



We Proceeded On

FEBRUARY 2020 VOL 46 NO 1

LEWIS AND CLARK TRAIL HERITAGE FOUNDATION

Fifty Years and Counting!

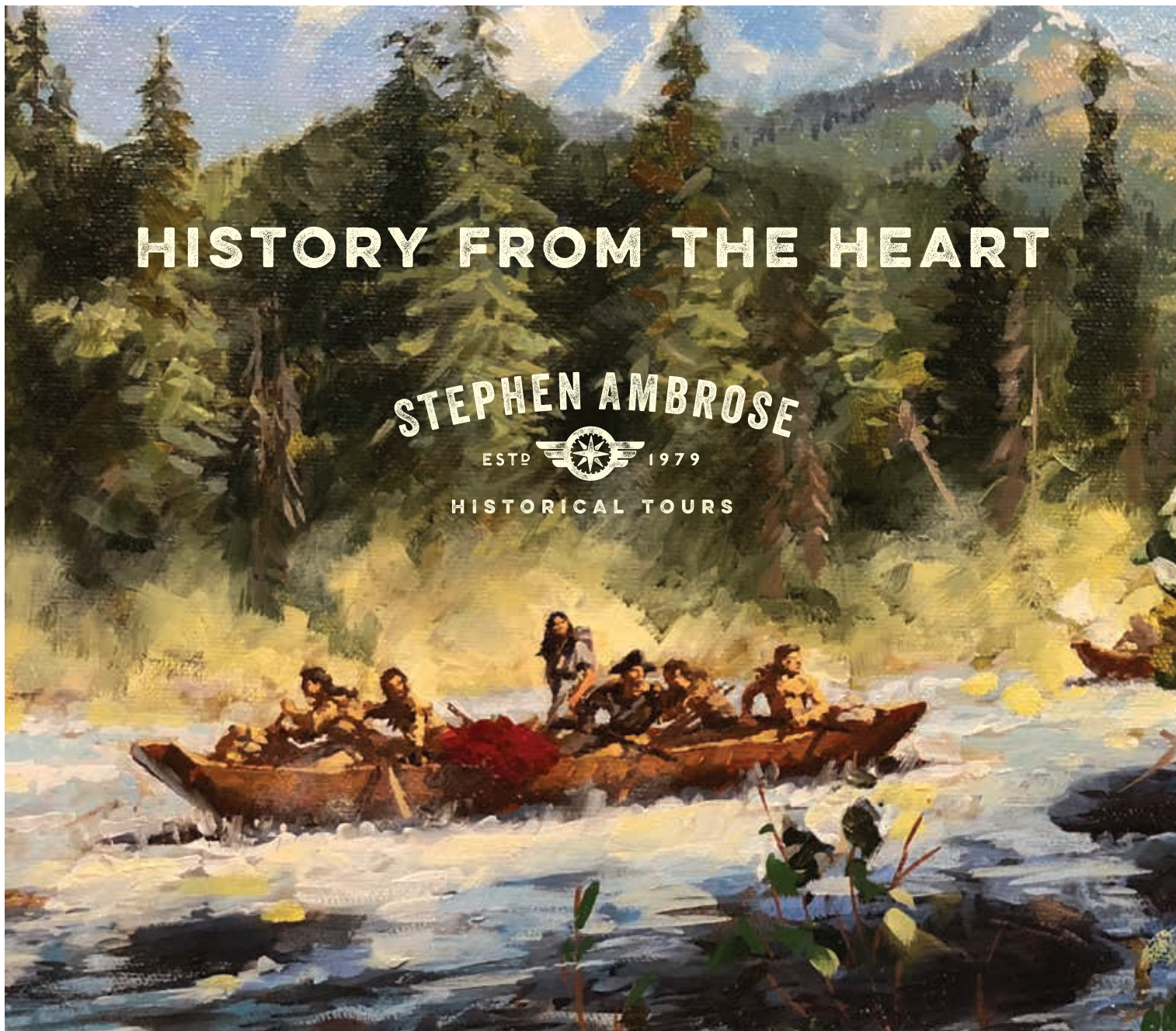
The History of the
Lewis and Clark Trail Heritage Foundation

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Front and back: White Cliffs section of Upper Missouri River Breaks National Monument at sunset. Photo courtesy of the Bureau of Land Management.

We Proceeded On welcomes submissions of articles, proposals, inquiries, and letters. Writer's guidelines are available by request and can be found on our website, lewisandclark.org. Submissions should be sent to Clay S. Jenkinson, 1324 Golden Eagle Lane, Bismarck, North Dakota 58503, or by email to Clayjenkinson2010@gmail.com. 701-202-6751.



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Founder, *We Proceeded On*
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OUR MISSION:

As Keepers of the Story—Stewards of the Trail, the Lewis and Clark Trail Heritage Foundation, Inc., provides national leadership in maintaining the integrity of the Trail and its story through stewardship, scholarship, education, partnership, and cultural inclusiveness.

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The views and opinions expressed in articles and features published in *We Proceeded On* are those of the authors and contributors, and do not necessarily reflect those of the Lewis and Clark Trail Heritage Foundation, its officers and board, or staff.

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A Message from the President



LCTHF President Louis Ritten

As we continue to celebrate the fifty-year history of our organization, we are pleased to feature in this issue of *We Proceeded On (WPO)* a condensed version of *Keepers of the Story, Stewards of the Trail: An Administrative History of the Lewis and Clark Trail Heritage Foundation*. We thank Jackie Gonzalez of Seattle, WA, and Emily Greenwald of Historical Research Associates (HRA) in Missoula, MT, for their fine efforts. Please join me in praising the terrific work our past president Margaret Gorski of Stevensville, MT, has done in working with HRA to bring the book to fruition. She was the driving force behind commissioning the book; she worked hand in hand with the authors in directing them to the proper sources both human and archival; and she acted as the clearinghouse for comments and suggestions from Lewis and Clark Trail Heritage Foundation (LCTHF) insiders as the writing and vetting process unfolded. It is no stretch at all to say that without Margaret's energetic involvement, none of this would have occurred. Three huzzahs for Margaret!

I would also like to thank others involved in the process of putting together our quarterly journal on a regular basis. Our editor Clay Jenkinson of Bismarck, ND, has done a masterful job of balancing

the content provided by our members with scholarship created by himself and outside experts in providing us with fresh insights into the Lewis and Clark Expedition and its legacy. If you have not already done so, please go to our website at lewisandclark.org/wpo/index.php to find additional articles related to past issues that were not able to be included in the hard-copy WPO. And, of course, all past articles and issues of *WPO* from a year ago and older are available in PDF form for reading and downloading at any time at lewisandclark.org. Your knowledge of matters Lewis and Clark will be enriched even further as you avail yourself of these resources.

Clay is assisted in putting together our journal by the LCTHF *WPO* Editorial Advisory Committee. Past President Philippa Newfield chairs the committee, which also includes LCTHF members Dr. Gary Moulton, Dr. Jay Buckley, Barb Kubik, Jerry Wilson, and Mark Jordan. The committee members hail from San Francisco, CA; Lincoln, NE; Orem, UT; Vancouver, WA; Versailles, IN; and Walnut Creek, CA, respectively. This group provides counsel and advice to the editor on theme and content and works with authors to get their manuscripts into publishable shape.

As we have operated without an executive director for much of the past year, tech guru Ken Jutzi of Camarillo, CA, has been especially instrumental in producing lists of members and donors. Our administrative assistant Chris Maillet of Great Falls, MT, has shouldered the responsibility of handling all aspects of *WPO* advertising and production coordination. These two stellar individuals have stepped up in a major way to tackle the nuts and bolts of pro-

ducing each issue. We could not have done it without their dedication to LCTHF and WPO. Thank you Ken and Chris!

WPO is designed and laid out by a team at Washington State University Press (WSUP) in Pullman, WA, under the direction of Ed Sala. The beautiful look of our journal is primarily due to their artistic flair and good taste. Jessica Schloss, our project coordinator at WSUP, makes sure all the elements are in the correct format and the design is complete before each issue is sent to the printer. Sheridan Press of Hanover, PA, prints *WPO* and we work with Mar Heiliger there to ensure that all the i's are dotted and t's crossed before the presses start to roll. Coordination and cooperation among all these parties are critical to producing the high quality *We Proceeded On* we enjoy and we thank them all for their terrific work.

Sheridan ships in bulk to a few locations but most copies are sent out singly by the US Postal Service to individual members residing throughout the country. In fact, we currently have at least one member in every state but Rhode Island. While we encourage each and every member to give a gift membership to any friend or relative residing anywhere, having one of us give a gift membership to someone in Rhode Island who would enjoy our LCTHF activities and reading *WPO* would be especially welcomed. Thank you in advance for your generosity.

It has been said that it takes a village to raise a child. In our case, given the widely dispersed nature of our membership and the locations of those involved in creating *WPO*, it seems to take a whole country to nurture our organization and its operations. With the eastward extension of the Lewis

and Clark National Historic Trail last year, the truly national character of the expedition and its effects has been driven home even further. Given the fact that we have members in Canada and Europe as well, the Lewis and Clark story and LCTHF are, in plain fact, international in scope.

If you would like to delve more deeply into the history of LCTHF, copies of the book *Keepers of the Story, Stewards of the Trail: An Administrative History of the Lewis and Clark Trail Heritage Foundation* are available for purchase. Buying a book will also help us donate copies to our friend and partner institutions along the trail and elsewhere in order to enhance our relationships further. With your help, we can spread the story more widely and promote the Lewis and Clark Trail Heritage Foundation in the process. Steve Lee has produced a fine companion booklet featuring pictures of LCTHF activities that we offer for sale too. Kindly contact the office for pricing and shipping details. Supplies are limited, so

please do not delay.

Also included within these pages is our past fiscal year Annual Report summarizing some of the projects we sponsor, highlighting our successes, and giving you an idea of our financial condition. Thanks go out to Chair Beverly Lewis of Belgrade, MT, and Past President Steve Lee of Clarkston, WA, Lynn Davis of Spirit Lake, IA, and Yvonne Haefner of Mobridge, SD, for their excellent work in producing the Annual Report.

Thank you for being a member and for your generous support. All the good we do would not be possible without the dedication and devotion of people like you. I look forward to thanking you in person when we meet up somewhere along the trail someday soon. ■

Let us proceed on together.

Lou Ritten

President

Lewis and Clark Trail Heritage Foundation



Attention Lewis and Clark Trail Stewards!

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We Proceeded On *The Journal of the Lewis & Clark Trail Heritage Foundation*

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Keepers of the Story, Stewards of the Trail:

Fifty Years of the Lewis and Clark Trail Heritage Foundation

By Jackie Gonzales and Emily Greenwald

Dr. Paul Russell Cutright (1897-1988) was a major contributor to our knowledge of the Corps of Discovery. He logged over 20,000 miles in exploring the Lewis and Clark Trail, including Camp Disappointment near Cut Bank, MT (shown here). Cutright was the author of two essential books on the expedition: Lewis and Clark: Pioneering Naturalists (1969) and A History of the Lewis and Clark Journals (1976).



Introduction

In 1970, representatives of nine states through which Lewis and Clark passed on their 1804–1806 expedition gathered in St. Louis, Missouri, and formed the Lewis and Clark Trail Heritage Foundation (LCTHF). The Foundation has experienced many changes over the years, transforming itself from a small organization run by volunteers to a large network of members and chapters with a permanent headquarters and a paid staff. Over time, LCTHF leaders have debated the Foundation's mission and how to navigate among competing goals of promoting tourism, cultivating scholarship, and engaging in on-the-ground trail stewardship.

In 2017, the LCTHF hired Historical Research Associates, Inc. (HRA) to research and write an administrative history of the Foundation. Jackie Gonzales and Emily Greenwald

of HRA completed that study, titled *Keepers of the Story, Stewards of the Trail: An Administrative History of the Lewis and Clark Trail Heritage Foundation*, in 2019. The administrative history was made possible with grants from the National Park Service (NPS) and the Lewis and Clark Bicentennial Trail Stewardship Endowment: A National Council of the Lewis and Clark Expedition Bicentennial Legacy Project. *Keepers of the Story, Stewards of the Trail* serves as a companion to *Commemoration and Collaboration: An Administrative History of the Lewis and Clark National Historic Trail*, which HRA completed for the National Park Service in 2018. *Commemoration and Collaboration* provides detailed discussions of the LCTHF's and the Trail's shared history, including the establishment of the Lewis and Clark National Historic Trail (NHT) and the



US Highway 12 from Lolo to Lewiston was not paved until 1962. As this postcard shows, it is one of the most beautiful highways in America.

Lewis and Clark Bicentennial. To avoid duplication of effort, those events are treated in briefer fashion in the LCTHF administrative history.

This summary draws from *Keepers of the Story, Stewards of the Trail*, focusing on key moments of the Foundation's history. Footnotes have been omitted due to space constraints, but the larger administrative history includes full citations of all underlying sources. We are grateful to the LCTHF officers, members, and staff who allowed us to interview them, provided us with documents and images, and reviewed drafts of the administrative history. We also would like to thank the staff of the William P. Sherman Library and Archives for their assistance.

Copies of the full LCTHF administrative history are available from the Foundation for a fee that helps cover the cost of printing and distribution.

Origins

The Foundation emerged from longstanding efforts to commemorate Lewis and Clark and to preserve resources along the route the Corps of Discovery traveled between 1804 and 1806. Early Lewis and Clark memorial organizations

focused on constructing roads and educational signage along the route to encourage tourism and economic growth. The ideas of these early groups influenced the mission and structure of the LCTHF.



A 1950s bumper sticker promoting the Lewis-Clark Hi-Way in Idaho.

Lewis and Clark Highways

In the early twentieth century, local boosters used interest in the legacy of Lewis and Clark as a rallying point for road building along the Lolo Trail, one of the few land routes that the Corps of Discovery used. In 1916, Idaho, Montana, and the US Forest Service (USFS) began raising funds to build a Lewis-Clark Highway over Lolo Pass (between Missoula, Montana, and Lewiston, Idaho), and in 1921, a group of Lewiston community leaders formed a Lewis and Clark Highway Association to advocate for building the road. Despite the promise of federal funding assistance, construction on the road never started. Steep



Beacon Rock has a long history with the Lewis and Clark National Historic Trail, from Clark's first description of the basalt monolith on October 31, 1805 to Henry Biddle's purchase of the property in 1915 to its subsequent transfer to Washington State Parks and Recreation during the Depression. Members of the LCTTHF took their responsibilities as "stewards of the Trail" seriously, and worked hard to help install interpretive markers at key sites associated with the expedition, like Beacon Rock.

costs and rugged terrain halted the project—the same reasons railroad companies never laid tracks over the pass.

In 1929, during the 125th anniversary of the Corps of Discovery's journey, the Lewiston Chamber of Commerce established the Lewis and Clark Memorial Association (LCMA). Unlike the Lewis and Clark Highway Association, the LCMA strove to be a national organization dedicated to the commemoration of Lewis and Clark. Despite support from delegates representing Idaho, North Dakota, Montana, Oregon, and Washington, the LCMA failed to get off the ground, due in large part to the Great Depression. But residents of Lewiston, Idaho, and Clarkston, Washington, persisted and, in 1936, they founded the Lewis-Clark Highway Association to advocate again for a highway over Lolo Pass. They made no progress, and in the 1950s, another group called the Lewis-Clark Turnpike Association (LCTA) formed. The LCTA partnered with the US Highway 12 Association of Montana and North Dakota to advocate for a road over Lolo Pass as part of a multi-state highway along the Lewis and Clark route.

Momentum for a Lewis and Clark Highway spread to other states in the years preceding the sesquicentennial of the Lewis and Clark Expedition (1954–1958). In 1948, the NPS entered the conversation by proposing a "Lewis and Clark Tourway" from St. Louis, Missouri, to Three Forks, Montana. The NPS proposal gained little traction, but the sesquicentennial expanded interest in the Corps of Discovery in all states along the expedition's route.

The Darling Foundation

The idea of a Lewis and Clark "trailway" originated with J. N. "Ding" Darling, a nationally syndicated, Pulitzer

Prize-winning political cartoonist from Iowa whose cartoons often addressed issues of wildlife, land conservation, and pollution. Darling envisioned outdoor recreation and natural resources "ribbons" consisting of trails, migratory bird flyways, and recreational waterways along the entire length of the Corps of Discovery's route. The trailway he proposed would achieve the twin goals of environmental conservation and prevention of pollution. Kept by illness from undertaking this endeavor himself, Darling enlisted Sherry Fisher,



Jay Norwood "Ding" Darling (1876–1962) was a nationally known Pulitzer Prize winning cartoonist and ardent conservationist.



Across 90 years of history, Ding's political cartoons like this one still speak to Americans of the importance of trail stewardship!

his protégé on the Iowa Conservation Commission, to make his vision a reality.

Fisher established the J. N. “Ding” Darling Foundation in 1961. The Darling Foundation’s first meeting took place on November 12, 1962, in Omaha, Nebraska. Founding members of the organization included representatives of federal agencies, states, national conservation organizations, journalists, professors, and members of Congress. The Darling Foundation requested the US Bureau of Outdoor Recreation (BOR) to study the potential of a Lewis and Clark trailway and asked Congress to fund the study and to pass legislation designating a Lewis and Clark Trail. Darling Foundation members decided to use the term “Trail” rather than “Trailway” at the last minute because of its brevity.

The Lewis and Clark Trail Commission

Propelled by momentum from the Darling Foundation, Congress passed a resolution in August 1963 supporting a Lewis and Clark Trail, which established a legislative mandate, but no funding, for federal agencies to develop the

trail. The Darling Foundation urged Congress to form a national body that would coordinate efforts to establish the trail and recreational sites along the route. Congress complied with 1964 legislation that created the Lewis and Clark Trail Commission (LCTC) and gave it a five-year term.

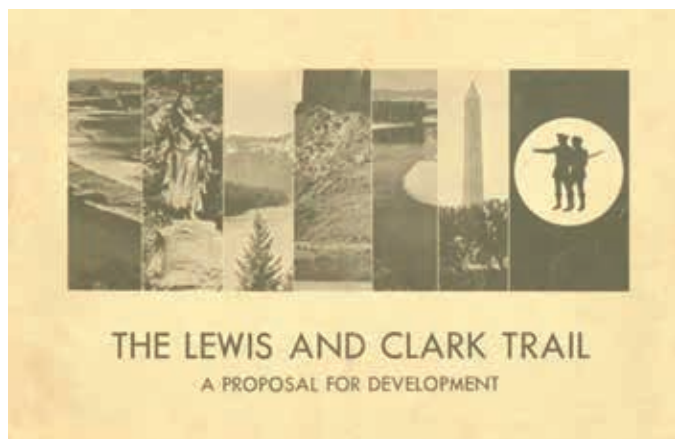
The LCTC was the first commission established by Congress for the purpose of commemorating an historic route. It included four representatives from the Darling Foundation, one member from each of the ten Lewis and Clark trail states (the founding legislation did not include Illinois), four Senators and four Representatives (split evenly by party, and not required to be from trail states), and one member each from five federal agencies. Congress directed the commission to identify, mark, and keep “available for the inspiration and enjoyment of the American people” the “route traversed by Captains Meriwether Lewis and William Clark.” While marking the route, the LCTC was also expected to “encourage desirable long-term conservation objectives . . . and outdoor recreation benefits” along the trail corridor. Much of the LCTC’s work involved



The celebrated logo seen on the LCTHF letterhead and highway signs along the Lewis and Clark Trail is based on this painting by Frank R. Davenport of Des Moines, IA. The original painting hangs in the LCTHF office in Great Falls, MT.

coordinating efforts among federal, state, and local governments and private partners. States along the trail formed subsidiary Lewis and Clark trail committees, centrally governed by the LCTC.

