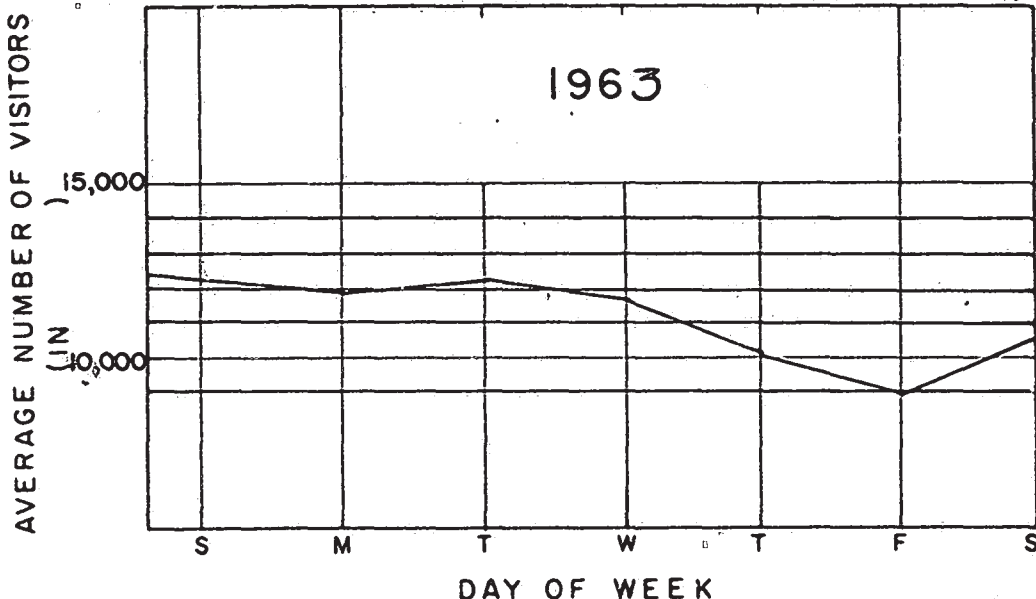


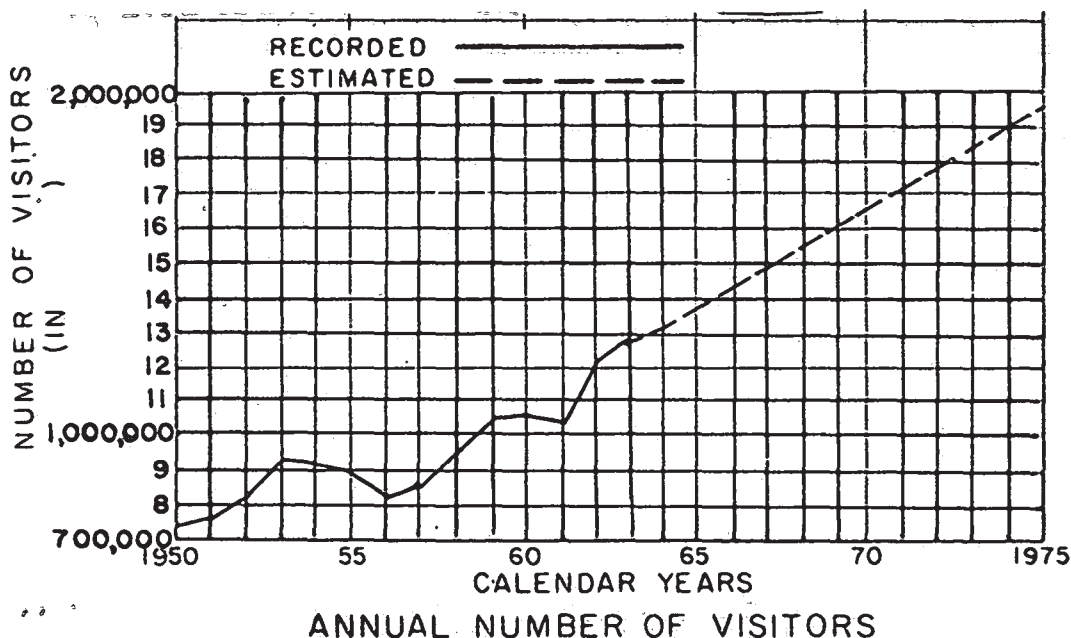
BASIC INFORMATION  
THE VISITOR

VISITOR CHARACTERISTICS

Number: 2



AVERAGE NUMBER OF VISITORS PER DAY OF  
WEEK - THREE MONTHS HEAVIEST VISITATION



UNITED STATES  
DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

MOUNT RUSHMORE NATIONAL MEMORIAL  
SOUTH DAKOTA

(Area)

FILE CODE:

MIDWEST REGION

MASTER PLAN NARRATIVE

Vols. I & III

IMPORTANT

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FROM:

TO:



# VOLUME I

# CHAPTER

1

MASTER PLAN

OF

MOUNT RUSHMORE NATIONAL MEMORIAL

\*\*\*\*\*

Chapter I. Basic Information

The Land

The Visitor

Prepared by:

Richard S. Rayner  
Richard S. Rayner, Chief Ranger

Date

August 12, 1964

Certify Accuracy:

W. Leon Evans  
W. Leon Evans, Superintendent

Date

August 12, 1964

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## BASIC INFORMATION

### THE LAND

#### LOCATION

State - South Dakota

County - Pennington

Subdivision - T.2N., R.5E., Black Hills Meridian, portions of  
Sections 12 and 13.  
T.2N., R.6E., portions of Sections 7, 8 and 18.

#### ACCESS

Automobile: From the north, access is either via U.S. 385 or U.S. 16 (Interstate 90) to U.S. 16-A, thence to the Memorial on State 9 (Horse Thief Lake Road) from its junction with U.S. 16-A two miles east of the Memorial. From the east, approach is via U.S. 16 to its junction with U.S. 16-A, with final entry as above. From the south, access is via either U.S. 385 and State 57 to its junction with U.S. 16-A. From the west, access is via U.S. 16 to its junction with U.S. 16-A. An alternate western approach from U.S. 16 is via State 89 to its junction with the Horse Thief Lake Road, thence on to the Memorial from the west.

Commercial Carriers: Three airlines serve Rapid City and vicinity: Frontier, Western, and North Central. The Chicago, Milwaukee and St. Paul and the Chicago and Northwestern railroads serve Rapid City. The Graylines of the Black Hills operates tours to Mount Rushmore from Rapid City during the late spring, summer, and early fall; and rental cars or taxis are also available there.



Population Centers:

<u>City</u>	<u>Distance</u>	<u>Population</u>	
		<u>1960</u>	<u>1970</u>
Hot Springs	68	4,943	4,980
Custer	30	2,105	2,019
Hill City	14	419	559
Keystone	3	201	524
Keyla City	25	42,399	23,179
Lead	49	6,211	6,439
Sturgis	54	4,639	3,461

All of these cities and towns provide adequate community services except Hill City, which does not have a physician; and Keystone, which lacks medical and dental services and provides only minimal grocery services.

Characteristics: The Memorial is located in the central part of the Black Hills of South Dakota, thus there are no existing differences in terrain, climate or vegetation between the Memorial and the surrounding country.

Land Use: Lands surrounding the Memorial are administered by the Black Hills National Forest which includes 1,325,000 acres of the Black Hills. The specific area, administered by the Hill City District of the Black Hills National Forest, is comprised predominately of the Forteck Wildlife Preserve with some of the lands contained within the Preserve being used for leased summer home sites and public campgrounds.

Private lands consist of patented mining claims and the unincorporated town of Keystone, South Dakota.



Features of Interest: Areas administered by the National Park Service are:

Wind Cave National Park  
Badlands National Monument  
Jewel Cave National Monument  
Devils Tower National Monument

Other areas include:

Custer State Park  
Black Hills National Forest

Picnicking, camping, and other recreational facilities are found in the adjacent National Forest and State Park; these obviate ~~(and)~~ such facilities within the Memorial.

#### LEGAL FACTORS

Establishment: The act of March 3, 1925, (43 Stat. 1214) authorized the creation of a National Memorial in the Eury National Forest.

The act of February 25, 1929 (45 Stat. 1300) created the Mount Rushmore National Memorial Commission and defined its purposes and powers.

The act of June 15, 1938 (52 Stat. 646) to amend the act of February 25, 1929, included the authorized Commission to designate an area of not more than 1,500 acres within the Eury National Forest to be reserved for and designated a part of Mount Rushmore National Memorial, to be withdrawn from location or entry under the mining and other laws of the United States.

The act of May 22, 1940 (56 Stat. 218) increased land authorization to 1,600 acres.

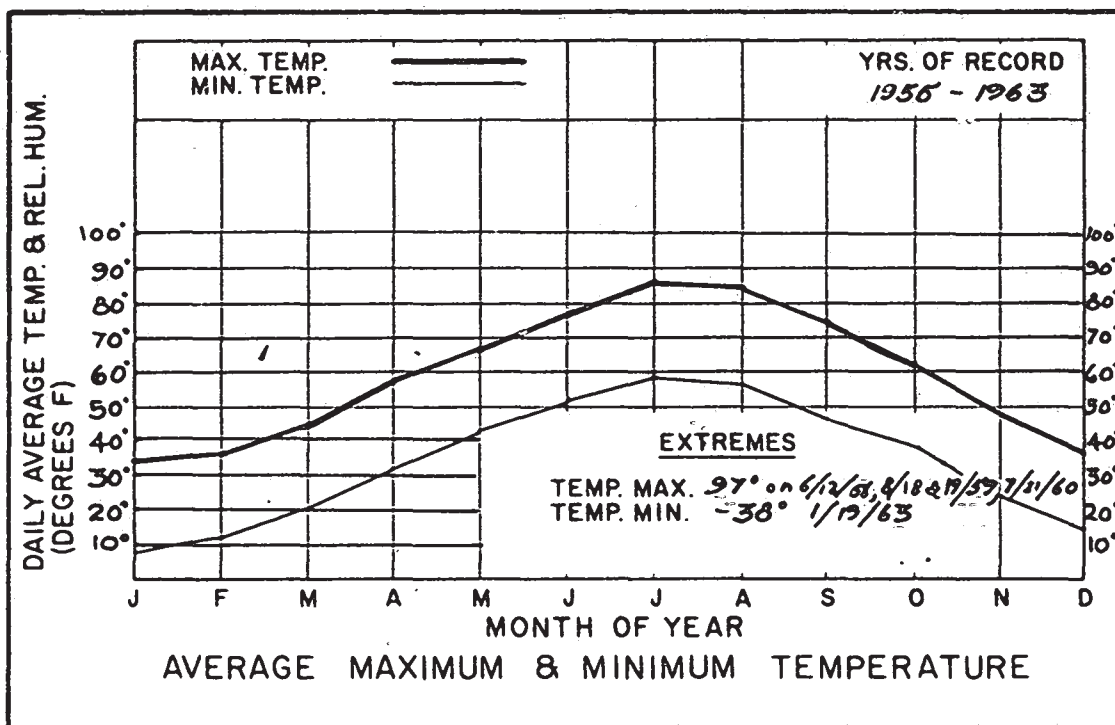
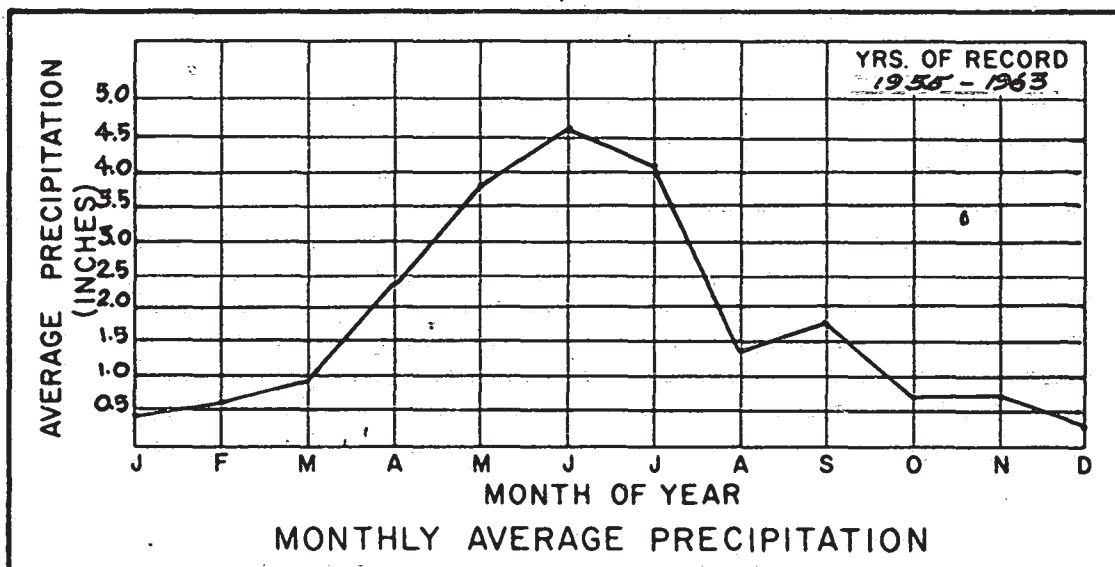
The act of October 6, 1949 (63 Stat. 708) renamed the game sanctuary as the Bartock Wildlife Preserve and deleted certain lands (447.95 acres) from the Mount Rushmore National Memorial.

The Mount Rushmore National Memorial Commission administered the sculpturing project until the Commission ceased to exist on June 30, 1942 (35 Stat. 553). Most of its functions were transferred to the National Park Service under Reorganization Plan II of May 9, 1939 pursuant to the Reorganization Act of 1939, effective July 1, 1939 (53 Stat. 1434).

Legal Provisions: The laws establishing Mount Rushmore National Memorial have withdrawn from location or entry under the mining or other laws of the United States those lands contained within the Memorial Reservation, except those vested rights already in existence.

Code of Federal Regulations, Title 36, 1.140 and subsequent subparagraphs prohibit climbing Mount Rushmore beyond the toe of the talus slope.

# CLIMATE



MOUNT RUSHMORE NATIONAL MEMORIAL  
CLIMATE CHARTS



Precipitation: Maximum rainfall within one hour - 2 inches; 24-hour period - 2.68 inches.

Maximum snowfall within a 24-hour period - 18 inches. Average moisture content of snow -  $3/4$  inch per foot. Maximum snow for year 91.8 inches (1956). Construction work can be carried out above grade all year; on or below grade, April through November.

Wind: Prevailing wind direction is northwest with severe winds during late winter or early spring, usually from the west or southwest. Maximum recorded velocity 80 MPH.

Special Conditions: Infrequent winter blizzards may occur any time from December to April. Heaviest snowfall usually occurs in the spring months. Severe local thunderstorms accompanied by hail and lightning may occur during June, July, and August but are usually of short duration. Hail with 4-inch diameter has been known to fall during these storms. Fog may develop during and after one of these storms or with the "Cheyenne Uplift" phenomenon and obscure the view of the sculpture for several hours or even the entire day.

#### FIRE HISTORY

Five fires have been recorded within the Memorial boundary since 1931. One was man caused; the others, lightning caused. Total area burned in 33 years was .21 acres. Normal fire season is May 1 through October 13.

### TERRAIN

Mount Rushmore is one of the granite upthrusts of the Harney Peak area of the Black Hills. Elevations vary from 4,400 feet to 5,725 feet. Most of the land is rugged with rocky outcrops and only small flat level areas. Two minor drainages have their origin within the Memorial: Lafferty Creek flowing through the steep-sided Lafferty Gulch to the northeast, and a fork of Grissley Creek flowing through Starling Basin southward.

### SOILS

Soil cover is light with many barren rock outcrops. Minor slide conditions are present along any of the road cuts.

Frost penetration - average 4 feet. Maximum known, 6 feet.

Soil permeability - variable (sand, rock and soil cover).

Depth of water table - variable 0 to 100 feet. (Drought conditions may extend this even deeper with the loss of the surface or near surface table.)

No special soil or foundation problems.

### RESOURCES

Special Scenic Features: Mount Rushmore National Memorial, gigantic sculpturing.

Wildlife: Larger animals are in and out of the area daily. Common are: Black Tail deer, White Tail deer, and exotic mountain goats.

Incidental or rare are: elk, bobcat, and coyote. Smaller animals

include: chipmunk, porcupine, cottontail rabbit, jack rabbit, raccoon,



chuck, and tree squirrels. Smaller animals here in this area are the marmot and weasel.

The mountain goat throughout this area of the Hills is an escapee from those introduced into Custer State Park between 1924 and 1929.

History and Archeology: See base map, Mount Rushmore National Memorial.

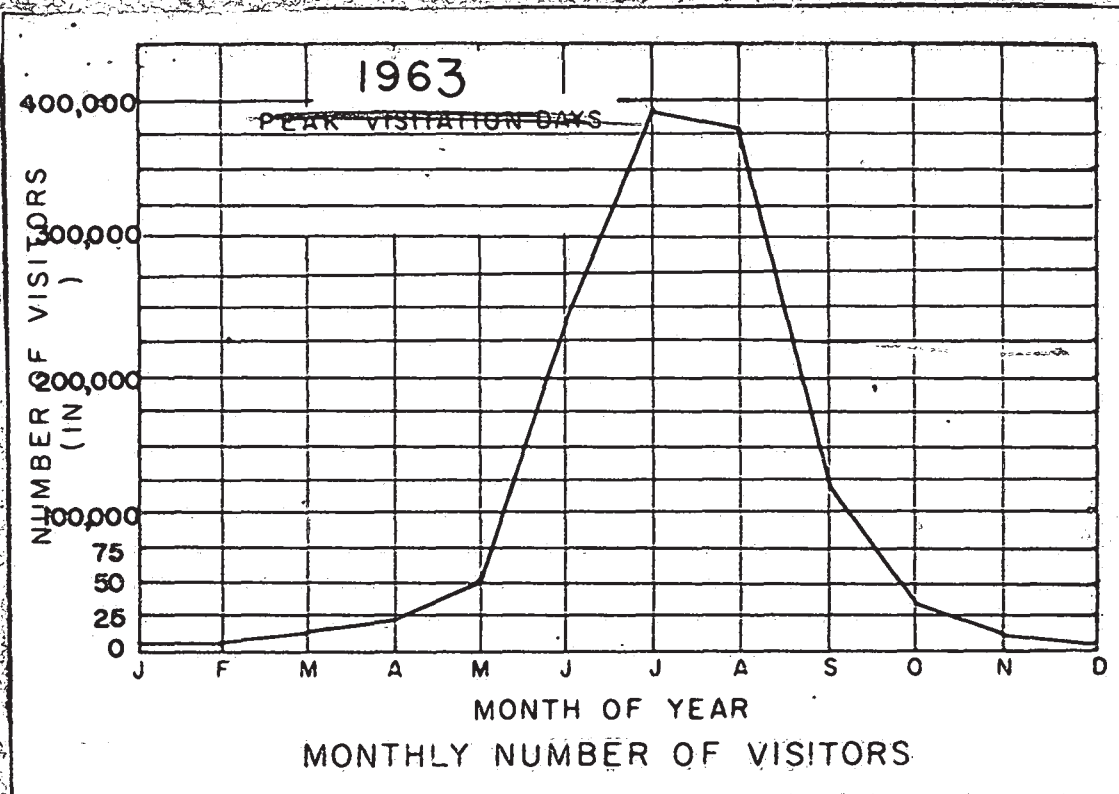
Geology: See base map. Mount Rushmore and Old Baldy Mountain are large granite and schist knobs, eroded from the Precambrian granite and schist, which is the core of the Black Hills dome uplift. These are typical geological features of the Monument's landscape.

Land Status:

Federal - 1,245.95 acres

State - 12.5 acres

Total - 1278.45 acres



Peak public use during the year may result from special events such as the Telstar broadcast, July 23, 1962, when 18,303 visits were recorded during the 24-hour period.

Origin:

South Dakota. . . . . 9.03%

Remainder of U. S. . . . . 88.33%

Foreign (Including Canada). . . . . 2.64%

South Dakota visitors reflect a higher percentage during fall, winter and summer. Visitors from Canada reflect a high percentage during winter and early spring.



Types: Families comprise the greatest number of visitors. Special groups are present during the spring and summer in groups of from ten to 1,200 people (Flying Farmers, 1963).

Frequency and Duration of Visits: No statistics are kept on first or re-entry visits. Duration of stay has remained at 61 minutes.

Overnight facilities or picnic areas are not available within the Memorial.

#### VISITOR ACTIVITIES

Activities	Participants		
	1958	1963	Max. 24-hour Per.
Automobile Sightseeing	961,425	1,272,000	18,303
Attending Interpretive Talks			
Orientation Talk	23,729	287,339	5,309
Evening Program	13,898	51,685	1,500

*Mr. R. L. Moore*

# VISITOR ACTIVITIES

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	1958	1963	Max. 24-hour Per.
Automobile Sightseeing	961,425	1,272,000	18,303
Attending Interpretive Talks			
Orientation Talk	23,729	287,339	9,509
Evening Program	13,898	51,685	1,500

Picnicking, camping, and other recreational facilities are not available within the Memorial.

CHAPTER

2



MASTER PLAN  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

\*\*\*\*\*

Chapter II, Area Objectives

Purpose

Management Category

Management Objectives

Prepared by: W. Leon Evans Date August 12, 1964  
W. Leon Evans, Superintendent

Recommended: W. Leon Evans Date August 12, 1964  
W. Leon Evans, Superintendent

Recommended: \_\_\_\_\_ Date \_\_\_\_\_  
Regional Director

Approved: /s/ JOSEPH E. JENSEN Date 10/5/64  
HIST Director

Mount Rushmore National Memorial  
Master Plan Final Draft  
Chapter II

Purpose of Mount Rushmore National Memorial

To commemorate four great Presidents of the United States, their achievements and contributions to the first 150 years of this Republic's growth and development, thus stimulating a deeper respect for and appreciation of the principles of democracy which they represented.

Management Category - Historical Area

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Mount Rushmore National Memorial  
Master Plan Final Draft  
Chapter II

National Park Service

- I. To provide for the highest quality of use and enjoyment of the National Park System by increased millions of visitors in years to come.

Mount Rushmore National Memorial

1. Encourage comfortable and harmonious use of those Memorial facilities and services which enhance for the park visitor the patriotic theme symbolized by the granite sculpture.
2. Further the use of the Memorial's resources by encouraging appropriate non-political organizations, schools, and clubs to utilize the services provided within the area.
3. Direct all management objectives toward a primary goal - - preservation and appreciation of the historical values of the Memorial.
4. Insure safe visitor use of the Memorial and maintain staff and concessioner efficiency in visitor services and protection.
5. Preserve the forested surroundings and talus slope as the natural setting for the massive carving, and define limits for future development within the Memorial.

Mount Rushmore National Memorial  
Master Plan Final Draft  
Chapter II

National Park Service

- II. To conserve and manage for their highest purpose the natural, historical and recreational resources of the National Park System.

Mount Rushmore National Memorial

1. Protect and maintain the sculpture so that present and future generations will view the heroic figures such as they appear today.
2. Protect the flora, forest cover, geologic features and wildlife, permitting only such vista clearing as is essential to afford optimum viewing of the sculpture.
3. Preserve those objects and illustrations of historical significance for use within exhibit and study collections, and acquire only such additional items as relate to the primary resource -- the historical values of the Memorial.
4. Maintain existing facilities in such manner as will provide the visitor maximum enjoyment and inspiration of the Memorial.



Mount Rushmore National Memorial  
Master Plan Final Draft  
Chapter II

National Park Service

- III. To develop the National Park System through inclusion of additional areas of scenic, scientific, historical and recreational value to the nation.

Mount Rushmore National Memorial

1. Acquire a 32.5 acre inholding, owned by the State of South Dakota, which is located at the junction of the main approach road and state highway 16 alternate.



**Mount Rushmore National Memorial  
Master Plan Final Draft  
Chapter II**

**National Park Service**

- IV. To participate actively with organizations of this and other nations in conserving, improving and renewing the total environment.**

**Mount Rushmore National Memorial**

- 1. Assist local, state and federal agencies in implementing the conservation and interpretive programs of nearby natural, historical and recreational areas. Such areas include the Black Hills National Forest, Custer State Park, and the City of Deadwood, which has been designated a Registered National Historic Landmark.**

Mount Rushmore National Memorial  
Master Plan Final Draft  
Chapter II

National Park Service

- V. To communicate the cultural, inspirational and recreational significance of the American Heritage as represented in the National Park System.

Mount Rushmore National Memorial

1. Strengthen visitor information and interpretive programs through improved publications, signs and markers, wayside and museum exhibits, audiovisual presentations and related services.
2. Re-evaluate exhibit plans for the historical museum in light of soaring public use and new exhibit techniques in order to provide for the park visitor a more meaningful and rewarding experience.
3. Plan and execute special interpretive programs for use on-site and off-site which apply to conservation and the patriotic theme of the Memorial.
4. Explain the role of the National Park Service in administering the Memorial and in conserving the nation's scenic, natural, and historic heritage.



Mount Rushmore National Memorial  
Master Plan Final Draft  
Chapter II

National Park Service

- VI. To increase the effectiveness of the National Park Service as a "people carving" organization dedicated to park conservation, historical preservation and outdoor recreation.

