

RONALD REAGAN MINUTEMAN MISSILE STATE HISTORIC SITE INTERPRETATION PLAN

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INTRODUCTION

Why an Interpretation Plan? Lisa Brochu in the opening pages of her “Interpretive Planning: The 5-M Model for Successful Planning” describes two very different guest experiences at two very different interpreted areas. The first experience was filled with disappointment and lacked any educational value or guest enrichment. The second experience addressed visitor expectations, altered visitor behavior, created visitor satisfaction and achieved the management’s objectives. The Ronald Reagan Minuteman Missile State Historic Site intends to establish itself as the second experience in Brochu’s example.

So what this plan is all about is to: “decide what [we] hope to accomplish, whom it [is] for, what the message [is] to be, how to design and deliver that message, and where to locate it.” (Brochu 2003, 2)

This plan will meld a number of interpretation planning techniques. It will rely on information and examples from the National Park Service (especially the already developed Minuteman Missile National Historic Site Long Range Interpretation Plan) as well as Brochu’s guidance.

This plan was developed by the Ronald Reagan Minuteman Missile State Historic Site Supervisor Mark Sundlov with assistance from Site Interpreter Sarah Meester and inputs from numerous people and organizations involved with the site.

BRIEF HISTORY and SITE RESOURCES

The Ronald Reagan Minuteman Missile State Historic Site is composed of two geographically separated sites: Oscar-Zero Missile Alert Facility (MAF) and November-33 Launch Facility (LF). Oscar-Zero is located 4 miles north of Cooperstown, ND on Highway 45. November-33 is located 2 miles east of Cooperstown, ND on Highway 200.

Construction on the Oscar-Zero MAF began in 1964. Construction was complete in 1966 and the site became operational that year. The site was fully operational until 1997. When the site was closed, area citizens and the State Historical Society of North Dakota began the process of acquiring the site from the US Air Force. The acquisition process was completed on December 31, 2007 and the property of Oscar-Zero and November-33 was subsequently transferred to the SHSND. The SHSND applied for and received a Save America's Treasures (SAT) Grant from the National Park Service, US Department of the Interior. (Although the site was previously determined eligible for listing in the National Register of Historic Places, Oscar-Zero was officially listed in 2009 as part of the requirement for receiving SAT funding). The funds from this grant were used to conduct a number of activities to prepare the site for a summer 2009 opening. Those activities were completed by July 10, 2009 and the site opened for tours on July 13, 2009.

When the Air Force vacated Oscar-Zero, they emptied it of its contents. The original historic preservation plan was to save Lima-Zero (a MAF located near Luverne, ND). At some point, the decision was changed and it was determined that Oscar-Zero (near Cooperstown, ND) should be preserved. At that point materials were removed from L-0 and transported to the empty Oscar-Zero. The Oscar-Zero MAF was then fully furnished using the contents of L-0. This presents some minor interpretive difficulties because the objects in Oscar-Zero (while true to the time period and an accurate representation of the types and styles of objects that would have been in Oscar-Zero) were not the objects in the MAF during its operational years. To date, the interpretive approach has been to not typically disclose this fact to guests unless it arises during questions and conversation. Additional research about this decision-making process (including dates of object transfer) is underway and the results of this research will effectively clarify and strengthen the understanding of the early preservation efforts at Oscar-Zero.

Historically, Oscar-Zero served as a Missile Alert Facility (earlier known as a Launch Control Facility) in the 448th Strategic Missile Squadron (later Missile Squadron) of the 321st Strategic Missile Wing (later Missile Wing and later Missile Group) of Grand Forks Air Force Base. From Oscar-Zero a Missile Combat Crew controlled 10 geographically separated nuclear missiles. The 321st SMW was comprised of 15 MAFs (A-0 through O-0) and 150 LFs. While the MAFs were all numbered 0, the LFs were numbered sequentially throughout the squadron. The 448th SMS was comprised of K-0, L-0, M-0, N-0 and O-0 and controlled missiles K-1 through K-10, L-11 through L-20, M-21 through M-30, N-31 through N-40, and O-41 through O-50. The missile crews at Oscar-Zero were primarily responsible for LFs O-41 through O-50.

While schedules and staffing procedures changed throughout its 31-year operational history, generally the MAF was continually staffed with 8 Air Force enlisted personnel in the topside Launch

Control Support Building (LCSB) and 2 Air Force officers in the below ground Launch Control Center (LCC). The 8 topside personnel normally consisted of 2 2-person Security Forces teams known as the Alarm Response Team (ART) and the Security Response Team (SRT). There were 2 Flight Security Controllers (FSC) on site. Each FSC had responsibility for one of the ART or SRT teams. There was always an FSC on-duty in the Security Control Center (SCC). The Facility Manager (FM) and the Cook (later known as a Chef) completed the complement of 8 topside personnel. The two-member Missile Combat Crew (MCC) which was stationed in the 60-feet below ground LCC was comprised of a Missile Combat Crew Commander (MCCC) and a Deputy Missile Combat Crew Commander (DMCCC). These 10 personnel comprised the normal complement of on-site personnel. Occasionally, maintenance teams, security teams (typically known as Mobile Fire Teams) and other personnel could arrive and remain overnight at the MAF. At no time was the site unstaffed. The topside personnel were normally relieved by personnel from Grand Forks Air Force Base on a 3-day rotating schedule (nicknamed "3-On, 3-Off," if a member arrived on site on Monday he or she would expect to be relieved on Thursday)

The 8 topside personnel normally remained within the LCSB. The interior rooms of the LCSB are comprised of a Security Control Center (SCC), Weight (Exercise) Room (which is being used as the entrance point for the site), Recreation Room (or Pool Room), Living (or Day) Room (or Lounge), Dining Area, Kitchen, Women's Bathroom, Utility Closet, Men's Bathroom, Linen Closet, and 7 Bedrooms (one of which has been converted into an office for the Historic Site Supervisor). The interior of the LCSB also houses a diesel generator room (the original diesel generator was removed and replaced by a modern diesel generator by the SHSND in 2009). Three LCSB rooms are accessible only from the exterior: Telephone Room (current location of internet junction boxes and heating/cooling controls), Water Room (current location of the fire suppression system), and a small utility room (currently used to store tools and materials).

There are a number of features of the MAF that surround the exterior of the LCSB. Significant features include:

- Two-stall garage
- High Frequency (HF) Radio Receive antenna
- HF Radio Transmit antenna
- Ultra High Frequency (UHF) Cone antenna
- ISST antenna
- Survivable Low Frequency Communication System (SLFCS) antenna
- Television satellite dish
- Diesel fuel tank
- Gas pumps
- Electrical outlets
- Blast Valve covers
- Helicopter landing pad
- 8', barbed-wire topped perimeter fence
- Sewage lagoon
- Two propane tanks

- Security light poles

When the SHSND acquired Oscar-Zero, it also acquired the November-33 LF and incorporated it as part of the Ronald Reagan Minuteman Missile State Historic Site.

Historically, the LF was unstaffed and saw personnel only when maintenance was required at the LF, during regular security inspections, and when security forces were responding to alarms at the LF.

While the below ground portion of the LF was imploded and filled by the Air Force when it was closed in 1997 the topside features remain intact.

A number of LF topside features are visible to guests. These include: the Launcher Closure Door, Security Pit, Personnel Access Hatch, Secondary Access Hatch, IMPSS antenna, Intake and Exhaust ducts for the underground Launch Equipment Building (LEB), anchor points for the Transporter Erector (TE) and Payload Transporter (PT), the Site Light, and the 8-foot barbed-wire topped security fence.

The below ground portion of the LF consisted of the Launch Tube (a 91 foot long 'silo' that contained the upright Minuteman Missile), the Launch Equipment Room (which housed the components that supported the missile), and the Launch Equipment Building (which housed the equipment used to power and environmentally control the LF).

The Oscar-Zero MAF is listed in the National Register of Historic Places. The National Register of Historic Places Registration form for Oscar-Zero lists the following resources:

- 2 Contributing Buildings
 - Launch Control Support Building
 - Vehicle Storage Building
- 9 Contributing Structures
 - Four Communication Antennas
 - Hardened UHF Transmit/Receive Antenna
 - Hardened HF Receive Antenna
 - Hardened HF Transmit Antenna
 - ICBM Super-High Frequency Satellite Terminal
 - Air intake and exhaust vents
 - Helipad
 - Sewage Lagoon
 - Fence and Gate
- 1 Contributing Object
 - Artwork
 - "Welcome to O-0" Eagle
 - Warrior of the North

- LFA Roster
- “Who Ya Gonna Call” Oscar the Grouch Mural
- 0 Non-Contributing Total Resources

The National Register nomination form contains additional historical and resource information.

