

First Annual Centennial Strategy for

Devils Tower National Monument

August 2007



Site: DETO Year: 2007

Vision Statement

Devils Tower, the nation's first national monument, was established in 1906 under the Antiquities Act as "an extraordinary example of the effects of erosion in the higher mountains as to be a natural wonder and an object of historic and great scientific interest..." One hundred years later, the Tower continues to have many meanings for many people throughout the world; a beacon welcoming local community members home; a significant sacred site for over 20 affiliated tribes; a great challenge for crack climbers and a place that takes the breath away from the hundreds of thousands of visitors who journey to the Tower each year. The Tower is located in the Black Hills region of northeastern Wyoming.

The guiding principles of the Monument, are to balance the educational, cultural, and recreational values of Devils Tower, while protecting and preserving the Park's natural and cultural resources.

Devils Tower National Monument vision for the 2016 centennial is to reach beyond our current audiences through enhanced educational and recreational opportunities of the natural and cultural resources of the Tower. Centennial projects planned for the Monument include: "Circle of Sacred Smoke" sculpture, creation of a "Special Places of the Northern Plains Indians" brochure, and development of video clips of people discussing the significance of Devils Tower from their personal viewpoints. In addition, infrastructure projects for greater visitor satisfaction and recreational opportunities would include a new pedestrian plaza, parking area and trailhead realignment near the current visitor center, as well as complete rehabilitation of the campground which was built in 1955. All the visitor facilities were built during the 1930s with a 20,000 visitor capacity, while current visitation is near 400,000 annually.

The Devils Tower Natural History Association (DTNHA) has been an important partner to the Monument and continues to be an active participant. An international philanthropic organization associated with the renowned Japanese sculptor, Junkyu Muto, has raised 80% of funding required for the Circle of Sacred Smoke project, scheduled for unveiling on June 21, 2008. The Monument will also work with the National Park Foundation and DTNHA for funding of Centennial Initiative projects.

Park/ Superintendent/ Program Manager

Dorothy FireCloud, Superintendent

Site: DETO STEWARDSHIP

- X Provide inspiring, safe, and accessible places for people to enjoy the standard to which all other park systems aspire.
 - X Other Park/ Program performance goal(s)

The Park has been actively working on restoration and preservation of the four historic CCC log structures in the Park. All are listed on the National Register of Historic Places. Improved accessibility to these structures will also be addressed which will be in compliance with the historic nature of the buildings. The Visitor Center was built to hold a capacity of 20,000 visitors, while today we have an annual visitation rate of approximately 400,000 visitors. We will be working with partners to get a new log structure put into the Park which will accommodate greater numbers of visitors and allow Park programs to be conducted inside and also allow for a greater number of programs to the visiting public. The Park will also be working toward reconstruction and removal of the parking lot which is currently located at the base of the Tower, this will be replaced with a pedestrian plaza, for greater visitors safety. Along with the new pedestrian plaza, the tower trailhead will be positioned to allow greater accessibility of all visitors. The parking lot will be moved to the lower lot and paved, with a bus and shuttle stating area.

The work described currently is supported by OFS and/ or PMIS

Site: DETO STEWARDSHIP

- X Improve the condition of park resources and assets.
 - Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America.

The park is currently working on complete restoration and preservation of the four (4) historic CCC log structures. All are included on the national Register of Historic Places and include the Ranger Office/former Custodian's Residence, Visitor Center, Entrance Station and the Fire Hose House. Compliance has been assessed, planned, and completed in accordance with the Wyoming State Historic Preservation Office, Advisory Council on Historic Preservation and directives contained in the Secretary's standards for the treatment of historic properties.

- \mathbf{X} The work described currently is supported by OFS and/ or PMIS
- Restore native habitats by controlling invasive species and reintroducing key plant and animal species.

Devils Tower continues to treat exotic, invasive plant species through chemical, biological, manual and cultural controls. A meadow restoration project is currently underway to reseed 50 acres with native grass and forb species. Another restoration project set to occur includes restoring a 2 mile length of riparian forest habitat along the Belle Fourche River.

- f X The work described currently is supported by OFS and/ or PMIS
- Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.

All cyclic maintenance procedures will be maintained on the restoration and preservation efforts to the 4 historic CCC log structures. Non-historic structures and utilities are being brought up to acceptable and maintainable conditions.

- f X The work described currently is supported by OFS and/ or PMIS
- Improve the natural resources in parks, as measured by the vital signs developed under the Natural Resource Challenge.

Devils Tower is working in conjunction with the Northern Great Plains Exotic Plant Management team to treat invasive plant species and restore areas to native vegetation. The Northern Great Plains Inventory and Monitoring network are also assisting the Park with night sky monitoring, riparian restoration, assessment of exotic plant treatments, and plant community characteristics.

X The work described currently is supported by OFS and/ or PMIS

Site: DETO STEWARDSHIP

- X Improve the condition of park resources and assets.
 - X Complete all cultural resource inventories for designated priority resources.

