

ANNUAL NARRATIVE REPORT  
OF THE SUPERINTENDENT

**MINUTEMAN MISSILE  
NATIONAL HISTORIC SITE**

FY 2004

(October 1, 2003 – September 30, 2004)



***“In the thermonuclear age, any misjudgment on either side about the intentions of the other could rain more devastation in several hours than has been wrought in all the wars of human history.”***

John F. Kennedy, 1961

## **Background**

In 1999 President William Clinton signed into law (Public Law 106-115) the “Minuteman Missile National Historic Site Establishment Act”. Congress stated that the purpose of the new park is to:

- preserve, protect, and interpret for the benefit and enjoyment of present and future generations the structures associated with the Minuteman II missile defense system
- to interpret the historical role of the Minuteman II missile defense system as a key component of America’s strategic commitment to preserve world peace, and in the broader context of the Cold War
- to compliment the interpretive programs relating to the Minuteman II missile defense system offered by the South Dakota Air Force Museum at Ellsworth Air Force Base

Minuteman Missile National Historic Site is the only intact Minuteman II missile site remaining in the United States. It contains a Launch Control Facility (Delta-01) and a Launch Facility (Delta-09). Delta-01 and Delta-09 are also the only remaining intact examples that demonstrate the original Minuteman I configuration (modified to Minuteman II), designed to implement the Cold War policy of massive retaliation. From this seemingly isolated patch of Midwestern prairie, United States Air Force officers could have launched ICBMs at targets in the former Soviet Union. With the simple turn of keys, nuclear missiles would have been exchanged with the Soviet Union, making real one of the greatest fears of the 20<sup>th</sup> Century.



Established as the 379<sup>th</sup> National Park Service unit, Minuteman Missile National Historic Site will provide the opportunity “to preserve, protect, and interpret” the Cold War, the role of the Minuteman missile defense system, and what it meant to work with the missiles and live near the South Dakota sites. Delta-01 and -09 contain complete features dating from the time they were on active alert status including historic furnishings, archives, two Peacekeeper vehicles, and a deactivated Minuteman II ICBM.

In the enabling legislation, Congress directed the Secretary to prepare a general management plan for the historic site and that the plan include an evaluation of two possible locations for a visitor center/administration facility. The general management plan process began in 2001 with a Notice of Intent to Prepare a Draft General Management Plan/Environmental Impact Statement appearing in the Federal Register on March 26, and creation of a planning team led by Mary McVeigh of the Denver Service Center. Phase I of the planning process included public scoping meetings that same year. Phase II of the process included the formation of general management plan alternatives and the gathering of public input through mailings and two meetings.



In September 2002, the U.S. Air Force transferred administration of Minuteman Missile National Historic Site to the National Park Service. A public ceremony, held at Delta-09, marked the occasion.

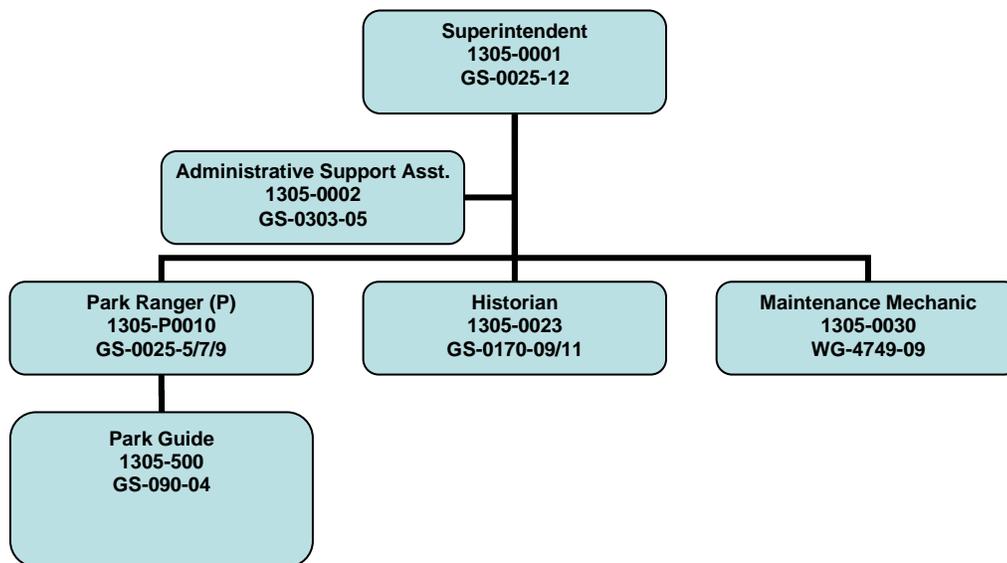
Prior to Fiscal Year 2004, personnel from Badlands National Park, along with program managers from the NEKOTA group, provided general management oversight for Minuteman Missile National Historic Site. Specific support from Badlands National Park included: management by Superintendent Bill Supernaugh; budget, procurement, and human resource issues directed by Administration Manager Marcia Huether; patrol, security, health, safety, and other protection actions supervised by Chief Ranger Scott Lopez; interpretation, visitor services, and cultural resource management duties facilitated by Resource Education Chief Marianne Mills and; all facility maintenance projects overseen by Facility Manager Ron Dorsey.

The NEKOTA team assisted in areas of personnel, IT, contracting, and permanent changes of station. The Northern Great Plains Exotic Plant Management Team began to incorporate Minuteman Missile activities into their network during 2003.

Fiscal Year 2004 marked the first full year of operations for the National Historic Site. The site's planning and development project office, located at Exit 131 off Interstate 90, began its first visitor season on Memorial Day, 2004.

## **Administration & Management**

- While managing initial operations for Minuteman Missile National Historic Site, personnel at Badlands National Park set a priority to draft and implement the new site's organizational chart. Beginning on October 5, 2003, Park Ranger Mark Herberger entered on duty as the site's first superintendent. On October 19, Park Ranger Pan Griswold began her tour of duty as the site's protection ranger. Already on duty, was Park Historian Sue Lamie. Later in Fiscal Year 2004, the remaining permanent positions were filled; Maintenance Mechanic John Black and Administration Support Assistant Andrea Brown. A seasonal park guide provided visitor services from May 23 through the end of the fiscal year.



- During Fiscal Year 2004, Badlands Superintendent Bill Supernaugh continued to provide assistance and guidance for the new staff at Minuteman Missile. He coached Badlands managers to support various operations at Minuteman Missile that lacked specific staff, especially with budget, procurement and, during the first half of the fiscal year, with minor maintenance. Although Minuteman Missile reimbursed Badlands for some personnel support and supplies, many employee hours were provided pro bono. With Minuteman Missile's new superintendent participating in the Midwest Region's Developmental Superintendent Program, Superintendent Supernaugh acted as his direct supervisor.

- The challenges of administering and managing a new start-up park area were apparent from day one. Site personnel began concentrating efforts on planning and developmental issues, researching and reconstructing past decisions, organizing and outlining short and long term tasks, building community relations, and answering the ever-repeated question “when are you going to open?”



Basically, there are two correct answers in response to the “when are you going to open?” inquiry. To be fully operational, in the sense of what most visitors have come to expect in a national park area, site staff drafted five administrative goals or emphasis areas:

- Provide an interpretive experience for the public
- Provide legendary customer service
- Conserve the resources for future generations
- Ensure staff and public health and safety
- Draft and implement routine National Park Service administrative operations

The five goals encompass a variety of “needs” including a visitor center, wayside exhibits, brochures, fulfilling the enabling legislation, establishing partnership and volunteer groups, providing restrooms, directional signs, land and boundary adjustments, site inspections, hazard mitigation, historic structure compliance, integrated pest management, developing a museum management plan, shuttle transportation, rehab and repair work, resurrecting and initiating the general management plan, maintaining emergency response, daily and cyclic maintenance, and much, much more. All totaled,

the new staff drafted a “to do” list of 274 items. Additionally, park personnel made the commitment to complete these items with the quality reputation the National Park Service is known for. To do otherwise would be a disservice to the public, the Service, our unique cultural resources, and the local communities. Obviously, the planning, funding, staffing, and building of a new start up park area will take time. Fiscal Year 2010 would be a minimum estimate for most of the essential tasks within the five emphasis areas to be completed. Future Annual Narrative Reports will provide appropriate course corrections of the time estimates.

