# RESOURCE MANAGEMENT

## October 12–17, 2008

**Training Syllabus** 



William Penn Mott Jr. Training Center



#### Memorandum

Date: September 17, 2008

- To: Supervisor
- From: Department of Parks and Recreation William Penn Mott Jr. Training Center
- Subject: Resource Management Group 16

An employee from your office will soon be attending the formal training program described in the attached. Please insure that the employee is fully prepared to attend the session and that the groundwork is laid for the employee's implementation of the training upon returning to work.

You can assist with capturing the full value of the training by taking the following steps:

#### Prior to Training

- 1. Make sure that **specific** employee needs are identified and, if necessary, called immediately to the attention of the Training Coordinator.
- 2. Review with the employee the reason for the employee's attendance.
- 3. Review objectives and agenda with the employee.
- 4. Discuss objectives and performance expected after the training.

#### Immediately Following Attendance

- 1. Discuss what was learned and intended uses of the training.
- 2. Review the employee's assessment of the training program for its impact at the workplace and review the due date of the Post-Training Evaluation form.
- 3. Support the employee's use of the training at the work place.

#### Prior to Three Months Following Training

- 1. Employee, after discussion with supervisor, must login to the Employee Training Management System (ETMS) to complete the Post-Training Evaluation form.
- 2. Supervisor evaluates the effectiveness of the training on the employee's job performance and logs in to the ETMS to complete the Training Effectiveness Assessment form.

Thank you for your assistance in seeing that the full benefit of training is realized.

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Tina L. Williams Department Training Officer

Attachment

cc: Participant

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#### Mission Statement Training Section

The mission of the Training Section is to improve organizational and individual performance and productivity through consulting and collaboration, training and human resources development.

#### TRAINING CENTER STAFF

	Department Training Officer
	Academy Coordinator
Chuck Combs	Training Specialist
Sara Skinner	Training Specialist
	Training Specialist
Summer Kincaid	Training Specialist
Matt Cardinet	Cadet Training Officer
Connie Breakfield	Cadet Training Officer
Pamela Yaeger	Assistant Program Coordinator
	Assistant Program Coordinator
Edith Alhambra	Assistant Program Coordinator
Eric Marks	Program Assistant

#### THE MISSION

of the California Department of Parks and Recreation is to provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high quality outdoor recreation.



#### FORMAL TRAINING GUIDELINES

Welcome to formal training, an essential component in your career development.

Since 1969, our Department has been providing a continuously changing number of diverse training programs at its main training facility, the William Penn Mott Jr. Training Center, and other locations including Marconi Conference Center and, most recently, the Two Rivers Training Facility in Sacramento. The Department strives to enhance your learning and job performance with formal training of the highest quality.

Our Department's dedication to training is only one aspect of its commitment to you and to the public. This commitment is costly and represents an important investment in you and your career. You and the Department realize a return on that investment by your positive participation in formal training itself and post training follow-through.

The program you will be participating in is described in this training syllabus, which outlines what you can expect from this training and what is expected of you. This syllabus details what you should do before you leave for training; what to do when you arrive; what you will be doing while in training; and, importantly, what you should be able to do when you return to your work site. Specifically:

- 1. SYLLABUS: The syllabus is now accessible on the Employee Training Management System (ETMS). You should print a copy of the syllabus to bring with you to class. Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.
- PRE-TRAINING ASSIGNMENTS: Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources. (Pre-training assignments are listed in the "Training Attendance Requirements" section.)

3. TRAVEL: Arrange your travel to and from the training through your District or Office. (No reimbursement for travel expense - including per diem costs - will be approved for travel not specifically authorized in advance by the District Superintendent.) Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.6. The Training Center does not have the capability to provide transportation to/from Monterey Airport.

The cost of your travel (air fair, mileage, rental car, etc.) is paid by your District or Office **to** and **from** the location of the training.