Devils Tower is working with curatorial staff from Mount Rushmore to complete cultural resource inventories. Archeological site assessments for 62 sites have been completed to date.

The work described currently is supported by OFS and/ or PMIS

Site: DETO STEWARDSHIP

- Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.
 - X Other Park/ Program performance goal(s)

Expand VIEWS to include cultural modules. Expand Story Box programs to include video clips of people discussing what the Tower means to them. Develop tribe specific interpretive media explaining the cultural and spiritual significance of this sacred site.

X The work described currently is supported by OFS and/ or PMIS

Site: DETO STEWARDSHIP

- ${ t X} \mid$ Encourage children to be future conservationists.
 - X Other Park/ Program performance goal(s)

Continue developing park curriculum based education programs to be presented in the classroom. Develop teacher modules for park website and other distance learning technology.

f X The work described currently is supported by OFS and/ or PMIS

Site: DETO ENVIRONMENT

- X Reduce environmental impacts of park operations.
 - X Reduce the environmental impacts of park operations on air and water quality.

The Park has an extensive recycling program which has proven to be quite successful, this program will continue. The Park will also acquire hybrid vehicles as allowed. The Park Resource Program only uses approved pesticides and herbicides within its spraying of invasive species. Park staff is also looking into alternative avenues to become more green. Alternatives are being developed for a shuttle service within the Park to deal with the congestion of vehicles at the Visitor Center area.

The work described currently is supported by OFS and/ or PMIS

Site: DETO ENVIRONMENT

- X Inspire an environmental conscience in Americans.
 - Establish programs to showcase exemplary environmental practices and increase visitor awareness of how the practices apply to their daily lives, as measured by surveys.

As the Park develops its environmental practices (e.g., recycling program) visitor awareness will be developed through use of interpretive tools and programs.

- The work described currently is supported by OFS and/ or PMIS
- M Demonstrate environmental excellence through increased use of alternative energy and fuels at every park.

The Park currently has one vehicle which is able to use alternative fuels and more will be acquired as vehicles are replaced, including hybrid vehicles.

The work described currently is supported by OFS and/ or PMIS

Site: DETO RECREATION

- Encourage collaboration among and assist park and recreation systems at every level-federal, regional, state, local-to help build an outdoor recreation network accessible to all Americans.
 - Rehabilitate over 2,000 miles of trails within or connected to national parks, including trails accessible to those with disabilities.

The Park has an ongoing project to rehabilitate all trails, both paved and unpaved, Joyner Ridge Trail; Red Beds Trail; Valley View Trail; South Side Trail; Climber Access Trail; and the Tower Trail. This would include removal of the current Tower Trail head and realigning it to a position which would allow for greater access by more visitors who are either elderly or disabled, as the current alignment has a very steep incline at the trail head. Use of the Montana and Wyoming Conservation Corp, as well as the Black Hills Tribal Youth Conservation Corp allow the trails to be rehabilitated on a regular basis.

The work described currently is supported by OFS and/ or PMIS

Site: DETO RECREATION

- Establish "volun-tourism" excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.
 - X Increase annual volunteer hours by 100 percent, from 5.2 million hours to 10.4 million hours.

Construct two additional VIP trailer sites. Partner with climbing groups to get volunteers to help in the climbing office and on climbing patrols. Get participation from tribal members to discuss the significance of the Tower.

f X The work described currently is supported by OFS and/ or PMIS

Site: DETO RECREATION

- X Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.
 - Increase visitation by 25 percent at lesser-known parks through a national tourism effort aimed at helping people to discover the breadth of parks and experiences.

Continue working with the Wyoming Travel & Tourism, as well as the Black Hills, Badlands and Lakes Association to promote the Park. The Park recently accepted a donation of a sculpture from internationally renowned Japanese sculptor, Junkyu Muto. The sculpture will be unveiled on June 21, 2008. The sculpture will be dedicated to the story of the White Buffalo Calf Woman and her bringing the sacred pipe to the Plains people. This will not only incorporate the interpretive stories of the Tower and uses by tribal people, but will show partnership among peoples of the world. The sculpture will be located within a section of the Park where visitors can get a different view of the Tower, relax and take in the peace and solitude of the natural environment. A partnership between the Park and the philanthropic organization associated with Mr. Muto has been formed to provide funding for the delivery of the art piece to the Tower from Rome, Italy. The unveiling ceremony is being planned on an international basis, with approximately 300 people from Japan planning on attending in addition to local and tribal members.

- The work described currently is supported by OFS and/ or PMIS
- Increase the number of visitors that attend ranger-facilitated programs such as campfire talks, hikes, and school programs.

Develop program area away from traffic and distractions, as well as an indoor facility to conduct programs during inclement weather. Expand Outreach Interpreter's position from part-time to full-time.

