

Program resources are primarily the people that on a daily basis work and execute the cultural resource program. In addition to the staff we have an independent review team, the Integrated Process Team (IPT) that oversees the program and offers constructive advice and direction. The IPT is described in detail in Chapter 3.

**a) Cultural Resources Staff.** The current staff of the cultural resources program is comprised of one program manager, three project managers, one senior staff archeologist, two staff archeologists, and two field archeologists. Figure 5-1 shows the organization structure. The staff is responsible for carrying out the day-to-day requirements of the program.

**i) Program/Project Manager.** The duties of the Program and Project Managers are to:

- Coordinate and execute assigned projects.
- Review and evaluate the status of projects for attainment of objectives,
- Plan, program and oversee cost and schedule execution of planning, design and construction of projects in coordination with functional chiefs of each area to assure that the projects are completed within guidelines and objectives,
- Negotiate and integrate all district functions, customers needs and other agency commitments into a comprehensive Project Management Plan,
- Initiate, manage, administer, and approve plans that translate project objectives into completed functional phases,
- Review and approve funding and manpower estimates to assure that their are sufficient resources to support project objectives,

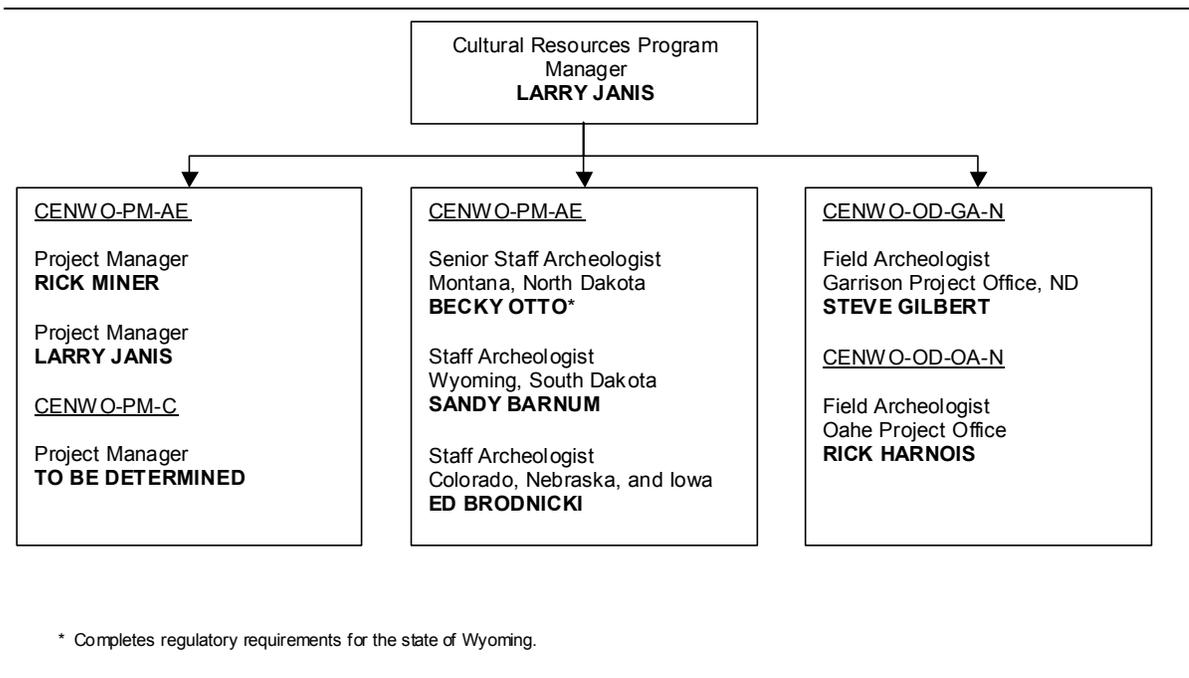


Figure 5-1. Cultural Resource Staff

- Review and approve operating plans and approaches, establish overall project priorities, procedures, and short and long range goals,
- Review project criteria, construction progress, and contract modifications and conceives of and/or approves or processes approval of major change,
- Evaluate status of projects against established milestones and objectives by analyzing information presented and directs actions required to maintain established schedules and to assure the attainment of goals and objectives,
- Endorse all products produced in support of the project and has the authority and responsibility to challenge those products,
- Resolve highly difficult technical and administrative project problems, obtaining Project Review Board or supervisory approval, as required,
- Represent the District when dealing with local, state, and municipal authorities, other agencies, Native American tribes, and Congressional Offices for the project and is responsible for furnishing authoritative responses to project questions and issues,
- Participate, with key district personnel, in defining project goals and in preparing a master plan for accomplishment,
- Make major plans and programming decisions that effect long and short range courses of critical action for projects,
- Provide input to the District operating budget related to projects assigned,
- Serve as the authoritative source for decisions and guidance dealing with compromises and changes in project objectives.

