

# Conserving Pacific Island Ecosystems and Species

*Protecting species and their habitats for future generations*

2011-2016 Pacific Islands Fish and Wildlife Office Strategic Plan

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## Introduction

The Pacific Islands Fish and Wildlife Office (PIFWO) is responsible for the conservation of more than 500 threatened, endangered, and candidate species -- more than any other fish and wildlife office. The U.S. Pacific Islands spans a geographic area larger than the continental United States with a diverse set of ecosystems ranging from coral reefs to streams, rainforests, and alpine deserts. These species, and the ecosystems that they form, are unique and irreplaceable treasures. While these treasures belong to all people of the United States of America, they have special significance to native Hawaiian and Pacific Island cultures. Pacific Island cultures are inseparable from the native species and ecosystems that have sustained and shaped every aspect of their culture. Healthy ecosystems and sustainable populations of native plants and animals are vitally important to the people, cultures, and economies of the Pacific – they provide food, inspiration, jobs, and help make each island society unique and special.

The past and current conservation efforts by PIFWO and our partners have had notable successes, but there is still a long way to go before biodiversity in the Pacific Islands has been adequately protected. Due to the growing magnitude of the conservation problems we face, and new challenges that are expected to emerge, we are compelled to periodically re-examine our efforts to ensure that we are operating as strategically, effectively, and efficiently as possible.

This Strategic Plan is one piece of an overall strategy needed to conserve and restore native biodiversity and ecological integrity of Pacific Island ecosystems. This Plan will organize and focus our efforts and funding on those key goals and objectives that will have the greatest impact on our conservation success over the next five years (Fiscal Years 2011 – 2016).

This plan includes two broad, overarching suites of goals and objectives: conservation-oriented strategic themes and organization-oriented strategic themes. The conservation strategies identify the highest priority work that PIFWO should undertake in order to accomplish its conservation mission. The organizational strategies call for actions that will ensure we have effective leadership, needed skills within our staff, and a working environment that enhances our ability to deliver lasting conservation. Collectively, these efforts will help us deliver more effective conservation, prevent extinctions, and speed progress in species recovery.

1. Our Strategic Conservation Themes contain the strategies and goals needed to accomplish our mission. PIFWO has identified four Strategic Conservation Themes that will focus our resources where we can most effectively stem the tide of biodiversity loss, restore native ecosystems, and garner the internal and external support needed to preserve, protect, and restore priority ecosystems and species in the Pacific Islands:

- A. *Protect and Conserve Native Species* to prevent extinctions.
  - B. *Conserve Priority Landscapes and Their Native Ecosystems* in order to protect, restore, and connect the habitats needed to maintain native U.S. Pacific Island species.
  - C. *Address Priority Threats: Control Invasive Species and Manage Adverse Impacts of Climate Change* to reduce the two most widespread and potentially damaging threats to species and ecosystems.
  - D. *Strengthen Conservation Leadership* to improve our success in conserving biodiversity and restoring native ecosystems.
2. Our Strategic Organizational Themes provide guidance as to how PIFWO can work most effectively and efficiently. We need to secure the necessary funding, people, and other resources; increase support from within the U.S. Fish and Wildlife Service as well as the communities in which we work; and retain a highly motivated and talented staff to successfully accomplish our conservation agenda.

To these ends, PIFWO will pursue Strategic Organizational Themes that focus on strengthening systems, processes, and collaboration; the professional development of our people; and developing a productive work environment. To realize our full potential, we must focus our people and funds in the most efficient, effective, and highly leveraged manner to:

- A. *Strengthen Teamwork and Communications* to ensure our actions are based on the best available science and information. Provide opportunities for staff to share knowledge and collaborate more effectively among programs and projects.
- B. *Improve Our Processes and Infrastructure to Work More Efficiently and Effectively* and, thus, put more of our time and resources towards efforts that build partnerships, conserve species and ecosystems, and create a productive and desirable working environment.
- C. *Secure Sustainable Funding* to maintain and grow our capacity, undertake new conservation actions, and strengthen key partnerships.
- D. *Retain and Develop Existing Staff and Recruit New Talent that Comprise a Motivated Workforce* to manage the office, work with partners, protect and restore ecosystems and species, and lead Pacific conservation efforts.

This plan serves to guide PIFWO's leaders and staff in making decisions about priorities, responding to opportunities that arise, and carrying out annual programmatic and individual work assignments. It is designed to help us balance where we invest the majority of our resources, while meeting critical mandated responsibilities and opportunities that require our attention. Based on this Strategic Plan, PIFWO will evaluate and realign its structure, functions, and budgetary allocations to support our highest priority conservation work. We will annually document progress towards implementation of the plan. Prior to the end of the planning period we will assess the overall effectiveness of the entire plan in meeting our mission and values.

## Strategic Plan Structure

This plan uses the following hierarchy to describe how PIFWO will pursue strategic priorities, set milestones, implement key actions, and measure the successfulness of our efforts over the next five years.

*Strategic Themes* – A suite of related conservation or organizational strategies and goals on which PIFWO should focus its resources and work. This plan has Strategic Conservation Themes and Strategic Organizational Themes. These themes define at a high level where PIFWO will focus its resources.

*Rationale and Strategic Impact* – Defines the reason for pursuing work or change within each Strategic Theme and in which PIFWO can make an impact. This also explains the opportunities that PIFWO should specifically pursue relative to conserving biodiversity or strengthening organizationally.

*Strategies* – The primary approaches or highest impact methodologies PIFWO will pursue to achieve desired outcomes for each strategic theme within the five-year timeframe specified in this plan.

*Goals* – Milestones that represent a degree of success or progress made in pursuing a strategic theme. A goal describes by how much or by when will we have achieved a specific outcome.

*Objectives* – Specific actions we will take at a programmatic or office-wide level to reach our goals. Objectives are incremental steps required to achieve a specific goal consistent with a strategy we are pursuing.

*Action Items* – More specific definition of key tasks that will be carried out by teams or individuals that are not included in this plan, and will be reflected in annual individual or program objectives.

## Strategic Plan Terminology

*Biosecurity* – The term biological security or “biosecurity” refers to a set of preventative measures designed to reduce the risk of transmission of certain diseases, and movement and/or establishment of invasive species into PIFWO’s area of responsibility.

*Conservation areas* – An area that is relied upon for conservation-oriented management. Two types of conservation areas are identified in the Strategic Plan:

- Priority Ecosystem Conservation Areas and
- Species-Specific Habitat Areas

*Ecosystem* – A functional biological community consisting of all living things in a given area and the non-living chemical and physical factors of their environment that are linked together through nutrient cycles and energy flow.

*Ecosystem altering species* – Those invasive species or diseases that can severely alter native ecosystem function and eliminate the native habitat value of priority ecosystems.

*Fiscal year (FY)* – All dates for actions and accomplishments are stated as the Federal fiscal year (October 1-September 30), which is the PIFWO planning unit. This strategic plan is intended to guide us through FY 2011 – FY 2016.

*High risk of Imminent Extinction (HRIE) species* – Species that have a strong likelihood of becoming extinct in the near future. Generally defined as plants with less than 100 individuals remaining in the wild, birds with less than 500 remaining individuals, and invertebrates with less than 1,000 individuals in the wild.

*Invasive species* – A species that is not native to an ecosystem (i.e., an alien species) and that causes economic or environmental harm or harms human health.

*Landscape and Seascape* – A clearly defined area of land or water, demarcated by either natural (i.e., watershed) or artificial (i.e., property ownership) boundaries, containing all or part of one or more ecosystem types.

*Native species* – Species that occur in a given geographic area as a result of only natural processes, with no human intervention or actions.

*Priority Ecosystem Conservation Areas* – Those areas encompassing key native ecosystems that, when properly managed, may provide for the long-term viability of entire native biotic communities, and thus, multiple native species.

*Species-specific actions* – Those actions taken to benefit one or a few species, rather than the ecosystem or biotic community as a whole. The actions can focus on habitat (species-specific habitat areas) or other actions targeted towards a specific threat (e.g., predator control, captive propagation, or the re-introduction of a population).

*Species-Specific Habitat Areas* – Those areas of a species' habitat that are needed to augment "Priority Ecosystem Conservation Areas" in order to achieve conservation of a species. These areas are typically managed for one to a few species and may or may not require the protection and maintenance of native communities.

*U.S. Pacific Islands* – The geographic area in which the Pacific Islands Fish and Wildlife Office (PIFWO) works and which represents the primary area of its responsibility, recognizing that these islands encompass some locations and communities outside PIFWO's responsibility. Our geographic area includes the State of Hawaii, the Territories of Guam and American Samoa, the Commonwealth of the Northern Mariana Islands, states for which the U.S. has agreements under the Compact of Free Association (the Republic of

Palau, the Republic of the Marshall Islands, the Federated States of Micronesia), and the remote islands and waters under the jurisdiction of the US Fish and Wildlife Service's National Wildlife Refuge System.

## Vision, Mission, and Values

### Vision

Our vision is a world in which people value, save and restore all native biological diversity in healthy Pacific Island ecosystems.

### Mission

The Pacific Islands Fish and Wildlife Office will conserve and restore native biodiversity and ecological integrity of Pacific Island ecosystems for the benefit of present and future generations through leadership, science-based management, and collaborative partnerships.

### Organizational Values

Values are essential to building a strategically focused, cohesive conservation effort and to creating an effective, inclusive work environment. Values represent the essence of what is important to PIFWO in defining how we want to work together, with one another and with others, to achieve our conservation and organizational goals. Values define critical views and behaviors that shape how we work together: integrity and respect, the intrinsic value of conservation, and characteristics such as creativity, adaptability, and leadership.

#### **Service.**

*We serve the American people.*

We are committed public servants entrusted with the responsibility of protecting our Nation's natural resources and accomplishing its conservation goals. We show pride, enthusiasm, and dedication in everything we do. We work with others competently, effectively, and with care, for the common good and in the best interests of our nation's people.

#### **Leadership.**

*We inspire leadership, creativity, and innovation in conservation, our workplace, and in the communities we serve.*

We strive to be a part of the solution to difficult conservation challenges and aspire to bring out the best in others so that together we may achieve our vision and mission. We seek to be a powerful force for change and new ideas to accomplish our conservation mission while being dependable partners. We are dedicated to the

professional development and growth of our staff so that they may reach their full potential.

### **Lasting Results.**

*Our conservation actions make a difference.*

We are results-driven. We are committed to the perpetual conservation of native biodiversity. We work together to make timely and effective decisions and to take a long-term, strategic approach that produces enduring results.

### **Integrity.**

*We choose and practice honesty, truthfulness, and fairness in our actions.* We hold ourselves to the highest professional and ethical standards. We are accountable to each other, our mission and vision, our agency, and to the American people, in all of our endeavors.

### **Respect.**

*We respect the values and traditions of Hawaii and Pacific Island communities whose cultures are inseparably tied to the ecosystems we work to conserve and restore.*

We value the people we work with and treat each other, our partners, and the public with the greatest professionalism and respect. Trust and transparency are the foundation on which we build partnerships and a great place to work. We strive to understand and respect different values and points-of-view, both within our office and with our partners and the public. We strive to ensure that our actions are undertaken in a manner that is respectful and acceptable to local cultures.

### **Biological Diversity.**

*Native biodiversity is essential to the long-term health and welfare of society and the natural world on which we depend.*

The unique plants and animals that make up the native ecosystems of the Pacific Islands are important biologically, culturally, and economically. We value biological diversity and strive to both prevent native species extinctions and to maintain viable populations of native species and sustainable ecosystems that benefit society.

### **Scientific Excellence.**

*Science informs our decisions and shapes our conservation actions.*

Our actions impact the survival of entire species and can also affect people and their businesses, communities, and cultures. We will seek out and objectively use the very best scientific information available

to inform our decision-making and to guide our conservation efforts. We will strive to communicate scientific information to society, so that individuals and communities can also make informed decisions that affect their lives and the world around them.

