

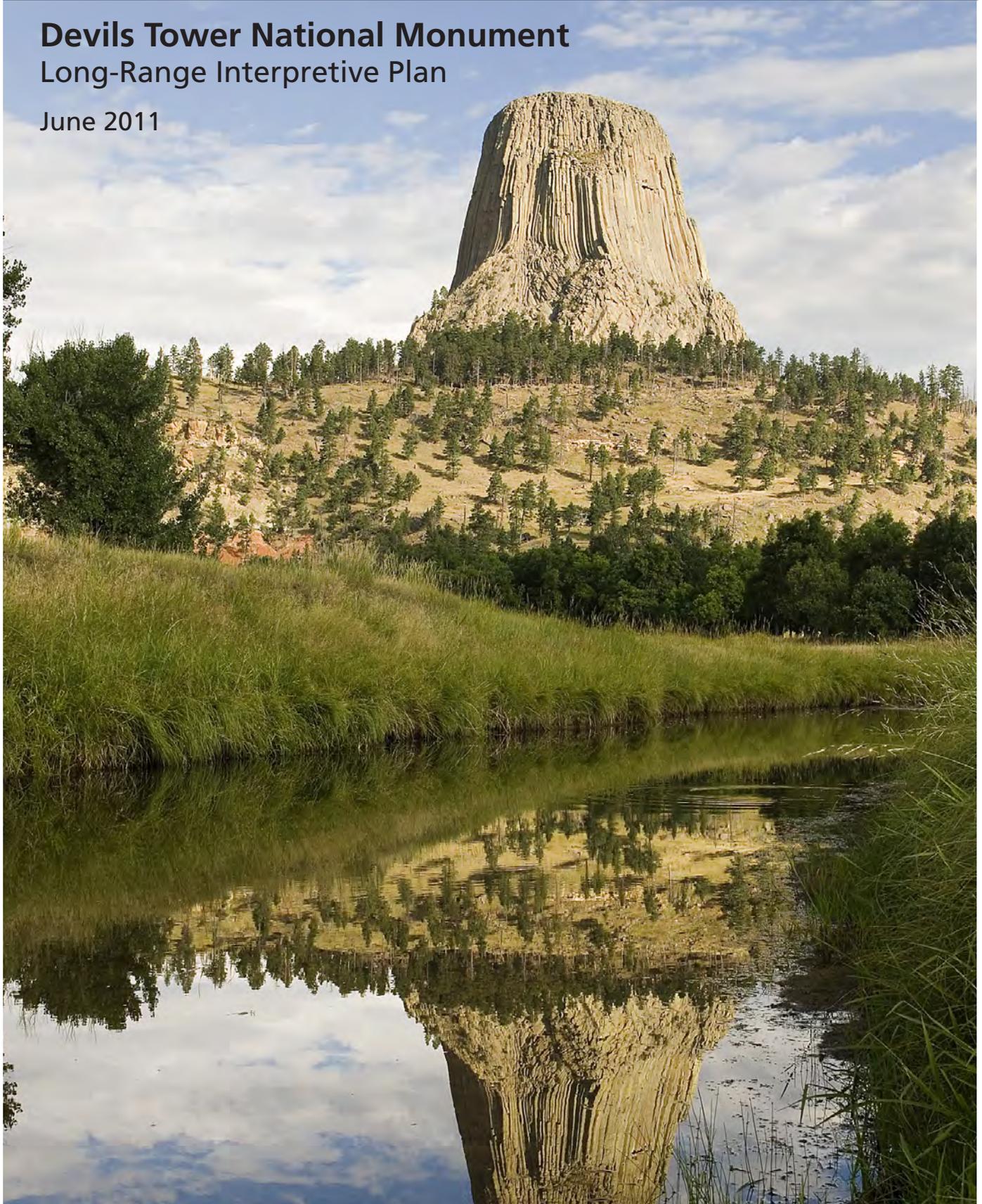
Harpers Ferry Center
National Park Service
U.S. Department of the Interior



Devils Tower National Monument

Long-Range Interpretive Plan

June 2011



Devils Tower National Monument Long-Range Interpretive Plan

June 2011

Prepared by

Department of the Interior
National Park Service

Devils Tower National Monument

Intermountain Region

Harpers Ferry Center
Interpretive Planning

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Foundation Planning



INTRODUCTION

Devils Tower thrusts upward from the surrounding grassland and Ponderosa pine forests like a rocky sentinel. American Indians, fur trappers, explorers, and settlers alike have been captivated by the tower's presence, rising 1267 feet above the Belle Fourche River. Also known as Bears Lodge, it is a sacred site for many American Indians that have worshipped near this remarkable geologic formation for thousands of years. From the earliest native peoples to local ranchers and settlers, the Tower has always been a gathering place, a place of community, a place of refuge. Many share their stories about the Tower from generation to generation.

In an 1890 order to prevent a proposed mining operation, the General Land Office withheld the area around the Tower and the Missouri Buttes from settlement. In February 1892 a 60.5 square mile area was designated a forest reserve. The reserve was reduced in size to 18.75 square miles in June of 1892.

President Theodore Roosevelt, on September 24, 1906, proclaimed Devils Tower as a National Monument. Upon the recommendation of the Commissioner of the General Land Office, the acreage set aside was only 1,152.91 acres, believed by him to "be sufficiently large to provide for the proper care and management of the monument" under the terms of the Antiquities Act. The Little Missouri Buttes and the rest of the forest reserve were not included in the Monument area. The remainder of the reserve was opened to settlement in 1908.



THE PLANNING PROCESS

This Long-Range Interpretive Plan (LRIP) recommends actions that should occur over the next seven to ten years. It identifies Monument themes, describes visitor experience goals, and recommends a wide variety of both personal and non-personal interpretive services and outreach activities that will best communicate the Monument's purpose, significance and themes. In concert with the Monument's Annual Implementation Plan and Interpretive Database, it completes the Monument's Comprehensive Interpretive Plan, as established in DO-6. In addition, this planning process has been customized

to meet the individual Monument's needs, conditions, and special circumstances. The ultimate product is an effective and efficient interpretive program that achieves management goals, provides appropriate visitor opportunities, and facilitates desired visitor experiences.

HFC Interpretive Planner Rick Jones contacted Devils Tower National Monument Superintendent Dorothy FireCloud in June, 2009. After discussion and agreement regarding an LRIP for Devils Tower National Monument, Dorothy FireCloud indicated that she and Chief of Interpretation Hugh Hawthorne would be the Monument's primary points of contact for this project.

The Monument and HFC generally agreed that the project would start in the early fall of 2009 with a Scoping Trip and Foundations Workshop by the HFC Interpretive Planner. The HFC Planner would also collect information to finalize a Project Agreement and address any unique circumstances or concerns with management. Hugh Hawthorne will facilitate the logistics and invitations for the Foundation and Recommendations Workshops.

Barring legislative changes or major new revelations, the foundational elements expresses in this LRIP—purpose, significance, themes, and visitor experience goals—will remain constant over the life of the plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology, or resource conditions change. Further design documents must be produced to implement some of the goals and recommendations in this plan.

MONUMENT PURPOSE

Monument Purpose describes why an area was set aside and what specific purpose exists for this area. Purpose is derived from legislation, legislative history, public participation, and public rule making. Grounded in this analysis of Monument legislation and legislative history, purpose statements also provide primary criteria against which the appropriateness of plan recommendations, operational decisions, and actions are tested.

Purpose statements may reflect traditional purposes of preservation and enjoyment, the linkages between the management unit and its cultural and natural resources, connections with groups and areas external to the Monument, and language of the enabling legislation. Additional purposes may have emerged since this area was originally set aside.

The purpose of Devils Tower National Monument, taken from the Devils Tower General Management Plan is:

Devils Tower, the nation's first National Monument, was established in 1906 under the Antiquities Act as "an extraordinary example of the effects of erosion in the higher mountains as to be a natural wonder and an object of historic and great scientific interest. . ."

MONUMENT LEGISLATION

Monument legislation reveals key components of the original enabling legislation and subsequent pertinent legislation that enabled this area as a National Monument.

25. Devils Tower National Monument

Establishment: Proclamation (No. 658) of September 24, 1906..... Page 171

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA

A PROCLAMATION

[No. 658—Sept. 24, 1906—34 Stat. 3236]

WHEREAS, It is provided by section two of the Act of Congress, approved June 8, 1906, entitled, "An Act for the preservation of American Antiquities," "That the President of the United States is hereby authorized, in his discretion, to declare by public proclamation historic landmarks, historic and prehistoric structures, and other objects of historic or scientific interest that are situated upon the lands owned or controlled by the Government of the United States to be National Monuments, and may reserve as a part thereof parcels of land, the limits of which in all cases shall be confined to the smallest area compatible with the proper care and management of the object to be protected;"

AND, WHEREAS, the lofty and isolated rock in the State of Wyoming, known as the "Devils Tower," situated upon the public lands owned and controlled by the United States is such an extraordinary example of the effect of erosion in the higher mountains as to be a natural wonder and an object of historic and great scientific interest and it appears that the public good would be promoted by reserving this tower as a National monument with as much land as may be necessary for the proper protection thereof;

NOW, THEREFORE, I, Theodore Roosevelt, President of the United States of America, by virtue of the power in me vested by section two of the aforesaid Act of Congress, do hereby set aside as the Devils Tower National Monument, the lofty and isolated rock situated in Crook County, Wyoming, more particularly located and described as follows, to-wit:

Section seven, and the north half of the northeast quarter, the northeast quarter of the northwest quarter and lot number one of section eighteen, in township fifty-three north, range sixty-five; the east half of section twelve and the north half of the northeast quarter of section thirteen in township fifty-three north, range sixty-six, all west of the Sixth Principal Meridian, as shown upon the map hereto attached and made a part of this proclamation.

Warning is hereby expressly given to all unauthorized persons not to appropriate, injure or destroy any feature of the natural tower hereby declared to be a National monument or to locate or settle upon any of the lands reserved and made a part of said monument by this proclamation.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the United States to be affixed.

DONE at the City of Washington, this 24th day of September, in the year of our Lord one thousand nine hundred and six and of the Independence of the United States the one hundred and thirty-first.

THEODORE ROOSEVELT.

By the President:

ALVEY A. ADEE,

Acting Secretary of State.

MONUMENT SIGNIFICANCE

Significance statements describe the importance or distinctiveness of the resources of an area.

Monument Significance Statements describe the distinctiveness of the combined resources of this Monument. These statements should reflect the uniqueness of the Monument's natural, cultural, scientific, recreational, and



inspirational resources and their importance within regional, national, and global contexts. The statements embody the power of the place through a factual representation of what makes it special. Usually stated as facts placed in relevant context, these statements summarize the essence of the importance of this Monument's resources to our natural and cultural heritage. Significance Statements may evolve over time as a result of discoveries and updates to our knowledge about this place.

Devils Tower National Monument has regional, national and international significance for the following reasons:

- The Tower is a monolith of uncommon igneous rock (phonolite). It has many visually stunning, symmetrical, columnar joints, which are the tallest (some more than 600 feet) and the widest (10-20 feet in diameter) in the world.
- The Tower with its lofty height and well grounded base, inspires reverence and awe, commands attention and remains a dominant landmark in the Northern Great Plains.
- Devils Tower National Monument was the first National Monument established. In choosing the Tower as the first place to be protected by the 1906 Antiquities Act President Theodore Roosevelt broadened the intended use of the Act by including both its scientific and cultural significance.
- The Tower serves as a powerful setting, prompting many types of experiences and forms of personal expression and education.
- The Tower has a unique history of management which strives to balance recreational, cultural needs and natural resource preservation.
- The Tower has long been a spiritual place to many peoples. It continues to be prominent in the traditional cultural beliefs and lifeways of Tribal Nations, Pioneers, Ranchers, Climbers and modern cultures.
- Generations of local community members have formed attachments to the

Tower, which has become an important part of their lifeways.