Mount Rushmore National Memorial

1. Broaden training and orientation to all employees, including concession personnel, to further the understanding of Service organization, history and objectives.
2. Apply all aspects of safe practices as they pertain to employee working and living conditions and visitor activities.
3. Furnish working and living conditions so as to meet the requirements of protection and preservation of the Memorial, and to attract and retain qualified employees.



# CHAPTER 3



## MANAGEMENT PROGRAMS

### The Land

## HISTORICAL FEATURES

### Sculpture

Existing: The sculptured likenesses of four American Presidents represent the contributions and philosophies of these men during the first 150 years of the Nation.

This sculptural group is viewed from a distance and regulations prohibit the climbing of Mount Rushmore.

Annually, a thorough inspection is made of the sculpture and all necessary maintenance work is accomplished to reduce the possibility of erosion or other impairment.

Needed: Continue present program.

### Sculptor's Studio

Existing: None

Needed: Incorporate the entire main floor of building No. 4 into a museum to interpret the complex story of the carving of Mount Rushmore. The shop and storage space shall remain in the basement with rehabilitation and modernization, including sound-proofing, required before the structure can be used for exhibit purposes.

### Borglum Memorial View Terrace

Existing: The view terrace is located on the site of the first studio and incorporates a bronze bust of Gutzon Borglum, bronze commemorative plaques, and the stone fireplaces of the original building.



Needed: Construct a roof and wall to enclose the portion of the terrace between the fireplaces.

## WILDLIFE

### Control of Undesirable Individuals

Existing: None

Needed: The control of porcupines is essential to protection of ground cover in developed areas by Memorial personnel.

## VEGETATIVE COVER

### Insect, Pest and Tree Disease Control

Existing: An onetime infestation of Black Hills Bark Beetle is present with the Memorial, and is being controlled in cooperation with the U. S. Forest Service.

Needed: Continue existing program of control on an annual maintenance basis and expand as necessary.

### Fire Control

Existing: The Black Hills region has a history of high fire incidence, both natural and man caused, with a rather high occurrence of large fires. Fire season often extends from early April through October. Memorandum of agreement exists between National Park Service, U. S. Forest Service, and South Dakota Department of Game, Fish, and Parks, for forest fire control, also personnel from Ellsworth Air Force Base are available. Adequate equipment and sufficient trained service personnel are available for initial attack in forest fire suppression within the Memorial.

Needed: The Forest Service has initiated an automatic dispatch system for forest fire control, and it is believed that the Memorial should be included under this agreement.



## THE VISITOR

### VISITOR SERVICE

#### Information - Interpretation

##### Introduction of the Visitor to the Area

Existing: During the period June 1st through Labor Day, the visitor first meets uniformed personnel at the entrance to the public parking area where the driver receives the information brochure and parking instructions. Heavy traffic volume precludes dispensing more than minimum essential visitor guidance at this point. Park Rangers and Historians are on duty from 6 a.m. to 10 p.m. daily through the summer months when the Visitor Center is open from 7 a.m. to 9 p.m. Information, guidance and interpretation services are provided at the Visitor Center which is favorably located adjacent to the main entrance walk where it is readily accessible to all visitors. The information desk, area and vicinity maps, pictures and a bulletin board in the lobby insure initial orientation of the visitor. Dependent on availability of seasonal uniformed personnel, the Visitor Center is open until 6 p.m. or later during the late spring and early fall periods. This facility operates seven days each week throughout the year, but hours are limited to 8 a.m. to 5 p.m. through the late fall, winter and early spring months. Through free maps and descriptive literature available in the Visitor Center, the visitor



is provided with information about the Memorial and interesting sites in and near the Black Hills.

Uniformed personnel are stationed at the parking lot, on trails throughout the Memorial, near the concession building, at the Visitor Center, and at the amphitheater to provide information services to the visitor.

Needs: Continue existing programs and revise as necessary.

### Interpretive Theme

#### National Significance

Existing: The interpretive emphasis is centered on the accomplishments and philosophies of the four American Presidents whose likenesses are carved on the granite face of Mount Rushmore.

The interpretation of this theme is accomplished through formal talks, presented each half hour at the Visitor Center and the evening sculpture lighting program. The evening program, presented in the amphitheater, is a highly formal patriotic presentation. Narrated by a uniformed employee, the slide program consists of an explanation of the significance of the Memorial, the important contributions of the four commemorated Presidents, and the role of the National Park Service in preserving the Nation's historic heritage. The

dramatic climax of the program occurs with the playing of the National Anthem and the floodlighting of the huge sculpture. Exhibits and displays in the Visitor Center lobby and sculpture viewing room provide information about the area, and present a brief important quotation of each of the commemorated Presidents. Six well-defined vista points or viewing terraces, oriented to the sculpture, are provided to afford the visitor optimum enjoyment of the area.

Needed: In order to further the visitor's understanding of Mount Rushmore, its history, and the complexities of mountain carving, a museum devoted to the story of the Memorial's significance and development is needed. The museum shall contain exhibits in place and other appropriate devices. Initiate planning for replacement of existing amphitheater screen, and extensive modification of amphitheater projection system.

#### The Sculpture

Existing: Of secondary, yet highly significant importance, is the story of the carving of Mount Rushmore.

The Borglum Memorial View Terrace is the site of Borglum's original studio and incorporates two stone fireplaces from the early structure, a bronze bust of Borglum, and two plaques containing information on the significant history of the Memorial. The terrace commemorates Borglum and his work at Mount Rushmore.



Needed: A museum devoted to the history of the sculpturing project and the techniques employed by the sculptor which directly relate to the sculpture and the interpretive theme of the Memorial will be acquired.

#### Flora and Fauna

Existing: Trailside exhibits portray the principal species of wildlife found in the vicinity, and the main forest cover in the Black Hills, Ponderosa Pine.

Needed: Continue existing program and initiate study to determine need for additional trailside exhibits.

#### VISITOR PROTECTION

##### Law Enforcement

Existing: National Park Service jurisdiction at Mount Rushmore is proprietary. Traffic infractions and most misdemeanors are handled with the cooperation of state and county law enforcement officials. Infractions of Federal Regulations are handled by the U. S. Commissioner at Rapid City who now has trial jurisdiction for petty offenses. Preventative law enforcement is emphasized. Foot and road patrols by uniformed personnel are used as a preventative tool against vandalism, poaching, and other such acts.

Needed: Continue existing program.



### Area and Night Patrol

Existing: Frequent patrols of the area by foot and vehicle are made during the heavy visitor use months. This activity is reduced through the lighter visitor use periods. Area patrol serves a dual purpose, functioning as a preventative law enforcement medium as well as a means of interpretation and visitor guidance. Patrols during June, July, and August are made by uniformed rangers until approximately 10 p.m. each evening. Off-season patrols are made on an intermittent basis.

Needed: Consider all-night patrols during the summer by uniformed personnel as a deterrent for nocturnal adverse use of the Memorial facilities.

### Structural Fire Control

Existing: Twenty-two buildings comprise a \$1,769,000 investment within the Memorial. Building fire protection consists of strategically located hose houses with hydrants; a fire truck with booster pump, 1½ inch and 2½ inch hose and equipment; intercity standpipes in Visitor Center, utility building, apartment house, studio, concession building, and concession dormitory. Training in structural fire fighting is given to National Park Service permanent and seasonal employees and, since 1964, to selected concession employees.

Needed: Training should receive continued emphasis for both service and concession employees. The program of up-dating fire hose and other equipment will be continued as necessary.

### Emergencies and First Aid

Existing: This activity ranges from treating minor scratches to assisting heart attack victims in the area. Most emergencies requiring first aid treatment are the result of over-exertion and the lack of oxygen at this mile-high altitude. Adequate first aid supplies and emergency equipment are maintained to cope with those situations. Uniformed seasonal and permanent personnel are trained to meet the first aid needs of the visitor and fellow employee. Rapid City, 24 miles distant, is the nearest doctor, hospital, and ambulance service.

Needed: Continue present program and encourage all public contact employees to obtain standard American Red Cross first aid cards.

### Traffic Control

Existing: Traffic control on the main access road is provided by local authorities. The control of traffic in the parking area is conducted by Service personnel. The entrance booth and other strategic locations at the parking area are manned during peak travel periods to maintain a safe, expeditious flow of traffic, and to render assistance to the visitors. Efficient utilization of parking space during periods of heavy use is essential.

Needed: The reconstruction and realignment of the Benson Thiel Lake road westward to U. S. highway 016 will place the Memorial on a through traffic artery causing an increase in vehicular use of the area, and will appreciably change the traffic pattern.



As a result of this greater impact of visitor use on the area, additional parking facilities and traffic control measures may be needed.

#### Civil Defense

Existing: A fall-out shelter is located in the Visitor Center with an estimated capacity of 150 people. Emergency planning for the area is current.

Needed: Complete the fall-out shelter by installing a standby power plant, air filtration system, and a stockpile of emergency supplies.

#### Accommodation and Services

Existing: Bathing and recreation facilities are available within the Memorial. Adequate campgrounds and picnic facilities are furnished by private individuals and the U. S. Forest Service adjacent to the Memorial.

Needed: Present concession facilities are adequate and private businesses within the nearby community of Royston should be encouraged to provide additional facilities as needed.



## STATE ACTIVITIES

### ORGANIZATION

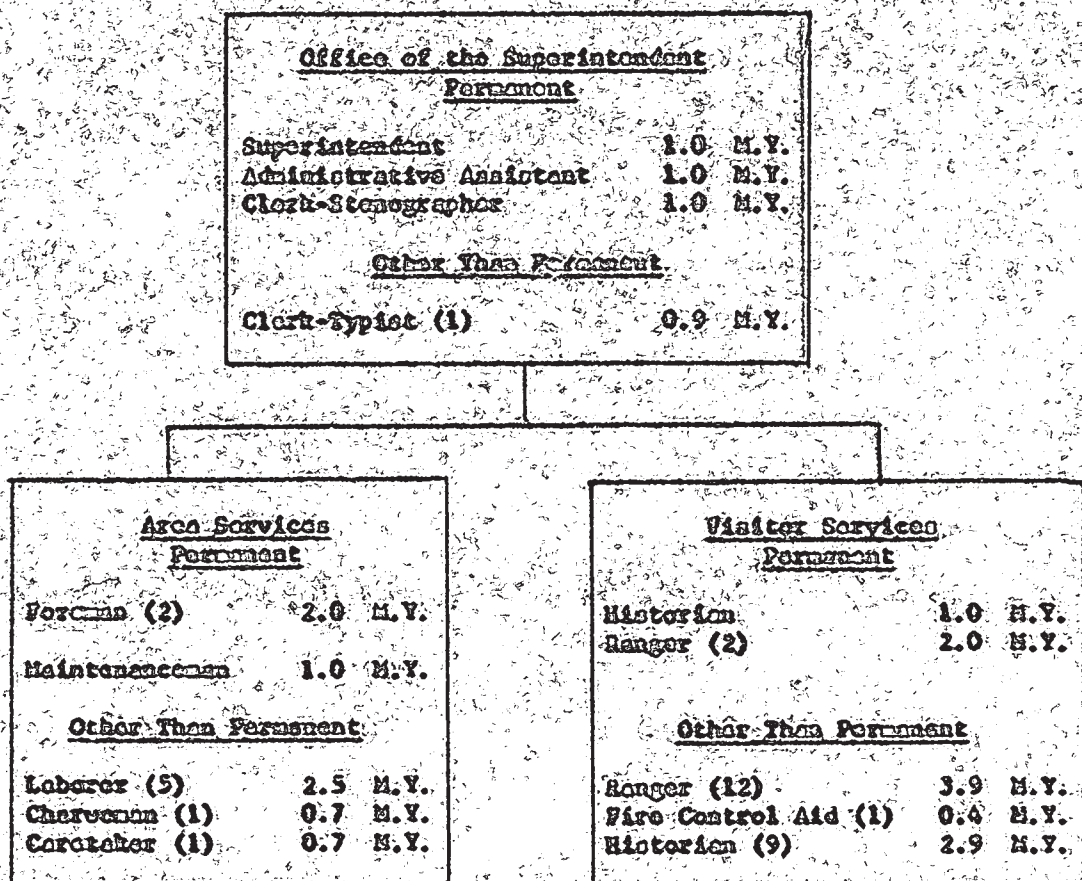
#### Existing:

#### MANAGEMENT GROUP B

Two organizational divisions; Area Services and Visitor Services.

Administration is centered in the office of the Superintendent.

Midwest Regional Office provides Facilitating and Technical Services.



Under the direction of Superintendent and in cooperation with section heads, the Administrative Assistant handles personnel, payroll, property management and procurement, local contract administration, correspondence, reports, fiscal control, budget estimates, work programs, and related functions.

Personnel responsible for Area Services activities operate, maintain, and repair all buildings and structures, water, sewer, and electrical distribution systems, roads and trails, grounds, signs, and sanitation.

Personnel responsible for Visitor Services activities provide interpretive and informative services, maintain library, museum collections, and historical files. They protect and preserve natural features and physical facilities, provide forest and building fire protection, preserve programs of visitor safety, traffic control, and law enforcement, and manage all resources.

Needed: Three additional seasonal uniformed personnel will be needed to provide information and interpretive services at the historical museum when it is completed. One additional seasonal ranger will be needed to provide all-night patrol during the summer.

### TRAINING

Existing: Mount Rushmore's training programs are job-oriented, for both permanent and seasonal personnel. The entire uniformed staff is trained to function in both interpretation and protection. Training is accomplished through formal sessions, on-the-job activities, and special conferences at the area and regional level.



Key concession employees are trained in structural fire fighting, fire prevention and visitor service.

Needed: Seek wider participation by concession employees in Memorial training activities, particularly in those sessions dealing with visitor services.

#### CONCESSIONS

Existing: The Mount Rushmore National Memorial Society of Black Hills is the prime concessioner at the Memorial, and is a party to the contract with the Secretary. The contract is effective from April 21, 1933 to December 31, 1975. The food service and merchandising activities have been sub-contracted to the Mountain Company. These services are available to the visitor from mid-April to mid-October. The primary objective of the concession is to provide food service to the visitors. Sale of gifts, souvenirs, and other merchandise is necessary for the financial success of the operation, but should not be expanded. Sight viewing binoculars, operated by the Memorial Society under agreement with the Teeter Optical Company, are located at the area. Personnel employed by the Mountain Company include ten permanent and 100 seasonal employees. The concession dining room provides seating for 180 persons; the snack bar can accommodate 35 persons; the merchandising area has 3,336 square feet set aside for a sales operation. Apartment and dormitory facilities are provided for permanent and seasonal employees.

Needed: Continue existing program.



## STAFF FACILITIES

### Staff Housing and Community Facilities

Existing: Five residences for permanent personnel and a ten-unit apartment building for seasonal employees are located in the residential area, 1 1/2 miles from the visitor use section of the Memorial. Residence 02 is located near the visitor use and utility areas. Two permanent employees reside in the nearby town of Elystone. Suitable rental property is not available in the vicinity.

Needed: With the completion of the historical museum and the increasing public use of the Memorial, a duplex is recommended for construction on the site of residence 02, to house a ranger and maintenance man. This will permit extended protection for the visitor use area and its buildings and contents throughout the year.

### Community Facilities

Existing: The Visitor Center conference room is used for employee social activities and is available to community groups.

Needed: Continue present program.

### Administrative Facilities

Existing: The Visitor Center building contains offices for the Superintendent, Administrative Assistant, Clerk-Stenographer, two offices for the Ranger Activities Division, one office for the Interpretive Division, one work room, and one large storage room. The maintenance building

houses the motor vehicle repair facilities, fire cache, vehicle and other storage, and office for the maintenance foreman.

Needed: Existing facilities are adequate.

#### MAINTENANCE OF FACILITIES

##### Roads, Trails, and Parking Areas

Existing: The primary surfaced road is maintained by the South Dakota Department of Highways under a cooperative agreement with the National Park Service. Maintenance under this agreement includes necessary repairs to the road surface and guard rails, snow removal, and center line striping.

Needed: Continue present program and expand as new facilities are required.

##### Buildings

Existing: Maintenance of all buildings within the Memorial is accomplished by park personnel, with the exception of the Memorial View Building and concession dormitory. Interior maintenance of concession structures is the responsibility of the Mountain Company; exterior maintenance of the concession buildings is the responsibility of the Mount Rushmore National Memorial Society of Black Hills.

Needed: Continue present program.

##### Utilities

Existing: Commercial power is furnished by the Black Hills Power and Light Company. Underground lines from the distribution transformer serve the Visitor Center, Concession

Buildings, sculpture fixed lights, trails, and parking lot lights. These lines are maintained by the National Park Service.

All preventative and corrective maintenance of water and sewer distribution lines is accomplished by area personnel. Occasional pumping of the septic tanks is done by local professional servicemen as needed.

Needed: Initiate a study of the existing distribution system in order to replace antiquated portions of the system and insure uninterrupted service in the Memorial. An emergency power system is needed to afford adequate visitor protection during periods of power failures. Enlargement and improvement of the present sewer system is needed to accommodate the increased load incident to increased public use.

#### Signs, Markers, and Trailside Exhibits

Existing: An annual maintenance program of signs, markers is conducted by Memorial personnel.

Needed: Continue present program.

#### Grounds and Sanitary Clean-Up

Existing: In order to maintain the proper atmosphere of the Memorial at the intensive visitor use area, immaculate and well maintained appearance of the grounds is essential. Frequent area policing is done by maintenance personnel and numerous trash cans are provided for the visitor. Trash and garbage disposal is done at the Keystone dump, outside of the Memorial.



Needed: Continue existing program and initiate study for disposal of increased refuse resulting from heavier public use at the Memorial. Extend protective fencing to unfenced areas in the visitor use section of the Memorial.

#### Snow Removal

Existing: Snow is removed from the main highway by the South Dakota State Highway Department. Service roads, parking lot, all open trails, and the visitor center view terrace are cleaned by area personnel. Trails to the concession building, Berglund Memorial View Terrace, and amphitheater are barricaded during the winter and are not open to the public.

Needed: Continue existing program.

### PROTECTION OF FACILITIES

#### Fire Prevention

Existing: Semi-annual building fire inspections are made by area personnel to eliminate hazards. Frequent inspections of visitor use and utility buildings are made throughout the year to prevent any accumulation of trash or other hazardous fuel and to insure against improper use of facilities.

Needed: Continue present program.

#### Protection from Vandalism

Existing: Frequent patrol by area personnel and surveillance of the Memorial are the primary tools in preventing vandalism. During periods of light visitor use, some trails within the area are closed and the exposed statuary at the view terrace is covered.

Needed: Continue present program.

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MASTER PLAN  
OF  
MCINTOSH NATIONAL MEMORIAL

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Chapter 3, Management Programs Narrative

The Land

The Visitor

Staff Activities

Prepared by: W. Leon Evans Date 12-4-64  
W. Leon Evans, Superintendent

Recommended: W. Leon Evans Date 12-11-64  
W. Leon Evans, Superintendent

Recommended: \_\_\_\_\_ Date \_\_\_\_\_  
Chief, Field Office of Design and  
Construction

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
Regional Director

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*Aug 1965*

MASTER PLAN

07

MONTE RUSSELO NATIONAL MEMORIAL

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Chapter 3. Management Programs Narrative

The Land

The Visitor

Staff Activities

Prepared by: W. Leon Evans Date 12-4-64  
W. Leon Evans, Superintendent

Recommended: W. Leon Evans Date 12-4-64  
W. Leon Evans, Superintendent

Recommended: \_\_\_\_\_ Date \_\_\_\_\_  
Chief, Field Office of Design and Construction

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
Regional Director

MASTER PLAN

07

MOUNT RUSHMORE NATIONAL MEMORIAL

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Chapter 3. Management Programs Narrative

The Land

The Visitor

Staff Activities

Prepared by: W. Leon Evans Date: 12-4-44  
W. Leon Evans, Superintendent

Recommended: W. Leon Evans Date: 12-11-44  
W. Leon Evans, Superintendent

Recommended: \_\_\_\_\_ Date: \_\_\_\_\_  
Chief, Field Office of Design and  
Construction

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Regional Director



Mount Rushmore National Memorial  
Master Plan Final Draft  
Chapter III

MANAGEMENT PROGRAMS

The Land

Historical Features

Sculpture

**Existing:** The sculptured likenesses of four American Presidents represent the contributions and philosophies of these men during the first 150 years of the nation. This sculptural group is viewed from a distance and regulations prohibit the climbing of Mount Rushmore. Annually, a thorough inspection is made of the sculpture and all necessary maintenance work is accomplished to reduce the possibility of erosion or other impairment.

**Needed:** Continue present program.

Sculptor's Studio

**Existing:** This building is a large frame, stucco, log, and masonry structure containing scale models of the mountain sculpture. The basement contains shop and storage facilities.

**Needed:** Incorporate the entire main floor of this building into a museum to interpret the complex story of the carving of Mount Rushmore. The shop and storage space shall remain in the basement with rehabilitation and modernization, including sound-proofing, required before the structure can be used for exhibit purposes.

Borglum Memorial View Terrace

**Existing:** The view terrace is located on the site of the sculptor's first studio and incorporates a bronze bust of Gutzon Borglum,

brass commemorative plaques, and the stone fireplace of the original building.

**Needed:** Construct a roof and wall to enclose the portion of the terrace between the fireplaces.

#### Vegetative Cover

**Existing:** Extensive landscape planting in the visitor use areas requires fertilizing, watering, and fencing to protect this plant growth.

**Needed:** Extend protective fencing to unfenced areas in the visitor use section of the Memorial.

**Existing:** Ponderosa Pine cover provides the natural surroundings for the sculpture. An endemic infestation of the Black Hills Beetle is present within the Memorial and is being controlled.

**Needed:** Control of Black Hills Beetle will continue on a maintenance basis. The survey and control program is a cooperative operation between the National Park Service and the U. S. Forest Service.

→ *NEEDED Continuation of program.*  
Fire Control

**Existing:** The Black Hills region has a history of high fire incidence, both natural and man caused, with a rather high occurrence of large fires. Fire season often extends from early April through October. Intensive fire suppression coupled with immediate, fully adequate first attack action is imperative on all reported fires. Early detection is the key factor in preventing disastrous conflagrations. Close cooperation with the Black Hills National Forest and other concerned agencies is maintained to insure coordinated



action on all fire control activities. Equipment and manpower is adequate but must be supplemented promptly if fire spread appears imminent.

Needed: Continue present program with increased effort toward public education to reduce incidence of man-caused fires.

#### Wildlife

Existing: Major wildlife species at the Memorial include white tail deer, mule deer, Rocky Mountain goats, and occasional elk and turkey, and numerous smaller mammals.

Needed: Continue existing program and control porcupines if necessary to protect trees and landscape planting.

#### Geological Features

Existing: Preserve the granite outcroppings, talus slope, and rock fragments as the natural setting for the sculpture, and permit the collection of mineral specimens only by collector's permit.

Needed: Continue existing program.

#### Water

Existing: Five springs in the Lafferty Gulch area provide the water supply for the Memorial. A spring in the Grizzly Bear drainage is under special use permit by the U. S. Forest Service to provide water for the Grizzly Bear campground.

Needed: Continue existing program. Future water requirements beyond existing capacity should be fulfilled by added storage.

#### Recreational

Existing: Six well-defined vista points or viewing terraces,

oriented to the sculpture, are provided to afford the visitor optimum enjoyment of the area.

**Needed:** Continue the existing program of judicious, carefully planned removal of individual trees to maintain the present view points.

**Existing:** Campgrounds and picnic facilities are not contemplated for inclusion within the Memorial boundaries since such sites are furnished by individuals and the U. S. Forest Service in various locations nearby.

**Needed:** Continue existing program.

#### Maintenance and Protection of Facilities

##### Roads, Trails, and Parking Areas

**Existing:** Within the Memorial are 3.6 miles of primary surfaced roads; one mile of secondary surfaced road; one mile of secondary graded road; 1.9 miles of surfaced trails; and a visitor parking lot which can accommodate 500 cars, 48 trucks or cars with trailers, and eight buses. The primary surfaced road is maintained by the South Dakota Department of Highways under a cooperative agreement with the National Park Service. Maintenance under this agreement includes necessary repairs to the road surface and guard rails, snow removal, and center line striping. Ample parking for service and concession employees (41 stalls) is provided near building 64 in the original parking lot.

**Needed:** Conduct a study of probable traffic impact upon the Memorial by completion of the Horco Thief Lake road to a junction with U. S. highway 16 south of Hill City. This route, upon completion, may become a main traffic artery through the Memorial.



### Snow Removal

Existing: Snow is removed from the main highway, service roads, parking lot, all open trails, and the visitor center view terrace. Trails to the concession building, Borglum Memorial View Terrace, and amphitheater are barricaded during the winter and are not open to the public. Clearing of snow in the visitor use area is essential due to public impact at the Memorial throughout the year.

Needed: Continue existing program.

### Buildings and Utilities

Existing: Over \$2,612,000 is invested in buildings and utilities in the Memorial.

### Visitor Use Buildings

Visitor Center - open throughout the year, the information and interpretation center of the Memorial, also is park headquarters.

Concession Building - (Memorial View Building) houses gift shop, snack bar, and cafeteria.

Sculptor's Studio - presently closed pending construction of a museum on main floor of this building. Shop and storage in basement.

Borglum Memorial View Terrace - an open viewing point for visitors which features a bronze bust of the sculptor, commemorative plaques, and stone fireplaces.

Amphitheater - used for evening interpretive program designed to accommodate 750 persons. All programs and ceremonies held here or at the visitor center must have direct relation to the sculpture and should facilitate its interpretation.

