



Hawaii Invasive Species Council Strategic Plan 2015 - 2020 Goals and Strategies

Sections:

Vision and Mission Statements

Structure and Capacity

Goals, Strategies, and Evaluation Measures

- I. HISC Support
- II. Resources
- III. Prevention
- IV. Control
- V. Public Outreach
- VI. Research and Technology

Vision and Mission Statements

Hawaii Invasive Species Council Vision Statement

Hawaii's unique economy, natural environment and the health and lifestyle of Hawaii's people and visitors are protected from the impacts of invasive species

Hawaii Invasive Species Council Mission Statement

The Hawaii Invasive Species Council will provide strategic policy and fiscal direction, coordination, and planning among state departments and other stakeholders to address invasive species issues in a science-based, culturally and socially conscious way

Structure and Capacity

Council Membership

Per Chapter 194, HRS, the voting membership of HISC is comprised of the chair or directors (or designees) of six state agencies:

- Department of Land and Natural Resources (Co-chair, administrative host)
- Hawaii Department of Agriculture (Co-chair)
- Hawaii Department of Health
- Hawaii Department of Business, Economic Development, and Tourism
- Hawaii Department of Transportation
- University of Hawaii

Participation in HISC discussions by additional, non-voting agencies, including but not limited to the Hawaii State Legislature, county governments, and federal partners is encouraged.

Support Staff

1. Program Supervisor

This role is filled by the invasive species coordinator of the Department of Land and Natural Resources and is primarily responsible for overall programmatic oversight, administration of HISC funds following allocation process, and management of HISC support staff.

2. Interagency Coordinator

Facilitates coordination activities led by HISC amongst the HISC agencies, partner organizations, and other stakeholders. This includes oversight of the 5 HISC Working Groups.

3. Planner

Is primarily responsible for plans developed by HISC and providing technical assistance to invasive species planning efforts by HISC agencies and partners.

Working Groups

1. Resources
2. Prevention
3. Control
4. Public Outreach
5. Research and Technology

Staff from the six HISC agencies chair the working groups and they are made up of additional relevant HISC agency staff, partner agency representatives, and other interested stakeholders. The working groups directly relate to the priority areas in the HISC strategic plan and are responsible for implementing the strategies identified. HISC's ability to achieve the goals within its 5-year plan is dependent on active participation and coordination of these groups.

Additional Capacity Needs Identified through HISC Strategic Planning Process:

- **Agency Liaison:** a staff person identified within each HISC agency who is designated to spend partial time working with HISC and on HISC related projects to have effective coordination and collaboration among all agencies and with partners.
- **Statewide Outreach Coordinator**
- **Statewide Data Coordinator**



Goals, Strategies, and Evaluation Measures

The goals outlined in this plan were developed through a collaborative stakeholder process and reflect the top priorities relating to invasive species in Hawaii. The strategies are based on HISC's role and kuleana towards those priorities as outlined in Chapter 194, HRS, the statute establishing HISC.

i. Overarching Goals, Strategies and Evaluation Measures for HISC

Goal: provide strategic policy and fiscal direction, coordination, and planning among state departments and other stakeholders.

Strategies:

- Meet at least twice annually.
- Revitalize HISC Working Groups (Resources, Prevention, Control, Public Outreach, Research and Technology) by designating working group chairs from HISC agencies, reengaging former and current participants, and engaging new critical stakeholders.
- Provide annual reports on budgetary and other related issues to the legislature twenty days prior to each regular session.
- Coordinate legislative initiatives related to invasive species during each regular session by providing technical assistance on priorities and developing legislation, sharing information among agencies and partners, and providing testimony.
- Coordinate and facilitate an annual funding process to allocate funds designated to and dispersed by the HISC.
- Coordinate and facilitate activities related to the annual Hawaii Invasive Species Awareness Week.

Evaluation Measures for HISC

- Number of council meetings annually.
- Overall status of goals within priority areas (prevention, control, research, outreach).
- Policy statements (e.g., resolutions, testimony, legislative reports) produced annually.

ii. Resources

Goal 1: Organizational and resource shortfalls with respect to invasive species are identified and prioritized for each HISC agency.



