

The Maryland-National Capital Park and Planning Commission

TITLE: Cultural Resources Planning Supervisor GRADE: 32 DATE: 2/16/2021
SERIES: Planning CODE: 2256 EEO: Professional FLSA: Exempt

Class Definition:

Under general direction, manages a recognized Historic Preservation or Cultural Resources Planning Unit and staff. Provides technical expertise to historic preservation, cultural resource management, stewardship, and outreach activities. Manages and supervises unit staff and oversees the work unit and programs; identifies areas of improvement; establishes unit goals; objectives and achievements. Recommends, and administers unit budgets. Serves as member of the division's management leadership team and as project manager to apply interpretations and guidance of reviews. Oversees the analysis of master plans, sector plans, strategic plans, historic area work permits and applications, special strategic acquisitions, tax credits, building proposals, historic and cultural referrals, asset inventory and amendments to project related studies. Ensures master plan analysis and recommendations; such as historic building identifications, rehabilitations or maintenance, historic sites, creation of archaeological parks, new heritage park destinations or visitor centers, historic land use, cultural inclusive designs and public and private partnerships. Develops, designs, presents, and defends specific plan chapters, writing plan elements, and recommendations to Planning Board, County Council, Historic Preservation Commission, Maryland Historical Trust Technical Advisory Commission, Recreation Board, community and others. On a regularly recurring basis, manages and supervises staff on planning studies with important impact, primarily department-wide, on planning policy, ordinances, or procedures. Some work is highly confidential and highly sensitive. Applies extensive knowledge of, and skill in, depending on the area of assignment, the principles and concepts of historic preservation and cultural resource management in one or more of the following areas: archaeology, anthropology, architectural history, landscape history, architecture, or urban planning; as well as knowledge of research techniques and analysis; current literature and best practices in historic preservation and cultural resource management; characteristics of historic building practices, building styles, and building materials; practices for working with local, state and federal regulatory agencies; zoning, property title clearance, building codes and permits; regulations and easements; historical properties grant programs; archaeology and architectural guidelines and history; the budgeting process; and program management and administration. Independently performs various types of research and analyses (e.g. regulatory data, expenditure controls and supervisory) and solves difficult, complex and challenging problems to ensure accuracy, adequacy and effectiveness in assigned functions. Interacts with people inside and outside the organization, including the public, to exchange information, coordinate, instruct, guide, advise, obtain agreement or compliance, present, defend, convince or persuade and achieve other desired actions. Meets the FLSA standard for exemption as a supervisor. Performs other duties, as assigned.

Work is assigned in terms of functional responsibilities, goals, priorities and resources. The incumbent plans and manages all unit work within this framework and is held accountable for provision of effective planning products and services including soundness of management advice and achievement of unit goals. The incumbent is expected to keep the supervisor informed and to seek assistance only for highly complex or very sensitive matters. Work is expected to be highly effective and is evaluated in terms of achievements, teamwork, customer service and such other factors such as use of skill and ingenuity in overcoming technical and non-technical problems including intra- and interdepartmental coordination.

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Examples of Important Duties (Estimated Percentages):

1. Unit/Staff Supervision ($\pm 70\%$)

- Manages the assigned work unit and programs staff and other personnel; establishes work program goals and objectives; sets work standards; enforces work rules. Keeps unit staff informed of Cultural Resources, Historic Preservation and Cultural Stewardship Programs (i.e., museum professionals, historians, architectural historians and archaeologists, preservation planners, and administrative staff) of Commission policies and procedures; programmatic objectives and operational requirements; monitors work performance and identifies areas of improvement. Plans, schedules, assigns, and reviews the work of the unit.
- Performs a full range of supervisory human resource (HR) management functions, unit wide. Initiates or recommends official personnel actions such as recruitment, selection and transfer; selects or helps select staff; trains and develops staff or ensures staff training and development; mentors and coaches; counsels or disciplines; approves or disapproves leave; ensures adherence to equal employment opportunity (EEO) requirements and pertinent Commission policies and procedures; establishes and communicates performance objectives and expectations, and evaluates performance.

