



# Pipestone National Monument

## Long-Range Interpretive Plan



*The National Park Service preserves unimpaired the natural and cultural resources and intrinsic values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The National Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.*

—NATIONAL PARK SERVICE  
MISSION STATEMENT



**Front cover:** The quarry sites are not just relics of the past but are part of the continuing traditions of quarrying and pipemaking.

**Right:** The catlinite beds are sandwiched between thicker beds of quartzite.

**Opposite:** Pipes and pipestems in the park collection reflect the breadth of styles of pipes made by different cultures and in different periods.

# Pipestone National Monument Long-Range Interpretive Plan

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U.S. Department of the Interior  
Washington, DC



# NPS Planning Process

## COMPREHENSIVE INTERPRETIVE PLANNING IN THE NATIONAL PARK SERVICE

In 1995 the National Park Service (NPS) adopted a unified planning approach for interpretation and education. This approach took proven elements of planning interpretive media, personal services, and education programs and combined them. The Comprehensive Interpretive Planning (CIP) process became the basic planning component for interpretation and was incorporated into NPS guidelines. (*Excerpts from NPS Director's Order 6 introduce each section of this document, and are in italics.*) In addition, responsibility for interpretive planning shifted from NPS central offices to each park's superintendent.

## WHAT IS A COMPREHENSIVE INTERPRETIVE PLAN?

The CIP helps park staffs make choices and provides guidance. It helps park staffs decide what their objectives are, who their audiences are, and what mix of media and personal services to use. Although the CIP as defined in Director's Order 6 is composed of specific elements, good planning is customized to meet an individual park's needs and situations. The CIP is not a recipe; rather it is a guide to effective, goal-driven planning. However, all CIPs have these three components: the Long-Range Interpretive Plan (LRIP), a series of Annual Implementation Plans (AIPs), and an Interpretive Database (ID).

## WHAT IS A LONG-RANGE INTERPRETIVE PLAN?

The heart of the CIP is the Long-Range Interpretive Plan (LRIP). The LRIP defines the overall vision and interpretive goals of the park. The interpretive goals for Pipestone National Monument will be divided into short-term (one to nine years) and long-term (10 to 15 years) recommendations. The planning process that developed this LRIP defined realistic strategies and actions that work toward implementation of all of the park's interpretive goals.

## WHAT ARE THE ANNUAL IMPLEMENTATION PLANS AND THE INTERPRETIVE DATABASE?

The completed LRIP is a critical part of the CIP, but it does not stand alone. Actions in the LRIP are divided into annual, achievable steps and reproduced in Annual Implementation Plans (AIPs), the second component of the CIP. Creating a series of these AIPs that implement the recommendations outlined in the LRIP simplifies the park's annual planning. The third component of the CIP is the Interpretive Database, an ongoing compilation of information, reports, bibliographies, plans, and inventories that document the LRIP's ongoing progress.



# Executive Summary

Congress established Pipestone National Monument (Pipestone NM) on August 25, 1937, to set aside the pipestone quarries for use by Indians of all tribes. Pipestone NM is located in southwestern Minnesota, outside the city of Pipestone. Within Pipestone NM's 281.78 acres, the park preserves active pipestone quarries, several historic and currently unworked quarries, a remnant tallgrass prairie, threatened (e.g., western prairie fringed orchid) and endangered (e.g., Topeka shiner) species, as well as several state-listed species. Annual visitation at Pipestone NM during the past five years has averaged about 75,000 visitors.

Pipestone NM is administered by a National Park Service Superintendent who oversees a permanent staff of an Administrative Officer, an Administrative Technician, a Chief Ranger, a Protection Park Ranger, a Resource Program Manager, and a Chief of Maintenance. In addition, seasonal maintenance workers, resource management assistants, and seasonal interpretive employees fill vacant positions each year, depending on available funding. There are three cultural demonstrators employed for approximately six months each year under a cooperative agreement with the Pipestone Indian Shrine Association, the monument's cooperating association. These employees demonstrate the carving of pipestone and help interpret the history of the site to park visitors.

The Long-Range Interpretive Plan described on the following pages provides a vision for Pipestone NM's future interpretive program. This LRIP was created in 2006-08 through a goal-driven process that describes desired visitor experiences and recommends appropriate means to achieve them. The first section of this LRIP, from pages one to 26, confirms the park's foundations: its purpose, significance, interpretive themes, visitor profiles, visitor experience goals, issues and influences, and existing conditions. The LRIP's second section, starting on page 27, recommends short-term actions over the next nine years to upgrade

the park's personal services efforts and its existing visitor center and interpretive media. The LRIP then recommends long-term actions over the ensuing years that will result in a new visitor center and associated interpretive media that will provide a greatly improved experience for future visitors to Pipestone National Monument—as envisioned in the recently approved General Management Plan.

**The short-term (one to nine years) recommendations for Pipestone National Monument's future Interpretive Program include:**

## FACILITIES

- Maintain the existing visitor center while upgrading some of its exhibits and other interpretive media.

## VISITOR CENTER EXHIBIT UPGRADES

- Plan and design a new Circle Trail map/panel for the information desk using \$21,000 funds from Fiscal Year 2008.
- Plan and design a "Sacred" panel to replace the "Birds of Pipestone" panel with Circle Trail map/panel funds.
- Request (once again) \$30,000 from NPS Recreation Fee funds (to match funds from Friends Group and Shrine) for computer stations.
- Plan, design, and install two computer stations: one at/near the information desk and one in the exhibit area.
- Improve the exhibit area traffic flow in the existing exhibit area. Remove the "War Bonnet" case and flat "Pipes" case; remove the "Pipemaker" monitor and chairs/viewing area; and remove the louvered wood wall.
- Request Repair/Rehabilitation funds through the Midwest Regional Office (MWRO) to plan, design, and produce new exhibit panels (using park staff, MWRO assistance, and local production sources) to replace the existing exhibit panels.
- Replace the "Pipestone/Catlinite Composition" exhibit panel in its existing design, but correct its error/s.

Opposite: A *calumet* is a long-stemmed sacred or ceremonial pipe used by certain Native American peoples.



The Pipestone Explorers Club participates in an activity to learn more about the quarrying process.

#### OTHER INTERPRETIVE MEDIA UPGRADES

- Complete the new interpretive film for the auditorium, and show it on a regularly scheduled basis.
- Develop a parkwide publications plan for the park's free-of-charge brochures and site bulletins.
- Develop an audio tour for the Circle Trail that can use current (e.g., iPod, MP3, etc.) and future technology.
- Redesign and produce three porcelain wayside exhibits: Three Maidens; Prairie; and Demonstration Quarry.
- Plan, design, and produce three wayside exhibits for the Prairie Deck with high-pressure laminated panels.
- Plan, design, and produce a wayside exhibit for the Union Quarry with high-pressure laminated panels.
- Plan, design, and produce a two-sided or three-sided upright wayside exhibit kiosk for outside the visitor center with high-pressure laminate panels. One panel will include the park's hours of operation, fee information, and a park trails map; the second panel will interpret the park's five primary themes and its sacred essence; the third component (if needed) will be a bulletin case for safety warnings, resource messages, and seasonal information.
- Explore the potential for wayside

exhibits and other interpretive media on the park's 18-acre addition and the adjacent Minnesota Department of Natural Resources (DNR) and U.S. Fish and Wildlife Service (USFWS) Refuge lands (especially if/when the "loop trail" is built).

#### PERSONAL SERVICES

- Hire a GS-9 Park Ranger (Interpretation) when the funding is approved.
- Hire a GS-11 Chief of Interpretation (and Protection) when ONPS funding allows.
- Hire and train seasonal interpreters to support the park's permanent interpretive staff.
- Present regularly scheduled interpretive programs during summer and shoulder season weekends.
- Use the cultural demonstrators to introduce the park's audiovisual program.
- Expand the park's education program to Pipestone area's 4-H clubs and school groups.
- Expand the park's volunteer program to increase the interpretive staff's ability to offer personal services.

**The long-term recommendations for Pipestone NM's future Interpretive Program include:**

## **FACILITIES**

- Request funds (in 2008 or 2009) through the NPS Line Item Construction program to construct a new visitor center at a site to be determined near the park's boundary; or, adapt an existing off-site building.
- Plan and design the park's new visitor center (from 2010 to 2013) using the NPS visitor center estimating model for allotted square footage for each visitor use area (e.g., restrooms, information desk, exhibits, etc.)
- Construct the new park visitor center (in 2014 to 2015) at a location away from the Pipestone quarry line.
- Remove the existing Mission 66 visitor center (built in 1958 and added to in 1972) from the quarry line, and remove its parking lot and entrance road from the Three Maidens area.

## **INTERPRETIVE MEDIA RELATED TO THE NEW VISITOR CENTER**

- Request funds (in 2008 or 2009) through the NPS Line Item Construction program for exhibits in new visitor center near the park's boundary; or, for exhibits to be installed in an existing off-site building.
- Plan and design exhibits for the park's new visitor center (from 2010 to 2013) using the allotted exhibit space within the NPS model, and include a new audiovisual room.
- Install exhibits in the new park visitor center as it is being completed (in 2014 to 2015).
- Integrate a new sales area (and associated storage and office space) into the new visitor center plans.
- Integrate a new cultural demonstration area (booth/s and storage) into the new visitor center plans.

## **OTHER INTERPRETIVE MEDIA**

- Explore the potential for an audio tour for the Circle Trail, Quarry Trail, and visitor center exhibits.
- Assign a collateral duty to an employee to update the park's website content and future computer interactive programs.
- Develop a parkwide sign plan and work

with partners on a sign plan for the "loop trail" and Casey Jones Trail.

- Develop new wayside exhibits related to new park development and new trails in and around the park.
- Complete a trail plan to identify acceptable alignments of the Circle Trail and the need for other trails.
- Implement the park's publication plan to upgrade the free publications and the association's items for sale.

## **PERSONAL SERVICES**

- Hire a second GS-9 Park Ranger (Interpretation) in FY 2015 (or soon after the new visitor center is built).
- Create a "new demonstration quarry," and refocus some interpretive walks to emphasize the quarries.
- Continue to seek locations and opportunities for scheduled evening programs, either on- or off-site.
- Continue to develop youth programs such as *Web Rangers*, *Junior Rangers*, and environmental field trips.
- Continue to recruit, train, and recognize volunteers for the park's Volunteers-in-Parks(VIP) programs.
- Work with the Friends of Pipestone National Monument on appropriate interpretive programs and projects.

## **LIBRARY, COLLECTION, AND RESEARCH**

- Complete the park's library scope of collection, and complete the library's catalog project.
- Integrate the collection's storage needs into the plans for the park's new visitor center.
- Provide digital access to the park's collection through internet access or on-site computers.
- Contract for a number of needed research projects in the park.

The achievement of these recommendations (and others listed in detail within the second section of this long-range interpretive plan) is based on the receipt of funding and coordination by Pipestone National Monument with its partners and the National Park Service Midwest Regional Office. This LRIP contains further detail about these proposals.



Steps ascend to the top of the quartzite cliff near Winnewissa Falls on the Circle Trail.

NPS PHOTO BY NATHAN KING

*The National Park Service  
cares for special places  
saved by the American  
people so that all may  
experience our heritage.*

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A quarryer breaks up quartzite in his quarry.



American Indian craft workers using pipestone from the quarries demonstrate the art of shaping and creating pipestone crafts in the visitor center.

## Part 1: Foundations

*At an ancient time the Great Spirit, in the form of a large bird, stood upon the wall of rock and called all the tribes around him, and breaking out a piece of the red stone formed it into a pipe and smoked it, the smoke rolling over the whole multitude. He then told his red children that this red stone was their flesh, that they were made from it, that they must all smoke to him through it, that they must use it for nothing but pipes: and as it belonged alike to all tribes, the ground was sacred, and no weapons must be used or brought upon it.*

—SIOUX ACCOUNT OF THE ORIGIN OF THE PIPESTONE  
AS RECORDED BY GEORGE CATLIN, 1836

## Enabling Legislation and Background

On August 25, 1937, Congress passed Public Law 50, Stat. 804, which established Pipestone National Monument in the state of Minnesota. After congressional legislation was passed, the bill was sent to President Franklin Delano Roosevelt for his signature on August 26, 1937. Creating Pipestone National Monument by an act of Congress was a new concept in designating national monuments. Before this, national monuments had been preserved by Presidential proclamation under the 1906 Antiquities Act.

The act of Congress in 1937 that created Pipestone National Monument had three sections:

(a) Establishment; boundaries—  
*“Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, that the lands lying in Pipestone County, Minnesota, within the area hereinafter described are dedicated and set apart as a national monument for the benefit and enjoyment of the people of the United States, under the name of the ‘Pipestone National Monument . . . containing approximately one hundred and fifteen acres.’”*

(b) Administration, protection, and development—  
*“The administration, protection, and development of such monument shall be exercised under the direction of the Secretary of the Interior by the National Park Service, subject to the provisions of an Act entitled ‘An Act to establish a National Park Service,’ approved August 25, 1916, as amended. (16 U.S.C. sec. 445c)”*

(c) Quarry rights of Indians—  
*“The quarrying of the red pipestone in the lands described in subsection (a) of this section is expressly reserved to Indians of all tribes, under regulations to be prescribed by the Secretary of the Interior. (16 U.S.C. sec 445c)”*

On June 18, 1956, Congress passed an act (70 Stat. 290) to authorize the addition of certain lands to Pipestone National Monument. (Pipestone NM currently en-

compasses 281.78 acres.) This act stated:  
*“Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, that the Secretary of the Interior is authorized to add to the Pipestone National Monument such part of the Pipestone school reserve, not exceeding two hundred and fifty acres, as he deems necessary to protect archeological remains, to acquire by purchase or condemnation not exceeding ten acres of non-Federal land, as he deems necessary to improve the boundary and administration of the Pipestone National Monument Federal land, and to redefine the exterior boundaries of the Pipestone National Monument to include the lands so transferred and acquired pursuant to this section. All lands added to the Pipestone National Monument pursuant to this section shall be subject to the provisions of subsections 2 and 3 of the Act of August 25, 1937 (50 Stat. 804). (16 U.S.C. section 445d).”*

### LEGISLATIVE BACKGROUND AND SITE HISTORY

The two pieces of legislation that are noted and excerpted above were the culmination of a long history. To understand the meaning of Pipestone National Monument to American Indians, it is necessary to research the many reports, administrative history, and—above all—to experience the reverence for the Pipestone quarry area by listening to the many American Indian viewpoints of this national monument.

Research indicates that the quarry site may have been visited as long as 3,000 years ago, and that the earliest quarry use was during the Middle Woodland Period of 200 B.C. to 700 A.D. No fewer than 23 American Indian tribes can trace affiliation to the Pipestone quarries. These quarries were traditionally considered a place of peace among all tribes who visited. The quarry site continues to be held sacred by many American Indians and ceremonies that they hold at Pipestone National Monument each year confirm their beliefs. The Yankton Sioux controlled the pipestone quarries from approximately 1700 until the 1920s.



The pipestone quarries are a significant site for many American Indian cultures. Even today, the site is still considered a sacred place by many who come to quarry or visit. Today, as in the past, it is a place treated with reverence and respect.

To American Indians, the prairie was a place where buffalo provided basic needs, where plants were used for ceremonial and medicinal purposes, and where the Creator guarded the quarries and the Three Maidens, a geological anomaly, but also a highly sacred site. To European-American explorers and settlers, the open, treeless prairie landscape was bleak and forbidding, especially during the winter with unrelenting wind, snow, and freezing temperatures.

European-American exploration of the Pipestone area began in the early 1800s, and perhaps earlier. The quarries were noted in the journals of the Lewis and Clark Expedition in 1804-06, although their party did not actually visit the site. European-Americans actually began visiting these quarries in 1830s, with the most famous being artist George Catlin in 1836, and two years later, the Joseph Nicollet expedition.

European-Americans began to settle the prairie lands of the Coteau des Prairies in the mid-1800s. To open the territory to settlers, the United States Government negotiated a treaty in 1858 with the Yankton Sioux in which they received approximately

348,000 acres along the Missouri River in present-day South Dakota. The treaty also included a 640-acre reserve in present-day Minnesota for the Pipestone quarries.

