

THE
FUTURE
OF
AMERICA'S
NATIONAL
PARKS

First Annual
Centennial Strategy for

Minuteman Missile National Historic Site

August 2007

CENTENNIAL INITIATIVE



Site: MIMI

Year: 2007

Vision Statement

Minuteman Missile National Historic Site is a recent addition to the National Park System and as such, offers the NPS its first opportunity to preserve and interpret the historical role and ramifications of America's Minuteman II nuclear defense system during the Cold War. Combined with the Centennial Initiative, the NPS has the opportunity to not only develop and implement signature projects at Minuteman Missile but to create a "Signature Site" exemplifying a vision for the future of all national park areas. The timing of the Centennial Initiative creates momentum to mesh opportunities coinciding with Minuteman Missile's current Strategic Plan - for designing and developing preservation programs for the cultural assets, environmentally green infrastructure, community partnerships, legendary interpretive and educational services, and a professional team of NPS employees to ensure the "enduring legacy" of the Centennial program and this unparalleled historic site.

Specific elements highlighting our vision for the future include: a Cold War Civic Engagement Center serving as an international focus for discussion and public forums on the impacts of the Cold War; the future visitor center/administration facility designed to LEED standards including wind and solar power energy technologies; living history interpretation to recreate a real-life military experience for visitors touring the Delta-01 Launch Control Facility, including a nuclear launch simulation; shuttle vans, using South Dakota bio-diesel or other alternative fuels, to transport visitors to the historic site; completing FMSS milestones for all assets, LCS structures, and cultural landscapes assuring they are in good condition; interconnecting other NPS areas, upper great plains school districts, and Cold War museums with long-distance learning technology for Cold War curriculums and a "Tour the Cold War" film and publication; utilizing the Centennial Challenge by enhancing partnerships with a friends association, the Cold War Museum, the Association of Missileers, the South Dakota Air and Space Museum, and other partners and; preserve the "Peacekeepers for Peace" cultural landscape area surrounding Delta-01 .

These examples, and others detailed in the objectives sections, will not only serve to connect people to Minuteman Missile in innovative ways, they will also strengthen the historic site's core operations, enhance our connections to regional South Dakota communities, and spotlight the NPS by representing a "signature site" to the world.

This Implementation Statement aligns with planning documents already drafted by the new staff at Minuteman Missile including the draft General Management Plan (scheduled for public review in October 2007), Strategic Plan 2007-2011, Core Operations Analysis, Long Range Interpretive Plan and, PMIS and OFS submissions. By 2016 Minuteman Missile can be realized as a National Park Service Centennial Signature Site.

Park/ Superintendent/ Program Manager

Mark E. Herberger

Site: MIMI

STEWARDSHIP

Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

Other Park/ Program performance goal(s)

CREATE AN NPS "CENTENNIAL SIGNATURE SITE" BY IMPLEMENTING MINUTEMAN MISSILE'S GENERAL MANAGEMENT PLAN - As a new NPS area, Minuteman Missile National Historic Site's GMP provides the vision to ensure stewardship of the site's fundamental resources and values, and fulfill quality visitor experiences into the 21st Century. The new area preserves the only Minuteman II nuclear facility remaining in America, 2 National Register sites, 38 List of Classified Structures assets, and 2 cultural landscapes. The site experiences overwhelming community, State, and Congressional support. In three years, annual visitation passed 16,000 - estimates of 220,000 once the site is fully operational. With 8 FTE strong, site staff have demonstrated a "can do" attitude through 3 years of baseline accomplishments. Initiating the GMP will allow the NPS to showcase Minuteman Missile as a "Centennial Site" through stewardship of its unique features, implementation of legendary customer services and Cold War interpretation, design and construction of award-winning facilities, development of bold partnerships between a professional staff and stakeholders, and buy-in from Regional and Washington staff.

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

Site: MIMI

STEWARDSHIP

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.

RESTORE THE ONLY MINUTEMAN II LAUNCH CONTROL FACILITY REMAINING IN THE UNITED STATES TO GOOD CONDITION - The Delta-01 Launch Control Facility is the only historic site of its kind remaining in the United States. The former nuclear command and control center consists of an above ground facility containing, living quarters, flight security office, maintenance shop, and utility infrastructure bays. The underground portion includes an elevator system, hardened bunker, and launch control room - completely scripted as if in a Hollywood movie set. Although Delta-01's Asset Priority Index equals 100, and most components of the site are in good condition, this one-of-a-kind historic asset will require periodic upkeep, preventive cyclic maintenance, and component replacement over its lifecycle. Minuteman Missile's Asset Management Plan, along with Centennial Initiative "signature projects", will assure that this historic icon of the Cold War will be restored, and will remain, in good condition for future generations.

