

**HEADWATERS CORPORATION STAFFING PLAN FOR
PLATTE RIVER RECOVERY IMPLEMENTATION PROGRAM
SERVING AS EXECUTIVE DIRECTOR'S OFFICE
November 06, 2018**

INTRODUCTION

Headwaters Corporation provides the services of the Executive Director and staff of the Executive Director's Office (EDO). This work will be completed by a team of 18 staff members functioning as the Program EDO. Headwaters staff categories and organization of the EDO correspond to the central components of the Program: Water Plan, Land Plan, and Adaptive Management Plan. Management and oversight of Program implementation will be the responsibility of Executive Director (Farnsworth) and Deputy Executive Director (Smith). Together, they will be responsible for all decision-making that has been delegated to the EDO. Headwaters will continue to maintain the central office in Kearney, NE; a support office in Lakewood, CO; the Program library; and all equipment, electronic records, and other materials necessary for the continued management and implementation of the Program.

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, fifteen as full-time employees, two as part-time, permanent employees at 90% and one as a part-time, permanent employee at 80%. There are some changes of note amongst the staff from last year's staffing plan: the new Executive Director and the new position of Deputy Executive Director, and the filling of a technical support position. Efforts to hire a Director of Water Resources were unsuccessful this year and will be postponed until after the extension.

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, four are 80% or more on the Program, and the remaining four are in the 50% to 75% range. Combining these percentages together translates into a staffing level of about 16 Full Time Equivalent staff for the Executive Director's Office, the same FTE level as in 2017 and 2018. 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 payroll, accounting, IT, and various forms of operational support on an as-needed basis. These contractors are not included in this document.

POSITION DESCRIPTIONS

SENIOR LEADERSHIP

Executive Director (J. Farnsworth, BCES)

[Full Time /2019 projection, 100% of the time on the Program]

Jason's expertise lies in oversight and management of technical activities, Program staff, and contractors. He oversees technical support staff responsible for land management, habitat restoration, and Water Action Plan (WAP) project implementation (i.e., Cottonwood Ranch BSR and slurry wall storage design projects). He assists with budget and work plan development and management, RFP development, contract development and negotiation, and general Program administration. Additional responsibilities in the areas of Water Plan implementation, local outreach, and direct oversight of technical staff. Jason directly manages all water staff and WAP implementation. Specific areas of focus will include:

- Direct supervision of Water and Technical Support staff.
- Oversight and management of technical activities of Program staff and contractors.
- Oversight of analyses and synthesis of data. Provide review and recommendations of overall processes, procedures, database systems, and management systems to improve Program functioning.
- Oversight of day to day Program operations assisted by Kearney administrative staff.
- Review contractor invoices for accuracy and consistency with work accomplishments and compliance with contracts and amendments.
- Expand role in external relations with increased focus on communicating Program accomplishments within the Platte River basin.

Deputy Executive Director (C. Smith, MPA, PhD Candidate)

[Full Time /2019 projection, 95% of the time on the Program]

Chad's expertise lies in policy, governance, decision-making support, and adaptive management. Smith will continue to provide oversight of AMP implementation and the use of Program science to assist with GC decision-making as he has during the First Increment of the Program. This will become a major focus of the Program during the Extension and this staffing plan ensures the Program is well-poised to tackle this challenge without interruption. Smith's experience with policy and governance in multiple large-scale systems and completion of his PhD in adaptive management will ensure retention of unique qualifications within the EDO at a critical time. Smith is also the primary EDO liaison for Program independent science, including management of the Independent Scientific Advisory Committee (ISAC) and processes related to peer review and publications. Additional responsibilities in communication and coordination with the GC; tracking of Program progress toward Milestones, goals, and objectives; implementation of the Extension document; Program budget oversight and management; and external relations within the basin and nationally. Smith will manage a joint effort between science and water EDO staff to revise and update the AMP for the Extension. Specific areas of focus will include:

- Joint supervision and oversight of the managerial, administrative, and technical support required to accomplish Program implementation. Includes management of all GC and FC meetings.
- Preparation of annual Program budget and work plan with review by the FC and approval by the GC, and implementation and execution of the actions contained therein.
- Ensure Program cost-effectiveness and adherence to the Program budget, work plan, Procurement Policy, and all other financial obligations.
- Joint management of all Program staff, contractors, and consultants.

- Provide a review of Program tasks and periodically report on the status and progress of each task to the GC, FC, and appropriate Advisory Committees.
- Develop, implement, and maintain programs, systems, and procedures to ensure compliance with environmental requirements and Adaptive Management Plan.
- Ensure that implementation activities are consistent with greater Program vision and goals.
- Increased focus on basin and national outreach efforts.

WATER RESOURCES

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

[90% Time/ 2019 projection, 75% of the time on the Program]

Co-lead in developing, revising, and implementing Water Action Plan, including securing facilities and supply for flow management actions. Collects and reviews State and Federal Depletion Plan reports. Provide primary EDO coordination on climate change issues with Governance and other Advisory Committees (WAC, LAC, and TAC). Assist in water supply planning and permitting, water rights issues, 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.

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

[90% Time/2019 projection, 95% 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. Assist Executive Director with RFP development, contract development and negotiation, and coordination of Water and Adaptive Management Plans.

Areas of Focus: Water resources analyses with a focus on surface water/ground water interactions and modeling of watershed dynamics.

