation initiatives. The U.S. NABCI priorities that are clearly based on the idea of knowledge building are: Monitoring and Conservation Design, as well as some aspects of International work.

Communities of practice add value because they:

- Develop and spread better practices faster;
- Connect “islands of knowledge” into self-organizing, knowledge-sharing community networks;
- Feed and are fed by both proven solutions and innovative approaches;
- Foster cross-functional and cross-divisional collaboration; and
- Increase members’ ability to initiate and contribute to projects across organizational boundaries.

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Communities of practice employ sets of live and virtual tools, such as workshops, web sites, newsletters, discussion boards, and virtual workspaces for *continual*:

- Knowledge development and sharing
- Relationship and trust building
- Community facilitation and management

Knowledge generated by a Conservation Design Community or a Monitoring Community is critical to developing the technical and infrastructural need statements which can then be marketed or sold to conservation leaders who can support them through their organizations. In this way, communities of practice help generate the “what” and “how” of integrated bird conservation delivery and are a critical component of strategic NABCI communications and communication action plans (see below).



**C. Design principles.** The following design principles should be followed when cultivating communities of practice:

1. **Design for evolution:** design the community to help it develop as changes in the core science or technology of a community constantly reshape it, often bringing in professionals from neighboring disciplines or introducing technological advances that change their way of working.
2. **Open a dialogue between inside and outside perspectives:** good community design requires an insider’s deep understanding and perspective to lead the discovery and brings in outside perspectives to see new possibilities about what the community could achieve.
3. **Invite different levels of participation:** "alive" communities have a coordinator, those who take on leadership roles, as well as those peripheral but who may act as advocates down the line.
4. **Develop both public and private community spaces:** public and private dimensions of a community are interrelated, as individual relationships developed in private one-on-one exchanges make public events much richer.
5. **Focus on value:** the community needs to be explicit about the objectives and value of the community to participating organizations as well as the larger community; value is critical because participation is mostly voluntary.
6. **Create a rhythm for the community:** a combination of small group and whole-community gatherings creates the balance between the excitement of exposure to many different ideas and the comfort of more intimate relationships. A mix of

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idea-sharing forums and tool-building projects fosters both casual connections and directed community action.

The web site [conserveonline.org](http://conserveonline.org) is a virtual meeting place or community of practice for conservation practitioners to build knowledge on their science and methods. The site allows any conservationist to publish their work, find information through an online library, and discuss and collaborate on topics. The Communications Working Group could explore the use of this tool to help develop the NABCI communities of practice mentioned above.

Likewise, [Fortaleza.org](http://Fortaleza.org) is a Web site that is helping to strengthen and build effective conservation organizations in the developing world through access to training, capacity building resources, management tools, and financial resources. Mexican regional alliances could use this site to help build their capacities.

### **VII. Approach #2: Communicating with Target Audiences**

**A. Communication Action Plans.** The best way to achieve results with communications action plans is to develop specific, preferably quantitative, goals and objectives. Only then should audiences be identified, messages developed, and specific strategies planned. Through targeted communication action plans, NABCI can play a significant role in informing, motivating, and supporting organizations and partnerships to allocate human, technical, and fiscal resources in beneficial ways through administrative or policy-related decision-making. These efforts in turn support biological planning, conservation design, and conservation delivery and how public and private landowners conserve and manage their land and waterscapes.

In essence, the communication action plans share or market useful information to organizational or program leaders on how to take actions to benefit birds, using motivational messages or information conveyed through success stories or case studies, for example, that portray the value of integrated bird conservation in action.

- The NABCI 3 to 5 year priorities that would benefit from communication action plans include:
  - Institutional support - State and Federal agency directors (dealing with all aspects of integrated bird conservation, from monitoring to conservation design)
  - Landowner technical assistance.
  - Conservation Design
  - Monitoring
  - International

The U.S. Committee identified Institutional Support - State Directors as their priority for 2005. Accompanying this document is the action plan to achieve this outcome. In the future, more specific objectives will be needed to communicate with this audience, if we

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want to do more than just increase awareness. For example, information from CoPs should feed into the process of developing more specific need statements.

States and nongovernmental organizations have the primary role for influencing Congress and the public to increase their support for integrated bird conservation, with federal agencies confined to working through their own administrative budget processes. Bird conservationists identified four funding priorities: NAWCA, NMBCA, JV partnerships, State Wildlife Grants, Science and Monitoring. What is desperately needed is a concerted communications effort to harness the widespread interest millions of people have in birds and convert it into targeted and vocal public support that translates into legislative actions and dollars. The Bird Conservation Funding Committee and Bird Conservation Alliance could play critical roles and their work needs to be better coordinated to ensure their priorities are aligned for the best possible results. Thus, a communication action plan should be designed to reach out to these entities to ensure continued coordination and information exchange.