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.

ASSURE ALL MINUTEMAN MISSILE ASSETS AND ELEMENTS ON THE LIST OF CLASSIFIED STRUCTURES ARE IN GOOD CONDITION - Minuteman Missile National Historic Site contains unique historic assets not found within other National Park Service areas. Like natural and cultural resources throughout the System, those at Minuteman Missile can stir us and quite us, and affect us emotionally, intellectually, and spiritually - especially when entering a nuclear launch control center or getting up close with an intercontinental ballistic missile. Minuteman Missile is also "finite" with a specific boundary and land base. It has FMSS 13 assets and 38 elements on the List of Classified Structures - and only those. Although these assets and resources are currently in a variety of conditions, they all can be in good condition, and maintained in good condition, through Centennial Initiative projects. By initiating this vision, Minuteman Missile National Historic Site can be an NPS "Centennial Signature Site" by 2016 with its complete compliment of historic assets successfully highlighting the NPS Asset Management Program and a FMSS milestone.

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Site: MIMI

STEWARDSHIP

Improve the condition of park resources and assets.

Complete all cultural resource inventories for designated priority resources.

PRESERVE THE "PEACE IS OUR PROFESSION" CULTURAL LANDSCAPE SURROUNDING DELTA-01 - Although Strategic Air Command was charged with maintaining America's land base nuclear defense program for decades during the Cold War, their motto echoed the deterrent value of Minuteman missiles. Minuteman facilities were built according with Air Force strategy of "dispersal" throughout the Upper Great Plains. Selecting the rural landscape of South Dakota was no accident; the remoteness and geography here were integral elements for placement of the missile field. Today, the cultural landscape immediately surrounding the Delta-01 Launch Control Facility is an integral component of the site and a significant resource to protect. Maintaining the agricultural setting of grazing and wheat fields surrounding Delta-01, is as elemental and as strategic as preserving the bricks and mortar of the structures themselves. Future NPS managers should not have to ask why their predecessors didn't protect this modest cultural area from the "get-go". Centennial signature project(s) offer the National Park Service the mechanism to secure lasting protecting now for the 420 acres comprising Delta-01's historic landscape.

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Other Park/ Program performance goal(s)

PARTICIPATE IN THE U.S. AIR FORCE "LEGACY RESOURCE MANAGEMENT PROGRAM" - Through the Legacy Program, the military created an initiative to "save" one example of each of their programs and systems by way of archives, museum collections, and static displays. By participating with the U.S. Air Force in this effort, Minuteman Missile National Historic Site would act as a repository for specific items directly related to our theme and Scope of Collections Statement. Acquiring the items would be a coordinated effort with Air Force Museums, the SD Air & Space Museum, and private entities that once contracted with the Air Force to design and build components of the missile field. Specific items that would enhance the historic site's exhibits and interpretive programs include, a Payload vehicle, a Transporter Erector vehicle, a Launch Security Camper, a Minuteman II missile (cut-away), and various component examples of guidance, communications, and computer systems. Partnerships established with this centennial project would showcase the NPS "Standard-of Care" for museum collections by preserving these military treasures.

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Site: MIMI

STEWARDSHIP

Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.

Other Park/ Program performance goal(s)

COMPLETE COMPREHENSIVE MISSILE FIELD ORAL HISTORIES - Historians and cultural resource specialists, both NPS and outside the Service, stress the importance of seizing the opportunity to collect oral histories while the stakeholders are available - an opportunity many historic sites do not have. As a new national park area with significant historic themes still within our contemporary lifetime, Minuteman Missile National Historic Site has the unique opportunity to connect with individuals that are not only "alive and well", but whom are able and anxious to share their stories on the South Dakota missile fields. Targeted individuals cover a variety of experiences and viewpoints including civilian neighbors of the sites, construction workers who built them, activists who opposed them, and politicians who relied on them as the backbone of American foreign policy. This Centennial project would make a permanent record of their lives and experiences for future researchers, scholars, interpreters, and visitors to this Cold War site.