The City of Pipestone, founded by Charles H. Bennett, Daniel Sweet, and other early settlers intruded on this scene in the 1870s. A railroad, the lifeblood of a small emerging prairie town, ran its tracks across the reserve east of the quarries without permission from the Yankton Sioux. Bennett, well meaning in his attempt to protect the petroglyphs surrounding the Three Maidens rock formation near the quarries from vandals, hired a local stonemason to remove the petroglyphs in either 1888 or 1889. More than 30 large stones with petroglyphs were removed and exhibited at the Columbian Exposition in Chicago in 1893 and the Louisiana Purchase Exposition at St. Louis in 1904. In 1946, 17 stones that remained of the more than 30 were donated to Pipestone National Monument. The location(s) of the other petroglyph stones is unknown.

As the railroads and the federal government provided economic stability for the growing community, Pipestone residents proposed



Pipestone National Monument was signed into existence in 1937, allowing quarrying to resume by American Indians of any federally recognized tribe, and officially opening the grounds to visitors.

the creation of the Pipestone Indian School in 1890, as well as a concept for a national park to preserve the quarries. The Indian School became a reality in 1893 and operated until 1953. The idea for a park remained strong with many local residents, and several attempts were made to reserve part of the Yankton lands for that purpose; however, the fact that the land was still owned by the Yankton thwarted these attempts. In 1928 the case to move this land back into federal ownership was decided in the Supreme Court with the land transferred and the Yankton paid \$328,000, despite their objections. Many Yankton still believe the land and the quarries are rightfully theirs.

Winifred Bartlett spearheaded the effort to establish a national park. In 1932, under the Pipestone National Park Association, she gathered together 35 people representing every conceivable organization associated with the Pipestone quarries to promote this idea. James W. Balmer, Indian School superintendent, was enlisted by the group and proved invaluable in presenting the idea to the federal government. He coined the phrase “National Indian Shrine” to elicit interest and pointed to the Depart-

ment of the Interior, National Park Service, as the logical landholder. Bartlett also went to Washington, D.C., to promote the park, traveling on her own funds. The quarries were central to the concept, but Bartlett also raised the importance of native vegetation in her discussions. As a result, the National Park Service requested the assistance of Dr. V.E. Shelford of the Ecological Society of America, who agreed that the preservation of tallgrass prairie was a unique opportunity and supplied additional information in support of its preservation.

An act of Congress finally created Pipestone National Monument on August 25, 1937, when Congress set aside 116 acres containing the pipestone quarries for the purpose of providing Indians of all tribes a place to quarry the red pipestone. Later, on June 18, 1956, Congress authorized the addition of up to 250 acres from the Pipestone Indian School Reserve to protect archeological remains, and another 10 acres of private land that could be acquired through purchase or condemnation. This second act added 165 acres to Pipestone National Monument that increased its acreage to its current total of 281.78 acres.

## Purpose

*Purpose is derived largely from the park's legislation and defines why the park unit was established and what its purpose is today (Director's Order 6, page 6).*

**Based on its 1937 enabling legislation, the purpose of Pipestone National Monument is threefold:**

- To preserve, protect, and interpret the cultural and natural resources associated with Pipestone National Monument.
- To administer and protect the pipestone quarries, reserving the quarrying of pipestone for Indians of all tribes.
- To provide for the enjoyment and benefit of all people.

## Significance

*Significance statements describe the importance or distinctiveness of the area and its resources (Director's Order 6, page 6).*

**The following statements identify significant cultural and natural components of Pipestone National Monument's ethnographic landscape:**

- Pipestone National Monument is significant as the only location where American Indians have quarried the red pipestone (catlinite) from very early times to the present.
- The national monument is significant as a sacred site associated with American Indian spiritual beliefs and cultural activities.
- Pipestone National Monument is significant for its history of American Indian and European-American contact and exploration in the early 1800s, specific quarrying rights, and the Pipestone Indian School (1893-1953).
- Pipestone National Monument protects a significant cultural/ethnographic landscape.
- Pipestone National Monument is significant for the landscape it protects, which consists of the tallgrass prairie that developed in association with the site's distinct geologic and hydrologic features. These features combine to provide an unusual array of habitats supporting a diverse assortment of prairie plants and animals and rare habitats, federally listed threatened and endangered species, and globally rare remnant plant communities.

# Interpretive Themes

*Themes define the most important ideas or concepts communicated to the public about a park. They convey the tangible/intangible meanings and universal concepts inherent in the park's resources.... themes are the building blocks on which interpretive services and educational programs are based (Director's Order 6, page 8).*

Interpretive themes capture the essence of a park's significance. They are a park's most important stories and represent core messages that every audience should have the opportunity to hear or see.

While a park's interpretation could touch upon many stories, focused themes increase their effectiveness. When well-conceived themes explore the meanings behind the facts, they open minds to new ideas and to multiple points of view. When linked to commonly held emotions or universal human experiences, themes encourage visitors to see themselves in a park's story and discover personal relevance.

At the park's LRIP Workshop in June 2006, the participants developed a list of the intangible meanings associated with the park's **tangible resources—the quarries, the pipestone, the rock formations and other geologic features, the prairie ecosystem's plants and animals, the water resources, and the park's curatorial collection.** The following list of intangible meanings (this is not an all-inclusive list; the park staff may continue to add to this list as approved by the Chief Ranger) was developed to support and reinforce the interpretive theme statements on the following pages. National Park Service rangers, park partners, and media specialists should review the following list of intangible meanings and interpretive theme statements when developing their interpretation of the park's tangible resources.

## INTANGIBLE (MEANINGS)

Sacred  
Spiritual  
Reverence  
Respect  
Ancestors  
Honor  
Traditions  
Teaching  
Adversity  
Persistence  
Continuity  
Oneness  
Privacy  
Peace  
Work  
Beauty  
Fragility  
Rarity  
Vitality  
Awe  
Quietness  
Celebration  
Tension  
Misunderstanding  
Understanding  
Ignorance  
Education  
Stewardship  
Protect  
Conserve

## INTERPRETIVE THEME 1: PIPES

In traditional and contemporary American Indian cultures, pipes represent both a symbolic and tangible connection to their spiritual and everyday life.

### Topics

- Origin stories
- How pipes were treated and received as sacred items
- Inner desire and need for a pipe as an important personal connection
- Connection to religious ceremonies
- Contemporary uses

- Connection to many tribes
- Different American Indian perspectives
- White misunderstandings
- Human history—connections of pipes to notable people

#### **INTERPRETIVE THEME 2: QUARRYING**

The perpetuation of the ancient practice of quarrying pipestone by hand at Pipestone National Monument illustrates the vitality and continuity of American Indian cultures in the 21st century.

##### **Topics**

- Quarrying: Past, Present, and Future (the ongoing use of the pipestone resource)
- Purpose for quarrying—Why?
- Quarrying process—How?
- Human dimension—Who?
- Human commitment (motivation, will, dedication, physical challenges)
- Ethnographic—past and present (variety of tribes)
- Preparation—personal
- Sacred nature of the quarries
- Historical perspective—Artist George Catlin’s observations of the quarries

#### **INTERPRETIVE THEME 3: THE LANDSCAPE**

Many American Indians regard the landscape protected at Pipestone National Monument with reverence and respect as a sacred and spiritual place of great importance and significance—a place to honor traditional ways and celebrate living cultures.

##### **Topics**

- Geology of the landscape
- “Why is the place sacred?” (creation stories; oral traditions)
- Multiple perspectives
- Tribal perspectives and use over time (past, present, and future)
- Contemporary ceremonies—similar to/different from historic ceremonies
- Discovery and exploration
- Evolving concept of landscape

#### **INTERPRETIVE THEME 4: EUROPEAN-AMERICAN RELATIONS**

For many generations, American Indians gathered in the area of the national monument to seek the sacred red stone, catlinite. When European-Americans entered the surrounding area to farm its fertile prairie soils, misunderstanding and tension inevitably developed over the profoundly different beliefs about the meaning and significance of the land.

##### **Topics**

- Early contacts (exploration)
- 1862 Sioux War
- Multiple perspectives: land use, treaties, reservation system
- Economics of white expansion
- Agriculture and trade/business
- Indian School
- Park movement
- Contemporary associations

#### **INTERPRETIVE THEME 5: PRAIRIE**

The unique components of the remnant prairie ecosystem thus far have demonstrated resilience to past patterns of land use in and around Pipestone National Monument. The survival of this fragile prairie through conservation offers proof that persistence can overcome adversity.

##### **Topics**

- Pre-pioneer/European wildlife
- Prairie wilderness—from pre-European to less than one percent
- Prescribed fire—natural process (management to mimic the ecological process)
- Virgin remnant and restored prairie
- Seasonal plants
- Birds of the prairie—park’s important role as a bird area
- Water quality/wetlands
- Rare species and plant communities
- Prairie provides habitat for specific animals
- Exotic species threaten

*Note: Topics may be refined into interpretive sub-themes by the monument’s staff as needed.*

# Goals

*Goals describe management's intent in offering interpretive and educational programs and services.... This section may also contain objectives that define specific outcomes for interpretive and educational programs, such as bolstering community support, building future constituencies, and providing opportunities for life-long learning (Director's Order 6, page 8).*

## GPRA STRATEGIC GOALS

The Government Performance and Results Act (GPRA), enacted in 1993, requires federal agencies to establish standards for measuring performance and effectiveness. The law requires federal agencies to develop strategic plans describing their overall goals and objectives, annual performance plans containing quantifiable measures of their progress, and performance reports describing their success in meeting those standards and measures.

The following mission goals related to visitor experience were prepared as part of the planning process required by GPRA. Annual plans prepared by the park will establish future benchmarks for visitor satisfaction and visitor understanding, and measure these in annual visitor surveys.

**Mission Goal IIa:** Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

**Mission Goal IIb:** Visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

## ACCESSIBILITY GOALS

The following acts and their amendments are the laws that apply to the federal government.

**1. The Architectural Barriers Act of 1968 (P.L. 90-480)** requires all buildings and facilities built or renovated in whole or in part with federal funds to be accessible

to, and usable by, physically disabled persons. Since 1968 official standards for making buildings accessible have been developed and the U.S. Architectural and Transportation Barriers Compliance Board has been created to monitor and enforce compliance with the law.

**2. Section 504 of the Rehabilitation Act of 1973 (P.L. 93-112)**, as amended, is more encompassing than the Architectural Barriers Act. While the Architectural Barriers Act requires physical access to buildings and facilities, Section 504 requires program accessibility in all services provided with federal dollars. The act itself is very brief. It states: *"No otherwise qualified individual with a disability in the United States shall, solely by reason of disability, be excluded from the participation in, be denied the benefits of, or be subject to discrimination under any program or activity conducted by Federal Financial Assistance or by any Executive Agency."*

Further, National Park Service policy mandates that interpretive programming be developed in accordance with NPS Director's Order 42, and that interpretive media be developed within the NPS Accessibility Guidelines for Interpretive Media.

## VISITOR EXPERIENCE GOALS

*Visitor Experience Goals describe opportunities for the public and suggest how interpretation may change the way visitors will think, feel, or act as a result of their park experience (Director's Order 6, page 9).*

In addition to the themes that the park plans to communicate with the public, it is important to consider the interaction of the park's visitors with the park's resources. What will their initial contact with the park be like? How will audiences be oriented? What activities and which programs can the park provide that will reinforce its current themes? How can audiences actively participate in learning? Are there ways to encourage visitor reflection and inspiration?

What will create positive memories and nurture stewardship and support? These and other questions need to be answered when planning for visitor experiences.

All visitors to Pipestone National Monument should have an opportunity to:

- Easily obtain information for planning a trip to Pipestone National Monument via phone or letter, or on its website.
- Locate the park and its visitor center, which is just north of the city of Pipestone, Minnesota.
- Fully access the park's facilities, interpretive media, and most of its resources.
- Find a restroom and a water fountain at the park visitor center.
- Interact with National Park Service staff members who are professional and courteous.
- View the park's primary audiovisual program soon after they arrive.
- Read and understand the exhibits in the visitor center's museum area.
- Interact with American Indians who are carving pipes and interpreting their craft.
- Purchase publications, pipestone crafts, and other educational items that will enhance their visit.
- Take a self-guiding tour of the Circle Trail and access the wayside exhibits along the trail.
- Safely participate in one of the park's regularly scheduled personal services programs.
- Discover that the quarries in Pipestone National Monument have been actively quarried by American Indians for hundreds of years.
- Discover their own personal connections to the meanings and significance that are inherent in the natural and cultural resources of Pipestone National Monument.
- Learn that Pipestone National Monument is a unit of the National Park System.
- Understand the relationship between the National Park Service and the region's American Indians.
- Be inspired by Pipestone National Monument's preservation of its past and present activities.
- Feel the vibrancy of the park's resources that are part of this legacy.
- Have a safe, enjoyable, fun, and respectful visit.

*Behold this pipe! Always remember how sacred it is and treat it as such, for it will take you to the end.*

—WHITE BUFFALO CALF WOMAN  
AS RECORDED IN BLACK ELK'S ACCOUNT OF  
THE SEVEN RITES OF THE OGLALA SIOUX

## Visitor Profiles

*This broad description of park audiences include both actual and potential audiences such as in-park, out-of-park, and education audiences (Director's Order 6, page 9).*

### Pipestone National Monument Annual Visitation Figures, 1995-2007

1995	104,007	2000	92,391	2004	81,773
1996	96,157	2001	88,512	2005	69,820
1997	87,907	2002	84,299	2006	66,863
1998	91,785	2003	82,290	2007	72,421
1999	92,605				

Average visitation from 1995 to 2007 is 85,448; Average visitation from 2001 to 2007 is 77,997,

### Pipestone National Monument Monthly Visitation Figures, 2007

January	835
February	810
March	1,645
April	3,283
May	9,730
June	10,220
July	15,495
August	12,623
September	9,270
October	5,018
November	2,310
December	1,183
<b>Total</b>	<b>72,421</b>

*All visitors to Pipestone National Monument should have an opportunity to discover their own personal connections to the meanings and significance that are inherent in the natural and cultural resources of Pipestone National Monument.*

## Seasonal Visitation Trends

### Spring

Occasionally, heavy spring rains cause floods along Pipestone Creek, which often makes portions of the Circle Trail inaccessible to visitors. Weekend visitation—especially from local and regional visitors—picks up as temperatures warm, and weekday visitation increases as school groups come to the park in May and June. Although quarrying cannot be done in the spring because of high groundwater in the quarries that cannot be reduced by pumping, cultural demonstrators begin to demonstrate their crafts again (after most are off during the winter) in the park’s visitor center.

### Summer

Summer brings on the busiest visitor season, with many vacationers coming off Interstate-90 and driving north on U.S. Highway 75 or Route 23 to visit Pipestone NM. The park’s interpretive programs are in full swing, and many visitors use the self-guiding booklet to learn about the park’s resources along the Circle Trail. Some of

the quarriers are active during the summer (if they request the park staff to pump water out of the quarries) and cultural demonstrators are busy in the visitor center.

### Autumn

Visitation among traditional “family vacationers” decreases in the fall months, but senior citizens and school groups typically visit the park in September and October. Quarriers are most active during the dry fall season, and a few cultural demonstrators keep active in the visitor center. As temperatures drop and visitation slows in November, many cultural demonstrators and most quarriers stop their work.

### Winter

Visitation is very slow during the winter months. Most visitors are locals who walk the Circle Trail for recreation and exercise. Most of the quarriers stop for the winter; the cultural demonstrators are off, too, although their crafts are still sold in the visitor center.



The Pipestone Indian Shrine Association cooperates with the National Park Service to connect visitors with the park through sales items, development of interpretive exhibits, videos and other items.

