Workshop - How to Sustain a Cooperative Invasive Species Management Area

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Purpose: This workshop was focused on sustaining long term Cooperative Invasive Species Management Areas (CISMAs) in order to facilitate effective management of invasive species that threaten Florida’s wildlife habitats, working lands, natural communities and biodiversity. The more specific focus of this workshop was to develop guiding principles for the roles and responsibilities within the CISMA. To sustain individual CISMAs in Florida over the long-term, we need to develop clear expectations of the roles of the different positions as well as the general membership. Having a clear set of guiding principles will set realistic expectations and generate additional capacity.

Background: CISMAs are partnerships to manage invasive species in geographically defined areas of Florida (http://www.floridainvasives.org/cismas.html). To date, 17 CISMAs have been formed across the state, including 66 of Florida’s 67 counties. The Florida Invasive Species Partnership (FISP) supports CISMA development with monthly webinars, website and work plan guidance, strategic plan templates, and an annual CISMA session at the Florida Exotic Pest Plant Council Symposium where experiences are shared.

Attending: Members of all of Florida’s 17 CISMAs were invited to participate in this workshop. Twenty-five members participated representing 14 CISMAs, multiple local, state and federal agencies as well as private entities and non-profits.

Resource: At the end of this document is a 3 page “tear-out” section that includes only the generic CISMA organization chart and the job descriptions that were created during this workshop. These can be used by CISMAs and other invasive species partnerships throughout the nation to assist with developing these roles in their partnerships and are posted at http://www.floridainvasives.org/howto.html, under the header “How to Create and Sustain a CISMA/CWMA.”
Results of Workshop

1) Desired Outcome = CISMA Organizational Chart

Group Exercise: What are all the positions of the CISMA organization that need to be considered?
Our first step was an entire group listing exercise to think about all of the jobs/roles/positions that could be involved in running a CISMA. Below is the result of our first exercise. While it has some duplication, it provided us with a great, comprehensive list to launch us into our next exercise.

- Co-chairs/Chair
- Steering Committee
- Secretary
- Outreach subcommittee
- Early detection/rapid response, Prevention, Control subcommittee
- Prevention subcommittee
- Membership subcommittee
- Webmaster
- Newsletter/publications chair
- Finance subcommittee/treasurer
- Training subcommittee
- Grant writer
- Research subcommittee
- Workday coordinator
- Policy liaison
- Strategic planning subcommittee
- Historian
- Prioritization (listing) subcommittee
- Animals
- Workshop
- Legal
- County liaison
- Operations subcommittee chair
- Annual workplan/report
- FISP/CISMA liaison
- Aquatics
- Control

Breakout Exercise: Building an organizational chart (4 groups)
After the group developed the list of roles, four breakout groups were formed to take these roles and organize them into an organizational chart/structure for a generic CISMA. The breakout groups were encouraged to think about how some roles might be consolidated and how the roles would be connected. Each group explained their template to the broader group, taking time to identify hierarchy and connections.
Re-group exercise – Consensus organizational chart
The large group re-convened and compared the four different organization charts. The group agreed on a simplified organization chart that identified the critical roles of a CISMA. It was thought that a strong CISMA should have these roles filled as a bare minimum for their partnership. Additional roles may be added depending on the activities of each CISMA.

![Generic CISMA Organization Chart](image)

2) Desired Outcome = Draft job descriptions for 3-5 CISMA positions

**Group Exercise: What are the key elements of each CISMA job?**
The group was given several different examples of volunteer job descriptions to read ranging from a youth camp counselor to board and committee position descriptions for a Parent-Teacher Association. Afterwards we discussed what was good about these descriptions and what was missing. We then engaged in a group listing exercise to identify the key elements of a CISMA job description and then listed responsibilities for each of the CISMA roles that had been agreed on in the group consensus organizational chart: 1) Chair/Co-chairs, 2) Steering Committee, 3) Operations Committee and 4) Outreach Committee.
VOLUNTEER JOB DESCRIPTION

Does a volunteer really need a job description? Isn’t that too formal and involve too much paperwork?