SITE PURPOSE

The “Purpose” of an historic site, “describes why an area was set aside and what the purposes of the area are today.” A purpose statement often finds its basis in the “legislation, legislative history, public participation, articles of incorporation, and agency rulemaking.” (National Park Service, Division of Interpretive Planning, Harpers Ferry Center 1998, 9)

The purpose of the Ronald Reagan Minuteman Missile State Historic Site, as derived from Title 55 (State Historical Society and State Parks), Chapter 55-10 (Preservation of Historic Sites and Antiquities), Paragraph 55-10-01 (Policy) of the North Dakota Century Code, is to:

Preserve its historic sites, buildings, and structures of state and national significance for the inspiration, use, and benefit of the people of the state of North Dakota. (State of North Dakota 2009)¹

Additionally, the Ronald Reagan Minuteman Missile State Historic Site, as a nationally-significant satellite site of the State Historical Society of North Dakota shares the mission of that state society and thus must:

Identify, interpret and preserve the history of the Oscar-Zero Missile Alert Facility (Oscar-Zero) and the November-33 Launch Facility (November-33) through the collection, preservation, exhibition and interpretation of the significant and representative artifacts, documents, sites, and buildings of those sites. These efforts should have a special emphasis on the history of North Dakota and its people.

¹ Paragraph 55-10-14 (Ronald Reagan historic site) of the NDCC states: “Ronald Reagan historic site. If the state historical society acquires a missile silo historic site, the site is named the Ronald Reagan historic site.”

SITE SIGNIFICANCE

The significance statement of an historic site describes “the importance or distinctiveness” of the site. While the significance statement is necessarily based on the resources of the site it goes far beyond a resource inventory. The statement should be larger in scope than the individual interpretive themes and should lead to the development of those themes. (National Park Service, Division of Interpretive Planning, Harpers Ferry Center 1998, 11)

Simply put, the significance statement should clearly state what makes the Ronald Reagan Minuteman Missile State Historic Site significant. After reading the statement, it should be clear why local communities, politicians, and historical societies combined their efforts and resources to preserve this historic site.

From the National Register of Historic Places Form (submitted in 2008), the *Narrative Statement of Significance* states:

The Oscar-Zero Missile Alert Facility is significant in its association with the Minuteman missile system and North Dakota's contributions to the Cold War. It is one of fifteen MAFs associated with Wing VI administered by the Grand Forks AFB; Wing VI was the last cluster of missile sites built by the Air Force. Oscar-Zero represents the conclusive step in design and construction of the Minuteman missile system's architecture and technology. Originally armed with Minuteman II missiles, the facility was upgraded to Minuteman III missiles in the early 1970s.

The Oscar-Zero MAF is being nominated under Criteria A [Property is associated with events that have made a significant contribution to the broad patterns of our history] and C [Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction] with significance in the areas of Military and Engineering. Its period of significance is from 1966 (when construction was completed) to 1998, when the 321st Missile Group was deactivated at Grand Forks AFB and the crews were removed from the facilities. It meets Criterion Consideration G [Property is less than 50 years of age or achieved significance within the past 50 years] for achieving significance within the past 50 years. It should be considered significant on the national level for its contributions to national security. (Dennis 2008, 8-1)

On, October 14, 2009, “Oscar-Zero Missile Alert Facility” was officially listed in the National Register of Historic Places with National Significance.

The nomination provides a solid statement of the site's significance. However, from an interpretive planning perspective it is necessary to expand upon the nomination. The Ronald Reagan Minuteman Missile State Historic Site and the historic sites known as Oscar-Zero and November-33 are significant because:

- They are tangible representations of the vitally important role that North Dakota and its people had in bringing the Cold War to a successful conclusion.

- They are tangible representations of North Dakota's important role in the Minuteman Missile weapon system both past and present—these sites provide an avenue to explain the still-active 91st Missile Wing at Minot Air Force Base, ND.
- They are tangible representations of the immense construction crews that were required to construct these complex sites and thus create an avenue to discuss the impact that those crews had on North Dakota communities.
- They are tangible representations of the only preserved and currently accessible examples of the last Minuteman missile wing to be developed—the Sylvania designed Minuteman-B, or “Deuce,” system.
- They are tangible representations of the willingness to commit tremendous amounts of national resources to combating a Cold War against an enemy that may have been as much psychological as it was real.
- They are tangible representations of ever-evolving international relations.
- They are tangible representations of the ever-present military-industrial complex in US society.
- They are tangible, yet subtle, representations of the once-prevalent gender discrimination in the US military and the gradual dissolution of that discrimination.

And similar to the Minuteman Missile National Historic Site (South Dakota), the Ronald Reagan Minuteman Missile State Historic Site is significant because:

- The . . . facilities are the best preserved examples of the operational character of American history during the Cold War.
- The facilities are symbolic of the dedication and preparedness exhibited by the missileers of the U.S. Air Force stationed throughout the upper Great Plains in remote . . . locations during the Cold War.
- The facilities provide a rare opportunity to illustrate the history and significance of the Cold War, the arms race, and ICBM development.
- [The facilities] highlight the traditional values, training, and esprit de corps of military personnel . . . and their undeterred commitment to defend the U.S.
- The facilities represent unparalleled engineering feats and collaboration between military personnel and civilian contractors in the design, construction, activation, and maintenance of the [missile fields].

- [The facilities] remain as examples [of] the ability of the American people to construct in a short period of time, complex facilities that would not only serve as protection against others that have similar power but withstand the test of time.
- The facilities offer opportunities for civic engagement, discussion, and debate on past, present, and future ramifications of the Cold War era and the country's missile defense program.
- [The facilities] allow access for national and international visitors to seldom-seen military technology and the powerful tangible cultural resources that may have had a profound impact upon their political and social ideals. (National Park Service, Department of Interpretive Planning, Harpers Ferry Design Center, Staff of Minuteman Missile National Historic Site 2006, 5-6)

MISSION STATEMENT

The Ronald Reagan Minuteman Missile State Historic Site first and foremost fulfills the mission of the State Historical Society of North Dakota:

- To identify, preserve, interpret, and promote the heritage of North Dakota and its people.

In support to this primary mission, the Ronald Reagan Minuteman Missile State Historic Site has defined a supplementary mission statement:

- To preserve the Oscar-Zero and November-33 nuclear missile weapon system sites as historic sites that interpret the construction, maintenance, operational use and community-impact of the weapon system and also interpret the social, political, and military meanings of the weapon system while simultaneously serving as a site where dialogue on political systems, war, nuclear weapons, gender, technological advancements, and other contemporary and pressing social issues is invited and encouraged.

INTERPRETIVE THEME

The Ronald Reagan Minuteman Missile State Historic Site will cease to exist (or exist only in a dilapidated state) if the public does not value it. The public will only value the site if the site is able to develop and nourish intangible emotions, thoughts, and feelings from its tangible resources. It is the responsibility of the site interpreters to help illuminate and develop the link between the tangible resources and the intangible emotions. Once that link is created the public will see the value in the site and continue to support it. The National Association of Interpretation (NAI) defines interpretation as “forging emotional and intellectual connections between the interests of the audience and the inherent meanings of the resource.” (Brochu 2003, viii)

The interpretive themes of the site are developed from these inherent tangible-intangible connections. As described by the National Park Service, “themes are often described as the key stories or concepts that visitors should understand after visiting a park. Themes provide the foundation for all interpretive programs and media developed in the park.” Themes do not cover everything but they cover “those ideas that are critical to visitors understanding” Importantly, themes do not tell us how to interpret; they tell us what to interpret (National Park Service, Division of Interpretive Planning, Harpers Ferry Center 1998, 13).

To begin its process of defining its interpretive themes, the Minuteman Missile National Historic Site developed a list of tangible resources and their related intangible meanings (National Park Service, Department of Interpretive Planning, Harpers Ferry Design Center, Staff of Minuteman Missile National Historic Site 2006, 8-9).

The Ronald Reagan Minuteman Missile State Historic Site Supervisor, Mark Sundlov, and Lead Interpreter, Sarah Meester, conducted a similar exercise at Oscar-Zero and November-33. The wonderful thing about the intangible-tangible exercise is that since the intangible meanings are personal (and rooted in a guest’s previous life experiences and paradigm) there are no ‘correct answers’—there are probably as many intangible feelings that can be derived from the site as there are visitors to the site. However, after Sundlov and Meester conducted the exercise, a number of noticeable trends became apparent that were not previously so apparent. Sundlov and Meester then assumed these trends were the inherent qualities and strengths of the site and used the trends to develop the interpretive theme of the site. A table of tangible-intangible connections and the themes developed from the trends seen in those connections follow. These themes are then the foundation of all interpretive activity at the site.