Among its accomplishments, the LCTC adopted a uniform symbol representing the Lewis and Clark Trail, to be used on highway markers along the Corps of Discovery's route. The Darling Foundation commissioned Frank R. "Bob" Davenport of Des Moines, Iowa, an artist for the *Des Moines Register*, to design it. Davenport created the first version of the logo in 1965. At a 1969 LCTC meeting, Davenport unveiled an oil painting now known as "Lewis and Clark West to the Pacific," based on the logo he had designed. LCTC members were active proponents of a nationwide system of trails, of which the Lewis and Clark Trail would be a part. Several members of Congress from trail states were instrumental in the passage of the National Trails System Act of 1968 (NTSA, P.L. 90-543), including Senator Frank E. Church (D-ID), Senator Henry "Scoop" Jackson (D-WA), Senator Len B. Jordan (R-ID), Representative Joe Skubitz (R-KS5), and Representative John Kyl (R-IA4). The National Trails System Act did not establish a national historic trail category and did not establish the Lewis and Clark Trail as part of the National Trails System, but instead called for study of the Lewis and Clark Trail and several other historic routes as potential national scenic trails.



Proposals to develop the Lewis and Clark Trail began to proliferate after Bernard DeVoto published his influential edition of the Lewis and Clark Journals in 1953. This one was published in 1965 at the urging of Secretary of the Interior Stewart Udall.

In its final report in 1969, the LCTC issued seven recommendations to "insure development of the Trail." These recommendations informed Department of the Interior (DOI) planning for Lewis and Clark Trail preservation and

the LCTHF's early goals, mission, and structure. They were:

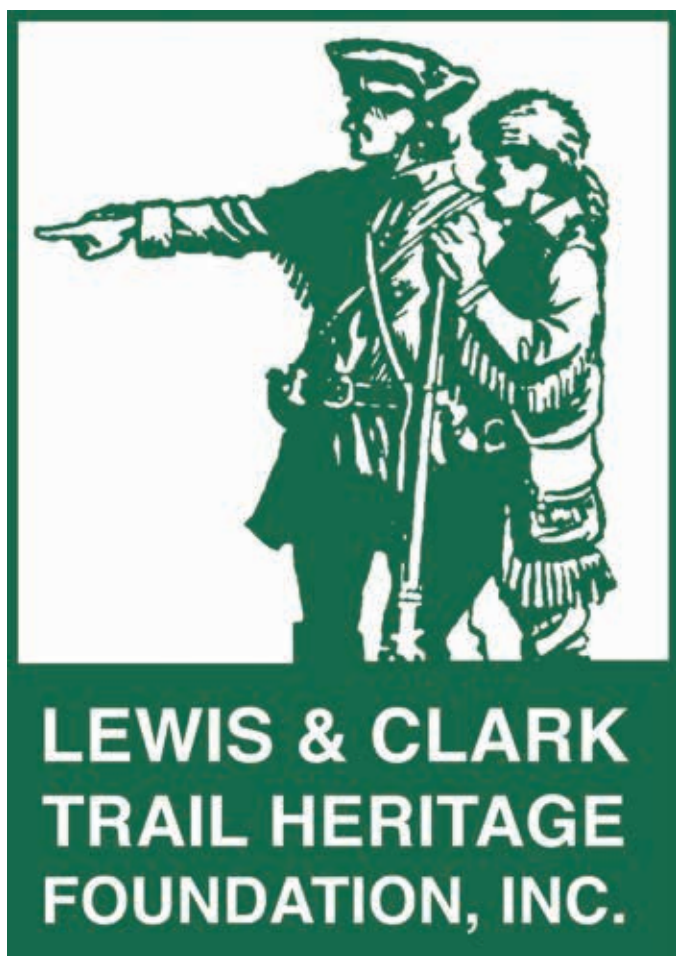
- 1) One or more groups should be organized to further the broad program developed by the Commission.
- 1) Unachieved objectives of the Lewis and Clark Trail Commission, and recommendations it received during public hearings, should be evaluated by the succeeding organizations and steps taken to attain those objectives that are pertinent and worthy.
- 2) Existing State Lewis and Clark Committees should be continued; these Committees are encouraged to establish County Lewis and Clark Trail Committees [as Missouri and Iowa already had].
- 3) Signs, publications, pageants, films, and similar devices should be used extensively to promote the interpretation of resources along the route.
- 4) The concerned Indian Tribes should develop and produce pageants that present their respective cultures and histories.
- 5) The energies and resources of youth organizations should be utilized whenever possible in future projects involving the Lewis and Clark Trail.
- 6) The Department of the Interior should continue to serve as a reference center and depository for information on Lewis and Clark programs and projects.

When the LCTHF formed in 1969, it did so to fulfill the first of these recommendations. Early leaders of the Foundation who had been members of the LCTC, including Sherry Fisher, Clarence Decker, and Edward G. "Gus" Budde, relied on the remaining recommendations as they shaped the new organization in the early 1970s.

The Lewis and Clark Trail Heritage Foundation

As the end of the LCTC's five-year tenure approached, members considered how to carry on the commission's role as coordinator of far-flung developments along the Lewis and Clark Trail, without support from Congress. The Missouri State Lewis and Clark Trail Committee, determined to build on the LCTC's momentum, decided to incorporate the Lewis and Clark Trail Heritage Foundation in order to "enhance tourism through development and promotion of the Lewis and Clark Trail."

Missouri State Committee members William Clark Adreon (a descendent of William Clark), Gus Budde, and



LCTHF logos have followed one of two designs: the portraits of the captains by Charles Willson Peale and Bob Davenport's 1969 painting.

Edwynne P. Murphy officially incorporated the Lewis and Clark Trail Heritage Foundation in the state of Missouri on February 11, 1969. Headquartered in Jefferson City, the LCTHF was a membership-based, private, nonprofit foundation that Adreon, Budde, Murphy, Jaeger, and Stoddard intended to promote Lewis and Clark enthusiasm and tourism in the state of Missouri. According to the articles of incorporation, the purpose of the new foundation was

To encourage, support or undertake, individually or jointly with federal, state and local governmental agencies, and others the construction, dedication and maintenance of public markers and monuments, parks, and rest and recreation areas adjacent to the Lewis and Clark Trail, the publication and distribution of journals, books, brochures, and similar material, and such other projects as may be appropriate, to stimulate and increase public knowledge

and awareness of the historical, social and cultural significance and heritage of the Lewis and Clark Trail, the facilities available for those studying or retracing the Lewis and Clark Expedition, and the natural wealth and beauty of our land;

To operate an organization to accomplish the foregoing purposes on a not for profit basis; to assist others in the organization of similar groups; and to coordinate the activities of all such groups. ...

Available documents do not make clear how the Foundation's name originated. From the beginning, members thought the name was somewhat unwieldy. Nevertheless, Board member Edwynne Murphy stressed the importance of using the Foundation's full name, rather than shortening it.



Pictured at the LCTHF's 14th Annual Meeting in Philadelphia (August 1982) are three former presidents of the LCTHF: Mitch Doumit of Stevenson, WA (1978-1979), Hazel Bain of Longview, WA (1982-1983), and Dr. E. G. "Frenchy" Chuinard of Portland, OR (1971). Bain was the organization's first woman president.

The Missouri State Committee then spearheaded efforts to create a national organization by recruiting other states to join the LCTHF. Jaeger sent out letters to former members of the LCTC state committees. He immediately received several positive responses, including from Dr. Eldon G. "Frenchy" Chuinard of Oregon, who had been very active in the LCTC and would go on to be one of the LCTHF's most influential founders. Chuinard and others in Oregon had also begun to envision a post-LCTC Lewis and Clark organization independent of the Missouri committee's actions. Chuinard and the Missouri group joined forces.

Initial Organizational Meeting

On June 27, 1970, representatives from nine of the eleven Lewis and Clark Trail states met in St. Louis, Missouri, and voted to establish the Lewis and Clark Trail Heritage Foundation, Inc. Thirteen people attended the first meeting: Missourians Joseph Jaeger, Edwynne Murphy, William Clark Adreon, and Gus Budde; Lynn Burris, Jr. (Kansas); Edward Ruisch (Iowa); Robert Killen (Nebraska); Keith Wilcox (South Dakota); John Greenslit (North Dakota); E. E. “Boo” MacGilvra (Montana); David G. Ainsworth (Idaho); and Frenchy Chuinard (Oregon). Elfreda Woodside of Dillon, Montana, president of the Beaverhead County Museum, was listed separately as a “guest.” No representatives from Washington or Illinois attended, as their governor-sponsored state committees had lapsed and neither state had committed to joining a national foundation.

Missourians oversaw the first meeting. After a lengthy discussion of what a new organization might look like, attendees voted unanimously to carry on the work of the expired Lewis and Clark Trail Commission. The national body used the name and nonprofit status of the entity that the Missouri committee had incorporated in 1969, but all parties saw the national organization as distinct and new. Budde announced the formation of the national Lewis and Clark Trail Heritage Foundation, Inc., in the July 1970 issue of his newsletter, the *Lewis and Clark Journal*. Missouri representatives had already drafted bylaws for the new organization, which they passed out to attendees, who took them back to their state committees to review and approve. To build on the accomplishments of the initial meeting, Greenslit invited the group to reconvene in autumn 1970 in Bismarck, North Dakota.

Board of Directors and Committees

The LCTHF Board of Directors began as eleven members, one from each trail state, patterned on the LCTC. By 1975, the Board had increased to twelve members (the twelfth was the immediate past-president) and Board members were elected by the general membership for one-year terms at the annual meeting. In the mid-1970s, the Board agreed to informally allow more than one member per state, but each state still retained only one vote in Board decisions. This change led to ballooning Board numbers, and 1979 amendments to the bylaws addressed this by limiting the number of Board members and changing terms from one year to three.

The Board adopted as the Foundation’s motto, “Theirs to Discover—Ours to Enjoy,” and decided to include it at the bottom of the 1971 letterhead with the names and addresses of all officers in the margins. Since its founding, the LCTHF has carried out much of its work through committees. Because the Foundation has only one annual meeting and the Board met in person only once annually in the early years, committees conducted almost all the work that kept the organization moving. Most early committees consisted of three members.

Annual Meetings

Greenslit and the North Dakota Lewis and Clark Trail Committee hosted the Foundation’s second meeting in Bismarck, North Dakota. It was held on November 5, 1970, the same year as the initial meeting, although Foundation leaders later referred to this as the second annual meeting. The one-day event began with a welcome from North Dakota Governor William L. Guy and a tourism film recently produced by the North Dakota Travel Department. It included lunch at the Elks Lodge, a presentation by the Old West Trail Foundation, an analysis of the national LCTC’s final report, election of officers, and amendment of the bylaws. Fifty people attended the meeting, thirty of whom hailed from North Dakota. Eight state Lewis and Clark



Planners for the Lewis and Clark Trail Heritage Foundation’s first Annual Meeting established a successful and flexible meeting format with a high standard of scholarship. This program, from the 4th Annual Meeting in Helena, MT (1972), reflects that mix of LCTHF business, presentations, and field trips.

Trail Committees sent representatives to the meeting. Only Washington, Nebraska, and Illinois were absent.

The Foundation chose the annual meeting sites in a haphazard fashion during its first decade. The bylaws had a provision that read, “the general practice will be to fix the Annual Meeting at a suitable place within the state in which the first Vice President [upcoming president] resides.” However, few meetings in the 1970s adhered to this guideline, so the Board voted to eliminate it from the bylaws in 1979. Instead, the Foundation followed an unwritten policy of alternating between eastern and western states. The Board usually selected a location because a Board member from that state had recommended it and offered his or her state committee to host. Hosting the annual meeting was an honor for state committees (and later, chapters) and the incoming president.

For the Foundation’s first several years, each state committee prepared a report for the national committee and presented it at the annual meeting. The practice was a vestige of LCTC procedure. However, as membership grew, state committee reports grew in turn and consumed large portions of the annual meeting. In 1976, the Board decided that state committees should continue to send officers and directors copies of their reports, but there would be no verbal reports at the meetings. This continued through 1979, but the practice of circulating state reports gradually faded thereafter as a result of the concurrent transition from state committees to chapters (see below).

Field trips became an increasingly prominent component of annual meetings. The fourth annual meeting, held in Helena in 1972, was the first to include lengthy excursions: a historic tour of Helena, a boat trip through the Gates of the Mountains on the Missouri River, and a cookout at the Meriwether Landing campsite. Organizers encouraged members to stay after the meeting to take tours of the Missouri River Breaks, Three Forks, Beaverhead Rock, Pompeys Pillar, and more. The trips were a hit, and subsequent meetings added touring to the business sessions and speeches.

Aims of the Foundation

During the LCTHF’s first decade, perspectives on its purpose often fractured along state lines. The Lewis and Clark Trail Committee of Missouri consisted primarily of representatives from state parks and tourism departments, and they saw the new Foundation as a vehicle for promoting tourism. In contrast, influential leaders in the Oregon

Lewis and Clark Trail Committee—Chuinard, Robert (Bob) Lange, and Irving Anderson—conducted their own scholarly research on the expedition and wanted the LCTHF to further Corps of Discovery scholarship. Chuinard wanted to establish a “Scholars Division” to coordinate research on the expedition and envisioned the Foundation as a

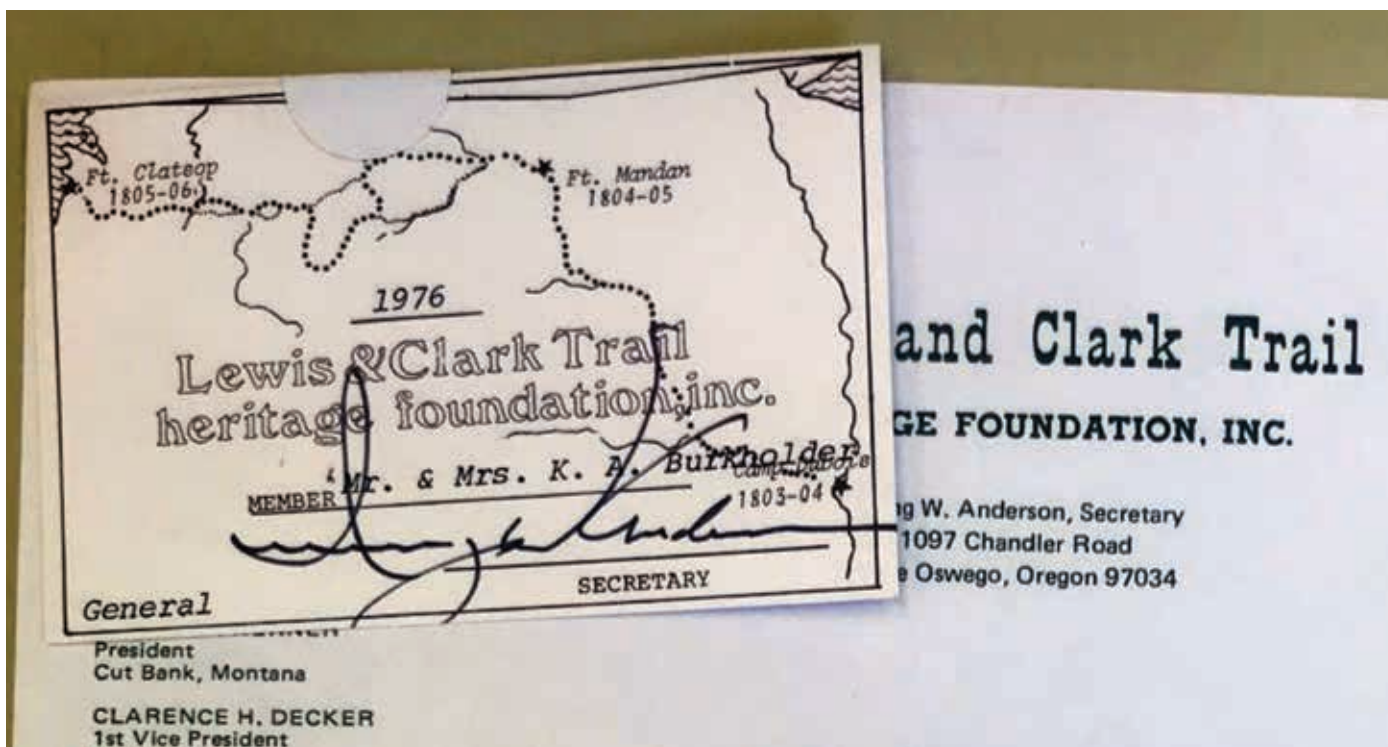
recipient and custodian of monies given by individuals or foundations for scholars to pursue their studies; or to receive monies for the support of other projects, such as appropriate monuments, re-establishment of the names given by Lewis and Clark to places along the Trail, etc.

Foundation leaders also wrestled with whether to focus on building membership or protecting trail resources. Trying to resolve these different goals affected the Foundation’s early initiatives and has been an ongoing theme in the Foundation’s history.



Standing in front of the LCTHF’s fifteen-star flag at the close of the 14th Annual Meeting in Philadelphia, PA (August 1982), are outgoing President Dr. V. Strode Hinds of Sioux City, IA, and incoming President Hazel Bain of Longview, WA.

Presidents’ personal inclinations affected the Foundation’s emphasis during their tenures. Hazel Bain, president from 1982 to 1983 and the first woman to serve in that role, saw the Foundation as a public promoter of the Corps of Discovery. She wrote to members in 1983, “It is important for our Foundation to develop as much public exposure as possible in promoting our purpose—to stimulate



Membership has many benefits. This paper card dates from 1976, the Bicentennial of the American Revolution.

interest in memorializing the Lewis and Clark Expedition.” The next president, Arlen J. “Jim” Large, described the Foundation’s purpose as enabling and enhancing the telling of the Lewis and Clark story along the expedition’s route through education, partnerships, and grant-giving.

As the 1980s progressed, the influence of the early Oregonians on the foundation waned as Montana’s delegation grew. In 1990, President Robert K. (Bob) Doerk, Jr., who was from Montana, acknowledged that the Foundation still struggled with “what kind of an organization it is and wants to become.”