**B. Collaborative Process.** Below is the process required to develop detailed communication action plans to achieve specific behaviors in desired target audiences as expressed in the U.S. Committee's 3 to 5 year priorities for major components of integrated bird conservation. Appendix I provides a menu of objectives, audiences, and messages for guidance.

### Steps to take:

1. *Determine Goals and Objectives:* should be as clear and specific as possible, identify timeframe, be measurable.
2. *Determine Audience:* Identify specific single or multiple audiences.
3. *Listen to and Learn about Audience:* Gain a more in-depth understanding of audience's feelings, beliefs, values, priorities, concerns, perspectives through one-on-one conversations, discussions during meetings, survey (quantitative) or focus groups (qualitative), and/or existing data.
4. *Develop a Message:* Message is paragraph not a slogan; use language that speaks to your audience, gives reason to care, describes threat/problem/need (gives information), and provides a solution; be ready with case studies- stories that illustrate and amplify your message; use images, be specific with facts, have core message, repeat it, and stick with it, do homework.
5. *Choose Messengers that Complement the Message and Carry Weight with Your Audience:* All three elements: message, audience, and messenger must complement one another. Messenger should carry weight with audience.
6. *Identify Potential Strategies and Venues:* Define tactics/channels, where and when for biggest impact and leverage; outline how it will work.
7. *Assess Human and Fiscal Resources*
8. *Create Timeline*
9. *Commit to Plan*
10. *Go to Work*

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11. *Assess, Revisit, Revise*

12. *Evaluate* what worked and what didn't and plan for next effort.

The various subcommittees and Committee members responsible for the 3 to 5 year priorities should work closely with the Communications Working Group to identify specific objectives, audiences, messages, strategies, and venues for the relevant action plans. The subcommittee members should be asking themselves:

- What are the specific objectives? What are we trying to achieve? What do I want people to do?
- Who do I need to communicate with to make this happen?
- What are these peoples' knowledge, values, and concerns?
- Why should the audience care about this goal and objective?
- How can the audience benefit from taking this action?
- What messages or information need to be conveyed to this audience?
- Who should convey this message or information? What tactic or channel would be best?

### **VIII. Final Recommendations:**

1. U.S. NABCI collaboratively develops strategic, objective-driven communication action plans for institutional support, landowner technical assistance, conservation design, monitoring, and international using the following process:

- a) The U.S. Committee and/or subcommittee develop explicit and strategic goals and objectives and convey these (and other needed information based on answers to above questions) to the U.S. NABCI Communications Working Group.
- b) CoPs transfer knowledge to U.S. Communications Working Group to fortify these efforts.
- c) The U.S. Communications Working Group builds a draft communications action plan and submits it back to the Committee/subcommittee.
- d) The U.S. Committee and subcommittee review the draft plan and provide comments back to the Working Group.
- e) The Working Group submits a final plan for implementation.
- f) The Committee commits human and financial resources to action plan implementation.

2. With help from the Communications WG, the U.S. Committee and subcommittees explore the design and initiation of focused communities of practice for:

- a) Conservation Design
- b) Monitoring
- c) International.

The Communications Working Group will explore the use of [conserveonline.org](http://conserveonline.org) as a virtual workspace and discussion board to support these communities.

3. The Communications Working Group continues to develop tools that promote information dissemination and exchange for the bird conservation community:

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- Update Web sites (U.S. and international)
- The All-Bird Bulletin
- Fact sheets
- General presentations on NABCI
- Prepare and promote case studies through a variety of channels

CoPs transfer knowledge to U.S. Communications Working Group to fortify these efforts.

### **Appendix I. Menu of Objectives, Audiences, and Messages**

The following is an overview of two broad categories of audiences that NABCI can target in its communication action plans or to involve people in Communities of Practice. A proposed menu of objectives and messages are provided below. But remember, to achieve specific outcomes, members of the U.S. Committee, subcommittee, and Working Group should work together to define specific objectives and messages for select target audiences as described in the U.S. NABCI Communications Strategy Update 2005.

**Tier I - Professionals engaged in bird conservation.** The first tier includes wildlife professionals directly and explicitly engaged in bird conservation. The first tier includes the following specific groups of individuals, recognizing some overlap among groups:

- The Committee itself and other professionals involved in NABCI
- Federal and State wildlife agency administrators and decision-makers
- Federal and State agency staff
- Councils of the bird conservation initiatives
- Regional, state, and local participants in the bird conservation initiatives
- Joint venture representatives and bird conservation region coordinators
- Non-governmental organization administrator and staff with a stake in bird conservation
- Scientific and academic society representatives involved in bird conservation

#### **Objectives for Tier I communications:**

- To ensure that people stay engaged in the sometimes difficult and challenging discussions on how to deliver all bird conservation administratively and on-the-ground. (i.e., the how?)
- To help people understand what NABCI and integrated bird conservation are all about. (the what?)
- To keep people who are knowledgeable about or active in NABCI up-to-date on events and progress of the various bird initiatives and integrated bird conservation, particularly advancements made toward U.S. NABCI priorities. (the what?)

