HEADWATERS CORPORATION
STAFFING PLAN FOR
PLATTE RIVER RECOVERY IMPLEMENTATION PROGRAM
SERVING AS
EXECUTIVE DIRECTOR'S OFFICE
November 3, 2014

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 as specific discipline groups:

Water – Water Resources
Land – Acquisitions
Adaptive Management – Natural Resources Decision Support

with strong support to each of these areas from the Biological and Ecological Services; Habitat Management and Rehabilitation Services; and Operations, Administration, and Human Dimensions 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. Seventeen staff members are projected to be working on the Program, fifteen as full-time employees and two as part-time, both at 80%. Of the projected seventeen staff members, sixteen are currently on staff and one additional staff member will be hired in 2015 to meet the on-going work load of the EDO. This individual will be a full time employee, hired in early 2015 to serve as Director of Water Resources and lead the Denver office. The Program is the primary focus of Headwaters Corporation to a very high degree. Most Headwaters employees work on the Program, and for many, the Program is their exclusive focus. Of the projected staff members assigned to the Program, eleven are exclusive or functionally exclusive to the Program and six are 80% or more on the Program. Combining these percentages together translates into a staffing level of about 12.8 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 /2015 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 (TBD, M.S., PE or PH or PG) – in Interim J. Kenny

[Full Time/2015 projection, 80% of time on Program, position to be filled in first half of 2015]

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 Senior and 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.

Senior Level Technical Support Water Resources (S. Turner, M.S., PE)

[Full Time/2015 projection, 100% of the time on the Program]

Assist the Director of Water Resources in water supply planning and permitting, hydrologic modeling, system operations modeling, environmental regulations, data synthesis, report writing, 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 systems operations and an environmental regulations emphasis.

Assistant Level Technical Support Water Resources (S. Sartori, B.S., HIT)

[80% Time/2015 projection, 100% of the time on the Program]

Assist the Director of Water Resources 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 water rights and systems operations perspective, watershed management, and systems operations modeling.

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

[Full Time/2015 projection, 100% of the time on the Program]

Assist the Director of Water Resources in water supply planning; ground water and surface water hydrology; hydrologic modeling; consumptive use estimation; wet meadows hydrology; hydrologic instrumentation; 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.

LAND

Director of Acquisitions (B. Sackett, B.S., Certified Real Estate Broker & Appraiser)

[Full Time /2015 projection, 90% of the time on the Program]

Responsible for implementation of the Land Plan including all aspects of the acquisition 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. Assist in development of Land Management Plans. Assist Executive Director and Director of Water Resources in evaluation and negotiation for water. 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 and water 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 Decision Support (C. Smith, M.P.A.)

[Full Time/2015 projection, 90% of the time on the Program]

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. Primary EDO liaison with Technical Advisory Committee (TAC) and Independent Science Advisory Committee (ISAC). 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.

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.

TECHNICAL SUPPORT SERVICES

Biological and Ecological Services

Director of Biological and Ecological Services (D. Baasch, Ph.D.)

[Full Time/2015 projection, 100% of the time on the Program]

Assist the Director of Natural Resources Decision Support 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 Biological and Ecological Services (T. Hefley, Ph.D.)

[Full Time/2015 projection, 100% of the time on the Program]

Assist the Director of Biological and Ecological Services in protocol development and experimental design, implementation of experiments, data collection and analysis with emphasis on statistical analyses, and oversee 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 Biological and Ecological Services (D. Zorn, B.S.)

[Full Time/2015 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; instrumentation; 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 Biological and Ecological Services (S. Cahis, B.S.)

[Full Time/2015 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.

Habitat Management and Rehabilitation Services

Director of Habitat Management & Rehabilitation Services (J. Farnsworth, B.S.)

[Full Time/2015 Projection, 90% 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 and Director of Natural Resources Decision Support, provides monitoring and oversight of specific aspects of Water Action Plan and Adaptive Management Plan. In conjunction with Acquisitions Director works on land evaluation, environmental ranking, and restoration planning. Oversee specific support contractors. Supervise the Senior and Assistant Level Technical Support staff and the Senior 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.

Senior Level Technical Support – Engineering (J. Brei, B.S., PE)

[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 (K. Werbylo, M.S., EI)

[Full Time/2015 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 modeling, habitat rehabilitation design, surveying, instrumentation, and data collection and analysis.

Senior Land Manager (T. 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 River Management and Enhancement efforts on invasive species control and general channel maintenance.

OUTREACH and OPERATIONS

Director of Operations, Administration, and Human Dimensions (B. Barron, Ph.D., MBA, Licensed Psychologist)

[Full Time/2014 projection, 80% of the time on the Program]

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]

Provide administrative and clerical support services to Executive Director and all Program staff members. Responsibilities include; maintaining daily office operations, file maintenance, correspondence, scheduling and arranging meeting logistics, 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.

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			
TBD	Director of Water Resources	FT, ½ year	80%
S. Turner	Senior Level Technical Support Water Resources	FT	100%
S. Sartori	Assistant Level Technical Support Water Resources	PT-80%	100%
S. Griebling	Assistant Level Technical Support Water Resources	FT-80%	100%
LAND			
B. Sackett	Director of Land Acquisition	FT	90%
ADAPTIVE MANAGEMENT			
C. Smith	Director of Natural Resources Decision Support	FT	90%
TECHNICAL SUPPORT			
Biological and Ecological Services			
D. Baasch	Director Biological and Ecological Services	FT	100%
T. Hefley	Assistant Level Technical Support– Ecological Statistics	FT	100%
D. Zorn	Assistant Level Technical Support Biology	FT	100%
S. Cahis	Assistant Level Technical Support Biology	FT	100%
Habitat Management and Rehabilitation Services			
J. Farnsworth	Director of Habitat Management and Restoration Services	FT	90%
J. Brei	Senior Level Technical Support Engineering	FT	100%
K. Werbylo	Assistant Level Technical Support Engineering	FT	100%
T. Tunnel	Senior Land Manager	FT	100%
OUTREACH & OPERATIONS			
B. Barron	Director of Operations, Administration, and Human Dimensions	FT	80%
J. Liakos	Administrative Assistant - Clerical	PT – 80%	85%