Building Membership

Early members discussed building a broader membership than the LCTC, which had been limited to presidentially-appointed federal members and governor-appointed state committees. Attendees at the Foundation’s initial meeting concluded that membership should be open to anyone and that the Foundation should provide for business, education, and group memberships. Membership grew steadily until about 1988, when it leveled off. Starting in 1996, membership grew in anticipation of the Lewis and Clark Bicentennial, and it reached a high of 3,660 in 2006. It then fell off after the Bicentennial and has hovered between 1,000 and 1,200 since 2012.

Early Accomplishments

During the Foundation’s first decade, it achieved two major successes: gaining federal designation for the Lewis and Clark National Historic Trail and launching the quarterly journal *We Proceeded On*. Many of the Foundation’s



Thanks to hard work by staff, volunteers, and LCTHF members, the Lewis and Clark National Historic Trail now extends from Pittsburgh, PA, to the Pacific Ocean. The National Park Service will be installing signs along the trail to mark the Auto Tour Route.

subsequent initiatives have built on those two accomplishments, including stewardship and interpretation of trail resources, and cultivating scholarship on the Corps of Discovery.

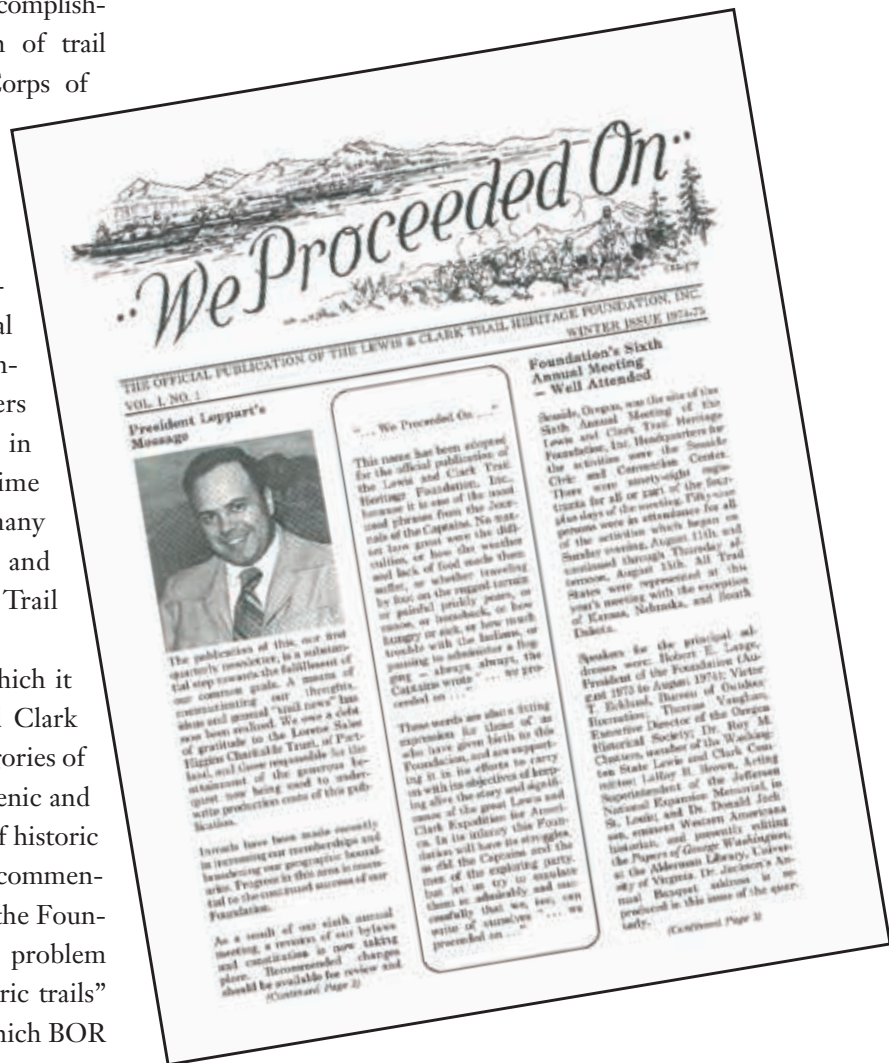
Establishing the Lewis and Clark National Historic Trail

In the early 1970s, the BOR (Bureau of Outdoor Recreation) undertook the study of a potential Lewis and Clark Trail as mandated in the National Trails System Act of 1968. Foundation members packed public meetings on the potential trail in Portland and St. Louis, advocated for the on-time completion of the study, and, Chuinard wrote, many “filed written statements for the development and recognition of projects by the Lewis and Clark Trail Heritage Foundation, Inc.”

In 1977, the BOR published its report, in which it recommended the establishment of a Lewis and Clark Trail. The report acknowledged that the two categories of national trails authorized by the 1968 NTSA—scenic and recreation—did not accommodate the inclusion of historic trails in the system. Therefore, the BOR, at the recommendation of the NPS and partner organizations like the Foundation, recommended that Congress address the problem by amending the NTSA to add a “national historic trails” category. At the 1977 LCTHF annual meeting, which BOR officials attended, the Board passed a resolution supporting the addition of a national historic trails category to the NTSA. Demonstrating that the Foundation could serve as a valuable partner, Chuinard collected and organized comments on the legislation from trail states.

On November 10, 1978, Congress passed the omnibus National Parks and Recreation Act (NPRA, P.L. 95-625), which, among many other things, designated the Lewis and Clark National Historic Trail. Foundation members’ advocacy had been instrumental in the creation of the national historic trails category and the establishment of the Lewis and Clark NHT.

Foundation leaders secured the inclusion of a Lewis and Clark NHT advisory council in the final legislation. At one point in the legislation drafting process, Congress had stricken the advisory council from the bill. Chuinard and Sherry Fisher (still with the Darling Foundation) had both urged Secretary of the Interior Cecil Andrus to retain the council.



The first issue of *We Proceeded On* edited by Frenchy Chuinard and Bob Lange, 1974-75.

We Proceeded On

Gus Budde first published a newsletter for the Lewis and Clark Trail Committee of Missouri in January 1970, calling it the *Lewis and Clark Journal*. The newsletter reported on the committee’s accomplishments and upcoming meetings. Budde requested updates from readers, which he then included in county-by-county snippets in Missouri. After the official formation of the LCTHF, Budde expanded his updates to other trail states.

Budde’s newsletter became an unofficial Foundation publication, and the LCTHF recognized Budde in 1971 for “his innovative and comprehensive monthly Missouri State Committee newsletter, which is currently receiving national circulation.” However, the newsletter’s success evaporated

in the mid-1970s, when the LCTHF began publishing its own journal. Budde continued to release occasional issues of the *Lewis and Clark Journal* at least until 1982, although with a limited circulation.

The idea of an LCTHF journal first arose at the 1973 annual meeting in St. Louis, Missouri. Bob Lange, then the incoming president, wrote and distributed a brief quarterly publication called *Historical Anecdote* for the seventy members of the Oregon committee. Lange suggested that the Foundation publish a periodical that would appeal to all trail states and would include new scholarship and updates from state committees. Chuinard liked Lange's idea. He used personal connections to secure a grant from the Lorene Sales Higgins Trust of Portland, Oregon, to underwrite the initial issues of a quarterly journal. Then he brought the idea to the Board. At the 1974 annual meeting in Seaside, Oregon, the Board authorized "a Foundation quarterly newspaper... that all members are entitled to receive . . . with payment of their dues.

Lange and Chuinard edited the first issue of *We Proceeded On*, which the Foundation published in early 1975. The debut issue explained the journal's title as follows:

This name has been adopted for the official publication of the Lewis and Clark Trail Heritage Foundation, Inc., because it is one of the most used phrases from the Journals of the Captains. No matter how great were the difficulties, or how the weather and lack of food made them suffer, or whether traveling by foot on the rugged terrain or painful prickly pears, or canoe, or horseback, or how hungry or sick, or how much trouble with the Indians, or pausing to administer a flogging—always, always, the Captains wrote “. . . we proceeded on . . .”

These words are also a fitting expression for those of us who have given birth to this Foundation, and are supporting it in its efforts to carry on with its objectives of keeping alive the story and significance of the great Lewis and Clark Expedition for America. In its infancy this Foundation will have its struggles, as did the Captains and the men of the exploring party, but let us try to emulate them so admirably and successfully that we, too, can write of ourselves “. . . we proceeded on . . .”

The journal's instant success triggered an increase in Foundation membership. Grants from the Higgins Trust funded the journal through 1979.

In its over forty continuous years of publication, *We Proceeded On* has had seven editors. The first, Lange, edited *We Proceeded On* from its conception in 1975 until 1987. Lange set the standard for the journal as a mix of news and scholarship. Lange explained that he wanted the journal to be both “newsy (informative about the Foundation's activities)” and “filled with historical material and anecdotes directly related to the expedition and the personnel of the exploring party who made it history.” He was conscientious about maintaining a balance between the two, and he often asked historians and readers for feedback on this subject. Regular features of the journal under Lange's editorship included reporting on the annual meeting; a “Foundation Personalities” column to spotlight contributions of members; an “anecdote” of the expedition, for which Lange usually tied together several passages from the expedition journals with a common theme; and reviews of books, movies, articles, and children's materials.

Lange referred to *We Proceeded On* as a “labor of love.” He dedicated a room of his house in Portland, Oregon, to the journal and his Corps of Discovery library. Lange spent hundreds of hours a year soliciting articles for the journal, perfecting the layout, printing and distributing it, and writing stories to include in its pages. Despite the time that these editorial tasks took, he refused to be paid. In 1981, he finally accepted the Board's offer to reimburse him \$300 per issue to defray office expenses, but he still declined payment for his hourly work.

When Lange retired as editor in 1987, former Foundation President Bob Saindon took over and served until 1991. The Board provided Saindon with \$1,600 for printing, \$1,500 for office expenses, and a \$5,000 stipend. Saindon brought the journal into the digital age. He introduced color and added more illustrations and photographic content. These changes increased the costs of printing the journal, and the Foundation periodically raised membership fees in order to defray some of the cost.

In 1991, the Board hired Marty Erickson as editor, with the same stipend Saindon had received. Erickson continued to include both news items and essays on the expedition. Subsequently, the Board transformed the editorial role into a more professionalized position: a half-time job with a regular salary, rather than a fixed stipend, and hired Jim Merritt to fill the position in 1999.

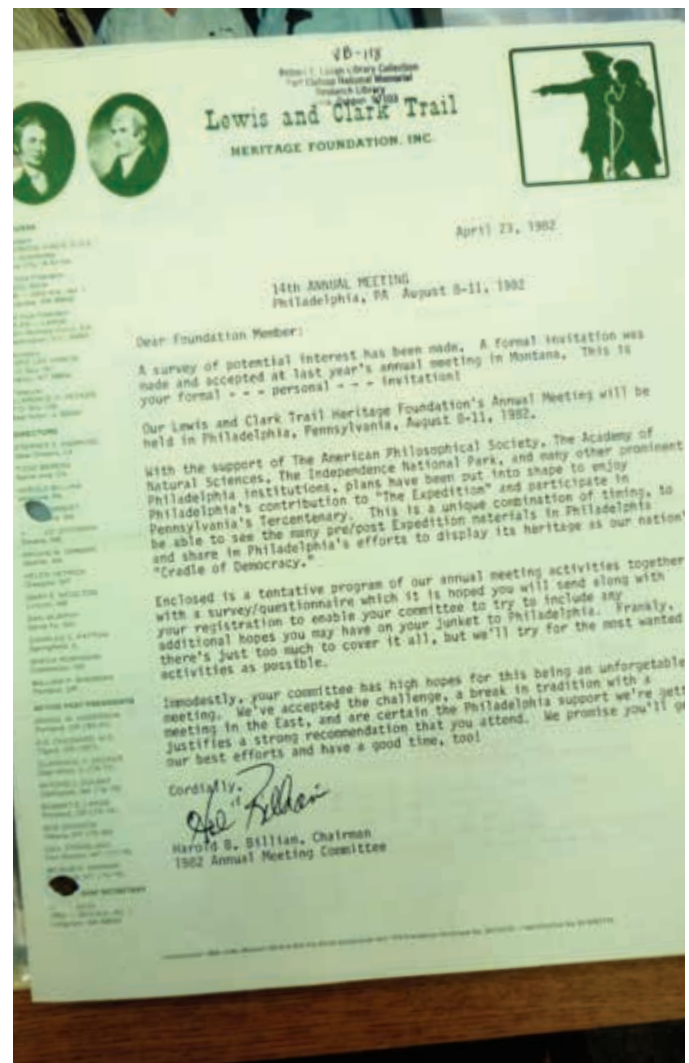
Merritt established a standard format, making it easy for readers to find regular features, and added full-color printing to all pages. He occasionally published lengthier issues than the then-standard forty pages, in part because of greater interest in the Corps of Discovery during the Bicentennial. During the Bicentennial years, *We Proceeded On* generated from \$4,000 to \$8,000 per issue in ad revenue.

Wendy Raney succeeded Merritt as editor in 2006. Raney had spent the previous three years as the Foundation's director of field operations, a full-time paid staff position. Through the field operations job, Raney had built relationships with chapter members and partners across the country, and she brought to the journal a keen awareness of what members wanted to read. Raney experimented, to great success, with themed issues, like "The Guns of Lewis and Clark" and an issue on medical aspects of the journey.

After Raney stepped down in 2010, the Board searched for a new editor. Interim, guest, and temporary editors maintained *We Proceeded On* until 2013. Meanwhile, the journal's Editorial Board considered transferring the editorial, design, publication, and printing responsibilities to a university press, and it requested a cost proposal from Washington State University Press (WSU Press) in Pullman, Washington. After a year of debating the pros and cons of a transfer, the Foundation signed a publication agreement with WSU Press, which made the press responsible for editing, designing, printing, and mailing *We Proceeded On*. Robert A. Clark, editor-in-chief at WSU Press, became the editor. After Clark retired in 2017, the Foundation retained WSU Press to print the journal but hired Clay Jenkinson as editor. *We Proceeded On* is now designed by WSU Press and printed by Sheridan Press.

The LCTHF Logo

The LCTHF grew out of the LCTC, but the group did not inherit the famous LCTC "pointy finger" emblem of the two captains standing and Lewis pointing west, which adorned trail signs from Illinois to the Pacific Ocean. That emblem was trademarked by the LCTC, and when the LCTC sunsetted, the emblem became property of the DOI. Although this information appeared on the back page of the LCTC's final report, LCTHF founders were not sure who owned the trademark. Chuinard noted in 1972 that the LCTC had patented the sign and told his fellow members, "I am not sure that just anybody has a right to use it." But he did not mention that the DOI owned the patent and he



Lewis and Clark Trail Heritage Foundation letterhead, 1982.

thus likely was not aware of the transfer of rights. In its early years, the Foundation received requests from partners for permission to use the emblem, but they did not know whether they had the right to give it.

Some members concluded in error that the LCTHF and its subsidiaries had inherited the logo. In 1974, President Bob Lange expressed this view and gave the Iowa State Historical Association permission to use it. Soon after, Lange and other Foundation leaders learned that DOI owned the copyright. Further complicating matters, the Foundation had already used a version of the emblem in its letterhead. Gail Stensland suggested in 1977 and 1978 that the Foundation design a distinct logo for which it would own the copyright, but members tabled the discussion both years. In 1979, National Park Service Director William J. Whalen granted the LCTHF permission to continue using the pointing finger logo on LCTHF stationery and

merchandise on behalf of the Secretary of the Interior. This settled the logo issue for the Foundation for the time being. At that point, the LCTHF logo looked identical to the LCTC road marker signs.

To fill space in *We Proceeded On*, Lange included small black-and-white illustrations in corners. Most were not credited, but some were based on Davenport's Lewis and Clark Trail highway marker. One of these sketches is a detailed, textured silhouette of Lewis and Clark that seems to be based on the Davenport painting. It appeared in the corner of the page in the February 1987 issue of *We Proceeded On* without information about its source or origins.

The appearance of this image coincided with NPS development of the Lewis and Clark NHT marker, which was the simple, non-textured Davenport silhouette (to which the DOI had copyright) in a rounded triangle, to match the style of other trails in the National Trails System. In the same issue of *We Proceeded On* (February 1987) that included what would become the LCTHF logo, a separate article tackled the confusing issue that had arisen: "Why Two Different Lewis and Clark Trail Markers?" This confusion over the new marker, and the DOI use and continued copyright of the Davenport simple silhouette image in the new trail logo, likely prompted Foundation leaders to reconsider their own logo.

The Foundation transitioned to the green logo derived from the Davenport painting (the same image in the February 1987 *We Proceeded On* issue, just in green) until the early 2000s. In 2005, the Board reconsidered the logo design in order to better differentiate it from the Lewis and Clark Trail and the Lewis and Clark NHT signs. The Board recommended using the Davenport painting in full, since the Foundation held copyright to that piece of art. The current logo is what resulted from that redesign.

Later copyright issues arose with the Davenport painting and the "pointy finger" logo. Boulevard Brewing of Kansas City prepared a major marketing campaign using the logo, which they had to abandon due to the copyright. The Foundation received the metal signs that the brewery had already produced for the campaign, which the Foundation sold to raise money. At another point, Kampgrounds of America (KOA) attempted to secure the copyright to the Lewis and Clark Trail Commission "pointy finger" logo, after learning that the copyright for it had expired. DOI attorneys responded to the claim, arguing that the logo was a protected federal copyright and that KOA could not appropriate the logo. Their argument prevailed, and the logo remained

copyrighted to the NPS. Because of these issues, the NPS did not license this logo for non-NPS and LCTHF uses.

Growth of the LCTHF

The LCTHF grew and matured as an organization following the publication of *We Proceeded On* and the establishment of the Lewis and Clark NHT. A key change occurred with the advent of local and regional "chapters" as affiliate groups of the Foundation. Increasing membership prompted the Foundation to transition from an all-volunteer staff to paid administrative professionals, who were supported with funding from NPS grants.



As chair of the Bicentennial Trail Stewardship Advisory Committee, Margaret Gorski (Stevensville, MT) guided the LCTHF through the early years of the "trail stewardship grant program." Gorski pitched in with numerous trail clean-up and maintenance projects and served as LCTHF president from 2013 to 2015.

LCTHF Chapters

The Foundation originated as a central organization with committees from each trail state, a vestige of the LCTC. However, due to both internal and external political issues, many state committees lapsed during the 1970s. Chuinard suggested that a less formal "chapter" system might be an alternative to state committees:



Over the years, many of the LCTHF's 31 chapters, tribal partners, and various civic organizations have used LCTHF grant programs to develop, install, and repair interpretive markers along the Lewis and Clark National Historic Trail and at related sites. Volunteers work (above) to repair an interpretive sign in Idaho's Clearwater National Forest.

Personally, I do not believe that we should have to wait for the governors to establish a committee. I think that our Constitution and Bylaws should be amended to the effect that any five, or fifteen, or some specified number of individuals can form themselves into a state chapter and elect their director, and have the director recognized by the Foundation. I think that this will eventually be the pattern throughout our Foundation, in order to get away from political ups and downs.