## Visitor Survey, 2003

A visitor survey was conducted at Pipestone National Monument in July 2003 by the Park Studies Unit of the University of Idaho. Of the 398 questionnaires distributed to visitors, 312 were returned for a 78.4 percent response rate. Some specific points noted in the survey report's summary included:

- 71 percent of visitor groups were family groups; 45 percent were in groups of two.
- 39 percent of visitors were from 46 to 70 years of age; 24 percent were age 15 or younger.
- 29 percent of visitors were from Minnesota; 6 percent were from South Dakota; 6 percent were from Nebraska; 6 percent were from California; 36 other states and D.C. were represented; 4 percent of visitors were international.
- 94 percent of visitors were of White racial background; 5 percent were American Indian; 1 percent were Hispanic/Latino.
- 10 percent of groups had at least one member with a disability; 17 percent of those experienced access problems.
- 81 percent of visitors were visiting Pipestone NM for the first time during the last five years.
- 42 percent of visitors found out about Pipestone NM from friends or relatives; 31 percent from maps/brochures.
- 96 percent went into the visitor center; once inside the visitor center, 87 percent viewed the exhibits, and 76 percent observed the pipe/craft demonstrations.
- 82 percent visited the Pipestone Quarry exhibit; 64 percent viewed the working quarries and quarrying process.
- 80 percent walked the Circle Trail; 78 percent went all the way to the Leaping Rock and Old Stone Face.
- 57 percent of visitors were aware that the monument is sacred to many American Indians.

Organized interpretive programs include talks, guided walks, multimedia presentations or other activities.



## Issues and Influences

*This section includes influences and opportunities inside and outside the park that affect interpretation and education (Director's Order 6, page 9).*

Pipestone National Monument faces a variety of challenges that can affect the quality of its interpretive programming. In addition to renewing the focus of its interpretive themes and better identifying its interpretive media needs, this plan must also consider the following issues, influences, and opportunities.

### NATIONAL AND SERVICEWIDE ISSUES

#### Federal Laws and Policies

Laws that effect Pipestone include the 1916 National Park Service Organic Act, the General Authorities Act of 1970, the portions of the Redwoods Act of 1978 relating to the management of the National Park System, and others such as the Endangered Species Act and the National Historic Preservation Act. National Park Service management policies, updated in 2006, also govern park activities and decision making. The establishment of Pipestone National Monument by Congress on August 25, 1937, specifically reserved the right to quarry pipestone to American Indians of all tribes. This alone creates issues when so many different tribal perspectives are considered for interpretive meanings, points of view, planning, and programs. Tribes can have strongly opposing views on the same issue, sometimes putting the park's superintendent and interpretive staff in the middle when interpreting American Indian stories in the park's interpretive media or personal services programs.

Since this site is held sacred by many American Indians, the following Presidential executive orders and acts of Congress affect the management and interpretation of Pipestone National Monument: Executive Order 13007 recognizing Indian Sacred Sites; Executive Order 13084 that requires federal agencies to develop a process for tribal government and other representatives to

have input in regulatory policies on matters that significantly affect their communities; the American Indian Religious Freedom Act of 1978; and the Native American Graves Protection and Repatriation Act of 1990. The Sun Dance events held at the park and other ceremonial usages provide opportunities for interpretation, but only to the extent it is acceptable by the individual user or permittee.

#### Outsourcing

While outsourcing, based on Office of Management and Budget (OMB) Circular A-76, has been a significant issue in many branches of the federal government, National Park Service units with fewer than 15 employees have not been affected. Pipestone National Monument has an authorized level of 11 FTEs (Full-Time Equivalencies) which covers both permanent and temporary positions; but due to budgetary constraints, now meets the core workload with an increasing number of seasonal positions supplemented by division chiefs. However, park ranger positions and park management positions are not subject to outsourcing at this time.

#### Homeland Security

Pipestone National Monument has established some preliminary guidance on securing the visitor center and grounds in the event changes are made to the Department of Homeland Security's national color codes. Depending on the severity of a national emergency, both the chief ranger and law enforcement park ranger are subject to be called out to other duty stations. Because the chief ranger serves as the direct supervisor of the interpretive employees, that duty would fall to the law enforcement park ranger in the event of the chief ranger being called out to a homeland security event (if the law enforcement ranger had not already been called out). Management of the interpretive staff and operations would then fall to the park's superintendent. Visitor access and use would be directly affected by those potential situations.

## EXTERNAL AND REGIONAL ISSUES

### Affiliated Tribes Associated with Pipestone

A comprehensive affiliation study and ethnobotany study that was undertaken by the University of Arizona in 2003, and completed in 2004, identified 23 affiliated tribes. While 15 tribes were invited to participate in the ethno-botany portion of the study, its major contributors were four tribes: the Cheyenne River Sioux Tribe, the Sisseton-Wahpeton Sioux Tribe, the Upper Sioux Community of Minnesota, and the Yankton Sioux Tribe. The 23 identified tribes are now regarded as the official list of tribal contacts for Pipestone National Monument. Consultation with these tribes is important, welcome, and requested.

The Sisseton Wahpeton Sioux Tribe has declared three locations within the monument as sacred sites. These sites include the Three Maidens, Leaping Rock, and Winnewissa Falls. Any proposed actions dealing with these three areas would require consultation as a first step.

### Nearby State Parks and Other Visitor Attractions

There are three Minnesota state parks in the vicinity of Pipestone National Monument, all within 45 minutes of driving time: Split Rock State Park, 15 miles to the south on Minnesota State Highway 23; Blue Mounds State Park, located on U.S Highway 75 approximately 25 miles south; and Camden State Park, approximately 30 miles northeast via Minnesota State Highway 23. These state parks are recreational in nature with campgrounds and trail systems; however, all three state parks also have elements of quartzite geology, tallgrass prairie, and some Indian and pioneer history. Each park also has varying quality of interpretive media and no or minimal interpretive activities offered by non-interpretive staff.

Jeffers Petroglyphs, about 80 miles east of Pipestone, is open May through September, and is operated by the Minnesota State Historical Society. The site contains thousands of rock petroglyphs dating back more than 5,000 years that are located on quartzite

### Tribal Affiliation - Pipestone National Monument

Tribes	Location
Cheyenne River Sioux	Eagle Butte, SD
Crow Creek Sioux Tribe	Fort Thompson, SD
Flandreau Santee Sioux Tribe	Flandreau, SD
Fort Peck Tribe	Poplar, MT
Iowa Tribe of Kansas and Nebraska	White cloud, KS
Iowa Tribe of Oklahoma	Perkins, OK
Lower Brule Sioux Tribe	Lower Brule, SD
Lower Sioux Indian Tribe	Morton, MN
Oglala Sioux Tribe	Pine Ridge, SD
Omaha Tribe	Macy, NE
Otoe-Missouria Tribe	Redrock, OK
Ponca Tribe of Nebraska	Niobrara, NE
Ponca Tribe of Oklahoma	Ponca City, OK
Prairie Island Indian Tribe	Welch, MN
Rosebud Sioux Tribe	Rosebud, SD
Santee Sioux Tribe	Niobrara, NE
Shakopee Mdewakanton Indian Tribe	Prior Lake, MN
Sisseton-Wahpeton Sioux Tribe	Agency Village, SD
Spirit Lake Tribe	Fort Totten, ND
Standing Rock Sioux Tribe	Fort Yates, ND
Three Affiliated Tribes	New Town, ND
Upper Sioux Community of MN	Granite Falls, MN
Yankton Sioux	Marty, SD

outcroppings. The site also offers a tallgrass prairie experience. A small visitor center, theater, and bookstore are staffed with seasonal interpreters and one site manager.

#### **City of Pipestone**

The city of Pipestone has a downtown historic district listed on the National Register of Historic Places. Numerous buildings constructed of local Sioux quartzite date back to the late 1800s. The Pipestone Historical Society has a three-story museum in downtown Pipestone. A Performing Arts Center hosts year-round entertainment including plays, musicals, and radio shows. The town also has a private campground located adjacent to Pipestone National Monument. A number of businesses in the city of Pipestone retail pipestone items, including pipes, and provide varying degrees of interpretation about them. Three local businesses that sell pipestone items, as well as raw pipestone, also offer on-site and outreach educational programs to schools and other groups.

#### **The Hiawatha Pageant**

The locally produced Hiawatha Pageant features a play that recounts Henry Wadsworth Longfellow's poem "Hiawatha." The pageant used the monument's Three Maidens rock formation as a setting for portions of the play—with permission from the monument through a special use permit each year. The pageant had been produced every year since 1949 on the last two weekends of July and first weekend of August. Pageant officials, however, announced that the 2008 season was the last of the annual presentations, thereby closing the pageant after 60 years. As of 2008 there has been no indication from the pageant officials as to whether they will try to resurrect the Hiawatha Pageant later, although there is sentiment by some officials to perform it every three to five years.

The future of the pageant property is unknown at this time. Some local groups are renting or leasing it for weekend events planned for the summer of 2009. One such event is a mountain man rendezvous scheduled for mid-July; another event—a concert by the American Indian group

"Brule"—is also fairly firm for the summer of 2009. Given the poor attendance and minimal impact on the Pipestone National Monument by low attendance at the Hiawatha Pageant in its later years, these other events are likely to generate more visitation and impacts for the monument. Therefore, while the Hiawatha Pageant may be gone, this site's future event planning and production will affect Pipestone National Monument much like the pageant did in its resource impacts and attendance at the monument.

#### **Cooperative Activities with Pipestone Area Organizations**

Pipestone National Monument is represented by the Superintendent as a member of the Kiwanis Club, the Chamber of Commerce Visitor Bureau, and the Pipestone Historical Society. A strong connection with the Performing Arts Center is also maintained. The superintendent has formed a Friends of Pipestone National Monument group, and serves on the Casey Jones Multi-Use Trail Committee. The chief ranger is active in Pipestone County's 4-H organization. Community events and activities include the County Fair, Civil War Days, a rodeo, 4-H education programs, and career days. The Pipestone Indian Shrine Association, an NPS Cooperating Association, participates in some community events and assists the park staff with open houses and other celebrations in the park.

### **CULTURAL RESOURCE ISSUES**

#### **Quarry Safety**

In 2006, 56 quarries were permitted to members of federally recognized tribes. Each year, as a part of permit renewals or for new permittees, instructions and drawings are provided to all quarriers to assure safety is part of the quarrying process. Techniques for building a safe rock retaining wall are illustrated and described. Tools used in the process are identified along with the need to wear safety glasses to avoid injuries from flying rock chips. Groundwater in the quarries is pumped by park staff upon request so that quarriers do a minimum of water removal, reducing the chances of injury on wet surfaces. A quarrier sign-in

log is maintained at the visitor information desk for quarriers to alert park staff to their presence.

Visitors are informed through signs and printed materials to stay out of the quarries due to loose, unstable footing. Several trail signs tell visitors to stay on the paved trails, but there are no barriers to restrict visitors physically from leaving the paved trail to view the quarries. A network of quarry-created trails is available that visitors can use to get a better vantage point to see into the quarries. This is generally not a safety issue unless they step on loose rock in attempting to enter the quarry, or step on undermined loose soil along the edge of the quarry. In recent years there have been no incidents or visitor injuries at a quarry, nor is there any institutional memory on such an event occurring. However, there have been several quarry incidents including falls, fractures, muscle and back strains, cuts from flying quartzite chips, dehydration, poison ivy exposure, bee stings, and injuries from sledge hammers.

#### **New Quarries**

Monument staff members have noted a significant increase since 2004 in the demand for the annual quarry permits with a waiting list of more than 70 people in 2006. Many new, prospective quarriers think that quarrying is a one-day or two-day activity; however, when park staff explain the actual quarrying process, most prospective quarriers choose to purchase pipestone from quarriers or other outlets in the community. To help alleviate the wait for quarry permits, the park created a temporary one-month permit for two quarries. This permit works well for those applicants with quarrying experience, the right tools, and enough time in one month to dedicate themselves to extensive quarrying. It also works well for an applicant who may not be able to quarry every year as required by the annual permit.

While there is opportunity to break new ground and initiate new quarries, it is important to preserve some of the known deposits for future generations. The pipestone (catlinite) vein has a negative declination of five degrees to the east,

so existing quarries will last for many generations in that each succeeding year quarriers must dig deeper to expose the pipestone. The matter of not opening new quarries is addressed in the new General Management Plan and remains an administrative decision.

While interpreting existing quarries offers a significant visitor experience, there is an opportunity to interpret the intangible quality manifested in having sacred ground that is not quarried. Some American Indians feel that there is a spiritual quality in knowing that pipestone is there underground, but it is untouched just as when the Creator put it there. This quality offers a sense of place that may be lost if all the pipestone is quarried.

#### **Pumping Water from Old Quarries**

Snowmelt and spring runoff, combined with a high water table associated with Pipestone Creek, make the quarries unworkable for part of the year. Since the 1970s, park staff members have pumped water from the quarries to assist in the quarrying process. The volume of water pumped in 2004 was more than one million gallons. In the historical context, and certainly prehistoric context, quarriers waited for the ground water to drain away or evaporate or they bailed their quarry. At times, the quarries are completely filled and, depending on the location and depth of the individual quarry water, can fill up to 10-15 vertical feet. In the spring, quarries nearest to Pipestone Creek fill and no matter the duration of pumping, will constantly fill back in with water. Pumping has, however, created a longer window of opportunity for quarrying.

#### **Archeology**

The earliest exploration of the area was probably by Philander Prescott, a fur trapper and explorer, who explored the area in 1830 and visited the quarries. Archeological interest in the quarries began with artist George Catlin's visit in 1836, followed by the Nicollet Expedition in 1838, the Allen Expedition in 1844, the Leavenworth Expedition in 1858, the archeological and scientific expedition of Ferdinand Hayden in 1866, the Charles Whites Expedition in 1868, Newton Winchells' Party in 1889, the



Seasonal flooding also occurs when groundwater, snowmelt, and spring run-off from the prairie fill the quarries, with quarrying delayed until the water had naturally drained away. The decades-old practice of pumping groundwater out of the quarries has changed the seasonal quarrying pattern.

P.W. Norris Expedition in 1882, and the William Holmes Expedition in 1892.

Archeological investigations may have begun with State Archeologist Newton H. Winchell in about 1877 or 1878. The first printed information, mainly about the petroglyphs, was in 1884. Sigstad, Thiessen, and Scott have conducted more recent archeological work. A study of the distribution of pipestone through trade and pipemaking was done by Jim Gunderson from Wichita State University. The University of Illinois developed a non-invasive spectral analysis technique that analyzes the pipestone composition of various artifacts to trace their origin. Pot shards dated about 2,000 years ago indicate that this site was used either as a camping place or for the extraction of pipestone. Recent work by regional archeologist Tom Thiessen suggests that an earlier period of up to 3,000 years ago may be more accurate.

Artifacts are often revealed by the action of burrowing animals. Visitors need to know not to touch any artifacts they see in the monument because these items may help archeologists date the occupation of the area.

Though much study has been done, there have been no real threats to the archeological resources within the park, with one significant exception: quartzite petroglyphs were removed from the Three Maidens area by a local resident in 1890. Although there were originally more than 30 pieces of stone with petroglyphs on them, pilfering and loss over time reduced the number to 17 stones that were donated to the park in 1946. The remaining 17 stones are now on display in the visitor center in a newly designed exhibit area.

Current efforts to interpret the archeology of the monument are inadequate. One glassed-in exhibit in the visitor center contains a brief archeological message and some artifacts, but the display is weak and out of context. The visitor center's other exhibits of pipestone items are not truly archeological in nature as they are items purchased from collectors or artisans. Currently the pipes on display are mounted with the bowls separated from the stems, which is the traditional way a pipe should be stored and displayed. Only when the pipes and stems are ready to be used should they be connected.

## NATURAL RESOURCE ISSUES

### Water Quality

Pipestone Creek's water quality is very poor because of the presence of fecal coliform bacteria at levels above body contact recommendations. General park visitors and those with special use permits are warned to not touch or consume the creek's water. The monument's superintendent and resource manager are working with various Pipestone County boards and agencies to express the monument's concerns about the impacts of agricultural runoff on the monument's resources. Interpreting the creek and the riparian area as a landscape setting for the quarries will not be affected by these water quality issues. This situation, however, offers an opportunity to interpret the impacts of environmental factors outside the monument upon water quality within the monument. This water quality issue limits the creek's use as an immersive learning lab environment, although, the creek's poor water quality is a lesson in itself.