- The Tower is a unique climbing destination with a remarkable climbing history.
- Devils Tower National Monument protects mountain and Northern Plains species which meet in a unique ecological mix distinctive to the Black Hills.
- The Tower and surrounding Black Hills area has been the domain of the Tribal Nations for unknown generations and generations to come. These Tribal Nation’s history is rich with oral stories, astronomical and ecological knowledge.

PRIMARY INTERPRETIVE THEMES

Primary themes should be few enough in number to provide focus for the interpretive program, but numerous enough to represent the full range of Monument significance.

Primary interpretive themes are those ideas and concepts about Devils Tower National Monument that are vital to helping visitors gain an understanding of the Monument’s significance and resources. The themes, which are based on the Monument’s mission, purpose, and resource significance, provide the foundation for all interpretive media and programs in the Monument. The themes do not include everything that may be interpreted, but they do address those ideas that are critical to understanding and appreciating the Monument’s importance. All interpretive efforts—through both personal and non-personal services—should relate to one or more of the themes and each theme should be addressed by some part of the overall interpretive program. Effective interpretation is achieved when visitors are able to associate resources and their values and consequently derive something meaningful from their experience.

The following theme statements will provide the basis for interpretation at the Monument:

- Proclaimed by President Theodore Roosevelt as America’s first National Monument, Devils Tower exemplifies the challenges of managing and protecting public places and significant cultural properties used and valued by many people in numerous ways to provide the greatest benefit for all.
- The variety of stories regarding how the Tower came to be offer opportunities to learn and experience how affiliated cultures, scientists, and others understand and respect this special place.
- The Tower, a universally recognized landmark, entices us to explore and define our place in the natural and cultural world.
- The dramatic and alluring character of the Tower evokes a powerful sense of wonder, prompting many forms of personal expression that nourish our relationship with the land and universe.

- The Tower has always been recognized as a spiritual place by many Tribal Nations and their people - and respected in diverse ways that are socially and spiritually significant to their cultural ways, identity and responsibility.
- The ethereal height, solid rock and hundreds of long cracks of the Tower provide a safe environment for many people to learn and practice climbing skills while exploring physical limits and boundless spiritual realms.
- In the late 1800s, pioneers and ranchers settled the area surrounding the Tower. It continues to be at the center of the cultural, historical, economic, and social activities of the local communities.
- Since time immemorial, the Tower, and entire Black Hills region, is and continues to be a living cultural area for all Tribal Nations.
- Devils Tower is an ecologically unique and diverse area, where flora, fauna, other natural resources and natural processes and their relationships to each other are preserved through a variety of careful management actions.

DESIRED VISITOR EXPERIENCES

“Visitor experience” is what people do, sense, feel, think, and learn. It is affected by experiences prior to the visit and affects behavior after the visit. The ultimate goal of interpretation is for visitors to experience strong emotional and intellectual connections with the meanings represented in Monument resources and as a result become better stewards of these places which characterize our national heritage.

Desired Visitor Experiences describe what physical, intellectual, and emotional experiences should be available for visitors to Devils Tower National Monument. These experiences should be available to visitors of all abilities and backgrounds, including those with visual, auditory, mobility, or cognitive impairments. The experiences below are listed in priority rank based on input during the Foundational Workshop.

Visitors to Devils Tower National Monument will have an opportunity to:

Information and Orientation

- Feel welcome, beginning with a cheerful greeting at the front gate
- Experience a Monument wide coordinated sign system that directs them to key points of interest
- Obtain good information and directions to safely enjoy the Monument and gain understanding
- Learn about the Monument before they come here via a user friendly website with more information than they could ever need
- Obtain publications and programs, both hardcopy and digital, that presents all the information they need to experience the Monument

- Interact with a friendly Monument staff member, who will anticipate their needs
- Gain factual information from informative signs and exhibits that are accessible throughout the Monument

Support Facilities and Programs

- Enjoy clean and well maintained restrooms
- Experience a clean Monument with no trash on the ground
- Experience facilities that are clean, safe, and accessible
- Enjoy a well maintained Campground with good potable water available
- Members of North American Tribal Nations should experience no admission charge
- Utilize a well maintained and accessible Picnic Area
- Experience an enhanced, full service Visitor Center

Personal Experiences

- Gain a greater understanding of the spiritual significance of Mato Tipila (Devils Tower)
- Meet a Climber
- Gain greater understanding and insight into the pioneer and ranching families that have lived in this area for many generations
- Learn about sacred indigenous healing plants that are located near the tower via native interpreters / speakers
- Appreciate sacred places in the He Sapa (Black Hills), including Mato Tipila (Devils Tower)
- Depart with a sense of respect and appreciation for the place and all the people who have lived, worshiped or conducted ceremonies here
- View wildlife in their natural settings
- Access quiet places where they can experience solitude and reflect upon the things that are important to them, perhaps through prayer
- Gain an understanding of the Monument's significances
- Share varied experiences with others and encourage them to explore the Monument
- Climb the Tower
- Feel that the experience was worth the price of admission
- Experience solitude and discovery while enjoying the Monument's diverse natural and cultural resources

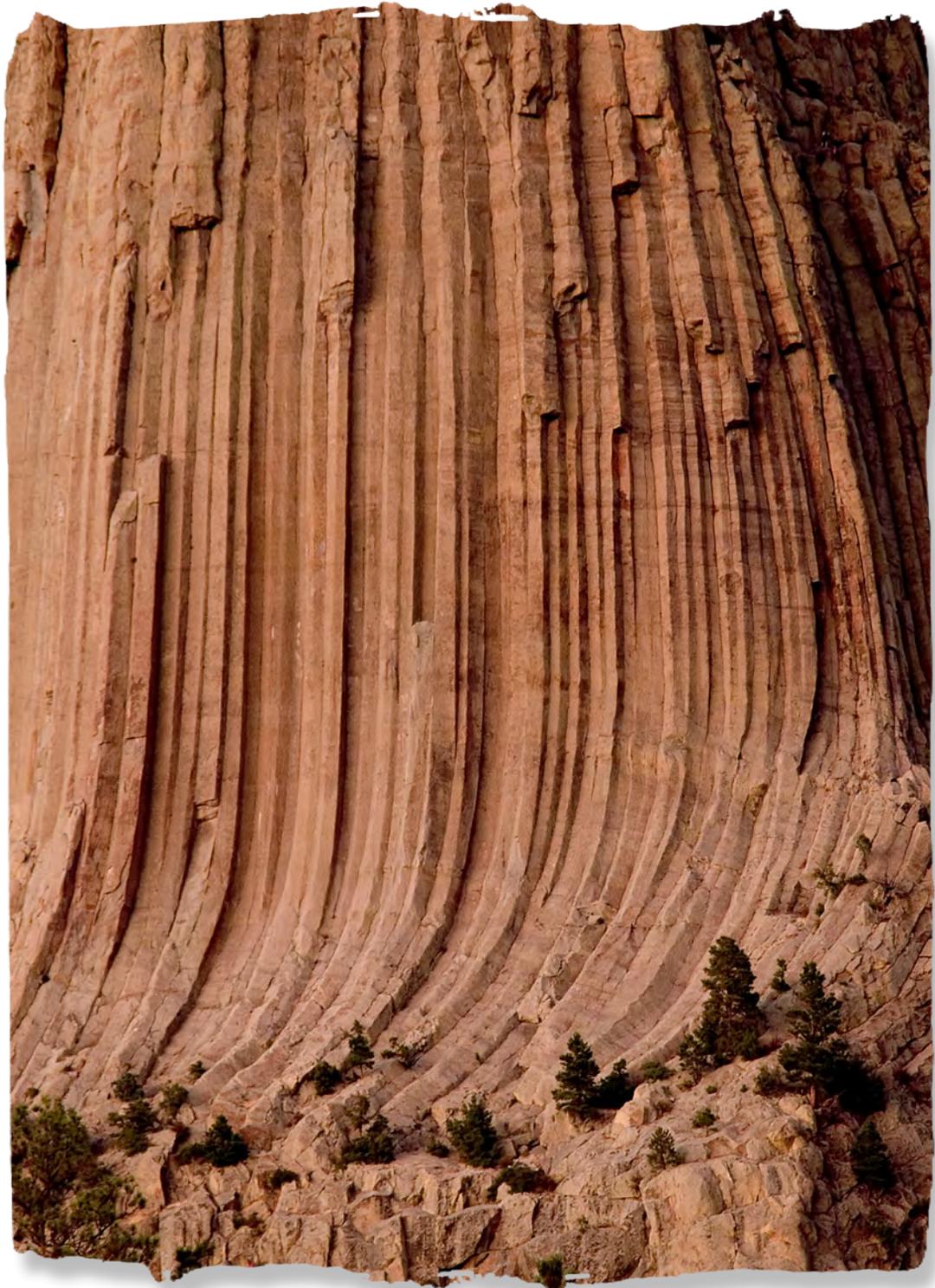
Interpretive and Educational Activities and Experiences

- Observe the creation and interpretation of a First Nation's village
- Interact with Interpretive Rangers who are well informed on all significant issues
- Learn about First Nation's history and stories through interpretive programs
- Participate in the Monument's Junior Ranger Program
- Join knowledgeable, engaging Monument Interpretive Rangers for a variety of interpretive programs that inspire, educate and encourage action
- Experience a new Monument Video
- Receive complete, quality interpretive information and courteous service
- Listen and learn from Tribal people about the North American First Nation's association with this sacred mountain
- Learn about the history of climbing at Devils Tower and watch demonstrations of the new "very low impact" climbing techniques

Recreational Activities and Experiences

- Camp in an efficiently managed and well maintained campground.
- Find opportunities for physical activities, like climbing, with a degree of personal challenge and adventure that results in a sense of accomplishment and achievement
- Experience a worthwhile, enjoyable hike
- Find access to good trails and other outdoor opportunities

Existing Conditions



MONUMENT USER AND AUDIENCE PROFILE

Visitor Use

Visitors come to Devils Tower to enjoy outdoor recreational activities, primarily hiking, camping and picnicking, to learn about the history and geology of the Tower, or simply to marvel at the spectacular view. A smaller, but significant number of visitors come to participate in Tribal ceremonies, mainly during the month of June.

First time visitors usually spend about 2 hours at the Tower, often 1 ½ hours on the Tower Trail and ½ hour in the visitor center area. During shoulder and winter seasons visitation is heaviest on weekends, mainly driven by repeat visits from the local area. During the much busier summer season there is no real difference between weekend and weekday visitation.

During a typical year visitation is highest between Memorial Day and Labor Day, peaking with the week of the Sturgis Motorcycle Rally in early August. There are no firm statistics about where visitors come from, but anecdotal evidence points to the majority of visitors from the upper Midwest, mainly Minnesota, Iowa, Illinois, Wisconsin and Nebraska. Visitors, however, come from all 50 states, with a large contingent of Canadian visitors and a significant and rising number of visitors from many other foreign nations as well.