In 1974, with the number of state committees dwindling and Chuinard's chapter suggestion in mind, the Bylaws Committee drafted a procedural mechanism that would allow "other states or areas" to become affiliates of the Foundation. The new bylaws, adopted in 1975, allowed any state with ten or more residents wanting to form a "state Lewis and Clark Trail entity" to do so, whether the state was along the trail or not. The new state entities would have "equal

status and recognition in the Foundation." Virginia organized the first grassroots state committee in 1977. The group joined the Foundation as the Virginia State Committee, but it called itself the "Locust Hill Foundation." Non-trail states could now form state committees, but local groups did not yet have an avenue to affiliate with the Foundation.

In 1976, Bob Saindon of Glasgow, Montana, led thirty residents of Valley County (which borders the Missouri River and Canada) in an effort to organize a Valley County Lewis and Clark Trail Society. By 1977, Saindon had recruited thirty-six members to his new organization. Saindon and his group could only be an unofficial subsidiary of the LCTHF, since the 1975 amendments to LCTHF bylaws only allowed for a state (not a regional group) to organize an affiliated entity. Montana's state committee was still functioning, and its members took pride in the Valley County Lewis and Clark Trail Society, but the Foundation lacked a mechanism to grant formal status to the new group. Saindon, still committed to the national Foundation, required his members to join the LCTHF as a prerequisite to joining the local group.

The success of the Valley County Lewis and Clark Trail Society created a new model for affiliated groups. In *We Proceeded On*, Bob Lange referred to the new group as “chapter” or “entity,” while the LCTHF Board attempted to define what an entity was. Still trying to figure out how to classify the group in 1977, Lange applied the state committee structure to it, calling the Valley County group the “N.E. Montana Chapter.”

Valley County’s new entity inspired other members to form their own local Lewis and Clark groups. In 1977, Viola “Vi” Forrest of Walla Walla, Washington (a member of the Washington Lewis and Clark Trail Committee), spearheaded the formation of a Blue Mountain Chapter. Forrest held an organizational meeting in late 1977 and welcomed members from northeastern Oregon and southeastern Washington. The following year, Board member Boo MacGilvra pointed to the Blue Mountain and the Valley County chapters as examples when a high school teacher asked about starting a local chapter in Missoula. That group did not form at the time, but the Valley County and Blue Mountain chapters had clearly developed a new model of a LCTHF affiliate group.

Foundation leaders saw the grassroots formation of chapters as a boon to membership and encouraged it, starting with a *We Proceeded On* address by President Gail Stensland in July 1978. To provide financial support for the establishment of new chapters, the Board passed a resolution in 1978 to return 50 percent of national Foundation dues collected by newly chartered chapters to those chapters during their first two years of existence.

Chapter expansion came in two waves: one in the 1980s and another in the late 1990s. The 1980s wave was triggered by a change in the bylaws in 1982 that opened the door to chapters that were not tied to states. This allowed for the formal incorporation of local or regional chapters into the Foundation. The first chapter to organize after the bylaws amendment was the Portage Route Chapter in Great Falls, Montana (formed in August 1983). Planning for the 1984 annual Foundation meeting in Great Falls provided part of the impetus for forming the Portage Route Chapter. Many of the chapter’s original members helped to plan that meeting, and it provided an immediate task and purpose for the new group. The chapter’s early activities—including hosting the 1984 national meeting and forming partnerships with the Boy Scouts and the Great Falls Cross-County Club—provided a model for other chapters. The Portage Route

Chapter remains the longest continuously active chapter in the LCTHF.

Excitement and publicity surrounding the Lewis and Clark Bicentennial spurred the second wave of chapter growth, starting in 1994 and continuing until 2007. Thirty-five LCTHF chapters formed during this period. The new chapters originated in twenty-six states, including non-trail states such as Virginia, Colorado, Arizona, and California. Eight new chapters emerged in Montana alone. Ron Laycock, chair of the Chapter Formation and Liaison Committee from 1993 to the early 2000s, became known as “the Johnny Appleseed of the chapters” because of his role in helping more than twenty chapters organize.



Members of the Oregon Chapter explore the lower Columbia River by canoe in July 2015.

With Laycock’s encouragement and support from President Bob Gatten, eastern chapters began to form, including the Home Front Chapter (Virginia, 1994), Philadelphia and Minnesota chapters (1995), the Ohio River Chapter (Ohio, Kentucky, Indiana, West Virginia, and Michigan, 1997), Badger State Chapter (Wisconsin, 1998), Meriwether Lewis Chapter (Tennessee, 1998), Carolina Chapter (North Carolina and South Carolina, 1999), Florida Chapter (2002), and the Monongahela River Chapter (Pennsylvania, 2007). In addition, a Cincinnati group made an unsuccessful attempt to organize in 1996. Western non-trail states also established chapters, including the California Chapter (1995), the Grand Canyon Chapter (Arizona, 1997), the Lone Star Chapter (Texas, 2002), and Reaching the Rockies Chapter (Colorado, 2002).

Not all members of chapters belonged to the national Foundation, which caused problems with the Foundation’s

insurance policy and chapters' use of the Foundation's tax identification number. Around 2004, to deal with these legal compliance issues, the Foundation tried to motivate chapter members to belong to the national Foundation by returning 10 percent of new LCTHF member dues back to chapters. This created a fundraising incentive for local chapters without eating into Foundation funds, since the Foundation would not have received those dues without local chapter efforts. This incentive increased LCTHF membership but did not bring all chapters into compliance.

The Foundation began hosting chapter meetings at every annual meeting around 2004, providing a space for chapters to exchange ideas, problem solve, and hear the latest news from other chapters. After she was hired in 2012, Executive Director Lindy Hatcher instituted regular conferences calls with chapter presidents to further improve communication between the chapters and the national Foundation, in particular to keep current on Internal Revenue Service (IRS) requirements. Chapters carried forward the state committees' tradition of hosting annual meetings, which they have increasingly filled with educational excursions and speakers.

Chapter formation waned as the Bicentennial ended. The only chapters established after the Bicentennial were the Flathead Chapter (Bigfork, Montana, 2007), the Jefferson River Canoe Trail (Montana, 2009), and the Crest of the Rockies at the Plattes (aka CORPS, Colorado, 2011). After the Bicentennial, some chapters folded due to declining

membership. For example, the Grand Canyon Chapter voted to dissolve, and the Sergeant Floyd Honor Guard merged with the Discovery Corps of Omaha and Council Bluffs to form the Sergeant Floyd Honor Guard/Discovery Corps. Other chapters that disbanded in the years following the Bicentennial included Minnesota, Reaching the Rockies, Headwaters, Lone Star, George Drouillard, Florida, and Camp River Dubois.

Partnership with the National Park Service

The Foundation began partnering with the Lewis and Clark NHT after the trail's designation in 1978. The Foundation and the NPS entered into their first formal memorandum of understanding (MOU) in 1987. The Foundation agreed to encourage visitation of trail sites, publicize the trail, monitor interpretive sites, and maintain trail markers, while the NPS would contribute funding to accomplish these tasks and help the Foundation recruit volunteers. In 1992, the parties signed a revised MOU, under which the Foundation agreed to complete an inventory of historic sites along the trail, in order to update the trail's Comprehensive Management Plan.

As stipulated in the 1987 and 1992 MOUs, Foundation chapters assisted with the certification of official sites along the trail. Richard Clark and Tom Gilbert of the NPS wanted Foundation chapters to identify sites in their region that might merit certification and to complete the certification applications for those sites, as the North Dakota Lewis and



An important part of each annual meeting is the opportunity to visit sites along the Lewis and Clark National Historic Trail. Here, attendees at the 42nd Annual Meeting in Lewiston, ID, in 2010 explore the Lolo Trail and the Nez Perce fishing campsites on the Snake River visited by Sergeant John Ordway and his companions in May of 1806.



In 2012, the Washington State Chapter received a grant from the Lewis and Clark Bicentennial Trail Stewardship Endowment to help purchase native plants for riverbank enhancement at the Dismal Nitch Safety Rest Area near present-day Megler, WA. Chapter members and local residents gathered on a wet, chilly day to plant cedar trees, salal, and Nootka Rose along the Columbia River bank and in the woods around the rest area.

Clark Trail Council had done for North Dakota sites. The Oregon Lewis and Clark Trail Committee signed a separate MOU with the NPS to assist with certifying sites and supplying trail markers in that state. Foundation members assessed potential certified sites, helped process applications, and then monitored sites to ensure they remained well-maintained. The work of Foundation members and chapters accelerated the certification of sites along the trail.

The Board

During the 1980s and early 1990s, the Board of Directors considered and reconsidered the Board's size and makeup. In 1986, the directors amended the bylaws to reduce the Board from ten to six members, over a two-year transition period. In 1987, President John Montague suggested that the Board members be elected by region. Former President William P. (Bill) Sherman of Oregon explained to Montague that the Foundation had discarded its prior regional approach, since it ignored membership from outside the trail states. A non-regional Board, Sherman maintained, ensured "wider representation" from "various entities" along the trail.

The Board underwent several structural changes in the late 1980s. Initially, past presidents retained a seat at the table for Board meetings, but only the immediate past president had the right to vote. In 1987, to benefit from the wisdom of past presidents without bogging down the Board,

the Board established a Past-Presidents Council. That same year, the Board amended the bylaws to allow the adoption of minor new rules, regulations, and procedures without having to pass new bylaws every time.

Even after moving the past presidents into a separate council, the structure of the Board remained a concern. In 1990, changes to the bylaws allowed directors to serve two consecutive three-year terms for the first time. Directors and officers hoped this would provide more continuity on the Board and facilitate long-range planning. Other changes in 1990 allowed officers to serve terms longer than one year, at the discretion of the Board. In 1993, the Board increased the number of directors from six to nine.

Staffing

The Foundation operated for many years without paid staff. As membership rose in the 1970s, the workload became too great for the Foundation officers, who were unpaid themselves, and President Clarence Decker asked for a volunteer to assist the secretary and treasurer with their work. Hazel Bain stepped forward and became the Foundation's first membership secretary. Bain was very effective at handling the complex duties of maintaining membership rolls. Although she devoted extensive time to the job, she never asked to be paid.

Foundation leaders first discussed hiring paid staff in 1981, when they formed an ad hoc committee to consider



Clarence Decker (1917-1984) of East Alton, IL, served as LCTHF president (1976-1977) and as treasurer from 1974 until his death in 1984. Decker was also instrumental in establishing the Lewis and Clark State Historic Site in Hartford, IL, near the site of the Corps of Discovery's Camp Dubois.

hiring an executive secretary. Decker, who chaired the committee, noted that an executive secretary or other permanent position would provide more continuity for the Foundation, since officers and Board members rotated through on short terms, and it would alleviate the heavy workloads of some volunteers. But after studying the issue, the committee concluded that the Foundation could not afford to hire anyone at that time.

Discussions about hiring staff remained on the back burner for the next several years, until Bob and Ruth Lange hinted that they would soon be leaving their volunteer positions as editor and membership secretary, respectively. The Langes had donated so much time to the Foundation that their loss meant a rethinking of its organizational structure. Ruth, who had taken over Bain's role as membership secretary, processed over one thousand membership applications or renewals per year, and Bob spent hundreds of hours a year soliciting articles, writing content, and formatting the journal. President L. Edwin Wang admitted to readers in 1986, "Much, if not most, of the Foundation's work is conducted by either its committee members or by Bob and Ruth Lange, who, incidentally, also serve on committees."

The Foundation decided to hire an executive secretary—an "executary," as Chuinard liked to call it—on a two-year, part-time contract. The part-time employee would begin work on an "expenses only" basis, but the Board envisioned that the job would eventually be full-time and pay \$40,000 per year. The editor of the University of Nebraska's authoritative edition of *The Journals of the Lewis and Clark Expedition*, Gary Moulton, thought that, in addition to administrative duties, the executive secretary role should encompass the duties of editor and membership chair. A committee developed a job description in November 1986, and the following spring, the Board hired Bob Saindon, founder of the Valley County Chapter and president of the Foundation in 1979–1980, to be the first executive secretary with a one-year term. Saindon's role included membership administration, public relations, financial recordkeeping, and recruitment, along with editing, promoting, and record-keeping for *We Proceeded On*.

By the end of 1987, both Saindon and the Board agreed that the executive secretary position should not be continued. Incoming President Donald F. Nell commented that the "interest and need were there, but the timing was not



Robert E. (Bob) and Ruth Lange were early founders of the Lewis and Clark Trail Heritage Foundation. Bob was the LCTHF's fifth president (1973-1974) and the long-time editor of *We Proceeded On*. For many years, Ruth was his volunteer proof-reader and the LCTHF's membership secretary.

just right.” Nell and other board members hoped that NPS funding might soon be available through the Lewis and Clark NHT for a similar position. The Board allowed Saindon to continue as paid editor of the journal but eliminated his other duties.

In the meantime, the Board developed a membership secretary position with a more limited scope than the executive secretary. In 1988, the Board funded a part-time membership secretary, Connie Gazzo, through a partnership with the C. M. Russell Museum in Great Falls, Montana. Gazzo managed membership for a year, and then the Board began searching for a replacement whom the Board wanted to be based in Great Falls.

Board members saw the membership secretary as an interim solution to handling membership while they tried to obtain NPS funding for an executive director position. Presidents and former presidents, such as Doerk and Nell, picked up administrative tasks in the meantime.

Talks picked up in 1993, when Richard N. Williams, a new coordinator for the Lewis and Clark NHT, prioritized finding NPS funds for an executive director. Williams planned to fund the position through a cooperative agreement between the NPS and the Foundation. Meanwhile, increased congressional funding for long-distance trails created new opportunities to support trail partnerships. NPS funding came through in 1994, with the Bicentennial of the Corps of Discovery Expedition on the horizon. Tom Gilbert, superintendent of the Lewis and Clark NHT, signed a cooperative agreement with the LCTHF to fund the Foundation’s first executive director. Gilbert hoped that the NPS funding would professionalize the organization and increase its capacity. National trails had to rely on partnerships rather than large budgets to accomplish their work, and the trail needed the LCTHF as a strong partner.

With NPS funds in hand, the LCTHF Board hired Jay Vogt as its first executive director in 1995. Vogt worked part-time from his office in Pierre, South Dakota, and retained his part-time job at the South Dakota Historical Society. During his first year, Vogt developed and distributed a membership survey, created a calendar of Foundation events, investigated the possibility of merchandise sales, served as liaison to other trails organizations, transitioned Board communications to email, pushed the Board of Directors to develop a Board-specific mission statement, and kept abreast of political developments affecting national historic trails.



During the LCTHF’s 44th Annual Meeting (August 2012) in Clarksville, IN, the Board of Directors presented outgoing President Jay Buckley with a traditional catlinite pipe crafted by traditional pipe maker Travis Erickson at the Pipestone National Monument.

Vogt resigned on February 4, 1996, because his duties at the South Dakota Historical Society had increased and working both jobs became untenable. Still in need of an executive director, the Board drafted a position description for Vogt’s replacement but ended up not advertising it. Instead, Barb Kubik, who had been secretary of the Foundation since 1989, stepped in as interim executive director, funded through the same NPS cooperative agreement. Kubik, who worked part-time as Vogt had, continued as executive director from a home office through October 1997. She worked closely with volunteers who helped carry out the Foundation’s administrative work. Kubik kept the Foundation running during the busy pre-Bicentennial years, as publicity and membership swelled.

Annual Meeting Evolution

As the Foundation attracted more members, annual meeting attendance increased. Meeting organizers had more to plan and more money to develop programming. Programs in the 1980s continued to include local history, natural history, meaningful tribal components, and introduction of new scholarship. Washington State’s Lewis and Clark Trail Committee planned the 1983 meeting in Pasco, Washington, and the Portage Route Chapter planned the 1984 meeting in Great Falls. Requests to host often exceeded available meetings, and interested parties put their name

on the list of potential future hosts many years in advance. The Foundation continued the tradition of alternating annual meeting sites between eastern and western states. Although the Board announced in 1991 that there was not, and never had been, an official Foundation policy to alternate between east and west, many Board members hoped to continue the practice.

Since the mid-1970s, Foundation leaders had tossed around the idea of meeting in Charlottesville, Virginia, the home of Thomas Jefferson. The meeting did not come to fruition in the 1970s or 1980s because no group emerged to host. The first non-trail state meeting took place in 1982 in Philadelphia, where the American Philosophical Society housed some of the journals of Lewis and Clark. The success of that meeting prompted the Board to consider other off-trail locations. In 1987, the Board concluded that the Foundation should not hold a meeting in “an unrelated location, but an off-trail site with strong associations would be desirable.” In 1991, the annual meeting was held in Louisville, Kentucky, at the invitation of the Filson Historical Society and Louisville Chamber of Commerce.

By the mid-1980s, most annual meetings included some combination of scholarly lectures, historic site visits, and youth programming, trying to serve a variety of member interests. Some members preferred more scholarly lectures

and less travel, while others enjoyed more extensive field excursions, like the “moving meetings” that Great Falls, Billings, and Bozeman hosted in the 1980s. Some newer members wanted to “‘return to the basics’ of the Expedition” and host programs with general historic overviews. There was also discussion about setting a permanent annual meeting date, but that was overruled in the 1980s in favor of maintaining flexibility that would allow the Annual Meeting Committee to “take advantage of local celebrations, Expedition-related occurrences in their area, Expedition birthdays, etc.”

Some controversy also arose over how the local chapter hosting the meeting and the national Foundation split profits and losses from the meetings, especially since an unsuccessful meeting could spell doom for a small chapter. To help local organizers achieve success and avoid financial problems, Don Nell, Winifred George, and Malcolm Buffum developed an annual meeting guide in 1987. The Board made no concrete decisions about how to share costs and risks with meeting hosts, but it was mindful of these considerations.

Headquarters and William P. Sherman Library and Archives

During its first two decades, the Foundation lacked a central office. The bylaws listed St. Louis as its “principal office” at least until 1983, largely because Foundation was



In 1988, Congress authorized the building of the Lewis and Clark National Historic Trail Interpretive Center in Great Falls, MT. In 1996, the USDA Forest Service broke ground on the site overlooking the Great Falls of the Missouri River.

chartered in Missouri and its tax-exempt status with the IRS used a St. Louis address. Nevertheless, many Foundation operations were conducted out of members' homes.

Three distinct but intertwined factors resulted in Great Falls' becoming the Foundation's headquarters. In the late 1980s, President Bob Doerk sought to make Great Falls the "central address for the Foundation." The Board agreed that Great Falls would be a good central place to receive mail, especially in light of a recent agreement with the C. M. Russell Museum to support management of Foundation membership. By the end of 1988, mail, publishing, and membership were all managed out of Great Falls.



The William P. Sherman Library and Archives at the Lewis and Clark National Historic Trail Interpretive Center in Great Falls, MT, has become an extraordinary resource for Lewis and Clark scholars.

