

Chapter 5: Implementation and Monitoring



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5.1 Personnel Needs

Currently the staff of Squaw Creek National Wildlife Refuge consists of seven positions: refuge manager; refuge operations specialist, administrative technician, wildlife biologist, a park ranger; a maintenance mechanic, and tractor operator (Figure 15).

As the Refuge activities have expanded over recent years and Refuge visitation has increased, it has become difficult to efficiently run the Refuge to meet the demands of the resources as well as the public. To meet all of these needs, our plan is to fill the currently approved but vacant 0.5 maintenance position and add a 0.5 seasonal clerical position

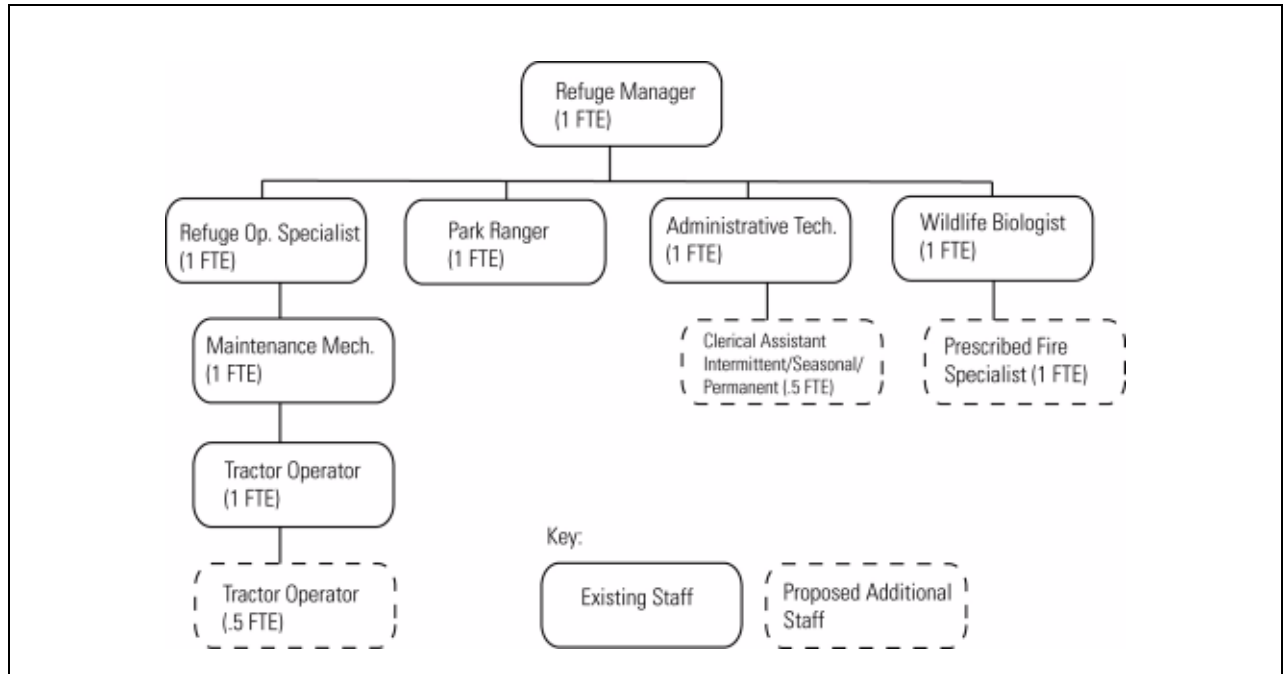
(permanent seasonal or intermittent), add a full-time law enforcement officer; and add a full-time fire technician. The Refuge would continue to seek the assistance of interns to work in the headquarters greeting visitors.

A well-trained, highly motivated, professional staff with a mix of ages, genders, and race and adequate in numbers will aid in achieving the goals, objectives, and strategies of the CCP. Therefore, the Refuge must maintain a technically skilled and diverse work force that efficiently performs the tasks required to meet the goals of the Refuge.