Audiences

In the last five years between 320,000 and 440,000 visitors have stopped to see Devils Tower National Monument each year. These visitors to the Monument, based on their interpretive expectations and needs, can be separated into the following categories:

Climbers

Several thousand visitors come yearly primarily to climb the Tower. The majority of these visitors are self guided, but a significant percentage are led by the local or regional commercial climbing guides.

Tribal Visitors

Many members of the local Tribal Nations come to the Tower. Some are here primarily for religious/spiritual reasons, others for the same reasons the majority of visitors come. Most of the ceremonies take place during the month of June, although others are spread out over the entire year.

Local Residents

Many local residents come back multiple times during the year. They often use the campground or picnic area. They will also visit to take advantage of special events or programs. They are also the most likely to visit during the shoulder season when visitation is low.

School Groups

Most school groups come from a radius of about 60 miles, from local communities as far away as Gillette in the west and Spearfish in the east. However, a small number of groups come from as far away as Denver, Minneapolis/St. Paul and Kansas City. School groups generally come by bus and mainly during the month of May or the months of September/October. About 75% of school groups request a guided ranger walk on the Tower trail.

International Visitors

A large and growing percentage of visitors are international in origin. We have no firm numbers on country breakdown but the most common tour groups seem to be from Korea, Japan, China, England and Germany. Many Europeans also arrive by rental car, much like American visitors. We also have a large number of Canadian visitors. Currently we have brochures in Spanish, French, German, Italian and Japanese. International visitors tend to walk the Tower Trail (if given sufficient time by bus tour operators) and spend significant time in the VC/bookstore.

Adult Groups

Organized adult groups are a relatively small percentage of visitors. We do get tour groups comprised mainly of senior citizens on a slow but steady basis. Most of these groups spend their time in the parking lot area, or hike a small portion of the Tower Trail.

The campground and picnic area are often used by family reunions or other adult groups.

Subject Matter Enthusiasts

We get a fair number of people who come here because they are very interested in the Native American and climbing issues at the Tower. We also get many visitors who are drawn to the Tower primarily because of the movie *Close Encounters of the Third Kind*.

Our largest group in this category is probably photographers, many of whom spend a lot of time at the Monument.

Incidental Visitors

We do draw some visitors making a short side trip on their way to either Yellowstone or the Black Hills. These visitors are often only in the Monument for an hour or less, time enough to take a few pictures and get their national parks passport stamped in the Visitor Center.

EXISTING CONDITIONS, ISSUES AND INFLUENCES

The following is a summary description of visitor opportunities, facilities, and services, as they existed at the onset of this long-range interpretive planning process. Devils Tower National Monument is largely natural and undeveloped, with large expanses of forest and grassland and the tower itself. Most of the National Monument's visitor support facilities, including the entrance station, trailheads, and Visitor Center area are located along the Monument's main road.

Pre-visit, Arrival, and Wayfinding Information

Information regarding Devils Tower National Monument is available by mail, phone or web-site. The web-site is now the primary means of getting information to prospective visitors. It includes hours of operation, program schedules, special events and information about the Monument. Unfortunately, no analysis has been done on the effectiveness of the website, although anecdotal evidence points toward broad usage by visitors. During the spring of 2010 we have also added a blog and a Twitter account in an effort to get information out to a non-traditional audience.

Because Devils Tower National Monument is not on the interstate, there are large signs on I-90 directing visitors to the correct exits. However, these signs do not say how far to the Monument and occasionally cause confusion. There are a good number of state highway signs on the roads approaching the Monument which do a good job of giving distance, although there is some-time confusion between Devils Tower National Monument and Devils Tower Junction.

The Monument has a radio information system at 1600 AM which offers extensive information to approaching visitors. There is currently no data regarding the number of visitors that use this service or its effectiveness.

The Monument receives a large number of requests for information via mail, email and phone. These requests are answered as time and staffing permits.

Media Outreach

The Monument informs the public of upcoming special events and programs through public service announcements and press releases sent to local newspaper and radio stations, dissemination through partners, the NPS website, and by posting information on Monument bulletin boards. Some of the local media outlets are very cooperative in this regard, others less so.

Interpretive and Visitor Contact Facilities and Locations

Visitor Center/Bookstore

The Visitor Center (VC) is open daily 8 AM – 7 PM from Memorial Day Weekend to Labor Day Weekend, open daily 9 AM – 5 PM May 1st on Memorial Day Weekend and open daily 9 AM – 5 PM Labor Day Weekend October 31st. The VC is traditionally open Wednesday-Sunday during the months of November and April and is closed December through March.

During this winter period the administrative office acts as a temporary visitor contact location. During the winter of 2010/11 the Visitor Center will be kept open seven days a week through the winter on an experimental basis, staffed by a mixture of fee collectors, interpreters and staff from other divisions.



Included within the VC is the NHA bookstore, which is run by the Devils Tower Natural History Association (DTNHA). Normal staffing of the visitor center is one ranger and two DTNHA cashiers during peak season and one ranger and one cashier during slower times.

The VC currently has interpretive displays on the history, geology and tribal issues of the Tower.

The Interpretive Ranger in the VC provides basic information and direction to visitors. This ranger also operates the Junior Ranger Program. Unfortunately, due to lack of space, there is currently no Monument orientation movie being shown in the Visitor Center.

Recreational Facilities

Primary recreational facilities include the trails, the campground and the picnic area.

The Tower Trail (1.3 miles, paved) is the primary trail for the vast majority of visitors. Potentially, at least 80% of visitors walk the Tower Trail. The Tower Trail was repaved during the summer of 2009. Other unpaved trails, which receive very little use, include the Red Beds Trail (2.8 miles), the Joyner Ridge Trail (2 miles) and the South Side/Valley View Trails (1.6 miles).

The campground includes 36 sites on two loops, restrooms and running water but no hookups. There are also two group sites. The campground is rarely full but is probably at 75% capacity most nights during the summer. The campground closes mid to late October depending on weather conditions and reopens in late April.

The picnic area includes a shelter and a restroom and is often full during summer weekends. The picnic shelter is also often used for special events.

The Circle of Sacred Smoke sculpture offers visitors a different perspective on the Tower, as well as access to a world class piece of artwork. It is visible from the main road and work is ongoing to create a Tribal based interpretive theme area at the circle. Tree planting and landscaping will also eventually convert it into a more visitor friendly area.



Interpretive Media Resources

Exhibits

Visitor Center Interpretive Exhibits include a center exhibit chronicling the “Meaning of the Tower” to various user groups. Wall displays talk of the “significance” of the Tower, Resource Management, Geology, and landscape change over time. There is also a wall mural, a historic painting and two informational bulletin boards. The VC exhibits are designed to be quick, easy reads, with the intention of not holding people in the crowded VC for long periods of time.

There are three interpretive panels and one interpretive rock wall located in the climbing kiosk in the middle of the parking lot. These chronicle climbing and climbing techniques.

Interpretive Waysides

There are twelve interpretive waysides located along the Tower Trail, interpreting a wide variety of subjects including forest ecology, Tower geology, and tribal traditions. There is one interpretive panel on the Red Beds Trail, four panels on the Joyner Ridge Trail, one near the amphitheatre, and three located at pull-outs at prairie dog town. All of the waysides are relatively new, having been put into service in 2006 and 2007. Five additional waysides, two at the Circle of Sacred Smoke, two on the Tower Trail and one at Prairie Dog Town are planned for FY 2011.

Publications

Devils Tower provides several free publications:

- DETO Unigrd brochure
- DETO Unigrd brochure translation in Spanish, French, German, Italian and Japanese

- Junior Ranger books (For two different age groups)
- Teacher’s packets
- Monument Newspaper
- Site Bulletins:
 - Get the Most out of Your Visit
 - How Do They Get the Ropes Up There?
 - Climbing Information
 - Resource Issues
 - Accessibility
 - Geology
 - American Indians and the Tower
 - Current Issues

Signs

DETO has numerous directional, visitor use and regulation signs. There are over 30 directional signs on the trails, multiple “Do Not Feed the Prairie Dogs,” signs, and several signs asking respect for Native Prayer Bundles.

Monument Film

Although there is currently no place to show the Monument films in the VC, the Monument does have two films; One Orientation Film “Devils Tower, America’s First National Monument” and “In the Light of Reverence,” which chronicles Tribal issues and features Devils Tower. Both are available for sale by the DTNHA bookstore and are available to interpreters for use in interpretative and educational programs.

Media Assets

Library

The DETO Library has approximately 800 volumes and is currently in a temporary location in the Building 24 Conference Room. It is available to all Monument staff.

Museum Collections

The DETO museum collection and historical archives have been moved to the museum depository at Mount Rushmore National Memorial so that it can be stored in a secure, climate controlled facility. Portions of the collections can be checked back out to DETO for use in interpretive displays.

Personal Services

The following interpretive services are offered at the Monument:

Evening Campfire Programs

Evening campfire programs are offered every night at dusk from late May

until Labor Day. From Labor Day till October 1st they are offered Thursday, Friday and Saturday night if staffing allows. These programs are offered at the outdoor amphitheatre near the campground. In support of these programs the amphitheatre is equipped with an outdoor PowerPoint projector and movie screen. The projector can be used with or without a laptop computer. In inclement weather the program can move to the Picnic Shelter-but this is not ideal due to its small size and lack of proper projection equipment.

Tower Walks

Tower Walks (1 ½ hours) are offered daily in the morning from Memorial Day until October 1st. The walk is a ranger guided program which includes interpretation of Tower geology, tribal views of the Tower, climbing history, plus other subjects at the discretion of the ranger. These walks are also offered on a reservation basis to school groups and special use groups.

Ranger Talks

Short (20 minute) Ranger Talks are offered at the Climbing Kiosk, three times a day from Memorial Day to Labor Day and twice a day from Labor Day until Oct. 1st. These talks are on a variety of subjects.

Roving Interpretation

Interpretive rangers rove the trails and interact with visitors. They offer information, answer questions, and give impromptu short interpretive talks to groups. Approximately 90% of roving time is spent on the Tower Trail, but occasional roving is done on the Red Beds Trail, the Joyner ridge Trail and at Prairie Dog Town.

Junior Ranger Program

Two different versions of the Junior Ranger program are offered at the Visitor Center. A simple scavenger hunt book is available for younger children (under 8) and a more in depth book for older children. At the conclusion of the program the children receive a signed certificate and a Junior Ranger Badge. For \$1 they can purchase a Junior Ranger Patch from the bookstore.

Full Moon Walks

Full moon nature walks are offered about once a month from June to September. These take place on the Joyner Ridge Trail and involve about a 1 ½ mile round trip hike. These walks are very popular and keeping the numbers manageable is a challenge-currently the hikes are capped at 30 visitors, which can lead to turning visitors away.

Night Sky Telescope Programs

New for the 2010 summer season are monthly night sky telescope programs. We have purchased three telescopes, an 11 inch GPS driven Celestron reflector, a 10 inch Dobsonian Reflector and a 10 inch Celestron Refractor. The location of these programs has not yet been settled, as there are pros and cons to the VC area, the Joyner Ridge parking lot and the Long Vehicle Parking area.

Special Events

The following special events are valuable programs currently offered at the Monument and will be continued:

Cultural Program Series

Mandated by the Climbing Management Plan, the Cultural Program series brings performers and subject matter experts to the Tower to conduct special programs in order to further promote cultural understanding and understanding of Tower issues. The program is primarily funded by the Devils Tower Natural History Association, with supplementary funds from NPS sources and grant monies. This series brings in Tribal performers and speakers, local history experts, historical re-enactors and climbing experts. These programs are very well attended, both by local residents and general visitors and often result in multiple visitor comments. The 2010 series brought 18 different performers/subject matter experts for a total of 25 programs. These programs generally replace the regular Ranger Evening program for that night.