- 4. HOUSING: Housing will be assigned to you on a shared-room basis and will be available from 3:00 p.m. on the date of arrival to 12:00 noon on the date of departure. The Department provides your room and board expenses at the Training Center only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. Please advise the Department Training Officer no later than one week before your scheduled arrival if you plan to live off-grounds. No animals are permitted in Asilomar housing. In the event of an emergency, staff must know your room assignment, therefore, you may not switch rooms without staff approval. Overnight guests are not allowed in the buildings unless registered beforehand at the front desk in Asilomar's Administration Building. Quiet hour for lodge living areas is 10:00 p.m.
- 5. <u>HOUSING CANCELLATION POLICY</u>: If you do not need lodging or must change or cancel your reservation, you must contact the Training Center at least 72 hours prior to your date of arrival. Lodging, registration and associated fees will be charged to the employee's District or Office if a training cancellation is received with less than 72 hours notice.

The Training Center is committed to ensuring that the reservation that has been made for you is accurate and needed.

- 6. OFF-GROUNDS ACCOMMODATIONS: When authorized to stay off-grounds by the Department Training Officer, the Training Center will pickup the cost of your room and meals at the current DPR Asilomar rate. If you stay off grounds and have meals on grounds, the Training Center will authorize only what the Department pays Asilomar for lodging.
- 7. MEALS: Meals will be provided, semi-cafeteria style, from dinner on the date of arrival through lunch on the date of departure. Meals will be served at 7:15 a.m. for breakfast, 12:00 noon for lunch, and 6:00 p.m. for dinner. Hot or box lunches may be provided on some days. If you require a special diet, notify the Asilomar Chef at 831-372-8016 no later than one week before your scheduled arrival.

In order to assist participants with limited mobility, Asilomar provides a shuttle to and from the dining hall. Please contact either Asilomar staff upon check in, or Training Center staff upon your arrival, for instructions on arranging a transport.

 CLOTHING: Field uniforms as found in "Description of Required Field Uniforms", DOM Chapter 2300, Uniform Handbooks, not including optional items, will be worn daily by all uniformed employees during formal training sessions <u>unless</u> <u>otherwise specified in the Program Attendance Checklist</u>. Non-uniformed employees shall wear professional business attire.

Because we are on the conference grounds with many other groups, and the image we project as State Park employees is important not only during working hours but off duty hours as well, your informal sportswear should be appropriate.

- 9. ROOM SAFES: Two safes have been installed in each of the lodge rooms used by the Training Center (Live Oak, Tree Tops, and Deer Lodge). These safes are a type that allows the user to input their own combination of numbers to facilitate opening and closing. The Training Center has a master key for emergency entry. Safes are to be left in the open position when checking out of your room.
- 10. WEAPONS: <u>Weapons are permitted in rooms under the following conditions</u>. Authorized firearms and magazines stored while at the Training Center shall be in a safe condition and stored in one of the following locations: your room safe in Live Oak, Tree Tops, or Deer Lodge, one of the Training Center's safes in the Whitehead Room or secured in your vehicle.
- 11. ALCOHOLIC BEVERAGES: Participants shall not possess or consume alcoholic beverages in common areas (living room) while on the Asilomar Conference Grounds unless provided and hosted by Concessionaire Delaware North.
- 12. SMOKING: Smoking is not permitted in the Training Center or in any lodge or guest room on the Asilomar Conference Grounds.
- 13. TRAINING CENTER: The Training Center is located on Asilomar Conference Grounds, part of Asilomar State Beach. The Conference Grounds are operated for our Department by a concessionaire, and all lodging and food services are provided to us by employees of the concessionaire. Constant efforts are made to maintain a sound, harmonious working relationship between the Department and concessionaire. None of us can expect preferential treatment for any reason and, as a departmental employee, you will be expected to join in our continuing effort toward an effective relationship with each Asilomar concession staff member. On occasion, non-departmental groups may be staying in the same lodges. It is imperative that you represent the Department well on and off duty.
- 14. REGISTRATION: When you arrive at Asilomar Conference Grounds, go directly to the front desk at the Asilomar Administration Building for your room key and dining

room ticket. If you require vegetarian meals, notify the front desk representative and your meal ticket will be marked accordingly.

