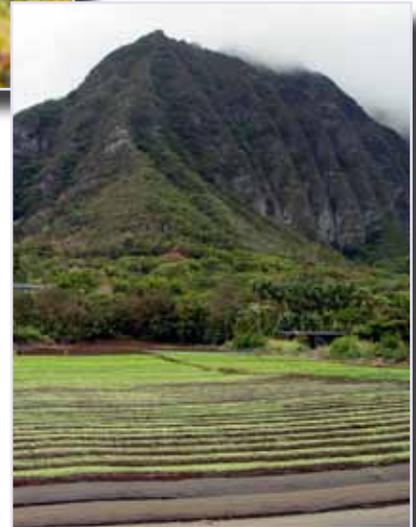




Strategic Plan 2015-2019



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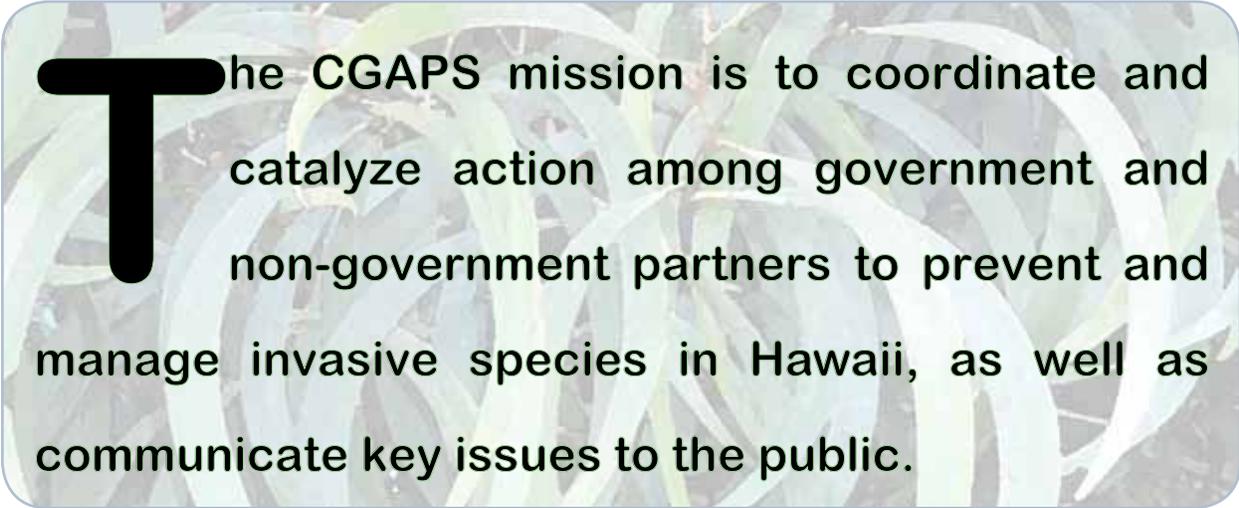
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CGAPS Vision and Mission Statements

The CGAPS vision is to achieve effective protection of Hawai'i's unique natural environment, economy, agriculture, and the health and lifestyle of its people.



The CGAPS mission is to coordinate and catalyze action among government and non-government partners to prevent and manage invasive species in Hawaii, as well as communicate key issues to the public.

Introduction

The 2015-2019 CGAPS Strategic Plan reflects the collective wisdom of CGAPS Steering Committee members and is intended to provide guidance for CGAPS work from 2015 to 2019. CGAPS Steering Committee members engaged in a prioritization process to determine best uses of CGAPS resources and group actions. The CGAPS Steering Committee identified key priorities, implementation strategies, and a timeline for implementation. This report summarizes the Steering Committee's decisions regarding priority issues and implementation strategies.

Background

The Coordinating Group on Alien Pest Species (CGAPS) is a voluntary collaboration of government agencies, non-governmental organizations, and private entities working together to mitigate threats to Hawai'i from invasive species. The first comprehensive planning document for alien pest species coordination in Hawai'i was developed in 1992 by Alan Holt of the Nature Conservancy, "The Alien Pest Species Invasion in Hawai'i: Background Study and Recommendations for Interagency Planning." This document outlined existing systems for prevention and control of pests in Hawai'i, and highlighted the problems, or "gaps", and proposed steps for addressing the gaps. One of the key findings was that although Hawai'i had some capacity within different agencies to address a variety of pests, there was a lack of communication, coordination, and cooperation between agencies and even within departments.

In 1993-1994 over 80 individuals from government and the private and non-profit sectors developed the “Hawai‘i Alien Species Action Plan (ASAP): A Multi-Agency Commitment” which identified ten priority actions with respect to invasive species in Hawai‘i. The first priority that was identified was the formation of a “coordinating group on alien pest species,” to address communication and coordination issues, thus the beginnings of CGAPS. Other priorities were items such as improved effectiveness of inspections, regulatory strategies, dealing with federal preemption, and improved pest reporting and outreach – themes that continue to resonate for the organization. For each of the ten priorities, the plan identified the necessary resources, the agency or office responsible for taking the lead, and milestones for progress. The ASAP was signed by representatives from federal, state, university, and community organizations, demonstrating their commitment to working together to address the problem of invasive species in Hawai‘i.