Old Settlers Picnic

The Old Settlers picnic is held every Father's Day by the Devils Tower Natural History Association in conjunction with the Monument. It commemorates the historic Old Settlers Picnics which were held in the 1930s and often drew several thousand local residents to Devils Tower for rodeo, baseball games, music and dancing. It is held in the Picnic area and has drawn 150-200 people the last three years. Several long time residents of the area are honored at the picnic each year.

Interpretive Staffing Assessment

Devils Tower National Monument offers a wide ranging selection of Ranger led Interpretive Program for a monument of its size. Further expansion of these offerings is limited by the small size of the interpretive staff.

The current Interpretive Staff includes one permanent GS-11 Monument Ranger (Chief of Interpretation and Education), and usually five GS4/5 Seasonal Interpretive

Guides/Rangers, generally 1-2 with a six month season and 3-4 with a three to four month season. Turnover is very high. The staff is supplemented by two contract interpreters, hired by the Devils Tower Natural History Association, who perform the same duties as the seasonal rangers. The staff is adequate to cover visitor center operations, ranger programs and roving interpretation during peak season. However, there are often periods during shoulder seasons when staffing is inadequate. Of special concern is our inability to both staff the visitor center adequately and provide for school visits and school group tours at the same time.

During the winter season the only Interpreter on staff is the Chief of Interpretation. From December through March the visitor center has not generally been open and the Administration Building has been used as a visitor contact point, staffed by one full time and one part time permanent Visitor Use Assistant. In their absence visitor contact falls to the Administrative Assistant supplemented by senior staff. This situation is not ideal as visitors do not deal with a trained interpreter and other staff are pulled away from their primary

duties. During the winter of 2010/11 the Visitor Center will remain open, staffed by Fee Collectors supplemented by a mix of other staff. If this trial works well we plan to continue it in further years.

Starting the summer of 2010 we will be hiring a GS-7 Term STF Monument Ranger to act as an Education Lead. The long term plan is convert this position into a GS-9 Permanent STF position. The hiring of this position is the minimum needed to provide for adequate Educational and Outreach Programming while continuing to staff the visitor center April through November. If the visitor center is to be kept open in the winter the fee collection staff should ideally be supplemented by one winter seasonal interpretive ranger.

The biggest constraint on seasonal hiring is the lack of adequate monument housing. Most summers there is only housing available for one or occasionally two interpretive seasonals. The others must find housing in the local area, often very difficult due very rural nature of the surrounding area.

Interpretive Facilities Assessment

Visitor Center

The current visitor center, which also houses the cooperating association bookstore, is a historic CCC building, originally designed for 30,000 visitors a year. Current visitation is more than ten times that. During peak season the visitor center becomes extremely crowded and often rather hot. Overcrowding in the building is both a visitor and employee safety issue. Because of the small size of the building, there is no place to show the Monument video. The lack of a video is often commented on by visitors. There is also no indoor location suitable for school programs during inclement weather.

Other issues with the visitor center include non-ADA accessible restrooms, noise from busses and general parking, and general parking lot congestion. The parking lot is of adequate size for the general public, but there is a serious lack of parking for busses, recreational vehicles and other oversized vehicles.

Planning for a new visitor center, a pedestrian plaza, and a restructuring of the parking lot is in the early stages and is dependent on funding.

Tower Trail

The Tower Trail is the most popular visitor destination. It is currently in good shape, having been repaved in 2009. The biggest concern is the trail from the parking lot to the main trail, which is rather steep. Many elderly visitors have difficulty getting from the parking lot to the Tower Trail due to the steep approach.

Other Trails

The Red Beds and Joyner Ridge Trails are both excellent resources currently being underutilized. They are unpaved and moderately difficult, but have excellent potential as interpretive sites.

Amphitheatre/Picnic Area/Circle of Sacred Smoke/Prairie Dog Town

The Amphitheatre is undergoing rehabilitation in 2010. New seating has been

installed, along with a new, larger, projection booth. Rehabilitation work will be done on the movie screen. The amphitheatre is adequate in size-one problem is the movie screen-which does not have a modern aspect ratio-this sometimes cause problems with PowerPoint programs.



The Picnic Shelter is not currently an adequate bad weather alternative to the Amphitheatre, mainly due to the lack of a mounted projection screen. A stand up tripod screen is used-this becomes a major problem in the wind. A pull down screen will be installed in the spring of 2011 which should mitigate this problem.

The Circle of Sacred Smoke will eventually become a major interpretive area, with waysides, audio visual center, trees and landscaping. However, it is not adequately interpreted currently and is situated in the middle of an open, uninviting space.

Attempts have been made in the past to do interpretive programs at Prairie Dog Town. They have not been very successful, mainly due to traffic and parking concerns. Better use of the Dog Town, possibly in conjunction with the nearby Circle of Sacred Smoke, may be possible in the future as the Prairie Dogs are popular with visitors

Night Sky

Devils Tower has plans to greatly enlarge its night sky program in the future. The night sky resource at the Monument is exceptional and has been underutilized in the past. Currently we offer Full Moon walks and tribal Star Knowledge talks as part of the Cultural Program. This year we will be starting night sky telescope programs. Eventually we plan to tie the tribal Star Knowledge programs in with the telescope programs. One major constraint on the telescope programs is the high seasonal turnover. Currently the only person trained in use of the telescopes is the Chief of Interpretation.

Partnerships

Cooperating Association

The Devils Tower National History Association is our primary partner. They operate the association bookstore and contribute a percentage of sales to Devils Tower National Monument every year. Financial aid to the Monument for 2010 totaled \$55,600. The association provides two contract interpreters each year to supplement summer interpretive staff. The bookstore staff also functions as informal interpreters. Most of the funding for the Summer Cultural Program series and the Junior Ranger Program originates with the cooperating association.

Outside Partnerships:

Devils Tower National Monument has partnered with the local Hulett School on several projects, and this year is partnering with Poudre School district in Fort Collins Colorado for the Teacher Ranger Teacher program.

Other partners have recently included joint projects with the National Forest Service, the US Fish and Wildlife Service, the South Dakota Game and Fish Department, Wyoming and South Dakota Tourism Associations, the Wyoming Arts Council, the Wyoming Humanities Council, the Student Conservation Association, the Black Hills Writers Association, as well as many land owners and business close to the Tower and the many affiliated tribes.

The National Monument continues to develop and improve our relationships with affiliated American Indian Nations.

Volunteer Program:

Devils Tower National Monument operates a robust Volunteer-In-Monuments (VIP) program. All divisions within the Monument take part in the VIP program which is directed by the Chief of Interpretation. The program's primary funding comes from the Intermountain Regional VIP account, but it is supplemented from divisional budgets. The primary constraint on the VIP program is the lack of adequate housing. Many potential volunteers are turned down due to lack of temporary housing.

Visitor-Related Resource and Safety Issues

- Protection of natural and cultural features from visitor impacts is a concern, since many areas are minimally monitored while the public visit the sites unescorted
- Effectively addressing and communicating critical visitor safety issues including the need for hydration and safety on the Monument's trails.

Special Concerns and Management Issues

- Increased consultation and cooperation with affiliated American Indian Nations and Tribes
- Enhanced interpretive training for permanent, seasonal, and volunteer staff
- Visitors need to be informed regarding multiple viewpoints on the different names (with correct translations) by which the Tower is known
- Employee orientation and training regarding the spiritual side of the Tower and Monument
- Continue to honor multiple viewpoints regarding the National Monument's establishment and subsequent land acquisition
- Enhanced dialog and activity with our stakeholders and partners in the local area
- Continued communication with climbers and climbing groups concerning climbing issues at the Tower.

Recommendation and Implementation Strategies



RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES

The ultimate goal of all recommendations is to support management's strategies and to provide visitors opportunities to connect with the meanings inherent in the resources.

Interpretive planning assesses current conditions and formulates recommendations that would provide direction and focus to achieve the desired future interpretive program. The discussion of each program or media proposal identifies its place within the overall strategy, accounts for special considerations and sometimes would suggest specific themes and locations that best facilitate a desired interpretive outcome. These suggestions should provide a framework for Monument management's strategic vision, but should not limit the creativity and scope so essential when planning specific programs and media. These recommendations contain both long-term and short-term strategies which may be very helpful when preparing the Annual Implementation Plan and related funding requests. The priority of implementation actions are classified into three tiers: Tier 1- High Priority specifies items that are considered essential and immediate, Tier 2 - Medium Priority specifies items that are considered important and Tier 3 - Low Priority specifies items that are considered desirable. The numbers in Brackets [1] following most recommendations indicates which tier has been specified for that particular recommendation in the workshops. Recommendations without a number in bracket did not have a specified priority.

A primary challenge for interpreters at Devils Tower National Monument is helping visitors visualize and understand the character and qualities of this changing landscape and its inhabitants, now and in the past. Difficulty in accessing some areas within the Monument, along with challenging natural conditions and isolation adds to this challenge.

Optimum Locations for Interpretation

Participants in the workshops noted several locations in the Monument that seemed to offer the optimum conditions for visitors to experience and relate to Monument resources. They are specified below, with commentary from workshop participants:

1. Visitor Center (Proposed)-All Themes and Media should be reflected here.
2. Joyner Trail-No media necessary except a minimal trailhead sign and a directional road sign.
3. Circle of Sacred Smoke-Interpretive Kiosk revealing tribal stories and history
4. Administration Building parking lot-Geologic emphasis on interpretive wayside oriented toward red hillside at the base of the Tower.
5. South Face of the Tower-Best views of the entire front of the Tower and Belle Fourche Valley
6. Website

7. Amphitheatre/Picnic Area
8. Pull-outs with different views of the Tower-Provide wayside exhibits that provide opportunity for those not able to navigate the Tower Trail or Joyner Trail.
9. Rapid City and Gillette Airports-Need presence here.
10. Prairie Dog Town (roving ranger presence)
11. Tower Trail-Meeting a Roving Interpreter

Pre-Arrival Orientation, Arrival Information, and Way Finding

General and trip planning information regarding Devils Tower National Monument would continue to be provided by traditional means such as regular mail, phone, website, and email. All public information should include the website address. Critical information regarding access, trail and road conditions, weather and safety should be included in all communications. Appropriate Accessibility and Universal Access should be incorporated throughout these recommendations.

Adequate, clear information should be provided at appropriate thresholds of the Monument so that potential visitors are given the tools and motivation with which to visit safely.