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Site: MIMI

ENVIRONMENT

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.

ESTABLISH AN ALTERNATIVE FUEL SHUTTLE SYSTEM TO TRANSPORT VISITORS ON TOURS TO DELTA-01 AND DELTA-09 - In order to meet management goals to preserve the cultural landscape at the historic site and to provide for visitor use and enjoyment, Minuteman Missile's General Management Plan recommends initiating a modest shuttle system. The historic site is composed of three separate units; the Delta-01 Launch Control Facility, the Delta-09 missile silo, and the visitor center/administration facility. Delta-01 and -09 are eleven miles apart but integral in function, interpretation, and resource conservation. Alternative-fueled, cost-effective, and accessible 18-passenger shuttle vans would provide safe access, a quality visitor experience, and eliminate the adverse impacts of "car caravanning" from the visitor center to the actual Delta-01 and -09 sites. Energy for the shuttle vans would parallel South Dakota efforts to promote state-produced bio fuels. This component of the Centennial Initiative will enable site visitors to witness "leading by example" and demonstrate how one NPS area can demonstrate environmental change.

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

Demonstrate environmental excellence through increased use of alternative energy and fuels at every park.

RESEARCH AND DEVELOP WIND AND SOLAR TECHNOLOGIES FOR SITE AND AREA DEVELOPMENT - The environment and geography of the open prairie grasslands of South Dakota provide possibilities for wind and solar power generation exemplified by new construction projects throughout the state. The National Park Service, working with the Department of Energy, the State of South Dakota, energy research entities such as the Sandia Laboratory and GenPro, and utilities, can pioneer, design, and install appropriate alternative technologies, conservation construction techniques, and energy-savings components for use as Minuteman Missile builds for its future. This Centennial project can "tap" into the momentum and vision being initiated by the South Dakota administration, and eventually become a model for other partnerships and an example to local communities and visitors. Wind turbines and solar arrays can produce not only power for Minuteman Missile's future development, but for other local entities and, the alternative utilities can become an additional visitor attraction in themselves.

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Site: MIMI

ENVIRONMENT

Inspire an environmental conscience in Americans.

Serve as a model for energy efficiency, under Executive Order 13423, by ensuring Leadership in Energy and Environmental Design (LEED) standards.

DESIGN THE FUTURE VISITOR CENTER/ADMINISTRATIVE FACILITY TO LEED STANDARDS - Like many NPS visitor centers, the future facility at Minuteman Missile will be a focal point for visitor services and interpretation, especially the Cold War Civic Engagement Center. This signature project for the new site will be a model of sustainability and energy-efficient design, incorporating wind and solar technologies - an educational experience in itself. The facility will accent the landscape of the South Dakota prairie grassland, central to the military's decision to locate former defense facilities in the Upper Great Plains. In addition to meeting LEED specifications, the structure will afford visitor and staff protection during extreme weather events. As Minuteman Missile's new General Management Plan is finalized in Fiscal Year 2008, design and construction of this facility will showcase the Centennial Initiative and NPS efforts to provide environmental leadership to the country.

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Site: MIMI

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.

Other Park/ Program performance goal(s)

ASSIST DEVELOPMENT OF BLACK HILLS RAIL AND SHUTTLE TOURS OF MINUTEMAN MISSILE NHS AND BADLANDS NP - Black Hills Transportation, Inc. has launched a "scoping" initiative for developing tour passenger rail lines from the South Dakota Black Hills to regional areas including Devils Tower and Wall. This adventure has the possibility to creating an exciting and alternative travel mode for thousands of visitors to the area annually. Imagine promoting and implementing an historic rail and shuttle system, reminiscent of the Mather and Albright tradition of introducing visitors to national parks in the early 20th Century. Visitors arriving in the Black Hills, could board a train, travel to a visitor station in Wall, and be met by a shuttle that would take them on a tour of Badlands National Park and Minuteman Missile National Historic Site; all the while be escorted by NPS interpreters. Other components of the travel package could include NPS Concession accommodations and Tribal meetings. The Wall Chamber of Commerce and civic leaders are very excited about the project.

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Site: MIMI

RECREATION

Establish "volun-tourism" excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.

Increase annual volunteer hours by 100 percent, from 5.2 million hours to 10.4 million hours.

