

Five Year Strategic Plan Template
(January 1, 2008 through December 30, 2014)
Central Florida Cooperative Invasive Species Management Area
DRAFT 3-2010

How to use your CISMA plan: It is a working document; it should be reviewed annually to decide if new tasks should be added. Every year create a short annual document which includes accomplishments, future tasks, changes and revisions.

The CFCISMA should utilize steering committees, standing sub-committees and ad hoc sub-committees. Steering committees should well represent the partners in the CFCISMA. Standing sub-committees form to address a specific issue and continue as long as needed. Ad hoc sub-committees are beneficial because they define and focus on a single project to be completed within a certain time. For example, an ad hoc sub-committee to rank plants for prioritized control efforts. This group would complete the project, report back to the steering committee, and then disband. This is an efficient and productive technique to divide up tasks and get engagement from partners that may not have time for a steering or standing sub-committee. It also provides partners with ownership to CISMA documents and products.

What we have committed to complete in the funded proposal:

For this project, the CFCISMA will complete a Strategic Plan reflecting local area priorities and addressing lands of all major landowners (including DoD installations). These comprehensive plans will be written for a 5-year timeframe and will include the following:

1. Prioritization of invasive non-native species for Early Detection/Rapid Response;
2. Prioritization of invasive non-native species for Control;
3. Development of joint priority projects for Control and Eradication, especially in areas that impact imperiled conservation targets;
4. Use of existing survey efforts and information to identify the extent of prioritized species within the geographic region (e.g. FNAI, FLEPPC, EDDMapS, FFWCC, and USGS databases).
5. Methods for Early Detection and Rapid Response, including early control actions that prevent invasive species from moving onto adjacent properties.

The following working groups wrote plans that were used to develop this strategic plan template: Keys Invasive Species Working Group, Gulf Coast Plain Ecosystem Partnership, Treasure Coast CISMA, Apalachicola Invasive Species Working Group, North Carolina Sandhills Weed Management Area.

MISSION STATEMENT

To create partnerships to develop and share resources, educate, and provide information to manage invasive species within membership area.

Approach: The most cost-effective way to address invasive species is to prevent them from reaching the CISMA in the first place. If, despite prevention efforts, invasive species reach the CISMA, early detection programs can help locate and eradicate those invasive species before they become widely established. If invasive species elude early detection and establish and spread in the CISMA or are part of a previous invasion, control and management programs to monitor and minimize their negative impacts to the economy and environment will be necessary, but these efforts can be very costly. The sooner we act the more effective and less costly our efforts will be (adapted from the Indiana Invasive Species Task Force 2008).

Acronyms

ASLA = American Society of Landscape Architects

BMP = best management practices

CISMA = cooperative invasive species management area

CWMA = cooperative weed management area

FDACS = Florida Department of Agricultural and Consumer Services

FDOT = Florida Department of Transportation

EDDMapS = Early Detection and Distribution Mapping System (<http://www.eddmaps.org/>)

EDRR = early detection and rapid response

FISP = Florida Invasive Species Partnership (<http://www.floridainvasives.org/>)

FDOF = Florida Department of Forestry

FFWCC IPMS = Florida Fish and Wildlife Conservation Commission Invasive Plant Management Section

FLEPPC = Florida Exotic Pest Plant Council

FNAI = Florida Natural Areas Inventory

FNGLA = Florida Nursery, Growers & Landscape Associations (<http://www.fngla.org/>)

FNPS = Florida Native Plant Society (<http://www.fnps.org/>)

IFAS = Institute of Food and Agricultural Sciences

MOU = memorandum of understanding

NIWAW = National Invasive Weeds Awareness Week

ROW = right of way

SOP = standard operating procedures

USDA ARS = United States Department of Agriculture, Agricultural Research Service

USGS NAS = United States Geological Services Non-indigenous aquatic species (<http://nas.er.usgs.gov/>)

VCC = voluntary code of conduct (<http://www.centerforplantconservation.org/invasives/codesN.html>)

WEEDDAR = Weed Data and Reporting (database program)

WIMS = Weed Information Management System

WRA = weed risk assessment (i.e. the predictive tool) (<http://plants.ifas.ufl.edu/assessment/>)

Goal 1: Create, strengthen and sustain the Central Florida Cooperative Invasive Species Management Area (CFCISMA).

