

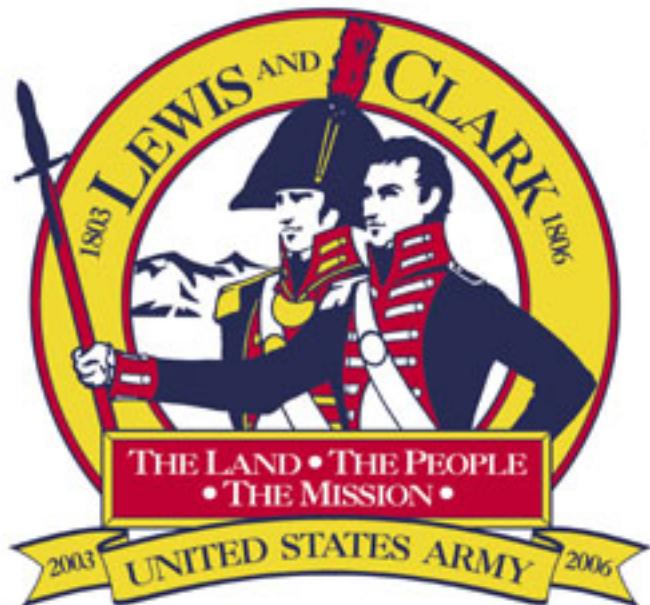


US Army Corps  
of Engineers ®

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# Lewis and Clark Bicentennial After Action Report

1998-2006



## **LEWIS AND CLARK BICENTENNIAL AFTER ACTION REPORT**

### **EXECUTIVE SUMMARY**

The U.S. Army Corps of Engineers had a large, positive role in the recent Bicentennial of the Lewis & Clark Expedition. Working closely with other Army Commands and other Federal agencies, Corps personnel, primarily from the Natural Resources Community of Practice, presented a unified theme to approximately 1.5 million visitors that enhanced the appreciation of the Corps and the Army as part of our Nation's heritage. The Bicentennial also provided an opportunity for the Corps to evaluate and make needed improvements to recreational facilities along the Lewis & Clark Trail.

In 1964, at the urging of many constituents with an interest in western history, Congress established the Lewis and Clark Trail Commission to "stimulate federal, state, and local agencies to identify, mark and preserve for the public inspiration and enjoyment the route traveled by Lewis and Clark" (Public Law 88-630). The Commission recommended that a private non-profit organization be formed to carry on their work. In 1969, the Lewis and Clark Trail Heritage Foundation, Inc. was incorporated to preserve the stories of the Lewis and Clark Expedition, the people they met, and the trail they traveled.

When talk initiated among states and communities both east and west of the Mississippi River regarding an observance of the bicentennial of the Lewis and Clark Expedition, the board of directors of the Foundation realized that they could not keep up with the pressures of both the preservation of the trail and oversight for a bicentennial. In 1989, the Foundation created a separate entity to be in charge of the L&C Bicentennial—the National Council of the Lewis and Clark Bicentennial (NCLCB).

On May 23, 1997, Congress passed Senate Resolution 57, recognizing the leadership of the National Council of the Lewis and Clark Bicentennial in commemorating the bicentennial and urging all relevant government agencies to participate in the commemoration. A Memorandum of Understanding (MOU) was initially signed in October 1998 by the NCLCB and 15 Federal departments and agencies including the Corps of Engineers and the U.S. Army. By the end of 2001, 25 Federal departments and agencies had signed the MOU.

In July 1998, 5 years prior to the start of the Lewis and Clark (L&C) Bicentennial, a national coordinator was hired by the Corps. In February 1999, the National Coordinator position became full time. At that time, HQ agreed to fund the L&C Commemorative office through the end of FY07. This was to ensure the Corps would be able to participate in the planning and execution of the bicentennial as well as fund the completion of the after action report. In 2000, basin coordinators were hired. The Corps team drafted goals for the commemorative activities, which remained in effect for the entire L&C Bicentennial. These were: "To ensure a safe visitor experience, provide information on the role of the Army in the Lewis and Clark Expedition and the Corps of

Engineers, and accommodate the anticipated increased visitation associated with the commemoration with minimal impact on the environment.”

As planning for potential events commemorating the Lewis and Clark Expedition increased, many communities wanted the endorsement of the NCLCB and the Federal agencies. In 2000, the NCLCB came up with the idea of “Signature Events” and established criteria that must be followed in order to qualify as one of these events. In addition, only a limited number of events would be selected as Signature Events. Applying communities would have to meet each of the following criteria:

- The event would commemorate an event of major significance during the Lewis and Clark Expedition.
- The event would be multi-cultural in nature and include local and indigenous Native Americans in their planning process and programming.
- The event would be widely advertised and have the ability to draw large crowds throughout its geographic location.

In 2000, the Army established two groups to oversee its role in commemorative activities - the Lewis and Clark Commemorative Executive Council (LCEC) and the Lewis and Clark Commemorative Advisory Group (LCAG). The LCEC was chaired by the Director of the Army Staff and acted as the executive policy making council. The LCEC was made up of senior leaders (preferably General Officers (GO)) representing Army Major Commands (MACOMs) and provided guidance to the LCAG. Conversely, the LCAG was the primary advisory group to the LCEC and was chaired by the Army Commemorative Cell Officer. Its members were the action officers for the parent MACOMs and were responsible for providing the Army senior leadership with current and timely information on all Federal and Army commemoration efforts.

The Corps did not take the lead in organizing any of the 15 national Signature Events or any of the numerous smaller local or regional events. Instead, it adopted a low-key, cooperative approach to the commemoration. Local organizers did the primary planning for these events, while the Corps, Army, and other Federal agencies assisted whenever needed. This method recognized the considerable influence regional and local civilian organizations have on commemorative planning and coordination.

The Corps goal in participating in the various commemorative events was not just to impart knowledge about Lewis and Clark but also provided an avenue to discuss all aspects of the Corps (civil; military; hazardous, toxic, and radioactive waste; etc.) in a non-controversial, non-confrontational manner. The L&C experience demonstrated how commemorative venues can provide a unique opportunity for the Corps to correct public misperceptions of its mission, employees, and contributions. Corps stakeholders have a new and valued impression of the agency as do their Congressional representatives. The Corps is now just starting to reap the benefits of those contacts.

The Corps anticipated that many visitors would be drawn to recreation facilities that it operated. The Chief of Engineers wanted to know if our facilities were ready for the

influx of visitation and, if not, what needed to be done to get them ready. An initial assessment of facilities was made in 2001 using the draft “Recreation Facilities Design Standards” as a guide. At that time the Corps decided that the deteriorated and outdated condition of many of these facilities would reflect poorly upon the agency as stewards of the nation’s land and water resources.

Only those existing facilities that could be repaired, replaced, or rehabilitated were to be included in the assessment and compiled into the Requirements Document. Although assembled in good faith, not all items listed were accomplished. Some projects listed may not have been constructed, may have been given a lower priority, or were replaced by others.

A total of 18 projects in 3 divisions along the L&C route reported shortcomings. Another 43 projects reported shortcomings that would likely be impacted significantly by the commemoration but were located more than 20 miles outside of the route. It was determined that many of these facilities were not designed or maintained to support the current use, much less the increased use expected at the recreation areas along the L&C route. There were several reasons why the existing facilities could not meet the current or project requirements - under-maintained facilities, old and outdated facilities, or accessibility and safety issues.

Some improvements were budgeted for and made during the regular operation and maintenance process. However, it became very obvious with the high costs that all identified improvements could not take place in an era of decreasing natural resource management (NRM) budgets. Some but not all of these improvements were accomplished through line item additions by Congress. Therefore at the end of each fiscal year, end-of-year money was used to accomplish as many of the facility improvements as possible.

Between 2002 and 2006, facility improvements totaling over \$14.6M were made. Those divisions that contained portions of the L&C Expedition route made the most improvements while those outside the route concentrated on exhibits and brochures.

In addition, in order to more fully participate in these events, the Corps had to produce some items that accurately told the L&C story and represented the Corps and the Army. Brochures printed included the “Legacy” brochure (a partnership of the Interagency Task Force), “Lewis and Clark: A Portrait of Army Leadership” (a pamphlet written by another Corps task force as a supplement to the Army’s “U.S. Army and the Lewis and Clark Expedition”), and at least four safety guides to using the rivers of L&C. There were explanations of the artwork that was commissioned, at least 3 hands-on sheets to attract youth participation in the events, and the Eastern Legacy Brochure (that explained the often overlooked preparation phase of the expedition). Another Corps task force created the “Discovery Box”, a collection of hands-on replicas of items either taken or found by the L&C Expedition. This interpretive tool was used extensively and is still being used by Corps park rangers to present programs in parks, schools, or local community venues. Additional handouts were available to visitors at these events to help

them remember the Army story of Lewis & Clark. Other handouts were given to provoke visitors to learn more about Corps historical and modern missions.

Perhaps one of the most successful efforts undertaken by the Corps was the development of Captain Lewis' Company - a group of living history interpreters made up of Corps park rangers and lock and dam operators in partnership with members of the Frontier Army Living History Association from Fort Leavenworth, Kansas. The Army looked to the Corps with its myriad of park ranger/Interpreters and its on-the-ground presence along the L&C route to be the logical source for disseminating the correct story of the expedition. Potential members were interviewed and the best were selected as members of the Company. Each person selected chose one member of the expedition and thoroughly researched his life and the job he had with the expedition. Wearing historically accurate clothing and having the accoutrements of the 1804 Army, these men gave numerous programs on a variety of topics both within the encampment as well as local stage venues. Although the L&C Bicentennial is over, requests are still being received for this group to do programs nationwide. In large part, this is due to the Corps reputation for putting together an accurate, authentic, and quality living history experience for all age groups visiting the encampment.

In late 2002, the national team was approached by the office of the Assistant Secretary of Army for Civil Works (ASA-CW) to do a L&C awareness campaign at the Pentagon using members of Captain Lewis' Company to staff the exhibit. Plans were devised for a week long, manned, temporary exhibit that would showcase the expedition, its military ties, the Bicentennial Commemoration, and the Corps. The dates of operation were to be 7-10 January 2003, the week just prior to the first Signature Event at Monticello in Charlottesville, VA. Over 4,000 military and civilian personnel visited the booth and interacted with the Company. Because of its success in 2003, Corps personnel were invited back in 2004 and 2005 to present additional programming with similar visitation numbers each year. The invitation of Captain Lewis' Company was the first time any reenactment group had ever been allowed into the Pentagon.

The Corps was involved in many partnerships during the L&C Bicentennial. Led by the National Park Service, *Corps of Discovery II: 200 Years to the Future*, also known as Corps II, was one of the major educational initiatives undertaken during the L&C Bicentennial. The Corps also provided financial, programming, and staffing support during all of the Signature Events as part of the MOU. Beginning in Charlottesville, Virginia, in January 2003, Corps II traveled through the American heartland to the Pacific Ocean then returned to St. Louis to end its journey in September 2006. Corps employees and other Department of Army representatives presented numerous programs in the Tent of Many Voices to make the public aware of the connection between the Corps of Discovery with the Army of today.

Another successful Corps effort was the Ohio River Barge. The barge idea was spearheaded by the Corps Pittsburgh District who wanted to emphasize the upcoming L&C Bicentennial with exhibits and information relating to the Eastern Legacy - that portion of the L&C route east of the Mississippi River. The purpose of the barge was

two-fold - (1) to work in concert with local reenactors and the Corps II events; and (2) support the local communities along the 981 miles of the Ohio River. Running from August 31 through November 20, 2003, the barge stopped at 35 cities and towns between Pittsburgh, PA and Cairo, IL where the public and school children experienced a connection to the L&C Expedition.

Because of its growing reputation at the national Signature Events, the Corps received requests to attend local and regionally significant events. Some of these regional events were larger than a few of the Signature Events. Unfortunately, because of budget restrictions, time involved, remote location, and/or previous commitments, the Corps was not able to attend all of the events at which it was requested.

There were numerous times before, during, and after the L&C Bicentennial that Corps members were asked to do programs for community and school groups. These programs were by no means limited to just the trail states. Additional programs using the national team were presented at the district/project level thus increasing the Corps success.

Although some agencies had been doing basic preparations prior to the signing of the MOU, planning for the L&C Bicentennial Commemoration began in earnest in FY 1999. During the planning years of 1999 through 2002, the Corps received \$1.2 million dollars in allocations from HQ. COE expenditures for that period totaled \$1.04 million dollars. These expended funds for FY 1999-2002 primarily covered salary for the National Coordinator, travel and supplies for the basin coordinators; travel by all to attend a variety of planning meetings both with the Signature Event organizers, Federal interagency meetings, LCAG, and others; development of display materials including exhibit backdrops and distribution products; and support for Corps II.

FY 2003-2006 saw the culmination of all Signature Events and regional events that had been planned over the past 4 years. In 2003, while early commemorative events were underway, many of the later events were still in their planning stages. Total HQ allocations for this period were \$2.0 million with the total obligations of \$2.2 million. Obligations exceeded the allocations because of a \$200,000 carryover from FY02 into FY03. Expended funds for FY 2003-2006 primarily covered salary for the National Coordinator and the one remaining basin coordinator (the other two had either taken another position or had retired); travel by both to attend planning meetings and meetings of the Federal interagency partnership, LCAG, and others. Travel and support of the Signature Events (\$526K) made up a large part of the expenditures during this time period and included transportation and per diem of all Corps team members selected to assist with the Signature and regional events.

The total allocation received between FY99 and FY06 for the Lewis and Clark Bicentennial amounted to \$3.265 M. Total expenditures for that same time period amounted to \$3.262 M. For the 8-year period, the national team finished with a surplus of roughly \$3,000.

There were many more things that could have been accomplished during the L&C Bicentennial had additional money been available. However, through partnerships with other Federal and State agencies, private organizations, and the use of many volunteers, the national team made the most of the available dollars.

The success of participation in any event can be measured by the outcomes or consequences that follow as a result of that participation. The key to effective outcomes is directly related to the support of the headquarters, division, district, and project offices as well as the knowledge and enthusiasm of those Corps individuals who were allowed to participate in the numerous L&C events held nationwide.

The Corps participated in 15 National Signature Events, 28 regional events, and numerous local L&C events between January 2003 and October 2006. Corps representatives of Captain Lewis' Company also participated in 3 visits to the Pentagon, 1 visit to the National Academy of Science in Philadelphia in support of the Army, and 1 visit in support of the North Dakota National Guard in Medora, North Dakota. In addition, the Corps was asked to participate at an additional 27 regional events but could not because of previous commitments, time constraints, or funding issues.

In participating in these events Corps representatives touched the lives of nearly 1,500,000 people across the country with the Corps message. The message was not just about the particulars of the L&C Expedition but also included information about the primary missions of the Corps, its organization (military; civil; and hazardous, toxic and radioactive waste) as how the Corps of Engineers relates to the Army and other Federal agencies. In addition to the 1.5 million visitor contacts obtained by the national team, many more visitor contacts were made by field and district offices nationwide.

Important intangible outcomes generated from the Corps participation in this commemoration included:

- Establishing a definitive and important role for the Corps in historical commemorations;
- Realizing that the theme of the event was just the tool/venue to tell the Corps story and engage stakeholders about the Corps image;
- Creating positive feelings toward the Corps at a time when it was badly needed;
- Demonstrating to people in other agencies, museums, schools, as well as the general public that the Corps has a professional cadre of park rangers who can provide quality programs and opportunities;
- Creating an opportunity for Corps and DOD employees to learn more about their heritage, and to share that with a large and interested audience;
- Inspiring youth. The best compliment that was heard was from a 5th grader on Staten Island, NY who said, "You make history fun!"
- Representing the Army/Corps in a positive, non-threatening way. The Corps is the Army's face to the Nation and the park rangers are integral to its success;

- Providing one office/team for event organizers to go to for support. This provided a consistent point of view for both event organizers and the public as to where to go for information.
- Providing subject matter experts who know how to make the Army/Corps story relate to a civilian audience, reveal meanings, provoke interest, and interpret it to children. In addition, the team used various media, techniques, and arts to develop that story without "reinventing the wheel".

The history of the Corps is significant and celebrated. Thomas Jefferson desired a utilitarian army led by intelligent and educated officers and, in 1802, signed the Peace Act that established the modern Corps of Engineers. That same year West Point was established as the military academy as well as an engineering and scientific school. Army Engineers were present back to the founding of the Nation. Western settlement and expansion called for a detailed analysis of our newly procured lands. Beyond Lewis and Clark, the Army and specifically the Corps, can be specifically tied to nearly all expeditions and details required to settle the West through the 1800s. As a result of the successful Corps involvement in the L&C Bicentennial Commemoration (2003-2006), organizers are actively seeking Corps participation in several major upcoming commemorations. As the time for these commemorative periods draws closer, the Corps will undoubtedly be asked by other Federal agencies to establish supporting partnerships for these activities. Both event organizers and other Federal agencies seeking commemorative assistance now realize that the Corps possesses a unique mix of resources and skills few other organizations can match. In addition, the Corps, in association with the other Army MACOMs, has additional resources and knowledge of the Army's history that are not readily available to non-Army entities.

One of the lasting legacies of the Lewis and Clark Bicentennial was a greater appreciation, respect, and protection of the entire route taken by the L&C Expedition. Planning for the development, preservation, and enhancement of resources along the L&C route will continue through the combined efforts of the Federal land management agencies and the Lewis and Clark Trail Heritage Foundation.

## PREFACE

This report provides an overview of the history of the U.S. Army Corps of Engineers (Corps) involvement in the Lewis and Clark Bicentennial Commemoration from 1998-2006. This report describes how Corps participation was organized and funded, what the goals and objectives were, and what was accomplished.

This report primarily deals with the program that was planned and implemented by the national Lewis and Clark team funded through Corps Headquarters. That team was comprised of the national coordinator, three assistant/basin coordinators, and those representatives (Corps and others) who supported the numerous events and had transportation, per diem, or honorariums paid for by the Corps. Although every effort was made to report on the variety of projects completed by the national team for the bicentennial, there were many projects that were also undertaken at strictly a district or project level. These projects are not covered in this report and instead were left up to the individual districts to document.

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**COMPREHENSIVE AFTER ACTION REPORT  
LEWIS AND CLARK BICENTENNIAL  
November 2007**

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## **ACRONYMS AND ABBREVIATIONS**

A&E - Arts and Entertainment Network

ASA(CW) - Assistant Secretary of Army for Civil Works

AUSA - Association of the U.S. Army

BIA - Bureau of Indian Affairs

BLM - Bureau of Land Management

BOR - Bureau of Reclamation

CCS - Challenge Cost Share

CMH - Center of Military History

Corps - Corps of Engineers

DA - Department of Army

DAW - Discover a Watershed

DCW - Director of Civil Works

DESC - Discovery Expedition of St. Charles (Missouri)

DOI - Department of Interior

DVD - Digital Video Disc

EPS - Executive Productions – Seattle, Inc

FALHA - Frontier Army Living History Association

FIP - Federal Interagency Partnership

FORSCOM - U.S Forces Command

FS - Forest Service

FWS - Fish and Wildlife Service

FY - Fiscal Year

HQ - Headquarters

JNPA - Jefferson National Parks Association

L&C - Lewis and Clark

LCAG - Lewis and Clark Advisory Group

LCEC - Lewis and Clark Executive Council

LCTHF – Lewis and Clark Trail Heritage Foundation

LRB – Great Lakes and Ohio River Division, Buffalo District

LRC - Great Lakes and Ohio River Division, Chicago District

LRD - Great Lakes and Ohio River Division

LRE, - Great Lakes and Ohio River Division, Detroit District

LRH - Great Lakes and Ohio River Division, Huntington District

LRL - Great Lakes and Ohio River Division, Louisville District

LRN - Great Lakes and Ohio River Division, Nashville District

LRP - Great Lakes and Ohio River Division, Pittsburgh District

MACOM - Major Army Command

MOU - Memorandum of Understanding

MRBIR - Missouri River Basin Interagency Roundtable

MVD - Mississippi Valley Division

MVK - Mississippi Valley Division, Vicksburg District

MVN - Mississippi Valley Division, New Orleans District

MVP - Mississippi Valley Division, St. Paul District

MVR - Mississippi Valley Division, Rock Island District

MVS - Mississippi Valley Division, St. Louis District  
NAB - North Atlantic Division, Baltimore District  
NAD - North Atlantic Division  
NAE - North Atlantic Division, New England District  
NCLCB - National Council of the Lewis and Clark Bicentennial  
NCO - Non-Commissioned Officer  
NGB - National Guard Bureau  
NGRM - National Great Rivers Museum, Alton IL  
NHS - National Historic Site  
NISH - National Institute for the Severely Handicapped  
NPS - National Park Service  
NRM - Natural Resource Management  
NWD - Northwestern Division  
NWK - Northwestern Division, Kansas City District  
NWO - Northwestern Division, Omaha District  
NWP - Northwestern Division, Portland District  
NWS - Northwestern Division, Seattle District  
NWW - Northwestern Division, Walla Walla District  
OMBIL - Operations and Maintenance Business Information Link  
PBS - Public Broadcasting System  
PEWARS - Pittsburgh Engineering Warehouse and Repair Station  
POC - Point of Contact  
RFP - Request for Proposals

RRC - Regional Readiness Command

SAD - South Atlantic Division

SAM - South Atlantic Division, Mobile District

SAS - South Atlantic Division, Savannah District

SHS - State Historic Site

SPA - South Pacific Division, Albuquerque District

SPD - South Pacific Division

SPK - South Pacific Division, Sacramento District

SPN - South Pacific Division, San Francisco District

SWD - Southwestern Division

SWF - Southwest Division, Fort Worth District

SWG - Southwest Division, Galveston District

SWT - Southwest Division, Tulsa District

TLN - Teaching Learning Network

TOMV - Tent of Many Voices

TRADOC - Training and Doctrine Command

USGS - United States Geological Survey

VMI - Virginia Military Institute

WE - Whatever Endeavor

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## **COMPREHENSIVE AFTER ACTION REPORT LEWIS AND CLARK BICENTENNIAL**



### **CHAPTER 1 - BACKGROUND**

#### **HISTORICAL BACKGROUND**

In 1803, President Thomas Jefferson purchased a territory from France called Louisiana. This single purchase doubled the land holdings of the United States which previously extended west to the Mississippi River. The new territory included most of the lands drained by the western tributaries of the Mississippi River from present-day Canada and west to the Continental Divide to the Gulf of Mexico. Although Jefferson had previously proposed expeditions to the west, the purchase of this new territory had major economic benefits to the country. In January 1803, Congress authorized an expedition to explore this territory and to find the fabled “Northwest Passage” as a water route from the east to the Pacific Coast.

To conduct this mission, Jefferson turned to the U.S. Army. He chose his personal secretary Captain Meriwether Lewis for this mission. The president wanted information on the resources and inhabitants of the new territory. The party was to observe, and collect plant, animal, and mineral specimens, record weather data, study native cultures, conduct diplomatic councils with the tribes and map geographic features along their route. While the president drafted his instructions for the expedition, the captain worked on his planning and logistical preparations in Pennsylvania and Virginia. With

Jefferson's consent, Lewis wrote to his friend and former comrade, William Clark offering him the assignment as co-commander.

Between August and December 1803, both Lewis and Clark recruited members for the expedition officially titled "The Corps of Volunteers of North Western Discovery." After a winter of final preparations and diplomatic duties, the explorers left Camp River DuBois, their winter camp, on May 14, 1804 and began the arduous journey to the Pacific Coast.

Before the expedition, the Louisiana Territory was not comprehensively mapped except for portions of the Missouri River to the Mandan Villages. The expedition made its way through this vast country, living off its resources and adapting themselves to its ever-changing and oftentimes adverse conditions. By boat, on foot, and on horseback the expedition pushed against powerful currents of the Missouri River, across endless plains, over massive mountain ranges, through dense forests, and, finally, the raging waters down the Clearwater, Snake and Columbia Rivers reaching the Pacific Coast in November 1805.

On March 23, 1806, the expedition began the long trek home. Struggling upstream against the currents of the Columbia, dividing the party to explore both the Marias and Yellowstone Rivers, and stopping briefly at the Mandan villages, the expedition made a rapid descent of the Missouri River to St. Louis, arriving there on September 23, 1806.

The Lewis and Clark Expedition traveled more than 8,000 miles over a period of 2 years, 4 months, and 10 days, meeting over 50 Indian tribes during that time. Its findings contributed vital new knowledge concerning the vast western land, its resources, and its native inhabitants.

## **COMMEMORATION BACKGROUND**

In the 1960's, many of the states west of the Mississippi River became involved in historic recognitions of territorial and statehood centennial celebrations. In 1964, the Congress, at the urging of many constituents with an interest in western history, established the Lewis and Clark Trail Commission (Public Law 88-630) to "stimulate federal, state, and local agencies to identify, mark and preserve for the public inspiration and enjoyment the route traveled by Lewis and Clark." This commission was made up of state appointees from along the trail of the Lewis and Clark Expedition from St. Louis, Missouri, up the Missouri River to the Continental Divide, into and including Idaho and then down the Columbia to include the states of Washington and Oregon.

The Commission worked to have the trail marked with highway signs and recommended the federal protection of the trail itself. The Commission also recommended that a private non-profit organization be formed to carry on their work. In 1969, the Lewis and Clark Trail Heritage Foundation, Inc. (LCTHF) was incorporated to preserve the stories of the Lewis and Clark Expedition, the people it met, and the trail it traveled.

In 1989, the Foundation was first approached with the idea that they should appropriately commemorate such an important historical event as the Bicentennial of the Lewis and Clark Expedition. The Foundation formed a Bicentennial Committee to look into this possibility. When talk initiated among states and communities both east and west of the Mississippi River regarding an observance of the bicentennial of the Lewis and Clark Expedition, the board of directors of the LCTHF realized that they could not keep up with the pressures of both the preservation of the trail (through scholarship, education and stewardship) and oversight for a bicentennial. The LCTHF had the foresight to create a separate entity with its own board setting its own direction—the National Council of the Lewis and Clark Bicentennial (NCLCB).

#### NATIONAL COUNCIL OF THE LEWIS AND CLARK BICENTENNIAL

The NCLCB had an “interlocking” board of directors. Its board was separate from but overseen by the LCTHF. The NCLCB was incorporated in 1993 as a separate 501(c)(3) non-profit organization to “commemorate Lewis and Clark’s epic journey, rekindle its spirit of discovery, and acclaim the contributions and goodwill of the Native peoples.” The NCLCB was to oversee the direction of this national milestone commemoration and to do the marketing and merchandizing necessary to carry on a nationwide commemoration.

In 1996, with the bicentennial of the Lewis and Clark Expedition looming in the near future, the NCLCB endeavored to build a network of bicentennial stakeholders. The Council began hosting national planning workshops around its themes of education, reconciliation, preservation, and commemoration at sites along the Lewis and Clark National Historic Trail. Over the years prior to the bicentennial, the workshops drew larger and larger participation from around the country. The Council expanded its first partnerships and created new ones, with and between many workshop participants, into a growing network of coalitions.

On May 23, 1997, the Congress of the United States passed Senate Resolution 57, recognizing the leadership of the NCLCB in commemorating the bicentennial and urging all relevant government agencies to participate in the commemoration. The Lewis and Clark Bicentennial Federal Inter-Agency Partnership and National Bicentennial Council Memorandum of Understanding (MOU) was signed in October 1998 by the NCLCB and the following Federal departments and agencies within them: Department of Agriculture (US Forest Service [FS]), Department of Army (Corps), Department of Education, Departments of Interior (Bureau of Indian Affairs [BIA], Bureau of Land Management [BLM], Bureau of Reclamation [BOR], National Park Service [NPS], US Fish Wildlife Service [FWS], US Geological Survey [USGS]) and Department of Transportation (Federal Highways Administration).

In 2001, several additional agencies joined the MOU: Department of Energy; Department of Commerce (National Oceanic and Atmospheric Administration); Department of the Treasury (US Mint); Environmental Protection Agency; Institutes of Museum and Library Services; National Archives and Records Administration; National Endowment

for the Arts; National Endowment for the Humanities, Natural Resources Conservation Service; Smithsonian Institution; and US Coast Guard.

The FIP's goals were to advance public awareness, understanding, and appreciation of the expedition; provide leadership for parties observing the bicentennial; renew America's commitment to National Historic Trails; promote educational and interpretive opportunities for trail visitors; support long-term economic viability of states, tribes, and communities along the trail; and protect and preserve the natural environment, cultural, and historic resources of the trail.

In cooperation with Federal, State, tribal, and local governments as well as all interested individuals and organizations, the NCLCB "promoted educational programs, cultural sensitivity and harmony, and the sustaining stewardship of natural and historical resources along the route of the expedition." That statement of mission guided the Council in its program support and in its partnering.

As planning for potential events commemorating the Lewis and Clark Expedition increased, many communities wanted the endorsement of the NCLCB and the Federal agencies. Some of the plans were very well thought out while others were mere sketches. In 2000, the NCLCB came up with the idea of "Signature Events" and laid down criteria that must be followed in order to qualify as one of these events. In addition, only a limited number of events would be selected as Signature Events. Applying communities would have to meet each of the follow criteria:

- The event would commemorate an event of major significance during the Lewis and Clark Expedition.
- The event would be multi-cultural in nature and include local and indigenous Native Americans in their planning process and programming.
- The event would be widely advertised and have the ability to draw large crowds through its geographic location

One of the guiding principles in all bicentennial commemorative activities was the recognition that without the assistance of the American Indians and tribes that the explorers met along the way, the expedition could not have succeeded. The LCTHF and NCLCB, along with the many State and Federal partners and the Signature Event organizers, wanted to ensure that those stories and all the stories of the expedition could be told.

After reviewing hundreds of applications, the NCLCB selected 15 events to become Signature Events. These events and the Corps participation in them will be discussed in more detail in Chapter 3.

The NCLCB had originally agreed to partially finance the Signature Events. However, after the terrorist attacks at the World Trade Center and the Pentagon on September 11, 2001, and a series of natural disasters both in the U.S. and abroad, philanthropic monies were diverted to assist in the recovery of these events. Because the NCLCB had trouble

coming up with all of the necessary funds, the Federal Agencies had to step up and assist the events more than originally planned.

In spite of some early concerns about the Federal agencies taking over, these Signature Events were all grassroots driven and federally assisted. Each event had its own organizing committee. Some organizer positions were paid while others were strictly volunteer positions. In each case, meetings were held between the Corps National Lewis and Clark (L&C) team and each of the organizing committees to assess how the Corps might assist in their efforts.

At the conclusion of the bicentennial, the NCLCB ceased to exist and all of its programs and projects reverted to the LCTHF. One of the significant legacies of the bicentennial will be the educational and land stewardship programs that have been developed through Congress' foresight in creating a NPS Challenge Cost Share program (CCS). The CCS program has enabled grassroots involvement from communities throughout the United States in well-planned commemorative and educational Lewis and Clark programs and projects. In turn, LCTHF members and Lewis and Clark enthusiasts have leveraged that Federal money many times over, creating a lasting infrastructure for their communities.

### Corps NATIONAL TEAM

In March 1998, a meeting for all Federal agencies with an interest in lands along the L&C Trail was called by the director of External Affairs within the Department of Interior. At this meeting, the Federal agencies present agreed that one person from each agency would be designated a member on a Federal L&C committee. The committee representative would then function as that agency's national L&C coordinator.

In July 1998, Jeannine Nauss, an Outdoor Recreation Planner from NWO, was appointed as the national coordinator for the Corps by MG Russell Fuhrman, then Director of Civil Works (DCW). In a charter established at the same time, Ms. Nauss was to (1) provide general oversight of the Corps L&C Bicentennial activities and (2) coordinate the activities of the Corps and its partners for the L&C Bicentennial commemoration.

At that time, Ms. Nauss along with the Chief of Operations, the Chief of Natural Resource Management (NRM) and the Chief of the Land Management Section of NRM (all located in the Corps Headquarters [HQ] in Washington DC) established goals regarding its participation in the Lewis and Clark Bicentennial. These goals were as follows:

- (1) Accommodate the public;
- (2) Ensure a safe visitor experience;
- (3) Provide information about the Lewis and Clark Expedition, the role of the Army during the Expedition, and the subsequent role of the Corps on lands traversed during the Expedition; and
- (4) Protect the natural and cultural resources along the route.

All projects undertaken by the Corps fell into one or more of these categories.

Initially, the national coordinator position was to be in addition to the other duties Ms. Nauss had at the NWO district office. However, because of the increasing workload that the L&C Bicentennial was generating, the position was made full-time in February 1999.

Division and district points of contact (POC) were appointed nationwide in order to assist with coordinating projects within their respective commands as well as obtaining information for and disseminating information from the national coordinator. In addition, three basin coordinators were named to coordinate region-specific events. These representatives were: Paige Cruz (LRH), Ohio River basin coordinator; Ken Wilk (NWK), Missouri River basin coordinator; and Craig Rockwell (NWW), Columbia River basin coordinator. The national coordinator and the three basin coordinators comprised the national team. After the special assignment of Mr. Rockwell as Field Liaison to the Congressional L&C Caucus (discussed in more detail in Chapter 3) and the retirement of Ms. Cruz in 2003, Mr. Wilk assumed the position of assistant national coordinator for the duration of the bicentennial and the vacant basin coordinator positions were not filled.

The national L&C team operated strictly as a virtual office. Answering to a supervisor in Washington DC, Ms. Nauss was physically located in Omaha, NE while the basin coordinators were in Huntington, WV; Vassar, KS; and Clarkston, WA, respectively. This type of structure worked very well as the team was much more effective in reaching the general public and likewise, event organizers were much more comfortable speaking with someone in a local office as opposed to an unknown official in Washington DC. However, it was very important that near-daily coordination took place among the team by means of e-mail, telephone, and/or fax.

In 2000, a Strategic Plan was written by the national team. The Strategic Plan outlined the existing conditions along the L&C Trail that crossed Corps lands. It also outlined anticipated conditions that were likely to occur during the L&C bicentennial and several proposed projects that could be undertaken. This Strategic Plan was used as the Corps guideline for the L&C bicentennial until it was replaced by a similar but more in depth L&C Project Management Plan in 2004 (Appendix A).



The National Team: Ken Wilk, Jean Nauss, and Craig Rockwell at Monticello



## CHAPTER 2 - PREPARATIONS BY Corps

The Lewis and Clark Expedition was also known as the “Corps of Volunteers for North Western Discovery.” The expedition traveled from Washington City (now Washington DC) and Virginia to the Pacific Ocean between 1803 and 1806, and was the first governmental exploration of the Louisiana Purchase and the “Great West.” Many of the most remarkable events of the expedition occurred on what are now the land holdings of the Corps.

The coast-to-coast route followed by the Lewis and Clark Expedition involves 11 Corps districts – Norfolk, Baltimore, Philadelphia, Pittsburgh, Huntington, Louisville, St. Louis, Kansas City, Omaha, Walla Walla, and Portland. Because the Corps manages large stretches of public lands and waters along the route (more of the L&C Trail than any other government entity) and its Army heritage of exploring and mapping the western United States, it was determined that these lands and the Army story were going to play an important role during the observance of the Lewis and Clark Bicentennial, and therefore in the agency's best interest to become involved as early as possible.

During the preparations for the L&C Bicentennial, numerous meetings were held between Federal, State, and local agencies; Tribes; local organizing committees; and many others. Within the Corps, meetings were held within districts, divisions, product delivery teams, the Eastern Legacy group, and many others too numerous to mention. Without all of the advanced planning meetings, the Corps efforts during the bicentennial would not have had nearly the positive impact that it garnered.

## CONSTRUCTION ACTIVITIES

The international marketing of the L&C Bicentennial commemorative events and the heightened interest in the expedition were anticipated to attract visitors and the media from throughout the world. Many of those visitors would be drawn to recreation facilities operated by the Corps. HQ and the Chief of Engineers wanted to know if our facilities were ready for the influx of visitation and, if not, what needed to be done to get them ready. Using the draft "Recreation Facilities Design Standards" as a guide, an initial assessment of facilities was made in 2001. At that time it was decided that the deteriorated and outdated condition of many of these facilities would reflect poorly upon the Corps as stewards of the nation's land and water resources.

A memorandum was sent from HQ to all divisions and districts in July 2001, requesting that projects and recreation areas be identified that would be impacted by increased visitation as a result of the L&C Bicentennial. Divisions and districts were also requested to assess the condition of the impacted recreation sites and estimate resources needed to bring the facilities up to quality standards. They were also encouraged to have plans ready and "on-the-shelf" so if funding became available, the work could be executed immediately.

Only those existing facilities that could be repaired, replaced, or rehabilitated were to be included in the assessment. No new (never before existing) facilities were to be included. The facilities assessed were to include restrooms, launching ramp, playground, visitor center, roads and parking, trails, picnic areas and shelters, swimming areas, campsites, fish cleaning station, courtesy docks, water and/or sewage, sanitation dump station, interpretive facilities, landscape, and other facilities specific to a project. These assessments were compiled into the Requirements Document. Although assembled in good faith, the Requirements Document probably was not be performed as indicated. Some projects listed may not have been constructed, may have been given a lower priority, or were replaced by others.

A total of 18 projects in 3 divisions along the L&C route reported shortcomings in meeting their recreation facility standards. Another 43 projects reported shortcomings that would likely be impacted significantly by the commemoration but were located more than 20 miles outside of the route.



Parking lot rehabilitation at Gavins Point Dam Visitor Center, NE

It was determined that many of the facilities were not designed or maintained to support the current use, much less the increased use expected at the recreation areas along the L&C route. There were several reasons why the existing facilities could not meet the current or project requirements:

- Under-maintained facilities - Funding for the maintenance of recreation facilities had been limited during the 1990's. The result was that visitors to Corps areas

along the L&C route were faced with dilapidated recreation facilities and inadequate levels of service that did not meet Corps customer service standards. The combination of heavy use, scaled back maintenance, and changes in visitor needs had caused significant deterioration in customer service and the natural resource base that draws visitors to the Corps-managed lakes and rivers.

- Old and outdated facilities - Most of the facilities at the Corps projects along the route were constructed in the 1960's and 1970's and were designed to serve the needs of the recreating public at that time. Visitor needs have changed significantly since that time. For example, tents and tent trailers that were popular during that time had evolved into large travel trailers and motor homes, making many of the Corps facilities obsolete. In many cases facilities had exceeded their design life, were deteriorating at an accelerating rate and had become functionally obsolete.
- Accessibility and safety - Many areas were not accessible for persons with disabilities, and other sites posed significant safety and health concerns featuring facilities that were dilapidated and/or poorly designed.

Areas in need of rehabilitation were grouped into four categories according to their level of importance to the original L&C Expedition and the associated commemoration event sites. The total resources identified for each category is in parentheses.

- (A) Signature Event sites - those recreation facilities that were on the route and located within 50 miles of a L&C Signature Event (\$8.2M)
- (B) Other major L&C Expedition sites - those recreation facilities that were on the route and located at sites of major historical significance to the L&C Expedition (\$13.6M)
- (C) High visitation areas on the L&C route - those areas located on the L&C route that normally experience high visitation but were not the site of a Signature Event or the site of major historical significance to the L&C Expedition (\$5.5M)
- (D) Other locations - sites that were either in outlying areas that may be impacted by the commemoration activities, or sites that were along the route but may not receive high levels of visitation. (\$54.6M).

Some improvements were budgeted for and made during the regular operation and maintenance process. However, it became very obvious with the high costs that all identified improvements could not take place in an era of decreasing NRM budgets. Therefore at the end of each fiscal year, money was reprogrammed to accomplish as many of the facility improvements as possible.

Between 2002 and 2006, facility improvements totaling over \$14.6M were made. Those divisions that contained portions of the L&C Expedition route made the most

improvements while those outside the route concentrated on exhibits and brochures. Table 2-1 shows the dollar value of the improvements by division.

**Table 2-1**  
**Requirements Document Completed Improvements**

Division	\$ Value of Improvements
LRD	\$1,851,094.00
MVD	\$1,823,408.00
NAD	\$47,787.00
NWD	\$10,900,431.00
SAD	\$6,930.00
SPD	\$6,195.00
SWD	\$1,800.00

## **INTERPRETIVE ACTIVITIES**

Public and congressional interest in the Lewis and Clark Expedition increased significantly after 1998 as a result of newspaper and magazine articles written, documentaries produced, and books published. As stated earlier, this increased interest in the expedition was anticipated to attract visitors from around the nation and the world. In preparing for the Corps participation in the L&C Bicentennial, it became apparent that in addition to construction activities, many interpretive activities would also need to be presented. It became a goal of the Corps and the Army to change the perception that the L&C Expedition was a group of mountain men with an Indian woman on a cross country camping trip but in fact was a highly organized mission of the U.S. Army. Education of the public was going to be necessary. Therefore, in order to achieve this goal, several methods were employed.

## **TASK FORCES**

If the Corps was going to meet the goals described in Chapter 1 as well as coordinate with other Federal agencies on the L&C bicentennial, support in addition to the basin coordinators was needed. Therefore, in September 1999, four task forces were convened by HQ. Representatives on these task forces were nominated by their district/division based on their background in resource mapping, natural stewardship, and/or interpretation as appropriate for the specific task force. Funds to cover travel and per diem of selected task force members were provided by the national team while salaries were the responsibility of the individual districts or divisions. The four task forces are described below. A closeout report from each of these task forces can be found in Appendix B.

- a. Mapping Task Force - This task force was charged with identifying the existing mapping products available within the Corps, as well as identifying future mapping needs and partnership opportunities with regard to the L&C Bicentennial. This

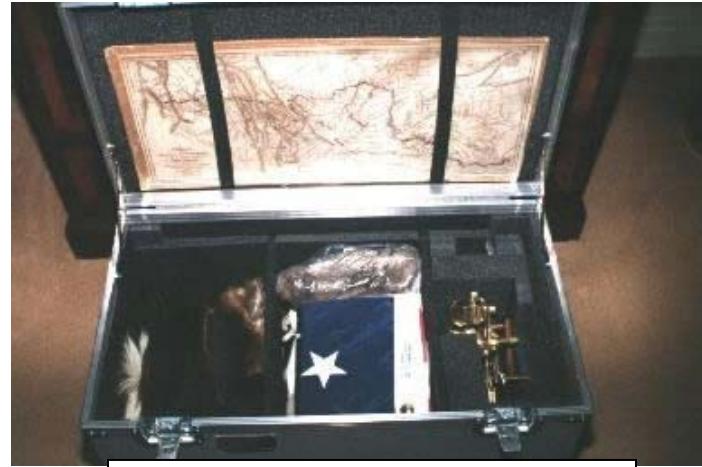
involved assembling a data base that could be used by any of the MOU signatory agencies to develop maps of the route taken by Lewis and Clark. The Corps' task force was responsible for providing a listing of all of the original maps and data bases within the Corps for the five main watercourses traversed by the Expedition (Ohio, Mississippi, Missouri, Snake, and Columbia Rivers) as well as some of the tributaries of these rivers that were also explored. Representatives on this task force were Kim Penner and Paul Flamm (both NWK), Jerry Gray (NWS), Russ Somsen (NWO), Robert Peak (NWP), and Tom Seiner (NNW).

b. Information Task Force - This task force was to assist the Federal Interagency Partnership group in the development of an information brochure. The resulting brochure "Discovering the Legacy of Lewis and Clark" was made available by all of the participating Federal agencies free of charge across the nation. This brochure included a description of some of the key Lewis and Clark sites as well as contact information for these sites that had been missing from many existing sources. This brochure also included a nationwide map highlighting these key sites. All participating agencies approved the brochure and the USGS was in charge of the printing contract. The brochure was originally scheduled to be available during the FY02 recreation season. However, because of production problems, the brochure was finally made available in January 2003 at the first Signature Event. There were 3.8 million copies of the brochure printed and distributed to all participating agencies with the Corps receiving 400,000 copies. Representatives on this task force were Julie Ziino (MVS), Sue Clevensine (MVR), Paige Cruz (LRH), Julie Price (NWO), and Dave Dankel (NNW).

c. Army Brochure Task Force - The Army Center of Military History developed the brochure "U.S. Army and the Lewis and Clark Expedition." Although the Army brochure was very well done, its format was more suited for professional historians. This task force was charged with developing a brochure as a companion piece to the Army brochure that would be reader friendly with shorter vignettes and more pictures. Ideally, this brochure would be written at a 6<sup>th</sup> grade level. The resulting brochure "Lewis and Clark: A Portrait of Army Leadership" was very well received by the public as well as educators. The brochure was often requested as a supplement to materials already used in classrooms. The brochures were printed by Harmony Printing in Liberty, Missouri, through the Government Printing Office in St. Louis. Originally the bid was to print 480,500 copies for \$49,763, which is less than 10 cents each. However, representatives at GPO did not like the quality of the paper used. That resulted in a lawsuit settlement between GPO and the printer for \$12,439, which means the actual total publication costs were \$37,324, which was less than 8 cents each. Members of this task force were Chuck Parrish (LRL), Scott Moore (NNW), Pat Barry (NWP), Craig Lykins (NWS/SPA), Rachel Garren (MVS) and Alana Kirkpatrick (NWS).

d. Discovery Box Task Force - This task force was charged with developing a package of Lewis and Clark support materials for rangers to use either for campground or school programs, or special events. These boxes contained replicas of things used or found by the Lewis and Clark Expedition such as tools, maps, firs, clothing, trade items, and so forth. It was the responsibility of the task force to determine the types of items to be placed in the Discovery Box, identify the suppliers of such items, and develop any instructional materials that were included. The items in this box were as historically

accurate as possible and exemplified one or more of the seven Army values. The total cost for each box was approximately \$1700. Members of this task force included Rick Magee (NAE/MVP), Ray Nelson (MVP), Ed Shirley (SWF), Susie Kline (LRP), Cindy Samples (then NWS), and Amy Johnson (then NWO). A team of individuals from NWP, led by Patti Williams, set up the national contract for purchase of the items and the distribution of the boxes within the Corps community. Although originally designed just for Corps use, the overwhelming success of this project brought requests for purchase from U.S. Forces Command (FORSCOM), the Army National Guard, museums, and school districts. Challenges the team overcame included a lack of easy interface



Discovery Box showing just some of the items included.

between the financial management systems of the Army, the National Guard, and Corps; and developing a contract and funding system that would allow all boxes to be delivered to the ordering site. The contract to assemble and distribute the boxes was sole-sourced to the National Institute for the Severely Handicapped (NISH) in Salmon, Idaho. For the first distribution within the Corps, HQ subsidized the purchase of two Discovery Boxes for each district requesting one. In total 150 boxes were assembled and delivered before the contract was "Terminated for the Convenience of the Government" in 2004. The contract was terminated after all federal requests were satisfied. Termination then allowed non-federal entities to order boxes directly from NISH.

### TRAINING ACADEMIES

During a briefing in 2001, MG Van Winkle, then Director of Civil Works, questioned how the national L&C team would ensure that the Corps employees knew the correct story regarding the expedition. He indicated that some kind of training be made available to all Corps employees so that when the public asked questions accurate, consistent and correct answers could be given. LTG Robert Flowers, Chief of Engineers, asked that employees be situationally aware and have knowledge of the subject. With those goals in mind, the Lewis and Clark Bicentennial Team designed a training program to give a basic knowledge of the expedition to the Corps staff.

For several years previously, a training program was being offered by the FS in Great Falls, Montana. Their program required attendees to travel to Great Falls for all the sessions on four consecutive Wednesdays. The national team took advantage of this opportunity and partnered with the FS to provide this training at various locations across the country, thus reducing travel costs for participants. The FS included our sessions in their mass mailings to potential L&C trainees and enthusiasts wanting to learn more about the expedition and the commemoration. All Corps employees were urged to take

advantage of this opportunity to learn more about the history of our country and the Corps.

Even though this program was originally designed and intended as an in-house training opportunity, it quickly became evident that the opportunity for partnership opportunities and a chance to positively influence the Corps image also existed. The Training Academy was opened to public participation as there was a tremendous need by local entities, service organizations, and the hotel/restaurant industries to understand the expedition and the long-term ramifications of its success. In addition, these training academies garnered a great deal of stakeholder support for the L&C Bicentennial.

Many agencies and organizations took part in the Training Academies either as instructors or participants. Some of these partners included: National Park Service; National Association for Interpretation (Cultural Interpretation and Living History Section); Historic Locust Grove; Fort Osage National Historic Landmark; Jackson County Parks and Recreation Department; Frontier Army Museum, Ft. Leavenworth, KS; NCLCB; U.S. Forest Service; Columbia River Water Resource Center, Vancouver, WA; Long Beach, WA “Ocian in View” Festival Committee; ND Lewis & Clark Bicentennial Foundation; Fort Pitt Museum, Pittsburgh, PA; Army Reserve 99th Regional Readiness Command, Pittsburgh, PA; Lewis & Clark Interpretive Center, Sioux City, IA; Alton, IL Area Convention and Visitors Bureau; National Great Rivers Museum, Alton, IL; Alton, IL Holiday Inn; Hood River Downtown Association, Hood River, OR; Clark on the Yellowstone SE Committee, Billings, MT; Missoula MT Travel and Tourism Association; and Montana L&C Commission.



Training Academy, Billings, MT; March 2005

The Training Academy was designed to be a two day session. It utilized subject matter experts from the Corps and outside the agency. Experts on any particular part of the expedition or the bicentennial were brought in as speakers. They were given honorariums as requested under the Corps Interpretive Services and Outreach Program. Each Training Academy was slightly different. There were a core group of topics that remained the same.

However, each locale offered a slightly different look at the expedition or what had

happened since. Therefore, local experts were brought in and participants were able to learn from them. No conditions were placed on the speakers' presentation. Nearly all of the speakers were friendly to the Corps, but some were very critical of the Corps and other Federal agencies and explained some harsh realities from their perspective of the after-effects of the expedition.

Because the Lewis and Clark Expedition had such a direct influence on Native Americans, representatives of the local and/or indigenous tribes were also invited to speak. Several were happy to “tell their side of the story” and others chose not to

participate. The tribes that participated in the Training Academies were as follows: Shawnee; Clatsop; Chinook; Kanza; Otoe-Missouria; Pawnee; Three Affiliated Tribes (Mandan, Hidatsa, Arikara); Omaha; Yakima; Confederated Tribes of the Umatilla; Crow; Nez Perce; Blackfeet; and Salish.

There were a variety of topics presented during the Training Academies. As mentioned previously, not all topics were given at each session. Topics presented are listed in Appendix C.

Below is Table 2-2 shows the cost and attendance figures breakdown for each session. As can be seen, the most expensive training academy to conduct was that in New Orleans. Normally, many of the routine speakers lived fairly close to the academy locations. Because of the 1803 land transfer of the Louisiana Purchase that took place in New Orleans, Louisiana, a Training Academy was requested at this location. Here, most of the speakers had to be flown in. Another high-priced academy was the one held in Missoula, Montana which has a costly airfare. However, at that event one of the Hasan Davis, one of the Training Academy speakers, also held a special program one evening. This allowed over 500 people to attend that may not have had the ability to attend the daytime sessions. The total number for all of the Training Academies combined was 1544 participants. The total cost for all sessions was roughly \$168,010. This makes for an average cost of \$11,200 per Training Academy session and average attendance of 103 persons.

**Table 2-2**  
**Training Academy Breakdown**

LOCATION	DATES	COST	ATTENDANCE		
			CORPS	OTHER	TOTAL
Portland, OR	Feb 21, 2002	\$ 6,526	26	79	105
Louisville, KY	Mar 16-17, 2002	\$ 6,066	33	29	62
Sibley, MO	Apr 6-7, 2002	\$ 3,750	15	24	39
Vancouver, WA	Nov 6-8, 2002	\$ 8,057	20	36	56
Ft. Leavenworth, KS	Feb 14-15, 2003	\$11,850	15	48	63
Washburn, ND	Mar 14-15, 2003	\$12,150	23	12	35
Pittsburgh, PA	Apr 25-26, 2003	\$ 6,683	15	37	52
Concord, MA	May 7-8, 2003	\$3,489	20	0	20
South Sioux City, NE	Nov 6-9, 2003	\$10,762	5	53	58
New Orleans, LA	Dec 5-6, 2003	\$21,374	18	28	46
Alton, IL	Feb 20-21, 2004	\$14,440	20	109	129
Hood River, OR	Feb 23-24, 2005	\$17,685	9	62	71
Billings, MT	Mar 23-24, 2005	\$16,354	2	115	117
Missoula, MT	Apr 26-27, 2005	\$16,219	5	638	643
Great Falls, MT	May 3-4, 2005	\$12,605	4	44	48

Attendees were not just from the locales where the Training Academies were held. Instead, attendees came from: 2 Corps Division Offices (NWD and LRD); 27 Corps

Districts (LRB, LRC, LRE, LRH, LRL, LRN, LRP, MVK, MVN, MVP, MVR, MVS, NAB, NAE, NWK, NWO, NWP, NWS, NWW, SAM, SAS, SPA, SPK, SPN, SWF, SWG, SWT); and 34 States (Arizona, California, Colorado, Connecticut, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maryland,, Massachusetts, Michigan, Minnesota, Missouri, Montana, Nebraska, New Mexico, New York, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, South Carolina, South Dakota, Tennessee, Texas, Virginia, Washington, West Virginia, Wisconsin, Wyoming) and Washington, D.C.

Voluntary evaluation forms were handed out at each session which asked the participants to rate the academy on a whole and each topic. On a scale of 1-5 (5 being best), the average rating received was 4.20. This was a highly successful endeavor. Since the last session in 2005, many requests from various entities around the country have been received asking the Corps to continue this program in some shape or form. The requests have been not just for L&C but for all different aspects of Corps and Army history.

In 2002, HQ Public Affairs Office published an article in the Engineer Update to promote the academy. A copy of the article can be found in Appendix D.

Some of the lessons learned from the development and execution of the Training Academies follow.

- It is important to not only develop training sessions about a specific topic (i.e. the Lewis and Clark Expedition) but also to include information about the Corps and Army and how the current functions of the agency fit with the topic. The positive public relations gleaned from this process far exceeded any negatives.
- Working in partnership with other Federal agencies helps all involved. The Training Academy can be advertised through mass mailings of all agencies and local organizations. It is the fastest way to reach the prospective audience. Those Training Academies where this was not done had considerably fewer in attendance.
- Two day sessions seem to work the best – usually Tuesday/Wednesday or Wednesday/Thursday. This allows participants to either work or travel on Mondays or Fridays. Topics for the sessions should be mostly scholarly, but a fun one or two is a good change.
- For a nationwide commemoration, there needs to be an east session/central session/west session in order to more thoroughly cover the topics in different regions. From the participant's comments, it seemed beneficial to have different location from year to year. For example, in one year a session may be held in Bismarck, ND while the next year it is held in St. Louis, MO. This allows people from all over the Midwest to attend without an undo travel burden on any specific region.

- Having the session at a historic site is a plus. It allows participants to actually see and touch a variety of representative artifacts. However, the “classroom” parts should be held in a meeting room and not in the historic buildings.
- Having experts speak on their topics is best. In some Army trainings, topics are assigned to participants to research and present. However, this also allows for misunderstandings and an incomplete development of topic. 2 hour sessions are too long. If a speaker needs to go longer than 1 hour, then it needs to be broken it into two 1-hour sessions. More/shorter breaks seem to be what people want. However, setting aside some time during the day to meet and network with other attendees was an idea that was much appreciated.
- Having a core of four to five speakers (the same at each Training Academy) with three to four area-specific experts presenting materials provided the best balance. It is advisable to have biographies for each speaker as well as an outline of their talk. These could be handed out to participants or sent to others who are interested, but could not attend.
- Meeting rooms should be set up classroom style with tables for taking notes. Even if the speaker thinks he/she has a voice that carries, a good public address system is still required as many older attendees may have trouble hearing. Good lighting as well as heating and cooling are a necessity. Food and beverages should be provided for breaks or be easily accessible through vending machines.
- Having one person in charge of the Training Academy is not enough. Help is needed in set up, tear down, registration, coordination, etc. In addition, there are invariably issues that arise, contacts needed, and so on. Having at least one other person to assist will allow these issues to be handled and the Training Academy to proceed on schedule.
- It is important to give occasional lengthy breaks. This is a time for people to network and ask additional questions. Breaks of less than 20 minutes do not allow for the necessary networking.

One voice or corporate image is important so that visitors are not confused by the information they are receiving. This was the goal in establishing the Training Academy. The academy was established as easily accessible training sessions with the best and most up-to-date information for the participants. The information was also made available to non-Corps personnel so that this research was more widely accepted and used. Whenever partnership opportunities arose, they were embraced, thus expanding and leveraging what dollars were available and making the training as complete as it could be. The door was open to all who had a message or information to share. The success of the Training Academy became apparent from the positive responses that were received from participants as well as the current requests that are being received to establish similar courses on other historical topics related to the Corps of Engineers or the Army.

## HEADQUARTERS KICK-OFF

In the fall of 2002, with the many publications announcing the start of the L&C Bicentennial just around the corner, Chief of Engineers LTG Flowers instructed the national team to organize an L&C Kickoff. He indicated that he would like to see us do some sort of awareness day at HQ for the Corps family. It was also suggested that the national team approach Washington, DC schools and bring the L&C programs to them.

After numerous discussions between the national team and HQ representatives, it was decided that 10 Corps Park Rangers with L&C experience would be brought in to HQ. These rangers would do specific L&C programs both in HQ as well as assigned schools in the DC area. In addition, an exhibit highlighting the L&C Expedition and the newly developed Discovery Box would be set up outside the main office of the Chief of Engineers. The Chief offered to do an opening “welcome” program to highlight L&C and Corps history.

The national team put out a request for the rangers to participate. A questionnaire and evaluation process was prepared in order to find the best

presenters. The national team would pay the TDY and per diem and the home district would be responsible for salary. Phone interviews were conducted for those applicants that were received and selections of the best qualified were made.

Twenty-four applications were received; 15 were selected for phone interviews, 10 were selected as the final team. Those participants were: Tim Bischoff, MVS; Jeff Boutwell, SWF; Heather Burke, NWW; John Derby, LRP; Alana Kirkpatrick, NWS; Pat Kline, LRP; Jeanne Newton, NWW; Robin Norris, NWP; David Quebedeaux, SAS; and Carol Ryan, NWO.



Headquarters team members (from left) Dave Quebedeaux, Robin Norris, Tim Bischoff, Alana Kirkpatrick, John Derby, Chief of Engineers LTG Robert Flowers, Heather Burke, Pat Kline, Jeanne Newton, Jeff Boutwell.

The week of February 17-21, 2003 was selected for the kickoff. All plans were made and travel scheduled. Then the biggest winter storm in anyone's memory hit the east coast and D.C. shut down. The selected Park Rangers were supposed to arrive several days before the event was to take place, but most arrived just in time to get to HQ Tuesday morning. One individual's luggage was lost. One ranger got partway to DC but then had to turn around and return home because of flights being canceled. Because of the heavy snow fall, many DC schools cancelled for the week so the school programming idea was canceled.

After all the travel problems, the District was still reeling from 22 inches of snow. Getting around town was a chore. Many offices remained closed all week. However, those selected for the kickoff still did their best to do the event. Programs were conducted in meetings rooms in HQ and the exhibit booth was manned. For his remarks given in the main conference room, LTG Flowers wore an 1803 period uniform replica and portrayed Col. Jonathan Williams, Chief of Engineers at the time of the expedition. A private historian/military clothing expert was contracted for the research and construction of the uniform. The cost to the government was \$2,050.00. After talking about the role of the Corps and Army in the Expedition, he proceeded to discuss the role of the park rangers.

The programs presented by the Park Rangers during the remainder of the week included the following:

- Tim Bischoff (MVS) – “George Drouillard – The Expedition’s Indian Sign Talker” (a first person interpretation)
- Jeff Boutwell (SWF) – “What Did Lewis and Clark Really Discover?”
- Heather Burke (NWW) – “Native American Contributions to the Success of the Expedition”
- John Derby (LRP) – “Selfless Service During the Lewis and Clark Expedition”
- Alana Kirkpatrick (NWS) – “Blood, Sweat, and Fears – the Hardships of the Expedition”
- Pat Kline (LRP) – “Duty, Honor, and Respect in the Corps of Discovery”
- Jeanne Newton (NWW) – “They Wrote it Down – Journaling in the Corps of Discovery”
- Robin Norris (NWP) – “Married Men, Gentlemen’s Sons and Romantics Need Not Apply – Recruitment for the Expedition”
- Dave Quebedeaux (SAS) – “Diplomatic Efforts of the Corps of Discovery”

Because the school programs were cancelled, some enterprising Park Rangers did school programs for the day care center on the ground floor.

Some of the comments received from HQ staff members were amazing. Some asked why the National Park Service rangers were in the building doing programs. It was then determined that the HQ kickoff team had a new secondary mission which - to educate the Corps staff that there are, in fact, Park Rangers within the Corps and what their role is in the Corps family. Many of the rangers took it upon themselves to roam through HQ and make the staff aware of the NRM program.

All in all it was a successful event. Although the attendance in HQ was not as high as normal because of the weather, the kick-off team was able to reach many folks with the L&C story, Corps history, and the importance of Park Rangers within the Corps.

## CAPTAIN LEWIS' COMPANY

In 1999 and 2000, initial Army planning meetings were held at the Center of Military History (CMH). During these meetings, the Army Lewis and Clark Advisory Group (LCAG) decided that if the correct story of the expedition was to be told it would have to come from the Army. At that time, no other Federal agency or anyone from the LCTHF or NCLCB was saying that it was an Army expedition. All major commands (MACOMs) began researching the story and an accurate and authentic picture of what the Army of 1798-1804 looked like came to life. The question was – what would be the best venue to tell this story and how best to get the information out.

The Army looked to the Corps with its myriad of Park Ranger/Interpreters and its on-the-ground presence along the trail to be the logical source for disseminating this information. The answer was to create the Corps' first living history presentation or encampment so the expedition could be brought to life across the country.

Simultaneously, the Frontier Army Living History Association (FALHA), a group of volunteer reenactors from the Frontier Army Museum at Ft. Leavenworth, Kansas, was also assembling a group of men to also portray the L&C Expedition members. In keeping with period Army tradition, the company was named after the commanding officer – Captain Lewis' Company (also known as the Company). This expedition was uncommon at the time in that it had a shared command. However, since Lewis was the original commander designated by President Jefferson the company was named after him alone and not made a co-named company. A partnership was formed between the Corps and FALHA. FALHA would provide men with correct uniforms and personal equipment and the Corps would provide camp equipment and travel to events.

Strict adherence to authenticity quickly established a positive reputation and demand soared. FALHA members were starting to balk about being able to take off enough time from their regular jobs to attend all of the events. It was quickly realized FALHA members (all volunteers) could not participate to the extent necessary to meet the demands, so Corps interpreters were asked to step forward.

In order to select the members of Captain Lewis' Company, a sign up and interview process was conducted. All recruits were required to have had some living history background. Each member had to choose one member of the expedition and research his life thoroughly. He had to be familiar with all aspects of the character. He also had to research the job the expedition member had along the trip and be prepared to do programming with this. Through this process, the following individuals (and their



Charlie Deutsch portrays Pvt. John Colter; Lewiston, ID; June 2006

Expedition member) were selected to represent the Corps and the Army in the living history encampment of the expedition:

Tim Bischoff, MVS (George Drouillard and Pvt. Peter Weiser)  
Jeff Boutwell, SWF (Pvt. Robert Frazier)  
Jon Carlson, NWP (Pvt. Hugh McNeil)  
Charlie Deutsch, MVS (Pvt. John Colter)  
Gene Herrmann, LRP (Pvt. John Shields)  
Robert Henderson, SWF (Pvt. William Werner)  
Pat Kline, LRP (Pvt. John Potts)  
Rick Magee, NAE/ MVP (Corp. Richard Warfington and Pvt. Thomas Proctor Howard)  
David Quebedeaux. SAS (Pvt. John Collins)  
Ed Shirley, SWF (Pvt. Richard Windsor)  
Larry Spisak, LRP (Pvt. George Gibson)  
Ken Wilk, NWK (Pvt. Alexander Hamilton Willard)

Uniforms and accoutrements were procured for each of these participants. The uniforms and equipment were to be used for interpretative programs or exhibits of the Corps of Discovery at each member's home district while they were not using these items for the camp. The cost to the government for the uniforms and accoutrements was \$23,420.00. Some camp furnishings also were procured to round out the look of the camp as well as provide the members with the necessary tools to do their daily duties. This equipment cost \$15,146.92. The members of the company also supplemented this Corps equipment with their own, privately purchased equipment. The private equipment was screened to ensure it was accurate to the period and the expedition.

The two units melded together and complimented each other very nicely. The Corps members and the FALHA volunteers worked well together, sharing information and

research and working as a team to portray the expedition. Having the men familiar with and performing the duties of the original expedition member made the camp look lived in. Captain Lewis' Company quickly became one of the premier living history groups portraying the expedition nationwide. Oftentimes other reenactment groups from around the country asked the Company to

assist with their programs, critique their programs, and assist with bringing their standards up to meet those of the Company. One of those groups was the Detachment



Some of the members of Captain Lewis' Company, Hartford, IL; September 2006. Members include representatives of the Corps as well as the Detachment and FALHA.

from the Illinois Department of Historic Sites at L&C Site #1 at Hartford, IL. Here, the State of Illinois built a visitor center dedicated to L&C's first winter fort and a replica of the fort that was built in the winter of 1803-04. The Detachment is a volunteer living history group that works with the State to man the fort and provide visitors with a quality living history experience. Partnering with the Detachment expanded both programs. The Company assisted with numerous events at Site #1 as well as having members of that group attend events off-site.

Although there were 33 members in the original expedition, there were not sufficient men available, knowledgeable, or interested to have a complete compliment for each event. The greatest number attended the final signature event in St. Louis, when there were 28 members. However, there were always a representative number of men from the three regiments of the expedition present (artillery, infantry, and expedition recruits – men recruited and sworn into the Army just for the expedition). There was also a conscious decision early on not to have the Captains, York, or Sacagawea in our camp. This was for two reasons. First, the focus was to be on the men thus emphasizing that this was an Army expedition. Second, there were numerous people already portraying these individuals across the country. Depending on the event and the organizers' wishes, occasionally other reenactors were welcomed into the camp for a special ceremony or program.

In keeping with Corps of Engineers policy, the members of Captain Lewis Company generally stayed in an area hotel. This decision was made to ensure that each person was as fresh as possible each day to meet the public and interpret the Army role in the original Corps of Discovery.

Although the Bicentennial is over, requests are still being received (up to the date of this writing) for this group to do programs nationwide. In large part, this is due to the reputation for putting together an accurate, authentic, and quality living history experience for all age groups visiting the encampment.

Numerous requests have been



Captain Lewis' Company at Fort Osage National Historic Landmark, MO; June 2004.

received to continue this effort with future commemorations. Because of the timing, one such commemoration that was participated in was the Capt. Zebulon Montgomery Pike Expedition Bicentennial (1805-1807). In order to do this impression, buying new Regimental uniform coats for some of the men was all that was necessary. Coats for six men from the Company were purchased and two others agreed to buy coats on their own. The coats cost \$2,500.00. The rest of the camp items and soldier's gear from Captain Lewis' Company were able to be used for Pike. Funding for this venture came from the Center of Military History. With this funding the coats were purchased and attendance at 3 events in Colorado (January 2006, July 2006, and October 2006) was possible. The

men of the Company have been requested for other commemorations that will soon be underway. However, as of this writing, many of the upcoming commemorative events had to be turned down because of lack of funding. If funding were made available, it would not take much to convert this group to support future commemorations as most of the equipment stays the same through the mid-1800's. These events include:

- The Major Stephen Long Expedition – 1819-1820
- The Capt. John C. Fremont expeditions of the mid-1800's
- The Bicentennial of the War of 1812
- The Sesquicentennial of the American Civil War
- The Railroad Surveys of the 1850's
- The Mexican-American War
- The Boundary Surveys
- The Dunbar and Hunter Expedition
- The Freeman-Dunbar Expedition
- The Santa Fe Trail and military escorts
- The Great Basin Surveys
- The Colorado River Surveys
  - a. The Wagon Road Surveys
  - b. The Oregon Trail Escort Parties

Praise goes to the members of this group and their supervisors for putting the commitment of effort forward to make this a reality.

