# HEADWATERS CORPORATION

# STAFFING PLAN FOR

# PLATTE RIVER RECOVERY IMPLEMENTATION PROGRAM

# SERVING AS

# EXECUTIVE DIRECTOR'S OFFICE

**November 1, 2012**

## INTRODUCTION

Headwaters Corporation provides the services of the Executive Director and the staff of the Executive Director's Office. The organization of Headwaters Corporation follows the basic structure of the Program. The fundamental, functional areas of Water, Land, and Adaptive Management are mirrored specifically as discipline groups and are supported by the Outreach/Operations and Technical Support groups. This structure and the position descriptions corresponding to these groups are described below.

Staff members are linked to the position descriptions and the percentages of time they are committed to the Program in the text and tables that follow. Of the fourteen current staff members twelve are full-time employees and two are part time, one at 80% and one at 50%. An additional staff member will be hired in early 2013 to return staff to the 15 person level that has been maintained over the past two years. That individual will be a full time employee, likely 100% time on the Program, and specializing in hydraulics, river engineering and sediment transport. The Program is the primary focus of Headwaters Corporation to a very high degree, but not the exclusive focus of every staff member, as detailed below. Of the projected staff members, eight are exclusive or functionally exclusive to the Program and seven are 80% or more on the Program. Combining these percentages together translates into a staffing level of about 13 Full Time Equivalent staff for the Executive Director's Office. A Summary Table of this information is provided at the end of the text.

In addition to staff, there are contractors that provide Headwaters Corporation legal, payroll, accounting, IT, and various forms of operational support on an as-needed basis. These contractors are not included in this document.

# POSITION DESCRIPTIONS

## EXECUTIVE DIRECTOR

**Executive Director (J. Kenny, Ph.D., PE)**

[Full Time /2013 projection, 100% of the time on the Program]

Responsible for the implementation of the Platte River Recovery Implementation Program (Program) as directed by the Governance and Finance Committees. Provide supervision and oversight of the managerial, administrative, and technical support required to accomplish Program implementation. Responsible for preparation of annual Program budget and work plan with review by the Finance Committee and approval by the Governance Committee, and implementation and execution of the actions contained therein. Oversee contractor selection process with approval of selection panels established by the Governance Committee. Oversee the management and direction of consultants and contractors. Review invoices for accuracy and consistency with work accomplishments and compliance with contracts and amendments. Provide a review of Program tasks and periodically report on the status and progress of each task to the Governance Committee, Finance Committee, and appropriate Advisory Committees.

## WATER

**Director of Water Resources Engineering (B. Courtney, M.S., PE)**

[Full Time/2013 projection, 80% of the time on the Program, 20% on other projects.]

Serves as Chief Engineer for the Program. Responsible for implementation of Program Water Plan. Develop, revise, and implement Water Action Plan, including securing facilities and supply for Short Duration High Flow and reductions in deficit to target flows. Collects and reviews State and Federal Depletion Plan reports. Provide primary EDO liaison with Water Advisory Committee (WAC). Develops, implements, and maintains programs, systems, and procedures to ensure compliance with environmental requirements and Water Action Plan. Oversees and manages water resources contractors from administrative and technical perspectives. Independently determines and develops approaches to solutions and obtains management approval for implementation. Acts as lead person/subject matter expert and provides leadership and direction to technical and operations staff. Assist Executive Director with budget and work plan development and management, RFP development, contract development and

negotiation, and general Program administration. Supervises Assistant Level Technical Support Water Resources staff.

Areas of Focus: All aspects of planning and implementation of Water Plan, contractor procurement and oversight, assistance on annual budget and work plan development, coordination with Adaptive Management and Land Plans.

**Assistant Level Technical Support Water Resources (S. Griebling, M.S.)**

[Full Time/2013 projection, 85% of the time on the Program, 15% on other projects.]

Assist the Director of Water Resources Engineering in water supply planning, water supply modeling, hydrologic modeling, consumptive use estimation, permitting, and providing technical support and quality control review for water resources oriented projects and tasks. Provide project management support including invoice review, budgeting, deadline, quality control, and contract management. Provide support for WAC activities. Coordinate with natural resource and regulatory agencies to clarify rules and obtain timely permit approvals.

Areas of Focus: Water resources project planning and permitting with a focus on surface water/ground water interactions and modeling.

**Assistant Level Technical Support Water Resources (M. Welsh, M.S., PH)**

[Full Time/2013 projection, 80% of the time on the Program, 20% on other projects.]

Assist the Director of Water Resources Engineering in water supply planning and permitting, hydrologic modeling, consumptive use estimation, conjunctive management operations, and providing technical leadership and quality control review for water resources oriented tasks. Provide project management assistance including invoice review, budgeting, deadline, quality control, and contract management. Provide support for WAC activities. Coordinate with other entities and agencies to clarify expectations and obtain timely information transfers.

Areas of Focus: Water resources project planning and permitting with a watershed management emphasis.