It is critical to identify the capacity shortfalls within HISC agencies. It will allow a clearer understanding of current vs. needed capacity and facilitate prioritization efforts for support of agencies to fulfill our kuleana with respect to invasive species as well as for support of other entities working in the state who fulfill vital roles. A better understanding of each agencies capacity and need will also allow for creative collaborative solutions and opportunities for increased cross-departmental collaboration.

Strategies:

- Identify roles, responsibilities, and priorities related to invasive species for each HISC agency.
- Identify roles, responsibilities, and priorities of other organizations working in the state on invasive species issues.
- Work directly with designated staff within each agency to identify current capacity and shortfalls.
- Use resources working group structure to provide a peer or external review process to assist agencies in identifying shortfalls.
- Include information from this process in HISC annual reports and legislative packages.

Goal 2: Dedicated and sustained funding mechanisms and sources for prevention, control, outreach, and research and technology.

Dedicated and sustained resources for invasive species work are necessary for the effective management of invasive species in Hawaii. To achieve meaningful long-term results, the state must recognize this as a priority issue to support in perpetuity, as inconsistent support results in piecemeal work and significant backslides in forward progress. To achieve our mission, resources must be available for ongoing prevention, emergency response, sustained control, effective outreach, and innovative research and technology.

Strategies:

- Identify all funds currently available for invasive species work, identify how they address core functions of invasive species management, and assist agencies and organizations in acquiring these funds.
- Identify opportunities for and assist the development of public private partnerships.
- Engage private funding organizations through the Hawaii Community Foundation and industry partners to be a part of the solution.
- Advise the governor and legislature on budgetary issues.

Goal 3: Cost benefit analysis is available for prevention, early detection, and control of invasive species in Hawaii.



Cost benefit analysis will provide science-based, quantitative analysis of the impacts of invasive species, both present and not present in Hawaii. Clearly articulating the costs and benefits of managing invasive species will support the need for sustaining this work, economically support use of the most efficient management actions, and provide decision based tools for setting management priorities, goals, and methods used.

Strategies:

- Request a new Legislative Reference Bureau study to estimate the total cost of implementing effective invasive species programs in Hawaii.
- Create a prioritized list of economic questions and analyses needed.
- Work with economists to determine data that are needed in models and create templates for data collection.
- Facilitate data and information sharing among agencies and organizations to pull data together and provide for analysis
- Work with economists to do analyses.
- Act as a clearinghouse for data, economic analysis, and other related information.

Evaluation Measures for Resources Strategies:

- Level of funding received by agencies for invasive species work (funding level need vs. funding level met).
- Level of funding allocated and available for disbursement by the HISC.
- Number of new stakeholders engaged and resulting capacity support.
- Number of reports, studies, materials that cite HISC funded economic studies and data.

iii. Prevention

Goal 1: Introduction of invasive species into Hawaii and their movement intrastate is prevented.

Prevention is the most cost effective management strategy for invasive species. It requires that all agencies and organizations have clear mandates and are able to work together quickly and effectively. Prevention must be supported sustainably so that on going efforts and resources are maintained when emergency responses arise.

Strategies:

- Coordinate and promote the state’s position on federal issues pertaining to invasive species prevention, in particular interstate and international movement of pests.



- Identify roles, responsibilities, and authorities by all agencies involved in inspections.
- Serve as a forum to identify and prioritize statutory changes or rule amendments needed relating to authorities and inspections.
- Increase interagency cooperation and support to implement prioritized changes needed.
- Increase interagency cooperation to share data and information between state and federal agencies.
- Lead tabletop exercises to identify gaps and breakdowns in the process and address them.

Goal 2: Risk assessments are developed and utilized for all priority taxa.

Risk assessments are a critical tool in prioritizing prevention and response activities. Having these tools in place provides consistent methodologies across agencies, reliable pathway and impact analysis, and data for meaningful prioritization of management activities.

Strategies:

- Provide a forum to review need and prioritize risk assessment development.
- Provide a forum to review existing tools for adaptation to Hawaii's needs.
- Identify and support agencies to host assessment functions based on kuleana for taxa.

Evaluation Measure for Prevention Strategies:

- Rate of pest detections at ports of entry.
- Number of species and pathways assessed for risk.
- Qualitative data from agency and organizational staff on increased cohesion, collaboration, and effectiveness.

iv. Control

Goal 1: HISC has an official list of invasive species based on criteria and processes described in HISC administrative rules.