TANGIBLE	INTANGIBLE
<u>Exterior</u>	<u>Protected, Self Sufficient, Communications, Mysterious, Secretive, Out-of-Place</u>
Sewage Lagoon	Self Sufficient, Isolated, Self-Contained
Helicopter Pad	Rapid Response, Military, Flight, Safety, Quick Response
Perimeter Fence	Security, Safety, Protected, Military, Forbidden, Keep Out, Prison-Like
Surrounding Crops	Anomaly, Incongruence, Unexpected, Normal Landscape, Life-Goes-On
Color Scheme	Military, Blends In
Intake/Exhaust Valves	Underground, Support, Hidden, Protected, Connection to Below
Exterior Signs	Directive, Standardization, Militaristic, Business-Like
Cigarette Butt Can	Relaxation, Cleanliness, Stress, No Smoking Inside
UHF Antenna Cone	Communication, Connectedness, Survivability, Lasting Communication
Hardened HF Antenna	War, Desperation, Communication, Connectedness, Lasting Communication
Satellite TV Dish	Fun, Stress Release, Civilian Culture Connectedness, Accommodations, TV Inside
Propane Tanks	Heat, Self Sufficient, Winter
Air Force Perimeter Fence Warning Signs	Protected, Forbidden, Threatening, Fear, Top Secret
Gas Pump	Self Sufficient, Isolated, Self Contained
Access Road	Protected, Dangerous, Entrance, Nervous Approach
ISST Radome Antenna	Unique, Communication, Connectedness, Island Nature, Continuous Communication
<u>Garage</u>	<u>Vehicles, Maintenance, Shop, Utility</u>
Color Scheme	Blends In
Tall Doors	What's Inside? Big Equipment, Tractors
<u>LCSB</u>	<u>Support, Boredom, Accommodations, Homesickness, Home Away From Home, Self-Supporting</u>
Magazines/Books	Leisure, Educated, Informed, Time to Read
Generator	Self-Sufficient, Isolated, Vigilant, Prepared, Harsh Weather, Backup Power
Gun Lockers	Security, Military, Threatening, Protection, War
Television Room (Day Room)	Leisure, Fun, Boring, Free Time, Relax
Kitchen	Self-Sufficient, Isolated, Well-Fed, Hard-Work, Dedicated, Elaborate, Military Standards
Bunk Beds	Lack of Privacy, Rest, Protection, Safety, Dormitory, Dorm Life

TANGIBLE	INTANGIBLE
Wall Paper	Accommodation, Taxation, Home, Comfort, Home-Like
Menu Board	Choice, Variety, Health, Hungry
A-3 (Luggage) Bags	Temporary, Traveling, Away From Home
Intercom	Communication, Connectedness, Alert
Red Strobe Lights	Alert, Threat, Rapid Response, Security, Protection, Move Quickly, Alarm, Panic
Minimum Cleaning Standard Sign	Self-Sufficiency, Responsibility, Discipline, Orderly, Rules
Diamond-4 Signs	Danger, Warning
Cipher Locks on Security Forces Rooms	Security
Unkempt Beds	Leisure, Down-Time, Split Personality, Odd, Lazy
Single Bed FM Room	Power, Authority, Privacy, Privilege, Person in Charge
FM Schematics	Trained, Knowledgeable, Self-Sufficient, Mechanical Ability
FM Key Board	Responsibility, Authority
FM Desk	Responsibility, Bureaucracy, Orderly, Discipline, Routine, Manager
FM Recliner	Leisure, Relaxation, Privilege, Comforts of Home
Spare Bedrooms/Bunks	Self-Sufficient, Isolated, Protection, Refuge, Visitors
Men's Bathroom	Traveling, Community, Lack of Privacy, Spacious
Women's Bathroom	Mixed-Gender, Cultural Advancement, Afterthought
Dining Area	Community, Family, Togetherness, Pleasant, Comfortable, Café
Lounge Area	Community, Relaxation, Family, Boredom, Cozy
Videocassettes	Eclipsed Technology, Civilian Similarities, Entertainment, 1980s
Telephone Room	Escape, Homesick, Control, Discipline, Restricted Freedom, Lonely, Isolation
Recreation Room	Leisure, Boredom, Competition, Fun, Ways to Pass Time
Recreation Room Computer Sign	Early Technology, Educated, Connected, School, Technology
SCC Door Slot	Protection, Security, Private, Threatening, Controlled, Verification
SCC Clearing Barrel	Safety, Armed, Military, Security, Procedures
SCC Wall Maps	Immense, Widespread, Surprise, Awe, Lots of Missiles
Safety Briefing Board	Surprise, Cool, Informational, Secret, Hidden
Gas Card Device	Self-Sufficient, Control, Isolated, Disciplined, Record Keeping
SCC Intercom	Intelligent Design, Communication, Connectedness
SCC Access Gate Button	Control, Security, Technology, Convenience, Clever
SCC Telephones	Control, Communication, Security, Urgency

TANGIBLE	INTANGIBLE
SCC Backlight Panels	Clever, Handy, Secure, Wise, Creative
Utility Closet Contents	Self-Sufficient, Clean, Orderly, Disciplined, Just-Like-Home
Linen Closet Contents	Self-Sufficient, Clean, Organized
Sheets	Sleep, Home, Comfort, Scratchy, Do-It-Yourself
Sheet Chute	Discipline, Order, Self-Sufficient, Reliance on Base
321st Door Mat	Pride, Creative, Utility, Connection to GFAFB
Welcome to Oscar-Zero Art	Pride, Creative
Table Flowers	Home, Comfort, Personal Touch
Snack Bar Can	Comfort, Self-Sufficient, Entrepreneur, Running out of Money, Broke, Alternatives
Topside Furniture	Comfort, Home, Relaxation, Leisure, Relax, Base Exchange (BX)
Telephone Time Limit Sign	Restriction, Discipline, Military, On-Duty, Disappointment
Games	Fun, Family, Boredom, Camaraderie
Vacuum Cleaners	Cleaning, Discipline, Order, Self-Sufficient, Responsibilities
Empty Beds	Self-Sufficient, Isolated, Protection, Refuge, Visitors
Showers	Long-Term, Travel, Clean, Orderly, Clean, Comforts
Utility Closet	Self-Sufficient, Clean, Orderly, Disciplined, Just-Like-Home
Pots and Pans	Food, Cooking, Noise
Cupboard Food	Authenticity of Site, Hungry
Topside Framed Artwork	Home, Comfort, Trying to Make it More Homey
Telephone Room Bomb Threat Checklist	Military, Threat, Readiness, Alert, Prepared, Reality of the Situation
SCC Printer	Aged Technology, Office Work, Noise
SCC Circuit Breakers	Aged Technology, Power, Nerve Center
SCC Floor Track	Self-Sufficiency, (Nothing)
Wainscoting	Comfort, Home, Tax Dollars, Improvements
Menu Board	Hungry, Variety
<u>Tunnel Junction</u>	<u>Escape, Delivery, Descending, Protection, Inner Realm, Walkway, Connection</u>
Elevator Shaft	Escape, Delivery, Scary, Hardened, Trapped
Color Scheme	Military, Drab, Sunlight
Ladder	Prepared, Backup, Worst-Case Scenario, Desperation, Reliable, Long Ways Up/Down, Escape
Elevator	Convenience, Industrial, Strength, Slow, Delivery, Slow, Noisy

TANGIBLE	INTANGIBLE
LCC Emergency Break-In Kit	Puzzling, Vulnerable, Scary, A Way In/Out
Elevator Shaft Graffiti	Anachronistic, Troubling, Shouldn't Be There
MRE Closet	Protection, Security, Survival
321st Floor Mat	Pride, Creative, Utility, Connection to GFAFB
Stokes Litter	Injury, Prepared, Isolated, Dangerous, Rescue
<u>LCEB</u>	<u>Support, Self-Sufficient, Loud, Dirty, Protected, Industrial, Power & Air, Engineering Marvel</u>
Blast Door	Protection, Strength, Security, Impenetrable, Heavy
Conduits/Pipes	Connectedness, Reliance, Everything is Connected
Generator	Self-Sufficient, Alert, Ready, Prepared, Backup Power
Environmental Control System	Aged Equipment, Fresh Air, Life Sustaining
Blast Valves	Protection, Strength, Security, War, Threat, Ingenuity
Chemical Biological Radiological Filter	Protection, War, Threat, Danger, Would it Work? Doubt
Color Scheme	Military, Drab, Utilitarian, Bright, Shop
Shock Isolators/Suspended Floor	Protection, War, Threat, Prepared, Bounce
Intake/Exhaust Valves	Protection, Strength, Security, War, Threat, Connection to Topside
Rust	Aged Equipment, Hard Work, Challenges, Military Absence, Historical, Aging, Maintenance
<u>Launch Control Center</u>	<u>Dangerous, Secret, Safe, Strong, Protected, Cold, Anxiety, Stress, Buried, Survivability</u>
Blast Door	Safe, Protected, Secret, Secure, War Games
Conduits/Pipes	Engineering, Support, Maintenance, Connected, Maze
Emergency Air Conditioning Unit	Backup, Safe, Engineering, Redundancy, Noise
Escape Hatch	War, Danger, Satire, Threatening, Desperation, Inevitability, Chance at Survival
Color Scheme	Military, 1960s, Calm, Cool, Dark (Imagine if it Were Orange)
Cinnamon Bay Wall Mural	Fun, Humor, Boredom, Creative, Stress Release, Peaceful, Wishful Thinking
Launch Control Panel and Keys	Danger, War, Threatening, Control, Front Lines, This Is It, Simple, Panic
Coop Launch Control Panel and Keys	Safety, Security, Teamwork, Reliability, Nuclear Surety, Trust
Sealed Authentication System Container	Safety, Security, Teamwork, Mistake-Free, Desperation, Verification
Missile Crew Uniform	Human Connection, Reality, Pride
Bed	Rest, Fatigue, Boredom, Hard work, Tired
Chairs and Rails	War, Danger, Safety, Front-Line, Functional

