

Strategic Management of Public Invasive Species Programs

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Public Invasive Species Programs

Have an essential role in a comprehensive and effective approach to managing invasive species

Can create significant public value in terms of environmental, economic, public health and recreational benefits.

The public value they can potentially produce is currently significantly constrained.

Benefits from Public Invasive Species programs are particularly constrained by:

- 1) Inconsistencies between jurisdictions and agencies
- 2) Lack of effective administration within jurisdictions

This is despite the recent development of a significant number of invasive species management strategies at various scales

Existing Invasive Species Management Strategies

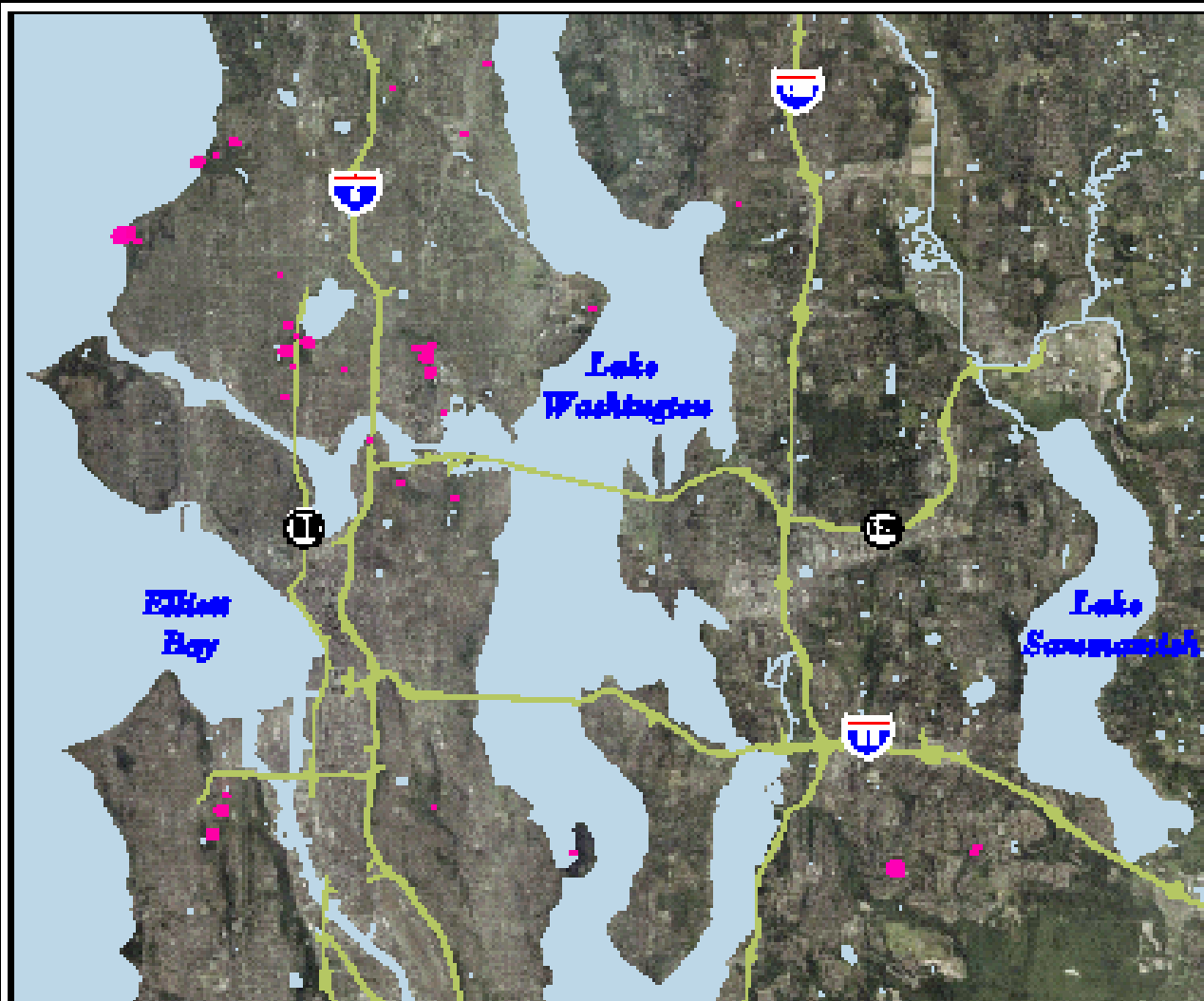


Global Strategy for Addressing the Problem of Alien Invasive species (IUCN Global Invasive Species Programme)