At the same time, the Foundation began accumulating a collection of books and other items that needed a home. One of the most prominent of these items was Bob Davenport's 1969 painting of Lewis and Clark, which Sherry Fisher of the Darling Foundation gave the LCTHF in 1980. Treasurer Clarence Decker copyrighted the painting and any new art produced on the basis of it. Decker kept the painting at his home in East Alton, Illinois, and commissioned reproductions of the painting to hand out as award prizes and thank you's. After Decker's sudden death in 1984, LCTHF President Bill Sherman flew to Illinois to gather the documents that Decker had maintained as treasurer, as well as the Davenport painting.

Then, in 1988, the Foundation received a major donation of materials from the late Robert L. Taylor, a former Board member and historian from Washington, DC. The

donation included 474 books, which weighed over eight hundred pounds. In need of a storage space, LCTHF President John Montague entered into an agreement with the C. M. Russell Museum in Great Falls to house the collection temporarily. The collection expanded further the following year when Gus Budde's niece, Irene Seener, who belonged to the Greater Metro St. Louis Chapter, donated Budde's papers to the Foundation.

The library and archives now had a home in Great Falls, but they were not organized or easy to access. Ella Mae Howard, chair of the Archives Committee, continued to accept gifts of books and manuscripts and initiated an inventory of existing collections. Howard received small grants from Meadowgold Dairy (her employer) to create a computerized catalog of the Foundation's collection. She finished the catalog in 1993, but it was not available for public use at that time because the museum lacked space for researchers or staff.

The third strand that contributed to a Great Falls headquarters history was the campaign to establish a Lewis and Clark interpretive center in Great Falls. Bill Sherman and the Portage Route Chapter first came up with the idea of a Lewis and Clark National Historic Trail visitor center in the early 1980s, convinced that Great Falls had the potential to attract more tourists by promoting the expedition's history. Sherman and the Portage Route Chapter, along with other Foundation officers and members in Montana, were instrumental in lobbying Congress to authorize a Lewis and Clark interpretive center in Great Falls. They envisioned the interpretive center as both a museum and the future home of the LCTHF library and archives.

In 1984, US Representative Ron Marlenee (R-MT2) and US Senator John Melcher (D-MT) introduced a bill to establish a Lewis and Clark Interpretive Center in Great Falls. Marlenee and Melcher's original bill authorized \$5 million for an interpretive center at Giant Springs State Park, to be run jointly by the state of Montana and NPS. At the sixteenth annual meeting in Great Falls that year, Sherman and Portage Route Chapter members persuaded the Board of Directors to pass a resolution endorsing a Lewis and Clark Interpretive Center in Great Falls.

Although the LCTHF supported Marlenee and Melcher's bill, the NPS did not. The NPS opposed it in part because they did not believe Giant Springs State Park was a site of historical significance to the expedition. Montana state officials, on the other hand, preferred Giant Springs,

since it would allow them to add a visitor center to a flagship state park. NPS reluctance to fund long-distance historic trails in the 1980s was also a factor: the NPS did not want another site to fund and maintain, and it did not want to set a precedent that would lead other historic trail partner groups to ask for interpretive centers.

Portage Route Chapter members strongly supported the interpretive center proposal. Doerk worked with Marlenee and Melcher to figure out how to establish a center without the NPS. They secured support from the US Forest Service (USFS), whose Lewis and Clark National Forest Headquarters was in Great Falls. Marlenee announced on the floor of Congress that the USFS proved a more willing partner than the NPS, and he recommended that Congress consider working with the USFS or the Bureau of Land Management (BLM). Ultimately, Congress wrote the USFS into the bill.

On October 28, 1988, President Ronald Reagan signed legislation authorizing the establishment of the Lewis and Clark National Historic Trail Interpretive Center in Great Falls (P.L. 100-552). The act authorized (but did not yet appropriate) \$3.5 million for construction of the center. A section of the act authorized the Secretary of the Agriculture to

enter into an agreement with the Portage Route chapter of the Lewis and Clark [Trail] Heritage Foundation or a similarly affiliated organization to provide educational and interpretive materials to the public that highlight the travels of Lewis and Clark, High Plains Indians, explorers, or other historical features of the area, that are compatible with the purposes of the Center.

It further specified that the Foundation would be required to maintain its nonprofit status, that the USFS would have access to LCTHF documents and records stored in the center, that any profits from sales in the center be returned to the USFS, and that the LCTHF would pay the USFS “reasonable rent and maintenance costs.”

On July 4, 1998, the USFS dedicated the Lewis and Clark National Historic Trail Interpretive Center in Great Falls. Sammye Meadows, the new executive director of the Foundation (see below), oversaw the move into the interpretive center. Meadows prioritized the library as the Foundation’s “most significant Bicentennial project” and one of its most meaningful contributions to American historical



Dr. Gary E. Moulton (above), editor of the University of Nebraska's thirteen-volume edition of The Journals of the Lewis & Clark Expedition, speaks to members of the LCTHF's Oregon and Washington State Chapters during a joint meeting at Fort Clatsop on August 23, 2015, in Astoria, OR.

memory. On February 20, 1999, the LCTHF dedicated the William P. Sherman Library and Archives. The library included approximately 570 square feet on the mezzanine level of the center. Separate offices and archival space were located behind the library.

The Archives Committee established a Friends of the Library group in May 2000. The Friends of the Library worked with staff to maintain and improve the Sherman Library, and they hosted scholarly events there. In partnership with the Friends of the Library, the Portage Route Chapter established a scholar-in-residence program in 2000. Gary Moulton, the inaugural scholar, spent five weeks in residence at the Sherman Library, supported through an endowment fund created by the Portage Route Chapter, along with funding from the NPS and Montana Committee for the Humanities. Other scholars-in-residence have included John Logan Allen, Leonard J. Sadowski, Bob Saindon, and Jay H. Buckley.

The Lewis and Clark Bicentennial

The Lewis and Clark Bicentennial commemoration took place from 2003 to 2006, but the LCTHF had been planning for it since the late 1980s. The Foundation’s Bicentennial Committee spun off as a separate nonprofit to coordinate the national event in 1993. Interest in Lewis and Clark skyrocketed before and during the Bicentennial, driving an increase in LCTHF membership and bringing



Thomas Jefferson's entry hall at Monticello. The Native American artifacts on the right were commissioned by Monticello for the Lewis and Clark Bicentennial. The elk antlers on the left are Monticello's only authenticated artifact from the expedition's journey in 1804-1806.

new NPS grant funding to the Foundation. The Foundation played a key role in the Bicentennial by assisting the NPS with management of its Challenge Cost Share grant program, which helped fund stewardship, education, and outreach programs related to the Corps of Discovery.

The LCTHF Bicentennial Committee

The LCTHF began planning early for the expedition's Bicentennial. President John Montague established the Bicentennial Committee in 1987, chaired by Jerry Garrett. The committee's proposed projects included reenactments, a Lewis and Clark postage stamp, improved marking of the Lewis and Clark NHT, fun runs, seminars by historians and botanists, reissue of past editions of *We Proceeded On*, and a gathering of Corps of Discovery descendants. When Bob Gatten took over the committee the following year, he added a "mobile display of artifacts" to the list, in the tradition of the "Freedom Train" that had traveled the nation during the US Constitution's Bicentennial.

In August 1993, Harry Hubbard, building on Bob Gatten's idea for a traveling Bicentennial exhibit, proposed a plan for a three-year, mobile "celebration" of the Corps of Discovery. Hubbard envisioned "a traveling theater and a

traveling museum" following the expedition's route:

The museum, if well funded, would consist of several interconnecting trailers, as in the traveling display for the Bicentennial of the Constitution. . . . Associated with the traveling museum would be an educational packet prepared for school systems across the country, and art and photography contests in each state. . . . Further ideas to be pursued would be living history presentations on appropriate days in each Lewis and Clark site. Lewis and Clark Trail runs and/or bicycle tours/ races and/or horse tours/races would be possible. Participants in such events could carry a newly-designed Lewis and Clark flag. High school band contests could be held in each state, with the winners playing at appropriate sites on the appropriate day. Folks/square dance organizations could also be brought in.

The NPS adopted the Bicentennial Committee's traveling exhibit idea in 1994 and eventually called it the

“Corps of Discovery II.” Corps II followed the Corps of Discovery’s route 200 years to the day after the expedition.

Spinning Off the Bicentennial Committee

To allow for flexibility in planning a national series of events, Hubbard proposed to spin off the LCTHF Bicentennial Committee as a separate 501(c)(3) organization, which would be called the Bicentennial Council. Hubbard, Gatten, Garrett, and Stu Knapp hoped that a separate non-profit organization would do better than the LCTHF at fundraising, moving quickly, and attracting a diverse coalition of partners. They also wanted to prevent other groups from co-opting Bicentennial planning.

LCTHF Board members were hesitant to separate the Bicentennial Committee from the Foundation. Board members discussed the matter at length at the 1993 annual meeting and only reluctantly approved the spinoff. The new entity incorporated as the National Lewis and Clark Bicentennial Council (later renamed the National Council of the Lewis and Clark Bicentennial, and hereafter referred to as the Bicentennial Council) and its bylaws required the council’s Board to include a certain number of LCTHF members. The Bicentennial Council prioritized economic development, tourism, and political advocacy for Bicentennial funding.

In the first few years, all officers of the Bicentennial Council were also part of LCTHF leadership. The Council became more independent as the Bicentennial approached, but it met in tandem with the Foundation, since the Council’s bylaws required that its annual meeting “be held immediately preceding and at the same place as the annual meeting of the Lewis and Clark Trail Heritage Foundation.”

Initially, the Council recruited its own members in the way the LCTHF had, but the Council soon abandoned plans to be a membership-based organization. The Bicentennial Council hosted annual planning workshops with historians, members of the LCTHF, museum staff, politicians, federal representatives, and tribal members. In several joint meetings with the Foundation, the Bicentennial Council Board planned promotional activities around the Bicentennial, brought in new partners, and coordinated lobbying for additional funds. Council leaders established partnerships with the American Philosophical Society, the Missouri Historical Society, and the Smithsonian Institution.

The Bicentennial Council entered into an MOU with over a dozen federal agencies to coordinate roles for the Bicentennial. Federal agency representatives, including Margaret Gorski of the USFS and Dick Fichtler of the BLM, attended Bicentennial Council and LCTHF annual meetings. Dick Williams from the Lewis and Clark NHT continued



Members of the Lewis and Clark Discovery Expedition of St. Charles (DESC) aboard their full-sized replica keelboat. During the Bicentennial, the DESC re-enactors not only undertook a near-heroic journey across America aboard the keelboat, but brought great attention to the Lewis and Clark story at every stop along the way. Photo by Betty Kluesner.



The late Stephen Ambrose played a pivotal role in the Bicentennial of the Lewis and Clark Expedition.

to attend Foundation meetings. The Council formed several subsidiary boards to coordinate the many other partnerships it engaged in: the Circle of Tribal Advisors (COTA), the Circle of State Advisors, the Circle of Education Advisors, and the Circle of Conservation Advisors. The Council went through a period of financial struggle in 2002, during which Bob Archibald and Karen Goering provided financial assistance and other resources

from the Missouri Historical Society to help reorganize and strengthen the Council.

All across America re-enactors brought the Lewis and Clark story to life. Virtually every member of the expedition had one or more costumed incarnations and some—like Lewis, Clark, Sacagawea, York, Colter, Gass, and Seaman—had multiple embodiments. The epic real-time journey of the Lewis and Clark Discovery Expedition of St. Charles, Missouri, a monumental achievement made possible by individuals whose love and devotion to the story cannot be exaggerated, created good will as well as greater understanding “from sea to shining sea,” as the late Stephen Ambrose put it. Dozens of other regional flotillas followed in the wake of Lewis and Clark.

Incorporating Native American Perspectives

The LCTHF maintained an internal Bicentennial Committee until 2003 to coordinate its own Bicentennial activities. Until 1994, the LCTHF committee referred to itself as the “Bicentennial Celebration Committee,” reflecting the Foundation’s general perception of the Bicentennial as a cause for celebration. This perspective, which NPS representatives also held in the early planning stages, put the Foundation and the NPS at odds with Native Americans who were involved in the Bicentennial planning effort. To Native Americans, the Lewis and Clark Expedition represented the onset of significant changes to the world as they knew it, including loss of territory, loss of natural resources upon which they relied, and loss of sovereignty. For many Native Americans it was something to mourn, not to celebrate.

Indigenous people across the Americas had protested the celebration of imperialism and colonialism during the

1992 Columbus Quincentennial, pulling out of planned commemorative events and effectively ending the celebrations before they began. Those protests, and a similar protest of celebrations of the 150th anniversary of the Oregon Trail, caught the attention of the NPS and LCTHF. Foundation leaders and Lewis and Clark NHT staff acknowledged that the Lewis and Clark Bicentennial could not be successful if it were a one-sided glorification of the Corps of Discovery.

In 1993, LCTHF President Jim Fazio wrote a long column explaining why the Foundation would need to listen to different perspectives on Lewis and Clark:

The revision of Lewis and Clark history has already begun. At the American Encounters Conference held last September at the University of Montana, Lewis and Clark scholars were criticized for placing their focus on “antiquarian interests” (what was worn, types of boats or tools used, etc.) instead of on what one speaker said was the real significance of the journey—the beginning of the invasion of Americans into western Indian country. . . .

. . . [W]e need to listen with open minds to voices that may not have been heard very much in the recent past. Voices like that of Salish tribal member and historian, Dr. Betty White. She said at the Missoula



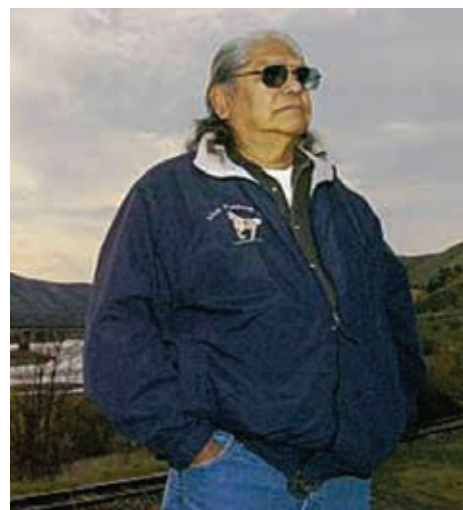
Hidatsa historian and National Park Service Ranger Gerard Baker (right) informs and amuses Secretary of the Interior Gale Ann Norton. Norton served as Secretary 2001-06.



Jeanne Eder, historian, tribal elder, interpreter of Sacagawea.



Dark Rain Thom provided essential leadership in making the Bicentennial a multicultural commemoration rather than a Eurocentric celebration. Photo courtesy of Graphic Enterprises.



Nez Perce leader, historian, writer, and tribal advocate Allen Pinkham in his element.

conference that her intent was not to vilify Lewis and Clark, but to show that from the Native American point of view the glorification of Lewis and Clark needs to be looked at from both sides. The result, in her opinion, “could prevent this country from continuing the politics of domination in the future.”

To avoid repeating the failure of the Columbus Quincentennial, and out of respect for the views of tribes with ancestral homelands along the trail, the Foundation, Bicentennial Council, and NPS sought new ways to include tribes and ensure the success of the Bicentennial.

Several Bicentennial Council Board members who were Native American—including Allen Pinkham (Nez Perce) and Jeanne Eder (Dakota)—voiced their objections to using the word “celebration” in regard to the Bicentennial. At a 1995 Bicentennial Council Board meeting, Eder explained how insulting many Native Americans found that word: how could someone celebrate what was the “beginning of the end” of flourishing indigenous cultures? Eder and Pinkham expressed concerns to the rest of the Board and, to respect the cultural pain of Native Americans while also allowing the Bicentennial to move forward, the Council adopted the word “commemoration” in place of “celebration.”

Still, Eder and Pinkham felt that tribes were being included only as tokens, brought in at the last minute to rubber-stamp plans that were already made, instead of participating meaningfully in the planning effort. Pinkham, Eder, and

Dark Rain Thom helped ease tensions at a particularly tense meeting of the Bicentennial Council in Skamania, Washington, by conducting a sweetgrass ceremony. That act ushered in a period of greater mutual respect and understanding.

After the Skamania meeting, the Bicentennial Council established a Circle of Tribal Advisors (COTA). Thom joined the LCTHF Board in 1997, and the Foundation hired Sammye Meadows, who had experience in tribal relations, as executive director in 1998.

The spirit of collaboration, respect, and understanding espoused by COTA members, Meadows, Baker, and Tribal Liaisons Otis Halfmoon and Darrell Martin saved the Bicentennial from meeting the same fate as the Columbus Quincentennial (for more information, see Gonzales and Greenwald, *Commemoration and Collaboration*).

Throughout the Bicentennial, Foundation members across the country worked with tribes to plan Bicentennial events. LCTHF staff attended “listening sessions” that the NPS held in 1999 with Native American tribes along the trail and assisted the Bicentennial Council with planning related events. After Lewis and Clark NHT Superintendent Gerard Baker, a member of the Mandan-Hidatsa nation, came up with the idea of a “Tent of Many Voices” to be the centerpiece of Corps II, LCTHF members helped recruit speakers for it.

Rising Membership

Interest in the Corps of Discovery surged in 1997,

following publication of Stephen Ambrose's bestseller *Undaunted Courage* and Ken Burns' and Dayton Duncan's documentary series on Lewis and Clark (the LCTHF funded initial research of the latter). In his book, Ambrose included a call to join the LCTHF. As a result of that specific mention and general increased interest, membership and revenue grew substantially during the pre-Bicentennial years, allowing the Foundation and its chapters to launch new stewardship and educational activities. In 1999, the Foundation entered into an MOU with the Bicentennial Council to facilitate partnerships during the Bicentennial.



Dayton Duncan, who played a key role in Ken Burns' documentary on the expedition and in a wide range of Bicentennial events.



Ken Burns, America's finest documentary filmmaker and one of the great keepers of American memory.

The Foundation launched a membership campaign in 2000 to capitalize on interest in the Bicentennial. Local chapters recruited new members, and the Foundation advertised through historical societies during the Bicentennial to attract new members. Membership recruitment paid off: the Foundation grew from around 1,500 members in 1992 to 3,700 in 2004. The number of chapters also increased considerably, from eight in 1993 to forty-two in 2003, several of which were not even along the trail. Annual meetings immediately preceding and during the Bicentennial were larger than ever before or since, with over 400 attendees. These meetings included extensive programming, often in conjunction with local Bicentennial events occurring in the area.

Expanding the Staff

As of 1996, Barb Kubik still served as the Foundation's interim executive director. Kubik worked part-time from her home in Kennewick, Washington. Meanwhile, the Bicentennial Council's visibility, funding, and goals expanded. The Council, LCTHF, and NPS agreed that the Bicentennial Council needed a paid employee. In late 1996, Dick

Williams of the Lewis and Clark NHT negotiated a cooperative agreement among the LCTHF, Bicentennial Council, and NPS by which the NPS would fund a joint executive director for the two nonprofits.