Strategies:

- Define invasive species for purpose of HISC list.
- Develop method for selecting species and process for review and addition to the list.
- Promulgate administrative rules that describe the listing process.
- Develop and get approval of HISC invasive species list.



Goal 2: Capacity for early detection and rapid response is enhanced and maintained in each county.

Each county must have sustainable capacity for early detection and rapid response to invasive species for all taxa (plants, invertebrates, vertebrates, aquatics, plants diseases, etc.).

Strategies:

- Identify roles, kuleanas, capacity, and gaps for detection and response.
- Prioritize gaps and work with agencies to advocate for and secure additional resources.
- Increase collaboration with county governments.
- Develop prioritized list of species and create ICS based response plans for them.
- Act as statewide coordinating body for responses to ensure consistency and facilitate information sharing.

Goal 3: A comprehensive pest reporting system is in place for Hawaii that integrates the pest hotline with online components, including desktop and mobile interfaces.

A key component of detection for control is public engagement and reporting of pests. An institutionalized reporting system integrating all forms of modern communication will make it easy and efficient for the public to report potential invasive species increasing detection and streamlining the process and communication among agencies to initiate confirmation and response.

Strategies:

- Work with CGAPS and other relevant agencies and organizations on tool design and development.
- Design information flow system on the backside of reporting tool to facilitate communication and information flow for appropriate response initiation to reports.
- Assist HISC agency with kuleana to house the system.

Goal 4: Hawaii's biocontrol program is supported and capacity is increased.

Biocontrol is a key tool for the management of invasive species and Hawaii is a global leader in effective biocontrol programs. To continue and maintain this legacy of excellence, we must have adequate facilities and staff, an informed and supportive public and decision makers and build strong international partnerships.

Strategies:

- Provide data and information to the outreach working group to develop outreach materials.



- Collaboratively develop prioritized list of biocontrol targets.
- Facilitate discussions to identify and prioritize needs and advocate for them.
- Facilitate collaborations within Hawaii among biocontrol stakeholders, as well as, participation in international collaborations.

Evaluation Measures for Control Strategies:

- HISC list of invasive species in place.
- Progress towards capacity goals identified in gap analysis of early detection and rapid response capacity on each island.
- Number of pest reports received via integrated reporting tool.
- Public attitudes relating to biocontrol.
- Progress towards capacity needs for biocontrol.

v. Public Outreach

Goal 1: There is statewide coordination of invasive species outreach.

Support for invasive species work relies on strong understanding and support of the issues from the general public, decision makers, and industry. Statewide outreach campaigns should address the overarching priorities for invasive species issues in Hawaii. Statewide coordination will result in clear consistent messages that increase stakeholder awareness, support, and engagement.

Strategies:

- Work with CGAPS and contractor to develop a coordinated outreach strategy to develop outreach messages for statewide invasive species priorities.
- Develop and disseminate outreach media and materials.
- Act as centralized information hub for invasive species outreach.

Goal 2: All stakeholders are informed and engaged in invasive species efforts.

Strategies:

- Identify stakeholder groups and develop personas for outreach.
- Develop and work on collaborative projects with other stakeholders (i.e. partner workdays, exchanges etc.).

Goal 3: Outreach and collaborations on invasive species issues are culturally relevant and inclusive.

It is important that invasive species work have broad support of our missions and strategies across cultures. All of our work should strive to be culturally inclusive and ensure that lands and practices are respected.



Strategies:

- Translate outreach materials into multiple languages.
- Engage Aha Moku and other cultural leaders.
- Provide in-reach to the invasive species community of practice through identification and participation of cultural events that currently exist as well as develop new opportunities (workshops, webinars, talk story).

Evaluation Measures for Outreach Strategies

- Stakeholder attitudes towards and understanding of priority invasive species issues.
- Increased stakeholder engagement.
- Participation in educational opportunities and increased understanding of local cultures.
- Number of materials produced in other languages.

vi. Research and Technology

Goal 1: An interagency research strategy plan is developed.

A comprehensive interagency research plan will ensure that invasive species research is prioritized, coordinated, and collaborative. It will prioritize research that is interdisciplinary and has direct management applicability. It will also emphasize and facilitate structures for results to be made publicly available.