- 15. COURSE LEADERS: The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.
- 16. TRAINING CENTER STAFF: A Training Center staff member has been assigned responsibility for your training group as well as for your training program. That staff member usually serves as a Course Leader as well as a Coordinator. During the program, you may be asked to assist Training Center staff in the logistics of your training program (organizing field trip transportation, supervising classroom breaks, etc.). Center staff will do all within their power to make your training experience pleasant and meaningful.
- 17. TRAINING MATERIALS: May be made available to you at both your unit and the Training Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Copies of DAM and DOM will be available to you for self-study. Bring your own pens and pencils.
- 18. ATTENDANCE: Regular attendance is a critical course requirement and your participation is important to the success of this training. All absences, except those of an emergency nature, must be approved in advance by the Training Specialist.
- 19. COLLEGE CREDIT: Most training programs are accredited by Monterey Peninsula College for lower division credit. If you successfully complete an accredited program, you will receive either a letter grade or a credit/no-credit designation.
- 20. MPC STUDENT ID: If you have filled out an MPC application before, you have already been issued a student ID number to use in lieu of your SSN on future applications. You can obtain your MPC ID number by going to their secure website and providing your SSN number (no name required) and birthdate.

https://autobahn.mpc.edu/scripts/autobahn.exe/Execute?Application=WebRe g&Program=REPORT-SR-FIND-SSN

Newcomers to training will still need to provide their SSN on the first MPC application only, after which a student ID number will be assigned and available at the web address above within a few weeks of the program's

### conclusion. You can store your MPC ID numbers in your ETMS Profile for future reference.

- 21. VEHICLES: All vehicles should be parked in the lots adjacent to the Training Center. Any questions regarding use of a State vehicle while at the Training Center should be discussed with your supervisor prior to your departure for training, or with your Program Coordinator while at the Training Center.
- 22. BICYCLES: If you bring your bicycle, store it in the bicycle shed next to the Training Center. Bicycles may not be brought into any building nor chained to lamp posts, trees, etc. The Training Center has a limited number of bicycles available for your use. Prior to your use, you are required to complete a safety inspection and sign a waiver which is posted in the bicycle shed.
- 23. MAIL: Mail forwarded to you during your time at the Center should be addressed to you in care of:

Department of Parks and Recreation WILLIAM PENN MOTT JR. TRAINING CENTER P. O. Box 699, Pacific Grove, CA 93950

- 24. CELL PHONES: As a courtesy to your fellow participants and course leaders ensure that your cell phone is turned off during classes. Participants should not be receiving or making cell phone calls during class time. Please limit those calls to your breaks.
- 25. FAX: The Training Center's FAX number is (831) 649-2824.
- 26. TELEPHONE: Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call the Center at (831) 649-2954. Calls after 5:00 p.m. or during weekends should be made to (831) 372-8016, Asilomar Conference Grounds, and the caller should tell the switchboard operator you are with a Department of Parks and Recreations training group. Please Note: There are no longer pay telephones outside of the Training Center. There are pay telephones located at the Asilomar Administration Building.
- 27. LAUNDRY AND DRY CLEANING: May be taken care of by you at one of several local establishments.
- 28. RECREATION: Facilities available on grounds include a heated swimming pool, ping-pong and pool tables, and a volleyball court. The Monterey area offers horseback riding, golf, tennis, racquetball, deep sea fishing, and many historical landmarks and scenic sights to explore.

- 29. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor. See "Program Attendance Requirements" in this syllabus.
- 30. COFFEE BREAK REFRESHMENTS: Will be available throughout each session at the Center. You will be asked to contribute to the "Hospitality Fund" to defray expenses. Please bring your own coffee cup.

#### PROGRAM ATTENDANCE CHECKLIST

To assist you in your preparation for formal training session at the William Penn Mott Jr. Training Center, the following list is provided:

Prior to the first day of class:

- □ Read and review the program syllabus
- Complete the CEQA Questionnaire (page 8 of this syllabus), and either email to Kathryn Tobias at ktobias@parks.ca.gov or fax to (916) 653-1819, by October <u>1, 2008</u>.
- Complete the Six Questions About Your Resources (page 10 of this syllabus), and either email to Kathleen Lindahl at klind@parks.ca.gov, or fax to (916) 653-3398 <u>by October 1, 2008</u>.
- □ Arrange your travel through your Unit/Office.
- **C** Remember to bring the following with you to training:
  - Resource Management Training Syllabus
  - If available in your District/Office, please bring a GPS unit
  - Proper field uniform (review DOM Chapter 2300). Note: shorts are not appropriate uniform attire.
  - Coffee cup, alarm clock, pens, pencils.