After a months-long national search, the two Boards hired Michelle Bussard as the joint LCTHF-Bicentennial Council executive director. After years of debate, the Board and membership had voted at the previous annual meeting to make Great Falls the Foundation's official headquarters, and the Sherman Library at the new USFS interpretive center in Great Falls was about to open. Rather than moving to Great Falls, however, Bussard worked from Vancouver, Washington, in office space made possible through the Fort Vancouver National Trust and David Nicandri, director of the Washington State Historical Society and a Bicentennial Council Board member.

The joint executive director position lasted less than a year. The Bicentennial Council, buoyed by federal funding for the Bicentennial, had enough work for its own executive director only a few months into Bussard's tenure. In 1998, Bussard transitioned to full-time executive director of the Bicentennial Council.

The LCTHF had NPS money to hire its own executive director but not enough to conduct a national search. The Foundation went back to the list of candidates for the joint position and called Sammye Meadows, who had been the Foundation's first choice but had declined due to other obligations. Meadows's circumstances had changed in the intervening year, and she accepted the offer to serve as the first full-time LCTHF executive director.

Meadows moved to Great Falls, the first LCTHF executive director to do so. She established routine communications between the executive director and the Board. Her strong relationships with tribal nations helped the Foundation improve its own tribal relations. Meadows also professionalized the organization by adding new staff positions, funded by NPS grants: a full-time membership coordinator (Rebecca Young), archivist (Julianne Ruby), a receptionist/administrative assistant (Betty Lou Hall), and a trail coordinator (Jeff Olson). Olson's trail coordinator position supported resource protection and advocacy along the Lewis and Clark NHT.

In 2000, Meadows left the Foundation to work as the Bicentennial Council's Director of Communications and Development. In 2002, she transitioned to working full-time for the Circle of Tribal Advisers (COTA), then a subsidiary

organization of the Bicentennial Council. At COTA, Meadows maintained good relationships with Foundation leaders and partnered with the Foundation frequently. With Meadows gone, the Board promoted Cari Karns, whom Meadows had first hired as membership coordinator in 2000, to executive director. Karns left the Foundation in December 2001 when her husband, who was in the Air Force and had been stationed in Great Falls, was transferred to another base.

With Bicentennial planning in full swing, Board members moved quickly to hire a replacement for Karns. They chose Carol Bronson, a Great Falls resident who was then the president of the Great Falls/Cascade County Historic Preservation Commission. Bronson had significant non-profit management experience and had worked with a wide range of partners in her career, which made her an ideal candidate to lead the Foundation during the complex and partnership-oriented years of the Bicentennial.

Federal funding during the Bicentennial allowed the LCTHF to expand its paid staff. Within a decade, the Foundation went from having one part-time paid executive director to five full-time paid staff—an executive director, a trail coordinator/field director, a membership director, a librarian, and an administrative assistant—along with various part-time employees.

Carol Bronson steered the Foundation through the Bicentennial. She approached her job by “beginning with the end in mind.” She wanted to work backwards, think through where the Foundation should be at the end of the Bicentennial, and then do what was needed during the Bicentennial to get to that point. She transformed the Foundation from a mostly volunteer-run organization into one run by professional staff. Bronson aimed for the Foundation to have as much of a presence at each Bicentennial event as possible. Local LCTHF chapters played a vital role in Bicentennial events as local hosts.

NPS Challenge Cost Share Program

During the planning phase of the Bicentennial, the Foundation took on a significant workload as the administrator of numerous NPS Challenge Cost Share (CCS) grants. CCS was a federal program that granted funds to partners of land management agencies, provided the partners raised matching funds (in money or volunteered time, skills, or experience). The CCS program supported the partnership-based model that Congress built into the National Trails System’s founding legislation.

From 1994 to 1999, the Lewis and Clark NHT received between \$25,000 and \$90,000 a year from the NPS for CCS grants. The LCTHF applied for CCS grants and used the money it received to support the executive director position, publication of *We Proceeded On*, and the Foundation’s first website.

In 1995, the LCTHF Board approved a proposal from Dick Williams of the NPS by which the LCTHF would serve as a pass-through entity for Lewis and Clark NHT CCS grants. Sending grants through the LCTHF allowed the NPS to “eliminate the need for individual contracts between the NPS and each grant recipient.” It also saved the NPS time and money by shifting responsibility for overseeing the grants, projects, and recipients from the NPS to the Foundation.

Congressional appropriations for Lewis and Clark NHT CCS grants increased dramatically as the Bicentennial neared, thanks to the strong support of the LCTHF, the Bicentennial Council, and Lewis and Clark Bicentennial Congressional Caucus members. In 1999, the Lewis and Clark NHT’s share of CCS funds jumped to \$250,000. Then, in 2001, Congress earmarked a whopping \$3 million for Lewis and Clark NHT CCS grants. From 2002 to 2005, Congress increased the amount to \$5 million per year, and by 2007, the trail had received and given out over \$25 million.

The NPS used its cooperative agreement with the LCTHF to allow the Foundation to disburse most of these CCS funds, easing the administrative burden on the small Lewis and Clark NHT staff. The NPS reviewed grant applications and determined the recipients. The LCTHF then handled the payment and oversight of the grants. Millions of dollars in CCS grants passed through the Foundation to hundreds of projects across dozens of states, funding everything from environmental conservation projects to \$250,000 for COTA to pay tribal presenters for their presentations in the Tent of Many Voices. Grants funded interpretive signage, recreational trails, brochures, new museums, new educational exhibits, youth education programs, community initiatives, art installations, Bicentennial events, scholarship, teachers’ conferences, and much, much more.

The Foundation received CCS grants for its own activities during the Bicentennial, applying for them like all partner groups. Each year, Bronson submitted proposals for grants and laid out the programs that they would support. CCS funds supported the executive director position, trail stewardship staff, and various trail stewardship projects. CCS monies

also funded the Sherman Library and associated projects in the library. CCS grants during the Bicentennial provided the means for the Foundation to professionalize its operations during those years, and they continued as late as 2008.

Bicentennial Events

The Bicentennial Council organized fifteen “signature events” between 2003 and 2006 in partnership with Corps II that anchored the Bicentennial commemoration. Several LCTHF members were part of the Bicentennial Council Board and helped to choose these events from proposals received. The Bicentennial Council Board chose the fifteen signature events based on geographic spread, sponsorships available, and breadth of partners. Funding for signature events came from CCS money from the NPS, Bicentennial Council, LCTHF, local fundraising efforts, corporate sponsors, and other partners.

Bronson and Wendy Raney tried to set up a table at as many signature events or Corps II events as they could, but the Foundation’s multitude of obligations during the Bicentennial years prevented staff from attending all events. Still, Bronson ensured that the LCTHF had as much of a presence at each event as possible. Some organizers would send event or project plans to the Foundation to review for historical accuracy, which members did as volunteers. And members presented at the Tent of Many Voices as part of the Corps II traveling exhibit.

Local LCTHF chapters were often more involved in signature and other event planning than the national Foundation, since they could play a vital role as local hosts. Chapters usually worked directly with the Bicentennial Council, local governments, tribes, and other groups, rather than through the Foundation. Chapters also hosted and helped to plan many other events during the Bicentennial, usually working behind the scenes. The national Foundation donated money to chapters to support costs associated with hosting events and gave grants to chapters and partner groups for signature events and other Bicentennial initiatives. Some of these grants came directly from the Foundation, while others were CCS grants funded by the NPS and administered by the LCTHF.

Strategic Planning

In the run-up to the Bicentennial, the Foundation experienced so much change that its leaders recognized the need for strategic planning. Cindy Orlando, chair of the Planning and Development Committee, initiated the first



Chuck Holland was one of many LCTHF members who presented programs in the Tent of Many Voices during the Bicentennial. The Tent of Many Voices was a National Park Service-sponsored traveling exhibit which featured lectures, children’s activities, exhibits, and storytelling by the variety of groups involved in the commemoration.

Board retreat in 1997 to develop a strategic plan. The Board emerged from the retreat with a new mission statement and a statement of purpose:

The mission of the Lewis and Clark Trail Heritage Foundation, Inc., is to stimulate public appreciation of the Lewis and Clark Expedition’s contributions to this nation’s heritage and enroll them to participate and support education, research, development, and preservation of trail sites.

To carry out the mission, the Lewis and Clark Trail Heritage Foundation will encourage, support, or undertake, individually or jointly with private organizations, government agencies, sovereign nations and others, projects as may be appropriate to stimulate and increase public knowledge and awareness of the historical, social and cultural significance and heritage of the Lewis and Clark Expedition; the facilities available for those studying or retracing the Lewis and Clark National Historic Trail; and the natural wealth and beauty of our land.

A report from a second Board retreat, held at Fort Clatsop in 1999, was titled “Stewards of the Trail, Trustees of the Adventure.” This appears to be the root of the organization’s later motto. The adoption of the motto appears to have been gradual: President Barb Kubik titled a *We Proceeded On* column “Keepers of the Story, Stewards of the Trail” in 2001, the same year that Jeff Olson used the phrase “Stewards of the Trail” in another column.

The Board made various adjustments to the Foundation’s structure to keep pace with changes caused by the Bicentennial. Starting in 1997, they met in person twice a year instead of once as meeting only once per year had sometimes caused communication issues, especially in the pre-internet and email era.

President Jane Henley oversaw the next round of strategic planning, from which the Board released an updated plan in August 2002. The Board added a vision statement that could carry the Foundation beyond the Bicentennial:

The Lewis and Clark Trail Heritage Foundation, Inc. remains a membership-based organization and through endowment and planned giving has the financial resources to maintain its core programs of promoting and ensuring the integrity of the Lewis and Clark story and supporting its many chapters. Foundation members value camaraderie with their fellow enthusiasts and share a common bond of endorsing, promoting, and publishing high quality scholarship materials in appropriate mediums. The Foundation continues its longstanding relationship with the National Park Service, tribal partners, and young students of the Expedition and is recognized nationally as the center for Lewis and Clark-related scholarship by distributing a premier national quarterly publication and providing superior materials to both members and non-members through its archives library.

As the Bicentennial came to a close, the Board drafted a new strategic plan that addressed the realities of decreased federal funding and the end of a national spotlight on Lewis and Clark. Gordon Julich, chair of the Strategic Planning Committee, and President Jim Gramentine led the strategic

planning process throughout 2005. Julich and his team (Ken Jutzi, Karen Seaberg, Frank Wesley, Gramentine, and Bronson) released a five-year plan in 2006. They settled on a modified mission statement:

As Keepers of the Story ~ Stewards of the Trail, the Lewis and Clark Trail Heritage Foundation, Inc. provides national leadership in maintaining the integrity of the Trail and its story through stewardship, scholarship, education, partnership and cultural inclusiveness. To accomplish this mission, the LCTHF will:

- Advocate for the Lewis and Clark National Historic Trail, from sea to sea, and the preservation and protection of its physical, historical and cultural resources for future generations.
- Demonstrate commitment to a vibrant, financially secure organization.
- Serve as a catalyst for an enhanced network of Trail partnerships and stakeholders.
- Foster increased cultural awareness.
- Promote the education of youth and life-long learners about the Lewis and Clark story and its many facts.
- Cultivate a sense of community among stakeholders of the LCNHT and the Foundation.

Other goals included sustaining vibrant membership and chapters, stewarding the trail, and ensuring financial stability



Lewis and Clark shake hands in Carol Grende's representation at the Falls of the Ohio in Clarksville, IN.



Over the course of his life, Wilbur Werner (1911-2006) wore many hats—attorney, president of the LCTHF (1975-1976), and steward of the trail, especially the “Two Medicine River Fight Site” and Camp Disappointment near present-day Cut Bank, MT.

in the post-Bicentennial years. The Board identified as priorities promoting an eastern extension of the trail, developing cost estimates of trail maintenance, monitoring industrial development along the trail, and inventorying trail resources. The 2006 strategic plan was the first time that the “Keepers of the Story, Stewards of the Trail” phrase entered the mission statement.

Foundation leaders understood that CCS grant support, which had helped to professionalize the Foundation, would likely not last beyond the Bicentennial, and that they would need to figure out a way for the Foundation to become self-sustaining. The Foundation had three restricted funds in place by the start of the Bicentennial: the Bronze Fund, which Past President Wilbur P. Werner had started with proceeds from the sale of Bob Scriver’s statues, the interest from which went to *We Proceeded On* publication costs; the Lewis & Clark Fellow Fund, which supported the executive director position; and the Burroughs Memorial Fund for youth education, started by a donation from Margaret Burroughs Norris. Norris and her husband were LCTHF members and set up the fund in memory of Norris’s father, Raymond Darwin “Dar” Burroughs.

In 1998, the Board resolved to set aside five percent of the Bronze and Fellows Funds annually for the following year’s budget. The Board continued to do this through the Bicentennial, helped by a relatively healthy stock market in the early 2000s. By 2002, the Bronze Fund had swelled to over \$200,000, the Lewis and Clark Fellows Fund to over \$70,000, and the Burroughs Memorial Fund to \$3,000.

Also in 2002, Foundation member Bob Shattuck died and left the Foundation the benefits of two insurance

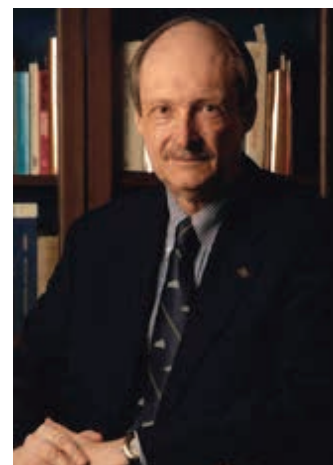
policies. In 2003, the Board used this bequest to establish the Shattuck Fund for the support of monetary grants. The Board encouraged other planned giving and large-scale donations. Bronson and Young helped President Larry Epstein roll out the Foundation’s first ever general endowment fund in late 2002. Epstein called it a “much-needed long-term giving option for our members” and urged members to donate money or property. In 2005, the Foundation established a new endowment called the Third Century Fund, and in 2008, the Board rolled the money in Epstein’s “Operating Endowment Fund” into the Third Century Fund.



Trail stewardship is as important to LCTHF members as the history of the great expedition.

Trail Stewardship Endowment: A Bicentennial Legacy

During the Bicentennial, Congress authorized the US Mint to produce and sell a Lewis and Clark commemorative coin. Sales of the coin raised \$5 million by the close of the Bicentennial. The Bicentennial Council, which had been the recipient of these funds, transferred \$1.6 million to the Lewis and Clark Trail Heritage Foundation for trail stewardship. President Jim Gramentine signed a formal agreement accepting the funds and establishing the Lewis & Clark Trail Stewardship Endowment: A National Council



James P. Ronda gave the keynote address at the Monticello launch of the Lewis and Clark Bicentennial. He is the author of the groundbreaking 1984 book, *Lewis & Clark Among the Indians*.

of the Lewis & Clark Expedition Bicentennial Legacy Project on December 26, 2006. The endowment significantly enhanced the Foundation's ability to fund trail stewardship projects. An amendment to the Foundation's bylaws created a standing committee to oversee the management of the endowment.

Crisis and Recovery After the Bicentennial

The LCTHF experienced unexpected challenges and rapid change in the years following the Bicentennial. In particular, the onset of an economic recession in 2008 crippled the Foundation's endowments. The Foundation was forced to lay off staff and did not always communicate well with members during this period. As the LCTHF rebounded from financial problems, the Board fractured over conflicting ideas about the Foundation's mission. The LCTHF began to recover in 2011, returning to its core philosophy and goals.

Financial Challenges

In early 2008, the Foundation appeared to have everything in order to move successfully beyond the Bicentennial. The Third Century Fund was up and running as an endowment to fund operations, other endowments supported *We Proceeded On*, and the Bicentennial Trail Stewardship Endowment had been established. President Karen Seaberg signed a new MOU with the NPS to establish a sustainable partnership at lower, post-Bicentennial funding levels. Then, in autumn 2008, a global financial recession hit. The Foundation's endowment values plunged almost overnight, leaving the Foundation struggling to pay staff and bills.

President Jim Brooke announced to membership that while the Foundation was "not currently making our way over the Bitterroot Mountains in a literal sense," it faced a difficult journey ahead. Brooke and the Board brainstormed about how to reduce expenses and still fulfill the Foundation's mission. They assessed staff positions with an eye toward eliminating anything not adding direct value to the "Big Four" mission components of member and chapter services, education, trail stewardship, and financial well-being. Brooke announced that the Foundation would trim costs for the annual meeting and staff travel would be temporarily curtailed. But the Foundation would continue to publish *We Proceeded On*, which Brooke described as the "most valuable membership benefit." Bronson worked with

the Board to develop plans for cutting back staff hours, but the Board took no action that winter.

Staffing Shakeup

In two closed-door sessions at the May 2009 Board meeting, officers and the Board concluded that they needed to take some immediate action to reduce staff positions to make ends meet. They merged the executive director, office manager, and membership coordinator into one position; created a combined library, education, and office management position; and retained the publications editor for the third position. With little notice, the board laid off Bronson, Lois Baker (librarian), and Fay Fortin (administrator). Membership director Rebecca West was not among those laid off, but she later quit. Wendy Raney was retained as editor. These drastic actions instantly created internal turmoil, especially since the Board had not informed Foundation membership that these layoffs were taking place.

Adding to the challenge, Board President Chris Howell resigned on September 6, 2009. The Foundation, now in need of its third president in less than six months, was in crisis mode. Past presidents held a call on September 16, 2009. In attendance were Larry Epstein, David Borlaug, Jim Fazio, Margaret Gorski, Jim Gramentine, Jane Henley, Barb Kubik, Ron Laycock, Cindy Orlando, Karen Seaberg, Gordon Julich, and Clay Smith, who was serving as interim president in the wake of Howell's resignation. Bob Doerk, Bob Gatten, and John Montague were unable to attend.



LCTHF President Jim Mallory (2009-2010) of Lexington, KY, was an advocate for the addition of the "Eastern Legacy" to the Lewis and Clark National Historic Trail. That dream came to fruition in 2019 when the trail was extended along the Ohio River from Camp Dubois to Pittsburgh, PA.

The past presidents agreed that the Foundation had been “operating beyond its means since the end of the Bicentennial,” and that the drop-off in NPS funding, the recession’s hit to endowments, and declining membership since the Bicentennial had all contributed to the financial crisis. Because of this internal turmoil, Foundation leadership never publically acknowledged nor thanked Bronson for her leadership and the significant amount of work accomplished by her and the staff during the Bicentennial.

Conflict Over Mission

The 2009 annual meeting was held in Hohenwald, Tennessee, the place where Meriwether Lewis died, to honor the 200th anniversary of his death on October 11, 1809. There was no national Foundation oversight of the 2009 annual meeting because of the staffing layoffs, the departure of the Annual Meeting Committee chair, and the lack of a budget for it. In the November issue of *We Proceeded On*, which came out in October to coincide with the meeting, Wendy Raney noted that “there have been significant changes at the Foundation in recent months” but provided no details.