Objective: Form and sustain a strong partnership through CFCISMA.

1. Develop basic organizational structure for the CFCISMA.
 - a) 2009 - use CWMA cookbooks and current CISMA examples to help form and sustain CISMA.
 - b) 2009 - coordinate a meeting with enthusiastic regional partners to form a new CISMA.
 - c) 2009 - establish geographic boundaries, a steering committee and a chair.
 - d) 2010 - and as needed - create standing subcommittees and ad hoc committees to assist with project specific CISMA efforts.

2. Sustain and strengthen the CISMA
 - a) 2008 - schedule CISMA steering committee meetings at least twice per year.
 - b) 2008 - schedule CISMA general membership meetings at least twice per year.
 - c) 2010 - start recruiting new, and maintain current membership in the CISMA.
 - d) 2010 - and every 2 years (or as needed) - start reviewing steering committee and subcommittees and revise as appropriate.
 - e) 2010 - annually develop work plan with CISMA partners.
 - f) 2010 - start creating short annual reports of accomplishments.

3. Submit cooperative funding proposals.
 - a) 2008 - annually encourage public land conservation managers to submit grant applications, including FFWCC IPMS.
 - b) 2009 - identify partner to serve as the funding recipient and administrator for grants, as appropriate.
 - c) 2012 - develop a list of funding programs with due dates for control, EDRR, education and other projects.
 - d) 2012 - annually submit CISMA grants.

4. Generate legal documents to strengthen CISMA.
 - a) 2011 - create or use existing liability releases (e.g. TNC or DOF) for partners to work on private lands.
 - b) 2012 - complete CISMA partner MOU, or other document, to facilitate partner agency participation and support of CISMA goals and objectives.
 - c) 2014 - sign a MOU or other document allowing public agency staff to work on other agency/NGO/private lands (if required to allow agencies to work on partner lands).

Goal 2: Prevention

Objective: Develop and/or implement techniques and practices to prevent establishment and spread of new invasions near the CFCISMA boundaries.

1. Plants

- a) Develop or adopt an alert type system to identify new plant invasions near, or at the boundaries of, CISMA lands.
 - i. 2010 - quarterly review EDDMapS database and/or other alert system databases for new terrestrial invasive plants adjacent to CISMA lands. If new plant species are found adjacent to CISMA lands, include in EDRR prioritization.
 - ii. 2010 - quarterly review EDDMapS and/or USGS NAS for new aquatic invasive plants adjacent to CISMA waters. If new plant species are found adjacent to CISMA waters, include in EDRR prioritization.
- b) Reduce potential pathways of introduction for terrestrial and aquatic (marine and freshwater), invasive non-native plant species into the CISMA.
 - i. Develop and adopt guidelines for vehicle, equipment, personal protective equipment and personnel disinfection program/protocol to address the unintentional movement of invasive plants.
 1. 2011 - implement FFWCC IPMS or other decontamination standards.
 2. 2011 - implement a vehicle, equipment and personnel disinfection program/protocol for CISMA partners.
 3. 2012 - encourage use of decontamination guidelines for all contractors.
 4. 2012 - implement decontamination program/protocol into evaluation system for all partner contractors.
 - ii. 2013 - all partners will seek to reward vendors when using certified weed-free products (mulch, pine-straw, hay, sod, etc.) and advocate the use of these certified products to non-participating vendors.
 - iii. 2013 - implement a preventative guideline when conducting ground disturbing activities.
- c) Incorporate IFAS WRA into CISMA invasive plant ranking and planning process.
 - i. 2010 - annually review results of WRA for plant species to be watched. If new plant species are listed as invasive, include in EDRR prioritization. If a new non-native species is found in the CISMA or adjacent to this area, request IFAS run this species through the WRA.
 - ii. 2011 - engage local botanical gardens or similar group to use the WRA or other predictive tool to assess the invasive threat of new and existing invasive plants. If new or existing plants are listed as invasive, encourage the groups to stop planting and remove plants from future sales.
 - iii. 2013 - encourage lawmakers to ban developers from using FLEPPC list species. Explore the feasibility of rewarding developers that are acknowledging WRA listed species and not using those species in their developments.