Recommendations:

- Develop specific itineraries to include other regional monuments and historic sites that offer the visitor a more comprehensive insight to the history and people of this region. Involve partners in the development of these itineraries, including the 6 close National Park areas, Affiliated Tribes, local partners, State Parks and Historic sites and the NHA. These itineraries should not just be web based, but include development of content rich, graphically oriented publications, downloads and displays. [1]
- Assure that up-to-date orientation information is available at our partners' sites and related tourist contact points including major airports, regional and community visitor information centers, libraries, and other travel-related offices. [1]
- Develop a more comprehensive DETO Web Site and Web presence with expanded downloadable material, Social Networking including Twitter and Facebook (specific issue or program oriented) and material on the site that will substitute for actual mailed send-me's. Expand the depth of the current NPS website to include increased use of webcams, technology, blogs, and interactive maps. Include weather and safety updates. [1]
- Emphasize that fee collectors concentrate on helping visitors locate the Tower Trail, Visitor Center area and Circle of Sacred Smoke area. Workshop participants noted that while fee collectors did not have a great deal of contact time, especially during the busy 10 a.m. to 2 p.m. time-frame; they were very effective doing informal interpretive roving during the slower time periods. [1]

- Assure on a regular basis that the Traveler’s Information System radio recording is accurate and functioning properly. [1]
- Continually update training for all employees and volunteers to provide accurate information, and quality informal visitor contacts. [1]
- Develop a Trail Plan with designs for consistent and durable trailhead panels that include maps and safety information. Regularly assess the present trails, determine which themes work best on which trails and replace printed guides with web site based media, waysides, audio, and/or other technology (GPS). [2]
- Develop a phone system to route requests to a specific person/location. [2]
- Establish and update a media mailing list to assure that changes and additions to pre-visit and wayfinding information are distributed in a timely and consistent way. [2]
- Increase use of downloadable information including video, music, maps, and files, for orientation and wayfinding. [2]
- Increase DETO’s presence at the Rapid City Airport and Visitor Bureau’s with easily accessible brochure racks and exhibit panels which include wayfinding information and maps, along with large attractive photos or a graphic mural to grab visitors’ attention and imagination. This possibly could include donations from local artist/artisans. Also, a presence at the Gillette airport is desirable. [3]
- Develop an updated DETO Sign Plan that includes regional and local wayfinding signs that direct visitors to the site and appropriate internal points of interest, once they arrive. These signs should conform to the NPS sign standards and enhance agency identity in this region of the country. This consistent, recognizable design may develop greater “brand identity” for the area. [3]
- Compose a new updated version of the Unigrad Brochure, when the new Visitor Center is completed. [3]
- Contact businesses that maintain the major GPS databases to update information on monument sites. [3]

Visitor Contact Facilities and Areas

Visitor centers and related facilities and areas, offer compelling exhibits and information that can help reveal meanings to Monument audiences with engaging text and alluring graphics and objects. Exhibits should build a foundation of knowledge for visitors to retain as they explore this NPS unit.

Indoor exhibits and exterior wayside exhibits provide interpretive information but also can subtly remind visitors that this NPS-preserved place is something of great value to our nation. Much effort has been invested at the national level to have a distinctive, easy-to-read, comprehensive system of signs and displays. This system provides off-the-shelf solutions from formal entrance signs to trailhead exhibits and campsite numbers. Built into the NPS sign program is a visual hierarchy that gives readers clear clues as to the relative importance of the blocks of information seen on the signs.

Recommendations:

Visitor Center

- Team members felt that special emphasis should be placed on revealing the multiple viewpoints and feelings regarding the human history of this place. Tribal history and Pioneer history should be told by the descendants of those people. One Workshop participant emphasized, “Let us tell our story.” Another brought forth that “We are not just history; we are here



now and will be here into the future.” Many participants in the planning process emphasized the importance of visitors establishing personal connections with the place and the people. [1]

- Plan on an expanded number of audio-visual components in the new Visitor Center’s exhibits to include interactive maps, access to artifacts or reproductions, insights on seasonal changes, virtual tours and oral histories. Live feed to webcam(s) would also be desirable. [1]
- Establish interactive stations that can be adapted to education programming for school kids and adults. Consider hands-on or virtual reality exhibits that are changeable for different education age groups and specifically address wildlife, climbing, history and ecology. [1]
- Move forward with the proposed new Visitor Center and adjacent area changes (already in the planning stages). [1]

The following should be emphasized in the planning and design process:

1. The Pedestrian Plaza and its exhibits will be a key to Visitor understanding and enjoyment. Exhibits should include an exterior Tactile Map that matches other wayfinding guides throughout the Monument, perspectives of personal reactions and relationships to the Tower and surround area and timelines of area impacts. [1]
2. Re-route the entrance to the Tower Trail, which will facilitate better visitor access. [2]
3. The plan should include wayfinding information in the new Restroom Complex. [2]
4. Emphasize to visitors that this is their place and encourage stewardship and sustainability. [2]
5. Recreate a pioneer cabin and an American Indian campsite as a semi-permanent area where visitors can get first hand perspective on how people lived in the past. Engage local partners with connections to that history, including local ranchers and descendents of area pioneers and

the Affiliated American Indian Tribes to assure accuracy and multiple viewpoints. [2]

6. The old Visitor Center should emphasize the Historic District, Civilian Conservation Corps and provide a venue for DTNHA sales. [3]
- Make sure that the requirements of the 1995 Climbing Management Plan are taken into account in Interpretive Planning. Phase the requirements of said plan which have not yet been instituted -Including but not limited to:
 1. Outdoor Native American exhibits similar to the current climbing display. [1]
 2. Ensure all interpretive programs and materials offer balanced views of history. [1]
 3. Cultural awareness day or week including demonstrations, food booths, arts and crafts, and dancing, representative of the many cultures for which Devils Tower is important. [1]
 4. American Indian demonstrations such as food preparation, arts and crafts, and native plant use. [2]
 5. Hire Native American Interpreters to the Monument staff. [2]
 - Institute audience evaluation as part of any new media development in the Visitor Center. Evaluation will increase the cost of exhibit development, but will add value to the life of the exhibits. [2]
 - Additional exhibits should address Resource Management (including fire), Ecology, Geology, Tower and regional history from multiple viewpoints including perspectives on the Antiquities Act and Theodore Roosevelt. [2]
 - Enhance orientation by upgrading current maps to one universal design that can be use flat (as in publications) or as a tactile 3D map (in exhibits) to help visitors understand the geography of this place. [3]
 - Design an area in the new Visitor Center for demonstrations of climbing techniques on actual recreations of Phonolite Porphyry Columns. An AV component of actual climbing would be a valuable addition in this area. [3]

Circle of Sacred Smoke

- Establish an Interpretive Kiosk to highlight tribal stories at this site. Utilize stories from many tribes and active participation by the affiliation tribes in this project. [2]

Wayside Exhibits and Orientation Panels

The Monument has installed a series of waysides and orientation panels in a few key areas, including the Tower Trail. Some of the existing ones are still in



need of rehabilitation or replacement. Primary themes and appropriate locations will need to be addressed when designing and installing replacements.

Wayside exhibits are especially valuable and greatly enhance a visitor experience in the face of reduced staffing and increased visitor exploration.



Recommendations:

- Update the parkwide Wayside Exhibit Plan. [1]
- Install the newly produced interpretive waysides:
 1. Two at the Circle of Sacred Smoke site, coordinated with the Thematic elements in this plan [1]
 2. One at the Prairie Dog Town pull-off to interpret the Tetrahedrons [1]
 3. Several along the Tower Trail, including a cattle industry/ranching themed wayside at the Belle Fourche overlook and an additional wayside on Tower history [1]
 4. Create a new wayside in for the Administration Building parking lot area relating to geology and sedimentation [1]

Distributed Media / Publications

Providing orientation and wayfinding materials on a broader region-wide basis would serve to increase the Monument's exposure to greater numbers of diverse audiences. Publications should utilize the NPS Graphic Standards and use the Monument logos or other artwork. This will serve to increase recognition of the Monument's national significance and its connection to the larger NPS system.

Recommendations:

- Develop a Publications Plan to assess current and future needs for printed interpretive media, facilitate updates of existing materials and identify future alternative suppliers and funding sources.
 - Possibly reduce the number of site bulletins and free publications.
 - Make all accessible from the website.
 - Determine what materials need to be available in foreign languages and which languages are most sought after. [1]

- Revise the DETO Unigrid brochure with HFC, after the new Visitor Center is built. Develop a large-print version at the same time. [1]
- Update and manage our Press Releases to reflect the latest management decisions, including those related to Climbing Closures and Prairie Falcons. [1]
- Update Rack Cards [2]
- Update Prairie Dog Publication [2]
- Revise and update the Monument Newspaper on a regular basis and design a readily downloadable version that is compatible with the web and personal reading devices. Install the downloadable version on the website [2]
- Manage our presence in outside publications and websites [3]

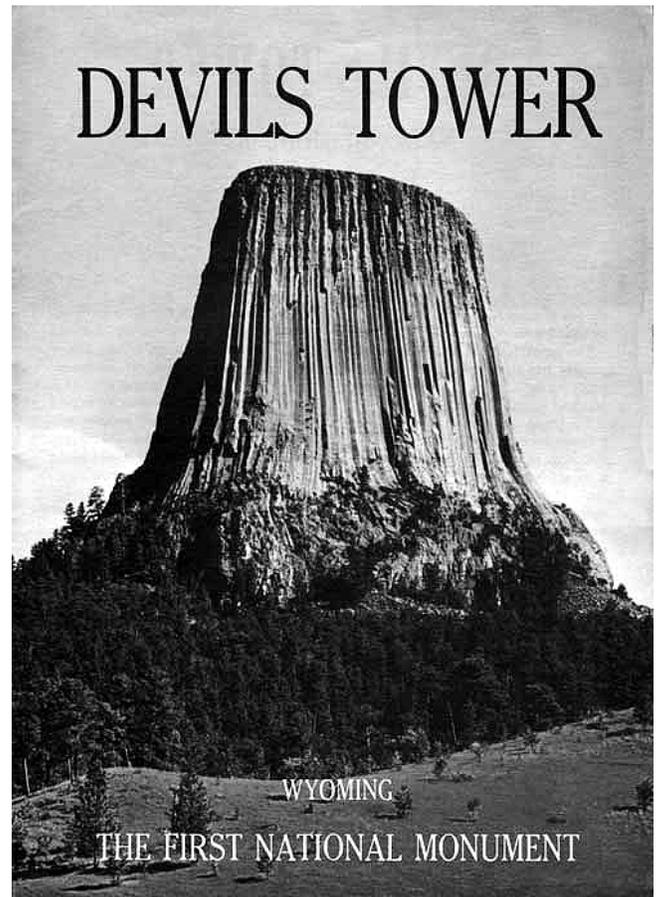
Audiovisual Technology

Audiovisual distribution of interpretation and information makes the Monument and its resources more accessible to all visitors, including virtual visitors. Short AV presentations can supplement static exhibits, set the mood for exploration of a historic area, and assist those who are visually impaired with an audio description of a place or event. A new set of video productions can provide a fresh, updated introduction to the Monument's resources and history.

Distribution methods include, but are not limited to, videos, downloadable guides, smartphone applications, podcasts, distance learning, social networking, and online discussions. Audio messaging, when done well, adds emotion, perspective and authenticity. AV messages work best if they are short and well-focused.

Recommendations:

- Design and produce a new set of interpretive videos/films for the Visitor Center and other Monument venues. Include aerial views, four season location shoots, multiple viewpoints and original scores if possible. Use over-shot footage for other interpretive projects. Seek distribution as a national broadcast on PBS or other networks to reach varied audiences. Make it a sales item through the Cooperating Association to create revenue. [1]
- Develop a Monument wide AV/Website Plan for utilizing “new technologies” in all facets of the Monument's interpretive program. [1]
- Primary topics suggested during the workshop for these new productions, including a new primary interpretive film, include:
 1. Tower Geologic formation [1]



2. American Indian spiritual views and stories about this place (presented by American Indians of the affiliated tribes). Including a perspective on climbing [1]
 3. History, from ancient to modern times and into the future (presented by the relatives and ancestors of the people who made that history) [1]
 4. Climbing the tower through time, effects of people, wind and erosion on the tower. [1]
- Produce topical podcasts for distribution via the web and downloading points in the Monument. [2]
 - Develop production capability through training and experience, so that staff can produce and update various types of AV products (Video, MPEG4, MP3, Podcasts, downloads, etc..) [3]
 - Upgrade the Amphitheatres video equipment (1)
 - Develop and produce a media-source kiosk or exhibit that visitors can utilize to download appropriate AV content at the Visitor Center Provide this content in forms that are distributable for various AV players to include podcasts, MPEG4 and MP3 files. (2)

Website and Internet

An increasing number of visitors polled indicated that they would prefer to use a website over other ways to get information about monument units. Providing elements of interactivity on the website will engage and attract new audiences and visitors. Virtual visitors will have enhanced experiences. Some of the recommendations related to Website and Internet presence are noted above in the Pre-Arrival Orientation, Arrival Information, and Way Finding section.