TANGIBLE	INTANGIBLE
Communication Racks	Redundancy, Connections, Outside, Dinosaurs, Old Technology
LCC Voice Control Panel	Connections, Control, Directions, Teamwork, Communications
LFA Board	Relief, Finality, Pride, Fun, Humor, Mixed Emotions-Happy, Sad
Warrior of the North	Warrior Spirit, Pride, Strength, Ready for Combat
Oscar the Grouch	Fun, Humor, Boredom, Creative, Stress Release, Unique, Personality
Technical Order Bag	Well Trained, Methodical, Controlled, Safety, Instructions Inside, Procedures
Bugs Bunny Bookcase	Fun, Humor, Boredom, Creative, Stress Release
MIIDS System	Security Redundancies, Protection
Shock Isolators/Suspended Floor	War, Danger, Engineering, Safety, Floating
Rust	Below Ground, Engineering Difficulties, Constant Maintenance, Hard work, Ugly, Deterioration
LCC Flight Status Board	Disciplined, Attention to Detail, Awareness, Vigilance, Focus, Utmost Importance
Television	Boredom, Stress Release, Connection to Outside, Entertainment
<u>Launch Facility (November-33)</u>	<u>Secret, Hidden, Dangerous, Out of Place, Reality of Nuclear War</u>
Personnel Hatch	Maintenance, Fallibility Human Dependence, Secret, Access
Outer Zone Security System	Security, Protection, Forbidden, Hidden
Color Scheme	Military, 1960s, Neutral
Intake/Exhaust Valves	Hidden, Secret, Wonder, Air
Launcher Closure Door	Security, Strength, Forbidden, Safe, Unique, Massive, What's Under There?
Site Light	Permanence, Surveillance, Constancy, Bright
Perimeter Fence	Security, Forbidden, Special Access, Protected, Danger

The 2009 Ronald Reagan Minuteman Missile State Historic Site Interpretation Plan will emphasize four primary identified intangibles. These four intangible thoughts or emotions recurred while viewing the tangible objects on site. These intangibles will be the focus of and shape the interpretive themes of the site for the first years of the site's existence. These intangibles are: *Protection, Isolated Self-Sufficiency, Communications and Connections, and Physical and Emotional Comfort.*

Protection. The intangibles of protection, security, and safety are seen in nearly all major aspects of the site. The exterior perimeter fence, the gun lockers, red strobe lights, spare bedrooms, the SCC door slot, the environmental control system, the MRE closet, blast doors, and MIIDs system are only a few of the tangibles that connect to those intangibles.

Isolated Self-Sufficiency. There are also the connected intangibles of isolation, self-sufficiency and loneliness demonstrated throughout the facility. The sewage lagoon, surrounding crops, generators, bathrooms, kitchen, telephone room, A-3 luggage bags, spare bedrooms, sheet chute, standpipes and gas pumps are only some of the equipment that reinforce the intangible feeling that the MAF was something of an isolated island. While the surrounding community may have politically, socially, emotionally and verbally supported the mission of the Air Force and the MAF, the personnel on the MAF had the ability, and need, to be completely self-sufficient and cut off from the local community. The personal stories of Air Force interaction with the area towns and cities center on Air Force personnel (mostly Security Forces and Maintenance Teams) visiting local dining establishments and purchasing personal groceries. While these stories demonstrate the capability of Air Force personnel to visit local establishments, they simultaneously demonstrate that most of these trips were conducted out of desire rather than necessity.

Communications and Connections. However, if the MAF was an isolated island of sorts, it was also a very well connected island. The intangibles of clear and rapid communication and connectedness are redundant throughout the MAF. The numerous exterior antennas, the satellite TV dish, the magazines, intercom, telephone room, SCC telephones, 321st door mat, LCC communication racks and voice control panel, television, are many of the tangible objects that clearly demonstrate the MAF had numerous communication channels to the "outside world" that ensured it was very connected.

Physical and Emotional Comfort. Finally, while there are intangibles of serious security and military-style protection, there are strong intangibles of emotional and physical comfort, leisure, relaxation, humor and "home-away-from-home". These feelings are especially pronounced in the living areas of the LCSB. The television room, wall-paper, FM recliner, dining area, lounge area, utility closet, table flowers, showers, framed artwork, Cinnamon Bay wall mural and the Bugs Bunny bookcase are some of the many tangibles that demonstrate that the site was more than just a place to work, it was also a place to live (if only for short stints) and relax.

Interpretive Theme

The Oscar-Zero Missile Alert Facility and November-33 Launch Facility were portions of a strongly-protected nuclear weapon system. While the personnel working at the facilities were mostly, but not entirely, isolated from the civilian community, they were well connected to other components of the missile wing and national defense system through robust military communications systems. They spent multiple-day shifts away from their homes and thus took measures to ensure Oscar-Zero was as emotionally and physically comfortable as possible. The site has inherent social, political, and military meanings that should elicit dialogue concerning political systems, war, nuclear weapons, gender, technological advancements, and other contemporary and pressing social issues.

Interpretive Sub-Themes

The US Air Force, under the direction of the US government and the support of the US people, engineered, built and sustained the Oscar-Zero MAF and November-33 LF to provide a nuclear deterrent threat to its international enemies (especially the Soviet Union).

The nuclear-nature of the system necessitated the highest levels of security for the sites. Security and protection was evident both in the physical structure of the site as well as in the implemented procedures.

In correlation with security, the sites were intentionally built and then operated under procedures that enabled them to exist with near self-sufficiency in a state of isolation. The MAF and LF were nuclear-force islands surrounded by wheat fields and North Dakota communities like Cooperstown.

The isolation of the facility from the civilian community extended to isolate the site personnel from the community (except in unusual instances when personnel traveling through a community stopped for food or personal groceries). This isolation was combated with emotional and physical comforts that were incorporated into the physical structure of the facility that created home-like conditions for personnel that were stationed at the MAF for multiple-day shifts.

While the sites and personnel may have been relatively isolated from the surrounding civilian community they were simultaneously extremely well connected to the military community and communication systems of Strategic Air Command (later Air Combat Command and then Air Force Space Command), Grand Forks Air Force Base, other MAFs (earlier LCFs) in the 321st Strategic Missile Wing.

Oscar-Zero existed as an important piece of the interdependent and interconnected five MAFs of the 448th Strategic Missile Squadron and 15 MAFs of the 321st Strategic Missile Wing (later Missile Wing and later Missile Group).

The nuclear weapons of the 321st effectively served a role of nuclear deterrence for the nation from 1965 (when the first missiles were installed) until 1998 (when the last missiles were removed).

Although the weapon system was never used (the missiles were never launched in aggression), the nuclear missiles took on varied social, political, and military meanings.

Existing during a time of great social and political change in the US, and with such a diverse array of interpretations and meanings, the weapon system is a foundation for dialogue on political systems, war, nuclear weapons, gender, technological advancements, military-industrial complex and other contemporary and pressing social issues.

VISITORS

The Ronald Reagan Minuteman Missile State Historic Site opened for visitation on July 13, 2009. It was opened from 10am until 6pm every day until September 16, 2009. On that day, it changed to its shoulder season hours of 5 days per week (closed Tuesdays and Wednesdays) and the Sunday hours were limited to 1pm until 5pm. On November 1, it changed to its winter hours of "By Appointment Only." It will remain in those hours until it changes back to its shoulder season hours on March 1. On May 16 it will change back to its summer season hours.

At the time of the writing of this Interpretation Plan, the site has only been open for guests for approximately 4.5 months. Therefore, the available guest data is limited. The available visitation data is included in the following tables.

Visitation from July 13, 2009 to October 31, 2009

CATEGORY	COUNT
Adult	3015
6 thru 15	317
5 and Under	38
Students	166
Teachers and Chaperones	15
Family Passes Sold	24
Family Pass Users	104
Individual Passes Sold	5
Individual Pass Users	3
Friends Members	7
Foundation Members	15
Group Tours	449
Complimentary Passes	55
Total	4213

Visitation by State and Country with Ranks from July 13, 2009 to October 31, 2009

STATE	COUNT	RANK	% OF GUESTS
Alabama	8	28	
Alaska	4	40	
Arizona	46	5	1
Arkansas	8	28	
California	61	3	2
Colorado	25	10	1
Connecticut	9	26	
Delaware	1	46	
Florida	20	16	1
Georgia	11	24	
Hawaii	1	46	
Idaho	1	46	
Illinois	23	13	1

Indiana	20	16	1
Iowa	33	9	1
Kansas	16	20	
Kentucky	1	46	
Louisiana	7	33	
Maine	5	36	
Maryland	15	21	
Massachusetts	1	46	
Michigan	19	19	1
Minnesota	507	2	14
Mississippi	3	43	
Missouri	5	36	
Montana	8	28	
Nebraska	35	7	1
Nevada	5	36	
New Hampshire	1	46	
New Jersey	3	43	
New Mexico	8	28	
New York	23	13	1
North Carolina	8	28	
North Dakota	2344	1	66
Ohio	15	21	
Oklahoma	20	16	1
Oregon	24	11	1
Pennsylvania	6	34	
Rhode Island	12	23	
South Carolina	2	45	
South Dakota	21	15	1
Tennessee	10	25	
Texas	45	6	1
Utah	9	26	
Vermont	4	40	
Virginia	24	11	1
Washington	35	7	1
West Virginia	5	36	
Wisconsin	50	4	1
Wyoming	4	40	
Washington, DC	6	34	
TOTAL	3577		
COUNTRY			
Australia	4	9	5
Belgium	4	9	5
Canada	18	1	23
England	15	2	19

Finland	6	6	8
Germany	7	5	9
Italy	13	4	17
Japan	5	7	6
Korea	4	9	5
Norway	14	3	18
Puerto Rico	3	12	4
Russia	3	12	4
Singapore	5	7	6
Spain	3	12	4
TOTAL	77		

From the tables it can be seen that in site's first 4.5 months it had over 4,200 guests at the site and 3,600 guests signed the guest register (which is located near the entry/exit door). Guests arrived from all 50 states and Washington D.C. as well as 14 other nations. The most common states for guests to originate from included: North Dakota, Minnesota, California, Wisconsin, and Arizona. The most common foreign nations for guests to originate from included: Canada, England, Norway, Italy, and Germany. This data suggests that the site will be internationally and nationally significant and draw its guests from close to home as well as abroad. If the attendance continues at this rate, approximately 8,300 guests could attend the site in calendar year 2010.