It is as important to have a clear job description for a volunteer as it is for a full-time employee. Without an accurate project outline in the beginning, the chances for confusion and disappointment multiply rapidly. A disappointed volunteer is unlikely to be a repeat volunteer.

The process of writing the job description also helps you clarify your own goals and objectives so you can be sure you aren’t giving the volunteer an impossible task.


Key elements of a CISMA job description

- Job title
- Term
- Time Commitment
- Busiest time of year
- Benefits
- Responsibilities
- Measurable objectives

CISMA Roles – listing key responsibilities for each job

- Chair/Co-chair: schedule meetings, schedule steering committee meetings, attend all meetings, run meetings/facilitate, keep CISMA focused on setting and maintaining goals [from strategic plan], delegate, recruit input from steering committee, implement direction from steering committee, keep it fun!
- Steering Committee: attend steering committee meetings, determine priorities and coordinate with chair, develop mission statement and strategic plan/annual work plan, establish geographic boundaries, create subcommittees, determine structure of steering committee, develop short list of goals, develop job descriptions, liaise with subcommittees.
- Operations Committee: prioritization, implement strategic plan, coordinate workdays, coordinate surveys and data collection, serve as main contact for early detection/rapid response, prevention and control.
- Outreach Committee: website updates, training, recruit members, publications, main contact for coordination outreach events, recruit and train volunteers for outreach, media, create and maintain outreach materials.
Breakout Exercise: Refining CISMA job descriptions (4 groups)

After the group developed the key elements of a CISMA job description and listed some responsibilities for the roles identified in our CISMA generic organizational chart, four breakout groups were formed to take these lists and refine each job description. The wealth of CISMA expertise present at this workshop aided in the development of realistic job descriptions, pulling from the actual experiences of the many Florida CISMA chairs and members present.

Chair/Co-Chairs

<table>
<thead>
<tr>
<th>Term</th>
<th>2 years</th>
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<tbody>
<tr>
<td>Time Commitment</td>
<td>Approximately 20 hours per month</td>
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<tr>
<td>Busiest Time of Year</td>
<td>CISMA meeting intervals</td>
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<tr>
<td>Benefits</td>
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<td></td>
<td>• Recognition</td>
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<td>• Networking opportunities</td>
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<td>• Shaping the future</td>
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<td>• Personal satisfaction</td>
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<td>• Professional development</td>
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<td>Responsibilities</td>
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<td>• Facilitate/lead CISMA meetings</td>
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<td>• Oversee meeting minutes/notes</td>
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<td>• Sending out meeting notes</td>
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<td></td>
<td>• Delegate tasks</td>
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<td></td>
<td>• Coordinate with steering committee</td>
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<td></td>
<td>• Disseminate information relative to CISMA priorities and activities</td>
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<td></td>
<td>• Serve as main CISMA contact (e.g. to Florida Invasive Species Partnership, other CISMAs, general public, etc.)</td>
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<td>• Motivate CISMA membership</td>
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<td>Measurable</td>
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<td></td>
<td>• Hold at least 2 CISMA meetings per year</td>
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<td>• Convene at least 2 Steering committee meetings per year</td>
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<tr>
<td></td>
<td>• Five year Strategic plan (every 5 years)</td>
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<td>• Annual report</td>
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### Steering Committee member

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| **Time Commitment** | 2-6 hours per month in general  
Additional time may be necessary if specific task is assigned. Steering committee members are asked to attend at least 75% of steering committee and CISMA meetings each year. |
| **Busiest Time of Year** | Beginning and end of each calendar year to correspond with developing annual work plan and annual report |
| **Benefits** |  
- Recognition  
- Networking opportunities  
- Shaping the future  
- Personal satisfaction  
- Professional development |
| **Responsibilities** |  
- Assist with establishing CISMA boundaries  
- Assist with mission statement  
- Assist with determining CISMA priorities  
- Assist with development of CISMA strategic plan and annual workplans  
- Act as liaison for subcommittees  
- Assist with goals/projects as able  
- Assist with creating job descriptions for subcommittee members  
- Assist with recruiting CISMA positions and CISMA members |
| **Measurable** |  
- Convene at least 2 Steering committee meetings per year  
- Five year Strategic plan (every 5 years)  
- Annual report  
- Annual workplan |