### Wetlands, Floodplains, and Hydrology

The channel and watershed of most of Pipestone Creek upstream from the monument's eastern boundary has been modified over the past century by farm-related tilling and ditching. The associated loss of wetlands because of farm-related drainage practices upstream from the boundary has reduced the monument's opportunities for interpreting riparian wetland fauna, flora, and ecology.

Flooding, which occurs almost annually, is exacerbated by the upstream channels, ditches and increased farmland runoff. Seasonal flooding is a safety concern if visitors are not informed quickly and the trails are not closed in a timely fashion. Seasonal flooding also occurs when groundwater, snowmelt, and spring runoff from the prairie fill the quarries brim full. This has been a seasonal occurrence since the first quarry, with quarrying delayed until the water had naturally drained away. The decades-old practice of pumping groundwater out of the quarries has changed the seasonal quarrying pattern. The pumping of groundwater and the seasonal flooding are not currently interpreted to visitors by monument staff.

### Threatened and Endangered Species

The endangered Topeka shiner occurs in Pipestone Creek, which presents an interpretive opportunity. The threatened western prairie-fringed orchid occurs at the monument, but visitors have no opportunity to view them because of their sensitive nature and location away from trails. The Sioux Quartzite Prairie (SQP) is a globally rare and significant plant community; visitors view the SQP from the park's trails because walking on it would damage its sensitive flora. Numerous state-listed plants occur on the SQP.

There have been many opportunities for visitors to receive information on the endangered and exotic species of the monument. The monument's resource management staff and the Heartland Inventory and Monitoring Network all have produce handouts and materials for visitors that are available at the visitor center. The resource management staff occasionally presents formal visitor programs on prairie, endangered species, and exotics.

### Remnant Tallgrass Prairie

Within the monument there are virgin, restored, and degraded prairie communities. The invasion of these prairie communities by exotic species is a significant issue that requires serious effort each year to address. The prairie is also an important part of the quarrying story. Its health and vitality are important in creating a sense of place that would enhance visitor appreciation of quarrying as well as the prairie's beauty. The prairie should be used as an immersive learning lab for both natural and cultural resources, and allow visitors to access the prairie to gain a sense of its sacredness to many American Indian tribes. Walking in the prairie, however, should be permitted only for ranger-led, hands-on activities that do not damage the prairie.

## INTERPRETATION ISSUES

### Interpretive Staffing

The monument's interpretive program has lacked a permanent park ranger interpreter since 2004 when Alice Erickson retired. Since then, this permanent interpretive

vacuum has been filled by the chief of visitor services and protection and a protection park ranger to help provide some presence of an interpretive program. Although the current staffing has barely kept the program's status quo, opportunities for additional programs and extension into new areas has been put on hold because of the other primary and collateral duties of those two positions. Within the current monument budget there is no opportunity to fill the vacant permanent interpreter position; the only solution is a base increase to the monument's budget.

In 2005 and 2006 Pipestone National Monument recruited and hired seasonal employees (two to three summer seasonal positions, and one winter seasonal) who presented interpretive programs and accomplished projects—some with great success. The 2007 and 2008 budgets, however, did not offer any relief for filling the permanent interpreter position, and the interpretive staff was compromised as the interpretive budget gave way to competing park needs.

### **Volunteers**

In the past, volunteers at Pipestone National Monument have been relatives of park staff and, occasionally, an interested community member. Most of these volunteers found out about the volunteer opportunities at the monument with little or no effort on the part of the monument staff.

The monument staff continues to try a variety of means to recruit volunteers from the local population, but with very limited success. These recruitment efforts include contacting local service clubs, sending press releases, making one-on-one contacts, and conducting interviews on the local AM radio broadcasts. While discussing the monument's special events during AM radio broadcasts, monument staff members have also promoted volunteer opportunities. The recent formation of a friends group for the monument may help volunteer recruitment through members of the friends group who have many community connections. It is one of the goals of the friends group to aid the monument with its volunteerism.

Although the national recruitment of potential volunteers (through the NPS's volunteer website) has produced some contacts, the monument's lack of sites for these out-of-town volunteers to park their recreational vehicles (RVs) has discouraged applicants to work at the monument. In the past, the monument's volunteer budget would pay for approximately three weeks at the local RV campground under its former owner; however, the monument superintendent has gained the interest of the campground's new owners in reducing the rates significantly to help the monument support its volunteers. The monument will continue to pursue this opportunity.

### **Training**

Interpretive training has consisted of an orientation to the Interpretive Development Program (IDP) competencies provided through material developed by Mather Training Center and the Eppley Institute. A training session led by a trained instructor is preferred, but not available because of budget. With the GS-9 interpreter position vacant, a goal is to have the chief visitor services and the protection park ranger trained in the IDP to keep the interpretive program consistent with interpretive competencies.

### **Accessibility**

The monument's visitor center and parking lots are all compliant with accessibility standards. The Circle Trail, while generally accessible by visitors using wheelchairs because its surface is asphalt, has numerous grades that do not meet accessibility standards. Despite these steep grades, many visitors in wheelchairs still complete the loop around the Circle Trail. For those features that visitors with mobility disabilities are not able to access, interpretive materials are available in the visitor center. Also in the visitor center, an eight-minute audiovisual program allows visitors with mobility disabilities to see trail features that are difficult to access. For visitors with mobility disabilities who do not own wheelchairs, two wheelchairs are available for loan.

Beyond mobility accessibility, none of the monument's wayside exhibits or visitor center exhibits are accessible to visitors with



The Pipestone National Monument visitor center was constructed in 1958 and requires numerous repairs.

vision disabilities through audio description. In addition, neither the eight-minute orientation audiovisual program nor any of the other audiovisual products are captioned for visitors with hearing disabilities.

Some personal services programs include hands-on items for all visitors, including the visitors with vision disabilities. The cultural demonstrators allow all visitors, including visitors with vision disabilities, to handle pipestone pieces that are being carved to give them a tactile experience.

#### **Maintenance of Visitor Facilities**

The park's maintenance backlog for most assets is fairly small since most of its deferred maintenance is cyclic and scheduled. The biggest concern is the visitor center. Because of its age (construction was completed in 1958), the visitor center is at a point where its roof must be replaced before serious structural decay develops because of leaks and trapped water. In addition, the front entrance to the visitor center must be addressed. The stone veneer walk under the portico is in desperate need of replacement because potential trip hazards are reoccurring due to stones coming loose

despite the park's best efforts to mend them. The insulated window glass surrounding the entry doors has failed, is unsightly, and is not energy-efficient. The first impression given to visitors as they enter may be lackluster. The park maintenance staff has submitted Project Management Information System (PMIS) projects to solve these problems.

In recent years the Circle Trail has received asphalt patches and curbside fill-in. Overall the trail is in fair shape. It is accessible to visitors with disabilities only in that a standard wheelchair can be navigated over all of its length, but it has a number of steep pitches that do not meet accessibility standards. A trail plan is pending following completion of monument's general management plan, and has already been entered into PMIS. The trail plan will, at a minimum, address alternative routes, accessibility, and bridges. The monument has considered reversing the direction visitors walk the trail, and on a number of instances this past summer, interpreters did that during their interpretive programs. This proposed reversal of the Circle Trail's direction emphasizes the quarries as one of the park's primary purposes.

## Existing Conditions

*This brief summary and evaluation establishes a point of departure for future personal services, media development, and facility proposals. The park's existing media should be inventoried and updated in the Media Inventory Database System (MIDS) (Director's Order 6, page 9).*

### **PARK RESOURCES**

There are 56 actively worked quarry sites situated on a vein of pipestone (catlinite) rock, a soft clay deposit that can be carved into pipes and other art forms. Pipestone is quarried using only hand tools in keeping with traditional methods. The stone is reached after removing one to four feet of soil and up to 12 feet of Sioux Quartzite rock. Mining the pipestone is an act of faith requiring extremely hard labor and perseverance. The quarries and the land have deep spiritual significance to many American Indians. Visited for centuries, quarrying may have begun at this site more than 3,000 years ago. Pipestone National Monument is an important area for American Indian cultural activities and ceremonies; however, the extent and degree of historic cultural use by American Indians is relatively unknown.

A second but inseparable resource in the park is the tallgrass prairie that surrounds the quarries and serves as a remnant of the once seemingly endless high prairie, or "Coteau de Prairie," as named by the French. After the area was visited by artist George Catlin in 1836 and explored by Joseph N. Nicollet and John C. Fremont in 1838, attention was drawn to the vicinity around the quarries as a place for future settlement. As the area was settled by European-Americans in the mid-1800s, most of the prairie was transformed into agriculture fields, leaving only small prairie remnants such as the one preserved at Pipestone NM.

Until the 1900s, the quarries had been the domain of many American Indian tribes, but most recently under the control of the Yankton Sioux until 1928. An ethnographic

study completed in 2004 identified 23 affiliated tribes. Park management welcomes input from these affiliated tribes.

Prairie restoration activities, which consist of exotic weed control, prescribed burns, collection of seed and reseeding, are making some progress. If, for some reason, one year of restoration activities had to be curtailed, it would result in a significant reversal of the positive results achieved over previous years.

Pipestone Creek watershed has undergone severe hydrological alterations since the late 1800s. Dredging and channeling of the creek bed, tilling and increased drainage of upstream farmland, and increased runoff from additional hard surfaces in the city of Pipestone has resulted in increased sediment deposition and a change in flora and fauna along the creek's corridor.

Significant flooding of residential and business areas during 1993 prompted the city of Pipestone to contact the Army Corps of Engineers for consultation in finding a solution to the flooding events. The proposed solution involved a recommendation to widen the existing Pipestone Creek ditch to increase its capacity. Even though this recommendation has never been acted upon by local agencies, widening the ditch continues to be a solution offered whenever flooding occurs or threatens. Although widening the ditch could solve the city of Pipestone's flooding problems, it could have devastating effects on Pipestone National Monument's resources. These impacts could include threatened and endangered species habitat, downstream flood impacts to trails and bridges, as well as the risk of an increased volume of floodwaters threatening the visitor center.

The water quality of Pipestone Creek continues to be affected by city and rural runoff directed into the channeled portion of Pipestone Creek, Jurisdictional Ditch 1, located for the most part upstream and outside the monument's boundaries.

## FACILITIES

Pipestone National Monument's visitor center was constructed in two phases. The first phase containing the original visitor center, administrative offices, and maintenance wing was completed in 1958 as part of the National Park Service's "Mission 66" program, which was initiated in 1955 to meet the expanding needs of the National Park System following World War II. Although the entire park is listed on the National Register of Historic Places, a separate nomination was recently completed listing the visitor center, entrance road, trail, and housing as significant examples of Mission 66 work.

The second phase of the monument's visitor center/administrative/maintenance building was a 1972 addition called the Upper Midwest Indian Cultural Center. This structure, along with the 1958 building to which it is connected, is now the park's only "visitor center." This facility suffers from leaking roofs, worn doors, small and inadequate restrooms and work spaces, and no meeting or conference rooms.

Dust particles from cultural demonstrations of pipestone carving causes curatorial problems for the artifacts and for the open space and employee lunchroom. Curatorial services are almost non-existent, and the museum exhibits do not meet current curatorial standards or the NPS baseline research guidelines contained in Director's Order 28. The cultural workroom has been converted to a curatorial storage area and office space for the protection park ranger; therefore, a curatorial workroom does not exist.

## INTERPRETIVE MEDIA (NON-PERSONAL SERVICES)

### Exhibits

The visitor center's Mission 66 exhibits are outdated in design, difficult to maintain, inadequate in scope, historically inaccurate, and culturally offensive to some. The Mission 66 exhibit cases and panels include:

- "Historic diorama of the Pipestone quarries and Winnewissa Falls"

- "The Rock in the Highlands"
- "Catlinite: Red Stone of the Indians"
- "The Pipe"
- "Smoking Equipment"
- "Typical Pipes (Early American Pipes)"
- "American Indians Treasure These Pipes"
- "Art, Indians, and Pipes"
- "The White Man Comes"
- "3 Flags Over Pipestone"
- "George Catlin: Paintbrush Pioneer"
- "The Plains Indian"
- "Pipestone Crafts"
- "The Birds of Pipestone"
- "Archeological Areas of the NPS"

In addition to the above-listed Mission 66 exhibits, a glass case displays eagle feather bonnets, and a bleached bison skull is located along the exhibit area's back wall. Near the back of the exhibit area is an open audiovisual area with six chairs, a monitor, and a videotape program called "The Pipemakers." Visitors can start the program on their own or request that the information desk employee start it from the information desk.

The main exhibit in the Upper Midwest Indian Cultural Center is a small gallery of historic pipes and other park artifacts in a round room to the right of the round booths used by the cultural demonstrators. An exhibit space in this area was completed in 2006 that displays and interprets 17 of the historic petroglyphs that were extracted from the Three Maidens area in the late 1800s. In 2007 six exhibit panels were added to the space's exterior walls that interpret the site's history from geologic times through its designation as a unit of the National Park Service.

Next to the gallery and demonstration booths is a sales area operated by the Pipestone Indian Shrine Association, a National Park Service cooperating association formed in 1955 with the goal of perpetuating the art of pipemaking within the American Indian community. The Pipestone Indian Shrine Association also assists the Pipestone National Monument with funding interpretive endeavors as well as printing visitor information materials.



The visitor center's Mission 66 exhibits are outdated in design and difficult to maintain.

### Audiovisual

In 2008 a new, 20-minute interpretive film replaced the park's old, eight-minute orientation slide program (that had been converted to DVD format). The new film is shown every half hour (or by visitor request) inside the visitor center's 46-seat auditorium. Besides a video projector, the auditorium's projection room also contains a collection of 16-millimeter films that are not shown to the public because of their poor quality, dated content, and old, delicate condition. There is also a collection of VHS videotapes and DVD discs that are shown on request occasionally during the year.

The monument has two other audiovisual programs: a DVD program (or a temporary VHS version) titled "The Pipemakers" that is shown on a monitor located in a small seating area at the back of the visitor center's exhibit area; and an audiotape that visitors can activate by pushing a button (connected to an audio player inside the visitor center). The audiotape interprets the Demonstration Quarry located just south of the visitor center.

### Wayside Exhibits

The park has seven low-profile, wayside exhibits along the Circle Trail and at the Three Maidens area. These wayside exhibits were installed in 1994. The park staff redesigned and replaced three of these wayside exhibits in 2006 to change or remove some inaccurate inset photographs. The topics/titles of these seven wayside exhibits are: "Spotted Pipestone Quarry," "Pipestone Creek," "Nicolett's Inscription," "The Nicolett Expedition," "Prairie: Past and Present," "Quarry Layers," and "Three Maidens."

In 2005, 45 plant signs/identifiers were planned and designed with fabrication completed by General Graphics, Inc. These signs are an aid to visitors in identifying woodland and prairie plants visible along the Circle Trail.

Outside the front entrance to the visitor center (near the flagpole and visitor center sign) is a standard size, low-profile wayside exhibit that was planned and designed by the park staff in 2004 to interpret the "Prairie Landscape" outside the visitor center.

### **Outdoor Signs**

The directional signs in and around the City of Pipestone effectively direct visitors to Pipestone National Monument. In particular, a sign (that is owned and maintained by the Minnesota State Highway Department) with a stone, Sioux quartzite base located off U.S. Hwy 75 attracts motorists' attention and directs them to turn on Ninth Street NE, which leads directly to the park's entrance. The park's entrance sign is in good condition and draws visitors into the park, despite the distraction of other signs just outside the park boundary and across Hiawatha Avenue.

The park has a few safety warning signs. Besides the wayside exhibit at the Demonstration Quarry (where uneven, natural stone steps allow visitors into the only quarry in the park that is not reserved only for American Indians), a sign warns visitors that the rock floor of the quarry can be slippery when wet.

Besides the wayside exhibit at the Three Maidens area, a routed wood sign asks visitors to respect this site, which is sacred to American Indians. In addition, a sign marks the park's picnic area that has fire grates, picnic tables, and benches. This picnic area is occasionally used for evening programs.