Recommendations:

- Create and publish the optional itineraries mentioned above, that will enhance visitor access to the Monument's stories and address the challenges of access to some of these places. These itineraries may be theme-related (i.e., geology, cultural history, climbing) or time-based (i.e., two hours, two days). [2]
- Establish and maintain a presence on social media sites (Facebook and Twitter were mentioned in the workshop) to connect to more diverse audiences. Participants recognized that this would call for more staff time and that this presence may be best served with occasional updates on Facebook and a more interactive presence on Twitter to announce special events and scheduling information. [2]
- Establish an interdisciplinary website committee to regularly review content for accuracy and relevance and introduce new material. [2]
- Create and update links to partners' websites, and resource-related and trusted websites. [2]
- Expand the current links available on the Monument website to include local and regional partners. [2]

- Market the DETO website to multiple visitor audiences, locals, schools, government partners, regional tourism partners and the tourism industry. [2]
- Connect with Google Earth and other internet databases related to geography, science and culture to make sure DETO has an appropriate presence there. [3]
- Some workshop participants also recommended assessing whether the following items would contribute to visitor experience and information:
 1. Wi-Fi in the Visitor Center
 2. Downloading stations in the Visitor Center
 3. Use of Mac computers by staff, for production purposes

Off-Site Interpretive Activities and Partnerships

Partnerships and greater civic engagement continue to be beneficial to both the Monument and its affiliated regional communities.

Recommendations:

- Increase the presence of Interpretive Rangers at regional special events, tourism venues, local fairs, exhibits and cultural gatherings to promote the Monument and increase awareness of the NPS in the region. [1]
- Increase our coordination with Universities, CESU's, Black Hills State University, Sinte Gleska University on the Rosebud Reservation, Oglala Lakota University of the Pine Ridge Reservation (plus any other interested tribal universities of community colleges) and the Dakota Tech Ranger Program. [2]
- Explore possible locations and partners that allow temporary exhibits about the Monument to be displayed (airports, hospitals, banks, community centers, schools). [3]
- Expand our partnerships to include other educational institutions, the Access Fund, Boy Scouts, Geologic Society of America, local museums and institute and develop a new Friends Group for the Monument. [3]

Personal Services

Personal interpretive services are those in which the Monument staff interacts with visitors. They are most effective for interpreting complex, controversial, and/or conceptual themes and topics. They actively involve visitors and should provoke them to want to learn more and/or return on another visit.

The Annual Implementation Plan guides the interpretive program in supporting management goals and providing optimum opportunities for the visitor and requires a yearly re-evaluation of desired visitor experiences and subsequent assessment of the most effective combinations of interpretive themes, locations, audiences and types of personal services to best fulfill the visitors' needs. These factors can change from year to year as the Monument's visitation, demographics, management policies and other needs change.

Recommendations:

- Increase staffing levels in order to offer more interpretation and education year-round, both on and off site. If more resources are available, increase informal (roving) interpretive coverage on the Tower Trail. (See staffing recommendations). [1]
- Establish a permanent Lead Interpreter /Education Specialist position, which is considered vital to fully instituting the needs of the future interpretive program and an expanded Education Program. [1]
- Offer more personal service based special events and formal interpretive activities including guided tours, full moon talks, dark night astronomy programs, climbing programs, bioblitz, speaker series, hands on climbing programs by the climbing rangers, and cultural program series. [1]
- Address the difficulty in hiring and retaining qualified seasonals, due to the lack of housing and administrative challenges. [1]
- Expand the current Informal Interpretive programs and put uniformed Interpreters out in the field when possible. Emphasis should be on the Tower Trail, vehicle pullouts if it is effective and doesn't add to congestion, backcountry trail patrol that also promotes safety and the Circle of Sacred Smoke area in the future. [2]
- Encourage participation by all interpretive staff in the Interpretive Development Program (IDP). It will keep employees abreast of professional standards and the most effective interpretive methods while providing insight into national policy and trends. Involvement in the IDP should help employees advance in their careers. [2]
- Establish yearly special events (In addition to the Pioneer's Picnic) that portray the history of people in the Devils Tower region. Utilize local partners and steward that have connections to that history to tell the stories and share their insights. Workshop participants suggested the following:
 1. A yearly American Indian camp coordinated with the Affiliated Tribes, where visitors could hear the stories and experience the lives of the earliest inhabitants of this land. [2]
 2. A yearly Cow Camp coordinated with local ranchers and pioneer families, where visitors could hear the stories and experience the lives of the pioneer families that call this place their home. [2]
- Set up and implement strategies to evaluate personal services. [2]
- Address the potential for increasing visitors and needs for interpreters in the shoulder seasons. [2]
- Establish interdivisional interpretive training opportunities that include not only interpreters, but bookstore staff and folks from other divisions. This may help to assure that visitors are getting the same story from everyone and will help the interpreters keep updated on the latest findings and information related to resources, etc... [2]

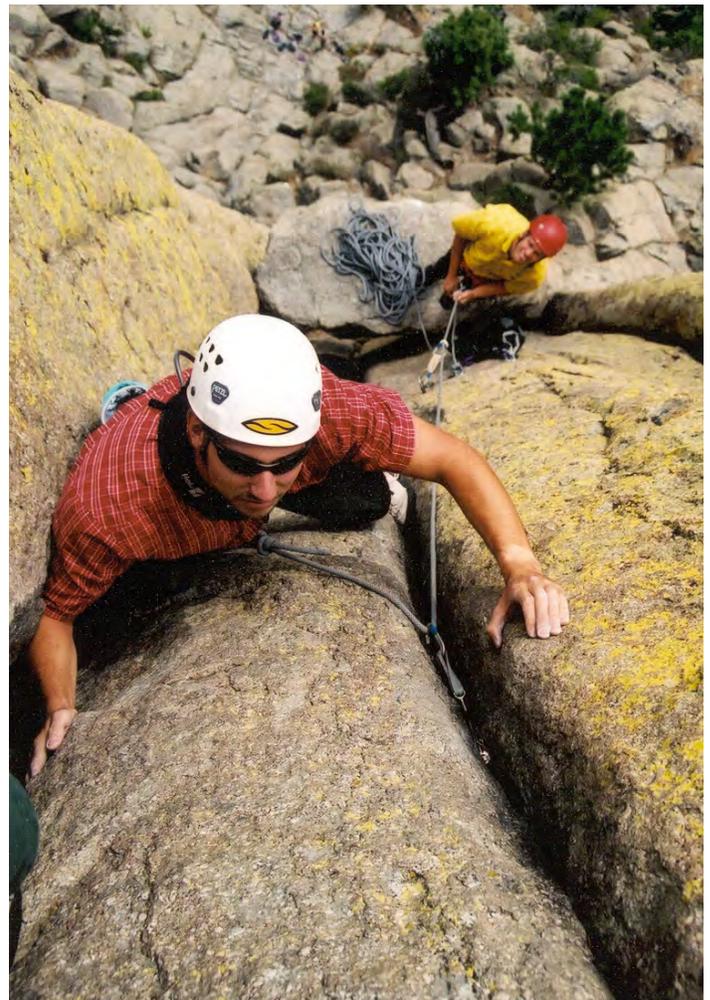
Education Program

The current education program at Devils Tower centers on the established curriculum based Education Program and outreach program for numerous schools and groups in the region. Interpretive rangers provide guided experiences for school groups, university classes, and Elderhostel groups when they visit, also. Educational themes have expanded to include education about our natural resources as well as cultural and historical resources.

At the center of development of any curriculum-based program should be the special significance of Devils Tower National Monument to the surrounding region, state, country, and world community. The ultimate goal of the program is to instill in each student a sense of stewardship for this place based on an understanding and appreciation of its many resources. The formal education program should reach diverse groups, reflect cultural sensitivity and involve parents and community members.

Recommendations

- Establish a new Education Specialist / Lead Interpreter position, which is considered vital to fully instituting an expanded education program and addressing the needs of the future interpretive program. [1]
- Collaborate with regional educational institutions, Monument partners and affiliated tribal groups to improve the Education Program. [1]
- Expand the education program into a broader geographic area that includes Casper, Southeast Montana and a larger portion of Western South Dakota. There is potential and need to double the current number of education programs offered, but that expansion would be very dependent on expanded staffing and support. [2]
- Create a new updated Education Plan that addresses increased capacity of the program and attendant need for more resources, teacher's workshops and outreach to underrepresented groups. [2]
- Explore the possibility of partnering with Black Hills State University by creating a curriculum working group. [2]
- Expand the amount and breadth of education materials on the Monument's website. Include curriculum based lesson plans and a searchable database for educational material. Evaluate those materials on a regular basis to assure accuracy and conformance with state curriculums. Also, include a link to LearnNPS. [2]
- Reach out to the homeschooling community and welcome their involvement in education, Junior Ranger and interpretive programs. [2]



Volunteer Program

Devils Tower maintains a Volunteer-In-Parks (VIP) program to enhance its interpretive mission. Volunteers serve as campground hosts and offer occasional help with the interpretive program. They assist other divisions in various tasks as well. A larger VIP program could be very beneficial Monument wide, but the lack of housing and trailer sites prevents that.

Recommendations

- Install two additional VIP trailer pads and hook-ups. [1]
- Consider employing VIPs in the shoulder seasons, when the housing dilemma is less pressing. [2]
- Expand the search for volunteers who would be willing to tent camp during their stay here. [2]
- Think “outside the box” in efforts to provide VIP housing with Teepees, Yurts, or other non-conventional means. [2]
- Recruit VIPs with potential to supervise others, thus leveraging the compact interpretive staff. [3]

Services for Special Populations

The Monument continues to strive to make resources and programs universally accessible. Guidelines for accommodating those with special needs are found in the Appendix.

Recommendations

- Observe and follow NPS accessibility standards and Universal Design when creating new media, publications or facilities. [1]
- Improve wayfinding and interpretive materials with Universal Design in mind. When the Unigrd brochure is revamped, a large print version should be developed. [1]

Services for Under-represented Audiences

- The Monument must encourage visitation by under-represented audiences and strive to improve outreach to these groups.

Recommendations

- Create opportunities including special events and outreach programs to attract more diverse populations and underserved audiences to the Monument. [1]
- Establish a plan to reach out and encourage visitation by underrepresented audiences, including tribal people, local and rural residents, families and children, persons of color, young people, families and individuals with lower incomes and disabled visitors. Some suggestions in the workshop to accomplish this included: [2]
 1. Offsite educations programs.
 2. More Monument personnel presence at regional public gatherings.

3. Staff being pro-active in encouraging schools to come to the Monument.
4. Utilizing adaptive language in publications and AV materials.
5. Distributing more broadly information on fee waivers for certain groups and fee free days.