A situation such as this, where there are a large number of guests coming from diverse locations with diverse backgrounds, demands that the site present an interpretive program that is accessible to as diverse an audience as possible. Previous studies of historic sites generally show a stereotypical audience: White, Male, Middle Class, 45-55 years-old, and College Educated. And, while that may be the case for the Ronald Reagan Minuteman Missile State Historic Site as well, other audiences cannot be ignored in the development of the Interpretation Plan. A number of special target audiences that the site should be aware of when planning include:

- **Air Force (and Military) Personnel.** Individuals who served at Oscar-Zero, or worked in the 321st MW, and other Air Force personnel, especially those who served at both Grand Forks AFB and Minot AFB, have already demonstrated a strong interest in the site. A Grand Opening event was held for the site on July 31 and August 1. During the event at least 11 former AF personnel who once worked at Oscar-Zero returned to Oscar-Zero. This special audience can not only be asked to serve during special events (as presenters, distinguished guests, etc.) but they are also some of the strongest advocates for the site—both of these facets should be considered as the site progresses into the future.
- **University Students.** The site is located 88 miles from Grand Forks, 98 miles from Fargo, 67 miles from Jamestown, and 50 miles from Valley City. All four of these cities are within comfortable driving distance to the site and all four of them have universities or colleges within them. Most importantly, the University of North Dakota has the premiere John D. Odegard School of Aerospace Studies and North Dakota State University offers a degree program in Public History. The students involved in those programs can make excellent

candidates for internships at the Ronald Reagan Minuteman Missile State Historic Site. Additionally, the site can be interpreted from angles of diplomacy, engineering, technology, science and other advanced fields that can be designed to target the interest of advanced students.

- Primary and Secondary School Students. Like all historic sites, this site needs to develop special interpretive programs and conduct special outreach activities to attract young students to the site.
- Local Residents. Citizens living in the missile fields of both the 321st MW and the 91st MW (Minot AFB) have demonstrated a sincere interest in wanting to learn precisely how these sites operated. Many of the people who live in the region also lived here between 1964 and 1966 and witnessed, and were personally affected by, the construction of the sites. Many people passed these top-secret and prohibited sites on a regular basis. After over 40 years of having these sites next door to their homes and communities, these individuals are finally able to step inside the sites and learn how they constructed and operated. The interest is immense.
- Politicians. The site has a great deal of relevance to many contemporary issues. The site can be used as a platform from which political discourse and debate can be launched.

Surveys and comments in the guest register as well as verbal comments suggest that the site has been very well received by mostly all people visiting the site. We have already seen numerous return visitors as well as visitors who arrive on the recommendation of others who have been to the site. Currently, word-of-mouth is our strongest marketing and advertising agent.

Upon the opening of the site, the site's individual webpage was the State Historical Society of North Dakota's most popular site and the page continues to be popular. This is evidence not only of the site's popularity, but also of the popularity of the web page as a source of information for guests. This dual popularity suggests that the web page should have useful, educational, and enjoyable information. Guests that do not visit the physical site, may visit the web page and thus our interpretive efforts on the internet should be comparable to the efforts we place into the physical site.

We have seen an incredibly diverse and interested audience: young friends from the universities, elderly couples from Cooperstown, a daycare program in Cooperstown, fraternal organizations such as the Sons of Norway, veteran organizations, motorcycle riders, RVers, young married couples, and many others.

We have also seen the willingness of guests to divert their normal route of travel on Interstate-94 (approximately 50 miles to the south of the site) to visit the site. From the anecdotal evidence that we've received from these guests it seems that they learned of the site through television and newspaper reports as well as word-of-mouth and they found directions to the site either through the internet or through a direct call to the site.

While there is currently an insignificant amount of data collected on visitors to the site it can generally be stated that the guests are diverse, perhaps much more diverse than many other historic sites, and are generally very excited to visit the site. They are eager to learn. The Ronald Reagan Minuteman Missile State Historic Site Interpretation Plan should take this into consideration and be certain that the methods of interpretation are diverse and engaging.

It is recommended that a guest analysis plan be developed for calendar year 2010. The plan should help get a better understanding of guests attending the Ronald Reagan Minuteman Missile State Historic Site. Additionally, a car counter, and perhaps a guest register, should be installed at November-33 to gain a better understanding of the number of guests visiting this site that relies upon interpretive panels rather than on-site staff for interpretation.

VISITOR EXPERIENCE GOALS

With the site's purpose, significance, mission, and interpretive themes, it is now possible and necessary to create Visitor Experience Goals. Essentially, the visitor experience goals describe what the site should offer visiting guests. What knowledge, emotions, intangible feelings, and/or actions should guests be offered the chance to develop before, during and/or after their visit to the site? Many visitor experience goals are universal among all historic sites—however; many visitor experience goals are unique to the Ronald Reagan Minuteman Missile State Historic Site.

These are the specific Visitor Experience Goals for the Ronald Reagan Minuteman Missile State Historic Site:

- Touch a site-related object
- Answer a site-related question
- Ask a site-related question
- Interact with site-related primary sources
- Understand the importance placed on nuclear weapon system safety and security
 - The design of the Launch Control Center and the procedures and policies under which Missile Combat Crew Members operated placed a significant emphasis on “positive measures to prevent DELIBERATE and INADVERTENT prearming, arming, launching, or releasing of nuclear weapons,” “except upon execution of emergency war orders or when directed by competent authority” and “in all normal and credible abnormal environments.” (Assistant to the Secretary Defense for Nuclear and Chemical and Biological Defense Programs 1996, 15)
 - These safety standards were achieved through the Two-Person Concept, Personnel Reliability Program (PRP), separation of controls, checklist procedures, code components, security procedures and extensive training. (321 Operations Group 1992)
- Learn that the Air Force personnel on the site were dispatched from Grand Forks Air Force Base

- Learn that the MAF incorporated elements for emotional and physical comfort
- Learn that the site was as self-sufficient as possible
 - The site had water storage tanks (which were originally filled from an onsite well but eventually filled from a rural water connection); it operated on commercial power but had two back-up diesel generators and batteries to power the Launch Control Center should the generator fail; all linen came from and was returned to the support base for cleaning; all food rations were hauled from support base; all trash was returned to support base).
- Learn that redundant communication systems enabled the personnel to stay connected to other military elements
- Learn the basics of site construction and engineering
- Understand the social and economic impacts that the site had on the local community
- Learn that there are three fully operational and “on-alert” missile wings

The following are visitor experience goals paraphrased from the Minuteman Missile National Historic Site's Long-Range Interpretive Plan. They are as equally relevant to the operation of the Ronald Reagan Minuteman Missile State Historic Site (and perhaps all historic sites) and should be considered additional (and as equally important) Visitor Experience Goals:

- Prior to arrival, successfully plan their visit and orient themselves to the site's facilities, features, and services
- Locate primary orientation, information, and service facilities
- Receive information on attractions and services in the nearby areas
- Enjoy their visit while also complying with safety and preservation policies
- Have access to the site's facilities and programs, given the range of visitor abilities and disabilities

- Receive optimum information in order to make the best informed decision for planning their time
- Understand that the Ronald Reagan Minuteman Missile State Historic Site is part of the State Historical Society of North Dakota
- Develop a sense of appreciation that will result in actions to protect and support the site and the State Historical Society of North Dakota
- Understand the site's significance and interpretive themes
- Participate in interpretive services designed for diverse populations with diverse educational, social, cultural and political backgrounds
- Receive unbiased information that includes multiple points of view
- Discover personal meaning by making intellectual and emotional connections to the significance of the site's resources
- Value the significance of the site's cultural resources and understand the reasons and processes involved for their conservation
- Purchase publications and other educational materials that will enhance their visit
- Enjoy the site's opportunities for personal contemplation, educational enrichment, or participation in civic engagement
- Contribute to the stewardship of the Ronald Reagan Minuteman Missile State Historic Site

GOAL ACHIEVEMENT and IMPLEMENTATION

Now that the site's history, resources, purpose, significance, mission, interpretive themes, visitors, and visitor experience goals are more fully understood, it is time to look at tactics for interpretive implementation so the site can achieve those goals under the framework of the interpretive themes. In simpler words, how are we going to achieve the visitor experience goals? What measures will be implemented and how we will implement those measures in order to achieve the visitor experience goals?