### Administrative Buildings

Utility Building - houses the motor vehicle repair facility, fire cache, vehicle storage, and other storage.

Ten-unit Apartment House - Contains four efficiency apartments, six one bedroom apartments, two utility rooms with furnaces for two connecting apartments, water heaters, and laundry facilities.

Residences - Five three-bedroom houses, built in 1938 and 1960, and one two-bedroom house, constructed in 1936, are provided for key permanent personnel.

Concession Dormitory - One apartment, three efficiency apartments, 12 private or semi-private rooms, 23 dormitory rooms, storage, laundry, recreation rooms, and boiler room.

Needed: For the protection and maintenance of the public use area, a duplex residence is needed near the headquarters area since other housing for service employees is 1 1/2 miles distant. Residence #2 is to be razed and replaced with a duplex unit.

### Utilities

#### Electricity

Existing: Commercial power is furnished by the Black Hills Power and Light Company. The Memorial has no emergency power system. A 25 KV line serves the residential area to the substation near the site of the springs. Underground lines serve the Visitor Center, Concession Buildings, sculpture flood lights, trail, and parking lot lights. These lines are maintained by the National Park Service.

Needed: Initiate a study of the existing distribution system in



order to replace antiquated portions of the system and insure uninterrupted service in the Memorial.

#### Water

**Existing:** Water is collected from a group of springs within the Memorial and stored in three reservoirs with capacities of 32,000 gallons, 300,000 gallons, and 2 million gallons. Water flows by gravity to the residential area. The visitor use area is served by a 75,000 gallon distribution reservoir located on the slope of Mount Rushmore. Water is pumped from the spring area to the distribution reservoir, then flows by gravity to the various visitor use facilities. Water storage is essential during dry periods when spring flow is inadequate to meet the water requirements of mid-summer activities.

**Needed:** Continue existing program.

#### Sewer

**Existing:** The visitor use area utilizes a sewer system comprised of four septic tanks of 32,000 gallon, 4,200 gallon, and two 2,000 gallon capacities, and four filter beds. The residential area is served by a 6,000 gallon septic tank.

**Needed:** Study the need for expansion of the sewer system in view of an increased load resulting from greater public use. Include the possibility of eliminating the intermediate 4,200 gallon septic tank.

#### Signs, Markers, and Trailside Exhibits

**Existing:** Signs, markers, and trailside exhibits of informational, directional, and interpretive nature, have been installed to orient

and enlighten visitors to the Memorial.

Needed: Continue existing program.

#### Grounds and Sanitary Clean-Up

Existing: In order to maintain the proper atmosphere of the Memorial at the intensive visitor use area, immaculate and well maintained appearance of the grounds is essential. Frequent area policing is done by maintenance personnel and numerous trash cans are provided for the visitor. Trash and garbage disposal is done at the Keystone dump, outside of the Memorial. The dump is operated by the Keystone fire department under special use permit with the U. S. Forest Service. The National Park Service and concessioner pay for the use of the dump for their own disposal purposes.

Needed: Continue existing program and initiate study for disposal of increased refuse resulting from heavier public use at the Memorial.

#### Fire Prevention - Buildings

Existing: Semi-annual building fire inspections are made to eliminate hazards. Frequent inspections of visitor use and utility buildings are made throughout the year to prevent any accumulation of trash or other hazardous fuel and to insure against improper use of facilities.

Needed: Continue present program.

#### Protection from Vandalism

Existing: Frequent patrol and surveillance of the Memorial are the primary tools in preventing vandalism. During periods of light visitor use, some trails within the area are closed and the exposed statuary at the view terrace is covered.

Needed: Continue present program.



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Chapter III

MANAGEMENT PROGRAMS

The Visitor

Information - Interpretation

Introduction of the Visitor to the Area

During the period June 1 through Labor Day, the visitor first meets uniformed personnel at the entrance to the public parking area where the driver receives the information brochure and parking instructions. Heavy traffic volume precludes dispensing more than minimum essential visitor guidance at this point. Park Rangers and Historians are on duty from 6 a. m. to 10 p. m. daily through the summer months when the Visitor Center is open from 7 a. m. to 9 p. m. Information, guidance and interpretation services are provided at the Visitor Center which is favorably located adjacent to the main entrance walk where it is readily accessible to all visitors. The information desk, area and vicinity maps, pictures and a bulletin board in the lobby insure initial orientation of the visitor and a welcome to the Memorial. Dependent on availability of seasonal uniformed personnel, the Visitor Center is open until 6 p. m. or later during the late spring and early fall periods. This facility operates seven days each week throughout the year, but hours are limited to 8 a. m. to 5 p. m. through the late fall, winter and early spring months.

Information

What to See and Do

Existing: Upon entering the Visitor Center, each visitor encounters

uniformed employees at the information desk, lobby, sculpture viewing room, or the patio. Rangers answer specific questions and direct the visitor to various interpretive locations throughout the Memorial. Visitors are advised of the regularly-scheduled interpretive talks and the evening sculpture lighting program. They are told of the availability of publications which treat the area's history and development in depth, and where the publications may be obtained. Through free maps and descriptive literature, the visitor is acquainted with interesting sites in and near the Black Hills. Uniformed personnel are stationed at the parking lot, on trails throughout the memorial, near the concession building, at the visitor center, and at the amphitheater to provide these information services to the visitor.

**Needed:** In order to further the visitor's understanding of Mount Rushmore, its history, and the complexities of Mountain carving, a museum devoted to the story of the Memorial's development should be provided. It will be located on the main floor of building #4.

#### Interpretive Theme

**Existing:** The interpretive emphasis is centered on the accomplishments and philosophies of the four American presidents whose likenesses are carved on the granite face of Mount Rushmore. Of secondary, yet highly significant importance, is the story of the carving of Mount Rushmore and of the men who conceived and promoted the idea for a Memorial to America as embodied in the achievements of the four presidents. The interpretation of these themes is accomplished through formal talks, presented each half hour at the visitor center, and the evening sculpture lighting program.



Exhibits and displays in the visitor center lobby and sculpture viewing room provide information about the area, present a brief important quotation of each of the commemorated Presidents, and show the sculptor with one of his early scale models used in carving the mountain.

The Borglum Memorial View Terrace is the site of Borglum's original studio and incorporates two stone fireplaces from the early structure, a bronze bust of Borglum, and two plaques containing information on the significance and history of the Memorial. The terrace commemorates Borglum and his work at Mount Rushmore.

The evening program, presented in the amphitheater, is a highly formal patriotic presentation. Narrated by a Park Ranger, the slide program consists of an explanation of the significance of the Memorial, the important contributions of the four commemorated Presidents, the history of the mountain carving project, and the role of the National Park Service in preserving the Nation's historic heritage. The dramatic climax of the program occurs with the playing of the National Anthem and the floodlighting of the huge sculpture. Trailside exhibits portray the principal species of wildlife found in the vicinity, and the main forest cover in the Black Hills,

Ponderosa Pine.

The Mount Rushmore National Memorial Society of Black Hills has contracted with a film company for the production of a half-hour 16mm color motion picture which will be a documentary production on the history and significance of the Memorial. The film is to be completed by mid-1965.

Needed: Initiate planning for replacement of existing amphitheater screen, and extensive modification of amphitheater projection system. The Memorial photograph and museum collections contain abundant specimens and illustrations for use in exhibits. No museum objects will be acquired which do not directly relate to the sculpture and the interpretive theme of the Memorial.

#### Visitor Protection

##### Law Enforcement

Existing: National Park Service jurisdiction at Mount Rushmore is proprietary. Traffic infractions and other misdemeanors are handled with the cooperation of state and county law enforcement officials. The U. S. Commissioner for the area does not presently have trial jurisdiction. Infractions of Rules and Regulations not covered by state laws are corrected by reprimands. Preventative law enforcement is emphasized. Foot and road patrols are used as a preventative tool against vandalism, poaching, and other such acts.

Needed: Efforts continue with the Judge of the U. S. District Court (South Dakota) to grant trial powers to the U. S. Commissioner at Rapid City.

##### Area and Night Patrol

Existing: Frequent patrols of the area by foot and vehicle are made during the heavy visitor use months. This activity is reduced through the lighter visitor use periods. Area patrol serves a dual purpose, functioning as a preventative law enforcement medium as well as a means of interpretation and visitor guidance. Patrols during June, July, and August are made by uniformed rangers until approximately 10 p. m. each evening. Off-season patrols are made on



an intermittent basis.

Needed: Consider all-night patrols during the summer by uniformed personnel as a deterrent for nocturnal adverse use of the Memorial facilities. One additional man will be required approximately 90 days each year.

#### Structural Fire Control

Existing: Twenty-two buildings comprise a \$1,769,000 investment within the Memorial. Building fire protection consists of: 13 outside hose houses with hydrants (3 at the residential area and 10 at the visitor use and utility area); a fire truck with booster pump, 1½ inch and 2½ inch hose and equipment; interior standpipes in visitor center, utility building, apartment house, studio, concession building, and concession dormitory. Training in structural fire fighting is given to National Park Service permanent and seasonal employees and, since 1964, to selected concession employees.

Needed: Training should receive continued emphasis for both service and concession employees. The programmed replacement of fire hose will be continued.

#### Search and Rescue

Existing: Most search and rescue activities are minor due to the small size of the area. The potential for extended search operations or hazardous rescues does exist both within and on the periphery of the Memorial.

Needed: Liason and cooperation with local law enforcement agencies and the U. S. Forest Service will be continued.

### Emergencies and First Aid

**Existing:** This activity ranges from treating minor scratches to assisting heart attack victims in the area. Most emergencies requiring first aid treatment are the result of over-exertion and the lack of oxygen at this mile-high altitude. Adequate first aid supplies and emergency equipment are maintained to cope with these situations. Uniformed seasonal and permanent personnel are trained to meet the first aid needs of the visitor and fellow employee.

**Needed:** Continue present program and encourage all public contact employees to obtain standard American Red Cross first aid cards.

### Traffic Control

**Existing:** Traffic control on the main access road is provided by local authorities. The control of traffic in the parking area is conducted by uniformed personnel. The entrance booth and other strategic locations at the parking area are manned during peak travel periods to maintain a safe, expeditious flow of traffic, and to render assistance to the visitors. Complete utilization of parking space during periods of heavy use is essential.

**Needed:** The reconstruction and realignment of the Horse Thief Lake road westward to U. S. highway #16 will have an appreciable effect on the traffic flow at the Memorial and will require study. Increased public use, particularly at night, will require longer operation of the parking lot.

### Civil Defense

**Existing:** A fall-out shelter is located in the Visitor Center with an estimated capacity of 150 people. Emergency planning for the



area is current.

Needed: Complete the fall-out shelter by installing a standby power plant, air filtration system, and a stockpile of emergency supplies.

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Chapter III

MANAGEMENT PROGRAMS

Staff Activities

Administrative Services

**Existing: Superintendent** - Supervises and directs the overall administration and management of the area, including concession operations, cooperation with other agencies, and public relations.

**Administrative Assistant** - Under direction of Superintendent and in cooperation with section heads, handles personnel, payroll, property management and procurement, local contract administration, correspondence, reports, fiscal control, budget estimates, work programs, and related functions. The Administrative Assistant is assisted by a Clerk-Stenographer and a WAB Clerk-Typist.

**Chief Ranger** - Carries out programs of public safety, traffic control, preservation of natural features and physical developments, fire control, and with the Park Historian, supervises integrated interpretive - protection personnel.

**Park Historian** - Plans and carries out interpretive programs, maintains library, museum collections, historical files, operation and minor maintenance of audiovisual equipment and public address system, and shares the responsibility for training and supervision of seasonal staff with Chief Ranger.

**Maintenance** - Maintains, repairs, and operates all buildings and structures, water and sewer systems, electric power distribution system, roads and trails, and landscape planting.



### Training

**Existing:** Mount Rushmore's training programs are job-oriented, for both permanent and seasonal personnel. The entire uniformed staff is trained to function in both interpretation and protection. Training is accomplished through formal sessions, on-the-job activities, and special conferences at the area and regional level. Two maintenance personnel are now participating in a maintenance correspondence course. Key concession employees are trained in structural fire fighting, fire prevention and visitor service.

**Needed:** Seek wider participation by concession employees in Memorial training activities, particularly in those sessions dealing with visitor services.

### Organization

**Existing:** Superintendent - Responsible for all activities within the Memorial.

**Administration** - Carries out administrative and management programs.

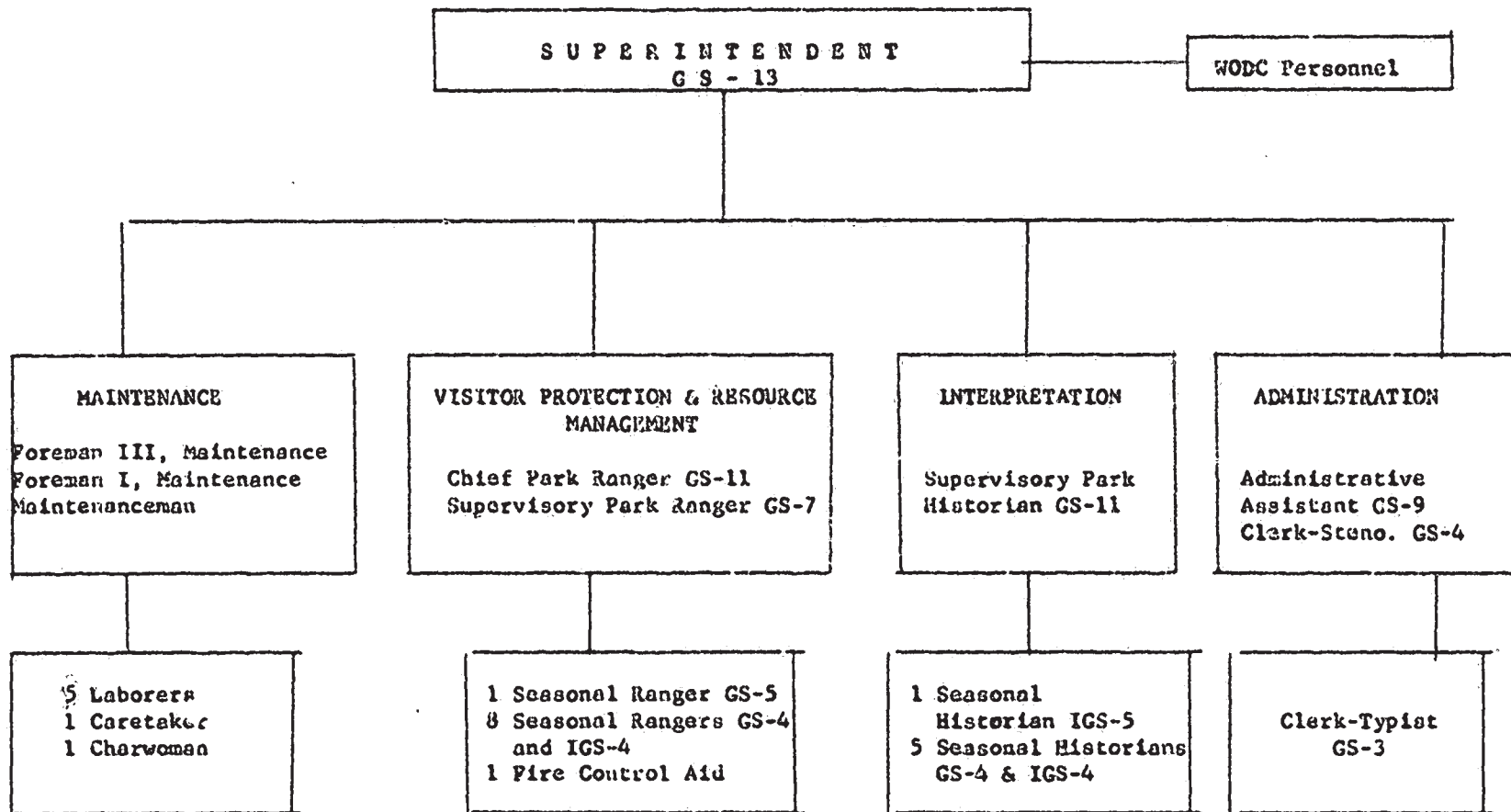
**Ranger Activities** - Responsible for visitor and area protection.

**Interpretation** - Responsible for interpretive programs.

**Maintenance** - Responsible for maintenance, repair, and operation of Memorial facilities.

**Needed:** Three additional seasonal uniformed personnel will be needed to perform information and interpretive services at the historical museum when it is completed. One additional ranger will be needed to provide all-night patrol during the summer.

MOUNT RUSHMORE NATIONAL MEMORIAL  
ORGANIZATION CHART





Mount Rushmore National Memorial  
Master Plan Final Draft  
Chapter III

MANAGEMENT PROGRAMS

Staff Activities

Concessioners

Existing: The Mount Rushmore National Memorial Society of Black Hills is the prime concessioner at the Memorial, and is a party to the contract with the Secretary. The contract is effective from April 21, 1935 to December 31, 1975. The food service and merchandising activities have been sub-contracted to the Mountain Company. These services are available to the visitor from mid-April to mid-October. The primary objective of the concession is to provide food service to the visitors. Sale of gifts, souvenirs, and other merchandise is necessary for the financial success of the operation, but should not be expanded. Eight viewing binoculars, operated by the Memorial Society under agreement with the Tower Optical Company, are located at the area.

Personnel employed by the Mountain Company includes ten permanent and 100 seasonal employees. The concession dining room provides seating for 180 persons; the snack bar can accommodate 35 persons; the merchandising area has 3,336 square feet set aside for a sales operation. Apartment and dormitory facilities are provided for permanent and seasonal employees.

Needed: Continue existing program.

### Other Agencies

**Existing:** The South Dakota Department of Highways maintains the main road through the Memorial under a cooperative agreement with the National Park Service. The U. S. Forest Service cooperates with the National Park Service in fire control activities and Black Hills Beetle control programs. The Mount Rushmore National Memorial Society of Black Hills assists the National Park Service in the development of the Memorial.

**Needed:** Continue existing program.

### Staff Housing and Community Facilities

**Existing:** Five residences for permanent personnel and a ten-unit apartment building for seasonal employees are located in the residential area, 1 1/2 miles from the visitor use section of the Memorial. Residence #2 is located near the visitor use and utility areas. Two permanent employees reside in the nearby town of Keystone. Suitable rental property is not available in the vicinity. The Visitor Center conference room is used for employee social activities and is available to community groups.

**Needed:** With the completion of the historical museum and the increasing public use of the Memorial, a duplex is recommended for construction on the site of residence #2. The duplex will house a ranger and maintenance man. The duplex will permit 24 hour-a-day protection to the area throughout the year.

### Administrative Facilities

**Existing:** The Visitor Center contains offices for the Superintendent, Administrative Assistant, Clerk-Stenographer, two offices for the



Ranger Activities Division, one office for the Interpretive Division, one work room, and one large storage room. The utility building contains one office for the maintenance foreman and two adequate storage rooms. The various offices within the Memorial are connected by an inter-com system and telephone.

Needed: Existing facilities are adequate.

MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

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Chapter 3, Park Organization Brief

- A. The Park Organization, General
- B. Office of the Superintendent
- C. Ranger Activities
- D. Interpretation
- E. Maintenance
- X. Recapitulation
- AA. Mount Rushmore IM Society of Black Hills
- BB. The Mountain Company, Inc.

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Prepared By: W. Leon Evans Date January 3, 1961

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Recommended: W. Leon Evans Date January 3, 1961  
Superintendent

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APPROVED: George F. Baggeley Date March 10, 1961  
Acting Regional Director, Region Two

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January 1961

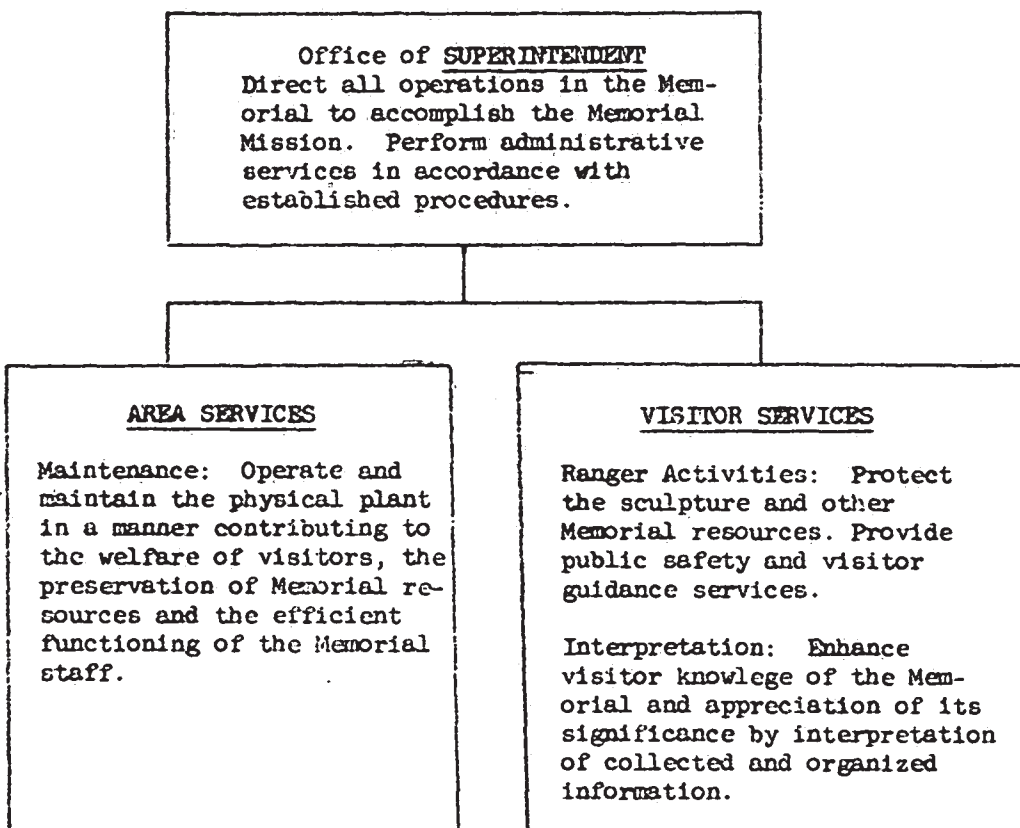


VOLUME I

Chapter 3. Park Organization Brief

A. Park Organization, General

Mount Rushmore National Memorial functions within the scope of this approved Master Plan and under delegations of authority, as defined in the paragraph on specialized assistance, in the National Park Service Administrative Manual, Organization Volume, Part 7. In carrying out the responsibilities within the limits of authority so defined, the Memorial staff is organized, and it functions as described below:



B. Office of the Superintendent

Function: Direct all operations in the Memorial to accomplish the Memorial Mission in the most efficient manner.

Task: Plan, direct, supervise, coordinate, and evaluate all activities performed by the Memorial staff as follows:

- Protection of resources
- Public Safety and Services
- Operation and Maintenance of facilities
- Fiscal, Property and Personnel management
- Personnel Training and Guidance
- Minor Construction work

The Memorial Superintendent is the responsible official in the Memorial. He is responsible for maintaining, interpreting and applying the policies, procedures, standards, and rules and regulations of the National Park Service, and has general supervision over all planning, development, and operations in the Memorial. The Superintendent discharges his responsibility in accordance with the authority redelegated to him by the Regional Director, as set forth in the Delegations of Authority, National Park Service Administrative Manual, Organization Volume, Part 6. He provides liaison with other governmental and non-governmental agencies and organizations which include the following:

- Black Hills National Forest
- South Dakota Department of Highways
- Pennington County
- Custer State Park
- Mount Rushmore National Memorial Commission
- Mount Rushmore National Memorial Society of Black Hills
- Black Hills and Badlands Association
- Other local and civic organizations

Organization and Operation: Memorial headquarters is in the Studio, Building #4, located near Deane Mountain. This is the base of operation for the Superintendent and the Memorial staff.

January 1961



Staff Required:

<u>Permanent</u>	<u>Total Existing</u>	<u>Total Long Range</u>
Superintendent	1	1
Administrative Assistant	1	1
Clerk-Stenographer	<u>1</u>	<u>1</u>
Total Permanent	3	3
<u>Seasonal</u>		
Clerk-Typist	0	1
		Additional
<u>Facilities Required</u>	<u>Existing</u>	<u>Proposed</u>
Office rooms in Visitor Center	0	3
Office rooms in Studio	2	0
Residences #45 and #47	2	3
Apartment #43	1 (Unit)	1 (Unit)
Garage space, 1 stall, headquarters	1	1
Garage space, 1 stall, residential	0	1

C. Administrative Services Staff

Function: To perform the common administrative services, in accordance with established policies, procedures, and standards for and in the interests of the efficient operation of the entire Memorial organization.

Assigned Tasks:

Provide services, information, advice and training for the staff on fiscal, personnel and related administrative functions.

Effect the proper utilization and maintain informal records and controls on funds allocated to the Memorial.

Participate in the acquisition, and disposal, and maintain records of accountability for all equipment and property.

January 1961

Assume financial accountability for all funds appropriated to the Memorial.

Prepare the Memorial's budget estimates for submission.

Effect time and payroll procedures.

Maintain files and manuals.

Organization and Operation: The Administrative Assistant, reporting to the Memorial Superintendent, directs, performs and coordinates the administrative services.

