

Appendix F: Plan Implementation

INTRODUCTION

Following public review and comment on the Draft EIS, public notification regarding the Service's decision, and CCP approval, Refuge staff will begin to implement the CCP. This chapter describes the various components required to implement the plan over the next 15 years.

The long-term health and protection of Nisqually NWR depends on an informed public and knowledgeable stakeholders. Consistent outreach, good communication, and continued coordination with these Refuge constituents are imperative to successful implementation of the CCP. To maintain and strengthen this important constituency, the CCP provides goals, objectives, and strategies which are not only aimed at protecting, restoring, and conserving wildlife habitat, but also address expanded educational and appropriate, compatible wildlife-dependent recreational opportunities. This appendix identifies the partnership opportunities, projects (Refuge Operating Needs System List), monitoring, staffing, and funding that are necessary to successfully implement the CCP.

STEP-DOWN PLANS

The Comprehensive Conservation Plan 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. Step-down management plans will be developed for individual program areas within approximately five years after CCP completion. All step-down plans require appropriate NEPA compliance; implementation may require additional permits. Step-down plans for the Refuge follow:

Step Down Management Plan	Status
Estuarine Restoration Plan <ul style="list-style-type: none">• site-specific restoration plan• compliance process including necessary permits (Sec. 404 wetlands permit, Sec. 7 endangered species consultation, etc.)	2005
Fish and Wildlife Monitoring Plan	2005
Waterfowl Hunt Plan	2005
Environmental Education Plan	Update by 2005
Fishing Plan	2006
Integrated Pest Management Plan	2004
Occupational Safety and Health Plan	2004
Fire Management Plan	Available

Project-specific plans, with appropriate NEPA compliance, may be prepared outside of these step-down plans.

PARTNERSHIP OPPORTUNITIES

Because of the Refuge's location within a well-known watershed with numerous partners and in a large metropolitan area, the Refuge is uniquely situated to develop and strengthen unique and creative partnerships in the Puget Sound region. Partnerships will continue to play a crucial role in the protection of the Nisqually delta and the lower watershed and in achieving Refuge goals and objectives. Partnerships will increase our effectiveness, knowledge, and community support, as well as reduce costs. There are numerous opportunities to create or strengthen partnerships with community groups, tribes, organizations, agencies, and others. The Nisqually delta, and therefore the Refuge, provide an important focal point and demonstration area within south Puget Sound to increase environmental awareness and community involvement.

Coordinated efforts will focus on habitat restoration, land protection, environmental education, fish and wildlife monitoring, outreach, and quality wildlife-dependent recreation. The Refuge will continue to strengthen partnerships with the Nisqually River Council, Nisqually Indian Tribe, Washington Department of Fish and Wildlife, Washington Department of Transportation (WSDOT), land trusts, and other non-profit organizations in the areas of habitat restoration and land protection. The Refuge will strive to exchange information and provide technical assistance to neighboring landowners to further the protection of the lower watershed. A cooperative agreement with the Nisqually Indian Tribe will greatly strengthen coordinated efforts within Refuge boundaries east of the Nisqually River, benefitting habitat restoration and management and public use programs. This effort will strengthen the growing partnership with the Nisqually Indian Tribe. Cooperative agreements with Ducks Unlimited and the Washington Conservation Corps will continue to contribute greatly to habitat restoration and management programs.

Partnerships with WSDOT and Federal Highway Administration (FHWA) can provide habitat improvements and wildlife corridors, as well as improve public access to the Refuge.

Access to Nisqually NWR is primarily by road via private motor vehicle. Secondary access to refuge waters is through the State boat launch at Luhr Beach. The Refuge Roads Inventory shows it has $\frac{1}{2}$ mile of public use roads, one parking lot with capacity for 100 cars, and no bridges. Funding for parking improvements has been requested in Refuge Roads Program for \$500,000. Nisqually NWR does anticipate the need for additional transportation facilities during the 15-year life of this CCP. The Thurston Regional Planning Council is the Metropolitan Planning Organization (MPO) and Regional Transportation Planning Organization (RTPO) in the county. Nisqually is not a Metropolitan Area within the RTPO in the county. Future transportation changes will be coordinated with FHWA, WSDOT, and Thurston and Pierce counties.