The "Circle Trail," the park's paved, three-quarter-mile trail, is the primary way to see the park's resources for most visitors. Besides the wayside exhibits mentioned in the section above, the Circle Trail has four benches, a few painted informational signs, and 16 numbered posts that correlate to the numbers in a trail guidebook that is the interpretive tool used by most visitors to gain knowledge and information about the park.

### **Publications**

The park's official brochure began as a two-fold brochure in 1941; then, in 1963, it was changed to a 10-panel brochure. In 1990 Harpers Ferry Center developed a "Unigridd brochure" for Pipestone in an "A-4" size and printed it in a four-color format. In 2006 the brochure was digitized, redesigned to emphasize the quarries, had a photograph added of the park's remnant prairie, added

the NPS arrowhead to the title band, and received other improvements. The park received 30,000 brochures in 2006. The park gives out approximately 15,000 copies annually.

The front of the current park brochure features a color photograph of artist George Catlin's painting of the pipestone quarries in 1836, a block of interpretive text, a color photograph of a Sioux pipe bowl, and a color photograph of a painting of an American Indian by Karl Bodmer. The brochure's back side contains text blocks on "About Your Visit," a small map of the Pipestone region, a photograph of a calumet pipe (ceremonial pipe) and stem, and a series of photographs and drawings illustrating how pipes are carved from pipestone.

Beside the park's Unigridd brochure, the most used publication is the "Circle Trail booklet" which has been in print and used for more than 20 years. The booklet has text, line drawings, and photographs that correlate with 16 numbered posts located along the Circle Trail. Once a free publication, the booklet is now sold by the cooperating association store for \$3.00. Free "loan copies" are available to all visitors at the visitor center's front desk under the honor system that they are returned when visitors have completed the trail.

Pipestone National Monument printed 20,000 copies of the first edition of their park newspaper in 2005 to provide expanded visitor orientation; contemporary, historical, and resource information; and safety messages beyond those found in the park's Unigridd brochure. This newspaper is distributed at the park's visitor center, as well as at a number of visitor contact venues and highway rest stops (instead of the Unigridd brochure) outside the park boundary. The newspaper's publication was partially funded by a grant from the Pipestone Indian Shrine Association.

The park staff has also written, designed, and printed (using in-house resources) a series of two-fold site bulletins that provide a summary of specific park topics. Current titles of the park's site bulletins include:



Lake Hiawatha in Pipestone provides valuable aquatic and wetland habitat for many types of fish, turtles, wetland plants, and birds.

NPS PHOTO BY NATHAN KING

“Geology,” “Tallgrass Prairie,” Quarrying,” “Quarrying: The Forgotten Tradition,” “George Catlin,” “Bird Checklist,” and “Flora of the Sioux Quartzite Prairie.” The park staff has also written, designed, and printed a series of one-panel handouts with titles such as “Sacred Ground,” “Petroglyphs,” “Pipes of Peace,” and “The Number Four.” The park also distributes the National Park Service “Be a WebRanger” rack card, and encourages younger visitors to participate in its Junior Ranger program using NPS publications.

The park staff also distributes a variety of free publications from other agencies and organizations such as nearby state parks, Minnesota Tourism, local Chambers of Commerce, and the Pipestone Hiawatha Club.

Beyond the many free publications available to visitors, the Pipestone Indian Shrine Association store has a number of books,

booklets, postcards, and other printed material for sale; for a list of their current book titles, the Shrine Association can be contacted by e-mail at [customerservice@authenticpipestone.com](mailto:customerservice@authenticpipestone.com)

Pipestone National Monument’s library has more than 400 book titles and dozens of manuscripts, reports, and other materials. The park staff has been entering the park’s collection into the NPS’s ProCite library database system.

#### **Website**

Pipestone National Monument’s website ([www.nps.gov/pipe](http://www.nps.gov/pipe)) is linked to the NPS ParkNet website. In 2005 the NPS decided to create uniform, in-depth websites for all NPS areas using a program called Common Spot; Pipestone NM’s website was converted in 2006. The Pipestone NM website’s home page presents the basic park information and links to some partners’ websites and information.

**PERSONAL SERVICES**

<b>Pipestone National Monument Current Visitor Services Staff</b>				
<b>Position Title</b>	<b>Status</b>	<b>Grade</b>	<b>FTE*</b>	<b>Incumbent</b>
Chief, Visitor Services and Protection	Permanent	GS-11	1.0	vacant
Park Ranger (Interpretation)	Permanent	GS-9	1.0	vacant
Seasonal Interpreter	Temporary	GS-5	0.6	vacant
Seasonal Interpreter	Temporary	GS-5	0.3	vacant
Seasonal Interpreter	Temporary	GS-5	0.3	vacant
Seasonal Interpreter	Temporary	GS-5	0.2	vacant
Seasonal Interpreter (winter)	Temporary	GS-5	0.4	vacant
<b>Total FTEs*</b>			<b>4.8</b>	

Plus some volunteer hours from Volunteers-In-Parks (VIPs) and park partners.

\* FTE stands for "Full-Time Equivalency." (one work-year: 2,088 hours).

**Current Personal Service Programs Offered**

Because of the extreme number of vacant interpretation positions in the summer of 2008, the park had to limit its public programs. In previous seasons, however, the park interpretive staff and park partners offered the following interpretive programs:

- Orientation talks before or after the park’s basic orientation DVD/slide program
- Formal ranger-led walks on the Circle Trail
- Informal ranger roves of the Circle Trail and visitor center
- Evening programs
- Partnership with the Pipestone county 4-H program
- Pipestone Explorers Club for area youth
- American Indian employees of the cooperating association demonstrating pipemaking

**Special Events**

- Two American Indian Sun Dance ceremonies
- Keepers of the Sacred Tradition of Pipemaking quarry blessing ceremonies
- Other American Indian ceremonies, most of which are private and not open to the public
- NPS annual Servicewide events

**Partnerships**

**Outside Organizations and Resources**

- USFWS/Minnesota DNR
  - Cooperative access for Sun Dance ceremonies
  - Common ethnographic landscape
  - Driving loop tour on external county road
  - Rehabilitated parking area
- Pipestone RV Campground
  - Location for evening programs
- Friends of Pipestone National Monument

**Outside Special Events**

- Hiawatha Pageant (last two weekends in July and first weekend in August)
- Civil War Days (biannually)
- Other community events not adjacent to the monument



A park ranger awards two youngsters their Junior Ranger badges.

## Part 2: Future Interpretive Program

*This part of the long-range interpretive plan describes the mix of facilities and services, both non-personal (media) and personal (programs), that are necessary to communicate park themes and facilitate identified visitor experiences (Director's Order 6, page 9).*

## The Comprehensive Interpretive Planning Process at Pipestone National Monument

*... the Comprehensive Interpretive Planning process is not a recipe, but a guide to effective, goal-driven planning. . . (Director's Order 6, page 6).*

In developing this long-range interpretive plan as part of the comprehensive interpretive planning (CIP) process, park management at Pipestone National Monument went through a number of planning workshops, all of which collected input from employees from all of the park's divisions and representatives of many park partners.

First, a series of workshops were held from 2001 through 2004 as park staff, park partners, and NPS planners—along with public input—developed a new General Management Plan (GMP) for the monument. The draft GMP that resulted from those workshops and public input went through review and approval stages in 2005 and 2006.

This long-range interpretive plan was initiated in 2006 as the draft GMP went through its review stages. During a three-day LRIP workshop held in 2006, workshop participants expanded some of the GMP's foundation sections (e.g., the interpretive themes were described in three levels) to become part of this LRIP's foundations section. Other foundation sections of this LRIP (e.g., visitor profiles, issues and influences, existing conditions) were gathered during this workshop. The 2006 LRIP workshop's primary purpose was to develop recommendations—with

input from Harpers Ferry Center media specialists, park staff, and a variety of park partners—to improve the monument's personal services programs and upgrade its interpretive media. The future, upgraded interpretive media described in 2006 was to be developed within the existing visitor center—as prescribed in the draft GMP's preferred alternative.

However, in 2007 a delegation of American Indian tribes affiliated with the Pipestone Quarries met with officials in the National Park Service's Midwest Regional Office in Omaha, Nebraska, and in Washington, D.C. The tribes were successful in convincing NPS officials that Pipestone National Monument's existing visitor center—built on the pipestone quarry line in the late 1950s—needed to be removed from this sacred area, and a new visitor facility needed to be developed just inside the park's boundary or at some off-site location. This decision to change the GMP's preferred alternative voided many of the draft LRIP's recommendations from 2006.

Therefore, a second LRIP “recommendations workshop” was held in June 2008. The short-term and long-term recommendations from this workshop are summarized on the following pages along with a chart that shows a strategy to accomplish these recommendations over the next five to 10 years. Later in the CIP process, management at Pipestone National Monument will devise a series of implementation plans that will be based on this LRIP.



## Short-Term Recommendations

*The potential use of facilities or media . . . should be explored here (Director’s Order 6, page 9).*

During the LRIP recommendations workshop in June 2008, park management, park partners, Midwest Regional Office representatives, and others agreed that—even in a best-case scenario, given the line-item funding process and other realities—a new visitor facility would not be built within the eight years from 2009 to 2016. Therefore, the workshop participants recommended a number of short-term upgrades in the existing visitor center that can be accomplished in the next three years that would improve the visitors’ experience until 2016—the 100th anniversary of the National Park Service—when a new visitor center facility is anticipated for Pipestone National Monument.

### EXISTING VISITOR CENTER UPGRADES

**Maintain the existing visitor center while upgrading some of its exhibits and other interpretive media:**

- **Plan and design a new Circle Trail map/panel for the wall behind the information desk.** Using most of the \$21,000 in Fee Demonstration funds approved for this project in 2006, the new map/panel should stay within the footprint of the existing map/panel and keep the “Mission 66” design approach. The new map/panel should complement the “Circle Trail booklet,” which itself should be upgraded. While the map/panel and booklet are being upgraded, the park staff will consider changing the direction of the trail’s numbered interpretive posts that visitors follow via the booklet from the current clockwise direction to a counterclockwise direction.
- **Plan and design a “Sacred” panel to replace the current “Birds of Pipestone” panel.** Using part of the \$21,000 approved for the Circle Trail

map project, a new panel should be planned, designed, produced, and installed that would interpret the sacred nature of the Pipestone area to its affiliated American Indian tribes.

- **Re-request \$30,000 from NPS funds for computer stations.** When approved, combine this money with \$30,000 in matching funds already set aside by the Friends of Pipestone (\$20,000) and the Pipestone Indian Shrine Association (\$10,000) to establish a contract to produce two computer stations (below) for the visitor center.
- **Plan, design, and install two computer stations in the visitor center.** One of the computer stations will be located at or near the information desk where staff can assist visitors with their questions and searches. The second computer—which may be in a kiosk/cabinet—will be a self-serve computer located in the exhibit area where visitors can explore the park’s resources, seek answers to questions, or find supplemental information.
- **Improve the traffic flow in the existing museum exhibit area.** It is recommended that the exhibit area be changed from its current “one-way in, one-way out” traffic pattern to a “loop” traffic pattern by removing the “War Bonnet” exhibit case (and returning the artifacts to their owners or into curatorial storage) as well as the louvered wood wall near the “War Bonnet” area. In addition, it is recommended that the “Pipemaker” audiovisual monitor and its chairs/viewing area be removed, as well as the flat exhibit case near it that displays four pipes.
- **Request funds to plan, design, and produce new museum exhibit panels to replace the “Mission 66” panels.** The current exhibit panels—installed in 1958—are outdated, and in some cases

Opposite: Many believe that the pipe’s smoke carries one’s prayer to the Great Spirit.



New interpretive exhibits are required to provide accuracy and updated information.

inaccurate and/or offensive. Replacement exhibits—using park staff to help plan them, the MWRO interpretive media specialist to design them, and a local source to produce them—can be accomplished in a cost-effective manner. Pipestone National Monument staff and Midwest Regional Office staff will search for funds to produce this stopgap project by 2010.

- **Replace the existing “Pipestone/Catonite Composition” exhibit panel.** This replacement for the panel located in the visitor center hallway should keep its existing design, but its minor error/s should be corrected.
- **Complete the new interpretive film and show it on a regular basis in the visitor center auditorium.** When available, a pipemaker/demonstrator (or park staff) should give a brief introduction before each showing.
- **Develop a parkwide publications plan for the park’s free-of-charge brochures and site bulletins.** Once a new Chief of Interpretation and

Protection is hired (*see following page*), one of their first tasks will be to coordinate the park’s publications program to assure that each free publication is cost-effective and reaching its target audience. The park should not reprint site bulletins that have not proven popular with visitors.

#### **INTERPRETIVE MEDIA IMPROVEMENTS OUTSIDE THE VISITOR CENTER**

**Maintain the park’s current trails while upgrading some wayside exhibits and other interpretive media:**

- **Develop an audio tour for the Circle Trail.** Beyond the text that the Circle Trail booklet provides, this audio tour would give more in-depth interpretation of the Circle Trail’s resources. The content of this audio tour should be able to be updated when needed. The delivery system for the audio tour should start with current devices (e.g., iPods or MP3 players, or cell phone tours) that can be replaced as future technology provides other delivery options.

- **Redesign and produce three porcelain wayside exhibits.** Of the seven wayside exhibits produced in porcelain and installed in the early 1990s, the park staff redesigned and replaced three—“Prairie: Past and Present,” “Quarry Layers,” and “Three Maidens”—in 2006 with fiberglass-embedded panels to remove some inaccurate inset photographs. The park staff will select acceptable replacement images for those three panels and work with Harpers Ferry Center and the Midwest Regional Office to produce them again in porcelain.
- **Plan, design, and produce three wayside exhibits for the Prairie Viewing Deck.** In 2007 park staff built a deck off the visitor center’s parking lot. A wayside exhibit proposal has been approved for three wayside exhibits to be planned, designed, and produced using high-pressure laminated panels for this deck.
- **Plan, design, and produce a wayside exhibit for the Union Quarry.** It is also recommended that a new wayside exhibit be planned, designed, and produced using high-pressure laminated panels for the “Union Quarry” site along the Circle Trail as it reaches the south quarry line.
- **Plan, design, and produce upright wayside exhibit panels for outside the visitor center.** These panels will also be produced using the high-pressure laminated process, and will be in either a two-panel side-by-side upright frame or a three-panel configuration. This upright wayside exhibit will be located just south of the visitor center entrance, along the sidewalk near the recycling boxes and fire hydrant. If only two panels are developed, one will cover the park’s hours of operation, fee information, and a park trails map, and the second panel will interpret the park’s five primary themes and its sacred essence. If a third component is used, it will be a bulletin case to display the park’s safety warnings, resource messages, and seasonal program information. The bulletin case should include permanently placed subject headings.
- Explore potential for wayside exhibits and other interpretive media north of the Pipestone National Monument visitor center. As the planning develops for a hiking/biking “loop trail” that will skirt the park’s boundaries (and may, perhaps, come just within the park’s boundaries), park staff will explore the potential for future wayside exhibits and other interpretive media in cooperation with the Minnesota Department of Natural Resources and the U.S. Fish and Wildlife Service that manage public lands that are adjacent to the monument’s northern boundary.

#### **INTERPRETIVE STAFF AND PROGRAMS**

##### **Fill the park’s permanent interpretive positions, and hire and train seasonal interpretive employees:**

- **Hire a GS-9 Park Ranger, Interpretation,** in FY 2009 (or when the funding is approved).
- **Hire a GS-11 Chief of Interpretation and Protection,** when ONPS funding allows.
- **Hire and train seasonal interpreters** to support the park’s permanent interpretive staff.
- **Present regularly scheduled interpretive programs** during summer and shoulder season weekends.
- **Use some cultural demonstrators to introduce the park’s audiovisual program** when available.
- **Expand the park’s education program** to the Pipestone area’s 4-H clubs and local school groups.
- **Expand the park’s volunteer program** to increase the interpretive staff’s ability to offer personal services.