The work load rises sharply each spring and continues at a high level through early fall each year.

#### D. Ranger Activities Staff

Task: To protect Memorial resources and facilities and provide for the public safety, welfare and guidance of visitors.

#### Assigned Functions

Train seasonal personnel in public safety, visitor services, fire protection and handling of emergencies.

Supervise public use of the Memorial including pedestrian and vehicle traffic, and insure the safe and proper use of Memorial facilities.

Operate public information stations and the public parking areas.

Plan and execute activities to protect the sculpture, forests, wildlife, water and lands.

Investigate accidents and unusual occurrences.

Conduct sanitation and safety inspections and recommend appropriate corrective measures.

Conduct studies of Memorial uses to aid in proper Memorial management and development.



Plan and execute the public safety activities including compliance with laws and regulations, search and rescue operations and the general welfare of visitors.

Conduct training for service and concession employees related to protection and proper use of the Memorial and Memorial facilities.

Organization and Operation:

The Chief Ranger, reporting to the Superintendent, directs and coordinates the activities of the ranger staff. He also functions as the principal assistant to the Superintendent in the management of the Memorial and serves as Acting Superintendent during absences of the Superintendent. Protection activities are largely concentrated in the developed public use area at Memorial headquarters.

Public use occurs during the entire year with the peak period extending through June, July and August. Use is substantial during April, May, September and October. The seasonal staff is adjusted to the use pattern.

Open hunting seasons for deer and turkey require boundary patrols during October and November.

The forest fire season may extend from May through October.

Staff Required

<u>Permanent</u>	<u>Total Existing</u>	<u>Total Long Range</u>
Chief Ranger	1	1
Park Ranger	0	1
Total Permanent	1	2
<u>Seasonal</u>		
Park Rangers (7 for 3 months, 3 for 5 months)	10	10
Fire Control Aid	0	1
Total Seasonal	10	11

<u>Facilities Required</u>	<u>Total Existing</u>	<u>Total Long Range</u>
Office rooms in Studio	1	0
Office rooms (2) in V.C.	0	2
Garage stalls, 2 at headquarters, 1 in residential area	1	3
Fire truck and equipment storage in Storage Building	0	1
Residence #51	1	1
Residence	0	1
Apartment #43	6 Units	10 Units

E. Interpretive Staff

Function: To determine, assemble and present knowledge about the Sculpture and the Memorial so as to accomplish the Mission of the Memorial.

Assigned Task: To plan, prepare and operate the interpretive program which includes operation of the visitor-use portions of the Proposed Visitor Center (Building #40), Amphitheater (Building #41), and the Borglum View Terrace (Building #57), as well as interpretive talks, audiovisual programs, conducted walks, wayside exhibits and literature.

Preserve historical materials, maintain records.

Maintain Memorial Library, negative and slide files.

Train personnel in procedures and skills used in the interpretive program.

Plan, supervise and perform research and evaluate the research of others in the broad field of American history on subjects needed to support the interpretive program, such as the lives and contributions of the four Presidents, the sculpturing project, the National Park Service and System, the Black Hills, outdoor recreation and conservation.

Advise the Superintendent and other staff members on interpretive matters and the preservation of historical resources and materials.

Organization and Operation: The Supervisory Park Historian, reporting to the Superintendent, plans, prepares and directs the interpretive activities. These activities center on the summit and upper flanks of Doane Mountain.



Full interpretive services are offered in June, July and August and requires the employment, training and supervision of a seven man seasonal staff of historians, and utilizes all facilities. Limited interpretive services are offered in the Visitor Center, proposed, frequently in April, May, September and October and on a demand basis the remaining five months. The two-man permanent interpretive staff will operate the Visitor Center nine months of the year, and during this period perform the other tasks assigned.

Staff Required:

<u>Permanent</u>	<u>Total Existing</u>	<u>Total Long Range</u>
Historians	1	1

Seasonal

Historians or Interpreters (6 for 3 months, 1 for 5 months)	3	7
--	---	---

Facilities Required

	<u>Existing</u>	<u>Additional Proposed</u>
Office Room in Visitor Center	0	1
Office Room in Studio (to be converted to other use)	1	0
Work Room in V.C. basement	0	1
Lobby and Viewing Room in V.C.	0	2
Amphitheater	1	1
Museum Storage, Amphitheater Basement	1	1
Apartment #43	2 Units	6 Units
Residence #46	1	1
Residence	0	1

P. Maintenance Staff

Function: To maintain and preserve the Mount Rushmore sculpture and to operate and maintain the physical plant in a manner contributing to

the efficient functioning of the Memorial staff, the welfare of the visitors, and to the preservation of Memorial resources.

Assigned Task

Repair, maintain and otherwise preserve the Mount Rushmore sculpture.

Operate utility systems, building equipment, and other facilities of the physical plant.

Maintain roads, buildings, grounds, equipment and utility systems (except telephone and power systems maintained by a public utility company).

Perform or supervise minor construction projects.

Participate in supervision of maintenance contracts for physical facilities.

Participate in preparation of Project Construction Proposal forms and review of construction drawings.

Organization and Operation

The Foreman III - Maintenance, reporting to the Superintendent, directs and coordinates the work of maintenance personnel. The operation is based in the utility area at Memorial headquarters.

A permanent staff is required to carry on operations all year and is supplemented by a seasonal staff to meet the work load imposed by heavy spring, summer and fall public use.

Major maintenance projects are performed by contract.

The Memorial provides water and sewer service to the concessioner.



Staff Required

<u>Permanent</u>	<u>Total Existing</u>	<u>Total Long Range</u>
Foreman, Maintenance	1	1
Foreman, Caretaker	1	1
Skilled Craftsmen	<u>1</u>	<u>1</u>
Total Permanent	3	3
<u>Seasonal</u>		
Laborers (WAE)	4	7
( $\frac{1}{2}$ man-year each)		

Facilities Required

	<u>Existing</u>	<u>Additional Proposed</u>
Maintenance Shop Basement #4 (rehab.)	1	0
Equipment Storage	0	6 (stalls)
Vehicle Storage, 1 stall, Residential	0	1
Vehicle Storage Basement #4 (rehab.)	2 (stalls)	2 (stalls)
Residence #44	1	1
Residence #2 (rehab.)	1	1
Residence #1 (oblit.)	1	1

X. Recapitulation

Summary of Memorial Staff

	<u>Total Existing</u>	<u>Total Long Range</u>
<u>Superintendent's Office</u>		
Permanent	1	1
Seasonal	-	-
<u>Administrative Services</u>		
Permanent	2	2
Seasonal	-	1
<u>Ranger Activities</u>		
Permanent	1	2
Seasonal	10	11
<u>Interpretation</u>		
Permanent	1	2
Seasonal	3	7
<u>Maintenance</u>		
Permanent	3	3
Seasonal ( $\frac{1}{2}$ year each)	4	7
Total Permanent	8	10
Total Seasonal	17	26
Grand Total	25	36

AA. The Mount Rushmore National Memorial Society of Black Hills, a non-profit distributing corporation, is the prime concessioner at Mount Rushmore National Memorial and is a party to the contract with the Secretary to provide food service, gift and souvenir sales and a binocular service. The Society assists the Service in development and preservation of the Memorial and acts through a Board of Trustees elected at the annual meeting held in February each year. Business of the Society is largely conducted by an Executive Committee consisting of the President of the Society, a First Vice President, a Second Vice President and a Secretary-Treasurer. The binocular service is retained

by the Society. Food service and gift and souvenir sales functions were transferred to Carl T. Burgess and Cathryn L. Burgess under a contract between these two parties and the Society entered into April 21, 1955.

BB. The Mountain Company, a South Dakota Corporation, was assigned the food service and gift souvenir sales functions by Carl T. Burgess and Cathryn L. Burgess on November 14, 1956.

<u>Staff Required</u>	<u>Permanent</u>	<u>Seasonal</u>
President and General Manager	1	
Assistant Manager	1	
Secretary	1	
Bookkeeper	1	
<u>Gift and Souvenir Shop</u>		
Manager	1	
Buyer	1	
Supervisor	1	
Sales Clerks		29
Stockroom		4
<u>Food Department</u>		
Chef	1	
Cook	1	
Kitchen		24
Dining Room		22
Snack Shop		10
Musician		1
<u>Maintenance Department</u>		
Maintenance man	1	
Janitorial and maintenance		6



<u>Facilities Required</u>	<u>Existing</u>	<u>Additional Proposed</u>
Memorial View Building No. 29	1	-
Extension Dining Room, Building No. 29 (Subject to study after Visitor Center completion)	-	1
Boland Hall - Concession Dormitory Building No. 31	1	-
Wing Addition to Building No. 31 (8 rooms)	-	1
Storage Building (garbage and refuse)	1	-
Garbage Can cleaning facility	1	-
Parking Lot (Concession employee vehicles)	-	1

# CHAPTER 4

MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

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Chapter 4 - Park Operations Outlines  
Section A. Areas of Operations  
Section B. Office of the Superintendent

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Prepared by: W. Leon Evans Date 2/13/61  
Superintendent

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Approved by: W. Leon Evans Date 2/15/61  
Superintendent

January 1961

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A. Areas of Operations

The major area of operations is on and in the immediate vicinity of the Doane Mountain summit which is the area of intensive public use. Here are located the major buildings and other facilities provided to serve visitors and conduct the management of the Memorial. The Service's employee residential area, located 1.7 miles from headquarters, is a second point of operations. The water collection and pumping installations and, in a separate drainage but nearby, the sewage disposal plant forms the third operational point. The close proximity of the three points makes possible a compact, economical, and efficient park operation.

B. Office of the Superintendent

The Office of the Superintendent is the control center for the Memorial. Eventually, when located in the Visitor Center, it will be readily accessible to the Memorial staff, concession managers, persons having business relations with the Memorial, and to visitors who may have occasion to see the Superintendent or the Memorial staff.

1. The Superintendent directs staff supervisors in the development of work and execution of programs, and reviews the progress on and adequacy of results achieved. He coordinates the various phases of the work program on a day-to-day basis and coordinates the Service's activities with those of the concessioner. He handles relations with other agencies or organizations but may delegate specific assignments to others of the staff. He controls all internal operations and is in close touch with all activities within the Memorial.

The Chief Ranger normally is the principal assistant to the Superintendent and is Acting Superintendent when the Superintendent is absent from the Memorial. He is currently familiar with work programs and other matters in order to insure continuity of operations when he is in charge.

January 1961

MASTER PLAN  
FOR THE PRESERVATION AND USE  
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Chapter 4 - Park Operations Outlines  
Section C. Administrative Services Operations

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Prepared by: Claudine V. Morgan Date 2/13/61  
Administrative Assistant

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APPROVED BY: W. Leon Evans Date 2/15/61  
Superintendent

C. Administrative Services Operations

All administrative services are performed by and under the supervision of the Administrative Assistant, who is under direct supervision of the Superintendent. Responsibilities include coordination of functions relating to property accountability, personnel, purchasing, contracting, fiscal and budget work, and records management.

Separate offices for the Superintendent, Administrative Assistant, and Clerk-Stenographer will be available in the proposed Visitor Center. Adequate space will be provided for necessary office machines, files, supplies and manuals. Employment of a Clerk-Typist for approximately five months is necessary to carry the seasonal work load during spring, summer and fall.

1. Personnel: The Administrative Assistant is responsible for the Area's personnel management program. The permanent Area staff, consisting of eight persons, is augmented by seventeen seasonal employees each year. Two additional permanent positions are proposed, together with eight additional seasonal employees.

Unofficial personnel folders are maintained in this office. The official personnel folders are scheduled for decentralization.

This office is responsible for preparation and submission to the Region Two Office of Form I-062, Survey of Prevailing Wage Rates, for the Black Hills areas, which include Wind Cave, Badlands, Devils Tower and Jewel Cave, in addition to Mount Rushmore. Ellsworth Air Force Base at Rapid City is the lead agency representative for wage board surveys for these five Service areas.

2. Fiscal and Budget: The Administrative Assistant monitors accountability of all funds and resources. Informal accounts are maintained for all contracts. Each programming official is advised monthly of the relationship of actual expenditures to operating programs. If necessary, revisions of operating programs are made six weeks prior to the end of the quarter.

Budget estimates are prepared by each programming official, approved by the Superintendent, then consolidated and checked for budgetary sufficiency by the Administrative Assistant.



The Administrative Assistant is the Imprest Cashier and has sole charge and is accountable for the maintenance and operation of this fund.

A survey of food prices in nearby Black Hills' communities is conducted each year prior to review and approval of rates charged by the concessioner.

3. Payroll: Time and attendance reports are prepared in this office and audited by the Administrative Assistant prior to submission to the Region Two Field Finance Office.

4. Procurement and Property Management: Purchase orders for all supplies, material, and equipment are prepared and documents submitted to the Region Two Field Finance Office for payment of obligations. Informal bids are obtained and recorded for purchases as required by regulations. Necessary data are developed for procurement through competitive bid and contractual procedures.

The Superintendent signs contracts and is the contracting officer within the limits of his delegated authority, and he is the designated representative of the contracting officer on contracts of larger amounts.

Preparation of contract documents such as work orders, notices to proceed, change orders, stop orders and final estimates is accomplished by the Administrative Assistant.

No warehouse operation is maintained in this area. Supplies and material are kept on hand only to meet current needs and are checked out to the job upon receipt. Most local purchases are accomplished in Rapid City. Seeing that all purchases conform with existing G.S.A. regulations is the responsibility of the Administrative Assistant.

Property inventories are taken annually. Disposal of surplus and excess property is initiated. The Administrative Assistant is responsible for property accountability.

5. Records and Reports: The Clerk-Stenographer prepares correspondence and maintains the central files in accordance with the Files Management Handbook. An alphabetical card index to the files is also maintained, as is a tickler "report due" index. A current file of PCP proposals, completion reports, and other records pertinent to the development program is maintained also.

A quarters rental rate survey for the Black Hills areas is made by this office.

The Administrative Assistant supervises the preparation of regular and special reports relating to personnel, fiscal, procurement and property, and every administrative endeavor as required by the Regional and Washington offices.

MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

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Chapter 4 - Park Operations Outlines  
Section D. Ranger Activities Operations

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Prepared by: Donald M. Spalding Date 2/13/61  
Chief Park Ranger

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Approved by: W. Leon Evans Date 2/15/61  
Superintendent

January 1961

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D. Ranger Activities Operations

1. Public Safety and Protection: Systematic patrol of the Memorial which is intensified in the public use area during the spring, summer and fall achieves several objectives. Protection of Memorial visitors, their property, the Memorial resources and facilities is of primary importance. Vandalism and other improper visitor conduct is discouraged or corrective action taken toward offenders. The enforcement function is clothed in an attitude of public assistance but must be present and effective. Attempts to climb Mount Rushmore are detected, visitors and particularly children are encouraged to stay on the walks and other designated use area, disposal of litter is kept at a minimum, accidents are investigated and assistance rendered and lost children are returned to their parties. Collection of specimens and souvenirs is discouraged. First aid and other assistance are rendered the injured or those who suddenly become ill.

Traffic control and accident investigations on the Horse Thief Lake road and that section of South Dakota U. S. Highway 16-A within the Memorial is primarily the responsibility of State and County officials. Park rangers often take initial action and later assist these officers. Regular patrols of all roads and outlying areas are made by park rangers to protect the wildlife from hunting, to prevent camping and building of camp and picnic fires and driving off the designated roadways. Approximately 1.5 man-years are required for this activity.

2. Visitor Information and Guidance. An information booth, located at the entrance to the public parking area, is operated by park rangers who are the first to greet visitors arriving at the Memorial. A Memorial information folder is furnished each car and questions answered for the occupants. Two rangers man this station during peak periods of arrival during the summer months. Visitors needing extensive information or details are directed to drive out of the main traffic lanes where the second ranger is able to devote sufficient time to furnishing all desired information. Two other rangers have roving assignments in the upper sections to determine where parking spaces are available, to inform the men at the entrance as to where cars are to be directed, and to assist visitors. Most visitors ask questions regarding travel routes and things to see in the Black Hills. The information desk in the lobby of the proposed Visitor Center will eventually provide a needed information center, but the assistance and guidance service elsewhere in the headquarters area will be continued on about the present scale. Approximately 1.5 man-years is required for this activity.

3. Traffic Control: This is one of two major functions of park rangers assigned to the public parking area. The driver of each vehicle is

directed to one of the four lots where space is available; normally the one nearest the viewing areas and the concession buildings. The one-way traffic flow is maintained, cars towing trailers and trucks are parked parallel on the south side of the lower tier and busses are directed to the designated area. The 60-degree angle parking with double-line marking for each stall is highly successful in promoting the best use of space and orderly parking. This activity required 0.7 man-years.

4. Forest and Fire Protection: The forest cover consisting of the predominant ponderosa pine and including aspen, birch, chokecherry, pin cherry, snowberry and some other species provides the scenic and attractive surroundings of the sculpture. The Black Hills forest fire season may extend from May through October and a high hazard condition exists for three months or more each summer. (Approximately 175 fires annually) Lightning-caused fires, which may start in the more distant locations from the road, pose the greatest threat, but man-caused fires may occur in greater numbers. Prompt detection and application of suppression measures must be provided by the ranger organization. The Memorial area itself does not have a history of large fires, but these do occur frequently in the Black Hills and could devastate the relatively small but highly important forest within the Memorial. Suppression equipment is maintained in proper condition and stored at headquarters where it is immediately available. A fire control aid is proposed to perform most of the regular detection and maintenance service. Approximately 0.5 man-years is required for this activity.

The Black Hills beetle occurs in an endemic state in ponderosa pine and occasionally develops an epidemic situation. Annual surveys to determine extent of infestation and location of infested trees are made by the Chief Ranger and Forest Service personnel. Removal and treatment of infested trees are performed by Black Hills National Forest crews on a reimbursement basis.

5. Building Fire Protection: Inspections are made semi-annually to detect and correct fire hazards in 26 (32 proposed) buildings. First aid and outside fire suppression equipment is inspected and tested, and building occupants or users trained in suppression of building fires. This activity is conducted in close cooperation with the Maintenance Foreman and other maintenance personnel. A fire alarm system is inspected, maintained and tested. Approximately 0.2 man-years are required for this activity.

6. Sanitation Inspections and Special Studies: Park rangers, usually the Chief Ranger, make inspections of food handling practices of the concession which includes compliance with Public Health Service recommendations and approved practices. This is done in cooperation with representatives of the United States Public Health Service and

the Pennington County (South Dakota) Sanitarian. The Superintendent after reviewing inspection reports provides for compliance by the concession. Inspections, follow-up checks and reports require about 0.1 man-years.

7. Administration and Planning: Selection, training and job assignment of seasonal personnel; planning and direction of operations and related work is accomplished by permanent rangers. Additionally, the Chief Ranger assists the Superintendent with many activities related to general administration of the Memorial including preparation of budget estimates, special studies and reports, development planning, training, the safety program, general maintenance inspections and assignment of seasonal quarters. The Chief Park Ranger generally serves as Acting Superintendent during absences of the Superintendent. Approximately 0.5 man-years are required for this activity.



MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

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Chapter 4 - Park Operations Outlines  
Section E. Interpretive Operations

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Prepared by: Russell A. Apple Date 2/13/61  
Supervisory Park Historian

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APPROVED BY: W. Leon Evans Date 2/15/61  
Superintendent

B. Interpretive Operations

General Statement: From the standpoint of the public, interpretation is a major activity of the National Park Service at Mount Rushmore. The sculpture in its mountainous setting evokes complex responses. After gaining initial impressions of the sculpture and the forested terrain, visitors seek answers to the questions of how and why. They are receptive to both individual and group interpretive services. The purpose of interpretation is presentation of the conception and creation of the sculpture, the contributions of the four Presidents to our democratic institutions and the preservation of our national heritage. Effectively presented, the inspiring story firmly instills the feeling that our American ideals and way of life must be as solid and enduring as the carved granite of Mount Rushmore.

To understand the scope of the interpretive activities, the subject matter and interpretive themes are first presented; the interpretive services which present the subject matter are next listed. Then follows a listing of the facilities in which the services are offered. Finally there is a discussion of the organization and administration of the division.

1. Interpretive Themes or Subject Matter. A more complete discussion of these themes will be found on pages 7 through 14 in the "Interpretive Prospectus" submitted August 1959 (file D-6215). The primary themes are briefed here for convenience. The secondary and enrichment themes are merely listed since their titles are self-explanatory.

a. Major Themes

(1) Patriotic Significance - Political

Oversimplified explanations of the contributions of each President have been adequate to aid visitors to recall their study of U. S. History. More detailed explanations apparently are not absorbed by the visitor and may create an attitude of boredom.

Washington:

Civilian and Military Revolutionary leader. Presided at Constitutional Convention. Established dignity of Presidential office.

Jefferson:

Authored Declaration of Independence. Inspired the Louisiana Purchase. Broadened base of governmental control.

Lincoln:

Preserved Union in Civil War. Emancipation Proclamation.  
Log cabin origin; White House achievement.

Roosevelt:

Led U. S. to world power. Conservation activities. Shook  
big stick at business and foreign nations.

(2) Patriotic Significance - Public Lands

One aspect of the total contributions of the four Presidents is expanded in the interpretive program. The sculptor's choices, the setting, and the location of the Memorial together with the nature of the visitors make Mount Rushmore an ideal place to present this subject as an aid to appreciation of the benefits of American Democracy. Visitors are vacation minded. Each of the four Presidents made major contributions to public lands and their management. The setting is wooded. Mount Rushmore is in a location which is an example, a case study, of public land management for the public good. The contributions of the Presidents selected for interpretation follow: (Examples, local or national, are easily found.)

Washington:

Encouragement and legalization of the start of the Westward Movement; his interest in developing his "West."

Jefferson:

His Louisiana Purchase added roughly the middle third of the U. S.--great segments of this land still exist in original wilderness as National Parks. The ordinance of 1787, etc.

Lincoln:

Yosemite Valley; Homestead Act.

Roosevelt:

Forest Service established; National Forests created; dams;  
National Monuments; introduced policy of conservation.

b. Secondary Themes

- (1) Carving Techniques and History
- (2) Evolution of Design
- (3) Art appreciation
- (4) Gutzon Borglum



c. Enrichment Themes

- (1) Information Services
- (2) Flora and Fauna-Geology

In practice, the secondary theme of the carving techniques and history answer the how, and lead naturally into a discussion of the primary themes which answer the why.

An idea carried throughout most interpretive services is the longevity of the sculpture. This is to cement the thought that the American way of life must survive the carved granite of Mount Rushmore.

2. Interpretive Services. Not all of the themes listed above can be included in each type of service. Limitations of time, situation or medium make selection and emphasis among the themes necessary. Only the Evening Program includes all the themes with proper emphasis. The most limited service in point of coverage of subject matter is the recorded orientation talk. The services are listed and discussed below

a. Recorded Orientation Talk. Three minute talks are broadcast every half hour to the summit area of Doane Mountain over a public address system. This is done only when staff cannot make talks (see b.) in person. In the absence of a Visitor Center, this is the only contact the National Park Service has with visitors nine months of the year. When the Visitor Center is in operation, similar talks will be heard only on the terrace and in the observatory, and then only when it is not possible for a uniformed man to talk in person. In the Center, the foreseen time of the talks is in the early mornings and evenings of summer days; on a scheduled basis in April, May, September and October and on demand in November, December, January, February and March. Content material is limited. The three minute length is imposed because of listening conditions now existing, but length may increase when visitors are seated in the Visitor Center.

b. Live Orientation Talks. A majority of the visitors who receive "in person" service hear these talks. Ten minute talks are given by a uniformed employee every half hour during nine daylight hours of each day in June, July and August. Listeners stand on the patio of the concession building and inspect the sculpture while listening. It is possible to include a short discussion of the major themes and mention the secondary themes. This is the service designed to provide interpretation for the mass of visitors on summer days. It has proved so worthwhile that the terrace of the proposed Visitor Center has been designed to provide facilities, including seats for similar talks. The terrace location will remove the talks from commercial aspects and provide a setting with facilities to both improve the talks and make them available to more people.

c. Evening Program. The formal illustrated talk in the amphitheater is climaxed with the floodlighting of the sculpture. The major and secondary themes are illustrated and given their proper perspective. The program is patriotic and inspirational. A trained uniformed man gives a smooth 30 minute presentation complete with background music. The public land theme is developed fully. This is the "quality" show (as opposed to the "quantity" elements of the daytime live talks) of each summer day and will continue to be the chief evening activity after the Visitor Center opens.

d. Borglum View Terrace. (Proposed) The Director and the Mount Rushmore National Memorial Commission are planning the terrace and commemorative features in memory of the sculptor. It will be on the site of Building 3 which now houses the Temporary Museum.

e. Studio-Museum. When administrative offices remove to the proposed Visitor Center, Building No. 4 will house museum exhibits related to the sculpturing techniques and history of the project. Large studio models now in place will be featured.

f. Working Area View. From the site of the hoist house for the razed aerial tramway just outside the Studio (Building No. 4), a view of the working area for the sculpturing project is obtained. From the hoist house site, elements of the once existing physical plant can be pointed out and interpreted. It is closely associated, both functionally and physically, with the Studio.

g. Guided Walk. This proposed service will be coordinated with the live orientation talks (see b. above) and depart from the terrace of the proposed Visitor Center on summer days. The walk will take visitors to the Borglum View Terrace (see d.), the hoist house site (see f.) and to the Studio-Museum (see e.), and include natural history elements, especially geology. It is hoped this activity will take appreciable numbers of visitors away from the heavy use area during critical hours of summer days. It should aid in clearing the terrace of the Visitor Center before the next live orientation talk. This will be a self-guiding walk anytime.

h. Information Service. In the summer uniformed employees in the parking lot and about the area will always give valuable informal information service. The lobby of the proposed Visitor Center will give full-time, year around formal and extensive information service. Exhibits, especially designed for self-help service, will be available. In the winter the manned desk will be the only scheduled information service.