CREATE AN ELLSWORTH AIR FORCE BASE MISSILE FIELD VOLUNTEER CORPS - In Minuteman Missile National Historic Site's first four years of operations, one of the site's largest visitor groups consists of active and retired U.S. Air Force personnel and contractors who had some "connection" with the country's nuclear defense program centered on the Minuteman missile fields. For the first time, they can now show friends and family their once "classified" duties or work details. Many of these individuals have incredible stories and technical skills, and have expressed a tremendous willingness to "help" the National Park Service whenever needed. As the historic site moves forward, this corps of talented volunteers can assist with living history interpretation, restoration of the historic assets, provide technical guidance for cyclic maintenance and component replacement, provide first-hand oral histories and museum donations, and much, much more.

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Site: MIMI

RECREATION

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.

ESTABLISH A "RUSSIAN EXCHANGE" FOR AN INTERNATIONAL COMMUNICATIONS NETWORK AND TO CREATE A "SISTER SITE" AND "SISTER CITY" - The START Treaty allowed both the United States and the former Soviet Union to "keep" one launch control facility and one missile silo as a "monument" commemorating the Cold War relations between the two superpowers. Minuteman Missile National Historic Site is a new addition to the National Park System. But what about its counterpart in the former Soviet Union? By first creating, and then maintaining a "Russian exchange" we could develop network of NPS and Russian park personnel for Cold War research, details, and communications. In time, this international exchange would provide the basis for further tourism marketing and eventually, by 2016, set the stage for creation of a "sister site" and "sister city(ies)" in former Soviet States.

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

Other Park/ Program performance goal(s)

ESTABLISH A MINUTEMAN MISSILE NHS "WEATHER WATCH" AND LIVE CAM WITH REGIONAL TV NETWORK AND NOAA AFFILIATES - The western South Dakota prairie grasslands is not only the home for the former Cold War missile field, it is also home for day-to-day weather events, both large and small. By partnering with NOAA and regional network news stations, Minuteman Missile can once again act as a sentinel and early warning system for this rural part of South Dakota. In return for the public service, Minuteman Missile National Historic Site would receive nightly attention on the evening weather report for its role in advising visitors and residents of the weather situation on site. This partnership project is an example of a modest, but win-win project, affordable for most all national park areas to implement for the Centennial Initiative.

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Site: MIMI

EDUCATION

Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

Other Park/ Program performance goal(s)

INTERCONNECT MINUTEMAN MISSILE NHS WITH OTHER UPPER GREAT PLAINS NPS AREAS AND SCHOOL SYSTEMS FOR COLD WAR CURRICULUMS - In cooperation with school districts throughout the Dakotas, eastern Montana and Wyoming, Nebraska, and western Missouri, long-distance learning technology could bring hundreds of students studying American History, the opportunity to virtually tour this significant monument to the Cold War era. By partnering with educators, NPS interpreters could develop comprehensive curriculums connecting school kids from elementary to college (including home-schooled) a first-hand look at this historic site and its cultural themes. All park area need to research new methods, especially new technologies, to connect non-visitors with the National Park Service. Making the NPS relevant to all populations through long-distance learning will assure a viable and purposeful System by Centennial 2016.

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Site: MIMI

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.

CREATE A "NUCLEAR COMMANDER" JUNIOR RANGER WEB-BASED VIRTUAL TOUR PROGRAM - Imagine your 12-year old surfing the Internet. Google directs him or her to an "unusual-named" place called Minuteman Missile NHS while searching for adventure video games. The link sends your youngster to the Cold War - Commander of the Delta-01 Top Secret Launch Control Center in South Dakota during a time of international tension. Their job is to lead their missile crew through 24 hours of nuclear readiness, assuring that the nation's defenses are ready at a moment's notice. Security clearances, international briefings, communications networks, guidance controls, launch codes and keys, alerts and stand-downs - all part of the scenarios for the newest recruits to the National Park Service league of Junior Ranger.

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Site: MIMI

EDUCATION

Promote life-long learning to connect generations through park experiences.