The second correct answer to the “when are you going to open” question was “in the summer of 2004.” During the first two quarters of Fiscal Year 2004, park staff began to plan for the Historic Site’s first season of visitor services. (See the narrative on Interpretation & Visitor Services)

- In order to launch a foundation for Minuteman Missile’s planning and developmental progress, staff members drafted a mission statement to assist with establishing an identity for the new site.
- In addition to the mission statement, staff members also drafted a series of significance statements for the site. Although the “Minuteman Missile National Historic Site Establishment Act of 1999” lists the “Purposes” of the new site, it did not provide specific significance statements. Congress did list four “Findings” which elude to significance but in mostly general terms.

Significance statements capture the essence of a park area’s importance to our country’s natural and cultural heritage. They do not inventory an area’s resources, rather, they describe a park’s distinctiveness and help to place the area in its regional, national, and international contexts. Significance statements clearly define the most important things about an area’s resources and values.

The Delta-01 Launch Control Center is the only remaining Minuteman II facility of its kind still in existence. Two Air Force Commanders at these computer stations were in charge of 10 nuclear missiles within the “Delta flight”.



For Minuteman Missile National Historic Site, our significance statements answer questions such as why are the resources distinctive? What do they contribute to our natural and cultural heritage? Defining the site's significance helps present and future managers make decisions that conserve the resources and values necessary to accomplish the legislative purpose of Minuteman Missile.

Minuteman Missile National Historic Site is significant because:

*The Minuteman II intercontinental ballistic missile (ICBM) facilities known as Delta-01 and Delta-09 are the best-preserved examples of the operational character of American history during the Cold War.*

*The facilities are symbolic of the dedication and preparedness exhibited by the missileers of the Air Force stationed throughout the upper Great Plains in remote and forbidding locations during the Cold War.*

*The facilities provide a unique opportunity to illustrate the history and significance of the Cold War, the arms race, and ICBM development.*

*Delta-01 and Delta-09, as represented through the 44<sup>th</sup> Strategic Missile Wing, highlight the traditional values, training, and esprit de corps of military personnel from the U.S. Air Force, the Strategic Air Command, and Ellsworth Air Force Base and their undeterred commitment to defend the country.*

*The facilities represent unparalleled engineering feats and collaboration between military personnel and civilian contractors in designing, construction, activation, and maintenance of the upper Great Plains Missile Fields.*

*Delta-01 and Delta-09 remain as examples the ability of the American people to construct in a short period of time, complex facilities that would not only serve as a protection against others that have similar power but also withstand the test of time.*

*Although the Minuteman system was a catalyst for rural electrification, road improvements, and economic development, the facilities also exemplify the historic concerns among rural South Dakota communities and ranchers towards land ownership issues and potential disruptions of their traditional "western way of life".*

*The facilities offer the opportunity for civic engagement, discussion, and debate on past, present, and future ramifications of the Cold War era and the country's missile defense program.*

*Delta-01 and Delta-09 allow access, for national and international visitors, to seldom-seen military technology and the powerful tangible cultural resources that may have had a profound impact upon their political and social ideals.*

- Local 9-1-1 protocols required all rural facilities with phone listings to have an actual street address in case of an emergency. Therefore Delta-01, Delta-09. and the project office all received new addresses.

**Minuteman Missile National Historic Site  
21280 SD Hwy 240  
Philip, SD 57567**

- In launching Minuteman Missile's identity, the staff encountered one continuous, if not somewhat humorous, challenge. Apparently, there is a significant "learning curve" within the ranks of the National Park Service that the new Minuteman Missile National Historic (a.k.a. MIMI) is not the well-established Minute Man National Historical Park (a.k.a. MIMA). Many National Park Service lists, charts, spreadsheets, graphs, and tables generally show/list MIMA. Typically, whenever the staff at MIMI would attempt to reply to memos, ask for information, or try to submit updates, the telephone conversation would go something like this: "We would like to update your XXX list to include Minuteman Missile National Historic Site". "Well, it looks like you are already on the list". "Are you sure? We're Minuteman Missile." "Yes, MIMA is on the list". "No, MIMA is Minute Man National Historical Park". "Yes, Minute Man." "No, we are Minuteman Missile, MIMI." "Who?" "We are MIMI; you're list says MIMA. MIMA is in Boston, we are in South Dakota." "South Dakota?" .....sigh.....

In addition, most, if not all of the site's initial IT connections (FMSS, PMDS, Travel Manager...) were erroneously wired into Minute Man. Even Lotus Notes; if one were not careful in looking up an address, many messages would be sent to MIMA instead of MIMI. Sometimes land mail was equally routed in the wrong direction. The site's long-lost draft General Management Plan finally surfaced in Boston – FedEx'd to Minute Man.

Once Minuteman Missile received our new rural address change, the staff attempted to procure a meter for our mail room. If routine mail meter procurement procedures and communications with appropriate offices didn't present enough of their own inherent challenges, imagine ordering capital equipment for the site. After two months of awaiting delivery of the mail meter, calls were finally connected to the office in-charge: "Oh, we sent your mail meter out last month" – yes, to Boston.

- Over seventy-five reply due memos were completed including background research into many of the memo subjects. Topics ranged from award nominations to significant fiscal management issues and from protection-related annual reports to information requests. A substantial amount of less-formal communications were drafted and sent, mostly pertaining to administrative needs and questions for the new site. Site staff also responded to web site inquiries.

## Community Relations

- Prior to Fiscal Year 2004, most public relations efforts on behalf of Minuteman Missile National Historic Site centered on GMP-related activities, historical research, and occasional administrative activities. The new staff soon discovered that many local and regional individuals, businesses, civic groups, and agencies had little information, or accurate information, concerning the site. The new staff began a concerted effort to introduce themselves, along with Minuteman Missile issues, to the public.



Golden West Telecommunications Cooperative provides telephone, cablevision, and interned service throughout southwest South Dakota, southeast Wyoming and northwest Nebraska. As a public service, Minuteman Missile National Historic Site was highlighted in their October 2004 newsletter "Communications", which was distributed to 35 thousand customers. During August and September, 2004, company Customer Service Manager Dwight Flatt visited, researched, and photographed the site. During the Cold War era, Golden West provided phone and wiring service to Ellsworth Air Force Base and the South Dakota missile fields.

- Park Superintendent Mark Herberger, Park Ranger Pam Griswold, and Lead Facility Management employee John Black initiated first contact and renewed contacts with local landowners, area Chambers of Commerce, utility and infrastructure companies, media and political representatives, businesses, and county/state/Federal officials.
- Minuteman Missile joined the Wall and Philip Chambers of Commerce, and the Black Hills-Badlands and Lakes Association. In March, 2004, park staff hosted a Wall Chamber of Commerce social at Delta-01, providing a behind-the-scenes look at the site, future plans for Minuteman Missile, and introducing many members to the underground Launch Control Center for the first time.

- Research into the general management plan led to several introductory meetings with local utility companies including West Central and West River Power Cooperatives, Lyman-Jones Rural Water, and Golden West Telecommunications. Because of maintenance work and inspection needs, the site initiated a working dialog and contractual services with many businesses.
- Local landowner introductions were made including invitations to tour Delta-01 and -09 along with an open-door policy if they have any questions or concerns. In the last half of Fiscal Year 2004, Bernice and Grady Crew initiated and continue a regular discussion of interests and concerns. The Crews are local ranchers, own business interests at Cactus Flat, and are the landlords for Minuteman Missile's project office lot. Area rancher Gene Williams provides regular visits, issue updates, and represents local interests on the site's Long Range Interpretive Plan planning team. Landowner Sam Neumann has approached site employees inquiring about possible easements. His land borders three sides of Delta-01.