3. Interpretive Facilities.

a. Proposed Visitor Center. This facility will house the recorded interpretive talks, the live interpretive talks (never simultaneously), the start of the guided walks, winter viewing observatory, and the information services. There will also be special programs occasionally for groups. The one man on duty at the lobby information desk in the winter may operate the recorded talks, as well as greet and talk with visitors in person. For purposes of man-years, the entire time of the guided walks is included. It is estimated that to staff the Visitor Center all year and provide full interpretive services in the summer months it will take 2 man-years.

b. Amphitheater. The presentation of the evening program, the only scheduled activity, will take 0.2 man-years.

c. Studio-Museum. To protect and staff this facility during the summer months, it will take .3 of a man-year. If open at other times, it will be unmanned. Protection will be provided by occasional visits of a uniformed man and by personnel of the maintenance force using the shop in the basement.

d. Administration and other tasks (see 4. below) 1.5 man-years. Under interpretive facilities a total of 4.0 man-years are required.

4. Organization and Administration. The Division of Interpretation assumes a very important share of the responsibility for accomplishment of the Mission of the Memorial.

Division duties include the planning, research, and presentation functions as well as other tasks outlined in Chapter 3.

The Supervisory Park Historian heads the division. In addition to the tasks outlined in Chapter 3, he handles much correspondence with the public, assists the Superintendent in planning and other matters, and advises other divisions on planning which affects interpretive matters. The Supervisory Park Historian also handles some on-site interpretive services and most off-site interpretation, prepares material for publication and reviews the work of others for historical and technical accuracy. These duties occupy 1 man-year.

Establishment of the proposed assistant Park Historian position will provide the additional personnel required for full-year operation of the Visitor Center and continuous supervision and direction of the full-scale summer season program. The assistant Park Historian will devote 0.5 man-years to the Visitor Center operations and 0.5 man-years to supervision and other tasks.

The seasonal staff of uniformed employees are trained, audited and supervised in their assigned interpretive duties by the Supervisory



and/or Assistant Park Historian. They are furnished background material to assist in answering questions. Interpretive services are scheduled by the Supervisory Park Historian to assure services are available at times to coincide with visitor demands. It may be advisable for the seasonal historians to exchange duties occasionally with seasonal members of the protection force to permit the best utilization of individual abilities; a practice used frequently at Mount Rushmore.

MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

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Chapter 4 - Park Operations Outlines  
Section P. Maintenance Operations

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Prepared by: W. Leon Evans Date 2/13/61  
Superintendent

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APPROVED by: W. Leon Evans Date 2/13/61  
Superintendent

BOUND COPY  
January 1961

F. Maintenance Operations

1. Water Supply. Water from five springs constitutes the current supply. Four flow by gravity into the collection and storage reservoirs. Water from one spring flows into a small collection reservoir and is lifted to storage by an automatic electrically-operated pump. Water from this lower spring is not used during the winter months. Development of an urgently needed supplemental supply is proposed by extending a line to a test well completed in 1960 near the east entrance. This will require installation of a pump and chlorinator unit at the well.

The headquarters area is served by a distribution reservoir located on the slope of Mount Rushmore a short distance below and northeast of the base of the sculpture. Pumps at the collection and storage reservoirs lift about 32,000 gallons daily to this distribution reservoir during June, July, August and September. Anticipated development including maintenance of landscape planting will require twice this amount of water during these months. Pumping is less frequent at other periods and may be necessary only semi-monthly during the winter. Water for the residential area is distributed by a gravity flow line from the main storage reservoir. A chlorine residual is retained at desired levels in the storage and distribution system. The chlorine residual is checked daily during the summer months and systematically but less frequently during other seasons. Samples are submitted weekly during the summer for bacteriological analysis and semi-monthly or monthly at other periods.

Water used in 1959 totaled approximately 4,140,000 gallons of which 2,305,700 was used by the concession which receives its entire supply from the Memorial system. Consumption in 1960 was about 4,098,288 gallons. Accumulated deficiency of precipitation coupled with record public use during the 1959 and 1960 seasons resulted in an acute water shortage. Severe use restrictions were imposed and the amount available for watering landscape plantings was insufficient to maintain all trees and shrubs. The deficiency was partially alleviated in July and August of 1960 by hauling 100,000 gallons from Hill City.

The entire water collection, storage, pumping and distribution system is maintained and operated by or under direction of the Maintenance Foreman with assistance of both permanent and seasonal personnel. This requires approximately 0.8 man-years.

Water requirements have increased sharply in recent years and will continue to rise as Memorial development progresses and public use grows.



A comfort station completed in 1960, comfort stations in the proposed Visitor Center, proposed additional employee residences, proposed addition to the concession dormitory, and maintenance of extensive landscape plantings will require a substantial increase in water production. A restricted water supply will limit all development and some operations. A potential of about 75,000 gallons a day for summer use should be planned and developed.

2. Sanitation. The Service-owned and operated sewage system serves all operations within the Memorial including the concession. The principal system serves the Doane Mountain headquarters installation. A second system serves the residential area. Building No. 1, a residence which will be razed, has a separate disposal installation. Memorial maintenance forces clear clogged or frozen lines, make necessary repairs and otherwise maintain and operate the system. Filter beds for the main system must be raked monthly, the crust removed and the surrounding vegetation trimmed. The top layer of sand is replaced annually. Removal of accumulated solids from the septic tanks is accomplished annually by a Rapid City firm which has pumps and truck tanks for this purpose.

A garbage can cleaning facility is located immediately adjacent to the main sewer line a short distance above the main septic tank at the filter beds. A portable oil-fired electrically operated steam cleaner is used for the cleaning operation by both the concession and the Service. The installation includes a concrete slab with a drain into the sewer and a structure to cover the portable unit. A cleaning compound is used with the steam.

Disposal of garbage and similar refuse is made at the Keystone Community dump. The dump is maintained under a Special Use Permit on Black Hills National Forest land by the Keystone Volunteer Fire Department. The concession and the Memorial use this dump located four miles from Memorial headquarters and reimburses the Fire Department for disposal and dump maintenance costs. There is no suitable site within the Memorial for a garbage dump. A borrow pit, located one mile below Memorial Headquarters, is used for collection of slash, brush, logs, stumps and other material which can be disposed of by burning when no forest fire hazard exists. The Memorial does not provide garbage collection or disposal service for the concession.

Four public restrooms currently are operated from about May 1 through October 15. These comfort stations are open from 6:00 a.m. to 9:30 p.m. daily. Cleaning is accomplished each morning and through the day as required. Electric hand dryers are used in all units. One comfort station, located in the lower headquarters area, will be razed when the Visitor Center with a new comfort station is constructed. The number in use will remain at four. Use is very heavy requiring frequent inspections and cleaning.

The Maintenance Foreman directs the sanitation operations which are accomplished by Memorial forces. The Caretaker generally handles the collection and disposal with seasonal laborer assistance.

Memorial sanitation operations require approximately 1.2 man-years.

3. Sculpture Maintenance. The Mount Rushmore sculpture is the principal feature and resource of the Memorial. The granite from which the four figures were carved is subject to erosion and discoloration, and maintenance is accomplished to retain the sculpture in as near the original condition as possible. Maintenance stairs, constructed early in 1960, were provided to facilitate this work.

Complete inspection and repair work on the sculpture is accomplished annually, either in the early summer or early fall. A professional and skilled steeplejack was employed in 1959 and 1960 to do the actual work under direct supervision of the Maintenance Foreman. The workman is lowered over the figures on a boatswain's chair suspended by a steel cable from one of two hand-operated winches. A rope or nylon line also is attached to the workman for safety reasons. Some points on the sculpture are accessible to the workman only when he is pulled into place by a separate line provided for that purpose. Two men are required to handle the winches and to otherwise assist the man doing the maintenance work.

Repair usually consists of filling cracks in the granite with a mixture of white lead, granite dust and linseed oil. This compound, used by the sculptor during the final stages of construction, has proved very durable and little resealing of older cracks has been necessary. Some of the larger crevices on the top of the sculpture have been filled with Portland cement and sand. Some oil and rust from steel pins used during the construction period continues to appear on the sculpture surfaces. There also appears to be some iron compounds in the natural rock which causes stains. The workman removes this discoloration so far as possible with household cleaning compounds or other suitable materials.

Sculpture maintenance is planned, supervised and inspected by the Maintenance Foreman. Actual repair work is best accomplished by a skilled steeplejack employed only for a period of one to two weeks each year by purchase order or contract. Service personnel provides related work of operating the winches, transporting materials, care of equipment and maintenance of the steel stairway leading to the top of the sculpture. Approximately 0.3 man-years are required for sculpture exclusive of the services of the steeplejack or other skilled workmen employed for the actual repair work.

4. Buildings. Memorial forces maintain 12 buildings exclusive of quarters. Three additional buildings, including a Visitor Center and a storage building, are proposed. Routine maintenance includes structural repairs, painting, electrical circuits, heating systems, water and sanitation, plumbing and fixtures, floors and floor covering and related work. Normal maintenance is performed by the Building Repairman with seasonal assistance and under the supervision of the Maintenance Foreman. Extensive jobs, and those which require services of craftsmen skilled in certain trades, may be performed under contract. The area does not pose any particularly difficult maintenance problems other than requiring exterior work done during the warmer months. Snowfall rarely is heavy enough to require snow removal from roofs.

Quarters maintenance is performed by the Memorial staff on the same scale as for other buildings. Seven residences and a multi-unit (10 apartments) building are currently maintained. One existing residence (Building No. 1) will be razed and three additional residences are proposed to house permanent employees. One maintenance employee resides in the headquarters utility area to be readily available for emergency maintenance work.

One man-year is required for maintenance of buildings and quarters.

5. Grounds and Landscaping. Extensive plantings of native shrubs and trees in the headquarters and residential areas were accomplished in 1959 and 1960. Additional plantings will be made in the vicinity of the proposed Visitor Center. These plantings require some cultivation each season to prevent their being crowded by grass or weeds; they require dikes to retain water when planted on slopes and some fertilization to insure vigorous growth. Watering is necessary from late June through September. Irrigation, except for grass which must be irrigated regularly during the summer months, is limited to that necessary to retain vigorous growth in a comparatively dry locality. This work is supervised or done by the Caretaker with seasonal assistance. The full time of one laborer is required May through September for this operation. Vegetation in the immediate vicinity of residences is cared for by the occupant, but that vegetation some distance from the houses and at the multi-unit seasonal employees' quarters is cared for by those who maintain the headquarters grounds.

All vegetation, whether that of the original stand or that planted, is subject to severe abuse unless protected by fencing to discourage trampling by people. The planted slopes between the lots in the public parking area have suffered a loss of some 75% of planted material. A temporary fence has been erected to protect trees and



other vegetation in some other small areas. Adequate protective fencing must be provided to keep visitors on the walks and protect the trees, shrubs and grass. Experience has conclusively shown that vegetation, either of the original stand or that planted, cannot survive without ample protection provided by fencing. Such fencing also serves to restrict the area over which litter accumulates and tends to reduce visitor accidents, particularly to children.

Public use of the headquarters area is by more than a million visitors each year. Trash accumulates at a high rate during periods of peak use and must be collected daily to keep the grounds in an attractive and proper condition. One or two men are required to perform this work.

Protection and retaining walls are of masonry construction. Regular inspection and some repair and rehabilitation of these walls are required. Native stone is available for this work.

Three banks of floodlights, which illuminate the sculpture for 40 minutes immediately after the evening interpretive program in the amphitheater, are inspected each week, globes replaced and adjustments made. Studies have not indicated any means of improving the lighting system to more nearly duplicate the natural morning sunlight although there has been some criticism of the present system. No means is known to direct the artificial lights to the sculpture at the same angle as the sun's rays.

Grounds and landscaping maintenance require approximately 2.0 man-years.

6. Signs. Routed wood signs are used extensively for visitor information and guidance. Approximately 80 such signs, manufactured in the Memorial shop, are removed each fall; and reconditioned or replaced and erected each spring. The color scheme is silver or aluminum on a dark brown background. A more attractive color combination is desirable. Sign work is accomplished by the Building Repairman.

7. Roads and Trails. Principal route of access to the Memorial is by South Dakota U. S. Highway 16-A, which passes through the community of Keystone and the extreme eastern portion of the Memorial and continues southward to the Custer State Park. This road is regularly maintained by the South Dakota Department of Highways as a part of the State highway system. The so-called Horse Thief Lake Road, also referred to as Forest Highway Route 9, provides for the direct access to Memorial Headquarters from its junction with South Dakota U. S. Highway 16-A. This high standard road continues beyond Memorial Headquarters to a point 1.2 miles from the west boundary. This remaining 1.2 miles is

proposed for reconstruction. The South Dakota Department of Highways and the U. S. Forest Service also plan reconstruction of the balance of this road to its junction with South Dakota Highway 87-89.

The South Dakota Department of Highways maintains the Horse Thief Lake Road within the Memorial under terms of an agreement entered into January 23, 1956, and which extends five years from that date. This agreement should be extended, if possible, by a new agreement which will meet existing requirements and those which may be imposed by reconstruction of the remaining low standard section. Maintenance of roads and trails within the Memorial, except for the Horse Thief Lake Road, is accomplished by the Memorial maintenance staff.

The public parking lot consists of four sections on different levels and is designed for one-way traffic. Space is sufficient for 322 marked stalls and three bus spaces. The south side of the lower section (Lot 4) is reserved for trucks and cars with trailers which must be parked parallel to the curb. The 322 individual car parking spaces which do not include the parallel parking spaces or the bus section are marked with double-line markers at a 60-degree angle to the curb. This marking has proved most satisfactory under actual operating conditions. The stall markings must be painted early each season and the crosswalk marking requires painting at least twice each season. Stall dividers also are marked in the concession utility and parking area. Other maintenance consists of removing debris washed onto the surface by water. A bituminous seal coat is required on the entire paved section at 6-year intervals, but the main traffic lanes in the middle of each section may require a chip and seal job more frequently. This additional requirement will apply also to the entrance and exit lanes.

Footpaths are heavily used. The bituminous-surfaced trails require patching and repair of edges each season. Some trail sections, stairways and landings are of masonry construction and require more extensive repair work. Particular attention is given to the flagstone sections to avoid rough sections or projecting sides of flagstones which would create a hazard to pedestrians.

An extensive lighting system is provided for the public parking area and the footpaths. Wiring is underground. Repair of lighting fixtures and replacement of light bulbs is a continuing requirement. A complete check of the lighting system is made each week, but all members of the staff are requested to report any failures or deficiencies immediately.

Cleanup of litter from the parking lot and the paths is a continuous operation but is most intensive during the season of maximum visitation. The full time of one laborer is required for this and related work seven days each week. The stairways and walks must be swept frequently.

Narrow gravel surfaced roads with some steep grades serve the water collection area and the sewage disposal installation. Reconstruction is planned to improve the grades, surface and drainage. A short gravel road connects the refuse burning pit with the Horse Thief Lake Road. No major change in this road is required. The residential roads require only the usual bituminous seal and minor repairs and maintenance of the drainage system.

No new road is planned within the Memorial. Increase in travel, together with a longer visitor stay anticipated upon completion of the proposed visitor center, will create a need for additional public parking. A parking area for eight vehicles is planned for a site off the east side of the concession building road for official cars. This will be the parking area to serve cars driven by employees who work in the visitor center. Space currently available for parking concession employees' vehicles in the lower parking lot south of the Studio will be occupied by the proposed storage building. No suitable site for concession employees' cars has been located although space for 30 vehicles is desired.

Snow removal for the Horse Thief Lake Road is accomplished by the South Dakota Department of Highways. Snow is removed from all other roads, the parking lots and the walks by the Memorial maintenance staff. All road work is supervised by the Maintenance Foreman. The equipment consisting of one dump truck, one motor grader and one front-end loader also is used for maintenance of grounds and for other activities.

This operation requires approximately 1.0 man-years.

8. Equipment. A mechanical repair and maintenance shop is not planned as a Memorial operation. Vehicles are repaired in Rapid City while servicing is accomplished in the nearby community of Keystone. Occasional minor maintenance including replacement of filters and oil, car washing and tire changes are accomplished by Memorial personnel. The proposed storage building will include a hoist and wash rack which will facilitate the limited maintenance to be done within the Memorial.



MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

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Chapter 4 - Park Operations Outlines  
Section C. Other Operations

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Prepared by: W. Leon Evans Date 2/13/61  
Superintendent

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APPROVED BY: W. Leon Evans Date 2/13/61  
Superintendent

January 1961

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G. Other Operations

AA. Mount Rushmore National Memorial Society of Black Hills. The Society operates a binocular service with eight fixed installations at locations approved by the National Park Service. The installations are provided by the Tower Optical Company which shares in the receipts in accordance with a contract between that Company and the Society.

The Society, under terms of the contract with the subconcessioner, provides all exterior maintenance for the Memorial View Building and Boland Hall (concession employee dormitory). The Society assists the National Park Service with various projects and undertakings as determined by the Trustees and the Superintendent.

BB. The Mountain Company. This subconcessioner, operating in the Memorial View Building, provides public food service and gift and souvenir sales. Merchandise of Indian origin is emphasized to the extent such items are available. The Americana section is popular, and goods of United States origin are featured. The gift shop is attractively arranged and merchandise is of suitable quality. The operation has proved very satisfactory to the public and the National Park Service.

The snack shop, located in the Arrow Room, features sandwiches, soft drinks, ice cream, pastries and similar food items. This service is in great demand by visitors, and the limited space results in some congestion during peak periods. The dining room with table space for approximately 200 persons operates from 6:00 a.m. to 9:00 p.m. during the summer season. Table service breakfast is served from 6:00 a.m. to 10:00 a.m., cafeteria lunch service from 10:30 a.m. to 3:00 p.m. and table dinner service from 5:00 p.m. to 9:00 p.m. The kitchen is modern in every respect and food handling practices conform to Public Health Service standards.

The Mountain Company performs all interior maintenance for the Memorial View Building, the employee dormitory and the storage building. Sewer and water service are provided at approved rates by the National Park Service. Garbage disposal is at the Keystone Community dump outside the Memorial boundaries.

CHAPTER

5



*General Note.*

DEVELOPED AREAS

One major developed area, the memorial headquarters area, contains practically all the visitor use and operational facilities considered necessary for the administration of the memorial. One other minor development, the Grizzly Creek Campground, which was constructed by the Civilian Conservation Corps under State direction is no longer a part of the memorial development. Due to a recent revision of the east boundary, the campground is now in the Harney National Forest. It will, however, continue to be used by visitors as a convenient over-night stopping place for those who desire camping facilities in this section of the Black Hills.

Since the primary development of the memorial is confined to one area, the following road, trail, and building charts, made a part of this section, include all the memorial facilities in those categories.

ROADS		EXISTING 1950					MOUNT RUSHMORE				
NAME OF ROAD	ROUTE	TERMINI	LENGTH	WIDTH		TYPE OF SURFACE	DATES		BUILT BY	TOTAL COST	NOTES
				GRAD.	SURF.		START	COMPL.			
Horse Thief Lake Road		Highway 16 - West Boundary	3.3	24	20	Asphalt & Gravel			State		a.
Utility Area Spur	1	Headquarters Area	.3	24	20	Asphalt			State & NPS	3,000	b.
Headquarters and Museum Parking Areas	3	Five parking areas	1.0			Asphalt & Gravel			NPS	25,000	c.
Headquarters Area Road	50	Utility Area to Ranger's residence	0.2	18	16	Gravel				2,000	d.
Pumphouse Road	51	Horse Thief Lake Road to pumphouse	0.3	10		Dirt				1,500	
Existing Road notes: a. State owned and maintained. b. Includes visitor parking area accommodating 45 cars. c. To be obliterated with construction of new headquarters parking area. d. To be obliterated with construction garage drives to residences.											

ROADS		PROPOSED 1950				MOUNT RUSHMORE				
NAME OF ROAD	ROUTE	TERMINI	LENGTH	WIDTH		EST. COST	P. C. P.		PROPOSED PROJECT TITLE	
				GRAD.	SURF.		NO.	DATE		
Horse Thief Lake Road		East of proposed parking area - Intersection with Horse Thief Lake Road	1.0	28	22	150,000	State Construction		Realignment through headquarters, grading, base course, and surfacing.	
Service Road	53	Proposed parking area (Route 3) to concession building	.2	18	12	7,700	R-5	2-48	Clearing, grading, base course, and surfacing.	
Residential Area Road	52	Horse Thief Lake Road to Residential Area	.3	10&20	10&18	10,300	R-6	2-48	Clearing, grading, base course, and surfacing.	
Headquarters and Museum Parking Area	3	Loop parking area from Horse Thief Lake Road	1.0			52,000	R-1	3-48	Grading, base course, surfacing, and curbing. 307 car capacity.	
Utility Area Road	1	Horse Thief Lake Road to Utility Area and residences	.3			7,300	R-7	3-48	Grading, base course, and surfacing.	

TRAILS			EXISTING 1950			MOUNT RUSHMORE				
NAME OF TRAIL	ROUTE	TERMINI	LENGTH	B IDTH	TYPE SURF.	DATES		TOTAL COST	GRID	NOTES
						START	COMPL.			
Headquarters Trails	1	Parking overlooks - Administration Building	1,150 ft.	varies	Gravel Stone & Asphalt			3,000		Includes numerous flights of steps.

TRAILS			PROPOSED 1950			MOUNT RUSHMORE				
NAME OF TRAIL	ROUTE	TERMINI	LENGTH	B IDTH	EST. COST	P. C. P. NO.	DATE	PROPOSED PROJECT TITLE		
Headquarters Trails	1	Parking Area - Overlook	2,700 ft.	8' & 20'	8,100	R-2	3-48	Clearing, grading, base course, and surfacing.		
Overlook Trail	4	Concessioner Building to Overlook	0.2 mi.	6'	2,000			Clearing, grading, base course, and surfacing.		
Overlook Terrace	1	Headquarters and Concession Building	16,300 sq. ft.		13,900	U-1	3-48	Grading, base course, surfacing, and construction of retaining walls.		
Residential Trail	3	Utility Area to Residential Area	0.3 mi.	4'	1,500			Clearing, grading, base course, and surfacing.		



BUILDINGS				EXISTING 1950						MOUNT RUSHMORE			
NO.	NAME	PLAN NO.	TYPE	PERM. OR TEMP.	UTILS. #-S-E	SQ. FT.	CUBIC FEET	VALUE	CONDI- TION	YR. BUILT	BUILT BY	DL or C	REMARKS
<u>GOVERNMENT-OWNED (HEADQUARTERS AREA)</u>													
4	Administration Building	MR-2007	Masonry & Frame	P	W-S-E	7,680	138,240		Good		Gov't	DL	Contains offices, warehouse, equip. storage, and studio museum room.
5	Compressor Building	None	Frame	T	W-E	1,125	13,500		Poor		Gov't	DL	Not in use. Contains compressor machinery used for sculpture.
6	Blacksmith Shop	None	Frame	T	W-E	750	7,500		Poor		Gov't	DL	Not in use. Least used
7	6 inch House		Frame	T	E	120	1,000		Good		Gov't	DL	Contains power driven winch for tramway. Now used for paint storage.
1	Residence Quarters No. 1	MR-2005	Frame	T	W-S-E	600	6,100		Fair		Gov't	DL	Residence but receives some use as bunkhouse.
2	Residence Quarters No. 2	MR-2006	Frame	P	W-S-E	950	9,300		Good		Gov't	DL	Custodian's Residence.
9	Comfort Station		Frame	T	W-S-E	640	6,400		Fair		Gov't	DL	Flush toilets double unit.
10	Comfort Station		Frame	T	W-S-E	640	6,400		Fair		Gov't	DL	Flush toilets - not used due to lack of sufficient water pressure.
11	Comfort Station		Log and Masonry	T		200	2,000		Fair		CCC	DL	Pit type facilities.
<u>GOVERNMENT-OWNED CONCESSIONER-OPERATED (HEADQUARTERS AREA)</u>													
8	Studio Building	MR-2002	Frame & Log	P	W-S-E	4,700	71,000	25,000	Good	1929	Mem. Soc.		Contains sales and dining space, kitchen and dormitory facilities.
<u>CONCESSIONER-OWNED (HEADQUARTERS AREA)</u>													
3	Bunk House	MR-2014	Frame	T	W-S-E	964	9,000		Good	1947	Assoc.	DL	To house concessioner employees.
32	Bunk House	MR-2014	Frame	T	W-S-E	801	7,500		Good	1948	Assoc.	DL	To house female concessioner employees.