The Service had a Federal Lands Highway Program created in TEA-21, the Refuge Roads Program (RRP). Funds for Refuge public use roads, parking lots, bridges, restrooms, and trails may be sought from the RRP. These funds can also be used for interpretive enhancements associated with these projects, as long as the cost for the interpretive facilities do not exceed 5% of the project budget.

RRP funds can be used as the non-Federal match for FHWA funds available through state departments of transportation. Refuges can also use appropriated Fish and Wildlife Service funds as the non-Federal match for these funds as well. This matching ability can be used to further compatible city, county, and state transportation and transit funds that could be spent on roads and transit projects adjacent to, connecting to, or running through the Refuge.

An essential partner will continue to be the volunteer services program of the Refuge. This large program is instrumental in achieving much more in all program facets than would be possible with staffing alone. This effort also encourages community involvement and support, as numerous people can directly contribute to Refuge programs. The Nisqually Refuge Cooperating Association will continue to grow, and this friends' group and key partner to the Refuge will help to further Refuge education, interpretation, and habitat programs.

Collaboration with colleges, universities, local educators, conservation organizations, and environmental education consortiums will enable the Refuge to carry out its plans to improve and enlarge the environmental education, research, and monitoring programs. Cooperative efforts with the Nisqually Reach Nature Center will continue to be strengthened, to improve coordination and increase the amount and quality of environmental education in the delta area.

Conservation organizations and other non-profit groups will contribute significantly to Refuge and delta protection and enhancement. For example, Tahoma Audubon is an Audubon Refuge Keeper providing support to Nisqually NWR. Black Hills Audubon also provides community support on conservation issues and environmental education.

PROJECTS

The table below contains prioritized projects developed as part of the Refuge Operating Needs System (RONS). Brief project descriptions and their associated costs are provided. This list of projects reflects Refuge needs and provides the basis for funding requests from the U.S. Congress, which must be approved by the Service, DOI, and the President's Office of Management and Budget, before being forwarded to Congress.

PROJECTS: REFUGE OPERATING NEEDS (RONS) LIST

High Priority Projects	Operating Costs (in thousands)			
	FTEs	One-Time	Recurring Base	Total 1st Year
Expand operation of new public use facilities: Maintenance Worker Maintenance Worker will provide 7-day a week access to the Refuge and full operation of public use and environmental education programs for the 4 million people within 100 miles of the new Visitor Center/Office complex.	1	65	54	119
Expand operation of new public use facilities: operating costs Cover recurring base operating costs of providing 7-day a week access to the Refuge and full operation of public use and environmental education programs for the 4 million people within 100 miles of the new Visitor Center/Office complex.			100	100
Restore tidelands of Nisqually River East parcel: Biologist The Refuge and the Nisqually Indian Tribe will cooperatively restore 270 acres to benefit migratory birds, anadromous fish, and endangered and sensitive species.	1	65	63	128
Restore tidelands of Nisqually River East parcel: dike removal and construction Remove and construct dikes to restore this area to tidal action for management under a cooperative agreement between the Service and the Tribe, including accomplishing all compliance requirements. Ducks Unlimited will also be a partner.		125		125
Improve visitor services and administrative efficiency: Office Assistant A Refuge office assistant will serve as receptionist, answer phone inquiries, and provide improved administrative efficiency for growing Refuge programs including enhanced visitor services, new habitat restoration projects, and new Refuge acquisitions.	1	65	49	114
Improve habitat management, restoration, and protection: Assistant Refuge Manager Assistant Refuge Manager will implement, manage, and monitor restoration of the Black River Unit, accomplishing all compliance requirements, as well as provide law enforcement, resource protection, outreach, and visitor safety services.	1	65	74	139
Develop environmental education program: Environmental Education Specialist An Environmental Education Specialist will develop printed curriculum, design and conduct teacher workshops, and implement an education program to reach up to 15,000 students annually.	1	65	74	139