Community relations extended across international boundaries when a Russian TV crew asked for permission to film at the site for a news documentary. The film crew visited Minuteman Missile National Historic Site on Tuesday, March 2<sup>nd</sup>. The crew, from NTV Broadcasting Company in Moscow, was in South Dakota working on a documentary about Vladimir Tchelomey, chief missile designer for the Soviet Union during the Cold War. The documentary will be broadcast to an audience of over 110 million people on Russia's first independent national TV channel, NTV.

- Eleven news releases were drafted and distributed to local media. The coverage highlighted new personnel, volunteer activities, and the site's first visitor season of guided tours at Delta-01 and -09.

## ***Cooperating Associations***

- Although there are no formal agreements between Minuteman Missile National Historic Site and a cooperative association, plans to develop such a partnership are on the site's "to do" list. Research into potential partnership organizations, along with initial scoping sessions need to be scheduled.

Potential association partners have surfaced including the Badlands Natural History Association, the South Dakota Air and Space Museum, Eastern National, Southwest Parks and Monuments, and possible entrepreneurial businesses.

- As a part of their routine business operations with Badlands National Park, the Badlands Natural History Association provides limited sales items, related to Minuteman Missile, to the public. A Minuteman Missile patch, pin, and three different postcards are the initial interpretive products available at their sales outlets.

## ***Cooperative Activities***

- Valuable support for Minuteman Missile National Park continues to come from two reliable partners, personnel at Badlands National Park and from Ellsworth Air Force Base.

Specific individuals at Badlands National Park deserve recognition for their consistent and professional help to both the new site and to the staff. IT Specialist Andy Bilton, Personnel Assistant Barb Gartner, and Secretary Pam Livermont received On-The-Spot Awards from Minuteman Missile in recognition of their support.

In the Spring of 2004, Superintendent Mark Herberger was invited to the Change of Command Ceremony at Ellsworth Air Force Base and met several officials including Colonel Joe Brown, new commander of the base. All of the Colonels confirmed their continued support for Minuteman Missile, especially through the office of Civil Engineer Tim Pavek.

- The NEKOTA group provides support assistance to park areas in Nebraska and the Dakotas. With the establishment of Minuteman Missile National Historic Site, they expanded their IT, personnel, contracting, and change-of-station support to include the site. Marvel Schumacher coordinated one change-of-station move, Ron Eilefson guided all of the site's service and maintenance contracts, and Denise Stewart supervised numerous personal actions. The Superintendent's change of station was coordinated by Gay Flynn from the Midwest Regional Office.
- Due to a pre-Fiscal Year 2004 agreement, Minuteman Missile became incorporated into the Wall-Badlands Vacation Package, a promotional campaign to draw more visitors to this area. Local businesses and agencies provide special incentives for potential vacationers to book a one or two-night stay in the area. A part of the incentive would be for summer visitors to have a guided tour at the National Historic Site. This informal partnership became the driving force for the site's new employees to begin planning tours for the 2004 season. Coordinating the reservation package was Central Reservations Inc. out of Deadwood, SD. Although very few of Minuteman Missile's overall visitors arrived through the vacation package, the partnership proved positive and will be continued in 2005.

- Cooperative activities were extended to Badlands National Park from Minuteman Missile. Four-thousand dollars was provided to the Badlands Facility Maintenance Division in return for a variety of routine services and supplies. Lead Facility Management employee John Black continues to supervise the lock and key program for Badlands and Protection Ranger Pam Griswold provides active support and back-up for Badlands Rangers.

## ***Development***

- After coordinating research results pertaining to the general management plan timeframe and Line Item Construction project schedules, it became apparent early on that the site's project office trailer would be acting as a "visitor center/headquarters" from many years to come.

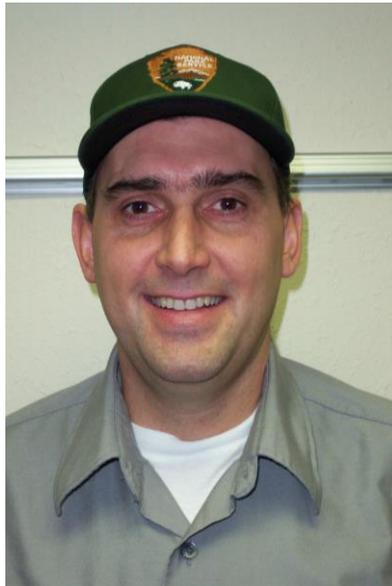


- Site staff initiated some minor improvements at the project office. As the main entrance to the project office, the administration office needs to double as a reception area and visitor contact/information desk for the public. The staff created basic interpretive displays and furnished the area with seating, historic photos, an American flag, and the NPS emblem.

Exterior to the project office, the staff continues with an on-going experiment with parking arrangements. The hard pack lot received a covering of gravel and staff installed the site's rural mail box.

In August, the project office received a letter from our lot landlord asking to amend the lease agreement in order to raise rental rates. Prior to Fiscal Year 2004, an informal rental agreement was drafted and initiated between the landlord, Grady Crew, and personnel at Badlands National Park overseeing the site. A monthly rate of \$140.00 was established. Actual payments, however, were to be delayed until the cumulative monthly rates offset initial funding paid out by the National Park Service to “ready” the lot for the project office. In reviewing the rental agreement, the NEKOTA contractor insisted that we rewrite and formalize the lease agreement under actual National Park Service protocols. Contract Specialist Ron Eilefson contacted appropriate GSA and Solicitor personnel in order to assist with the new lease to be drafted in Fiscal Year 2005.

## ***Facility Management***



Maintenance Mechanic John Black became Minuteman Missile National Historic Site's lead Facility Management employee during Fiscal Year 2004. As the site's only maintenance employee, his duties include maintaining utilities and infrastructure, conserving the integrity of the historic structures, preserving a safe environment for staff and visitors, managing FMSS, routine janitor services and grounds maintenance, and assisting with interpretive tours. John served as a maintenance employee at Badlands National Park and was one of several applicants for the position. During Fiscal Year 2004, he received an FMSS award from Director Mainella, an on-the-spot award for his work to mitigate health and safety issues at Delta-01, and a time-off award for his end-of-the-year performance appraisal.

- Prior to Fiscal Year 2004, some initial asset management data, including partial asset inventories, was entered into the site's FMSS. Unfortunately, some of the initial data was erroneous (i.e. the temporary investigators were unfamiliar with the historic sites and historic facility adjustments and, life cycle and specification templates have incomplete guidance for missile silo and control room-related facilities). Therefore, a significant amount of the data has had to be reviewed, edited, and/or modified for the historic facilities. Once our Lead Facility Management employee John Black became part of the team during the last half of Fiscal Year 2004, he tabulated a revised List of Assets, began asset inventories and revised specification templates, and completed the required 40% comprehensive condition assessments. Site staff began to look into the new Asset Condition Index with training and plans to complete the new API in early Fiscal Year 2005.

- The site received word that it could receive cyclic maintenance funding based on a Fiscal Year 2003 allotment if there was an appropriate project entered into PMIS. As a part of the 2005 Servicewide Comprehensive Call, a PMIS project was drafted for \$11k for interior painting of the above ground rooms at Delta-01. In addition to the \$11k, another \$4k was available to the site but only to be used for assistance in completing the required condition assessments. As events progressed, the contract bid came in \$17K over the PMIS submittal. (We discovered that at the time of submitting the PMIS project statement, we used the only figures available assuming they were correct. Unfortunately, the calculations were a part of the erroneous data described in the above paragraph). Regional program manager Sharon Busch was able to invest returned end-of-the-year funds from other regional cyclic projects to Minuteman Missile in order for us to proceed with the contract. The project is scheduled to be completed during Fiscal Year 2005.

## **Fiscal**

- The ONPS budget for Fiscal Year 2004 started out with a Green Book figure of \$327,000; after all assessments and adjustments, the final figure was \$320,460. Nine accounts were developed for Minuteman Missile's first official year of operations: Administration, Buildings, Cultural Resources, Facility Management, Historic Structures, Interpretation & Visitor Services, Management, Visitor & Resource Protection, and Utilities. By the end of Fiscal Year 2004, \$187.00 remained in the site's ONPS account.