## **INTERPRETIVE PRODUCTS**

The L&C Bicentennial was a unique experience. The HQ Kickoff event and general dealings with the public showed that there was a real need for accurate information. As indicated earlier in this After Action Report (AAR), supplying information about the Corps, the Army, and the L&C Expedition was one of the four goals that was established very early in the planning of the L&C Bicentennial.

The national team determined that education of the public could be obtained through a variety of means but primarily exhibit products and promotional items. It was determined that both would be necessary to have the L&C Bicentennial be successful in achieving all of the goals set.

## **EXHIBIT PRODUCTS**

Exhibit products are those items that had a specialized use and limited distribution. This distribution was primarily to Corps division, district, or project offices or State and local museums. There were four exhibit products undertaken: the Michael Haynes paintings, the Ohio River Barge, the Corps L&C Backdrops, video, banner, history exhibit, and trade kettle. These are all discussed in detail below.

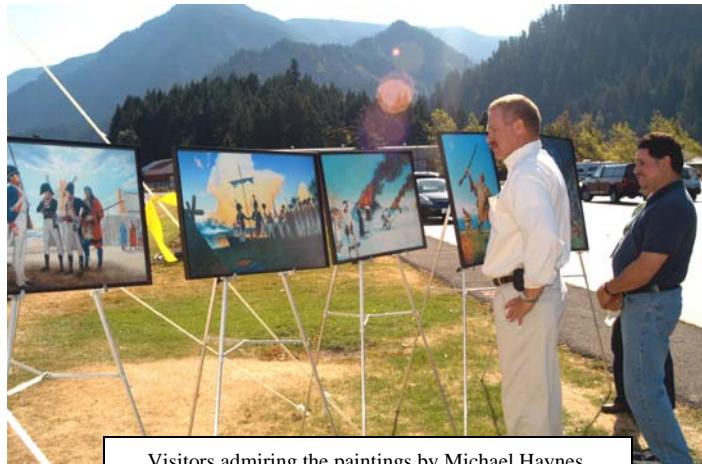
a. Michael Haynes paintings - Early in the planning phase for the L&C

Bicentennial, the national team realized there was no accurate portrayal of the expedition as an Army unit. Most available paintings were done in the late 1800's or early 1900's and consequently show the men as mountain men during the Fur Trade Era. As a result, many Federal agency representatives and the public either did not know or refused to admit that the expedition was composed of Army soldiers. Because one of the goals of the Corps involvement in the bicentennial was to "educate the public on the Army, Corps and the expedition," there needed to be a way to get this point across.

In 2002, a "Request for Proposal" (RFP) was prepared for original artwork with the following requirements included: (1) the expedition members had to be shown in uniform displaying Army discipline; (2) the rivers traveled on the expedition must be shown; (3) there were to be five paintings showing the expedition as they progressed across the country as a military unit; and (4) the artists were required to submit samples of previous work, allow for Corps input, and be willing to follow the above stated guidelines. Only three proposals for artwork were received. However, one artist withdrew his proposal when asked to provide samples of his work.

In partnership with the Army LCAG, the national team contracted with Michael Haynes, a renowned historic artist from the St. Louis, Missouri, area. The contract was awarded by the Portland District Office of the Corps in May 2002. The work was sole-sourced because Mr. Haynes had the credentials specific to identified needs and the artwork was of the caliber the Corps was looking for. Mr. Haynes did exhaustive research and asked input from the Army LCAG to get the correct look for his paintings. The one concession that was made was that although the Corps could use the images on any of its brochures and interpretive products, or within its visitor centers, Mr. Haynes retained all sale rights. The total cost of these five commissioned pieces, complete with digital masters, was \$50,000.

The following paintings were done by Mr. Haynes: (1) Recruitment at Fort Massac; (2) Independence Creek; (3) Pursuit of the Sioux; (4) Bestride the Mighty Missouri; and (5) Trade at Dismal Niche. Rather than use the original paintings and risk damage, two sets of 75-percent-sized copies of these paintings were provided by the artist at no cost and were not part of the original contract. The copies of the paintings were taken to each of the Signature Events and regional events either at or near the Corps exhibit (to be discussed in Section 3) or at a local gallery or other prominent place of business.



Visitors admiring the paintings by Michael Haynes.

Mr. Haynes also provided explanations of each painting that were put into brochure form. These were made available to the public during exhibitions of the paintings. A full

description of the paintings and their explanations can be found in Appendix E. All work was completed by August 2003.

These paintings were very well received by the public. Whenever the paintings were displayed, Corps representatives were close by to give one-on-one explanations to the visiting public. After seeing the paintings, reading the individual descriptions, and listening to the explanations, many individuals expressed surprise at the revelation that there was a strong Army element to the Lewis and Clark Expedition. Of the many bicentennial interpretive products developed by the Corps, the paintings were the strongest visual media representation and one of the greatest educational tools depicting the Army's involvement.

The set of paintings, owned by the Corps, will permanently reside at the Command General and Staff College in the newly constructed Lewis and Clark Center at Fort Leavenworth, Kansas.

Although working through the details of the contract and the research for each of the paintings was somewhat of a challenge, the outcome of producing these pieces of art was well worth it. The artist chose five new scenes not previously illustrated by other artists to show detailed images of the expedition and Army life in early 1800 America. The Corps received many accolades from the public for including the arts in its activities to commemorate the Expedition. Other than a few statues, very few other Federal agencies, communities, or events chose to have artwork commissioned for the Bicentennial. The fact that the Corps did gave another unexpected positive boost to the Corps image.

b. Ohio River Barge - For many years, a barge owned by LRP had been utilized to interpret Pittsburgh District missions and recreational opportunities during the Three Rivers Regatta held the first weekend of August in Pittsburgh, PA. During the 2002 Regatta, the district opted to emphasize the upcoming L&C Bicentennial Commemoration with exhibits and information relating to the Eastern Legacy - that portion of the L&C route east of the Mississippi River. It was a natural progression then, in 2003 to increase the emphasis to the L&C Bicentennial.

The concept of the Pittsburgh District Regatta Barge being developed and utilized as a floating visitor center was a result of discussions between Paige Cruz, LRD Basin Coordinator and Lonnie Krogstad, LRP Executive Liaison. District support of this endeavor was led by Mr. Krogstad and Col. Raymond Scrocco, LRP District Engineer.

The purpose of the barge was twofold - (1) work in concert with the schedule of the reenactors of the Discovery Expedition of St. Charles, Missouri (DESC) and (2) support the local communities along the 981 miles of the Ohio River between Pittsburgh, Pennsylvania, and Cairo, Illinois by letting them experience their connection to the L&C Expedition. The barge schedule, like the rest of the commemoration events, was based on the journal dates of the actual expedition 200 years earlier.

Funding for the barge renovations was provided to LRP from both LRD and the national L&C budget. These renovations totaled approximately \$37,000.00 with the bulk of the spending accomplished in FY03.

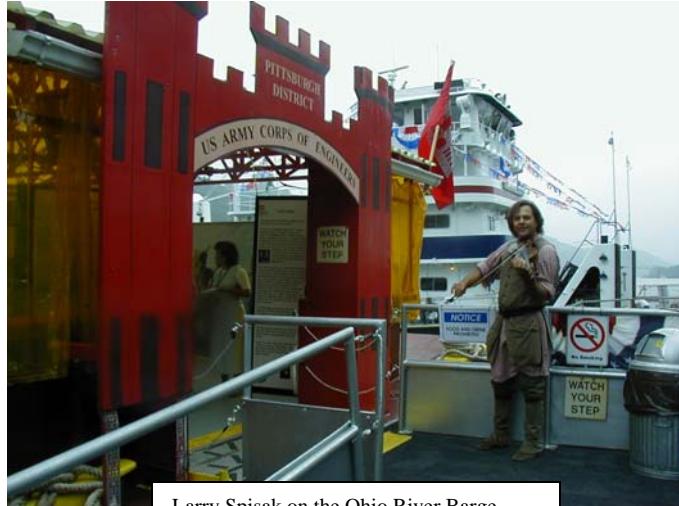
The quantity, content and layout of the interpretive displays were developed by Paige Cruz, with input from LRP team members and communicated to the Pittsburgh District for implementation. Some of the more prominent displays included:

- A replica of Lewis' iron frame boat; on loan from the National Park Service.
- A replica bullboat.
- A large panel reproduction of Michael Haynes 'Recruitment At Fort Massac' painting.
- A half-scale keelboat prow. This display was suggested by Pat Kline after seeing one at the American Rivers exhibit, Jefferson's West National Signature Event in Charlottesville, VA. Vinyl panel displays covered the backdrop of the keelboat exhibit, listing the supplies and equipment taken on the expedition. A regimental coat and hat were kept at the exhibit and children were encouraged to climb into the boat and have their photo taken.
- Free-standing vinyl display boards emphasized other aspects of the expedition including the character of the men, President Thomas Jefferson's directive, the numerous tribes met on the journey, navigation on the river then and now, and other pertinent information.
- Opekiska Lock Model. This model was built by LRP Lock Operator Larry Spisak and was usually staffed by a lock operator or mechanic from the district that the barge was currently in.
- Display cases which were built by the Pittsburgh Engineering Warehouse and Repair Station (PEWARS) carpenters led by Jim Niglio. Enclosed in the cases were items from the LRD Discovery Box supplied by Mike Loesch; wildlife mounts supplied by various LRP reservoir projects, and a replica of an old LRP wicket dam.

Project manager for the renovation of the barge was Susie Kline, Outdoor Recreation Planner in LRP with occasional status visits from Paige Cruz. Ms. Kline coordinated the various district elements to provide the support and fabrication of the displays. The Information Management office, led by Marge Luzier and Dave Schwab provided the bulk of the panel displays. The PEWARS crew supervised by Jim Fisher and led by Ed Jones and was responsible for any painting, welding, carpentry, wiring, etc.

Staffing was coordinated with ranger staffs and lock staffs within the districts where the barge was moored at the time. Larry Spisak in period garb and performing period fiddle music was often at the entrance to the barge when he was available.

The barge stopped at more than 30 sites along the Ohio River. For the complete schedule, see Appendix F. Ideally, the barge was located in close proximity to the DESC encampment. The barge was open to the public and admission was free. Hours of operation were dependent upon arrival and departure schedules for the more than 30 sites along the river. Visitation was reported at 134,394. However, this figure was probably low because of a rudimentary traffic counter and the congestion at the entrance to the barge (people walking in side-by-side were only counted as 1 visitor).



Larry Spisak on the Ohio River Barge.

The navigation industry through the Inland Waterways Association was a prominent partner during the passage down the river. Scott Noble was the POC for the navigation industry, whose primary objective was to help ensure safety during DESC's water travel down the Ohio River. Campbell Towing Company and the Ingram Barge Company were the major companies providing tows and a chase boat. Madison Coal Company provided the spud barge which acted as a bridge between the exhibit barge and the land. In addition, the navigation industry employees were instrumental in setting up the barge and shore access safely at each of the sites where events were scheduled.

Placement of the barge was not always easily manipulated to correspond with other activities because of the size and maneuverability of the spud barge and towboat. Occasionally there was a problem with the location where the barge could be tied up to shore. At times, it was not in a location most conducive to visitation. In locations where the barge was anchored in close proximity to the DESC encampment, the visitation was higher than in locations where visitors could not readily see both venues.

Constructing and operating a floating "museum" was a unique experience for those involved. As it traversed down the Ohio River, the barge stopped at many cities and small towns that otherwise would not have understood that they were a part of the L&C story. Many schools brought organized groups through on classroom field trips. Often heard from the public were comments such as "We always have to go to the city to see a museum. This is the first time a museum has come to us!" or "I never knew Lewis and Clark came this way!" In spite of the tremendous effort and long hours, this barge exhibit went a long way to educate the public and improve the public image of the Corps.

c. Exhibit backdrops - One of the primary rules of interpretation is to provoke visitors and pique their interest. One gauge of success is how often visitors return and how many questions they have. In order to make our exhibit a success, make it visitor friendly, and provoke our visitors, something was needed to attract their attention as well as brochures

to take away with them. (The brochures will be addressed later in this chapter.) Something was needed to stir their curiosity to learn more about the Corps, L&C, and the Army.

At first, a very simple exhibit backdrop was developed by the national team. It was a single panel that told that the L&C Expedition was an Army mission, which included the seven Army values (a theme which was used throughout Corps materials) with a reference to their relevance then and now. A collage visual technique was used that incorporated images of the modern Army and the Army of 1804 over a map of the L&C Expedition drawn by William Clark. The cost of the backdrop purchased from Skyline™ was about \$4000 which included design and fabrication. This exhibit backdrop was approximately 8 feet tall and 10 feet long. The four sections were made to attach by one collapsible Skyline™ exhibit frame. When the sections were put together, the backdrop made one continuous panel.

In 2003, NAE prepared an exhibit for the Eastern States Exposition, “The Big E”. The Big E is held in West Springfield, Massachusetts and is the state fair for all six New England States. The Corps has annually had an exhibit in the New England Center. That year the theme was “Animal Kingdom”. The New England Interpretive Services and Outreach Team developed an exhibit on the Lewis & Clark Expedition and the animals discovered. NAE also developed a panel which used a Skyline™ exhibit frame to compliment the national backdrop and to highlight the scientific achievements of the expedition. The title of this panel was “The Marvels We Have Seen...” The journals, herbarium specimen, and compass were prominent elements of the backdrop to show the scientific legacy of Lewis & Clark.

Because the national exhibit backdrop and the NAE backdrop were both designed by Skyline™, they were often joined together to form a larger 2-frame exhibit backdrop. They each helped illustrate the theme that the Corps of Discovery was an Army scientific mission. They were visually attractive and formed the backdrop for many exhibits seen by thousands of visitors at regional shows and National Signature Events.

After several years of almost constant use, the original backdrop for the exhibit booth was seeing wear and tear. Frame pieces were beginning to bend, small connecting pieces were broken, panel sections were beginning to fall apart, and the magnetic strips were no longer adhering properly to the frame. With 2 more years of the L&C Bicentennial to go, something had to be done and a search for a replacement was started. NWK had recently put together a similar item that was intended to have multiple uses. They designed a



New England exhibit backdrop paired with the national exhibit backdrop.

backdrop that could have new panels easily attached with different messages so the frames could be used at multiple venues.

The NWK team of Greg Miller, Kim Penner, Jennie Wilson, and Jim Bell started the process in March of 2003. Fabrication was completed and the backdrops were delivered in October of 2003. This backdrop was designed to be a three panel exhibit. Design was done in-house at NWK-IM. The product had to meet the following specifications:

- Weather resistance in order to be used indoors or out
- Ease of mobility and set-up time
- Durability with frequent transport and set-up
- Ease of shipping
- Simplicity of the image and messages as people in convention-style settings do not read lengthy statements
- Visually compelling and must tell the story with pictures
- Easily portable



Second generation backdrop designed by NWK.

Two designs were originally selected – a fabric pop-up and a roll-up banner. The fabric pop-up was selected after scrutinizing several samples of each type. Each panel measured 10 feet long and 8 feet tall and had a separate theme associated with it. For the L&C Bicentennial, the themes of the panels were “The Expedition”, “The Legacy”, and “The Environment.” Each panel could be used separately or in tandem with any or all of the other panels.

The panels were made of cotton duck fabric which remained attached to the stands when they were stored in panel duffle bags. Sandbags or water jugs were used to weight the bottom of the exhibit in outdoor settings. The color graphics were printed on Poly Poplin, a wrinkle resistant fabric material to fit the Testrite popup frames. Graphic files were provided in high resolution (100 dpi, full size) to the manufacturer. All graphic files were designed to fit the Testrite Presto PFK-33. Permanent dye sublimation digital graphic printing on an approved blend of Poly Poplin fabric was required with a resolution of 360 dpi or better. Velcro sewn onto the back of the graphic was required to

fit the pop up frames. The work included all edges sewn to eliminate fraying. Corners were double stitched to prevent tear out. The sources for procuring this backdrop were:

Testrite Instrument Co.  
135 Monroe St.  
Newark, NJ 07105-1794  
888-873-2735

Color Reflections  
400 Green Street  
Philadelphia, PA 19123  
1-800-972-0009

The cost of one pop-up exhibit panel with the printed fabric ran between \$900 and \$1400 depending on the quantity. The fabric panel itself was roughly \$600. Similar panels were used by St. Louis District, Omaha District, and Seattle District in March of 2004.

Information regarding the panels was given to each district that then altered the final panel to suit their individual locale and missions.

The national team borrowed one of the sets of backdrops from NWK and used it from May of 2005 until the end of the commemoration when it was returned to NWK. The lessons learned from this project were:

- Make the backdrop easily adapted to other themes
- Share graphics from existing projects
- Use flat panels rather than curved. The Skyline frame was curved and sometimes made for awkward setups and wasted space. The flat panels work very well.
- Take into account whether the exhibit will be used indoors with sometimes low ceilings or outdoors during potentially inclement weather
- Use commissioned art if necessary. It is expensive up front, but it is important to a wide variety of graphic products
- Keep to an inexpensive design. This allowed for coverage at multiple locations and events.

d. Videos - The Corps produced two documentary films for the L&C Bicentennial. Both emphasized the connections between the Corps of Discovery and the modern U.S. Army. One was produced for the Eastern Legacy portion of the L&C Bicentennial - those places east of the Mississippi River. The other was produced by the national team to demonstrate the Army discipline and values inherent in the original expedition.

1. **"The Eastern Legacy - Down the Ohio to the Western Wilderness"** - When talking to people prior to the start of the L&C Bicentennial, most would indicate that the L&C Expedition started in St. Louis and that there was no connection at all to points East. Something needed to be done to demonstrate that Lewis and Clark were not just "airlifted and dropped" in St. Louis. People needed to understand that there were

many preparations made and soldiers recruited for the expedition in the East and down the Ohio River. A video, entitled " Lewis and Clark: The Eastern Legacy - Down the Ohio to the Western Wilderness", was produced by LRD to change the public's thinking. Many of the partners in the Eastern Legacy (discussed in Chapter 3) contributed to the research and the images used in making the film. Using the services of Nick Clooney as narrator, the story was told of the background for the expedition - the training and preparation of Meriwether Lewis by President Jefferson and members of the American Philosophical Society, the equipment procured for the Corps of Discovery in Eastern States, and the men of the expedition. It tied the Ohio River portion of the expedition with the role of the Corps of Engineers on that river two centuries later.

Many copies of this video were made for distribution to all the Corps projects plus extras were made to be given to interested schools and partner organizations. They were very well received throughout the L&C bicentennial. At the time of this writing, there were still requests coming in from schools for a copy of this video.

2. **"Lewis and Clark ; Confluence of Time and Courage"** - In August 2000, the Corps was approached by Teaching Learning Network (TLN), a television production firm specializing in Public Broadcasting System (PBS) series, to do two videos highlighting the Missouri River. Their proposal was to do a historical piece using the Lewis and Clark Expedition as the primary focus piece and another about the Missouri River Mitigation Project. TLN suggested they could raise funds for production, marketing and distribution to PBS through corporate sponsorships if the Corps could provide roughly \$80K to offset a portion of the production costs.

The L&C Team initially agreed to a partnership with TLN to fund the \$80K. However, through study of Corps regulations, the partnership agreement was determined to be illegal. Because TLN is a for-profit company, appropriated funds cannot be transferred through a partnership agreement. Corps Office of Counsel and Resource Management staffs collectively advised that a sole source contract could not be justified. It was then decided to issue an RFP for competitive procurement of the videos. The contract scope required the following deliverable:

- Research, write and produce a ½-hour education version of both the L&C and Mitigation videos
- Provide national promotion for the programs including television promotion, advertising, press releases, website and other promotions. (The intent was to use the contractor's knowledge of video marketing and distribution to promote the video to educational audiences and the public at large.)

When the deadline for the RFP's was closed, all bids were carefully scrutinized. TLN's proposal was not successful in winning the contract. The contract was awarded to Executive Productions – Seattle, Inc (EPS) of Seattle, WA with a sub-contractor Camera One of Seattle, WA, on 1 February 2002. Camera One's primary role was marketing and distribution to public television based on their past experience.

In addition to the aforementioned contract deliverables, EPS stated in their proposal that they would attempt to add value to the final product by seeking corporate sponsorships, volunteer reenactors, and waivers for production fees, permits, etc. In addition to the ½-hour version, they also agreed to develop a longer version (hour long) of the video to market to television and cooperative association sales outlets. The approximate cost of the entire contract was \$68,000.00

EPS was successful in decreasing the cost of this project through volunteer recruitment and waivers of production fees. The video, "Lewis and Clark: Confluence of Time and Courage" was produced in high definition that significantly added to its quality and value. In addition, the hour-long version of the video was marketed through governmental cooperative associations to the general public. A

quality website, promotional posters for signature events, and a number of promotional events were organized to create an awareness of the video in the target markets. The video was marketed and distributed to the public on the website <http://www.lewisandclarktrail.net>.

EPS shot the footage in 16 mm film and transferred the images to high definition digital video, which enabled the final product to be produced and marketed in high quality DVD.

Because of the contractor's sometimes tendency toward perfectionism and the reliance on volunteer re-enactments, significant delays were experienced. As a result, the video was not finished as scheduled in January 2003. The video was not completed in time for the first three Signature events and was not shown until May 2004. However, once completed the video was extremely well received at Signature event showings as well as Corps visitor centers and partner's visitor centers throughout the remainder of the L&C Bicentennial. However, as of the conclusion of the bicentennial (September 2006), the contractor had not been successful in getting the video on national television. Some type of television airing, possibly PBS or a non-cable channel is still anticipated at this writing. The contractor is still expected to explore alternative marketing efforts.

EPS was successful in completing the Missouri River Fish and Wildlife Mitigation video. However, as with the L&C Confluence video, attempts at getting it shown on television have not been successful.

Some of the lessons learned from producing the video are as follows:

- The main issue for producing a video of this quality was budget. All other issues stemmed from not having a higher budget. The Ken Burns video "Lewis and Clark: the Journey of the Corps of Discovery" and the National Geographic



IMAX video “Lewis and Clark: Great Journey West” each ran over \$1 million to produce. Partnering is the answer to the funding problem.

- More cash sponsorships should have been explored to leverage the funds received, thus making the process a lot easier. One sponsor was found - Horizon Air. They provided \$25,000.00 in air travel. At the time, little or no guidance existed in the Corps for partnerships which involve multiple organizations and a contractor. Sole source contracts have been used in other districts for similar products. If the Corps were able to partner directly with public television or a network channel like A&E or the History Channel, more success in nationwide programming may have been realized. The involvement of a third party non-profit foundation or friends group may have provided greater flexibility to put together a funding package.
- The script should have been pinned down early on, agreed on by all parties, and adhered to more tightly. This would have avoided the time delays and would have strengthened the content. Since the project was heavily reliant on volunteer re-enactors, the Corps did not require approval of the cinemagraphic shots prior to filming and production. In retrospect, this detracted from the storyline and some of the historical accuracy of the video. Although the contractor made an attempt to use Corps guidance for technical support (i.e. historical facts, locations, etc.), some material provided was ignored because it made the shots harder, detracted from the story, or added to the expense of the product. In the future if the Corps contracts for a product that is reliant on volunteers and other unknown resources, language in the contract must require written approval of the storyboard and narration before editing to give the Corps more creative control and ensure that the product meets Corps standards.
- The Corps approved the decision to delay the production schedule to allow additional footage to be shot, which added to the quality of the end product. However, the contractor was unable to finish the product in time for the first three Signature Events. Contract penalties for delay of schedule would have given the Corps the leverage needed to get a completed product on schedule.
- The release and airing schedule should have been lined up prior to production, not post production. TLN’s original approach was that they had a program already set for this show to air - thus creating a market for it rather than trying to find a market to release to.
- The objective for the video was education. Therefore, the video should have been geared more to releasing to schools and the education system rather than trying to find an adult mainstream avenue for it to be aired. By getting the film into the hands of educators who are historically starving for good material to use in the classrooms, the information could reach the students who take it home to their families. Once in the house where adults are exposed to the info, then a demand

is created, rather than trying to market and compete with established shows for air time.

- Competitive contracts are not the right tool to accommodate extensive partnering in an interpretive product of this type. Although the project was successful in adding value to the video through sponsorships and volunteerism, the contract did not accommodate the need to obtain a product that was heavily dependant on volunteerism. Many factors influencing success of the project were beyond the control of the contractor and the financial resources of the Corps.
- Although the marketing and promotion of the video was moderately successful, as of the end of the L&C Bicentennial, the Corps has been unable to fully realize the educational potential of the product. An over-reliance on the contractor for marketing and promotion, may have contributed to this. A greater involvement of partners, especially in the educational community is needed for promotion and marketing.

The Corps of Engineers is proud of the movie it produced in collaboration with EPS and Camera One. *Lewis and Clark: Confluence of Time and Courage* won a “**Telly Award**” for best documentary video in 2005. At the time of this writing, the video was acclaimed as the most historically authentic film produced on the Corps of Discovery. The film also was endorsed by the LCTHF as one of the few historically accurate portrayals of the Expedition. Efforts continue to find ways to show it to wider audiences.

e. Lewis and Clark Banner - In early 2001, LRP was working with members of DESC, who planned on reenacting the water journey of Lewis and Clark down the Ohio River and eventually west to the Pacific Ocean. Discussions included plans for how to navigate the Ohio River and correctly pass through the Ohio River locks with the replica keelboat and two pirogues. After seeing a binder label that used the Corps castle, the NCLCB logo, and a paraphrased catch-phrase from the Captains' journals, a suggestion was made in LRP to enlarge the labels into banners and to post them above the locks to recognize the reenactors' passage downstream. Graphics were provided to the LRP district sign shop, where Mr. Robert John and Mr. David Johnson actually performed the necessary coordination and printing of both horizontal and vertical banners. Copies of the banners are shown in Appendix G.

After seeing the banners, other districts were also interested in obtaining copies for their own projects. The LRP sign shop agreed to accept and fill orders from Corps offices across the country. Over 200 banners were made at a cost of \$125 and were displayed throughout the L&C bicentennial. These signs were highly recognizable and were used daily at the projects as well as often used during special events.

f. History Exhibit - Captain Lewis' Company living history venue became extremely popular with the visiting public. At most events the men were always very

busy demonstrating a soldier's life on the trail in 1800. Numerous camp items and uniform accoutrements were set out to show the tools and equipment that the men carried. Some were period artifacts and some were modern reproductions. Visitors constantly wanted to handle the items. There was a concern that the items might disappear and did so at the early events. To solve this problem a history exhibit was created in which the items could be exhibited in a more controlled environment. The exhibit was set up either inside of a building or outside in a Corps-owned marquis tent.



Visitation at the History Tent housing a variety of replicas and artifacts.

The history exhibit contained many items that were either very breakable or could have easily been taken. These included a sextant, navigation equipment, medical equipment, medicine chest with vials of different herbs, and copies of the Lewis-Patterson journal. The exhibit was manned by Craig Rockwell (NWW) dressed as Captain Clark. Additional staff was added as necessary. The staff would explain the items on display and do short programs using the items to interested participants.

The history exhibit was another opportunity created to present the Army message and to disseminate Corps information.

g. Trade Kettle - In order to control the distribution of small promotional items at the exhibit and to initiate interaction with the visitors, a trade kettle was devised. This trade kettle consisted of wooden tripod of small tree limbs with a sign that stated "Trade for Information" and was set out in the exhibit. Hanging from it was a brass kettle similar to what would have been used on the expedition. In the kettle, was placed the coins or other small items of nominal value. Visitors had to answer a L&C question in order to reach in the kettle to obtain an item. Questions were prefaced with a statement that said something on the order of "L&C traded items for

information among the Native Americans they met along the trail. If you can answer a question, we'll give you a trade item." The questions depended on the knowledge level of the individual wanting the item. Some questions were difficult and needed some thought before answering. However, most questions were extremely simple such as,



Park Ranger Scott Tichy asking a trade question of a young visitor.

“Name one river on which the Lewis and Clark Expedition traveled.” The questions were such that no one was prevented from obtaining an item from the kettle but rather to control the amount of items being given away. This interpretive tool promoted interaction with the staff and involved the visitor in a practice that would have happened constantly during the expedition.

## PROMOTIONAL ITEMS

To supplement an exhibit, visitors often want something that they can read after they go home or to have as a keepsake. A series of promotional items were developed for distribution. These items were of nominal value that could be given to audience members (either at event sites or school programs) by Park Rangers or other Corps representatives. Among the items developed for this category were Army L&C pins (see Chapter 3 - Partnerships, for more information), coins, logbooks, pencils, magnets, posters, and several worksheets.

a. Coins - The expedition made it a practice of having peace medals or coins available as trade items or gifts for the tribes they encountered along the route. These were used to make friends and ascertain information. In true Army tradition, it was decided that the national team would procure inexpensive coins as a keepsake of the L&C Bicentennial. NWK had originally created two types of coins – a wooden coin and an aluminum one with expedition and Corps images and messages on it. However, although much nicer, there were problems with the vendor and procuring the wooden coins.

Therefore, the aluminum

version was chosen. On the obverse face was an image of the keelboat with the words “The Corps of Discovery 2003-2006” and “Play It Safe”. The reverse face had the image of the Corps castle with the words “U.S. Army Corps of Engineers...Lewis and Clark Bicentennial.” Seventy-five thousand coins were acquired for a total of \$2,495.00 or roughly 3 cents each.



A few of the promotional items: journal, Army pin, coin, pencil, and magnet.

b. Mini Journals and Pencils – To stimulate the young visitors, a small journal was created for children in which to write their thoughts. Knowing that L&C were the “writing-est” explorers in our nation’s history (writing more than 1.2 million words during the expedition), a small, 4-paged blank journal was produced so children could be

urged to do the same. Many used the journals as autograph books, seeking out reenactors from Captain Lewis' Company to sign their expedition member's name. Ten thousand copies of journals were produced in-house through CENWK for a cost of \$1,000. Because visitors would also need to have something to write with in the journals, small golf pencils were procured. Imprinted on them was "U.S. Army Corps of Engineers; Your Safety - Our Concern; Lewis and Clark Bicentennial." 50,000 of these pencils were bought for a total of \$1,500.

c. Worksheets - Three locally-reproducible paper handouts were also made for children. These were all designed and produced in-house. All these items were of minimal cost to the government (cost of copy paper).

Early during the L&C Bicentennial, a book "The Uniforms of the Lewis and Clark Expedition" was published out of the Frontier Army Museum at Fort Leavenworth, KS. It showed pictures and explained the uniforms of the Army during the time-period of the expedition. The national team was given permission to use the plates from the pictures to make coloring sheets for children.

Using period enlistment papers, an expedition enlistment form was also devised to "enlist kids into the Army" to go on a simulated expedition. These documents were often used in school programs along the entire route taken by Lewis and Clark.

Also created were two games (a crossword puzzle and a word search) which were printed on a single sheet of paper. These were also used to provoke school-aged children into learning more.

d. Magnets - Another distribution product was a "refrigerator magnet". Traditionally, these types of items have been very popular at trade shows and similar functions. It also was an opportunity to have the Corps image on the minds of visitors on a daily basis. Because the item would be affixed in a prominent location in the home (i.e. the visitor's refrigerator or bulletin board), the message would be seen daily.

The magnets were designed and produced through NWK-IM. The talents of Jennie Wilson were used to layout the images on the magnet. These included L&C images, the map of the route as drawn by Clark, the Corps logo, and a safety message, "Your Safety - Our Concern." The layout and procurement of approximately 10,000 magnets cost the national team approximately \$4,000.00.

e. Eastern Legacy Brochure and Posters - The Corps produced a brochure specific to the Eastern Legacy of the L&C Expedition. The brochure consisted of a map of the eastern US from the Atlantic coast to the Mississippi River with the route of the expedition superimposed upon it. The map was surrounded by significant dates and locations visited by the expedition on their trek down the Ohio River. The reverse side of the poster was greater detail about Lewis and Clark's journey from Monticello, the building of the keelboat in the Pittsburgh area, recruiting down the Ohio River, biographical information of each of the permanent party (dates of birth, birthplace, role on the expedition) as well as graphics and other information on the Corps of Discovery and President Jefferson. . This brochure was very popular not only in the East, but also in the western US where it gave visitors an understanding of the very important role those cities and towns east of the Mississippi River had in the success of the expedition.

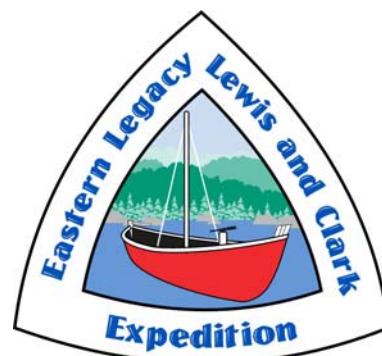
From the brochure, a series of three posters highlighting the Eastern Legacy were produced. One poster was a stylized version of the Lewis and Clark pirogues journeying down the Ohio River. Another poster contained the map of the U.S. with the route of Lewis & Clark.. The third poster contained the biographical information of the members of the expedition.

f. Water Safety Posters - As part of its public safety educational strategy, the Corps National Water Safety Team opted to develop Lewis and Clark-themed water safety materials for public distribution during the L&C Bicentennial. Lynda Nutt, manager of the Corps National Operations Center for Water Safety, invited Ken Wilk to assist in the development of these products to assure that historical accuracy was met. Mr. Wilk provided review and comments on matters such as uniforms and depiction of Corps of Discovery team members.

Materials developed for water safety promotion during the L&C Bicentennial included four thematic boating safety posters with the central theme "Whatever the Journey." (Posters are shown in Appendix H.) The posters were made in two sizes - 8 1/2 by X 11 inches and 17 by 22 inches. In addition, three public service announcements featuring National Geographic footage of the Lewis and Clark Journey mixed with modern boating safety messages were also developed.

These materials were generated in 2002 for distribution starting 1 December 2002. This corresponded to distribution starting with the 2003 recreation season. As of this writing, the items are still available in the Corps Water Safety catalog, although the current stock is down to only a few packages. There were 120,000 of each design printed with roughly only about 5,000 of each left in stock.

g. Lewis and Clark Stickers - The concept for a Lewis & Clark sticker came about when Thom Holden of the Detroit District was trying to come up with a way to combine the Army L&C logo, the Corps of Engineers logo,



Eastern Legacy Logo

and the seven Army values (identified for today's Army, but just as important and certainly exemplified by the Corps of Discovery two centuries earlier). The stickers seemed a way to introduce the values to youngsters while not overwhelming them with the terms. An attractive rendering of Lewis & Clark, plus the Corps' castle also would be present.

The Army L&C logo had two rather natural proportions about it, both a circle and a square. With the goal of creating an L&C sticker for kids, the circular shape was best. The seven Army values (loyalty, duty, respect, selfless service, honor, integrity, personal courage) were curved and spaced around the upper portion of the logo. The Corps logo was added at the bottom. This became the first sticker to be produced. It was printed in a "buffalo robe" brown ink on white background and funded by the Lake Superior Marine Museum Association in cooperation with the Corps' Lake Superior Maritime Visitor Center in Duluth. The first print run was for 10,000. Half were shipped to the national L&C team for an event in February of 2003.

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Other Corps brochures produced



Kline worked with Margaret Luzier (LRP) to modify the original design on several suggestions. This resulted in a more rendering with alignment and of the values, terms, Corps logo around original logo. This the final and most widely circulated edition. Roughly

12,000 additional stickers were made to support the Eastern Legacy Barge as well as the many L&C events nationwide. A representation of these stickers can be found in Appendix I.

h. Other Corps Brochures and Products - In addition to those items developed and produced for the national team, other districts and divisions within the Corps developed other information paid for by their district dollars or local associations. MVR, NWO, NWW, and NWP all produced various brochures for the L&C Bicentennial that were specific to their region. NWS produced green rubber bracelets (very popular at the time of this writing) with the stamped inscription "Lewis and Clark Bicentennial." NWK, in cooperation with the State of Missouri Department of Natural Resources, State of Missouri Department of Conservation, and US FWS, produced "Lewis and Clark Bicentennial: Lower Missouri River - A Guide to Recreation and Visitor Safety." These items were displayed or distributed at the Corps exhibit during many of the events.

Also distributed were a variety of brochures dealing with the conservation of natural resources, aquatic nuisance species, and invasive plants. Non-native organisms are constantly in the news. Plants, animals, and microbes from foreign place have grown out of control. These species can result in habitat alteration and degradation and competition with native species for food, space and other resources, sometimes even causing extinction. The Corps exhibit space was used to provide information on the invasive species from along the route.





## CHAPTER 3

### PARTNERSHIPS WITH OTHERS

The NCLCB began holding annual meetings for those parties interested in the upcoming L&C Bicentennial in 1995. Invited to those meetings were representatives from states and communities within the L&C Trail states (those west of the Mississippi River) and the Eastern Legacy States (those east of the Mississippi River), any Federal departments and agencies, and any other interested individuals. The purpose of those planning sessions was to exchange information about any events being planned, items being produced, and support needed during the L&C Bicentennial. Starting with less than 75 people at the first meeting, the planning meetings rapidly grew to several hundred before ending in 2003. It was as a result of these meetings that many partnerships were formed. The major partnerships will be described below.

#### FEDERAL AGENCIES

Shortly after signing the MOU mentioned in Chapter 1, the signatory Federal agencies (known as the Federal Interagency Partnership [FIP]) began meeting monthly to

determine what their respective roles would be during the L&C Bicentennial. Although some of the agencies had land management responsibilities along the route (FS, BLM, BOR, NPS, FWS, BIA, and Corps) and would be directly involved in the L&C Bicentennial, the remainder had more of a passing interest. The FIP was charged with ensuring the funding necessary for agency participation, executing the plans, and working with event organizers to bring the L&C Bicentennial to a successful fruition.

In addition to working with communities on events (discussed later in this chapter), the Federal agencies felt that they had more to contribute than just event oversight. After numerous discussions and suggestions, the FIP decided that their collective efforts would be concentrated in three areas. These are described below.

### CONGRESSIONAL CAUCUS AND LIAISONS

In 1998, at the urging of the LCTHF, the House and Senate Lewis and Clark Bicentennial Congressional Caucuses were formed to coordinate the congressional response to the upcoming L&C Bicentennial commemoration. By 2006, the membership in the caucus had more than doubled and involved Senators and/or Congressmen from nearly every state. Individual caucus members supported legislation related to the national bicentennial effort and the national team participated in joint quarterly briefings with the NCLCB, and Federal, State, and tribal representatives.

The mission of the Congressional Caucus was as follows:

- Commemorate the bicentennial of the Lewis and Clark Expedition during the years 2003-2006
- Support the needs of federal and state agencies, tribes, communities and organizations that were dedicated to commemorating the Lewis and Clark Bicentennial.
- Identify funding sources to provide grant money for local communities and tribes to commemorate the bicentennial.
- Support activities and projects that are needed to enhance management of the Lewis and Clark National Historic Trail and associated sites.
- Coordinate federal legislative activities benefiting the Lewis and Clark Bicentennial.

The Caucus requested the FIP to provide liaisons to do the footwork between them and their constituents. Corps provided an employee, Craig Rockwell, as a Congressional liaison between the National Council and the Congressional Caucus from 2002-2004,

In FY 2000-2005, the FIP annually briefed Congressional Caucus members on agency plans for the bicentennial. The Corps provided detailed descriptions of the projects and plan in progress at the time of the briefings.

## LEGACY BROCHURE

Early in the planning phase of the L&C Bicentennial, many of the Federal agencies intended to put together their own map of the route taken by L&C with the specific agency's lands or L&C sites identified. Many agency representatives felt that this would result in a numerous maps with the same route image - the only difference being the agency logo on the cover. In order to save taxpayer dollars, it was decided that one map would be produced with all agencies contributing. The Corps Information Task Force (discussed in Chapter 2) was asked to develop a basic design for the brochure. The task force chose a map of the contiguous United States on which was highlighted the Louisiana Purchase and the entire route taken by the L&C Expedition beginning at Monticello and proceeding west to the Pacific Ocean and back to St. Louis. Each agency then selected 4-5 significant L&C sites to be displayed on the map. After eliminating duplicates, 51 sites for inclusion were identified and agreed upon by all agencies. Color-coded on the map were the four phases of the Expedition (preparation, recruitment, exploration, and homecoming) and a brief explanation of each. Also added was a brief writeup of the Corps of Discovery's journey through "Indian Country."

To complement the sites listed on the map, a description of each site was listed by state on the reverse side. The Corps Information Task Force researched all of the contact information for each site, which included its complete address, phone, and website address.

Illustrations that symbolized portions of the entire route were selected for the brochure. These illustrations included pictures of Monticello, the statue of Sacagawea at the North Dakota State House, both the obverse and reverse of the Sacagawea \$1 coin minted for the L&C Bicentennial, the signature of William Clark at Pompeys Pillar, and the painting by Charles M. Russell "Lewis and Clark Meeting the Indians at Ross Hole."

The brochure cover included a collage of the portraits of Lewis and Clark done by Charles Wilson Peale, Clark's pocket watch, open journals, spyglass, and photo of the White Cliffs. The back of the brochure cover listed the 25 Federal agencies involved in the L&C FIP that participated in the brochure development as well as the NCLCB.

The BLM, USGS, and Corps each contributed one person to be a member of a committee that was responsible for the final text writing and layout. The USGS handled the printing contract for the brochure. There were roughly 3.4 million brochures produced with each agency contributing money for its share of the brochures.

There were two major lessons learned from this exercise.

- Because of the number of departments and agencies and the different missions of each, it was nearly impossible for everyone to agree on everything. Rather than to have total agreement, it would have been much simpler to go with a majority opinion.

- Although there was a committee responsible for the final writeups and layout, this committee was never authorized by the entire MOU Group to make final decisions. Everything from print size and font type to the background color and photos used had to be approved by the entire group. This made the whole process much more cumbersome and longer than it had to be.

In spite of the many frustrations by all of the departments and agencies that went into its development, this brochure was extremely popular both with the agencies, visiting public, and educators all along the route. Oftentimes, it was the first brochure that was selected because of its unique map of the entire coast-to-coast route.

### CORPS OF DISCOVERY II: 200 YEARS TO THE FUTURE

In 2001, an idea was brought forward from the NPS to the MOU Group for a traveling exhibit/education center that would follow the route taken by the L&C Expedition. It would use cutting edge technologies along with traditional education

methods to reach people on and off the trail. Through partnerships and

cooperation, this project became a reality. Although led by NPS, the construction activity was financed with resources from the Corps and other Federal agencies as part of the MOU.

*Corps of Discovery II: 200 Years to the Future*, also known as Corps II, was one of the major educational initiatives undertaken during the L&C Bicentennial. The NPS provided the majority of funding, exhibit design, and production and contracted for transportation and support staff, with all

under the auspices of the Lewis and Clark National Historic Trail, based in Omaha, Nebraska.



Corps of Discovery II: 200 Years to the Future. From left: support truck, Tent of Many Voices (just visible above truck), 2 exhibit tents.

Staffed primarily by the NPS with assistance from the Corps and other agencies when appropriate, Corps II traveled the route Lewis and Clark took across the nation from 1803 to 1806. Beginning in Charlottesville, Virginia, in January 2003, Corps II traveled through the American heartland to the Pacific Ocean then returned to St. Louis to end its journey in September 2006. This multi-agency exhibit was designed to augment and enhance, but not duplicate or replace, local L&C Bicentennial events. To this end, Corps II worked in partnership with American Indian Tribes and state and local governments. Corps II worked to minimize the impact to resources and to maximize educational opportunities, thus sustaining the treasures along the trail.

Nearly 100 cities throughout the United States were visited by this traveling education center. Large numbers of people from around the nation and the world were drawn to Corps II either in person or through communication technologies through partnership with the Pete Kiewit Institute in Omaha, Nebraska. This program brought to life the men of the expedition, what they accomplished, where they traveled, and the people they met.

There were three main components of Corps II: the main Exhibit, the Tent of Many Voices, and a variety of ancillary exhibits including one donated by the Corps. These are discussed below in detail. All of the exhibits were contained and transported by a uniquely painted semi-truck and trailer.

a. Exhibit - The exhibit was designed to provide visitors an introduction to the Lewis and Clark story, including the natural history, cultural resources and the people of our nation before, during, and after the L&C Expedition. The exhibit consisted of two adjoining octagonal tents - a smaller tent for the information booth and brochure racks, and a larger tent for the actual exhibits. The inside walls of the tent were the exhibit panels which described the orders by Jefferson, the members of the expedition, the tribes

encountered and illustrated the lands through which the expedition traveled. The outside walls of the tents consisted of greatly enlarged renditions of paintings of members of the various tribes encountered dressed in traditional garb as painted by George Catlin during his trips through the West in the 1830's.

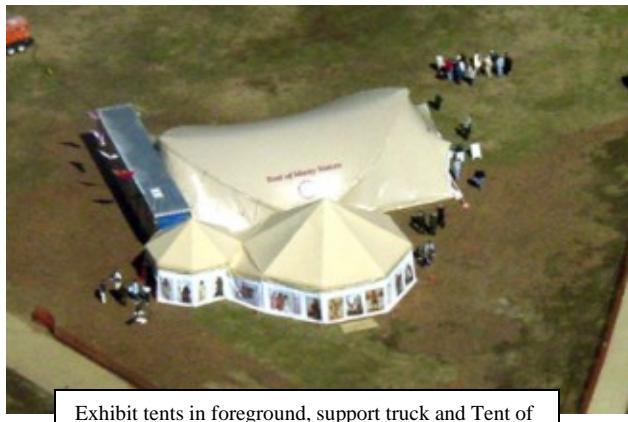


Exhibit tents in foreground, support truck and Tent of Many Voices in background.

b. Tent of Many Voices (TOMV) - Attached to the exhibit but separate from it was the TOMV. Both the exhibit and TOMV use the same portable generator. Most of the formal

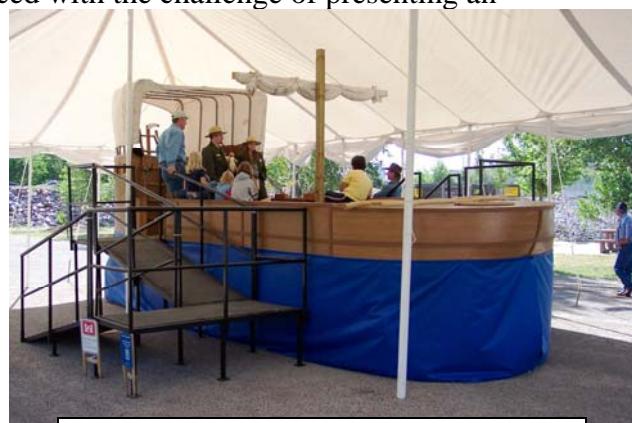
programming at Corps II took place in the TOMV, a 150-seat venue for cultural arts demonstrations, folklore, music, living history presentations, readings from the expedition journals, and more. Presentations were made by Indian tribes, State and Federal government representatives and the private sector. Program topics included the Expedition members, the changing landscape mapped by Lewis and Clark, the culture and the native people they encountered and who continue to live today along the Lewis and Clark Trail, and numerous others. Programs were designed for students, teachers and general audiences. A strong educational emphasis was included, from school visits to filming of the heritage programs. This footage is being edited at the time of this writing and will eventually be made available via the internet in cooperation with the Peter Kiewit Institute.

Numerous Corps employees and contractors presented programs in TOMV at various locations across the country.

c. Ancillary Exhibits and Corps Keelboat - Early on during the L&C Bicentennial, the NPS rangers staffing Corps II realized that the exhibit tent was very "flat." It lacked interactive exhibits, and failed to engage young school-age children. Over time, several ancillary exhibits were set up near the main exhibit tent in order to more widely disperse crowds and give visitors a variety of experiences. A large teepee was displayed and visitors were allowed inside to see items that might be found there. Some of the exhibits were small tables displaying a variety of items including botanical specimens, furs and pelts, and replica medical supplies. A representative of BOR interpreted a dugout canoe hewn from a cottonwood tree and routinely cooked a variety of dishes similar to what would have been eaten by the men of the expedition. Lastly, and prominently displayed, was a replica keelboat constructed by Corps Park Rangers from Raystown Lake in Pennsylvania.

In commemorating the Eastern Legacy portion of the Lewis and Clark Bicentennial the Park Rangers at Raystown Lake were faced with the challenge of presenting an interactive heritage program to large school groups. The team determined that a hands-on display involving the participants could best be accomplished by constructing a stage resembling a Lewis & Clark keelboat.

Members of the Pennsylvania Conservation Corps worked with the entire Raystown staff, studied drawings of the original keelboat, and began constructing the replica keelboat in November 2001. As the boat began to take shape so did the new-found interest of the Corps representatives in the events surrounding the expedition. During the first year, a basic boat hull and deck provided around 3,000 students the opportunity to step back in time and dream of when the western territory was yet unexplored.



Corps Park Rangers doing an interpretive program on the keelboat.

During the winter of 2002-2003, the Lewis & Clark keelboat underwent some very important enhancements. The construction of storage lockers, benches and rowing pins for oars, the addition of canopy over the cabin, a functional rudder, a rope bed and a wood grain appearance all made the boat appear more authentic. The Raystown staff took it upon themselves to make every improvement as authentic and functional as possible. Many of the new improvements created an interactive opportunity for students and visitors to the exhibit.

Corps II and the Raystown keelboat were displayed together for the first time at the Huntingdon County Fairgrounds from 23 April - 3 May 2003. At the completion of the Huntingdon County event, the Raystown staff donated the keelboat to the NPS to travel the country with Corps II to showcase as part of the overall exhibit.

The keelboat was present at 14 of the 15 Signature Events (the only exception being Charlottesville/Monticello when the keelboat construction was not completed). During these events, as well as other times when Corps II was on Corps lands, Corps Park Rangers staffed the keelboat and gave numerous interpretive programs to the public. By doing so, Corps representatives had the opportunity to interpret the rivers as experienced by the L&C Corps of Discovery and how those same rivers are managed today by the Corps.

There were many lessons learned after working on a project of this scope involving so many Federal agencies:

- Originally, all MOU agencies were to put money toward the development and construction of Corps II. However, many agencies opted not to contribute for a variety of reasons primarily budgetary. Those agencies that did contribute (including the Corps), submitted money for 2 years. After that time, there was a problem with NPS in accepting money from the other agencies. As a result, the original Corps II project design, which was to be much larger and include many more ancillary exhibits, was scaled down to keep within the NPS budget. When Corps representatives were invited to see the plans for Corps II, the NPS design team was very reluctant to accept comments, even though this was still a joint venture.
- Although Corps II was a multi-agency project, it was very seldom publicized as such. Because the NPS had the lead in its design and construction as well as the primary responsibility of staffing, Corps II was nearly always recognized as an NPS effort. Other than a list of partner agencies appearing on the skirt of the stage of TOMV, and a mention during the introduction of Corps speakers that the Corps was a partner of Corps II, few other agencies were ever recognized for their contributions.
- Instead of using a museum quality playback system (each panel of the main exhibit having a code for the narrative allowing them to be played out of sequence), the narration for the Corps II exhibit had to be played from start to finish. Visitors did not have the ability to pick and choose what to listen to. With a 45-minute playing time, very few visitors took the time to listen to the entire tape. A printed script was finally made available that allowed visitors to get a more comprehensive view of the panels they found most interesting. Too often parents, who might have wanted to hear more, had to leave because their children were bored and wanted out of the exhibit tent as there was very few items geared towards kids.
- Corps II was a valuable asset to the L&C Bicentennial. It was an excellent draw at smaller venues around the country, especially places that were along the trail but did not have any regional or Signature Events planned. For example, when scheduled at Hannibal Locks on the Ohio, it received a great deal of publicity. Although only about 20 river miles from where it was last scheduled in Wheeling,

Corps II at Hannibal Locks received nearly three times the visitation of that received in Wheeling.

- Corps II alone was merely a “flat” exhibit. There were no interactive venues and no actual artifacts. Until the ancillary exhibits were added, there was very little to keep the interest of either adults or children. The keelboat constructed by Raystown Lake was the first 3-D, interpretive opportunity added.
- Despite early expectations by NPS that other agencies, including the Corps, would provide regular staffing, this was totally unrealistic and did not survive past the Signature Event in Charlottesville. Although some agencies (such as the Corps and BOR) were able to contribute manpower on occasion, there was not enough money budgeted far enough in advance by any agency other than NPS to provide that level of staffing. There were sufficient budgetary and human resource issues within the Corps that manning this type of traveling exhibit for any length of time would have been impossible.
- During the Signature Events when Corps Park Rangers were on hand to assist, their presence was welcome by most of the NPS rangers. This provided a break from their routine, friendly faces, and a knowledgeable relief staff. However, communication between the Corps II administration staff and the other agencies trying to support it was marginal at best. There needed to be daily meetings to discuss the event and the Corps II venue in particular. Although NPS staff did have such meetings, the other agencies participating in Corps II were not always invited and were rarely informed in advance of any decisions or changes made.
- At times, Corps II was placed too far away from the main Signature Event venue. This resulted in low visitation as there would be a large spatial area that visitors did not want to walk or did not know/realize what was at the far end. Although there were many lessons learned during the 4-year run of Corps II, this happened right up until the very last Signature Event. In St. Louis, Corps II was placed roughly 50 yards from the closest exhibits. Although this may have been the result of the security and space needed for Corps II, there were other times that Corps II was located in a completely different town. In the case of the Nebraska Signature Event, the event was held in Fort Calhoun, Nebraska, while Corps II was in Blair, Nebraska, a larger town but nearly 20 miles away.
- Speaker scheduling in Corps II was problematic. The number of speakers was usually divided into thirds - 1/3 coming from the Federal agencies; 1/3 from local experts; and 1/3 from the Tribes. Because many of these speakers did not commit until the day of their talks, the Federal agencies (primarily the Corps) were asked to step in with a program at a moments notice, shifted to a time slot later in the day/week or forfeit their time because a non-Federal representative was unable to speak at the time scheduled. Not only did the Corps step in and fill the gaps, but it was because of the flexibility exhibited by Corps that it was called upon

repeatedly to contribute to the flow and cohesiveness of Corp II programming upon short notice.

### LEWIS AND CLARK BICENTENNIAL SOURCEBOOK

The Lewis and Clark Bicentennial Sourcebook was compiled to assist States, Tribes, and communities in locating potential sources of Federal, State, and philanthropic support for bicentennial projects. Although this publication was by no means an exhaustive compilation of the existing programs that could be used in connection with the bicentennial commemoration, the Sourcebook contained more than 250 entries from a wide variety of Federal and State government agencies and philanthropic organizations. In April 2000, the Sourcebook also became available on the internet. However, it was not done in a searchable format so its use on the internet was very cumbersome and it omitted any reference to Corps programs available.

## ARMY

In April 1999, the NCLCB held one of their annual planning meetings in Vancouver, Washington. One of the sessions at this meeting had to do with the Army's participation in the upcoming L&C Bicentennial. At this session, MG (Ret) John Hemphill from the Association of the U.S. Army (AUSA) charged representatives of the MACOMs to work together to ensure that the Army aspect of the expedition would be told throughout the Army and the public visiting the numerous L&C Bicentennial events.

After some initial meetings, the Lewis and Clark Advisory Group (LCAG) was formed. This group eventually consisted of field representatives of the Center of Military History (CMH), National Guard Bureau (NGB), Department of Army Public Affairs, Training and Doctrine Command (TRADOC), Forces Command (FORSCOM), and Corps. The LCAG was chaired by the Director of CMH and met quarterly until the beginning of the L&C Bicentennial when the meetings were held semi-annually. Although the Department of Army and the Corps were the only signatories to the Federal MOU, the other MACOMs participated under the umbrella of the Department of Army.

There were six points of emphasis set down by the LCAG for the Army's participation in the L&C Bicentennial. These were to show:



101<sup>st</sup> Airborne of Fort Campbell, KY meets members of Captain Lewis' Company; Hoenwald, TN; October 2000.

- The Army was the “right tool” for the arduous job: men, discipline, organization, logistics, and values;
- The Army was the first visible symbol of the New Republic in the American West;
- The Army had a key role in the opening of the West - to include scientific discovery;
- The Army relied on Non-Commissioned Officers (NCO) as the expedition demonstrated and still relies on NCO’s today;
- The Army exhibited a pattern of mutually beneficial relations between the Army and American Indians in route as well as ethnographic discovery;
- The Army demonstrated its non-combat role, a precursor to the civil engineering movement.

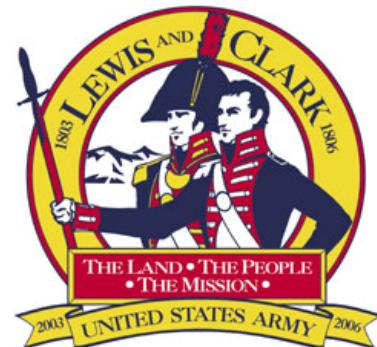
After working together on ideas and planning for the L&C Bicentennial, it was necessary to brief the leaders of the participating MACOMs on the workings and preparations of all. In 2000, the Lewis and Clark Executive Council (LCEC) was formed consisting of the general officers and senior leaders of each MACOM. The LCEC was chaired by the Director of Army Staff from the Pentagon. These LCEC briefings were held annually.

With all of the participating MACOMs working together, several items were produced for the L&C Bicentennial. These are discussed in detail below.

### LEWIS AND CLARK ARMY LOGO

In 1999, a suggestion was made by then Major Sherman Fleek of the NGB that the Army needed to develop a logo for the L&C Bicentennial. Because of the Army’s anticipated involvement, a logo would be seen by visitors nationwide and could tie all of the MACOMs together. If any of the Army MACOMs were to publish any kind of brochure, a logo could also make it known that this was indeed an Army publication.

Several designs for the logo were discussed as well as the use of the Army logo. However, all agreed that a logo was needed that was specific to the L&C Bicentennial. Michael Haynes, already commissioned by Corps to produce historically accurate paintings, was also contracted to develop a logo. After much review and



discussion, the final logo was a representation of Lewis and Clark. Both are pictured with Lewis in the foreground holding the esپontoon and Clark next to him wearing the uniform hat. Both are dressed in the full uniform of the time.

A suggestion was made that the Army also needed a brief slogan which would be included with the logo to sum up its role in the expedition. After serious discussion, the slogan “The Land, The People, The Mission” was agreed upon. It was felt that this slogan incorporated all facets of the expedition - the exploration of the lands, the men of the expedition and the meeting of the many Native American people and other residents of the territory during the expedition, and the overall mission as assigned by President Jefferson.

The final design of the logo was basically circular with the words “1803 Lewis and Clark 1806” across the top, the logo in the center, the slogan “The Land, The People, The Mission” in a small rectangular space under that, and the “2003 United States Army 2006” on a banner across the bottom. The logo was used on all Lewis & Clark related documents and publications produced by Army Major Commands.

### CMH BROCHURE

The issue of developing an Army brochure was discussed at an LCAG meeting in late 1999. It was pointed out that unless the Army developed a brochure that correctly explained the Army role in the L&C Expedition, the story would be open to interpretation by others not well versed in Army history. As a result, the L&C Expedition might be construed as nothing more than a cross-country camping trip by a group of mountain men.

Dr. Dave Hogan, and later, Dr. Charles White, both historians from CMH, took on the challenge of writing the brochure with review by all of the participating MACOMs including the Corps. Based on the Stephen Ambrose’s book *Undaunted Courage* and other research, the CMH brochure titled *The U.S. Army and the Lewis and Clark Expedition* was written chronologically to reach as broad an audience as possible. This brochure was written for adults specifically with an interest in western history. However, during the review it was pointed out that a brochure of this nature could also serve the needs of the general public if made more conversational in nature.

Because CMH saw the need for a strictly historical brochure, there was a reluctance to take a less “history book” stance. A need still existed for a brochure that was more reader-friendly and could be used by school children. The Corps Army Brochure Task Force developed the companion brochure *Lewis and Clark: A Portrait of Army Leadership*. (This task force and brochure were addressed in Chapter 2.)

One of the criteria for the Army brochure was that any images used must be historically accurate. Many of the images used in the early drafts of the CMH brochure were incorrect based upon recent research into the expedition. One of the most contentious

issues was the use of a photo of the 1803 Harper's Ferry Rifle. Although still debated by some, it was the consensus of the LCAG that this particular rifle was made after Lewis left the Harper's Ferry area in 1803 and was not mass-produced until 1804. Therefore, it could not have been taken on the expedition and the photo was left out of the final version.

After thorough review and additional research, the images used in the final brochure were the most accurate to date. The front and back cover was a detail from the painting "Lewis and Clark Meeting Indians at Ross' Hole" done by Charles M. Russell in 1912. Inside the back cover was the Michael Haynes painting of Lewis and a listing of the Seven Army Values. The center pages of the brochure were a map of the United States highlighting the expedition route and the Louisiana Purchase.

CMH had printed approximately 120,000 brochures. The final brochure was ready for the first Signature Event at Monticello in January 2003. Distribution of the brochure was made by all of the participating MACOMs throughout the entire L&C Bicentennial.

#### PINS

During the 50<sup>th</sup> Anniversary of the Korean War, pins were a very popular collectors' item. Some of the Federal agencies, most of the states along the L&C route, and all of the Signature Events were planning on having pins made for the L&C Bicentennial - each with a unique design. The Army was no different in that a pin specific for the Army and the L&C Bicentennial needed to be fashioned.

A triangular pin was designed as a prototype. It was designed by LTC Mike Bosma from FORSCOM and Dr. Pat Hughes, an Army Historian from the 99<sup>th</sup> Reserve Unit. FORSCOM paid for the production of these prototype pins and provided them for distribution at some very early events. This triangular pin had a brown border. Inside the border were the words "Lewis and Clark" on one side of the triangle, "US Army" along the bottom border, and "Bicentennial" on the last border. Inside was the keelboat, in gold, on the river with mountains in the background.

Although the pin did provide continuity with the Eastern Legacy pin and logo, many members of the LCAG did not feel that the initial representation was indicative of the Army's participation in the expedition. After much discussion, it was agreed that the Army logo would be fashioned into a pin to be distributed at the remaining L&C events nationwide.

The pin had a gold background with the Army logo printed in color. This pin was a very popular and became a collectors' item during the L&C Bicentennial. CMH purchased 20,000 pins with nearly 60% of them being distributed by the Corps. At the time of this writing, CMH has less than 500 pins remaining.

## PENTAGON PROGRAMS

In late 2002, the national team was approached by the office of the Assistant Secretary of Army for Civil Works (ASA-CW) to do a L&C awareness campaign at the Pentagon. Plans were devised for a week long, manned, temporary exhibit that would showcase the expedition, its military ties, the Bicentennial Commemoration, and the Corps. The dates of operation were to be 7-10 January 2003, the week prior to the first Signature Event at Monticello in Charlottesville, VA. The exhibit was staffed by a four person team: Jean Nauss (National Coordinator, NWD), Ken Wilk (Assistant National Coordinator, NWK), Tim Bischoff (MVS), and Robert Dorian (FALHA). The exhibit consisted of the original L&C Skyline™ exhibit backdrop, the first of the Michael Haynes paintings (“Recruitment at Ft. Massac”), and two tables with various brochures and period artifacts from the expedition. The exhibit, located on the A Ring between Corridors 9&10 just outside the main cafeteria, was a huge success as over 4,000 enthusiastic military and civilian personnel visited the booth and interacted with the staff

In 2004, the national team was contacted again by the ASA(CW) and were invited back to do another exhibit but add something more. In addition to the exhibit used in 2003, Captain Lewis' Company encampment was included. Organizers were told by Pentagon personnel that this was the first living history group ever to set up a camp inside the Pentagon. The camp was located in the open courtyard inside the Pentagon and consisted of the Captain's common tent and an enlisted man's fly tent, plus soldier's gear and camp equipage. One challenge that had to be overcome was that pipes from an underground sprinkler system crisscrossed throughout the courtyard. Because tent stakes could not be pounded into the ground, concrete mounds painted the color of dirt were used to secure the tent stakes. Another major challenge to this activity was getting the period reproduction muskets into the Pentagon and secured for the duration of the event. Each night the muskets would be stored in the security office and each morning the men had to be escorted to the camp. Personnel manning this event were: Jean Nauss, Ken Wilk, Larry Spisak and Pat Kline (both LRP), Jeff Boutwell (SWF), Dave Quebedeaux (SAS), and Steve Allie (FALHA). This event was conducted in June 2004, to correspond with new arrivals to the Pentagon work force. Again this event was a huge success in that nearly 9,000 visitors participated.



Steve Allie portrays Sgt. John Ordway and Jeff Boutwell portrays Pvt. Robert Frazer at the Pentagon outside encampment; June 2004.

The national team and Captain Lewis' Company were invited back for a third year in October 2005. That year because of the possible inclement weather, the team opted to have the entire exhibit and Company indoors. That year's exhibit consisted of three

tables with brochures, the Discovery Box (described in Chapter 2), period artifacts, the five Michael Haynes paintings, the new three panel backdrop, and a mini-camp with soldier's gear and men in period uniforms. Having this inside the building had its own set of challenges, not the least of which was carrying weapons (albeit muzzle-loading single shot replica firearms) into the building. Corps employees manning this year's exhibit were: Jean Nauss, Ken Wilk, Tim Bischoff and Charlie Deutsch (both MVS), Rick Magee (NAE), Robbie Henderson (SWF), Jon Carlson (NWP), and Gene Herrmann (LRP). Again, this event was a huge success with approximately 6,500 visitors coming by. Many had been to the exhibit in earlier years and wanted to see how it had changed and what new exhibit items had been added.

During all 3 years at the Pentagon, Department of Army Public Affairs was crucial to the success of Captain Lewis' Company. Public Affairs handled the advanced notice and advertisement within the Pentagon. They arranged for interviews with Soldiers Radio and Television and other MACOM newsletters. Public Affairs also assembled a Lewis and Clark photo exhibit on one of the main Pentagon hallways that will remain in place for several years after the L&C Bicentennial. The exhibit contains many pictures of members of Captain Lewis' Company and other members of the Corps L&C team both at the Pentagon and at various Signature Events.

The ASA-CW was so impressed with what had done over those three years that he suggested continuing this tradition by having a special Corps exhibit every year with varying themes. The first theme in 2006 was water safety.

Commemorating the L&C Bicentennial in the Pentagon not only gave the Corps the opportunity to interpret the Army aspects of the mission, but also served to introduce the capabilities of the Corps Natural Resource Management staff to the larger Army and military establishment.

#### NATIONAL GUARD YOUTH RENDEZVOUS

In August 2006, immediately prior to the New Town Signature Event, the North Dakota National Guard sponsored a "Youth Rendezvous." Based upon individual state results of a nationwide essay contest, all 50 states and 3 U.S. territories had up to 10 participants at this event. The contest was open to all students entering their senior year in high school. Participants wrote essays on "How the modern 7 Army values contributed to the success of the Lewis and Clark Expedition."