Operating Costs (in thousands)				
	FTEs	One-Time Base	Recurring Base	Total 1st Year
High Priority Projects (continued)				
Monitor habitat restoration and associated wildlife and fish use Biologist will conduct migratory bird, amphibian, and fish surveys and habitat monitoring on 1,000 acres of freshwater and tidal wetland restoration areas to assess and improve habitat restoration and management techniques.	1	76	63	139
Improve volunteer services program Improve and expand volunteer services program with a volunteer coordinator as well as basic supplies, equipment, and uniforms. Volunteers are used to staff the new Visitor Center, support the growing environmental education program, and help accomplish a diversity of projects, including wildlife surveys, exotic vegetation control, and special events.	1	76	63	139
Brown Farm Marsh wetland enhancement In cooperation with Ducks Unlimited, enhance migratory waterfowl and other waterbird habitat in the Brown Farm Marsh by restoring 2 miles of interior ditches and sloughs to enhance water flow, constructing internal dikes to create manageable wetland units, installing water control structures and pump to allow effective flooding and de-watering, and meeting all compliance requirements.		298	50	348
Restore tidelands within Brown Farm Dike In cooperation with Ducks Unlimited, restore and manage 699 acres of estuarine habitat by removing portions of the Brown Farm Dike to restore tidal action. This project will support the recovery of Nisqually chinook salmon and other declining salmonids, as well as benefit many other estuarine-associated species and meet compliance requirements.	1	2400	74	2474
Restore 40 acres of surge plain riparian habitat In cooperation with Ducks Unlimited, restore and manage approximately 40 acres of surge plain riparian habitat along the Nisqually River to benefit migratory bird species, primarily neotropical songbirds. Project includes dike removal and berm construction to allow the Nisqually River to flood the site during high flows and allow tidal influence during extreme high tides.		175	10	185
Install tideland boardwalk trail Install boardwalk with interpretive panels and spotting scopes into estuary along old Brown Farm Dike Trail to provide access and viewing of existing tidelands of McAllister Creek and newly restored tidelands within former diked area.		800	10	810
Install visitor contact station at Luhr Beach public boat launch In cooperation with WDFW, install visitor contact station to provide information and interpretation at Luhr Beach public boat launch, which is the main entrance to public waterways on the Refuge.		39	5	44

		Operating Costs (in thousands)			
		FTEs	One-Time Base	Recurring Base	Total 1st Year
Medium Priority Projects					
Improve water management to restore freshwater wetlands	Restore and enhance 200 acres of freshwater wetlands by improving the water management and delivery system.		235	10	245
Restore forested uplands for sensitive species	In cooperation with many community partners, reforest 100 acres of clear-cut along McAllister Creek with Douglas-fir and other native trees to improve wildlife habitat and watershed protection.		132	20	152
Install visitor contact station and parking lot on Nisqually River east side	In cooperation with the Nisqually Indian Tribe, install visitor contact station to provide Refuge information and interpretation at Nisqually Indian Tribe east side property in association with a new public trail and bank fishing site along the Nisqually River.		120	15	135
Install accessible bank fishing site	Construct an accessible bank fishing platform on Nisqually River to provide new opportunities for a broader group of anglers and meet accessibility requirements.		120	10	130
Conduct study to enhance salmonid habitat	Conduct study to determine importance and contributions of the Nisqually Estuary to salmonids and the effects of estuarine restoration. The information will be used to help contribute to the recovery of the recently listed chinook salmon and monitor the restoration of the Nisqually delta ecosystem.		141		141
Improve Environmental Education Program	Previously used office building would be remodeled to accommodate the environmental education program on an interim basis. Utilities as well as safe, accessible ingress and egress will also need to be set up.		153	10	163
Install wildlife observation deck	Install wildlife observation deck with benches and interpretive panels along main trail to provide an additional viewing location. Spotting scopes will also be installed at this site and at other trail locations to enhance wildlife observation opportunities for visitors.		88	7	95