### Additional funding awarded to Minuteman Missile National Historic Site in Fiscal Year 2004:

○ \$589.00	Volunteer account
○ \$4,000.00	FMSS Condition Assessments
○ \$28,000.00	Cyclic Maintenance
○ \$2,000.00	Superintendent-in-Training Program
○ \$500.00	Volunteer Park steward Event Grant

- In Minuteman Missile's enabling legislation, Congress instructed the Secretary of the Air Force to transfer to the Secretary of Interior any 1999 funds appropriated for the upkeep of Delta-01 and Delta-09. The funds are specified to be used for "establishing, operating, and maintaining the historic site". At the beginning of Fiscal Year 2004, the account totaled \$4,867,956. During the year, just over \$100,000 was allocated for Delta-01 needs including 80% expenditures for planning, procurement, and installation of the historic structure's emergency back-up generator.
- In response to the MWR's "FY04 Budget Crisis – Living Within Our Means" challenge, all of the region's park areas were directed to draft a Position Management Strategy. Each Strategy was to provide a detailed outline of the park area's organizational structure with fixed costs at a maximum of 85% of

base budget. Staff at Minuteman Missile drafted three components to the site's strategy: a position management outline for Fiscal Year 2004, a position management outline for Fiscal Year 2005 showing no base increase, and a position management outline for Fiscal Year 2005 showing a proposed ONPS base increase.

The Fiscal Year 2004 outline showed an ONPS base at \$320,460, fixed costs at \$257,000, with a fixed cost percentage at 80.4%. (In order to remain under the 85% ceiling for fixed costs, the historian position was lapsed after the position was vacated on June 5, 2004).

The Fiscal Year 2005 outline (with no base increase) showed an ONPS base at \$320,460, fixed costs at \$277,883, with a fixed cost percentage at 86.7%. Again, the historian position would remain lapsed.

The Fiscal Year 2005 outline (with the proposed base increase) showed an ONPS base at \$584,160, fixed costs at \$392,683, with a fixed cost percentage at 67.2%. The "with base increase" scenario includes staff additions and position upgrades.

## ***Interpretation & Visitor Services***



Minuteman Missile National Historic Site began its first season of guided tours on Memorial Day, 2004. Tour groups were able to visit Launch Facility Delta-09 and view a Minuteman II ICBM in its launch silo. A viewing enclosure, designed and built through a National Park Service-U.S. Air Force partnership, was installed in 2002.

- Minuteman Missile's public tours highlighted Fiscal Year 2004. Guided tours provided visitors a glimpse into what was once a highly restricted and classified facility at Delta-01 and -09. Tours were conducted twice daily, Monday through Friday, beginning on Memorial Day and ending on Labor Day. The tours were approximately two hours in length and were limited to six people per tours. Reservations for the tours began on April 1<sup>st</sup>.

Although the historic site will not be fully operational for many years, the staff wanted to take the opportunity to provide visitors with a “sneak preview” of Minuteman Missile. The tours also served to “beta test” the site and assess our needs for conservation and visitor services for when the site is officially open to the public year-round. (See the narrative on Public Use for a breakdown of visitor statistics).

- In anticipation of a finalized general management plan, and with increasing interest in the site, initial arrangements to draft a Long-Range Interpretive Plan began. Coinciding with an October 2003 “Interpretation Planning Requests” reply due, the site submitted a Long-Range Interpretive Plan request to the regional office. (Yearly, Harpers Ferry Center is able to fund Long-Range Interpretive Plans for two park areas within each region). Although Minuteman Missile National Historic Site rated high, the region chose Saint Croix and Nicodemus as their highest priorities for free Harpers Ferry Center funding. Region did, however, request that Harpers Ferry begin the Long-Range Interpretive planning process for Minuteman Missile and (since Minuteman Missile had the U.S. Air Force carry-over account for development), that the site reimburse Harpers Ferry Center for the work. Harpers Ferry Center Interpretive Planner Jack Spinnler was selected to coordinate the project.

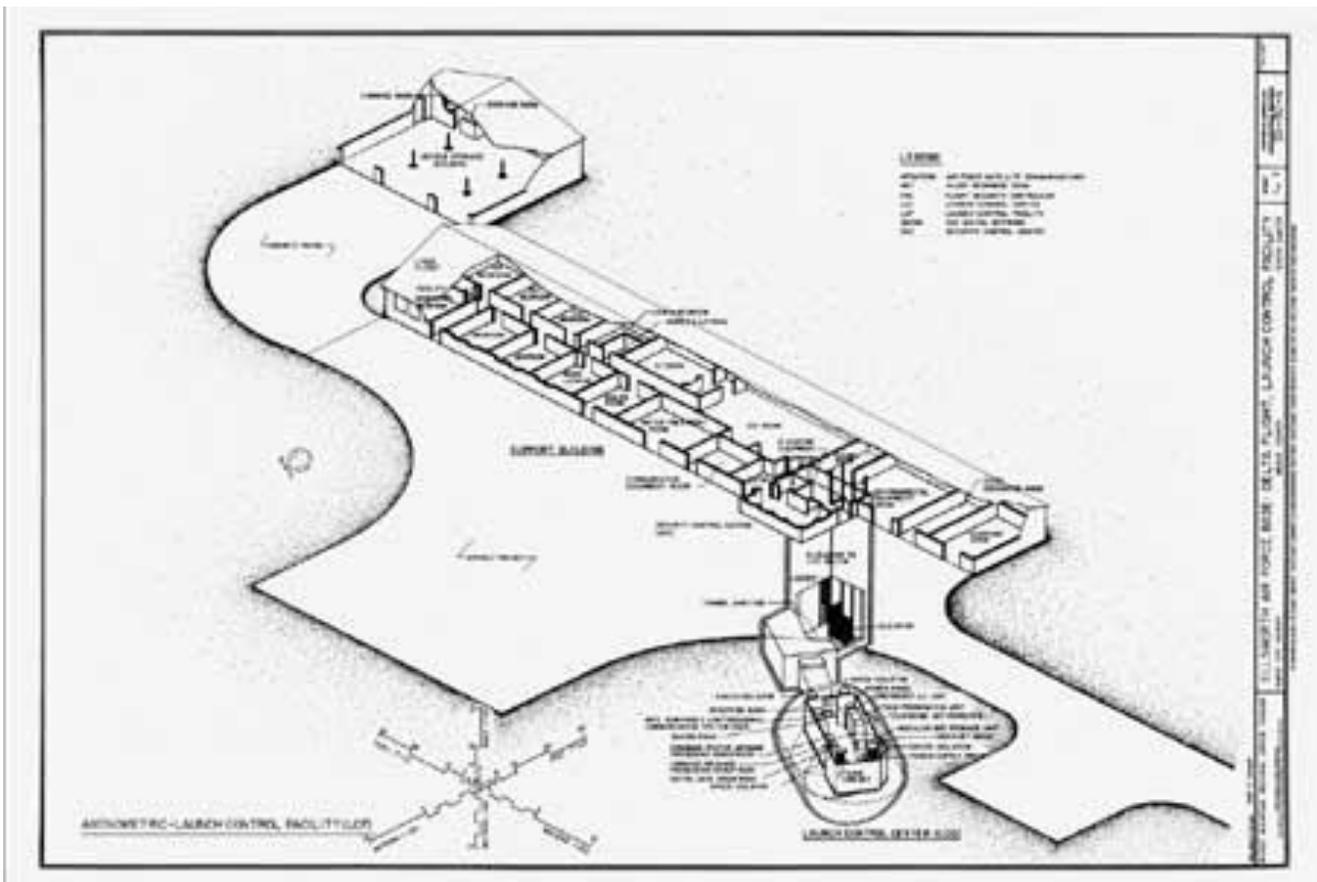
A preliminary project agreement, foundation sections of the Plan, and a scoping visit to the site were completed in Fiscal Year 2004. Additional team planning, conference calls, and on-site workshops were scheduled for Fiscal Year 2005.