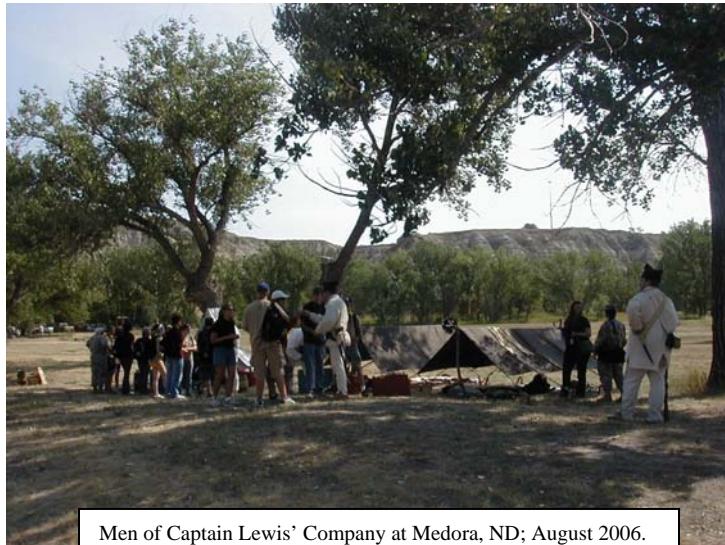
Each day, the participants in the rendezvous rotated through one of three areas – Bismarck/Mandan/Fort Abraham Lincoln; Washburn/Knife River/Cross Ranch; or Medora. The Corps participation was solely in Medora - "The Army Then and Now" where the 1803 Army of the Lewis and Clark Expedition was contrasted with the modern Army.

Five members of the Corps' Captain Lewis' Company provided costumed interpretation at the event site. These members were Ken Wilk (NWK), Ed Shirley (SWF), Jon Carlson (NWP) and Steve Allie and Eric Matthews (both of FALHA). Located under a stand of cottonwood trees, the encampment illustrated the military aspects of the expedition and included mending clothes, making moccasins, cleaning guns, etc. Unfortunately, because of the "high fire danger" category, no campfires were allowed. Therefore, cooking and casting lead balls were not undertaken at this event. However, the various stations did give the general public more of an accurate idea what the L&C encampment might have been like.

Although Corps representatives were originally scheduled to do formal programs on the seven Army values several times during the day, because of the very tight schedules of the participants, this did not happen. Instead, during the lunch breaks, Jean Nauss (Corps National L&C Coordinator) visited with the participants and informally discussed the values.

This venue was excellent in that it gave high school seniors

a chance to see a variety of modern Army items. However, there was too much for the students to absorb in just one day. The Medora venue itself was divided into 3 parts – Chimney Park (where the Corps camp and NG equipment were located), Downtown Medora (with ND Cowboy Hall of Fame, X-Box Army simulations, and Chateau de Mores), and the high ropes course. There were quite a number of things to see and do at each of these 3 smaller venues. Because all of the chaperones did not understand what Captain Lewis' Company encampment was about or were not interested in the historical aspect, not all of the students had the opportunity to go through the camp. Fewer things to do and a specified time to visit each individual site within the venues would have made this event much better for everyone.



Men of Captain Lewis' Company at Medora, ND; August 2006.

### ARMY STAFF RIDE

In February 2005, the national team was contacted by Ms. Pam Garrison in the Public Affairs office of the 70<sup>th</sup> Readiness Command – Reserve Command from Seattle, Washington. She requested the team's help to assist in the development and manning a Lewis and Clark Staff Ride somewhere along the Columbia River. A staff ride is a uniquely Army training tool. In this case, the staff ride would afford community leaders, teachers and media representatives to participate. The staff ride experience would expose

military and civilians alike to the Lewis and Clark story and allow the civilians the opportunity to experience the unique way the military studies history. It would create a lasting, positive memory and create a connection between the historical Army of the Corps of Discovery and today's modern soldier, serving in today's Army.

A staff ride was one of the events recommended in the Army's Lewis and Clark Bicentennial Commemoration Campaign Plan, dated 12 December 2002. The campaign plan stated that such events are "a visible symbol of our commitment to reinforce the strong bond that exists between the American public and the Army as well as the Army's goal to highlight the fact that from the beginning, the Lewis and Clark expedition was a military operation conducted by disciplined and dedicated soldiers."

In addition, the Army Campaign Plan for the Bicentennial of Lewis and Clark Commemoration states several other goals for the Army's role in the commemoration:

- Honor and commemorate the Corps of Discovery;
- Educate the American public that the Corps of Discovery was a military expedition conducted by Army soldiers;
- Tie the expedition's historical role to the modern Army;
- Recognize the multi-mission role of the US Army during the military expedition;
- Reinforce the Army values as demonstrated by the officers and soldiers;
- Recognize the key role that NCOs played during the expedition;
- Highlight the dynamics of small unit leadership; and
- Recognize the Army's role in the continuation of the exploration of the West

All of these goals would be achieved through the development and execution of a Staff ride.

The proposed Lewis and Clark Staff Ride would be presented on 70<sup>th</sup> Regional Readiness Command (RRC) property and supported by a small number of 70<sup>th</sup> RRC and 104<sup>th</sup> Division Institutional Training soldiers and the Corps Captain Lewis' Company, with the cooperation of the City of Vancouver. The Staff ride would educate the public on the Army's role in exploration of the West 200 years ago, as well as to generate enthusiasm and anticipation for the upcoming national Signature Event.

The Staff ride was scheduled for 4-5 November 2005, just prior to the start of the "Destination: the Pacific" Signature Event. By having the staff ride immediately prior to the Signature Event, travel dollars could be optimized by bringing in speakers and reenactors for the staff ride and Signature Event at one time. The event was scheduled to

be two days with the first day being the formal staff ride for Army personnel including lectures and a bus tour of the Columbia River Gorge. The second day would be open to the public and with ceremonies to honor veterans and the expedition. Members of the Vancouver/Portland media (both radio and print) would be invited as well as a television broadcast team to cover the event for a “magazine-type” broadcast. A maximum of 100 people would be expected to participate in the staff ride.

Unfortunately, after a considerable amount of time planning for the staff ride, Vancouver Barracks was named on the list of Base Realignment and Closure considerations and funding on part of the 70<sup>th</sup> RRC fell through. With the pending realignment and lack of funding, the 70<sup>th</sup> RRC reluctantly withdrew their support and the event was canceled in September 2005.

### FRONTIER ARMY MUSEUM

As a volunteer wing of the Frontier Army Museum at Ft. Leavenworth, KS, the Frontier Army Living History Association (FALHA) provided a huge amount of support during the L&C Bicentennial. Members of FALHA participated as members of Captain Lewis' Company to the extent their jobs would allow. Ken Wilk, the Assistant National Coordinator, was in a position to return the favor. He supported numerous FALHA events by representing the Corps as a Topographical Engineer. He joined their association and participated in both Lewis and Clark and Mexican-American War (1845-1848) events as well as special events held at the museum. This partnership was being cultivated prior to the L&C Bicentennial and will last throughout the foreseeable future because of the commitments by both the Corps and the Museum.

### **COMMUNITIES**

As mentioned earlier, the L&C Bicentennial was grassroots driven and federally assisted. The Federal agencies made a concerted effort not to take over or undermine any events being planned by communities or organizations. Agencies were called upon to assist in the planning and the execution of individual events. At some events, the agencies contributed greatly by supplying both a variety of exhibits and personnel. At other events, only minimal staffing was requested.

There were several types of community support provided by the Corps. They are discussed individually below.

### SIGNATURE EVENTS

As mentioned in Chapter 1, the NCLCB selected 15 events nationwide that would be the major Signature Events during the L&C Bicentennial. Each community was chosen for its place in the expedition's chronology, its historical relevance, cultural diversity, tribal

involvement, and geographic location. The Corps was on hand at all of these Signature Events to support the communities and to help educate the public on the role of the Army in the L&C Expedition, and the role of the Corps in the operation of current projects.

Knowing there was to be a minimum of 15 Signature Events with additional regional events also being planned, staffing the Corps venues was a concern. Many commanders were fearful that one division or district would be unduly burdened with supplying all of the staff for a particular event or series of events. After considerable discussion, a decision was made by the national team to enlist “volunteers” from divisions and districts nationwide, similar to the method used to support National Boy Scout Jamborees. Travel and per diem would be paid from the budget of the national team while salary would be the responsibility of the home district.

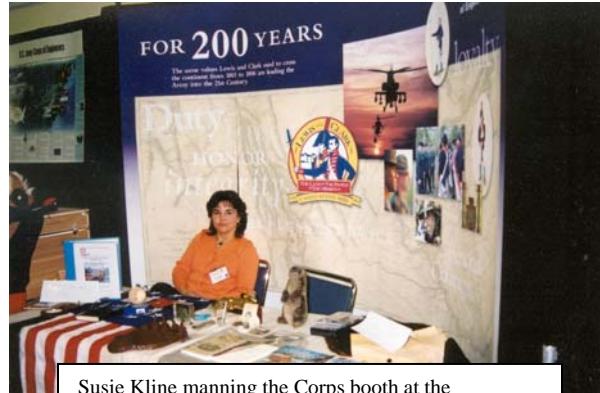
Each year, a memo was sent through all Division and District Commanders to the Chiefs of Operations and Natural Resources requesting Park Ranger or district volunteers. Attached to the memo was a nomination form containing questions pertinent to the volunteer’s knowledge of interpretation and of the L&C Expedition, and a list of the Signature Events that would be taking place that year. Nominees were asked to fill out the form and prioritize which events they would like to attend. Park Rangers applying had to be at least a GS 9, meet minimal interpretive standards, and possess a complete Class B uniform. (Those chosen from district offices were allowed to wear civilian clothes [no blue jeans] preferably with a shirt containing the Corps logo.) Nomination forms were then compared and a spreadsheet of possible workers for each Signature Events was formulated. Roughly two months prior to an event, nominees were contacted to see if they were still available to work the event. If so, additional information specific to the event was sent. If they were no longer available, another nominee was selected. The number of Park Rangers selected varied based on the extent of Corps participation and the length of the event.

This method of staffing worked extremely well throughout the L&C Bicentennial. Although Park Rangers applying had to meet certain qualifications, there were very few that applied that did not get the opportunity to work an event - in fact several worked more than one event. A complete list of all Signature Event volunteers and their home districts can be found in Appendix J.

In addition to Corps representatives, there were many others who volunteered their time and talents in a variety of ways - not just at Signature Events but also in developing props, unloading equipment, supporting Captain Lewis’ Company, etc. During the years of the bicentennial, volunteers contributed roughly 5750 hours of service.

As mentioned, the Corps participation was different at each of the Signature Events based upon the needs and desires of the event organizers. At times, only the Corps exhibit table was used. At other times, much more was asked. Below is a listing of the 15 Signature Events and the Corps participation in each. The complete After Action Reports on each of these events can be found in Appendix K.

- “Jefferson’s West” - Monticello/Charlottesville, Virginia; 14-18 January 2003: This event corresponded to the date (18 January 1803) that President Jefferson officially asked Congress to finance an expedition to the West. The Corps had a small contingent of representatives working this event. The exhibit was set up in Newcomb Hall at the University of Virginia and consisted of the Skyline™ exhibit backdrop, the Discovery Box, an original painting by Michael Haynes (“Recruitment at Fort Massac”), and some historic artifacts from that period. The Corps also provided uniformed Park Rangers to assist in staffing the information booth at Corps II which was located at the Monticello Visitors Center. The Corps contingent along with members of FALHA conducted L&C programs in five schools in the Charlottesville area. LTG Robert Flowers, then Chief of Engineers, participated in the opening reception.



Susie Kline manning the Corps booth at the Monticello Signature Event; January 2003.

- “Falls of the Ohio” - Louisville, Kentucky & Clarksville, Indiana; 14-26 October 2003: This event opened on 14 October with the reenactment of Lewis’ arrival and meeting with William Clark in Louisville, and ended with the Corps of Discovery’s departure from Clarksville on 26 October. The Opening Ceremonies, originally scheduled for 13 October were postponed one day because of extremely heavy rain. Because of the length of this event, the Corps representatives were split into groups working either the first or second week. Few were able to stay for the entire event. At this event, the Corps had the exhibit table with the Skyline™ exhibit backdrop designed by the national team as well as the one designed by NAE. The Corps representatives staffed the keelboat for Corps II, and provided speakers in both the TOMV as well as the Falls of the Ohio Regional Tent. The complete set of commissioned Michael Haynes paintings was on display in the Old Courthouse in downtown Louisville during the first week of the Signature Event with a member of Captain Lewis’ Company or a uniformed Park Ranger providing the interpretation of the paintings. However, because of extremely low visitation, the paintings were moved to Historic Locust Grove during the second week. This Signature Event was the first event that featured Captain Lewis’ Company complete with small encampment on the Great Lawn along the Louisville waterfront. The Corps Lewis and Clark Barge was also present for this event providing yet another venue for the many visitors to learn about the importance of the Eastern Legacy to the success of the expedition. Corps representatives also provided L&C programs to 8 schools in northern Kentucky and southern Indiana. Then MG Carl Strock (as Director of Civil Works) participated in the opening ceremonies.

- “Three Flags Ceremony” - St. Louis, Missouri; 10-14 March 2004: The Three Flags event commemorated the transfer of Upper Louisiana from Spain to France to the United States in 1804. The Corps participation at this event was minimal consisting of both the national and NAE exhibit backdrop, exhibit booth including historic artifacts and animal pelts, the five Michael Haynes paintings, and the information trade kettle (described in Chapter 2). This exhibit was located in the lower level of the Missouri Historical Society in Forest Park. Corps representatives also assisted with manning the keelboat at the Corps II exhibit located nearby on the Forest Park grounds as well as providing speakers for TOMV.
- “Expedition’s Departure: Camp River DuBois” - Hartford, Alton, & Wood River, Illinois; 13-16 May 2004: This Signature Event was to coincide with the departure of the expedition from their 1803-1804 winter quarters in the Hartford, Illinois, area. The majority of the Signature Event venues were to be at the Lewis and Clark Interpretive Center in Hartford, Illinois. At this event, Corps representatives manned the keelboat at the Corps II exhibit and provided programs for TOMV. L&C programming was given to 10 schools the week prior to the Signature Event either at the school or at the Corps National Great Rivers



Visitors waiting to enter Fort DuBois, Hartford IL;  
May 2004.

Museum (NGRM) in Alton. These programs continued at NGRM throughout the Signature Event.

Extremely heavy rains forced the cancellation of Opening Ceremonies scheduled for May 13. Many of the exhibits originally set up on the grounds of the L&C Interpretive Center in

Hartford had to be moved because of standing water

and mud. As a result, the main exhibit (consisting of both Skyline™ backdrops, the information trade kettle, Discovery Box and brochures) was moved from the event site and set up at the NGRM as was an art show by Michael Haynes. The Corps video “Lewis and Clark: Confluence of Time and Courage” was shown at the NGRM throughout the event as well. Captain Lewis’ Company supported the Detachment (a local L&C reenactment company) at a replica of Camp River DuBois located on the grounds of the Lewis and Clark Interpretive Center in Hartford.

- “St. Charles: Preparations Complete, the Expedition Faces West” - St. Charles, Missouri; 14-23 May 2004: The St. Charles Waterfront Park was the approximate

site from which the L&C Expedition began their journey up the Missouri River 21 May 1804. Because of the Corps previous commitment to the Signature Event in Hartford, Illinois, participation in this event was limited to 20-23 May. This was one of the events in which the Corps had a very limited appearance. Because of the huge presence of the local L&C reenactment group (The Discovery Expedition of St. Charles), Captain Lewis' Company was requested not to attend. However, the Corps did have a small exhibit with the Skyline™ backdrops, the Discovery Box, brochures, and information trade kettle.

- “Heart of America: A Journey Fourth” - Fort Osage, & Kansas City, Missouri; Kansas City, Atchison, & Leavenworth, Kansas; 18 June - 4 July 2004:  
Corresponding to the dates that the L&C expedition were in this area and the first celebration of Independence Day west of the Mississippi River, this Signature Event was the most challenging with regard to staffing at four different locations 75 miles apart. Because the event was held for such an extended period of time at various locations and some of the events were held simultaneously, duplicates of many exhibit items were needed. Fort Osage housed the exhibit (Skyline™ backdrop, trade kettle, Discovery Box, brochures, and historical artifacts) in one of the fort buildings. Captain Lewis' Company had an encampment set up on the lower terrace of the fort. The Kansas City, Kansas, location had the NWK exhibit backdrop, the Discovery Box, brochures, and information trade kettle. Corps also provided speakers for TOMV at this location as well as staff the Corps II keelboat. The Kansas City, Missouri, location had the NWK backdrops, Discovery Box, and brochure table. The Leavenworth event had the two Skyline™ backdrops, Discovery Box, brochures, and several reenactors engaging visitors. The major event at Atchison saw the showing of the “Confluence of Time and Courage” video, the two Skyline™ backdrops, Discovery Box, brochures, Michael Haynes paintings, and information trade kettle. The Corps also provided speakers for the Tent of American Voices (a small speakers tent). Captain Lewis' Company not only was encamped at Independence Creek but also marched in the Independence Day Parade and participated in a closing tableau at Independence Creek. Col. Donald Curtis, NWK Commander, participated in the Opening Ceremonies at Case Park on 2 April as did several members of Capt. Lewis' Company. Capt. Lewis' Company also participated in the Closing Ceremonies by lowering the colors and passing them onto members of the Kansas Army National Guard.



Men of Captain Lewis' Company during the Independence Day Parade in Atchison, KS; July 2004.

Prior to the actual Signature Event, education programs were held for area schools in April 2004. One Corps representative visited nine area schools and did programs on various aspects of the L&C expedition. At the same time, members of Captain Lewis' Company manned an exhibit booth at Benedictine College in Atchison, Kansas. The exhibit consisted of the two Skyline™ backdrops, Discovery Box, Michael Haynes paintings, brochures, information trade kettle, numerous pelts, and historic artifacts. In addition, several members of the Company provided a variety of interpretive programs to visiting children.

- “First Tribal Council” - Fort Atkinson State Historical Park, Fort Calhoun, & Blair, Nebraska; 31 July - 3 August 2004: This was the site of the historic first council meeting between the expedition members and the Oto and Missouri Tribes. Captain Lewis' Company was present with an encampment. The Corps exhibit consisted of the two Skyline™ backdrops, Discovery Box, Michael Haynes paintings, brochures, and information trade kettle. Corps Park Rangers also assisted with staffing the keelboat at Corps II and provided speakers for both TOMV and the Federal Stewardship Stage. Captain Lewis' Company provided a color guard for the Daughters of the American Revolution ceremony to rededicate the century old Lewis & Clark Monument in a city park in Fort Calhoun. Extreme heat played a significant part of this Signature Event. Temperatures on three of the days were in the high 90's F. On one day, the temperature was over 100° F with the heat index over 125° F. On that day, members of Capt. Lewis' Company suffered from heat exhaustion and were sent home early in the afternoon.
- “Oceti Sakowin Experience: Remembering and Educating” - Oacoma, Chamberlain, Pierre, & Fort Pierre, South Dakota; 27 August - 24 September 2004: This Signature Event allowed visitors to be educated on the experiences prior to, during, and after the L&C Expedition visited the Oceti Sakowin (Seven Council Fires) also known as the Sioux Tribes. At the event in Chamberlain, the exhibit consisted of the two Skyline™ backdrops, Discovery Box, Michael Haynes paintings, brochures, and information trade kettle. In addition, water safety information was also available from Corps representatives. Captain Lewis' Company set up an encampment and provided programming for visiting school children. Corps also provided speakers for TOMV as well as staffing for the keelboat. At Fort Pierre, the Corps exhibit consisted of the two Skyline™ backdrops, Discovery Box, Michael Haynes



Corps Park Rangers at the exhibit booth, Chamberlain, SD; August 2004.

paintings, brochures, and information trade kettle. A small mini camp similar to what would have been used for small hunting parties was set up for Captain Lewis' Company in The Pierre Waterfront Park on the east side of the river. Because of poor advertising on the part of the city, the visitation at the Pierre site was extremely low.

- “Circle of Cultures: Time of Renewal and Exchange” - Bismarck, North Dakota; 22-31 October 2005: Held on the University of Mary campus, this event highlighted the welcome that the L&C Expedition received from the earthlodge peoples of the Upper Missouri. Captain Lewis' Company had an encampment and provided numerous demonstrations and programs throughout the Signature Event. On those days when it was extremely cold or with inclement weather, the Company did programs in both the nearby gymnasium or a replica of a historic earthlodge. The exhibit, located in the gym, consisted of the two Skyline™ backdrops, Discovery Box, Michael Haynes paintings, brochures, and information trade kettle. Staffing was provided for the keelboat associated with Corps II and several Corps representatives spoke at the TOMV. The Corps “Lewis and Clark: Confluence of Time and Courage” was also shown to audiences numerous times throughout the event.



Jon Carlson portrays Pvt. Hugh McNeil and Gene Herrmann portrays Pvt. John Shields standing guard outside of an earthlodge. Bismarck, ND; October 2004.

- “Explore! The Big Sky” - Fort Benton and Great Falls, Montana; 1 June - 4 July 2005: This 34-day event reenacted the stories and experiences captured in the journals of Lewis and Clark. Because of the length of time involved, the Corps opted to only participate in the last week of the Great Falls event 29 June - 4 July like most Federal and State agencies. The Corps exhibit had six parts –the NWK 3-part exhibit backdrop, a display of the Discovery Box, a display of historical artifacts from the early 1800's, an information table that contained a variety of Corps, prints of the 5 Michael Haynes paintings that the Corps had commissioned; and the information trade kettle. Corps also provided speakers for the Stewardship Stage and TOMV as well as staffing for the Corps II keelboat. Because of a large local reenactment group, this was another event in which Captain Lewis' Company was asked not to participate. Susie and Ariel Kline represented the Corps in the Great Falls L&C Parade.
- “Destination: The Pacific” - Astoria & Warrenton, Oregon and Ilwaco & Long Beach, Washington; 7-15 November 2005: Captain Lewis' Company set up a

complete encampment in the Long Beach Park. Other Corps venues in Long Beach included the History Tent that contained a variety of historic artifacts and reproductions from the early 1800's. The exhibit in the Elk's Building contained the 3-panel NWK exhibit backdrop, a display of the Discovery Box, prints of the Michael Haynes paintings commissioned by the Corps, a naturalist center displaying a variety of plants and explanations of plant identification, an information trading center, and an information table that contained a variety of Corps brochures. Over 1500 school students attended programming at each of the Corps venues including the Exhibit, History Tent, and Captain Lewis' Company between 7-10 November. During the several days of inclement weather, the History Tent and portions of Capt Lewis' Company were moved inside the Elks Building with the exhibit.

In addition, a water safety display manned by Corps representatives was set up with a variety of demonstrations in the port city of Ilwaco. Staffing and speakers were also provided for the keelboat and TOMV, respectively. The Corps video "Lewis and Clark - A Confluence of Time and Courage" was shown at a special venue at the local theater. On 11 November, LTG Carl Strock (Chief of Engineers) and Col(P) Gregg Martin (NWD Commander) participated in the Signature Event opening ceremonies at Fort Stevens State Park, the Army reception at Camp Rilea, and the Corps Veterans Ceremony in Astoria, Oregon. Other members of the military associated with the Corps also attended the events along with LTG Strock.



Captain Lewis' Company arrives at the Pacific Ocean, Long Beach, WA; November 2005.

- "Among the Niimiipuu - Summer of Peace" - Lewiston, Idaho; 5-17 June 2006: This Signature Event commemorated the time during the expedition's return trip when they renewed their friendship with the Nez Perce in June 1806. The Corps participated in this event by having an exhibit tent with the NWK backdrops, Discovery Box, prints of the Michael Haynes paintings, animal pelts and brochures. A water safety booth was nearby with a variety interactive items and brochures. The History Tent contained numerous artifacts and reproductions from the early 1800's. Captain Lewis' Company had a large encampment complete with fire ring. Corps representatives gave interpretive programs in TOMV and manned the keelboat associated with Corps II. On 5-9 June, the Corps venues along with those from other Federal agencies, hosted school groups from the surrounding area.

- “Clark on the Yellowstone” - Pompeys Pillar National Monument, & Billings, Montana; 22-25 July 2006: The Signature Event encouraged visitors to rediscover Captain William Clark’s travels along the Yellowstone River and coincided with the 200<sup>th</sup> anniversary of Clark inscribing his name on Pompeys Pillar, the only remaining physical evidence of the L&C Expedition. The Corps had a large presence at this event. The exhibit consisted of the NWK backdrops, the Discovery Box, prints of the Michael Haynes paintings, and brochures. The History Tent had artifacts and replicas of items from the early 1800’s. The Corps provided speakers for interpretive programs at the Stewardship Tent and TOMV. Corps personnel manned the keelboat and Captain Lewis’ Company set up their encampment on the banks of the Yellowstone River. LTC Joel Cross (Acting NWO Commander) participated in the opening ceremonies. The Corps also paid the honorariums for the participation of Hasan Davis, BG (Ret) Hal Stearns, and Amy Mossett.
- “Reunion at the Home of Sakakawea” - New Town, North Dakota; 17-20 August 2006: The major themes of this Signature Event centered on Sakakawea and her life before, during, and after the expedition as well as the Missouri River and its impact on the lives of the Mandan, Hidatsa, and Arikara nations. The Corps had minimal presence at this event. The Corps exhibit was comprised of the NWK backdrops, the Discovery Box, artifacts from the time period as well as several reproductions, and numerous brochures. Although the Corps did not have enough staff for the keelboat during this event, speakers for TOMV were provided. LTC Cross (Acting NWO Commander) participated in the opening ceremonies while both LTC Cross and BG Gregg Martin (NWD Commander) were involved in the evening parade on the powwow grounds.
- “Lewis and Clark - Currents of Change” - St. Louis, Missouri and Alton & Hartford, Illinois; 22-24 September 2006: The L&C Expedition officially ended when the explorers arrived in St. Louis on 23 September 1806. This Signature Event was a commemoration of that event. Located along the St. Louis waterfront, the Corps exhibit had four parts - 2 portions of the NWK backdrops, a display of the Discovery Box, an information table that contained a variety of Corps brochures, and a trading center. The Corps provided speakers for interpretive programs in both TOMV and the local Stewardship Stage. Corps Park Rangers also manned the keelboat and gave interpretive programs there as well. In the Hartford, Illinois, area, Captain Lewis’ Company was encamped in



Rick Magee, portraying Pvt. Thomas Proctor Howard, impresses young visitors (WOW!) with an explanation of the soldiers' equipment. Billings, MT; July 2006.



LTG Carl Strock firing a cannon signifying the end of the L&C Bicentennial. Hartford, IL; September 2006.

the replica of Camp River DuBois on the grounds of the Lewis and Clark Interpretive Center. The History Exhibit with artifacts and replica items from the expedition time period was set up inside the Interpretive Center. The National Great Rivers Museum in Alton, Illinois, hosted the Michael Haynes art show. Corps representatives did interpretive programs during visits by local schools. LTG Carl Strock participated in the Lewis and Clark statue dedication on the St. Louis waterfront and the

official L&C Bicentennial closing ceremonies. Other members of the military associated with the Corps also attended the closing ceremonies.

Corps and NPS were the only Federal agencies to attend all 15 of the Signature Events. Participating in these Signature Events gave the Corps an opportunity to tell the story of not only the L&C Expedition but also that of the Army and the mission of the modern Corps. Because of the neutral surroundings, this was done in a very non-confrontational manner. Visitors routinely indicated that they appreciated issues being discussed at a non-technical level that they could understand.

Young and old alike were fascinated by the stories and interpretive programs being given by the Corps representatives as well as the many demonstrations given by members of Captain Lewis' Company. Many were unaware that the Corps even had Park Rangers. Visitors walked away with a new-found appreciation of the many facets that make up the U.S. Army Corps of Engineers.

There are many lessons learned from being involved with all 15 Signature Events.

- It is extremely important to have Chain-of-Command "buy-in" for any type of major event. In the case of the L&C Bicentennial, buy-in was evident from the Chief of Engineers (both LTG Flowers and, later, LTG Strock) down to the Division and District Commanders. This support helped not only in obtaining financial support from the agency but also in obtaining the many workers needed to staff the events.
- Not having the national team in the D.C. area gave organizers a sense of ease when dealing with the agency. The team was easy to reach by phone, fax, or email and could easily get to any event site within one day for any pre-event meetings.
- Site visits and meetings with event organizers in advance of any major event are a must. During these site visits, the national team always offered its knowledge of event planning (especially L&C events) and the lessons learned from previous events. Some took the advice while others chose to ignore it.

- Communications with event organizers and affiliated personnel (volunteer coordinators, security personnel, etc) prior to, during, and after the event is a must. Having a listing of all major organizers, participants, and security personnel, and phone number helped immensely when issues arose. These could be dealt with immediately without having to first find an agency representative that was able to make decisions that might affect the entire event.
- The Corps was effective in participating in these events because each event's organizers could count on the Corps to offer a large selection of quality resources, and because they could deal with the national team. Having available a national coordinator and assistant(s) was crucial in enabling the Corps and event organizers to work together on this large a scale. Organizers of different events brought differing sets of expectations to the table regarding the Corps. Patience and persistence was sometimes required to overcome existing biases against the US Army or the Corps of Engineers in order to develop a successful working relationship.
- During a major national event such as the L&C Bicentennial, it is unrealistic for the hosting division or district take on the responsibility of providing all of the manpower and financial support necessary for a single or multiple Signature Event(s). Having a national budget that included money for the transportation and per diem of Corps representatives nationwide to work the event made staffing much easier.
- The method of choosing employees to work the various Signature Events worked very well. Having a large pool of people who wanted the opportunity to work at one of the events made finding the best employees much easier. However, there are several things that need to be taken into account when choosing potential workers. Employees must know the story and have the skills to tell it. In addition, they must have good people skills and above all, they must be willing to be flexible. These questions should be a part of any nomination form.
- Each of these Signature Events was planned by local organizers that brought a variety of interests and strengths. The result was each event was unique. Some were well planned and well attended while others were not as successful as some regional events in which the Corps participated.
- Lack of advertising contributed to the poor visitation at many of the community events or even parts of the events. At Long Beach there was little advertising as to where the venues were in town. Because of their large size and close proximity, visitors would see Corps II and the Captain Lewis' Company encampment. However, the venues that were separated from them were not seen and were hard to find if one did not know what to look for. As a result, the Elks Building in which the Federal agencies were located was often empty.

- Very early during the bicentennial events it was determined that Corps coordinators should not be at the event to try to work the different venues. Many times meetings with event organizers, other agencies, or future event organizers happen on an impromptu basis. In addition, the coordinators need to be available to check on all the venues and make adjustments as needed.
- Corps staff members, including members of Captain Lewis' Company, stayed in hotel rooms rather than camping on-site. This policy was successful in "recharging the batteries" so that each person could best present themselves to the public each day.
- The event organizers need to keep their exhibitors better informed of daily activities and changes. At times, workers were not aware of changes and, as a result, provided erroneous information to the public. It is imperative that all workers get event information prior to opening and make sure all workers are aware of any changes. Copies of the information should be on hand and ready to give to visitors. Visitors assume that everyone in uniform knows what is going on. Having the information ready gives Corps workers a better image if they can help the visitors and not make them strictly rely on "information volunteers."
- There is a real need for event contingency plans! All of the events went on rain or shine. It is one thing to say that - quite another to get people to come or to have workers standing outside during inclement weather. Plans should be in place that allows venues to be moved inside or to another nearby location if weather becomes a problem. An example of the effect of weather was the Opening Ceremonies at Fort Stevens for the Destination the Pacific Signature Event. The entire audience was seated outside in near-freezing temperatures. Roughly 1 hour before the ceremonies were to begin, it began to rain which had turned to sleet as the ceremonies started. By the end of the 2-hour opening, it was snowing, extremely foggy, and the wind had turned blustery. Had contingency plans been made to where the venue could have been moved indoors, it would have been a much more pleasant experience for all.
- Some of the Signature Events were very organized while others were in need of extra help. As a result, it was always necessary for the Corps to be flexible in its staffing. One event organizer asked Corps personnel to man parking areas to ensure only those with proper passes were admitted. Another Signature Event organizer did not have enough stations set up to accommodate all of the school children that were coming. Corps personnel stepped up to not only help schedule the children but also manned new stations to help with the load. It was because of the flexibility of the Corps that it was asked again and again to assist when times warranted.
- There needs to be sufficient signage all around the event site. Large maps should be included in the signage so the public can see the event footprint at a glance. It is imperative for organizers to know how everything is laid out. However, many

times Corps representatives were asked where the venues were located. In one case, with the organizer's permission, one of the Corps contractors made signs one night and put them up the next day just so people could find their way around the event. An addition, a comprehensive brochure with a map of venues and parking, itinerary, times of speakers, etc should also be made available. To alleviate any problems in finding venues, one Signature Event had their volunteers pass out daily updates containing maps and speakers. This was greatly appreciated by all in attendance.

- The length of events should be limited. Those events that were 5-7 days in length seemed to generate the most visitation. In the case of the Great Falls Signature Event, the event went on for 34 days between Fort Benton and Great Falls, Montana. This was entirely too long. During the last 5 days of the event when the Federal agencies had their exhibits set up, local visitors were tired of the event and did not attend in great numbers.
- Compact events work the best. Having an event with multiple venues within a walk-able distance keeps crowds in the area but relieves the congestion at any one site. Traveling between venues, whether by car or supplied transportation, is not recommended. It was oftentimes noted that if people had to get into a vehicle to go to another part of the event, they did not go to the second venue.
- Issuing tickets to events was confusing. Visitors had a very hard time figuring out what their ticket was going to get them when the venues were spread out and oftentimes thought they had a ticket that covered one event but it did not. If an event is advertised as free, then everything associated with it should also be free. Many people do not appreciate going to a free event only to find out that they then had to pay to park at the event site.
- Exhibits must be self-contained. It is important to have everything needed to set up an exhibit and be ready to go (i.e. tables, chairs, backdrops, lights, power generator, A-V equipment, table covers, fans, tents, etc.). By doing this, the Corps did not have to rely on organizers to provide these items. Oftentimes the organizers had a very limited budget and were not willing to provide them without a high cost. This also is a way to be a sponsor. Providing these items brought the Corps's "in-kind" donation value up, freed up organizers budgets for other things, and promoted good will.
- There needs to be a distinct separation of vendors from exhibitors. Vendors sell things while exhibitors show things. When the two groups were mixed together, oftentimes visitors wanted to buy something from the Corps display or assumed that some of the smaller items were free of charge. Having a clear separation, either by tent or other facility or by separate portions of a tent or other facility, makes it much easier to handle crowds and to keep track of display items.

- Daily wrap-up meetings are critical. There must be a good accounting of activities. Daily wrap-up meetings are crucial so all Corps event workers are on the same page. It is important that everyone knows any changes to the schedule for the next day, any problems that came up, if a venue was not getting the expected visitation, or how to make the next event better. For example, at the St. Louis Three Flags Signature Event, all of the Federal exhibits were set up in the basement of the Missouri Historical Society building. However, there were no signs anywhere indicating there were exhibits downstairs. After several days of extremely limited visitation, Corps representatives started standing inside the main entrance to building to inform visitors of the location of additional exhibits.
- After Action Reports (AAR) are a must. It is very important to have a thorough record of the Corps participation as well as all pertinent information and what went right and what went wrong at each event. Many Signature Event organizers requested and were furnished copies of past event AAR's so they could learn from the experiences of others. This is imperative to maintain the corporate memory for the program.

## REGIONAL EVENTS

Not only was the Corps requested to attend all of the national Signature Events, its reputation provided many opportunities to attend local and regionally significant events. Some of these regional events were larger than a few of the Signature Events. Unfortunately, because of budget restrictions, time involved, remote location, and/or previous commitments, the Corps was not able to attend all events at which it was requested.

The following L&C regional events were attended by Corps representatives. Each event was staffed differently and depended greatly upon the organizers requests and the availability of Corps employees.

- River Trip - Jefferson City, MO - 12-14 Jul 2000
- L&C Festival - Lewis and Clark Lake - Yankton, SD - 25-27 Aug 2000
- Heritage Days - Truman Lake - Warsaw, MO - 20-22 Oct 2000
- National NRM Workshop - Portland, OR - 16-20 Apr 2001
- River Trip - Jefferson City, MO - 12-13 Jul 2001
- L&C Festival - Lewis and Clark Lake - Yankton, SD - 24-26 Aug 2001
- Lewis Burial Site Rededication - Hohenwald, TN - 9-13 Oct 2001
- LCTHF Annual Meeting - Louisville, KY - 27 Jul-2 Aug 2002
- L&C Festival - Lewis and Clark Lake - Yankton, SD - 30 Aug-1 Sep 2002
- Heritage Days - Truman Lake - Warsaw, MO - 18-20 Oct 2002
- SAME Conference/WA State "Beyond L&C" Opening - Seattle/Olympia WA - 24 May - 1 Jun 2003
- Statue Dedication - Ft. Atkinson State Historic Site, Ft. Calhoun, NE - 1-4 Aug 2003

- Pittsburgh Regional Event - Pittsburgh, PA - 29 Aug-1 Sep 2003
- Harper's Ferry - Harper's Ferry, WV - 28-30 March 2003
- Hannibal Lock & Dam - Hannibal, OH.- 16-20 July 2003
- Kansas State Fair - Hutchinson, KS - 5-14 Sept 2003
- Ft. Massac Regional Event - Metropolis, IL - 11-16 Nov 2003
- 12-12 Event - Hartford, IL - 12-14 Dec 2003
- Corps II @ NRGM - Alton, IL - 27 Mar-2 Apr 2004
- Texas Outdoor Expo - Austin, TX - 30 Sep - 4 Oct 2004
- Nashua Regional Event - Nashua, MT - 5-8 May 2005
- Taste of the Trail Event - Seattle, WA/Bonneville, OR - 16-31 Aug 2005
- Departure Anniversary Event - Hartford, IL - 11-14 May 2006
- Missoula Regional Event - Missoula, MT - 18-28 Jun 2006
- Omaha Return Event - Omaha, NE - 8-10 Sep 2006
- Atchison/Leavenworth Return Event - Atchison/Leavenworth, KS - 15-17 Sep 2006
- Return to Locust Grove Event - Louisville, KY - 5-8 Nov 2006
- Governor's Inaugural Open House Event - Topeka, KS - 7 Jan 2007

In addition to the Lewis and Clark regional events, Captain Lewis' Company was also asked to participate in several events for the Zebulon Pike Bicentennial. Because Pike was a contemporary of Lewis and Clark, all of the basic camp equipment was the same. The only additional expense was new uniform coats for six of the men (there was an Army uniform regulation change in 1804). The uniforms which cost \$2,500.00 were paid by CMH. The Pike events in which Captain Lewis' Company participated were:

- Pike Regional Event - Colorado Springs, CO - 19-25 Jan 2006
- Pike Regional Event - Pueblo, CO - 14-16 Jul 2006
- Pike Regional Event - Bent's Fort National Historic Site (NHS) - La Junta, CO - 5-9 Oct 2006

During the L&C Bicentennial, word of the Corps commitment to detail and accuracy with regard to interpreting the Lewis and Clark Expedition story became widely known and respected. Even at the time of this writing, requests are still being received for Captain Lewis' Company and speakers to attend numerous events nationwide.

#### COMMUNITY AND SCHOOL PROGRAMS

There were numerous times before, during, and after the L&C Bicentennial that Corps members were asked to do programs for community and school groups. These programs were by no means limited to just the trail states. Lewis and Clark programming was done nationwide.

School programs were given to those in Kindergarten to college. The content of the programs and the presenter was adjusted to suit the ages of the students. Some Corps

Park Rangers and members of Captain Lewis' Company preferred to do programming for young children; others preferred to address older crowds.

Community groups receiving L&C interpretive talks included local Rotary Clubs, Lions Clubs, Elks Clubs, nursing homes, SAME national and chapter meetings; and small local groups (American Management Association, Omaha Businessmen's Association, Frontier Army Museum (Fort Leavenworth, KS), Fort Osage National Historic Landmark (Sibley, MO), Great Plains Study Symposium etc), Wallingford Historical Society New York; Kids Expo (Boston, Massachusetts), Social Studies Teachers Association (Boston, Massachusetts), and a host of others too numerous to mention. Larry Spisak, portraying Pvt. George Gibson of Captain Lewis'



Park Rangers Alana Kirkpatrick, Tim Bischoff, and Heather Burke with some very scary grizzly bears at the HQ day care. Washington DC; February 2003.

Company, was asked to conduct L&C seminars at two consecutive Eastern Primitive Rendezvous' put on by the National Muzzleloading Rifle Association. The reputation of the Corps for quality programming has spread far and wide and calls are still being accepted for a variety of L&C programs.

In September of 2002, Ken Wilk was contacted by Dr. Steve Witte of the University of Nebraska – Lincoln History Department to contribute and consult on a web page ([www.lewis-clark.org](http://www.lewis-clark.org)) that was in progress. Mr. Wilk met with Dr. Witte and provided a great deal of information to him as well as some graphics. Dr. Witte was impressed with the material and wanted to continue a partnership to help with other graphics specifically those of Army frontier posts pre and post expedition and someone to write some articles. Mr. Wilk provided Dr. Witte's contact information to the Center for Military History and the Frontier Army Museum for this additional information.

The information provided was incorporated into the web-site. The web site is still in existence and is being used as a reference tool by school children nationwide. It is constantly updated and new articles are posted periodically.

## OUTSIDE ENTITIES

In order to leverage the dollars available for the L&C Bicentennial, there were many non-governmental entities with which the Corps entered into partnerships. The major non-governmental partnerships are addressed below.

## TREAD LIGHTLY!

Tread Lightly! Inc. is a non-profit organization that is dedicated to informing outdoor enthusiasts about outdoor ethics regarding the responsible use of natural resources. In addition to the development of education and public awareness materials, the Tread Lightly! program enhances efforts to protect the great outdoors at a time when Federal budgets and manpower are diminishing. In October 1998, Tread Lightly! signed an MOU with the land management agencies U.S. Army Corps of Engineers, Bureau of Reclamation, Bureau of Land Management, and U.S. Forest Service. The MOU established a framework for the agencies to cooperate with one another in areas of mutual concern related to land management and education issues regarding the responsible recreational use of Federal public lands and waters.

In 1999, money was made available from Chevrolet to Tread Lightly! for its “Restoration for Recreation” program. The Corps was approached by Tread Lightly! to submit safety or environmental projects for partnership. This was an opportunity to upgrade recreation areas, increase stream bank vegetation in order to provide valuable habitat, and improve soil stability to prevent erosion along the route followed by Lewis and Clark.

Twenty-four projects were submitted by the Corps nationwide for consideration. Unfortunately, none of the projects were of the type desired by Chevrolet and Tread Lightly! Instead, the partnership money went to another Federal agency.

## AMERICAN RIVERS

In 2000, the U.S. Army was approached by American Rivers to be a partner in an exhibit they were planning. The exhibit was to be designed to enhance public interest in river conservation and encourage citizen involvement in key decisions affecting the Missouri, Yellowstone, Snake, and Columbia Rivers.

The Army turned over the contract administration to the Corps because of its interpretive expertise. At this, American Rivers took exception as their mission is to shift public opinion and water policy to develop smarter water use practices. American Rivers has accused the Corps that its project planning process is flawed, outdated, and subject to rampant abuse. When American Rivers asked the Army to be a partner, they were unaware that the Corps was one of the MACOMs. However, after much discussion, the project was allowed to proceed.



American Rivers exhibit “Voyage of Discovery - the Rivers of Lewis and Clark.”  
Pierre, SD: August 2001.

This endeavor was trying at best. Because American Rivers was so opposed to Corps projects, the only way to effectively partner was a division in the exhibit. The Corps was responsible for the content of the panels that dealt with the Army and the Lewis and Clark Expedition while American Rivers and its other partners were responsible for the remaining panels.

Co-sponsored by the Corps and the History Channel with content donated by National Geographic, American Rivers launched its "Discovering the Rivers of Lewis and Clark" traveling exhibit in May 2001. Visitors to the exhibit walked the representative length of the Lewis & Clark Trail, from St. Louis to the Pacific Ocean, learning as they went about the rich river life that the explorers encountered during their great expedition at the beginning of the nineteenth century. They also learned how the Missouri, Yellowstone, Snake, and Columbia Rivers were harnessed for human uses by means of channelization and dam construction - sometimes threatening native wildlife. Exhibit visitors also found stories of communities now developing environmentally and economically sound riverfronts.

The exhibit required 2000 to 2500 square feet of display space, depending on configuration. The exhibit included:

- Photographs, art reproductions, excerpts from Lewis and Clark journals and maps, and narrative, covering the length of the Lewis & Clark Trail, from St. Louis to the Pacific. There were also write-ups related to special topics associated with the expedition and the environment encountered along the trail;
- A reproduction of the prow of the famous explorers' keelboat on which children could climb, surrounded by a large mural showing the Missouri River as Lewis & Clark saw it;
- A mini-theater showing video shorts by The History Channel, which could be used by community groups of up to 50 people for lectures and meetings;
- Two iMac touch-screen computers of interactive content;
- Three audio stations at which visitors could hear voices of the past and present; and
- Oversized bulletin boards on which local sponsors' names and information could be mounted.

Some of the lessons learned during this partnership include the following.

- Entering into agreements with groups which are diametrically opposed to the Corps of Engineers' philosophies and congressionally authorized missions makes for some very serious challenges. Before such an agreement is signed, it should be greatly detailed as to what each party is expected to contribute. American

Rivers was under the impression that the Army would give them money for the exhibit as a grant and would have nothing further to do with the exhibit itself.

- It is extremely difficult to partner with such an outspoken adversary of the Corps and expect the final product to be one that both parties will like. Through much hard work and many compromises on the part of the Corps, an attractive display was created. However, it was extremely difficult to keep the content fair and balanced.
- The Army initially agreed to this project without establishing any rules or safeguards. The Corps tried to establish these after the fact when we requested to see exhibit scripts for the entire exhibition, and have the opportunity to review and comment. Any matters of disagreement were to be submitted to an independent review panel for resolution, but this was to apply just to the 400 square feet for which the Army is contracting, and not to the rest of the exhibit. American Rivers told the Corps that they would treat all matters of controversy in an evenhanded manner throughout the remaining 800 square feet, and they would seek and give serious consideration to the Army's comments on the entire exhibit. At no time during the review was the Corps able to comment on the obvious bias of the non-Corps portion of the exhibit.
- Partnered exhibits are never easy, but the design process should support the partnership. Things would have been very different if the exhibit contractor would have furnished the writer rather than American Rivers. The theme/ topic outline should be agreed on and each party should have furnished the rough storyline to the contractor. The over-reliance on a writer who worked for American Rivers contributed to the biased result.
- When developing a storyline and trying to make it fair and accurate, one assumes that one has people on the team to do rewrites. Most of what was received from the Corps reviewers was negative comments about the partnership, but no rewrites. In exhibit projects it is imperative to have persons who are invested in the result and can spend the time to suggest alternate text. It is true that American Rivers ignored many of the Corps edits, but it was extremely difficult to get those on time from the various Corps reviewers. Put simply, if the Corps does not furnish corrections to such a document in a timely manner, it cannot expect to have a storyline that accurately reflects the Corps position.
- The effectiveness of the exhibit was greatly reduced because of the basic design. The exhibit was extremely heavy on text and as a result the panels were very busy. Many comments were received about the overabundance of text. As a result, very few visitors took the time to read all of the panels.

## FILSON HISTORICAL SOCIETY

In 2002, the Filson Society of Louisville, Kentucky, began constructing a special exhibit for the Falls of the Ohio Signature Event the following year. The exhibit consisted of collections of both the Lewis and Clark Expedition and early frontier memorabilia. Included were letters written by William Clark to his brother Jonathan during and about the expedition, and an original newspaper article announcing the expedition's return to St. Louis in 1806. The exhibit also included illustrations, books, and historical artifacts of the expedition. The display at the Filson on Main was in a downtown store front museum near the event site and with easy access for event visitors.

The Corps national team contracted with the society to provide the text and audio recordings from their exhibits. These were made available to Corps visitor centers across the nation for use in exhibits.

## CAR TOURS

The CarTours Foundation of Seattle, Washington, attempted to put together a L&C driving tour. They also had plans for an interactive DVD for the entire route which they were planning to make available to schools across the nation. Car Tours researched the entire route. They produced maps and scripts for 11 segments of the L&C trail and produced three segments - 1, 9, and 10. Unfortunately, their funding sources dried up and they could not complete the task. Corps contracted for over 100 interviews with Native Americans about how their tribe perceived the expedition's visit. These were made available to our visitor centers across the nation for use in exhibits. The Corps received mention as a sponsor of the project on all materials produced by the foundation in conjunction to this project. Ten copies of the finished segment tapes were received which then were distributed to the districts along the route. This contract was administered by the Portland District.

## DISCOVER A WATERSHED

Both EPA and Corps were approached by Watercourse in 1998 to take part in a project that could connect the organizations to the upcoming L&C Bicentennial. It was recommended that the Missouri River Basin Interagency Roundtable (MRBIR) take on the project. Discussions with Watercourse, a contractor based at Montana State University at Bozeman, led to a concept of "Discover a Watershed: The Missouri" (hereafter referred to as DAW) as a possible project. The DAW, which was developed primarily for teachers and targeted for 4-12<sup>th</sup> grade school children, would create a broad watershed-based collection of information on the Missouri River basin while incorporating a special component that would focus on the L&C Bicentennial. The DAW project was initiated in 1999.

There were three components included in the DAW effort. They were the “Missouri (River) Educator Guide”; the “Discover the Missouri River Kids Activity Booklet”; and “Experiencing the Lewis and Clark Expedition Educators Guide,” a to-be-determined L&C Bicentennial component. All of these components were to be completed for a total of \$250,000 with each agency contributing a share. \$45,000 of this total was contributed by the Corps.

For a variety of reasons, primarily from the contractors’ inability to make progress, the products were not completed on time or within budget. Originally scheduled for completion in 2002, the products were not made available until mid-2004.

Lessons learned:

- When undertaking a multi-agency project such as this, it is imperative that the agencies provide funding in a timely manner in order to ensure completion on time.
- There was never an actual agreement as to what constituted the Lewis and Clark kit. The contractor required an additional \$50,000 to fully develop and produce such a kit which was questionable at best. This resulted in the Corps adding an additional \$5,000 over what was originally budgeted.
- Greater agency participation in the content development stage is recommended. Most of the people attending the writer’s workshop (a venue to develop topics to be addressed in the Educators Guide) had limited knowledge of the Missouri River and many of the important themes were overlooked.
- Part of the inherent problem was that Watercourse wanted the Federal agencies to give money as a “grant” in order for them to write the document. As not all Federal agencies (including the Corps) had the ability to provide grants, the agencies insisted on taking a greater role in the writing and review process. Watercourse did not understand the affect that this would have on the completion of the project.
- The agencies were only given one review period during the initial draft. There were no reviews prior to going to final print. Multiple reviews should have been insisted upon during the initial discussions.

WHATEVER ENDEAVOR

A partnership was formed between the Whatever Endeavor (WE) company and the Corps of Engineers. WE is a private consulting firm that specializes in supplying event souvenirs and materials. WE agreed to research products in which the Corps was interested in purchasing (such as the golf pencils, table covers, etc.) and would then provide multiple options (such as different styles or venders). Corps could then opt to purchase the items through WE or go directly to the vendor for the items. At the time the

Corps started dealing with WE, they were the only known source for this type of service. As part of the agreement, WE offered to supply the Corps with 30 red, polo-style shirts with the Bicentennial logo, U.S. Army Corps of Engineers, and Whatever Endeavor imprinted on them. These shirts were used repeatedly by non-ranger Corps employees that manned the Corps exhibit or other venues during the entire L&C Bicentennial. The shirts gave our team a corporate image that was recognizable by visitors to all L&C commemorative events.

#### JEFFERSON NATIONAL PARKS ASSOCIATION (JNPA)

During the development of the Discovery Box (mentioned in Chapter 2), Darrell Lewis, then Chief of Natural Resources in HQ, requested additional information be provided about the air rifle taken along on the L&C Expedition. The first poster attempt was created on a drafting board. It was drawn and dimensionally scaled using an internet photo of the Lewis and Clark air gun that was on display at the Virginia Military Institute (VMI) in Lexington, Virginia. The idea was to show the size of this air gun and to describe the actual operation of the air gun while providing additional interesting information.

In 2001, the opportunity arose for Rick Magee (NAE) and Ray Nelson (MVP) to take this poster to the VMI Museum and meet with Colonel Keith Gibson, curator of the museum. Col. Gibson was amazed that it was dimensionally very close to the original. Colonel Gibson made the offer to take the air gun apart so the Corps representatives could get a close look at the internals, take a few measurements and snap some photos. He also said he had some thought of making a poster utilizing actual gun images and encouraged the Corps to use the photos and continue the project.

The project continued utilizing these photos, a computer photo shop layering program and the expertise of Makit Drafting, a Brainerd, Minnesota graphics business to develop the next poster draft. This new draft received exposure at the Cultural and Living History Conference in St. Louis, Missouri that the Discovery Box Task Force attended in April 2000. After this venue, requests for a finished product to purchase began to be received and avenues to produce the poster were begun. At the time, JNPA was becoming the cooperative association at Gavins Point Dam Interpretive Center in Yankton, South Dakota. It was suggested that this cooperative association should be used to get the poster printed.

Contacts were developed with the association and the poster's production was further investigated by David Grove of JNPA at a graphics convention in Cincinnati in 2001. It was displayed, comments were taken from publishers and then determined that this could be printed in a 2/3<sup>rd</sup> size layout by JNPA, and sold in their association stores. The JNPA began offering these for sale at \$10 each in May 2003. Requests for the posters came from all over the world during the L & C Bicentennial and it has turned into a collector's item. A poster also was provided in every Discovery Box.

This project was a great opportunity to learn in great detail more about this “curious gun.” Isaiah Lukens, the builder of the air rifle, was truly a talented craftsman of the times and an innovator in air rifle design.

#### UNIVERSITY OF NEBRASKA

In 2002, the Corps partnered with the University of Nebraska Center for Great Plains Studies on the 28<sup>th</sup> annual program. Entitled “The Nature of Lewis and Clark on the Great Plains” the symposium was held in April 2004 at the Arber Day Lied Conference Center in Nebraska City, Nebraska. The Corps supported this endeavor by paying honorariums for several of the speakers. The Corps’ contributions were recognized during the conference which set up numerous speaking engagements for Corps representatives nationwide.

#### NATIONAL ASSOCIATION FOR INTERPRETATION

In the winter of 2004, Corps representative were approached by the National Association for Interpretation to write an article for an upcoming issue of their magazine, “Legacy”. The theme of this edition (March/April 2005 (Volume 16, Number 2) would be interpreting the multi-faceted and fascinating story of the L&C Expedition and the L&C Bicentennial Commemoration. Several agencies and entities were invited to write about their involvement. Ken Wilk (NWK), Rick Magee (MVP), and Tim Bischoff (MVS) volunteered to tackle the request. The approach that was taken was to outline what was being done to tell the stories of the expedition, the modern Corps, and the Army using interpretive materials and programming. The article explained how the Corps became involved as well as the techniques and personnel used to tie this historic event to its current mission and discuss it with Corps stakeholders in a non-confrontational setting. A copy of the article can be found in Appendix L.





## CHAPTER 4 - BUDGET

When the National L&C Coordinator was first appointed in 1998, the extent of the Corps participation in the L&C Bicentennial was not clearly identified. Duties of the coordinator were to be in addition to other obligations and salary would be paid by NWO as the home district. However, 4 months after signing the Federal Agency MOU in October 1998, it became apparent that the Corps was falling behind other agencies in preparing for the L&C Bicentennial because of both a heavy district workload and the lack of funds for the L&C program.

In November 1998, the Corps received its FY99 annual funding letter for Operations and Maintenance, Army (OMA). The letter mentioned that \$1 million was available for use in Civil Works in providing leadership for the Army's L&C Bicentennial Commemoration. However, in December 1998, it was discovered that the money inadvertently was put into the Corps appropriation by Congressman Norman Dicks (D, WA). The money was put into the budget as a response to a request from a coalition of the Washington State Historical Society, Virginia Commonwealth Historical Society and the Frontier Army Museum at Fort Leavenworth, Kansas. The intent was to develop a mobile display with the theme "Beyond Lewis and Clark - Army Exploration of the West." The exhibit was to track the L&C bicentennial path and then be permanently housed at the Frontier Army Museum. With the discovery of that error, the money was withdrawn from the Corps and given to TRADOC to administer.

In February 1999, the National Coordinator position was made full time. At that same time, HQ agreed to fund the L&C Commemorative office through the end of FY07. This was to ensure that the Corps would be able to participate in both the planning (FY99-02) and execution (FY03-06) of the L&C Bicentennial as well as to fund the completion of this After Action Report (FY07).

Although the MOU was signed in October 1998, and the budget was approved and funded by HQ beginning in 1999, the coordinator budget was deemed a "new start" by

regulations that came about in FY 2000. That meant that the budget for the L&C program could not increase by more than 5 percent from the previous year. This was acceptable during the planning phase but definitely had a detrimental affect during the execution phase of the L&C Bicentennial. Fortunately, the annual L&C allocation was issued as “no year” money meaning that there was no expiration date on the money and it could be carried over from year to year.

Discussion of the budget for the entire L&C Bicentennial has been broken into two parts corresponding to the two phases of work to be done - planning and execution.

### **PLANNING PHASE (FY 1999-2002)**

Although some agencies had been doing some basic planning prior to the signing of the MOU, planning for the L&C Bicentennial Commemoration began in earnest in FY 1999. During the planning years of 1999 through 2002, \$1.2 million dollars were received in the way of allocations from HQ. Expenditures for that same time period totaled \$1.04 million dollars. The breakdown for allocations and expenditures by year can be found on Table 4-1.

**Table 4-1**  
**Allocations and Expenditures**  
**FY 1999-2002**

<b>Fiscal Year</b>	<b>Allocation</b>	<b>Expenditures</b>
1999	100,000	74,200
2000	300,000	170,800
2001	300,000	235,900
2002	544,000	564,000

The annual L&C allocation was issued as “no year” money with no expiration date on the money. Thus it could be carried over from year to year. Although allocations were not to exceed 5 percent in any given year, the initial FY 2002 allocation from HQ was only \$288,000 making the initial allocation for FY 2002 even less than that for FY 2001. The additional funds were year-end monies that were turned back to HQ from other Corps projects nationwide.

The expended funds for FY 1999-2002 primarily covered salary for the National Coordinator, travel and supplies for the basin coordinators; travel by all to attend a variety of planning meetings both with the Signature Event organizers, FIP, LCAG, and others; development of display materials including exhibit backdrops and distribution products; and support for Corps II. In 2002 and again in 2003, the national L&C budget also paid for the salary, travel, and expenditures of Paige Cruz (Ohio River Basin Coordinator). Prior to 2003, payments for the salary of the two basin coordinators in NWD (Ken Wilk, Missouri Basin; and Craig Rockwell, Columbia Basin) were shared by

all five NWD districts. Beginning in FY 2003, these costs also were assumed by the national L&C budget as were the costs of the Ohio River Basin Coordinator.

A discussion of some of the major expenditures follows below. A detailed breakdown of charges for FY 1999-2002 can be found in Appendix M

- Task Force Support (\$104,000) - There were four Corps Task Forces (described in Chapter 2) that worked on various projects for the L&C Bicentennial. Although the four task forces tried to do much of the work via email, there were still occasions in which it was necessary for the groups to meet in person. In addition, there were supplies and other purchases that needed to be made in order to fulfill their obligations for their deliverable.
- Lewis and Clark Video (\$90,500) - The video was produced by Executive Productions - Seattle with Photography by Camera One and included the development of both a 30 minute educational and 60 minute expanded version. The upfront cost to the Corps was set very early on with the letting of the contract. Although the majority of the cost was for production, many people volunteered their services as the actors in the video. Had this not been the case, the cost to the Corps would have been considerably more. This video won the 2005 Telly Award for outstanding local or regional video and/or film production.
- Brochures (\$54,600) - A variety of brochures were produced during the L&C Bicentennial. The three brochures produced with national L&C funds were the "Federal Interagency Legacy Brochure", the "Eastern Legacy Brochure", and "Lewis and Clark: A Portrait of Army Leadership". This last brochure was produced by the Corps Army Brochure Task Force. Another brochure titled "The U.S. Army and the Lewis and Clark Expedition" was also purchased from the Center of Military History and sent to each district. Although other brochures were developed (i.e.; Missouri River Traveler's Guide, and Columbia River Traveler's Guide), these brochures were paid from local district funds.
- Michael Haynes Paintings (\$52,300) - To correct the existing misperceptions regarding the L&C Expedition, the Corps contracted with Michael Haynes in 2002 for the development of five expedition paintings with Army themes. Each painting cost a total of \$10K including framing. Originals will be permanently displayed at the Command and General Staff college in the newly constructed Lewis and Clark Center at Fort Leavenworth, KS.
- Trailer ( \$4,000) - Several options were entertained for transporting exhibit materials around the country to attend events. Originally, the exhibit was shipped and printed materials were mailed to event sites. As the size and quantity of materials grew, this quickly became cost prohibitive. Shipping via air cargo was also dismissed as cost prohibitive especially since many of the towns were very small and did not have direct cargo flights to them. Transporting these items via a GSA vehicle became preferred for a short time but that option was quickly

outgrown as well. Initially, one of the FAHLA volunteers allowed the use of his small cargo trailer. This option worked as long as the trailer was available and the volunteer was able to participate in the event. Because this was not always possible, a trailer was finally purchased by the national team.

The trailer specifications were researched and three companies were contacted to place a bid for supplying us with one. The trailer had to be large enough to accommodate the needs of the team, but small enough to stay under the \$2500.00 local purchase limit. An 8' x 12' single axle cargo trailer was obtained. It had extra head room, front rock plate (to prevent damage from towing vehicle), internal lighting, and a roof vent. It had both side and rear swing open doors. A spare tire was negotiated into the purchase price of \$2,490.00.

Shelves and additional plywood (to enhance the flooring) were added to make loading and storage easier. Hooks were mounted in order to strap down loose materials during transport. A floor jack, lug wrench, and safety reflectors were purchased in case it was necessary to change tires along the side of the road. A hand truck was purchased in order to making unloading into the event sites easier.

There are several recommendations to be made concerning the transport of exhibit and distribution materials. For hauling a large amount of materials, the trailer needs to be larger and of a better construction quality. The trailer purchased for the L&C Bicentennial was at the lower end of this spectrum in order to save costs. The trailer should also have dual axles and brakes to improve safety. Although the use of the cargo doors did not cause any large problems, specifying the optional loading ramp doors would make loading and unloading the trailer easier, especially with heavy loads.

Although transporting equipment by this means adds extra travel days for the driver, a huge cost savings was garnered by the government by doing this as opposed to shipping the goods. This was the only viable option in order to present a quality program to the event organizers and the visiting public.

One benefit about working with the other Federal agencies was that all shared information. The BLM developed an outreach trailer that would meet future needs very well. It is an 8' x 16' cargo trailer with all the above options included. It also has some nice additional features as well. BLM incorporated "vender" doors into the sides of the trailer. Two on each side have permanent interpretive panels secured into them. When these doors are closed, the panels are protected for transport. When opened, the messages are revealed. There is a third panel on the side that has a TV monitor mounted in it, so videos can be played at the event. The trailer has a folding awning attached to it. The outside of the trailer has murals affixed to them. This set up functions both as a transport vehicle and part of the exhibit when set up at an event. One possible addition to this trailer would be to specify the front of it to have the new aerodynamic point with additional ramp-style cargo doors. This would allow for a small exhibit or AV equipment to

be secured in the front and visitors could walk up into this space for viewing. It also reduces wind resistance while towing, thus saving fuel.

## **EXECUTION PHASE (FY 2003-2006)**

FY 2003 saw the beginning of all of the Signature Events and regional events that had been planned over the past 4 years. In 2003, although early commemorative events were underway, many of the later events were still in their planning stages. Total HQ allocations for this period were \$2.0 million with the total obligations of \$2.2 million. Obligations exceeded the allocations because of a \$229,000 carryover from FY02 into FY03. The breakdown for allocations and expenditures by year can be found on Table 4-2.

**Table 4-2**  
**Allocations and Expenditures**  
**FY 2003-2006**

<b>Fiscal Year</b>	<b>Allocation</b>	<b>Expenditures</b>
2003	*524,000	360,000
2004	760,000	716,900
2005	600,000	439,300
2006	366,000	701,000

\*Includes carryover of \$229,000 from FY02

The expended funds for FY 2003-2006 primarily covered salary for the National Coordinator and assistant; travel by both to attend both planning meetings and meetings of the FIP, LCAG, and others. Travel and support of the Signature Events made up a large part of the expenditures during this time period and included transportation and per diem of all Corps representatives that were selected to assist with the Signature and regional events.

Again, allocations were not to exceed 5 percent in any given year. As in the planning phase, the annual L&C allocation for this phase of the program was issued as “no year” money with no expiration date on the money. Thus it could be carried over from year to year. The additional funds over and above the allocation and carryover were year-end monies that were turned back to HQ from other Corps projects nationwide.

A discussion of some of the major expenditures follows below. A detailed breakdown of charges for FY 2003-2006 can be found in Appendix N.

- Signature Events (\$526,100) - Support for the 15 Signature Events was one of the biggest expenditures outside of salaries. Signature Event support included providing a Color Guard for opening and closing ceremonies as well as special

flag ceremonies. Captain Lewis' Company was present in some form at all of the 15 Signature Events and consisted of USACE park rangers, lock operators and FALHA volunteers. Signature Event support also included paying for the transportation and per diem of all Corps representatives and volunteers that worked the exhibit, encampment, or Corps II.

- Training Academies (\$250,500) - Although begun in FY 2002, the greatest share of the Training Academies was conducted nationwide between FY 2003 and FY 2005. Nearly 1000 people attended these 15 sessions at an average cost of \$16,700 per session.
- Other Events (\$114,700) - Corps supported many community programs and small events by providing speakers, exhibits, and small encampments of Captain Lewis' Company. In addition, many school programs were given nationwide.
- Pentagon Events (\$18,700) - Corps also provided support to the Army at the three Army events at the Pentagon to promote knowledge of the L&C Expedition. The Corps participation in each event grew from year to year. Captain Lewis' Company was also recognized as the first reenactment group ever to be allowed into the Pentagon.

The total allocation received between FY99 and FY06 for the Lewis and Clark Bicentennial amounted to \$3.265 M. The total expenditures for that same time period amounted to \$3.262 M. For the 8-year period, the national team finished with a surplus of roughly \$3,000.

The greatest lesson learned with regard to the budget is to make sure ideas are thought out, identify all that needs to be done, and develop the initial budget accordingly. Early on, there was no way to know how involved the Corps would become. The fact that the L&C program then was labeled a "new start" with no more than a 5% annual increase did hamper our ability to develop other products and participate in additional events. The national team had to turn down requests to participate in 27 other L&C events because of the lack of funds.

There were many more things that could have been accomplished during the L&C Bicentennial had additional money been available. However, through partnerships with other Federal and State agencies, private organizations, and the use of many volunteers, the national team made the most of the available dollars.



## CHAPTER 5 OUTCOMES

The success of participation in any event can be measured by the outcomes or consequences that follow as a result of that participation. The key to effective outcomes is directly related to the support of the headquarters, division, district, and project offices as well as the knowledge and enthusiasm of those Corps representatives which were allowed to participate in the numerous L&C events held nationwide.

The national L&C team has identified numerous outcomes related to the Corps participation in the L&C Bicentennial. These can be divided into two categories - tangible outcomes and intangible outcomes. Tangible outcomes are those that can be easily counted. On the other hand, intangible outcomes are those that are more of an abstract quality or attribute. These outcomes are discussed separately as follows.