Low Priority Projects	Operating Costs (in thousands)			
	FTEs	One-Time Base	Recurring Base	Total 1st Year
Pest plant control using Youth Conservation Corps (YCC) members Utilizing YCC crews for mechanical and hand pulling of pest plants reduces the need for chemical control and the amount of staff time required to accomplish pest plant control goals. YCC crews also assist in maintenance, construction, and trail improvements.		15	47	62
House interns, volunteers, temporary staff, and researchers A Refuge housing unit for use by interns, volunteers, temporary employees, and visiting researchers will greatly increase the ability to accomplish important management studies, surveys, and provide improved education and visitor services.		120	10	30
Increase outreach and education with traveling exhibits Design and fabricate two traveling exhibits on refuges in the complex for special events, fairs, public meetings, and loaning to schools and cooperators in the area.		28	5	33
Develop video to increase outreach and education Complete, on contract, Refuge video focusing on wildlife and habitat resources of Nisqually NWR, to enhance outreach efforts and strengthen education program.		54		54

MONITORING

Monitoring is the process of collecting information to evaluate if objectives and anticipated or assumed results of a management program are being realized, or if implementation is proceeding as planned (USDA, USDI 1994).

Adaptive Management is a flexible approach to long-term management that is directed by the results of ongoing monitoring activities. Management techniques, objectives, and strategies (Appendix I) are regularly evaluated over time and the new data are used to adapt both management objectives and techniques to better achieve the Refuge's goals.

Monitoring has been an ongoing activity on Nisqually NWR. Past monitoring efforts on the Refuge have generally focused on key species and habitats, typically those considered sensitive (e.g., threatened or sensitive species), or those identified in the Refuge purpose (e.g., migratory waterfowl). While these are adequate to identify trends in relative abundance or habitat use for higher priority species, they usually fail to examine the entire Refuge landscape. Ideally, a Refuge monitoring program would occur across several levels of biological organization including genetic, population/species, community/ecosystem, and regional landscapes. However, limited funding usually results in monitoring programs focused on selected components that are representative of many other species/habitats (considered indicator species). In recent years, most of the monitoring efforts on the Refuge have been concentrated on documenting the location and extent of waterfowl use of the estuarine and freshwater habitats.

Monitoring has been identified as a strategy for six of the CCP objectives and will be an ongoing and important program on Nisqually NWR for the life of the CCP. The CCP monitoring program will focus on measuring the success of CCP implementation, particularly the effectiveness of the various habitat restoration projects. The program is designed to provide some flexibility in CCP implementation by allowing the Refuge to change or adapt management practices or monitoring methods as the result of monitoring data.

The various monitoring programs that will be implemented on the Refuge under the CCP are briefly described in the table titled CCP Monitoring Programs and Projects. This conceptual framework will serve as a starting point for preparation of a step-down monitoring plan, which will provide detailed methods, timing, and costs. Staffing needs have been identified in the strategies for each of the objective that includes monitoring.

CCP Monitoring Programs and Projects

Program/Project	Purpose	Associated Objective	Indicator	Links to Regional Monitoring Efforts
Program: Habitat Monitoring				
Associated Goal: Conserve, manage, restore, and enhance native habitats and associated plant and wildlife species representative of the Puget Sound lowlands, with a special emphasis on migratory birds and salmon.				
Project 1: Estuarine Habitat Mapping	Determine the amount and development of restored estuarine habitat over time	1.1 - Restore 699 acres of estuarine habitat in the Nisqually River delta estuary and near shore environments.... including tidal influences, sediment delivery, native plant communities, and distributary channel networks.	Development of restored estuarine habitat ranging from mudflats to high salt marsh	None
Project 2: Vegetation Sampling	Document vegetation response in restored habitats	1.3 - Protect, restore, and enhance a mosaic of 600 acres of freshwater wetlands and grasslands in the Nisqually River delta and lower Nisqually River watershed to serve as foraging and nesting habitat for a variety of migratory and resident bird species, mammals, and native amphibians. 1.4 - Protect, restore, maintain, and enhance the ecological functions of approximately 1,000 acres of riparian habitat in the Nisqually River delta and corridor to provide foraging and breeding habitat for migratory and resident land birds and fish. 1.5 - Protect 400-600 acres of native forested bluff habitat along McAllister Creek and the eastern boundary of the Refuge by protecting and restoring existing Refuge lands, and acquiring significant bluff parcels immediately east of the current Refuge boundary and south in the Nisqually Valley.	Vegetation cover and plant species composition	None