2. Animals

- a) Implement an alert type system to identify new animal invasions near, or at the boundaries of, CISMA lands.
 - i. 2010 - quarterly review sources of new species alerts for new invasive animals adjacent to the CISMA.

1. If new animal species are found adjacent to CISMA, include in EDRR prioritization.
- b) Reduce potential pathways of introduction for invasive animal species into the CISMA.
 - i. 2012 - assist and participate in FFWCC Pet Amnesty Days.
 - ii. 2012 - work with partners to identify pathways and modes of transport for invasive animals to move into the CISMA.

Goal 3: Early Detection and Rapid Response (EDRR)

Objective: Develop and implement techniques and practices to promote early detection and rapid response of newly established invasive species within the CISMA boundaries.

1. Plants and Animals

- a) Implement alert type systems to identify new plant and animal invasions within CISMA lands and waters.
 - i. 2010 - bi-annually have CISMA partners discuss new species that they have observed.
 - ii. 2010 - quarterly review EDDMapS database and other alert system databases for new terrestrial invasive plants and animals within CISMA. If new species are found, include in EDRR prioritization.
 - iii. 2010 - quarterly review EDDMapS and/or USGS NAS for new aquatic invasive plants within CISMA waters. If new species are found, include in EDRR prioritization.
 - iv. 2012 - develop early detection guidelines for partners to insert in contract language for contractors and researchers requiring them to alert land managers when they observe unknown or EDRR species.
- b) Prioritize EDRR plant and animal species on CISMA lands and/or waters.
 - i. 2011 - create a list of possible EDRR species from CISMA partners, adjacent CISMAs, CISMA prevention alert system, FLEPPC, FISP, FNAI, IFAS and EDDMapS.
 - ii. 2011 - reduce list to top 20 EDRR plant species and top 2 EDRR animal species.
 - iii. 2012 - use a ranking system (USGS, others) to prioritize top EDRR species.
 - iv. 2012 - annually or as needed submit petitions to FDACS for listing of high priority EDRR species.
 - v. 2013 - annually or as needed, reassess EDRR lists.
- c) Eradicate highest ranking EDRR species on CISMA lands and/or waters.
 - i. 2011 - annually conduct cooperative workdays to eradicate high priority EDRR and prevention species (newly in or adjacent to CISMA).
 - ii. 2014 - hire contractors to eradicate high priority EDRR species.
 - iii. 2014 - create a Rapid Response Team(s) and if necessary, response protocol, to eradicate high priority EDRR species.

Goal 4: Control (Prioritized Management)

Objective: Develop and implement techniques and practices to control known infestations of priority invasive species and maintain them at the lowest feasible level in the CISMA boundaries.

1. Plants

- a) Prioritize known CISMA invasive plants using a ranking system that considers the impact of imperiled conservation targets and if necessary, other criteria like economics.
 - i. 2010 - develop a list of known invasive plants within CISMA boundaries.
 - ii. 2011 - prioritize species on list using a ranking system (USGS, other) and best available information from CISMA partners, FLEPPC, FISP, FNAI, IFAS and EDDMapS.
 - iii. 2012 - annually assess and update prioritized list of invasive plants and control techniques.
- b) Choose top 5 priority species for CISMA partners to focus efforts on.
 - i. Increase the size of invasive managed areas on public and private conservation lands.
 1. 2011 - annually increase public conservation lands treated and maintained with FFWCC IPMS and other funds.
 2. 2012 - annually increase private conservation lands treated and maintained.
 - ii. 2011 - biannually coordinate a cooperative workday focusing on priority control species.
 - iii. 2013 - determine invasive free buffer areas within CISMA boundaries
 - iv. 2013 - annually increase treatment of prioritized, invasive plants on public non-conservation lands.
 - v. 2014 - annually increase net acreage treated on prioritized private lands.
- c) Reduce sale, planting or other modes of spread of species we are controlling (illegal and legal).
 - i. 2013 - identify and engage sellers to voluntarily stop selling known invaders.
 - ii. 2014 - identify and engage appropriate local regulatory and enforcement agencies for local ordinances, comprehensive plans, landscape rules.