### TANGIBLE OUTCOMES

The Corps started planning for the L&C Bicentennial in 1998 along with 24 other Federal departments and agencies after signing the L&C Bicentennial MOU in October 1998. Never before had so many agencies and departments come together from a wide background of missions and organizational structures to coordinate and cooperate on a single multi-year event.

One of the first challenges the Federal agencies had to deal with was education about the L&C Expedition. Prior to the L&C Bicentennial, many myths and legends associated with the expedition abounded. These myths were perpetuated in books, movies, and artwork. The Corps helped produce and disseminate several publications to interpret and educate the public with historically accurate information. Brochures, pamphlets, and worksheets were printed. These included the “Legacy” brochure (a partnership of the FIP), the Eastern Legacy Brochure (that explained the often overlooked preparation phase of the expedition), “A Portrait of Army Leadership” (a pamphlet written as a complement to the Army brochure “The U.S. Army and the Lewis and Clark Expedition”), several safety guides to using the rivers of L&C as well as modern Corps facilities, and numerous hands-on sheets to attract youth participation in the events. Thousands of these materials were distributed nationwide. In addition, working with partners and contractors, the Corps commissioned two video (“Lewis and Clark - A Confluence of Time and Courage” and “The Eastern Legacy - Down the Ohio to the Western Wilderness”), and a series of paintings by Michael Haynes to show the association of the expedition with the Army.

The “Discovery Box” created by a Corps task force, was a tool used by Corps Park Rangers to present outreach programs in our parks or in local communities. The response to the Discovery Boxes was so great that orders for them came from around the country. In addition to the 124 boxes that were produced for the Corps, 39 boxes were ordered by the National Guard and 43 boxes were ordered from communities, schools, historical societies, and museums. This was a total of 206 Discovery Boxes produced.

The L&C Bicentennial projects focused on communities, involving people with different interests, talents, and motivations. Because of the high degree of public interest shown, the Corps and other agencies that managed public lands along the route taken by the expedition were motivated to put procedures in place in order to evaluate resources and potential impacts to them by the visiting public. Some actions were taken to rehabilitate damage from past impacts while others strategies were used to protect those same resources from future damage. The L&C Bicentennial was the incentive for \$14.6M of improvements to facilities at Corps projects along the expedition route. (A thorough discussion of the facility improvements can be found in Chapter 2.)

Prior to January 2003, during the L&C Bicentennial planning phase, many unsubstantiated estimates of potential visitation figures were being given. These ranged anywhere from a non-noticeable increase in visitation to an increase of 1-4 million along any segment of the trail. It was not until two thorough studies were done in 2000 that these visitation estimates became more realistic. The “Estimation and Awareness Study” done by the Institute for Tourism and Recreation Research, University of Montana, Missoula and “The Lewis and Clark Interest and Awareness Study” done by the Plog Research Group both showed that although the entire trail would probably experience some increase in visitation, there were a limited number of sites along the trail where the actual visitation would be appreciably higher than normal. These studies also showed that the visitation increases would correspond chronologically to the dates of the actual expedition or specific L&C events going on in an area.

The Corps participated in 15 National Signature Events, 28 regional events, and numerous local L&C events between January 2003 and October 2006. Corps representatives of Captain Lewis' Company also participated in 3 visits to the Pentagon, 1 visit to the National Academy of Science in Philadelphia in support of the Army, and 1 visit in support of the North Dakota National Guard in Medora, North Dakota. In addition, Corps representatives were asked to participate at an additional 27 regional events but could not because of previous commitments, time constraints, or funding issues.

In participating in these events Corps representatives touched the lives of nearly 1,500,000 people across the country with the Corps message. The message was not just about the particulars of the L&C Expedition but also included information about the primary missions of the Corps, its organization (military; civil; and hazardous, toxic and radioactive waste) as how the Corps of Engineers relates to the Army and other Federal agencies. In addition to the 1.5 million visitor contacts obtained by the national team, many more visitor contacts were made by field and district offices nationwide.

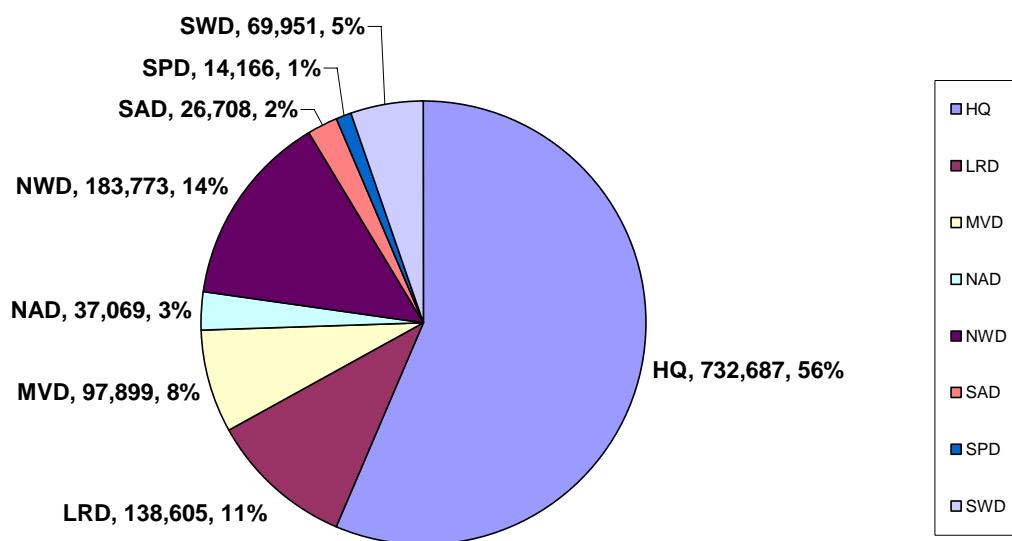
The number of interpretive contacts was recorded by each district using the Operation and Business Information Link (OMBIL) computer program. Prior to 2003, the interpretive contacts made by the HQ team (the PM, assistant, and those Corps representatives brought in to work an event), were recorded under their home district. Table 5-1 shows the number of interpretive contacts by Fiscal Year and the breakdown by division. During the years of the L&C Bicentennial (2003-2006), the national team (which was identified as "HQ") and all divisions were actively engaged in providing L&C programming. It is readily apparent that the years with the greatest number of contacts corresponded to the years of the Signature Events. 2004 had the most (eight) Signature Events and consequently had the highest number of interpretive contacts. It is also worth noting that the national team garnered the highest number of total interpretive contacts - more than all of the other divisions combined. Understandably, the divisions on the route taken by Lewis and Clark and the members of the expedition recorded higher interpretive contacts than those farthest from the route.

**Table 5-1**  
**Distribution of Interpretive Contacts by Division and Fiscal Year**

	<b>HQ</b>	<b>LRD</b>	<b>MVD</b>	<b>NAD</b>	<b>NWD</b>	<b>SAD</b>	<b>SPD</b>	<b>SWD</b>	<b>USACE</b>
FY00		22			668				690
FY01		14		90	11,513				11,617
FY02		1,822	40	1,500	2,284			25	5,671
FY03	71,321	30,790	3,181	25,936	39,316	775	365	15	171,699
FY04	450,471	62,886	85,442	4,316	62,945	17,809	6,976	27,316	718,161
FY05	119,647	26,570	5,722	4,000	39,024	8,061	3,062	11,172	217,258
FY06	90,796	16,451	3,101	1,109	27,942	63	3,730	31,406	174,598
<b>Total</b>	<b>732,235</b>	<b>138,555</b>	<b>97,486</b>	<b>36,951</b>	<b>183,692</b>	<b>26,708</b>	<b>14,133</b>	<b>69,934</b>	<b>1,299,694</b>

Further demonstrating the total number of interpretive contacts, divisions were compared as a percentage of the total (figure 5-1). The HQ team made 56% of the total number of L&C interpretive contacts. Because all of the travel and per diem for Corps attendees were paid by the national team, all interpretive contacts for those events and other local and regional events attended and paid by the national team were listed as HQ contacts. Corps II traveled through LRD, MVD, and NWD from January 2003 through September 2006. During those times, Corps II received support from the local districts and project offices. Those three divisions registered the next highest number of contacts.

### Interpretive Contacts by Division for the Lewis and Clark Bicentennial



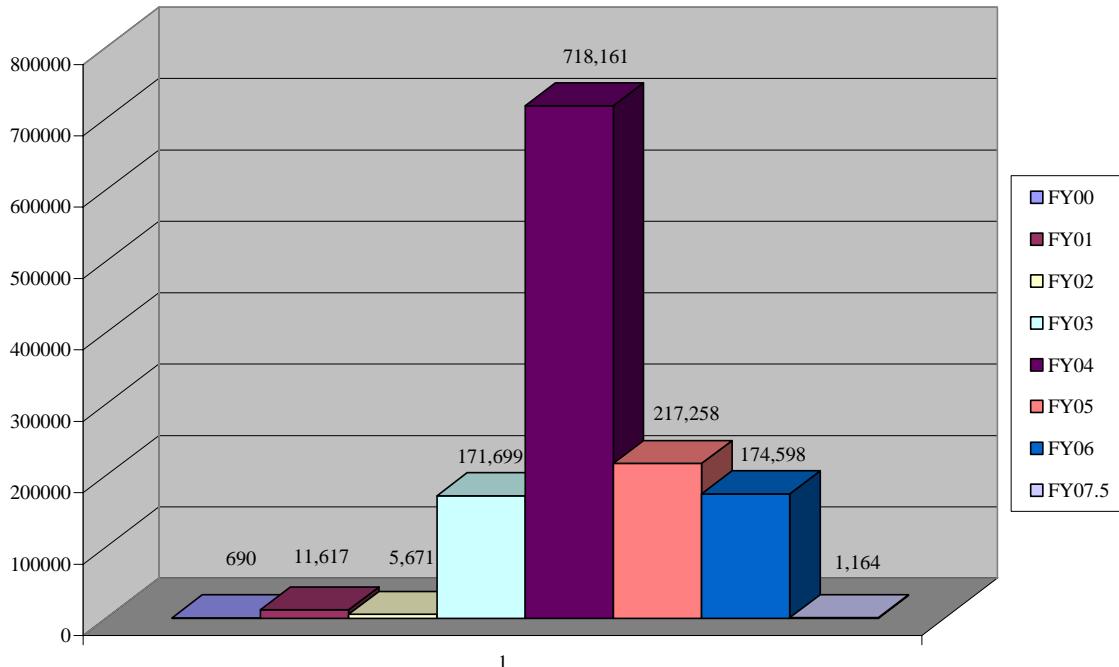
**Figure 5-1**

During the bicentennial, the number of interpretive contacts varied each year. Figure 5-2 illustrates the numbers of interpretive counts obtained each fiscal year (FY) which runs from 1 October through 30 September. As is evident, the highest number of interpretive contacts was recorded in FY 2004. The spike in interpretive counts during FY 2004 was exactly what was expected and can be attributed to a number of factors. Many visitors attended the events early during the bicentennial. Because the expedition covered basically the same parts of the country in both the exploration (1804-1805) and the return home (1806), many visitors that came to the early events did not attend the later ones.

This spike in FY 2004 can be attributed to several factors. First is the nationwide awareness of the L&C Bicentennial. Many newspaper articles and books were being written and published and marketing brochures were being produced putting the L&C

Expedition in the public's eye in both FY 2003 and FY 2004. This would account for some of the early interest and the desire to visit the various sites.

**Interpretive Contacts for USACE by FY**



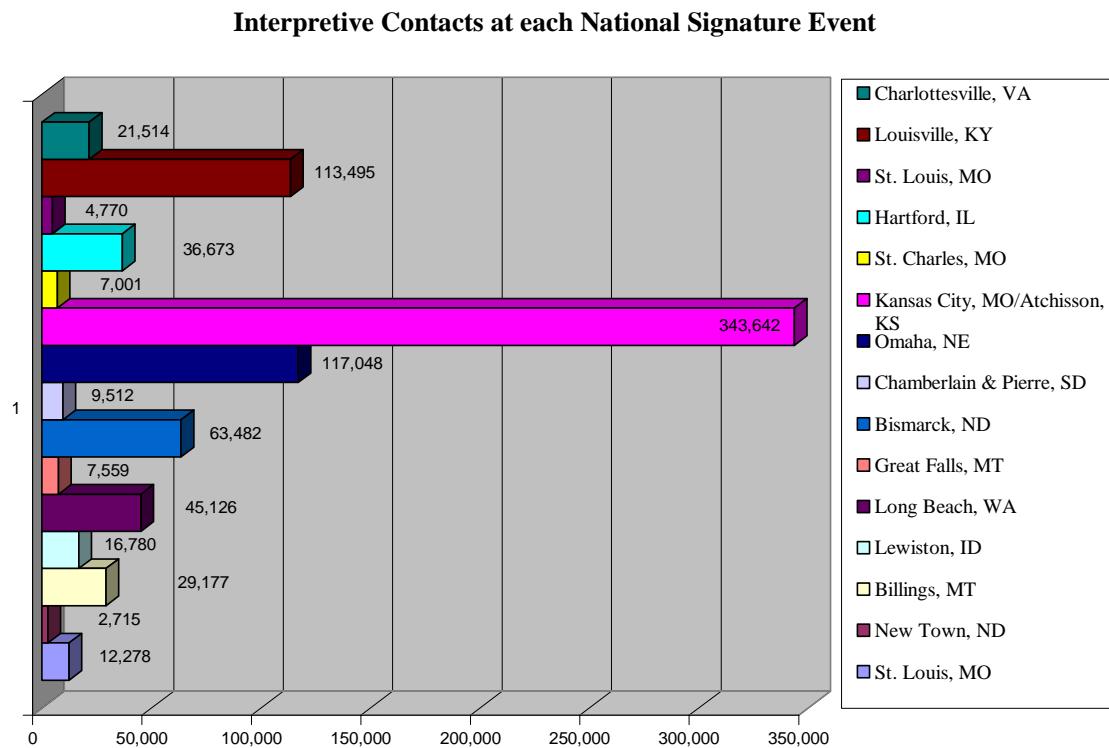
**Figure 5-2**

FY 2004 also saw the greatest number of Signature Events - with seven held in just that year. Although the actual commemoration events began in FY 2003, there was only 1 Signature Event during that fiscal year; 2 in FY 2005 and 5 in FY 2006. Many of the Signature Events in 2004 were held in locations with high populations - such as the St. Louis MO area, Kansas City KS/MO area and Omaha, NE. A large population base would almost guarantee a higher visitation. Although other Signature Events were marketed at least regionally, there was a considerably smaller population base to draw from to support the events.

Lastly, the “newness” of the L&C Bicentennial had worn off by FY 2006. After hearing about the L&C Expedition for over 3 years, the American public was on to other interests. Although some visitors repeatedly attended the various events, for others it was a passing interest only.

Each of the 15 Signature Events was totally different in both scope and marketing thus the number of visiting public varied greatly for each event. Figure 5-3 illustrates the number of interpretive contacts made by the Corps national team at each of these events. Interpretive contacts were tracked during each event. For the Corps exhibit, history tent, keelboat, and Corps II, daily interpretive contacts were kept through the use of

mechanical tally counters. For the reenactment camp of Captain Lewis' Company, a percentage of the daily event attendance was used. This percentage varied from event to event ranging from 20 to 40 percent. The final interpretive contacts for each event were the sum of all venues for the event time period.



**Figure 5-3**

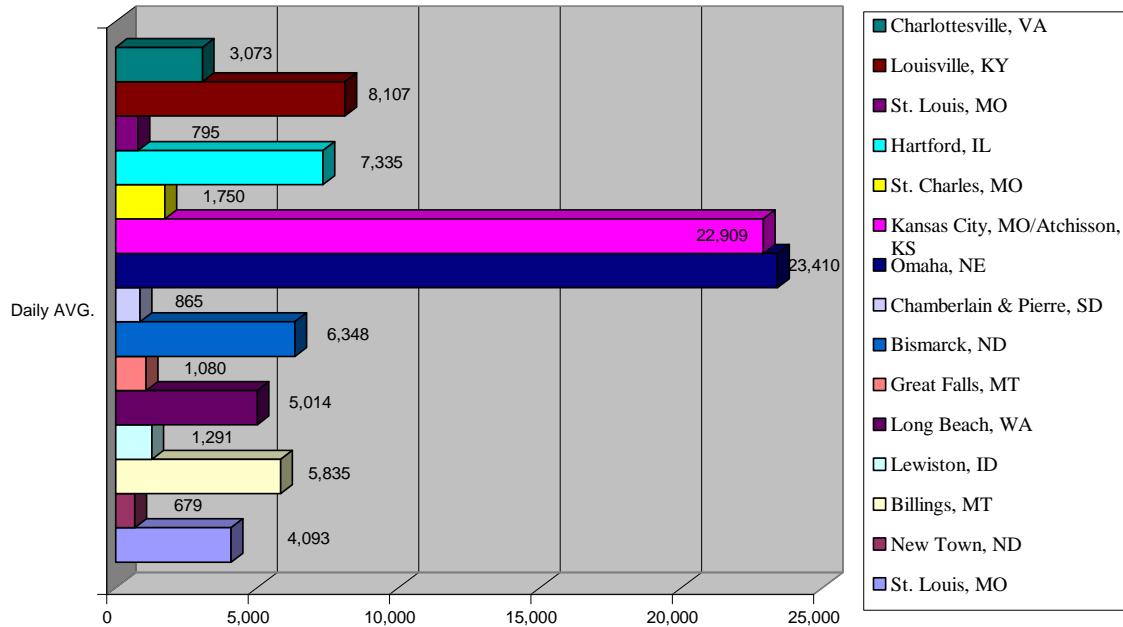
In examining the above bar graph, one can easily be misled in assuming that those events with the largest numbers of interpretive contacts (Falls of the Ohio, A Journey Fourth, and First Council) were the longest events. However, these events were of various lengths - 13 days at the Falls of the Ohio (Louisville KY/Clarksville IN); 20 days in the Kansas City area, and only 4 days in Ft. Calhoun/Omaha. What set these events apart from the others was not only the population base to draw from but that each of these SE ran numerous advertisements on the local television and radio stations both before and during the event. In addition, all ran numerous stories about the L&C Expedition and upcoming activities months prior to the event.

Those with the least number of interpretive contacts (New Town, Three Flags, Monticello) were all very limited in their marketing and/or focus. New Town's major event was their powwow. There was very little attention given to the L&C exhibits which were placed in the conference area of the casino - far from the powwow grounds. At the Three Flags event, the exhibits were placed in the basement of the Missouri

Historical Society. Although many people came to the museum to see the national Lewis and Clark Exhibition, there was no effort by the event organizers to ensure visitors knew of the exhibits downstairs. At the event at Monticello, because of the limited space restrictions were placed on visitor numbers. Participants had to pay to attend the major activities at this SE. In addition, at none of these three events was Captain Lewis' Company asked to attend. All of these issues contributed to the low interpretive contacts.

Visitation at events is rarely consistent from day to day. The longer the event, the more likely the highest visitation will occur on the weekends or holiday with weekdays (especially Tuesday, Wednesday, and Thursday) being a much slower time. Many times school children were brought in to the event site if the SE was held during the school year. Perhaps a more accurate depiction of visitation would be to illustrate the average daily number of interpretive contacts (see figure 5-4).

**Daily Average of Inteprete Contacts at each National Signature Event**



**Figure 5-4**

As can be seen, when comparing daily averages, one of the shortest events actually had the greatest interpretive contacts per day. The First Council event in Fort Calhoun and Omaha and A Journey Fourth in the Atchison/Kansas City area had over 3 times the average daily visitation than their nearest competitor Departure from Wood River. Again, those events with the lowest number of average daily interpretive contacts had the least amount of marketing or L&C focus. Thus, just because an event is lengthy does not necessarily mean that it will be the most successful in terms of visitation numbers.

Future participation in events of significant length needs to be evaluated for the overall effectiveness based upon the projected visitation.

One positive that was heard over and over during the events was that small towns were grateful that the Corps participated in their events. Many times small towns are overlooked by bigger events as there is little visitation to be gained. In addition, small towns do not have the financial resources to pull off large events. However, although the overall interpretive contacts were not there, the small towns did greatly appreciate the effort that was put forth to bring the exhibits and reenactment camp to them.

Also during the L&C Bicentennial, the national team kept track of all of the indirect contacts obtained during the Signature Events. An indirect contact is defined by OMBIL as one that is not a straightforward person-to-person contact. Indirect interpretive contacts include interpretive public service announcements, bulletin board announcements, radio and TV interviews, and imprinted messages. During the course of the L&C Bicentennial, there were many radio and television interviews given. In addition, there were interviews in a variety of papers from large metropolitan cities to small towns. In all, there were a total of 124 indirect contacts between January 2003 and September 2006. Table 5-2 shows the breakdown of indirect contacts.

**Table 5-2**  
**Indirect Interpretive Contacts**

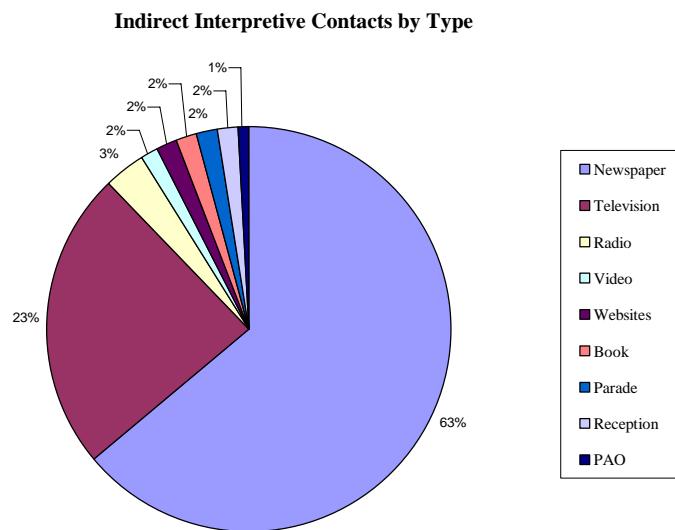
Newspaper	Television	Radio	Video	Websites	Book	Parade	Reception	PAO
78	29	4	2	2	2	2	2	1

Prior to the Kansas City Signature Event, the indirect contacts were not divided by the type of contact which resulted in 74 indirect contacts not categorized. However, during the Kansas City Signature Event, the national team realized that there were many different types of indirect contacts being made. Starting with that event, all indirect contacts were separated by category. Figure 5-5 shows the actual breakdown of the indirect contacts.

The Corps national team has received 15 requests to participate in other events since the L&C Bicentennial ended in September 2006. Included in these requests were future L&C events, Zebulon Pike expedition events, 1812 Bicentennial events, and other commemorative events both small and large in size and scope.

Corps attendance at the many events and willingness to support the overall L&C commemoration has opened new doors for many people. Visitors were provoked to seek additional information about L&C, the Army, and most importantly, the Corps. Requests for information from a wide range of stakeholders are still being received. The total efforts of the Corps of Engineers to promote the success of the L&C Expedition as an Army mission through direct interpretive programs, media contacts, publications, and living history was instrumental in changing the public's misperceptions regarding the

Lewis & Clark Expedition. Now, Lewis and Clark are regarded as leaders of an Army mission rather than they were two independent mountain men on an adventure into a trackless and unpopulated wilderness. Attitudes regarding the work of the Corps have also started to change. Many visitors to the events now realize that the Corps does not just build dams or do whatever they want. Rather the work done by the Corps is directed and funded by



Congress at the request of their constituents.

**Figure 5-5**

## INTANGIBLE OUTCOMES

To measure the success of the L&C Bicentennial one cannot count just the numbers of people who attended the events or the number of programs given. Although important, this way of thinking totally misses the bigger picture of the L&C Bicentennial.

For the past 8 years, the Corps along with other Federal and State agencies, local and Tribal governments, organizations, corporations, and individuals have worked hard on L&C Bicentennial projects from coast to coast. Some of this work was done independently but a great deal was done cooperatively. The Corps participated in planning meetings held in small towns to major cities. The diversity of the stories and the scope of each commemorative event were as different as the expedition stories themselves. The Corps came together with local communities and networks of people and developed joint plans on what they believed made sense for them. As a result each came to know the other better and more clearly understand what they have in common.

The Corps also worked with other State and Federal agencies that provide similar services to reduce duplication. Collaboration on projects was commonplace in order to make the most of limited budgets. These efforts not only protected the lands along the

trail but also provided better service to the public through a more responsible use of tax dollars.

The Corps's participation in the L&C Bicentennial built and strengthened working relationships with other Army Commands (including but not limited to CMH, TRADOC, FORSCOM, and NGB). Prior to the L&C Bicentennial, most of the LCAG representatives of the MACOMs had no clear idea of what the Corps did with regard to its Civil Works mission. Because of the involvement with these MACOMs and the knowledge obtained from each other, the Corps has been asked to develop a permanent Commemorative Cell. This cell would ensure participation in future Army commemorations and would allow the Corps to fully explain its Civil Works and Military Construction missions to the participating public.

Many times, the other MACOMs were not able to attend regional or local events. The Corps was able to represent the Army in a positive, non-threatening way. By explaining the Corps role on the route covered by the L&C Expedition as well as our relationship with the "Big Army," the public was able to appreciate the wide range of functions within the Army and how the Army (and Corps) affects them in their lives.

Through research and the associations with the other MACOMs, the Corps has improved artists renderings of the L&C Expedition - an Army expedition. Many of the paintings done at the beginning of the 20<sup>th</sup> century romanticized the journey and portrayed the expedition members as buckskin-clad fur trappers with coonskin caps with little mention of other members of the expedition. Early research by the Corps and CMH during the L&C Bicentennial indicated that these paintings may have been done to "de-stress" the military aspect of the expedition. In the late 1800's the U.S. Army was embroiled in the Indian Wars and waves of immigrants were coming to America from militarily-dominated Eastern Europe. As well-intentioned as those artists might have been, these paintings were taken as "true renditions" of the expedition throughout the 20<sup>th</sup> century. However, through the Corps and other Army MACOMs working with artists such as Gary Lucy and Michael Haynes, these perceptions are waning. Recognizing the research, modern artists by-in-large are favoring Army uniforms and accoutrements of the time and showing adherence to Army rules and regulations in their works.

The efforts of the Corps of Engineers to interpret the Lewis and Clark Expedition as an Army mission were highly successful. Working with historians, primarily Steve Allie, Director of the Frontier Army Museum at Fort Leavenworth, the Corps strove to be as historically accurate as possible according to the best research available. These efforts paid off over the course of the Bicentennial as reenactors involved in other groups portraying members of the original Corps of Discovery looked less the scruffy, fur-trapper image popularized by Charlie Russell and adopted a more military, more accurate look. Ken Wilk worked with the Honor Guard (from Great Falls, Montana) to help that group achieve a more accurate representation, and to publish a handbook for L&C reenactors. The Honor Guard insisted that the DESC conform to their standards when those reenactors came to Montana. Each group worked to do their best, but the Corps's

initial efforts at getting out the message went a long way towards the final look by the myriad of reenactment groups, and the resulting change in understanding by the public.

Many people in other Federal and State agencies, museums, schools, and organizations have learned that the Corps has a professional cadre of Park Rangers who can provide quality programs and opportunities for interpretation. Through just the use of the Discovery Box, Corps representatives have spoken at historical society events, National Guard Armories, state fairs, professional workshops, and classrooms from Maine to Washington and Minnesota to Texas. Inevitably, the question "What do you do for the Corps?" would arise. This gave the speakers a chance to explain in depth about the various jobs within the Corps.

People within the Corps as well as other agencies and organizations are very good at their jobs. But many times, people get so wrapped up in their everyday jobs that they forget or never understood their connection with the history of the organization. The L&C Expedition Bicentennial gave all Corps representatives involved the opportunity to learn more about the Corps and the Army. The L&C Bicentennial was an opportunity for Corps employees to learn more about its heritage and to share what has been learned with a large and interested audience with enthusiasm and a real sense of pride.

Corps participation in the L&C Bicentennial inspired the youth of this Nation to learn more about their history. Throughout the L&C Bicentennial, many positive comments were heard from young people throughout the country. "You make history fun!" "Why didn't my teacher tell us all of this?" "This is really cool!" "Can you come back to our school again tomorrow?" Many times, children do not have the life experiences to be able to relate to history. Having an encampment set up with men working with period tools, taking the Discovery Box to classrooms, setting up an exhibit of animal pelts and skins, or playing period instruments gives today's youth a chance to see, feel hear, and relate to history. They then realize that history is more than just names, places, and dates in a book. Even though the official L&C Bicentennial is over, many Corps representatives are still receiving L&C programming requests from teachers. Although in the strictest sense, education may not be a mission of the Corps, outreach certainly is. Through these types of outreach scenarios, children and eventually their parents can better appreciate the many different aspects of the Corps family - from the engineers that design projects to the Park Rangers that do the interpretive programs to the uniformed military that leads our agency.

Perhaps most importantly, the participation in the L&C Bicentennial resulted in the public's better understanding of the Corps and its many missions. Many negative opinions were changed to more positive ones toward this agency at a time when they were desperately needed. The Corps has received a great deal of negative press on many issues in the past. The L&C commemorative team used the talents of Corps Park Rangers, district office personnel, lock operators and other motivated field personnel to successfully communicate and address a variety of topics. The L&C team was out of the office or a hearing room, in a neutral location, talking to the public in a non-confrontational manner about subjects of interest to them. This resulted in many visitors

walking away with a much more knowledgeable sense of what the Corps does on a daily basis and a new positive outlook toward the agency.



## **CHAPTER 6** **CONCLUSIONS**

This After Action Report presents a summary of the Corps participation in the L&C Bicentennial. It also provides guidance for this agency or any other agency or group if a similar event was ever undertaken.

In 1998, the Federal agencies decided to support the NCLCB and local communities in order to commemorate the upcoming Lewis and Clark Bicentennial. Finally totaling 25 different departments and agencies (all with different missions), this commemoration was one of the largest combined undertakings of such a diverse group of agencies. Extensive Federal, State, Tribal, and local agency coordination and citizen involvement was incorporated in all aspects of the L&C Bicentennial planning and execution.

The major goals of this Federal agency group, of which the Corps was a major participant, were to advance public awareness, understanding, and appreciation of the expedition; provide leadership for parties observing the L&C Bicentennial; and protect and preserve the natural environment, and cultural and historic resources of the trail.

In addition to participating with the Federal agencies, Corps also was involved with a variety of Army MACOM's in helping to ensure the Army's role in the L&C Expedition was also addressed.

The Corps participation in the L&C Bicentennial resulted in the public's better understanding of the Corps and its many missions. Many negative opinions were changed to more positive ones toward this agency at a time when they were desperately needed. The L&C commemorative team used the talents of Corps Park Rangers, district office personnel, lock operators and other motivated field personnel to successfully communicate and address a variety of topics.

There are some lessons learned that would help to ensure the success of any commemorative event undertaken in the future. These include a variety of things that worked very well during the L&C Bicentennial as well as things that should be done differently both from an agency standpoint as well as an event organizer.

- Develop a theme - Having a defined theme for a huge program such as the L&C Bicentennial is absolutely necessary. In this case it was "The Army had a major role in the Lewis and Clark Expedition. With the management of the lands along the expedition route, the Corps and the Army have major responsibilities to impart knowledge of the expedition and those responsibilities to the public." This theme should be evident throughout any venue in which the Corps takes part within the commemorative activity. However, this theme is just the hook to allow visitors the opportunity to ask questions about the site or agency.
- Assemble an interested team - Because of the number of different issues that arise, it is entirely too much to expect just one person to handle a project of this magnitude. Although one person should be in charge, having at least one or two assistants to take on some of the day-to-day operations is a definite advantage. Although not always possible, it is best to select a team that is truly interested in the project rather than those who may just be using the project as a way to get ahead. This team would coordinate all activities and disseminate information. The team would also be the subject-matter experts and would work directly with the event organizers. This will result in name recognition and reiterate that "one-door-to-the-Corps" policy.
- Develop a set of goals - Goals need to be set in writing as soon as possible after beginning a project of this magnitude. It is very important that all of the activities undertaken relate to one or more of the goals established. This keeps the project headed in one direction and not subject to tangential ideas that would pull the commemorative events in a totally different direction. It is also important for the team members to also be very aware and knowledgeable of these goals.
- Establish a method of training - Training is very important for the entire team. This includes training of Corps representatives that may be called upon to work the events as well as event organizers, and members of the hospitality industry. It

is necessary that everyone knows the facts as they pertain to the story (in this case the Lewis and Clark Expedition) and not confuse them with other inaccurate or more “colorful” stories. It is important to invite outside experts, educators or local historians to speak at these training sessions. This can lend a greater accuracy or local viewpoint and also adds validity to the message that is being imparted. Along the same token, it is important for the major team members to attend conferences, meetings, and local planning sessions. This is important to network with the leaders in the field as well as recognizing agency representatives working the particular project.

- Develop a marketing plan - Proper marketing is essential if you are planning an event or are involved with any organization planning an event. If visitors do not know what is happening, they will not come. Make the appeal as broad as possible. That includes radio and TV, magazines, travel guides, as well as local sources. Make sure posters are up and workers in local motels, gas stations, city hall, etc. so everyone knows what kinds of activities are planned. Again, if the local hospitality industry representatives don't know, they can't tell anyone when asked.
- Know the audience - It is not enough just to say “the general public”. For a project such as the L&C Bicentennial, there were a variety of audiences - historians, ecotourists, scientists, educators, and folks that knew nothing about the event but just “showed up.” School children are also a very complex audience. Talking to kindergarteners is entirely different from talking to high school seniors. Some agency representatives are very comfortable talking to one group but not the other. Make sure to identify those that can talk to young children and do not have someone talk to them not comfortable with that age group. Also, in talking to young children, an adult talk cannot just be “watered down” for young children. It needs to be a totally separate program specifically for the age group.
- Create display materials - It is important to create a portable display that can be moved to various venues. Having several different types (full standing and tabletop) is an advantage. This display should be easy to set up and show the agency and its commemorative theme. It is important to have consistent messages throughout the display including any handouts, brochures, etc. A decision needs to be made whether this should be a manned or unmanned exhibit. Unmanned is less expensive; however there is no venue for visitors to ask questions. A manned exhibit serves the visitors much better.
- Strive for self-sufficiency - If possible, the display area should be self-contained. Tables and chairs, tents, audio-visual equipment, signs, etc should all be provided by the commemorative team. Do not depend on event organizers who will be busy and will either forget or charge more to provide the items. This may be a higher cost than just providing them by the team. Having the team provide these items also allow event organizers to use their funds to support other aspects of the event - thus it becomes “in-kind” support.

- Have sufficient staff - Plenty of volunteers or paid staff are needed to help set up any event. Do not expect the vendors and exhibitors to do it all. Having pipe and drape to separate the booths will allow the vendors and exhibitors to organize their booth as they see fit. However, to expect them to set up their own pipe and drape is not reasonable. The same goes for dismantling the event. However, there is one more issue here. Do not begin the dismantling before the vendors and exhibitors have been allowed to get their items packed up. Depending on the size of the exhibits, packing up could take anywhere from 30 minutes to 4 hours. Make arrangements accordingly.
- Include plenty of signs - Signage is very important to the success of any event. This includes not only signs at the event site but also how to get to the event site. (Locals may know but those from out of town may not have a clue.) Some of the most successful L&C events were those that had easily readable signs and maps for visitors to follow. Having manned information booths is also a must - not only from an information standpoint but also as a rendezvous point for visitors. However, be sure that whoever is manning the booth knows the story and the particulars of the event. Having several information booths around the event site provides for adequate locations to get questions answered.
- Make special arrangements for VIP's - If there will be VIP's from any agency or town attending the event, make sure everyone knows what is required. Will there be additional security necessary? Is there special parking set aside or will chauffeur service be provided? Make sure there is a quiet reception area where these VIP's can go to relax and get away from the questions and handshakes for a least a little while.
- Ensure handicapped accessibility - Many times, events will often be visited by those with disabilities. These may come as a single individual with a physical handicap or a classroom of mentally handicapped children. It is best to have thought about special parking arrangements, restroom facilities, and/or activities to make sure everyone can be accommodated.
- Separate exhibitors and vendors - There is a big difference between an exhibitor and a vendor. An exhibitor is one who has things to look at and free items to give away. A vendor sells things. To mix these two groups at an event is inviting disaster. People will try to buy things from the exhibitor and/or may take things from a vendor thinking that they are free. In order to avoid confusion, there needs to be a separate but distinct area for the two groups. If possible, have some sort of division between the two groups - separate tent, corded divider, separate aisles, etc.
- Consider the needs of your venders, exhibitors, and volunteers - Many vendors and exhibitors spend very long hours working events in all weather conditions. If possible, offer amenities such as a hospitality area with water (at a minimum),

light refreshments, and snacks. Go the extra mile and have special parking areas, special receptions, arts showings, tours, etc. Don't forget to send "thank you" letters to all that have helped at the event. People don't always want to be paid but they appreciate that their hard work has been noticed.

- Develop handouts - Visitors like to take away something from any event. Have printed material ready and use the theme to tell your story. There are a variety of items that must be available. At any display table, there should always be a program of all of the venues at the event that can be referred to by the staff. Having a map of where everything is located (including food and restrooms) is very important. There also should be reference material for the staff to use if a question is asked that cannot be readily answered or if there is a difference of opinion about a particular topic. There should be material available for the event organizers and other partners that are specifically about the agency. This is very helpful in dispelling many negative perceptions some agencies may have about others. Last, but by no means least, there should be material available for the public. This includes brochures, pamphlets, posters, newsletters, web sites, etc. It is important to get the corporate image out in front of the public so they can refer to it later and ask more questions if necessary.
- Engage the children - Make sure there is something to interest young children. If kids are enthused and excited, the adults will follow. It may be necessary to do some pre-event work at schools. Have plenty of things for kids to do at the event. Trivia games and scavenger hunts are great for getting them involved. Promotional items for the kids are just as important as they are for adults - but, again, the items need to be different. Do not try to pass off an adult-oriented brochure to a child of 8. It won't work. Having handouts specific for children (word searches, simple crosswords, etc) will still get the message across to the younger audiences. If they are interested and have plenty of things to do, the parents will not be inundated with "I'm bored" and will be more likely to stay longer at the event.
- Ensure a secure area - Whether the event is indoors or outdoors, make sure ample security is provided. Many vendors and/or exhibitors will want to leave their items overnight but will not if no security is provided. Also, uniformed security in the event area during the open hours will cut down on the amount of theft and horseplay around the exhibits.
- Have a "Plan B" - It is fine to say that your outdoor event will go on rain or shine. However, many exhibitors don't want to stand in the rain and risk getting their display items ruined or catching pneumonia. Although not ideal, have a large auditorium or a venue close by to use in case of inclement weather. If visitors know they don't have to stand outside during nasty weather, the visitation will increase on those days.

- Be flexible - There will always be a point where everything that can go wrong will. Deal with it - don't panic. Put it back together, make the necessary adjustments, and just keep going. If the public doesn't know there is a problem - there isn't one!
- Have fun - Perhaps the most important thing to remember when doing any large event is to HAVE FUN! The L&C Bicentennial was a lot of hard work, long days, inclement weather, lots of travel, and many back-to-back meetings. However, nearly everyone involved will say that in spite of everything, they had a good time. It was a great opportunity to network with others within the Corps, see different parts of the United States, and meet a variety of different people.

One of the lasting legacies of the Lewis and Clark Bicentennial was a greater appreciation, respect, and protection of the entire route taken by the L&C Expedition. Planning for the development, preservation, and enhancement of resources along the L&C route will continue through the combined efforts of the Federal land management agencies and the Lewis and Clark Trail Heritage Foundation.



Captain Lewis' Company reaching the Pacific Ocean at Long Beach, WA; November 2005

**APPENDIX A**  
**PROJECT MANAGEMENT PLAN**  
**NATIONAL LEWIS AND CLARK BICENTENNIAL COMMEMORATION**

**PROJECT AUTHORITY**

In October 1998, 14 federal departments and agencies signed a Memorandum of Understanding (MOU) with the National Lewis and Clark Bicentennial Council (Council). Sixteen additional federal departments and agencies have signed the MOU since that time. The purpose of the MOU was to establish a general framework for cooperation among federal agencies and among the agencies and the Council. The parties agreed to work together to advance public awareness, understanding, and appreciation of the Expedition. Those signatory agencies also agreed to coordinate and cooperate with each other on activities related to the Commemoration. Both the Department of the Army and the U.S. Army Corps of Engineers were signatories to the original MOU.

In July 1998, prior to the signing of the MOU, MG Russell Fuhrman, as the Director of Civil Works, encouraged all divisions, districts, and field offices to organize, participate in, and attend activities associated with the Lewis and Clark (L&C) Bicentennial within available resources.

Ms. Jeannine Nauss, from the Omaha District, was designated to coordinate the Corps efforts. District coordinators, or L&C program managers, were assigned shortly thereafter. The National Project Delivery Team is comprised of the national coordinator, the Assistant National Coordinator, MVS, NWK, NWO, NWW and NWP district coordinators.

**PROJECT REQUIREMENT**

The Bicentennial commemoration of the Expedition began in 2003 and will continue into 2007. Because the Corps manages more of the Expedition route than any other entity, it will play an important role during the commemoration. This national project management plan (PMP) provides a general direction of how the Corps will work with other agencies and communities to prepare for this momentous commemoration. Each division/district has been encouraged to develop a PMP specific to their needs.

The route followed by the Expedition lies within eight Corps districts – Pittsburgh, Huntington, Louisville, St. Louis, Kansas City, Omaha, Walla Walla, and Portland with some tangential involvement by Norfolk, Baltimore, Philadelphia, New England, Nashville, and Seattle. These tangential districts, although not directly on the route of the Expedition, are important because of their association with the Expedition (men were from there, Lewis was trained in Philadelphia, Lewis died and is buried along the Natchez Trace, etc) and of the high population in those areas interested in the Expedition.

## **TEAM IDENTIFICATION**

The National Project Delivery Team consists of the following members:

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Technical Advisors when needed:

- \* Mike Kidby – HQ Operations - Navigation
- \* Joseph Bittner – HQ O&M Program Manager
- \* Dave Hewitt – HQ Public Affairs Officer
- \* Georgianne Reynolds – HQ Native American Coordinator
- \* Vicky Seibert – HQ Safety
- \* Susan Nee – HQ Office of Counsel

## SCOPE

### EXISTING CONDITIONS - CORPS INVOLVEMENT ALONG THE ROUTE

The route followed by the L&C Expedition, also known as the Corps of Discovery, lies within nine Corps districts – Pittsburgh, Huntington, Louisville, Nashville, St. Louis, Kansas City, Omaha, Walla Walla, and Portland. Of the more than 5,000 miles of trail from Pittsburgh to the Pacific Ocean, the Corps directly or indirectly manages over 4,700 river miles - over 90 percent of the total trail! If the Corps has fee title to lands adjacent to the river, the management is considered “direct.” Approximately 1,100 river miles falls under this classification. “Indirect” management comes about either through Corps responsibilities under the Sections 10 and 404 programs or through levee and navigational channel maintenance. The Corps indirectly manages over 3,600 river miles. The breakdown by districts is as follows:

DISTRICT	DIRECT MANAGEMENT (MILES)	INDIRECT MANAGEMENT (MILES)	NUMBER OF CORPS PROJECTS
Pittsburgh	0	127	6 locks/dams
Huntington	0	311	6 locks/dams
Louisville	0	545	8 locks/dams
Nashville	0		0
St. Louis	0	195	1 lock/dam
Kansas City	31	500	0
Omaha <sup>1</sup>	765	1,794	6 dams
Walla Walla <sup>2</sup>	176	36	5 locks/dams
Portland	145	146	3 locks/dams

<sup>1</sup> Includes management responsibilities on the Missouri, Jefferson, Yellowstone, and Marias rivers

<sup>2</sup> Includes management responsibilities on the Clearwater, Snake, and Columbia rivers.

The Corps will play a key role in the observance of the L&C Expedition Bicentennial because of its role as administrator of large stretches of public land along the trail route and its Army heritage of exploring and mapping of the western United States. Although the Corps directly or indirectly manages much of the Expedition route, the interpretation of the Expedition by the Corps has been only modest, at best. Although the Expedition is discussed in the Type A visitor centers along the route, many smaller centers have little or no reference to this historic event. In other cases, some of the projects along the L&C Trail have historical markers or signs erected by state historical societies or other interested parties. However, many of these markers are not readily accessible to the public. The L&C Bicentennial Commemoration affords the Corps the opportunity to change the lack of emphasis that had been given to the Expedition.

## ANTICIPATED CONDITIONS

Over 95 percent of the Expedition was associated with rivers – Ohio, Mississippi, Missouri, Jefferson, Clearwater, Snake, Columbia, Yellowstone, and Marias. Since the travels of Lewis and Clark, the general population has always romanticized river travel in the United States. This romanticizing includes exhilarating canoe rides down a rapid, the gaiety associated with the riverboats, lazy float trips in an inner tube, the raging destructive power of a flood, and a host of other dreams and options. No one is sure exactly what the L&C Bicentennial Commemoration will bring regarding visitation.

Early U.S. Forest Service figures estimate increases of 1 to 4 million visitors at any given point along the trail. Stephen Ambrose, author of *Undaunted Courage*, estimated that one quarter of the U.S. population will visit the route during the Bicentennial. No matter what the estimate may be, there is an increased interest in the L&C experience.

Documentaries, books, journal articles, and various marketing efforts from state and other federal agencies have all resulted in an increased public awareness and interest in Lewis and Clark and a desire by many to recreate the Expedition experience themselves.

There are some tourism trends that have been noted that may indicate future visitation:

- There has been an increase in the number of requests for information on boating the Missouri River from St. Louis, MO to Ft. Benton, MT and beyond. Boating information requests have also been received from the confluence of the Clearwater and Snake rivers to the mouth of the Columbia River.
- There has been an increase in the number of visitors to key locations along the L&C trail such as Calumet Bluff (NE), Great Falls (MT), and Ft. Clatsop (OR).
- The L&C National Historic Trail Office in Madison, WI sends out approximately 1,800 to 2,000 brochures each month in response to L&C information requests.
- Over 5 million copies of *Undaunted Courage* by Stephen Ambrose have been sold with the book now in its 9<sup>th</sup> edition.
- There are over 1,000,000 L&C sites on the Internet.
- During a preliminary trip down the Missouri River, a group of reenactors reported nearly 100 boats following the group's pirogues. This reenactment group has stated that during their planned Bicentennial trip up the Missouri River in 2004, they are expecting 400-500 boats to follow their pirogues.
- Since the terrorist bombings of September 11, 2001, there has been an increase in the interest in American history by the general public. The sale of historical books and biographies of important figures in American history have all shown marked increases.

## HOW TO REACH OUR GOAL

The scope of the Corps participation in the Bicentennial revolves around the goal established by Headquarters during the summer of 1998. The overall goal of the Corps participation in the Bicentennial Commemoration is to accommodate the anticipated increased visitation, ensure a safe visitor experience, and provide information on the Expedition, the Army, and the Corps – all with minimal impact on the environment.

This Corps goal can be accomplished by breaking it into the following individual goals and desired outcomes.

1. Accommodate increased visitation

- A. To provide facilities for visitors:
  - Improve camp pads, electrical and other utility systems to handle larger RV's.
  - Make arrangements for potable water and temporary toilets.
  - Construct temporary parking areas.
  - Improve access roads.
- B. To assist other federal, state, tribal, and local governmental entities with integrating other commemorative activities with Corps/Army opportunities

2. Provide access to safety information

- Establish portage mechanisms through locks for small craft.
- Provide information on portaging around dams.
- Provide water safety information specific to reservoirs along the trail (possible high wind areas, distance between fueling areas, location of boat ramps, etc.).

3 Provide information on the Army/Corps story

- Provide information on L&C activities during the Expedition.
- Interpret the contribution of the Army to the success of the Expedition.
- Illustrate the continuing role of the Army and the Corps in the development, management and protection of the Nation's water resources.
- Increase public understanding of the cultural diversity of the Expedition as well as the tribes along the route.

4. To provide resource protection

- Protect and maintain significant cultural sites.
- Protect and maintain environmentally sensitive areas.
- Protect and maintain natural resources throughout the trail

A staffing support paper has been developed that discusses when Signature Events occur, how the Bicentennial will affect overall project visitation, and explores options that can be considered to increase staffing for the next four years (see Appendix A – Staffing Support Plan).

### CURRENT CORPS PLANNING ACTIVITIES

The Corps has been actively preparing for the Bicentennial Commemoration. The activities listed below have already been complete or are currently being worked.

Memorandum of Understanding: A Memorandum of Understanding was signed by 15 federal agencies on October 1, 1998. The Chief of Engineers was a signatory to this document. The MOU is an agreement by all agencies to collaborate and coordinate on various activities being planned for the Bicentennial Commemoration.

National Coordinator: A national coordinator has been appointed to define and coordinate the implementation of the Director of Civil Works' decision for the Corps to participate in the national Bicentennial commemoration.

Division/District POC's: The division and district POCs that have been appointed nationwide are coordinating projects within their respective commands as well as obtaining information for and disseminating information from the national coordinator.

L&C Bicentennial Council Contact: Contacts have been made with the Executive Director of the National L&C Bicentennial Council. Coordination of Corps and other federal agency events as well as events planned by state, tribal and local entities during the entire Bicentennial commemoration will be in conjunction with the Bicentennial Council.

Federal Interagency Partnership: A federal interagency partnership (FIP) composed of representatives from all of the federal agencies that had signed the 1 October 1998 MOU has been formed. The Corps national coordinator is an integral part of this planning committee. This committee is working together to ensure that similar activities are not being planned by another agencies and to foster partnership opportunities among the various agencies.

U.S. Army Lewis and Clark Advisory Group/Executive Council: A committee of members from various MACOMs within the U.S. Army has been formed to develop a coordinated approach to the Army's efforts during the Bicentennial. The Corps national coordinator is a member of the advisory group and the Chief of Engineers sits on the executive council.

## **FUNDING**

The various L&C Bicentennial Commemoration events and the heightened interest in the Expedition will attract visitors and the media from throughout the world to the Expedition route. Many of these visitors will be drawn to recreation areas and facilities operated by the Corps. The current deteriorated and outdated condition of many of these facilities will provide the public with a substandard experience and reflect poorly upon the Corps as stewards of the nation's land and water resources.

In a memorandum sent on 10 July 2001, HQ requested that all divisions identify projects and recreation areas that would be impacted by increased visitation from the Bicentennial commemoration. Divisions were also requested to assess the condition of the impacted recreation sites and estimate resources needed to bring the facilities up to quality standards. These facility assessments and needs were identified in a HQ-produced Requirements Document dated 5 September 2001.

In September 2001, Gen. Robert Flowers, as Chief of Engineers, agreed to attempt to reprogram roughly \$25.5M for some of the facility repairs, rehabilitations, and replacements that were identified in the Requirements Document. Three criteria were used to arrive at that dollar figure: (1) is the area within 50 miles of a Signature Event? (2) Is the area a major L&C site? (3) Is this an area of normally high visitation? Facility assessments for areas that did not meet one of those criteria, although still in need of repairs, were not considered. The reprogramming would be attempted in the FY02 through FY05 budget years.

There were some initial problems with the Requirements Document. Some facilities were eliminated as new construction even though it was discovered later that they were indeed replacement facilities. The location of some recreation areas in relation to major L&C sites was unknown and, as a result, they were eliminated from consideration. In addition, new Signature Events have been added since the completion of the document. Therefore, Signature Events will actually affect some of the project areas that were not considered in September 2001. The Requirements Document will be reviewed and updated as necessary during the annual budget process.

The affected districts have attempted to adjust their budgets to reflect the necessary improvements and staffing within that district. However, without the potential reprogramming, the majority of the work will not be funded

Since the terrorist activities of September 11, 2001, much of the promised reprogrammed money has been going to homeland security issues. Therefore, only those districts that have plans in place and can obligate money fast will be able to take advantage of any last minute year-end moneys.

## **SCHEDULE**

An extensive amount of planning went into the original Corps of Discovery. Preparations began long before Lewis, Clark, and the rest of the party actually began their westward journey. Likewise there needs to be considerable planning and preparation by the Corps prior to the Bicentennial commemoration of this Expedition. The observances and commemorations are believed by some to be most intense west of St. Louis, MO, from which the Corps of Discovery left on May 14, 1804 and returned to on September 23, 1806.

Because the actual Expedition traveled over a 3-year time span, the Bicentennial Commemoration of the Expedition will be a fluid event. A date that is significant in Pittsburgh will not have the same significance in St. Louis, Bismarck, Great Falls, or Portland. As a result, the visitation to Corps facilities will vary depending on date and location.

In addition, because the Expedition crossed over half of the continent, it is impossible (and unrealistic) to select just one governmental entity to pick one site for one time period to commemorate the entire event. As a result, the federal interagency planning effort is much more complicated as it involves multiple parties, dates, and locations.

The official kickoff of the L&C Bicentennial Commemoration was held on January 18, 2003 in Washington D.C. This date corresponds to the date that President Thomas Jefferson asked Congress to approve the outfitting of an Expedition into the lands west of the Mississippi River "...for the purpose of extending the external commerce of the United States." The years of the commemoration will require additional staffing, interpreters, maintenance, patrols, and coordination. This is no small task in these times of shrinking budgets and manpower allocations.

A general timeline for Corps activities relating to the Bicentennial Commemoration are as follows. Those items that are completed are indicated as such.

1. Organize communications and planning network (Complete) – Basin and district coordinators have been designated. Contacts have been established with both the National Council for the Bicentennial and the L&C Trail Heritage Foundation. An intranet website has been established and email distribution lists have been assembled.
2. Identify needs and develop appropriate management plans (Ongoing) an assessment of key sites along the route has been performed. A facility assessment has been conducted and facilities along the route in need of repair, rehabilitation, or replacement have been identified. Within NWD, the management of cultural resources varies considerably from basic assessments to completed management and curation plans. Each district is establishing policies and procedures for various visitor related activities.
3. Seek funding sources (Ongoing) Within the district budgets; give higher priorities to funding the identified needs in the district PMPs. Seek new and different funding sources and seek ways to accept corporate donations and other non-traditional types of funding.
4. Build partnerships (Ongoing) – Establish more partnerships with other federal, state, tribal, and local governmental entities for the mutual benefit of all parties. Contacts with state Bicentennial committees and state tourism departments have been established and coordination on a variety of projects is ongoing. Cooperation with Native American tribes to ensure their story is interpreted according to their traditions is ongoing.
5. Improve facilities and interpretation (Ongoing) – Work with private and public organizations to improve public access and recreation infrastructure. Implement actions identified in management plans. Develop a strategy for participation in reenactment activities and festivals. Implement special interpretive projects. This section is expanded in the work breakdown structure.

6. Implement plans for Bicentennial activities (Ongoing) – Coordinate with state and local tourism offices and commercial entities. Manage visitation during the years of the Bicentennial as well as important dates in an area. Coordinate volunteer efforts.
7. Execute closeout activities (FY06-FY07) – Remove all temporary facilities. Rehabilitate areas that suffered from heavy use. Return to long-term management incorporating any L&C interpretive media used during the Bicentennial. Continue to maintain and enhance relationships with other federal, state, tribal, and local governments and organizations. Prepare after-action report.

## WORK BREAKDOWN STRUCTURE

L&C program managers are responsible for their respective district's Bicentennial Commemoration program. There are numerous tasks or small construction projects to be accomplished at individual dam projects under this program. Non-routine on-site work will be rolled up and tracked using the O&M budget process at the individual projects.

## COMMUNICATIONS PLAN

One of the Corps objectives with regard to the Bicentennial that was mentioned was "Provide information on the Expedition, the Army, and Corps of Engineers." The L&C Expedition was a military operation but neither Lewis nor Clark was a Corps of Engineer officer. There is some confusion in both the Army and the Corps messages with respect Lewis and Clark, and how those two messages might be woven together. The messages the Army wants to use as broad themes for discussion are as follows:

- The Army as the "right tool" for arduous job: men, discipline, organization, logistics, and values.
- The Army as the first visible symbol of the new republic in the American West
- The Army's key role in the opening of the West - to include scientific discovery
- The Army's early reliance on NCO's - as the Expedition demonstrated.
- The pattern of mutually beneficial relations between the Army and American Indians in route - and the Ethnographic discovery
- The Army's non-combat role, a precursor to the civil engineering movement, et al.

These message points should be incorporated as much as possible into all forms of communication. The realization is made that there are two different audiences for these messages – internal (Corps) audiences and external (non-Corps) audiences. There are some forms of communication that may be used with both audiences; however, others are specific to just one audience.

External Audience – All of these forms of communication need to relate basic information to the general public or those federal, state, and tribal representatives not familiar with the Corps or the Army missions. Communication types within this category include external publications (brochures), L&C exhibits, Internet web sites, print media (magazine articles, news releases, and public service announcements) and outreach programs (including but not limited to school and organization presentations, conference speakers, public service announcements, etc.).

Internal Audience – These forms of communication are directed more at the Corps staff. They would include more information about the Corps and more of the specifics of the Corps participation in the L&C Bicentennial. Communication types within this category include training academies, question and answer bullets, town hall meetings, internal newsletter, and intranet sites. Because of the cost of getting all Corps personnel in one place at the same time to hear the same information, a CD-based communications guide is being developed to assist employees who are developing programs or staffing events.

Because the route taken by Expedition stretches from the Atlantic to the Pacific Ocean, communication on L&C activities is key. Several steps have been taken to ensure rapid dissemination and retrieval of information. First, three basin coordinators were appointed – Craig Rockwell for the Columbia Basin; Ken Wilk for the Missouri Basin; and Paige Cruz for the Ohio Basin. In addition, one person has been appointed within each district to be the primary point of contact for Bicentennial activities. This branched communications network allows all information to flow consistently through one POC in each district and that POC is responsible for further information dissemination or gathering. (Note: As of this writing, Ms. Cruz has retired. Mr. Rockwell has accepted another job within the Corps and no longer functions as a Basin Coordinator. Instead, that position is being shared by the district POC's from Walla Walla and Portland.)

In addition to the branched communications network, a L&C page has been established on the NRM Gateway. Every district nationwide, and especially those directly impacted by the upcoming Bicentennial are encouraged to submit short articles each quarter on L&C activities ongoing in that district. This site is also the place to find out what is happening on a national scale and also what activities the Army is undertaking to assist in these efforts. In addition, Appendix B contains a list of questions and answers that may be helpful in furthering the understanding of the Corps involvement with the L&C Bicentennial and the specifics of the Expedition.

In 2001, MG Hans VanWinkle, then Director of Civil Works, expressed a concern that the Corps park rangers would not be familiar enough with the story of L&C to be able to answer questions posed by visitors. After many discussions of how best to get the information out to the field offices, Ken Wilk, in partnership with the U.S. Forest Service, devised the L&C Training Academy. This training academy is normally a 2-day program with presentations given by a variety of L&C and military experts. This free program was put together for Corps employees from around the nation but is also attended by interested citizens from the local communities and beyond.

## **RISK MANAGEMENT**

Not playing is not an option. If the Corps does not participate in activities or make the necessary improvements to our facilities, significant negative repercussions with our constituents will result. The Corps image will be tainted for the foreseeable future.

Each project should ensure that a project safety plan is updated and in place. (An outline of the topics that should be included is attached as Appendix C). It should include emergency phone numbers for local law enforcement, fire protection, search and rescue, and other local entities that should be contacted whenever any emergency or incident occurs that warrants such action. In addition, Corps personnel working with local L&C event organizers should encourage those organizers to also have a safety plan in place specific for that event.

## **CONCLUSIONS**

At the turn of the 19<sup>th</sup> Century, the United States was starting to spread its wings. People were beginning the migration from the eastern seaboard to the mid-continent areas along the Ohio and Mississippi rivers. After the Expedition led by L&C and the exploration of the newly acquired Louisiana Territory, the concept of Manifest Destiny had taken hold in many minds. The idea of expanding the population of the United States to the Pacific Ocean was one that would forever change the makeup of the country.

The Bicentennial Commemoration of the L&C Expedition is a huge nationwide event. Although it is primarily a saga of the Ohio, Missouri and Columbia River basins, the nationwide interest in the Expedition continues to astound. Donald Jackson, a noted L&C historian, once stated that perhaps the reason why the story of the Expedition is so popular and belongs to everyone was "...because it is every man's daydream of ordinary men doing extraordinary, improbable things. There is no other story in our Nation's experience that is like this one."

The Corps will be a major player in the Bicentennial Commemoration by virtue of the fact that the majority of the water trail lies along (or within) Corps projects. The Corps has an opportunity to embrace the tremendous groundswell of public interest generated by the Bicentennial and to promote itself by touting the work that is done and the advances that have been made because of the many Corps projects. The positive public relations images that can result from Corps involvement and the increased public awareness of the roles of the Corps and the Army will become a lasting legacy of the Corps of Engineers.

## **FINAL OUTCOME**

At the culmination of the Lewis and Clark Bicentennial, people who visit Corps water resource projects during this 4-year event will have recreated on improved or rehabilitated facilities. Various printed material will be provided identifying boating, camping and travel information to accommodate our visitors' needs. Because of the amount of safety information available, accidents and fatalities along the route were

minimized. Information concerning portage around the locks and/or dams was provided and requests for Corps assistance with portage were reduced. Visitors will also have a much better understanding of the vital role that the Army played in the Expedition, the complexities and cultural diversity of the Expedition's members, and the contributions

made by all who made this historic journey. Because of the monitoring efforts and the information that was distributed, cultural sites along the route have been protected and maintained with little evidence of looting. Natural and environmentally sensitive areas along the route have also been protected and maintained.

**HQ LEWIS AND CLARK PMP  
APPROVALS**

<u>/s/</u> George E. Tabb Chief, Natural Resources Management Branch	<u>11 Aug 04</u> date
<u>/s/</u> Jeannine Nauss National L&C Bicentennial Coordinator	<u>11 Aug 04</u> date
<u>/s/</u> Debra Stokes HQ L&C Advisor	<u>20 Sept 04</u> date
<u>/s/</u> Mark Pointon HQ Budget Advisor	<u>20 Sept 04</u> date
<u>/s/</u> Ken Wilk Missouri River Basin L&C Coordinator	<u>16 Aug 04</u> date
<u>/s/</u> Julie Ziino St. Louis District L&C Coordinator	<u>14 Sept 04</u> date
<u>/s/</u> Greg Miller Kansas City District L&C Coordinator	<u>31 Aug 04</u> date
<u>/s/</u> Julie Price Omaha District L&C Coordinator	<u>9 Sept 04</u> date
<u>/s/</u> Phil Benge Walla Walla District L&C Coordinator	<u>10 Aug 04</u> date
<u>/s/</u> Patti Williams Portland District L&C Coordinator	<u>12 Aug 04</u> date

## **Appendix A-1** **STAFFING SUPPORT PLAN**

The Lewis and Clark Bicentennial Commemoration has already begun with the kickoff event in Monticello in January 2003. Soon, the anticipated increase in visitation during the bicentennial will be affecting Corps projects nationwide. According to an article in the June 9, 2003 edition of USA Today, an estimated 30 million people will be visiting sites along the route of the Lewis and Clark Expedition during the 4 years of the bicentennial. This means that COE water resource projects will need to ensure that they have adequate staffing to meet the needs of the visiting public.

There are actually five separate issues that need to be considered for staffing purposes (in order of importance): Signature Event support, project visitation, interpretive programs, cultural resource monitoring/protection, and Corps II programming. Each of these issues will be addressed in turn along with a recommendation for staffing.

### **SIGNATURE EVENT SUPPORT**

Issue: In 1998, the Corps of Engineers was a signatory to a Memorandum of Understanding (MOU) that was signed by 23 other Federal agencies and departments and the National Council of the Lewis and Clark Bicentennial (Council). The intent of the MOU was that all agreed to coordinate and cooperate on projects for the bicentennial and support those local communities who were commemorating this event. At the time, there were numerous communities that wanted to have commemorative festivals – some were high quality events while others were not. As plans started to gel, the Council and the Federal agencies wanted to ensure that events they sanctioned were of high quality and properly told the story of the expedition. As such, the Council decided to validate and help support events that met certain criteria. These events would be known as Signature Events. Events that were chosen as Signature Events (1) had to mark an event during the expedition that is of historical nationwide significance, (2) had to be multi-cultural in nature, and (3) had to have the potential to bring major visitation into the area.

With those criteria in mind, the Council designated a total of 15 Signature Events. Visitation estimates for these Signature Events range from 20,000 to 200,000 depending on event location. As the Corps is signatory to the MOU, we have committed to supporting the Signature Events. This will require additional staffing as there are usually 4 facets to each Signature Event – (1) exhibit booth, (2) Captain Lewis' Company (reenactors of the expedition that are all Corps employees), (3) Corps II support and (4) school programs. To date, the transportation and per diem of the Corps staff to support the Signature Events have been paid by HQ through the Lewis and Clark program budget.

Each Signature Event is planning on having an exhibit venue. Here, various Federal, State, Tribes, and local communities are invited to set up an exhibit area that discusses the Lewis and Clark Expedition or the agency's role in the expedition bicentennial. The

Corps exhibit consists of a display of the Discovery Box items and a backdrop of historic paintings and modern army photos with the seven Army values scattered throughout the backdrop. This exhibit was very well received at the Monticello Signature Event as one of the few that actually discussed the expedition and not just a venue to enhance tourism. To man the exhibit venue, 4 people are needed for each 4-5 hour shift over the course of the Signature Event.

“Captain Lewis’ Company” is a group of Corps employees that reenact the Army camp and life of the expedition. The men of this group have been picked based on their enthusiasm, ability to relate to the public, knowledge of the expedition and their character, and their willingness to put in long hours under adverse conditions to do the reenactments. Each Signature Event committee determines whether or not they want the reenactors to be a part of the event.

“Corps of Discovery II – 200 Years to the Future” (also known as Corps II) is an interagency project consisting of an exhibit as well as the Tent of Many Voices, a venue for speakers, programs, and films. For the Corps II exhibit, 3 Corps representatives are needed at each Signature Event location for a 4-5-hour shift. Speakers for the Tent of Many Voices will not necessarily come from within the district hosting the Signature Event. Prior to the Signature Event, event organizers will receive a list of Federal speakers. Each Signature Event committee will then select speakers from that list.

To enhance the knowledge and ensure participation of school children, many event organizers schedule school programs during the course of the Signature Events. Two to four Corps representatives normally are needed to present school programs. Obviously, there will be no school programs for those Signature Events taking place during the summer unless special arrangements are made to bring speakers in during the school year. In addition, some event committees are looking into making special arrangements to have an area specifically for education programming for children during their Signature Event.

Staffing and funding discussion: During previous Signature Events and national conferences, it has been common to have COE representatives work more than 1 day in more than 1 location in order to maximize the manpower present and minimize the overall cost. Therefore, at each Signature Event, using a rotation schedule, 8 COE representatives should be able to cover the exhibit booth and the Corps II exhibit support for a 5-7 day period. Two additional COE personnel would be needed to support the school program portion of the Signature Event assuming that representatives of the Frontier Army Living History Association (FALHA) were also assisting and that the school programs would be done at the site of the Signature Event. Therefore, an average of 8 Corps representatives would be needed for most Signature Events. Some of the smaller Signature Events may require less while some of the larger events may require more.

While the school programs are popular, they are very labor intensive especially when not tied directly to the events taking place. If the school programs are not being done at the Signature Event site or in an area where several schools could visit the encampment at the same time, there needs to be a change in procedure. In those cases where schools

cannot come to the event site or a common area, the local COE district/project should handle these requests and make an effort to spread the programming over a longer period of time. This will alleviate the need for an additional 6-8 rangers just for doing school programs during an already labor intensive Signature Event.

