

**HEADWATERS CORPORATION
STAFFING PLAN FOR
PLATTE RIVER RECOVERY IMPLEMENTATION PROGRAM
SERVING AS
EXECUTIVE DIRECTOR’S OFFICE
November 22, 2015**

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 generally 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

These groups receive 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, fourteen as full-time employees and three as part-time, two at 80% and one at 75%. All of the projected seventeen staff members are currently employed at Headwaters Corporation. In addition to permanent staff, one Intern is currently employed primarily to provide field summer support, but performs data compilation and analysis and other duties as assigned the rest of the year.

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, ten 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 15.2 Full Time Equivalent staff for the Executive Director’s Office, 15.7 if the Intern is included. 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 /2016 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 (Darren Beck, PH)

[Full Time/2016 projection, 70% of time on Program]

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 subject matter expert and provides leadership and direction to technical staff in areas of hydrology, water rights, and surface water modeling. Assist Executive Director with RFP development, contract development and negotiation, and coordination of Water and Adaptive Management Plans. Supervises Senior and Assistant Level Technical Support Water Resources staff.

Areas of Focus: Technical expertise in hydrologic and water rights analyses, contractor procurement and oversight, coordination with Adaptive Management and Land Plans.

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

[Full Time/2016 projection, 80% of the time on the Program]

Co-lead in developing, revising, and implementing Water Action Plan, including securing facilities and supply for Short Duration High Flow and reductions in deficit to target flows. Assist 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. Assist in project scoring analyses. 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 on alternative development and analysis.

Senior Level Technical Support Water Resources (S. Sartori, B.S., PH)

[80% Time/2016 projection, 100% of the time on the Program]

Co-lead in developing, revising, and implementing 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). Assist 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. Technical lead in project scoring analyses. 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.

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

[Full Time/2016 projection, 100% of the time on the Program]

Assist 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 analyses with a focus on surface water/ground water interactions and modeling of watershed dynamics.

LAND

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

[Full Time /2016 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 Water Resources staff 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/2016 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). Working with other staff determines and develops approaches for solutions and obtains management approval for AMP implementation. Acts as subject matter expert and provides leadership and direction to technical staff. Oversees science-related contractors. EDO lead for Structured Decision Making process. 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, primary lead for Structured Decision Making process, 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/2016 projection, 100% of the time on the Program]

Assist 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 (P. Farrell, MS)

[Full Time/2016 projection, 100% of the time on the Program]

Assist 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/2016 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.)

[75% Time /2016 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.

Intern Support Biological and Ecological Services (K. Keldsen, undergraduate)

[50% Time/2016 projection, 90% of the time on the Program]

Assist in field data collection activities in summer tern and plover season. Assist with whooping crane decoy placement, data compilation and analysis, and other duties as assigned.

Areas of Focus: Field monitoring of tern and plover, data compilation and analysis.

Habitat Management and Rehabilitation Services

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

[Full Time/2016 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. Lead and perform analyses and synthesis of data. 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: Analysis and synthesis of data, 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 /2016 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, CADD, 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, CADD, Land Evaluation coordination, data analysis, habitat rehabilitation design, construction contractor oversight.

Assistant Level Technical Support - Engineering (K. Werbylo, M.S., EI)

[Full Time/2016 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. Develop habitat restoration designs, plans, and specifications. 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 /2016 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/2016 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/2016 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.

11-22-15

**Summary of Headwaters Corporation Staff Serving as
Executive Director's Office Staff and Their Program Roles**

Name	Title	% Time	% Program
J. Kenny	Executive Director	100%	100%
WATER			
D. Beck	Director of Water Resources	100%	70%
S. Turner	Senior Level Technical Support Water Resources	100%	80%
S. Sartori	Senior Level Technical Support Water Resources	80%	100%
S. Griebeling	Senior Level Technical Support Water Resources	100%	100%
LAND			
B. Sackett	Director of Land Acquisition	100%	90%
ADAPTIVE MANAGEMENT			
C. Smith	Director of Natural Resources Decision Support	100%	90%
TECHNICAL SUPPORT			
<i>Biological and Ecological Services</i>			
D. Baasch	Director Biological and Ecological Services	100%	100%
P. Farrell	Assistant Level Technical Support– Ecological Statistics	100%	100%
D. Zorn	Assistant Level Technical Support Biology	100%	100%
S. Cahis	Assistant Level Technical Support Biology	75%	100%
K. Keldsen	Intern	50%	90%
<i>Habitat Management and Rehabilitation Services</i>			
J. Farnsworth	Director of Habitat Management and Restoration Services	100%	90%
J. Brei	Senior Level Technical Support Engineering	100%	100%
K. Werbylo	Assistant Level Technical Support Engineering	100%	100%
T. Tunnell	Senior Land Manager	100%	100%
OUTREACH & OPERATIONS			
B. Barron	Director of Operations, Administration, and Human Dimensions	100%	80%
J. Liakos	Administrative Assistant – Clerical	80%	85%