2. Animals

- a) 2010 - develop a list of known invasive animals on CISMA lands.
- b) 2011 - prioritize species on list using a ranking system and best available information from CISMA partners, FFWCC, FNAI, EDDMapS and others.
- c) 2010 - investigate ways to assist in animal control plans for public and private lands. Some methods that will be used include:
 - i. Pet amnesty days
 - ii. Education campaign to reduce/cease sale and other modes of spread.
 - iii. Offer workshop on permitting requirements for non-native pet trade.
- c) 2012 - annually assess and update prioritized list of invasive animals and control techniques.
 - i. 2014 - annually submit requests to FFWCC to include updated prioritized control species to restrictive lists (i.e. Reptiles of Concern List, conditional species, prohibitive species, etc...).

3. Pest/Pathogens

- a) Prioritize, communicate and coordinate management activities designed to protect native species (plants and animals) and/or economically important species that are being impacted by invasive pest/pathogens.

- i. Research and prioritize known and potential invasive pest/pathogen species.
- ii. Investigate tested and potential control methods and apply as feasible and reasonable.
 - 1. Biological
 - 2. Chemical
 - 3. Mechanical
 - 4. Determine if this is a critical and effective action for land managers and not a waste of time and resources.
- iii. Research and apply methods other than invasive control to protect native populations (e.g. Collect seeds, treat with chemicals).

Goal 5: Monitoring, Mapping and Applied Research

Objective: Promote locating and documenting occurrences, and supporting applied research, of prevention, EDRR and control species to inform CISMA decisions.

1. Monitoring and mapping of plants, animals, pests/pathogens (terrestrial, freshwater and marine.)
 - a) 2010 - quarterly record invasive species from field observations and mapping projects into CISMA EDDMapS and/or FNAI's invasive databases.
 - i. Encourage CISMA partners to use EDDMapS for EDRR species and single occurrence entry.
 - ii. Encourage CISMA partners to use FNAI for large census/polygon and distribution data.
 - a) 2010 - Create a verification subcommittee to oversee CISMA record entries into EDDMapS.
 - i. annually recruit and assign subcommittee members.
 - b) 2013 - use EDDMapS database, FNAI's invasive maps, and information from land managers and private landowners to create CISMA prioritized invasive management maps of top ranked EDRR and control species.
 - c) 2013 - annually conduct partner workdays to survey targeted locations for new invasions focusing on high priority EDRR and prevention species (newly in or adjacent to CISMA).
 - d) 2013 - annually use monitoring results to inform management and to assist in prioritization of targeted lands and waters.
 - e) 2013 - annually coordinate an update meeting or produce a standardized report of CISMA invasive species treatments.
 - f) 2014 - assist partners to complete transition to all digital reporting of treatment efforts for updates or standardized report.
2. Encourage research of plants, animals, pests/pathogens (terrestrial, freshwater and marine).
 - a) 2012 - inform USDA ARS, IFAS/University of Florida, and/or others of CISMA lands and managers that are willing to participate in biocontrol trials.
 - b) 2012 - submit a list of questions about invasive species biology, impacts, and/or management to university and college biology departments, FLEPPC, FISP, chemical company representatives, or other research entities.

Goal 6: Outreach, Training and Strategic Collaboration

Objective: Support outreach and training to support prevention, EDRR and control efforts in the CISMA boundaries.

1. Implement outreach, training and strategic collaboration efforts within CISMA partners and membership to increase CISMA community knowledge as well as statewide profile.
 - a) Implement outreach and training efforts to CISMA partners and land managers
 - i. 2010 – as needed, maintain and improve CISMA website.