- Site volunteer Dave Williams, supervised by Historian Sue Lamie, designed a web-based Junior Ranger program and launched the trial program on Minuteman Missile’s web page during the winter of 2004. With a purpose of introducing youngsters to one of our nation’s newest national park areas, the web program includes 12 activities and a “feedback” page.



As a reward for completing age-oriented activities in the web-based Junior Ranger Program, youngsters receive a stylish patch. The Junior Ranger patch was designed by Historian Sue Lamie and volunteer Dave Williams.

- Site staff produced the layout and text for Minuteman Missile's first site bulletin. The bulletin served as an interpretive handout, and was well received by various visitor centers as a means to supply information to their visitors. Nine-thousand copies of the black-and-white unigrid were produced through GPO contracting and distributed to the public.
- Initial contacts were made with Harpers Ferry Center to begin design on the site's official National Park Service unigrid brochure. Jane Hanna, at Harpers Ferry Center, is coordinating the project with final design and printing scheduled for Fiscal Year 2005.
- Realizing not all future visitors will be able to tour the underground Launch Control Center, site staff began to research alternative means to provide an interpretive experience for "topside" individuals. Arrangements were made with Park Ranger Amy Garrett from Homestead National Monument and the Southeast Nebraska Distance Learning Consortium to scope out the possibility of Minuteman Missile utilizing long-distance learning technology at Delta-01. The equipment could be not only used for its traditional function to enhance off-site educational opportunities but also to develop the site's capability to broadcast on-going tour programs back to the surface for visitors unable to participated in the underground tour. Further arrangements will be reviewed and possibly finalized in Fiscal Year 2005.



## **Lands**

- One significant project for the new site's "to do" list has been to survey and eventually mark official boundaries at Delta-01 and -09. Although each compound is surrounded by a security perimeter fence, most maps of the facilities disagree with specific boundary lines and acreage.



- Initially, site staff assumed that the Regional lands office would have the accumulated files concerning Minuteman Missile's land base and property transfer paperwork. It appears that neither the Regional Office nor Badlands National Park (as the prior caretaker for Minuteman Missile) ever received complete paperwork on the transfer of historic facilities, accurate boundary maps, or legal boundary descriptions; or if they had, the files have not been located.

In our ensuing search for property records, contacts were made with personnel at the Civil Engineering Office at Ellsworth Air Force Base, the Omaha District Real Estate Division for the U.S. Army Corps of Engineers, and the Real Estate Division for the Nebraska National Forest. Records for the Delta-01 transfer (from the U.S. Air Force to the National Park Service) were located and are now on file at Minuteman Missile's project office. Property transfer records, official boundaries, and/or accurate acreage measurements for Delta-09 have yet to be uncovered.

- Tetra Tech EM Inc. contacted Minuteman Missile for consultation on a construction project for a proposed telecommunications tower located on private property approximately four miles from Delta-01. Site staff made a Determination of No Historic Properties Affected for the undertaking.

## **Personnel**

- Due to the Midwest Region's "Budget Crisis – Living Within Our Means" situation, permission to fill the site's Administrative Support Assistant position was asked for, and granted. Although many applicants applied for the position, the Certificate of Eligibles listed only one individual, Andrea Brown. Andrea was applying for the position under the Interagency Career Transfer Assistance Program, as her previous position with the Bureau of Indian Affairs had been rifted. Andrea was hired into the position on May 2, 2004 and became the site's first administrative employee. Unfortunately, due to a 70-mile one-way commute and personal circumstances, Andrea resigned from the position at the end of the fiscal year in order to take a similar federal position near her residence. The Administrative Support Assistant position is scheduled to be refilled during Fiscal Year 2005.
- A seasonal Park Guide position was created and filled in order to provide guided tours for the site's first summer season of visitor services. Both the park guide and the summer tours received a significant amount of positive media attention and visitor comments. Although the position was intended to run from May 16 through September 3, the park guide resigned July 23. An emergency hire completed the tour of duty for the remainder of the summer season and through the end of the fiscal year.
- In response to creating a Position Management Strategy, a target organizational chart for Fiscal Year 2005 was drafted. Staff positions for a fully operational Minutemen Missile National Historic Site are listed in the site's draft General Management Plan. Key positions from that list were selected to design the future organizational chart under the assumption that the site would receive its proposed ONPS base increase in 2005.

Under the ONPS base increase scenario, the Fiscal Year 2005 organizational chart would include:

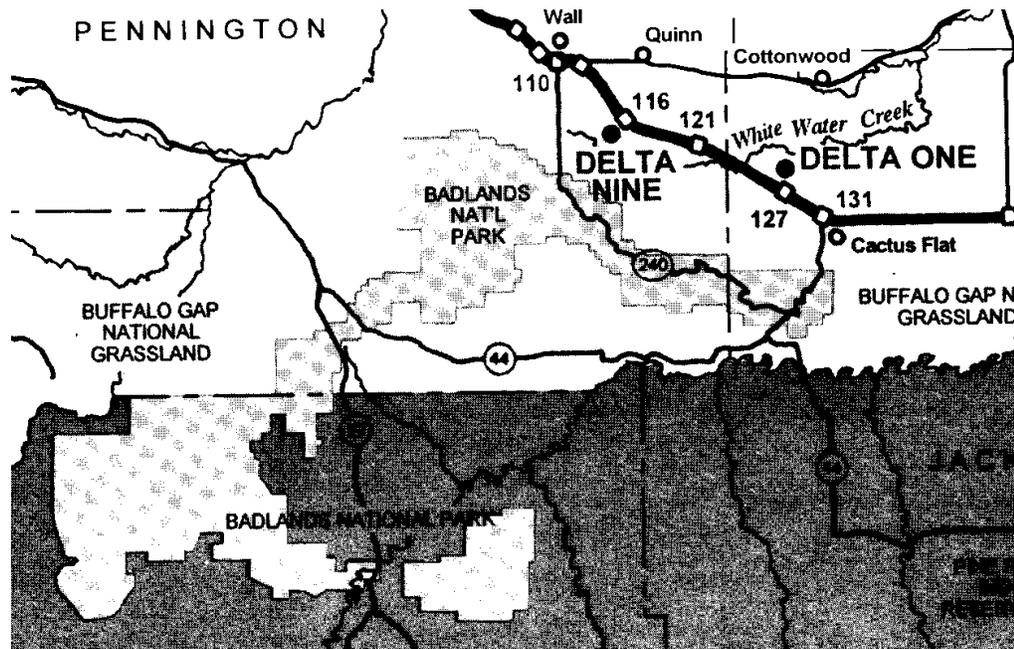
Park Ranger Superintendent	GS-0025-12/13
Administrative Support Assistant	GS-0303-05
Supervisory Park Ranger (P)	GS-0025-11
Maintenance Mechanic	WG-4749-09
Cultural Resource Specialist	GS-0170-09/11
Park Ranger (I)	GS-0025-05/7/9
Seasonal Park Guide	GS-080-04
Seasonal Park Guide	GS-080-04
Seasonal Custodian	WG-3566-04
Seasonal Park Ranger (P)*	GS-0025-05
(*split position with Badlands NP)	

(Positions in Red would be new positions created for Fiscal Year 2005)

- Additional permanent positions could have been selected with the proposed ONPS base increase, the funding was carefully allocated in order to assure Minuteman Missile can meet fixed costs several year into the future, retain discretionary funds for seasonal employees, and allow for the resource maintenance needs of the historic structures and cultural landscapes.

## Planning

- The general management plan planning process began in the spring of 2001 with formation of a planning team and a public scoping period. Public comments on this first phase of planning were accepted through June 22, 2001. Efforts during the second phase focused on developing management prescription zones and defining conceptual management alternatives. Another public input process included two public meetings in March of 2002. In May 2002, the planning team held a Choosing by Advantages workshop in order to select a preferred alternative. A second Choosing by Advantages workshop was conducted to select a preferred location for the visitor center/administrative facility. By synthesizing available input and information on hand at the time, the general management team selected "Alternative 4" as the National Park Service Preferred Alternative and Exit 127 off I-90 as the preferred location for the future visitor center/administrative facility.