## Long-Term Recommendations

*The LRIP defines the overall vision and long-term . . . interpretive goals of the park. . . . (Director's Order 6, page 6).*

### NEW VISITOR CENTER FACILITY

Participants at the LRIP recommendations workshop in June 2008 agreed that the long-term goal of this LRIP should be the construction of a new visitor center to be opened by 2016, the 100th anniversary of the National Park Service. As prescribed in the draft General Management Plan of 2007, the existing visitor center will be removed from the pipestone quarry line in recognition of its sacred nature to the American Indian tribes affiliated with this site. In alignment with this change in NPS management philosophy, the new visitor center and its interpretive media should clearly reflect the sacred connections of the site to all Indians, in both historic and contemporary contexts.

The size of the new visitor center will be smaller than the existing visitor facility. The combined square footage of the existing visitor center, built in 1958, and the Upper Midwest Indian Cultural Center, built in 1972, that is available for visitor-use functions (i.e., vestibule, lobby, information desk, restrooms, exhibits, theater, sales area, and pipemaking demonstration booths) is approximately 3,800 square feet. Future square footage allotments will be based on the approved NPS visitor center estimating model, and the total for those same functional areas may be less than 2,600 square feet.

The architecture of the new visitor center will need to set the tone for the spiritual nature of this site. If a new facility is constructed, this would be a great opportunity to incorporate shapes, colors,

motifs, and other design elements significant to the beliefs of the site's affiliated American Indian tribes. If an existing off-site building is adapted for the new visitor facility, the opportunity for incorporating new architectural elements may not be as great; however, an off-site location may not be as bound to the NPS facility model's square footage allotments. Landscape architecture features at any future location should add to the visitors experience and, perhaps, allow some visitor functions to occur outdoors. All of these factors will be considered when the visitor center's location is selected.

The location of the new visitor center will be selected through a planning process in the coming years that is called the "Choosing by Advantages" (CBA) method. Workshops facilitated by professional planners will invite input from park staff, park partners, the affiliated tribes, and others. There have been as many as 12 potential locations identified that are either on NPS property (but away from the pipestone quarry line), adjacent to the park's boundary (on land that the NPS might purchase or lease), or off-site (within the historic district of the city of Pipestone, Minnesota).

### The following are recommended steps in creating the park's new visitor center:

- **Write a PMIS statement requesting funds** (approximately \$7.5 million) to demolish the old visitor center and construct a new visitor center and exhibits through the Line Item Construction program.
- Select a site for new visitor center using the "Choosing by Advantages" method at a workshop facilitated by NPS

*The bowl of the pipe is of red stone; it is the earth.*

—WHITE BUFFALO CALF WOMAN  
AS RECORDED IN BLACK ELK'S ACCOUNT OF  
THE SEVEN RITES OF THE OGLALA SIOUX



Pipestone National Monument was set aside for its unique cultural resource: pipestone. The unique variety of pipestone at the national monument is called catlinite.

- planners. Prepare a value analysis to be presented to the NPS Development Advisory Board (DAB).
- Complete an environmental impact study (EIS) for the site selected for the new visitor center.
- Receive approval from the NPS Development Advisory Board for pre-design and planning.
- Complete the planning and design for the new visitor center. It is vital that the park coordinate the museum planning and design process in collaboration with the planning and design of the visitor center.
- Review preliminary planning and design stages and approve the final design of the new visitor center.
- Award contract to construct the new visitor center.

- Demolish the old visitor center and restore its former site and parking lot area.

No matter what the size, shape, or location of the new visitor center, its development needs to be closely coordinated with the new interpretive media to reflect the American Indian's spiritual perspective of the pipestone quarries. In 2007-08 the National Park Service produced a new interpretive film that encourages a sacred tone of respect for visitors to this special place. As new exhibits are planned for the future visitor center, they should also reflect the site's spiritual nature. New vehicular directional signs, park entrance signs, trail directional signs, wayside exhibits, publications, and other interpretive media will also be needed to direct visitor experiences outside the visitor center.

The following pages highlight some of the future interpretive media goals at Pipestone National Monument.

## Interpretive Media (Non-Personal Services)

*This section assesses the need for interpretive media which includes exhibits, waysides, signs, publications, audiovisual programs, historically furnished areas, mass and/or electronic media (Director’s Order 6, page 9).*

### MUSEUM EXHIBITS

The lifespan of most National Park Service museum exhibits is 20 to 30 years. The exhibits at Pipestone National Monument, which were installed when the park’s original visitor center was built in 1958, are 50 years old (as of 2008) and may be almost 60 years old by the time they are completely replaced by new exhibits in a new visitor center. The recommended short-term exhibit improvements listed on the previous pages—to be accomplished between 2009 and 2011—are meant as stop-gap measures to maintain and upgrade the existing exhibits and other media until a new visitor center is built.

The planning, design, fabrication, and installation of new exhibits—from 2012 to 2015—will closely coincide with the timing of the construction of the park’s new visitor center, with a proposed opening date of 2016. Like the new visitor center, its exhibits should strive to incorporate shapes, colors, motifs, and other design elements significant to the beliefs of the site’s affiliated American Indian tribes. For example, the building might be round with some of its materials made of local Sioux quartzite stone; then inside a reverent entryway, museum exhibits would lead visitors in a clockwise circulation pattern that use colors symbolic in sweat lodges, Sun Dances, and other cultural areas.

The following are recommended steps in creating new exhibits for the park’s new visitor center:

- Write a PMIS statement requesting funds for a historic resource study through the MWRO Cultural Resources Management Division (CRM).
- Write a PMIS statement requesting funds for an ethnography study (CRM).

- Consult the State Historic Preservation Office (SHPO) of Minnesota; then rehab/replace the Mission 66 exhibits.
- Prepare a historic resource study once funding is approved (CRM).
- Prepare an ethnography study once funding is approved (CRM).
- After funds are approved for new exhibits (via Line Item Construction with the new visitor center request), award an exhibit design contract; then start the pre-design and schematic design stages. It is vital that the park coordinate this process with the planning and design process for the new visitor center.
- Continue the exhibit design Development (Stage I); assure that the Pipestone Indian Shrine Association sales area and the cultural demonstration booths are integrated with the new exhibits.
- Complete the exhibit design development (Stage II); prepare the exhibit production documents and drawings.
- Fabricate and install the new exhibits; plan a dedication ceremony for the new visitor center and exhibits.

### UPPER MIDWEST INDIAN CULTURAL CENTER AND PIPESTONE INDIAN SHRINE ASSOCIATION SALES

While planning and designing the exhibits for the new visitor center, careful consideration should be made in how to incorporate the cultural demonstrators (who show how pipes and pipestone crafts are made) and the Pipestone Indian Shrine Association sales area (where pipes, pipestone crafts, and educational items are stored, displayed, and sold). Although closely affiliated in the Upper Midwest Indian Cultural Center for the past 35 years, the relationship and proximity of these two

areas should be reconsidered for the new visitor center—especially considering that both areas will have less square footage in the new visitor center. The following are recommended steps in coordinating the Pipestone Indian Shrine Association sales area and the cultural demonstration area in the new visitor center:

- Update the Pipestone Indian Shrine Association’s “Scope of Sales” statement and devise a merchandising plan.
- Increase the number of low-cost publications and other sales items appropriate for children and education groups.
- Integrate the Pipestone Indian Shrine Association sales area into the new visitor center; with less space dedicated to sales, reduce the number of pipes on display, and consider an off-site location for storage and mail-out sales.
- Integrate the cultural demonstration area into the new visitor center; with less space dedicated to this function, reduce the number or size of demonstration booths, and consider an outdoor location for some demonstrations.

#### **AUDIOVISUAL PROGRAMS**

Most visitors will see the park’s new interpretive film completed in 2008—in the visitor center’s theater soon after they arrive. This film will be shown on a regular schedule (or by visitor request) in the existing visitor center and, eventually, in the new visitor center. Other recommended audiovisual projects would include:

- Remove the audio station from the Demonstration Quarry (and its associated equipment in the visitor center).
- Develop an audio tour for the Circle Trail using MP3s, iPods, cell phone tours, or other digital technology.
- After producing the audio tour described above, explore the potential for an audio-description program using

digital technology to interpret (for visitors with vision disabilities) the new Museum Exhibits area.

#### **WEBSITE/INTERACTIVES**

An increasing percentage of park visitors are web users who visit the park’s website ([www.nps.gov/pipe](http://www.nps.gov/pipe)) to access pre-visit information. Many of these “virtual visitors” never actually come to the park, but have their informational and interpretive needs met solely through the park’s website. Other visitors contact the park staff through telephone calls, letters, or e-mails, and ask to have park publications sent to them. The objective of all of the park’s pre-visit contacts is the same: to help visitors make informed choices before they leave home.

To accomplish the park’s visitor experience goal of assuring that visitors can easily obtain information for planning their trip to the park before their visit, the park’s staff will continue to answer phone calls, e-mails, and mail requests in a courteous and timely manner. To satisfy the informational and interpretive interests of those who visit the park’s website, the staff will implement the following recommendations:

- Upgrade the website’s History and Culture section to offer opportunities to delve into the meanings of sacred place, explore cultural symbolism, and connect into the diversity of American Indian heritage at Pipestone.
- Assign a park employee with the collateral duty to regularly review and update the park website’s informational and interpretive content. This employee can also contact the Midwest Regional Office for assistance in website development through an indefinite quantity (IDIQ) contract (which is being explored by MWRO in 2009).

Also, if short-term or long-term planning efforts result in interactive computers among the visitor center exhibits:

- Assign a park employee with the collateral duty to regularly review the interactive exhibits to assure that they



The “Three Maidens” are fragments of what was once a single very large granite boulder. The original boulder was split apart by thousands of years of seasonal freezing and thawing of water that seeped into fractures.

are functioning properly and to update exhibits content when needed.

improvements in the park’s directional and identity signs:

**DIRECTIONAL AND IDENTITY SIGNS**

When out-of-town visitors approach the city of Pipestone, Minnesota, clearly marked and properly located roadside signs should direct them to Pipestone National Monument. Also, local and regional residents who walk or bicycle to the park should be able to follow equally clear wayfinding signs. These signs will be especially important as planning progresses for a “loop trail” from the city of Pipestone to—and around the perimeter of—Pipestone National Monument.

Identifying Pipestone National Monument as a unit of the National Park System is an important visitor experience goal—especially for such a small, relatively unknown unit of the NPS. As required by NPS Director’s Order 52C, all new or replacement signs at NPS units must conform to the NPS Sign Program. The overall visitor experience goals for visitors traveling to the park are that they can easily find the park, identify Pipestone National Monument as a unit of the NPS, and make informed choices as they arrive at the park’s roads, parking areas, and trailheads. The following steps are recommended to make long-term

- Seek funding with the Rivers, Trails and Conservation Assistance Program (RTCA) and local partners to plan trail connectors for the new Casey Jones Trail in the city of Pipestone and a “loop trail” to Pipestone National Monument located around the park and adjacent Minnesota Department of Natural Resources and the U.S. Fish and Wildlife Service lands.
- Design an external sign plan with the park’s partners related to the new Casey Jones Trail, the future loop trail, and trails in and around the city of Pipestone. Use NPS Director’s Order 52C to help develop these trail signs.
- Design a parkwide sign plan within the guidelines of NPS Director’s Orders 52C to clearly identify the park as a unit of the NPS, provide directions and orientation for park visitors, and identify the park’s visitor use facilities.
- Secure funding and implement the parkwide sign plan in conjunction with the new visitor center’s development.

## WAYSIDE EXHIBITS

Closely associated with directional and identity signs, wayside exhibits are now an extension of the new sign standards described in National Park Service Director's Order 52C for NPS Identity. The park's future wayside exhibits should use the same base designs that are used in the park's sign plan so that they will complement all the park's outdoor signs. The park's existing wayside exhibits were developed in the mid-1990s using an older base design; however, these wayside exhibit panels have accurate content and well-designed graphics, and should be incorporated into the future wayside exhibit plans for the park.

As plans for the new visitor develop, the park's roads, parking areas, and trails will change from their current alignments. Although these changes will depend greatly on final decisions on the new visitor center's location, the following recommendations can be made at this time regarding the park's long-term wayside exhibit needs:

- Write a PMIS statement requesting funds for a parkwide wayside exhibit proposal and a wayside exhibit plan.
- Create a wayside exhibit proposal that will list and describe the park's wayside exhibit needs that might include:
  - Low-profile interpretive wayside exhibits: keep the existing seven wayside exhibits (some may need to be moved); add some new wayside exhibits along trails and at pullouts along the park's west side boundary.
  - Upright orientation and trailhead wayside exhibits: near the new visitor center and at each park trailhead.
  - Trail directional wayside exhibits: at each trail intersection; these may include a simple trail system map.
  - Plant identifiers trailside exhibits: similar to the existing plant identifiers, but with added interpretation about the association of the plants with American Indian culture; the park, however, would

not identify any plants that had a sacred or medicinal use in American Indian culture.

- Develop a wayside exhibit plan for the wayside exhibits approved in the final wayside exhibit proposal. The wayside exhibit plan will include approved text, graphics, and layouts ready for the wayside production phase.
- Produce the parkwide wayside exhibits, and install them during final stages of the new visitor center and trails.
- Develop a partnership with the Minnesota Department of Natural Resource and the U.S. Fish and Wildlife Service in developing wayside exhibits for their lands adjoining the park's north boundary.

## PUBLICATIONS

Visitors typically use publications in two ways: for information and orientation during their visit, and for in-depth interpretation following their visit. The majority of on-site publications are free-of-charge, with the primary ones being the NPS Unigrid brochure, the park newspaper, and a series of site bulletins. To help upgrade the park's free-of-charge publications program, it is recommended that the interpretive staff take the following actions:

- Write a publications plan to coordinate the park's free-of-charge publications and assure their effectiveness. The plan would define the purpose and desired visitor experience of each publication. Consider the free publications listed below while developing the publications plan.
- Define the purpose and desired visitor experience, write new articles, re-design, and reprint two-year's worth of a new edition of the "Quarry Times" newspaper, using \$6,000 from NPS funds and a \$1,000 donation from the Pipestone Indian Shrine Association.
- Design and print a one-page (8.5 x 11 inch, front-and-back) version of the

- Circle Trail points of interest list with brief descriptions for its numbered posts as a free handout for casual visitors. Make copies in-house as needed.
- Design (with MWRO assistance) and print (with Shrine assistance) 500 copies of an “Executive Summary” booklet (8 to 12 pages) of this LRIP that park staff can distribute to local citizens and interested visitors.
  - Develop a rack card (through MWRO and/or the Indian Shrine Cooperating Association). Print rack cards for use at highway rest areas and travel centers.
  - Write, design, and print (using in-house or local resources) booklets for the new petroglyphs exhibit.
  - Revise and redesign the park’s Unigrd brochure with Harpers Ferry Center when the new visitor center opens.
  - Sell the remainder of (or at least most of) the Circle Trail booklets in 2009-10; discard any leftover copies in 2011.
  - Rewrite (with park and Pipestone Indian Shrine Association assistance) and redesign (with MWRO assistance) the Circle Trail booklet. (Consider reversing the trail route to be counterclockwise, and consider changing the name of this trail.)
  - Explore potential of using artwork from wayside exhibits for producing sales items (e.g., postcards and posters).
  - Increase the number of low-cost publications and other sales items appropriate for children .
  - Request funding (through the NPS Centennial challenge cost-share program) to write and design an interpretive handbook that covers all of the resources and stories at Pipestone National Monument.

#### COOPERATING ASSOCIATION

To help upgrade the publications that are sold by the Pipestone Indian Shrine Cooperating Association, it is recommended that the park staff work with the cooperating association to take the following actions:

- Include American Indian “traditional” music (but not necessarily “contemporary” music) in the selection that is played on the audio system and offered for sale by the cooperating association.
- Contract (with a local contractor?) to write and design the Pipestone National Monument. interpretive handbook.
- Contract (with a local printer?) to print the monument’s interpretive handbook.
- Contract (with a local printer?) to print Pipestone National Monument’s new trail guide booklet.

Features along the Circle Trail include the pipestone quarries, historical markers, Old Stone Face, Winnewissa Falls, Oracle and the native tallgrass prairie. Trail guides are available for loan or purchase in the visitor center.