### Operations Committee chair

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<td>Varies, but busiest time for partnership control treatments/work days corresponds with best treatment time and non-burning season</td>
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- Recognition  
- Networking opportunities  
- See stuff gets done = Personal satisfaction  
- Professional development  
- Learning opportunity on emerging invasive species threats |
| **Responsibilities** |  
- Set and hold meetings of operations committee  
- Develop committee/recruit committee members  
- Serve as main contact for reports and issues pertaining to early detection/rapid response (EDRR) species, priority control species, prevention species updates  
- Facilitate implementation of CISMA strategic plan and annual work plan items pertaining to EDRR, control and prevention  
- Coordinate surveys and data collection |
### Outreach Committee chair

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**Benefits**
- Recognition
- Networking opportunities
- Personal satisfaction
- Professional development

**Responsibilities**
- Set and hold meetings of outreach committee
- Develop committee/recruit committee members
- Facilitate the development of CISMA outreach materials
- Identify media outreach opportunities (e.g. newspaper, TV, radio)
- Coordinate attendance of CISMA members at public events in order to promote CISMA and educate about invasive species
- Serve as main contact for CISMA webmaster
- Assign duties to develop, maintain and update CISMA website (through submission of information to CISMA webmaster)
- Ensure that CISMA events are posted on CISMA website calendar
- Coordinate CISMA training events
- Coordinate with operations committee to maintain current information on CISMA operation activities
- Identify volunteers to distribute CISMA information

**Measurable**
- Hold quarterly Outreach committee meetings
- At least 1 training event per year
- CISMA representation in at least 2 public events each year
- CISMA website updated at least 2 times per year
Cooperative Invasive Species Management Area (CISMA)
Organization Chart and Job Descriptions
Created April 17, 2012, during the annual Florida CISMA workshop

![Generic CISMA Organization Chart]

### Chair/Co-Chairs

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**Benefits**
- Recognition
- Networking opportunities
- Shaping the future
- Personal satisfaction
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**Responsibilities**
- Schedule and attend CISMA meetings
- Facilitate/lead CISMA meetings
- Oversee meeting minutes/notes
- Sending out meeting notes
- Delegate tasks
- Coordinate with steering committee
- Disseminate information relative to CISMA priorities and activities
- Serve as main CISMA contact (e.g. to Florida Invasive Species Partnership, other CISMAs, general public, etc.)
- Motivate CISMA membership

**Measurable**
- Hold at least 2 CISMA meetings per year
- Convene at least 2 Steering committee meetings per year
- Five year Strategic plan (every 5 years)
- Annual report
### Steering Committee member

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#### Benefits
- Recognition
- Networking opportunities
- Shaping the future
- Personal satisfaction
- Professional development

#### Responsibilities
- Assist with establishing CISMA boundaries
- Assist with mission statement
- Assist with determining CISMA priorities
- Assist with development of CISMA strategic plan and annual workplans
- Act as liaison for subcommittees
- Assist with goals/projects as able
- Assist with creating job descriptions for subcommittee members
- Assist with recruiting CISMA positions and CISMA members

#### Measurable
- Convene at least 2 Steering committee meetings per year
- Five year Strategic plan (every 5 years)
- Annual report
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### Operations Committee chair

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- Serve as main contact for reports and issues pertaining to early detection/rapid response (EDRR) species, priority control species, prevention species updates
- Facilitate implementation of CISMA strategic plan and annual work plan items pertaining to EDRR, control and prevention
- Coordinate surveys and data collection
- Coordinate development and implementation of species prioritization protocols
- Coordinate and ensure that workdays happen

#### Measurable
- Annual workplan (specific tasks for EDRR, control and prevention)
- Coordinate at least 2 workdays per year
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