HEADWATERS CORPORATION
STAFFING PLAN FOR
PLATTE RIVER RECOVERY IMPLEMENTATION PROGRAM
SERVING AS
EXECUTIVE DIRECTOR'S OFFICE
November 1, 2013

INTRODUCTION

Headwaters Corporation provides the services of the Executive Director and the staff of the Executive Director's Office (EDO). 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. Eighteen staff members are projected to be working on the Program, sixteen as full-time employees and two as part time, one at 80% and one at 50%. Of the projected eighteen staff members, fifteen are currently on staff and three additional staff members will be hired in 2014 to meet the expanding work load of the EDO. One individual will be a full time employee, 100% time on the Program, hired in early 2014 and specializing in data collection and analysis efforts with a strong emphasis on oversight of species monitoring contractors. One individual will be a full time employee, 100% time on the Program, hired in early 2014 and specializing in data collection and analysis efforts with a broad technical background with a strong emphasis on data analysis, synthesis, interpretation, and communication. One individual will be a full-time employee, 100% time on the Program, hired mid-year 2014. That individual will be a Ph.D. level ecological statistician focused on data compilation and analysis. The Program is the primary focus of Headwaters Corporation to a very high degree. Not every Headwaters employee works on the Program, and for those who work on the Program, it may not be their exclusive focus, as detailed below. Of the projected staff members assigned to the Program, thirteen are exclusive or functionally exclusive to the Program and five are 70% or more on the Program. Combining these percentages together translates into a staffing level of about 15.4 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 /2014 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/2014 projection, 70% of the time on the Program, 30% 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 for solutions and obtains management approval for implementation. Acts as lead person/subject matter expert and provides leadership and direction to technical 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/2014 projection, 95% of the time on the Program, 5% on other projects.]

Assist the Director of Water Resources Engineering in water supply planning; ground water and hydrologic modeling; consumptive use estimation; wet meadows hydrology; 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 (S. Sartori, B.S., HIT)

[Full Time/2014 projection, 95% of the time on the Program, 5% on other projects.]

Assist the Director of Water Resources Engineering in water supply planning and permitting, hydrologic modeling, consumptive use estimation, conjunctive management operations, system operations modeling, water alternatives scoring, 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 and systems operations emphasis.

LAND

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

[Full Time /2014 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. Assists in development of Land Management Plans. Assists 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/2014 projection, 85% of the time on the Program, 15% 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 for solutions and obtains management approval for AMP implementation. Acts as lead person/subject matter expert and provides leadership and direction to technical 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/2014 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 (To Be Determined (TBD), Ph.D.)

[Full Time/2014 projection, mid-year hire, 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 with emphasis on statistical analyses, and oversees the analyses of monitoring and research data 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; supervision or direction of the work of subcontractors.

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 (TBD, M.S. or Ph.D.)

[Full Time/2014 projection, 100% of the time on the Program]

Provide critical linkage between Water Plan and Adaptive Management Plan through broad knowledge of hydraulics and sediment transport, geomorphology, water supply planning and management, permitting and regulatory process, and environmental functions. Focus on data synthesis, analysis, and interpretation; report writing; and communication of results to various audiences. 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, water supply planning and management, systems operations, data synthesis, analysis, and interpretation, report writing and communication of results.

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

[Full Time/2014 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.

Assistant Level Technical Support Natural Resources (S. Cahis, B.S.)

[Full Time/2014 Projection, 100% of the time on the Program]

Assist in the implementation of experiments; field data collection associated with monitoring for species and physical process activities; data collection and analysis; participating in and preparing materials for project meetings; coordinating work flow and oversight of monitoring contractors.

Areas of Focus: Field implementation of monitoring and data collection efforts, oversight and direction of monitoring contractors.

TECHNICAL SUPPORT SERVICES

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

[Full Time/2014 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 – Engineering (J. Brei, B.S., P.E.)

[Full Time /2014 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

Assistant Level Technical Support - Engineering (Janice Rainwater, M.S., E.I.)

[Full Time/2014 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 Manager (Tim Tunnell, M.S.)

[Full Time /2014 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/2014 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, equipment purchasing, and inventory maintenance and control. Supervise Administrative staff.

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

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

[80% Time/2014 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/2014 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 and USBR 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 Serving as Executive Director's Office Staff and Their Program Roles

Name	Title	FT/PT	% on Program
J. Kenny	Executive Director	FT	100%
WATER			
B. Courtney	Director of Water Resources Engineering	FT	70%
S. Griebling	Assistant Level Technical Support Water Resources	FT	95%
S. Sartori	Assistant Level Technical Support Water Resources	FT	95%
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%
TBD	Assistant Level Technical Support Natural Resources – Ecological Statistics	FT	100%
TBD	Assistant Level Technical Support Natural Resources	FT	100%
D. Zorn	Assistant Level Technical Support Natural Resources	FT	100%
S. Cahis	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 Engineering	FT	100%
J. Rainwater	Assistant Level Technical Support - Engineering	FT	100%
T. Tunnell	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%