- *National Invasive Species Management Plan (National Invasive Species Council)*
- *Pulling Together Strategy – FICMNEW National Strategy for Invasive Plant Management*
- *USDA FS National Strategy and Implementation Plan for Invasive Species*
- *Washington Invasive Species Council – proposed Strategy*
- *Oregon Invasive Species Action Plan*
- *Idaho Strategic Plan for Managing Noxious Weeds*
- *Washington State Noxious Weed Management Plan*
- *King County Noxious Weed Control Program – Strategic Plan*

GAO 2005 report

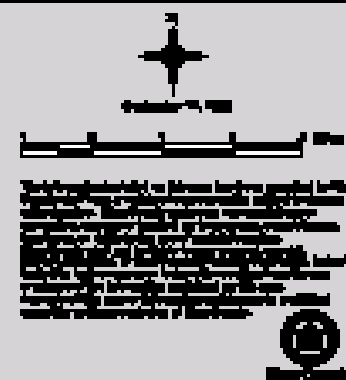
- In excess of \$1 billion spent annually on invasive species management
- Most stakeholders believe that lack of federal funding is a significant barrier
- Lack of coherent and accountable national strategy and lead agency
 - for example garlic mustard in PNW



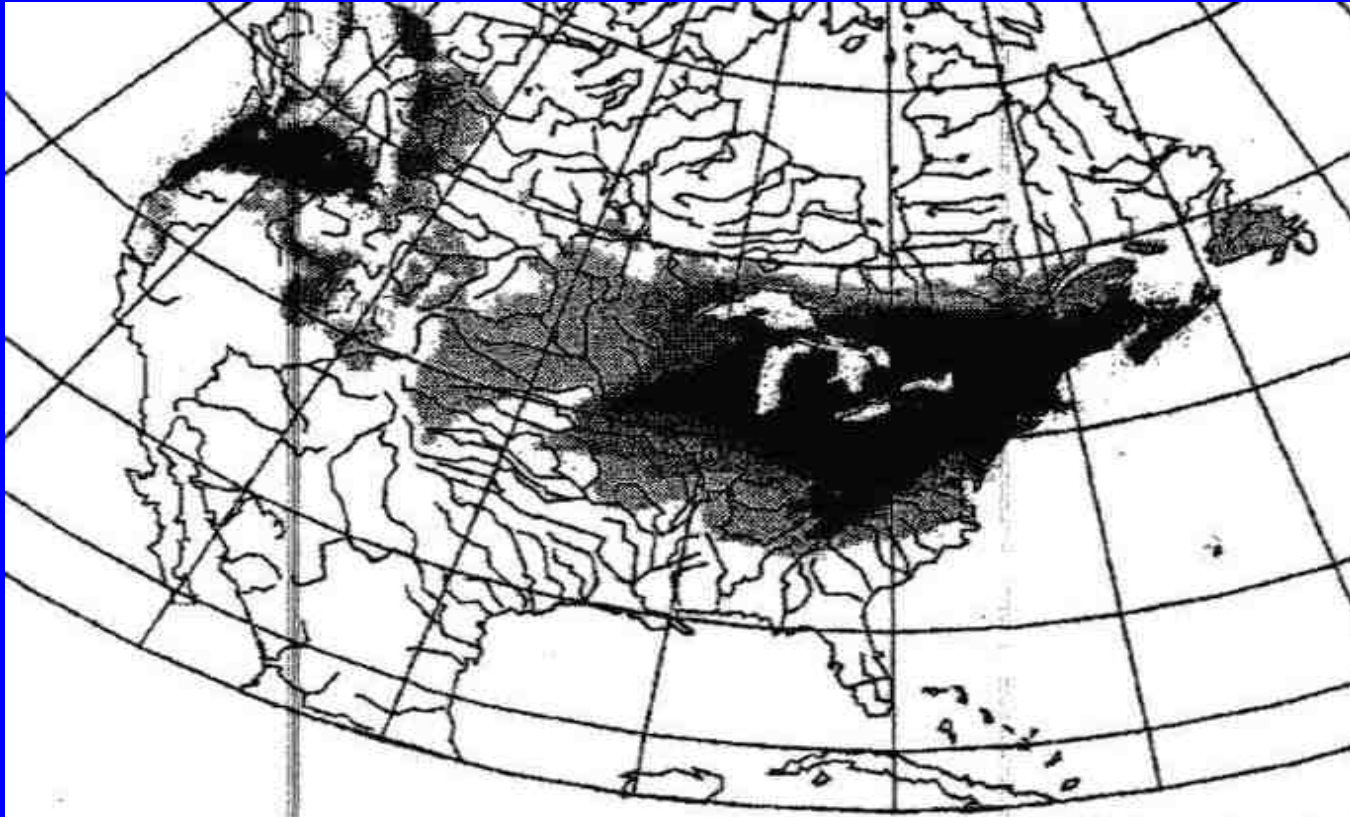
Legend

Garlic mustard Infestations by Area

- 0 - 1750 sqft
- 1750 sqft - 7000 sqft
- 7000 sqft - 25000 sqft



Garlic mustard In King County 2006



Potential limits of Garlic Mustard distribution in
North America (Welk et al 2002)

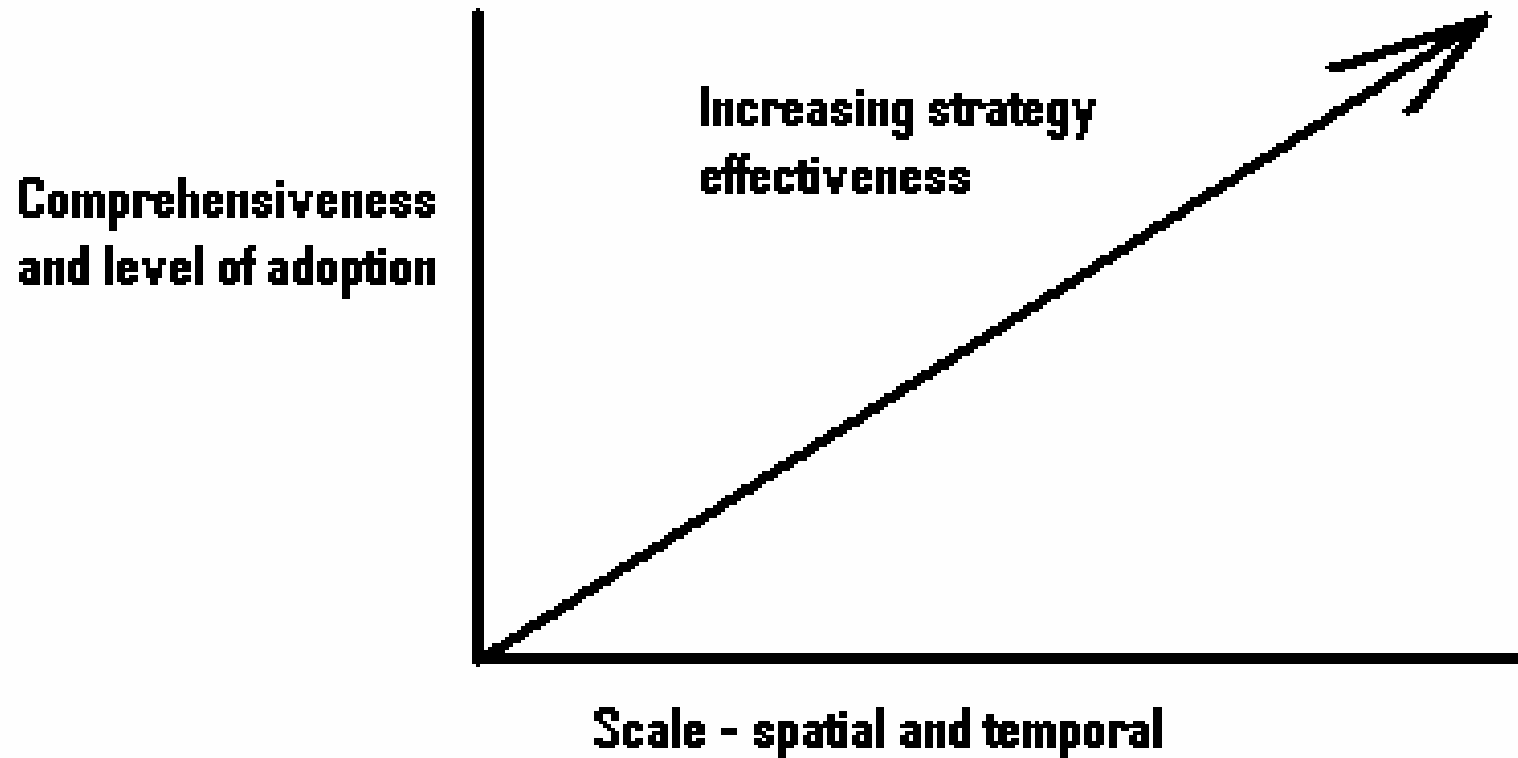
Two critical ingredients required to increase invasive species strategy effectiveness:

- 1) Harmonization of strategies with overarching regional and national strategic frameworks to achieve a more collaborative, coordinated and accountable effort.
- 2) Strategic management is necessary over time to successfully implement these strategies, and account for increases in public value.

1. Harmonization of strategies with overarching regional and national strategic frameworks

- To address:
 - Highly fragmented independent jurisdictions
 - Achieving consistency of priorities and approaches
 - Capacity to deliver coordinated large scale responses
 - Weakest links
 - Achieving comprehensive outcomes

Effectiveness of invasive species strategies



Collaborative frameworks

- Address gaps, weaknesses and inconsistencies of bureaucratic silos
- Networks based on common strategy that achieve collaboration and accountability across bureaucratic boundaries
- Harmonize laws, policies and priorities
- CWMA's

Need a hierarchy of accountability

- Link funding to participation in overarching strategies
- A peak agency to drive accountability and take an overall strategic perspective

2. Strategic Management

- “helps organizations define their visions and core purposes – the outcome goals that are most important to them and aim their entire systems at fulfilling them. This is accomplished by changing the organizations purpose, accountability, incentives, power structure and culture” *(Osborne and Plastrik 2000)*

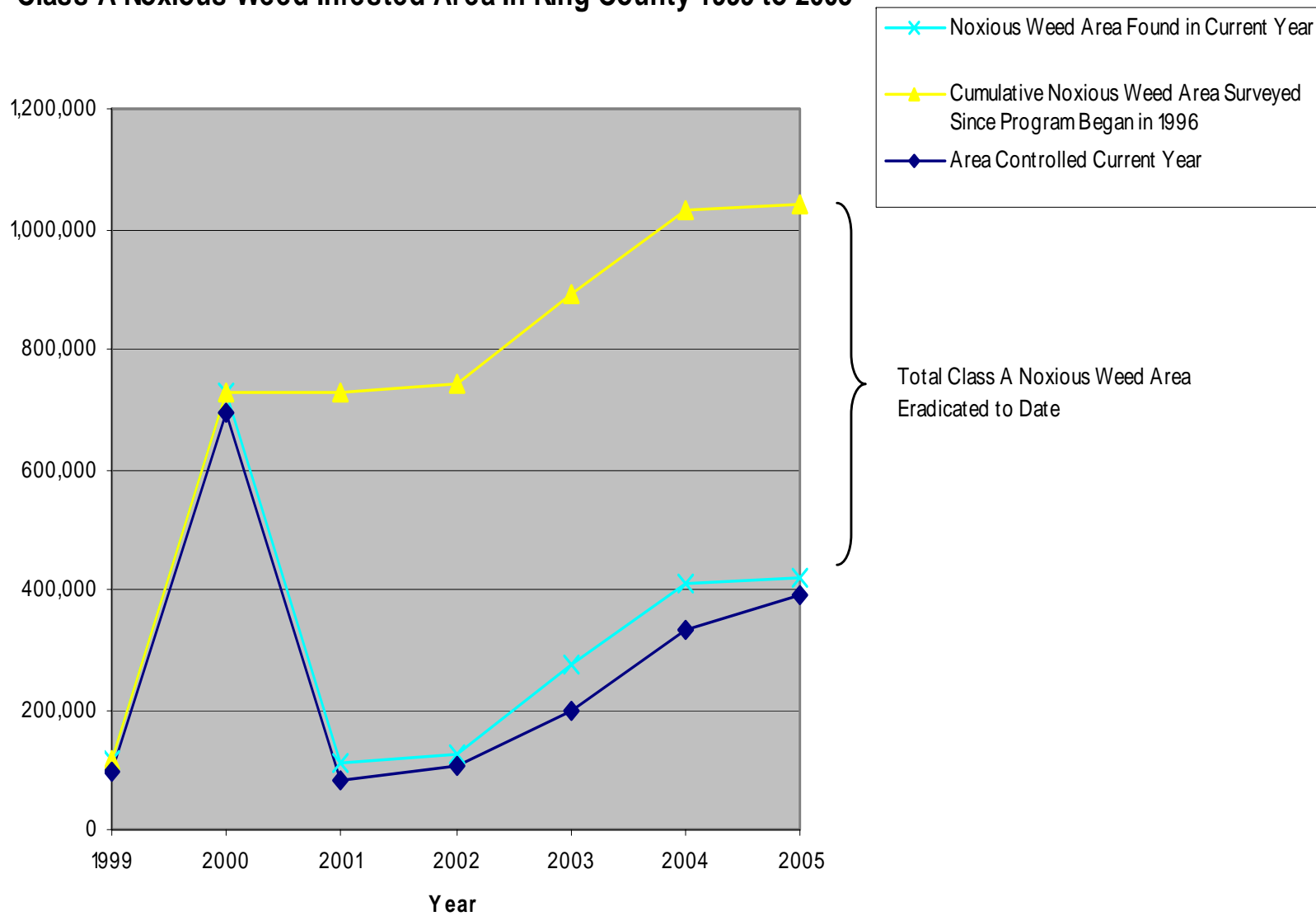
Use of Strategic Management in King County

- Mission of “minimizing the impact of noxious weeds on the environment, recreation, public health and economic resources of King County”