The following resources, or platforms, will provide the foundation for implementation:

- Facility – this platform is defined as the physical structure and artifacts that exist within and around the structures (these can also be termed the sites' "tangibles") and the tour guides that provide interpretation of the facilities.
- Exhibits – exhibits are intentionally *developed aspects* of the site that serve an educational purpose. Beverly Serrell, in "Exhibit Labels: An Interpretive Approach," defines an exhibit as "discrete, conceptual units, experiences, or components within the exhibition layout, planned by the exhibit developers as separate experiences for visitors. They may vary widely in size and type, such as, a panel, a case, a diorama, a set of artifacts, a video theater, a computer, an interactive device." Serrell clearly defines an exhibition as unique from an exhibit. Under Serrell's definition, the entirety of the sites and each of their components make a "coherent entity" or an exhibition (not an exhibit) (Serrell 1996, 238)

For the purposes of this plan, we are including "traditional" exhibits under this platform heading. These exhibits largely include panels, cases and other text and diagram intensive tools that deliver interpretive material. We are purposely excluding the internet, electronic devices, video theater, computer, and other electronic interactive devices that are generally considered "less traditional" exhibition components. These components are being considered their own platform rather than being included in the exhibit platform.

Exhibits also include outdoor interpretive panels. These panels are especially critical at the unstaffed November-33 and at the exterior of Oscar-Zero. These durable, low-maintenance panels provide cost-effective educational material to guests when personnel and other measures are just not possible.

- Internet – The internet platform is typically an off-site (but potentially on-site) platform that can be used to provide pre- and post- visit knowledge and information to visitors (and to those who cannot visit the site).
- Electronic Devices – Electronic devices include cell phones as part of the State Historical Society of North Dakota's "History on Call," MP3 players (to deliver podcasts and other audio recordings) and potential others. While Serrell would define these devices as exhibits, I am separating them out because I feel they are significantly different than traditional

exhibit components and their development (for historic sites) is not generally done by the Museum Division of the State Historical Society of North Dakota.

- Personnel – Personnel is a platform that is separated from the normal tour guide duties. It includes such things as public presentations and lectures as well as asking and answering questions of guests outside of the standard tour.

These platforms are what must be built upon (using multiple methods) to ensure the achievement of the Visitor Experience Goals. Each goal will be discussed individually.

Touch a site-related object

Platform: Exhibits, Facility

This is perhaps one of the most important and most difficult to achieve goals. Preservation of the historic artifacts throughout the facility trumps visitor handling. The best way to ensure that guests are given an opportunity to touch a site-related object is to incorporate instructional collection (IC) objects into the exhibit area of the site's orientation room. Additionally, IC objects could be planted throughout the facility and tour guides could pass these objects among the guests during the tour. These objects could include patches, Hardened Intersite Communications (HICs) cables, reproduced foil packs, reproduction M16 rifles, or other small, site-related, sturdy objects.

Answer a site-related question

Platform: Exhibits, Personnel, Internet, Electronic Devices

Questions can be posed to guests through most of the available platforms. Exhibit text, outdoor interpretive panels, internet modules, electronic devices, and personnel (interpreters) can all pose questions to guests. These questions should be both subjective and objective and can both expand upon knowledge and be used to stimulate dialogue and conversation about social issues pertaining to the sites.

Ask a site-related question

Platform: Personnel, Facility, Internet

It is imperative that guests are able to, and encouraged to, ask site related questions. The majority of questions may be posed to, and answered by, tour guides during and after the site tour. Tour guides should be trained and knowledgeable enough to answer most questions. However, if tour guides are unable to answer a question, guests can be provided with note cards to scribe their questions and submit them for further research. Questions can also be posed to staff through the use of the internet. Replies to those questions can come in the form of email, podcasts (enabling others to share in the Q&A), written letters, or telephone

conversations.

Interact with site-related primary sources

Platform: Facility, Exhibits, Internet, Electronic Devices, Personnel

Primary sources should be made accessible in all platforms. The facility is the most obvious primary source; by viewing the facility and its objects, guests are interacting with our strongest primary source. Exhibits can display primary documents, images and other material. The internet can be used to display scanned images of primary documents and images. Oral histories can be made available through the internet. Abbreviated guided tours can be video recorded and made accessible through the internet. Electronic devices, such as cell phones and MP3 players can utilize the recorded voices of personnel that worked at the sites. Personnel can include presentations and guided tours by former Air Force personnel and civilian contractors that interacted with the site.

Understand the importance placed on nuclear weapon system safety and security

Platform: Facility, Internet, Exhibits

While almost all of the platforms could be used to teach about the importance placed on weapon system safety and security, the two strongest are the facility and the internet. Exhibits and outdoor interpretive panels can also help achieve this goal. During the tour, the interpreters should exploit the numerous opportunities to explain the numerous tangible features of the site that demonstrate safety and security of the weapon system. The internet can also be used to showcase primary documents that demonstrate the importance of safety and security involved in the system.

Learn that the Air Force personnel on the site were dispatched from Grand Forks Air Force Base

Platform: Exhibits, Facility

The exhibit is the best opportunity to explain to guests, during their orientation, that personnel traveled to and from Oscar-Zero and November-33 from Grand Forks AFB. Understanding the temporary and repetitive nature of duty at the sites is fundamental to understanding the reason behind many of the tangible artifacts on site. The use of artifacts throughout the facility (A-3 luggage bags) can emphasize the transitory nature of the personnel that worked on site. Exhibits and outdoor interpretive panels can also help achieve this goal.

Learn that the MAF incorporated elements for emotional and physical comfort

Platform: Facility

The facility and its artifacts are the primary platform available for tour guides to explain the

elements of comfort that were incorporated throughout the facility. Tour guides can illuminate the tangible objects such as games, couches, recreational room, and other objects to demonstrate how the Air Force personnel attempted to increase their comfort on site.

Learn that the site was as self-sufficient as possible

Platform: Facility

The tour guides should primarily rely upon the facility and its artifacts to demonstrate its self-sufficiency. The site had water storage tanks (which were originally filled from an onsite well but eventually filled from a rural water connection); it operated on commercial power but had two back-up diesel generators (and batteries to power the Launch Control Center should the generator fail); all linen (linen chute) came from and was returned to the support base for cleaning; all food rations (large refrigerators and freezers) were hauled from support base; all trash was returned to support base.

Learn that redundant communication systems enabled the personnel to stay connected to other military elements

Platform: Facility, Exhibits

The tour guides should primarily rely upon the facility and its artifacts to demonstrate its well connected communication systems. The numerous outdoor antennas, the telephone room, the systems in the LCC and others can all be used to demonstrate the well-connected nature of the military communication system. Since many of the communication system components are on the exterior of the building, outdoor interpretive panels will also explain how and why those components are present.

Learn the basics of site construction and engineering

Platform: Facility, Exhibits, Internet, Personnel

The tour guides should have a basic understanding of site construction and be able to relate that understanding to guests during the guided tour. There are many facility features that can be easily used by tour guides to explain process of construction. Along with the facility features, the exhibits and internet can be used to display images of the site as it was undergoing construction. Additionally, personnel that worked on the construction crews for the site can provide special tours and presentations about the construction and engineering.

Understand the social and economic impacts that the site had on the local community

Platform: Exhibits, Internet, Personnel

Although they may be some of the more abstract (and difficult) concepts to interpret, the

social and economic impacts of the site's should be interpreted. Exhibits and the internet lend themselves to the display of statistics, oral histories, and primary documents that demonstrate the impact that the site's had on the local community. Additionally, personnel, especially local citizens who lived in the area during the site's operational years can be asked to give presentations that discuss the impacts they felt the site had on their communities.

Learn that there are three fully operational and "on-alert" missile wings

Platform: Exhibits, Internet, Personnel

A diagram in the exhibit, external links on the internet, and tour guides who incorporate this knowledge into their dialogue with guests are the three primary methods of achieving this goal. This is critical information because it enables the development of dialogue concerning current nuclear issues.

Prior to arrival, successfully plan their visit and orient themselves to the site's facilities, features, and services

Locate primary orientation, information, and service facilities

Receive information on attractions and services in the nearby areas

Enjoy their visit while also complying with safety and preservation policies

Platform: Internet, Personnel, Facility

The internet should have all of this information readily available for guests. Personnel should be fully knowledgeable of all of this information so that they can relate it to guests. Additional publications, such as the site brochure also assists with meeting these visitor experience goals. The facility should also have the minimal amount of signs installed to help direct guests.

Have access to the site's facilities and programs, given the range of visitor abilities and disabilities

Participate in interpretive services designed for diverse populations with diverse educational, social, cultural and political backgrounds

Receive unbiased information that includes multiple points of view

Platform: All

It is critical that all platforms consider the broadest range of abilities and disabilities. The design and implementation of the exhibit, internet modules and electronic devices should cater to a broad range of knowledge, skills, and abilities. Where one platform cannot provide information in an accessible way, other platforms must step in and provide similar

information in a different format.

Receive optimum information in order to make the best informed decision for planning their time

Platform: Internet, Personnel

The internet should have all of this information readily available for guests. However, the complexity of the touring schedule (a tour every half hour, on the top and bottom of each hour, with a maximum tour size of 15 guests) demands that procedures be developed that enable personnel to inform guests of when they will be permitted to tour and what they can do with their time until their tour time.

Understand that the Ronald Reagan Minuteman Missile State Historic Site is part of the State Historical Society of North Dakota

Platform: All

All site material should be clearly signed and marked to reflect the State Historical Society of North Dakota owns and operates the site. Personnel should wear the designated staff shirt indicating they are employees of the State Historical Society of North Dakota.