These duties are executed for the District Commander as part of the Integrated Process Team.

**ii) Staff/Field Archeologists.** Some of the responsibilities of the staff/field archeologists are as follows:

- Collect and disseminate technical data from completed projects,
- Compliance with Section 106,
- Conduct surveys in support of the projects,
- Coordinate with institutions concerning artifact curation,
- Coordination with Native American tribes concerning human remains,
- Identify sites for placement on the National Register of Historic Places,
- Monitor archeological sites at operational projects,
- Assist in the preparation of Cultural Resource Management Plans (CRMP),
- Prepare National Park Service Annual Report,
- Respond to inquiries from the public,
- Respond to inquiries from State and Federal agencies,
- Review regulations concerning historic properties management,
- Work with archeological volunteers and site stewards,
- Work with archeologists who request ARPA permits,
- Work on mitigation/preservation techniques for sites,

- Query information on sites,
- Provide site data information to operational elements,
- Coordinate historic properties data with the State Historic Preservation Officer,
- Participate in training of cultural resources field coordinators,
- Develop and maintain the District's historic properties database.

**b) Staff Training Plan.** To enable the cultural resources staff to successfully execute the program it is important to invest in training. Training ensures that all employees have a base knowledge of the program prior to handling major assignments and it also allows a source for specialized training for those senior individuals involved in the day-to-day execution of the program. Each employee is required to complete an Individual Development Plan (IDP) that in part lists the training that will be required to allow him or her to meet his or her goals and objectives. In October 2001 a multi-year training program was adopted for all new employees in the cultural resource program. The following is an overview of the training required and the associated time table:

**i) Initial Requirements.** After a new employee starts in the cultural resource program there is a commitment to provide the following information and training needs:

- Provide each new person a list of acronyms.
- Provide a mentor for each new project for a period of 3 years. Mentors will provide sources for technical manuals (IWR, HEC, etc) and brief instruction in the particular techniques.
- Assess computer skills and develop schedule for training to strengthen perceived needs.

**ii) First Year Requirements.** During the first year in the program it is important for all employees to understand the normal processes that are used to accomplishing our mission. The following information and training opportunities will be pursued:

- "Introduction to Planning" (in first 6 months), a 2-day planning workshop for new planners. Includes planning principles, planning functions, planning responsibilities, and introduction to planning 6-step process.
- "Civil Works Orientation Workshop" (in first 6 months), a 3-day workshop for new planners. Includes the 21 steps to success in the development of a Civil Works project. Includes introduction to the authorization and appropriation process.
- "Planning Principles, Policies and Procedures" (in last 6 months), a 4-day workshop addressing civil works policies and requirements of the Planning Guidance Notebook.
- Participate in at least one public meeting or workshop (in first year).
- Visit at least 4 field sites (in first year).
- Work on a contract action (in first year)
- Attend "Cultural Resources" course

**iii) Second Year Requirements.** Within two years it is expected that an employee will have completed the following training classes:

- “Plan Formulation Workshop”, a 4-day workshop addressing the entire plan formulation process as it applies to the Corps multi-purpose plan formulation requirements. Covers 4 project purposes of each type of project.
- Attend “Environmental Laws and Regulations” course (bring to Omaha every 2 or 3 years).
- Attend “Environmental Analysis for Water Resources Planning”, a 4-day workshop for apprentice level planners on NEPA process and environmental analysis. Provides detailed discussions on the authorities, procedures, and methods of environmental analysis.
- Attend “Consensus Building for Water Resources” Planning” Course.

**iv) Third Year Requirements.** Within three years the following course will be taken:

- Attend “Environmental Laws and Regulations” Course (if not attended during second year).
- Attend “Hydrologic Engineering for Planners” Course.
- Attend “Economic Analysis for Water Resources Planning” Course.

**v) Other Requirements.** To allow employees to be well versed in the program and the many facets that they may be involved in there are some other requirements that must be completed during their first five years within the program.

- With mentor, meet with at least 1 Tribe per quarter.
- Attend training in “working with Indian Tribes” or “Communication with Tribes”.
- Attend at least 1 major scientific conference every 2 years.
- If designated, attend 40-hour HTRW Training. Maintain certification by attending yearly refreshers.

**vi) Training Electives.** While not requirements, these elective offerings are suggested on an as needed basis.

- Environmental Writing course.
- Conflict Management course
- Managing Multiple Projects
- A-E Contracting
- “Environmental Impact Assessment of Projects” Course.
- “Environmental Impact Assessment for Cultural/Historic Resources” course.

While all personnel that work in the cultural resource area are required to complete an Individual Development Plan (IDP), senior personnel are encouraged to include on their IDP specialized courses that will enhance and enrich their ability to successfully complete projects.