Delta-09 Launch Facility (includes the missile silo and ICBM) at I-90 Exit 116  
 Delta-01 Launch Control Facility (includes the underground control center) at I-90 Exit 127  
 Minuteman Missile NHS Project Office at I-90 Exit 131 at Cactus Flat

On October 15, 2003, Superintendent Mark Herberger traveled to the Midwest Regional Office in Omaha for his first introductory visit with regional managers. The visit also coincided with a brief general management plan review concerning selection of a preferred site for the future visitor center/administrative facility – at Exit 127 or Exit 131 of I-90. Prior to Fiscal Year 2004, some disagreements had arisen as to the selection process for the preferred location. At the Omaha meeting, although the new Superintendent of Minuteman Missile, and some Badlands managers favored the 131 Exit, Regional Director Quintana asked the general management writers to proceed with the draft plan using the 127 Exit as had been previously selected.

Also at the meeting, Denver Service Center GMP Planner Mary McVeigh provided a timeline for the draft general management plan. Accordingly, the draft was to be ready for internal park review by February 2004, then for Regional and WASO review during the spring and summer months, and finally for public review by the end of the fiscal year. The timeline was further conveyed to Minuteman Missile’s constituency throughout southwest South Dakota.

During the winter of 2003-2004, it became apparent that the draft general management plan would be delayed. Due to internal constraints at Denver Service Center, Planner Mary McVeigh lost her research and writing staff for the Minuteman Missile project. By the end of summer, however, an interim draft was ready for review and sent out to the site in late September. Unfortunately, the draft suffered another slight delay of a couple of weeks when it was inadvertently mailed to the other “Minute Man” National Historical Park in Boston.

- Although the site lacked a general management plan in Fiscal Year 2004, nor did the site have a formalized Strategic Plan or Government Performance Results Act (GPRA) goals entered into the Performance Management Data System (PMDS), site staff developed our own internal set of goals to guide Minuteman Missile’s first year of operations. Appropriate GPRA goals were selected and Annual Work Plan worksheets were completed. With the end of the general management plan process in sight, Fiscal Year 2005 will be the first year for Minuteman Missile to have a Strategic Plan with data entered into PMDS.



Many of Minuteman Missile’s GPRA goal selections focused on the site’s cultural resources such as the missile silo at Delta-09. In order to gain access to the silo, a massive hydraulic-powered hatch opens to unveil a telescopic ladder descending 21 feet down the personnel access tube.

- As a tool to illustrate the number of “tasks to accomplish” for Minuteman Missile’s start-up years, site staff compiled a list of things to do. The list reflects, not only all of the routine activities any established park area needs to complete, but also highlights all of the first-time planning needs for a start-up park area. Over 274 items have been listed, organized into the same subheadings (from Administration to Visitor & Resource Protection) as outlined in this narrative.
- In response to the Servicewide Comprehensive Call, site staff drafted 7 new project statements and entered them into the PMIS database. All of the previously submitted projects needed to be reviewed for accuracy and appropriateness. Eighteen of the “older” submissions were rewritten and resubmitted. Site staff prioritized all 25 projects; the top five being: equipment replacement, oral histories project, park handbook, Collections Management Plan, and curatorial storage.



After 12 years of being “mothballed”, some interior rooms at Delta-01 showed signs of disrepair. PMIS project priority #15 (interior painting at Delta-01) was drafted specifically for the site to be able to accept Fiscal Year 2004 Cyclic Maintenance funding.

## ***Property***

- Site staff completed some work on transferring responsibility for Minuteman Missile’s formal and informal property management from Badlands National Park to the new site. A variety of arrangements still need to be worked out including Fixed Assets Subsystem training and property management certification for one of the site’s staff members.
- Site staff began to collect ideas for increasing the role and function of our modular trailer office. Because of the site’s general management plan timeframe and with current Line-Item Construction project criteria and schedules, the current project office area will have to accommodate interpretive and staffing needs for the near future. With a proposed ONPS base increase slated for Fiscal Year 2005, staff members began to look into the possibility of adding a second modular building to fulfill our needs. Such an addition would have to be coordinated with Fiscal Year 2005 funding and the new lot lease because of modification to the land.

## Public Use

- Reservations for Minuteman Missile National Historic Site's first season of guided tours began on April 1, 2004. Almost immediately, slots for the two daily tours (Monday through Friday) began to fill. By the end of the visitor season, most if not all of the approximately 900 tour slots had been filled to capacity.

Although visitors arrived from 45 states, the largest percentage came from South Dakota, Wisconsin, California, Illinois, and Ohio. International visitors arrived from Norway, Great Britain, Netherlands, and elsewhere.

### HOW DID VISITORS LEARN ABOUT MINUTEMAN MISSILE?

Badlands National Park employee	1%
Central Reservations Inc.	2%
South Dakota tourism books	2%
Minuteman Missile/NPS web page	47%
Local "word of mouth"	11%
Relative/family member of local NPS	4%
Other	19%
Local newspaper	4%
Walk-in	10%

- Visitor comments about the historic site, the interpretive themes, and the tour guides were extremely positive. Many visitors took the time to assist us with suggestions concerning what they would like to "see" on future tours, what a future visitor center should include, and on possible solutions on access issues into the underground launch control room. Because of fire safety codes (See the narrative on Safety) visitors were guided through the aboveground structures at Delta-01 but not the underground launch control room. In place of the control room, visitors were taken to the ICBM and silo at Delta-09. Although some visitors were disappointed at not having access to the control room, they were thrilled to have the alternate opportunity to see the Minuteman II missile.
- Although many South Dakota national park areas and attractions reported slight to moderate drops in 2004 visitation, Minuteman Missile was happy to report an increase. Compared to Fiscal Year 2003, site visitation was up 1,300%. (Yes, the site did not have many visitors in Fiscal Year 2003 since it was not open).

- National Park Service Director Fran Mainella visited southwest South Dakota in early July for the festivities at Mt. Rushmore National Memorial. While in the area, she visited several national park areas including Minuteman Missile. During her afternoon visit, Director Mainella was introduced to the new staff, provided the staff with some issue updates and fielded questions. She also became an honorary Minuteman Missile Junior Ranger, contingent of course, upon her completing the Junior Ranger workbook on her flight back to Washington.

## **Research**

- On May 17, Historian Sue Lamie announced that she had accepted a job at the Department of Veterans Affairs in Fargo, ND. A year earlier in January, 2003 her husband, Minuteman Missile Park Ranger Steve Demske, moved to Fargo in order to become a Special Agent for the Federal Protective Service. Sue stayed behind in South Dakota to continue her historic research work in helping to develop Minuteman Missile. Sue's resignation was effective June 4, 2004.

**"The atomic bomb has changed everything except the nature of man." - Albert Einstein**  
(signature quote favored by Historian Sue Lamie)

## **Resources Management**

### Cultural:

- Harpers Ferry Center Conservator Al Levatin was invited to visit the new site in order to assist staff with conservation-related issues. One major focus of the trip was to inspect the interior painted surfaces at Delta-01 and provide the site staff with recommendations for the up-and-coming painting contract. Al's visit took place on May 18 through 20. He was able to leave the staff with recommendations and suggestions for the painting contract and many other conservation/maintenance projects in line for Delta-01.
- Although the U.S. Air Force transferred administration and real property to the National Park Service, it appears that arrangements to officially transfer ownership of the site's historic furnishings were never made. Site staff researched the issue and attempted to uncover any information or files pertaining to the furnishings left at Delta-01 and Delta-09. Personnel at Ellsworth Air Force Base, the South Dakota Air & Space Museum, and the U.S. Air Force Museum at Wright-Patterson were contacted. In order to establish official paperwork for a transfer of the items, the Air Force Museum requested an inventory. (A 1993 inventory was discovered but it was obviously outdated and incomplete for our needs).