Develop a sense of appreciation that will result in actions to protect and support the site and the State Historical Society of North Dakota

Discover personal meaning by making intellectual and emotional connections to the significance of the site's resources

Value the significance of the site's cultural resources and understand the reasons and processes involved for their conservation

Enjoy the site's opportunities for personal contemplation, educational enrichment, or participation in civic engagement

Contribute to the stewardship of the Ronald Reagan Minuteman Missile State Historic Site

Understand the site's significance and interpretive themes

Platform: All

These goals while critical are also difficult to measure. If the site is dedicated to achieving its other goals and missions, the end result should be the sense of appreciation, personal meaning, value, enjoyment, understanding, and contribution that these goals hope to achieve. It is of vital importance that staff members, as the personal face of the site, are well-trained, knowledgeable, and professional.

Purchase publications and other educational materials that will enhance their visit

Platform: Exhibits

The store portion of the site will be collocated with the exhibit space and orientation room. It is vital that the store be an extension of the exhibits and site. The materials should be selected, not for their kitschy tourism potential, but for their educational and visit-enhancement potential. Personnel should be knowledgeable in the store contents in order that they can assist guests with suitable purchases.

VISITOR EXPERIENCE GOAL	PLATFORM	TACTIC	DEADLINE
Touch	Exhibits	Select Instructional Collection objects to be placed in orientation room with associated labels and allow guests to interact with those objects.	3/1/2010
	Facility	Have each tour guide select an Instructional Collection (existing or potential) object to be located in the facility and allow them to interact with that object and pass it among guests during their tour.	5/15/2010
Answer	Exhibits	Include subjective questions in the exhibit and outdoor interpretive panels	7/1/2010
	Personnel	Train tour guides to ask questions of guests during tours	5/15/2010 and Ongoing
	Internet	Include subjective and objective questions into the information, primary documents and images, podcasts and curriculum placed on the internet	5/15/2010 and Ongoing
	Electronic Device	Include subjective questions into the development of the History on Call program and MP3 audio recordings and podcasts	5/1/2010
Ask	Personnel	Train and educate personnel so they are prepared to answer questions posed by guests.	5/15/2010 and Ongoing
	Facility	Make note cards available to guests that can be submitted to the Site Supervisor when on-site personnel cannot answer the posed question	3/1/2010
	Internet	Include a form on the internet site that enables the easiest submission of questions to personnel at the site	3/1/2010

VISITOR EXPERIENCE GOAL	PLATFORM	TACTIC	DEADLINE
Primary Sources	Facility	Enhance the interpretation of the site by researching room contents and typical layout and then aggressively acquire objects that are historically accurate	Ongoing
		Make video recordings of tours in the facility and make them accessible on the internet site	3/1/2010 and Ongoing
	Exhibits	Include primary sources such as images and documents into the exhibit panels and outdoor interpretive panels	7/1/2010
	Internet	Scan historical documents and images and include those scanned images on the internet site	3/1/2010 and Ongoing
		Place audio and video recordings of oral histories on the internet site	5/1/2010 and Ongoing
	Electronic Devices	Include audio recordings of oral histories in the History on Call segments and MP3 recordings	5/1/2010 and Ongoing
Weapon Safety	Personnel	Develop special programs and tours that are provided by personnel that once worked on the site	5/1/2010 and Ongoing
	Facility	Train and educate tour guides on the weapon system safety aspects of the site and ensure those aspects are included in their tours	5/15/2010 and Ongoing
	Internet	Include primary documents and oral histories that pertain to aspects of weapon systems safety	3/1/2010 and Ongoing

VISITOR EXPERIENCE GOAL	PLATFORM	TACTIC	DEADLINE
Dispatched Personnel	Exhibits	Include visual or literary aspects into the exhibit design and outdoor interpretive panels that demonstrate the transitory nature of the personnel on site	7/1/2010
	Facility	Train and educate tour guides on the tangible objects at the site that demonstrate the transitory nature of the personnel at the site and ensure those aspects are included in their tours	5/15/2010 and Ongoing
Comfort	Facility	Train and educate tour guides on the tangible objects at the site that demonstrate the emotional and physical comforts that were incorporated into the site as it developed and ensure those aspects are included in their tours	5/15/2010 and Ongoing
Self-Sufficient	Facility	Train and educate tour guides on the tangible objects at the site that demonstrate the measures of self-sufficiency that were incorporated into the site as it developed and ensure those aspects are included in their tours	5/15/2010 and Ongoing
Communication Systems	Facility	Train and educate tour guides on the tangible objects at the site that demonstrate the communication systems that were incorporated into the site as it developed and ensure those aspects are included in their tours	5/15/2010 and Ongoing
	Exhibits	Install interpretive panels on the exterior of Oscar-Zero and November-33 that explain the communication system components that are present	6/1/2010
Construction and Engineering	Facility	Train and educate tour guides on the features of the site that demonstrate how the facility was constructed and the significant and unique engineering features of the site	5/15/2010 and Ongoing
	Exhibits	Incorporate images and information into the outdoor interpretive panels and interior panels (at Oscar-Zero) that provide information pertaining to the construction and engineering of the site	7/1/2010
	Internet	Incorporate primary documents, oral histories, and images that explain how the site was engineered and constructed	4/1/2010

VISITOR EXPERIENCE GOAL	PLATFORM	TACTIC	DEADLINE
	Personnel	Develop special tours and programs where individuals who were involved with the engineering and construction of the sites to provide first-hand accounts of the process	8/1/2010
Community Impacts	Exhibits	Incorporate information into the exhibit panels and orientation video of the site that relate information about the impacts that the site's had on the local communities	7/1/2010
	Internet	Incorporate primary documents, oral histories, and images that explain how the site impacted the local community	4/1/2010
	Personnel	Develop a special program that invites individuals to the site to explain how they perceived the site's impact on the local community. This program can be recorded and posted on the internet web page	10/1/2010
On-Alert Wings	Exhibits	A diagram in the exhibit or on outdoor interpretive panels can inform that there are three on-alert missile wings	7/1/2010
	Internet	A diagram on the internet and external links to the three active missile wings, issues of nuclear disarmament, non-proliferation, and arms control can be posted to the internet and inform guests of on-going issues	6/1/2010
	Personnel	Train and educate tour guides that there are three active missile wings and ensure that aspect is included in their tours	5/15/2010 and Ongoing
Plan, Information, Policies	Internet	Ensure information that can assist guests in planning their visit, locating the site, receiving information on nearby attractions, and our preservation expectations are accurately posted on the internet site	3/1/2010
	Personnel	Train and educate guests in order that they can provide accurate information to help guests in planning their visit, locating the site, receiving information on nearby attractions, and our preservation expectations.	3/1/2010

VISITOR EXPERIENCE GOAL	PLATFORM	TACTIC	DEADLINE
	Facility	Conduct a signage study to determine the minimum signs required on site to assist guests with their visit. It is imperative that the signs do not detract from the historic appearance of the site. Order the signs when the study is complete.	3/1/2010
Accessibility	All	All messages and formats should be reviewed to ensure they are accessible by multiple audiences, are historically accurate, and are unbiased	3/1/2010 and Ongoing
Time Planning	Internet	The touring schedule should be explained on the internet site	3/1/2010
	Personnel	Personnel should understand the touring schedule, be able to explain it to guests and enforce it through established procedures	3/1/2010 and Ongoing
SHSND	All	All site material should be clearly signed and marked to reflect that the State Historical Society of North Dakota owns and operates the site	Ongoing
Personal Value	All	The site and the personnel should dedicated themselves to achieving the highest possible interpretation and professional standards while continuing to expand their personal knowledge of the site and interpretive methods	Ongoing
Purchases	Exhibits	Develop a small store in the orientation room and assist State Historical Society of North Dakota Store Manager with product idea and selection	5/15/2010 and Ongoing

INTERPRETIVE PANELS

There are a number of unique situations that exist that the Interpretation Plan must address.