2. Quality Assurance/Quality Control Related ($\pm 15\%$)

- Procedures and Work Programs. Coordinates and negotiates matters relating to unit and programs assigned with other Commission units and government agencies. Participates in analysis of demographics, assessments and identifies or weighs options (through quantitative and qualitative measures) for response. Analyzes and works at the tactical and strategic level on work programs and processes, provides advice and recommendations to enhance or integrate approaches, operations, marketing, and procuring alternative funding sources. Ensures educational components of archaeology programs through special events and camps. Work and programs include cultural resources, historic preservation, museum exhibit creation, public interpretive and education, archaeology and archaeologic laboratory. Ensures excavations are a priority through early planning to include: digging, artifact cataloging, database entry, analysis and report writing. Monitors work operations; ensures oversight of the work of consultants and contractors.
- Plans and Projects. Develops and guides program requirements, plans and projects through local, state and federal agency reviews and serves as liaison to review external public or private projects. Ensures master plan analysis, field observations and site inspections are conducted and incorporated into recommendations to support Capital Improvement Projects. Develops alternatives to resolving planning challenges by applying knowledge of preservation principles and standards. Oversees regulatory compliance studies, grant administration, easements and bond bill coordination, and local preservation advocacy civic groups, or community representation.

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- Research and Planning Studies. Manages staff that conducts historic and archaeological planning and feasibility studies that involve research using related data (e.g., Secretary of the Interior's Standards for Historic Preservation and Archaeology, Historic Preservation Commission, Maryland Historical Trust Technical Advisory Commission). Drafts analysis that presents context, methodology, findings and recommendations for policy makers and public. Analyzes data to prepare statistical analyses, forecast trends, community and fiscal impacts. Evaluates impacts generated from feasibility studies or needs analysis and provides expert review of data collected in formulating planning recommendations (e.g. creation of museum exhibits, public educational places and materials, interpretive signage).
- Planning Reports and Presentations. Independently or as supervisor of inter-departmental or multi-agency team; explains technical planning issues and concepts to support research conclusions and recommendations. Develops and designs charts, graphs, maps, statistical data, and other exhibits as appropriate. Drafts specific plan chapters and oversees work of assigned resource team members concerning contributions to writing plan elements. Ensures projects are scheduled on Planning Board Agenda; presents and defends plans and recommendations to Planning Board, County Council, Historic Preservation Commission, Maryland Historical Trust Technical Advisory Commission, Recreation Board, and community organizations. Develops staff to present to a variety of individuals and groups (e.g., Planning Board, County Council, community, business developers) for purpose of communicating planning issues, studies, laws, procedures and recommendations. Assists with work products, marketing and outreach.
- Regulatory Review and Compliance. Ensures that staff follow historic preservation regulatory compliance under the County Code (the Historic Preservation Ordinance), state easements, and the Maryland Historical Trust Easement Committee Rules and Regulations. Oversees enforcement in partnership with relevant entities (e.g., easements, excavation digs, artifact cataloging, properly noticing public meetings). Ensures evaluation of required findings for regulatory cases, mandatory referrals and conditional uses and compliance. Prepares opinions for regulatory projects under Board's authority and forwards for Legal review. Develops and maintains legislative and detailed milestone schedules for upcoming deadlines and requirements.
- Planning Board, County Council and Other Officials. Works with Planning Board, County Council, media, and other high-level public officials and commissions to resolve historic preservation, cultural resources planning, and cultural stewardship related public policy issues on a regular basis within areas of expertise. Authors policies for action by public officials; defends historical preservation, cultural resource and cultural stewardship planning programs, concepts and policies to the Planning Board, County Council, Historic Preservation Commission, Maryland Historical Trust Technical Advisory Commission, Recreation Board, community organizations, and before other judicial bodies. Serves on staff advisory or working groups to advocate, educate, and promote the importance of cultural resource stewardship, the prioritization of projects, specialized staff needed to run public history programs, and alternate funding sources.

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3. Other (±15%)

- Manages budgets for unit and programs; plans, develops, administers and monitors budgetary expenses. Serves as a member of the management leadership team. Identifies, recommends, and implements new work methods, policies, and procedures to enhance productivity and effectiveness. Works with other managers within the Commission and with broader scope, Commission management teams as well as interagency teams, to resolve problems, enhance inter-staff or interagency teamwork, and develop and implement changes in policies and procedures.
- Maintains confidentiality of data, including legally protected personal information, proprietary and pre-decisional information not subject to public information disclosure, sensitive programmatic data, and other sensitive information. Responds to sensitive and complex inquiries or requests for information from citizens, developers, engineers, architects, and attorneys about proposed developments, Planning Board actions, laws and regulations. Serves as regular source of expertise within recognized planning discipline in deliberations of the Planning Board, County Executive, and County Council.
- Stays informed of developments in functional domains of the Planning Board, and of changes in guidelines applying to the areas of work focus. Communicates and interacts effectively with business contacts. Establishes and maintains or enhances working relationships, including teamwork, with internal and external contacts. Promotes internal and external collaboration and facilitates inclusion. Interacts with citizens, Commission groups, business groups, government agencies, elected or appointed officials, private developers, special interest groups and other stakeholders to identify wants, needs and perspectives. Provides advice and answers questions about Planning Board policies, processes and decisions including matters of the highest complexity, visibility or sensitivity. Actively listens to obtain full understanding, and attempts to reconcile or accommodate divergent, strongly held objectives, interests and viewpoints.
- Coordinates planning related issues with community leaders, public officials, staff from other divisions and representatives from County, State and Federal Agencies. Serves on county and state committees that exist for the purpose of promoting, reviewing or coordinating various aspects of the planning function, programs or whose activities may impact upon the planning function. Develops formal and informal partnerships, presents materials and serves as spokesperson to other recognized government, academic and private sector organizations within field of expertise in order to educate and promote programs.
- Uses a computer and modern office suite software (such as MS Office), enterprise software and specialized software for planning, scheduling, communicating, word processing, budgeting, manipulating data, preparing presentations, reporting time and attendance, requisitioning, researching, and performing other functions.