## **Strategic Direction of the Pacific Islands Fish and Wildlife Office**

### **1. Strategic Conservation Themes: Goals, Strategies, and Objectives**

The following four Strategic Conservation Themes provide a framework that will focus our efforts over the next five fiscal years. These strategic themes are inter-related and together create an overarching strategic direction that emphasizes; (1) prioritization and implementation of key species-specific management actions (both habitat management and other actions) that are needed for those species not fully conserved through the landscape-level management of ecosystems, (2) prioritization and protection of important landscapes that have native ecosystems capable of maintaining, over the long-term, viable communities of native species, (3) focused control efforts on key stressors and threats – specifically invasive species and climate change – that need concerted management efforts if we are to be successful, and (4) a commitment by PIFWO to play a leadership role in Pacific Islands conservation – especially with respect to championing critical, but difficult, actions. The magnitude of these impacts threatens to overwhelm our current conservation approaches and capacity. It is apparent that a business-as-usual or program-by-program approach to conservation will not succeed. These strategic themes outline a long-term strategy that emphasizes on-the-ground results and extensive integration and communication among programs.

We will need to make thoughtful management decisions that allow us to undertake short-term actions to prevent imminent species extinctions, or maintain key conservation partnerships, and also accomplish longer-term efforts that protect large landscapes. In general, we will try to focus our conservation actions on species, ecosystems, and partnerships inside of Priority Ecosystem Conservation Areas. However, if species-specific actions outside of priority areas are needed to prevent extinctions or recover species, we will do so. While conservation in the Pacific is complex, there is a consistent requirement that invasive species need to be addressed via strong biosecurity programs, the control of incipient infestations of invasive plants and animals, the management of chronic infestations of ecosystem altering invasive species, the elimination of non-native ungulates from native ecosystems, and the minimization of human caused wild fires. Impending climate changes are expected to both bring additional conservation threats and re-emphasize the need for invasive species control.

These themes apply to terrestrial, freshwater, and marine conservation in the Pacific, and they must be undertaken in an integrated manner that ties together PIFWO's diverse programmatic conservation efforts. All of our programs must strategically use their limited staff and funding resources. This strategic plan will improve the integration of office actions by identifying the focal landscapes and species that all programs should focus on, from recovery, to listing, pre-listing conservation, partners, interagency consultation (Section 7 of the Endangered Species Act (ESA)), habitat conservation planning (ESA Section 10), environmental contaminants, and conservation planning assistance efforts. It is realized, though, that our authorities and resources are more limited in the marine realm and in areas outside Hawaii, American Samoa, Guam, and the CNMI. Our conservation funding priorities, in priority order, will be:

1. Actions needed to prevent the imminent extinction of a native species, subspecies, or varieties (species at High Risk of Imminent Extinction).
2. Actions needed to protect, restore, or manage terrestrial and freshwater Priority Ecosystem Conservation Areas that benefit entire biotic communities or ecosystems.
3. Actions needed to reverse the decline of listed and candidate species (priority to endangered, then threatened, and then candidates).
4. Actions that benefit listed or candidate species that are in a stable or improving status or actions needed to protect marine Priority Ecosystem Conservation Areas.
5. Actions that benefit only native species that are not-at-risk.

It is not possible for PIFWO to reach its vision or to fully accomplish its mission within the timeframe of this Strategic Plan or with the current level of resources allocated to PIFWO. Hopefully, though, our actions under this Plan will provide the foundation for future Strategic Plans to fully reach our visions. This Plan must be both realistic and stay true to our mission. Consequently, we will set short-term Strategic Plan targets that are realistic, but stretch us financially, technically, and administratively. To do this, we must be innovative, persistent, and focused on the mission and goals outlined below. These goals are built around PIFWO's mission, vision, and needs. It will be influenced and adapted, for the better, by input from local communities, state and territorial agencies, and local conservation initiatives. We also must never forget that we cannot succeed on our own – we must partner with diverse communities to build a strong conservation community that will take ownership of and drive positive actions to protect and restore native ecosystems, habitats, and species – our natural heritage.

## **A. Protect and Conserve Native Species**

### Rationale and Strategic Impact

PIFWO has a mandate to both list and recover endangered species and protect other trust resources. All native species are important and the overall strategy of the office is to ensure their survival and recovery, whether or not they are officially listed under the Endangered Species Act. Unfortunately, a large number of Pacific Island species (over 500) are threatened with extinction. PIFWO can most effectively protect Pacific Islands biodiversity by focusing on: (1) landscape-level ecosystem protection to manage viable

blocks of native ecosystems for multiple species and biotic communities, (2) small-scale, species-specific habitat conservation actions that may benefit only one to a few native species, and (3) other species-specific management actions to prevent imminent extinctions and provide for the recovery of species requiring more than habitat management alone.

Our primary goal is to ensure the continued survival of native species in the wild. We realize that this may not be achievable for some species, given limited resources, a lack of political will, a lack of community capacity, limited population sizes, and/or a lack of technical capabilities. When native species become so critically imperiled that extinction in the wild is a strong possibility, we will utilize *ex situ* conservation measures to conserve a species in captivity until it can be restored to the wild. Although the sheer number of threatened, endangered, and candidate species exceeds any one organization's capacity to manage them, PIFWO can play a key synergistic role in promoting their conservation, due to its public trust responsibilities, regulatory and advisory authorities, established relationships, and funding capabilities. It is imperative that we garner public support and action to more effectively prevent the extinction of native species.

Strategy: PIFWO will use an ecosystem approach to protect, restore, and manage ecosystems that can maintain at least 85% of the native biodiversity in each island group, with species-specific habitat management or other species-specific actions addressing the remaining 15% of biodiversity. This approach to biodiversity conservation: (1) emphasizes the protection of ecosystems at the landscape-scale that have the potential to conserve entire native plant and animal communities over long time periods; (2) implements species-specific actions, including emergency actions to prevent extinctions and local habitat protection, when landscape-scale protection is not adequate to conserve a native species; (3) establishes new populations of native species when needed to maintain species viability, focusing these re-introduction efforts whenever possible on Priority Ecosystem Conservation Areas, even when that species is currently found only outside of priority landscape areas; and (4) incorporates *ex situ* conservation for future re-introduction when on-the-ground actions are not likely to keep a species extant in the wild in the short-term. This is, essentially, a strategy that pairs coarse-scale ecosystem conservation with fine-scale species conservation efforts. Species that cannot be protected via habitat conservation are identified and protected via targeted species-species conservation efforts.

**Goal 1:** Over the course of the next five years, no U.S. Pacific Island native species will go extinct.

Objectives:

- a. Identify and prioritize species that need additional, species-specific recovery actions, beyond landscape management, no later than the end of FY 2011 and re-evaluate periodically in the future.
- b. Those native species at high risk of imminent extinction (HRIE species such as plants with less than 100 individuals; vertebrates with less than 500 individuals; inverts with less than 1,000 individuals) are protected by

species-specific management actions by the end of FY 2012. These species will be a high-priority subset of the species identified in Goal 1a.

- c. Develop and implement captive propagation techniques and procedures for federally listed plants, vertebrates, and invertebrates at high risk of imminent extinction (HRIE) that are likely to need captive propagation by the end of FY 2016.
- d. Complete long-term genetic storage for 95% of listed plants by the end of FY 2016.
- e. Develop and test general cryo-conservation genetic storage techniques for vertebrates and invertebrates by the end of FY 2015.

**Goal 2:** By FY 2016, the percentage of federally listed species in the Pacific Islands categorized as declining in number has decreased by 10% from 2010 values (listed species are used as a surrogate for biodiversity in general).

Objectives:

- a. Identify and prioritize Species-Specific Habitat Areas (outside of Priority Ecosystem Conservation Areas) that are required to conserve native species by the end of FY 2013.
- b. Initiate or continue at least one on-the-ground recovery action for 25% of species at high risk of imminent extinction (HRIE) each year beginning in FY 2012.
- c. At least 90% of species-specific conservation funding is targeted towards species categorized as being in declining status or at high risk of imminent extinction (HRIE) (see Goal A.1.b).
- d. At least 20% of Species-Specific Habitat Areas are protected and managed for target species by the end of FY 2016.

**Goal 3:** By FY 2016, a monitoring and data management plan for PIFWO data needs is in place and functioning.

Objectives:

- a. Develop species-level monitoring programs for:
  - (1) Hawaii by the end of FY 2014,
  - (2) The Marianas by the end of FY 2015, and
  - (3) American Samoa by the end of FY 2016.
- b. Prioritize and conduct targeted surveys in PIFWO's area of responsibility in order to better assess species status by the end of FY 2016.
- c. By 2013, establish a multi-agency group to undertake biodiversity data management and sharing in Hawaii (see also Objective D.2.d).

## **B. Conserve Priority Landscapes and Their Native Ecosystems**

### Rationale and Strategic Impact

As stated in the previous goal, PIFWO can most effectively conserve critical biodiversity by working at both an ecosystem level to protect native habitat for multiple species and at a

species level for those species that are not fully protected by landscape-scale ecosystem conservation. The protection, restoration, connectivity, and maintenance of large, viable blocks of important native ecosystems across the landscape will ensure more resilient and sustainable habitats for more species than would be achieved from only a species-by-species approach. Assemblages of species associated with particular ecosystems are affected by similar threats, and can benefit from similar management actions and threat abatements. Thus, we expect long-term, ecosystem protection at the landscape scale to ultimately be more cost-effective and conservation-effective than 500 single-species conservation programs. This approach should also be more effective in precluding the need to list additional species in the future. But, as noted above, species-specific conservation actions for many species will still be required – the protection of larger, landscape-scale Priority Ecosystem Conservation Areas alone will not ensure their survival.

The Micronesian Challenge provides an excellent opportunity for PIFWO to contribute to, and learn from, this innovative and important conservation initiative. Many of the strategies, goals, and objectives in this plan will benefit from the Challenge and local efforts to implement the Challenge will help us adapt and redesign our conservation efforts.

PIFWO will pursue two primary goals: (1) Identify, map, and conserve priority terrestrial, freshwater, and marine ecosystems and (2) develop assessment and monitoring programs that evaluate conservation effectiveness at the ecosystem-, threat-, and native-species levels.

**Strategy:** To ensure the long-term protection, restoration, and management of native biological diversity in the Pacific Islands, we will focus conservation efforts on landscapes that contain critical native ecosystems or critical restorable ecosystems.

**Goal 1:** By FY 2014, Priority Ecosystem Conservation Areas are identified that, when properly managed, can protect and maintain at least 85% of native biodiversity in the U.S. Pacific Islands.

***Objectives:***

- a. Develop criteria to assess the conservation value of and prioritize ecosystems and landscapes in the U.S. Pacific Islands by the end of FY 2011.
- b. Utilizing proposed and critical habitat designations, recovery plans, and current ecosystem and native species range data to complete Priority Ecosystem Conservation Areas maps for the Hawaiian Islands by the end of FY 2011. Draft Priority Landscape Maps are found in Appendix 1.
- c. Complete biodiversity and ecosystem data/GIS layers for the Mariana Islands by the end of FY 2012.
- d. Complete Priority Ecosystem Conservation Areas maps for Guam and the Mariana Islands by the end of FY 2013.
- e. Complete biodiversity and ecosystem data/GIS layers for American Samoa by the end of FY 2014.
- f. Complete Priority Ecosystem Conservation Areas maps for American Samoa by the end of FY 2015.

**Goal 2:** By the end of FY 2016, a total of 20% of Hawaiian Priority Ecosystem Conservation Areas on each island have been protected from development and ungulates (i.e., probably the most important invasive species concern).

Objectives:

- a. Develop an assessment and monitoring plan for Priority Ecosystem Conservation Areas by the end of FY 2014.
- b. At least 90% of PIFWO project funding that is aimed at habitat conservation is focused on Priority Ecosystem Conservation Areas, every year through FY 2016.

### **C. Address Priority Threats: Control Invasive Species and Manage Negative Impacts of Climate Change**

Most Pacific Island ecosystems have been greatly impacted by human activities. In the past, direct impacts from development and hunting were the predominant threats to biodiversity. Now and into the future, invasive species are probably the most significant threat to Pacific biodiversity. However, changing climatic conditions associated with global climate change is poised to become an equal or greater threat. As global trade expands, invasive species introductions onto Pacific Islands are expected to continue to increase significantly. Climate change will alter precipitation patterns, change species ranges, raise sea level, and stress ecosystems already stressed by alien diseases, feral herbivores, and non-native predators. While there are many existing and potential threats to Pacific biodiversity, PIFWO can have the greatest impact by focusing its conservation efforts on the two most critical threats: invasive species and climate change. These two major threats are discussed in detail below. They interact in complex ways and will be addressed in a comprehensive and integrated manner.