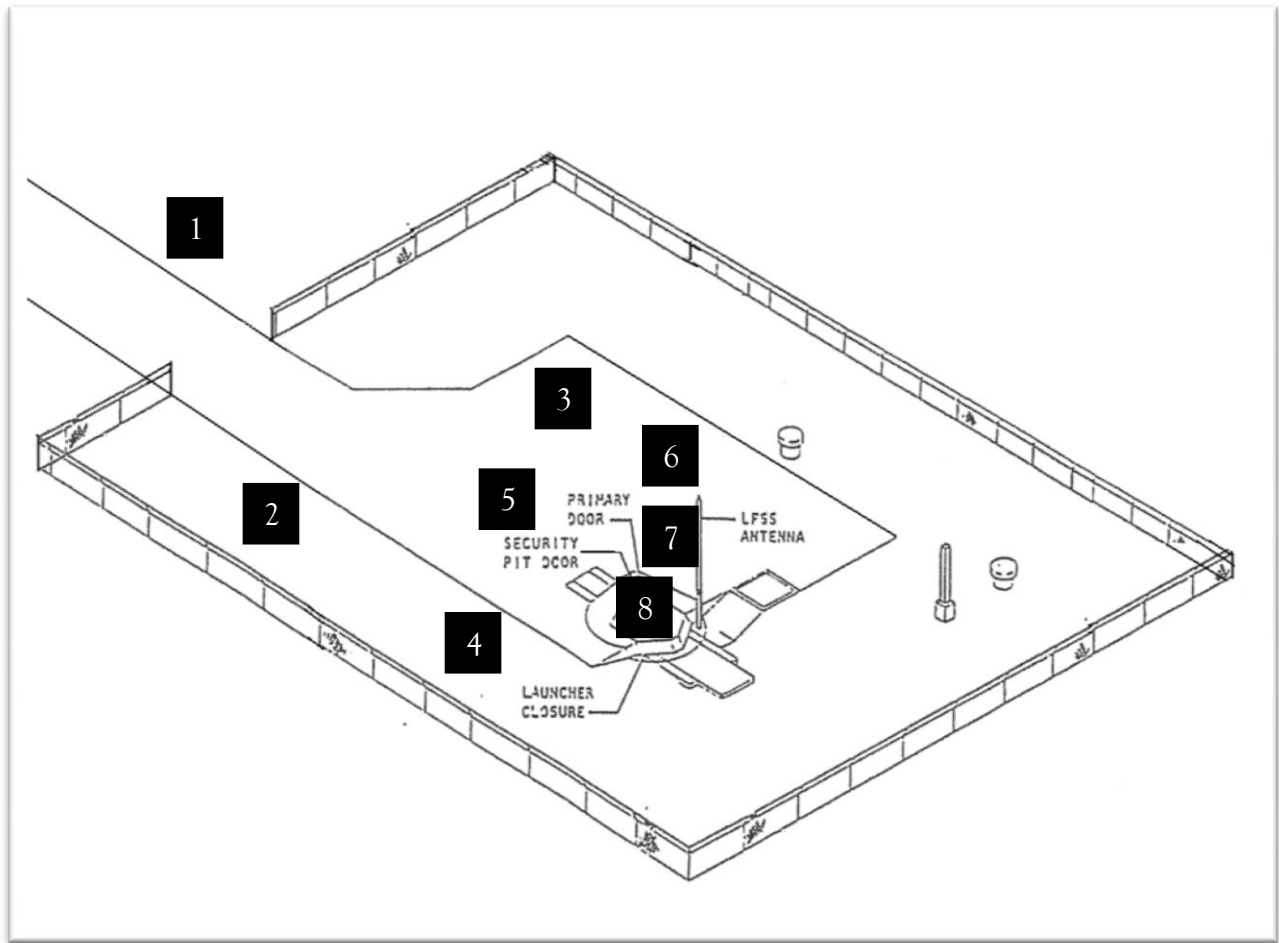
Outdoor Interpretive Panels

November-33 will be unstaffed. Due to this feature, most interpretive efforts for that site will be concentrated on the development of outdoor interpretive panels. The durability and minimal maintenance requirements of these panels make them the ideal interpretive method for November-33. These panels can also be effectively used for some exterior aspects of Oscar-Zero (aspects that aren't normally discussed during the guided tour).

It can be deduced that some of the primary questions of guests at November-33 include: "What is this?" "Why is it here?" "How was it used?" "Who used it?" and "When was it active?" The outdoor interpretive panels at November-33 should address these questions. Eight outdoor interpretive panels are currently being developed for November-33. These panels address nearly all of the physical components of the site that guests can see and they include information about the people that worked with these site components. The outdoor interpretive panels can be supplemented with "History On Call" programs and podcasts (and other internet based interpretation methods).

The interpretation of Oscar-Zero will focus heavily on the use of interpretive guides. However, the site interpretation can also benefit from the addition of outdoor interpretive panels. There are portions of the MAF's exterior that are more readily accessed by guests without the aid of a tour guide—these portions should be interpreted with outdoor interpretive panels.

The diagrams that follow display the sites and where the panels can be placed for maximum effect.



November-33 Outdoor Interpretive Panels

1. November-33 Introduction (overview of site)
2. START Treaty (explanation of site's deactivation)
3. Missile Maintenance (who conducted maintenance at the site)
4. Minuteman Missile (an explanation of the actual missile and warhead)
5. Missile Transport (how missiles were transported and removed/emplaced at silo)
6. Launch Equipment Room and Launch Equipment Building (below ground facilities)
7. LF Security (how the site was protected)
8. Launcher Closure Door (the role of the launcher closure door—the largest and most obvious structure on site)



Oscar-Zero Outdoor Interpretive Panels

1. Oscar-Zero Introduction (overview of site)
2. Communication Antennas (explanation of numerous exterior features)
3. Helicopter Landing Pad (explaining role of helicopters in the missile field)
4. Missile Field Vehicles (explaining the different types of vehicles that could use the large MAF parking lot)

COLLABORATIVE EFFORTS and ADDITIONAL INTERPRETATION

Primary and Secondary Schools

One of the primary missions of the Ronald Reagan Minuteman Missile State Historic Site is education. The development of interpretive panels, the training of tour guides, the implementation of multi-media devices and internet based programs all share education of guests as their primary goal.

The site will doubtlessly host numerous organized school groups. To enhance the educational value of these visits the site should offer a number of school-oriented curricula that teachers can utilize before, during and after their visits.

The first school groups to visit the site were senior high school classes. These classes were not only interested in history, they were also interested in civics and political science. The site is a great instructional tool for these courses as well as courses in science and mathematics.

While the site does not lend itself to the need for an arts curriculum, the site should examine methods to develop special programs to invite the participation of arts classes to the site (these programs could consist of photography, short story, film making and other creative projects).

Until formal curricula can be developed, teachers will need to rely upon site information that can be obtained through the established channels that other guests receive their information (especially the internet and contact with the site personnel).

The following is a plan for the development of curricula (aka lesson plans) that will be developed to assist school groups with their visits to the site. These lesson plans should be written to directly inform teachers how Content and Achievement Standards can be met through the lessons plans. Teachers should collaborate on the development of these curricula. Nine lesson plans should be developed. They should be developed in the following order. All plans should be developed and implemented by **August 1, 2011**.

1. Multi-Discipline
 - 1.1. Grades 9-12 Lesson Plan
 - 1.2. Grades 5-8 Lesson Plan
 - 1.3. Grades K-4 Lesson Plan
2. Social Studies
 - 2.1. Grades 9-12 Lesson Plan
 - 2.2. Grades 5-8 Lesson Plan
 - 2.3. Grades K-4 Lesson Plan
3. Science
 - 3.1. Grades 9-12 Lesson Plan
 - 3.2. Grades 5-8 Lesson Plan
 - 3.3. Grades K-4 Lesson Plan

Additionally, the site should explore videoconferencing options that can reach deep into North Dakota's rural and urban schools and even far beyond North Dakota borders.

Former Personnel

There are a number of former Air Force personnel and civilian contractors that worked on or around Oscar-Zero and November-33 that should be included in the site's interpretation. Not only should these personnel be solicited for oral histories, but they can also be invited to give specialized tours of the site. These regularly scheduled, but varied tours should commence in **March, 2010**. The special tours could be utilized as fund raisers for the site or the Friends of Oscar-Zero.

Some potential tours include:

A Day in the Life of:

1. Facility Manager
2. Security Forces
3. Missileers
4. Cook
5. Maintainer

These personnel could also provide in-depth tours of:

1. Environmental Control System
2. Power System
3. Water System
4. Command and Control System
5. Retargeting
6. Security
7. Construction
8. Community Impact

Area Museums

There are a number of related museums in the area that would be effective partners for interpretation.

Griggs County Museum

Foremost among these museums are the Griggs County Historical Society Museum. The Griggs County Museum is closely associated with, and shares members with, the Friends of Oscar-Zero. Currently the GCHS is developing the Northern Plains Cold War Interpretive Center (NPCWIC). This center will serve to broaden the education that visitors receive at the Ronald Reagan Minuteman Missile State Historic Site. While the SHS will center on the history of the site and the people involved with it, the NPCWIC will interpret the broader Cold War period. Thus, guests

will be able to more effectively put the historic site into stronger context when they are also able to visit the NPCWIC.

Currently the two organizations have been working collaboratively on collections (the SHS redirects donors to the NPCWIC when the object is more appropriate at the Center than it would be at the historic site). They also have provided numerous school groups with tours of both the NPCWIC and the SHS during a single trip. Additional opportunities for collaboration should be explored.

Fargo Air Museum

The Fargo Air Museum is a well-established and successful museum in Fargo, ND. The FAM is related to the Ronald Reagan Minuteman Missile State Historic Site through the Air Force and Cold War history that the two sites share. There are potential collaborative programs that could be developed between the two sites. An informational and brain-storming meeting should be held between the two sites by March 1, 2010.

University of North Dakota and North Dakota State University

Both major universities in North Dakota are less than 1.5 hours from the Ronald Reagan Minuteman Missile State Historic Site. The NDSU offers a Public History program. The UND offers space and aviation education. There are potential collaborations between the universities and the site. These potential collaborations should be explored as soon as practical.

IMPLEMENTATION and EVALUATION

This plan should be implemented immediately upon approval of the Historic Sites Manager and Historic Preservation Division Director.

The plan should be evaluated annually. This evaluation should place a heavy emphasis on whether or not the Visitor Experience Goals have been achieved. Topics such as the site's purpose, significance, mission, visitor demographics, and interpretive themes should also be annually reviewed and adjusted as necessary.

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