Other Park/ Program performance goal(s)

ESTABLISH THE COLD WAR CIVIC ENGAGEMENT CENTER - This center will not only provide the NPS with its first opportunity to interpret the nation's Minuteman Missile defense system within the context of the Cold War, the facility will serve as a center for civic engagement and discussion on the impacts and ramifications of the Cold War. International leaders, scholars, military professionals, and others from a variety of perspectives will provide a worldwide audience educational and civic discourse on the unique themes of the national historic site. The center, while open and available in the summer visitor season, will focus activities during the shoulder and "off season" providing new economic incentives to the region and creating a second visitation pattern to NPS areas of southwest South Dakota. Civic engagement is a cornerstone for NPS planning, NEPA compliance, and high level interpretive programs. This program highlights Minuteman Missile as a Centennial Site and establishes an exceptional opportunity for public education and discourse never before presented in a National Park Service atmosphere.

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Site: MIMI

EDUCATION

Impart to every American a sense of their citizen ownership of their national parks.

Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

INITIATE "DAY-IN-THE-LIFE" LIVING HISTORY RECREATIONS AT THE DELTA-01 LAUNCH CONTROL FACILITY - National Park areas have been described as America's leading "classrooms" and interpretive programs can excel in bringing site themes to life for the visiting public. Imagine 18 visitors on tour at Minuteman Missile NHS; from start to finish, actually reliving the tour of duty for military personnel stationed at the former nuclear launch facility during the Cold War. Rangers and former military personnel as volunteers, would recreate their "living history" roles of Flight Security Officers, Launch Commanders, Facility Manager, infrastructure servicemen and women, and others. Visitors would hear the sounds, see the sights, and experience the emotions of a "day in the life" of the Delta-01 Launch Control Facility.

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Other Park/ Program performance goal(s)

PRODUCE A "TOUR THE COLD WAR" PUBLICATION AND FILM IN CONJUNCTION WITH OTHER COLD WAR MUSEUMS AND NPS AFFILIATED AREAS - This Centennial media project would connect Cold War-related entities around the country focusing on a traditional format to educate the public, promote thematic partnerships, and employ professional marketing to the public. In addition to Minuteman Missile NHS, the film and companion book would include other NPS areas with Cold War components such as NIKE sites and Cold War presidential homes, the Cold War Museum in Virginia, the Atomic Museum in Nevada, the Titan Museum in Arizona, the Spy Museum in D.C., and the ND Minuteman State Historic Site.

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Site: MIMI

PROFESSIONALISM

Use strategic planning to promote management excellence.

Establish a structured professional development curriculum to provide park managers with the skills to apply best business practices and superior leadership.

IMPLEMENT MINUTEMAN MISSILE'S CORE OPERATIONS POSITION MANAGEMENT ESTABLISHING THE SITE AS A "DEVELOPMENTAL PARK" FOR MANAGEMENT POSITIONS - One significant output of the NPS Core Operations Analysis Program is for each park area to produce a "core organizational chart". The chart, in turn, is to inform staff, park stakeholders, and the community about the park's mission and how the NPS believes that mission should be accomplished. It indicates the human resources required to best achieve the purposes for which Congress established the particular park area. Minuteman Missile National Historic Site's Core Operations identified 9 of the site's 13 permanent FTEs as candidates for developmental positions. These positions, including the Superintendent, allow a significantly larger pool of candidates to apply for the Minuteman Missile positions, and with training and developmental programs, allow the employees the opportunity to acquire the KSAs for full performance positions throughout the Midwest Region and other park areas.

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Site: MIMI

PROFESSIONALISM

Model what it means to work in partnership.

Other Park/ Program performance goal(s)

ESTABLISH A FRIENDS OF MINUTEMAN MISSILE AND OTHER PARTNERSHIP GROUPS - As a new national park area, Minuteman Missile National Historic Site has a top priority of establishing a friends group, in addition to creating other partnerships. Like other NPS-related friends groups, a "Friends of Minutemen Missile [Association]" would provide private sector support and in-kind contributions to supplement public appropriations, and create the professional mechanism for us to utilize matching funds from the Centennial Challenge. An untapped niche of active and retired Air Force personnel are waiting for the "green light" to become involved in this significant aspect of Minuteman Missile's future operations. In addition to fundraising and marketing, the friends groups would address the establishment of an endowment for lasting support. For other site operations, staff members at Minuteman Missile are looking to create partnerships with the South Dakota Air & Space Museum, the Association of Missileers, and the Cold War Museum. These groups would be instrumental in assisting with interpretation, visitor service, and resource conservation programs.

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