The formation of CGAPS in 1995 brought agencies and organizations together to coordinate action on the ASAP plan. Under CGAPS Co-Chairs James Nakatani (HDOA) and Michael Wilson (DLNR), quarterly meetings were held to close the gaps in Hawai‘i’s invasive species programs in the areas of prevention, early detection/rapid response and long-term control of harmful invasive species, and to increase public awareness and support. In early 2001, CGAPS participants pooled funds to hire its first staff to function as its coordinator, and in 2002 grant funds allowed the hiring of a statewide public/community outreach specialist.

Over the years, CGAPS has led, catalyzed, or participated in multiple successful projects and programs in support of the ASAP and the subsequent 2009 Vision and Action Plan. These include the 1997 launch of the Silent Invasion public awareness campaign and follow-up campaigns in 2005, 2007-2008, facilitating the formation staffing of Invasive Species Committees to function as early detection/rapid response teams for invasive species that fell between jurisdictions or outside of mandates, and supporting legal assistance, research, and response planning toward common goals.

CGAPS continues to hold quarterly meetings to improve communications and coordinate action. Participants and the CGAPS Chairs change from year to year. Regular participants include Hawai‘i Department of Agriculture (Plant Pest Control Branch and Plant Quarantine Branch), Hawai‘i Department of Land and Natural Resources (Division of Aquatic Resources and Division of Forestry and Wildlife), Hawai‘i Department of Transportation, University of Hawai‘i, U.S. Department of Agriculture (Animal and Plant Health Inspection Service and U.S. Forest Service), U.S. Department of Homeland Security/ Customs and Border Protection, U.S. Fish and Wildlife Service, The Nature Conservancy of Hawai‘i, Hawai‘i Farm Bureau Federation, the Humane Society of the United States, and others. The CGAPS Steering Committee is comprised of a subset of participants who meet on an ad hoc basis to do planning, and identify direction, actions, and needs.

CGAPS staff currently consists of two primary positions. The first acts as the director of the organization, serves to coordinate among partners and does outreach to decision-



Photo: 2007 Silent Invasion television public service announcement.

makers and the general public. The second staff member is project-oriented working to promote awareness and use of the Hawai'i-Pacific Weed Risk Assessment (HPWRA), and its web-portal, to target audiences. CGAPS additionally manages a fellowship program to provide legal expertise on prevention issues. There are currently two legal fellow positions. All positions are funded on a year-to-year basis with grants.

This is CGAPS first strategic planning effort. The last plan was completed in December of 2009 with the CGAPS Vision & Action Plan, which was an externally-oriented action plan (a strategic plan is a more comprehensive planning activity that includes both action/goals as well as an assessment of the strategies and capacities needed to achieve outcomes.). The 2009 plan outlines the top ten issues facing the state of Hawai'i in the area of invasive species, with actions for each agency/entity for the period 2009 to 2014. Each of the ten points provides background information, a vision of success, long-term needs, and a short list of immediate actions for CGAPS participants to accomplish in the time period.

This 2015-2019 strategic plan similarly identifies key CGAPS priorities, implementation strategies, and needed capacity for CGAPS to impact key needs within the community of invasive species practice and management in Hawai'i.

CGAPS Roles, Goals, and Actions: *Guiding Principles and Roles*

CGAPS primary role is to coordinate information sharing and develop shared priorities among government and non-government participants. CGAPS provides a voice for continuity of priorities over time as well as supports inter-agency cohesion. In this capacity, CGAPS plays a critical role by developing collective priorities and core messages and sharing them with the public. Because CGAPS is a collaborative of experts in the field of invasive species prevention and management, it can also serve to vet information and data. In this way, CGAPS is a "sounding board."

CGAPS as a collective can help to identify important gaps in invasive species work and authorities in Hawai'i. It is CGAPS's role to inform decision-makers of such gaps and, where appropriate, work to fill them. "Gaps" constitute priority issues (both for CGAPS and relevant agencies) that no single agency or partner has the authority or resources to accomplish within its own purview.

Goals and Actions

Based on priority ranking by the Steering Committee, CGAPS has identified five major goals important to the protection of Hawai'i from invasive species in which it will focus its efforts during the next five years. The initial list of more than 200 possible issues is presented in Appendix I (available upon request), as well as a detailed account of the prioritization process.

The goals are ambitious by design as well as often only achievable in a moment-to-moment basis as the threats are constant. The action steps are most critical in terms of evaluating CGAPS work over time.

Goal #1: To minimize the inter- and intra-state movement of pests.

The most highly ranked goal is to identify and work together to establish effective policies, rules, programs, and infrastructure to limit the introduction of new invasive species in Hawai'i and between islands.

Action 1: CGAPS will support the development of effective quarantine and inspection. This is through CGAPS staff/fellows research on best practices coupled with CGAPS collective support and use of findings.