#### **Control Invasive Species**

##### Rationale and Strategic Impact

Invasive species are one of the primary causes of ecosystem degradation and species extinction in the Pacific Islands. Invasive species also negatively impact our economy, culture, and human health. Invasive species management is inexorably affected by climate change. Therefore, effective invasive species management must be informed by climate change science and address the greatest threats (e.g., biosecurity, ungulates, weeds, wildland fire, and disease).

Direct and indirect abatement of invasive species threats by PIFWO and its partners will help protect and restore priority landscapes, ecosystems, and native species. PIFWO will work in partnership within and outside of the conservation community to achieve invasive species control goals.

Strategy: PIFWO will leverage internal capacity, funding, regulatory mandates, and partnerships to achieve our priorities by (1) developing sound biosecurity planning that

prevents invasive species movements and incursions, (2) eliminating high-risk incipient invasive species, and (3) controlling, managing, and/or eradicating priority, high-risk invasive species populations.

**Goal 1:** By the end of FY 2015, archipelago and regional biosecurity plans have been developed and implemented that prevent 90% of invasive species movements and incursions, with a focus on controlling high-risk pathways and threat species.

Objectives:

- a. Partner with federal, state, and territorial quarantine and natural resource agencies to advise, help develop, refine, and implement biosecurity plans for Hawaii, Guam, and CNMI by the end of FY 2012, and American Samoa by the end of FY 2014.
- b. Work with partners to:
  - (1) Develop new federal policy to allow Hawaii to undertake more restrictive regulation of foreign and interstate movement of invasive species than is currently allowed under federal law, by FY 2016.
  - (2) Reauthorize the Brown Tree Snake Control Act of 2004 by the end of FY 2016.

**Goal 2:** By the end of FY 2016, 90% of new priority, high-risk incipient invasive species populations and diseases within PIFWO's area of responsibility have been eradicated (or effectively controlled, with eradication still an objective).

Objectives:

- a. Work with partners annually to ensure that Early Detection and Rapid Response (EDRR) team functions and operations are maintained (including funding staff and operations) in Hawaii for invasive species and disease.
- b. Lead the development of similar EDRR capacity, modeled after Hawaii's EDRR program, for American Samoa, Guam, and, CNMI by the end of FY 2014.
- c. Develop contingency plans and management actions for responding to high-risk incipient invasive species that threaten listed species or Trust resources by the end of FY 2013.
- d. Develop techniques to detect and eradicate the 5 highest priority potential high-risk invasive species and diseases by the end of FY 2015.

**Goal 3:** By the end of FY 2016, threats from the highest priority invasive species already in Hawaii have been removed from 10% of the total acreage of Priority Ecosystem Conservation Areas, thus aiding in the preservation of ecosystem function.

Objectives:

- a. Develop distribution maps for the top 25 invasive species and disease in PIFWO's area of responsibility by the end of FY 2013.

- b. By FY 2012, prioritize key invasive species management actions that need to occur to support the protection of 10% of the Priority Ecosystem Conservation Areas.
- c. Plan, develop, and implement one demonstration site (> 20 acres) in Hawaii and remove 100% of resident high-risk invasive species and maintain this area free of invasive species by the end of FY 2016.
- d. Use partnerships, funding, and technical assistance to develop research, control techniques, and measures for the 5 highest priority invasive species and diseases for which no current landscape-level management/control technology exists by the end of FY 2015.
- e. Partner with federal, state, and territorial agencies to develop a strategy for maintaining an effective annual level of biological control capacity (i.e., funding for research, staff, and operations) aimed at ecosystem altering or key invasive species that affect entire taxonomic groups (e.g., birds or snails) within PIFWO's area of responsibility by the end of FY 2014.
- f. Develop PIFWO strategies for addressing high priority threats:
  - (1) Ungulates and brown tree snake by the end of FY 2012,
  - (2) Cats, rodents, and mongoose by the end of FY 2013, and
  - (3) Mosquito-borne diseases by the end of FY 2015.

## **Manage Adverse Impacts of Climate Change**

### Rationale and Strategic Impact

Climate change is one of the most challenging conservation issues of the 21<sup>st</sup> Century. Increases in greenhouse gases will result in increasing air and sea surface temperatures, changing patterns of precipitation, rise in sea level, and increasing ocean acidification. The speed of these changes is likely to exceed the ability of many species to successfully adapt to future climatic conditions. The changing climate will eventually alter critical ecological elements required for the long term survival of many native Pacific Island species, habitats and ecosystems that are of great concern to the U.S. Fish and Wildlife Service, its partners, and society. If we hope to reach our vision and mission, we must have plans for how we will adapt our conservation efforts to a changing climate. These "adaptation strategies" will guide our efforts to ensure that native species and ecosystems have the greatest chance of survival.

While climate is changing measurably now, it will likely require several decades of accumulated impacts for these changes to threaten most native species, habitats, and ecosystems. However, strategic actions that are taken now may help save numerous native species in the future.

Strategy: To achieve our conservation mission, our overall climate change strategy incorporates four core approaches: (1) implement landscape-level adaptation strategies that maintain Pacific Islands marine and terrestrial biodiversity and increased ecosystem resilience, (2) promote responsible alternative energy development, (3) use locally applied carbon offset credits to directly support biodiversity conservation efforts in the U.S. Pacific

Islands, and (4) implement a communications strategy that informs employees, the public, and decision-makers about climate change impacts and options for responding to these impacts.

**Goal 1:** By the end of FY 2016, a climate change adaptation strategy has been developed that protects all native biodiversity in Hawaii, CNMI, Guam, and American Samoa.

Objectives:

- a. Identify and map predicted climate change impacts and threats to priority landscapes and ecosystems for Hawaii, Guam, CNMI, and American Samoa within 1 year of development of climate change models for each island group.
- b. Conduct initial climate change risk assessments for all native Hawaiian birds and plants by the end of FY 2012.
- c. Assess the potential distributional changes due to climate change for key terrestrial invasive species in Hawaii during FY 2012.
- d. Conduct or fund a report on the feasibility and strategic value of *in situ* vs. *ex situ* conservation programs to protect biodiversity in a changing climate by the end of FY 2013.
- e. Revise disaster preparedness plans for oil spills, invasive species emergencies, and environmental contaminants in accordance with climate change projections by the end of FY 2014.
- f. Complete biodiversity-oriented climate change adaptation strategies for:
  - (1) Hawaii by the end of FY 2012.
  - (2) Guam and CNMI by the end of FY 2014.
  - (3) American Samoa by the end of FY 2016.

**Goal 2:** By the end of FY 2013, we have developed a guide to planning environmentally sensitive alternative energy development in the U.S. Pacific Islands.

Objectives:

- a. Identify native species and priority landscapes that are likely to be impacted by alternative energy developments by the end of FY 2011.
- b. Map flyways, migratory corridors, and other areas of high concentration of listed species likely to be impacted by energy projects by the end of FY 2011. Map unlisted species by FY 2013.
- c. Develop protocols or techniques for reducing impacts to listed species from energy projects by the end of FY 2012.
- d. Produce guidelines for planning environmentally compatible alternative energy development for the Pacific Islands by the end of FY 2012.

**Goal 3:** By the end of FY 2013, 100% of the carbon footprint generated by all PIFWO actions is offset through sequestration efforts aimed at ecosystem restoration in priority landscapes.

Objectives:

- a. Work with partners to develop a carbon offset program in Hawaii by the end of FY 2012.
- b. Offset 100% of PIFWO's carbon footprint via forest restoration in our identified priority landscapes in Hawaii, beginning in the middle of FY 2012.

**Goal 4:** By the end of FY 2012, a climate-change specific communications strategy has been developed for the USFWS in the U.S. Pacific Islands that informs USFWS staff, the public, and decision-makers on climate change issues and potential solutions.

Objectives:

- a. Partner with the Pacific Islands Climate Change Cooperative (PICCC) and National Oceanographic and Atmospheric Administration (NOAA), and others to develop a climate change communications strategy by the end of FY 2012.
- b. Prepare a PIFWO guide to climate change in the Pacific Islands that explains the USFWS strategy for addressing climate change, provides information on how climate change is likely to affect the Pacific Islands, and lets the employees know what our office is doing to address climate change by the end of FY 2013.

## **D. Strengthen Conservation Leadership**

### Rationale and Strategic Impact

A strong and effective conservation community is critical for PIFWO to reach its vision and mission. To conserve biodiversity and priority ecosystems at a landscape scale, PIFWO will work with our partners to increase public awareness of the value of native ecosystems and species and to garner support from national, state, and local decision-makers to actively promote and fund ecosystem-based conservation. We are committed to improving the capacity of our partners by informing and engaging the public, and decision-makers about conservation needs and partnerships.

PIFWO is uniquely positioned to build this coalition through its influence and position both within the USFWS and with federal entities, through ties with partners at the state and local level, and through the available opportunities to work closely with communities at priority sites across the U.S. Pacific Islands. PIFWO should, and will, improve our conservation effectiveness by increasing our own awareness of cultural needs and issues related to where and how we conduct our work.

Strategy: PIFWO will take the lead, as appropriate, to provide the initiative needed to build, support, and strengthen conservation communities and conservation leadership throughout the U.S. Pacific Islands. Specifically, we will: (1) identify and champion what must be done to save biodiversity, priority native ecosystems and native species; (2) strengthen strategic partnerships to facilitate conservation actions; (3) strengthen our partnerships with cultural and local organizations; (4) build broad support for biodiversity conservation among the public, sister organizations, non-government organizations, and policy-makers; and (5) realign office resources, as needed, to better support on-the-ground conservation efforts and decision-making.

**Goal 1:** Beginning in FY 2012, annual meetings will be held between PIFWO, Hawaii Conservation Alliance (HCA), and key partners to discuss and promote conservation agendas for that year.

Objectives:

- a. Annually host or participate in a discussion with partners on potential key actions and collaborative efforts starting in FY 2012.
- b. Develop and distribute key conservation planning products (priority landscape maps, climate change adaptations strategies, biosecurity plans, and listed species recovery plans) to partners and the media throughout the Pacific, and work with them to focus their work and communications on critical issues, landscapes, and needed actions by the end of FY 2012.
- c. Annually monitor the implementation of these key planning documents to assess progress and the need for changes in the strategy.

**Goal 2:** By the end of FY 2016, at least one multi-agency conservation partnership has been created and/or maintained in each major archipelago in the U.S. Pacific Islands.

Objectives:

- a. Maintain or augment the current capacity of multi-agency partnerships that address state-wide, island-wide and watershed conservation needs through 2016, focusing on the following organizations:
  - o HCA
  - o The Hawaii Coordinating Group for Alien Pest Species (CGAPS)
  - o Hawaiian Islands Invasive Species Committees (ISCs)
  - o Hawaii Association of Watershed Partnerships (HAWP)
  - o The Micronesian Regional Invasive Species Committee (RISC)
- b. Support the development of a Micronesian equivalent to HCA by the end of FY 2014.
- c. Support the development of an American Samoan equivalent to HCA by the end of FY 2015.
- d. Maintain existing partnerships with Compact of Freely Associated States, Republic of Marshall Islands, Federated States of Micronesia and the Republic of Palau through regular partnership meetings and renewing existing Memoranda of Agreement (MOAs) for technical assistance by FY 2016.
- e. By the end of FY 2013, develop a biodiversity data management partnership that provides long-term data stewardship for occurrence and status information on Hawaiian plants, vertebrates, invertebrates, and natural communities.

**Goal 3:** By the end of FY 2013, partnerships with cultural organizations have been established in Hawaii, Guam, the CNMI and American Samoa to support PIFWO's strategic conservation goals.

Objectives:

- a. Create a PIFWO staff position that will coordinate conservation activities with cultural and local organizations and facilitate this strategic plan implementation with local communities and organizations representing indigenous Pacific Islanders by the end of FY 2012.
- b. Launch a minimum of one community-based conservation project in Oahu, Maui Nui, Hawaii, Kauai, Guam, CNMI and America Samoa by the end of FY 2015.