Working with the Midwest Region Curator Carolyn Wallingford, plans were drafted to conduct a new inventory at both Delta-01 and -09. The plans

included a scope of work, a schedule, possible team members, and funding needs. In order to afford the project, Superintendent Herberger decided to use funding from the original Air Force roll-over account provided to Minuteman Missile through the enabling legislation. Actual work conducting the inventory is slated for mid October in Fiscal Year 2005.



The Launch Control Facility support building at Delta-01 remains largely as it did when Air Force personnel left the site following deactivation on the Minuteman II missiles.

- Prior to Fiscal Year 2004, Historian Lamie began assisting National Park Service Historian Laura Feller with her work on Minuteman Missile National Historic Site's Nomination to the National Register. The draft Nomination was completed and ready for agency review. The U. S. Forest Service Federal Preservation Officer (USFS FPO) in D.C. confirmed that good protocol would be for Minuteman Missile management to contact the local Forest Supervisor and give them a look before USFS FPO reviews. Superintendent Herberger met with local Supervisor Bill Perry and presented him with a draft Nomination. He, in turn, routed the document through his chain of command.

Momentum for the National Register Nomination slowed after Historian Lamie resigned but resumed with new responsibilities delegated to Protection Ranger Pam Griswold. Work continues with finalization expected in Fiscal Year 2005 after documentation of State Historic Preservation Office concurrence and, submission to the "Keeper" of the National Register.

- Paige Hoskinson and Steve Rogers of the State Historic Preservation Office were invited to visit Minuteman Missile and the new staff on site. During their February 2004 visit, they provided the staff with an informal training session on 106 compliance, numerous SOP's concerning compliance-related issues, and on-site advice for up-and-coming projects at Delta-01 and -09.

Natural:

- Prior to Fiscal Year 2004, the Northern Great Plains (NGP) Exotic Plant Management Team began the process to draft a programmatic Environmental Assessment to implement a plan to control exotic plants. Once Minuteman Missile began operations with a staff in October 2003, the NGP team invited the new site to participate in the program.
- Site staff completed two Environmental Screening Forms pertaining to natural resources. One form concerned 2004 treatment of vegetation growing alongside the historic features at Delta-01 and Delta-09. The second screening form concerned participation with the NGP and future participation in the Environmental Assessment for exotic plan control.

## **Safety**

- While preparing the many tasks in planning for Minuteman Missile's first visitor tours of Delta-01, site staff considered it necessary to inspect the historic facilities for possible health and safety issues. To assist with the process, a Midwest Region Health and Safety Team was invited to the site. Environmental Engineer Dick Fisher, Public Health Consultant Bob Reiss, Structural Fire Management Officer Kip Schwabe, and Kurt Topham made the inspection visit on February 10, 2004.

During the safety visit, regional team members and site staff developed a list of 35 items covering a variety of issues from confined spaces and air monitoring to emergency lighting and annual testing of the fire suppression system.



One significant challenge raised during the visit pertained to the perceived need for a second means of egress from the underground Launch Control Center. Decades ago, the U.S. Air Force designed and constructed the launch control centers as hardened underground fallout structures capable to withstand a nuclear near hit. Unfortunately, they had only one elevator shaft up and down. Today, because of Federal Fire Codes and under most circumstances, public facilities need to have two means of egress. Until further research into the situation at Delta-01, Fire Management Officer Kip Schwabe recommended that the public not be allowed into the underground portion of the site.

As a result of the health and safety inspection, site staff began to refocus most of our time and efforts on two new fronts for the next several months. One area of work centered on resolving 34 of the safety items; the other on researching and solving the egress situation. By May 2004, most of the 34 items were completed or being worked on towards completion.

#### 34 Health and Safety Items at Delta-01 from the MWR Health and Safety Inspection – May, 2004

- Mold - Clean-up project contracted out and completed.
- Radon - Alpha track devices purchased and monitoring in progress.
- Air monitoring - Air quality monitoring devices procured. Installation upon arrival,
- Air circulation - Delta-01 air circulation systems (high volume and low volume) tested and operable.
- Duct cleaning - HEPA vacuum purchased and cleaning in progress.
- Pests - Begin rodent-proofing the historic site.
- Sump pumps - Checked and operational.
- Sewer lines - Flushed and traps filled with water and chemical.
- Well pump - New switch installed. Pump operational and recharging cistern.
- Humidity - Dataloggers in place and monitoring in progress
- Electric panels - Search for keys, marked, and access now limited.
- Old water heater and circuit - Bypassed.
- Elevator - Inspection contract completed and out for bids. Documentation file set up.
- Confined spaces - Identification in progress.
- Diesel Tanks - Contractor hired and all tanks emptied.
- Propane tank - Barriers installed.
- Exit lights - Repaired and operational
- Emergency lights - Old system repaired and operational. New lights ordered and to be installed
- Extrication gear - Winch & elevator hatch operational. Supplies and climbing ranger on staff at Badlands.
- Evacuation map - 1st draft.
- Railing into control room - Railing researched and compliance submitted to MWR.
- Barrier at ladder shaft - Barrier researched and compliance submitted to MWR.
- Low voltage transformer - Cover purchased and installed.
- Fire test - Annual alarm test completed. Suppression system test scheduled for 2005. Old hose system labeled.
- Old kitchen grill - Fire extinguisher disabled.
- Stove - Disconnected and inoperable.
- Chemical containers & cleaning supplies - Removed from lower level at Delta-01.
- Projects prioritized to be completed in FY05 - Labels for confined spaces, elevator gate protector, asbestos survey, generator room batteries, survey chemical supplies for MSDS sheets, secure the refrigerators, drain old water system tanks.

- The 35<sup>th</sup> and remaining health and safety challenge pertained to the NFPA 101 code for exiting the underground Launch Control Center. Site staff began to rewrite the strategy for summer tours. In lieu of taking visitors underground at Delta-01, the tour would now include visiting the ICBM and silo at Delta-09. Advertising, including the site's webpage, was updated to reflect the proposed changes. Protection Ranger Pam Griswold took the lead on researching the egress issue.

As one of the primary resources at Minuteman Missile National Historic Site, the underground Launch Control Center is critical to interpreting the site's themes and values. Never allowing visitors into the center was not an option for the new staff at Minuteman Missile. As the only Minuteman II facility of its kind remaining in the United States, altering the structure by adding a second elevator or ramp-way would significantly affect the site. Impacting the historic structure in such a manner was also not an option for the new staff.

Beginning immediately, Protection Ranger Griswold researched the egress issue, particularly on how other National Park Service facilities addressed similar situations. The staff communicated with a dozen individuals, both within and outside the Service, including Chief Rangers at park area with one-egress buildings, Denver Service Center Safety Engineer Brian Olson, Jack Webb from the Fire Safety Institute, Mike Warren from the Boise structural fire program, and personnel at the State Historic Preservation Office and other missile sites. Pam and the staff researched National Park Service inspections at lighthouses, caves, monuments, and historic buildings with one egress; exceptions to the Code such as fire towers and air traffic control centers; Section 5.1.4 of the Code and "authority having jurisdiction"; risk assessments; are of refuge and; safety precautions/mitigation factors. In addition, a service and inspection contract for the elevator was established.



Although the 40-foot elevator shaft leading to the underground Launch Control Center at Delta-01 contains a ladder-catwalk, it is not considered a second egress.

With assistance from personnel at the regional office, the health and safety team began to see some progress “light” at the end of our egress “tunnel”. A trip to Omaha was scheduled to meet with Regional Director Ernie Quintana and members of the Regional health and safety team on May 27. The meeting was very productive with the Regional Director clarifying the role of the Regional Fire Management Officer and tasking the group to move forward with five recommendations to further assure visitor safety.