Program/Project	Purpose	Associated Objective	Indicator	Links to Regional Monitoring Efforts
Project 3: Water Quality	Monitor water quality in estuarine restoration area	1.1 - Restore 699 acres of estuarine habitat in the Nisqually River delta estuary and near shore environments.... including tidal influences, sediment delivery, native plant communities, and distributary channel networks.	Dissolved oxygen, salinity, water temperature, sediment deposition	None
Project 4: Invasive Species Monitoring	Track the locations and abundance of invasive species on the Refuge, monitor new introductions, and incorporate data into an Integrated Pest Management Plan	<p>1.1 - Restore 699 acres of estuarine habitat in the Nisqually River delta estuary and near shore environments.... including tidal influences, sediment delivery, native plant communities, and distributary channel networks.</p> <p>1.3 - Protect, restore, and enhance a mosaic of 600 acres of freshwater wetlands and grasslands in the Nisqually River delta and lower Nisqually River watershed to serve as foraging and nesting habitat for a variety of migratory and resident bird species, mammals, and native amphibians.</p> <p>1.4 - Protect, restore, maintain, and enhance the ecological functions of approximately 1,000 acres of riparian habitat in the Nisqually River delta and corridor to provide foraging and breeding habitat for migratory and resident land birds and fish.</p> <p>1.5 - Protect 400-600 acres of native forested bluff habitat along McAllister Creek and the eastern boundary of the Refuge by protecting and restoring existing Refuge lands, and acquiring significant bluff parcels immediately east of the current Refuge boundary and south in the Nisqually Valley.</p>	Invasive species (weeds and exotic wildlife) presence and distribution	None

Program: Wildlife Monitoring

Associated Goal: Conserve, manage, restore, and enhance native habitats and associated plant and wildlife species representative of the Puget Sound lowlands, with a special emphasis on migratory birds and salmon.

Program/Project	Purpose	Associated Objective	Indicator	Links to Regional Monitoring Efforts
Project 1: Waterfowl Surveys	Document waterfowl use of restored estuarine and freshwater habitats	1.1 - Restore 699 acres of estuarine habitat in the Nisqually River delta estuary and near shore environments.... including tidal influences, sediment delivery, native plant communities, and distributary channel networks. 1.3 - Protect, restore, and enhance a mosaic of 600 acres of freshwater wetlands and grasslands in the Nisqually River delta and lower Nisqually River watershed to serve as foraging and nesting habitat for a variety of migratory and resident bird species, mammals, and native amphibians.	Waterfowl seasonal abundance, distribution, and species composition	The Service's National Pacific Flyway databases for the Midwinter Waterfowl Survey
Project 2: Shorebird Surveys	Document shorebird use in estuarine restoration area	1.1 - Restore 699 acres of estuarine habitat in the Nisqually River delta estuary and near shore environments.... including tidal influences, sediment delivery, native plant communities, and distributary channel networks.	Shorebird seasonal abundance, distribution, and species composition	PRISM-Program for Regional and International Shorebird Monitoring-a pilot monitoring program endorsed by the Service and the U.S. Shorebird Council
Project 3: Amphibian Sampling	Document native amphibian species use of restored freshwater wetlands	1.3 - Protect, restore, and enhance a mosaic of 600 acres of freshwater wetlands and grasslands in the Nisqually River delta and lower Nisqually River watershed to serve as foraging and nesting habitat for a variety of migratory and resident bird species, mammals, and native amphibians.	Red-legged frog abundance and distribution	None
Project 4: Raptor Surveys	Document raptor use of restored freshwater wetlands and grasslands	1.3 - Protect, restore, and enhance a mosaic of 600 acres of freshwater wetlands and grasslands in the Nisqually River delta and lower Nisqually River watershed to serve as foraging and nesting habitat for a variety of migratory and resident bird species, mammals, and native amphibians.	Raptor abundance and distribution	None
Project 5: Landbird Monitoring	Document migratory and resident landbird use of restored riparian habitat	1.4 - Protect, restore, maintain, and enhance the ecological functions of approximately 1,500 acres of riparian habitat in the Nisqually River delta and corridor to provide foraging and breeding habitat for migratory and resident land birds and fish.	Landbird relative abundance and distribution	Monitoring Avian Populations Database and Washington GAP Analysis Program