BUILDINGS			PROPOSED 1950						MOUNT RUSHMORE		
NO.	NAME	PLAN NO.	TYPE	PERM. OR TEMP.	UTILS. AVAIL- ABLE	SQ. FT.	CUBIC FEET	EST. COST	P. C. P.		PROPOSED WORK
									NO.	DATE	
<b>GOVERNMENT-OWNED (HEADQUARTERS AREA)</b>											
30	Headquarters Building and Museum		Masonry & Timber	P	Planned	5,200	74,000	88,920	B-8	3-48	To provide administration offices, museum, studio room, and comfort station.
15	Residence		Frame	P	4-S-E	1,500		18,900	B-2-1	6-49	To provide permanent housing.
16	Residence		Frame	P	4-S-E	1,500		18,900	B-3-1	6-49	To provide permanent housing.
17	Residence		Frame	P	Planned	1,500		18,900	B-5-2	12-49	To provide permanent housing for Superintendent
18	Residence		Frame	P	Planned	1,500		18,900	B-10-2	12-49	To provide permanent housing.
19	Residence		Frame	P	Planned	1,500		18,900	B-11-2	12-49	To provide permanent housing.
20	Residence		Frame	P	Planned	1,280		15,200	B-12-1	6-49	To provide permanent housing.
21	Residence		Frame	P	Planned	1,280		16,200	B-13-1	6-49	To provide permanent housing.
22	Quarters for single employees		Frame	P	Planned			20,760			To provide housing for seasonal employees.
23	Residence		Frame	P	Planned	1,280		16,200			To provide permanent housing.
24	Residence		Frame	P	Planned	1,280		16,200			To provide permanent housing.
27	Utility Building		Concrete	P	4-S-E	5,330	73,000	84,600	B-16	3-48	To provide warehouse, equipment storage, gas and oil house and shops.
25	Comfort Station	MR-2019-A	Frame	P	Planned	311	3,000	6,480	B-4	3-48	To replace present inadequate facilities.
26	Comfort Station	MR-2019-A	Frame	P	Planned	311	3,000	6,480	B-5	3-48	To replace present inadequate facilities.
<b>GOVERNMENT-OWNED CONCESSIONER-OPERATED (HEADQUARTERS AREA)</b>											
29	Concessioner Building		Masonry & Timber	P	Planned	8,500	100,000	90,000	B-9	3-48	To provide sales space, lunch room and dining space for visitor needs.
31	Concessioner's Dormitory	MR-2004	Frame	P	Planned	6,100	63,000	61,000			To replace temporary facilities in proper location.

Prepared by Jerome E. Miller Date May 16, 1950  
Regional Landscape Architect

Concurred in \_\_\_\_\_ Date \_\_\_\_\_  
Superintendent

Recommended \_\_\_\_\_ Date \_\_\_\_\_  
Regional Director

Approved \_\_\_\_\_ Date \_\_\_\_\_  
Director



MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL, SOUTH DAKOTA

Chapter 5, Design Analysis, Headquarters

Drawing Number NMEM-MR-2000-0, Headquarters - Part of the Master Plan

Prepared by: Samuel Serrano Date: June 1961

Drawing Approved: Jackson E. Price Date: Dec. 6, 1962  
Acting Director

June 1961  
Rev. Sept. 1961  
Rev. May 1962

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GENERAL CONSIDERATIONS. All visitation to Mount Rushmore, amounting to over one million visitors per year, is concentrated in the Headquarters Area from which point the best views of the sculpturing are to be had. Being located on a comparatively small hilltop of solid granite the administrative and public use facilities of necessity have been closely grouped, making the area subject to unparalleled, intensive public use. This condition makes a controlled, easy to follow circulation pattern of utmost importance.

CIRCULATION. Most of the Park visitors enter the Memorial at the East Entrance, in the vicinity of Keystone, via U.S. Highway 16-A. All public vehicular travel to the Memorial is headed for and is terminated in the only large parking facility in the Headquarters Area. From that point visitors circulate as pedestrians. Because of the large crowds control presents a major problem. In order to preserve landscape and natural features the circulation pattern must be made self-directing as near as possible and restrictive devices such as protective low fencing, low walls, etc. must be employed. Some existing trails are indicated to be obliterated in order to simplify the traffic pattern.

A relocation of the most westerly of the two trails leading from the parking area to the concession building is proposed for two reasons. This trail has a 14.5% gradient and will be too steep for comfortable travel when the visitor center is constructed.

By relocating the trail as shown, the grade can be reduced to 9% or less. The trail labeled "Service Road" will provide vehicular access to the visitor center for the infrequent vehicular service required.

At various times now, the parking area is crowded and if with the construction and operation of the new visitor center building the visitor is detained longer than he now stays, a serious problem may develop on parking space.

A small parking area for National Park Service employees is proposed along the service road to the concession building. When working drawings are prepared for the parking area it may be desirable to break it into two or more segments in order to avoid valuable trees or adjust to the topography.

June 1961  
Rev. Sept. 1961  
Rev. May 1962

VISITOR USE FACILITIES. The proposed visitor center will provide a greatly needed facility for orienting the visitors as the initial stop for them after leaving their cars in the parking area. At present there is no central assembly point for the visitors (other than the amphitheater) and information has to be dispensed in pamphlet form, over the loud speaker system, and by rangers stationed at the entrance station and other points along the visitor route. These unsatisfactory methods of public contact at present are augmented by a program each night in the amphitheater.

Borglum's old studio building has been retained as a facility for public interest. It is now scheduled to be replaced by a Borglum Memorial View Terrace now under study. The original, large, plaster models of the faces made by Borglum before the sculpturing was started are on public display in Building No. 4. The compressor house, Building No. 6, and the old blacksmith shop, Building No. 7, both a part of Borglum's construction activities, still house the original machinery, equipment and work tools used in sculpturing the faces. It is planned to remove these shack-type frame structures and display the pertinent mechanical equipment and tools in the proposed Borglum Museum in Building No. 4.

Public comfort stations Nos. 10 and 25 are indicated to be removed because more adequate comfort facilities are included in plans for the new visitor center. Comfort station No. 9 is indicated to be removed as it has served no useful purpose since the old public parking area which it served at one time is no longer open to the public.

A large concession is in operation in the Headquarters Area which serves meals, light lunches and full dinners. The concession also handles a wide range of merchandise of interest to visitors. The service and merchandise is of high standard and is a credit to the Service. The concessioner's dormitory is crowded at present and an extension is proposed that will take care of approximately 16 beds.

MANAGEMENT FACILITIES. The Superintendent and his staff now occupy a portion of the main floor in Building No. 4. Shop and equipment storage occupy the basement areas. It is contemplated that the Superintendent and his staff will have space in the new visitor center. The main floor of Building No. 4 is scheduled to be converted to a museum featuring Borglum's construction activities with the east end of the



same floor to be converted into an employee's apartment. The basement area is scheduled to be converted to storage, shop and maintenance foreman's office.

A new equipment storage building is planned for automotive equipment storage and maintenance, warehousing materials and equipment, and to provide personal car garage facilities for occupants of residences No. 2 and occupant of the proposed apartment in Building No. 4.

For other employee's quarters refer to Master Plan Drawing MEM-MR-3018-A.

UTILITIES. The analysis of the utility systems will be furnished when the utility plans are submitted.

MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL, SOUTH DAKOTA

Chapter 5, Design Analysis, Residential Area  
Drawing No. NMEM-MR-3018-A, Residential Area and Utilities

Samuel Serrano,  
Prepared by: Landscape Architect, WODC Date June, 1961

Drawing Approved: /s/ E. L. Rooyen Date Aug. 29, 1961  
Acting Director

June, 1961  
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#### GENERAL CONSIDERATION.

The residential area is located about one mile west of the east entrance to the Memorial Area. It is conveniently located to the town of Keystone which is approximately two miles north. It is located just off the entrance road and is completely hidden from view by vegetation and topography. The building area is situated in a comparatively level pocket completely surrounded by steep slopes. This factor requires a compact arrangement of buildings.

All employees, both permanent and seasonal; are housed in the area except two who are provided quarters in the Headquarters Area for monument protection purposes. (Refer to Master Plan No. NMEN-MR-2000-N, Headquarters.

#### CIRCULATION.

Travel distance to and from the headquarters area, approximately 1½ miles, is over the paved high standard Memorial entrance road.

Because of winter snows and icing conditions roads and driveways to residences have been kept at minimum gradients. If it ever becomes necessary to expand these facilities in or near this area, it will be difficult to maintain this standard.

#### MANAGEMENT FACILITIES.

At present the Superintendent, Chief Ranger, Historian, Administrative Assistant and the Maintenance foreman are housed in the area in single family, three-bedroom dwellings while all seasonal personnel are housed in a two-story 10-unit apartment.

A four-car garage is proposed to house the government vehicles used by authorized monument personnel residing in the residential area. All residences have single car garages which can accommodate only the employees' personal vehicle. The winter season is long and severe making it essential that the Government vehicles be protected from the weather.

#### UTILITIES.

The design analysis of the utility systems will be prepared later when separate utility sheets are submitted.

June, 1961



# VOLUME III

MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

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Volume III, General Park Information  
Section F. Concessions and Other Agencies

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Prepared by: Russell A. Apple Date 1/3/61  
Name

\*\*\*\*\*

ACCEPTED BY: W. Leon Evans Date 1/3/61  
Superintendent

1. Concession Contracts and Permits. The Mount Rushmore National Memorial Society of Black Hills was incorporated under the laws of the District of Columbia on February 24, 1930. On February 18, 1955 it entered into its existing contract (No. 14-10-0100-406) with the National Park Service for concession operations at Mount Rushmore. The contract authorized the Society to (1) furnish combined lunch room, soda fountain and souvenir store services and (2) furnish a binocular service. The 20-year contract expires December 31, 1974.

To accomplish (1) above, the Society entered into a contract with Carl and Cathryn Burgess on April 21, 1955, to expire December 31, 1974. Mr. and Mrs. Burgess with John Riordan incorporated as the Mountain Company, Inc. under laws of South Dakota on October 27, 1956, and the contract between the Society and the Burgesses was signed over to the Mountain Company, Inc. on May 9, 1958. The Building Use Permit for operation in government buildings was approved by the National Park Service on April 15, 1958.

To accomplish (2) above, the binocular service, the Society entered into a 20-year contract with the Tower Optical Company on March 30, 1955. This contract also expires December 31, 1974.

2. Other Agencies. The only other agencies which operate within Mount Rushmore National Memorial are the U. S. Forest Service, the Department of Game, Fish and Parks, and Highway Department of the State of South Dakota.

The Forest Service operates only at our request and on a reimbursable basis for such things as forest fire control and tree infestations. The Department of Game, Fish and Parks operates an information booth on State-owned land within the Memorial boundary. The State Highway Department maintains the Horse Thief Lake road within the Memorial boundary.

3. Services Provided Outside of Memorial. The Black Hills National Forest has 77 campgrounds with a capacity of more than 3,000 campers. Custer State Park has six major campgrounds of 300 units with an overnight population of more than 1,200 each night. Custer State Park also has lodge and motel-type accommodations for an additional 300 or more overnight guests. There are private campgrounds nearby with a capacity of more than 150 campers. Motels in Keystone, Hill City, Custer and Rapid City, and along the highways accommodate several thousand more each summer night.

Restaurant facilities are available in Custer State Park, and in the nearby towns. Closest year-round restaurant is in Hill City, 15 miles away. Grocery stores are available in Keystone, three miles away, the entire year.



MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

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Volume III, General Park Information  
Section H. Buildings Inventory

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Prepared by: Russell A. Apple Date 1/3/61  
Name

\*\*\*\*\*

ACCEPTED BY: W. Leon Evans Date 1/3/61  
Superintendent

No.	Name and Capacity	EXISTING	PROPOSED	Owner		Use			Location					notes		
				H.P.S.	Concess.	Other	Admin.	Resid.	Utility	Visitors	Doane Summit	Doane Plant	Resid Area		H <sub>2</sub> O-Sever	Other
1	Residence 1930-4 rms & bath	x	x					x				x				b
2	Residence 1939-6 rms & bath	x	x					x				x				
3	Residence 1940-3 rms & bath	ONLY	LT.													3/60
4	Studio 1940- 3 rms & basmt.	x	x				x			x		x				
5	Oil-paint storage- 1 rm (1939)	x	x						x			x				b
6	Compressor house- 1 rm (1939)	x	x							x		x				b
7	Blacksmith shop- 1 rm (1939)	x	x							x		x				b
8	Temp. Museum-5 rms, basmt, attic	x	x							x		x				b*
9	Comfort Station-8 stalls (1938)	x	x							x		x				b
10	Comfort Station- 8 stalls 1938	x	x							x		x				b
11	Comfort Station (1933)	ONLY	LT.													1951
12	Shelter House (1938)															c
13	Comfort Station (1938)															c
14	Well House (1938)															c
15-24	Residences		x x					x				x				a
25	Comfort Sta. 1951- 6 stalls	x	x							x x						
26	Comfort Sta. 1951- 6 stalls	x	x							x x						
27	Utility Bldg.		x x						x			x				a
28	Garage		x x						x			x				a
29	Concession Bldg. 1957	x	x						x		x					d
a. deleted from proposals																
b. to be obliterated																
b.* decision on obliteration pending by Director, etc.																
c. at Grizzly Bear Campground- transferred to USFS 1950																
d. Memorial View Building																
CHART ONE OF THREE																

CHART ONE OF THREE

No.	Name and Capacity	EXISTING	PROPOSED	owner			use		location					notes		
				N.P.S.	Concess.	Other	Admin.	Resid.	Utility	Visitors	Doane Summit	Doane Plank	Resid Area		H <sub>2</sub> O-Sewer	Other
30	Administration Bldg.		x	x			x									a
31	Concess. Emp. Dorm. 1955		x	x						x	x					e
32	Concess. Girls Dorm. 1948		OBLIT.													1956
33	Conc. Boys Dorm. 1930		OBLIT.													3/60
34	Pit Privy 1930		OBLIT.													1956
35	Pump House 1931		OBLIT.													1951
36	Rangers Dorm. 1949		OBLIT.													3/60
37	Pump House 1951	x		x						x			x			
38	Utility Bldg.		x	x						x		x				
39	Comfort Sta. 1960-6 stalls	x		x						x		x				
40	Visitor Center		x	x						x	x					
41	Amphitheater 1957- 750 seats	x		x						x		x				
42	Residence		x	x					x			x				a
43	Ranger Apt. House-10units 1959	x		x					x				x			
44	Residence 1959- 3 bedrm 2 bth	x		x					x				x			
45	Residence 1959- 3 bedrm 2 bth	x		x					x				x			
46	Residence 1959- 3 bedrm 2 bth	x		x					x				x			
47	Residence 1960- 3 bedrm 1 bth	x		x					x				x			
48	Garage		x	x					x			x				
49	(Projection Booth 1957)	x		x						x		x				f
50	Residence		x	x					x				x			
51	Residence 1960- 3 bedrm 1 bth	x		x					x				x			
52	Residence		x	x					x				x			

e. Boland Hall  
f. now included in Bldg. 41  
date after name is construction date  
date in note column is obliteration date

CHART TWO OF THREE

CHART TWO OF THREE



January 1961

No.	Name and Capacity	EXISTING	PROPOSED	owner		use				location					notes
			N.P.S.	Concess.	Other	Admin.	Resid.	Utility	Visitors	Doane Summit	Doane Plank	Resid. Area	H <sub>2</sub> O-Sewer	Other	
53	Residence		x	x				x							
54	Garbage can storage 1960	x		x					x		x				g
55	Steam cleanr. storage 1960	x		x					x						g
56	Garage- 4 car			x	x				x						
57	Borglum View Terrace			x	x					x		x			h
58															
59															
60															
61															
62															
63															
64															
65															
66															
67															
68															
69															
70															

g. donated by Mount Rushmore National Memorial Society.  
h. may replace Bldg. 8--decision by Director pending. See note b\*.

CHART THREE OF THREE

CHART THREE OF THREE

*Bound Copy*

Volume III, Section I  
Utilities Inventory  
Page 1

MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

\*\*\*\*\*

Volume III, General Park Information  
Section I. Utilities Inventory

\*\*\*\*\*

Prepared by: Martin Nelson Date 5/25/61  
Construction Representative, WODC

\*\*\*\*\*

ACCEPTED BY: W. Leon Evans Date 9/11/61  
Superintendent

BOUND COPY

## UTILITIES INVENTORY

### 1. Water System

Source. Government owned and operated.

Location and Nature. Water is obtained from six springs located in the spring area northeast of headquarters area. Four springs are above the 500,000 gallon and 32,000 gallon reservoirs at an elevation of 4,874. One is below the reservoirs at an elevation of 4,841. One lies adjacent to the larger reservoir, and was encountered during reservoir excavation.

Water from the upper springs is collected in rocked catch basins and runs in 4" C.I. lines to both reservoirs. Water from the lower spring is collected in an underground, galvanized steel collection tank from which it is pumped up to the reservoirs. Water in the spring by the large reservoir is collected in underground 4" drain tile and runs in a 4" C.I. line to the collection tank at the lower spring.

Average maximum flow of the upper springs is 17 G.P.M., minimum 6 G.P.M. Average maximum flow in the lower spring is 11 G.P.M., minimum 5 G.P.M. Flow from the small spring near the larger reservoir is 4 G.P.M. maximum and drops down to a very small flow during dry seasons.

A pumphouse is located near the above two reservoirs. It contains the following pumps to pump water to points of use and to two other higher reservoirs:

One American-Marsh centrifugal, 25 H.P., 75 G.P.M.

Two Deming piston-type standby pumps, each 10 H.P., 30 G.P.M.

At the lower spring a small metal weather tight housing encloses a Fairbanks Morse sump pump, 5 H.P., 50 G.P.M.

Wells. One 60 ft. deep well is located about  $\frac{1}{2}$  mile above Keystone near Highway 16-A, elevation 4,430, and is enclosed in a steel pump-house. The well is cased the full depth with an 8-inch steel casing, the lower 32 feet of which are perforated. The well is equipped with 5-inch diameter, 20-bowl, Reda submersible pump. It is driven by a 10 H.P. electric motor, develops 29 G.P.M. against a total head of 500 feet.

Storage. There are four storage reservoirs: One 75,000 gallon at elevation 5,350, near the Sculpture; one 35,000 gallon at elevation



5,250, near the concession building; one 32,000 gallon and one 500,000 gallon at elevation 4,865, in the spring area. All are of underground reinforced concrete construction.

Treatment. The treatment is by chlorination using an electrically operated Proportioneer Chemo Feeder, Model 47, system at each pump-house.

Water Mains. Supply: At the spring area a 4" C.I. line, approximately 220 feet in length, connects the upper springs with the reservoirs and a 4" C.I. line, approximately 260 feet in length, connects the lower spring with the reservoirs. Water from the well is pumped through 4,045 feet of 4" C.I. line to a connection with 6" C.I. line in the lower end of the residential area and then through 1,980 feet of this 6" line to the reservoirs in the spring area.

Distribution: From the 500,000 gallon reservoir a 6" C.I. line runs to the residential area with 1" lines going to residences and a 2" line to the apartment building. From the 75,000 gallon reservoir, a 6" C.I. line runs to a point above the parking area where it branches into 3" and 2½" G.S. lines to the comfort stations. From the 500,000 gallon reservoir, a 3" G.S. line connects with the above 6" line in a valve box near headquarters. From the 35,000 gallon reservoir, a 3" C.S. line also connects with the 6" line at the valve box. These last two lines are used for pumping to the 75,000 and 35,000 gallon reservoirs as well as for distribution. G. S. lines two inches in diameter serve the buildings in the headquarters area except the concession building and concession dormitory which have 6" service lines. A 6" fire line runs to the administration building and a 1" line to the amphitheater.

Valves: At the spring area, 4" gate valves control supply from the upper springs to the reservoirs and from the pumphouse to the reservoirs. Six-inch gate valves are located near the reservoirs to control distribution lines. A 3" gate valve controls the line to the 75,000 gallon reservoir. At the 75,000 and 35,000 gallon reservoirs, shutoff valves are located nearby. Two 6" and one 3" gate valves are located at (1) the junction of 3" and 6" lines in headquarters area, (2) the point where the 6" water line goes to the concession building and to the old comfort station, and (3) the junction of 6" and 3" water lines near the comfort stations above the parking area. There are 6" valves at the entrances to the concession and dormitory buildings and at the junction where the 6" fire line goes to the administration area. The following valves are along the 6" water line from the 500,000 gallon reservoir to the residential area: Station 1 + 48, drain valve; Station 7 + 46, drain valve; Station 10 + 00, air release valve,

Station 20 + 12, 6" valve. There are also drain valves at all reservoirs, pumphouses, and at drainage points along water lines.

Fire Protection. There are two fire hydrants near the administration building, three in the concession area, three in the residential area, two near Old Museum building, and 2" fire line to amphitheater. All hydrants have hose and hose boxes. Also, for fire protection there is a 100-gallon tank with gasoline powered pressure pump to set on the rear of a pickup and transport to fires beyond reach of hose hydrants.

Consumption: Normal consumption during season of greatest use is approximately 30,000 gallons per day.

Meters are located at the pumphouse in the spring area, at the well above Keystone, and at the concession and dormitory buildings.

## 2. Sewerage Systems.

General Topography. In the upper elevations of the Memorial, the soil is generally rocky, interspersed with shattered rock, sand and sandy loam. In the lower elevations are some solid rock formations but mostly the ground surface is sandy loam with some smaller rock and boulders due to erosion.

Collecting Systems. Main sewer lines are 6" V.C.P. with some 4" V.C.P. going to smaller buildings. At main sewage plant, 8" V.C.P. is used from the septic tank to sludge and filter beds.

The lengths of some sewer lines can be ascertained from stationing shown on recent installation plans, but plans for some of the older installations do not show stationing.

There are no pumping stations as all sewage moves by gravity.

Treatment. Most of the sewage is treated at the main disposal area located northeast of headquarters area. It is composed of a concrete, two-unit septic tank with a capacity of 32,600 gallons with liquid elevation at 5002.66. From the septic tank, the sewage goes into a 20'x40' sludge bed and four 30'x75' filter beds. A dosing tank is also placed above the filter beds. There are four small septic tanks in use in the headquarters area: one east of the administration building, one east of the concession area, one north of parking area, and one west of the administration building which serves an old residence. All except the septic tank serving the old residence are incorporated in the main sewer system. The septic tank and disposal field which

serves the buildings in the residential area are located east of the apartment building.

Disposal Systems. The sludge is removed once a year by a commercial contractor. The filter beds are raked twice a year to remove the crust. The sand is renewed periodically when it becomes unfit for filtering. Wastes resulting from these operations are hauled to the Keystone dump. The effluent from the filter beds drains into a nearby drainage ditch.

3. Garbage and Refuse Disposal. Garbage is collected in large garbage cans, loaded in a truck three times a week, and hauled to the Keystone dump. The peak load is approximately one ton a week.

The concessioner also disposes of his garbage in the Keystone dump.

4. Power System.

Source. Power is generated in a steam plant near Rapid City and obtained from the Black Hills Power and Light Company. The Company maintains a branch office in Hill City for servicing the general vicinity. The Company's main transmission line is aerial, consists of three No. 2 copper wires and one No. 4 neutral copper wire, is three phase, 2400/4160 volts wye connected.

Local Distribution. At a power pole located approximately 1200' northeast of the administration building the Memorial's lines connect with the main transmission line and are Government owned. From this connection to the transformers, the voltage and wire sizes are the same as on the main transmission line. At all transformers the secondary voltage is 120/240, three phase. Transformers are located on poles as follows: back of the administration building, at floodlights east of the Sculpture, southeast of the overlook near the comfort station, the residential area and at the pumphouses. Two banks of transformers are located above the amphitheater and near floodlights in the concession area. Transformers are also located in the basement of the concession building.

All lines are overhead except lines that run to the concession building and dormitory, amphitheater, Old Museum building, parking area lights and walk lights.

Meters are installed at all residences and at the apartment, Old Museum building, pumphouses, concession building and concession dormitory.

5. Communication System.

Sound System. Two sound systems have been installed; one known as the Doane Mountain System and one at the amphitheater. Both may be interconnected and played simultaneously. Tape recordings are used for broadcasting announcements.

The Doane Mountain System has loud speakers situated at strategic locations to broadcast announcements of interest to visitors. When the new visitor center is built, the system will be remodeled to serve the center of attraction.

The system at the amphitheater has loud speakers on the stage used mainly in connection with amphitheater programs.

The concessioner has a private intercom system for use at the concession and dormitory.

Telephone Circuits. The Northwestern Bell Telephone Company, with offices in Rapid City, own and service all telephone equipment in the Memorial.

Approximately 11.25 miles of 12 and 25 pr. metallic, aerial cable connects the Hill City Exchange with the administration building. There is 4,050 feet of 50 pr. aerial cable in the administration and concession areas.

Switchboard. None in Memorial.

Telephones. All phones are the dial type and are located as follows: six rural type service phones in residences and at the pump house. Eight business type phones in the administration area and ten in the concession area. The latter are listed under the Mountain Co., Inc.

Radio. No radio systems in the Memorial.

6. Fuel Systems.

LP gas is used for heating and cooking in residences at the administration area only. However, one residence is to be razed and the other is to have a new heating system when rehabilitated.

The LP gas for Residence #1 has a 1,000 gallon storage tank, Residence #2, 1,000 gallon; both above ground. They are serviced approximately every 35 days and average quantity of delivery is 450 gallons.



Fuel oil is used in all other buildings for heating. Gas and oil supplies are contracted from local suppliers who deliver approximately 1,200 gallons in tank trucks on the average of every 40 days. Fuel oil for the administration building is stored in two 250 gallon tanks and one 550 gallon tank above ground. In the residential area each residence has a 560 gallon tank and the apartment building has a 1,000 gallon tank. These tanks are underground.