**Assistant Level Technical Support Water Resources (TBD, M.S., PE)**

[Full Time/2013 projection, 100% of the time on the Program]

Provide critical linkage between Water Plan and Adaptive Management Plan through hydraulic and sediment transport modeling for water supply conveyance and geomorphology aspects of Program efforts. Provide project management assistance including invoice review, budgeting, deadline, quality control, and contract management. Provide support for WAC and TAC activities. Coordinate with other entities and agencies to clarify expectations and obtain timely information transfers.

Areas of Focus: Hydraulic and sediment transport modeling, geomorphology monitoring and data analysis.

## LAND

**Director of Land Acquisition (B. Sackett, B.S., Certified Broker & Appraiser)**

[Full Time /2013 projection, 100% of the time on the Program]

Responsible for implementation of the Land Plan including all aspects of the acquisition and management of Program lands. Responsible for Program adherence with the Good Neighbor Policy. Provide primary EDO liaison with Land Advisory Committee (LAC). Establishes initial contact with landowners, evaluates landowner interest in selling, easements, or leasing the land, arranges for title search and surveys of land parcel, oversees the team that evaluates each parcel of land and reports on land. Presents recommended land parcels to Governance Committee and, if approved, contacts appraisers and arranges for appraisals. Lead negotiations for land acquisition and coordinate with legal counsel, Nebraska Community Foundation, and Platte River Recovery Implementation Foundation during acquisition process. Heavily involved in development of Land Management Plans. Assist Executive Director with budget and work plan development and management, RFP development, contract development and negotiation, and general Program administration.

Areas of Focus: Land acquisition and land management activities, coordination with Water and Adaptive Management Plans, assistance on annual budget and work plan development.

## ADAPTIVE MANGEMENT

**Director of Natural Resources/Adaptive Management (C. Smith, M.P.A.)**

[Full Time/2013 projection, 80% of the time on the Program, 20% on other projects.]

Serve as Chief Scientist for the Program. Responsible for implementation of the Adaptive Management Plan (AMP), including coordination of all scientific monitoring and research activities through the AMP's Integrated Monitoring and Research Plan. Independently determines and develops approaches to solutions and obtains management approval for AMP implementation. Acts as lead person/subject matter expert and provides leadership and direction to technical and operations staff. Oversees science-related contractors. Develop, implement, and maintain programs, systems, and procedures to ensure compliance with environmental requirements and Adaptive Management Plan. Assists Executive Director with budget and work plan development and management, RFP development, contract development and negotiation and general Program administration. Supervises Assistant Level Technical Support Natural Resources staff.

Areas of Focus: Scientific monitoring and research, all aspects of planning and implementing Adaptive Management Plan, contractor procurement and oversight, assistance on annual budget and work plan development, coordination with Water and Land Plans.

**Assistant Level Technical Support Natural Resources (D. Baasch, Ph.D.)**

[Full Time/2013 projection, 100% of the time on the Program]

Assist the Director of Natural Resources and Adaptive Management in protocol development and experimental design, implementation of experiments, data collection and analysis, and oversees the implementation of monitoring and research efforts by Program Staff or contractors. Responsibilities include; gathering, compiling and analyzing project-specific data; participating in and preparing materials for project meetings and coordinating work flow; field sampling/monitoring of soil, water, plants and aquatic or avian species; supervision or direction of the work of subcontractors and junior staff; budget tracking; and proposal development responsibilities.

Areas of Focus: Development and implementation of species oriented monitoring and experimental design, data collection and analysis with a strong emphasis on statistical techniques.

**Assistant Level Technical Support Natural Resources (D. Zorn, B.S.)**

[Full Time/2013 Projection, 100% of the time on the Program]

Assist in the implementation of experiments; field data collection associated with monitoring for species, physical process, and water action plan activities; data collection and analysis; participating in and preparing materials for project meetings; implementation of land management and public access actions; coordinating work flow and oversight of contractors.

Areas of Focus: Field implementation of monitoring and data collection, assistance with land management and public access, contractor oversight.

## TECHNICAL SUPPORT SERVICES

**Director of Technical Support (J. Farnsworth, B.S.)**

[Full Time/2013 Projection, 100% of the time on the Program]

Provide field and office support services to Land, Water, Adaptive Management, and Operations staff as required, including the oversight and management of Program staff and contractors. Provide to Executive Director review and recommendations of overall processes, procedures, database systems, and management systems to improve Program functioning. Assist Executive Director with budget and work plan development and management, RFP development, contract development and negotiation, and general Program administration. In conjunction with Director of Water Resources Engineering and Director of Natural Resources/Adaptive Management, provides monitoring and oversight of specific aspects of Water Action Plan and Adaptive Management Plan. In conjunction with Land Director works on land evaluation, environmental ranking, and restoration planning. Oversee specific support contractors. Supervise the Assistant Level Technical Support staff and the Land Manager.

Areas of Focus: Database Management System development and maintenance, land evaluation, land management planning and implementation, experimental design development and implementation, contractor/consultant procurement, assistance on annual budget and work plan development.