At the 2009 annual meeting, Board members elected Jim Mallory as president of the Foundation, Margaret Gorski as president-elect, and Stephenie Ambrose Tubbs as vice president. Mallory focused on transparency in staffing and governance decisions. Don Peterson and two part-time managers kept the office running in the aftermath of the layoffs. The Board reviewed applications for the new manager of operations and member services role at that meeting, and in January 2010, Mallory announced that the Foundation had hired Stephen Forrest. Finances were still tight, but the Board did not anticipate any more major cuts.

Mallory updated the membership about staff changes and finances in the February 2010 issue of *We Proceeded On*. During Mallory’s tenure, unrelated to financial issues, Board members Clay Smith and Margaret Gorski (who were in the line of succession for the presidency) resigned due to other obligations, and Wendy Raney resigned as editor.

In October 2010, Stephenie Ambrose Tubbs was elected president of the Foundation. With the assistance of outside consultants, Ambrose Tubbs led a new strategic planning effort in early 2011. The consultants recommended that the Foundation refocus its mission on fundraising and recruiting generous donors, rather than cultivating a broad membership of Lewis and Clark enthusiasts. The Board divided over this guidance. One side believed that refocusing the



Stephenie Ambrose-Tubbs, a passionate steward of the trail, is the author of two books on the Lewis and Clark Expedition.

mission would help the Foundation expand its presence and become a more sustainable organization. The other side believed that the Foundation should protect its membership structure. Concerns about transparency in the aftermath of the layoffs contributed to the conflict.

Tensions culminated at the 2011 annual meeting in Omaha. Newly elected officers espoused Ambrose Tubbs’ and the consultants’ vision of how to expand the Foundation nationally. Leadership also announced that Tom Johnson, who had paid for the consultants, was willing to grant additional funds if the Foundation heeded the consultants’ recommendations. This made some Board members feel that they were being forced to change the direction of the entire organization away from its traditional membership model.

On September 30, 2011, Ambrose Tubbs, Mallory, Bryant Boswell, and Dick Prestholdt resigned as officers of the Foundation, leaving Secretary Larry McClure as the sole member of the Executive Committee. All four said they would remain Foundation members, but they felt the direction of the Board and its resistance to change was counter to their vision. The four former officers formed the Lewis and Clark Trust shortly thereafter, with a focus on raising funds to support the Lewis and Clark NHT.

Recovery

McClure, the last person standing from the former slate of officers, kept a through-line in leadership for the Foundation until the election of the next president, Jay H. Buckley. Buckley and newly elected officers and Board members—including long-time Foundation members Bob Gatten,

Margaret Gorski, Larry McClure, and Jerry Garrett; Past Presidents Barb Kubik, Clay Smith, Larry Epstein, and Ron Laycock; Historian Gary Moulton; former Lewis and Clark NHT Coordinator Dick Williams; and Ken Jutzi, Philippa Newfield, Jim Rosenberger, and Bill Stevens—focused on stability, the membership, and tradition. Buckley emphasized unity and deliberately sought to spread good feelings. In his first column as president, he thanked Ambrose Tubbs, Mallory, Boswell, and Prestholdt and acknowledged their contributions to the Foundation:

They spent countless hours and significant amounts of their own money conducting Foundation business and working to help our organization thrive. Their leadership generated important feedback from the membership and prompted soulsearching for everyone involved. These leaders helped craft our mission statement: “We preserve, promote, and teach the diverse heritage of Lewis and Clark for the benefit of all people.” They helped craft our vision statement as well: “The Foundation will be the nation’s premier non-profit organization for the preservation of the Lewis and Clark Trail and the sharing of its stories.” We are grateful for their talents, services, and efforts and are considering ways to incorporate some of their recommendations in the future.

Buckley reestablished partnerships that had languished during the recession or soured as a result of the Foundation’s internal turmoil. His inclusive, collaborative, and diplomatic style lifted the Foundation out of the bitter debates of the preceding years, taking it from a period of rancor and into one of openness and understanding.

Subsequent presidents—Dan Sturdevant, Margaret Gorski, Steve Lee, and Philippa Newfield—led with similarly optimistic and friendly tones, setting the stage for a more resilient and open Foundation. As finances improved, the Foundation hired a new Executive Director, Lindy Hatcher, in 2012. The presidents directed her to focus on stability and continuity, improving office operations, renewing memberships, ramping up the volunteer base in the Great Falls area, professionalizing and institutionalizing the management of the Bicentennial Trail Stewardship Endowment

grant program, and transitioning membership communications to email as much as possible.

Eastern Extension of the Trail

While office operations were being stabilized, work accelerated on securing legislation to extend the Lewis and Clark NHT to include the Eastern States. The “eastern legacy” of Lewis and Clark, which encompasses sites and routes associated with the explorers and their preparation for the 1803–1806 journey, had been a goal of the Foundation since 1986. LCTHF members, especially in the eastern United States, have consistently been the driving force behind eastern expansion of the trail. Jim Mallory of the Falls of the Ohio Chapter, Bicentennial Council President David Borlaug, and other LCTHF members testified before Congress in favor of eastern extension and helped draft a bill to fund a special resource study on possible eastern extension of the trail. Congress passed that legislation as part of the Consolidated Natural Resources Act of 2008 (P.L. 110-229). The NPS completed the Eastern Legacy study in 2016.

In 2017, US Representative Luke Messer (R-IN6) and US Senator Todd C. Young (R-IN) introduced companion Eastern Legacy Extension Act bills (H.R. 3045 and S. 167), to extend the legislatively-designated Lewis and Clark NHT from its current eastern end at Wood River, Illinois, to Pittsburgh, Pennsylvania. Director Lindy Hatcher and two other Foundation members testified before Congress in support of these bills. In late 2018 and early 2019, Messer and Young worked with other legislators to incorporate language from their bills into an omnibus resource conservation act. Congress passed that omnibus bill, the John D. Dingell, Jr. Conservation, Management, and Recreation Act, and President Donald J. Trump signed it into law on March 12, 2019 (P.L. 116-9). Thanks in large part to advocacy by LCTHF members and Past President Jim Mallory, the Lewis and Clark NHT now extends from Pittsburgh, Pennsylvania, to the mouth of the Columbia River.

Proceeding On

As the Lewis and Clark Trail Heritage Foundation (LCTHF) celebrated its fiftieth anniversary in 2019, its members can look back with pride on accomplishments too numerous to list. Major achievements include:

- Congressional designation of the Lewis and Clark National Historic Trail (NHT) in 1978.



The Davenport iconography, in several variations, has captured the heart of the American public.

- Founding of *We Proceeded On* and maintaining it as the premier journal for Corps of Discovery scholarship for forty-five years.
- Establishment of the William P. Sherman Library and Archives.
- Creation of the National Lewis and Clark Bicentennial Council, which played a central role in Lewis and Clark Bicentennial commemorations.
- Rebounding from post-Bicentennial financial difficulties and internal conflicts over strategic direction.
- Establishment of an annual grant program from the Lewis & Clark Bicentennial Trail Stewardship Endowment to support and direct stewardship projects across the trail.
- Congressional extension of the Lewis and Clark NHT from Wood River, Illinois, to Pittsburgh, Pennsylvania, in 2019.

In addition to these landmark successes, the Foundation has—on an ongoing basis—protected and interpreted the trail’s natural, cultural, and historic resources; provided grants for education, outreach, and scholarship related to the Corps of Discovery and tribes along the expedition’s route; and partnered with federal, state, local, and private entities to carry out stewardship and educational projects.

The Foundation is more than an outreach organization. Its members often describe it as a family. Particularly through annual meetings, the Foundation has built meaningful relationships among its members. As Bob Saindon put it,

Well, one thing I like about the foundation . . . is that the people—I mean it just was a wonderful bunch of people when I was there. Everybody would come back each year so you knew people. I mean, we’re talking 150 people or so back then, but everybody got to know each other.

They all had that common interest and they shared a lot of that together. Plus, probably other things that they found that they had in common. That’s important, I think. If the foundation is to live that’s important.

Members are critical to carrying out the Foundation’s mission. They keep the spirit of the Foundation alive and contribute hundreds of thousands of volunteer hours, supporting all kinds of projects to share the story of the Corps of Discovery and preserve its legacy.

Like any enduring organization, the LCTHF has adapted to change while retaining core principles and values. It has remained a membership-based organization, despite occasional challenges to that model. Since the beginning of the Foundation, members have debated how to balance competing priorities of stewardship and scholarship, how to responsibly interpret and commemorate a history that represents different things to different people, and how to navigate relationships between the national body and the chapters. Former President David Borlaug acknowledged this pattern: “The one thing is, the more things change, the more things stay the same. When I hear about discussions from the Board about direction and decisions to make, they are the same discussions taking place in the early 1990s.”

Some of those discussions date all the way back to the Foundation’s beginning, showing the importance of knowing your own history. Similarly, it is important to appreciate what came before—to understand that the Foundation did not materialize out of thin air in 1969 but instead emerged from long-standing interest in memorializing the Corps of Discovery and protecting natural and historical resources along the trail. Both this history and the National Park Service administrative history of the Lewis and Clark NHT (Gonzales and Greenwald, *Commemoration and Collaboration*) delve into these roots.

Looking ahead, some Foundation leaders worry about maintaining membership. For example, Jay Buckley commented,

I think one of the biggest challenges right now is, what’s our organization going to look like in twenty years? When you look that far ahead, about a thousand of our 1200 members may not be with us anymore, so will there be a new thousand members to fill in those gaps?

Jane Schmoyer-Weber expressed a similar concern:

Well I think it's always hard to maintain membership over time. Especially after you just had a major event. And even though 2004, '05, '06 seems like a long time ago, those were big years for the Trail Heritage Foundation. And it's hard to sustain that kind of capacity. And I think that that's probably something they struggle with. Trying to identify how they can recruit younger people is always going to be a problem.

Oral histories with Foundation leaders reveal that personal connections with the Corps of Discovery story or the places along the expedition's route have driven membership in and service to the Foundation. Helping new generations make those connections may be the key to continuing the Foundation's success. Margaret Gorski explained,

I am optimistic for the future of the LCTHF. People join organizations because they have a personal experience with the cause and they believe in what the organization does. The Bicentennial Trail Stewardship Endowment Grant Program gives us an amazing ability to create opportunity for people to have a personal relationship with the trail. It will be those experiences that keep people involved and engaged with the trail and our organization for generations to come.

The Foundation is poised to continue its mission of preserving, promoting, and teaching the diverse heritage of the Corps of Discovery well into the future. As Buckley observed,

We are the second largest historic trails organization in the country, next to the Oregon-California Trails Association. There's value in that. We have 1200-1300 members that contribute 128,000 volunteer hours a year, which is valued at 4.8 million dollars of in-kind contributions. That's nothing to sniff at. And we have an endowment of several million dollars, and [we] use those funds to do the work that they were entailed to do. So I feel good about the [Foundation].

Imagining the Foundation fifty years in the future, Steve Lee said, "Well, I hope [the Foundation is] still going and . . . I hope it's still keeping the story, and being stewards of the trail." Looking ahead even further, Bob Gatten remarked, "[B]eing stewards of the trail . . . is something that I hope will allow us to have a legacy for the tricentennial [of the expedition]."

Some advice from Jim Fazio might be a good place to end this history of the Foundation's first fifty years:

Probably the most successful guy I've ever met is John Rosenthal who is the founder of the Arbor Day Foundation. And he told me . . . we're [as] successful by what we walked away from as we are from what we've done. And I think that's an important message. We just can't do everything and you can't be everything. You have to walk away from some things.

The Lewis and Clark Trail Heritage Foundation has worked hard over the last half century to establish and refine its mission, structure, and management. The Foundation's history to this point demonstrates that success hinges on how you can change over time while staying true to your core values.

As the Foundation enters its second fifty years of historical enquiry, trail stewardship, and local, state, and national fellowship, it is determined and ready to navigate the opportunities and challenges at the "next bend of the river." The Foundation is not willing to rest its laurels on the extraordinary success of the Lewis and Clark Bicentennial. The Tercentennial of the expedition is a long way off, but there is much exciting work ahead. The extension of the trail from the mouth of the Ohio to Pittsburgh (the Eastern Legacy) provides the opportunity for new interpretive signage, new scholarship, and a fuller synthesis of the transcontinental reach of the expedition.

The Foundation is determined to recruit a new generation of Americans to carry on the mission when the founding generation of extraordinary citizens, historians, editors, and trail stewards has retired from the arena. The digital revolution (smart phones, social media, digital publishing, digital archives, and digital research) represents both opportunity and challenge. More information, more documents, and more contacts are available now than ever before in human history. This is a tremendous boon to Lewis and Clark scholarship, especially for non-professional historians who


do not have the budget to journey to faraway archives, but it is also a challenge to a Foundation that takes just pride in the print publication of its quarterly journal *We Proceeded On*.

The Lewis and Clark Bicentennial inspired the Foundation to embrace Native American voices and perspectives in a way that enriched the story of the expedition, and exhibited considerable grace and an extraordinary measure of mutual respect among all of the communities that have a stake in this national epic of exploration, encounter, and adventure. The work begun between 2000 and 2009 built a remarkable foundation for the cultural challenge ahead. The national re-evaluation of the life, character, and achievement of Thomas Jefferson, however, has cast a shadow over the progenitor of the Lewis and Clark Expedition. Jefferson's Indian policies have come under greater and more critical scrutiny in recent years. Lewis and Clark themselves are not immune to the growing critique of white-Indian relations in American history, the opening of the American West, and what the historian Patricia Limerick has called the *Legacy of Conquest*. The recent decision by the city council of

Charlottesville, Virginia, to remove the statue of Lewis, Clark, and Sacagawea from its prominent position in Jefferson's home town, provides one important indication of where the "culture wars" are headed.

The Lewis and Clark Trail Heritage Foundation is determined to commemorate and even celebrate the Lewis and Clark Expedition in the next hundred years, to listen carefully to all perspectives, to be open to the growing critique of Jefferson's concept of "an empire for liberty," but will never fail to respect and defend the integrity of America's greatest exploration narrative. However difficult this cultural minefield may at times seem, the Foundation realizes that it represents the opportunity for us to deepen and enrich the story, to bring new voices to our shared enterprise, and to proceed on with joy, confidence, and integrity. ■

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Keepers of the Story - Stewards of the Trail

Lewis and Clark Trail Heritage Foundation, Inc.

FY 19 Annual Report

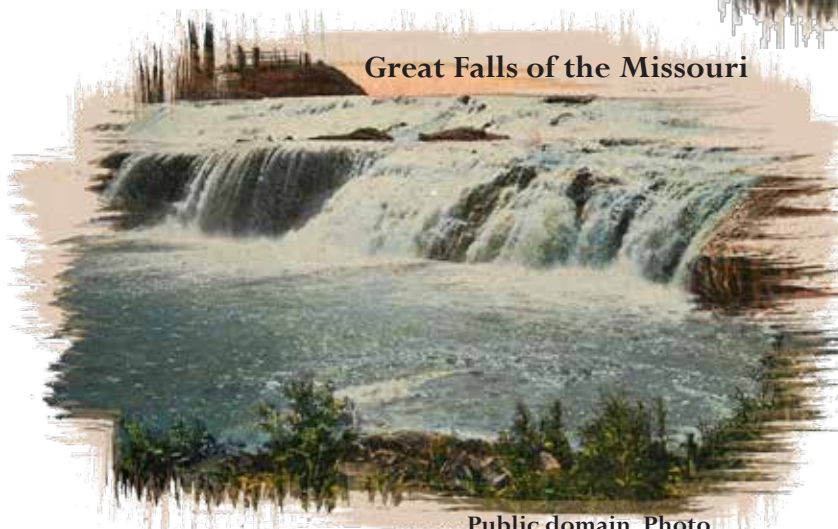
October 1, 2018 - September 30, 2019

"When they shook hands, the Lewis and Clark Expedition Began."
October 15, 1803 at the Falls of the Ohio.
Ambrose, Stephen, *Undaunted Courage*.



Falls of the Ohio

Public domain photo



Great Falls of the Missouri

Public domain Photo

"I had proceeded on... when my ears were saluted with the agreeable sound of a fall of water... a roaring too tremendous to be mistaken for any cause short of the great falls of the Missouri... this sublimely grand spectacle." Captain Lewis, June 13, 1805.

Moulton, Gary E., *The Lewis and Clark Journals; an American Epic of Discovery; the Abridgement of the Definitive of Nebraska Edition*; edited and with an introduction by Gary E. Moulton.



Celilo Falls

Public domain photo

"...here I beheld an immense body of water Compressed in a narrow Channel... fomeing over rocks..." Captain Clark on Oct. 22, 1805.

Moulton, Gary E., *The Lewis and Clark Journals; an American Epic of Discovery; the Abridgement of the Definitive of Nebraska Edition*; edited and with an introduction by Gary E. Moulton.



President's Message

LCTHF has had a momentous year. We celebrated our 50th anniversary on March 11, 2019. The very next day, in a culmination of a decades' long effort by LCTHF and many others, the president signed a bill to expand the National Park Service Lewis and Clark National Historic Trail by 1,200 miles to its new eastern terminus in Pittsburgh, PA. Our Eastern Legacy Committee, consisting principally of Phyllis Yeager, Paige Cruz, Mike Loesch and Jerry Wilson; along with our former Executive Director Lindy Hatcher; and Jim Keith, our good friend in Clarksville, IN deserve the lion's share of the credit for this outstanding achievement.

The half-century mark is an important milestone and we are proud to announce the completion of an administrative history of the Lewis and Clark Trail Heritage Foundation that includes information spanning over five decades. It provides historical perspective and insight into our organization and the many accomplishments that demonstrate our success as Keepers of the Story and Stewards of the Trail. Margaret Gorski deserves kudos for shepherding this project to completion. Please contact the office in Great Falls about purchasing a copy for yourself. LCTHF will also be donating copies to key partners, libraries, historical societies and interpretive centers along the Trail as we work to enhance our relationship with them.

We have assumed ownership of the marvelous Discovering Lewis and Clark website, which combined with the LCTHF website, get about 300,000 monthly hits on average. We continue to support tangible projects and educational efforts through grants from the Bicentennial Trail Stewardship and Burroughs-Holland Education Funds. We also offer a sign replacement program in conjunction with our good partner, the National Park Service.

We are delighted to continue providing our newsletter, *The Orderly Report* and our quarterly journal, *We Proceeded On*, edited so well by Clay Jenkinson, to our membership, which currently stands at approximately 1100. The Annual Meeting and other gatherings sponsored by our many chapters provide opportunities for adventure, learning, fellowship, and fun. Please consider giving a gift membership to a friend or two. If each existing member gave just one, our membership total would double. Each of us can serve as an ambassador, bringing more people into the fold and enabling LCTHF to do even more!