The concession building has a 6,000 gallon fuel oil tank, the dormitory 3,000. The fuel oil is contracted by the concessioner with local suppliers who deliver an approximate average of 1,500 gallons per month for the concession building and 1,050 for the dormitory.

Topographic and Survey data available at WODC.

MASTER PLAN  
FOR THE PRESERVATION AND USE  
OF  
MOUNT RUSHMORE NATIONAL MEMORIAL

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Volume III, General Park Information  
Section J. Surveys Data

\*\*\*\*\*

Prepared by: Russell A. Apple Date 1/3/61  
NAME

\*\*\*\*\*

ACCEPTED BY: W. Leon Evans Date 1/3/61  
Superintendent

January 1961

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# TOPOGRAPHICAL SURVEYS

DEVELOPMENT AREA		EXISTING DATA					PROPOSED WORK				SEE
Name	Use	Dwg. No.	Date	Scale 1" =	CI	Mon.	Scale 1" =	CI	Acres		Note No.
USGS-Mount Rush & Iron Mtn. Gargl.	area	--	1954	24000	40'	yes					
Headquarters	visitor	2000M	1956	100'	10'	yes					
Coml. Dev.	visitor	2012C	1957	500'	40'	yes					
Residence Area	quarters	3017	1957	2'	40'	yes					
Part- Mem. Area	general	5302	1949	40'	5'	yes					
Utility Area	utility	3043	1958	40'	2'	yes					
Mon.- Monuments in place CI - contour interval											

# BOUNDARY SURVEYS

Area	Existing Data					Proposed Work				See note no.
Plat Description	Dwg. No.	Date	Scale 1"=	CI	Mon.	Scale 1"=	miles			
							new	rev.		
Plat, Twp 28, R5E, B.H.M.	5301 (1)	1939	15chn	-	yes					a
Plat, Twp 28, R5E, B.H.M.	(1A)	1931	40chn	Hac	yes					
Sec. 12, 13 of (1A)	(1A1)	1950	40chn	-	yes					
Plat.Twp 28, R6E, B.H. M.	(1C)	1898	40chn	Hac	no					
Plat.Twp 28, R6E, B.H.M.	(1B)	1934	40chn	Hac	no					
Sec.Subdiv. 2S, R6E, BHM	(1D)	1950	40chn	-	no					a
Memorial area	5304	1949	12500	100'	no				2½	a
chn- chains Hac- hachures a - Boundary corners needed in sections 7 and 18, T2S, R6E, and exterior boundary surveyed. Since 1949 boundary adjustment, survey has not been made.										

January 1961

Volume III, Section J  
 Survey Data  
 Page 3



Note: Reconnaissance, As-built, and Base Surveys -- none needed.



UNITED STATES  
DEPARTMENT OF THE INTERIOR

NATIONAL PARK SERVICE  
Mount Rushmore National Memorial  
Keystone, South Dakota

In reply refer to:  
C58-C

April 9, 1957

Memorandum

To: The Director  
From: Superintendent, Mount Rushmore National Memorial  
Subject: MISSION 66 Procedure for Preparing Reports on Accommodations  
for the Public

In response to FO 19-57 we are enclosing completed copies  
of Schedules A and B.

Schedules C and D are not applicable.

(Sgd) Charles E. Humberger

Charles E. Humberger  
Superintendent

Encl.: Sched. A & B w/ea copy

Copies: Orig. & 1 - Director  
1 - Reg. Two  
1 - WODC

RECEIVED
DEPT. OF THE INTERIOR
CONSTRUCTION
APR 15 1957 A.M.
CHECK
ADVISORY
PLANNING
FIN. & LOG.
SALES
ADMIN.
EXT. AFF.
GENERAL
THOMAS
APPROVED

SCHEDULE A

OVERNIGHT ACCOMMODATIONS

Region Two

Mount Rushmore National Memorial

Headquarters

Type and Class of Accommodations	Existing Facilities January 1, 1957		Additional Pillow Capacity Required by 1966		Concessioner's MISSION 66 Plans		Pillow Capacity used for Concession Employees 1956	
	No. of Bldgs.	No. of Sleeping Rooms	Pillow Capacity	Supt. Est.	Conc. Est.	No. Rooms to be Rehabilitated		No. Pillows to be Added
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<u>Total-Visitor Accommodations</u>								
<u>Hotels (Total)</u>								
Class A								
Class B								
Class C								
<u>Cabins (Total)</u>								
Class A								
Class B								
Class C								
Houskeeping								
Shelter								
Tents								
Other (Specify)								
Concessioner Employee Quarters (Additional to Col. 8 above)	1	33	70	0	0	0	0	

Note: New Concessioner Dormitory completed in 1956. No new facilities planned.



SCHEDULE B

TRAILER COURTS, EATING FACILITIES AND STORES  
AND OTHER SERVICES

Region Two

Mount Rushmore National Memorial

Headquarters

Type and Class	Unit of Measure	Existing Facilities Jan. 1, 1957	Add'l. Facilities Required by 1966		Concessioner MISSION 66 Plans	Remarks
			Supt. Est.	Conc. Est.		
	(1)	(2)	(3)	(4)	(5)	(6)
Trailer Courts *	Trailer Sites					
Eating Facilities (Total)	Seating Capacity					New Concession Building now under construction will provide adequate facilities for cafeteria and souvenir service
Dining Rooms	40	1	0	0	1	
Coffee Shops	225	1	0	0	1	
Cafeterias						
Refreshment Counters						
Stores (Total)	Number					
General Grocery						
Photographic Supply	1	1	0	0	1	
Souvenirs						
Gasoline Service Stations	Number					
Boat Docks and Slips	Docking Capacity					

\* Definition: Concessioner-operated facilities that have been developed and designed specifically for accommodation of house trailers.



# MISSION 66

FOR

MOUNT RUSHMORE  
NATIONAL MEMORIAL

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CARD	415
STATUS	

NATIONAL PARK SERVICE  
UNITED STATES  
DEPARTMENT OF THE INTERIOR

### WHAT IS MISSION 66?

MISSION 66 is a forward-looking program for the National Park System intended to so develop and staff these priceless possessions of the American people as to permit their wisest possible use; maximum enjoyment for those who use them; and maximum protection of the scenic, scientific, wilderness, and historic resources that give them distinction.

Construction is an important element of the program. Modern roads, well-planned trails, utilities, camp and picnic grounds, and many kinds of structures needed for public use or administration, to meet the requirements of an expected 80 million visitors in 1966, are necessary; but they are simply one means by which "enjoyment-without-impairment" is to be provided.

Under this program, outmoded and inadequate facilities will be replaced with physical improvements adequate for expected demands but so designed and located as to reduce the impact of public use on valuable and destructible features. It will provide both facilities and personnel for visitor services of the quality and quantity that the public is entitled to expect in its National Park System. It is intended to assure the fullest possible degree of protection, both to visitors and resources.

MISSION 66 is a long-range program; it will require at least 10 years to accomplish on a sound and realistic dollar basis. That means completion in 1966 -- the 50th anniversary year of the establishment of the National Park Service. The program has received enthusiastic endorsement by the President of the United States and his Cabinet, and well received by the Congress and the Nation at large.

The MISSION 66 program, as it pertains to MOUNT RUSHMORE NATIONAL MEMORIAL, is briefed in the accompanying report to provide information on what is planned and when it will be accomplished.

UNITED STATES  
DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE  
MOUNT RUSHMORE NATIONAL MEMORIAL  
KEYSTONE, SOUTH DAKOTA

MISSION 66  
for  
MOUNT RUSHMORE NATIONAL MEMORIAL

Introduction

What is Mount Rushmore?

Mount Rushmore is a granite peak in the Black Hills of South Dakota. On its sunlit southern face the likenesses of Presidents Washington, Jefferson, Lincoln, and Theodore Roosevelt have been carved on a colossal scale. This large and symbolic sculpture, in a forest setting, aids those who see it to appreciate our American historical heritage of freedom, union, and democratic strength.

The Value of Mount Rushmore

Both esthetic and patriotic benefits can be derived from Mount Rushmore. The very size of the lofty figures excites a feeling of awe. The figures are dynamic, inspiring, easily identified, and are enhanced by the natural beauty of their Black Hills setting.

Mount Rushmore has been called the "Shrine of Democracy." When the four figures are viewed together, they kindle a spark of mental association with things American. Park visitors may reflect on the broad sweep of American history from the Revolution to the present. They may be reminded of the traditions of liberty, personal rights, unity, national vigor, and economic freedom. They may contemplate Valley Forge, the Declaration of Independence, the Constitution, the Civil War, the American West and the Great White Fleet. After a meditative look at the likenesses of Washington, Jefferson, Lincoln, and Theodore Roosevelt, Memorial visitors are often in an inquisitive frame of mind and receptive to a review of American history which points up the essence of the "American way" represented by the principal contributions of the four Presidents. Such review helps to strengthen the feeling of faith in our country. It leads Memorial visitors to appreciate the problems facing our national leaders in their efforts to protect and maintain our priceless heritage. Most visitors leave the Memorial more than ever proud to be Americans.

## The Situation

Mount Rushmore must be considered in its relation to other man-made developments in South Dakota's Black Hills. The hills have many commercial or conventional tourist attractions, including zoos, snake pits, life-size concrete dinosaurs, highly advertised caves, and synthetic frontier atmosphere. The carvings on Mount Rushmore are not just another stunt, the climax of the sculptor's art, the biggest tourist attraction. They were conceived as dramatic symbols of the ideals which make our nation great. For visitors to obtain full inspirational benefits from these symbols, further developments and services must be provided.

## Development and Services Required

All of the developments and services must be planned and managed so that large crowds in a receptive frame of mind can be smoothly and comfortably accommodated, without damage to the beauty of the natural setting. These developments include roads, parking area, trails, eating facilities, and restrooms. Interpretive facilities designed to aid the visitors to a better understanding and appreciation of the Memorial's purpose, are also essential. These facilities include a Visitor Center which will principally contain exhibits which will heighten appreciation of the area's inspirational values; an amphitheater for illustrated or recorded talks and occasional commemorative and patriotic programs; trailside exhibits which help to tell the story of the area; and quiet places for meditation. Most of the developments require utilities, including water, electricity, sewers, and communications.

A number of services must be performed for the benefit of the visiting public and to maintain the sculptures and the natural setting in a condition that can be enjoyed as well by future generations as by the present. National Park Service employees supervise activities, assist and inform visitors through formal and informal talks and by answering questions. They safeguard life and property, operate facilities and keep them in repair, protect the forest from fire, and each year seal cracks in the sculptured granite. The concessioner provides food and souvenirs. Housing for employees of the National Park Service and the concessioner is necessary along with storage, utility and administrative buildings.

## The Problem

At the best vantage points for viewing the sculpture, space is limited for the developments, services, interpretive



programs and exhibits that need to be provided for the large throngs of visitors gathering there. This limitation of space in relation to demands placed upon it imposes a difficult problem. Best views of the sculpture are obtained from the summit of Doane Mountain, an area about the size of four city blocks. On some days, more than 10,000 people have crowded into this summit area, and parked more than 2,875 cars.

When sculptor Gutzon Borglum selected Mount Rushmore for his carvings in 1926, there existed only a crude logging trail to the summit of Doane Mountain, base of his operations. President Calvin Coolidge rode horseback to the Dedication in 1927, and the Presidential Salute consisted of blasting stumps from the right-of-way of a proposed road. The road was built by South Dakota before 1930, and later was paved. Today, 290,000 cars use it yearly. This lone road twists and turns up the steep slope of Doane Mountain, and its curves and grades must be made more safe for the load it now carries. The rebuilt road is expected to be complete and in use during the 1957 travel season. It, too, is a MISSION 66 project. The State of South Dakota and the National Park Service are sharing its cost.

Between 1926 and 1941, the summit area of Doane Mountain was the service center for the skilled workers who dynamited and drilled Mount Rushmore. Their buildings and utilities were adequate for the 35 men in the work crew. Visitors--and there were many of them--shared the small water supply, pit latrines, and view spots with the sculptor and his men. After the National Park Service assumed administration in 1939, the flimsy and makeshift buildings were found to be inadequate for the safety, comfort, and welfare of the increasing number of visitors. An incessant demand that food be available resulted in conversion of the sculptor's log studio to a concessions building. Additional comfort facilities had to be improvised. Shallow pipelines froze and became unserviceable in winter. Utility poles and overhead wires marred views of the sculpture. Lines formed at the latrines. There wasn't enough water and there wasn't enough room for the cars. Some of the old shacks were converted to quarters for Government and concessioner employees. The weather-beaten buildings and other remnants of the construction period served to emphasize to the visitors the story of the "how" of construction, and the important story of the "why" of the Memorial was all but lost.

Visitation of almost one million people in 1956 is expected to increase to a million and a half by 1966. Most of the

Memorial visitors come in the four-month period from mid-May to mid-September. One of the tasks is to prepare the summit area for such volume of use while sacrificing a minimum of its natural beauty. Another task is to provide adequate facilities for visitors in present day numbers so that they may experience the enjoyment they have a right to expect. Interpretive developments under construction and planned will meet these needs.

The recently constructed 450-car parking lot now replaces a 40-car lot down hill and remote from the best view terraces. Another step recently completed in the MISSION 66 program is the construction of a 500,000 gallon underground water storage reservoir, and the extension of some sewer lines to meet serious water supply and sanitation problems. New concession facilities under construction will remedy deficiencies in food and souvenir services.

### The Program

#### Visitor Services and Facilities

Completed reconstruction of the approach road up Doane Mountain, together with the new parking lot, will provide satisfactory access to the summit viewing area. Existing surfaced trails lead visitors from the parking area through a ponderosa pine forest to view terraces, the Visitor Center site, and to the new Concessions Building and the Amphitheater. Restrooms and drinking fountains are scattered on the summit. Uniformed Park Rangers are available to render assistance and give information. Roadside and trailside signs guide visitors to points of interest.

The spacious, well-planned Concessions Building is under construction, a MISSION 66 project. It will be in operation early in the summer of 1957. Its dining room will seat 150 to 200 people and its coffee shop from 50 to 60 people. A souvenir shop and restrooms are also in the building. This structure will be self-liquidating from revenues of the Mount Rushmore National Memorial Society, which has a contract for the operation.

Overnight accommodations, picnic areas, and campgrounds are available outside, and are not planned for the Memorial area.

#### Interpretation

Visitors will receive inspiration from the many close views of the sculpture. Services designed to make a visit to Mount Rushmore pay dividends in patriotism and appreciation of America

will be provided in the Visitor Center, in the Amphitheater, by trailside exhibits, and at other points of visitation.

On the main trail between the parking area and viewing terraces will be the Visitor Center. It will contain an information station and a two-level museum. Visitors entering this Center will first pass ground-floor exhibits dealing with Mount Rushmore geology, the idea behind the Memorial, the story of sculptor Borglum, and of the actual construction of the sculpture. Final first-floor panels will deal with the National Park Service and its role in conservation of historical and natural resources. A ramp will lead upstairs to the Presidential Hall. Exhibits in the Hall will tell the story of our American heritage, of democracy, liberty, freedom, unity, and justice. This is the place that will recall great moments in American history and set the stage for a full appreciation of the significance of the massive sculpture. Frequent short talks in an auditorium will summarize the contributions made by the four Presidents memorialized at Mount Rushmore and mention benefits which we enjoy today that have resulted from the actions of the Presidents. Exits will lead to view terraces and trails.

The Visitor Center will also contain restrooms, the Park Historian's Office, a small library of patriotic and historic works, a vault for the safekeeping of papers concerned with the Memorial, museum workrooms, and a small infirmary.

The 700-seat Amphitheater now under construction will be in use in the 1957 travel season. It is located in a natural bowl, and is dominated by the towering sculpture. Daytime use will include frequent scheduled interpretive talks on the history and significance of Mount Rushmore. The Amphitheater will also be used for occasional special patriotic and commemorative programs.

In the evening, under the floodlighted figures of the Presidents, informal or illustrated talks on the Memorial, the historic and scenic heritages in the National Park System, and on other subjects in keeping with the dignity and atmosphere of the Memorial will be presented.

Park Rangers are stationed at view terraces to talk informally to groups about the Memorial and to answer questions. Free informational folders are available to serve as a reminder of the experience of a Mount Rushmore visit. Books and pamphlets on pertinent subjects, including copies of major patriotic talks presented at the Memorial are available through the Black Hills Natural History Association. They are now handled at the headquarters museum building, but will be available at the Visitor Center when it is completed.

## Behind the Scenes

Employees serving the public must have working facilities and a place to live near their work. A new dormitory for concessioner employees was completed in 1956, a MISSION 66 accomplishment. Only one existing Service residence is adequate, and scheduled for continued use. The permanent staff of six will require five new residences, two of which will replace inadequate units now in use. Employees' residences will be located away from the public use areas.

Seasonal employees to help serve the summertime travel will be housed with their families in a multi-unit apartment building in the well-concealed residential area.

The existing headquarters-museum building, inherited from the late construction period, is down hill and remote from the viewing terraces on top of Doane Mountain. It will be converted to administrative use when the new Visitor Center is completed. The necessary storage, repair, and maintenance shops will be accommodated largely in this building. Unsightly overhead power and telephone lines in the Memorial area will be moved underground. Communication must be provided between buildings and facilities to aid administration and protection. Trails and the parking area will be lighted in the evening for those who attend evening programs or who come to view the sculpture under floodlights.

The permanent four-man staff will be increased by one Park Ranger and a Maintenance Foreman. The seasonal staff who inform and protect visitors or serve them behind the scenes will be increased to meet the Service load as the number of visitors increases.

## The Cost

Once the buildings and necessary facilities have been provided, the Mount Rushmore National Memorial budget will drop to a modest annual maintenance and operating figure.

The remaining non-recurring costs of the projects still pending in the MISSION 66 program, while not firm and final, are anticipated to be:

Roads and Trails	- \$ 9,500
Buildings, Museum exhibits, interpretive devices, etc.	- 500,000
Utilities	- 108,900
Total Estimated Cost of Physical Development	\$618,400



### Conclusion

By 1966, visitors to Mount Rushmore National Memorial will find an easy drive up to the viewing area and parking facilities sufficient for their needs. By forest trails they can reach a Visitor Center, manned by uniformed Historians, which will lead them to a better understanding of the reason for the sculpture and a greater appreciation of America. While viewing the sculpture of the four Presidents from terraces, they will have the opportunity to get additional information from uniformed rangers. Food and refreshments will be available in spacious and pleasant surroundings. Programs in the Amphitheater will enhance their knowledge and renew their patriotic zeal and acquaintanceship with important elements of American history.

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UNITED STATES  
DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

MAR 14 1957

Memorandum

To: Regional Director

From: Chairman, Region Two MISSION 66 Committee

Subject: MISSION 66 Prospectus Brief, Mount Rushmore National Memorial

The prospectus brief received with Superintendent Rumberger's memorandum of February 15 has been carefully reviewed in this office, and after some further minor adjustments, the attached draft is submitted for your approval.

We recommend that you approve the brief for return to the area to be reproduced and distributed in accordance with Washington Office informational memorandum No. 67-56. The stencil for the cover has been sent to the Memorial and the general statement to be incorporated on page 1 under the cover sheet was furnished with Region Two Office memorandum No. 57-17.

((Sgd.) George F. Bagglely

George F. Bagglely  
Chairman, Region Two  
MISSION 66 Committee

Attachment

Copy to: The Director  
Chief, WDC  
Supt., Mount Rushmore Nat. w/draft of prospectus brief

APPROVED:

((Sgd.) M. H. HARVEY

Acting Regional Director

Date: \_\_\_\_\_

MAR 14 1957

WESTERN OFFICE	
DESIGN & CONSTRUCTION	
MAR 18 1957	
CHIEF	
ADMIN. ASSIST.	
PERSONNEL	
PLANS & PROJ.	
SAFETY	
ARCHITECT	
ENGINEER	
ACTION TAKEN - DATE	
None	

MISSION 66 PROSPECTUS

Mount Rushmore National Memorial

May 23, 1956

Revised June 15, 1956

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## I. Statement of Significance

Mount Rushmore National Memorial, towering in the Black Hills of South Dakota near the heart of our nation, is the largest and most outstanding work of its kind in the world. Here is symbolized the unity and kinship of all our citizens and the distinctive achievements of four outstanding National leaders of our Country - Washington, Jefferson, Theodore Roosevelt and Lincoln.

Unlike other monuments and memorials administered by the National Park Service, the "Shrine of Democracy" is not a historical consecration of ground which has served as a battlefield or a scene of some other event, or some natural phenomenon or archeological discovery which is being preserved. Here a block of granite in its natural setting was transformed from a local project into a National effort through the appeal of a daring artist to a sympathetic public imagination. Here visitors find rest and recreation in the beauty of the surroundings, opportunity to renew their appreciation of things artistic, and for quiet meditation and thanks for a free nation that is symbolized in bold simplicity on a mountainside.

## II. Management and Development Theme

The primary feature at Mount Rushmore National Memorial is the sculpturings. The national significance of the area stems not only from the mere size of the figures, which would in themselves attract curious sightseers, but from the symbolic meaning that is presented. It is a memorial to a people whose ideals of liberty, personal rights, unity and economic opportunities are safeguarded by the democratic institutions these four distinguished men helped create, develop and preserve. The sculpturings are enhanced by the characteristic beauty of the surrounding Black Hills scenery, thus providing an appropriately beautiful setting for the artist's handiwork.

The preservation of the sculpturings and natural features within the Memorial and the development of adequate facilities for visitor use and enjoyment constitute the objectives to be achieved.

The average visitor upon arrival at the Memorial is highly curious and in a receptive frame of mind. Here, through the use of various compatible interpretive devices and techniques, this curiosity will be pleasantly stimulated.

The inspiring view of the gigantic sculpturings carved upon a mountainside will kindle a spark in the visitor's imagination, created by a sense of mental association with past generations while the wind, clouds and storms sweeping about the four

faces suggest the eternal battle of man to keep his dignity and his sense of achievement against the natural forces that would at times extinguish him. Here the visitor may find time for quiet meditation and relive the exciting and sometimes tragic events of history that have marked the founding, growth and defense of our country. With a proper presentation, the visitor may thrill to a renewed feeling of pride and faith in our Country and a deeper appreciation for the problems facing our leaders in their efforts to protect and maintain the American way of life. It will afford an opportunity for a completely new type of experience, leaving the visitor with a new-found sense of spiritual and mental wellbeing.

The inspirational qualities to be derived from meditative viewing of the colossal figures may be heightened by a pause at the Visitor Center, where the principal contributions of the four Presidents can be pointed up and emphasized; and programs in the amphitheater will similarly re-enforce the impressions that the visitor may gain regarding the patriotic significance of the Memorial. Attention to the conception and construction of the memorial itself will be limited to relatively brief outlining of Borglum's contributions, a story which will take on more significance by visiting the compressor shed and old blacksmith shop, remnants of the construction period.

Visitor activities will be confined to the use of trails, view terraces, Visitor Center and amphitheater with possibly short, self-guiding nature walks. No picnic areas, campgrounds or overnight accommodations are planned. There is a lack of suitable sites, and these accommodations are available in the vicinity of the Memorial. Food, refreshments and souvenirs will be made available through a concessions operation. Literature and other materials to assist the visitor in better understanding and appreciation of the Memorial are provided through the Black Hills Memorial Association. The average length of visitor stay is about 46 minutes. Because of the extreme difficulty encountered in developing visitor parking space, the visitor activities should be so planned that the average length of stay does not exceed one hour during the peak season. The only viewing area where the visitor use is concentrated is comprised of a few acres and visitor circulation and use by an estimated million and a half persons annually will consequently have to be well planned and controlled.



### III.. Park Organization

The type of organization that will be required to administer the area in years to come will basically remain as it is now, with expansion as required. A flexible organization is required with a minimum of departmentalization.

Superintendent	:	:	:
; Office of the Superintendent	:	:	:
: Superintendent	:	:	:
: Clerk-Stenographer - Permanent	:	:	:
: The Superintendent is the administrative officer:	:	:	:
: in charge of the area. He is responsible to the	:	:	:
: Regional Director for the management, protection	:	:	:
: interpretation, maintenance and operation of the	:	:	:
: Memorial.	:	:	:

#### Interpretation:

Park Historian  
Three-Five Seasonal Park Ranger Historians  
Seasonal Clerk-Stenographer

The Park Historian is responsible to the Superintendent for the development and management of the interpretive program, Visitor Center, audio-visual devices, interpretive signs and other activities of this nature.

#### Maintenance:

Maintenanceman  
Laborer  
Foreman (Proposed)  
Seasonal employees as required

The Maintenanceman is responsible to the Superintendent for the maintenance and operation of utilities, buildings, roads, trails, sculptures, and other related work.

#### Protection:

Chief Park Ranger  
Permanent Park Ranger  
Ten Seasonal Park Rangers

The Chief Park Ranger is responsible to the Superintendent for the various protection activities within the area, including the protection of the sculptures, natural features, traffic control, visitor safety, fire prevention and control. The Chief Ranger works closely with the Superintendent and acts during the latter's absence. The Memorial is open throughout the year with a present visitation of nearly 1,000,000 persons annually.

