



Jarvis Island coral. Photo: USFWS.

The Benefits of CCP Planning

The development of a CCP provides each refuge a unique opportunity to improve habitat and visitor facilities, put into practice long term biological enhancements, and integrate its programs on a landscape scale with other plans including State Wildlife Conservation Plans.

The CCP process provides each refuge an important opportunity to enhance and/or build relationships with others including State agencies, Tribes, private conservation organizations, refuge users, and refuge neighbors.

The relationships that develop or improve during the CCP planning process result in more community support for refuge programs including increased volunteerism. Successful implementation of a CCP is largely dependent upon continued public involvement, funding availability, and volunteer efforts.

CCP Completion Schedule

The Region will develop and adhere to a CCP Completion Schedule. Overall accomplishments will be reviewed and monitored by the WO on a quarterly basis. CCP production schedules have been put in place to ensure all Region 1 CCPs are completed by 2012. CCP development schedules are denoted by critical steps in the CCP process (milestones) with associated dates for completion of these critical path elements (schedule attached).

Tracking CCP Accomplishments. The Washington Office has developed and will adhere to an online CCP Accomplishment Tracking Database. This database will track the CCP planning status for each unit of the Refuge System. The Division of Planning and Visitor Services will enter data into this system and maintain it on a regular basis.

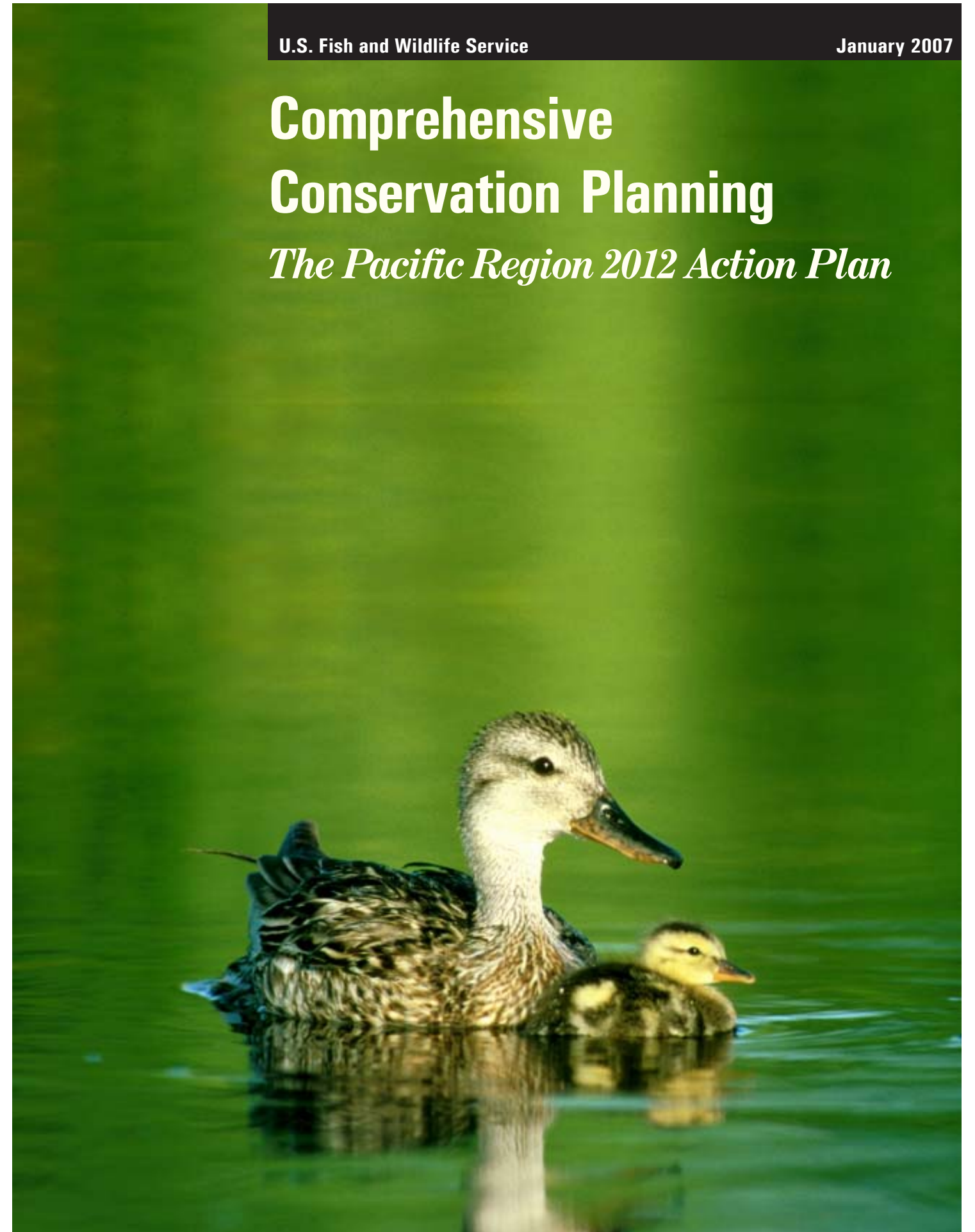
Process and Product Guidance

A variety of CCP streamlining techniques will be employed to ensure quality CCPs are developed according to specified schedules. These include:

- Preparation of preplanning report—preparation of the preplanning report is designed to “front end load” CCP development by defining the scope of the CCP prior to detailing planning and public scoping.
- Focused CCP Training and Process Guidance—RO subject matter experts will provide training and guidance prior to initiation of CCP development and at critical junctures during the CCP process to ensure staff has timely information for preparing quality CCP analyses and documentation.
- Strategically focused partner and public involvement. Engaging stakeholders early in the process is expected to result in more informed consent on the part of those with differing views regarding refuge management activities and reduce the amount of time needed to move forward with CCP development. In addition, limiting the types of involvement/coordination events to the minimum necessary should allow CCP development to proceed in a timely manner.
- Standard content and content examples—RO has developed a variety of templates and standardized formats for CCP content production and will provide quality examples of CCP content relevant to specific refuge CCP topics.

Comprehensive Conservation Planning

The Pacific Region 2012 Action Plan



The Purpose of the Action Plan Roles and Responsibilities for Completing CCPs

Deputy Director Marshall Jones' memorandum dated March 6, 2006, announced that completing CCPs for each unit of the Refuge System by 2012 remains a high priority for the Service. In response, the Chief, National Wildlife Refuge System, developed a 2012 Action Plan that identifies significant actions each Region will take to complete Refuge System CCPs. Consistent with the Chief's guidance, Region 1 developed this Action Plan to provide guidance concerning the development of CCPs in the Region.

Completing CCPs is a Service Priority

Completing CCPs is one of the Service's top priorities for the next several years. Therefore, when a refuge begins the CCP planning process, completing the CCP must become a top priority for the refuge. It is understood that some refuge activities will be left undone while a CCP is being developed. Project leaders will need to consult with their Refuge Supervisor to determine which activities are lower priorities.

The **Regional Director (RD)** is accountable for the completion of CCPs. Completion of useful, good quality CCPs in a timely manner will become an element in each RD's performance plan. The RD will direct each Programmatic ARD—as appropriate—to coordinate and contribute to the CCP effort.

The **Regional Chief, NWRS** will define roles and responsibilities for NWRS divisions, refuge supervisors, project leaders, and staff. The Regional Chief will hold NWRS Project Leaders and the Regional Management Team accountable through annual performance plans, work plans, and RAPP. The Regional Chief will lead overall coordination with other programs (Ecological Services, Migratory Birds, Fisheries, Budget and Administration, and other offices) regarding their involvement in the CCP planning process for a total team approach to completing the Region's CCPs.

Other Programs and Divisions will provide assistance in the form of subject matter expertise. Examples of the expertise a CCP Team may request include but are not limited to the following subjects:

- Regional Habitat Goals
- Cultural Resources

- Migratory Birds
- Fisheries Resources
- Endangered Species
- External Affairs

Assistance from other programs may include:

- Providing subject matter data.
- Reviewing draft/final CCPs and CCP products.
- Participating in Regional habitat goals development.
- Participating in ecoregional assessments to help determine NWRS and other programs' conservation targets and priorities.

Regional Management Team, NWRS. The Management Team will be actively engaged in all aspects of the planning process and united in the Region's CCP efforts. The Management Team will communicate consistent messages regarding the high priority of completing CCPs, be briefed as milestones are achieved and will be available to help planning teams resolve issues that delay milestone completion. The Management Team will define the roles and responsibilities of field and RO staff, and will provide relief from the timing and due dates of other work assignments, for the stations developing a CCP.

Project Leaders and Refuge Managers are expected to assume the leadership role in the development of their respective CCP and are responsible for its timely completion. Project leaders make final decisions and are responsible for meeting

or renegotiating deadlines with Refuge Supervisors. Project Leaders need to consult with their Refuge Supervisor regarding identifying lower priority activities in order to stay on schedule with the CCP.

The **Division of Refuge Planning and Visitor Services (PVS)** has the lead responsibility for assisting the Regional Chief and RD with managing and implementing the CCP process, including:

- Leading Coordination among Regional Programs;
- Providing Briefings and Briefing Materials;
- Coordinating with the WO;
- Maintaining CCP Schedules and Tracking Progress;
- Evaluating Individual and Regional CCP Processes and Products; and
- Making Recommendations for Process Improvements and Streamlining;

PVS will provide direction for CCP planning and guide the Planning Teams through the planning process. PVS will initiate review and approval of CCP products, including but not limited to Preplanning Reports, Communication Plans, Federal Register Notices, Briefing Materials, Press Releases, Planning Updates, other notices, and Preliminary, Draft and Final CCPs and NEPA documents.

Lead Planner. Each Refuge will have a designated Lead Planner (either field-based staff or PVS Division staff). Lead Planners provide process guidelines, CCP outlines, timelines, and inputs needed for Project Leaders. The Lead Planner will facilitate the completion of draft and final plans and will notify their supervisors and Project Leaders of issues that stall progress.



Dusky Canada Geese on the Julia Butler Hanson Refuge. Photo: USFWS.