Library Collections and Research Needs

The DETO Library has approximately 800 volumes and is currently in a temporary location in the Building 24 Conference Room. It is available to all Monument staff.

The DETO museum collection and historical archives have been moved to the museum depository at Mount Rushmore National Memorial so that it can be stored in a secure, climate controlled facility. Portions of the collections can be checked back out to DETO for use in interpretive displays.

Recommendations

- Research the “untold stories” of the Monument especially those of Native Americans and ethnic groups. [1]
- Ensure that DETO research reports are catalogued, shelved, and made available on the Monument’s website. [2]
- Develop a list of needs for library materials and support. [2]
- Update the Collections Management Plan. [2]
- Update the Scope of Collections. [2]
- Develop a database that would be supported by the information system in the yet- to-be developed VC kiosk and be on the Monument’s website to offer visitors the ability to search for and download specific information. [3]

Staffing and Training

Staffing

General consensus by team members was that the interpretive division was understaffed and that the only way to better accommodate visitors and provide higher quality services (personal and non-personal) was to increase the number of field interpreters and full-time staff.

The following is a list of additional positions required to implement the recommendations of this Long Range Interpretive Plan ranked by their desired priority.

1. Education Specialist / Lead Interpretive Ranger PFT GS-025-09
2. Monument Guides or VUAs (2) for shoulder seasons Seasonal GS-05
3. Technical Specialist (AV and New Media) PFT GS-025-07/09
4. Additional Monument Guides or VUAs for summer season Seasonal GS-05

Training

Enhanced training is vital in order to field a well prepared workforce and provide incentive for retention of dedicated and skilled employees

Recommendations:

- Ensure that training reflects the issues and needs addressed in the LRIP including the established interpretive themes. [1]
- Use the Interpretive Development Program (IDP) to train interpreters in the essential interpretive skills and techniques. Augment the training with Eppley Institute offerings. [2]



- Involve as many staff members as possible in the new interpretive coaching program. [2]
- Monitor training services offered by our partners and stakeholders; participate when feasible. [2]
- Expand opportunities for interpretive staff to cross-train with other divisions, which will in turn enhance visitor experiences and provide flexibility during field operations. [3]
- Train the interpretive staff to develop and deliver curriculum based programs and interpretive programs via distance learning technologies, portable media (podcasts, mp3...), and other types of interpretive media. [3]

Coordination with Internal Partners

Communication and coordination with our internal partners can enhance our service to the public and each other.

Recommendations:

- Enhance our relationship with our DTNHA and consider other ways to distribute information and sales items. Add a shopping page to the Monument's website. Keep it fresh with seasonal changes and innovative stocking. [1]
- Coordinate with other divisions to establish regular communication by assigning seasonals as division liaisons to improve visitor information, enhance safety, contribute toward addressing compliance issues, bolster teamwork and appreciate each other's jobs. [1]

Appendix

- **Knowing Your Audience**
- **Current Interpretive Organization**
- **Special Populations Guidance**
- **Wayside Exhibit, Bulletin Board and Sign Examples**
- **Bibliography and Reading List**
- **LRIP Team**



Knowing Your Audience

The Role of Evaluation in Exhibit Planning and Design

Over the past thirty years it has become increasingly evident that exhibitions of all kinds in a variety of venues (including visitor centers) can significantly benefit from the using various evaluation activities during the development of any medium. A recent bibliography lists over 600 studies that have demonstrated the value of getting input from target audience members to help inform decisions about both the content and presentation methods being considered, thus avoiding serious and costly mistakes discovered only after the work has been completed.

Traditionally, there are three stages during which formal visitor studies are conducted.

1. **Front-End Evaluation:** during conceptual planning when themes, story lines, and program ideas are being considered;
2. **Formative Evaluation:** during early fabrication of exhibits when mock-up testing can be carried out;
3. **Summative/Remedial Evaluation:** conducted after final installation, when the total “package” can be evaluated and final adjustments can be made.

Front-end evaluation concentrates on getting input from potential visitors by means of interviews and/or focus groups, to find out what kinds of information they need and would like to know, and how this information could be presented in a meaningful, interesting, and cost-effective way. Misconceptions about the subject matter are also revealed at this stage, often leading to specific content and presentation elements designed to counter them.

Formative evaluation is intended to “catch” design and/or content problems before they become a part of the final exhibition, when they are often difficult and expensive to “fix.” Especially critical to test at the mock-up stage are interactive exhibits, where feedback from users almost always reveals flaws or weaknesses in the program that can be easily corrected.

In a comprehensive evaluation program, the conduct of summative/remedial studies often reveal problems that were not, or could not be, identified during the earlier stages of development. For example, crowd-flow problems are often revealed only when the actual configuration of all the elements of the exhibition are in place. Similarly, orientation and sign problems become “obvious” at this point, and can often be corrected by relatively minor adjustments to wording and/or placement.

The media evaluation process requires the planning team to identify the intended exhibit target audience in terms of their ages, educational levels, and levels of entering knowledge of the subject matter of the exhibit. The team must also have clearly defined objectives – both cognitive and affective. Cognitive objectives relate to the intended impact of the exhibit on the target audience in terms of knowledge of the subject matter (e.g., facts, concepts, controversies, comparisons). Affective objectives relate to the intended impact of the exhibit on visitors’ beliefs, interests, feelings, and attitudes as related to

the exhibit content. These explicit and agreed-to objectives guide not only the way the exhibit is tested at the formative and summative/remedial stages, but the entire exhibit development process, including decisions about content, sequence, media, interpretation, and presentation techniques.

From the personal writings of evaluator Dr. Harris H. Shettel, Rockville, Maryland, and used by his permission. Edited by Neil Mackay, Harpers Ferry Center, Media Services and Interpretive Media Institute

Professional Organizations

The following professional organizations are concerned with exhibit evaluation and can provide additional information on the subject:

Committee on Audience Research and Evaluation (CARE)

American Association of Museums (AAM)
1575 Eye Street, NW, Suite 400
Washington, DC 20005
phone: 202-289-1818
<http://www.aam-us.org/index.htm>

– CARE publishes *Current Trends in Audience Research and Evaluation*, and the *Directory of Evaluators*

Visitor Studies Association (VSA)

8175-A Sheridan Blvd., Suite 362
Arvada, CO 80003-1928
phone: 303-467-2200
fax: 303-467-0064
<http://www.visitorstudies.org/>

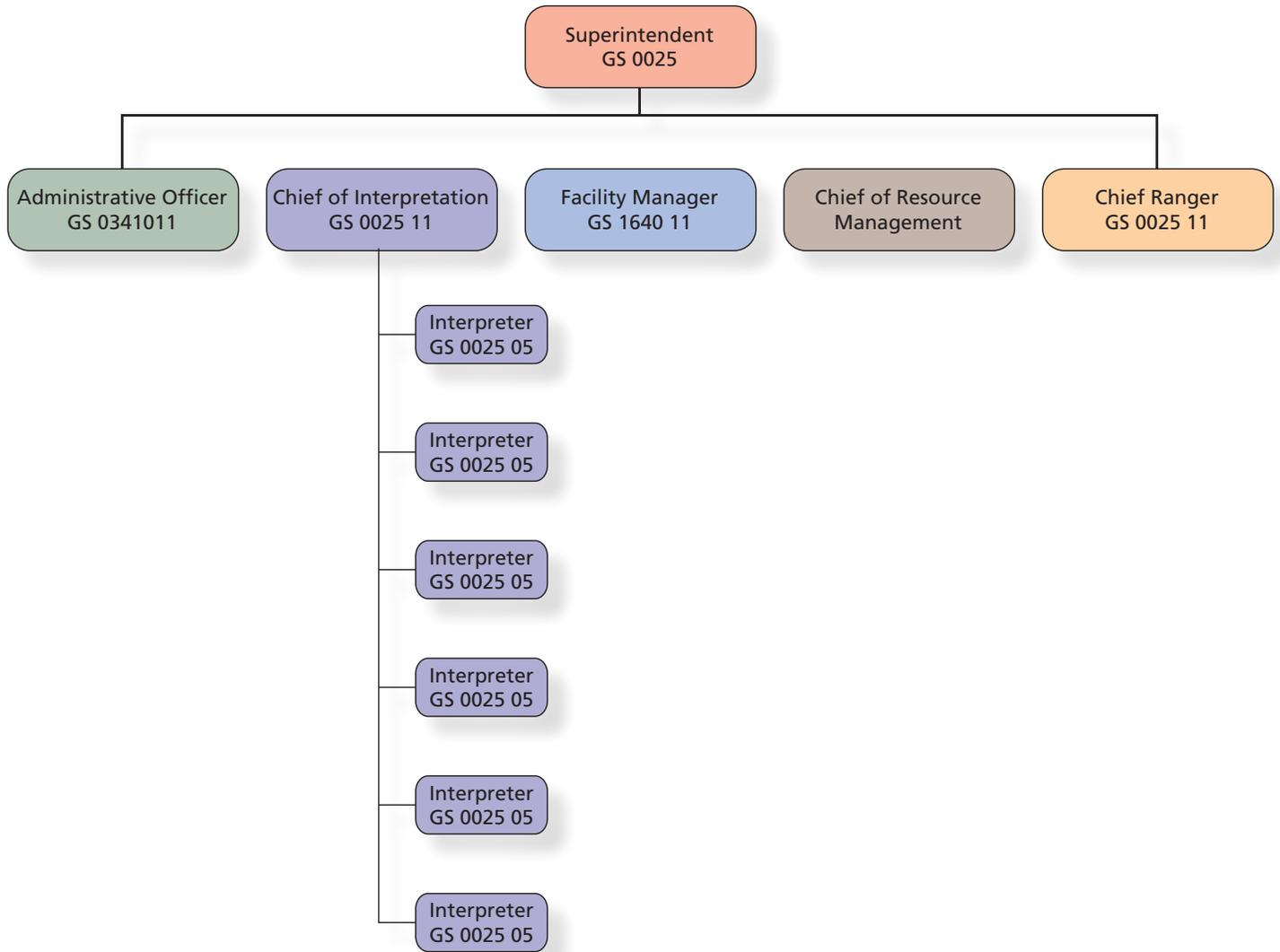
– VSA publishes *Visitor Studies Today*

American Evaluation Association

Fairhaven MA 02719
phone/fax 888-232-2275 (toll free in US and some Canada)
<http://www.eval.org/>

– AEA publishes *American Journal of Evaluation* (published three times per year).

Current Organization Chart



Special Populations Guidance

Harpers Ferry Center has recently revised the Programmatic Accessibility Guidelines for NPS Interpretive Media. It clarifies how to provide programmatic access to people with disabilities and those from special populations. The document is written for media specialists, interpreters, rangers, superintendents, and other National Park Service employees and contractors who approve or develop interpretive media and programs. It provides guidance regarding personal services programs, audiovisual programs, audio tours, exhibits, publications, and web-based media. Topics include:

- Highlights of the new Americans with Disabilities Act and Architectural Barriers Act Accessibility Guidelines (ABAAS), which takes the place of the Uniform Federal Accessibility Standards (UFAS).
- New chapters on the laws, regulations, and policies that govern accessibility interpretive media.
- Useful links to laws and best practices in accessible media.
- Monument and Harpers Ferry Center accountability for accessible media.
- The latest pictographs and links for pictograph downloads
- How to plan and scope for accessibility.
- Accessibility for web-based media.
- Updates on new technology.
- How to prepare a report or document so that computers can read the text content aloud.
- How Monuments can get the word out about their accessible sites and programs.
- Lots of diagrams to help NPS employees and contractors understand the specifications.