**Assistant Level Technical Support (J. Brei, B.S., PE)**

[Full Time /2013 projection, 100% of the time on the Program]

Provide Field and office support services to Land, Water, Adaptive Management, and Operations staff as required. As the staff GIS Specialist, applies knowledge of information system principles, spatial data processing function, spatial analysis of topological structured data, and computer programming languages and techniques to solve multi-discipline query and classification of spatial data. Develops complete GIS databases integrating graphic and database information to provide full GIS functionality. Serves as the staff resource for analysis and program development with respect to GIS and related applications. Coordinate LiDAR and aerial photography acquisition. Oversee database contractor in the development and maintenance of Program website and database. Develop habitat restoration designs, plans, and specifications. Provide direction and oversight for choke point efforts. Provide contractor oversight during construction activities.

Areas of Focus: LiDAR and aerial photography acquisition, mapping, GIS analysis, Land Evaluation coordination, data analysis, habitat rehabilitation design, construction contractor oversight

**Land Manager (Tim Tunnell, M.S.)**

[Full Time /2013 projection, 100% of the time on the Program]

Responsible for the development of land restoration and management plans. Assists Land Director in the evaluation of land parcels and provides supervision and oversight of the implementation of land-related activities performed by Program Staff and contractors. Activities include facility (buildings, fences, and wells), coordination of agricultural (cropping and grazing) operations with tenants, development of grassland seed mix and planting specifications, coordination of prescribed burns, control of noxious weeds, and oversight of all advisors and contractors implementing these activities.

Areas of Focus: Planning and implementing land management actions, coordination with Platte Valley and West Central Weed Management Area efforts on invasive species control.

## OUTREACH/OPERATIONS

**Director of Outreach and Operations (B. Barron, Ph.D., MBA, Licensed Psychologist)**

[Full Time/2013 projection, 85% of the time on the Program, 15% on other projects.]

Responsible for developing and implementing a Public Information and Outreach effort: including identifying target audiences, defining and creating key messages for each audience, and developing strategies, materials, and measurements of success. Coordinate with Program partners to ensure consistent key messages and coordinated outreach efforts and handle all press releases for Program and media contacts for Program contractors. Assist in the implementation of public access policies for Program lands. Assist Executive Director in the operational aspects of staff management, office purchasing, and inventory maintenance and control. Supervise Administrative staff.

Areas of Focus: Program outreach activities and operational aspects of Program functions, assistance on annual budget and work plan development

**Administrative Assistant – clerical (J. Liakos, B.S.)**

[80% Time/2013 projection, 85% of the time on the Program, 15% on other projects.]

Provide administrative and clerical support services to Executive Director and all Program staff members. Responsibilities include; maintaining daily office operations, file maintenance, correspondence, scheduling meeting logistics and arrangements, maintaining contractor and sub-contractor contract files, assisting in the processing of contractor payments, answering phones, and processing employee and client paperwork.

Areas of Focus: Clerical, reception, and logistical support aspects of administration.

**Administrative Assistant - accounting (P. Doyle, B.S., CPA [inactive registrant])**

[Half Time/2013 projection, 85% of the time on the Program, 15% on other projects.]

Provide accounting and financial support services to Executive Director and all Program staff members. Responsibilities include; coordination with NCF, USBR, and Larry Schultz to reconcile Program costs and accounting, maintaining accounting records, invoice preparation for Program, accounting and financial file maintenance, tracking contractor and sub-contractor

accounts, collecting and processing payments, and processing employee expenses and payroll paperwork.

Areas of Focus: Accounting and financial aspects of administration.

## Summary of Headwaters Corporation Staff and Program Roles

| Name | Title | FT/PT | % on Program |
|---|---|---|---|
| J. Kenny | Executive Director | FT | 100% |
| **WATER** | | | |
| B. Courtney | Director of Water Resources Engineering | FT | 80% |
| S. Greibling | Assistant Level Technical Support Water Resources | FT | 85% |
| M. Welsh | Assistant Level Technical Support Water Resources | FT | 80% |
| TBD | Assistant Level Technical Support Water Resources | FT | 100% |
| **LAND** | | | |
| B. Sackett | Director of Land Acquisition | FT | 100% |
| **ADAPTIVE MANAGEMENT** | | | |
| C. Smith | Director of Natural Resources/Adaptive Management | FT | 80% |
| D. Baasch | Assistant Level Technical Support Natural Resources | FT | 100% |
| D. Zorn | Assistant Level Technical Support Natural Resources | FT | 100% |
| **TECHNICAL SUPPORT** | | | |
| J. Farnsworth | Director of Technical Support Services | FT | 100% |
| J. Brei | Assistant Level Technical Support | FT | 100% |
| T. Tunnel | Land Manager | FT | 100% |
| **OUTREACH & OPERATIONS** | | | |
| B. Barron | Director of Outreach/Operations | FT | 85% |
| J. Liakos | Administrative Assistant - Clerical | PT – 80% | 85% |
| P. Doyle | Administrative Assistant - Accounting | PT – 50% | 85% |