**Goal 4:** By the end of FY 2013, an external communications and outreach program has been developed and launched to build broader public support in Pacific Island communities and on the mainland, and secure the funding required to achieve PIFWO's strategic goals.

Objectives:

- a. Identify key compelling messages and target audiences through a communications analysis and survey specifically geared toward ecosystem and native species conservation in the U.S. Pacific Islands during FY 2013.
- b. Work with communications and outreach experts to evaluate the effectiveness of PIFWO communication and outreach efforts during FY 2011.
- c. Develop and implement an integrated communications and outreach plan for all priority PIFWO conservation actions by the end of FY 2012.
- d. Actively engage State, Regional, and National Service leadership and staff in identifying and implementing a joint PIFWO/USFWS Region One Office/USFWS National Office/State of Hawaii on-the-ground conservation project by the end of FY 2012.
- e. Develop and update annually a report that summarizes the "State of Biodiversity in Hawaii, Guam, CNMI, and American Samoa" by the end of FY 2012, targeting 1) policy-makers within the USFWS and sister organizations, 2) the general public, and 3) legislators.

**Goal 5:** By the end of FY 2016, PIFWO staff are permanently stationed in strategic locations throughout the U.S. Pacific Islands to facilitate communication and improve biological and social understanding of conservation needs at a local and regional level. We anticipate meeting this goal through the voluntary relocation of existing staff and locating new hires in these locations.

Objectives:

- a. Station two to three PIFWO staff in each of the following locations by the end of FY 2014: Kauai, Maui Nui, Hawaii (Big Island) and CNMI.
- b. Station two to three PIFWO staff in both Guam and America Samoa by the end of FY 2016.

## 2. Organizational Strategic Priorities, Goals, Strategies and Objectives

To achieve our conservation goals, and to remain focused on our vision and mission, we must have a productive work environment, continue to develop existing staff, and seek out talented new staff who can bring innovative approaches and diverse perspectives to our organization. Further, we must prepare ourselves for strategic and organizational change to ensure our people and resources are aligned with our highest conservation priorities and actively contribute to a rewarding professional environment that is a positive model within the U.S. Fish and Wildlife Service and partner organizations in the U.S. Pacific Islands.

### A. Strengthen Teamwork and Communications

#### Rationale and Strategic Impact:

PIFWO is comprised of multiple cross-cutting scientific, conservation, and operational disciplines in which cooperation and coordination among units varies relative to, and may be challenged by, complex conservation and organizational requirements. Leadership, staff, and emerging organizational priorities have reinforced the need to (1) improve how we exchange information from one functional area to another to utilize our capacity and apply our expertise more effectively in addressing scientific and conservation issues and (2) better prioritize workload among our employees, programs, and projects.

We will also improve how we share information, perspectives, and know-how across projects (what works, what didn't, and why) to improve our ability to quickly resolve problems when they arise and to deepen our collective and individual knowledge by sharing lessons learned.

Further, we will adopt productive team processes and behaviors as well as set expectations within and across functional units and divisions to communicate constructively and with transparency at all levels in our organization.

Strategy: To develop results-oriented teams and improve how we cooperate and share information within and across functional units and working groups in PIFWO, we will: (1) Employ multi-disciplinary teams to communicate, collaborate, and to bring diverse perspectives and the best of our thinking together in solving our most complex problems, and (2) Promote an office environment in which managers and staff alike engage in open communications, constructive feedback, and dialogue that furthers PIFWO's mission, upholds our values, and contributes to a productive and respectful work environment.

**Goal 1:** Beginning in FY 2012, expertise and information is effectively coordinated and shared across programs, working groups, and teams.

Objectives:

- a. Program leaders and staff conduct quarterly reviews to discuss program and project progress and to identify areas of cross-over, collaboration, and areas for improvement by the end of FY 2011.
- b. Conduct team leadership and facilitation training in FY 2011 and every other year, thereafter.
- c. Use existing systems such as performance plans and innovative approaches to reward teamwork, inter-office collaboration, and provide teams the opportunity to present their strategies to all PIFWO staff, starting in FY 2012.

**Goal 2:** By the end of FY 2012, communications between managers and staff are evaluated as being clear, mutually respectful, and professional.

Objectives:

- a. PIFWO leaders will set expectations in all management and staff performance plans for clear, respectful, and professional communications between managers and staff, including opportunities to brainstorm solutions to tough problems and to provide and seek clarification as to why decisions are made, by the end of FY 2012.
- b. Conduct training focused on improving communication and supervisory skills, including how to provide and receive constructive feedback starting in FY 2011, and every other year, thereafter.
- c. Promote relationship building within PIFWO; conduct at least one office-wide retreat per year, with time devoted specifically to developing communication and team skills starting in FY 2012.

## **B. Improve Our Processes and Infrastructure to Work More Efficiently and Effectively**

### Rationale and Strategic Impact:

PIFWO is a relatively large Fish and Wildlife Office with a significant, diversified workload and responsibilities that have an effect on landscape, ecosystem, and species conservation activities. It is imperative that PIFWO operates in an efficient and effective manner. We will be flexible, innovative, and focused on accomplishing efforts that further conservation while minimizing inefficient actions or actions that consume time and resources, but do not contribute to meaningful conservation.

Strategy: To improve our biological conservation efforts and office work environment, PIFWO will invest in three areas: (1) review, discard, revise, and/or develop office procedures in order to deliver effective and efficient conservation program while providing a rewarding work experience;(2) provide training and communicate existing office

processes and procedures clearly and articulately to staff and managers; and (3) develop information management tools needed to effectively share information within PIFWO.

**Goal 1:** By the end of FY 2012, all existing PIFWO processes, policies, and workflow have been evaluated and modified for efficiency and practicality, as appropriate to streamline routine tasks.

Objectives:

- a. Conduct a review of existing policies, procedures, and other processes to identify gaps and areas for improvement by the end of FY 2011.
- b. Review programmatic office processes and revise or eliminate ineffective/inefficient processes by the end of FY 2012.
- c. Evaluate timeframes for meeting regulatory deadlines to identify areas for improvement in turn around rates by the end of FY 2011.
- d. Recommend and implement improvements in office policies and SOPs beginning by the end of FY 2012.

**Goal 2:** Beginning in FY 2012, training and other forms of communication have been developed and provided annually to all PIFWO staff on appropriate processes, policies, and SOPs.

Objectives:

- a. Provide an annual summary of PIFWO guidelines and SOPs, with highlighted changes, to staff, beginning by the end of FY 2011.
- b. Communicate and provide orientation and regular “annual refresher training” to all staff on agency policies and procedures, regulatory mandates and parameters, and PIFWO guidelines and standard operating procedures beginning in FY 2012.

**Goal 3:** By the end of FY 2013, a formal system is in place for storing, accessing, and analyzing multi-disciplinary information that strengthens channels among functional areas for sharing programmatic and project information.

Objectives:

- a. Conduct a data management requirements assessment including administrative, conservation, and communication information, by the end of FY 2012.
- b. Create a dedicated data management position or positions, including file management, in FY 2012.
- c. Hold an annual office workshop with presentations by each program to share information on their activities and accomplishments beginning by the end of FY 2012.

## C. Secure Sustainable Funding

### Rationale and Strategic Impact:

To pursue PIFWO's new strategic direction and conservation priorities we must expand funding for the conservation of biodiversity in the U.S. Pacific Islands. Conservation efforts for the Hawaiian and Pacific Islands priority ecosystems and species will require more resources than are currently available to PIFWO and our conservation partners. Therefore, we will work with our partners to determine the resources needed to accomplish our conservation strategies and develop a funding strategy to secure those resources. It is important that our funding processes be effective, efficient, and transparent both internally and externally. Program managers and staff will be involved in identifying their projected budget needs, identifying funding opportunities, and recommending budget allocations. Our goal is to increase the amount of effective conservation that occurs, not to simply increase the PIFWO budget. Efforts to increase base funding, one-time project funds, or reimbursable funds must be based on the ability of those funds to help accomplish our overall vision and mission. That means that we will only pursue additional funding that can make a solid contribution to our strategic plan.

Strategy: Obtaining the resources necessary to accomplish our conservation mission will require PIFWO to: (1) develop realistic cost projections for implementing the Strategic Plan (2) develop a marketing strategy to obtain new funds, and (3) align PIFWO's structure, budgeting, and decision-making with the Strategic Plan.

**Goal 1:** By FY 2016, the funds required to implement this Strategic Plan have been secured.

Objectives:

- a. Develop cost projections for implementation of this Strategic Plan by the end of FY 2012.
- b. Develop and begin implementing a marketing strategy to increase conservation funding by the end of FY 2013.

**Goal 2:** By the end of FY 2012, PIFWO's structure and decision-making have been aligned with this strategic plan to most efficiently and effectively accomplish its conservation mission, regulatory responsibilities, and support its conservation and organizational strategies.

Objectives:

- a. Ensure PIFWO's organizational structure facilitates implementation of the Strategic Plan by the end of FY 2011.
- b. Commit at least 90% of project funding to the highest priority conservation actions (items 1-3 below) by the end of FY 2012. The priority for funding will be, in priority order:
  - (1) Actions needed to prevent the imminent extinction of a native species, subspecies, or varieties (HRIE species).

- (2) Actions needed to protect, restore, or manage terrestrial and freshwater Priority Ecosystem Conservation Areas that benefit entire biotic communities or ecosystems.
  - (3) Actions needed to reverse the decline of listed and candidate species (priority to endangered, then threatened, and then candidates).
  - (4) Actions that benefit listed or candidate species that are in a stable or improving status or actions needed to protect marine Priority Ecosystem Conservation Areas.
  - (5) Actions that benefit only native species that are not-at-risk.
- c. Establish a planning and budgeting process for looking 1-2 years out that specifies deadlines and expectations for programmatic budgeting by the end of FY 2011.
  - d. Develop a collaborative strategy to rank proposed projects for how well they will implement priority conservation strategies by the end of FY 2011.
  - e. Conduct annual meetings with partners or co-host with HCA meetings to discuss future funding needs (1-2 years out), priorities, and to facilitate leveraging with partners starting in FY 2012.
  - f. PIFWO programs meet to discuss upcoming PIFWO initiatives for the coming year and how those initiatives align with their needs and projects starting by the end FY 2011.
  - g. Redefine the metrics used to measure conservation success and work towards restructuring GPRA goals so that they more accurately track our strategic plan outcomes by the end of FY 2012.

## **D. Retain and Develop Existing Staff and Recruit New Talent that Comprise a Motivated Workforce**

### Rationale and Strategic Impact

To pursue PIFWO's new strategic priorities and carry out its mission, we must have effective leaders, retain and attract talented staff, and promote an office environment that emphasizes trust, mutual respect and appreciation, equal opportunity, and professionalism. A critical element for accomplishing these priorities is the continued hiring and development of technically qualified staff and the selection of good managers. PIFWO staff and managers will inspire others, lead people to productive and positive outcomes, and build partnerships that achieve tangible conservation results. A productive, inclusive, and desirable work environment is critical to achieving these goals.

Strategy: To develop the effective workforce needed to accomplish our conservation mission, we will focus on: (1) retaining and developing existing staff and attracting new, high performing staff to our workforce, (2) maintaining the biological, conservation, and programmatic expertise needed to accomplish our mission and reach our vision, and (3) developing and maintaining a positive, productive, and rewarding work environment.

**Goal 1:** Advanced training, challenging career opportunities, recruitment, and outreach programs are utilized to retain, develop, and attract a diverse workforce that has the biological, conservation, and programmatic expertise to achieve our vision and mission.

Objectives:

- a. Develop a recruitment strategy by the end of FY 2012 that outlines:
  - o The costs and benefits of different recruitment options for filling various positions, including the value of student employment programs, lateral transfers, merit promotions, external hires, contract support, details, and volunteers.
  - o Options for increasing hiring of individuals with knowledge of local cultures and local environments/species.
  - o How to appropriately advertise and find the best candidates.
  - o The skill sets and expertise needed to accomplish the PIFWO mission.
- b. Continue to support on-going efforts to develop talent in local communities through the Pacific Internship Programs for Exploring Science (PIPES), Youth Conservation Corps (YCC), and other programs.
- c. Develop a professional development program to provide staff with opportunities to improve their knowledge of Pacific Islands biology, expand their expertise in programmatic areas, and grow their supervisory skills by the end of FY 2012.
- d. Create a cultural liaison position to establish better ties with U.S. Pacific Island native communities by the end of FY 2012.