Program/Project	Purpose	Associated Objective	Indicator	Links to Regional Monitoring Efforts
Program: Threatened, Endangered, and Special Status Species Monitoring				
Associated Goal: Support recovery and protection efforts for Federal and State threatened and endangered species, species of concern, and their habitats of the Nisqually River delta and watershed.				
Project 1: - Fish Monitoring	Document fish response in restored estuarine habitat and support threatened and endangered species recovery efforts	1.1 - Restore 699 acres of estuarine habitat in the Nisqually River delta estuary and near shore environments... including tidal influences, sediment delivery, native plant communities, and distributary channel networks. 2.1 - Protect and restore approximately 4,400 acres of estuarine, freshwater, stream, and riparian habitats to protect declining runs of the chinook salmon and bull trout, which are Federally listed as threatened.	Salmonid abundance and distribution	None
Project 2: Bald Eagle Monitoring	Monitor bald eagle nesting activity and population trends on the Refuge	1.5 - Protect 400-600 acres of native forested bluff habitat along McAllister Creek and the eastern boundary of the Refuge by protecting and restoring existing Refuge lands, and acquiring significant bluff parcels immediately east of the current Refuge boundary and south in the Nisqually Valley. 2.3 - Identify, monitor, and protect all special-status plant and animal species on the Refuge, focusing on species that are State or Federally listed, proposed for listing, or candidates for listing.	Nesting activity, productivity, abundance, and distribution	WDFW bald eagle nest tracking program; Federal recovery data
Project 3: Great Blue Heron Monitoring	Monitor great blue heron nesting activity and population trends on the Refuge	1.5 - Protect 400-600 acres of native forested bluff habitat along McAllister Creek and the eastern boundary of the Refuge by protecting and restoring existing Refuge lands, and acquiring significant bluff parcels immediately east of the current Refuge boundary and south in the Nisqually Valley. 2.3 - Identify, monitor, and protect all special-status plant and animal species on the Refuge, focusing on species that are State or Federally listed, proposed for listing, or candidates for listing.	Nesting activity, productivity, abundance, and distribution	WDFW studies on great blue herons
Program: Environmental Education				
Associated Goal: Provide quality environmental education opportunities focusing on the fish, wildlife, and habitats of the Nisqually River delta and watershed.				

Program/Project	Purpose	Associated Objective	Indicator	Links to Regional Monitoring Efforts
Project 1: Environmental Education Program Monitoring	Monitor effectiveness of environmental education program	3.1 - Provide a quality environmental education program at Nisqually with specific learning objectives and diverse opportunities that 1) meet State standards for learning; 2) are based on Refuge and Nisqually watershed conservation and management programs; 3) support the mission of the Service; and 4) provide stewardship opportunities.	Teacher and student evaluations	None
Programs: Wildlife-dependent Recreation Associated Goal: Provide quality wildlife-dependent recreation, interpretation, and outreach opportunities to enhance public appreciation, understanding, and enjoyment of fish, wildlife, habitats, and cultural resources of the Nisqually River delta and watershed.				
Project 1: Hunt Program Monitoring	Monitor quality of hunt program	4.1 - Open 191 acres to waterfowl hunting 7 days per week within 1-2 years after CCP approval. Refuge lands would combine with WDFW lands to create more manageable and enforceable hunt boundaries that would reduce conflicts with other users, reduce confusion for hunters, provide sufficient sanctuary, create uncrowded conditions, and ensure a reasonable harvest. The Refuge would also explore new opportunities for “walk-in” waterfowl hunting as property is acquired south of I-5.	Visitor evaluations; hunter bag check; compliance with regulations	None
Project 2: Fishing Program Monitoring	Monitor quality of fishing program	4.2 - Provide a variety of quality boat and bank fishing experiences in selected areas which are safe, consistent with State regulations, and compatible with Refuge resources and purposes.	Visitor evaluations; compliance with regulations	None
Project 3: Wildlife Photography Program Monitoring	Monitor quality of wildlife photography program	4.5 - Provide a variety of quality wildlife photography opportunities to increase visitor understanding and appreciation for and enjoyment of Nisqually River delta resources.	Visitor evaluations	None