Strategies:

- Identify interagency research priorities.
- Facilitate priority setting and planning process.
- Identify and connect researchers with users.
- Work with Resources working group to reestablish funding for research priorities.

Goal 2: Data is shared among agencies and organizations and made publicly available when appropriate.

Strategies:

- Identify data across agencies and partners.
- Assess current data management tools and practices statewide and needs across agencies and organizations.
- Explore information/data management systems.



- Work collaboratively to standardize data sharing with focus on data being consistent, accessible, easily summarized, and reported on.
- Implement a pilot study with a limited group for trials.

Goal 3: The Hawaii Ant Lab (HAL) capacity is increased and sustained.

HAL is a critical institution working on invasive ant issues in Hawaii and across the Pacific. Its maintenance will provide interdisciplinary research, develop tools and methods for prevention and control, and manage coordinated responses in which there are direct feedback loops between the research and its applications.

Strategies:

- Maintain ant species as a high priority invasive species.
- Provide a forum for sharing new information and research results within Hawaii and across the Pacific.
- Provide technical assistance and support in the development of a statewide ant plan.
- Identify opportunities to institutionalize HAL within an appropriate agency.

Evaluation Measures for Research and Technology Strategies

- Establish timeline and benchmarks for development of research strategy plan.
- Funding directed towards research priorities identified.
- Track applications of research produced.
- Establish timeline and benchmarks for development of statewide ant plan.

Table 1: HISC Statutory Responsibilities (Hawaii Revised Statutes, Chapter 194)
(Column 3: R = Resources related item, P = Prevention related, and C = Control related)

1	Maintain a broad overview of the invasive species problem in the state	
2	Advise, consult, and coordinate invasive species related efforts with and between the departments of agriculture, land and natural resources, health, and transportation, as well as, state, federal, international and privately organized programs and policies	
3	Identify and prioritize each lead agency's organizational and resource shortfalls with respect to invasive species	R
4	After consulting with appropriate state agencies, create and implement a plan that includes the prevention, early detection, rapid response, control, enforcement, and education of the public with respect to invasive specie, as well as, fashion a mission statement articulating the state's position against invasive species	
5	Coordinate and promote the State's position with respect to federal issues, including: <ul style="list-style-type: none"> a. Quarantine preemption; b. International trade agreements that ignore the problem of invasive species in Hawaii; c. First class mail inspection prohibition; d. Whether quarantine of domestic pests arriving from the mainland should be provided by the federal government; e. Coordinating efforts with federal agencies to maximize resources and reduce or eliminate system gaps and leaks, including deputizing the United States Department of Agriculture's plant protection and quarantine inspectors to enforce Hawaii's laws; f. Promoting the amendment of federal laws as necessary including the Lacey Act Amendments of 1981, Title 16 United States Code sections 3371-3378; Public Law 97-79, and laws related to inspection of domestic airline passengers, baggage, and cargo; and g. Coordinating efforts and issues with the federal Invasive Species Council and it's National Invasive Species Management Plan 	P
6	Identify and record all invasive species present in the State	C
7	Designate the department of agriculture, health, or land and natural resources as the lead agency for each function of invasive species control, including prevention, rapid response, eradication, enforcement, and education	
8	Identify all state, federal, and other moneys expended for the purposes of the invasive species problem in the State	R
9	Identify all federal and private funds available to the State to fight invasive species and advise and assist state departments to acquire these funds	R
10	Advise the governor and legislature on budgetary and other issues regarding invasive species	R
11	Provide annual reports on budgetary and other related issues to the legislature twenty days prior to each regular session	R
12	Include and coordinate with the counties in the fight against invasive species to increase resources and funding and to address county-sponsored activities that involve invasive species	R
13	Review state agency mandates and commercial interests that sometimes call for the maintenance of potentially destructive alien species as resources for sport hunting, aesthetic resources, or other values	C
14	Review the structure of fines and penalties to ensure maximum deterrence for invasive species-related crimes	C
15	Suggest appropriate legislation to improve the state's administration of invasive species programs and policies	
16	Incorporate and expand upon the department of agriculture's weed risk assessment protocol to the extent appropriate for the council's invasive species control and eradication efforts	P
17	Perform any other function necessary to effectuate the purpose of this chapter	