**Goal 2:** Develop and maintain a productive, professional, and rewarding work environment that emphasizes trust, respect, and appreciation.

Objectives:

- a. Establish an annual employee satisfaction survey to better understand the satisfaction level of PIFWO staff and begin improvements in this area by the end of FY 2011.
- b. Advocate for competitive salaries for PIFWO employees, especially administrative staff, starting in FY 2011.
- c. Provide all PIFWO staff training in cultural knowledge and traditional ecological culture and history by the end of FY 2012.
- d. Conduct annual employee retreats that to improve our work environment and providing professional development, beginning in FY 2012.
- e. Develop and implement a performance evaluation process that uses performance plans, award programs, and promotions to encourage implementation of strategic goals and the development of a professional, rewarding work environment by the end of FY 2012.
- f. Develop and implement a performance evaluation process for supervisors that seeks feedback from staff and peers as to how well they supervise others, manage their programs, and contribute to office leadership by the end of FY 2012.

- g. Complete a learning and development assessment that identifies needs and opportunities for developing leadership competencies, new technical and functional skills, and core staff knowledge and abilities in topics such as critical thinking and decision-making, project management, or managing conflict by the end of FY 2012.
- h. Create an integrated learning and development plan that includes formal training and informal learning activities (e.g. job-related action projects, networks, online coursework) in three areas: (1) leadership, (2) functional or technical expertise, and (3) core staff skills in FY 2012.
- i. Provide annual professional development for all staff to grow their leadership, team working, and technical capabilities beginning in FY 2012.
- j. Provide mentoring guidelines and coaching to support effective informal mentoring relationships by the end of FY 2012.

## Appendix 1: Priority Conservation Areas (as of September 29, 2011)

Maps identifying PIFWO's Priority Ecosystem Conservation Areas (PECA) and Species-Specific Habitat Areas (SSHA) are under development. The status of maps for islands in PIFWO's area of responsibility is shown below:

### Hawaiian Islands

Big Island: Draft map of PECA, with some SSHA included. Refinement needed

Maui: Draft map of PECA, with some SSHA included. Refinement needed

Molokai: Draft map of PECA, with some SSHA included. Refinement needed

Oahu: Draft map of PECA, with some SSHA included. Refinement needed

Kauai: Draft map of PECA, with some SSHA included. Refinement needed

Lanai, Kahoolawe, and Niihau: Draft map of PECA, with some SSHA included.  
Refinement needed

Northwestern Hawaiian Islands: Draft map of PECA for terrestrial and marine  
needs, needs SSHA

Territory of Guam: Draft map of PECA, SSHA not yet included. Refinement needed

### Commonwealth of the Northern Mariana Islands

Rota: Draft map of PECA, SSHA not yet included. Refinement needed

Tinian: PECA, SSHA not yet assessed

Saipan: PECA, SSHA not yet assessed

Northern Islands: Draft map of PECA, SSHA not yet assessed

### Territory of American Samoa

Tutuila: PECA, SSHA not yet assessed

Manua: PECA, SSHA not yet assessed

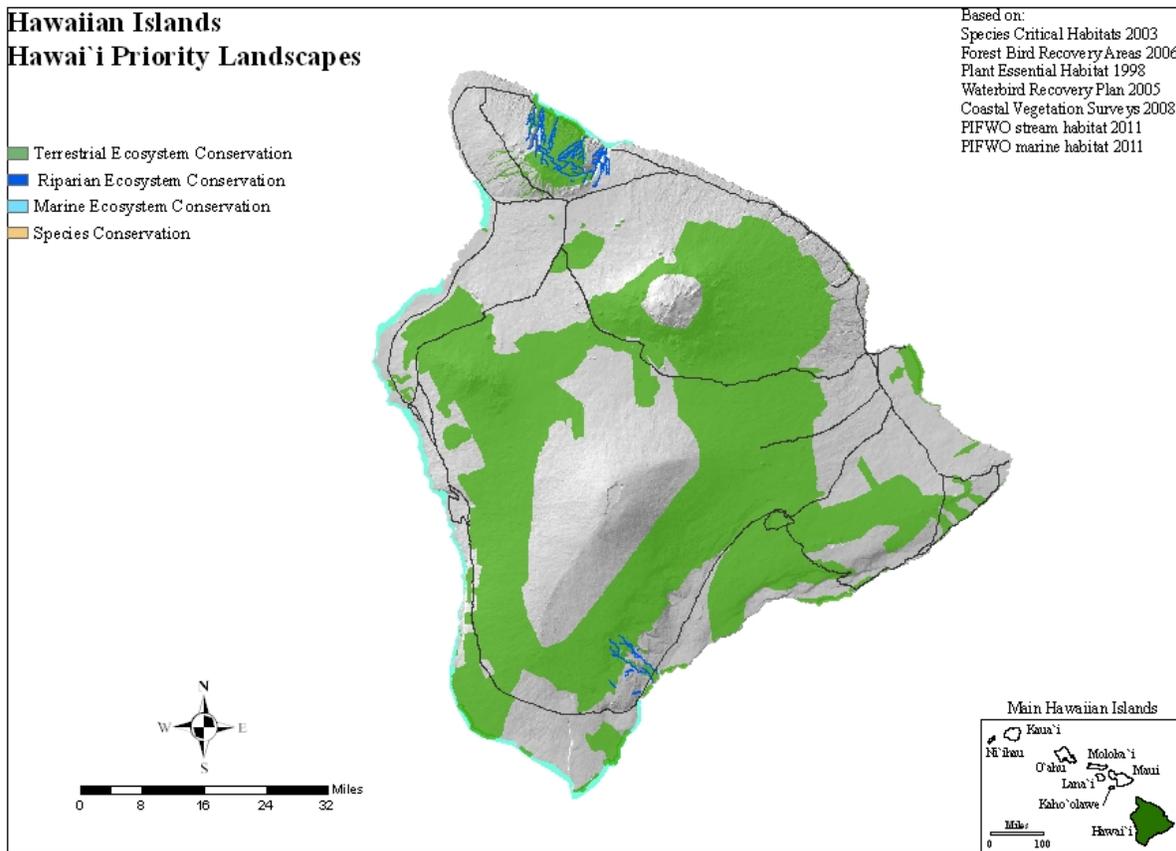
Republic of Palau: PECA, SSHA not yet assessed

Federated States of Micronesia: PECA, SSHA not yet assessed

Republic of the Marshall Islands: PECA, SSHA not yet assessed

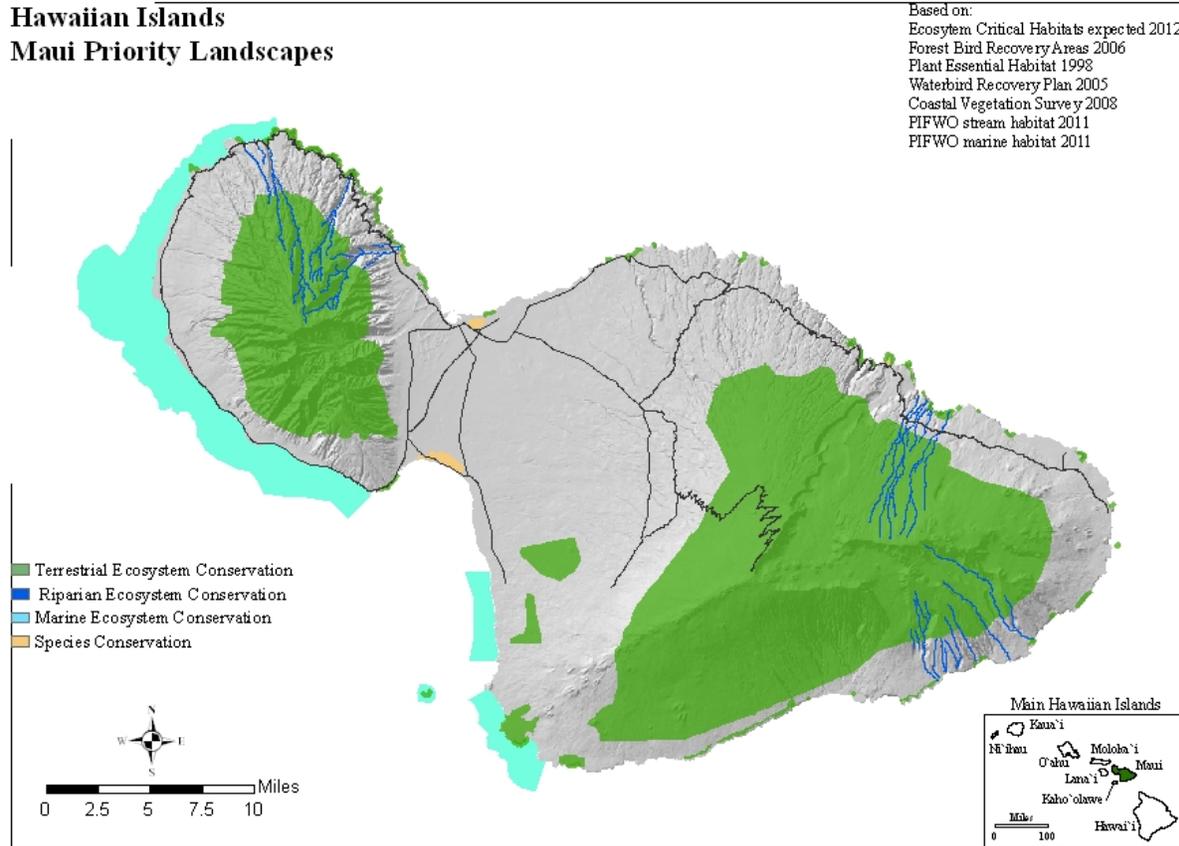
# HAWAIIAN ISLANDS: Island of Hawaii (Big Island)

Includes Priority Ecosystem Conservation Areas and some Species-Specific Habitat Areas. These need to be refined.



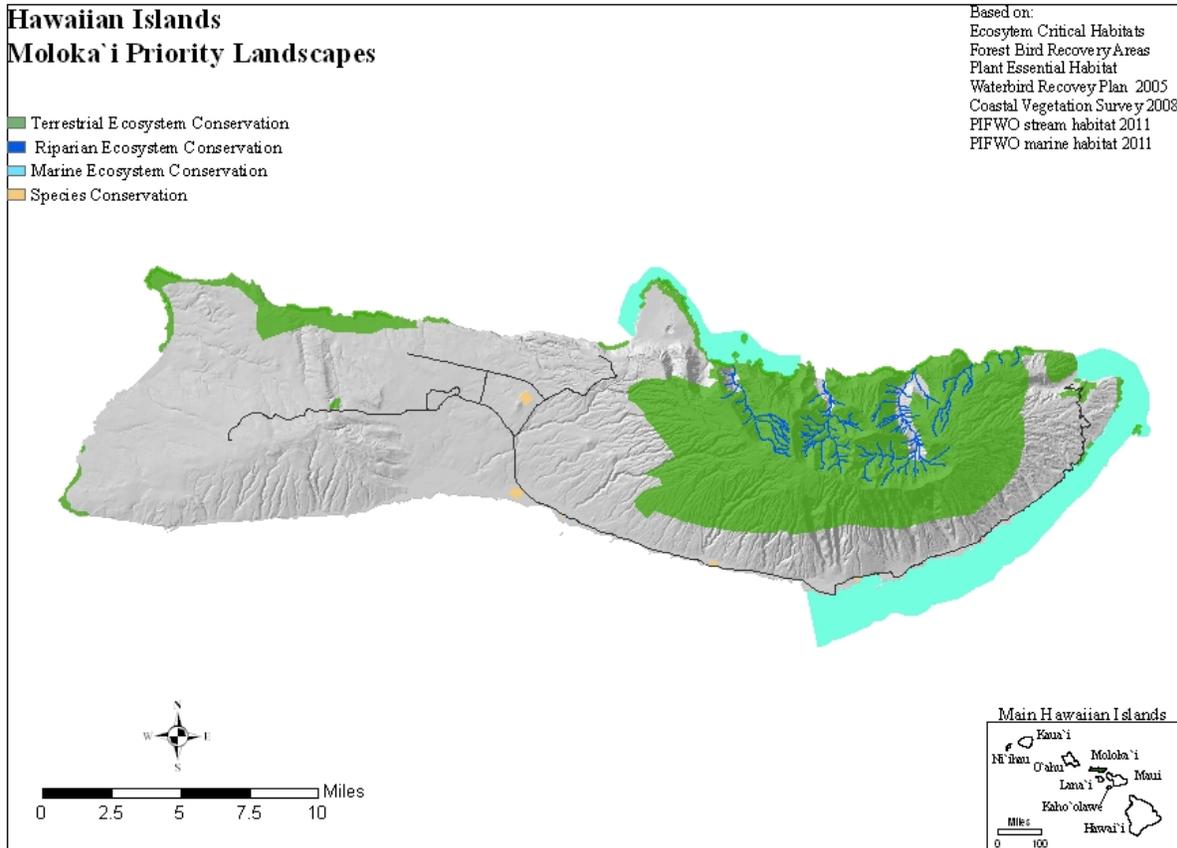
# HAWAIIAN ISLANDS: Island of Maui

Includes Priority Ecosystem Conservation Areas and some Species-Specific Habitat Areas. These need to be refined.