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- Serves in role as Acting Division Chief in his/her absence to include serving as Division Chief Delegate for division procurement needs and as signatory, signing off on leave slips and other departmental forms, and representing division in departmental meetings.

Important Worker Characteristics:

A. Extensive knowledge of, and skill in (1) depending on the area of assignment, the principles and concepts of historic preservation and cultural resource management in one or more of the following areas: archaeology, anthropology, architectural history, landscape history, architecture, or urban planning; (2) research techniques and analysis; (3) current literature and best practices in historic preservation and cultural resource management; (4) county geography*; (5) County, State and Federal codes regarding historic preservation*; (6) characteristics and uses of historic building practices, building styles, and building materials; (7) practices for working with local, state and federal regulatory agencies in historical preservation and cultural resource management; (8) zoning, property title clearance, codes and permits, regulations and easements as they relate to historic preservation and cultural resources stewardship; (9) historical properties grant programs; (10) archaeology and architectural guidelines, laws and history; (11) museum management and living history programming*; (12) marketing techniques for public history and outreach*; (13) budgeting process; (14) program management and administration; and (15) Commission organization, policies, and procedures*.

**Typically acquired or fully developed primarily after employment in this job class.*

B. Knowledge of, and skill in, (1) planning, assigning and reviewing work, (2) budgeting, using capital and managing resources to accomplish work, and (3) managing unit work and supervising employees at the first or second level of supervision, or ability to rapidly acquire this knowledge and skill set; this includes knowledge of, and skill in applying, HR management and EEO principles and practices.

C. Considerable skill in problem solving to select, organize and logically process relevant information (verbal, numerical or abstract) to solve a problem. This includes skill in identifying subtle aspects of problems and making recommendations and developing solutions. Examples include applying difficult principles and concepts of the planning field of study to resolve problems; researching and analyzing data and information to develop recommendations and conclusions for plans, policies, regulations, reports, papers, correspondence; translating technical historic preservation and cultural resource standards into projects; conducting project management activities; and exercising sound and independent judgment within general policy guidelines.

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- D. Skill in communication to understand verbal and written information (including facts, assertions and arguments), draw inferences, form hypotheses and develop logical arguments and to express such information so that others will understand and, in some situations, agree, comply or take other desired action(s). This includes skill in actively listening to ascertain key information, including perspective, concerns, wants and needs of others, and in coordinating to obtain desired results including agreement or compliance. Examples include communicating a wide variety of complex planning information to diverse groups in an easily understood manner; negotiating effective outcomes using regulatory requirements; and achieving preservation and cultural resources planning goals.
- E. Interpersonal skills to interact effectively with contacts in a businesslike, customer service-oriented manner; this includes skill in establishing and maintaining effective working relationships and working as a member or a leader of a team.
- F. Skill in using a computer, modern office suite software (such as MS Office), enterprise software and specialized software, photography and video equipment.

Minimum Qualifications (MQs):

1. Bachelor's Degree in Planning, Historic Preservation, Cultural Resources Management, History, Archaeology, Anthropology, Architectural History, Architecture, Urban Planning or any related field.
2. Six (6) years of progressively responsible historic preservation, historic research and writing, museum management, cultural resource management, archaeology or closely related experience that includes supervisory or project leadership and coordination experience.
3. An equivalent combination of education and experience may be substituted, which together total 10 years.
4. Valid driver's license (depending on area of assignment) in accordance with both State and Commission rules and regulations. Driver's license must be unencumbered by restrictions, revocations, suspensions, or points that could limit the employee's ability to drive Commission vehicles or perform driving duties required by the position of assignment.

Working Conditions:

Primarily works in an office setting. Work involves frequent positioning of self to obtain information, plans, permits, remaining in a stationary position, moving about inside the office, communicating with the public, officials and employees. Driving to attend various meetings and conduct site inspections. May be subject to various job demands such as high volume of work, tight deadlines, and extended hours.