#### IV. The Program

##### 1. Visitor Accommodations

- a. Provided by Concessioner. Services provided by the concessioner will consist of a cafeteria, snack bar and souvenir shop. This service has been operating from April until about October 16. However, with the completion of the Concessioner Dormitory Building No. 31 and Concessions Building No. 29 this service may be provided on a year-round basis with minimum services available during the winter months. No overnight accommodations are contemplated.
- b. Provided by the Government. Since picnic and campgrounds are available outside the Memorial, no facilities of this type are required.

#### IV. The Program

##### 2. Visitor Services

A Park Historian will be in charge of interpretive and informational services. The key facility in this program will be the Visitor Center Building No. 40. The Studio Building No. 8 will be utilized as an interim Visitor Center in conjunction with the existing exhibits in the Administration Building No. 4. Ultimately all exhibits will be removed from Building No. 4 and the space will be utilized for administrative purposes with the basement devoted to utility space. The Studio Building No. 8 will be continued in service as a Visitor Center until the Concessioner Building No. 29, Amphitheater and proposed new Visitor Center are completed. Suitable disposition will then be determined for the Studio, based upon studies of visitor use and needs. To promote efficiency, conserve manpower, and reduce maintenance and operation costs, it is desirable that all exhibits and interpretive activities be eventually centered in one building.

The program will utilize exhibits, audio-visual devices and informal talks by uniformed personnel. Selected publications will also be available. A high quality tape or disc recording is also planned for use at the Amphitheater. This facility will be devoted to interpretive programs, patriotic and other commemorative observances, Easter

Morning Services, along with certain other programs that are in keeping with the dignity and atmosphere of the Memorial. The interpretive program will stress the significance of the Memorial as symbolized by the four outstanding leaders whose likenesses are carved upon the mountainside. The history and details of construction of the Memorial should be completely subordinated to the inspirational-patriotic story, and glorification of the four Presidents as individuals should be avoided. The sculptor Gutzon Borglum cannot be dismissed, and should be recognized; however, any tendency to create a "Borglum Shrine" should be avoided. Recognition of the sculptor should be confined to a separate exhibit from those relating to the major theme of the Memorial. The curiosity of visitors regarding the natural features of the Memorial cannot be overlooked. A minor geological exhibit is desirable, and all personnel should be sufficiently familiar with the natural features of the area to provide accurate information to the frequent visitor questions concerning them.

As the Visitor Center and Amphitheater are completed there should be a gradual transition in the program, eliminating the use of loudspeakers throughout the area, in the interest of emphasizing the sacred atmosphere, the meditative spirit and aesthetic appeal, thus providing the visitor with a strong subjective experience similar to that imparted at the Jefferson and Lincoln Memorials in the National Capitol.



## 2. Visitor Services (continued)

The Compressor House (Building No. 6) and Blacksmith Shop (Building No. 7) will be retained and utilized in the interpretive program as tangible and graphic authentic ties with the construction period, symbolic of the hardships, obstacles, and thrifty ingenuity which produced the impressive Memorial figures.

#### IV. The Program

##### 3. Conservation and Protection

Protection is of major importance and is directed primarily toward public safety, the potentially high forest fire hazard and constant vigilance against vandalism and other abusive practices. It is also necessary to see to the comfort and convenience of the visiting public. Continuous surveillance must be maintained and necessary control measures taken against forest insect infestation. Since visitor use is largely concentrated in and about the overlook area, ground cover deteriorates rapidly, necessitating remedial action to restore damage to vegetation, and minimize erosion.

Ultimately 15 buildings with a total valuation of about \$1,000,000 will require fire protection. Also, adequate traffic control and sufficient avenues for pedestrian safety, particularly about the overlook area, will be necessary. These duties will require a full-time protection staff augmented by seasonal personnel during the period of high visitation.

#### IV. The Program

##### 4. Circulation System

There is one major road through the area, permitting access from U. S. Highway 16A from the eastern boundary, and State Highway 89 via the Horse Thief Lake Road from the west. Upon arriving at the main parking area, all visitor circulation will be on foot trails and walks. Loop trails will connect the parking area with the Administration Building No. 4, the Studio Building No. 8, the Amphitheater, Concessions Building No. 29, view terraces and the Visitor Center Building No. 40. No extensions or deletions are proposed at this time.

#### IV. The Program

##### 5. Utility Systems

Existing utilities consist of the following:

- a. Communications System - Owned and operated entirely by the Northwestern Bell Telephone Company. This is a party line system and circuits are now overcrowded, necessitating improvements and additional circuits to be provided by the telephone company. An inter-communications system between the parking area, Administration Building, Visitor Center, Concessioner Building, and Amphitheater, is also desirable and could possibly be maintained and operated by the utilities company.
- b. Electrical System - Electrical energy is supplied under contract to the Government and Concessioner by the Black Hills Power and Light Company. Distribution lines in the headquarters area are owned and operated by the Government. If possible, the headquarters distribution system along with any other lines and facilities should eventually be taken over by the power company for operation and maintenance. Overhead distribution lines should eventually be placed underground.



Extensions of the distribution system will consist of parking area and trail lights, new lines to the Amphitheater, Concessions Building, residential area, and incinerator.

- c. Water System - Government owned and operated, supplying water to the concessioner upon a rate basis. Funds to be made available in the 1957 Fiscal Year will provide for the construction of a new, half-million gallon storage reservoir and improved collections system. No further major improvements will be needed as long as the supply from the springs continues.
- d. Garbage and waste disposal, currently handled by makeshift incineration and pit burial with the trucking of non-combustibles to the Keystone community dump, is a matter that calls for future planning for disposal outside of the Memorial area. The limited size of the area, precipitous terrain and the pattern of approach road arrangement renders it impractical to establish adequate incineration facilities or refuse land fills within the Memorial boundaries without considerable distraction to the Memorial scene and mountain views. Future plans call for disposal of all garbage and refuse at some local municipal dump such as the Keystone dump, a distance of four miles from headquarters.

#### IV. The Program

##### 6. Administrative Facilities

Administrative facilities now consist of three offices in the Administration Building No. 4. This space is not adequate and with the removal of the exhibits in this building the first floor should be converted for administrative use. Office space for Park personnel, restrooms, first-aid station including space for a cot, combination conference room and seasonal employees' lounge and storage space are required. With the completion of the Visitor Center, the Park Historian would have office space in that building.

#### IV. The Program

##### 7. Employee Housing

Employee housing now consists of one permanent Residence No. 2, two substandard cottages, a non-modern, converted tent frame for seasonal employees, and two house trailers for seasonal employees. The Concessioner Dormitory Building No. 31 provides excellent quarters for concessioner employees, and no additional concessioner housing is contemplated.

Residence Building No. 2 will be retained for permanent employee housing. Four additional residences and garages will be required for permanent employees. This will provide housing for the following permanent employees: Superintendent, Chief Ranger, Historian, Park Ranger, and Maintenance man.

Housing for seasonal employees is required and shall be of multiple-unit-apartment type with a flexibility in design to provide space for single persons, couples, or couples with children. One of these units will be winterized for the use of the permanent clerk-stenographer. The location of both permanent and seasonal housing is to be definitely determined this fall after field studies.

#### IV. The Program

##### 8. Maintenance

Maintenance work will consist of keeping all Government owned buildings, amphitheater and other structures in repair and operating condition. The telephone system will be maintained by the Northwestern Bell Telephone Company, power transmission lines, with the exception of the distribution system and floodlights, will be maintained by the Black Hills Power and Light Company. Water and sewage and garbage disposal systems to be maintained by the Government, including five public restrooms. The water system requires above-average care since part of the lines are not frost-proofed. Annual maintenance of the sculpturings is the responsibility of the Government, along with grounds and sign maintenance. The Horse Thief Lake Road will continue to be maintained by the South Dakota State Highway Commission and the Government will maintain the parking areas, utility and residential area roads, trails and walks. Heavy maintenance work such as chipping and sealing of the parking areas can be accomplished on a reimbursable basis by the South Dakota State Highway Commission. All of the maintenance work is centralized and the utility shops, storage building and other maintenance facilities will be located in the headquarters area. Maintenance activities extend throughout the entire year, with additional seasonal employees on duty during the seasons that are favorable to outside work.



(9. PHYSICAL IMPROVEMENTS)

(THIS SECTION FILED IN PLANS AND PROJECTS CONTROL SECTION)

#### IV. The Program

##### 10. Land and Water Rights

All land within the boundaries of the national memorial is Government-owned with the exception of 58.13 acres owned by the South Dakota Game, Fish and Parks Commission. Planning should include the eventual acquisition of this property, if and when mutually agreeable arrangements can be worked out with the State.

The present boundaries of the national memorial appear to be satisfactory.

The Government now has valid water right at the source of the water supply; however, this should be reexamined to be certain that the water right includes the water from the additional spring that will be collected by new development during the 1957 Fiscal Year.

# 11. Park Staff (a)

## IV. The Program

### Proposed Staffing

### Mount Rushmore National Memorial

#### Management and Protection

Positions	Man-Years for Fiscal Years Shown									
	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966
<u>PERMANENT</u>										
Administrative (Total):	2	2	2	2	2	2	2	2	2	2
Superintendent	1	1	1	1	1	1	1	1	1	1
Clerical-Steno	1	1	1	1	1	1	1	1	1	1
Protective (Total):	1	1	2	2	2	2	2	2	2	2
Rangers	1	1	2	2	2	2	2	2	2	2
Interpretive (Total):	1	1	1	1	1	1	1	1	1	1
Historian	1	1	1	1	1	1	1	1	1	1
Total Permanent	4	4	5	5	5	5	5	5	5	5
<u>SEASONAL, ETC.</u>										
Rangers	3	3	3	3	3	3	3	3	3	3
Historians	1	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Clerical-Steno			1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Other - Janitor					.5	.5	.5	.5	.5	.5
Total Seasonal, etc.	4	4.5	5.5	5.5	6	6	6	6	6	6
GRAND TOTAL M&P	8	8.5	10.5	10.5	11	11	11	11	11	11

IV. The Program

11. Park Staff (b)

Proposed Staffing

Mount Rushmore National Memorial

Maintenance and Rehabilitation

Positions	Man-Years for Fiscal Years Shown									
	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966
<u>PERMANENT</u>										
Roads and Trails (Total)	0	0	0	0	0	0	0	0	0	0
Laborers, etc.	0	0	0	0	0	0	0	0	0	0
Buildings, Utilities and Other Facilities (Total):	2	2	2	3	3	3	3	3	3	3
Foremen or Supervisors				1	1	1	1	1	1	1
Skilled Craftsmen	1	1	1	1	1	1	1	1	1	1
Laborers, etc.	1	1	1	1	1	1	1	1	1	1
Total Permanent	2	2	2	3	3	3	3	3	3	3
<u>OTHER THAN PERMANENT</u>										
W.A.E. Laborers, skilled craftsmen, operators, etc.	2	2	2	2	2	2	2	2	2	2
GRAND TOTAL M&R	4	4	4	5	5	5	5	5	5	5

Note: No permanent staffing shown for roads and trails since B&U bears the greater cost.



IV. The Program  
12. Management and Maintenance Costs

Mount Rushmore National Memorial  
Ten-Year Program of Operating Requirements  
for  
MANAGEMENT AND PROTECTION

Fiscal Year	On-Site Mgmt. & Prot.	Forestry & Fire Control	Soil & Moisture Conservation	Total
1957	\$49,000	\$ 75	\$ 750	\$49,825
1958	42,000	160	750	42,910
1959	46,000	250	500	46,750
1960	47,000	250		47,250
1961	48,000	250		48,250
1962	50,000	250		50,250
1963	51,000	250		51,250
1964	52,000	250		52,250
1965	53,000	250		53,250
1966	54,000	250		54,250

MAINTENANCE & REHABILITATION  
OF PHYSICAL FACILITIES

Fiscal Year	Roads and Trails	Buildings, Utilities, Etc.	Total
1957	\$ 3,000	\$19,000	\$22,000
1958	3,000	18,000	21,000
1959	3,000	21,000	24,000
1960	3,000	25,000	28,000
1961	3,000	26,000	29,000
1962	3,000	26,000	29,000
1963	3,000	28,000	31,000
1964	4,000	28,000	32,000
1965	4,000	30,000	34,000
1966	4,000	30,000	34,000

IV. The Program

13. Proposed Legislation

None

V. Major Improvements not Included in the MISSION  
66 Program

There are no major improvements contemplated that are not included in the program. Travel trends and length of visitor stay may require additional parking space after 1966.

## VI. Appendix

### 1. Park Origin

March 3, 1925 (43 Stat., 1185). This Act authorized carving of a memorial commemorative of national history in Mount Harney National Forest by the Mount Harney Memorial Association, which Association was subsequently created by the laws of South Dakota.

Executive Order 6166 of June 10, 1933 (5 U.S.C. secs. 124-132) placed the administration of expenditures by the Federal Government for the purposes of the Commission under the Department of the Interior.

Reorganization Plan No. II of May 9, 1939 (53 Stat., 1431-1434) placed all functions of the Commission, except the completion of the memorial and the designation of the area, under the National Park Service.

The Sculptor Gutzon Borglum selected the site for his gigantic carvings on Mount Rushmore. Work on the Memorial started in 1927 and ceased in 1941, with approximately six and one-half years of actual work. The Mount Rushmore National Memorial Commission created March 3, 1925 (43 Stat., 1185) were the sponsors of the work. Crude facilities were constructed during the period from 1927 - 1941. Major developments started in 1950 and since that time new water, sewage, electrical and lighting systems have been completed along with walks, trails and adequate parking space. The construction of concessioner facilities is now in progress, with the concessioner employees' dormitory completed and the concessions building to be completed during 1957.



## 2. Vicinity Data

### a. Relation to Other Areas. Mount Rushmore

National Memorial is located in the Black Hills of South Dakota, adjoining Custer State Park, Black Hills National Forest and Norbeck Wildlife Preserve. Wind Cave National Park is 40 miles to the South. To the east at a distance of 115 miles is Badlands National Monument; Devils Tower National Monument is 135 miles to the northwest.

- ### b. Accessibility. Western Air Lines has an airport in Rapid City, a distance of approximately 25 miles from Mount Rushmore National Memorial. The nearest main line station of the Chicago, Burlington & Quincy Railroad is at Newcastle, Wyoming, a distance of 68 miles. This railroad also has a branch line into Custer and Hill City, South Dakota. In Rapid City, a line of the Chicago Northwestern Railroad connects with points east, south and north. The Milwaukee Railroad also connects with points east at Rapid City. The Continental Trailways bus lines serve

## VI. Appendix

### b. Accessibility (Cont'd)

the Black Hills west to Billings, south to Denver and connections; Jackrabbit Lines east across the state; Inter-City Bus Lines east to Sioux City. Black Hills and Western Tours operate scenic coaches during the summer months with stops at the Memorial.

U. S. Highway No. 16, the main highway running east-west through South Dakota, branches a few miles north of the Memorial with U. S. 16A traversing the boundary at the east. U. S. Highway 85A, north from Denver, Colorado, comes within 15 miles of the western boundary.

- c. Climatic Conditions. Average precipitation is about 19.0" annually with most of the precipitation occurring in the form of wet snow and rain during the spring months. Outdoor construction work may be carried on during the summer and early fall months. Following is a weather tabulation for 1955:

<u>Month</u>	<u>Temperature</u>		<u>Precipitation</u>	<u>Snow</u>
	<u>High</u>	<u>Low</u>		
Jan.	49	3	1.27"	3.10"
Feb.	51	-17	1.00	14.0
Mar.	67	-14	1.68	30.0
April	79	21	.45	11.5
May	85	33	2.15	
June	89	34	3.45	
July	95	51	2.50	
Aug.	93	47	1.84	
Sept.	92	30	2.39	
Oct.	78	24	.18	
Nov.	65	-10	.92	
Dec.	58	-9	.82	

- d. Topographic Features. The Memorial area is composed of extremely rough rocky terrain, consisting of valleys and granite ridges. Elevation varies from 4,543 feet to 5,725 feet above sea level.

## VI. Appendix:

### 3. Visitation

- a. Period of Use. The Memorial is open throughout the year with peak visitation during June, July, August, and September. Following are tabulations of visitation.

<u>Year</u>	<u>Visitation</u>
1945	84,712
1946	324,596
1947	427,022
1948	570,663
1949	656,717
1950	740,499
1951	740,634
1952	835,101
1953	913,887
1954	910,055
1955	894,575

The estimated annual visitation by 1966 is 1,500,000.

Average for 1953-54-55

<u>Month</u>	<u>Visitation</u>
January	3,771
February	3,966
March	5,308
April	20,095
May	42,764
June	163,973
July	244,164
August	266,648
September	109,659
October	33,780
November	11,099
December	4,287

- b. Trends of Use. With the installation of the floodlighting, evening visitation has increased. During the past few years, visitation has extended into the fall after Labor Day.
- c. Legislation. Climbing Mount Rushmore is prohibited. Legislation also prohibits the charging of fees for entrance to and viewing of the Memorial.



WESTERN OFFICE	
DESIGN & CONSTRUCTION	
MAY 3 1956 A.M.	
1	CHIEF
	ADMIN. ASSIST.
	PERSONNEL
2	PLANS & PROG. <i>mt</i>
	SAFETY
3	ARCHITECT <i>1/2</i>
	ENGINEER
	LAND-ARCH. <i>4</i>
	<i>1/2</i>
ACTION TAKEN—DATE	
<i>New</i>	

498

APR 30 1956

Memorandum

To: Superintendent, Mount Rushmore National Memorial

From: Regional Director

Subject: MISSION 66 Prospectus

This refers to Acting Superintendent Berger's April 23, 1956 memorandum on the above subject, which brings up certain points you feel should be resolved before the MISSION 66 Prospectus is completed.

In discussing these matters with members of the staff, we recommend that you proceed as follows with the preparation of your final prospectus.

(1) Propose a Visitor Center about as shown on Master Plan MMH-MR-2000L, not to exceed \$125,000 including exhibits as the principal contact and introduction to the area site.

(2) Retain the existing Studio (Building No. 8) as an interim exhibit and interpretive center, installing exhibits this next winter. Delay the decision as to the disposition of this building until the new Concessioner Building, Amphitheater and proposed Visitor Center are constructed and the needs of the area studied and observed.

(3) Ultimately, all exhibits to be removed from the present Administration Building and it to be used solely for administrative purposes with the basement devoted to utility space.

(4) Residence (Building No. 2) to be retained for use by a maintenance employee with a second residence to be shown in the vicinity of the proposed Visitor Center, which will be used by a ranger for protective purposes.

The new residential area should be studied this summer by WODC so that a definite site can be approved this fall. The new area to contain three residences which would house the Superintendent, Chief Ranger and Historian, plus apartments for seasonal employees.

We hope the above will be of assistance to you in preparing the final prospectus and should you wish to submit it to us in rough draft, we will make every effort to review it and return it as promptly as possible.

(Sgd) Howard W. Baker

Howard W. Baker  
Regional Director

Copy to: Director, w/c incoming  
Chief, WODC



UNITED STATES  
DEPARTMENT OF THE INTERIOR

NATIONAL PARK SERVICE  
Mount Rushmore National Memorial  
Keystone, South Dakota

April 23, 1956

Memorandum

To: Regional Director, Region Two  
From: Acting Superintendent, Mount Rushmore National Memorial  
Subject: MISSION 66 Prospectus for Mount Rushmore National Memorial

It is rather difficult for us to complete our MISSION 66 Prospectus for Mount Rushmore National Memorial until certain points have been resolved concerning:

- (1) The disposition of the present Studio Building No. 8;
- (2) The size and location of the Visitor Center and Museum; and
- (3) The location of the employee housing development.

In referring to the three items listed above, reference is made to Superintendent Humberger's memorandum of April 5, Mr. Castro's memorandum of March 16, and Mr. Vint's memorandum of February 27.

The present Studio Building No. 8 had originally been scheduled for obliteration. However, more recent correspondence indicates that this building is to remain and be included in the Master Plan for use as a Museum. This building was hurriedly and poorly constructed from its beginning and to be converted to a building for year-around use, would be a costly item, and annual maintenance costs for the building would be excessive. The expenditure necessary to restore this building to year-around use would aid greatly in financing a completely new building that would be more easily available to the public and a building more adapted for use as a Museum and Visitor Center.

Regarding Point No. 2, the Visitor Center originally proposed was to be used as an interpretive center and Museum which, if located near the main parking lot and the proposed concessions building, would be available to a great many more people, and where the meaning and history of Mount Rushmore could be presented. A building of sufficient size located near the main parking area would centralise and aid the interpretive activities to a much greater number of visitors than if the present Studio Building No. 8 were

WESTERN OFFICE	
DESIGN & CONSTRUCTION	
APR 27 1956 A.M.	
CHIEF	<input checked="" type="checkbox"/>
ADMIN. ASSIST.	<input type="checkbox"/>
PERSONNEL	<input type="checkbox"/>
PLANS & PROG.	<input checked="" type="checkbox"/>
SAFETY	<input type="checkbox"/>
ARCHITECT	<input type="checkbox"/>
ENGINEER	<input type="checkbox"/>
LAND. RECH.	<input checked="" type="checkbox"/>
X Thomas	<input type="checkbox"/>
W. B. Thomas	<input type="checkbox"/>
ACTION TAKEN—DATE	



used as an interpretive center at the lower level. It is doubtful if more than 20 to 25 per cent of the visitors at the Memorial would ever reach this lower level of the present Studio Building No. 8, with the proposed concessions building being so near the main parking area.

Regarding Point No. 3, the proposed housing area for permanent and seasonal personnel, we feel that the area selected approximately mid-way on the main Entrance Road from the Administration Building to the Keystone Junction, would be the most desirable location for the residential area. This area has sufficient space for all living quarters presently planned for the Memorial. The present Superintendent's quarters, Building No. 2, would be retained in the administration area as a residence for protection personnel, also, the caretaker for the concessioner would be available for additional protection, with communications to the proposed residential area and the present Superintendent's residence. We do not feel that the distance from the proposed residential area to the Administration Building and heavy use area would be an objectionable factor, nor do we feel that the utilities necessary for the proposed residential area would be any great factor in its development.

When the above listed points have been resolved, we will be more able to complete our final MISSION 66 Prospectus.

SIGNED

Paul A. Berger  
Acting Superintendent

cc: to: ✓ WDC



In reply refer to:  
050

UNITED STATES  
DEPARTMENT OF THE INTERIOR

NATIONAL PARK SERVICE  
Mount Rushmore National Memorial  
Keystone, South Dakota

April 19, 1956

Henry H. Hackath & Sons, Inc.  
216 Rapid City Nat'l Bank Bldg.  
Rapid City, South Dakota

Gentlemen:

Pursuant to paragraph 5 of the General Provisions of your Contract No. 1-1P-14-10-232-78, Specifications for the Dormitory Building at Mount Rushmore National Memorial, an extension of time for a period of 25 days is granted you due to lack of specified material; weather conditions resulting in frozen ground which hampered cleanup and general restoration of the area; and additional work to be performed as a result of the final inspection of the Concessions Dormitory Building as revealed, and which will be cited in Change Order No. 6, by the Supervising Architect and Architect from the Western Office, Division of Design and Construction. Your final completion date will be April 30, 1956.

This extension of time does not in any way affect the original contract price.

Sincerely yours,

SIGNED

Paul A. Berger  
Acting Superintendent

cc to: Reg. Div., Reg. Pro (6)

✓ CDC

King & Forrette



April 17, 1956

INSPECTION REPORT

Project: DORMITORY BUILDING AT MOUNT RUSHMORE NATIONAL  
MEMORIAL NREM-MR  
2039 -A

Location: MOUNT RUSHMORE NATIONAL MEMORIAL

INSPECTION PARTY:

PAUL BERGER, ACTING SUPERINTENDENT  
JERRY RIDDEL, ARCHITECT-WESTERN DESIGN DIVISION  
A. L. FORRETTE, EWING & FORRETTE, ARCHITECTS  
EDWARD HACKETT, H. H. HACKETT & SONS  
CARL BURGESS, CONCESSIONER

Findings:

The following list of items shall be corrected or installed to satisfactory completion and acceptance prior to final acceptance of this project.

MANAGERS APARTMENT:

1. Furnish and install aluminum cove mould along base cabinet wherever same adjoins Bolta wall covering.
2. Remove unmatching strip of Bolta wall covering and replace with matching strip over planning desk.
3. Remove and replace Bolta wall covering at North living room window with single piece rather than numerous strips.

BASEMENT AREA:

4. Furnish and install quarry tile to complete seat at fireplace.
5. Repair chipped stair nosing on steps to depression at fireplace.
6. Furnish and install push & pull hardware on aluminum entrance door.
7. Furnish and install laundry sink in Laundry Room.
8. Furnish and install fuel oil gage in Boiler Room.

GIRLS DORMITORY AREA:

9. Furnish and install screens at Bath windows.

BOYS DORMITORY AREA:

10. Furnish and install screens at Bath windows.

April 17, 1956

INSPECTION REPORT CON'T.  
PAGE TWO

MISCELLANEOUS:

11. Furnish and install ceramic tile shapes and perform necessary grouting operation to complete tile work in all bathrooms. Lack of tile shapes in several locations resulted in omission of switch cover plates.
12. Locate and repair roof leak in the vicinity of the chimney and attic storage space.
13. Complete grading at exterior of building so that water will drain away from same.

Recorded and submitted by:

EWING & FORRETTE, ARCHITECTS

*G. S. Steelman*  
George S. Steelman