Action 2: CGAPS staff will address issues of federal preemption by conducting research and building understanding of mechanisms to find solutions to preemption issues. Key findings should inform CGAPS actions.

Action 3: CGAPS will support the reinstatement of Hawai'i's detector dog program. CGAPS, as a collective, will provide support to Hawai'i Department of Agriculture towards this goal.

Action 4: CGAPS will support the development of an effective hull-fouling and ballast water management program. This is through continued presence of CGAPS staff/fellows working with DLNR/DAR to research best practices and draft new administrative rules.

Action 5: CGAPS will support improved voluntary and regulatory mechanisms that prevent the movement of pests inter- and intra-state. Through such programs as the HPWRA, Plant Pono, codes of conduct, and best management practices, CGAPS and CGAPS staff will engage nursery and other plant industries. Once established, the initiatives may be institutionalized within a relevant CGAPS partner agency for increased enforcement and oversight.

Action 6: CGAPS will address lists regulating plants. This includes researching and building understanding of invasive plants and plant pests, as well as working with legal fellows and agencies to create/address rules for the relevant lists that may govern them. CGAPS will work with HISC in this endeavor.

Goal #2: To expand Hawai'i's biocontrol program.

Some pests are beyond the capacity to eradicate, yet pose an increasing or unacceptable level of damage if left uncontrolled. The impacts of some of these pests may be mitigated through the use of biocontrol to achieve a sustainable level of control. Having adequate research and deployment capabilities, and the facilities necessary to conduct such research and testing, is critical to this approach.

Action 1: CGAPS will assist in developing a series of coordinated messages for outreach and information sharing regarding the importance of biocontrol techniques in Hawai'i.

Action 2: CGAPS will support the development of expanded capacity, including facilities, infrastructure, and staffing, for biocontrol in Hawai'i.

Goal #3: To educate the public and decision-makers regarding the importance of prevention of invasive species in Hawai'i.

The prevention of invasive species in Hawai'i is a critical strategy because it is often less costly to prevent a species from arriving or establishing in Hawai'i than to control it once established. However, because prevention is "unseen," the general public and decision-makers often don't adequately value the full benefits of prevention activities. This is evidenced in the cutting of funding toward prevention activities. Though this was most recently notable in 2009 when funding for invasive species prevention work was dramatically cut within the State, it has been an issue for several decades. CGAPS will work to highlight the importance of prevention activities to achieve effective prevention programs.

Action 1: CGAPS and CGAPS staff will work with a professional outreach and messaging contractor to develop a coordinated statewide strategy. This will be a complement to CGAPS staff outreach and web-based efforts.

Action 2: CGAPS and CGAPS staff will provide informational support to decision-makers in regards to prevention-based policies and programs.

Goal #4: To identify invasive species threats to Hawai'i and coordinate the development of response plans for key threats.

Action 1: CGAPS will work with partners through its quarterly meetings as well as special projects and exercises (like the Collaborative Plant Health Emergency Response Plan and subsequent Tabletop exercise), to coordinate and develop strategies to detect, respond to, and control new invasive species in Hawai'i.

Action 2: CGAPS will facilitate research on key threats and pathways using risk-based assessments. Through projects such as work with UH students and faculty, CGAPS and CGAPS staff will help build science-based understanding of key threats to Hawai'i. This will help to inform response plans (in Action 1) as well as prevention priorities.

Action 3: CGAPS will evaluate the effectiveness of control responses. CGAPS staff will work with CGAPS members to build understanding of ways in which prior responses have worked, and have not worked. This information will iteratively feed back into Action 1.

Action 4: CGAPS will support the redevelopment of capacity in mosquito vector monitoring and response. This can be achieved through developing core messages and information sharing.

Action 5: CGAPS will continue to help develop effective pest reporting mechanisms, including online (and mobile) pest-reporting, institutionalized with relevant partners. This program will integrate with the current hotline.

Goal #5: To identify, synthesize and share information about prevention and control measures.

There is tremendous need to identify, package, and share appropriate prevention and control information to support current and future invasive species work. This is a function that no single partner, federal or state agency, is likely to take on, but is important to aid decision-making in regards to investment in priority programs and projects.

Action 1: Work with HISC and CGAPS partners to identify available data, develop indicators in support of CGAPS strategic plan, synthesize and share prevention and control measures information.

Acknowledgements

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Earl Campbell, U.S Fish and Wildlife Service
Jodi Chew, U.S. Forest Service
David Duffy, University of Hawai'i Department of Botany & Pacific Cooperative Studies Unit
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Robert Hauff, Department of Land and Natural Resources
Lloyd Loope, U.S. Geological Survey (retired)
Christy Martin, CGAPS
Melissa Miyashiro, Blue Planet Foundation (former CGAPS Legal Fellow)
Neil Reimer, Hawai'i Department of Agriculture

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CGAPS Steering Committee and members participate in CGAPS inasmuch as the actions and views presented are allowable and do not include prohibited practices for government employees or the appearance of such practices.

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