To assist with the demands placed during the Signature Events, it may be possible to “borrow” COE staff from other districts and divisions to assist. With the assistance of HQ, a similar program has been put into place as was done with the 2000 Olympics in Atlanta and the annual Boy Scout Jamboree. Because these events are looked upon as “perks” and assist with the national mission of the Corps, park rangers, through a memo from HQ, are encouraged to support these events. Applications are taken and sorted and selections made by the Corps national L&C committee. The home district of the participating ranger pays for their salary and overtime while HQ will pay for their transportation and per diem. For those districts where Signature Events will take place, this would be a very low-cost way of furnishing the personnel needed. If each district were to be responsible for the transportation and per diem of all of those working the Signature Event, costs could range from \$25-75K per Signature Event (depending on size and location). For example, NWO has 5 Signature Events over a 3-year period. This could potentially cost the district an additional \$125K-\$375K over their existing budget.

To assist at the Tent of Many Voices, it is estimated that the Corps would need to supply 2-4 speakers in a 5-day period. As the specific speakers would be chosen by the local Signature Event committee, the HQ L&C program will support the transportation and per diem of any Corps personnel selected as speakers to participate in the Tent of Many Voices. Salaries for these speakers will be the responsibility of their home district. Depending on the scheduling for the Tent of Many Voices, it may be possible to have these rangers assist with exhibit support as well as any school/educational programs given.

## GENERAL VISITATION

**Issue:** May visitors traveling the Lewis and Clark trail will seek out our campgrounds and day use facilities. Some will be enticed to Lewis and Clark sites at our lakes for the “annual vacation” or “weekend get-away”. All of these visitors will be in addition to the normal visitation and as such, there will still be a need for staffing of at least normal summer levels. Recent budget exercises indicate a possible impact to existing summer hires that might result in less capability to provide for the minimum safety and security of the visitors. Existing summer schedules are already a 24/7 operation. Efforts should be made by Division and District funding managers to avoid impacts to existing ranger staffing levels. A loss of these positions would most certainly invite serious visitor safety and security consequences. With the possibility of increased visitation, additional staff may be needed for weekends and holidays from approximately March through October.

Another aspect to keep in mind is that 3 Signature Events within NWD will take place over normally high use weekends. “A Journey Fourth” will held be over the July 4<sup>th</sup> weekend in the Kansas City, MO / Atchison, KS area in 2004. Also in 2004, “Oceti Sakowin Experience: Remembering and Educating” will take August 24-September 26

in Chamberlain, SD and will include events over the last big camping weekend of the year - Labor Day. Finally, "Explore the Big Sky" will be held in Great Falls, MT from June 1-July 4, 2005. This will necessitate not only an increase in staff for the holiday weekends but will result in additional visitation as a because of the Signature Event itself.

Additional staff will be almost certainly be required to handle the additional boat traffic, unauthorized camping, visitor center operation, powerhouse tours, and (in the case of several projects) historic site interpretation.

#### Staffing and funding discussion:

Borrowing District staff and rangers from other locations might alleviate a temporary problem with special events but is not really a solution for more than a weekend or two. There are many people working in the district and division office that were rangers some years ago. Support from district office staff for the high-use weekend seems to be the easiest way to ensure staffing is adequate. Even though many no longer have citation authority, they would still be able to recognize a need and call for appropriate help. Although some may no longer have uniforms, it may be possible have them outfitted as Corps employees in slacks and a red or white polo with the Corps logo. (Many districts and HQ sell such shirts as fund-raisers.) The cost to the districts to incorporate this plan would be minimal and could be done through compensatory time off rather than direct salary.

It may also be possible to borrow Corps staff from other districts (as described in "Signature Event" above). However, most districts/projects are also experiencing staffing shortages during these same high-use weekends. It would still be worth considering as an option.

## INTERPRETIVE PROGRAMS

Issue: Interpretive programs have been very popular at Corps projects during the summer months. To aid our park rangers in preparing programming for the Lewis and Clark Bicentennial the Discovery Boxes were developed. The overall theme of box is "Lewis and Clark Expedition – An Army Expedition" and the enclosed programs stress the Army aspect of the Expedition. Items contained within the Discovery Box are replicas of items that the Expedition either used or encountered during the 4-year journey. The boxes were designed for use by the ranger staff in school programs, campground programs, and special events. There has been considerable interest by teachers, event organizers, and community programmers since the public unveiling of the Discovery Box in 2001.

Visitors coming to COE water resource projects for the L&C bicentennial will be expecting presentations on the expedition or related topics to be given by our rangers at our projects, in schools, and at community events. This may mean additional nightly campground programs as well as presentations during the day. All of these will take away from "normal" activities. However, the overall consensus within the division is that the existing project staff will not be able to meet the demand for the programs. As the bicentennial approaches and annual summer recreation increases, project staff will be called upon to handle all of their "regular duties" with respect to project visitation.

Staffing and funding discussion: The remaining 3 issues are really where the lack of out-year funding for Lewis and Clark activities by the districts will be felt. Although there are several options given below, if funding does not become a reality, it is not something that the Districts will be able to absorb or furnish with their existing manpower. The impact will be a lack of Corps presence during local events and an absence of programming.

1. Summer Rangers: Additional summer rangers could be hired specifically to perform the interpretive programs. To ensure these rangers knew the Army aspect of the story and could adequately address questions regarding Army and its role in the expedition, it is recommended that these rangers take part in one of the Corps' Training Academies. For some receiving citation authority, it may be possible to run an abbreviated L&C training session in conjunction with the Visitor Assistance program given annually in each district. In other districts, summer rangers receive several weeks of interpretive training. It would be very easy to insert a session on the Lewis and Clark Expedition.
2. District Office personnel: District office personnel could be recruited to do some of the interpretive programs within a given radius of the district office or at nearby projects. Again, this would necessitate ensuring that the participating district office personnel were well versed in some aspect of the expedition story, knew how to use the Discovery Box, and were able and willing to do interpretive programs. Instruction could be given during a series of brown bag lunches at the district office.
3. Teachers: Another alternative for doing Discovery Box programs is to have the teachers do the programming themselves. Discovery Boxes could be sent/mailed via a checkout system. A fee for using the box could be imposed to recoup some of the mailing costs (similar the program used by the National Park Service interpretive box at Fort Clatsop). However, keep in mind that the original intent of the box was to discuss the Army aspects of the Expedition. Those teachers unfamiliar with the Army story may not be able to adequately address the story in the manner intended. Also, many of the items in the Discovery Box are small and could easily be lost during the time they are checked out. One way to minimize loss would be to furnish a checklist of the items in the box for each teacher. When the teacher sends the box back, the checklist should have been completed but an additional inspection be done by the ranger in charge of the box. A fee could be assessed for any item missing.
4. Volunteers: Volunteers could also be used to support the interpretive program. Recruiting retired or current teachers or college students during the summer months may help with campground programs and special events. However, unless these volunteers or contract personnel could go through a program to learn the Army aspects of the expedition story, they may be unable to adequately address the Army story.
5. Web-based loan program – Activities could be posted on a website with a limited number of educational props available through partnering arrangements. This would significantly cut down the number of items that would be out and the teachers

would only be using those items that he/she required. There is some labor involved in this option. The cost here would be to have someone set up the website (each district would do their own), find partners to assist in purchasing additional items, and sending those items requested.

6. Student Conservation Association, Inc. – Staffing could be supplemented with volunteers from SCA. These are usually college students, recent graduates, or those holding graduate degrees. All can serve in a variety of roles – interpretation, living history, ecological restoration, resource management, and more. Agency fees are determined by a variety of factors including intern travel costs, length of service, and housing. Corps of Engineers would need to provide housing/camping area. SCA would then bill the Corps for the remaining needs. Typically, a 6-month Conservation Associate would run ~\$8,300 for housing and \$11,800 for remaining needs. Shorter or longer times are possible and billing would be adjusted to fit the various time frames.

## CULTURAL RESOURCE MONITORING/PROTECTION

Issue: During the years of the Lewis and Clark Bicentennial, visitation along the entire route taken by the Expedition is projected to markedly increase. This means more visitors will be traveling and camping near cultural resource sites and sacred sites. Therefore, the potential for disturbing, desecration, or destruction will also increase. Some disturbances may be inadvertent such as children picking up arrowheads or pot chards. Others will be a direct result of intentional looting by scavengers using the visitation associated with the Lewis and Clark Bicentennial as a “cover” to gain access to these sites.

Monitoring of cultural sites will be necessary to avoid any potential disturbances. However, Corps park rangers are already experiencing staffing shortages and a lack of staffing will be exacerbated during the bicentennial. Therefore, other measures need to be investigated to monitor cultural sites.

### Staffing and funding discussion:

1. Grassroots monitoring – PSA’s, posters, radio spots, etc. would not only educate local citizenry about the laws and regulations regarding digging and retrieving cultural resources but could encourage citizens in the area to watch for recent signs of digging or looting. Citizens could then report these activities to either local law enforcement or the project office for further action. This could be operated similar to the TIP (Turn in Poachers) program found in many states.

2. Summer rangers and/or coop students – Because the requirement to protect cultural sites will not go away even after the Lewis and Clark Bicentennial, it may be prudent to hire additional permanent staff, summer rangers or coop students to assist with the monitoring and other duties associated with recreation and natural resource management.

3. Contract for monitoring – Local Tribes, BIA, law enforcement agencies, and State Historic Preservation offices are very interested in cultural resource protection. It

may be possible to contract with these parties to do cultural monitoring on Corps project lands. Contract administration costs and payment to the contractors may be cost prohibitive for an entire district.

4. Contract with National Park Service or Fish and Wildlife Service – Both of these agencies have law enforcement, arrest, and search and detain authority. These representatives could be paired up with Corps rangers in the field who know where the likely targets for cultural resource looting are located. These pairs could station themselves near sites that have shown recent looting and arrests could be made on the spot. However, contract administration costs and payment to the contractors may be cost prohibitive for an entire district.

## CORPS II PROGRAMMING

Issue: During the course of the Lewis and Clark Bicentennial, Corps II will be traveling the nation following chronologically the journey of the expedition. Although a final list of sites that will be hosting Corps II has not been prepared by NPS (who is in charge of logistics), there are several Corps projects that had applied to host Corps II and may be asked to do so. These events are much smaller than Signature Events and many times only consist of Corps II with perhaps a small local exhibit. In these cases, the Corps of Engineers may be asked to provide speakers to support the local community planning committee. As these are not Signature Events, it will be the responsibility of the hosting district to provide the necessary staffing.

Staffing and funding discussion: Treat the Corps II programs as any other request for interpretive programming. As such, the same staffing recommendations for interpretation would also work in this category. Unless Corps II is located on COE project lands, staffing should be a lower priority.

## CONCLUSION

The purpose of this staffing plan is to identify the district needs to upper management nationwide. Normally, it would be up to each district to implement and fund the recommendations. However, because this is such a far-reaching commemoration and because many districts will be affected, it is necessary to have a more national approach to staffing. It was never the intent of the national L&C budget to cover all of the costs incurred by each district to support the Bicentennial. It is necessary for all districts to step forward to help.

Admittedly, no one district has the money to pull off supporting all of the activities related to the commemoration and normal project happenings. If funding to pursue some of the options mentioned above does not become a reality and districts nationwide do not embrace the Bicentennial, the impact will be a lack of Corps presence at the events and/or an absence of programming.

The Corps has a tremendous opportunity as one of the key Federal leaders of the commemoration to accomplish its communication goals, serve its customers and build constituency. This is an opportunity to not only talk about the Corps and Army's role in the original Expedition but this Bicentennial gives the Corps a tremendous opportunity for public awareness and education of our current mission. If adequate resources are not allocated and districts outside the L&C route do not help provide resources for these events, the scenario will be much different and the image of the Corps will once again be tarnished as it has been too often.

## **Appendix A-2** **QUESTIONS AND ANSWERS**

### **GENERAL INFORMATION**

#### **1. Why is this called a commemoration and not a celebration?**

The Lewis and Clark Expedition means different things to different people, both positive and negative. The term “commemoration” allows us to call attention to the historical significance of the Expedition without the negative undertones associated with the term “celebration.” The fact of the matter is, to many Native Americans the introduction of white men to their native lands is nothing to celebrate. To the Army, though, it is important that we commemorate this event because of its achievement, regardless of the interpreted outcome associated with its success. We are commemorating the successful completion of a very difficult, and by much estimation, an impossible mission. Thomas Jefferson, as president of the United States, called upon the Army to meet this challenge and the Army did so successfully. We are very proud of that, yet, we are also sensitive to the perceptions and positions of other groups affected by this historic event. We can commemorate the cooperation of the tribes with the Expedition, and attempt to emulate that in our relationships today.

#### **2. What events will be held as part of the Lewis and Clark Bicentennial Commemoration?**

Signature Events recognized by the National Council of the Lewis and Clark Bicentennial are as follows. (Note: dates may change and time frames may increase or decrease as events are further refined.)

- Bicentennial Inaugural - Charlottesville, VA, 18 Jan 2003
- Falls of the Ohio - Louisville, KY/Clarksville, IN, 14-26 Oct 2003
- Three Flags Ceremony - St. Louis, MO, 14 March 2004
- Expedition Departure, Hartford, IL, 13-16 May 2004
- Expedition Faces West, St. Charles, MO, 20-23 May 2004
- A Journey Fourth, Atchison, KS, 3-4 July 2004
- First Tribal Council, Fort Atkinson, NE, 30 Jul-3 Aug 2004
- Oceti Sakowin, Chamberlain, SD, 27-28 Aug 2004
- Circle of Cultures, Bismarck, ND, 22-31 Oct 2004
- Explore the Big Sky, Great Falls, MT, 3-4 July 2005
- Destination 2005, Astoria, OR, 24-27 Nov 2005
- The Nez Perce, Spalding, ID, 14-17 Jun 2006
- Clark on the Yellowstone, Billings, MT, 25 July 2006
- Home of Sakakawea, New Town, ND, 17-20 Aug 2006
- Triumphant Return, St. Louis, MO, early fall 2006

In addition to the signature events listed above, there will be a number of other regional or local events taking place.

### **3. What are the various forts that were established as a result of the Expedition and Which ones exist today?**

The major forts that were located along the trail are Ft. Massac, Ft. Kaskaskia, Camp Wood, Fort Osage, Ft. Leavenworth, Ft Atkinson, Ft. Sibley, Ft. Manuel, Ft. Abraham Lincoln, Ft. Mandan, Ft. Union, Ft. Peck, Fort Benton, Camp Disappointment, Ft. Canby, and Ft. Clatsop. The only active military fort that exists today is Fort Leavenworth, KS. This list is not complete as many other small posts were established and abandoned after just a few days or weeks during the mid- to late 1800's.

## **RELATED TO THE CORPS AND/OR THE ARMY**

### **4. Why is the Army involved in the Bicentennial Commemoration?**

Lewis and Clark were army officers who led this army expedition. The president of the United States selected the Army to assemble the Corps of Discovery because we were the "right tool" for the arduous job: men, discipline, organization, logistics, and values. There were 33 permanent members in their party who went west from Fort Mandan, which is in present-day North Dakota. These included 28 Army soldiers and five civilians.

### **5. How will the Army be involved in the Bicentennial Commemoration?**

While most Army commands will take a supportive role, the Corps will be quite active and visible. This is because the Corps has land and water stewardship responsibilities on over 4,700 miles of the 5,000-mile route that L&C took from Pittsburgh to the Pacific Ocean. There are 37 Corps-managed water resource projects along the route, and the Corps will be hosting many visitors at these sites. In addition, another major player is the National Guard. However, the participation of the Guard is dependant upon how involved the particular state unit is in the plans for the Signature Events. The Army may be able to provide, at the request of signature event planners, color guards, bands, and other ceremonial support.

### **6. Why isn't the Army sponsoring a signature event?**

The Bicentennial Signature Events are grassroots-driven events that have federal assistance. Local organizations are serving as sponsors and federal agencies are participating or providing support where appropriate.

### **7. Why would the Army be involved in commemorating an event that led to the demise of Native Americans, by introducing disease and threatening their historic homelands?**

To the Army, it is important we commemorate the Expedition because of its achievement, regardless of the interpreted outcome associated with its success. The Army is commemorating the successful completion of a very difficult mission. The position and circumstances of Native Americans will be highlighted as commemoration

activities note the contributions that various tribes made to the success of the Expedition. It is also important to recognize that L&C were directed to make peaceful entreaties to the tribes they met along the way. In addition, commemoration organizers include a Circle of Tribal Advisors whose mission is to ensure the contributions and goodwill of the tribes encountered by the Expedition are recognized.

**8. What commands and organizations in the Army will be involved in the commemoration?**

The Department of the Army Headquarters established a L&C Commemorative Committee to coordinate and organize the Army's participation in commemorative activities. The Center of Military History is the executive agent for the Army and has responsibility over the committee. The committee oversees a L&C Advisory Group comprised of the following major participating commands (MACOMs): Forces Command (FORSCOM), Training and Doctrine Command (TRADOC), U.S. Army Recruiting Command (USAREC), and the Corps. The National Guard and Army Reserve components are also represented on the advisory group through FOSCOM. The Corps will be an active participant as commemoration activities take place at locations significant to the timeline of the journey.

**9. Will the Commemoration or Army participation involve using taxpayer dollars?**

The Army and other federal agencies must comply with laws and regulations that authorize support to non-federal entities such as those organizations planning the signature events. We are strictly regulated regarding the use of appropriated funds and these laws and regulations will govern how we can support bicentennial activities. The Corps is not a granting agency, therefore the activities funded by the agency are generally restricted to meeting recreation demands on Corps-operated lands and waters, as well as a variety of educational activities associated with the commemoration.

**10. How did the Expedition's military training influence their success?**

Respect for military discipline and skillful planning, coupled with the camaraderie that is common in military units, was an important factor. Beyond that, L&C knew, as military officers did, how to build teamwork into a military unit. They chose soldiers well and carefully to provide the blend of skills and talents that the Expedition required.

## **11. How does the Army have time to focus on a frivolous commemoration when there are more immediate national security issues to be concerned with?**

While the U.S. Army is engaged in present day operations and contingencies around the world, our non-negotiable contract with America will never be broken. As for the L&C Commemoration, much can be learned by examining the operations of the Expedition in the context of our present day Army and the values we share with the soldiers of the Expedition. Additionally, we as a Nation should not allow a group of terrorists or a nation opposing our views to fundamentally alter the manner in which Americans have traditionally commemorated the proud achievements of our forefathers. To do so is to admit defeat and to embolden those who are dedicated to confronting the ideals of freedom and democracy epitomized by our society. The Army is committed to supporting other federal agencies and civilian events where appropriate. However, if there is an emergent crisis of a magnitude requiring the undivided attention of this nation's armed forces, all plans to provide support to the L&C Commemoration will be reexamined.

## **12. What are the major activities of the Corps in support of the Commemoration?**

The national coordinator, assistant coordinator and the project delivery team, which is made up of the district coordinators and several task forces, directs the activities of the Corps. The Information Task Force was charged with developing information for a single map/brochure, which covers the entire trail. This publication, entitled "Discovering the Legacy of Lewis and Clark," is an interagency effort and is available at the present time. The Mapping Task Force was charged with developing a database of all available federal map products. These products are made available to all agencies to minimize duplication of effort. The Army Brochure Task Force was charged with developing a companion brochure to the recently published "U.S. Army and the Lewis and Clark Expedition." This piece is interpretive in nature and discusses the many overlooked stories that took place during the Expedition. The Discovery Box Task Force was charged with developing an educational box, which functions as an interpretive tool for the Corps park ranger staff to use in campground and school programs, and special events. The first phase of distributing the Discovery Box to field offices has begun and will continue throughout 2003. In addition to these products, the PDT has undertaken a number of other educational products that are listed below.

1. Regional maps and publications: Missouri River Travelers Guide and Journal, Lower Missouri River Map and Guide ("A Guide to Recreation and Visitor Safety"), Eastern Legacy map ("The Beginning of the Great Expedition"), Columbia River Boaters Map and Guide ("Great River of the West").

2. Lewis and Clark video: This video, being coordinated by the NWD L&C PDT, will tell the story of the Expedition from the Army and Native American perspective and will be marketed to public television and schools. There is also a video that has been developed by LRD that discusses the recruitment of Expedition members during Lewis and Clark's journey down the Ohio River.

3. American Rivers exhibit: The Army sponsored part of this exhibit and the Corps administered the contract. It has been touring major cities along the trail for the past year.

4. Car-tours audiotapes: These tapes are designed to assist travelers of the trail and provide narrations, which are keyed to specific locations. They were sponsored in part by the Corps and will be distributed through a non-profit organization

5. Lewis and Clark Training Academy: The academy is sponsored by the Corps and is open to other organizations and individuals. Its purpose is to provide high quality training for personnel who will be involved in working the Signature Events and giving educational programs. This academy is offered at several locations throughout the nation each year.

6. Corps of Discovery II: This traveling exhibit was developed by the National Park Service in cooperation with the other federal agency signatories of the L&C MOU. It will travel the trail during 2003-2006. Stops will correspond with the dates of the original Expedition. Corps park rangers will be active in helping to staff the exhibit and providing speakers for the Tent of Many Voices.

7. Support of Signature Events: The Corps will be present at all Signature Events by participating in the Corps II display as well as sponsoring or partnering on other exhibits and educational activities.

8. Michael Haynes paintings: The Corps commissioned five painting of original scenes from the Expedition. The scenes will depict the daily military life of the Expedition and will be on display at the various Signature Events and used in the Corps educational products.

### **13. Where can I obtain more information about the military aspects of the Expedition?**

The L&C Commemorative Committee is available to provide information and contacts that specialize in the military aspects of the Expedition. The points of contact for the committee are LTC Mark Reardon (202) 685-2324 and Dr. Glenn Williams at (202) 685-2797. An Army L&C Commemoration website is under construction and will be released sometime during the summer of 2003. Additionally, the National Council of the L&C Bicentennial has an excellent web site ([www.lewisandclark200.org](http://www.lewisandclark200.org)) about the overall Commemoration. Information about the Corps can be obtained from the NRM Gateway ([www.corpslakes.usace.army.mil/Employees/Committee](http://www.corpslakes.usace.army.mil/Employees/Committee)). Specific information can be obtained from Jean Nauss ([jeannine.m.nauss@usace.army.mil](mailto:jeannine.m.nauss@usace.army.mil)) Ken Wilk ([kenneth.s.wilk@usace.army.mil](mailto:kenneth.s.wilk@usace.army.mil)) or David Hewitt ([david.w.Hewitt@usace.army.mil](mailto:david.w.Hewitt@usace.army.mil)).

## **EXPEDITION SPECIFIC**

### **14. Who was in charge of the Expedition, Captain Lewis or Clark?**

Officially, the ranking officer on the Expedition was Captain Lewis. Although Clark was promised a captaincy, it never came to fruition because there were none available within the Army at that time. Therefore, Clark was given the rank of Lieutenant. However, to the members of the Expedition, Clark was addressed and recognized as a captain and signed his documents “Captain of the Expedition” as opposed to “Captain, U.S. Army.” The professional relationship that existed between the two men is a rare example of a co-command, a situation not replicated in the Army today.

### **15. Is it true that there was a slave by the name of York on the Expedition?**

Yes. York was the manservant of Clark.

### **16. Was it common for Army officers to own slaves?**

Just as landowners and others, including our nation's leadership, held slaves, so did some Army officers. Slavery was an institution in the United States and was not eliminated until the conclusion of the Civil War six decades later. It is difficult for us as a Nation and a military to recount our involvement in and support of slavery, but it would compound the tragedy of the institution to discount the participation of York because of his personal status. York shares in the successes of this great mission and as such is credited with being the first African American to cross from coast to coast in what is now the United States.

## **Appendix A-3** **SAMPLE SAFETY PLAN**

**NOTE:** The following template should be tailored to the specific project, environment, events, and anticipated activities at each division, district, or project. All sections may not be applicable to all projects and some projects may need to add additional items/issues.

**Public Education** – The safety plan should include a listing of all programs, training, and materials appropriate for the type of L&C events activities anticipated at the project to include but not limited to water and boating safety, camping and hiking safety, fire safety, environmental protection, etc.

**Risk Assessment and Hazard Analysis** - Risk assessment and hazard analysis is encouraged for all applicable visitor and employee activities with regard to L&C bicentennial events.

**Emergency Response** - Plans should be fully developed and coordinated for both water and land activities as applicable to the location. Search and rescue/recovery, fire fighting/containment, response to severe weather events including but not limited to floods (including flash floods), tornado, drought, and severe storms. Emergency contacts and phone numbers should be readily available. Coordination of radio frequencies and other forms of electronic/telephonic communication should be coordinated to assure adequate communication between responders.

**Project Policies** – Policies should be established, in writing, and available to the public (if applicable) on a variety of actions including but not limited to: lockage and portage procedures; signage; commercial vendors; shoreline camping on run of the river projects; inspection and maintenance procedures and policies for campgrounds, launch ramps, trails, and other public use facilities.

### **Large Public Events**

**On Land** - The plan should include such considerations as sanitation, drinking water, trash receptacles, crowd control, physical hazard mitigation, handicapped accessibility, parking facilities, traffic control, EMS services, security and law enforcement, temporary shelters, temporary electrical power, wrecker services, fire protection, Corps/local permit requirements, etc. Extreme events (such as firework displays, parachuting demonstrations, etc.) should be well thought out, analyzed and only provided by professionals skilled in the activity.

**On Water** - The plan should include such considerations as congestion control, moorage, control of both recreation and commercial navigation, float plans, emergency response capability to include search and rescue and vessel fires, notices to navigation, US Coast Guard/Corps permit requirements, launch ramp facilities including sanitation and trash receptacles, EMS services, establishment of no wake zones, security and boating law enforcement, etc.



## **APPENDIX B**

### **TASK FORCE CLOSE OUT REPORTS**

#### USACE Lewis and Clark Bicentennial Mapping Taskforce Closeout

##### Overview:

A Memorandum of Understanding between 15 Federal agencies and the National Lewis and Clark Bicentennial Council to collaborate in commemorating the Bicentennial of the Lewis and Clark Expedition was established 1 October 1998.

One of the biggest fears that the Federal agencies had early in the planning phase of the bicentennial was that every agency would develop a Lewis and Clark map for the bicentennial. All of the maps would look the same with the exception of the agency logo in the bottom corner. The Lewis and Clark Federal Interagency Committee endeavored to produce a commemorative map series. USACE established a Mapping Task Force to compile a list of existing maps developed by the USACE that can support the commemorative map series.

The Corps Mapping Taskforce worked with the Federal Interagency Mapping subcommittee to provide the mapping information that currently existed within various offices of the Corps. The information was provided for the development of a data base of all available Federal map products along the entire route taken by Lewis and Clark. If an agency desires to produce a map that is specific to that agency, all of the mapping information obtained from all of the agencies would be available for use.

##### Mapping Task Force Members:

- Paul Flamm, NWK
- Jerry Gray, NWS (Lead)
- Robert Peak, NWP
- Kimberly Penner, NWK
- Tom Seiner, NWW
- Russ Somsen, NWO

##### Goals & Objectives:

- Identify and catalog mapping products available within the Corps.
- Provide the metadata or description of the existing material to USGS.
- Represent the Corps on the Interagency Mapping Subcommittee
- Coordinate with USGS, the Interagency Mapping Subcommittee, and the other L&C task forces.

### Activities:

- Jerry Gray participates in an Interagency Mapping Subcommittee teleconferences and Subcommittee meetings.
- A memo requesting that all applicable mapping data be forwarded to the task force was released by USACE October 7, 1999.
- Task force team members met October 26 - 29, 1999. Data from the Districts was assembled and a list of data remaining to be collected was created to guide follow up efforts.
- A list of suggestions for the final interagency map was created.
- A listing of available Corps mapping products was supplied to USGS.
- The task force provided USGS with scans of the 1894 Missouri River Commission maps on CD.
- Kim Penner is assigned to act as liaison for the Federal Lewis and Clark Map Directory.
- The task force met in St Louis March 20, 2000 to review the USGS prototype federal commemorative map.
- March 21, 2000 the task force participated in the Interagency Mapping Subcommittee presentation of the prototype map to the Lewis and Clark Bicentennial Interagency MOU Field Working Group.
- March 31, 2000 after deliberation a list of suggestions for features to be included on the commemorative map was sent to the USGS.
- December 21, 2000 all USACE data had been entered on the USGS website.
- September 6, 2001 after successfully completing its mission the taskforce was disbanded.

### Summary

The taskforce quickly and efficiently accomplished its mission. Thanks to the efforts of Kimberly Penner formatting and entering the data the Corps received praise from the other federal agencies. In the words of Dale Blevins of the USGS, “The only agency who has notified me of completion is the USACE (Please accept my congratulations and gratitude!!). Their entries alone make the site a worthwhile product.” At the time of disbanding USACE was the only agency to complete the task.

**Lewis and Clark Bicentennial Commemoration  
Information Task Force  
Close Out Report  
April 2005**

**Members:**

Julie Ziino, MVS  
Sue Clevestine, MVR  
Paige Cruz, LRH (now retired)  
Julie Price, NWO  
Dave Dankel, NWW (now retired)

**Objective:**

This group was tasked with developing a single map/information brochure that would be mailed to any public request for information on the L&C Bicentennial by all Federal agencies.

**Back ground:**

A Lewis and Clark Bicentennial brochure that collectively represented all federal agencies was needed to facilitate public demand. Several agency brochures were in circulation, however none were sanctioned by the Federal Agencies participating in the Lewis and Clark Memorandum of Agreement.

**Development:**

This task force met several times to coordinate research and develop the theme, design, text, photos and graphics of this brochure. Each individual contributed their own expertise to the development process. The talent of this group included: production experience, technical and interpretive writing skills, extensive Lewis and Clark knowledge, Tribal Relations experience, local and community involvement, strong relations with Lewis and Clark experts in other federal agencies, and a vast array of other talents too numerous to mention.

**Review and Permission:**

The most daunting challenge of this task force was the review and approval by the Federal Agency representatives. Numerous drafts were presented to the Federal Agency Coordinating Team, only to be revised, edited, strongly discussed and even revisit the goal of the brochure. Comments were provided by individual members not collective comments from the group, thus slanting the brochure to favor a certain agency or event. Final approval was achieved when the Federal Agency Coordinating Team agreed that a smaller team would represent the larger and make final decisions on the brochure content and distribution.

**Recommendations:**

The Corps of Engineers should be commended for taking on the task of producing this brochure on behalf of the Federal Agency Coordinating Team. It would have been helpful to have established An Inter-Agency Federal Task Force which this Corps task force would have reported to for decisions, rather than the larger coordinating team. All agencies need to share in the cost of development, printing and distribution.

**Successes:**

This brochure is very popular with Lewis and Clark enthusiasts and the general public experiencing the Lewis and Clark story. 3.8 million Legacy brochures were printed. The U.S. Mint received approximately 3 million, the U.S. Army (including the Corps) received 300,000 and 25 other agencies received the remaining 500,000. In many locations supplies were exhausted very quickly. The over all content and lay out (especially the map) were very useful and user friendly. The objective of one interagency L & C brochure was achieved.

## **Army Brochure Task Force Close Out Report**

During the planning stages of the Lewis and Clark Commemoration, it was determined that the Corps should develop a brochure for distribution as the Corps administers so much of the Lewis and Clark Trail/Waterways, and the Corps receives the highest visitation among Federal recreation agencies.

### Army Lewis and Clark Expedition Brochure Strategy

The brochure was intended to:

- Meet the needs of the Army and produce something that shows that we are ALL connected.
- Be an excellent opportunity to pool resources to promote Army in an inexpensive way.
- Have more customer appeal as it consolidates much information into one package.
- Attract a large audience with various interests to meet recruiting, retention, morale, and community support goals.
- Be different from what the Corps' Lewis and Clark Information Task Force is producing.
- Will tell the Lewis and Clark story as it relates to Army Commands and Agencies, Army will benefit from the indirect learning about the Army.

Task Force Team. The task force was named to include: Craig Lykins (NWS), Chuck Parrish (LRL), Scott Moore (NNW), Pat Barry (NWP), Rachel Garren (MVS). The team met in Washington DC at the Pulaski Building (Corps HQ) September 14-16, 1999. Pat Barry had to remove himself from the team for personal reasons and Alana Kirkpatrick (now Mesenbrink) replaced him.

Process Used for the Development of the Brochure. Numerous meetings, conference calls, and email communications were all used to produce the brochure. Assignments were distributed to all task members to complete the various sections and to acquire permissions. Considerable research was conducted and site visits to significant L&C locations occurred.

Initial Submittal. An initial draft brochure was prepared by the task force and submitted to the Center of Military History in March, 2000. The CMH (General Brown) decided to use the draft we had written to develop the Army Brochure on the Lewis and Clark Expedition. The task force was asked to develop a different brochure not based solely on the journey timeline but also to be a reader friendly interpretive tool.

Starting Over. The task force met to brainstorm new ideas for the Corps' L&C brochure. We determined to highlight interesting and lesser known/written about subjects and make this an interpretive publication. We wanted to write about these topics in a way that would interest a 6th grade reading level audience and provoke any readers to want to know more about the L & C Bicentennial and the Army. Each team member researched several topics and wrote drafts for review.

Reviews Conducted. Numerous reviews occurred internally among the team, Jean Nauss, Ken Wilk and externally by recognized L&C experts. Team members constantly delved into the L&C Journals and asked questions of L&C experts to assure accuracy of information.

Editor Chosen. Mark McKay of Northwest Interpretive Association, Seattle, WA was chosen to edit the brochure and develop graphic designs. This turned out to be a poor decision as he was unable to focus solely on this effort and the software he used was not compatible with the software used by the government, creating extra work before the brochure could be printed.

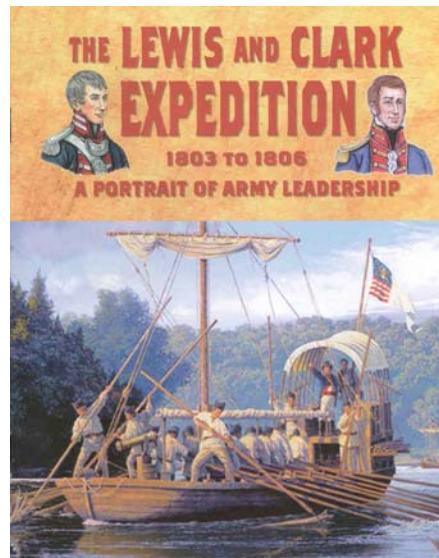
Obtaining Required Permissions. Permission was necessary to use certain sketches and photographs. We paid for the rights of four graphics, two from the Clymer Museum (Sacajawea at the Big Water and Salt Makers), the presidential portrait of Thomas Jefferson, and the cover painting by Gary Lucy), however, we acquired most graphics from internal Corps or Army folks who possess artistic abilities.

How Disagreements Were Handled. The team functioned extremely well when together or working individually. Humor and optimism kept the team focused despite the additional work of rewriting a "different type of brochure" and the numerous reviews/changes in the scope of the brochure. Issues and concerns were addressed by talking them out - there was an open environment where opinions, thoughts and ideas were all given equal consideration.

Difficulties. It is difficult to prepare a brochure by group as team members each have different writing styles. It is a very time-consuming process to meld the styles into a smooth text, especially when asked to develop a brochure for a second time. The selection of a Corps Editor/Graphic Designer may have eased some of the difficulties with an editor unfamiliar with the Corps and the Army.

There were some difficulties in the printing process with GPO, at their HQ level. Someone did not like the paper quality, so refused to compensate the printer the full amount of his bid. This resulted in considerable savings for us, but it was a procurement pain to clear the books. We ended up only paying only 8 cents each for something that was bid at 10 cents each.

Product Produced. The Brochure, "The Lewis and Clark Expedition, 1803 to 1806, A Portrait of Army Leadership" is still being distributed and has been well received by the public.



Conclusion. The experience and opportunity to work on a national task force and with the team members to research and write was rewarding for everyone. The brochure is something that the Corps can be proud of, as can the team members who spent much of their own time performing many of the tasks.

## **CREATING THE CORPS OF DISCOVERY BOX REPORT AND OBSERVATIONS OF THE PROCESS**

### **PURPOSE**

The National Lewis and Clark Bicentennial Commemoration began in 2003 and will continue through 2006. The U.S. Army Corps of Engineers (USACE) manages more of the existing Lewis and Clark Trail miles and recreation facilities than any other government or private entity. During these Commemorative years the Corps of Engineers facilities along the trail serves many functions for active participants along the trail. USACE at the national level realized this event was an excellent opportunity to provide accurate interpretation of the Lewis and Clark Expedition at all Corps recreation sites, local schools and community functions.

With this in mind, the U.S. Army Corps of Engineers Headquarters (HQ USACE) organized in September 1999 a Discovery Box Task Team to develop a 'Corps Discovery Box' to be utilized in focusing Lewis and Clark interpretive program messages on the important role of the Army within the expeditions historic trek across North America. The Discovery Box was to contain authentic reproductions of Lewis and Clark Expedition objects/items/materials, include description, etc. and recommended additional references to help guide the development of highly professional interpretive and classroom presentations.

The Task Group realized there are many significant facts and stories worthy of interpretation within the covers of the Lewis and Clark Journals that could become program themes in a well-planned 'Corps Discovery Box'. The Task Force was cognizant of using Corps Interpreters with their imaginative and creative backgrounds, of them being able to use the final box and to have flexible contents in order to be able to present a factual, stimulating and an entertaining side contribution to any Corps presentation that involved the historical Lewis and Clark Expedition.

### **MEMBERS OF THE TEAM**

Initial members of The Box Team who met in Washington were Amy Johnson (NWO), Cindy Samples (NWS), Ed Shirley (SWF), Ray Nelson (MVP), and Rick Magee (NAE). After several months of work we lost Cindy Samples to the US Fish & Wildlife Service. Susie Kline (LRP) joined the team.

### **THE VISION**

The Vision was that there be a kit that would be used by USACE Rangers and other interpreters to tell the story of the Corps of Discovery, and make connections between the expedition and the modern Corps of Engineers. This concept was "bought in by all the members of the Team.

## **OUR OBJECTIVES**

- Develop themes that emphasize the Seven Army Values providing an appreciation for the successful Army Exploration Model utilized by the Lewis and Clark Expedition.
- Provide authentic reproduction objects/items/materials that have an accepted Lewis and Clark statement to make just as do the written resources.
- Demonstrate how the historic objects/items/materials can offer learning opportunities and suggest the best possible uses under any existing limitations imposed by presenter lack of knowledge and experience.
- Develop efforts to provide training and learning opportunities to Corps Ranger/Interpreters to experience and familiarize their knowledge with these reproduction objects/items/materials and increase the capacity to interpret their relationships with the Lewis and Clark Army theme more effectively.

## **THE THEME**

The Theme of The Box is “The Lewis and Clark Expedition was an Army Mission that made significant scientific contributions that was a success in part due to adherence to the Seven Army Values.” The theme is the statement of what the audience should understand from a program.

## **THE TEAM PROCESS**

The initial formation of the team in Washington, D.C. served several basic functions, among which were bringing the individual team members together as a team, and, particularly, starting the “defining” process which would in time help shape the final product. It was at this September 1999 meeting in Washington that important initial decisions were made that served the task force during its work.

At our initial meeting in HQ USACE in September 1999 The Box Task Force made some initial decisions that we stuck with for the duration of our work.

- The “box” would primarily be a “use-oriented” tool, not simply a static display.
- We adopted the theme, “The Lewis and Clark Expedition was a successful Army scientific and diplomatic mission due to the adherence to the Seven Army Values.”
- Items in The Box, as we came to refer to it, would all somehow be related to one or more of the Seven Army Values.
- We did not want to recreate the wheel. We wanted to create something new and worthwhile.
- We would provide resources and ideas for rangers across the country to use and develop into their own programs.
- We would not pick a leader or chairman.

We wanted to find out what others did to develop discovery boxes. Was there something already out there that met our needs? What lessons could we learn from others experiences? What should we do differently? We were fortunate to be able to visit Great Falls, Montana, and the Lewis and Clark Interpretive Center to pick the brains of people there who had developed L&C kits. Also we visited the Charlie Russell Museum and the regional office of the Montana Game and Fish to see similar efforts with different themes. Another trip was to what was then the Fort Clatsop National Memorial see what the NPS rangers there had done. These trips were very productive, and everyone assured us that our proposed kit focusing on the Army aspects of the Corps of Discovery would be a great, much needed, addition to their work. This was reassuring and helped us build momentum. We did not want to produce just another box filled with items. We wanted this to become special.

Subsequent “field meetings” – in St. Louis, Missouri, in Great Falls, Montana, in Astoria, Oregon, in Yankton, (Lewis and Clark Reservoir), South Dakota, and in St. Paul, Minnesota, served several purposes, not the least of which, in four of these locations, was giving team members at least a “hint of a feel” for some of the route traversed by the expedition and the hardships that were overcome. Another valuable benefit of these “field meetings” was the opportunity team members had to discuss various aspects of the project “face-to-face”, in both semi-formal and totally informal situations.

Much the task was accomplished by individual effort by each of the team members – through research, (afield, usually alone, but on occasion in company with another team member, through printed sources, and by conversation with knowledgeable individuals), and by contact, (written and by telephone), with suppliers of goods and service. Without these many undocumented hours of individual effort by each team member, little could have been accomplished. These individual efforts were tied together during numerous “Conference Calls” and the occasional field meeting.

One of the reasons this team was so successful was communication, communication, communication. HQ was very generous in providing us the means to have many face to face meetings and to take in training related to L&C, interpretation, and the development of educational trunks. This gave the team the ability to bounce many different ideas off of each other. Nothing was out of the question until presented and discussed. Eyebrows perhaps were raised sometimes, but all were willing to debate the pros and cons and then decide on what would fit best. When face-to-face meetings were not an option, we made good use of the electronic media through teleconferences to verbally discuss issues and emails to send drafts and pictures for committee review. Everything was reviewed over and over to make sure of its historical accuracy, that it was conducive to use by Corps rangers, and that it contributed towards telling the Seven Army Values.

We made sure that we had many different types of peer review at several steps along the way. Before The Box was developed, an email survey was sent out to the L&C POC's across the country. We questioned the interest in The Box and what people would like to see in it. This gave us a starting point for interest and what the Corps rangers would like to talk about. The prototype Box was taken to the Lewis & Clark Trail Heritage Foundation National Conference in Dillon, Montana. Team members explained The Box, its theme and uses, and then had a paper evaluation form for those looking at it to

fill out. This also gave us a gauge as to whether we were on the right track or not. At various stages after that, The Box was taken to conferences and meetings for verbal feedback. The one problem encountered with a lot of the feedback was that people would just say something like "this is great" or "we need something like this". It wasn't enough to maybe build on but made us feel good that we were part of a process that so many people were excited about.

Challenges in preparing the prototype were to find sources of materials. Some items were no longer in production and alternate sources were found, such as for the compass. Other items we had to find vendors to make such as the grizzly bear paw and the cactus. Other items we put together ourselves such as the herbarium posters. And there were a couple of items that were disappointments in the copies compared to the prototype, such as the "voyageurs grease" and the plant press.

We required few permissions, as we mostly purchased items. One permission we required was to produce the herbarium posters. The botanist at the Academy of Natural Sciences was very cooperative in providing images. The librarian, however, was not so cooperative but was eventually convinced that ours was a worthwhile endeavor worthy of support. Another permission was from the Virginia Military Institute to photograph and produce a poster of the air rifle, a special request by Darrell Lewis. This became an interesting opportunity for Rick and mostly for Ray. The director of the VMI Museum was more than cooperative. We not only got to photograph and hold the weapon, but the director took it apart. Ray could examine the lock to see the mainspring that was replaced in the field by Reuben Fields, as the Journals mention.

Another challenge was in obtaining funds to produce copies of The Box. The Box was not an inexpensive kit. Although the initial idea had come from HQ level, there was no initial support from Washington beyond producing the prototype. Amy and Rick traveled to HQ USACE to demonstrate The Box to Darrell Lewis and other decision makers. We understood that without financial support from the HQ level, few copies of The Box would be purchased and the effort would be in vain. On the other hand, if it were free to the projects or districts, it would not be valued.

The beauty of The Box is that it is fluid. People have added items that are pertinent to their location. For example, we have added a new video since The Boxes first went out, *A Confluence of Time and Courage*. The Box is not a static item but something that can be added to, taken from, and adjusted to the location and audience. That is why it was in demand by so many groups other than the Corps and the National Guard. Even with the military theme, The Box had the ability to be used in many different situations. If an interpreter decided to use it for a program on the flora of the trip and brought out the uniform and mentioned that it was a military mission, then we have achieved our goal.

A User Guide was a critical piece of The Box. A guide to the items in The Box, the thinking behind them, with further recommended resources was essential to producing a tool that interpreters across the country would use effectively. Each member of the team took one or two Army Values and developed at least one sample interactive program for it. These materials from each member of the group were edited them with additional material to produce the User Guide. Permission was obtained from Gary Lucy for use of

his painting on the front cover. Copies were printed by New England District at the Defense Printing office at Hanscom AFB.

Production of The Box was done by contract to Salmon River Industries. Patty Williams in Portland District administered the contract. Headquarters did come up with funding to subsidize two boxes per district. Others cost about \$1165 for the basic cedar “K-Mart” box. Salmon River Industries produced nearly 200 copies for USACE districts and projects from New Hampshire to California, the Army National Guard, and for other buyers including museums and historical societies.

Ultimately, the team was a good mix of people with different strengths and weaknesses. We offered what we had and bowed out when it wasn't right for the team or The Box. We all took great pride in what we did and gave it our best and I guess that's all anybody could have asked for.

### **OUR MAIN CHALLENGES:**

- Keeping focused on the theme and the end users of The Box.
- Finding some items. Several vendors ceased making items that we had included in The Box.
- Keeping the amount of items in The Box to a manageable weight and quantity.
- Obtaining funding for copies of The Box
- Getting the contractor on line.
- Getting rangers to read the User Guide and then develop their own appropriate programs.
- The Process took much longer than we anticipated.

### **OUR SUCCESSES:**

- ❖ Much to the surprise of Darrell Lewis and some others, we were the first task force to accomplish our mission, to produce a product.
- ❖ We all worked hard and well together. None of us recalls any disagreements. Frustrations and angst, but no disagreements.
- ❖ We convinced Darrell and others in HQ to support The Box with scarce funding.
- ❖ Despite changes in The Team and our geographic separation, we worked together successfully without a hitch.
- ❖ There was demand for approximately 200 copies.
- ❖ The Box and its contents are able to be used in a multitude of ways. Items are intended to be used. With a little bit of interest and some background information, items can be used to develop a pretty good program.
- ❖ We have seen contents of The Box displayed like ancient artifacts at the South Dakota Historical Society Museum in Pierre, displayed in USACE visitor centers, libraries, and offices, interpreted by National Guard men and women!
- ❖ We wore out two “Cabbage Boxes” for the prototype Box.
- ❖ Comments from Park Rangers about The Box have been very positive.
- ❖ Our team had a vision and saw it through to the end.

A Team success and failure can sometimes be a fine line of measurement. Lewis and Clark were a unique leadership team and developed a team of soldiers and recruits to make this now famous expedition. Their team needed the right values, spirit and character to make it successful. Leadership was shared and experienced by all in many instances. The Discovery Box Team, in final retrospect, was also the “Right Team Mix”! Selecting this group of volunteer team members from all over the country to meet, acquaint, and formalize a united venture to develop and produce the Discovery Box parallels the L& C method...it required a certain team attitude to envision, to believe, and to faithfully value our group’s structure.

### CLOSING QUOTES:

- ❑ *Not a whisper or murmur of discontent...all act in unison and with the most perfect harmony.* -- Meriwether Lewis
- ❑ *I believe that the final product developed has and will continue to be very useful for the purposes for which it was intended – the sharing, (primarily by Corps of Engineers Rangers), and particularly the U. S. Army aspects, of the saga of the Corps of Discovery with as many people as possible.* -- Ed Shirley
- ❑ *I recall my time on the L&C Team – it will always be a highpoint in my career with the Corps. It was ... a team that respected each other and valued each other's opinions.* -- Cindy Samples
- ❑ *I am very, very grateful for having had the privilege of working with these fine people.* -- Ed Shirley
- ❑ *An end product for myself was the enjoyment received by this opportunity to work on this project with some unique and special people. I've been on many teams and completed several projects, but the positive people (Rick, Susie, Ed, Amy, Cindy, Jean, Ken and many others) all made this much more satisfactory and ensured success!* --Ray Nelson
- ❑ *It was a pleasure and an honor to have been on the Expedition with you. As I make my way back down river with Cpl. Warfington, I wish the very best to the members of the permanent party.* -- Susie Kline
- ❑ *Passion is the essential ingredient for powerful and effective interpretation – passion for the resource and for those people who come to be inspired by it.* – Larry Beck and Ted Cable
- ❑ *No man lives whhith whome I perfur to undertake such a trip as yourself.* -- William Clark

**APPENDIX B-1.**  
**INITIAL DISCOVERY BOX TASK GROUP 1999**

Member	Address	Phone #
Ray Nelson	U.S. Army Corps of Engineers Crosslake Recreation Area 35507 County Road 66 P.O. Box 36 Crosslake, MN 56442-0036	(218) 692-2025  Fax (218) 692-4911
Edward Shirley	U.S. Army Corps of Engineers Sam Rayburn Reservoir Route 3, Box 486 Jasper, TX 75951	(409) 384-5716  Fax (409) 384-6076
Cindy Samples	U.S. Army Corps of Engineers Albeni Falls Dam 2376 E. Highway 2 Oldtown, ID 83822	(208) 437-3133 X 224 Fax: (206) 764-3682
Rick Magee	U.S. Army Corps of Engineers Lower Connecticut River Basin Office 6 Athol-Richmond Road Royalston, MA 01368	(978) 249-2547  Fax (978) 249-3680
Amy Johnson	Amy Johnson U.S. Army Corps of Engineers Gavins Point Project Office P.O. Box 710 Yankton, SD 57078	(402) 667-7873 X 3246  Fax (402) 667-9919

In FY 2000 Cindy Samples took a job with Fish & Wildlife Service. She was replaced by:

Susan Kline	U.S. Army Corps of Engineers	(412) 395-7179
	Pittsburgh District	
	Pittsburgh, PA	

## **APPENDIX B-2**

The following outline summarizes how to develop an interpretive kit or “discovery box”, using the lessons learned by the development of the USACE Corps of Discovery Box.

### **The Box 12-Step Program**

*Step 1:* Decide if a Box is right for you: Will it meet your management needs? Will it provide an additional tool for interpretation? Has it been done before?

*Step 2:* Get answers to the interpreters’ questions: Who is the intended audience? Who will be the primary user? What are you trying to interpret?

*Step 3:* Develop your theme: Everything in your kit should be there to develop a uniform message.

*Step 4:* Research your topic. Does anyone else have a similar product? What information do you want to get across?

*Step 5:* Choose and develop stories that relate to your theme

*Step 6:* Select items that will illustrate your stories. Just like a book starts with the words and the illustrations follow, so should you start with your story and then find items that will help interpret them.

*Step 7:* Procure your items. More research as you shop around.

*Step 8-* Assemble a User Guide/ lesson plan. Write down the stories and some suggested activities using the items in your box. Provide references for further information and sources of items.

*Step 9:* Promote your product.

*Step 10:* Present the product.

*Step 11:* Evaluate

*Step 12:* Make improvements, changes, and additions to your box and your program.

**APPENDIX B-3**  
**LEWIS AND CLARK'S**  
**CORPS OF NORTHWESTERN DISCOVERY**  
**AND THE VALUES OF TODAY'S ARMY**

In May 1804, Captain Meriwether Lewis, Lieutenant William Clark, and a select group of volunteers from the United States Army ventured west towards the Pacific coast. The skill, teamwork, and courage of each soldier contributed to the success of the expedition. When the soldiers finally returned in September 1806, their journey had already captured the admiration and imagination of the nation. The traditional values of the United States Army, embodied in the soldiers serving with Lewis and Clark, are as important today as they were in the past. The spirit of the Corps of Discovery continues to live on in the soldiers and values of today's Army.

**LEADERSHIP, THE SEVEN ARMY VALUES:**

**Loyalty:**

Bear true faith and allegiance to the U.S. Constitution, the Army, and other soldiers. Be loyal to the nation and its heritage.

**Duty:**

Fulfill your obligations. Accept responsibility for your own actions and those entrusted to your care. Find opportunities to improve oneself for the good of the group.

**Respect:**

Rely upon the golden rule. How we consider others reflects upon each of us, both personally and as a professional organization.

**Selfless Service:**

Put the welfare of the nation, the Army, and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

**Honor:**

Live up to all the Army values.

**Integrity:**

Do what is right, legally and morally. Be willing to do what is right even when no one is looking. It is our "moral compass" -an inner voice.

**Personal Courage:**

Our ability to face fear, danger, or adversity. (Physical and moral).

**APPENDIX C**  
**TOPICS PRESENTED**  
**LEWIS AND CLARK TRAINING ACADEMIES**

Lewis & Clark 101 – An Introduction to the Expedition; Music of the Expedition  
Interpretation 101  
The Army of 1800  
Uniforms of the Expedition  
Food of the Expedition  
Period Scientific and Medical Equipment  
York  
Clark's Letters to his brother, Jonathan  
George Drouillard – Sign Talker  
History of Fort Osage  
Dugout Canoes  
Lewis & Clark in the Northwest  
Lewis & Clark Archeology  
Dispelling the Myths  
Stories along the Trail  
The Discovery Box  
Trail Stewardship  
L&C in KS and MO  
Patrick Gass  
Missouri River: Then and Now  
Social and Economic Status of 1800  
L&C at Fort Mandan  
Heritage Tourism  
Eastern Legacy  
What's coming on the Ohio River?  
Members of the Expedition  
Lewis and Clark in the Area (Sioux City)  
Sergeant Floyd  
Living History Encampment  
Louisiana Purchase  
Artwork of the Expedition  
Pierre Cruzatte  
Fort Massac  
Cathlapotle Archeological Site  
Interpreting Beyond the Flamboyant  
L&C on the Lower Columbia  
L&C Reenactor's Guide  
Captain Lewis  
High Tech Approach to Locating L&C  
Pompey's Pillar  
What Happened to Baby Pomp?  
Community Lessons Learned  
George Gibson

National Insight on the Bicentennial  
Montana Insight on the Bicentennial  
Montana Regional Resources & Events  
Expedition What If's  
Up the Wild Missouri  
Secret Codeword: Artichokes  
A Visit with George Shannon  
The Chinese Connection  
The Top 5 List  
White Bears of the Great Falls  
The Great Portage

## APPENDIX D TRAINING ACADEMY

The following article was written in 2002 by HQ Public Affairs Office and published in the "Engineer Update" to promote the Lewis and Clark Training Academy.

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October 2002, Vol. 20, No. 10

# Training offers glimpse into Lewis & Clark era

**By Denver Beaulieu-  
Hains  
Headquarters**

For those who might wonder why Meriwether Lewis and William Clark set out to explore the Pacific Northwest, or those who want to know why the Lewis and Clark expedition remains important today, the U.S. Army Corps of engineers is sponsoring a Lewis and Clark Training Academy in the Pacific Northwest.



**Bob Dorian, left> demonstrates the sextant, a navigation instrument used by Lewis and Clark. Steve Allie, right, Director of the Frontier Army Museum, wears an Army dress uniform from the period. (Photos courtesy of Lewis and Clark Bicentennial Committee)**

This training academy, "With the Ocean in View," will be held at the Vancouver Water Resource Education Center, Nov. 6-8 in Vancouver, Wash. It is open to anyone who wishes to attend.

"The session will start with an overview of the whole Lewis and Clark experience, then address more regional topics, which focus on their travels within the Columbia River Basin," said Craig Rockwell, Congressional Liaison to the Lewis and Clark Bicentennial Caucus for the U.S. Congress. Rockwell began planning for the bicentennial event since 1996, when he was the USACE coordinator. "The sessions will be open on a first-come, first-served basis, and are free to the public."

Corps park rangers and others who have responsibilities to meet the needs of bicentennial visitors are encouraged to attend.

The training will include how to use the Discovery Box, a box filled with items related to the expedition, such as a cast of a grizzly bear track, sextant, peace medals, and a tin of bear grease bug repellent.

The training also features the Native American perspective on Lewis and Clark; role players portraying Capt. William Clark and York, the only black person in the expedition; bus tours; and methods of interpreting the Lewis and Clark expedition for park visitors.

"It's imperative to have rangers and natural resources and navigation people take this training because so much of the story is going to be on the river," said Susie Kline, an outdoor recreation planner from Pittsburgh District, and a member of the four-person team that developed the Discovery Box.

Although the academy does not charge tuition for its sessions, personnel stationed outside of the Pacific

Northwest must have their travel and per diem approved by their offices.

"It's an uphill struggle," said Ken Wilk, Lewis and Clark Bicentennial Deputy to the National USACE Coordinator. "The ideal is for every Corps employee to know the story but, realistically, if we have a majority of those with high levels of customer contact to take this training, we'd be in good shape."

But the goal is to be in better-than-good shape, Wilk added.

"Some personnel might not see the value in this training and spending the funds, he said. "But we are conducting these training sessions to broaden the awareness of the entire Corps mission and our abilities."



**Arrayed on the table are examples of some of the equipment carried by the expedition. (Photo courtesy of Lewis and Clark Bicentennial Committee)**

Wilk said that the Corps has taken some hits and received some bad publicity in the past, but he sees the bicentennial event as an opportunity to tell the Corps story and look good at the same time.

"With Lewis and Clark coming through, we will be out there in the right light, in the Congressional eye, in the public eye, in the media's eye, and our image can change," said Wilk.

For more information see the website at [www.lewisandclarkwa.org](http://www.lewisandclarkwa.org)



## APPENDIX E THE PAINTINGS OF MICHAEL HAYNES

Five paintings were commissioned by the Corps of Engineers to highlight the Army aspect of the Lewis and Clark Expedition. Each of these paintings, in some way, contains details of the U.S. Army in the 1803-1806 period. Notes on each of the paintings were provided by Michael Haynes.

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**"RECRUITMENT AT FT. MASSAC"**  
November 12, 1803



### NOTES ON THE PAINTING

On November 11, 1803 a small contingent of men led by Capts. Meriwether Lewis and William Clark arrived at Ft. Massac, situated on a promontory overlooking the Ohio River not far above its confluence with the Mississippi River. The French built a fort at this location in 1757, and the Americans built another in 1794 near the ruins of the earlier structure. The frontier outpost was under the command of Capt. Daniel Bissell at the time of the Corps' arrival, and was garrisoned by a company of the 1st U.S. Infantry. While at Massac, Lewis armed with orders from Secretary of War Henry Dearborn, selected men for possible recruitment into the permanent party.

In this scene Capt. Lewis and Capt. Bissell review potential candidates on the parade ground just outside the northern gates of the fort. Standing with them is the French/Indian interpreter and courier George Drouillard, who was the most valuable addition to the Corps recruited at Ft. Massac. There was a village near the fort and in the painting three Shawnee onlookers from the neighborhood watch the procedure with interest. A total of fourteen men in addition to Drouillard were acquired at Massac to navigate Lewis' boats up the Mississippi River; perhaps as few as two actually became members of the Corps of Discovery.

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## "INDEPENDENCE CREEK"

July 4, 1804



### NOTES ON THE PAINTING

At the mouth of Independence Creek near present day Atchison, Kansas, the Corps of Discovery took time from their daily routine of backbreaking labor to celebrate the birthday of their fledgling country. Only twenty eight years old, the new republic had more than doubled in land mass and these were the men, most hand picked from the U.S. Army, which would explore the vast new territory.

Captain William Clark might have had the significance of the Corps' mission in mind that day. His journal entry was particularly poetic in its description of the surrounding country. He wrote—"The Plains of this countrey are covered with a Leek Green Grass, well calculated for the sweetest and most norushing hay, interspersed with Cops of trees, Spreding ther lofty branchs over Pools Springs or Brooks of fine water. Groops of Shrubs covered with the most delicious froot are to be seen in every direction, and nature appears to have exerted herself to butify the Senery by the variety of flors Delicately and highly flavered, raised above the Grass, which Strikes & profumes the Sensation, and amuses the mind - throws it into Conjectering the cause of So magnificent a Senerey [several words illegible, crossed out] in a Country thus Situated far removed from the Sivilised world to be enjoyed by nothing but the Buffalo Elk Deer & Bear in which it abounds & Savage Indians."

The scene I've created depicts the men of the expedition giving a cheer while lined up for inspection on the evening of July 4. To mark the significance of the day they may have paraded that evening in full dress uniform. The swivel gun on the keelboat fired off a round to celebrate both that morning and also to bring that day to a close. A small group of Captain Stoddard's Artillerymen would most likely have been chosen to fire the swivel gun. These men are easily identified by the 'chapeau de bras' hats on their heads. Capts. Lewis and Clark are reviewing the men in their full dress uniforms. Lewis' is that of a Captain of Infantry and Clark is clad in the full dress of a Captain of Artillery. The coat he is wearing may have been provided from the store of Artillery Officer's coats that were brought as gifts for the Indian chiefs they expected to encounter. Both men are carrying espontoons, one of the marks of distinction that indicated that they were officers. A small keg of whiskey has been brought out to provide an extra gill of whiskey (about a quarter

of a pint) for each of the men to further celebrate the occasion. A corner of the oiled brown linen that was most likely used as tentage is visible and one of the journals bound in red Moroccan leather rests on a portable writing desk, ready to absorb the thoughts of the expedition's leaders on this birth date of a Nation.

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**"PURSUIT OF THE SIOUX"**  
February 16, 1805



**NOTES ON THE PAINTING**

On February 14, 1805 four men, George Drouillard and Privates Robert Frazer, Silas Goodrich and John Newman, were on a detail from Ft. Mandan to collect and bring back meat. About 25 miles downstream from the fort they were confronted by a party of hostile Sioux estimated by William Clark to number 106. After being robbed of two of the three horses they had brought with them, they made their way back to the fort. A force of twenty volunteers was quickly assembled and at dawn on the 15th, under the leadership of Captain Meriwether Lewis and accompanied by a number of their neighbors the Mandan warriors, they set off in pursuit.

Early on the morning of February 16th, after a 30 mile march down the ice covered river and with their numbers reduced to 19 from frostbitten feet and snow blindness, the men saw a column of smoke rising into the frigid air from the north bank of the river. Lewis divided his men into two parties and sent one, under the command of a Sergeant, to circle around the fire and form a flanking movement. At the sound of a horn from Lewis' command the two groups were to join and be prepared to fight.

This painting depicts the scene as Capt. Lewis' command entered the deserted, burning Mandan village. The Sioux had overnighted there and set fire to two of the earthlodges as they left. Lewis, in his blue surtout and fur cap, has directed the Sergeant at his side to sound the tin horn he holds in his right hand. The scarlet sash and hastily applied red epaulette would help distinguish the Sergeant during an engagement. The men of the second command can be seen cresting the hill to the north, formed as a skirmish line.

The men had been instructed to leave everything, even their blankets, hidden in some bushes in preparation for the fight. They are dressed in the warmest garments they could put together to ward off the bitter cold. The lucky ones are wearing the regulation watch coats constructed of a "point" blanket, white with blue stripes, binding and buttons. The cuffs were left long and folded back. This allowed them to be pulled down over the wearer's hands. One of the two men out front seen picking up a discarded moccasin, is wearing a fatigue cap. These were made of the red and blue material from a worn-out full dress coat and were specified, in official orders, to be made by the men. The man at his side is one of the recruited privates. He is armed with a 1792 contract rifle, hunting bag and powder horn and is wearing the blue wool overalls Lewis requisitioned before the expedition set out. One private, dressed only in his dress coat, attempts to breathe life into his frozen fingers. These dress coats were cheaply made and did not close across the body. The scarlet lapels were false and sewn on for appearance only, offering precious little protection from the cold. He, like the rest of the U.S. Army regulars, is armed with a 1795 musket. These were modeled after the French Charleville muskets.

After finding the Sioux had deserted the scene, Lewis and his men set about hunting and bringing back some much needed meat to the fort. The grinding routine of daily chores interspersed with extremely rare moments of military action, was typical of U.S. Army frontier outposts for decades to come.

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"BESTRIDE THE MIGHTY MISSOURI"  
August 12, 1805



NOTES ON THE PAINTING

As the rest of his companions looked on in bemusement, Hugh McNeal put one moccasined foot on each side of a small rivulet of water high in the Rocky Mountains just

below the Continental Divide, thrust his musket skyward, lifted his head, "...and thanked his god that he had lived to bestride the mighty & heretofore deemed endless Missouri".

This simple act would have seemed inconceivable to the men of the Lewis and Clark expedition just a few weeks before. For almost a year and a half they had battled the river and later its feeder stream the Jefferson wrestling a keelboat, pirogues, dugout canoes and thousands of pounds of supplies and equipment against its relentless and powerful strength. And here, on August 12, 1805, half a continent away from where they had begun, Hugh McNeal voiced his words of exultation and defiance. He and his companions had won that battle.

By this time the clothing of the men of the Corps of Discovery had been pretty well used up. Except for their leaders, the men were probably reduced to a well used cloth shirt here and there and some thoroughly patched blanket coats, with possibly a rare pair of trousers or overalls. The men had been collecting hides from the animals that had been shot for food and dressing them whenever possible. These could have been made into the garments like those seen in the painting. My supposition is that the men made overgarments similar to the Plains Indian war shirt. These are easily made and very serviceable and the men had exposure to them during their winter with the Mandan and other tribes they'd encountered. McNeal and his companions, George Drouillard to the viewers left in the painting, Meriwether Lewis with his chapeau bras and Robert Frazer are all shown wearing these modified war shirts. On August 16, just four days after this scene took place, Lewis recorded that he was wearing his "cocked hat with feather" and "overshirt, being of the Indian form". This combination of Euro-American and Indian clothing must have given the explorers an unusual appearance. Passages from the journals indicate that both Hugh McNeal and Robert Frazer carried muskets rather than the 1792 contract rifles the expedition also had along.

The moon was just two days past its full phase on the 12th and may have been visible in the early morning. This feeling of euphoria and the concept of a job nearing completion was short lived. Moments later, as Lewis and his small band of companions crested the Divide expecting to see a relatively short and gentle route to the Pacific Ocean, they were greeted with a panorama of mountain ranges, taller than any they'd yet seen, stacked one after the other to the horizon. Clearly that long and ultimately victorious struggle, up the Missouri River was just one obstacle to their final success.

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## "TRADE AT DISMAL NICHE"

November 11, 1805



### NOTES ON THE PAINTING

Captain William Clark's journal entry of November 11, 1805 described the day as being "truly a disagreeable one", but that scarcely covered the situation. After days of rain and wind the Corps of Discovery was trapped on a wave-beaten stretch of shore just miles from their ultimate goal, the Pacific Ocean. Soaked to the skin by the continuous downpour, their leather clothing literally rotting off their backs, the members of the expedition huddled around fires for warmth in a vain attempt to dry their few remaining garments and blankets. Unable to paddle forward or back because of the tremendous surf, the Corps had been forced into a shallow bay ringed by steep, rain sodden hillsides that offered no protection. Stones, dislodged by the torrents of rain water from the hillsides above, fell on the crew. At high tide those that hadn't found shelter in the rocks and crevices were forced to sit and sleep on the massive logs that floated in clusters along the shoreline. Many became sick from the brackish water and the constant undulation of the logs, and there was the very real danger of being crushed if one wasn't careful. Because of the lack of space available on shore the baggage had been placed on a rock at a separate location, leaving the crew with no clothing or supplies other than what they had with them. The food supply had been reduced to pounded fish.