STAFFING AND FUNDING

Current Staffing

Base budget FY2000 = \$565,840

Fee Funds for FY 2000 = \$39,782

AmeriCorps members = 6 FTEs and 72 Refuge Volunteers contributed 3.8 FTEs for FY2000.

Current Staffing

Staff Type	Employment Status	Salary Rating
<i>Management</i>		
Project Leader	PFT	GS 13
Deputy Project Leader	PFT	GS 12
<i>Administrative</i>		
Administrative Assistant	PFT	GS 7
Receptionist/Clerk/Typist	TFT	GS 4
<i>Biology</i>		
Wildlife Biologist	PFT	GS 11
Fish and Wildlife Biologist	TFT	GS 7
<i>Public Use</i>		
Outdoor Recreation Planner	PFT	GS 11
Park Ranger	PFT	GS 7
<i>Maintenance</i>		
Maintenance worker	PFT	WG 8
Maintenance worker	PFT	WG 8

Future (Proposed) Staffing

Future (Proposed) Staffing

Staff Type	Employment Status	Salary Rating
<i>Management</i>		
*Project Leader	PFT	GS 13
*Deputy Project Leader	PFT	GS 12
Refuge Manager	PFT	GS 11

Staff Type	Employment Status	Salary Rating
Refuge Manager	PFT	GS 11
Refuge Manager	PFT	GS 11
Refuge Operations Specialist	PFT	GS 9/11
<i>Administrative</i>		
*Administrative Assistant	PFT	GS 7
*Receptionist/Clerk/Typist	PFT	GS 4/5
Receptionist/Clerk/Typist	PFT	GS 4/5
Purchasing Agent	PFT	GS 6
<i>Biology</i>		
*Wildlife Biologist	PFT	GS 11
Wildlife Biologist	PFT	GS 9/11
Wildlife Biologist	PFT	GS 7/9/11
Fish and Wildlife Biologist	PFT	GS 7/9
Fish and Wildlife Biologist	PFT	GS 7/9
*Fish and Wildlife Biologist	PFT	GS 7
Restoration Ecologist	PFT	GS 11
Biology Technician	PFT	GS 5/6/7
Biology Technician	PFT	GS 5/6/7
GIS/Data Management Specialist	PFT	GS 9
<i>Public Use</i>		
*Outdoor Recreation Planner	PFT	GS 11
Outdoor Recreation Planner	PFT	GS 9
*Environmental Education Specialist (Coordinator)	PFT	GS 9/11
Environmental Education Specialist (Coordinator)	PFT	GS 9/11
Interpretation & Education Specialist	PFT	GS 9
Visual Information Specialist	PFT	GS 7/9
Volunteer Services Coordinator	PFT	GS 7/9
*Park Ranger	PFT	GS 7
Refuge Officer	PFT	GS 7

Staff Type	Employment Status	Salary Rating
Refuge Officer	PFT	GS 7
Maintenance		
*Maintenance worker	PFT	WG 8
*Maintenance worker	PFT	WG 8
Maintenance worker	PFT	WG 8
Maintenance worker	PFT	WG 5/6
Maintenance worker	PFT	WG 5/6
Maintenance worker	PFT	WG 5/6
Maintenance worker	PFT	WG 5/6
Engineering Equip. Operator	PFT	40429

* Indicates Minimum Critical Staffing, includes Black River Unit needs.