## Personal Services

### INTERPRETIVE PROGRAM

The future of the long-term success of Pipestone National Monument's interpretive program requires that the superintendent fill the park's GS-11 Chief of Visitor Services and Protection position and the permanent GS-9 Park Ranger-Interpretation position. Unless these two permanent positions are filled, as well as 1.6 FTE (full-time equivalencies, or work years) of seasonal employees each year, the majority of the recommendations in this LRIP will not be accomplished.

The filling of the GS-9 Park Ranger-Interpreter position is especially important. Although many of the park's past programs can be continued without this position, the overall program's quality and creativity will erode over time without this permanent position selecting, training, and evaluating the seasonal interpretive staff and overseeing the day-to-day operations. With the GS-11 Chief of Visitor Services and Protection providing overall leadership and the GS-9 position managing the interpretation program to reflect current NPS standards for interpretation, visitors to Pipestone National Monument will have opportunities to find personal meanings and significance within the park's resources and stories.

Beyond the short-term recommendations listed on previous pages, the planning workshop team recommends that the park's permanent and seasonal interpretive staff work on the following long-term interpretive program improvements:

- Give personal introductions (by cultural demonstrators or uniformed staff) to the park film at every showing.
- After a "new demonstration quarry" is created, refocus some interpretive walks to emphasize the quarries.
- Continue to seek locations and opportunities for scheduled evening programs, either on or off-site.
- Continue to develop youth programs such as *Web Rangers*, *Junior Rangers*, and environmental field trips.
- Continue to recruit, train, and recognize volunteers for the park's Volunteers-in-Parks (VIP) programs.
- Involve the Friends of Pipestone National Monument in appropriate interpretive programs and projects.

### EDUCATION PROGRAM

The park's education program has not had a formal curriculum-based approach since the retirement of the GS-9 park ranger-interpreter in 2004. Without a permanent interpreter to champion and guide its development, the park's education program cannot be fully accomplished. Some recent contacts have been made with local 4-H clubs. However, to truly build an effective education program, the park needs a permanent interpretive position to assure that the park has an education program that will intellectually and emotionally connect all learners to the resources and stories of Pipestone National Monument. The education program would follow current NPS standards for a park education program.

The planning workshop group developed the following future improvements:

- The GS-9 Park Ranger-Interpreter, should fully develop a year-round education program.
- The Chief of Visitor Services and Protection should continue and expand the park's relationship with Pipestone area youth organizations and clubs.
- All park staff should explore potential school contacts for future education programs.
- Cultural demonstrators should give an orientation to the park at off-site programs at schools and other venues.

# Parkwide Interpretive Themes/Personal Services/Media Matrix

THEME	PERSONAL SERVICES	WAYSIDE EXHIBITS/SIGNS	EXHIBITS
<p><b>1. Pipes</b></p> <p>In traditional and contemporary American Indian cultures, pipes represent both a symbolic and tangible connection to their spiritual and everyday life.</p>	<p>Cultural demonstrations giving introduction before each showing of the new park film</p> <p>Education Group programs/off-site programs for area youth</p>		Visitor center exhibits
<p><b>2. Quarrying</b></p> <p>The perpetuation of the ancient practice of quarrying pipestone by hand at Pipestone National Monument illustrates the vitality and continuity of American Indian cultures in the 21st century.</p>	<p>Guided tours that emphasize the monument's quarries</p> <p>Roving contacts along the Circle Trail at quarry sites</p>	<p>Wayside exhibits along Circle Trail at quarry sites</p> <p>Waysides (future) w/ USFWS &amp; DNR</p>	Visitor center exhibits
<p><b>3. The Landscape</b></p> <p>Many American Indians regard the landscape protected at Pipestone National Monument with reverence and respect as a sacred and spiritual place of great importance and significance—a place to honor traditional ways and celebrate living cultures.</p>	<p>Roving contacts along the Circle Trail at quarries/prairie</p>	<p>Wayside exhibit at Three Maidens area</p> <p>Waysides (future) w/ USFWS &amp; DNR</p>	Visitor center exhibits
<p><b>4. European-American Relations</b></p> <p>For many generations, American Indians gathered in this area to seek the sacred red stone, catlinite. When European-Americans entered the surrounding area to farm its fertile prairie soils, misunderstandings and tensions developed over their profoundly different beliefs about the meaning and significance of the land.</p>	<p>Education Group programs/off-site programs for area youth</p>	<p>Wayside exhibits along Circle Trail at Nicollet inscription</p> <p>Waysides (future) w/ USFWS &amp; DNR</p>	Visitor center exhibits
<p><b>5. Prairie</b></p> <p>The unique components of the remnant prairie ecosystem thus far have demonstrated resilience to past patterns of land use in and around Pipestone National Monument. The survival of this fragile prairie through conservation offers proof that persistence can overcome adversity</p>	<p>Roving contacts along the Circle Trail along the prairie</p>	<p>Wayside exhibits along Circle Trail; Prairie Overlook</p> <p>Waysides (future) w/ USFWS &amp; DNR</p>	
<p><b>Safety, Orientation, and National Park Service Messages</b></p> <p>While not primary themes, these message are key to all visitors.</p>	<p>Information Desk contacts</p> <p>Roving contacts on Circle Trail</p>	<p>(future) Upright orientation waysides at the visitor center</p> <p>(future) Trailheads</p> <p>Parkwide Uniguide directional signs</p>	

# Parkwide Interpretive Themes/Personal Services/Media Matrix

THEME	AV/DIGITAL/WEB	PISA SALES/DEMOS	PUBLICATIONS
<p><b>1. Pipes</b></p> <p>In traditional and contemporary American Indian cultures, pipes represent both a symbolic and tangible connection to their spiritual and everyday life.</p>	<p>New park film AV in (future) exhibits Audio-description (future) of film, exhibits, and tour</p> <p>Audio tour of (future) Trail Computer station/website</p>	<p>Pipestone Indian Shrine Association pipes and pipestone crafts for sale</p> <p>Cultural demonstrators making pipes and crafts</p>	<p>Unigrd brochure Rack cards Site Bulletins</p> <p>Park newspaper</p> <p>Circle Trail handout</p>
<p><b>2. Quarrying</b></p> <p>The perpetuation of the ancient practice of quarrying pipestone by hand at Pipestone National Monument illustrates the vitality and continuity of American Indian cultures in the 21st century.</p>	<p>New park film AV in (future) exhibits Audio-description (future) of film, exhibits, and tour</p> <p>Audio tour of (future) Trail Computer station/website</p>	<p>PIPE (future) Handbook</p> <p>Circle Trail (future) booklet</p>	<p>Unigrd brochure Rack cards Site Bulletins</p> <p>Park newspaper</p> <p>Circle Trail handout</p>
<p><b>3. The Landscape</b></p> <p>Many American Indians regard the landscape protected at Pipestone National Monument with reverence and respect as a sacred and spiritual place of great importance and significance—a place to honor traditional ways and celebrate living cultures.</p>	<p>New park film AV in (future) exhibits Audio-description (future) of film, exhibits, and tour</p> <p>Audio tour of (future) Trail Computer station/website</p>	<p>PIPE (future) Handbook</p> <p>Circle Trail (future) booklet</p>	<p>Unigrd brochure Rack cards Site Bulletins Petroglyphs booklet Park newspaper</p> <p>Circle Trail handout</p>
<p><b>4. European-American Relations</b></p> <p>For many generations, American Indians gathered in this area to seek the sacred red stone, catlinite. When European-Americans entered the surrounding area to farm its fertile prairie soils, misunderstandings and tensions developed over their profoundly different beliefs about the meaning and significance of the land.</p>	<p>Audio tour of (future) Trail</p> <p>Computer station/website</p>	<p>PIPE (future) Handbook</p> <p>Circle Trail (future) booklet</p>	<p>Unigrd brochure Rack cards Site Bulletins</p> <p>Park newspaper</p> <p>Circle Trail handout</p>
<p><b>5. Prairie</b></p> <p>The unique components of the remnant prairie ecosystem thus far have demonstrated resilience to past patterns of land use in and around Pipestone National Monument. The survival of this fragile prairie through conservation offers proof that persistence can overcome adversity</p>	<p>Audio tour of (future) Trail</p> <p>Computer station/website</p>	<p>PIPE (future) Handbook</p> <p>Circle Trail (future) booklet</p>	<p>Unigrd brochure Rack cards Site Bulletins</p> <p>Park newspaper Circle Trail booklet Circle Trail handout</p>
<p><b>Safety, Orientation, and National Park Service Messages</b></p> <p>While not primary themes, these message are key to all visitors.</p>	<p>Audio tour of (future) Trail</p> <p>Computer station/website</p>	<p>PIPE (future) Handbook</p> <p>Circle Trail (future) booklet</p> <p>Cultural demonstrators making pipes and crafts: safety and orientation</p>	<p>Unigrd brochure Rack cards Site Bulletins</p> <p>Park newspaper Circle Trail handout</p> <p>LRIP Summary</p>

## Partnerships

### PIPESTONE INDIAN SHRINE ASSOCIATION

The Pipestone Indian Shrine Association has been the park's officially recognized cooperating association since 1956. The association's bylaws state that its purpose is "limited to those pursuits which help to preserve and encourage the tradition of pipemaking and those assisting or advancing historical, scientific, educational or interpretive work, and the land acquisition and development program of Pipestone National Monument." The association sells pipes and craft items made from pipestone as well as a variety of publications and other educational items. The monument contracts with the cooperating association to administer and employ cultural demonstrators who demonstrate pipestone carving and relate cultural information to visitors from April through October each year.

### FRIENDS OF PIPESTONE NATIONAL MONUMENT

The Friends of Pipestone National Monument was established in 2006. The mission of this friends group is "...to promote public awareness of Pipestone National Monument, recognizing its

significance as a sacred place for many American Indians, and supporting the preservation of its cultural and natural resources." The friends group is also a resource for volunteer support either in person or via recruitment.

Together, the Friends Pipestone National Monument and the Pipestone Indian Shrine Association contributed \$30,000 to support the NPS Centennial Challenge for book projects, computer work stations, and audio equipment for the Circle Trial.

### MINNESOTA DEPARTMENT OF NATURAL RESOURCES AND U.S. FISH AND WILDLIFE SERVICE

The National Park Service (NPS) is seeking a cooperative agreement with the Minnesota Department of Natural Resources and the U.S. Fish and Wildlife Service to promote cooperation on various facets of natural and cultural resources where common interests overlap such as prescribed burns, law enforcement, and access through DNR property to the Sun Dance ceremonial area and pipestone quarries within the national monument.



Visitors have an opportunity to interact with and learn from the American Indian craft workers using pipestone from the quarries to make pipes. The demonstrations are available from April to mid-October.



Local youth groups enjoy learning and having fun while engaged in organized educational activities at Pipestone National Monument.

Funding from a Challenge Cost-Share Program would enable park staff and Harpers Ferry Center media specialists to develop wayside exhibits (on the topics of ethnographic landscape, riparian environment, mutual interests in preserving and using the NPS/USFWS/MN DNR lands) to be placed at a rehabilitated parking area on DNR lands adjacent to the monument. The NPS and the DNR are in the process of developing a cooperative agreement to address topics of mutual interest, such as the “loop tour road/trail” identified in the park’s draft General Management Plan for visitor access and education on a self-guided motor tour of the DNR and park’s perimeter. Interpretation at this location would also include media describing Minnesota’s designation of Pipestone NM as a Natural Heritage Site for its unique and rare prairie plant communities, and the natural and cultural environment of the remnant tall grass prairie. This loop tour road/trail will also play a role in outreach education of local visitors in developing a broader appreciation of the importance that the DNR lands have to the community and to the NPS.

#### **PIPESTONE RV CAMPGROUND**

The Pipestone Recreational Vehicle Campground has made its auditorium available to the park’s interpreters as a place to present evening programs. This arrangement has been done a number of times and has been well received by campers and owners; it is anticipated that this arrangement will continue at an appropriate frequency provided by the capacity of the park’s seasonal workforce.

#### **LOCAL YOUTH ORGANIZATIONS**

In the spirit of fostering an educational relationship with area youth, the park superintendent will continue partnering with the 4-H Clubs and with other youth groups in the community. From these partnerships it is hoped that local youth will have a better understanding of the significance of the monument and its purpose as a unit of the NPS. Over time, local youth will have an appreciation for the monument both in the context of the community and the nation. Providing summer programs for experiential learning and exposure will be a big part of this partnership.

# Library Needs, Collection Needs, and Research Needs

## LIBRARY NEEDS

Pipestone National Monument's library consists of more than 400 volumes of hard-bound books, with other material in the form of periodicals, bound and unbound reports, binders of other papers/reports, and a variety of other reference materials. Efforts to get the entire library cataloged to the standards of the NPS Library Program began in 2007. In addition to park staff, a local volunteer has been assisting with the cataloging. In support of this endeavor, a library scope of collection was drafted in 2006. As this project continues, it is recommended that the park:

- Provide a park volunteer with NPS Library cataloging training as they work cataloging the park's library.
- Finalize the park's library scope of collection.
- Acquire or construct additional shelving space and acquire compatible storage for older, delicate, and sensitive documents, as well as non-bound manuscripts and research materials.
- Acquire a broader base of reference material, including new information on the 23 affiliated tribes, pioneer and homestead history, city of Pipestone history, and update other reference materials.

## COLLECTION NEEDS

Pipestone National Monument has more than 54,000 objects in its museum collection, as well as archeological specimens, archives, ethnographic objects, biological and geological specimens, images, and artwork. While a significant number of the geological and archeological objects are housed at the Midwest Archeological Center, the park retains possession and curatorial/storage responsibility for more than half of the collection. It appears appropriate at this significant cultural site that the collection remain at the park instead of a regional curatorial storage center. Storage of the collection at the park,

however, remains problematic. A Bally metal storage container is the only formal storage available at the visitor center and its capacity has been reached and at times, exceeded. The park requires additional storage for its collections.

The lack of environmental controls to maintain the optimum environmental conditions (temperature, humidity, and light) for the collections is a problem in the storage facility and the permanent displays. As plans for a new park visitor center develop, it is recommended that this facility or an associated support building provide the following:

- Temperature and humidity-controlled storage space for the park's current (and future) curatorial collection.
- Public access to digital images of the curatorial collection through internet access or on-site computers.

## RESEARCH NEEDS

The park has the following research needs:

- Archeological investigations of the newly acquired school district land on the northeast boundary.
- Hydrological study of the impacts of storm water discharge into Pipestone Creek.
- Mapping project from past to present: create overlays that trace the Pipestone reservation as described in the 1858 Treaty and the survey that followed, the railroad's right-of-way, the Pipestone Indian School, and the subsequent breakup of the land into other ownerships, and create a complete record of land ownership.
- Conduct a spectral analysis of the Pipestone Quarries and subsequent tests for all museum artifacts to authenticate their provenance.

# Staffing Needs

In 2008 the park’s GS-11 Chief of Visitor Services and Protection was promoted to fill the park’s Superintendent position. Along with the GS-9 Park Ranger–Interpreter position being vacant since 2004, this left the park with no permanent interpreters. Also, one of the park’s long-time seasonal interpretive employees accepted a permanent position at another NPS area in 2008 and no other seasonal interpreters were hired for the summer of 2008.

To develop a range of duties among the seasonal workforce and to develop a

seasonal “career ladder,” the park should consider establishing a “ladder” of seasonal positions from GS-03 seasonal visitor use assistants, to GS-04 seasonal park guides, and to GS-05 seasonal park ranger–interpreters. This also would provide the park with flexibility in its position management to respond to the needs to promote specific visitor experiences each year.