The work described currently is supported by OFS and/ or PMIS

Site: DETO EDUCATION

- Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.
 - X Other Park/ Program performance goal(s)

Develop Teacher-Ranger-Teacher internship. Make curriculum materials available through the Park website. Expand VIEWS to include a number of park modules with associated teacher activities.

X The work described currently is supported by OFS and/ or PMIS

Site: DETO EDUCATION

- Introduce young people and their families to national parks by using exciting media and technology.
 - Increase the number of web hits through the introduction of advanced, interactive features that attract young people to national parks.

Expand partnership with Black Hills State University to develop podcasts on a variety of park topics. Develop more grade specific online fieldtrips with "Ask an Expert" opportunities for students.

X The work described currently is supported by OFS and/ or PMIS

Site: DETO EDUCATION

- X Promote life-long learning to connect generations through park experiences.
 - X Enroll an additional two million children in the Junior Ranger program.

Continue promoting the Junior Ranger program with the assistance of Devils Tower Natural History Association. Develop a park specific Junior Ranger program online.

- The work described currently is supported by OFS and/ or PMIS
- X Other Park/ Program performance goal(s)

Improve the accessibility of the Park film. Develop audio tour of Tower Trail for visitors that are visually impaired. Develop partnership with journalism department at Black Hills State University to help produce park newspaper.

f X The work described currently is supported by OFS and/ or PMIS

Site: DETO EDUCATION

- Impart to every American a sense of their citizen ownership of their national parks.
 - X Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

Develop on demand system for park film to be available at amphitheatre. Develop new visitor center and pedestrian plaza with program areas and additional restrooms. A major segment of Devils Tower which visitors have used since the mid-1950s is the Belle Fourche campground. It is currently in disrepair. The Park is working to get the campground rehabilitated to address the concerns of the visitors who use the area. This is a popular Park use area with visitors and the majority of comments received from the visitors express a desire for rehabilitation of the campground facilities and how wonderful it is that the campground is here.

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- X Other Park/ Program performance goal(s)

Improve the accessibility of the Park film. Develop audio tour of the Tower Trail for visitors that are visually impaired. Develop partnership with the Journalism Department at Black Hills State University to help produce park newspaper.

The work described currently is supported by OFS and/ or PMIS

Site: DETO PROFESSIONALISM

- X Be one of the top 10 places to work in America.
 - Meet 100 percent of diversity recruitment goals by employing people who reflect the face of America.

Diversity is an essential factor in recruitment efforts of the Park. This current year through use of the Native Voices and Places and Building Better Futures programs two diversity students were employed within the Park. They were extremely successful in providing excellent services to the visitors. One of the students will be returning through the program for FY 2008 and additional students will be recruited through these programs. The Chief Ranger hired this fiscal year is also a diversity candidate. With an increase in base funding training will be a primary focus for permanent staff members.

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Site: DETO PROFESSIONALISM

- X Use strategic planning to promote management excellence.
 - X Other Park/ Program performance goal(s)

The Park has gone through the Core Operations process and finalized the four month report. Devils Tower will be using this management performance tool in furthering its goals within the next several years until fully implemented.

The work described currently is supported by OFS and/ or PMIS

Site: DETO PROFESSIONALISM

- X Promote a safety and health culture for all employees and visitors.
 - Reduce the number of employee lost-time incidents and serious visitor injuries by 20 percent.

The Park recently completed a week long safety session with a consultant who assisted the staff in development of a Park safety plan. An Executive Safety Committee has been formed and will be performing safety walk arounds and monthly meetings. Divisions are working on revision of all relevant JHAs, performing monthly safety walk arounds and tail gate sessions. A safety stand down will be taking place within the next month to assist employees with change in the workplace to make safety first nature in all activities. Within the Park safety plan, goals of 50% reduction of employee injuries for the next two years have been identified, so by FY 2009 there will be no employee injuries. Visitor injuries will be reduced by 10% per year. A regional office employee will be doing a follow-up to the safety session to ensure proper implementation is successful.

The work described currently is supported by OFS and/ or PMIS

Site: DETO PROFESSIONALISM

X Model what it means to work in partnership.

X Other Park/ Program performance goal(s)

A major goal of the Park is to maintain and develop partnerships to ensure success of the Park. The current centennial initiative project "Circle of Sacred Smoke" involves many partners, Crazy Horse Monument is donating the base stone for the sculpture, Black Hills National Forest is donating in-kind services to deliver the base stone to the Tower; Job Corps will be providing the food for the ceremony; Bear Butte State Park, South Dakota will be accepting the sculpture prototype for their Museum, Devils Tower Natural History Association; local community members and artisans; local climbing guides; tribal medicinemen & elders; visitors; and a local artisan will develop the associated artwork for invitations and related articles. The project will model for all others that partnerships among a great variety of people can bring joy to hundreds of thousands of people. The Park will also work hard at maintaining current partnerships and working closely with local governments.

 \mathbf{X} The work described currently is supported by OFS and/ or PMIS