- ii. 2010 - participate in statewide CISMA monthly calls and annual FLEPPC CISMA meetings .
 - iii. 2010 - maintain and improve CISMA knowledge by communicating with experts.
 - iv. Develop a CISMA invasive species reference that includes priority species (all taxa) and BMPs.
 - v. 2011 - Plants: annually conduct identification and treatment trainings (one herbicide certification/use, one invasive species identification and treatment, one invasive grass identification, and one invasive species to be watched).
 - vi. 2011 - Aquatic plants and animals: coordinate one regional invasive identification and BMPs workshop.
 - vii. 2012 - Animals: develop a control training workshop.
 - viii. 2013 - implement a fact sheet/poster to increase knowledge of current laws and distribute to CISMA partners.
- b) Implement outreach, training and strategic collaboration efforts to support CISMA prevention and EDRR efforts.
- i. 2010 - hold annual trainings to use EDDMapS database for CISMA partners and targeted audiences.
 - ii. 2011 - create a communication network contact list to establish alert system for surrounding areas outside CISMA boundary.
 - iii. 2010 - hold annual trainings for EDRR.
 - iv. 2013 - develop stronger working and communication relationship with surrounding areas and surrounding CISMAs; share EDDMapS training and encourage tracking.
2. Implement outreach and training efforts with academic/education infrastructure in CISMA communities.
- a) 2011 - develop a list of environmental education centers and distribute educational materials about prevention and control.
 - b) 2011 - Plant: work with Cooperative Extension Master Gardener Program and local garden clubs to promote the removal of invasive plants and use of native plants.
 - c) 2012 - Aquatics: work with Florida Sea Grant and other coastal partners to implement Hitchhiker Program in CISMA and distribute outreach materials to large local marinas and at large fishing tournaments.
 - d) 2013 - develop list of schools, scout groups, community festivals, environmental festivals and others who could help with education about prevention, EDRR and control, and develop strategic relationships with key environmental organizations.
 - e) 2014 - choose short list of priority education volunteer programs for CISMA to implement that simultaneously build up invasive volunteer programs and raise awareness.
3. Increase outreach efforts to private industries and atypical public agencies (railroads, utilities, ranges, nurseries, botanical gardens, pet stores, animal rehabilitation centers, landscapers, architects, foresters, county animal control, FDOT, and other ROW agencies).
- a) 2013 - create a communication network contact list for private industries.
 - b) 2013 - create a communication network contact list for atypical public agencies.
 - c) 2011 - Animals: work with retailers to reduce the sale of invasive animals; adopt, support and implement the “Don’t Release Unwanted Pets” poster and card statewide efforts.
 - d) 2014 - implement a landscape architect certification course that promotes CISMA goals.
 - e) 2014 - develop specialized training materials and workshops for atypical audiences.
 - f) 2014 – implement a voluntary code of conduct pledge that will be endorsed and signed by one relevant industry or agency to curb the use and distribution of invasive plant species.
 - g) 2014 – Plants: work with retailers to reduce the sale of invasive plants; (GreenThumb Program).
 - h) 2014 - encourage interpretive signage at visible botanical gardens explaining threat of invasive species and alternatives to their use in the landscape (could include demonstration garden).
 - i) 2013 - utilize strategic communication vehicles for BMPs and AlterNatives messages such as

group and organization newsletters.

j) 2014 - publicize signees of code of conducts lists (e.g. post on website, news articles).

4. Implement outreach and training efforts to specific individuals, private landowners, and landowner associations.

a) 2011 - identify a CISMA subcommittee to develop working relationships with landowners and associations.

b) 2012 - identify specific private landowners for education.

c) 2013 - develop landowner 'outreach' packets to send priority landowners (include species information, training courses, etc...).

d) 2013 - implement a training effort about the top 5 high priority EDRR and control species to these specific private landowners and landowner associations.

e) 2013 - develop, or acquire existing materials, about native, or non-invasive plants, as an alternative to invasive species for erosion control, wildlife forage, landscaping, etc...

f) 2014 - begin annual conservation champion award to landowner.

g) 2013 - annually contact the media through press/photo releases and radio to highlight private lands initiative and available resources.

h) 2013 - create or use existing materials for a fact sheet / poster to increase knowledge of funding opportunities, current laws and distribute to individuals with goal of enrolling landowners in funding programs (this is on FISP website).

i) 2014 - develop voluntary agreement for landowners that support CISMA EDRR, control and prevention efforts (for plants this is on VCC).

5. Increase outreach and awareness efforts to policy makers.

a) 2011 - share annual weed/animal reports with elected officials during NIWAW (February).

b) 2012 - begin working with county Planning & Zoning Departments to encourage environmentally friendly landscape ordinances.

c) 2013 - annually visit with newly elected local government officials to support funding, EDRR, prevention and other CISMA goals.