To accomplish the recommended actions in this LRIP, the vacancies listed below must be filled as soon as possible:

Pipestone National Monument Staffing				
Position Title	Status	Grade	FTE*	Status in FY '11
Superintendent	Permanent	GS-13	1.0	Filled
Administrative Officer	Permanent	GS-09	1.0	Filled
Administrative Technician	Permanent	GS-06	1.0	Filled
Administrative Clerk	Permanent	GS-05	.90	Vacant
Cultural Resources Program Mgr.	Permanent	GS-11	1.0	Vacant
Natural Resources Program Mrg.	Permanent	GS-11	1.0	Vacant
Biological Science Technician	Permanent	GS-05	.75	Filled
Chief, Visitor Services & Protection	Permanent	GS-11	1.0	Filled
Park Ranger, Protection	Permanent	GS-09	1.0	Filled
Park Ranger, Interpretation	Permanent	GS-09	1.0	Filled
Chief of Maintenance	Permanent	WS-05	1.0	Filled
Maintenance Worker	Permanent	WG-06	1.0	Filled
Park Ranger, Interpretation	Seasonal	GS-05	0.4	Vacant
Park Ranger, Interpretation	Seasonal	GS-05	0.2	Vacant
Park Ranger, Interpretation	Seasonal	GS-05	0.4	Vacant
Park Ranger, Interpretation	Seasonal	GS-05	0.3	Vacant
Park Ranger, Interpretation	Seasonal	GS-05	0.3	Vacant
Maintenance Worker	Seasonal	WG-05	0.5	Filled
Maintenance Worker	Seasonal	WG-05	0.5	Filled
Maintenance Worker	Seasonal	WG-05	0.5	Filled
Maintenance Worker	Seasonal	WG-05	0.2	Filled

\* FTE stands for “Full-Time Equivalency.” (one work-year: 2,088 hours).

*... This also would provide the park with flexibility in its position management to respond to the needs to promote specific visitor experiences each year.*

# Implementation

Actions, divided into annual, achievable steps are reproduced in the Annual Implementation Plan (AIP) . . . (Director’s Order 6, page 6).

The measure of success of any plan is the extent to which it is implemented. Initial implementation strategies need to be both realistic and flexible. The following charts outline an initial blueprint for the park’s interpretive programs. Because funding opportunities and priorities often change, park managers may need to adjust the implementation strategies to adapt to changing conditions.

The park interpretive staff and key park partners should meet each year to draft an annual implementation plan (AIP) for each new fiscal year based on funding opportunities and coordination with other projects.

Pipestone National Monument Interpretive Media – Non-Personal Services										
Priority Tasks	Short-Term Tasks			Preparation Years			Long-Term Goals			
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Facilities</b>										
Write a PMIS statement requesting funds (approximately \$7.5 million) to construct a new visitor center and Exhibits through the Line Item Construction program.	XXX									
Select a site for new visitor center using the Choosing by Advantages (CBA) method at a workshop facilitated by NPS planners. Prepare a value analysis to be presented to the NPS Development Advisory Board (DAB).		XXX								
Complete an Environmental Impact Study (EIS) for the site selected for the new visitor center (via WASO?).		XXX								
Receive approval from the NPS Development Advisory Board for predesign and planning.				XXX						
Plan and Design the new visitor center; assure coordination between building’s design and exhibit development.					XXX					
Review preliminary planning and design stages and approve the final design of the new visitor center.						XXX				
Construct the new visitor center.							XXX	XXX		
Demolish the old visitor center and restore its former site and parking lot area (and build Quarriers’ restroom?)									XXX	
<b>Exhibits</b>										
Write a PMIS statement requesting funds for a historic resource study (via CRM).	XXX									
Write a PMIS statement requesting funds for an ethnography study (via CRM).	XXX									
Consult the State Historic Preservation Office (SHPO) of Minnesota; then rehab/replace the Mission 66 exhibits.	XXX									
Prepare a historic resource study once funding is approved (via CRM).			XXX							
Prepare an ethnography study once funding is approved (via CRM).			XXX							
After funds are approved for new museum exhibits (via Line Item Construction with the new visitor center request), award an exhibit design contract; then start the predesign and schematic design stages.				XXX						

**Pipestone National Monument Interpretive Media – Non-Personal Services (continued)**

Priority Tasks	Short-Term Tasks			Preparation Years			Long-Term Goals			
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Exhibits (continued)</b>										
Continue the museum exhibit design development (Stage I); assure that the Pipestone Indian Shrine Association sales area and the cultural demonstration booths are integrated with the new exhibits.					XXX					
Complete the museum exhibit design development (Stage II); prepare the production documents and drawings.							XXX			
Fabrication of new museum exhibits; plan a dedication ceremony for the new Visitor center and Museum Exhibits.								XXX		
<b>Pipestone Indian Shrine Cooperating Association</b>										
Update the Pipestone Indian Shrine Association’s “Scope of Sales” statement and devise a merchandising plan.	XXX									
Increase the number of low-cost publications and other sales items appropriate for children and education groups.		XXX								
Integrate the Pipestone Indian Shrine Association sales area into the new visitor center; with less space dedicated to sales, reduce the number of pipes on display and consider an off-site location for storage and mail-out sales.					XXX					
Integrate the cultural demonstration area into the new visitor center; with less space dedicated to this function, reduce the number or size of demonstration booths and consider an outdoor location for some demonstrations.					XXX					
<b>Audiovisual Programs</b>										
Remove the audio station from the Demonstration Quarry (and its associated equipment in the visitor center).	XXX									
Develop an audio tour interpreting the Circle Trail using MP3s, iPods, cell phones, or other digital technology.			XXX							
After producing the audio tour described above, explore the potential for an audio-description program using digital technology to interpret (for sight-impaired visitors) the new museum exhibits area.					XXX					
<b>Website/Interactives</b>										
When required by the NPS, upgrade the platform and design for the website for Pipestone National Monument.	XXX									
Assign a park employee with the collateral duty to regularly review and update the park website’s content.		XXX								
Assign a park employee with the collateral duty to regularly review the interactive exhibits to assure that they are functioning properly and to update the exhibits’ informational and interpretive content when needed.			XXX							
<b>Directional and Identity Signs</b>										
Seek funding with RTCA and local partners to plan trail connectors for the new Casey Jones Trail in the city of Pipestone and a “loop trail” to Pipestone NM that loops around the park and adjacent DNR and USFWS lands.	XXX	XXX								
Design an external sign plan with park partners related to the new Casey Jones Trail, the future loop trail, and trails in and around the city of Pipestone. Use NPS DO 52C.			XXX	XXX						

**Pipestone National Monument Interpretive Media – Non-Personal Services (continued)**

Priority Tasks	Short-Term Tasks			Preparation Years			Long-Term Goals			
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Directional and Identity Signs (continued)</b>										
Design a parkwide sign plan within the guidelines of NPS Directors Orders 52C to clearly identify the park as a unit of the NPS, provide directions and orientation for park visitors, and identify the park’s visitor use facilities.				XXX						
Secure funding and implement the parkwide sign plan in conjunction with the new visitor center’s development.					XXX		XXX	XXX		
<b>Wayside Exhibits</b>										
Write a PMIS statement requesting funds for a parkwide wayside exhibit proposal and a wayside exhibit plan.		XXX								
Create a wayside exhibit proposal that will list and describe the park’s wayside exhibit needs that might include: - Low-profile interpretive wayside exhibits: keep the existing seven wayside exhibits (some may need to be moved); add some new wayside exhibits along trails and at pullouts along the park’s west side boundary. - Upright orientation and trailhead wayside exhibits: near the new visitor center and at each park trailhead. - Trail directional wayside exhibits: at each trail intersection; these may include a simple trail system map - Plant identifiers trailside exhibits: similar to the existing plant identifiers, but with added interpretation of the association of the plants with the American Indian culture.				XXX						
				XXX						
Develop a wayside exhibit plan for the wayside exhibits approved in the final wayside exhibit proposal. The final wayside exhibit plan will include approved text, graphics, and layouts ready for the wayside production phase.					XXX	XXX				
Produce the parkwide wayside exhibits, and install them during final stages of the new visitor center and trails.							XXX	XXX		
Develop a partnership with the Minnesota Department of Natural Resources (DNR) and the U.S. Fish and Wildlife Service (USFWS) in developing wayside exhibits for their lands adjoining the park’s north boundary.									XXX	
<b>Publications</b>										
Write a publications plan to coordinate the park’s free-of-charge publications. Eliminate publications with limited visitor interest. Consider the following free publications while developing the publications plan:	XXX									
Define purpose, write new articles, redesign, and reprint two-year’s worth of a new edition of the “Quarry Times” newspaper, using \$6,000 from NPS funds and a \$1,000 donation from the Pipestone Indian Shrine Association.	XXX									
Design and print a one-page (8.5 x 11 inch, front-and-back) version of the Circle Trail’s listing of stops with brief descriptions for its numbered posts as a free handout for casual visitors. Make copies in-house as needed.		XXX								
Design (with MWRO assistance) and print (with Shrine assistance) 500 copies of an “Executive Summary” booklet (8 to 12 pages) of this LRIP that park staff can distribute.		XXX								
Develop a rack card (through MWRO and/or the Indian Shrine Cooperating Association) and print these rack cards for use at highway rest areas and travel centers.		XXX								
Write, design, and print (using in-house or local resources) booklets for the new petroglyphs exhibit.			XXX							

Pipestone National Monument Interpretive Media – Non-Personal Services (continued)										
Priority Tasks	Short-Term Tasks			Preparation Years			Long-Term Goals			
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Publications (continued)</b>										
Revise and redesign the park's Unigrid brochure with Harpers Ferry Center when the new visitor center opens.							XXX	XXX		
To help upgrade the publications that are sold by the Pipestone Indian Shrine Cooperating Association, it is recommended that the park staff work with the cooperating association to take the following actions:	XXX									
Include American Indian "traditional" music (but not necessarily "contemporary" music) in the selection of audio cassettes that are played on the audio system and offered for sale by the cooperating association.	XXX	XXX								
Sell the rest of (or at least most of) the Circle Trail booklets in 2009-10; discard any leftover copies in 2011.		XXX								
Re-write (with park and Shrine assistance) and re-design (with MWRO assistance) the Circle Trail booklet. (Consider reversing the trail route to be counter-clockwise, and consider changing the name of this trail.)		XXX								
Explore potential of using artwork from wayside exhibits for producing sales items (e.g., postcards and posters).		XXX								
Increase the number of low-cost publications and other sales items appropriate for children .			XXX							
Request funding (through the NPS Centennial challenge cost-share program) to write and design an interpretive handbook that covers all of the resources and stories at Pipestone National Monument.				XXX						
Contract (with a local contractor?) to write and design the park's interpretive handbook.					XXX	XXX				
Contract (with a local printer?) to print the park's interpretive handbook.						XXX	XXX			
Contract (with a local printer?) to print the park's new trail guide booklet.							XXX	XXX		

*Request funding (through the NPS Centennial challenge cost-share program) to write and design an interpretive handbook that covers all of the resources and stories at Pipestone National Monument.*

**Pipestone National Monument – Personal Services**

Priority Tasks	Short-Term Tasks			Preparation Years			Long-Term Goals			
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Interpretive Programs</b>										
Hire a GS-9 Park Ranger-Interpreter in FY 2009 (or when the funding is approved).	XXX									
Hire a GS-11 Chief of Visitor Services and Protection, when ONPS funding allows.		XXX								
Hire and train seasonal interpreters to support the park’s permanent interpretive staff.	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
Present regularly scheduled interpretive programs during summer and shoulder season weekends.	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
Use some cultural demonstrators to introduce the park’s audiovisual program when available.	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
Expand the park’s volunteer program to increase the interpretive staff’s ability to offer personal services.			XXX							
After a “new demonstration quarry” is created, refocus some interpretive walks to emphasize the quarries.			XXX	XXX						
Continue to seek locations and opportunities for scheduled evening programs, either on or off-site.				XXX						
Continue to develop youth programs such as <i>WebRangers</i> , <i>Junior Rangers</i> , and environmental field trips.	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
Continue to recruit, train, and recognize volunteers for the park’s Volunteers-in-Parks (VIP) programs.	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
Involve the Friends of Pipestone National Monument in appropriate interpretive programs and projects.	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
<b>Education Program</b>										
The GS-9 Park Ranger-Interpreter, should fully develop a year-round education program.		XXX								
The park should continue and expand the park’s relationship with Pipestone area youth organizations and clubs.		XXX								
All park staff should explore potential school contacts for future education programs.			XXX							
Cultural demonstrators should give an orientation to the park at off-site programs at schools and other venues.			XXX							

*All park staff should explore potential school contacts for future education programs.*

Pipestone National Monument – Library, Collection, and Research Needs										
Priority Tasks	Short-Term Tasks			Preparation Years			Long-Term Goals			
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Library Needs</b>										
Provide a park volunteer with NPS Library cataloging training as they work to organize the park's library.	XXX									
Finalize the park's library scope of collection.		XXX								
Acquire or construct additional shelving and compatible storage for older, delicate, and sensitive documents, as well as non-bound manuscripts and research materials.			XXX							
Acquire a broader base of reference material including new information on the 23 affiliated tribes, pioneer and homestead history, city of Pipestone history, and update other reference materials.	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
<b>Collection Needs</b>										
Temperature and humidity-controlled storage space for the park's current (and future) curatorial collection.	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
Public access to digital images of the curatorial collection through internet access or on-site computers.	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
<b>Research Needs</b>										
Archeological investigations of the newly acquired school district land on the northeast boundary.		XXX								
Conduct a hydrological study of the impacts of storm water discharge into Pipestone Creek.			XXX							
Mapping project from past to present: create overlays that trace the Pipestone reservation as described in the 1858 Treaty and the survey that followed, the railroad's right-of-way, the Pipestone Indian School and the subsequent breakup of the land into other ownerships, and create a complete record of land ownership.				XXX	XXX					
Conduct a spectral analysis of the Pipestone Quarries and subsequent tests for all museum artifacts to authenticate their provenance.					XXX	XXX				

*Acquire a broader base of reference material including new information on the 23 affiliated tribes, pioneer and homestead history, city of Pipestone history, and update other reference materials.*

# Planning Team

## PIPESTONE NATIONAL MONUMENT

Jim LaRock	Superintendent (retired in 2007)
Glen Livermont	Chief Ranger (Superintendent in 2008)
Gia Wagner	Biologist, Resource Manager
Sylvia Vogt	Administrative Officer
Fred Laska	Chief of Maintenance
Swede Crow	Seasonal Maintenance Employee
Dave Rambow	Seasonal Interpretive Ranger (transferred to Effigy Mounds NM in 2008)

## MIDWEST REGIONAL OFFICE

Tom Richter	Chief of Interpretation and Education
Roberta Wendel	Interpretive Media Specialist
Mark Wolterman	Architect
Holly Larson	Trails Planner, RTCA Office

## HARPERS FERRY INTERPRETIVE DESIGN CENTER

Jack Spinnler	Interpretive Planner (Team Captain)
Anne Tubiolo	Producer-Director, HFC-AV
Michael Lacome	Exhibit Planner, HFC-MS

## PARK PARTNERS

Travis Erickson	Quarrier and Pipemaker, Pipestone National Monument
Lee Taylor	Quarrier and Pipemaker, Pipestone National Monument
Richard Bryan	Quarrier and Pipemaker, Pipestone National Monument
Chuck Derby	Quarrier and Pipemaker, Pipestone National Monument
Alice Erickson	Former Park Ranger/Interpreter, , Pipestone National Monument
Chuck Draper	Chairman of the Board, Pipestone Indian Shrine (Cooperating Association)
Mick Myers	Executive Director, Pipestone Chamber of Commerce
Sharon Hanson	Administrative Coordinator, Pipestone County Commissioners and Board Member of the Friends of Pipestone NM
Diane Hansen	School Teacher and Board Member of the Friends of Pipestone NM
Barb Heyl	Pipestone City Council and Board Member of the Friends of Pipestone NM

*Behold this and always love it!  
It is 'lela waken' (very sacred),  
and you must treat it as such.  
No impure man should ever  
be allowed to see it, for within  
this bundle there is a sacred  
pipe. With this you will, during  
the winters to come, send your  
voices to 'Wakan Tanka,' your  
Father and Grandfather.*

—WHITE BUFFALO CALF WOMAN  
AS RECORDED IN BLACK ELK'S ACCOUNT OF  
THE SEVEN RITES OF THE OGLALA SIOUX



**Right:** Plains Indian culture has undergone radical change since the era of the free-ranging buffalo herds, yet pipemaking is not a lost art. Pipe carvings today are appreciated as artworks as well as for ceremonial use.

*Please reduce, reuse, and pass this publication along to other readers.*

National Park Service  
U.S. Department of the Interior



**Pipestone National Monument**  
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