#### PRE-TRAINING ASSIGNMENTS

- Log onto <u>www.parks.ca.gov</u>. On the right click on Archaeology, History, and Museums; scroll down to Cultural Resource Management in State Parks – click on this, then please read the three steps necessary for proper stewardship of cultural resources. What is your District's progress toward meeting the three steps for its cultural resource stewardship? Be prepared to discuss this in class.
- Complete the CEQA Questionnaire (page 8 of this syllabus), and either email to Kathryn Tobias at ktobias@parks.ca.gov or fax to (916) 653-1819, by October <u>1, 2008</u>.
- Complete the Six Questions About Your Resources (page 10 of this syllabus), and either email to Kathleen Lindahl at klind@parks.ca.gov, or fax to (916) 653-3398
  <u>by October 1, 2008</u>. Be prepared to discuss/share at some point during the class.

#### **CEQA Questionnaire**

This questionnaire is just for the purpose of focusing my presentation with you so I can be more helpful. (No names or attributions!) Thanks for your cooperation.

Kathryn Tobias, Senior Staff Counsel

- 1. I regularly handle:
  - \_\_\_\_ CEQA what's CEQA?
  - \_\_\_\_ 0-5 CEQA related items a year
  - \_\_\_\_ 5-15 CEQA related items a year
  - \_\_\_\_ 15-30 CEQA related items a year
  - \_\_\_\_ I'm overwhelmed with CEQA related problems!
- 2. In the last five years, our district has done CEQA compliance for the following types of projects (please be as specific as possible without going into a lot of detail):
- 3. When we do CEQA, it's usually with a categorical exemption. Check the exemption categories you have used:

Existing facilities	Replacement of reconstruction
New construction or conversion of small structures	Minor alterations to land
Minor alterations in land use limitations	Informal collection
Actions for Protection of Natural Resources	Actions for Protection of the Environment
Inspections	Accessory Structures
Acquisition of lands for wildlife conservation	Transfer of ownership of land in order to create parks
Designation of wilderness areas	Enforcement actions

Normal operations of facilities for public gatherings	Leasing new facilities Transfer of ownership of land to preserve natural conditions
Minor actions to prevent, minimize, stabilize, mitigate or eliminate the release of hazardous waste or hazardous substances	

4. We have used Negative Declarations for the following types of projects:

5. We have used an EIR (or EIR/EIS) for the following types of projects:

- 6. We had a problem with CEQA when:
- 7. I wish I knew more about CEQA and:

- 8. I have questions about:
  - \_\_\_\_ Working with consultants
  - \_\_\_ NOPs
  - \_\_\_\_ Working with the Service Centers
  - \_\_\_\_ Working with categorical exemptions
  - \_\_\_\_ Other, explain: \_\_\_\_\_
- 9. What is your position and classification? \_\_\_\_\_

#### Six Questions by Archaeology History, and Museums Division and Natural Heritage Division

- 1. Describe one of the most significant natural resources in your District: where it is located, and what are its major management challenges?
- 2. What kinds of cultural resources are in your District, Sector, or Unit? Approximately how many of each kind are you responsible for? Are any National Historic Landmark properties or on the National Register of Historic Places?
- 3. What are the different types of natural resource maintenance activities undertaken in your District's Category 1, Natural Resources Ongoing Maintenance Program?
- 4. Be prepared to tell the class about one unique cultural resource within your jurisdiction. Why is it considered unique? Is it eligible to or on the National Register of Historic Places or the California Register? What can you tell the class about either the National or California Register?
- 5. Describe an important natural resource restoration project that has recently been undertaken in your District. Where is it located, and what has, or is being done?
- 6. If contacted by a local school wishing to explore the history of your park through excavation of an archaeological site, what would you do? Would it make a difference if it were a high school asking or a university? What about an avocational society or a metal detecting club?