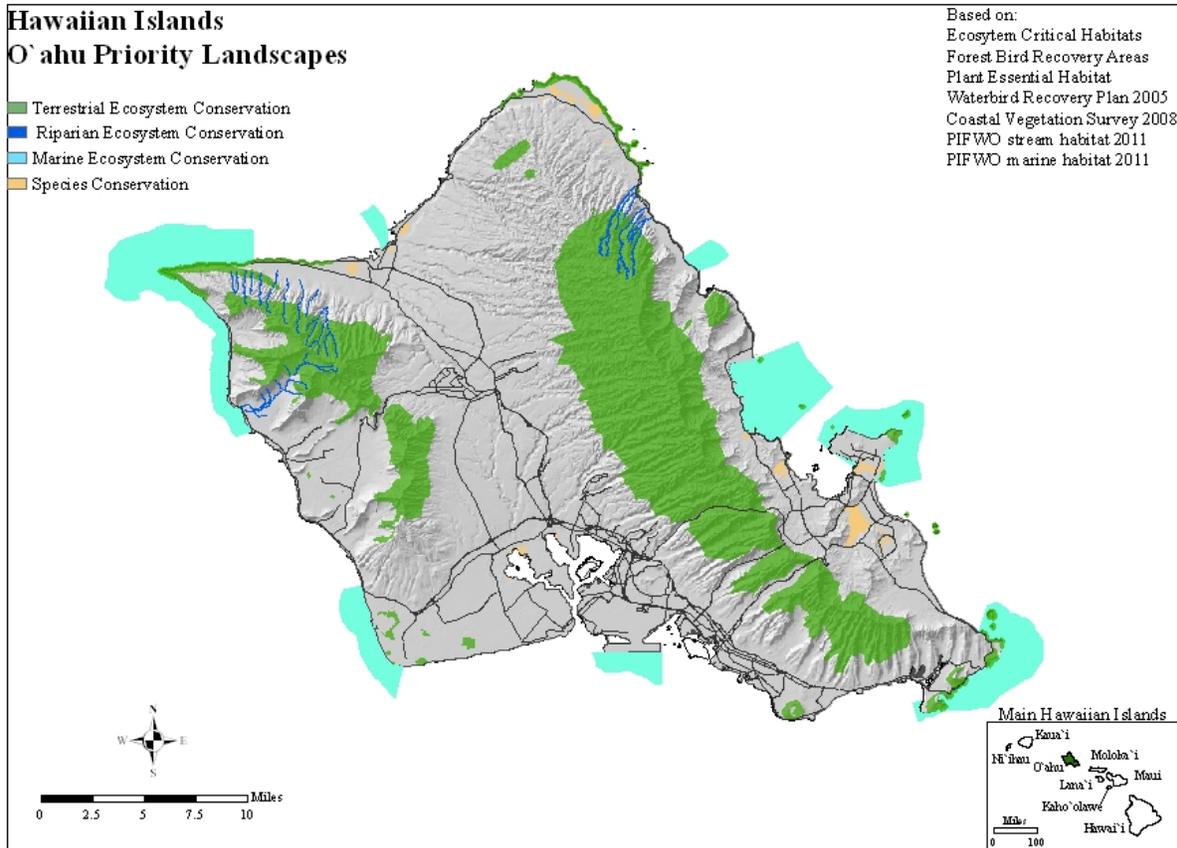
# HAWAIIAN ISLANDS: Island of Molokai

Includes Priority Ecosystem Conservation Areas and some Species-Specific Habitat Areas. These need to be refined.



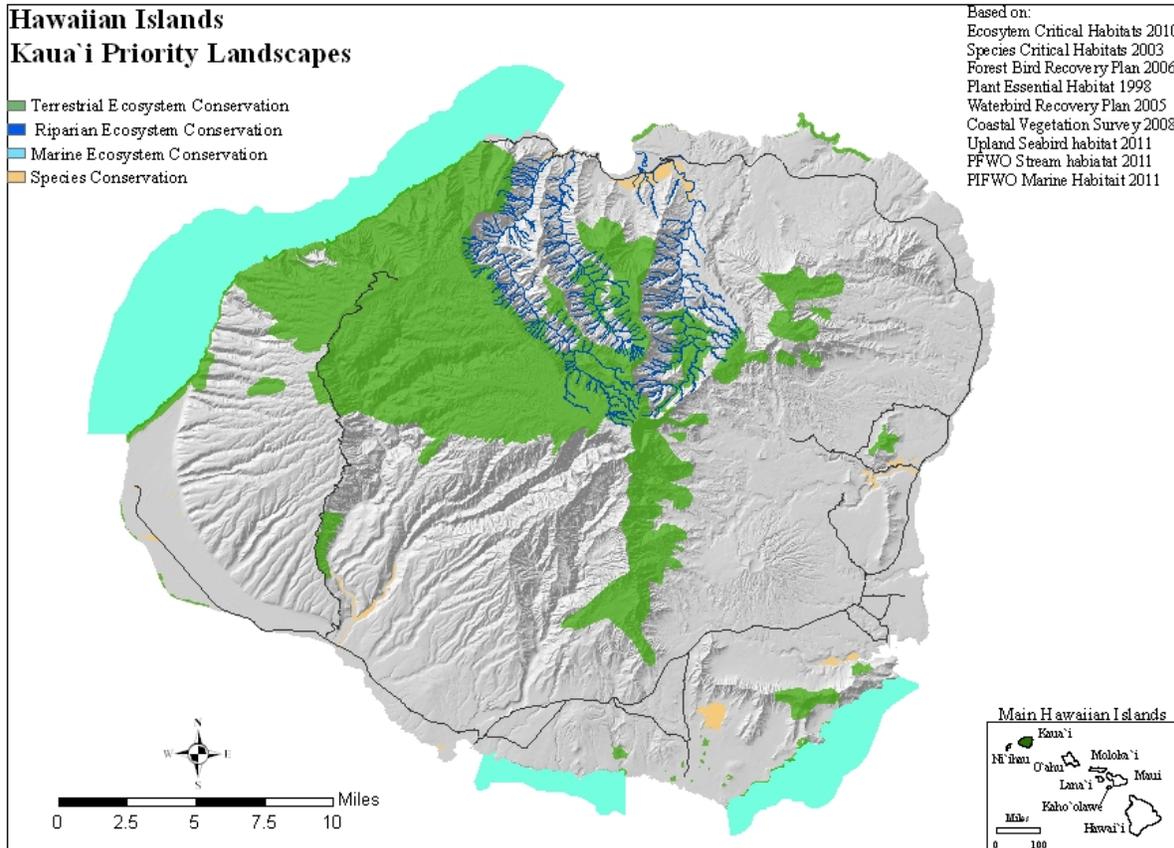
# HAWAIIAN ISLANDS: Island of Oahu

Includes Priority Ecosystem Conservation Areas and some Species-Specific Habitat Areas. These need to be refined.



# HAWAIIAN ISLANDS: Island of Kauai

Includes Priority Ecosystem Conservation Areas and some Species-Specific Habitat Areas. These need to be refined.



# HAWAIIAN ISLANDS: Islands of Lanai, Kahoolawe, and Niihau

Includes Priority Ecosystem Conservation Areas and some Species-Specific Habitat Areas. These need to be refined.

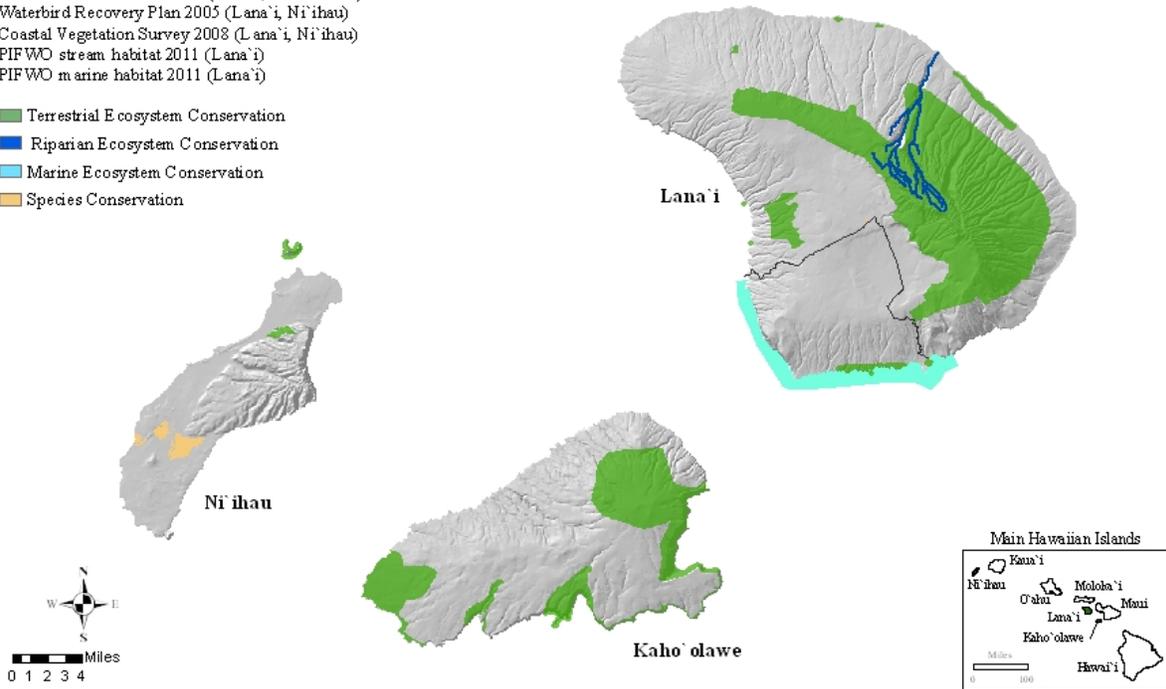
## Hawaiian Islands

### Ni'ihau, Lana'i, and Kaho'olawe Priority Landscapes

Based on:

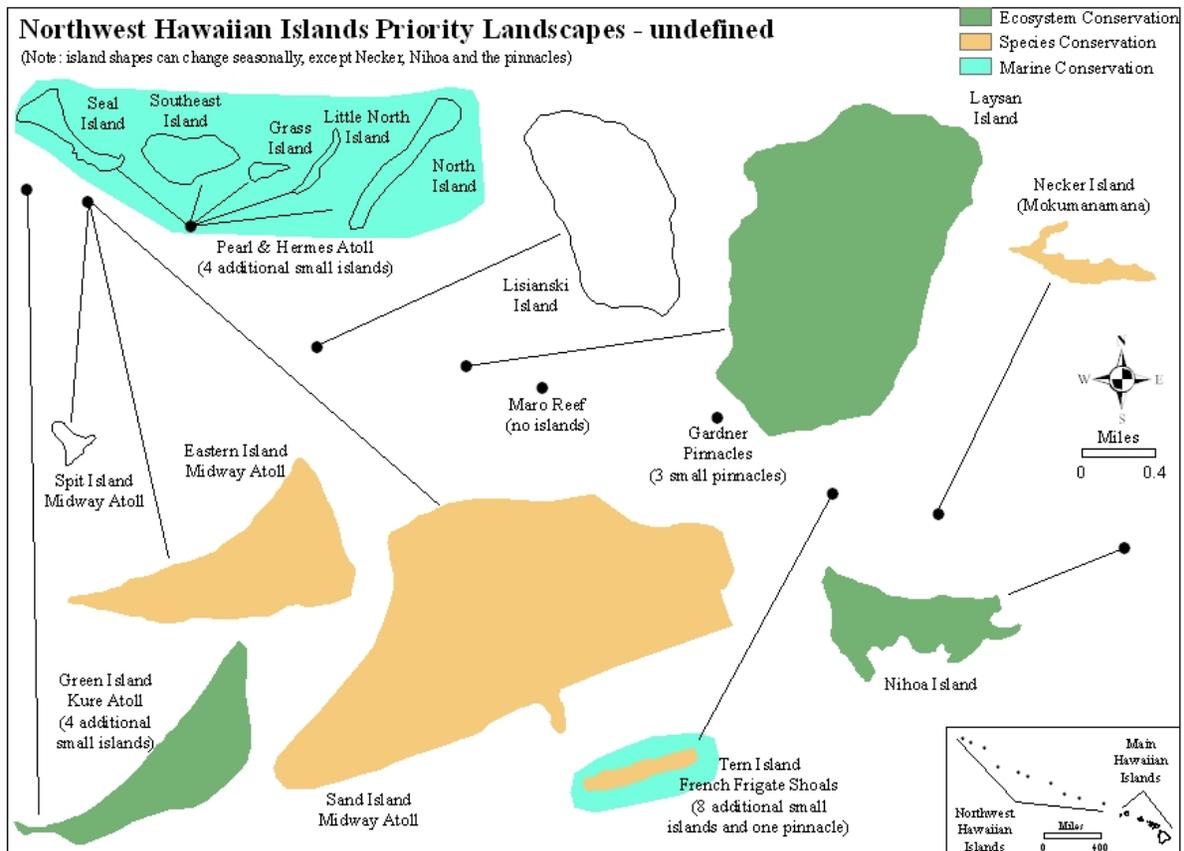
- Species Critical Habitat 2003 (Ni'ihau)
- Ecosystem Critical Habitats expected 2012 (Lana'i, Kaho'olawe)
- Plant Essential Habitat 1998 (Lana'i, Kaho'olawe)
- Waterbird Recovery Plan 2005 (Lana'i, Ni'ihau)
- Coastal Vegetation Survey 2008 (Lana'i, Ni'ihau)
- PIFWD stream habitat 2011 (Lana'i)
- PIFWD marine habitat 2011 (Lana'i)

- Terrestrial Ecosystem Conservation
- Riparian Ecosystem Conservation
- Marine Ecosystem Conservation
- Species Conservation



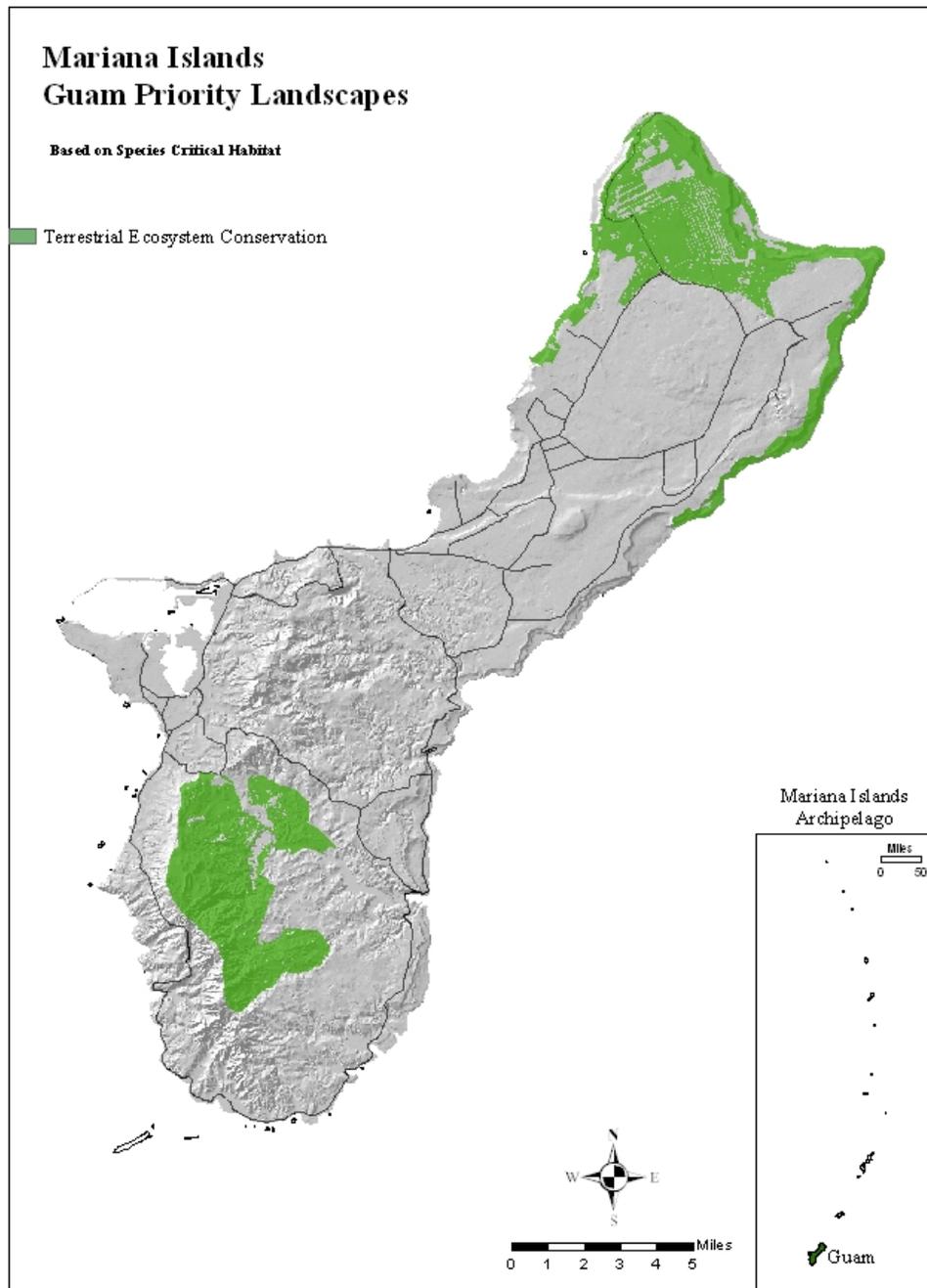
# HAWAIIAN ISLANDS: Northwestern Hawaiian Islands

Includes only Priority Ecosystem Conservation Areas for terrestrial and marine systems. These all need to be refined.



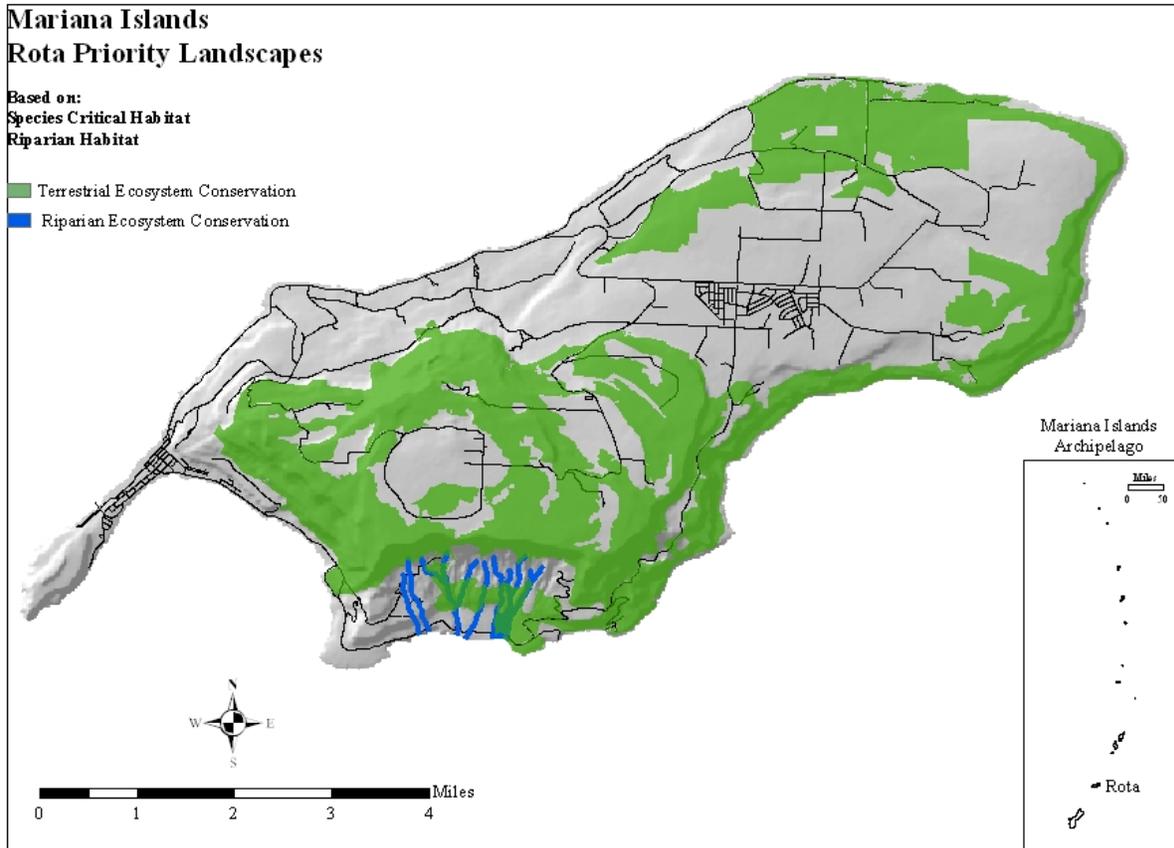
## TERRITORY OF GUAM

Includes draft Priority Ecosystem Conservation Areas for terrestrial systems. Freshwater and marine areas need to be assessed. Species-Specific Habitat Areas have not been determined.



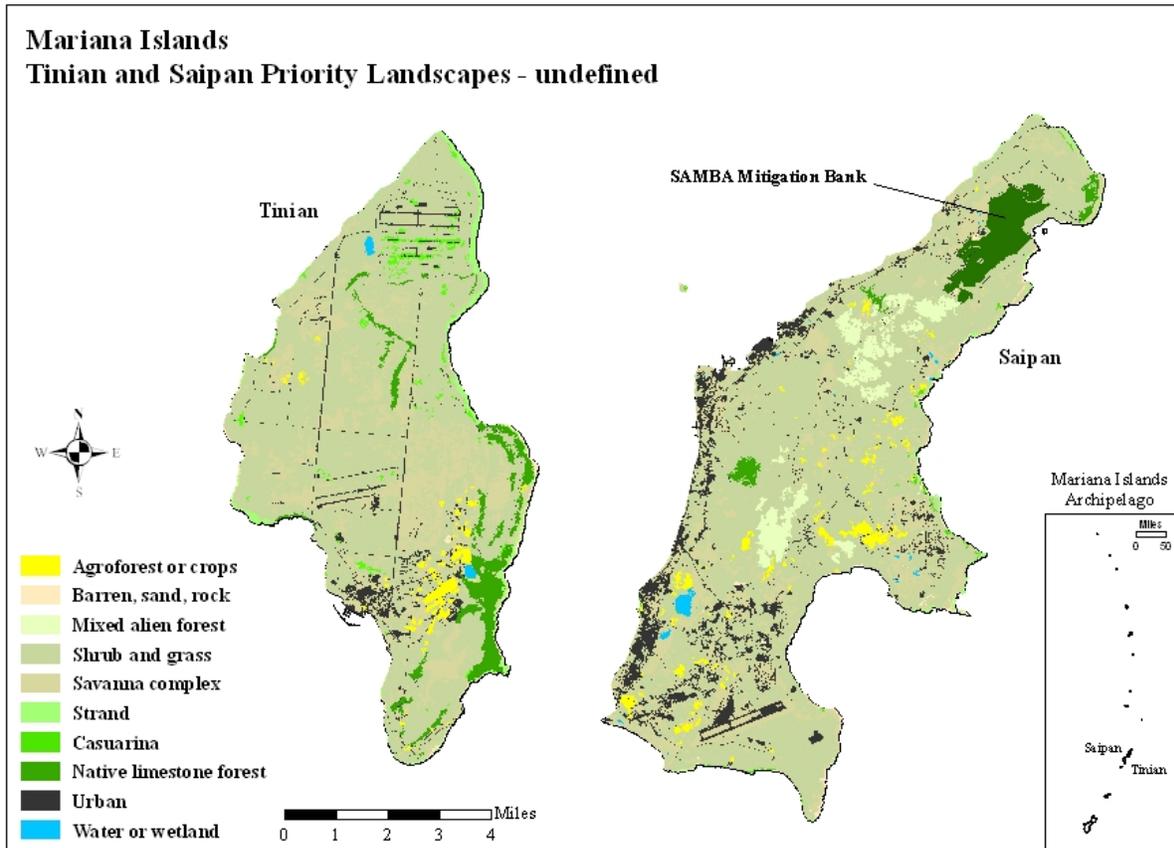
# COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS: Island of Rota

Includes Priority Ecosystem Conservation Areas for terrestrial systems only and some Species-Specific Habitat Areas. Marine systems need to be added.



