

Appendix C. Plan Implementation and Costs

C.1 Administration

James Campbell NWR is administered as part of the O‘ahu NWR Complex. The Complex also includes the Pearl Harbor NWR, comprised of three separate units scattered along the south of O‘ahu and the O‘ahu Forest NWR located in the higher elevations of the Ko‘olau Mountains in central O‘ahu. The Complex headquarters is located in leased office space in the north shore town of Hale‘iwa, approximately 20 miles from the James Campbell NWR. The maintenance shop and equipment storage buildings that serve all three refuges in the Complex are located on the Ki‘i Unit. A new O‘ahu NWR Complex headquarters/visitor center/environmental education facility is proposed for construction on the Punamanō Unit. This facility and associated staff would also serve the Pearl Harbor NWR and O‘ahu Forest NWR.

C.2 Staffing

Out of necessity, all staff positions share responsibilities and duties across all three refuges; i.e., no staff is assigned and performs duties only on specific refuges within the Complex. Due to projected Complex-wide workload, priorities, logistics, and supervisory considerations; this arrangement is expected to continue. However, when more personnel are added to the Complex, staff may be assigned more specific duties on individual refuges.

Necessary staffing for current Complex needs (as projected by the Service’s National Staffing Model) was determined to include 20.5 staff positions. Of these, 2.5 staff positions were moved to other offices. Therefore, with the existing core (existing) funded complex staff of 6 personnel, 13 additional staff positions are justified under the National Staffing Model to meet current (existing) Refuge needs for the Complex, including James Campbell NWR. Increased staffing would allow more coordination with other Federal, State, and local agencies and the public; additional capacity to conduct biological inventory, monitoring, research, and habitat management; improved maintenance capability for all Refuge facilities; law enforcement; and visitor services (including interpretation and environmental education).

Visitor Center and Environmental Education Center Staffing

A critical consideration in future staffing needs is in conjunction with construction of a proposed Headquarters/Visitor Center/Environmental Education Center facility (HQ/VC/EE). This would be a large state-of-the art facility designed and planned to serve up to 200,000 visitors and up to 10,000 students annually. This facility would be located on the James Campbell NWR but would serve all of the refuges of the Complex. To fully meet the operational needs and potential of this facility, three additional visitor services staff and one fulltime facility maintenance manager would be needed to maintain and operate the facility and grounds. These positions are included in the following table.

Table C.1 Current and Necessary Permanent Full-time Staffing for O‘ahu NWR Complex, including James Campbell NWR (highlighted positions indicate current staff, * indicates VC/EE staff)

Staff Position	Salary Rating	Staff Position	Salary Rating
Project Leader	GS-13	Environmental Education Specialist	GS-7/9*
Deputy Project Leader	GS-11/12	Park Ranger	GS-5/7/9*
Supervisory Wildlife Biologist	GS-11/12	Tractor Operator	WG-6
Supervisory Tractor Operator	WS-4	Tractor Operator	WG-6
Administrative Technician	GS-7/9	Maintenance Worker	WG-8
Supervisory Park Ranger	GS-11/12*	Maintenance Worker	WG-5/6/7
Wildlife Refuge Specialist	GS-7/9/11	Maintenance Worker	WG-5/6
Wildlife Biologist	GS-5/7/9	Biological Technician	GS-5/7
Refuge Law Enforcement Officer	GS-5/7/9	Biological Technician	GS-5/7
		Facility Manager	WG-9/10*

C.4 Refuge Funding and Budget Requests

Successful and full implementation of the CCP relies on our ability to secure funding and staffing necessary to achieve the actions and strategies described herein. In addition to annual budget allocations, funding can be received through special funding sources and programs geared toward specific resource issues/needs. Examples include grants or project specific funding for endangered species, wetlands, pest species control, coastal habitats, seabirds, climate change or sea level rise. Currently, budget requests through the Refuge Operating Needs System (RONS) for James Campbell NWR include four additional staff positions as part of the necessary positions identified above. The RONS system will be updated with new/additional projects that are approved under this CCP.

Table C.2 Major project implementation schedule and costs**

Project	Dates	Cost Estimate
Construct HQ/VC/EE facility	Dependent on Funding	\$16,000,000
Erect fences (by units) for dunes / coastal strand protection of seabirds and native vegetation	2012 - 2016	\$580,000
Restore/manage vegetation on abandoned runway	2012	\$40,000
Restoration of coastal dune/coastal strand habitat for nesting seabirds and native vegetation	2012 - 2016	\$110,000
Demolition/clean-up of abandoned aquaculture facilities	2012 - 2014	\$450,000
Install small water control structures to enhance management of degraded wetlands	2013 - 2016	\$60,000
Construct new shop/maintenance facility	2014 - 2016	\$1,100,000
Construct bunkhouse for volunteers/researchers	2014 - 2018	\$850,000

**does not include projects, facilities (i.e., public roads, parking areas, boardwalks, trails, etc.) to be identified in Visitor Services Plan

C.5 Stepdown Plans

The CCP is one of several plans necessary for refuge management. The CCP provides guidance in the form of goals, objectives, and strategies for several Refuge program areas but may lack some of the specifics needed for implementation. Stepdown management plans will be developed for individual program areas within approximately 5 years after CCP completion. Stepdown plans, where feasible, will be prepared to cover all refuges of the Complex with similar planning needs. Others will be prepared for specific refuges in the Complex. All stepdown plans require appropriate NEPA compliance; implementation may require additional permits. Stepdown plans for the Refuge follow in the table below. Project-specific plans, with appropriate NEPA compliance, may be prepared outside of these stepdown plans.

Stepdown Management Plan Status

Completed	Date
Habitat Management Plan	2011 (CCP meets requirements for HMP)
Integrated Pest Management Plan	2011 (prepared concurrently with CCP, Appendix E)
Occupational Safety and Health Plan	2007
Fire Management Plan	2007
Scheduled	
Fishing Plan	Initiate by 2012
Land Protection Plan	Initiate by 2012
Climate Change Monitoring Plan	Initiate by 2012
Inventory and Monitoring Plan	2014
Visitor Services Plan	Complete by 2016
Transportation Plan	2016
Environmental Education Plan	2016
Studies Identified in CCP strategies	
Hydrogeomorphic Study	Initiate by 2014
Comprehensive Water Resources Study	2018-2020