As the members of the expedition fought to improve their situation and impatiently waited for the weather to moderate they were astonished to see a small canoe with five Indians paddle into the cove through "...tremendous waves brakeing with great violence against the Shores." These Indians were most likely Chinook, and their canoe was loaded with salmon. The Chinook traded 13 salmon for some fish hooks and other "trifling things", giving the men the first fresh food they'd tasted in days.

The cove that sheltered the expedition is almost directly across the river from present day Astoria, Oregon and the steep hillsides that hemmed them in are now cut by Highway 401, which follows the river.

The painting depicts trading which took place between the five Chinook and George Drouillard using sign language. A bareheaded Clark and Lewis, in his officer's surtout, attempt to get the most from the transaction. The men of the expedition are scattered among the moss-covered rocks, wrapped in whatever protection is available to them. Some of the men had picked up mats, woven of cedar bark and cattails, from Indian villages upstream and were sheltering beneath them. By this stage in the expedition cloth clothing was scarce and the leather items were rotting faster than they could make them, leaving many of the men almost naked. As demonstrated by a bruising hail storm some months earlier, most of the men were probably without hats.

As the rain pounded the men the Chinook seemed indifferent to the conditions. Inured to the wet and cold, their only concession to the weather was their conical hats, tightly woven to repel water, and occasionally a bear or elk hide robe. One of the men shows the traditional flattened head, a symbol of high status within the tribe. The cedar canoes that were crafted by the coastal tribes were of one log that was beautifully chipped, carved and painted.

In the canoe is a basket of wapato, a starchy tuber that was a staple of the Chinook diet. The man in the foreground is mentioned in Clark's journal as being dressed in an old sailor's jacket and trousers. Although in general the journals of the two Captains are dismissive of the Coastal Indians, Clark revealed his admiration for their skill as watermen in his entries for November 11. On this rain swept coast, through the pounding surf, Clark wrote "the Indians left us and Crossed the river which is about 5 miles wide through the highest Sees I ever Saw a Small vestle ride, Their Canoe is Small, maney times they were out of Sight before the were 2 miles off Certain it is they are the best canoe navigators I ever Saw".

(All quotes from William Clark's journal entries dated November 11, 1805)



**APPENDIX F**  
**OHIO RIVER BARGE SCHEDULE**  
**2003 DATES**

August 31	Ft. Pitt, Pittsburgh, PA
September 1-2	Rochester, PA
September 3-4	Georgetown, PA
September 4-6	Ft. Steuben, Steubenville, OH
September 6	Wellsburg, WV
September 6-9	Wheeling, WV
September 9-10	Sistersville, WV
September 10-13	Marietta, OH
September 13-15	Belpre, OH
September 15-17	Ravenswood, WV
September 17-19	Gallipolis, OH
September 19-21	Huntington, WV
September 21-22	Shawnee State Park, Portsmouth, OH
September 22-23	Vanceburg, KY
September 23-24	Maysville, KY
September 24-25	Augusta, KY
September 16-30	New Richmond, OH
September 30-October 8	Covington, KY
October 8-9	Warsaw, KY
October 9-11	Carrollton, KY
October 11-14	Bethlehem, IN
October 14-19	Louisville, KY
October 21-26	Clarksville-Jeffersonville, IN
October 26-29	West Point, KY
October 29-30	Alton, IN
October 31-November 2	Stevensport, KY
November 2-3	Owensboro, KY
November 3-5	Evansville, IN
November 5-7	Henderson, KY
November 7-8	Mt. Vernon, IN
November 8-9	Old Shawneetown, IL
November 9-10	Golconda, IL
November 10-12	Paducah, KY
November 12-15	Ft. Massac, IL (cancelled because of poor docking area)
November 14-20	Cairo, IL
November 21-	Return to Pittsburgh, PA



APPENDIX G  
LEWIS AND CLARK BANNERS



US Army Corps  
of Engineers



Lewis and Clark  
Expedition:  
Corps of Discovery

*Bicentennial  
Commemoration  
2003-2006*

*"And we  
proceeded  
on...."*



US Army Corps  
of Engineers

**Lewis and Clark Expedition: Corps of Discovery**

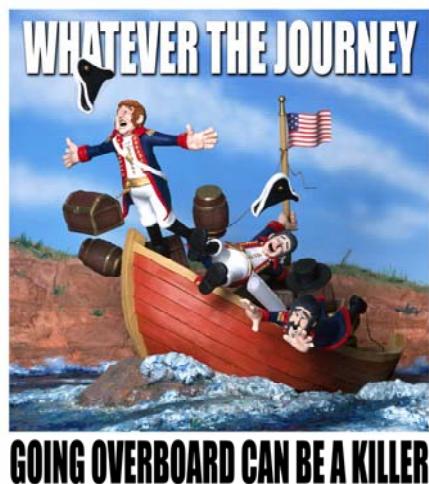
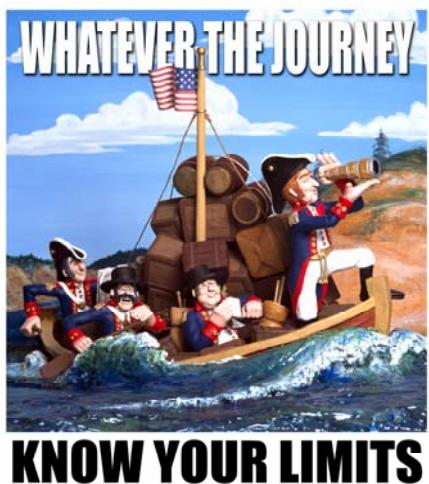
*Bicentennial Commemoration 2003-2006*

*"And we proceeded on...."*





**APPENDIX H**  
**WATER SAFETY POSTERS**





**APPENDIX I**  
**LEWIS AND CLARK STICKERS**



*Detroit District, First Edition*

*Pittsburgh District, Second Edition*



## APPENDIX J

### COE PERSONNEL IN L&C SIGNATURE EVENTS

#### **Event Codes**

JWE - Jefferson's West: A Lewis and Clark Exposition; Charlottesville, VA - January 14-19, 2003  
 TFO - The Falls of the Ohio; KY/IN - October 14-26, 2003  
 TFF - Three Flags Festival; St. Louis, MO - March 10-14, 2004  
 DWR - Departure From Wood River; Illinois - May 13-16, 2004  
 ABC - The Adventure Begins; St. Charles, MO - May 20-23, 2004  
 AJF - A Journey Fourth; KS/MO - June 18-July 4, 2004  
 FCO - First Council; Omaha, NE - July 31, 2004  
 OSR - Oceti Sakowin: Remembering and Educating; SD - August 27 - September 26, 2004  
 COB - Circle of Cultures; Bismarck, ND - October 22-31, 2004  
 EBS - Explore! The Big Sky; Great Falls, MT - June 29-July 4, 2005  
 DTP - Destination: The Pacific; Oregon/Washington - November 7-15, 2005  
 SOP - Summer of Peace; Lewiston, ID - June 5-17, 2006  
 COY - Clark on the Yellowstone; Billings, MT - July 21-25, 2006  
 RHS - Reunion at the Home of Sakakawea; New Town, ND - August 17-20, 2006  
 COC - Currents of Change; St. Louis, MO - September 22-24, 2006

Name	Office	Event(s)
<b>COE - National Team</b>		
Nauss, Jean	NWO	15 (JWE, TFO, TFF, DWR, ABC, AJF, FCO, OSR, COB, EBS, DTP, SOP, COY, RHS, COC)
Wilk, Ken	NWK	15 (JWE, TFO, TFF, DWR, ABC, AJF, FCO, OSR, COB, EBS, DTP, SOP, COY, RHS, COC)
<b>COE - Uniformed Rangers and District/Division/HQ Office Staff</b>		
Abdoler, Rich	NWK	1 (AJF)
Akin, Stan	LRL	1 (TFO)
Alexander, Dan	LRL	1 (TFO)
Anolfo, Pasquale	NWW	1 (DWR)
Baughman, Crystal	NWW	1 (DTP)
Bell, Jim	NWK	1 (AJF)
Bennett, Kathleen	SPA	3 (TFF, DWR, COY)
Botz, Chris	MVP	2 (DWR, COB)
Bragg, Hilary	MVR	2 (SOP, COC)
Brinkley, Charles	NAO	1 (JWE)
Burke, Heather	SAJ	4 (DWR, EBS, SOP, COC)
Burton, Jan	NWK	2 (FCO, OSR)
Cable, Dave	LRL	1 (TFO)
Camden, Dan	MVS	2 (DWR, ABC)
Cannon, Sandra	SPK	1 (OSR)
Chewning, Travis	NWW	1 (COB)
Cifranic, Bob	LRH	1 (COY)
Clapp, Linda	SPN	1 (DTP)
Clemons, Greg	MVK	1 (AJF)
Cobb-Williams, Amy	SAS	1 (COB)
Cottrell, Dan	NWP	1 (AJF)

Cox, Brad	NWK	2 (TFO, AJF)
Cruz, Paige	LRD	2 (JWE, TFO)
Daves, John	MVS	1 (AJF)
Dickerson, Jim	NWK	1 (AJF)
Dierks, Cynthia	NWK	1 (AJF)
Diesel, Harry	NWK	1 (ABC)
Doty, Pam	MVS	1 (DWR)
Duerksen, Lucius	NWK	1 (AJF)
Dunk, William	MVN	1 (AJF)
Derby, John	LRN	1 (SOP)
Emenputsch, Todd	MVR	1 (TFO)
Erico-Topolski, Diana	NAE	1 (DTP)
Ewbank, Kevin	MVR	2 (TFF, DWR)
Estock, Mike	LRP	2 (TFO, OSR)
Florey, Ashley	MVS	1 (ABC)
Freed, Wayne	NWO	5 (AJF, FCO, OSR, COB, DTP)
Freeman, Lisa	LRL	1 (TFO)
Gibson, Tim	SWF	1 (COB)
Goff, Eugene	SWP	1 (DTP)
Guin, Renea	MVK	5 (TFF, AJF, DTP, SOP, COC)
Gwinn, Allen	NAB	3 (FCO, COB, COC)
Haas, Michael	NWP	1 (FCO)
Hall, Norma	MVS	4 (TFO, DWR, OSR, SOP)
Haney, Susan Robinson	SWF	1 (OSR)
Hays, Becky	MVS	1 (TFO)
Headlee, Don	SPA	1 (AJF)
Heitmeyer, Mary Ann	MVS	1 (DWR)
Hixson, Jean	NAE	1 (COY)
Ireland, Garland	MVK	1 (EBS)
Jacobs, Skip	MVS	1 (AJF)
James, Susan	SWP	2 (DTP, SOP)
Jernigan, Sara	MVK	2 (AJF, COC)
Kline, Susie	LRP	5 (JWE, TFO, DWR, AJF, COB)
Kolodziej, Joe	LRH	1 (TFO)
Kordack, Jamie	NAE	1 (COY)
Lenning, Dick	NWK	1 (AJF)
Lentz, Ernie	MVK	1 (DWR)
Lindsay, Donnie	MVS	1 (COB)
Like, Matt	SPK/SWT	1 (OSR, COC)
Lockwood, Jeff	MVK	5 (TFF, AJF, EBS, SOP, COC)
Loesch, Mike	LRD	1 (TFO)
Lykins, Craig	NWS/SPA	1 (TFO)
Manness, Shannon	SAW	1 (DWR)
Marchi, Bob	NWK	1 (AJF)
Martin, Susan	SAW	1 (COY)
Maynard, Susan	LRH	1 (COY)
May, Charlotte	NWP	1 (AJF)
Messenbrink, Alana (Kirkpatrick)	NWS	3 (TFO, EBS, COC)
Mifflin, Janet	MVS	2 (ABC, AJF)
Miller, Greg	NWK	2 (JWE, AJF)
Mills, Rob	SWT	1 (OSR)
Millsaps, Ruth Ann	SWG	1 (FCO)
Miner, Rebbecca	SPA	1 (SOP)
Mitchell, Darrell	MVK	1 (DWR)
Nash, Barkley	LRL	1 (TFO)
Newton, Jeanne	NWW	3 (TFF, DWR, SOP)
Norton, Deb	NWW	1 (SOP)
Patrick, Amanda	LRL	1 (TFO)

Parrish, Chuck	LRL	1 (TFO)
Penner, Kim	NWK	2 (JWE, AJF)
Pettus, Jerad	NWK	1 (AJF)
Picket, Rick	LRC	1 (TFO)
Pobieglo, Jeff	SAM	1 (DTP)
Price, Julie	NWO	1 (FCO)
Ratcliff, Ross	LRL	1 (TFO)
Richardson, Carrie	SPK	1 (FCO)
Rinehart, Melissa	SWP	1 (DTP)
Robertson, Denise	SPK	1 (DTP)
Rockwell, Craig	NWW	8 (JWE, TFO, DWR, ABC, DTP, SOP, COY, COC)
Rodgers, Steve	MVK	1 (DWR)
Ryan, Carol	NWO	2 (JWE, AJF)
Sandersfeld, Dan	NWK	1 (COY)
Schmidt, Terry	SWF	2 (EBS, SOP)
Sellers, Joyce	SAM	1 (EBS)
Sheffield, Phil	NWO	1 (DTP)
Skelton, John	NWK	1 (JWE)
Smith, Donnie	SWG	1 (AJF)
Smith, Michael	SAM	1 (FCO)
Stogsdill, Wayne	MVK	1 (AJF)
Stokes, Debra	HQ	1 (TFF)
Stokley, John	SPN	2 (AJF, EBS)
Teal, James	MVK	1 (DWR)
Tichy, Scott	MVP	3 (DWR, COB, COC)
Thomas, Kelly	SWP	3 (DTP, SOP, COC)
Thomason, Jeremy	MVK	1 (OSR)
Triplett, Hank	LRL	1 (TFO)
Vacca, Lora	NWK	1 (AJF)
VanHoose, Jay	LRH	3 (TFO, DWR, COY)
Wade, Mark	SAS	1 (TFO)
Watkins, Bunnie	NWK	1 (FCO)
Weiner, Ken	SPK	1 (COB)
Westfall, Brian	MVK	5 (TFF, AJF, DTP, COY, COC)
White, David	NWK	4 (TFO, AJF, COY, COC)
Williams, Patti	SWP	3 (DTP, COY, COC)
Ziino, Julie	MVS	1 (JWE)
Zink, Jacque	SPK	1 (COB)

#### **COE - Captain Lewis' Company**

Bischoff, Tim	MVS	13 (JWE, TFO, DWR, ABC, AJF, FCO, OSR, COB, EBS, DTP, SOP, COY, COC)
Boutwell, Jeff	SWF	8 (TFO, DWR, AJF, COB, DTP, SOP, COY, COC)
Carlson, Jon	NWP	11 (TFO, DWR, AJF, FCO, OSR, COB, DTP, SOP, COY, RHS, COC)
Deutsch, Charlie	MVS	8 (DWR, AJF, OSR, COB, DTP, SOP, COY, COC)
Henderson, Robbie	SWF	6 (TFO, DWR, COB, SOP, COY, COC)
Herrmann, Gene	LRP	8 (DWR, AJF, FCO, OSR, COB, DTP, COY, COC)
Kline, Pat	LRP	9 (JWE, TFO, DWR, AJF, COB, EBS, DTP, COY, COC)

Magee, Rick	NAE/MVP	13 (JWE, TFO, DWR, ABC, AJF, FCO, OSR, COB, EBS, DTP, SOP, COY, COC)
Quebedeaux, David	SAS	9 (TFO, TFF, DWR, ABC, AJF, FCO, OSR, EBS, DTP)
Shirley, Ed	SWF	10 (TFO, DWR, AJF, FCO, OSR, DTP, SOP, COY, RHS, COC)
Spisak, Larry	LRP	11 (TFO, DWR, AJF, FCO, OSR, COB, EBS, DTP, SOP, COY, COC)

#### Contractors - Booth

Boutwell, Roy	*	2 (COB, DTP)
Davis, Hasan	*	2 (AJF, COY)
Deline, Rich	*	6 (COB, EBS, DTP, SOP, COY, COC)
Kline, Susie	*	4 (EBS, DTP, COY, COC)
Luzader, John	*	1 (COC)
Matthews, Mike	*	1 (AJF)
Mossett, Amy	*	1 (COY)
Stearns, Hal	*	2 (AJF, COY)

\* - Private Contractor

#### Contractors – Captain Lewis' Company

Allie, Patrick	FALHA	1 (AJF)
Allie, Steve	FALHA	3 (JWE, AJF, RHS)
Bender, Jeff	FALHA	6 (TFO, AJF, COB, DTP, COY, COC)
Dorian , Bob	FALHA	2 (JWE, AJF)
Ferricks, Don	TD	3 (DWR, AJF, DTP, COC)
Gulley, John	TD	1 (AJF)
Hebb, Jim	FALHA	3 (COB, DTP, COY, COC)
Hinkley, Dave	FALHA	2 (JWE, AJF)
Krause, Jim	FALHA	2 (DWR, AJF)
Matthews, Eric	FALHA	5 (JWE, TFO, AJF, RHS, COC)
McElhinney, Jim	FALHA	5 (JWE, TFO, SOP, COY, COC)
Nichols, Dennis	TD	5 (DWR, AJF, DTP, COC, COY)
Patton, Jim	TD	3 (DWR, AJF, COC)
Steinle, John	FALHA	7(JWE, TFO, AJF, COB, DTP, COY, COC)
Stout, Mike	TD	1 (DTP)
Western, Todd	TD	4 (DWR, AJF, DTP, COC)
Wilson, Steve	FALHA	4 (JWE, AJF, FCO, COC)

FALHA – Frontier Army Living History Association, Ft. Leavenworth, KS

TD – The Detachment – Site #1 – Illinois State Historic Park

For all 15 Signature Events, 29 Districts, 2 Divisions, and HQ were represented as follows:

District Symbol	Name	Personnel Used
NWO	Omaha	4
NWK	Kansas City	21
NWP	Portland	9
NWS	Seattle	2
NWW	Walla Walla	5
MVS	St. Louis	13
MVP	St. Paul	3
MVR	Rock Island	3
MVN	New Orleans	1
MVK	Vicksburg	11
NAO	Norfolk	1
NAE	New England	4
NAB	Baltimore	1
SWG	Galveston	1
SWT	Tulsa	1
SWF	Fort Worth	6
SAM	Mobile	3
SAS	Savannah	3
SAW	Wilmington	2
SAJ	Jacksonville	1
SPA	Albuquerque	4
SPN	Los Angeles	2
SPK	Sacramento	6
LRN	Nashville	1
LRH	Huntington	5
LRP	Pittsburgh	7
LRB	Buffalo	2
LRL	Louisville	6
LRC	Chicago	1
LRD	Lakes and Rivers Division	2
NWD	Northwest Division	1
HQ	Headquarters	1

That is a total of 133 different COE employees were used to staff the 15 Signature Events.

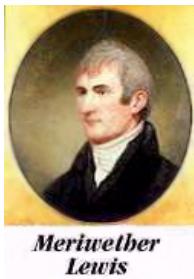


## **APPENDIX K** **SIGNATURE EVENT AFTER ACTION REPORTS**

The following pages contain the after action reports for the 15 Signature Events held during the 4 years of the Lewis and Clark Bicentennial.

The Signature Events were:

1. Jefferson's West: A Lewis and Clark Exposition; Charlottesville/Monticello, VA - January 14-19, 2003
2. The Falls of the Ohio; Louisville, KY/Clarksville, IN - October 14-26, 2003
3. Three Flags Festival; St. Louis, MO - March 10-14, 2004
4. Departure From Wood River; Illinois - May 13-16, 2004
5. The Adventure Begins; St. Charles, MO - May 20-23, 2004
6. A Journey Fourth; Atchison KS/Kansas City KS/MO - June 18-July 4, 2004
7. First Council; Fort Calhoun/Omaha, NE - July 31, 2004
8. Oceti Sakowin: Remembering and Educating; Chamberlain/Pierre SD - August 27 - September 26, 2004
9. Circle of Cultures; Bismarck, ND - October 22-31, 2004
10. Explore! The Big Sky; Great Falls, MT - June 29-July 4, 2005
11. Destination: The Pacific; Astoria OR/Long Beach, WA - November 7-15, 2005
12. Summer of Peace; Lewiston, ID - June 5-17, 2006
13. Clark on the Yellowstone; Billings, MT - July 21-25, 2006
14. Reunion at the Home of Sakakawea; New Town, ND - August 17-20, 2006
15. Currents of Change; St. Louis, MO - September 22-24, 2006



*Meriwether Lewis*

**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

“JEFFERSON’S WEST – A LEWIS AND CLARK EXPOSITION”  
CHARLOTTESVILLE, VA  
January 14-19, 2003

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. Charlottesville/Monticello was designated as the first of these Signature Events. Co-hosted by the Monticello Foundation, and the University of Virginia, primary events and lectures by noted scholars were held at Monticello, the Monticello Visitor Center, and the UVA campus, with several smaller events held at local shopping malls and tourism offices.

**Action:** The Corps was involved in 4 separate venues during this commemorative event – Corps of Discovery 2; the Tent of Many Voices; COE Exhibit; and school programs. Each of these is addressed below.

Corps of Discovery 2 – 200 Years to the Future (aka: Corps 2) – The formal dedication of Corps 2 took place in the Tent of Many Voices at the Monticello Visitor Center on January 14. Jean Nauss (NWD) participated in the opening ceremony during the presentation of gifts to the tribal elders. (These elders had given a blessing for the success of the exhibit earlier in the ceremony). The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson’s vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. During the remainder of the Signature Event, COE park rangers Carol Ryan (NWO), Ken Wilk (NWK), Pat Kline (LRP), Julie Ziino (MVS), and Rick Magee (NAE) worked in their park ranger uniform to greet and provide information to dignitaries and members of the public visiting the exhibit.

Tent of Many Voices (TOMV) – This is a venue associated with Corps 2 (same portable generator provides electricity for heat and lighting for both) but separate from it. TOMV has a small stage for presentations and seating capacity of 150. Rick Magee (NAE) and Craig Rockwell (NWW) gave interpretive talks during the Signature Event. Mr. Magee’s talk was about recruitment for the expedition with a discussion of the skills and values needed for the completion of the mission. Mr. Rockwell did a portrayal of Capt. William

Clark and discussed the expedition, his relationship with the men of the expedition and his work journaling and drawing maps.

COE Exhibit: The Corps exhibit was part of a large contingent of agencies and communities sponsoring a booth/exhibit at Newcomb Hall at UVA. The Corps exhibit had three parts - a display of the Discovery Box; artifacts from the 1800-1810 timeframe (although not the exact items used by the expedition, the artifacts were from that time period and were known to have been taken by the expedition); and an information table. The information table contained a variety of COE brochures including the Eastern Legacy, the Lower Missouri River Map Mo River L&C Journal, Mo River boater Information Guide, the Columbia: Great River of the West, the COE involvement in the L&C Bicentennial Commemoration, the brochure "The U.S. Army and the Lewis and Clark Expedition" recently published by the Center of Military History, the interagency brochure "Discovering the Legacy of Lewis and Clark" and a 22-minute video "Lewis and Clark: The Eastern Legacy – down the Ohio to the Western Wilderness" produced by LRD. Greg Miller, Kim Penner, John Skelton (all NWK); Charles Brinkley (NAO); Paige Cruz (LRD); and Susie Kline (LRP) all took turns in manning the Corps booth. In addition, volunteers from the Frontier Army Living History Association (FALHA), dressed in replicas of 1803 Army uniforms, assisted in manning the booth. Roughly 3,500-5,000 visitors came to the COE exhibit booth area. Most of these visitors were attendees from the Signature Event although there were some UVA students, faculty, and some of the general public.

School Programs: On January 14-17, the Corps and volunteers from FALHA presented interpretive programs at four host schools in the Charlottesville, VA area. Several additional schools visited the host schools during the presentations. These programs, the only educational outreach of the signature event, generated 6,560 significant interpretive contacts in four days. The presentation topics included the use of Indian sign language, the trio of pests of the expedition; food of the expedition, the need for a carpenter, and a variety of other similar topics. Tim Bischoff (MVS), Rick Magee (NAE), Carol Ryan (NWO) and Jean Nauss (NWD) along with some uniformed reenactors from FALHA took part in giving the educational programs. These programs were extremely successful and garnered the participants many thanks from both students and teachers.

### **Lessons learned**

1. The NPS has the lead for Corps 2. However, because everyone in the Park Service is issued a uniform, it was expected that all workers from other agencies also be in uniform. This created some problems in that less than half of the Corps personnel attending the Signature Event were rangers with uniforms. Discussions need to take place with NPS so they understand that any COE representative can work the Corps 2 exhibit booth.
2. The video recording accompanying visitors to Corps 2 was entirely too long (37 minutes). Most visitors turned them off after 5 stations.
3. Because of the nature of this Signature Event, the Army/Corps had very little noted participation. This was reflected in TOMV where the Corps had only 2 speakers for the entire week whereas other agencies had as many as 7 speakers. In the exhibit hall as well, the Corps was relegated to a back corner outside of the main exhibit hall. However, the Corps participation is going to be dictated by the specific event

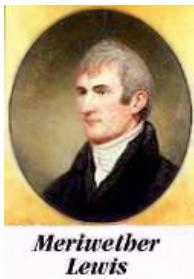
organizers. There are some Signature Events where the Corps and Army have a significant presence and there may be others where Corps and Army participation is very limited.

4. The Corps received numerous kudos as we had one of the very few exhibit booths in Newcomb Hall that was truly oriented to discussing the Lewis and Clark expedition and did not have increasing tourism as its primary objective.
5. When planning the school talks, teachers need to be told up front that the interpreters need sessions of at least 15 minutes in length with no more than 20 students per interpreter, and the speakers need a definite break for lunch. The school sessions the first day were only 5 minutes in length, and ran continuously from 9am until 3:10pm with no breaks!

**Future outcome:** The next Signature Event will be October 14-26, 2003 at the Falls of the Ohio in Louisville, KY/Clarksville, IN. The Corps and Army will have a sizeable presence at this event based on the discussions that have already taken place with the Falls Organizing Committee.

**Final thoughts:** There was considerable discussion prior to this Signature Event whether the Corps would gain enough benefit from paying for the FALHA representatives (travel and per diem) to attend. With the large number of positive comments that we received from teachers, students, and others interested in the proper look to the Army uniform of the time period and the relationship with the Corps of Engineers, the expense was well worth it. In addition, the support of the historic Army uniformed volunteers was a great tie in with the COE L&C exhibit backdrop that was used that blends historic and modern Army and Corps.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether Lewis*

**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

**“THE FALLS OF THE OHIO”  
LOUISVILLE, KY / CLARKSVILLE, IN  
October 14-26, 2003  
After Action Report**

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The Falls of the Ohio was designated as the second of these Signature Events. Hosted by the Louisville/Clarksville Bicentennial Commission, this was the first Signature Event that was geared for the general public. Although the anticipated attendance for this event was 50,000, the total attendance for the 2-week event was 110,000 including approximately 5,000 children from registered school groups. The weather for the weekend of October 18/19 was perfect for an outdoor event. The attendance for those two days alone totaled nearly 60,000! (At the end of the end of those two days, most of us felt we had, indeed, talked to just about all 60,000.)

The event was to be held on both sides of the river (the first week in Louisville, KY the second week in Clarksville, IN). However, because one of the major donors funding the move dropped out at the last minute, the decision was made by the Signature Events Committee to keep everything on the Louisville side of the river on the Great Lawn, a major riverfront park in downtown Louisville. This decision did create a few problems while eliminating others. The few venues that were located on the Clarksville side (Falls of the Ohio Interpretive Center, Shawnee Village) did not receive the visitation anticipated. The positive aspect of the event staying in Louisville was that none of the exhibitors or vendors had to pack up and reestablish at a second site.

The kickoff for the event was scheduled for October 14. However, in keeping with historical accuracy, it rained that day *-extremely hard-* to the point that opening events scheduled for 9am and after on that day were postponed until October 15. MG Strock had come from HQ to attend the opening and give some remarks on the 14th. He did attend the opening breakfast but was unable to stay for the rescheduled ceremonies the next day. Col. Rowlette, the Louisville District Engineer, gave the opening comments at the rescheduled event opening on Wednesday October 15<sup>th</sup>.

**Action:** The Corps was involved in 8 separate venues during this commemorative event – COE Exhibit; COE L&C Reenactors; COE Exhibit barge; Corps of Discovery 2; the

Tent of Many Voices; Falls Regional Tent; school programs; a Michael Haynes art exhibit and an exhibit at the Kentucky Center for the Arts. In addition, the Corps representatives were guests at a special reception held at Filson on Main. Each of these is addressed below.

**COE Exhibit:** The Corps exhibit was part of a contingent of agencies, communities, and vendors sponsoring a booth/exhibit in the Exhibit Tent on the Great Lawn. The Corps exhibit had three parts – two backdrops (one of the L&C expedition done by NAE (Rick Magee)) and the other of the modern army connection (done by the Corps national team), a display of the Discovery Box, and an information table. The information table contained a variety of COE brochures including the Eastern Legacy, the Lower Missouri River Map, the brochure “The U.S. Army and the Lewis and Clark Expedition” recently published by the Center of Military History, and the “Zap the Zebra” brochure assembled by the 100<sup>th</sup> Meridian Group to combat the spread of zebra mussels. Susie Kline (LRP), Mike Estock (LRP), Brad Cox (NWK), Dave White (NWK), Joe Kolodziej (LRH), Craig Lykins (SPA), Mark Wade (SAS), Dave Quebedeaux (SAS), Alana Kirkpatrick (NWS) and Jean Nauss (NWD) all took turns in manning the Corps booth. Roughly 20,000 visitors came to the COE exhibit booth area.

**COE L&C Reenactors:** Set up in a prominent corner of the Great Lawn (near several parking lots, walking path, and the playground) was the encampment of Capt. Lewis’ Company. Capt. Lewis’ Company included members of the Corps of Engineers and representatives of the Frontier Army Living History Association. The encampment consisted of one common tent and three small shelter tents along with the many accoutrements that would have been taken by the expedition. The Corps representatives, all dressed in period 1803 Army uniforms, included Ken Wilk (NWK), Rick Magee (NAE), Pat Kline (LRP), Dave Quebedeaux (SAS), Ed Shirley (SWF), Jon Carlson (NWP), Jeff Boutwell (SWF), Robbie Henderson (SWF), Larry Spisak (LRP), and Craig Rockwell (NWW). Tim Bischoff (MVS) alternated between portraying Pvt. Peter Weiser and George Droulliard, the Shawnee Indian sign-talker. Capt. Lewis’ Company posted front and rear guards, performed daily tasks around the camp (cleaning guns, repairing leather goods, etc), and finished off each day with a “whiskey” ration (water) and a dance reel. This was an extremely popular venue. Its location, at a major intersection of various footpaths, brought many visitors. Nearly all of the school groups that came to the event stopped by the camp to talk to the men and learn more about the details of the expedition. For the closing at the end of each day, the men would try to enlist dance partners from the visiting public. If there were no takers, they danced with each other as on the original expedition. This was, by far, one of the most popular venues at the Signature Event.

**COE Exhibit barge:** The Pittsburgh District office donated the use of the exhibit barge. Exhibits were designed and assembled by a team of folks from within LRD. The exhibits dealt with the Eastern Legacy Recruitment Phase of the Expedition and the modern Ohio River. Exhibits included a working model of a modern lock and dam, a wicket dam model, and numerous static displays about life on the Ohio River. Also on the barge was a full-scale model of the “Experimental Boat” taken by the expedition, a bull boat, several exhibit cases containing items from the Discovery Box, a small scale version of the front of a keelboat (for kids to climb on and enjoy), and three exhibit cases containing

taxidermy animals and birds that would have been encountered on the expedition. Also included were panel displays about the Indians of the region, the 99<sup>th</sup> Regional Support Command, and a listing of the items taken by the expedition. The barge was staffed by a contingent of Corps folks who assisted anywhere from one day to one week. These included Jay VanHoose (LRH), Amanda Patrick (LRL), Rich Picket (LRC), Norma Hall (MVS), Mike Loesch (LRD) Dan Alexander (LRL), Paige Cruz (LRD) Ross Ratcliff (LRB) Todd Emenputsch (MVR) Becky Hayes (MVS) Stan Akin (LRL) Lisa Freeman (LRL) , Dave Cable (LRL) Barkley Nash (LRL) and Hank Triplett (LRL). These folks were familiar with the Lewis and Clark story and were able to weave together some tremendous programs for the visitors coming to the barge.

The unfortunate part of the barge experience is that its location did not make it readily apparent that it was an exhibit. Originally, the exhibit barge was to be moored at the end of the Great Lawn so it would be easily seen. Because of some last minute safety concerns about being too far into the channel or blocking the harbor patrol boats, it was moved to a point on the far west end of the park, separated from the rest of the event by an inlet and fountain. After placing additional signage and having it listed for teachers and school groups to tour, attendance pick up. However, the barge still only received about 30 percent of the total visitation to the Signature Event.

Corps of Discovery 2 – 200 Years to the Future (aka: Corps 2) – The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson's vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, COE park rangers Alana Kirkpatrick (NWS), Brad Cox (NWK), Dave White (NWK); Joe Kolodziej (LRH), Mike Estock (LRP), Craig Lykins (SPA), and Mark Wade (SAS) worked in their park ranger uniform to provide interpretive talks and information to dignitaries and members of the public visiting the keelboat exhibit. In addition Tim Bischoff (MVS) and Dave Quebedeaux (SAS) provided additional interpretation while dressed as George Droulliard (the Shawnee Indian sign-talker) or in a replica of the 1803 Army uniform, respectively.

Tent of Many Voices (TOMV) – This is a venue associated with Corps 2 (same portable generator provides electricity for heat and lighting for both) but separate from it. TOMV has a small stage for presentations and seating capacity of 150. Chuck Parrish (LRL), Craig Rockwell (NWW), Tim Bischoff (MVS), and Dave Quebedeaux (SAS) gave interpretive talks during the Signature Event. Mr. Parrish's talk was on the general topic of the Expedition with a focus on the Eastern Legacy. Mr. Rockwell did a portrayal of Capt. William Clark and discussed the expedition, his relationship with the men of the expedition and his work journaling and drawing maps. Mr. Bischoff did a portrayal of George Droulliard as the Shawnee Indian sign-talker for the expedition. Mr. Quebedeaux, dressed in a replica of 1803 Army uniform, discussed the Diplomacy of the Lewis and Clark Expedition.

The Falls of the Ohio Regional Tent – The Falls Tent was set up for a smaller audience. Included in the tent were displays concerning places of note in the Louisville area as well as a speaker's stage. Several COE representatives spoke at different times at this venue. Mr. Larry Spisak (LRP) portrayed George Gibson of the expedition. He demonstrated the fiddle and talked about the music of the early 1800's. Mr. Rick Magee (NAE) talked about recruitment for the expedition with a discussion of the skills and values needed for the completion of the mission. Mr. Ken Wilk (NWK) discussed the military aspect of the expedition and the uniforms worn by the members. Mr. Spisak, Mr. Magee, and Mr. Wilk all wore replicas of the 1803 Army uniform during their presentations. Mrs. Jean Nauss presented programs on the Seven Army Values with examples of each value reinforced with stories from the expedition and items from the Corps Discovery Box.

School Programs: A contingent of Corps park rangers and reenactors went to five schools in the Louisville, KY/Clarksville, IN area during the Signature Event. These programs generated over 12,000 significant interpretive contacts in the five days. The presentation topics included the use of Indian sign language, the trio of pests of the expedition; diplomacy of the expedition, music of the early 1800's and a variety of other topics. Tim Bischoff (MVS), Rick Magee (NAE), Alana Kirkpatrick (NWS), Craig Rockwell (NWW), Joe Kolodziej (LRH), Dave Quebedeaux (SAS), Larry Spisak (LRP), and Jean Nauss (NWD) took part in giving the educational programs. Mr. Bischoff portrayed George Droulliard while Mr. Magee, Rockwell, Quebedeaux and Spisak were all in period uniform of the 1803 Army. All of the Corps programs were extremely successful and garnered the participants many thanks from both students and teachers. (An interesting note: At one school, Dave Quebedeaux, with the encouragement of the assistant principal, was out on a "hunting" expedition in the school courtyard during one of his breaks. By peeking in the windows, he frightened 2 little kindergarten girls so much that they didn't come out from behind their teacher's desk for the rest of the day! They liked the programs...just not that "big Army guy!"

Michael Haynes art exhibit: The Corps commissioned five Lewis and Clark Expedition paintings from artist Michael Haynes ("Recruitment at Ft. Massac", "Independence Creek", "Pursuit of the Sioux", "Beside the Mighty Missouri", and "Trade at Dismal Niche"). Mr. Haynes has worked extensively with the Corps and the Army to ensure the 1803 Army uniform accuracy in his paintings. The paintings were initially set up in the Old Courthouse where event organizers thought they would be protected from the elements but would still receive plenty of visitation from the general public. After having the paintings on display there for four days, there were less than 50 visitors to see the paintings. Most that did come by were either employees of the Courthouse or people there for other business. Because we had to devote one person to the Courthouse to be able to answer questions and because the Courthouse would not be open on the weekend, it was determined that to get the greatest viewing, the paintings needed to be moved. After some coordination, the paintings were moved to Locust Grove, the home of Clark's sister Lucy. Here, the paintings were viewed by busloads of visitors coming in to see the home and also by those attending a special event there on the evening of October 23. Total visitation to the paintings while at Locust Grove was 924. The added bonus was that the Corps did not have to provide someone to explain the paintings and ensure their safety as the museum staff was well versed and agreed to help. (One interesting side note to having the paintings at the Courthouse was that Jon Carlson, one of the members of the

Corps L&C reenactor group, was asked to be a witness at a wedding that took place there.)

Exhibit at the Kentucky Center: On Oct 15 & 16, the Corps of Engineers was asked to set up the Discovery Box at the Kentucky Center. The Corps was one of 25 exhibitors and the only Federal agency asked to participate. These dates corresponded to the anniversary of the opening of the Center. From the Signature Event coordinator's perspective, it was a way to attract folks that worked in the downtown area to come to the waterfront and participate in the Lewis and Clark Event. Although the Center was only open for only 3 hours on each of those two days, over 700 people came by the Corps booth and asked question about Lewis and Clark. Manning the booth at the Kentucky Center were Susie Kline (LRP), Jeff Boutwell (SWF), Joe Kolodziej (LRH), and Robbie Henderson (SWF). Mr. Boutwell and Mr. Henderson were in the Army uniform with overshirt. The Corps did receive a tremendous "thank you" from the organizers of this portion of the event.

Special Reception: Filson on Main: On Friday October 24, the Corps of Engineers were guests of the Filson on Main (a branch of the Filson Historical Society) at a special reception. Although open to the public for a small fee, the Corps was invited as guests of the Filson in appreciation for our support in reviewing the Lewis and Clark exhibit that was on display and our extensive participation in the Signature Event.

### **Lessons learned**

1. This was really the first Signature Event that was for the general public. Venues could have been organized somewhat better by the Events Committee. For example, there appeared to be no rhyme or reason as to where exhibits were placed. The Shawnee were at one corner, BLM in the middle, Corps reenactors at another corner, St. Charles reenactors in another corner. The event organizers should have coordinated better with the Federal agencies as many of our outdoor exhibits could have flowed from one into the other. For example: start with the Shawnee camp, then Corps L&C reenactors, BLM with early surveying, BOR with settlement and water management, USGS with modern mapping, etc. A flow to the exhibits was definitely lacking. Having said that, the Federal agencies are in the assist mode only. How the individual signature event committees wish to set up their events is entirely up to them...we can only make recommendations.
2. There was a whole mix of folks in the exhibit tent. Vendors selling items, were mixed in with communities promoting tourism, and the federal agencies that could do programming were scattered in between. It was a very ineffective way of enticing the public to enter. Some would peek in, see candles and pictures for sale and leave without seeing the other exhibits. The suggestion has been made to subsequent signature event committees to keep those that are selling items in a separate tent and completely away from those agencies that can do programming.
3. One thing instituted in Louisville that was not done in Charlottesville was a Corps "end of day" wrap up meeting. Those participating really liked this idea. It gave everyone a chance to talk about the day's events, find out about any schedule changes for the next day, and talk about any problems that arose. This will definitely be continued at all future Signature Events.

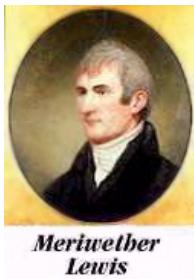
4. Another item that was missing at the event site was a very visible “Events Information Booth” where people could pick up a schedule of the day’s activities including speakers, special activities and other presentations. As it was, anyone wearing credentials played this role. Although there were 2 small tables at both corners, they were not sufficiently large or prominent to attract much attention.
5. At the Corps 2 exhibit, several suggestions were made to put the names of the tribes represented next to the appropriate screen print. Several visitors asked who the various tribes were and although they could be named, there was no way to place the names and the pictures together. Also, the audio portion of the exhibit was still too long. Many people discarded the headsets after 5-10 minutes and just wandered through the exhibit. Because of the length of the recordings, that left many people standing in line waiting to see the exhibit. This wasn’t bad with temperatures in the 60’s but it could be horrendous in Kansas City in July or Omaha in August!
6. The overall event site was good with plenty of room. However, having an interstate running overhead, it was difficult to speak at a normal voice. Many folks had to talk fairly loud to be heard. (It is hard to compete with car horns, jake breaks, and general traffic noise.) Recommend that all other event sites take a look at possible traffic noise and minimize it as much as possible (i.e. through the use of shelterbelts, repositioning exhibits, etc).
7. The ladies who ran the hospitality tent deserve a lot of credit for their efforts. The hospitality tent was a great idea. It gave exhibitors a place to hold small meetings, get warmed up with some coffee and grab some water. This needs to be encouraged at other events.

**Future outcome:** The next Signature Event will be March 10-14, 2004 for the Three Flags Event in St. Louis, MO. The nature of the Corps and Army presence at this event is questionable at this time. This is another event that may be very limited in public scope with academic and scholarly presentations and a grand period ball that is by invitation only (plus \$500/person). The Corps is continuing to work with event organizers as well as the National L&C Council to ensure the presence of all of the Federal MOU agencies.

**Final thoughts:** The Corps of Engineers contingent was always the first to arrive at the event site every morning and one of the last to leave every night. All of the COE participants went out of their way to help out wherever possible. This included assisting other exhibitors getting set up every morning, parking lot duty, and providing general direction. With the large number of positive comments that we received from teachers,

students, and others interested in the proper look to the Army uniform of the time period and the relationship with the Corps of Engineers, the expense of having the extra rangers in period uniform was well worth it. In addition, the support of the Corps uniformed rangers was great for instant recognition at the event site.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether Lewis*

**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

**“THREE FLAGS FESTIVAL”**

ST. LOUIS, MO

March 10-14, 2004

After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The Three Flags Festival was designated as the third of these Signature Events and was hosted by Les Amis and the Missouri Historical Society. The weather for the weekend of March 13/14<sup>th</sup> was clear and breezy with temps in the low 50’s.

There was no kickoff for the event. The event was spread over 3 sites - the Holiday Inn Downtown was the host of the Lewis and Clark Symposium (March 10-12), the Missouri Historical Society hosted the National L&C Exhibit (Jan 18-Sept 1) and the Federal agency exhibits (March 10-13), and the Jefferson National Expansion Memorial hosted the actual “Three Flags” event (March 14). Although invited, neither LTG Flowers nor MG Stock was able to attend. Major Joe Tyron, the acting St. Louis District Engineer, attended the closing event although no time was allotted for him to make comments.

Corps representatives working the event included Jeff Lockwood, Brian Westfall, Renea Guin (all MVK); Kevin Ewbank (MVR); Dave Quebedeaux (SAS); Kathleen Bennett (SWA); Jeanne Newton (NWW); Ken Wilk (NWK); and Jean Nauss (NWD). All took turns at manning the various venues during the week.

**Action:** The Corps was involved in 3 separate venues during this commemorative event – COE Exhibit; Corps of Discovery 2; the Tent of Many Voices.

**COE Exhibit:** The Corps exhibit was part of a contingent of agencies, communities, and vendors sponsoring a booth/exhibit in the Southwestern Bell room on the lower level of the Missouri Historical Society. The Corps exhibit had six parts – (1)one backdrop of the modern army connection (done by the Corps national team); (2) a display of the Discovery Box; (3) a display of animal pelts, traps and a live speckled king snake; (4) an information table that contained a variety of COE brochures including the Eastern Legacy, the Lower Missouri River Map, the brochures “The U.S. Army and the Lewis and Clark Expedition” and “Lewis and Clark Expedition – A Portrait of Army Leadership” published by the Center of Military History and the Corps of Engineers,

respectively, and the “Zap the Zebra” brochure assembled by the 100<sup>th</sup> Meridian Group to combat the spread of zebra mussels; (5) the 5 Michael Haynes prints that the Corps had commissioned; and (6) the newest addition to the Corps Exhibit booth - a “trading center”. Rather than just to have little “give-aways” (pins, magnets, pencils, etc) out for visitors to take handfuls, the items were placed into a brass cooking pot suspended from a wooden tripod. On the tripod was a sign made of wood and leather that said, “Trade Goods – Will trade for information”. This was an attempt to engage more people and especially kids in the booth to peak their interest in the expedition. In order to get something from the trading center, visitors first had to answer a question related to the expedition. This was a huge hit!

The unfortunate thing about the exhibits was that they were in the basement of the Missouri Historical Society. During the week school groups were scheduled to come to see the L&C exhibit upstairs but many of the docents and teachers elected not to bring the school kids downstairs to see the exhibits. On Saturday, attendance picked up due, in part, to the Corps having 2 reenactors walking around upstairs in the Historical Society telling people that there were more exhibits downstairs. In all, roughly 2700 interpretive contacts were made.

Corps of Discovery 2 – 200 Years to the Future (aka: Corps 2) – The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson’s vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, all COE park rangers attending the event worked in their park ranger uniform to provide interpretive talks and information to dignitaries and members of the public visiting the keelboat exhibit. In addition Dave Quebedeaux (SAS) provided additional interpretation while dressed in a replica of the 1803 Army uniform. 1950 interpretive contacts were made.

Tent of Many Voices (TOMV) – This is a venue associated with Corps 2 (same portable generator provides electricity for heat and lighting for both) but separate from it. TOMV has a small stage for presentations and seating capacity of 150. Jeanne Newton (NWW) and Dave Quebedeaux (SAS) gave interpretive talks during the Signature Event. Ms. Newton’s talk was on the journaling done by the various expedition members while Mr. Quebedeaux, dressed in a replica of 1803 Army uniform, discussed the Diplomacy of the Lewis and Clark Expedition. In all, 120 visitor contacts were made.

### **Lessons learned**

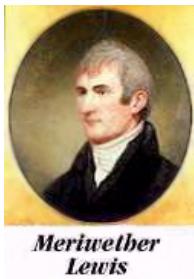
1. This event, at least the Federal agency exhibit portion was not really advertised as a Signature Event. To make the most of the situation, it would have been best to have all of the exhibitors down along the Arch grounds at the waterfront. However, being tucked away in the basement of the Missouri Historical Society, 10 miles from the waterfront, resulted in not as many visitors taking advantage of the other exhibits.

2. There mix of folks in the exhibit area was much more organized than at other events. Only exhibitors and other Signature Events were in the Exhibit Hall. The only vendor was directly outside the Hall in a corridor. However, because the Hall was not big enough to hold everyone, there were also 2 Federal exhibitors that were in the outer corridor. That was unfortunate as some would stop to see the BLM or Forest Service exhibits but would not wander into the other exhibit area. Conversely, the Exhibit Hall was directly across from the elevators. Therefore, people using the elevators would not necessarily go around the corner to see the BLM and FS exhibits.
3. A Corps “end of day” wrap up meeting was held every day. Those participating really liked this idea. It gave everyone a chance to talk about the day’s events, find out about any schedule changes for the next day, and talk about any problems that arose. This will definitely be continued at all future Signature Events.
4. Another item that was missing at the event site was a very visible “Events Information Booth” where people could pick up a schedule of the days activities including speakers, special activities and other presentations.
5. There was no hospitality area – nowhere except the restaurant where one could get coffee, rolls, etc. A hospitality area is a great idea. It gives exhibitors a place to hold small meetings, get some coffee and grab some water. This needs to be encouraged at other events.

**Future outcome:** The next Signature Event will be May 13-16, 2004 for the Departure from Wood River Event in Alton/Hartford/Wood River, IL. The nature of the Corps and Army presence at this event will be huge. The Corps is continuing to work with event organizers as well as the National L&C Council to ensure the presence of all of the Federal MOU agencies.

**Final thoughts:** The Corps of Engineers contingent was always one of the first to arrive at the event site every morning and one of the last to leave every night. All of the COE participants went out of their way to help out wherever possible. This included assisting other exhibitors getting set up every morning and providing general direction.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether Lewis*

US ARMY CORPS OF ENGINEERS  
and the  
**LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

**“DEPARTURE FROM WOOD RIVER”**  
ALTON/HARTFORD/WOOD RIVER, IL  
May 13-16, 2004  
After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The “Departure From Wood River” was designated as the fourth of these Signature Events. The weather for the event of May 13<sup>th</sup>-16<sup>th</sup> was clear and breezy with temps in the low 50’s with the exception of the evening of May 13<sup>th</sup> where 4.5 inches of rain fell overnight.

As a result of the rain, parking was a nightmare! The nearby farm field that was to be used for parking was a quagmire so buses were hired to shuttle people from an area mall. However, charging \$10 per person for the bus ride did not go over well so many people ended up parking along the highway or nearby roads and walking to the event site.

The event itself was spread over 3 sites – Madison County Speedway in Madison IL, Lewis and Clark Interpretive Center at Hartford, IL and the National Great Rivers Museum (NGRM) at Melvin Price Lock and Dam in Alton, IL.

In addition to Ken Wilk and Jean Nauss, Corps personnel that worked in one or more of the venues at this Signature Event included: Charlie Deutsch, Dan Camden, MaryAnn Heitmeyer, Norma Hall, Pam Doty, Tim Bischoff (all MVS); Jay VanHoose (LRH); James Teal, Darrell Mitchell, Ernie Lentz, Steve Rodgers (all MVK); Ed Shirley, Jeff Boutwell, Robbie Henderson (all SWF); Craig Rockwell, Jeanne Newton, Pasquale Anolfo (all NWW); Chris Botz, Scott Tichy (both MVP); Shannon Maness (SAW); Heather Burke (SAJ); Dave Quebedeaux (SAS); Gene Herrmann, Pat Kline, Susie Kline, Larry Spisak (all LRP); Jon Carlson (NWP); Kathleen Bennett (SPA); Kevin Ewbank (MVR); Rick Magee (NAE).

**Action:** The Corps was involved in 11 separate venues during this commemorative event – Eve of Departure Kickoff; school programs; COE Exhibit; reenactments at Camp River DuBois; panel moderation; Corps of Discovery 2; the Tent of Many Voices; NGRM demonstrations; NGRM Michael Haynes Art Show; NGRM Speakers; and NGRM support staff.

Eve of Departure Kickoff: The kickoff for the event was to take place on the evening of Thursday May 13 at the Madison Speedway. This was to include a VIP reception followed by, in a ceremony open to the public, an induction of a group of young people into an honorary “Lewis and Clark Company” of the U.S. Army; a free concert by the Oak Ridge Boys; and closing with a performance of the U.S. Army’s “Twilight Tattoo.” Unfortunately, about 2 hours before the event was to start, it began raining very heavily. Although the VIP reception and the induction ceremony performed by Col. Charles K. Williams (St. Louis District Engineer), went on as scheduled, the remainder of the event that night was cancelled because of the heavy rain and thunderstorms. Capt. Lewis Company (COE Park Rangers and lock operators) attended this event in their 1803 Army uniforms and talked to many of the VIP’s in attendance. In total, there were roughly 1000 interpretive contacts made that night.

School Programs: For several months prior to the event, the Corps, in partnership with the Illinois Department of Natural Resources, scheduled programming for area schools that were not able to attend the Signature Event. Giving school programs during the week prior to the Signature Event were Pasquale Anolfo and Larry Spisak (Holy Ghost Elementary in Jerseyville, IL); Kathleen Bennett and MaryAnn Heitmeyer (Eunice Smith Elementary 3<sup>rd</sup> graders, Alton, IL); Scott Tichy and Chris Botz (Eunice Smith Elementary 4<sup>th</sup> graders, Alton, IL); Heather Burke and Dave Quebedeaux (Lincoln Middle School, Edwardsville, IL); Norma Hall and James Teal (Madison School, St. Louis MO). All of the programs were very well received. Again, the Corps was the only Federal agencies to go out to the schools to do any kind of programming. These rangers made a total of 1,754 interpretive contacts.

COE Exhibit: The Corps exhibit was part of a contingent of agencies, communities, and vendors sponsoring a booth/exhibit. However, because of the heavy rains Thursday evening into Friday morning, at 8am Friday morning the event was cancelled for the day. Around 10am the event organizers made the decision to open a limited number of venues. However, by that time many of the COE staff had decided to take advantage of the day off and explore St. Louis. After doing a reconnaissance of the event site, we found that the exhibit tent and most of the grounds were full of standing water and mud. After several trips to “the swamp”, also known as the Exhibit Tent, throughout the day to check on conditions, the Corps made the decision to move our exhibit from the main event site up to the NGRM for Saturday and Sunday.

The Corps exhibit had four parts – (1) one backdrop of the historic aspect of Lewis and Clark and one backdrop of the modern army connection; (2) a display of the Discovery Box; (3) an information table that contained a variety of COE brochures; and (4) a “trading center”. Rather than just to have little “give-aways” (pins, magnets, pencils, etc) out for visitors to take handfuls, the items were placed into a brass cooking pot suspended from a wooden tripod. On the tripod was a sign made of wood and leather that said, “Trade Goods – Will trade for information”. This was an attempt to engage more people, especially kids, in the booth to peak their interest in the expedition. In order to get something from the trading center, visitors first had to answer a question related to the expedition.

Although school groups toured the event site on Tuesday through Thursday, the vendors (of which the Corps was considered one) were not allowed to open up their exhibit area. As a result, our visitation numbers were much lower than what they could have been.

The weather made things very difficult for everyone involved on the weekend. On Saturday and Sunday, the agencies and vendors were offered a place to set up their exhibits as “open air” exhibits on a higher spot near the levy. However, as the Corps had already made the decision to move to NGRM on Friday afternoon, we declined the offer.

On Saturday and Sunday, short demonstrations were given at the NGRM to more thoroughly explain about the Lewis and Clark Expedition. Demonstrators during these days included Rick Magee (NAE) – Flags of the Time Period, Larry Spisak (LRP) – Music of the Expedition, Jeanne Newton (NWW) – Journaling During the Expedition, Craig Rockwell (NWW) – Captain Clark, Kathleen Bennett (SWA) – Animals of the Expedition, Kevin Ewbank (MVR) and Heather Burke (SAJ) – both spoke on the Hardships of the Expedition.

Attendance at NGRM was good on Friday, but because the weather had cleared, attendance was way down on Saturday and Sunday. Part of this was because the NGRM portion of the event was not included in either the Press releases or the brochures distributed about the Wood River event. As a result, there were only 1,754 interpretive contacts at the Corps exhibit at the NGRM.

Reenactment at Camp River DuBois – On the grounds of the Lewis and Clark Interpretive Center in Hartford, IL is a replica of the fort constructed by the expedition during the winter of 1803-04. During the time of the Signature Event, members of the Corps’ Captain Lewis’ Company as well as members of the Frontier Army Living History Association assisted the Illinois Detachment in providing costumed interpretation (1803 Army) at the reconstructed fort. Participating in this endeavor were Jeff Boutwell, Ed Shirley, Robbie Henderson (all SWF); Pat Kline, Larry Spisak, Gene Herrmann (all LRP); Jon Carlson (NWP); Tim Bischoff, Charlie Deutsch (both MVS); Dave Quebedeaux (SAS); Rick Magee (NAE); and Ken Wilk (NWK). Although the grounds of the event site were soggy after all of the rain, there was nearly always a line of visitors to get into the fort. There were 26,448 interpretive contacts made by COE personnel at the fort in just 4 days.

Panel Moderation – On May 14, Craig Rockwell moderated a panel discussion between BG (Ret) Hal Stearns and James Alexander Thom highlighting the Army aspects and Native American aspects of the Lewis and Clark story. Discussions of this type are fitting contributions to such national events, because they gave the audience insight that cannot be gained through the many Lewis and Clark resources readily available. It would be advisable that the Corps and other Federal agencies help organizers understand that we need more of this caliber of speakers at national events.

Corps of Discovery II – 200 Years to the Future (Corps 2) – The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset or hardcopy text that discuss Jefferson’s vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on

the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, all COE park rangers attending the event worked in their park ranger uniform to provide interpretive talks and information to dignitaries and members of the public visiting the keelboat exhibit. In addition Dave Quebedeaux (SAS), Rick Magee (NAE), Robbie Henderson, Jeff Boutwell (both SWF), Charlie Deutsch (MVS) provided additional interpretation while dressed in a replica of the 1803 Army uniform. Roughly 3,135 interpretive contacts were made at the keelboat replica.

Tent of Many Voices (TOMV) – This is a venue associated with Corps 2 (same portable generator provides electricity for heat and lighting for both) but separate from it. TOMV has a small stage for presentations and seating capacity of 150. Craig Rockwell (NWW), Tim Bischoff (MVS), Rick Magee (NAE) and Larry Spisak (LRP) gave interpretive talks during the Signature Event. Mr. Rockwell, through the eyes of Capt. Clark as an older man, reflected on the expedition. Mr. Bischoff, as George Drouillard, had an audience participation to discuss the difficulty in conversing when the languages were unknown. Mr. Magee spoke on the “Tools of Diplomacy”. Mr. Spisak spoke on the music of the expedition with some audience participation. In total, there were 210 interpretive contacts at the TOMV.

NGRM Demonstrations – From Tuesday May 11 through Thursday May 13, there were demonstration areas set up at the NGRM for schools that had arranged tours to the Signature Event on those days. These programs were roughly 25 minutes long and were intended to teach students more about the expedition. Assisting in this effort were Tim Bischoff (MVS) – George Drouillard; Dave Quebedeaux (SAS) – Diplomacy of the Expedition; Jon Carlson (NWP) – Pvt. Hugh McNeal; Charlie Deutsch (MVS) – Plants of the Expedition; Rick Magee (NAE) – Flags of the Time Period; Larry Spisak (LRP) – Music of the Expedition; Heather Burke (SAJ) – Hardships of the Expedition; Ed Shirley (SWF) – Members of the Expedition; Jeanne Newton (NWW) – Journaling During the Expedition; Jeff Boutwell (SWF) – Accoutrements of the Expedition; Robbie Henderson (SWF) – The Expedition; Kathleen Bennett (SWA) – Animals of the Expedition.

All of these demonstrators received high praise from the students, teachers and the general public that attended them. In total, there were 2,175 interpretive contacts made during this time.

NGRM Michael Haynes Art Show – Arrangements had been made with Michael Haynes, an artist from the St. Louis area, to show his Lewis and Clark artwork. The Corps had commissioned five painting from him for the Bicentennial – “Recruitment at Fort Massac” “Celebration at Independence Creek” “In Pursuit of the Sioux” “Astride the Mighty Missouri” and “Trade at Dismal Niche”. In addition to prints of those 5 paintings, there were an additional 25 paintings depicting a variety of scenes described in the journals or images of the members of the expedition. Mr. Haynes stayed with the art exhibit most of Saturday and Sunday to explain his paintings. As such, a COE ranger was not assigned to this task.

NGRM Speakers – Also at the NGRM, noted Lewis and Clark scholars were brought in on Saturday and Sunday to discuss various aspects of the Expedition. Speakers and their topics included BG (Ret) Hal Stearns (“The Other Members of the Expedition”); Dr. Gary Moulton (“Editing the Journals of Lewis and Clark”); Dr. Ray Woods (“Missouri River – Then and Now”); Michael Haynes (“Art and the Lewis and Clark Expedition”) and Steve Allie (“Uniforms of the Lewis and Clark Expedition”). Approximately 197 people attended one or more of the talks given that weekend.

NGRM Support Staff – Because of the anticipated increased visitation to the NGRM, additional rangers were brought in to support the existing staff. These rangers performed a variety of duties – giving directions, answering questions, giving lock tours, etc. Perhaps one of the most popular draws was “Seamoor the Water Safety Sea Serpent”. Kids were just enamored with him and followed him everywhere. Pam Doty (MVS) brought and operated Seamoor during most of the event.

### **Lessons learned**

1. The biggest lesson learned is that the Signature Event organizers need to have a contingency plan in case of rain. Many are taking the “rain or shine” attitude but in the case of 4.5 inches overnight, it went from being just “rain” to rather “a deluge and swamp”.
2. We need to better communicate with the organizers. When we arrive each day, we need to find the person in charge and talk with them to see if there are any last minute changes. We need to do a better job of following up when we find out that there may have been a change and finding out what our role is because of that change.

Event coordinators also have to communicate better - with us, with visitors, and among themselves. There shouldn't be separate coordinators for all the different venues. There needs to be one person in charge. Visitors have to know what is going on all over not just in the venues that are obvious.

3. A Corps wrap up meeting was held either every evening or the following morning. Those participating really liked this idea. It gave everyone a chance to talk about the day's events, find out about any schedule changes for the next day, and talk about any problems that arose. Also, it would be good to be sure that the uniformed rangers and the uniformed soldiers mix and don't become two separate groups. Some felt that there should be more presence by FALHA members.
4. Another item that was missing at the event site was a very visible “Events Information Booth” where people could pick up a schedule of the days activities including speakers, special activities and other presentations.
5. Many appreciated the free time given. This allowed all COE participants time to see the many facets of the event as well as hear many of the talks available.
6. Perhaps we should make a point of having at least one representative at the Corps II meeting each morning. That might improve the communication and cooperation between us, and make it harder for NPS to forget us!

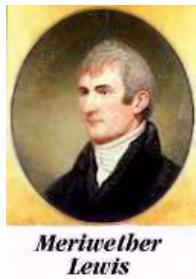
7. Some felt that the rangers attending the event were not adequately trained. Some of our park rangers indicated that they were a bit disconcerted at being thrown into a site without adequate orientation as to what some of the instruments were (like the sextant), how they worked, and the true significance of why the Corps is so heavily involved in the bicentennial. Some of the rangers did not have any training and had not read much about Lewis and Clark. However, nine L&C Training sessions have been offered nationwide and all participating at this event were given a chance to ask questions about anything pertaining to Lewis and Clark and the Discovery Box at the initial meeting on May 10.

8. There was a suggestion that we need to do as Corps II does, and send out press releases independent of the local organization regarding the appearance of historical interpretation by Captain Lewis' Company, presentations or art shows at slightly off-site museums and other locations, and the like. However, we need to remember that this is a local event supported by the Corps and other Federal agencies. We cannot allow these events to turn into "competitions" between the organizers and the participating agencies. We have seen how that happens when speaking to event organizers about the unwillingness of Corps II to adapt to the event.

**Future outcome:** The next Signature Event will be May 19-23, 2004 "The Adventure Begins" in St. Charles MO. The nature of the Corps and Army presence at this event will be minimal.

**Final thoughts:** The Corps of Engineers contingent was always one of the first to arrive at the event site every morning and one of the last to leave every night. All of the COE participants went out of their way to help out wherever possible. This included assisting other exhibitors getting set up every morning and providing general direction.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether Lewis*

**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

**“THE ADVENTURE BEGINS”**

ST. CHARLES, MO

May 20-23, 2004

After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The “The Adventure Begins” was designated as the fifth of these Signature Events. The weather for the event of May 20<sup>th</sup>—23<sup>rd</sup> was hot and humid with temps in the low 90’s. The event site was Frontier Park (the St. Charles Riverfront) and Bishop’s Landing (the parking lot of the Lewis and Clark Boat House and Nature Center).

Because of the nature of the annual event and the mix of reenactors present, it was suggested by the event organizers and agreed by the Corps that Captain Lewis’ Company (COE reenactors) would not attend the event. Therefore, with the exception of their programs in the Tent of Many Voices, all rangers attending were dressed in the Corps Park Ranger uniform.

Corps personnel that worked in one or more of the venues at this Signature Event included: Dan Camden, Janet Mifflin, Tim Bischoff, Ashley Florey (all MVS); Craig Rockwell (NWW), Rick Magee (NAE), Harry Diesel (NWK), Dave Quebedaux (SAS); ken Wilk (NWK and Jean Nauss (NWO).

**Action:** The Corps was involved in only 4 venues during this commemorative event – COE Exhibit; Corps of Discovery 2; the Tent of Many Voices; The Foundry Arts Center.

**COE Exhibit:** The Corps exhibit was part of a contingent of agencies, communities, and vendors sponsoring a booth/exhibit. The exhibit was set up on the black Macadam parking lot of the L&C Boat House and Nature Center. After a shower on Thursday and spotty showers every night, the temperatures in the tent became unbelievably hot and humid. There were no fans running and the event organizers did not supply water until the last day. The only saving grace was that the Corps exhibit was near the opening of the tent, which allowed us to get the occasional breeze.

The Corps exhibit had four parts – (1) one backdrop of the historic Lewis and Clark Expedition and one backdrop of the modern Army; (2) a display of the Discovery Box;

(3) an information table that contained a variety of COE brochures and (4) a “trading center”. Items were placed into a brass cooking pot suspended from a wooden tripod. On the tripod was a sign made of wood and leather that said, “Trade Goods – Will trade for information”. This was an attempt to engage more people, especially kids, to peak their interest in the expedition. In order to get something from the trading center, visitors first had to answer a question related to the expedition.

Attendance at the exhibit was good as this Signature Event was held as a portion of their annual Lewis and Clark Days in St. Charles. However, because the annual portion of the event was held at Frontier Park, and because there was not adequate signage to bring people across a footbridge to the rest of the event, attendance was not as great as it could have been had everyone been located at Frontier Park. Although visitation to the entire event was listed as over 50,000, there were still only 3,137 visitors to the COE exhibit.

**Corps of Discovery 2 – 200 Years to the Future (Corps 2)** – The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson’s vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a roughly ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, all COE park rangers attending the event worked in their park ranger uniform to provide interpretive talks and information to dignitaries and members of the public visiting the keelboat exhibit.

The Keelboat exhibit was better utilized in this event than at the Wood River event. The Corps 2 coordinators did a better job of directing school groups to take in the keelboat display. This allowed us to do a better job of developing a theme and making a presentation that was not possible at other events. Roughly 3,512 interpretive contacts were made at the keelboat replica.

**Tent of Many Voices (TOMV)** – This is a venue associated with Corps 2 (same portable generator provides electricity for heat and lighting for both) but separate from it. TOMV has a small stage for presentations and seating capacity of 150. Tim Bischoff (MVS), Rick Magee (NAE), Dave Quebedeaux (SAS) and Carol Ryan (MVS) gave interpretive talks during the Signature Event. Mr. Bischoff, as George Drouillard, had audience participation to discuss the difficulty in conversing when the languages were unknown. Mr. Magee discussed the naturalist aspect of the expedition. Mr. Quebedeaux discussed the diplomacy of the expedition. Ms. Ryan used PowerPoint in a discussion of some of the other Lewis and Clark sites along the Missouri River. In total, there were 283 interpretive contacts at the TOMV.