- 1) Complete the Emergency Operations Plan sections dealing with elevator failure at Delta-01
- 2) Establish a communications link from the launch control room to the above ground facility
- 3) Draft a “safety message” alerting visitors about their physical ability to evacuate in case of an emergency
- 4) Remove or mitigate any combustibles materials in the launch control center
- 5) Complete procurement and installation of the emergency back-up generator

In addition, staff at Minuteman Missile would limit the underground portion of the tours to only six visitors, always have a 2<sup>nd</sup> employee topside when a tour group descended in the elevator, and monitor the air quality. Additionally, site staff began researching possibilities of utilizing long-distance learning technology for visitor s not participating in the underground portion of the tours. (See the narrative on Interpretation & Visitor Services).

Following the Regional Director’s instructions, the regional safety team visited Minuteman Missile once again the following week. (Regional Chief of Interpretation Tom Richter and Historical Architect accompanied the group; site “resident expert” Ellsworth Air Force Base Civil Engineer Tim Pavek met the group at Delta-01). In the following weeks, Regional Public Health and Safety Chief Vern Hurt consolidated team responses, input, and progress reports to forward to the Regional Director. On September 2, 2004, a “green light” was given to proceed with visitor services into the Launch Control Center contingent upon completing installation of the back-up generator.

- Service contracts for the elevator and fire suppression system inspections at Delta-01 were established.

## ***Training***

- The Midwest Region Developmental Superintendent program is a competency-based management development program that is designed to enhance the competencies needed to become an effective manager and leader. Minuteman Missile National Historic Site is one of several park areas within the Midwest Region selected to be managed by superintendents in this

program. Participants are provided with new and challenging experiences that will give them the opportunity to learn first-hand through on-the-job training, developmental assignments, formal educational courses, self-study projects, details and shadowing experiences on how to manage and lead. On October 5, 2003 Park Ranger Mark Herberger entered on duty, as a participant in the Region's developmental program, as the first superintendent of Minuteman Missile National Historic Site.

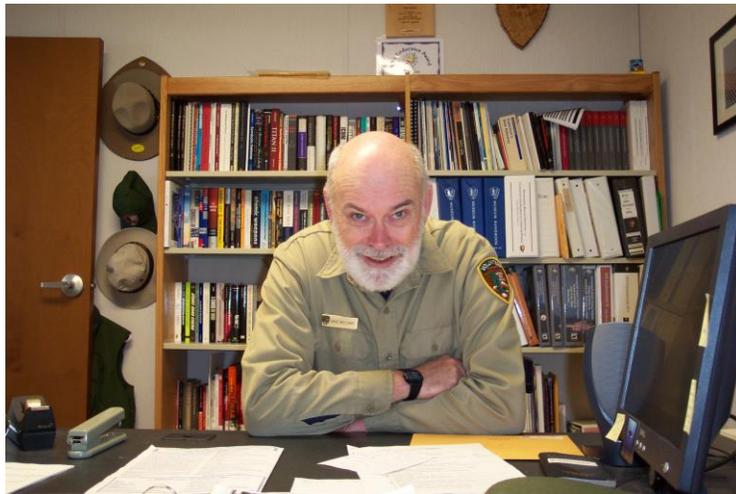


Park Ranger Mark Herberger entered on duty as the first superintendent of Minuteman Missile, October 5, 2003. Mark has served with the National Park Service for over 25 years beginning as a seasonal park technician at Craters of the Moon National Monument. Prior to Minuteman Missile, he was the Park Ranger Curator at Zion National Park and Pipe Spring National Monument.

- Professional training is a necessary component for developing a team of employees with the knowledge, skills, and abilities to manage and administer the many operations of an area. This is especially so for an area like Minuteman Missile National Historic Site, where we have a group of new employees serving at a new start-up area and, when the area encompasses such a unique cultural resource. Sometimes, the formal training involves traveling to a classroom setting at another facility. One challenge the staff at Minuteman Missile discovered was, that in our first fiscal year, travel restrictions affecting government employees allowed very little opportunities for staff to participate in formal training sessions. Unfortunately for the new site, the formula for calculating travel caps created a low ceiling for our "Travel Reduction Target" - \$11,000.00. Realizing our unique situation, the Midwest Regional Office was able to provide an additional \$2,000.00 for training within the Developmental Superintendent Program.

## **VIPs**

- Program highlights during the site's first official year centered on: delegating a VIP coordinator and establishing an accountability process to record VIP statistics; establishing a VIP database and forms file and; providing appropriate supervision, position descriptions and assignments. Specific highlight of our fledgling program included 170 hours of critical "caretaking" maintenance and resource care for the historic site by Civil Engineer Tim Pavek. The site participated in the Park Steward Event that allowed volunteers to help prepare Delta-01 for its first season of visitor tours. Overall hours for Fiscal Year 2004 increased 26% over 2003.



Volunteer Dave Williams provided many hours of valuable service creating the site's web based Junior Ranger Program

## **Visitor & Resource Protection**

- A significant amount of Fiscal Year 2004 visitor and resource protection issues centered on the 35 health and safety tasks (See the narrative on Safety). Some of the specific visitor-related items included Search and Rescue planning, coordinating training with the Badlands National Park emergency crews, communications with Gravetec Company, and completing relevant sections in the Emergency Operations Plan.
- On-going challenges with the site's security system were inherited by the new staff. Originally installed years ago, and without specific contract details, the system was now running into some isolated and systemic problems. A company that had been chosen to "fix" the problems was having problems of its own in meeting the challenge.

At the beginning of the fiscal year, the new staff established a few goals for the security installation/repair company to complete. A new camera system was installed to supplement the current system, both for added security and as a back-up to confirm "false" alarms. Some of the alarm system idiosyncrasies were remedied but general improvements were beyond the contractor's ability. Work was terminated with the company toward the end of the fiscal year.



On October 19, 2003, Park Ranger Pam Griswold became the new Protection Ranger at Minuteman Missile. As the site's law enforcement ranger, her duties include resource and visitor protection, criminal investigation, resource management, community relations, and visitor education. Pam arrived to Minuteman Missile from Lake Meredith National Recreation Area and has served with the National Park Service for 15 years. During Fiscal Year 2004, Pam received an on-the-spot award for her work to mitigate health and safety issues at Delta-01, and a time off award for her end-of-the-year performance appraisal.

- In addition to Protection Ranger Pam Griswold on-site duties, she assisted Badlands National Park with routine patrol and incident command activities. Pam served a detail to Glamis, California with the Midwest SET team, assisted Black Hills national park areas with prescribed fires, and worked at Mt. Rushmore for Homeland Security detail during the July 4 holiday. In December, she was deputized in Pennington County.

Additional duties on-site included acting as Minuteman Missile's Safety Officer, EO contact, FOIA contact, Uniform Coordinator, and Primary Web Coordinator. Ranger Griswold supervised the seasonal park guides.

## ***Future Vision***

- Never before has the opportunity presented itself for the National Park Service to conserve and interpret the thematic topic of the Cold War told through the Minuteman II missile defense system. During Congressional hearings leading up to Minuteman Missile's enactment, testimony stated that: "This is an unprecedented window of opportunity to preserve for the American public the ability to view and contemplate this significant period of U.S. history..."
- In order to launch a foundation for Minuteman Missile's planning and developmental progress, staff members drafted a mission statement to assist with establishing an identity for the new site.

*“Minuteman Missile National Historic Site represents an unprecedented window of opportunity for visitors worldwide to view and contemplate a significant period of U.S. and world history. It is the story of the Cold War and how it affected our lives. It is the story of the Air Force’s role in the defense of our nation, It is the story of the people of southwestern South Dakota who lived alongside the Minuteman II missile defense system. That is our mission at Minuteman Missile National Historic Site; to tell – and conserve – these stories, as represented in the historic structures, museum collections, oral histories, and cultural landscapes, for future generations. Interpretation will be presented in a respectful and non-biased manner. Resources will be conserved unimpaired through professional planning and operations. Low impact and inspirational visitor services will be safely provided. And a proficient team of National Park Service employees and partners will guide Minuteman Missile National Historic Site into the future.”*



A mural decorates the outside of an 8-ton blast door guarding the entrance to Delta-01’s underground Launch Control Room. Murals were painted by military personnel stationed at the Launch Control Facilities as means to illustrate their esprit de corps and dedication to mission.