Chapter 5: Plan Implementation

Introduction

This chapter summarizes the actions, funding, coordination, and monitoring to implement the CCP. As noted in the inside cover of this document, this Plan does not constitute a commitment for staffing increases or operational and maintenance increases. These decisions are at the discretion of Congress in overall appropriations, and in budget allocation decisions made at the Washington and Regional levels of the Service.

New and Existing Projects

This CCP outlines an ambitious course of action for the future management of Swan Lake NWR. It will require considerable staff commitment as well as funding commitment to actively manage the wildlife habitats and add and improve public use facilities. The Refuge will continually need appropriate operational and maintenance funding to implement the objectives in this Plan. A full listing of unfunded Refuge projects and operational needs can be found in Appendix E along with a brief description of the highest priority Refuge projects.

Staffing

Implementing the vision set forth in this CCP will require changes in the organizational structure of the Refuge. Existing staff will direct their time and energy in new directions and new staff members will be added to assist in these efforts. Table 4 presents current staffing and the increases proposed for the Refuge in this Plan.

Partnership Opportunities

Partnerships are an essential element for the successful accomplishment of goals, objectives, and strategies at Swan Lake NWR. The objectives outlined in this CCP need the support and the partnerships of federal, state and local agencies, non-governmental organizations and individual citizens.

Table 4: Current and Proposed Staffing Under the CCP

Current Staff 4.0 FTEs	Proposed Additions 7.0 FTEs
Project Leader	Assistant Project Leader
Office Assistant	Maintenance Worker
Maintenance Mechanic	Park Ranger
Heavy Equipment Operator (Vacant)	Wildlife Biologist
	Biological Technician
	Private Lands Biologist
	Rangeland Technician

Refuge staff will continue to seek creative partnership opportunities to achieve the vision of the Refuge.

We expect to continue to work with the following notable partners, while developing new partnerships:

- Friends of Swan Lake NWR
- Missouri Department of Conservation
- Missouri Department of Natural Resources
- Missouri Department of Transportation
- Natural Resources Conservation Service
- U.S. Army Corps of Engineers
- U.S Environmental Protection Agency
- Farm Service Agency
- Ducks Unlimited
- The Greater Chillicothe Visitors Region

Step-down Management Plans

The CCP is a plan that provides general concepts and specific wildlife, habitat, and people related objectives. Step-down management plans provide greater detail to managers and employees

Table 5: Step-down Management Plan Schedule

Step-down Management Plan	Estimated Time of Completion After CCP Approval
Hunting Plan	2 years
Habitat Management Plan, including forest, wetland and grassland components	3 years
Visitor Services Plan	4 years
Integrated Pest Management Plan	5 years
Inventory and Monitoring Plan	3 years

who will carry out the strategies described in the CCP. The Refuge staff will revise or develop the step-down plans described in Table 5.

Monitoring and Evaluation

The direction set forth in this CCP and specifically identified strategies and projects will be monitored throughout the life of this Plan. On a periodic basis, the Regional Office will assemble a station review team to visit the Refuge and evaluate current activities in light of this Plan. The team will review all aspects of Refuge management, including direction, accomplishments and funding. The goals and objectives presented in this CCP will provide the baseline for evaluation of this field station.

Plan Review and Revision

The CCP is meant to provide guidance to the Refuge manager and staff over the next 15 years. However, the CCP is also a dynamic and flexible document and several of the strategies contained in this Plan are subject to uncontrollable events of nature. Likewise, many of the strategies are dependent upon Service funding for staff and projects. Because of all these factors, the recommendations in the CCP will be reviewed periodically and, if necessary, revised to meet new circumstances. If any revisions are major, the review and revision will include the public.