To meet the staffing needs of the Refuge, ensuring a diverse, well trained, highly motivated, professional staff, Refuge management must:

- # Maintain a full staff in accordance with the station's staffing plan.
- # Recruit in compliance with Service diversity directives.
- # Continue serving as official representatives on the Historically Black Colleges and Universities team and as the official contact with Missouri Western State College to facilitate diversity recruitment goals of the Service.
- # Provide training, development, and work responsibilities that promote job satisfaction and self development among Refuge employees and volunteers.
- # Provide all staff members opportunities for 40 hours of training annually; at least one such session will be at the Service's National Conservation Training Center.
- # Utilize special assignments or other means to broaden the experience of each employee.:

Figure 15: Squaw Creek NWR Staffing Chart, 2003-2018



- # Assure that each employee prepares an Individual Development Plan and receives assistance and encouragement to carry it out.

To allow each employee and volunteer to adequately perform their work, the Refuge must provide adequate work space and sufficient equipment. To accomplish this the Refuge must:

- # Expand existing office space to accommodate the proposed staff of 10 employees requiring desk space. (RONS Project No. 00007)
- # Maintain an adequate inventory of tools of the trade, computers and accessories, office machinery, audiovisual equipment, etc. to enable each employee to perform proficiently and efficiently.

5.2 New and Existing Projects

This CCP outlines an ambitious course of action for the future management of Squaw Creek National Wildlife Refuge. It will require staff and funding commitments to actively manage the wildlife habitats and improve public use facilities. The Refuge will continually need appropriate operational and maintenance funding to implement the objectives in this plan.

The following paragraphs describe the highest priority Refuge projects (Tier 1), as chosen by the Refuge staff. A full listing of unfunded Refuge projects and operational needs can be found in Appendix F.

- # Improve moist-soil/wetland vegetation (seasonal tractor operator)
- # Improve visitor services/outreach environmental education
- # Restore Loess Bluff/upland grasslands
- # Improve visitor services - interpretation and auto-tour route

- # Expand outdoor classroom facilities
- # Revise Refuge leaflets
- # Provide access east of Davis Creek
- # Law enforcement equipment
- # Improve visitor services operating and maintenance

5.3 Step-down Management Plans

Step-down management plans help meet the goals and objectives of the CCP. Some step-down plans are required by Service policy and others are used to specify strategies and implementation schedules beyond the detail of the CCP. The step-down plans identified in Table 1 will be reviewed and revised as necessary to achieve the objectives of the CCP.

Table 1: Step-down Management Plan Schedule

Plan	Completion Date
Safety Program	2005
Hazardous Materials Operations	2005
Pest Management/Exotic Species	2007
Hunting	2006
Habitat Management Planning	2005
Inventory and Monitoring	2006

5.4 Partnership Opportunities

Partnerships have become an essential element for the successful accomplishment of Squaw Creek National Wildlife Refuge goals, objectives and strategies. The objectives outlined in this CCP need the support and the partnerships of federal, state and local agencies, non-governmental organizations and individual citizens. This broad-based approach to managing refuge resources extends beyond social and political boundaries and requires a foundation of support from many organizations and people. Squaw Creek National Wildlife Refuge will continue to seek creative partnership opportunities to achieve its vision for the future. Partnerships will focus in particular on volunteers, Friends of Squaw Creek NWR, governmental and non-governmental organizations, and researchers working on the Refuge.

5.5 Monitoring and Evaluation

The direction set forth in this CCP plus specifically identified strategies and projects will be monitored throughout the life of this plan. Periodically, the Regional Office will assemble a station review team to visit Squaw Creek National Wildlife Refuge and evaluate current Refuge 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 from which this field station will be evaluated.

5.6 Plan Amendment and Revision

The CCP for Squaw Creek NWR is meant to provide guidance to Refuge managers and staff over the next 15 years. However, the CCP is also a dynamic and flexible document and several of the strategies contained in the plan are subject to natural, uncontrollable events such as floods and droughts. Likewise, many of the strategies are dependent upon Service funding for staff and projects. Because of 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.