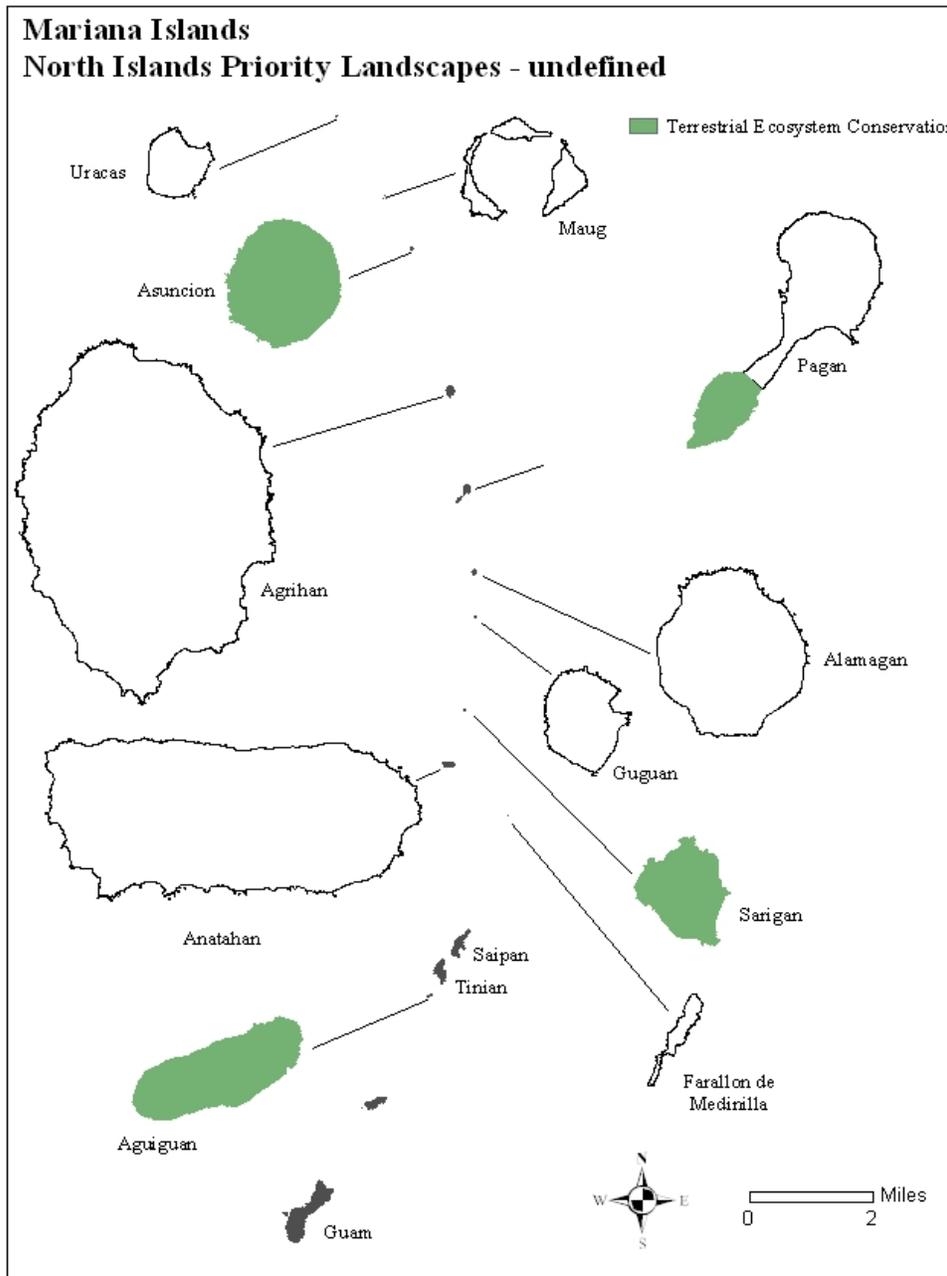
# COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS: Islands of Tinian and Saipan

Not yet assessed and mapped for conservation areas.



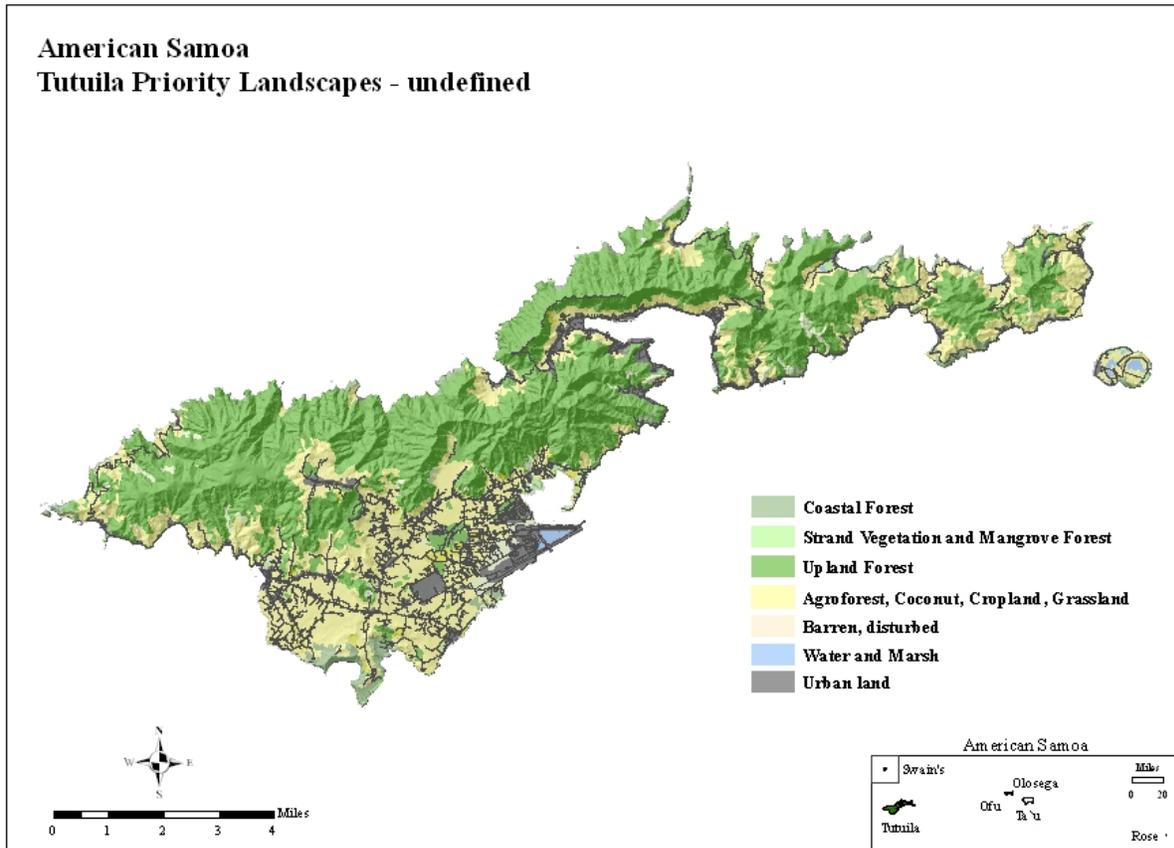
# COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS: Northern Islands

Not yet assessed and mapped for freshwater and marine conservation areas or species habitat areas.



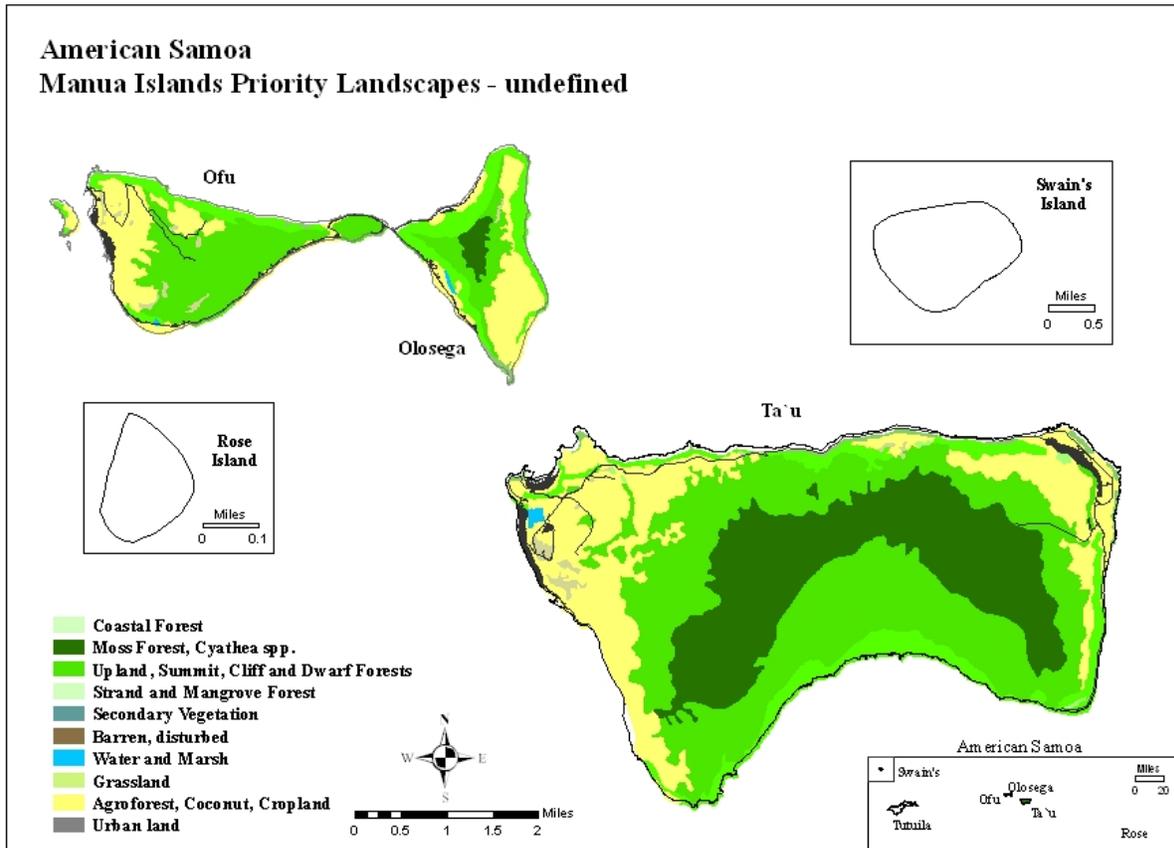
TERRITORY OF AMERICAN SAMOA: Island of Tutuila

Not yet assessed and mapped for conservation areas.



TERRITORY OF AMERICAN SAMOA: Islands of Manua (Ofu, Olosega, and Tau)

Not yet assessed and mapped for conservation areas.



REPUBLIC OF PALAU  
REPUBLIC OF THE MARSHALL ISLANDS  
FEDERATED STATES OF MICRONESIA

Not yet assessed and mapped for conservation areas.