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- To engage people in finding common ground with the integrated bird conservation work supported by NABCI (i.e., the why?)
- To inspire people to support and champion bird conservation and the NABCI vision with the goal of increasing resources and advancing the major components integrated bird conservation. (i.e., the why and how?)

**Key Messages for Tier I Audiences:** The guiding principles of NABCI provide the operational framework and sideboards within which partners promote and advance integrated bird conservation. Below are ten reasons for participating in NABCI and integrated bird conservation, based on these principles. These amount to a menu of key messages one can employ affect Tier I audiences. Language should be selected and modified as necessary for the objective and audience of interest. The most effective way to convey these messages is through examples and case studies.

*Integrated bird conservation is worth your time and energy because:*

*Integrated bird conservation is about cost-effective collaboration:*

1. Limited, scarce resources require that we collaborate to ensure that all on-the-ground actions for birds are cost-effective.
2. Together we can be a powerful, united front to increase resources for comprehensive, integrated bird conservation.

*Integrated bird conservation is comprehensive bird conservation:*

3. Federal and state agencies are mandated to conserve *all birds*.
4. Interest in all-bird conservation among the public, scientists, and managers has increased dramatically due to the phenomenal growth of outdoor recreation and long-term declines in many bird populations.

*Integrated bird conservation is about regional partnerships:*

5. Regional partnerships provide tremendous opportunities to deliver habitat management within geographically identified bird conservation regions.
6. NABCI is building and strengthening linkages among diverse organizations at all geographic levels of conservation delivery.

*Integrated bird conservation is about science-based actions:*

7. To most effectively use scarce resources, conservation actions must be based on the best available science.
8. NABCI promotes an adaptive resource management approach and the improvement, expansion, and coordination of monitoring efforts.

*Integrated bird conservation is about a landscape approach: conservation for wildlife can be carried out on the wings of birds!*

9. Bird habitat conservation is being carried out using spatially explicit landscape designs that incorporate the biological needs of all species of concern.
10. Landscape-based goals and objectives of birds can directly benefit many other groups of wildlife sharing the same landscapes and habitats.

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**Tier II – Engaged Professionals.** The second tier includes professionals engaged in activities that affect birds and their habitats, but who might not be fully aware of the linkage between their activities and bird conservation.

- Federal and state wildlife and environmental agency administrators and staff
- Unengaged programs and agencies we have not reached at national, state, regional, or local levels
- Non-governmental organizations
- State, regional, national, and international organizations we have not reached
- State and local land use planning agencies
- Congress and the Administration
- Private landowners

### **Objectives for Tier II Audiences:**

- To help people understand what NABCI and integrated bird conservation are all about (i.e., the what?).
- To make people feel that an integrated approach to bird conservation embodied by NABCI will really benefit their interests. (i.e., the why?)
- To engage people in finding common ground with the integrated bird conservation work supported by NABCI. (i.e., the why?)
- To ensure that people stay engaged in the sometimes difficult and challenging discussions on how to deliver all bird conservation administratively and on-the-ground. (i.e., the how?)
- To inspire people to promote and/or support bird conservation with the goal of increasing resources and advancing the major components of integrated bird conservation. (i.e., the why and how?)

### **Possible Key Messages for Tier II Audiences:**

- Many bird populations are declining and require immediate conservation action and/or long-term stewardship.
- Birds and bird watching mean money in the bank for local economies.
- Sixty-four million Americans in the United States participate in bird-related activities generating \$40 billion annually on these pursuits.
- The U.S. NABCI Committee promotes a voluntary forum to discuss issues related to advancing partnership-driven bird habitat conservation and management.
- Integrated bird conservation is good business; it is about ensuring the most cost-effective conservation actions possible.
- The U.S. NABCI Committee is committed to helping bolster existing state, federal, and private bird and habitat conservation work.
- The U.S. NABCI Committee provides a broad vision and goal that other organizations can find common ground with as it cuts across taxonomic, geopolitical, and sociocultural divides.

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- By participating in integrated bird conservation, organizations can simultaneously achieve broader wildlife, habitat, resource management, and open space goals.
- Organizations involved in NABCI are providing technical and financial support to develop and expand conservation partnerships and capacity in Canada and Mexico.
- Integrated bird conservation recognizes that humans are part of ecosystems and that win-win strategies are possible to manage for both birds and other natural resources such as agriculture, forests, grasslands, water, and energy.
- Through its voluntary, partnership approach, all-bird conservation can win broad-based support from a wide spectrum of society, including, landowners, ranchers, farmers, corporations, birdwatchers, hunters, corporations, conservationists, and government agencies.
- Organizations and individuals generating scientific information and decision-making tools can use NABCI as a conduit to inform organizations managing and conserving bird populations and habitats.
- Bird conservation plans can provide useful biologically based, landscape-oriented frameworks for conservation organizations working at local, state, and regional scales.