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

[Full Time/2019 projection, 80% of the time on the Program]

Lead in developing, revising, and implementing Water Action Plan, including securing facilities and supply for flow management actions. Assist in water supply planning and permitting, hydrologic modeling, system operations modeling, conformance with environmental regulations, data synthesis, report writing, and providing technical leadership and quality control review for water resources-oriented tasks. Leads project scoring analyses. Provide project management assistance including invoice review, budgeting, deadline, quality control, and contract management. Provide primary support for WAC activities. Coordinate with other entities and agencies to clarify expectations and obtain timely information transfers. Assist Executive

Director with RFP development, contract development and negotiation, and coordination of Water and Adaptive Management Plans.

Areas of Focus: Water resources project planning and permitting with a systems operations and an environmental regulations emphasis on alternative development and analysis.

ECONOMICS & ACQUISITIONS

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

[Full Time /2019 projection, 100% 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 and land for water facilities. 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.

Senior Economist (G. Oamek, Ph.D.)

[Full Time/2019 projection, 50% of the time on the Program]

Responsible for developing and implementing economic practices and processes for analyses of program related economic issues. Focus of Program efforts on developing fair market values for water and cash flow/financial analyses of water action plan projects. Assists in uncertainty and risk analyses of management actions, employing statistical methods and Monte Carlo techniques.

Areas of Focus: Economic and financial analyses for water plan components; and uncertainty/risk analyses of broad range of Program issues.

ADAPTIVE MANAGEMENT, RIVER & RIPARIAN RESTORATION, ENDANGERED SPECIES, & CONSERVATION BIOLOGY

Biological and Ecological Services

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

[Full Time/2019 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; broad oversight of collecting, compiling and analyzing project-specific data; participating in and preparing materials for project meetings and coordinating work flow; budget tracking; assist in preparation and coordination of TAC and ISAC Meetings; and request for proposal development through contractor selection responsibilities. Supervise Assistant Level Biological and Ecological Services Support Staff.

Areas of Focus: Development and implementation of species-oriented monitoring and experimental design, data collection and analysis with a strong emphasis on statistical techniques, presentation of information in a meaningful manner to a broad range of audiences including decision makers.

Assistant Level Technical Support Biological and Ecological Services (P. Farrell, MS)

[Full Time/2019 projection, 95% 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 (M. Irvine, MS)

[Full Time /2019 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. Assist with Public Recreation Access activities and other duties as assigned. Assist with land management and habitat restoration activities as assigned.

Areas of Focus: Field implementation of monitoring and data collection efforts, data compilation and analyses.

Assistant Level Technical Support Biological and Ecological Services (K. Keldsen, BS)

[Full Time/2019 projection, 100% of the time on the Program]

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

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

Assistant Level Technical Support Biological and Ecological Services (K. Mohlman, B.S.)

[Full Time/2019 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. Assist with Public Recreation Access activities and other duties as assigned.

Areas of Focus: Field implementation of monitoring and data collection efforts, data compilation and analyses.

Habitat Management and Rehabilitation Services

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

[Full Time /2019 projection, 70% 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.

Senior Level Technical Support - Geomorphology (T. Smrdel, B.S.)

[Full Time/2019 projection, 85% of the time on the Program]

Provide critical linkage between Land Plan, 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. Develop sediment augmentation plans and specifications. Provide contractor oversight and 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, geomorphology and sediment transport analyses, habitat rehabilitation design, and geomorphology/sediment data collection and analysis.

Senior Land Manager (T. Tunnell, M.S., Certified Ecological Restoration Practitioner)

[Full Time /2019 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.

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

[Full Time/2019 projection, 85% 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 significant contractor oversight and 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.

OUTREACH & OPERATIONS

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

[Full Time/2019 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/2019 projection, 70% 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.

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Summary of Headwaters Corporation Staff Serving as the PRRIP EDO and their Roles

Name	Title	% Time	% Program
SENIOR LEADERSHIP			
J. Farnsworth	Executive Director (ED)	100%	100%
C. Smith	Deputy Executive Director (DED)	100%	95%
WATER RESOURCES			
C. Black	Senior Level Technical Support Water Resources	90%	75%
S. Griebeling	Senior Level Technical Support Water Resources	90%	95%
S. Turner	Senior Level Technical Support Water Resources	100%	80%
ECONOMICS & ACQUISITIONS			
B. Sackett	Director of Land Acquisition	100%	100%
G. Oamek	Senior Economist	100%	50%
ADAPTIVE MANAGEMENT, RIVER & RIPARIAN RESTORATION, ENDANGERED SPECIES, & CONSERVATION BIOLOGY			
Biological and Ecological Services			
D. Baasch	Director of Biological and Ecological Services	100%	100%
P. Farrell	Assistant Level Technical Support – Ecological Statistics	100%	95%
M. Irvine	Assistant Level Technical Support Biology	100%	100%
K. Keldsen	Assistant Level Technical Support Biology	100%	100%
K. Mohlman	Assistant Level Technical Support Biology	100%	100%
Habitat Management and Rehabilitation Services			
J. Brei	Senior Level Technical Support Engineering	100%	70%
T. Smrdel	Senior Level Technical Support Geomorphology	100%	85%
T. Tunnell	Senior Land Manager	100%	100%
K. Werbylo	Assistant Level Technical Support Engineering	100%	85%
OUTREACH & OPERATIONS			
B. Barron	Director of Operations, Administration, and Human Dimensions	100%	80%
J. Liakos	Administrative Assistant – Clerical	80%	70%

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