#### POST-TRAINING ASSIGNMENT

Prior to ninety days after the completion of this program, the employee and his/her supervisor should sit down and discuss the impact and assess the effectiveness this program has had on the employee. Then both the supervisor and employee should login to the Employee Training Management System (ETMS) and complete the Post-Training Evaluation form (an email will be sent to both employee and supervisor notifying them that the evaluation needs to be completed).

The post-training evaluation process is intended to provide a bridge between classroom instruction and the on-the-job application of training. The information obtained through this process will assist the training participant, supervisor, and Training Center in providing a return on the investment the Department has on training.

#### RESOURCE MANAGEMENT GROUP 16 – AGENDA October 12-17, 2008

#### Sunday

<u>October 12</u> 1500-	Registration: (Check-in at the Asilomar Administration Building)	All
Monday October 13		
0800-0900	Introductions, Course Overview, MPC Application Video: Pieces of Eden	Breakfield/Skinner/ Lindahl
0900-1000	Resource Management and State Park System Statewide Priorities	Rayburn
1000-1100	Adapting to Climate Change within the State Parks	Rayburn
1100-1200	Monterey District – Model Cultural Program	Bischoff
1200-1300	Lunch	
1300-1400	Santa Cruz District – Model Natural Program	Bardo/Spohrer
1400-1500	Developing Your District's Resource Management Programs Panel Discussion	Bardo/Bischoff/Rayburn
1500-1600	Timely Topic – State Parks as one of America's Eleven Most Endangered Historic Places	Donaldson
1600-1700	ТВА	ТВА
Tuesday October 14		
0800-1000	Cultural Resources - Policies and Philosophy Key Points for Non-specialists	Foster/Lindahl
1000-1100	Special Considerations – NR Properties, NHL's Landscapes	Hurley
1100-1200	When Permits from Outside Agencies are Required A Matrix of Triggers and Process	Southern Service Center Staff
1200-1300	Lunch	
1300-1400	CEQA Compliance and Application – The PEF and PRC 5024 at the District Level	Hurley
1400-1500	Breakout Groups – Sample Projects	Lindahl
1500-1700	An Afternoon with our Legal Department	Tobias

#### RESOURCE MANAGEMENT GROUP 16 – AGENDA October 12-17, 2008

Wednesday October 15		
0800-0930	Natural Resource - Policies and Philosophy Key Points for Non-specialists	Schaub/Trumbly
0930-1100	Vegetation Management	Smith
1100-1200	Forestry Management	Bakken
1200-1300	Lunch	
1300-1345	Natural Resource Programs	Trumbly
1345-1445	Wildlife Management	Swolgaard
1445-1545	Watershed Management	Brown
1545-1700	Fire Management and Incident Command	Bakken
Thursday		
October 16 0800-1030	Museum Collections Monogement Disaster	Franklin
0600-1030	Museum Collections – Management Disaster Preparedness, Security and Internal Threats	FIGURIU
1030-1200	GIS/GPS Integration throughout the System - How to Use it and Why it is Important	Veisze
1200-1300	Lunch	
1300-1400	General Plans	Keck/Green
1400-1500	Land Acquisition – The Importance of a Real Estate A D and Post Acquisition Requirements	Anderson
1500-1700	Native American Consultation	La Pena
Friday		
October 17		
0800-0900	Odds and Ends - Resource Stewardship, DOM 0400 Cultural Funding Sources and the PID	Lindahl
0900-1000	Resource Management and State Park System Statewide Priorities – A Word from our Department Preservation Officer	Lamb
1000-1100	Final Exam and Review	Lindahl
1100-1200	Evaluation and Wrap-up	Breakfield/Skinner