**The Foundry Arts Center:** Several months before the event the Corps was asked to supply two speakers for a special lecture series. (At the time we did not know that was for the Foundry Arts Center). Although Ken Wilk and Jim Krause were requested very early, no other contact by the event organizers was made with the Corps. At the same time, these same two speakers had been requested for the Tent of Many Voices. The first day of the event, we found that they had been dropped off the TOMV schedule and

assumed that was what our first contact with the event organizer had been. However, after a frantic phone call from the Foundry organizer at the last minute, he assured us that the Foundry speakers were still on. However, Mr. Krause was unable to attend so Tim Bischoff agreed to stand in and do his own presentation about George Drouillard. Unfortunately, this was another venue that was very far removed from the main part of the Signature Event and was not very well advertised. As a result, there were only a total of 69 interpretive contacts for the two speakers combined over both days.

### **Lessons learned**

1. Heat was an overwhelming factor in this event. On Friday, temps were in the low 90's and extremely humid. Water was bought by the National Team and made available for all the Corps workers. However, two individuals were still sent back to the hotel early that day because of heat-related problems. One individual was probably drinking too much water while the other was not drinking enough. After an evening in the air conditioning and a light dinner, both were feeling much better the next day. Until Friday, COE reps were assigned 4 structured hours either at the exhibit or the keelboat and 4 hours unstructured to wander, see the event, answer questions, and assist where ever necessary. After the incidents on Friday, we decided to go to a "2 hours structured, 2 hours unstructured" regimen. That seemed to work out much better for the rest of the weekend as it allowed workers to go to an air-conditioned building and cool off. Besides helping us to adapt to the climate, it also helps us to rest our feet, back, and voice, to recharge our mental batteries. This "2x2" split is definitely something we will incorporate into the KC and Nebraska Signature Events where the weather will most likely be hot - as well as the Bismarck Signature Event where the weather could be extremely cold and windy.
2. We need to better communicate with the organizers. We need to do a better job of following up when we find out that there may have been a change and finding out what our role is because of that change. Both parties were probably at fault for the initial misunderstanding at the Foundry.

Event coordinators have to communicate better - with us, with visitors, and among themselves. There shouldn't be separate coordinators for all the different venues. There needs to be one person in charge. This was a huge problem in St. Charles and definitely put us at a disadvantage. One organizer did not want Captain Lewis' Company while another did. The organizer for the Foundry event was not coordinating with the Corps II NPS organizers. Vendors and visitors have to know what is going on all over not just in the venues that are obvious. Information booth personnel have to know the latest information. Many times we asked someone for information and got a very non-committal answer. They just weren't informed as to where anything was, how to direct people, or what was going on in the different venues.

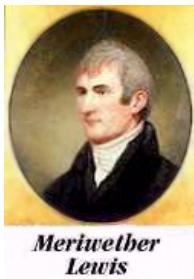
3. After the heat problems on Friday, all appreciated the unstructured time given. This allowed all COE participants time to cool off and see the many facets of the event as well as hearing many of the talks available.

5. One suggestion on working the keelboat was to have a handout and go over the types of interpretation that could be done on the keelboat at the opening meeting. Rick Magee has agreed to take this on.

**Future outcome:** The next Signature Event will be held June 18-July 4 in Fort Osage and Kansas City MO and Kansas City, Leavenworth, and Atchison KS. The nature of the Corps and Army presence at this event will be quite strong.

**Final thoughts:** We need to be mindful of our people working these events. Eight hours under a hot tent or in the blazing sun is entirely too much. We need to be extremely mindful of all types of adverse weather conditions so that our own workers are not at risk.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether Lewis*

US ARMY CORPS OF ENGINEERS  
and the  
**LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

**“A JOURNEY FOURTH”**  
FORT OSAGE, KANSAS CITY, MO /  
KANSAS CITY, LEAVENWORTH, ATCHISON, KS  
June 18-July 4, 2004  
After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. “A Journey Fourth” was designated as the sixth of these Signature Events. The event was held in numerous locations in both Missouri and Kansas.

**Corps Venues:**

All of the Corps’ participation in these events consisted of one or more of the following venues. Those venues that were used at more than one event site are discussed in detail below. Those venues specific for a given event will be discussed under that event.

**COE Exhibit:** The Corps was part of a contingent of agencies, communities, and vendors sponsoring a booth/exhibit. The Corps national exhibit had four parts – two backdrops (one of the L&C expedition and the other of the modern army connection), a display of the Discovery Box, a display of the prints of the five paintings of Michael Haynes that were commissioned by the Corps, and an information table.

The other type of exhibit backdrop used was one developed by the Kansas City District. This was a 3-part exhibit backdrop with a description of the Lewis and Clark Expedition on one panel, the Missouri River on another panel, and the Corps’ mitigation efforts on the third panel. It was supplemented with a display of the Discovery Box, prints of the Michael Haynes paintings, and brochures.

**COE L&C Reenactors:** Members of Capt. Lewis’ Company included Corps of Engineers personnel and representatives of the Frontier Army Living History Association as well as members from the “Illinois Detachment at Site #1.” The reenactors either set up an encampment or they walked around the event grounds engaging visitors one-on-one. The encampment consisted of one common tent and three small shelter tents along with the many accoutrements that would have been taken by the expedition. When in camp, Capt. Lewis’ Company posted front and rear guards, performed daily tasks around the camp

(cleaning guns, repairing leather goods, etc), and finished off each day with a “whiskey” ration (water) and a dance reel. This was an extremely popular venue.

Corps of Discovery 2 – 200 Years to the Future (aka: Corps 2) – The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson’s vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. Rangers worked in their uniforms or their 1803 Army regiments to provide interpretive talks and information to dignitaries and members of the public visiting the keelboat exhibit.

Tent of Many Voices (TOMV) – This is a venue associated with Corps 2 (same portable generator provides electricity for heat and lighting for both) but separate from it. TOMV has a small stage for presentations and seating capacity of 150.

**Event sites:**

1. Fort Osage, MO - This event was held June 18-22. Although the fort was not in existence when the Corps of Discovery passed through the area, Captain Clark chose the fort site and construction of the fort was begun in 1808. The event also included a groundbreaking ceremony for the site's new visitor center. Weather for the event included the threat of rain almost every day, but rain during the day was sporadic. Temperatures were in the low 80s most days with high humidity. Estimated total attendance for this event was 12,000. Corps participation was as follows.

Exhibit: At this event, the Corps exhibit was set up on the 2<sup>nd</sup> floor of the Factory (trading post). Working the exhibit were Greg Miller, Kim Penner, Lora Vacca, Dave White (all NWK), Skip Jacobs (MVS), Charlotte May (NWP) and Jean Nauss (NWD). During the 5 days, there were numerous summer camp groups that attended as well as members of the general public. Roughly 4200 visitors came to see the exhibit.

Encampment: The Reenactment camp was set up below the fort on a terrace overlooking the Missouri River. A gravel footpath lead visitors down the hill through a wooded area to the camp. The site was level, grassy, and shaded by huge walnut trees. There was plenty of room for the camp, drill practice, demonstrations, and interaction with the public without being cramped. Captain Lewis' Company of the Corps of Discovery (Ken Wilk (NWK), Robby Henderson (SWF), Jon Carlson (NWP), Dave Quebedeaux (SAS), Rick Magee (NAE), and Charlie Deutsch (MVS)), FALHA volunteers, Ft. Osage interpreters, and reenactors from the Detachment at Site #1 (Wood River, Illinois) worked together to portray a typical encampment that the expedition would have set up along the route. All camp activities and demonstrations were intended to show that this was an Army endeavor from beginning to end. A guard was posted at the entrance to the camp at all times. The camp was set up according to military customs of the time. Drills and formations were conducted in a military fashion. Reenactors interpreted camp duties such as molding bullets, washing clothes, sewing, writing in their journals, repairing equipment, and practicing the manual of arms. Visitors to the camp were mostly small family groups and a few school or summer camp groups. Visitor

numbers at this venue seemed to be only about 2/3 of the number the Exhibit had. One of two reasons probably contributed to this: (1) many visitors were more intent on getting to see the keelboat of the Discovery Expedition of St. Charles and just walked right by the encampment; (2) visitors had to walk down a fairly steep hill to get to the camp and many were unwilling to do that since the climb out was so steep. Overall, visitor reaction was very good and many visitors expressed appreciation for what we were doing. The heat and humidity were uncomfortable, although not unbearable, and mosquitoes were our constant companions. In spite of that, there were still roughly 2700 visitors to the camp.

2. Kaw Point (Kansas City, KS) – This event was held June 25-July 4. Estimated total attendance was roughly 15,000. Kaw Point is a new park at the confluence of the Kansas River and Missouri River. However, access to the park is through an industrial area. Visitation to the site was good while the Discovery Expedition of St. Charles was encamped there. However upon their departure, attendance dropped significantly. Corps participation was as follows.

Exhibit: Three federal agencies were located in one tent at the event site – EPA, USGS and the Corps. By far, the Corps had the largest exhibit and the most crowds. The NWK exhibit backdrop was used at this event. Working this exhibit were Greg Miller, Rich Abdoler, Bob Marchi, Cynthia Dierks, Dick Lenning (all NWK); Carol Ryan (MVS); Rena Guin, Jeffery Lockwood, Brian Westfall, and Wayne Stogsdill (all MVK); and Sara Jernigan (SAM). Approximately 7,800 visitors interacted with the rangers at the exhibit.

Reenactors: the Captain Lewis' Company encampment was not set up at Kaw Point as members of the Discovery Expedition of St. Charles were camped there June 26-29. However, Corps reenactors did work the event doing one-on-one programming throughout the event site. Participating at various times during this portion of the Signature Event were Ken Wilk (NWK), Rick Magee (NAE), Dave Quebedeaux (SAS), Larry Spisak (LRP), Jeff Boutwell (SWF), and Tim Bischoff (MVS). Although they were not in one specific location and not all at the same time, these reenactors still drew sizable crowds. Approximately 4,400 visitors interacted with these reenactors during the 10-day event.

TOMV: Speaking at the TOMV were the following COE reenactors dressed in their 1803 Army uniforms. Rick Magee (NAE) spoke on “Recruiting for the Expedition”. Dave Quebedeaux (SAS) discussed the role of diplomacy during the expedition. Jeff Boutwell (SWF) spoke on being a member of Capt. Lewis’ Company. (Mr. Boutwell portrays Pvt. Robert Frazer, a member of the expedition.). Tim Bischoff (MVS) did audience participation during his portrayal and discussion of “George Drouillard, the Sign Talker”. Larry Spisak (LRP) discussed “Music of the Expedition” and played songs from that time period. Attendance at the sessions was as follows: Magee (130), Quebedeaux (25), Boutwell (17), Bischoff (42), and Spisak (30).

Keelboat: The keelboat donated by Raystown Lake (NAB) was undergoing repairs during most of the event. However, it was finally brought in and on the final three days Corps rangers did short programs on the keelboat. It is unfortunate that the

NPS chose the KC event to rehab the keelboat as the visitation could have been much higher than it was. Roughly 300 visitors came to the keelboat during the final days of the event.

3. Leavenworth, KS -- This event was held July 1&2, 2004. Leavenworth's Independence Day celebrations were the following 2 days so much of the town was involved in the planning for that celebration. As a result, the attendance at the L&C Festival was not as great as it could have been. Estimated total attendance was roughly 5,000. Corps participation was as follows

Exhibit: The national Lewis and Clark exhibit was used as the backdrop for the Discovery Box and brochure table. Working this event site were Susie Kline (LRP), Brad Cox, Jim Dickerson (both NWK), John Stokley (SPN), and Janet Mifflin (MVS). For this 2-day event, roughly 2,250 visitors were seen at the exhibit located at Leavenworth Landing Park.

Reenactors: An encampment was not set up at Leavenworth as members of the Discovery Expedition of St. Charles were camped there during that time. However, Corps reenactors did work the event doing one-on-one programming throughout the event site. Participating at various times during this portion of the Signature Event were Rick Magee (NAE), Pat Kline (LRP), and Dave Quebedeaux (SAS). Although they were not stationed in one specific location, these reenactors still drew sizable crowds. Approximately 700 visitors interacted with these reenactors during the 2-day event.

4. Berkley Park (Kansas City, MO) -- This event was held July 3&4, 2004 in a newly developed city park along the banks of the Missouri River in Kansas City MO. Parking for this event was a problem for the visitors as they were encouraged to ride shuttle buses from sites around downtown KC. Estimated total attendance was 300,000 for the 2 days. Corps participation was as follows.

Exhibit: The federal agencies were located in one tent at the event site along with The NWK exhibit backdrop was used at this event along with the Discovery Box, prints of the 5 Michael Haynes paintings, and brochures. Working this exhibit were Greg Miller, Jim Bell, Lucius Duerksen, Dick Lenning (all NWK); Greg Clemons (MVK); Don Headlee (SPA); and William Dunk (MVN). They were supported by Jon Carlson (NWP) and Ed Shirley (SWF) both members of Captain Lewis' Company. In addition, during busy times, the booth was supplemented with rangers that were also working the Kaw Point venue. Approximately 5,300 visitors interacted with the rangers at the exhibit.

5. Atchison, KS -- This event was held July 3&4, 2004. Estimated total attendance was 100,000. The turnout for the event was phenomenal considering the size of the town (~11,000). This event was scattered in Atchison from Riverfront Park down River Road roughly ¾-mile and also at Independence Creek (~7 miles outside of town). Corps participation was as follows.

School Programs: Because the Signature Event occurred during the summer when most schools are out of session, the community of Atchison decided to hold the

educational component of the Signature Event April 27-29, 2004. The city sponsored a “Lewis and Clark Discovery Fair” in which many of the students from town and the surrounding area made items pertaining to the expedition and displayed them in the gym at Benedictine College. Speakers were brought in to the college for special programming.

The Corps participation in the Discovery Fair consisted of two parts – an exhibit setup at Benedictine College and actual school programs. Wearing uniforms of the 1803 Army, Ken Wilk (NWK), Rick Magee (NAE), Dave Quebedeaux (SAS), and Larry Spisak (LRP) along with Steve Allie, Steve Wilson, and Jeff Bender of the Frontier Army Living History Association manned the booth at Benedictine College. There were roughly 15 elementary, middle, and high schools that visited Benedictine College during that week – roughly 1500 students.

Jean Nauss (NWD) made the visits to the schools. The schools visited were Bert Nash (boys juvenile detention facility)(grades 5-12), Atchison Catholic Elementary School (K-4), Atchison Public Elementary School (K-3), Trinity Lutheran School (K-8), and Effingham Public School (5-12). Presentation topics included “Animals of the Expedition”; “Hardships of the Expedition” and “The Seven Army Values.

All of the Corps programs were extremely successful and garnered the participants many thanks from event coordinators, students, and teachers.

These programs associated with the Lewis and Clark Discovery Fair generated 4,628 significant interpretive contacts (3,918 to the exhibit at the college and 710 on-site at schools) in the three days.

Exhibits: The national exhibit was used for this event. The Corps shared tent space with the winners of the L&C Discovery Fair exhibits (mentioned above). Working the exhibit were Susie Kline (LRP), Wayne Freed (NWO), Dan Cottrell (NWP), John Daves (MVS), Donnie Smith (SWG), and Jerad Pettus (NWK). 4,900 visitors to the exhibit

Film Presentation: During the Signature Event, arrangements were made to show the Corps L&C video “The Confluence of Time and Culture” at Benedictine College. Although many people had to take shuttles to the college to see the film, all comments were extremely positive. During the 2-day event, roughly 1200 people saw the film.

Encampment: The reenactment camp was not set up in downtown Atchison but rather was at the approximate 1804 location of the mouth of Independence Creek. To get to the site, visitors had to ride a shuttle bus either from town or one of two remote parking areas. As a result, although attendance and visitor contact was good, it did not reach the numbers that were seen in Atchison itself.

Participating in the encampment were Ken Wilk (NWK); Jeff Boutwell and Ed Shirley (SWF); Dave Quebedeaux (SAS); Rick Magee (NAE); Tim Bischoff and Charlie Deutsch (both MVS); Larry Spisak, Pat Kline, Gene Herrmann (all LRP); and Jon Carlson (NWP). Also participating were Steven Allie, Patrick Allie, Eric Morrison, Bob

Dorian, Mike Morrison, and John Steinle all members of the Frontier Army Living History Association; as well as members of The Detachment from Illinois Site #1.

At 2pm on July 3<sup>rd</sup>, the Corps reenactors, dressed in their regimental uniforms, participated in a parade through the town of Atchison. During the parade, an event organizer was on the Public Address system explaining about the group and the importance of the event. Roughly ~2,800 visitors attended the parade.

At 4pm on the afternoon of July 4<sup>th</sup>, the reenactors participated in a program to commemorate the first Independence Day celebrated west of the Mississippi River. BG (Ret) Hal Stearns (MT National Guard) played the part of Gen. William Clark recalling his days on the expedition. As he read, the reenactors acted out the scene for the audience. Roughly 1200 visitors attended this program many of which came into the camp after the program was over to meet with the men.

At 8pm on the evening of July 4<sup>th</sup>, three Corps reenactors (Jeff Boutwell (SWF), Charlie Deutsch (MVS), and Dave Quebedeaux (SAS)) were involved in the event flag lowering. During a very moving ceremony that included the reading of the Declaration of Independence and a toast to the Nation, these men lowered and rolled the flag (as was done in 1804) and then passed the flag to the modern Army (Kansas National Guard). This event was simulcast via Jumbotrons throughout Atchison, Leavenworth and Berkley Park in Kansas City. Roughly 300,000 people were witness to the flag lowering.

The Tent of American Voices – As the Tent of Many Voices was still set up at Kaw Point, Atchison had a different speaking venue. The Tent of American Voices was set up for a smaller audience with local speakers. Mr. Rick Magee (NAE) talked about recruitment for the expedition with a discussion of the skills and values needed for the completion of the mission. Roughly 120 persons attended his presentation.

6. Receptions: Many times during the 3-week period, the Corps was asked to participate in receptions held in various locations. Some organizers wanted only the coordinators while others wanted reenactors present. Participation at these events was as follows.

Case Park Reception: A reception was held Friday night, July 2 at Case Park in downtown Kansas City to open the combined KC/Atchison event. In addition to Col. Donald Curtis (KC District Engineer) Ed Shirley (SWF), Jon Carlson (NWP), and Dave Quebedeaux (SAS) were also in attendance. Roughly 500 interpretive contacts were made that night.

Taste of the Trail: A reception was held Saturday night, July 3 at Atchison. This reception was open to the public but \$50/plate. Attendees were invited to taste various items prepared by Mary Gunderson with remarks later that evening by Mr. Gary Moulton. The Corps was asked to provide four reenactors for the reception to mingle with the guests. Attending that night were Gene Herrmann (LRP) and Charlie Deutsch (MVS) along with Jeff Bender and Dave Hinkley, both with the Frontier Army Living History Association. Roughly 200 visitors were met that night.

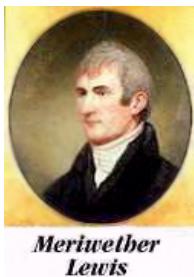
**Top of the Mound:** The last reception was held during the closing of the KC/Atchison Signature Event. Attending this reception were Ken Wilk (NWD); Tim Bischoff (MVS); Pat Kline, Susie Kline, and Larry Spisak (all LRP); Rick Magee (NAE); and Jean Nauss (NWD). Roughly 200 people attended this event and spoke with the Corps representatives present.

**Lessons learned:**

1. One item that was missing at all of the event sites was a very visible “Events Information Booth” where people could pick up a schedule of the days activities including speakers, special activities and other presentations. We need to work with the event organizers to make these events much more “user friendly”.
2. As in St. Charles, heat and humidity took a toll. At least two of the reenactors suffered from heat related problems. Although water and a light lunch were made available, there was little else for the reenactors to eat during the day. The effects finally showed late on the last day with several complaining of headaches and nausea.
3. Stringing an event out over 50 miles was very tough to handle logistics. Although daily meetings (usually mornings) were attempted, those going to Atchison had to get up and be on the road much earlier than those going into KC. However, all involved felt that the meetings were worthwhile and tried as best they could to attend.
4. Some complained that the venues were not always busy and they were just standing around. Unfortunately, there is no way to judge how busy an event will or won’t be. Allowances have to be made and workers were shuttled to venues that needed the help.
5. The quality of the visitor interaction seemed to be much higher at Ft. Osage than at the other events. One of the reasons was that there was more time to give the workers a content orientation. Having the new workers listen to those that really knew their stuff helped them to do a much better job. Experienced interpreters working the exhibit, are able to teach the others by example. A basic brochure about the expedition and the Discovery Box should be provided before each event. However, each Corps member attending must take personal responsibility to know the basic story before coming to an event.
6. Attendance at Kaw Point fizzled after the first weekend. One can surmise that Corps II by itself is not enough of a draw to warrant a separately staffed Corps exhibit. The Corps sponsored reenactors doing roving interpretation at Kaw Point were very well received. Several times they were drawing large crowds when other venues at Kaw Point were not.
7. The film was well received at Benedictine College. In order to make this happen at all of the events, we might need to give all of the event organizers a review copy and ask for their help getting it into the community. It would also be good to investigate what partners will be doing sales and let Camera One know who they are so they can be approached to have them available for sale.

**Future outcome:** The next Signature Event will be First Council in the Omaha, NE area July 31-August 3. The Corps has taken on the role as the point agency for Federal agencies attending the Nebraska event. We are working with event organizers to ensure the presence of those participating agencies with exhibits in one tent.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether  
Lewis*

US ARMY CORPS OF ENGINEERS  
and the  
**LEWIS AND CLARK**  
**BICENTENNIAL COMMEMORATION**



*William Clark*

**“FIRST COUNCIL”**

FORT ATKINSON / FORT CALHOUN / BLAIR / OMAHA, NE

July 31-August 3, 2004

After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The “First Council” was designated as the seventh of these Signature Events. The weather for the event of July 31 through August 3, 2004 was hot and humid with temps in the mid-to-upper 90’s and a heat index on some days up to 115 degrees.

The actual event itself was spread over 6 sites – a pre-event Visitor Center opening in Nebraska City, the main event site on the old river terrace below Fort Atkinson, Fort Atkinson itself, Boyer Chute, Fort Calhoun, and Blair. The Corps was involved at the main event site on the river terrace, Fort Calhoun, and Blair.

In addition to Ken Wilk and myself, Corps personnel that worked in one or more of the venues at this Signature Event included: Tim Bischoff (MVS); Ed Shirley (SWF); Dave Quebedeaux (SAS); Gene Herrmann and Larry Spisak (both LRP); Jon Carlson and Michael Haas (NWP); Rick Magee (NAE); Allen Gwinn (NAB); Jan Burton and Bunnie Watkins (NWK); Carrie Richardson (SPK); Julie Price and Wayne Freed (NWO); Ruth Ann Millsaps (SWG); and Michael Smith (SAM).

Pre-event planning: Jean Nauss (NWD) was an associate member of the Nebraska L&C Commission. By attending the meetings, the Corps was able to assist in the planning of the event and head off any problems before they arose. Drawing on the experiences of past Signature Events, what worked and what didn’t, the Corps was able to provide insight into crowds to be expected and the flow of the event itself. The Corps also designed the layout of the parking area. Corps representatives from NWO Engineering Division did the surveying of the large field to be used as the parking lot and set flags for the 6,000 parking spaces.

Early on, the event organizers planned for 7,000-12,000 people attending the 4-day event. After hearing of the visitation to other Signature Events, they upped their visitation estimates to 10,000 per day. The final visitation count (based strictly on cars in the parking areas) was over 65,000 for the 4 days!

**Action:** The Corps was involved in the pre-event planning and 6 separate venues during this commemorative event: the Interpretive Center opening in Nebraska City; COE Exhibit; Federal speakers; reenactments camp; Corps of Discovery 2; the Tent of Many Voices; the rededication of a DAR monument in Fort Calhoun; a ceremony at the Sergeant Floyd Monument in Sioux City; and a very special memorial ceremony at the Sergeant Floyd Monument.

**Interpretive Center Opening:** In a pre-event kick-off activity held Friday July 30, 2004, several members of the team went to the dedication of the new Lewis and Clark Interpretive Center in Nebraska City, NE. Local dignitaries, the media, center coordinators, Lewis and Clark historians, and the public attended the Visitor Center opening. Participating were Jean Nauss (NWD), Larry Spisak (LRP), Tim Bischoff (MVS), and Rick Magee (NAE). While Mrs. Nauss staffed a display of COE L&C brochures and the Discovery Box, Mr. Magee, Mr. Spisak, and Mr. Bischoff were dressed in their period expedition attire roaming through the crowd and engaging people in discussions of the expedition. Approximately 500 people attended the event.

**COE Exhibit:** The Corps was part of a contingent of Federal, state, and local agencies sponsoring an exhibit. The exhibits were set up in an “air conditioned” tent. Although the temperature in the tent was not 75 degrees, it was considerably cooler than outside and huge blowers kept air moving around. The Corps exhibit had five parts – (1) one backdrop of the historic aspect of Lewis and Clark and one backdrop of the modern army connection; (2) a display of the Discovery Box; (3) prints of the Michael Haynes painting commissioned by the Corps; (4) a “trading center” and (5) ) an information table that contained a variety of COE brochures. The exhibit area was crowded with people even before the event was scheduled to start and continued that way all day until the event closed for the night. In all, there were 72,000 interpretive contacts made at the exhibit booth.

The weather made things very difficult for everyone. Because the exhibit tent was “air conditioned”, there were huge crowds in the tent constantly. This made for extremely crowded work conditions for those rangers working the exhibit.

**Federal Tent Speakers:** During the Signature Event, a portion of the exhibit tent was set aside for a variety of Federal, State and local speakers. Originally, the speaker area was to be separated from the exhibits by a partition. However, because of the size of the tent, the partition was not going to work. As a result, the noise from the exhibit area was very distracting to the speakers. However, the Corps had several representatives that participated in this venue. Speakers included Jan Burton, NWK (The Story of York); Rick Magee, NAE (Recruiting for the Expedition); Jean Nauss, NWD (Hardships of the Expedition); and Dave Quebedeaux, SAS (Diplomacy of the Expedition). These presentations resulted in 485 interpretive contacts.

**Corps Encampment:** Members of the Corps’ Captain Lewis’ Company as well as members of the Frontier Army Living History Association provided costumed interpretation (1803 Army) at the event site. Participating in this endeavor were Ed Shirley, (SWF); Larry Spisak, and Gene Herrmann (both LRP); Jon Carlson (NWP); Tim Bischoff (MVS); Dave Quebedeaux (SAS); Rick Magee (NAE); and Ken Wilk (NWK).

Also participating was Steve Wilson (Frontier Army Living History Association). During the 4-day event, roughly 41,990 interpretive contacts were made.

Here again, the heat and humidity really took its toll. Although water was plentiful, many times the men complained of headaches, nausea, and overall fatigue. The reenactors tried to take time to come into the exhibit tent to cool off. However, with wool uniforms and high heat, it was not enough. Monday, Aug 2, was the hottest day of the event with a heat index of 115 degrees. Because most of the men were beginning to suffer the effects of the heat, the camp was dismantled early (with the encouragement of the event organizers) and the men were allowed to go back to the hotel and cool off.

**Corps of Discovery II – 200 Years to the Future (Corps 2)** – The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset or hardcopy text that discuss Jefferson's vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, rather than being located at the Signature Event site, NPS opted to have the Corps 2 at Dana College in Blair, roughly 12 miles away. As a result, visitation to this venue was no where near the visitation to the event site. In spite of this, COE park rangers assisted for 2 days to provide interpretive talks and information to dignitaries and members of the public visiting the keelboat exhibit. Roughly 1018 interpretive contacts were made at the keelboat replica.

**Tent Of Many Voices** – This is a venue associated with Corps 2 (same portable generator provides electricity for heat and lighting for both) but separate from it. TOMV has a small stage for presentations and seating capacity of 150. Dave Quebedeaux (SAS) was the only Corps representative asked to speak at TOMV during this Signature Event. His presentation was about the Diplomacy of the Expedition. He had 45 interpretive contacts.

**DAR Monument Rededication Ceremony** - Captain Lewis' Company provided five members for presentation of the colors at the Daughters of the American Revolution ceremony. The DAR rededicated a monument in the town of Fort Calhoun, Nebraska, honoring the first council by Lewis and Clark with an Indian tribe. The monument was a granite boulder that had been originally presented for the Centennial in 1904. It was the first monument to Lewis and Clark in Nebraska. The original agenda had been found in the archives, and was followed although mercifully abbreviated because of the heat and blazing sun. Speakers included Congressman Doug Bereuter, Nebraska Governor Mike Johanns, and several DAR officials. From the Corps of Engineers presenting the National and DAR Colors were Ed Shirley (SWF), Larry Spisak (LRL), Gene Herrmann (LRL), Jon Carlson (NWP), led by Rick Magee (NAE).

**Sergeant Floyd Memorial** - After the event on Monday August 2, all Corps members participating in the Nebraska Signature Event made a side trip to Sioux City, IA. Here, we were treated to a special tour of the Lewis and Clark Interpretive Center. Next came a tour of the murals of the Lewis and Clark Expedition at the Southern Hills Mall. Finally,

at dusk, members of the Corps placed a wreath at the Sergeant Floyd Memorial in honor of the only member to die during the expedition, as well as Gen. Hiram Chittenden, the Corps engineer who constructed the memorial. At the memorial, the Corps contingent was photographed and interviewed by 2 local television stations as well as local radio.

Indirect Contacts: In the course of the Signature Event, several Corps representatives were contacted by newspapers, radio, and television reporters. Five newspaper interviews resulted in several articles, including one story that was picked up by AP and seen in the Pacific Northwest. Fiddle players, Larry Spisak (LRL) and Daniel Slosberg, were taped for a National Public Radio spot. In addition, two radio interviews and two television interviews were conducted.

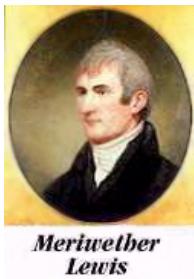
### **Lessons learned**

1. Communication with the organizers really paid off during this Signature Event. Each day, contact was made with the event organizers to see if there are any last minute changes. We did a much better job of following up when we found out that there may have been a change and finding out what our role was because of that change.
2. Another item that was missing at other events but very present at this Signature Event was a very visible “Events Information Booth”. At each of the two entrances to the event site, visitors were given a schedule of the day’s activities including speakers, special activities, presentations, and vendors.
3. We need to ensure that we have both water and Gatorade to ensure the health of all involved. Although there was some water made available, because of the high temperatures, it was quickly consumed. It would also be good to have an insulated historical looking box for hiding both in camp.

**Future outcome:** The next Signature Event will be August 25-September 26, 2004. This will be “Oceti Sakowin - Remembering and Educating.” This event is being sponsored by the Alliance of Tribal Tourism Advocates and will be at three locations in South Dakota. The Corps will be participating at each of the event sites.

**Final thoughts:** The Corps was very involved in the Nebraska L&C commission meetings. As such, we were able to head off problems before they actually happened. We were also able to influence the event organizers to have a better “flow” to the event by keeping the sellers/vendors separated from those that were true exhibitors.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



**“OCETI SAKOWIN – REMEMBERING AND EDUCATING”**  
CHAMBERLAIN, EAGLE BUTTE, PIERRE, FORT PIERRE, SD  
August 27-September 26, 2004  
After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. “Oceti Sakowin - Remembering and Educating” was designated as the eighth of these Signature Events. The event was held in numerous locations throughout South Dakota.

**Corps Venues:** All of the Corps’ participation in these events consisted of one or more of the following venues. Venues specific to a location are described under that location.

**COE Exhibit:** The Corps was part of a contingent of agencies, communities, and vendors sponsoring a booth/exhibit. The Corps national exhibit had five parts – two backdrops (one of the L&C expedition and the other of the modern army connection), a display of the Discovery Box, a display of the prints of the five paintings of Michael Haynes that were commissioned by the Corps, trading post, and an information table.

**COE L&C Reenactors:** Members of Capt. Lewis’ Company included Corps of Engineers personnel and representatives of the Frontier Army Living History Association as well as members. The reenactors set up a full encampment with a common tent and three shelter tents along with the many accoutrements that would have been taken by the expedition. When in camp, Capt. Lewis’ Company posted front and rear guards, performed daily tasks around the camp (cleaning guns, repairing leather goods, etc), and finished off each day with a “whiskey” ration (water). This was an extremely popular venue.

**Corps of Discovery 2 – 200 Years to the Future** (aka: Corps 2) – The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson’s vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. Rangers worked in their uniforms or their 1803 Army regimentals to provide interpretive talks and information to dignitaries and members of the public visiting the keelboat exhibit.

Tent of Many Voices (TOMV) – This is a venue associated with Corps 2 (same portable generator provides electricity for heat and lighting for both) but separate from it. TOMV has a small stage for presentations and seating capacity of 150.

**Event sites:**

1. Chamberlain, SD - This event was held August 27-31, 2004 at the American Creek Recreation Area. Weather for Friday, the first day of the event, was cold and rainy but temperatures moderated after that and the weather was quite pleasant. Temperatures were in the upper 70's to low 80s. Estimated total attendance for this event was 7,000. Corps participation was as follows: Tim Bischoff and Charlie Deutsch (both MVS); Larry Spisak, Gene Hermann and Mike Estock (all LRL); Sandra Cannon and Matt Like (both SPK); Jon Carlson (NWP); Jeremy Thomason (MVK), Wayne Freed (NWO); and Susan Robinson Haney (SWF).

Exhibit: At this event, the Corps exhibit was set up in a tent with several other Federal agencies (BLM, USGS, USPO) National Council, and SD Tourism. During the weekdays, there were numerous school groups that attended as well as members of the general public. Although the population of Chamberlain is only around 2,500, attendance during the weekend was very good. Approximately 2,600 visitors came to see the exhibit.

Encampment: The Reenactment camp was set up between Corps II and the Federal Agency Tent. Captain Lewis' Company of the Corps of Discovery (Ken Wilk (NWK), Jon Carlson (NWP), Charlie Deutsch (MVS), Larry Spisak (LRP), Tim Bischoff (MVS) and Gene Hermann (LRP) worked together to portray a typical encampment that the expedition would have set up along the route. All camp activities and demonstrations were intended to show that this was an Army endeavor from beginning to end. A guard was posted at the entrance to the camp at all times. The camp was set up according to military customs of the time. Drills and formations were conducted in a military fashion. Reenactors interpreted camp duties such as molding bullets, washing clothes, sewing, writing in their journals, repairing equipment, and practicing the manual of arms. There were roughly 3,400 visitors to the camp.

TOMV – Several Corps representatives were asked to speak in the Tent of Many Voices. Those speaking were: Tim Bischoff, MVS (George Drouillard); Rick Magee, NAE (Recruiting for the Expedition); and Jean Nauss, NWD (Hardships of the Expedition). In all 324 interpretive contacts were made.

Keelboat – COE Park Rangers took turns in manning the replica of the keelboat. They greeted visitors and conducted programs on the replica. Approximately 1,600 visitors received programs on the replica.

2. Pierre/Ft. Pierre, SD – This event was held September 18-24, 2004. The estimated total attendance was 1,500. Weather started out warm and windy and ended up rainy and stormy. Corps participation was as follows.

Exhibit: The exhibit tent was located in Ft. Pierre adjacent to Corps II. This site was across the Bad River from Lilly Park, where the Bad River Gathering activities were to take place on Sept. 24-26 (to commemorate the expedition meeting the Teton Sioux). The Corps was the only other Federal agency besides the NPS to man an exhibit during the time period. However, the USDA Forest Service was scheduled to man a booth for activities the weekend following (Sept 24-26). Working the Corps exhibit were Wayne Freed (NWO), Norma Hall (MVS), Rob Mills (SWT), and Jan Burton (NWK). Approximately 1,275 visitors interacted with the rangers at the exhibit.

Reenactors: The Captain Lewis' Company encampment was set up at Steamboat Park in Pierre. The members exhibited typical activities showing what army life was like on campaign during the early 1800's and specifically the Expedition. Participating during this portion of the Signature Event were Ken Wilk (NWK), Rick Magee (NAE), Dave Quebedeaux (SAS), Larry Spisak (LRP), and Ed Shirley (SWT). Approximately 130 visitors interacted with these reenactors.

The visitation was expected to be much higher than this. On September 18, the City of Pierre/State of South Dakota dedicated a new Korean War Memorial at the Capital. Overnight, the population of Pierre swelled to double its normal size. With visitors parking in the lots and roadways all around the encampment, organizers assumed that many would stop and see the encampment on the way to the dedication or before they left for the day. Unfortunately, this was not the case.

TOMV: Speaking at the TOMV were the following COE reenactors dressed in their 1803 Army uniforms. Rick Magee (NAE) spoke on "Recruiting for the Expedition". Dave Quebedeaux (SAS) discussed the role of diplomacy during the expedition. Jean Nauss (NWD) spoke on the hardships of the expedition. Jan Burton (NWK) spoke on York. Larry Spisak (LRP) discussed "Music of the Expedition" and played songs from that time period. In all, approximately 275 visitors listened to one or more of the talks.

3. Other event locations: The Corps of Engineers was originally invited to participate at two other sites of this Signature Event: Eagle Butte (Sept 14-23) and Ft. Thompson (Sept 23-25). We contacted organizers of those two sites repeatedly, asking for the exact nature of the participation level and speakers requested for their needs. We waited until two weeks prior to the event and were never contacted by the organizers. So, because of logistical limitations, we opted to withdraw our involvement at these sites. Since that time, we have met with others groups originally invited to participate at these events and found that these groups also withdrew their support because of a lack of event coordination.

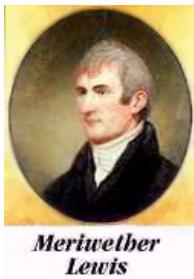
#### **Lessons learned:**

1. One item that was missing at all of the event sites was a very visible "Events Information Booth" where people could pick up a schedule of the days activities including speakers, special activities and other presentations. We need to work with the event organizers to make these events much more "user friendly".

2. Stringing an event out over 6 weeks, four cities, and half the state of South Dakota was very tough to handle logically. We had to limit our participation. This event was not well planned by the organizers. Planning didn't start until March of 2004 and was haphazard at best. Also, because of the late planning, marketing of the event lacked the nationwide punch received by previous events. Even advertisement of the event in the local papers was minimal at best.
3. The lack of planning, marketing, geographic expanse, conflicting events in nearby areas, all played a part in greatly reducing visitor participation in the event. Events like these must be planned in advance and take in all aspects of visitor participation in order to get the most "bang for the buck" for visitors and participants alike.
4. If it were not for the school groups that came to the event sites, visitation would have been cut in half. Schools made up half the visitation to these event sites. Unfortunately, none of the Pierre area schools took advantage of the encampment set up in Steamboat Park.
5. During the Chamberlain portion of this event, we learned that portions of the Sioux Nation were intending to protest the Bicentennial. This extreme faction of Native Americans was aiming their ire at the Discovery Expedition of St. Charles (the reenactors proceeding up the river in replica boats). However, there was talk of physical violence stated by the group of protesters and had organizers and participants worried. A security team of local, state, and Federal law enforcement as well as event organizers and Federal agencies was assembled. A plan was devised and implemented to deal with all possibilities. The protest activities were finally leaked to the media and received press in print, radio, and TV nation-wide (at one count over 80 media agencies were running stories of this including the two national wire services). Although little came of the protest (except that the Native Americans were given a venue to voice their concerns of their treatment over the years), this is an indication of the many aspects that we must all consider when planning events of this magnitude.

**Future outcome:** The next Signature Event will be Circle of Cultures in the Bismarck, ND, October 22-30, 2004. The Corps will have a pivotal role in this event.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



**“CIRCLE OF CULTURES”  
BISMARCK, NORTH DAKOTA  
October 22-31 2004  
After Action Report**

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The “Circle of Cultures” was designated as the ninth of these Signature Events. The event was held at the University of Mary campus just south of Bismarck, North Dakota. The weather for the event was wet, windy, and cold with daily temperatures in the low 40’s. In spite of the weather, there were an estimated 50,000 people that attended the 10-day Signature Event including over 10,000 school children from all over North Dakota.

In addition to Ken Wilk (NWK) and Jean Nauss (NWD), Corps personnel that worked in one or more of the venues at this Signature Event included: Tim Bischoff, Charlie Deutsch, and Donnie Lindsay (all MVS); Rick Magee (NAE); Pat Kline, Susie Kline, Gene Herrmann, and Larry Spisak (all LRP); Jon Carlson (NWP); Allen Gwinn (NAB); Wayne Freed (NWO); Chris Botz and Schott Tichy (both MVP); Jeff Boutwell, Robbie Henderson, Tim Gibson (all SWF); Travis Chewning (NWW); Amy Cobb-Williams (SAS); Ken Weiner and Jacque Zink (both SPK).

**Action:** The Corps was involved in 4 separate venues during this commemorative event: COE Exhibit; the reenactments camp; Corps of Discovery 2; the Tent of Many Voices; and the showing of the COE video: “Lewis and Clark: A Confluence of Time and Courage.”

**COE Exhibit:** The Corps was part of a contingent of Federal, state, and local agencies sponsoring an exhibit. The exhibits were set up in the University of Mary Field House. The Corps exhibit had five parts – (1) one backdrop of the historic aspect of Lewis and Clark and one backdrop of the modern army connection; (2) a display of the Discovery Box; (3) prints of the Michael Haynes paintings commissioned by the Corps; (4) a “trading center” and (5) an information table that contained a variety of COE brochures. The exhibit area was crowded with people even before the event was scheduled to start and continued that way all day until the event closed for the night. In all, there were 9020 interpretive contacts made at the exhibit booth.

Corps Encampment: Members of the Corps' Captain Lewis' Company as well as members of the Frontier Army Living History Association provided costumed interpretation (1803 Army) at the event site. Participating in this endeavor were Jeff Boutwell and Robbie Henderson (both SWF); Pat Kline, Larry Spisak, and Gene Herrmann (all LRP); Jon Carlson (NWP); Tim Bischoff and Charlie Deutsch (both MVS); Rick Magee (NAE); and Ken Wilk (NWK). Also participating were Jeff Bender, John Steinle and Jim Hebb (all with Frontier Army Living History Association). During the 10-day event, 25,955 interpretive contacts were made in camp.

Here, the cold, windy rain took its toll. Although most of the men had blanket coats, the constant dampness made it very hard to work outside. The event organizers constructed four earth lodges that were used for interpretive talks. On those occasions when one of the lodges was empty and with the invitation of the Mandan people, part of Captain Lewis' Company would relocate some of the reenactors within the earth lodge. This made it much dryer and warmer for those reenactors working the event. In addition, many more people were inclined to come inside and listen to a presentation rather than stand out in the rain. During the two days that the men presented in the earth lodges, there were 12,600 contacts made.

School Programming: School children attended three different stations while visiting Captain Lewis' Company. They learned about topics such as military drill, music on the trail, diplomacy, Indian sign language, and how they cast musket balls. School programming resulted in 27,465 interpretive contacts.

Tent Of Many Voices (TOMV): Because of the crowds around the exhibit and the reenactment camp, no rangers worked to assist Corps II as their crowds were much less. However, the COE did provide speakers for the TOMV. TOMV has a small stage for presentations and seating capacity of 150. Larry Spisak (LRP), Jeff Boutwell (SWF), and Tim Bischoff (MVS) were the Corps representative who spoke at the TOMV during this Signature Event. Mr. Spisak's presentation was about the Music of the Expedition while Mr. Bischoff did a presentation about George Drouillard and Mr. Boutwell spoke on being a member of the expedition. Together, they had 329 interpretive contacts.

"Lewis and Clark: A Confluence of Time and Courage" Video Presentation – During the Signature Event, the 30-minute education version of the video produced by the NWD L&C team was shown 5 different times. Each presentation had more spectators than the showing before and many very positive comments were received. In all there were 397 people that watched the video.

In addition, on the evening of Sunday October 24, the 1-hour version of the video was featured in a special venue in Arno Gustin Hall. Prior to the video showing, musicians Larry Spisak (LRL), Daniel Slosberg, and Danielle Hanna (a teenager from the Bismarck area) had an impromptu jam session and played songs from that period. In addition, Rich Deline, owner of EPS, Inc. the COE production contractor, gave a PowerPoint presentation about the making of the film. In addition to Corps representative, others invited as guests to this special showing included members of the North Dakota National Guard and the Discovery Expedition of St. Charles as they did assist with the filming.

**Indirect Contacts:** In the course of the Signature Event, newspapers, radio, and television reporters contacted several Corps representatives. Five (5) newspaper interviews resulted in several articles, including three front-page photos in the Bismarck Tribune. In addition, 1 radio interview, 9 television interviews, and 1 interview for a website were conducted.

### **Lessons learned**

1. An item that was missing at this Signature Event was a very visible “Events Information Booth”. The “information table” was set on the second floor outside of the small cafeteria. However, there were no signs indicating that this was where to receive information. In addition, many of the workers at this table were unaware of where the different events were or who was speaking at what time.
2. The signage at this event was extremely poor. There were no directional signs to indicate where the different venues were. The only map provided was an overhead map of the university grounds but no indication as to where the rooms were inside or how to reach them.
3. As was seen in past Signature Events, there is little to no thought into planning for adverse weather conditions. In the 10 days of this Signature Event, it rained all but one day. On the one day that it poured, the COE stepped in and assisted the event organizers to move many of the events indoors. Making plans for inclement weather cannot be stressed enough to future event organizers.
4. Again there was a problem in that the vendors were mixed in with the exhibitors. This makes it difficult for the public in that some booths sell things while other booths in the same area have displays just to look at. Organizers need to be encouraged to keep these two groups separate.

**Future outcome:** This was the last Signature Event for 2004. The next Signature Event will be in Great Falls, Montana in June/July 2005. Much of the planning for this event is still underway. It is yet unclear as to the extent of the Corps participation.

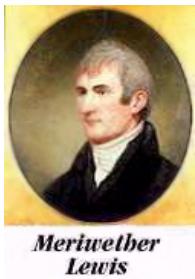
**Final thoughts:** This event presented American Indian’s story and contributions in a very positive way. It was a great example of balance in presenting both the “Euro-American” side and the native perspectives on the issue. This truly was a celebration of the Mandan, Hidatsa, and Arikara cultures.

This event resulted in 16 indirect interpretive contacts and 75,766 significant, direct interpretive contacts. This one event almost equaled all of the indirect contacts that were made at the Signature Events in FY 04 and resulted in millions of people in the Missouri River Basin seeing the Corps of Engineers in a positive light.

All in all, the event was a success. Even though Mother Nature didn’t cooperate, the event was well marketed and visitors came in spite of the weather. Daily corrections and alterations to plans had to be made. All participants worked well with the organizers to

ensure the event went off smoothly and visitors enjoyed themselves, learning something along the way.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether Lewis*

**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

**“EXPLORE! THE BIG SKY”**

Great Falls, MT Signature Event  
June 29-July 4, 2005  
After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. “EXPLORE! The Big Sky” was designated as the tenth of these Signature Events. The weather for the event was clear and hot with temps in the upper 80’s to low 90’s.

The kickoff for the event was held on June 1. “EXPLORE! The Big Sky” commemorated the fateful decision at the Marias River confluence and the portage around the Great Falls, as well as honoring the native cultures of the Plains Indian tribes. The Federal and State agency participation in Signature Event was limited to June 29 through July 4.

Corps representatives working the event included Jeff Lockwood, Garland Ireland (both MVK); Dave Quebedeaux (SAS); Rick Magee (NAE); Pat Kline, Larry Spisak (LRP); Joyce Sellers (SAM); Alana Mesenbrink (NWS); Terry Schmidt (SWF); John Stokley (SPN); Tim Bischoff (MVS); Heather Burke (SAJ); Ken Wilk (NWK); and Jean Nauss (NWD). All took turns at manning the various venues during the week. Susie Kline (formerly LRP) was brought on board as a contractor to oversee the exhibit booth and paintings.

**Action:** The Corps was involved in 6 separate venues during this commemorative event – COE Exhibit; Stewardship Stage; Corps of Discovery II; the Tent of Many Voices, Lewis and Clark Trail Heritage Foundation reception, and July 4<sup>th</sup> Parade.

**COE Exhibit:** The Corps exhibit was part of a contingent of Federal, State and local agencies and communities sponsoring a booth/exhibit in the Exhibition Building at the Montana Expo Center. The Corps exhibit had six parts – (1) a 3-part exhibit backdrop with a description of the Lewis and Clark Expedition on one panel, the Missouri River on another panel, and the Corps’ mitigation efforts on the third panel; (2) a display of the Discovery Box; (3) a display of historical artifacts from the early 1800’s; (4) an information table that contained a variety of COE brochures including the brochures “The

U.S. Army and the Lewis and Clark Expedition” and “Lewis and Clark Expedition – A Portrait of Army Leadership” published by the Center of Military History and the Corps of Engineers, respectively, and the “Zap the Zebra” brochure assembled by the 100<sup>th</sup> Meridian Group to combat the spread of zebra mussels; (5) the 5 Michael Haynes prints that the Corps had commissioned; and (6) a “trading center”. This was an attempt to engage more people and especially kids in the booth to peak their interest in the expedition. In order to get something from the trading center, visitors first had to answer a question related to the expedition. This was a huge hit!

The unfortunate thing about the exhibits was that they were far away from the other activities at the Expo Center. In addition, the exhibit venue was not well advertised. On Saturday, Sunday and Monday, attendance picked up in part because of the Corps having 2 reenactors outside at various locations telling people that there were free exhibits at the other end of the park.

There were a total of 3,800 interpretive contacts to the exhibit booth during the Signature Event.

Stewardship Stage: During the Signature Event, a portion of the exhibit area was set aside for a variety of Federal, State and local speakers. Originally, the speaker area was to be separated from the exhibits and located in another building. However, because of the cost involved in having another building, the stage was incorporated into the exhibit area. It was separated from the exhibits by curtains. However, at times the noise from the exhibit area was very distracting to the speakers. The Corps had several representatives that participated in this venue. Speakers included Larry Spisak, LRP (Music of the Expedition); Rick Magee, NAE (Recruiting for the Expedition); Alana Mesenbrink, NWS (Blood, Sweat, and Fears of the Expedition); Dave Quebedeaux, SAS (Diplomacy of the Expedition); Heather Burke, SAJ (Hardships of the Expedition); and Susie Kline (formerly LRP). These presentations resulted in 204 interpretive contacts.

Corps of Discovery 2 – 200 Years to the Future (aka: Corps 2) – The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson’s vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, all COE park rangers attending the event worked in their park ranger uniform or as one of the members of the expedition to provide interpretive talks and information to dignitaries and members of the public visiting the keelboat exhibit. This resulted in approximately 2,900 interpretive contacts.

Tent of Many Voices (TOMV) – This is a venue associated with Corps 2 (same portable generator provides electricity for heat and lighting for both) but separate from it. TOMV has a small stage for presentations and seating capacity of 150. Rick Magee, NAE (Tinker, Tailor, Soldier, Spy); Dave Quebedeaux, SAS, (Diplomacy of the Expedition); Tim Bischoff, MVS, (George Drouillard); Larry Spisak, LRP, (Music of the Expedition);

Heather Burke, SAJ, (Hardships of the Expedition) gave interpretive talks during the Signature Event. In all, approximately 341 interpretive contacts were made.

Lewis and Clark Trail Heritage Foundation Reception – The Corps was asked to attend and provide several reenactors for the Foundation reception on Friday night. The reenactors were to mingle and provide color and interest to the reception. Jean Nauss (NWD), Ken Wilk (NWK), and Susie Kline (formerly LRP) attended the event along with the COE reenactors Pat Kline (LRP), Tim Bischoff (MVS); and Larry Spisak (LRP). In addition, Mr. Spisak played period songs on the fiddle. In all, there were 300 interpretive contacts made during the reception.

July 4<sup>th</sup> Parade – COE participation in this venue was not planned in advance. As a result, most of the park rangers and reenactors were at their duty stations. However, 6-year old Ariel Kline, daughter of Pat and Susie Kline (LRP) was asked to participate in the parade as a representative of the Lewis and Clark Trail Heritage Foundation. Because of her young age, her mother accompanied Ariel.

During the entire Signature Event, there were roughly 7,600 interpretive contacts made along with 14 indirect (media) contacts made.

### **Lessons learned**

1. This event, at least the Federal agency exhibit portion was not really advertised as a Signature Event. To make the most of the situation, it would have been best to have all of the exhibitors and vendors separated but in a more confined area. Having the Federal and State exhibits in an area ½ mile away from the vendors and Indian games with no advertising made it seem as though the exhibits were an afterthought and not really part of the event. As a result, not many visitors knew enough to walk the extra distance to take advantage of the exhibits. Plus having the event scattered in so many places discouraged visitation at more than one site.
2. The mix of folks in the exhibit area was much more organized than at other events. Only Federal and State agencies, exhibitors and other Signature Events were in the Exhibit Hall. The vendors were in a separate location. This was helpful in that visitors were not trying to "buy" pieces of the exhibit and it made it much easier for the agencies to coordinate efforts and support each other.
3. As a whole, the Signature Event lasted too long (June 1-July 4, although the exhibitors were only asked to be present from June 29-July 4); it was spread out in too many locations; the free venues were not well advertised; the events were not well supported by the city residents; and overall it appeared to be nothing more than a money making venture for the city. This could have been a magnificent event if consolidated into a small area and time. However, it appeared extremely disorganized and an afterthought.
4. The Great Falls event was a superb example of why charging fees for interpretation is counter-productive. Those that are already "members of the chorus" may be willing to pay, but the fee will put off the people who you want to reach with your message. Over and over potential visitors were heard to say, "If we have to pay, I'm not interested." . Confusing fee structures for parking and some events and not others angered many

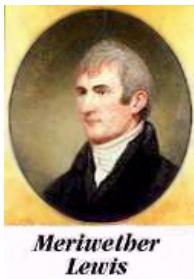
potential visitors. Many folks did not attend some events because of the fees, confusion about fees, or expectation of illogical fees. The articles in the paper each day added to the confusion when at times two articles on the same day often had contradictory information.

5. It was a good event, except that few people came. Problems were the scattered locations, lack of publicity, lack of signage, lack of directions, and the lack of being made to feel welcome by the event organizers or the community. No pins for participants, no maps for the visitors, no easy to find daily schedule all played against the success of the event.

**Future outcome:** The next Signature Event will be “Destination the Pacific” November 11-15, 2005 in the Astoria OR/Long Beach WA area. The nature of the Corps and Army presence at this event will be huge. The Corps is continuing to work with event organizers as well as the National L&C Council to ensure the presence of all of the Federal MOU agencies.

**Final thoughts:** The Corps of Engineers contingent was always one of the first to arrive at the event site every morning and one of the last to leave every night. All of the COE participants went out of their way to help out wherever possible. This included assisting other exhibitors getting set up every morning. During the weekend, the Corps provided park rangers and reenactors to help garner support and attract visitors into the exhibit area.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



**US ARMY CORPS OF ENGINEERS**  
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**BICENTENNIAL COMMEMORATION**



**“DESTINATION, THE PACIFIC”**  
Oregon/Washington Signature Event  
November 7-15, 2005  
After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The “Destination, the Pacific” was designated as the eleventh of these Signature Events. The event was held in three locations – the Opening Ceremony in Hammond, OR; the vendor fair in Astoria, Oregon; and the Federal exhibits in Long Beach, Washington. The weather for the event was wet, windy, and cold with daily temperatures in the uppers 40’s to low 50’s. In spite of the weather, there were an estimated 40,000 people that attended the 10-day Signature Event including over 1,500 school children from western Oregon and Washington.

In addition to Ken Wilk (NWK) and myself, Corps personnel that worked in one or more of the venues at this Signature Event included: Tim Bischoff and Charlie Deutsch (MVS); Rick Magee and Diana Errico-Topolski (NAE); Pat Kline, Gene Herrmann, and Larry Spisak (LRP); Jon Carlson, Patti Williams, Eugene Goff, Kelly Thomas, Melissa Rinehart, Susan James (NWP); Wayne Freed and Phil Sheffield (NWO); Jeff Boutwell, Ed Shirley (SWF); Craig Rockwell (NWW); Linda Clapp (SPN); Denise Robertson (SPK); Crystal Baughman (NWS); Dave Quebedeaux (SAS); Brian Westfall, Rena Guin (MVK); and Jeff Pobieglo (SAM). Volunteers for the event included Susie Kline (formerly LRP); Roy Boutwell; Rich Deline; and members of both the Lewis and Clark Illinois Detachment (Dennis Nichols, Don Ferricks, Mike Stout, Todd Western) and Frontier Army Living History Association (Jeff Bender, John Steinle, Jim Hebb)

**Action:** The Corps was involved in many separate venues during this commemorative event. These will be discussed individually below. Because of the number of schools and bus tours scheduled to attend the event, most of the Federal exhibits opened on Monday November 7 even though the “official” public opening was not until Friday November 11.

**Pre-opening Reception**

The Welcome Reception took place on the evening of November 10 in Astoria, OR. This reception was for both the Oregon and Washington State Sponsors and Signature Event participants. Attending the event were Col(P) Martin and family, Col O’Donovan,

and Ken Wilk. It started with a progressive dinner from 5-7pm that involved 5 businesses on 12th Street between Commercial and Duane Streets, otherwise known as the Liberty Theater District. From 7-9pm, there was a formal program at the Liberty Theater attended by roughly 300 people. During the formal program, the Corps (as well as other Federal, State and local entities) was mentioned as a Partner and was recognized before entire group. Thanks and/or gifts were given to various groups and individuals for their work on the Signature Event. The remainder of the program was a patriotic theme focusing on soldiers. Information was presented on the Lewis and Clark Expedition in the Northwest. That night, roughly 150 interpretive contacts were made.

#### Opening Ceremonies:

As this Signature Event officially opened on Veterans Day, there was considerable Army presence during the events of the entire day. The SE opening was held at Fort Stevens Military Park outside of Hammond, OR. The Corps was asked to set up a small exhibit with some brochures and give-away items. Manning the booth were Jeff Boutwell (SWF) dressed as a member of Captain Lewis' Company and Park Ranger Renea Guin (MVK). Unfortunately, the weather before and during most of the ceremony was heavy rain. As a result, the exhibit backdrop was not put up because the strong wind kept blowing it over during the set-up. In addition, not many people took the time to look at the display but rather were just trying to get under the tent to escape the rain. Out of the roughly 3,000 people attending the Opening Ceremonies, only an estimated 100 people came by the exhibit booth.

One highlight of the Opening Ceremonies was the attendance by LTG Carl Strock (Chief of Engineers) as well as Col(P) Gregg Martin (NWD Commander), Col. Debra Lewis (NWS District Engineer) and Col. Thomas O'Donovan (NWP District Engineer). Although none had a speaking part during the opening ceremony, it was very important for the other Federal participants as well as the organizers to have them in attendance.

Another portion of the opening was the afternoon Veteran's Reception sponsored by the Oregon National Guard Adjutant General, MG Raymond Rees. This reception was to honor selected veterans from World War II, Korea, Vietnam, and Desert Storm. LTG Strock did address the group assembled about the lessons learned from the Lewis and Clark Expedition and how the seven Army values of today can also be found in the soldiers of the expedition. LTG Strock also participated in the Freedom Team Salute ceremony by pinning a veteran's pin on the Pearl Harbor survivor, William B. Thomas. Roughly 300 people were in attendance to hear LTG Strock and to witness the Freedom Team Salute.

That evening, a special dinner and ceremony was held in Astoria OR with all of the Corps team and our volunteers that were working the Destination the Pacific event. Before the dinner, LTG Strock honored all of the veterans in the group by pinning them and presenting his Commander's coin. In the receiving line were Col(P) Martin handing his Commander's coin to the veterans followed by Col. Lewis and Col O'Donovan. Veterans honored for their service were Jon Carlson, Wayne Freed, Mike Stout (all U.S. Army); Don Ferricks, Gene Herrmann, Dennis Nichols (all U.S. Navy); Pat Kline (U.S. Air Force); and Rich Deline (U.S. Coastal Forces).

### COE Exhibit

The Corps was part of a contingent of Federal, state, and local agencies sponsoring an exhibit. The exhibits were set up in the Elks Building in Long Beach. The Corps exhibit consisted of six parts: (1) a 3-panel exhibit backdrop of Lewis and Clark expedition, the results of the expedition, and the current mitigation efforts underway to restore the environment along the rivers (2) a display of the Discovery Box; (3) prints of the Michael Haynes painting commissioned by the Corps; (4) a naturalist center displaying a variety of plants and explanations of plant identification; (5) a “trading center” and (6) an information table that contained a variety of COE brochures.

COE Park Rangers and volunteers manning this venue were: Diana Errico-Topolski (NAE); Patti Williams, Melissa Rinehart, Susan James (NWP); Phil Sheffield (NWO); Linda Clapp (SPN); Denise Robertson (SPK); Crystal Baughman (NWS); Brian Westfall, Renea Guin (MVK); and Jeff Pobieglo (SAM). At times, because of the weather, the artifact tent was moved inside with the exhibit. However, the description for that will be described under its own venue.

Because of the inclement weather and the fact that this was one of few venues that was inside, the exhibit area was moderately busy every day. In all, there were 6,274 interpretive contacts made at the exhibit booth.

### Corps Encampment

Members of the Corps’ Captain Lewis’ Company as well as members of the Illinois Detachment and the Frontier Army Living History Association provided costumed interpretation (1803 Army) at the event site. Participating in this endeavor were Jeff Boutwell and Ed Shirley (both SWF); Pat Kline, Larry Spisak, and Gene Herrmann (all LRP); Jon Carlson (NWP); Tim Bischoff and Charlie Deutsch (both MVS); Rick Magee (NAE); Dave Quebedeaux (SAS) and Ken Wilk (NWK). Also participating were members of the Frontier Army Living History Association (Jeff Bender, John Steinle and Jim Hebb) and members of the Illinois Detachment (Dennis Nichols, Don Ferricks, Mike Stout, Todd Western). During the 10-day event, 25,955 interpretive contacts were made in camp.

Here, the cold, windy rain took its toll. Although most of the men had blanket coats, the constant dampness made it very hard to work outside. On those occasions when the weather was very rainy, part of Captain Lewis’ Company would relocate some of the reenactors. They were sent to man the keelboat, assist in the National Guard tent, or work inside the Elks Building. This made it much dryer and warmer for those reenactors working the event. In addition, many more people were inclined to come inside and listen to a presentation rather than stand out in the rain.

During the times that Captain Lewis’ Co. was detailed to alternate locations, the military aspects were illustrated to the best of their ability. This allowed for two opportunities to see the mini-camps with different things going on at both. Furthermore, the men took it upon themselves to present formal programs on topics such as the Army uniforms, music, dances of the time, and the issuing of the whiskey ration and evening parade. These became a highlight of the day and people planned their visit to attend these programs.

Captain Lewis' Company performed their own ceremonies during the event. On Veterans Day, the men of the Company asked several active-duty soldiers and members of the Washington National Guard to join them for evening parade. During this ceremony, Captain Clark (Craig Rockwell) gave a stirring oration on the importance of the Armed Services to America's history. The Army of today and yesterday stood shoulder-to-shoulder and received their evening whiskey ration in honor of their sacrifices.

On one semi-sunny morning, the COE Park Rangers and Captain Lewis' Company marched the last ¼ mile to complete the journey to the Pacific Ocean. On this morning, both red-white-blue and green/gray shared a joyful moment together as they took pictures on the Western Coast. Within an hour of returning to camp, the word was out and many people requested the parade to the sea be repeated. On the last day of the event, Captain Clark took the company to the Ocean and recounted the journal entries of the day for many photographers and interested public.

#### Artifact Tent

Because of the popularity of displaying artifacts at other events, the Corps team developed an artifact tent in which there were a variety of items (primarily medical supplies, topographical instruments, and writing implements) from the 1800-1810 time frame as well as animal pelts that would have been seen and collected by the expedition. The exhibit was manned by Craig Rockwell dressed as Capt. Clark and assisted by uniformed Park Rangers mentioned under the Exhibit write-up and/or reenactors from Captain Lewis' Company.

This was a very popular venue with the public. Unfortunately, there were days when it was so windy and raining so hard that the tent was near collapse and artifacts were in danger of being ruined. During those times (4 of the 10 days), the items in the artifact tent were moved inside and became part of the exhibit booth in the Elks Building. This move proved to be very advantageous during the times of inclement weather. Visitors welcomed this comfortable setting and additional spent time learning at each station. When in the Elks Building, the interpretive counts were included with the exhibit counts. However, when the artifacts were outside in their own venue, roughly 1,746 interpretive contacts were made.

#### School Programming

At the camp, school children attended three different stations while visiting Captain Lewis' Company. Topics such as military drill, music on the trail, diplomacy, Indian sign language, soldier's kit, guns used on the expedition, and how they cast musket balls were alternated so not all of the school children were waiting to hear the same talk. Schools came from as close as 1 block away and as far away as 2 hours. Many schools from western Washington and Oregon scheduled visits.

Over 1500 school students attended programming at each of the Corps venues including the Exhibit, Artifact Tent, and Captain Lewis' Company. These interpretive contacts have been accounted for at each venue.

Because of the high quality of the presentations and the amount of learning opportunities available in Long Beach, several schools returned a second time to spend more time learning at the event. Several of the Corps employees were contacted by individual students that returned with their families on the weekend.

At first, the coordination was lacking outside of the Corps II scheduled programming. On the second day, the volunteer in charge of school programming coordinated with the COE leaders and supplied them with information on schools, numbers and their scheduling. From that point forward, the Corps assisted in coordinating all the programming for the venue area with Captain Lewis' Camp, the History Tent, U.S. Fish and Wildlife, and the Washington National Guard. The school programming was well executed and the rotation between locations was fluid.

#### Corps of Discovery 2 – 200 Years to the Future (aka: Corps II)

The Corps II exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson's vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, several of the members of Captain Lewis' in their reproduction Army uniforms and all COE park rangers worked at the keelboat exhibit. They provided interpretive talks and information to both dignitaries and members of the public. This resulted in approximately 4,118 interpretive contacts.

#### Tent Of Many Voices (TOMV)

Associated with Corps II, TOMV has a small stage for presentations and seating capacity of 150. The Corps representative who spoke during this Signature Event and their topics are as follows: Craig Rockwell, NWW (Captain Clark); Larry Spisak, LRP and Rick Magee NAE (Music and Dance); Jeff Boutwell, SWF (Gift items); Ed Shirley, SWF (Provisioning the expedition); and Susie Kline (the Eastern Legacy). In all, they had 4,376 interpretive contacts.

#### "Lewis and Clark: A Confluence of Time and Courage" Video Presentation

On Sunday, Monday and Tuesday of the Signature Event weekend, the 30-minute education version of the video produced by the NWD L&C team was shown at the Neptune Theater 3 different times. This was the one venue that was not very well advertised. Only those that happened by the theater knew that it was even showing. There was only a flier on the door. To make matters worse, the theater marquee did not advertise either. This was a disappointment as many people were interested in the movie but didn't know where to go to see it. In all, only 75 people viewed the movie for the entire weekend.

#### Water Safety Exhibit:

Because of the water traffic on the Lower Columbia River and the number of commercial fishermen in the area, the Corps was asked to set up a Water Safety Display at the Port of Ilwaco, WA. Other entities that were to be set up were US Coast Guard (USCG), Washington Department of Fish and Wildlife (WDFW), and Sierra Club. However,

USCG moved their exhibit to Long Beach, Sierra Club didn't show, and the WDFW exhibit was unmanned. As a result, the Corps water safety booth was the only visible exhibit in the area. Manning the display were Eugene Goff and Kelly Thomas (NWP) and Wayne Freed (NWO). One other park ranger was brought in daily to assist at the exhibit.