Successful programmatic accessibility begins with comprehensive Monument wide interpretive planning so that all media and personal services can work together. Where one may not be accessible to all persons, other services can fill the gaps. Early recognition of, and sensitivity to, accessibility issues will result in the most successful visitor experience.

The new guidelines are available now in PDF format at www.nps.gov/hfc.

Wayside Exhibit, Bulletin Board and Sign Examples

Low-profile
22" w x 18" h

Title - 84 point
NPS Rawlinson
Medium
set on one line

Main Text - 30/42 point
NPS Rawlinson
Book

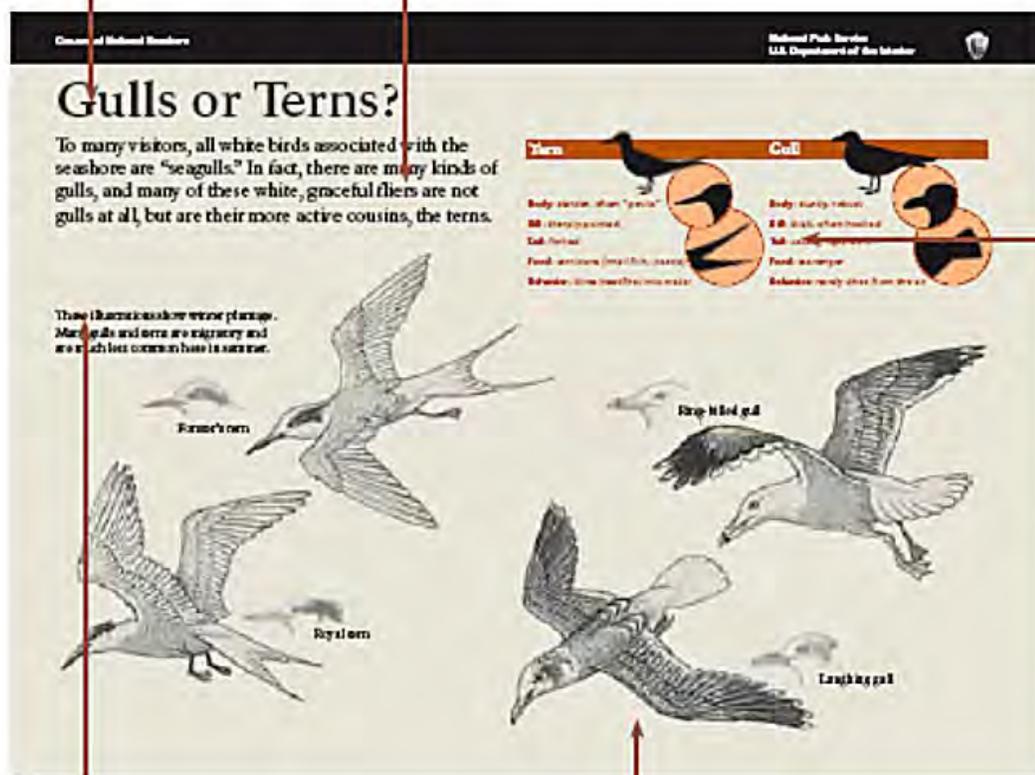


Diagram labels
18/32 point
Frutiger Bold and
Frutiger

Caption - 22/30 point
NPS Rawlinson
Book

Labels - 20 point
NPS Rawlinson
Book
set on one line

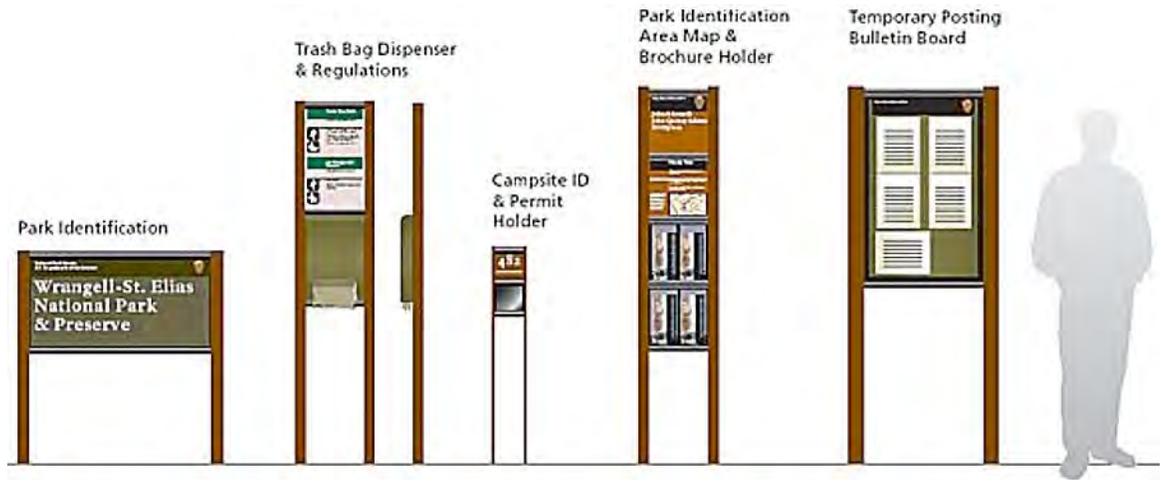
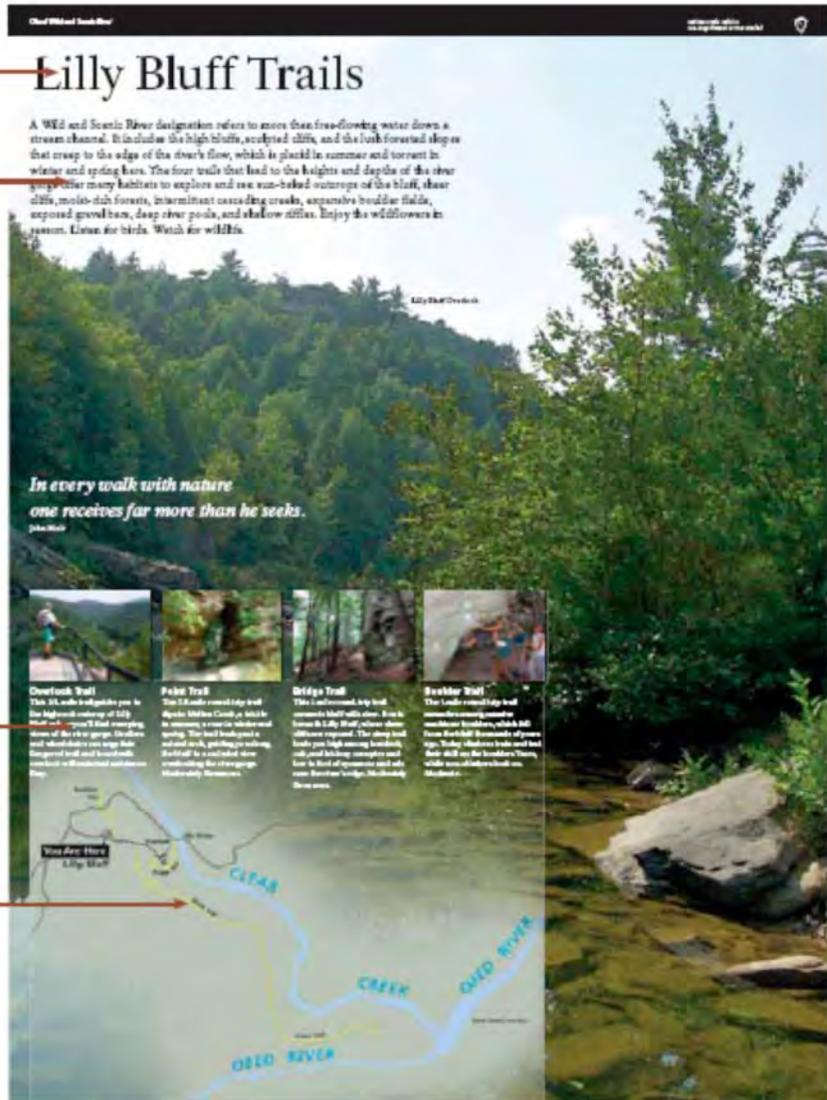
Upright Trailhead
36" w x 48" h

Title - 144 point NPS Rawlinson Medium set on one line

Main Text - 36/46 point NPS Rawlinson Book (aligned to baseline grid). Use Medium when reversing white text from a dark background

Caption - 24/32 point NPS Rawlinson Medium (use Book for black text on light backgrounds)

Use Frutiger for map labels following the *Wayside Exhibit Map Standards*



Bibliography and Reading List

Standing Witness: Devils Tower National Monument, A History c2008
by Jeanne Rogers, published by National Park Service

Geology of Devils Tower National Monument c1985
by Charles S. Robinson and Robert E. Davis, published by Devils Tower
Natural History Association

First Encounters: Indian Legends of Devils Tower c1982

Devils Tower: Stories in Stone c1988
by Mary Alice Gunderson, published by High Plains Press

Devils Tower National Monument Climbing Handbook c2004
by Guilmette, Gardiner, Lindsey and Carrier, published by Devils Tower
Natural History Association

Interpreting Our Heritage c1957
by Freeman Tilden, University of North Carolina Press

Environmental Interpretation c1993
by Sam Hamm, Fulcrum Group

Interpretation for the 21st Century c2002
by Larry Beck and Ted Cable, Sagamore Publishing

Planning Team and Consultants

Monument Staff:

Dorothy FireCloud — Superintendent
Hugh Hawthorne — Chief of Interpretation
Mark Biel — Chief of Resources
Sue Skrove — Chief of Administration
Rick Steele — Chief of Maintenance
Drew Gilmour — Chief Ranger
Lorien Graysay — Administrative Assistant
John Aloisio — Seasonal Park Ranger
Caryn Hacker — Seasonal Park Ranger
Zane Martin — Mount Rushmore NM

Devils Tower Natural History Association Board:

Linda Tokarczyk — Business Manager
Randy Ganz — Past President
Linda Ellefson — President
Dean Bush
Barbara Byrne
Elizabeth Gaines
Pat Frolander
Sandy Swallow Morgan
Kendra Meidinger

Partners / Stakeholders:

Robin Bailey
William D. Big Day
Denise Brave Heart
Juliana Byrd
Robert Campbell
Janet Decory
Mathew Driskill
Ogden Driskill
Les Ducheneaux
Stephanie Gardner
Thomas Gardner
Ricky Gray Grass

Kendall Hartman
Mary Hawkins
Rip Hawkins
Duane Hollow Horn Bear
Frank Jamerson
Cora Jones
Matt Jones
Lloyd Little Bird Sr.
Avis Little Eagle
Arvol Looking Horse
Myron W. Poirier
Ben Rhodd
Frank Sanders
Charles Smith
Mialyn Spoonhunter
Donovin Sprague
Daryl Stisser
Joyce Tatsey
Lynette Two Bull
Hubert B. Two Leggins
Edward White Dirt
Albert White Hat
Phillip Whiteman
Anthony Wounded Head Sr.
Jody Zephier

In addition 124 public comments were received via email, or postal mail

Harpers Ferry Center:

Rick Jones, Interpretive Planner and Workshop Facilitator, HFC

Mitch Zetlin, Exhibit Planner, HFC

Harpers Ferry Center
National Park Service
U.S. Department of the Interior



Devils Tower National Monument

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