#### **RESOURCE MANAGEMENT**

#### PROGRAM OUTLINE

#### **36 HOURS**

INTRODUCTION, ORIENTATION, CONCLUSION AND EVALUATION Orientation and Overview. Video: "Pieces of Eden". Final Exam and Review. Evaluation and Wrap-up.	
RESOURCE MANAGEMENT     State Park System Statewide Priorities     Climate Change and Managing Park Resources     Expectations for Resource Management in the State Park System     Monterey District Response to Disaster     Natural and Cultural Resource Evaluation and Protection     General Plans – What You Need to Know     Acquisition Planning – How You Can Be Involved     What Are the Priorities of the State Park System     How We Work Together to Realize a California Dream	
NATURAL RESOURCE MANAGEMENT     Santa Cruz District     Natural Resource Policies and Philosophy – Key Points for Non-Specialists.     Vegetation Management     Natural Resources Funding Programs     Watershed Management     Wildlife Management     Forestry Management     Fire Management and Incident Command	
CULTURAL RESOURCE MANAGEMENT Santa Cruz District The History Plan. Cultural Resources Policies and Philosophy – Key Points for Non-Specialists Native American Consultation Policy. CEQA Compliance – From a Cultural Viewpoint – PEF and PRC 5024. The Secretary of the Interior Standards Compliance Processes – From a Legal Viewpoint Breakout Groups – Sample Projects/Communications Game. Grab Bag of Historic Preservation Museum Collections Disaster Preparedness – Cultural Resources - Fire Retardant for Historic Building: Monterey District - Development of a District Cultural Program Videos or Walkabout at Asilomar Odds and Ends	12.5
TOTAL HOURS	6.0

#### **RESOURCE MANAGEMENT**

<u>Purpose</u>: It is important for those responsible for park management to have an awareness of the major cultural and natural program areas in order for the Department to accomplish its cultural and natural heritage mission. In particular, field managers and supervisors must be knowledgeable of:

- 1. The planning processes related to new acquisition and park land use and facility development.
- 2. Natural and cultural resource policies and guidelines.
- 3. Established protection, restoration, and maintenance programs.
- 4. The various funding programs available to address the Department's natural and cultural management needs.
- 5. The regulatory and review processes for Departmental projects.
- 6. The role of inventories and the importance of significance evaluation processes in the proper management of our resources.
- 7. How maintenance, stabilization, and restoration relate to sustainability, preservation of unique values, biological diversity and ecological and historical sensitivity of both natural and cultural resources.

Performance Objectives: By the close of the program participants will

- 1. Develop a sound understanding of the missions and goals of natural and cultural resource management as conducted by the Department of Parks and Recreation.
- 2. Restate the current directions, trends, issues and priorities of resource management in the Department, the role of General Plans in managing our resources and how the Department can partner with others in conservation of natural and cultural resources.
- 3. Demonstrate knowledge of the major laws, policies, and principles that guide natural resource management within State Parks.
- 4. Discuss California Native Peoples and cultures, past and present, and how our archaeological program is tied to the tribes. Additionally, describe how consultation with California Native tribes will be integrated into Departmental processes and procedures.

- 5. Recognize that management challenges need not sacrifice one resource for the sake of another, and that creative alternatives/solutions are a win-win for the resources, stake-holders, park system, and that efforts to refine the skills to recognize these choices are the future of our parks.
- 6. State the six major management programs under natural resources, their general characteristics and how they contribute to the goals and objectives of the Department.
- 7. Identify areas of responsibilities that overlay within the organization and require cooperative management approaches. Site examples of the complexity of historic structures, archaeological sites, and cultural landscapes with overlying natural resource values and issues within our parks.
- 8. Demonstrate knowledge and understanding of museum collections and their issues, including NAGPRA and the finding of human remains within State Parks; the development of a Scope of Collections Statement; and the need for a Disaster Preparedness Plan for all collections.
- 9. Describe the PEF process and California Environmental Quality Act (CEQA) and PRC 5024 as a Memorandum of Understanding with the Office of Historic Preservation and other compliance processes.
- 10. List the three essential steps to the successful stewardship of cultural resources.
- 11. Describe the importance of "significance" and "integrity" as preservation concepts; what is meant by "The Secretary of the Interior Standards"; what the State and Federal Endangered Species Acts and the 1991 Agreement for Biological Diversity mean within our natural resource program.