Items included in the water safety exhibit are their descriptions were as follows. 1. Captain Alcohol (Drunk goggles were put on someone then they were asked to put on a PFD, put the key in the proper place, turn on the bilge, blower and wipers. The intent was to give them the feeling of being drunk and then driving a boat (BUI). 2. Buddy Beaver (a wearable costume for water safety interpretation. Buddy went down the street looking for people to talk about water safety. This was very effective and fun for all involved.). 3. Seamoor (a remote controlled water safety sea serpent. Seamoor also went down the street talking about water safety). 4. Hypothermia tank (with Lewis and Clark coins along with pennies, nickels, dimes and quarters in ice cold water. Kids were asked to put hand in the water and count to 10 then pick up coins. We then talk about the color of the skin and hypothermia along with how life jackets help in cold environments to keep us afloat and assist with body heat retention. 5. Life jackets (On display were all the different kinds of life jackets (PFD's) so floatation, fit, usage, etc. could be explained. 6. Rescue sequence (Hoola hoops, throw bags, and throw rings were on hand to demonstrate how to get the rescue device inside the hoola hoop. The proper rescue sequence was also explained (talk, reach, throw, row, don't go). 7. Also on hand were plenty of brochures, hand outs, and promotional items (small plastic footballs, Frisbees, stick-on tattoos, thermometer, sunglass holders, posters, coloring books, bobbers. Some of this material was in both English and Spanish.

The water safety display was very well received by those who visited. Unfortunately, the location was not ideal and visitation was low. Ilwaco is 4 miles south of Long Beach, WA. Although the Long Beach shuttle parking was across from the water safety display, it was not widely used. Most that did use the shuttle parked near the shuttle stop – roughly 1 block away from the water safety exhibit. Had the water safety exhibit been set up in the summer when the port area was active with commercial fishermen, charter boats, and weekend sailors, the exhibit would have had a much greater impact. In spite of the poor location, those that did visit the exhibit were very impressed.

The water safety exhibit was supposed to be one of the venues that was scheduled for school groups. There were a few schools that did visit the venue and those that did enjoyed themselves immensely. However, again because of the distance from Long Beach, many schools opted not to visit the water safety exhibit.

In spite of the low visitation, the Water Safety exhibit did have a very positive impact with the port and the local community. These people were able to identify with actual representatives within the Corps and also allowed Corps representatives to meet with local officials. In one instance, Eugene Goff was asked to attend a meeting of the port authority to discuss the role of the Corps of Engineers, not just pertaining to Lewis and Clark but the Corps responsibilities on the Columbia River as well. This made for a very positive experience for all involved. The Port of Ilwaco was very supportive of our

program and took some of our printed material. It was an excellent contact for blessing of the fleet and promoting water safety next spring.

In all, roughly 601 interpretive contacts were made at this exhibit. In addition, the COE representatives at this exhibit were interviewed by one local newspaper and The Weather Channel.

Indirect Contacts: In the course of the Signature Event, newspapers, radio, and television reporters contacted several Corps representatives. In all, 31 indirect news contacts were made plus 1 recognition by the Corps at the Pre-Opening Reception on November 10.

### **Lessons learned**

1. It was great that we had so much Army presence from the Corps. It was very beneficial that LTG Strock and Col (P) Martin attended. Although it was extremely time consuming for Ken and I, it was very important that they were there. The other Federal agencies noticed and realized that the Corps was taking the L&C Bicentennial very seriously. Having them there also increased the validity of what the event organizers wished to achieve – that being a major military presence at the SE which has been sorely lacking at others.
2. The venues were spread out over a distance of 30 miles – from Long Beach, WA to Hammond OR. That made it hard for the workers who then could not see everything that was going on. This and the weather may have accounted for the overall lower visitor turnout in Long Beach. In addition, those agencies in Long Beach didn't really get to feel like a part of the National Signature Event - that seemed to be happening on the Oregon side. Not having the venders anywhere near the local event probably reduced visitation, though it undoubtedly helped the “take” of local shops and food services. However, our 22,000 plus contacts were impressive especially considering the weather.
3. The signage at this event was better than at some events. Sandwich boards were seen in both Astoria OR and Long Beach WA. However, when placed near the street, parked cars, planters, and other business signs usually obstructed the signs. There were 2 tall banner poles on the south end of Long Beach. It would have been nice to have a huge banner pointing the way to Corps 2 and the outdoor exhibits as they were about a block off the main street through town.
4. As was seen in past Signature Events, there is little to no thought into planning for adverse weather conditions. In the 9 days of this Signature Event, it rained all but one day. On the one day that it poured, the COE stepped in and assisted the event organizers to move many of the events indoors or under tents. Making plans for inclement weather cannot be stressed enough to future event organizers.
5. The town of Long Beach and all its citizens were extremely hospitable! That made the experience wonderful. Local shopkeepers came out every morning making sure that the reenactors had hot coffee and donuts; made special arrangements to make sure they had quick lunches and really appreciated everything that the Corps had done to make their SE a success. Even though the Corps “march to the sea” was done during rush hour

just before lunch, local leaders asked the Corps to repeat the performance on the last day to allow more locals to attend with their cameras.

6. Coordination with the schools and tour groups could have been better. Arranging with the tour companies to get us on their schedule was a great thing. Corps II took up an entire hour with each of the school groups leaving most of them only an hour to see all of the other venues. Attempts were made to do limited programming at the other venues. However, some representatives were not cognizant of the fact that all of the agencies present would have liked to talk to the school groups and instead monopolized much of their time.

7. The layout of the outdoor venues (encampment and tents) could have been arranged to be more conducive to attracting folks to them. As it was, the openings to both the National Guard and the US Fish and Wildlife tents were facing a stage area that was never used. Had they been relocated to face the street toward Corps 2 or moved farther into the park they may have gotten more visitation.

8. Having the Corps with the other agency's staffs in the Elks Lodge building was a plus. It was beneficial for all to meet all those folks and make some possible connections for future partnerships. However, because of adverse weather conditions, the work stations and exhibits at the Elks Club were congested making it hard for several rangers to talk to different visitors at the same time,

9. The water safety display / staff could have been better located. Having the covered area and the locked building to store items was ideal - but the low visitation was a detriment. Had we known that USCG was moving up to Long Beach to be in the Elks Building, perhaps we could have found another place in Long Beach. Having a water safety message at the port was the right place to be - just the wrong time of year. However, quality - not quantity does come into play! We appreciated the Port's support and, long-term, we truly made some positive contacts for the immediate needs for dredging, the jetty and other local items.

10. There was a huge misunderstanding about counting interpretive contacts especially when the weather was bad and the artifact tent was moved inside. Occasionally people would go to lunch and take the counters with them making it nearly impossible to keep accurate counts during those times. Ken and I need to do a better job of explaining the difference between someone just visiting the booth (that visitor should be counted once no matter where they stop) vs doing a 5-minute formal program for a group of school children or those on a bus tour (that is a separate programming message from the exhibit itself and should be counted as such)

11. An attempt should be made to keep the encampment near Corps II at future events. Although initially, NPS did not want anything to detract from it, they now realize that the venues close by are actually drawing more visitors to Corps II. After working together for so long, the Federal agencies complement each other's story and scheduling groups would be easier.

12. The opportunity to train on-site was beneficial to the new team members and helped rekindle trainer knowledge and delivery. The willingness to allow team members attend the Tent of Many Voices programs provided for valuable training and furthered understanding of the Lewis and Clark story.
13. At the first meeting, situational awareness issues were discussed with all team members present. This enabled team members to get on the same sheet of music and speak with a unified voice when asked questions regarding local issues. Even if they could not answer the issues, they knew who they could ask for additional information.
14. Having the artifact tent, the re-enactment camp, the Corps booth and staffing the keelboat display all within reasonable proximity gave us a depth and breadth that is unmatched by other agencies.
15. For the most part, most rangers found it very easy to talk with the people if they could fixate on something unique to them (interest in plants, medicine, anything and everything) and then bring the rest of the story (ie talk about the historical medicine equipment in the area, and then segue into the captains being the chief medical officers, then into the US ARMY and their role. The People seemed to enjoy the stories like the barking squirrel and Thomas Jefferson. The staff that was not comfortable with story-telling waited for questions from the public, and did not go out and start the conversation.
16. Once the weather turned bad, there should have been more mini-demonstrations from the reenactors at the Exhibit Hall (like the explanation of the different uniforms). Many favorable comments were received about that. Just short, 10-minute demos of weapons, uniforms, etc. seemed to really impress a lot of people.
17. Having plenty of people to staff each venue allowed folks to take frequent breaks to warm-up, interact, and look around at the other stuff. In addition, if someone wasn't feeling well, there were others around to cover. It is unfortunate that the school groups often arrived at the Elks Lodge just as most agency workers were trying to break for lunch. If there were less staff, handling the crowds over lunch probably could not have been done as gracefully.
18. This event made excellent use of volunteers to accomplish tasks in all areas of the event. They had over 80 volunteers working throughout the event. The volunteers were friendly and knowledgeable about the event and the area. They went out of their way to assist visitors and participants, alike.
19. The DTP portion of the event that was in Long Beach was on the itinerary of the tour companies that regularly ply the Columbia River. These visitors were interested, and their questions and participation made our time more worthwhile. For the future, we should encourage event organizers to be sure to be in contact with potential tour groups to get the SE on their itinerary, and hopefully to give a schedule of when these groups could be expected. There are many buses that pass through the Rockies to or from Yellowstone that we might see in Lewiston or Billings. Getting the tour organizers to deviate from their usual agendas may be a challenge, but as was seen at DTP, the tourists were very appreciative of the special opportunity provided by the exhibits and reenactors.

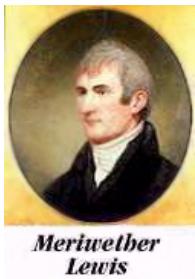
**Future outcome:** This was the last Signature Event for 2005. The next Signature Event will be Lewiston, Idaho in June 2006. Much of the planning for this event is still underway. It is yet unclear as to the extent of the Corps participation.

**Final thoughts:** This event highlighted the military aspect of the expedition and all veterans in a very positive way. All of the tribes of the Pacific Northwest were included and all veterans were recognized during a procession at the Opening Ceremonies. It was a great example of balance in presenting both the “Euro-American” side and the native perspectives of the expedition.

This event resulted in 31 indirect interpretive contacts and 22,685 significant, direct interpretive contacts. This one event resulted in thousands of people in the Columbia River Basin seeing the Corps of Engineers in a positive light.

All in all, the event was a success. Even though Mother Nature didn’t cooperate, the event was well marketed and visitors came in spite of the weather. Daily corrections and alterations to plans had to be made. All participants worked well with the organizers to ensure the event went off smoothly and visitors enjoyed themselves, learning something along the way.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether Lewis*

US ARMY CORPS OF ENGINEERS  
and the  
**LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

**“SUMMER OF PEACE”**  
LEWISTON, ID  
June 5-17, 2006  
After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The “Summer of Peace” was designated as the twelfth of these Signature Events.

The event was held at Lewis-Clark College in Lewiston, ID with the Opening Ceremonies for the core Signature Event in Lapwai, ID. The weather for the event was clear and hot with temps in the upper 80's to low 90's.

Corps representatives working the event included Jeff Lockwood and Renea Guin (both MVK), Rick Magee (NAE); Larry Spisak (LRP); Craig Rockwell, Jeanne Newton, and Deb Norton (all NWW); Heather Burke (SAJ); Jeff Boutwell, Ed Shirley, Robby Henderson, and Terry Schmidt (all SWF); Charlie Deutsch, Tim Bischoff, and Norma Hall (all MVS); Hilary Bragg (MVR); Kelly Thomas, Jon Carlson, and Susan James (all NWP); John Derby (LRN), Rick Magee (MVP); Rebecca Miner (SPA); Ken Wilk (NWK); and Jean Nauss (NWO). All took turns at manning the various venues during the week. In addition, James McElhinney, a representative of the Frontier Army Living History Association also participated in the event.

School programs were conducted by various Federal agencies at the event site from June 5 through 9. Although the event was open to the public during that time period, the majority of the public came to the event on the weekend of June 10/11 and June 14-17.

On Wednesday, June 14, the core portion of the Signature Event began and continued through Saturday, June 17. The Opening Ceremonies, conducted by the Nez Perce Tribe were held at Lapwai, ID. Representing the Corps of Engineers at event opening were Renea Guin (MVK), John Derby (LRN), Rebecca Miner (SPA), Jeff Boutwell and Robby Henderson (both SWF).

**Action:** The Corps was involved in 8 separate venues during this commemorative event – COE Exhibit; Corps of Discovery II keelboat; presentations in TOMV; a water safety

exhibit; an artifact tent; the reenactment encampment of Captain Lewis Company; Discovery Tent; and video presentation

COE Exhibit: The Corps exhibit was part of a contingent of Federal, State and local agencies and communities sponsoring an exhibit. All of the Federal exhibits were grouped together in the Whitson Center Parking Lot on the southwest corner of the campus. The Corps exhibit had six parts – (1) a 3-part exhibit backdrop with a description of the Lewis and Clark Expedition on one panel, the Missouri River on another panel, and the Corps' mitigation efforts on the third panel; (2) a display of the Discovery Box; (3) an information table that contained a variety of COE brochures (4) the 5 Michael Haynes prints that the Corps had commissioned; and (5) a “trading center”. This was an attempt to engage more people and especially kids in the booth to peak their interest in the expedition

There were a total of 3255 interpretive contacts at the exhibit booth during the Signature Event.

Corps of Discovery 2 – 200 Years to the Future (aka: Corps 2) – The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson’s vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, all COE park rangers attending the event provided interpretive talks and information to dignitaries and members of the public visiting the keelboat exhibit. This resulted in approximately 3286 interpretive contacts.

#### Tent Of Many Voices (TOMV)

Associated with Corps II, TOMV has a small stage for presentations and seating capacity of 150. Speaking at this venue were Heather Burke (“Hardships of the Expedition” with 21 contacts), Ed Shirley (“Provisioning the Expedition” with 20 contacts), Larry Spisak (“Music of the Expedition” with 52 contacts), and Craig Rockwell (“Reflections of Captain Clark” & “Cpt. Clark and a Nez Perce Elder Reminisce Their Time Together on the Lewis and Clark Trail” with 315 contacts).

#### Water Safety Exhibit:

Because of the water traffic on the Columbia River and the number of commercial fishermen in the area, the Corps was asked to set up a Water Safety display. In charge of the exhibit was Kelly Thomas (NWP). All other park rangers rotated through daily to assist at the exhibit.

Items included in the water safety exhibit are their descriptions were as follows. 1. Captain Alcohol - Drunk goggles were worn by someone then they were asked to walk a straight line, put on a PFD, put the key into a boat ignition, turn on the bilge, blower and wipers. The intent was to give them the feeling of being drunk and then driving a boat. 2. Seamoor, a remote controlled water safety sea serpent. Seamoor routinely wandered through the crowds around the L&C Exhibit talking about water safety. 3. Hypothermia

tank (with Lewis and Clark coins along with pennies, nickels, dimes and quarters in ice cold water. Kids were asked to put hand in the water and count to 10 then pick up coins. We then talked about the color of the skin and hypothermia. 4. Life jackets (On display were all the different kinds of life jackets (PFD's) so floatation, fit, usage, etc. could be explained. 5. Rescue sequence (Hoola hoops, throw bags, and throw rings were on hand to demonstrate how to get the rescue device inside the hoola hoop. The proper rescue sequence was also explained (talk, reach, throw, row, don't go). 6. Also on hand were plenty of brochures, hand outs, and promotional items(small plastic footballs, Frisbees, stick-on tattoos, posters, coloring books, bobbers). Some of this material was in both English and Spanish. The water safety display was very well received by those who visited. Approximately 3203 interpretive contacts were made at this venue.

Artifact tent – Because of the popularity of displaying artifacts at other events, the Corps team developed an artifact tent in which there were a variety of items (primarily medical supplies, topographical instruments, and writing implements) from the 1800-1810 time frame as well as animal pelts that would have been seen and collected by the expedition. The exhibit was manned by Craig Rockwell dressed as Capt. Clark and assisted by uniformed Park Rangers. Roughly 2155 interpretive contacts were made.

Captain Lewis Company - Members of the Corps' Captain Lewis' Company as well as a member of the Frontier Army Living History Association provided costumed interpretation (1803 Army) at the event site. Participating in this endeavor were Jeff Boutwell, Robby Henderson, and Ed Shirley (all SWF); Larry Spisak (LRP); Jon Carlson (NWP); Tim Bischoff and Charlie Deutsch (both MVS); Rick Magee (NAE); and Ken Wilk (NWK). Also participating was a member of the Frontier Army Living History Association (Jim McElhinney). During the 13-day event, 3024 interpretive contacts were made in camp.

Discovery Tent - School programs were conducted by various Federal agencies at the event site from June 5 through 9. On one day, COE representatives assisted in the Discovery Tent set up for some of the younger children. Activities included story-telling, coloring, nature talks, etc. Unfortunately, because of scheduling conflicts and time available, COE representatives only saw roughly 248 students.

"Lewis and Clark: A Confluence of Time and Courage" Video Presentation  
During the core portion of the Signature Event (14-17 June), the 30-minute education version of the video produced by the NWD L&C team was shown at the Neptune Theater once each day. This was the one venue that was not very well advertised. Only those that happened by the theater knew that it was even showing. In all, 585 people viewed the movie for the entire 4-day period.

Indirect Contacts: In the course of the Signature Event, newspapers, radio, and television reporters contacted several Corps representatives. In all, 5 print and 1 television indirect news contacts were made.

### **Lessons learned**

1. This event, the Federal agency exhibit portion was not really advertised as being a part of the Signature Event. Located on the diagonal across campus from the vendors and

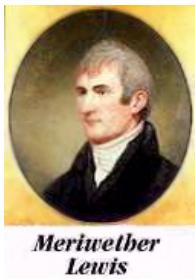
tribal exhibits, the visitation was much lower than it could have been. More signs were needed directing visitors from one end of campus to the other end.

2. The mix of folks in the exhibit area was much more organized than at other events. Only Federal and State agencies were in the exhibit area. The merchandize vendors were in a separate location. This was helpful in that visitors were not trying to “buy” pieces of the exhibit and it made it much easier for the agencies to coordinate efforts and support each other.
3. It was a good event, except that not as many people came as anticipated. That may be because Corps II was in Clarkston, WA just last year (right across the Snake River from Lewiston). Many of the folks that came to the event last year may have decided that they had already seen everything and didn’t realize there would be additional exhibits.
4. Having the school children coming to the event site was a great idea. However, because most area schools had already dismissed for the year, the attendance was much less than what it could have been. Had the school programs been done in April or early May, many more area children could have taken part. In addition, schools were only allowed 2 hours to visit the site. Schedules were very regimented so there was no time for students to look at things for which they weren’t scheduled.

**Future outcome:** The next Signature Event will be “Clark on the Yellowstone” to be held July 21-25, 2006 at Pompeys Pillar near Billings, MT. The nature of the Corps and Army presence at this event will be huge. The Corps is continuing to work with event organizers as well as the National L&C Council to ensure the presence of all of the Federal MOU agencies.

**Final thoughts:** The Corps of Engineers contingent was always one of the first to arrive at the event site every morning and one of the last to leave every night. All of the COE participants went out of their way to help out wherever possible. This included assisting other exhibitors getting set up every morning.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether Lewis*

**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

**“CLARK ON THE YELLOWSTONE”**

POMPEYS PILLAR, MT

July 21-25, 2006

After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The “Clark on the Yellowstone” was designated as the thirteenth of these Signature Events. The event was held at Pompeys Pillar, roughly 30 miles northeast of Billings, MT. The weather for the event was extremely hot and dry with daily temperatures above 100 degrees for 3 of the four days. In spite of the oppressive heat, there were an estimated 50,000 people that attended the 4-day Signature Event.

Corps personnel that worked in one or more of the venues at this Signature Event included: Tim Bischoff and Charlie Deutsch (MVS); Rick Magee (MVP); Pat Kline, Gene Herrmann, and Larry Spisak (LRP); Jon Carlson and Patti Williams (NWP); Jeff Boutwell, Ed Shirley, and Robby Henderson (SWF); Craig Rockwell (NWW); Brian Westfall, (MVK); Jay Vanhoose, Susan Maynard, and Bob Cifranic (all LRH); Kathleen Bennett (SPA); Dave White and Dan Sandersfeld (both NWK); Susan Martin (SAW); Jean Hixson and Jamie Kordack (NAE); Ken Wilk (NWK) and Jean Nauss (NWO). Volunteers for the event included Susie Kline (formerly LRP); Rich Deline; and members of both the Lewis and Clark Illinois Detachment (Dennis Nichols, Don Ferricks) and Frontier Army Living History Association (Jim McElhinney, Jeff Bender, John Steinle, Jim Hebb) and speakers BG(Ret) Hal Stearns, Amy Mossett, and Hasan Davis to participate in programming. Representing BG Martin was LTC Joel Cross who made remarks during the Opening ceremonies..

The date of the dedication of the new Pompeys Pillar Interpretive Center was made to coincide with the opening of the Signature Event. There was considerable Army presence during the entire Signature Event.

**Action:** The Corps was involved in many separate venues during this commemorative event. These will be discussed individually below.

**COE Exhibit**

The Corps was part of a contingent of Federal, State, and local agencies sponsoring an exhibit. The exhibits were set up in a tent on the grounds of Pompeys Pillar. The Corps

exhibit consisted of six parts: (1) a 3-panel exhibit backdrop of Lewis and Clark expedition, the results of the expedition, and the current mitigation efforts underway to restore the environment along the rivers (2) a display of the Discovery Box; (3) prints of the Michael Haynes painting commissioned by the Corps; (4) a naturalist center displaying a variety of plants and explanations of plant identification; (5) a “trading center” and (6) an information table that contained a variety of COE brochures.

All COE Park Rangers and volunteers took turns manning this event. Because of the extremely hot weather and because the tent was in an open area with no shade, the exhibit area was only moderately busy every day. In all, there were 2455 interpretive contacts made at the exhibit booth.

#### Corps Encampment

Members of the Corps’ Captain Lewis’ Company as well as members of the Illinois Detachment and the Frontier Army Living History Association provided costumed interpretation (1803 Army) at the event site. Participating in this endeavor were Jeff Boutwell, Robby Henderson, and Ed Shirley (all SWF); Pat Kline, Larry Spisak, and Gene Herrmann (all LRP); Jon Carlson (NWP); Tim Bischoff and Charlie Deutsch (both MVS); Rick Magee (MVP); and Ken Wilk (NWK). Also participating were members of the Frontier Army Living History Association (Jim McElhinney, Jeff Bender, John Steinle and Jim Hebb) and members of the Illinois Detachment (Dennis Nichols and Don Ferricks). During the 4-day event, 17,500 interpretive contacts were made in camp.

Located under a stand on cottonwood trees near the Yellowstone River, the encampment illustrated the military aspects of the expedition and included mending clothes, making moccasins, fiddling, cleaning guns, etc. Unfortunately, because of the “high fire danger” category, no campfires were allowed. Therefore, cooking and casting lead balls were not undertaken at this event. However, the various stations did give the general public more of an accurate idea what the L&C encampment might have been like. Furthermore, the men took it upon themselves to present informal programs on topics such as the Army uniforms, music, plants found during the expedition, and the issuing of the whiskey ration and evening parade. These became a highlight of the day and people planned their visit to attend these programs.

On one morning, the Captain Lewis’ Company marched to the base of Pompeys Pillar for a photo opportunity. Many of the visiting public stopped to take pictures of the men at this unique setting.

#### Artifact Tent

Because of the popularity of displaying artifacts at other events, the Corps team developed an artifact tent in which there were a variety of items (primarily medical supplies, topographical instruments, and writing implements) from the 1800-1810 time frame as well as animal pelts that would have been seen and collected by the expedition. The exhibit was manned by Craig Rockwell dressed as Capt. Clark and assisted by uniformed Park Rangers.

This venue was set up very near the exhibit tent. Unfortunately, this was another venue that suffered from the high heat and no shade. Only 1,716 interpretive contacts were made.

#### Corps of Discovery 2 – 200 Years to the Future (aka: Corps 2)

The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson's vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, all COE park rangers worked at the keelboat exhibit. They provided interpretive talks and information to both dignitaries and members of the public. This resulted in approximately 1,608 interpretive contacts.

#### Tent Of Many Voices (TOMV)

Associated with Corps II, TOMV has a small stage for presentations and seating capacity of 150. The Corps representative who spoke during this Signature Event was Larry Spisak (LRP) on the "Music of the Expedition". In all, Larry had 87 interpretive contacts.

#### Stewardship Stage

During the Signature Event, the area between exhibit tent and artifact tent was set aside for a variety of Federal, State and local speakers. The Corps had several representatives that participated in this venue. Speakers included Larry Spisak (LRP) and Rick Magee (MVP) ("Music and Dance of the Time"); Susie Kline (formerly LRP) ("Eastern Legacy"); Jeff Boutwell (SWF) ("Trade Goods"); Kathleen Bennett (SPA) ("A Boy Born to Adventure"); Tim Bischoff (MVS) ("George Drouillard"). These presentations resulted in a total of 300 interpretive contacts.

Main Stage – Several speakers were brought in by the Corps for presentations on the Main Stage. These speakers who portrayed BG William Clark, Sacagawea, and York, respectively, included BG(Ret) Hal Stearns (former Deputy Adjutant General, Montana National Guard; Educator and Western Historian); Amy Mossett (National Coordinator for Tribal Involvement with the National Council of the Lewis & Clark Bicentennial and member of the North Dakota Governor's Lewis and Clark Advisory Committee); and Hasan Davis (Director, Empowerment Solutions; Chair, Kentucky Juvenile Justice Advisory Board; Vice-Chair, Federal Juvenile Justice Advisory Committee). In total, these 3 people made 5500 interpretive contacts.

#### Indirect Contacts:

In the course of the Signature Event, newspapers and television reporters contacted several Corps representatives. In all, 11 indirect news contacts were made.

#### **Lessons learned**

1. The venues were arranged in clusters that made it very easy to move people from one venue to the next. All of the necessary amenities were close by and made for a very agreeable event.

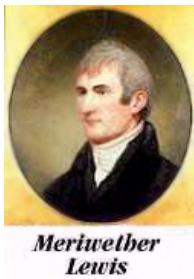
2. The hot weather did not diminish the number of people attending. Plenty of ambulances and EMTs were available so if there was a problem, it was easily rectified. The Command Center, located in the old BLM office, was air conditioned and was also used to cool off those that were susceptible to the heat.
3. The fact that the exhibit tents were in the direct sun was unavoidable. The only problem noted was the dust because of the extremely dry conditions. However, after noting it on Saturday, the event organizers had the National Guard and BLM employees come out several times during the day to water down the grounds. The only place that was really dusty was the inside of the exhibit tent. Although a hand sprayer was used several times, it just didn't put down enough water to really help that much.
4. The information signage was great at this event – from electronic signs on I-94 out of Billings coming to the site to signs set up at locations within the event area. In addition, there was plenty of Boy Scouts manning information stations in several areas. This was a huge benefit to the visiting public as well as those working the event.
5. The layout of the venues (encampment and tents) could not have been arranged better for attracting folks to them. The openings for the exhibit tent, history tent BLM tents and many others all opened toward the Corps II keelboat. TOMV and the 3 vendor tents all opened toward the new BLM Interpretive Center.
6. The hospitality areas for the many event workers were very much appreciated in the high heat. Water, Gatorade, and light snacks were available at all times. In addition, tubs of ice water were available to soak handkerchiefs or “chill collars” to help battle the heat while working.
7. At the first meeting, situational awareness issues were discussed with all team members present. This enabled team members to get on the same sheet of music and speak with a unified voice when asked questions regarding local issues. Even if they could not answer the issues, they knew who they could ask for additional information. In addition, car assignments were made so no one would be left behind. The only problem came when the event closed early on Monday because of threatening weather. Some were afraid of being left and rode back with others instead of assigned cars. This created some anxiety in the vehicles still waiting for their riders. I need to do a more thorough job of explaining the procedures for inclement weather at the introductory meetings.
8. Having plenty of people to staff each venue allowed folks to take frequent breaks to interact, look around at the other venues and cool off. In addition, if someone wasn't feeling well, there were others around to cover.
9. This event made excellent use of volunteers to accomplish tasks in all areas of the event. Organizers had over 100 volunteers working throughout the event. The volunteers were friendly and knowledgeable about the event and the area. They went out of their way to assist visitors and participants, alike.

**Future outcome:** The next Signature Event will be New Town, North Dakota in August 2006. Much of the planning for this event is still underway. It is doubtful that the Corps will be asked to have the amount of participation as in Billings.

**Final thoughts:** This was another event that highlighted the military aspect of the expedition. All of the tribes of Montana were included during a procession at the Opening Ceremonies. It was a great example of balance in presenting both the “Euro-American” side and the native perspectives of the expedition.

All in all, the event was a huge success. Even though Mother Nature didn’t cooperate with cooler temperatures, the event was well marketed and visitors came in spite of the hot weather. All participants worked well with the organizers to ensure the event went off smoothly and visitors enjoyed themselves, learning something along the way.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



**"REUNION AT THE HOME OF SAKAKAWEA"**

NEW TOWN, ND

August 14-20, 2006

After Action Report

**Background:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them "Signature Events". These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The "Reunion at the Home of Sakakawea" was designated as the fourteenth of these Signature Events. The event was held in New Town, North Dakota. The weather for the event was hot with daily temperatures in the mid to upper 80's.

The Signature Event was actually in two parts which are described below.

**North Dakota Youth Rendezvous**

Associated with but immediately prior to the Signature Event on August 14-16, the North Dakota National Guard sponsored a "Youth Rendezvous." Based upon individual state results of a nationwide essay contest, all 50 states and 3 U.S. territories had up to 10 participants at this event. The contest was open to all students entering their senior year in high school. Participants wrote essays on "How the modern 7 Army values contributed to the success of the Lewis and Clark Expedition."

Each day, the participants in the rendezvous rotated through one of three areas – Bismarck/Mandan/Fort Abraham Lincoln; Washburn/Knife River/Cross Ranch; or Medora. The Corps participation was solely in Medora - "The Army Then and Now" where the 1803 Army of the Lewis and Clark Expedition was contrasted with the modern Army.

Members of the Corps' Captain Lewis' Company provided costumed interpretation at the event site. COE participants in this endeavor were Ed Shirley (SWF); Jon Carlson (NWP); and Ken Wilk (NWK). Also participating were members of the Frontier Army Living History Association (FAHLA) (Eric Matthews and Steve Allie). During the 3-day event, 600 interpretive contacts were made in camp.

Located under a stand on cottonwood trees, the encampment illustrated the military aspects of the expedition and included mending clothes, making moccasins, cleaning

guns, etc. Unfortunately, because of the “high fire danger” category, no campfires were allowed. Therefore, cooking and casting lead balls were not undertaken at this event. However, the various stations did give the general public more of an accurate idea what the L&C encampment might have been like.

Jean Nauss (NWO) was also present at this portion of the Signature Event. Although originally scheduled to do formal programs (“Seven Army Values”) several times during the day, because of the very tight schedules of the participants, this did not happen. Instead, during the lunch breaks, Ms. Nauss visited with the participants and discussed the values. Roughly 150 interpretive contacts were made.

### **Signature Event**

Held at the Four Bears Casino and the adjacent peninsula, organizers estimated that roughly 25,000 people attended this portion of the event. Although there were some panel discussions during the day, the primary focus of this event was the evening Powwow.

The Corps was involved in 3 venues during this commemorative event – the Opening ceremonies, the exhibit, and the Tent of Many Voices.

Opening Ceremonies – LTC Joel Cross, NWO District Engineer, represented BG Martin at the Opening. LTC Cross participated in and was recognized in the formal Grand Entry Procession. In addition, he participated in the Grand Entry for the Powwow on Thursday and (along with BG Martin) Friday evening.

Exhibit - The COE representatives manning the exhibit were Jean Nauss (NWO), Ken Wilk (NWK), Ed Shirley (SWF) and Jon Carlson (NWP). Also assisting were members of FALHA - Eric Matthews and Steve Allie. Approximately 2115 interpretive contacts were made at the display.

The Corps exhibit consisted of the following:

Bicentennial backdrop - The display backdrop consisted of three panels and had messages about the expedition, COE missions, and the environment.

Discovery Box - This was displayed to give the visiting public some idea of the kinds of things taken and found during the expedition.

Artifacts from “History Tent” Display – Some COE representatives have acquired artifacts and replicas of the period representing the items taken on the expedition. These were also on display and generated many questions.

Brochures – A variety of printed materials allowed visitors to take additional information home with them about the COE and L&C.

TOMV – Ed Shirley (SWF) represented the Corps by doing 2 programs in the Tent of Many Voices. With his program entitled “Beavers, Bison, and Bears – Provisioning for the Expedition”, Mr. Shirley made 85 interpretive contacts.

## **Lessons learned**

### Rendezvous

1. Having 3 venues set so far apart (Bismarck, Washburn, Medora) and because the evening activities at each site went so late, it made it a very early morning for the participants. By the time they got to Medora mid-morning, they were already tired.
2. There was way too much for the students to do in Medora. The Medora venue was again divided into 3 parts – Chimney Park (where the COE camp and NG equipment were located), Downtown Medora (with ND Cowboy Hall of Fame, X-Box Army simulations, and Chateau de Mores), and the high ropes course. There were quite a number of things to see and do at each of these 3 smaller venues. Because all of the chaperones did not understand what our camp was about or were not interested in the historical aspect, not all of the students had the opportunity to go through the camp. Fewer things to do and a specified time to visit each individual site within the venues would have made this event much better for everyone.
3. Scheduling 5 speakers (Ms Nauss plus reenactors portraying Abraham Lincoln, James Madison, Thomas Jefferson and Teddy Roosevelt) all at the same time during the lunch hour was futile. Each speaker should have been given a specific time to speak to all members of the group.
4. The gunfight (given 3 times each day) was entertaining. However, it did not involve any military so there was some question as to what this particular event had to do with the “Army Then and Now”. All of the students had to see this presentation but they were not mandated to see/do anything else in the Medora area other than the high ropes course.

### New Town

1. The exhibitors and vendors using the Events Center in the casino building were all told that setup was anytime after 1pm on Wednesday, Aug 16. However, upon arriving, there was a meeting in progress and all were told that no one could set up until Thursday morning just before the event was to start. There should have been much better coordination on this point.
2. On the initial registration form, all were informed that only 2 badges for vendors/exhibitors would be issued to each vendor. All others would cost an additional \$5 each. No badges were ever seen so the extra money that was paid was totally unnecessary. There was also a \$50 cleanup deposit required. However, it was discovered that this was primarily for the food vendors. Again, there was no distinction between the food vendors and the exhibitors inside the building.
3. There were very few signs around the casino area showing where different things were taking place. In addition, on Saturday morning, the small sandwich board outside of the casino events area (where the exhibitors were set up) had been manually altered saying that the vendor area would be open from “9am-9pm (or midnight)” without any notice to the vendors or exhibitors. While there were a few vendors that stayed open until 9pm, all of the exhibitors closed at 6pm as in the original contract. This made it very confusing for the visitors that night.

4. There was very little marketing of the event. There were a few signs on the highways within the Three Affiliated Tribes reservation but none had the location of the event. The advertisement in L&C Trail Heritage Foundation magazine “We Proceeded On” appeared after the Signature Event was over.

5. There were no sleeping rooms for the exhibitors at the Four Bears Casino. Most of the exhibitors had to stay in either Watford City or Minot – roughly 50 or 85 miles away, respectively. This added another 1 to 1-1/2 hours of drive time on either end of an already long day.

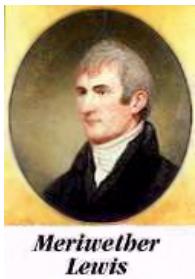
6. The original contract said that the hours of the event were from 10am to 6pm daily. However, on Sunday morning, the exhibitors were told that it didn’t matter how long they stayed and we could disassemble any time. All of the exhibitors collectively decided to stay open until 4pm – the time of the final Grand Entry and Powwow results. However, at 1:30pm, staff from the hotel/casino complex came into the vendor area and started taking down all of the pipe and drape. With the noise and ruckus, everyone finally gave up and tore down their exhibits at 2pm.

7. The SE organizers were extremely difficult to reach for questions and information even during the planning phase of the event. Phone calls were rarely returned and emails rarely answered. Repeated efforts by the COE were made to assist with various aspects of the event. Most were met with a non-response. Deadlines for COE participation came and went with no response from the SE organizers until weeks after the fact. Although site visits were conducted in May 2005 with Scott Eagle and Dominic Sillitti, the official SE organizers did not recognize these efforts until much later

**Future outcome:** The next event will be the final Signature Event which will take place in St. Louis, MO on Sept 22-24, 2006. The Corps and Army will have a sizeable presence at this event based on the discussions that have already taken place with the Organizing Committee.

**Final thoughts:** This could have been a very worthwhile event. However, because the SE organizers were unable/unwilling to meet with the Federal agencies, none of the lessons learned from other events were taken into account.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



*Meriwether Lewis*

**US ARMY CORPS OF ENGINEERS  
and the  
LEWIS AND CLARK  
BICENTENNIAL COMMEMORATION**



*William Clark*

**“CURRENTS OF CHANGE”**

**St. Louis, MO**

September 22-24, 2006

After Action Report

**BACKGROUND:** In 2000, the National Council for the Lewis and Clark Bicentennial decided to highlight some of the more nationally significant festivals and events and call them “Signature Events”. These events were to be those of nationwide historical significance, have the potential of high visitation, and be multicultural in nature. The “Currents of Change” was designated as the 15<sup>th</sup> and last of these Signature Events. The weather for the event was rainy, cool, and breezy with temps in the upper 50’s to low 60’s.

The event was located along the St. Louis, MO waterfront at the base of the Jefferson National Expansion Memorial (the Arch) between the Eads Bridge and the Poplar Street Bridge. In addition, there were several ancillary sites in both Illinois and Missouri. These will be discussed in depth later.

Corps personnel that worked in one or more of the venues at this Signature Event included: Charlie Deutsch, Tim Bischoff (both MVS); Renea Guin, Brian Westfall, Jeffrey Lockwood (all MVK); Ed Shirley, Robby Henderson (both SWF); Craig Rockwell (NWW); Rick Magee, Scott Tichy (both MVP); Heather Burke (SAJ); Sara Jernigan (SAM); Gene Herrmann, Pat Kline, Larry Spisak (all LRP); Jon Carlson, Patti Williams, Kelly Thomas (all NWP); Hilary Bragg (MVR); Alana Mesenbrink (NWS); Dave White (NWK); Matt Like (SWT); Allen Gwinn (NAB); Ken Wilk (NWK) and Jean Nauss (NWO). Also assisting were Susie Kline, Rich Deline, and John Luzader. Supplementing Captain Lewis’ Company were Eric Matthews, Steve Wilson, Jeff Bender, John Steinle, Jim Hebb, Jim McElhinney – all members of the Frontier Army Living History Association (FALHA).

Also present at the VIP reception on Friday September 22, and the Lewis and Clark Statue Dedication and the Closing Ceremonies on Saturday, were LTG Carl Strock (Chief of Engineers), BG Gregg Martin (NWD Commander), Col. William Ryan (LRD Deputy Commander), Col. Lewis Setliff (MVS Commander), LTC Joel Cross (NWO Deputy Commander), and LTC Phillip Kaufmann (NWP Deputy Commander). LTG Strock was a speaker at both the VIP Reception (presenting a Peace Medal and blanket to Alan Pinkham, Chairman of the Circle of Tribal Advisors) as well as the Lewis and Clark statue dedication.

**ACTION:** The Corps was involved in many separate venues during this commemorative event. Each location and venue is described below.

## ST. LOUIS WATERFRONT

A variety of exhibits was spread along the length of the waterfront between the Eads and Poplar Street Bridges. Federal agencies were grouped together at the north end of the exhibit area near the Eads Bridge. Tribal entities occupied the south end of the exhibit area. The sole exception to this was that Corps II was located on the extreme south end of the area (near the Poplar Street Bridge) with a huge open space of about 50 years between the tribal exhibits and Corps II. It was unfortunate that there was such an open distance between the exhibits as many visitors did not venture all of the way down the waterfront to see Corps II. As a result, visitation numbers for Corps II were not as high as they could have been.

Also on the waterfront were three speaker stages. The Education and Environment Stage was located in the middle of the Federal agency exhibits. The Tribal Stage was located within the Tribal area. The middle of the waterfront at the base of the Arch was home to the main stage which was the site of the Closing Ceremonies on Saturday afternoon.

### COE Exhibit:

The Corps exhibit had four parts – (1) one backdrop of the historic aspect of Lewis and Clark and one backdrop of the modern army connection; (2) a display of the Discovery Box; (3) an information table that contained a variety of COE brochures; and (4) a “trading center” where the give-away items were placed into a brass cooking pot suspended from a wooden tripod. This was an attempt to engage more people, especially kids, in the booth to peak their interest in the expedition. In order to get something from the trading center, visitors first had to answer a question related to the expedition. During the 3-day Signature Event, roughly 5,082 interpretive contacts were made at the exhibit.

### Corps of Discovery 2 – 200 Years to the Future (aka: Corps 2)

The Corps 2 exhibit itself consists of approximately 32 panels with an associated audiotape headset that discuss Jefferson’s vision; Lewis, Clark, and the members of the expedition; with the remainder depicting the natural resources and the Native American influences on the expedition. In addition, Raystown Lake Project (NAB) constructed and donated a ½-size land-based replica of a keelboat. Visitors were encouraged to come into the keelboat for interpretive programs about the expedition. During the Signature Event, all COE park rangers worked at the keelboat exhibit. They provided interpretive talks and information to both dignitaries and members of the public. This resulted in approximately 746 interpretive contacts.

### Tent Of Many Voices (TOMV)

Associated with Corps II, TOMV has a small stage for presentations and seating capacity of 150. The Corps representative who spoke during this Signature Event was Ed Shirley (SWF) on Provisioning the Expedition. In all, Mr. Shirley had 82 interpretive contacts.

Education and Environment Stage: During the Signature Event, an area within Federal exhibit tent and artifact tent was set aside for a variety of Federal, State and local speakers. The Corps had several representatives that participated in this venue. Speakers included Larry Spisak (LRP) and Rick Magee (MVP) ("Music and Dance of the Time"); Tim Bischoff (MVS) ("George Drouillard"); Craig Rockwell (NWW) ("William Clark"); and Alana Mesenbrink (NWS) ("Blood, Sweat, and Fears of the Expedition"). These presentations resulted in a total of 132 interpretive contacts.

#### ELSEWHERE IN THE ST. LOUIS REGION

There were many ancillary sites in the St. Louis area (both in Missouri and Illinois) that provided venues during this last of the Signature Events. However, the Corps of Engineers were involved in just a few of them described below.

Fort Bellefontaine: Located on the Missouri River in northern St. Louis, Fort Bellefontaine was an Army garrison in the early 1800's. This frontier military post was the predecessor of both Jefferson Barracks and the St. Louis Arsenal. It was established in 1805 at the mouth of Coldwater Creek, then called La Petite Riviere. The fort was used by the Army through 1828 when its decaying condition and the changing military needs of the region, convinced the War Department to abandon the location.

Members of the Lewis and Clark expedition camped here at the beginning of their voyage on May 14, 1804 as well as their final night of their expedition here on Sept. 22, 1806. On the last occasion the time was spent resting and celebrating their return to civilization with the fellow American soldiers stationed at this outpost.

For this venue, the members of the Corps Captain Lewis Company were asked to portray those soldiers that were stationed at Fort Bellefontaine in 1806. The Discovery Expedition of St. Charles (a local reenactment group that had reenacted the expedition from Pittsburgh, PA to the Pacific Ocean and back to St. Louis) portrayed the Expedition members.

Participating in this venue were Larry Spisak and Pat Kline (both LRP); Robby Henderson (SWF); Jon Carlson (NWP); Jim Hebb, John Steinle, Jeff Bender, Jim McElhinney, Eric Matthews (all members of FAHLA). In addition, members of the Illinois Detachment (Dennis Nichols, Don Ferricks, Todd Western, Dick Kroener, Tedd Mueller, and Ron Stellhorn) were also in attendance. Under the watchful eyes of many visitors, the men did several drills earlier in the day to prepare for the arrival salute. At the time of the reenactment of the arrival of the Lewis and Clark Expedition, 3 shots were fired in succession from each of the three guns. Two guns were replica British Infantry Light 3-pounder on a butterfly carriage, with bronze barrel. The third gun was a half-size 6-pounder. The men also participated in a grand parade through camp along with the St. Charles group, some of the local garrison officers and the St. Charles fife and drum team. This venue was operated only on Friday, September 22 but was well attended. In all roughly 2,000 interpretive contacts were made.

School programs at National Great Rivers Museum (NGRM): On Friday September 22, demonstration areas were set up at the NGRM (located at Mel Price L&D, Alton, IL) for

4<sup>th</sup> grade classes of local schools that had arranged tours to the Signature Event on that day. These programs were roughly 25 minutes long and were intended to teach students more about the expedition. Assisting in this effort were Rick Magee (MVP) "Lewis and Clark as Naturalists"; Dave White (NWK) "Transportation and Mapping"; Jeffrey Lockwood (MVK) "Animals of the Expedition"; Gene Herrmann (LRP) and Steve Wilson (FAHLA) "Drilling"; and John Luzader "Sgt. Patrick Gass". In all, roughly 1200 interpretive contacts were made.

Reenactment at Camp River DuBois – On the grounds of the Lewis and Clark Interpretive Center in Hartford, IL is a replica of the fort constructed by the expedition during the winter of 1803-04. During the time of the Signature Event, members of the Corps' Captain Lewis' Company as well as members of FALHA assisted the Illinois Detachment in providing costumed interpretation (1803 Army) at the reconstructed fort. Participating in this endeavor were Ed Shirley, Robbie Henderson (all SWF); Pat Kline, Larry Spisak, Gene Herrmann (all LRP); Jon Carlson (NWP); Tim Bischoff, Charlie Deutsch (both MVS); Rick Magee (MVP); and Eric Matthews, Jeffrey Bender, Steve Wilson, Jim McElhinney, Jim Hebb, and John Steinle (all members of FALHA).

The same replica British Infantry Light 3-pounder on a butterfly carriage, with bronze barrel that was used at Fort Bellefontaine was also brought to Camp River DuBois. This cannon was part of the demonstration and then also used for evening parade and the lowering of the colors. On Sunday, September 24, LTG Strock fired the final round at 6pm signifying the end of the Lewis and Clark Bicentennial.

The reenactors manned stations within the fort. The various stations gave the general public more of an accurate idea what the fort might have been like during the original expedition. Furthermore, the men took it upon themselves to present informal programs on topics such as the Army uniforms, music, and plants found during the expedition. In all, roughly 2,000 interpretive contacts were made at the fort.

History Booth - Because of the popularity of displaying artifacts at other events, the Corps team developed an artifact exhibit in which there were a variety of items (primarily medical supplies, topographical instruments, and writing implements) from the 1800-1810 time frame as well as animal pelts that would have been seen and collected by the expedition. The exhibit was located within the Lewis and Clark Interpretive Center in Hartford, IL and was manned by Craig Rockwell dressed as Capt. Clark and assisted by uniformed Park Rangers. Roughly 919 interpretive contacts were made at the History Booth.

NGRM Michael Haynes Art Show – Arrangements had been made with Michael Haynes, an artist from the St. Louis area, to show his Lewis and Clark artwork Friday through Sunday. The Corps had commissioned five painting from him for the Bicentennial – "Recruitment at Fort Massac" "Celebration at Independence Creek" "In Pursuit of the Sioux" "Astride the Mighty Missouri" and "Trade at Dismal Niche". In addition to prints of those 5 paintings, there were an additional 25 paintings depicting a variety of scenes described in the journals or images of the members of the expedition. In all, roughly 270 interpretive contacts were made.

## **LESSONS LEARNED**

1. Having the history booth location inside the museum was an asset. Having the booth stationed near the entrance allowed contact to be made with nearly everyone who entered. When questions from the visitors were asked and answers were unknown, the museum was there to fall back on.
2. The trading bucket was a great way to get kids, also adults, involved in L&C. It was amazing how much people will participate when they get free stuff.
3. The L&C pins that we handed out were great! It was something both adults and kids ate up. It was a handout they didn't have to read and something they could use to remember the event.
4. Capt. Lewis' Company should have been more a part of the main events as the St. Louis waterfront. The event organizers did not want to highlight anyone other than the local Discovery Expedition of St. Charles. There were many more reenactors that could have been recognized at the final event. Interpretive numbers would have been greater than they were at Camp DuBois.
5. The waterfront venue could have been better arranged – perhaps by having the Native American section at one end or the other of the waterfront location, with the remainder of the venue more compactly distributed. The “dead space” between the Native American exhibits and the Keelboat / Tent of Many Voices was “lethal” to the isolated units as many visitors did not venture down to the far end of the waterfront.
6. There could have been better publicizing of the multiple activities taking place at the differing and widely scattered locations during the weekend. People attending the waterfront venue were unaware of things taking place at Ft. Bellefontaine or Hartford, IL.

## **FINAL THOUGHTS**

The Lewis and Clark Bicentennial was a wonderful opportunity for the Corps to get their message out about not only the expedition but also the workings of the Corps. As we have explained many times to senior leaders within the Corps, the story of Lewis and Clark was only the “hook” to get the public to talk to Corps representatives about the workings of the Corps and the Army.

These events were a very positive face for the Corps of Engineers. There were certainly those that visited the events who had their complaints about the Corps in general,

however, it was an overwhelmingly positive response to the Corps and a tremendous educational process for thousands.

As a last note, it has been a pleasure for all of us to represent the Corps at these many events.

Jeannine M. Nauss  
National Lewis and Clark Bicentennial Coordinator



**APPENDIX L**  
**“YOU’RE IN THE ARMY NOW:**  
**Experiencing the Military Life of Lewis and Clark”**  
**Legacy Magazine Vol 16(2)**  
**March/April 2005**



TIM PARKER PHOTOGRAPHY, ST. LOUIS

## You're in the Army Now

### *Experiencing the Military Life of Lewis and Clark*



"COMPANY WHISKEY RATION," TIM GIBSON, USACE



"ENCAMPMENT AT INDEPENDENCE CREEK," SHARON BISCHOFF

Army Corps of Engineers living history interpreters recreate moments from the expedition during Lewis and Clark National Signature Events.

Ken Wilk

Rick Magee

Tim Bischoff

What would it be like to go back 200 years and spend a day with Lewis and Clark and their "Corps of Discovery" on its great journey? What hardships would you face? Would you learn anything more than we already know in this age of information overload? And what does an agency that manages waterways, provides a place to boat and camp, and builds whatever the nation needs, have to do with time travel?

Like Lewis and Clark's Corps of Discovery, the Corps of Engineers is part of the army. It is this "army story" that the modern Corps is trying to bring to life. Captain Meriwether Lewis and Captain William Clark were co-commanders of the Corps of Volunteers for Northwestern Discovery. (Only a military expedition would be given a name that long.) On land only a military expedition would be commanded by officers bearing the rank of captain. Only a military expedition possessed the resources, the discipline, and the values required to successfully become the first expedition from the United States to cross the North American continent.

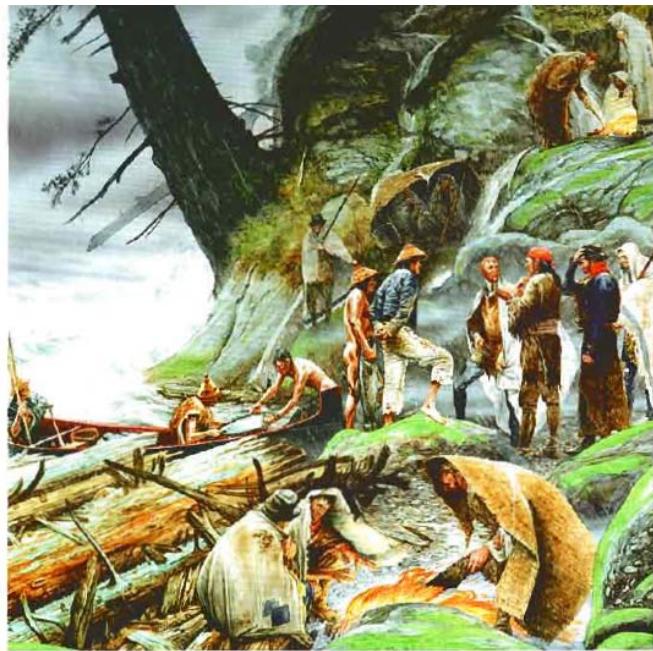
The Corps of Discovery was an army unit. Of the permanent party that left the Mandan villages in the spring of 1805, all but five people and the dog were enlisted into the army for the duration of the journey. This expedition became the model for future peacetime roles of the U.S. Army Topographical Engineers in the scientific exploration and mapping of the American west, and arguably the model for the quasi-military exploration of space by NASA.

While most of the Corps of Engineers workforce is made up of civilians, it is part of the U.S. Army, and has a proud heritage that goes back to President Thomas Jefferson and 1802. Today the U.S. Army Corps of Engineers manages more miles of the Lewis and Clark trail than any other government or private entity. The U.S. Army is one of the agencies that signed the 1998 Memorandum of Understanding to help local communities commemorate the bicentennial. Following the tragic events on September 11, 2001, the priorities of the army changed. For these reasons, and the simple fact that the Corps of Engineers employs civilian park rangers who can effectively interpret the army heritage, the Corps of Engineers has become the centerpiece of the army's interpretive mission for the Lewis and Clark Bicentennial.

Why does the modern army have an interest in interpreting Lewis and Clark? Why do soldiers and Corps of Engineers park rangers talk about something that happened 200 years ago? The U.S. Army has a proud history of protecting and interpreting our natural resources. The first protectors of our national parks were soldiers. Today, members of the Army National Guard and Corps of Engineers park rangers are carrying on this tradition to bring the entrancing tale of loyalty, duty, integrity, courage, and service to the country to a modern audience.

#### **Experiencing the Expedition**

As you enter camp, you smell the smoke of the wood fire, the acrid smell of spent blackpowder, or the tangy bite



TRADE AT DURBIN RIVER, MICHAEL HAYES (U.S. ARMY CORPS OF ENGINEERS COLLECTION)

**The Corps of Discovery** was trapped along the shore of the Columbia River just short of their goal, the Pacific Ocean, by high waves and driving rain. A canoe of Chinook fishermen visited them to trade salmon for fishhooks. A National Signature Event will mark this and other events at "Destination: The Pacific" in November 2005.

of the blacksmith's forge. You see three oiled brown tarps glistening with the morning dew, strung together over poles to form small covers under which soldiers have gear lying out on blankets to dry. At the end of camp, you see one small, mildew-stained, grayish-white triangular tent with sides that almost reach the ground. From the front of the tent flies an American flag with 15 stripes and 15 stars. Sitting on boxes labeled "Capt. Lewis" or "Capt. Clark" just outside the entrance to this tent are pieces of navigation and scientific equipment and some of the captains' soon-to-be famous journals.

Around you, as you travel back in time, are men of the expedition. Private Willard works diligently repairing some of the tools needed for the boat. Private Gibson plays a lively tune on his fiddle to entertain some of the visiting natives. Monsieur Drouillard, the only civilian in camp, speaks with a visitor using Indian sign

language. Corporal Warfington prepares the herbarium to preserve plants for President Jefferson and the botanists in Philadelphia. Men huddle over the fire in grimy overshirts, melting lead to make the needed musket and rifle balls used for hunting and defending themselves.

Every three days, army regulations stated the soldiers were to shave, wash clothes, and mend or repair their equipment. Morning and evening the soldiers paraded for inspection. As was required of the original Corps of Discovery, modern-day Corps of Engineers personnel and volunteers from the Frontier Army Living History Association set up their camp each morning of the National Signature Event—events held between January 2003 and September 2006 to commemorate a significant historical or cultural event associated with the expedition—in accordance with military regulations. Captain Lewis' company is composed of costumed

interpreters from all over the nation that travel to these events to portray members of the Lewis and Clark expedition. Since this was an army expedition, all but one person in camp is a soldier. Upon leaving the Mandan villages in the spring of 1805 in what is now North Dakota, the permanent party that traveled to the Pacific Ocean consisted of 28 soldiers and five civilians.

Park rangers, lock and dam operators, park managers, and museum directors leave their homes to travel to each Lewis and Clark National Signature Event to bring a day in the life of the Corps of Volunteers for Northwestern Discovery to life for visitors along the length of the Lewis and Clark trail. As these visitors enter Captain Lewis' camp, they are transported back to 1804. All the items in camp have been meticulously researched and reproduced. The living historians have assumed the persona of the men they are portraying. They pride themselves on the accuracy of their portrayal so that each visitor can truly experience what it may have looked like in camp on the day the soldiers stop to shave, wash clothes, and dry out wet equipment.

This being an army story, it is only proper that visitors get a taste of army life. Modern recruits try on coats and hats and stand in 90 degree heat for mere minutes, but start to understand what it must have been like to wear this uniform on a scorching summer day in the high plains as the captains meet with a new tribe for the first time.

Also, a toolbox called the Lewis and Clark Discovery Box allows hands-on immersion to the Lewis and Clark story. Visitors have the opportunity to touch replicas of items that were taken or collected along the Lewis and Clark trail. Children try on the black felt soldier's hat with the large, arching black bear fur roach on top and the large white deer tail attached to the side with a leather cockade and metal eagle. They handle the beaver pelt and learn how plush the fur is and how it was used to make hats in Paris. They learn of the reasons for the trip through handling the items that were

part of the success of the mission.

The Corps of Engineers brings an exhibit to Lewis and Clark National Signature Events so that visitors can experience some of the history in a hands-on fashion. To visit the exhibit means to become a soldier, to try and match Captain Clark's map-making skills, or to trade with the soldiers for prized possessions. Signs of the times are all over the Corps of Engineers Lewis and Clark exhibit. The backdrop has a picture of Captain Clark's final map of the journey, some of the plants that were collected, and paintings of the captains in their full uniforms. The backdrop also ties today to the past with pictures of living historians portraying Lewis and Clark's men meeting soldiers from the modern army.

Nationally known historical themes artist Michael Haynes was commissioned by the Corps of Engineers to paint five scenes of important experiences along the trail of discovery. Visitors can place themselves in the moment when Captain Lewis stood on the parade ground just outside the stockade wall of logs that surround Fort Massac in what is now Southern Illinois and reviewed the troops garrisoned there for possible members of his expedition's company. Lewis listens intently as Captain Bissell, the post commander, enlightens him of the chosen private's capabilities and positive attitude. Standing stoically behind the captains and listening intently is George Drouillard, who Captain Lewis has recently asked to come along on the trip as a hunter and interpreter. The decisions made here will affect the outcome and the future success of the mission.

What was it like for the soldiers to need something and not have a store to go and get it? The Corps' exhibit helps visitors experience the art of trading just to meet basic needs. In front of the exhibit stands a tripod from which hangs a bright, brass kettle and a sign. Upon closer scrutiny of this sign, the visitor finds four branches lashed together into a frame with leather stretched and tied in the middle. The sign reads, "Will

trade for information" in red paint. In the brass kettle, the trader finds metal Lewis and Clark coins and Lewis and Clark army pins. To attain one of these prized keepsakes, the trader must trade information about the Lewis and Clark expedition in the form of an answer to a question asked by the park ranger. The new traders learn quickly how to get what they want and how to trade like the soldiers often did 200 years ago. Also available for visitors to keep as mementos are several publications produced by the Corps of Engineers and its various partners. These provide modern day looks at the Lewis and Clark trail as well as information on the latest research showing, to the best of our ability, what the Corps of Discovery looked like.

In addition to living history performances and an exhibit, the Corps of Engineers uses other tools to transport visitors back in time. A video called "Lewis and Clark: A Confluence of Time and Courage,"

produced with Executive Production Services, Inc., and Camera One, tells the story as it really happened—as a military expedition that would have failed if not for the help of Native Americans.

Park rangers in the Corps of Engineers, National Guard soldiers, museum docents, teachers, and interpreters are bringing to life a little bit of what it was like to travel with the Corps of Discovery. They use lessons about working as a team, giving everything you've got for a common goal, trusting leaders, and loyalty to teach a modern lesson from what this country experienced some 200 years ago. They are transporting people to the past and taking what is best from their trials as lessons for the future.

#### **The Corps of Engineers and America's Roots**

The Lewis and Clark expedition was the first successful peacetime mission to explore this new country. It is important for us as a nation to

remember our roots. We need to remember where we came from and how hard it was to get where we are today. Lewis and Clark were not just two guys on a long camping trip out romping across the countryside. This was a mission of economic, political, diplomatic, and scientific importance. It set standards for numerous other expeditions to follow for the next 90 years. It is something to be proud of.

It is also important to recognize the role the army played in this great story. If not for the discipline instilled in the troops, the mission surely would have failed. It also shows why an army is needed even in peacetime. It illustrates the values our soldiers exemplify today: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Those values are evident in our military and most individuals in society now as well as during Lewis and Clark's time.

The Corps of Engineers owns or manages almost 90 percent of the trail. The Lewis and Clark bicentennial

commemoration is a tool the Corps of Engineers uses to educate visitors about the missions of the modern Corps of Engineers and to relate what its missions have been throughout time. The Corps of Engineers has acted not just as a steward of lakes and rivers in the U.S., but it has offices around the world assisting in such areas as navigation, civilian and military construction, hazardous waste cleanup, design, and more. This is the true Lewis and Clark legacy for the Corps of Engineers.

Just as the Lewis and Clark legacy is recognized for opening new passages for the nation in 1803, it is the Corps' hope that the agency is recognized for what it has done for society worldwide. Since the bicentennial commemoration started, the agency has had the opportunity to inform the public about the Lewis and Clark expedition, the history of the Corps of Engineers, and help more than a million visitors take a trip back in time to spend a day with Lewis and Clark and their "Corps of Discovery" on its great journey.

*Ken Wilk is the assistant USACE National Lewis and Clark Bicentennial coordinator. From Kansas, Ken portrays Private Alexander Hamilton Willard, U.S. Artillerists Regiment. He can be reached at 785-453-2338 or Kenneth.S.Wilk@usace.army.mil.*  
*Rick Magee is a USACE park ranger and district interpretive coordinator in New England. He brings Private Thomas Proctor Howard, 2nd Regt. U.S. Army Infantry, to life in New England and Corporal Richard Warfington, 2nd Regt. U.S. Army Infantry, along the trail. He can be reached at 978-249-2547 or Rick.Magee@usace.army.mil.*  
*Tim Bischoff is a park ranger at Rend Lake, Illinois. Tim becomes George Drouillard, "sign talker" and best hunter for the Corps of Discovery, and occasionally presents Peter Weiser, 1st Regt. U.S. Army Infantry. Tim was the recipient of the 2004 Hiram M. Chittenden Award for Excellence in Interpretation. He can be reached at 618-724-2493 or Tim.Bischoff@usace.army.mil.*

**APPENDIX M**  
**BREAKDOWN OF CHARGES**  
**FY99-02**  
**(excluding salary and travel)**

Item	FY99	FY00	FY01	FY02
<b>Vehicle + trailer</b>		2,500.00	4,254.86	5,326.94
<b>Supplies</b>		9,140.27	3,928.01	3,654.77
<b>Admin</b>			5,176.96	11,000.00
<b>Utilities</b>		5,100.00	5,176.96	1,551.58
<b>Training Academies</b>				37,882.60
<b>Task Forces</b>	28,292.13	46,080.31	25,050.28	
<b>Corps II support</b>				655.60
<b>DOI support</b>		10,000.00		
<b>Misc</b>	1,944.47			4,792.14
<b>Signature Events</b>				
Charlottesville/Monticello VA				1,185.00
Louisville KY				225.00
St Louis MO 1				
Hartford IL/St Charles MO				
Kansas City KS/MO				
Omaha/Fort Calhoun NE				
Chamberlain/Pierre SD				
Bismarck ND				
Great Falls MT				
Long Beach WA/Astoria OR				
Lewiston ID				
Billings MT				
Medora/New Town ND				
St. Louis 2				
<b>Other Events</b>				
General Support			9,686.39	1,177.27
KC River Trip			5,000.00	
LCTHF-Louisville				10,545.47
Lewis Reburial				1,000.00
Seattle - SAME				
Pittsburgh Regional				
12-12 (2003)				
Taste of the Trail				
Pike - CO Springs				
Pike - Pueblo				
<b>Special Events</b>				
Pentagon				
HQ Kickoff				
<b>Purchases</b>				
Car Tours			25,000.00	
Video			86,577.96	
Brochures/Printing				3,932.76
Discovery Box				46,677.43
Haynes Artwork				50,252.31
Filson Exhibit				
Reenactor Supplies				
Canopies				
Displays				
Coins				
Pencils				
Stickers				
Kid's Journals				
IM Giveaway Design				
Projector/Screen				
Magnets				
Table Covers				



**APPENDIX N**  
**BREAKDOWN OF CHARGES**  
**FY03-06**  
(excluding salary and travel)

Item	FY03	FY04	FY05	FY06
<b>Vehicle</b>	8,951.59	6,406.04	8,854.50	14,552.91
<b>Supplies</b>	5,645.54	1,220.84	2,328.94	748.16
<b>Admin</b>	11,000.00	16,000.00	16,000.00	16,000.00
<b>Utilities</b>	1,543.39	1,338.29	1,437.00	2,760.00
<b>Training Academies</b>	50,680.96	79,943.56	81,949.55	
<b>Task Forces</b>	5,000.00			
<b>Corps II support</b>				
<b>DOI support</b>				
<b>Misc</b>	166.00	965.18		2,789.15
<b>Signature Events</b>				
Charlottesville/Monticello VA	26,853.16			
Louisville KY	23,394.80	34,494.46	5,452.55	
St Louis MO 1		9,353.85		
Hartford IL/St Charles MO		39,066.47		
Kansas City KS/MO		58,290.65		
Omaha/Fort Calhoun NE		24,823.97		
Chamberlain/Pierre SD		29,371.42		
Bismarck ND			31,898.41	
Great Falls MT		3,255.11	18,866.42	
Long Beach WA/Astoria OR				62,877.78
Lewiston ID				45,530.20
Billings MT				61,005.96
Medora/New Town ND				10,350.30
St. Louis 2				39,833.08
<b>Other Events</b>				
General Support	4,761.65	2,183.04		1,685.46
KC River Trip				
LCTHF-Louisville				
Lewis Reburial				
Seattle - SAME	5,200.00			
Pittsburgh Regional	1,000.00			
12-12 (2003)		5,782.78		
Taste of the Trail			51,217.67	
Pike - CO Springs				8,941.89
Pike - Pueblo				6,495.40
<b>Special Events</b>				
Pentagon		7,564.89		11,128.94
HQ Kickoff	17,020.92			
<b>Purchases</b>				
Car Tours				
Video	52.90	3,639.00	325.00	
Brochures/Printing	9,679.79	38,629.40	2,359.40	
Discovery Box				
Haynes Artwork	1,788.00		240.60	
Filson	7,500.00			
Reenactor Supplies	20,297.36	10,849.71	674.21	2,797.35
Canopies			1,766.20	
Displays		2,500.00		
Coins			1,837.00	
Pencils			2,454.62	
Stickers		1,000.00	50.00	
Kid's Journals	125.00	3,000.00		
IM Giveaway Design	5,000.00			
Projector/Screen		7,200.00		
Magnets			2,400.00	
Table Covers			660.00	