- Strategy with comprehensive engagement of 38 separate incorporated cities, 4 State and 2 Federal land management agencies, 2 Tribes as well of course the 1.8 million citizens of the county (US Census Bureau 2005)

Operational goals and 2005 results

- *Eradication of existing infestations and preventing new infestations of Class A (highest priority) noxious weeds*
 - 60 % noxious weed area found to date eradicated.
 - no new Class A weed species found in 2005
- *Controlling designated Class B (widespread and 2nd tier priority) noxious weeds to below thresholds of significant impact - 78% of designated Class B infestations found in 2005 controlled.*

Class A Noxious Weed Infested Area In King County 1999 to 2005



KEY ACTIVITIES AND ACTIONS

- **Education, Training and Communication**
- **Inventory, Mapping**
- **Planning, Coordination of Control Effort**
- **Regulation**
- **Incentives and Support**
- **Research and Development**
- **Monitoring and Evaluation**

Driving improvement of these indicators over time are:

- Clearly developed mission, goals and performance measures
- Aligning individual accountability with program goals
- Team review of individual activities and outputs
- Identifying and developing supportive team culture and values
- Contracting out of a significant proportion of operational tasks to lower cost providers
- Staff empowerment and participation in program decision making

Conclusion

Invasive species management is a significant public administration challenge. Large scale, comprehensive, collaborative strategies and subsequent strategic management are necessary for long-term success.