The LCTHF Board and staff are dedicated to building upon the wisdom of our elders and our successful half-century to evolve in ways that will help us thrive in a rapidly changing world. Thank you for being part of that effort.



Lewis and Clark National Historic Trail Extended

The formal announcement of the extension of the Lewis and Clark National Trail was held May 13, 2019 at the Falls of the Ohio Interpretive Center in Clarksville, IN. The expanded route that Lewis and Clark used to explore now extends 4,900 miles from Pittsburgh, PA to Astoria, OR.

The Lewis and Clark Trail Heritage Foundation recognizes the importance of the extended Trail. President Lou Ritten stated, "LCTHF believes there will be new opportunities for learning, recreation, travel and tourism in the extension states and westward. We are committed to working with the National Park Service and other partners to facilitate a seamless incorporation, to assist with data collection, provide advice on interpretive signage and lend our on-the-ground expertise and local knowledge."

"We will proceed on in this endeavor and we urge LCTHF Members throughout the country to assist in bringing recognition of the historic significance of the Lewis and Clark story, the Trail they traveled and the role LCTHF plays in stewarding and promoting them to a wider audience."

50th Annual Meeting - "Arrival at the Pacific"

The 50th Annual Meeting of the Lewis and Clark Trail Heritage Foundation was hosted by the Oregon Chapter and held in the Astoria, OR area where the Corps spent four months in the winter of 1805-1806.

With the theme, "Arrival at the Pacific," the agenda featured field trips to significant locations including Fort Clatsop and a wide array of presentations including those by representatives of the Chinook and Clatsop/Chehalis Indian Tribes. Noteworthy memories also included an authentic salmon feast hosted by the Chinook Tribe



Photo by John Montague
Chinook Tribe drums

and a cruise on the Columbia River.

Plus, over 500 visitors enjoyed a reenactment of salt making at Seaside, OR staged by the Pacific Northwest Living Historians.

51st Annual Meeting - "Return to St. Louis"

Behind the scene experiences with Lewis and Clark artifacts at the Missouri Historical Society Library and Research Center highlighted the 51st Annual Meeting in St. Louis.

More than two hundred attendees viewed historic maps and documents including Thomas Jefferson's original Letter of Credit written to Meriwether Lewis, July 4, 1803.

Other Meeting highlights included the 2nd Annual Moulton Lecture with Dr. Peter Kastor, a field trip to the new museum at the Gateway Arch, a riverboat cruise and opportunities to enjoy the Discovery Expedition of St. Charles encampment. There were numerous accomplished presenters, a program about recent discoveries at Ft. Kaskaskia; and a panel of speakers reviewed several of the Foundation's significant accomplishments over the past fifty years.

One evening, there was applause and huzzahs when several Members indicated they had attended more than twenty-five Annual Meetings.

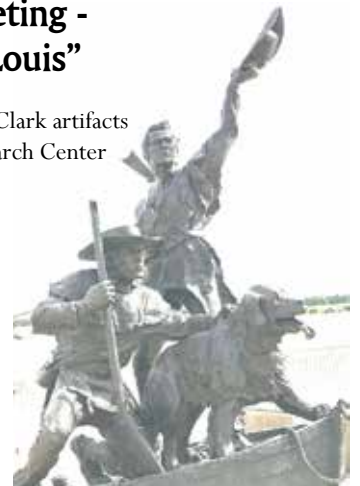


Photo by Beverly Lewis

The Captains' Return Sculpture by Henry Weber

"At noon on September 23, 1806, the Lewis and Clark expedition ended on the St. Louis riverfront."

Lewis & Clark Trail Heritage Foundation, Inc.

	For Periods Ending	
	9/30/2019	9/30/2018
<u>Statement of Activities</u>		
Revenues and other support		
Contributions, gifts and donations	\$125,674.00	\$147,294.00
Merchandise sales and publications	\$13,811.00	\$133.00
Memberships	\$82,229.00	\$68,241.00
Investment return	\$28,368.00	\$261,554.00
Miscellaneous income	\$3,500.00	\$4,867.00
Total revenues and other support	\$253,582.00	\$482,089.00
Expenses		
Program services		
Library	\$13,750.00	\$14,197.00
Trail/ Field programs	\$106,560.00	\$98,674.00
Merchandise/ Publications	\$54,962.00	\$49,311.00
Total program services	\$175,272.00	\$162,182.00
Supporting services		
Management and general	\$147,917.00	\$152,827.00
Total supporting services	\$147,917.00	\$152,827.00
Total expenses	\$323,189.00	\$315,009.00
Decrease/Increase in net assets	-\$69,607.00	\$167,080.00
<u>Statement of Financial Position</u>		
Assets		
Cash	\$80,706.00	\$79,382.00
Investments	\$2,989,318.00	\$3,085,361.00
Other Current Assets	\$18,599.00	\$10,908.00
Fixed Assets	\$1,064.00	\$1,244.00
Library Books and Collections	\$187,906.00	\$175,086.00
Total assets	\$3,277,593.00	\$3,351,981.00
Liabilities and net assets		
Accounts payable and accrued expenses	\$11,771.00	\$21,043.00
Deferred revenue and memberships	\$89,115.00	\$90,022.00
Total liabilities	\$100,886.00	\$111,065.00
Net assets		
Unrestricted	\$439,587.00	\$414,101.00
Temporarily restricted	\$119,687.00	\$209,382.00
Permanently restricted *	\$2,617,433.00	\$2,617,433.00
Total net assets	\$3,176,707.00	\$3,240,916.00
Total liabilities and net assets	\$3,277,593.00	\$3,351,981.00

* The Permanently restricted net assets will be updated after the annual audit is complete.

Honoring the Past



Photo by Yvonne Haefner

LCTHF Past Presidents

Left to Right: Lou Ritten (2018-20); Philippa Newfield (2016-18); Steve Lee (2015-16); Margaret Gorski (2013-15); Dan Sturdevant (2012-13); Jay Buckley (2011-12); Patti Thomsen (2005-06); Gordon Julich (2004-05); Ron Laycock (2003-04); Larry Epstein (2002-03); Jane Henley (2001-02); Barbara Kubik (2000-01); H. John Montague (1987-88)

Lewis and Clark Trail Heritage Foundation Board of Directors 2018-2019

Officers

President	Lou Ritten	La Grange Park, IL
Vice President	Jim Sayce	Seaview, WA
Secretary	Jane Knox	Mansfield, CT
Treasurer	Yvonne Kean	Kansas City, MO
Immediate Past President	Philippa Newfield	San Francisco, CA

Directors at Large

Bud Clark	Brighton, MI	Margaret Gorski	Stevensville, MT
Chuck Crase	Prospect, KY	Barb Kubik	Vancouver, WA
Lee Ebeling	Great Falls, MT	Mike Loesch	Mason, OH
Lucy Ednie	Butte, MT	Jerry Wilson	Versailles, IN
Karen Goering	St. Louis, MO		

Staff

Chris Maillet	Administrative Assistant
Della Yeager	Library Technician

Trail Stewardship Grants 2018-2019

Organizations

Illini Chapter of the LCTHF	Eastern Legacy Tourism Program
Lakota Language Consortium	Lakota Summer Institute *
Lewis and Clark Foundation	Lewis and Clark Among the Grizzlies
Missouri River Relief, Inc.	Missouri River Cleanup of LCNHT
Upper Mo. R. Heritage Planning	Education Rack Card
Yankton County Historical Society	Connecting Cultures With the Corp
Oahe Habitat For Humanity	Lewis and Clark Signs
Fort Atkinson Foundation	Ft. Atkinson State Historical Park Signs

* The Lakota Language Consortium used a \$7,500 grant from the Lewis and Clark Trail Stewardship Endowment to hold the 13th Annual Lakota Summer Institute at the Oglala Lakota College May 27 to June 7, 2019. More than 50 teachers and other adults attended the two week institute that gave them an opportunity to learn the Lakota Language or hone their language skills.

Education Grant 2018-2019

Organization

Project Name

Missouri River Relief	Corps of Discovery curriculum instructor
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National History Day Award 2018-2019

Junior Group Division Performance

Hawaii Laie Elementary School Corps of Discovery Prize
Entry: *Sacagawea and York: Triumph and Tragedy on the Lewis and Clark Trail*

LCTHF Awards

Awarded at the 50th Annual Meeting

Chapter Award to the Badger State Chapter (WI)
Meritorious Achievement Award to the Indiana Lewis and Clark Expedition Commission/Foundation

Awarded at the 51st Annual Meeting

Appreciation Award to Chris Maillet
Meritorious Achievement Award to the Eastern Legacy Committee
Distinguished Service Award to Larry McClure

2018-2019 Active LCTHF Committees and their Members

Awards: Jane Knox-chair; Philippa Newfield, Jerry Wilson

Bicentennial Trail Stewardship/Advocacy: Dick Fichtler-Chair; Karen Goering, Rob Heacock, Jim Rosenberger, Bob Russell, Jerry Wilson

Chapter Officers: Too numerous to mention individually. We thank you for your time, effort and dedication.

Eastern Legacy: Paige Cruz-chair; Mike Loesch, Jerry Wilson, Phyllis Yeager-assisted by Philip Gordon, Lindy Hatcher, Jim Keith, Lorraine Loesch, Philippa Newfield, Janice Wilson, and others

Education: Barb Kubik-chair; Amanda Debonis, Brad Tennant, Janice and Jerry Wilson

Financial Affairs: Rob Barg-chair; Karen Goering, Mike Loesch, Yvonne Kean-ex officio

Governance: Jerry Wilson-chair; Keith Bystrom, Lee Ebeling, Rob Heacock, Jane Knox, Steve Lee

Human Resources: Margaret Gorski-chair; Yvonne Kean, Barb Kubik, Mike Loesch, Philippa Newfield, Jim Sayce

Investment: Yvonne Kean-chair; Steve Lee, Nelson Weller, Philippa Newfield, Lou Ritten

Library: Sue Buchel-volunteer Librarian; Ella Mae Howard, Ida Johnson, Jane Knox, Jeremy Skinner, Kris Townsend, Della Yeager-ex officio

Moulton Lecture: Philippa Newfield-chair; Jim Knox, Steve Lee

Office Volunteers: Lee Ebeling, Lucy Ednie, Larry Epstein, Philip Gordon, Margaret Gorski, Paavo Hall, Ida Johnson, Barb Kubik, Yvonne Kean, Steve Lee, Louie Maillet, Sharron Mashburn, Philippa Newfield, Don Peterson, Lou Ritten, John Toenyes

Scouting and American Heritage Girl Patches: Bud Clark, Steven Driver, Jerry and Janice Wilson, Barb and Tim Ziegenweide

Special Projects: Keith Bystrom, Gary Kimsey, Collette Sorgel, Dan Sturdevant

Technology: Lee Ebeling, Kris Townsend, John Toenyes, Della Yeager

The Orderly Report: Philippa Newfield and Arend Flick, co-editors; several others have contributed articles and photos.

Volunteers: Whether on an organized committee or in their own way otherwise, member volunteers gave over 64,778 hours of service to LCTHF this past year.

Wellness Challenge: Janice and Jerry Wilson

We Proceeded On Advisory: Clay Jenkinson-editor; Philippa Newfield-chair; Jay Buckley, Mark Jordan, Barb Kubik, Gary Moulton, Jerry Wilson



Focus on

We Proceeded On



We Proceeded On* (WPO)** is the esteemed LCTHF journal issued quarterly as a Membership benefit. Published continuously since the 1974 winter issue, ***WPO includes scholarly articles, outstanding photos, historic maps, book reviews and LCTHF news. It is a premier reference source for scholars, historians, and students and for everyone

interested in the story of the Lewis and Clark Expedition. Back issues are professionally indexed and may be accessed at http://www.lewisandclark.org/wpo/issue_index.php.

Focus on a living history partner -

The Lewis and Clark Discovery Expedition of St. Charles

The Lewis and Clark Discovery Expedition of St. Charles (DESC) has provided historically accurate encampments and programs since it incorporated as a nonprofit dedicated to rediscovering the legacy of Lewis and Clark. DESC reenactors have traveled thousands of miles on the Ohio, Mississippi and Missouri Rivers in the replica keelboat and white pirogue, lived in camps wearing 1804 clothing, cooked over wood fires and sheltered under canvas in order to teach history through living history.



Photos by
Beverly Lewis



During the LCTHF 51st Annual Meeting, DESC members camped on the lawn of the Missouri History Museum near their keelboat and white pirogue and provided Members and visitors with many educational opportunities to learn about the Lewis and Clark story. Learn more about DESC at <http://www.lewisandclarktradingpost.org/>.



Focus on a LCTHF Partner - The National Park Service

The Lewis and Clark National Historic Trail crosses 16 states and is approximately 4,900 miles long, extending from Pittsburgh, Pennsylvania, to the mouth of the Columbia River, near present day Astoria, Oregon. Lewis and Clark National Historic Trail at <https://www.nps.gov/lecl/index.htm>.



Focus on a LCTHF Treasure - The William P. Sherman Library

The Sherman Library includes more than 3,000 rare and modern books, pamphlets, journals and ephemera. The archive contains the papers of the Lewis and Clark Trail Heritage Foundation, research materials gathered by scholars, and genealogical information on each of the Corps of Discovery members. As "Keepers of the Story", LCTHF is the official archive of the Lewis and Clark Bicentennial, 2003–2006, ensuring that documents, memorabilia, and events created to commemorate this event remain accessible to the public at <http://www.lewisandclark.org/library/>



Public domain photo

The Expedition - Biddle Edition



Photo by Lynn Davis

Bev Hinds, President of the Sgt. Floyd Tri-State Chapter and Dr. Gary Moulton on May 21, 2019 when he presented a program to the Chapter about the Biddle Edition.

"In 1814 Nicholas Biddle published the first authorized version of the Lewis and Clark expedition based on original sources. It was the standard reference for the expedition for more than three-quarters of a century. Comparing Biddle's paraphrase of daily events to my day-by-day narrative of the endeavor, I noticed significant differences. These included additional information not found in existing sources

and omissions of events that are today considered important aspects of the story. For my presentation, I gathered the additions and omissions under five categories to discuss these differences and discover patterns in Biddle's work. I also pointed out some oddities in Biddle's book and show that he was a product of his age, carrying its preconceptions and prejudices into history."

Fiscal Year 2018-2019 Donations

\$1500 and greater

Newfield, Philippa and Philip
Gordon
Townsend, Kris and JoAnn

\$1000 - \$1499

Bump, Katie
Crawley, Robert and Holly
Gemberling, Ronald and
Adrienne
Goering, Karen and Lawrence
Lee, Steven G
Martin, Janell
McClure, Larry and Eleanor
Patten, Lanny R and Ann
Ritten, Louis N and Carolyn
Ritten, Mary and Peter
Skold, Mary
Weller, Nelson

\$500-999

Ebeling, Lee
Jackson, John R
Kean, Yvonne J
Knox, Jane and James
Kubik, Barbara and Rennie
Loesch, Michael and Lorraine
Network for Good
Waters, Luann

\$250-499

Badger State Chapter
Barto, Grace and Tim
Buckley, Brian and Susan
California Chapter
Foss, Jeffrey
Gorski, Margaret
Gramentine, James and Sarah
Hamilton, Susan
Hess, John and Mary
Johnson, Ida
Jordan, Mark
Julich, Gordon
Koss, James and Virginia
Montague, H John
Nottingham, Jack and Betty
Rosenberger, James and Mary
Schroeder, James
Shubert, Judith
Sturdevant, Dan
Wright, John

\$150-249

Alford, Jesse and Shirley
Boyd, David and Joyce

Burningham Foundation
Carrick, Michael and Beverly
Cruse, Charles and Alice
Epstein, Larry and Callie
Jensen, Dick
Laycock, Ron
Primack, Ilana
Rees, Mike
Roehm, David and Claire
Rogers, Janet
Walker, Walter E

\$100-149

Anderson, Suzanne
Barg, Robert M
Beaver, Clarence
Bevis, William
Bystrom, Keith
Campbell, Richard
Cline, Mary
Cline, Robert
Ednie, Lucy
Fick, Harold A
Florio, Philip
Freeman, Sally
Gaitley, Barbara J
Garrett, Jerry B
Gildea, Hugh M
Gingrich, Susan E
Gordon, Herbert
Hagstrom, Lorna Jean
Hall-Reppen, Deb and Rich
Hamingson, Daniel and Karen
Henley, Jane and Page
Hinds, Beverly
Hobbs, Ken L and Terry A
Johnson, Mark
Kaye, Edward B
Keller, Christopher
Liesveld, Kerry
Lingo, David and Patty
Marguet, Joe
Messina, Jacqueline
Nelson, Sharlene
Nicandri, David L
Olsen, Beatrice and Kevin
Payne, Margaret Anne
Rivinus, Randolph P and Susan L
Robleto, Robert and Elizabeth
Schroyer, Charles P
Schulze, Mel
Scribner, Kent
Susa, Diana

The Benevity Community Impact
Fund
Toomey, James E and Kathleen
Tubbs, John and Stephenie
Ambrose
Wang, Steve
Wilder, Jim
Williams, Richard and Cheryl
Wilson, Jerrold K and Janice

\$50-99

Arnold, Carol
Bodenstedt, Joseph and Patricia
Bown, Charles and AnnMary
Church, Rita
Clark, Mary and Peyton "Bud" C
Davis, Lynn and Doug
Dungar, James
Fulmer, Lori
Garnett, Betty
Gieck, Joe and Sally
Green, John
Hotovy, Gregory
Kaspari, Lawrence
Kehne, Shirley
Knerl, Phil
Lawryk, John
Leffingwell, Brian and Victoria
Lenoch, William
Lewis, Beverly
McCarthy, Judy
Messina, Karen J
Moulton, Gary E
Nelson, Margaret
Nelson, Jeffrey N
Onyiego, Patrice
Prue, Darrel and Karen
Quinlan, Thomas and Elizabeth
Rathmann, Patricia
Reed, Mary Katherine
Roby, Lois
Schorr, William
Sims, Herb and Connie
Stearns, Hal and Sheila
Watson, Raymond and Susan

\$25-49

Bakko, Gary E
Bean, Lauren
Bognar, Carole
Bose, Pamela
Bowers, Norman and Brigitte
Brown, Jill
Buchel, Sue

Cunningham, Daniel
Decker, Marilyn R
Demas, Thomas
Goldsmith, Howard
Gruber, Joseph J
Guard, Robert P
Hatcher, Lindy
Havlicek, Mary Jo
Hayes, Andrea
Irwin, Diane Lee
Jenquin, Urban
Johnson, Mary A
Leer, Beverly
Marr, Kenneth and Evelyn
Matthews, Sandra
Medvec, Stephen and Alexandra
Rand, Peggy
Schacherl, Stephanie
Schlesinger, Susan
Schulze, Mark
Strunk, Sue
Tamillo, R J
Williams, Elbert G

\$1-24

Black, Ralph and Nell
Brooks, Dick
Buckley, Jay
Chesley, Theodore R
Cowles, David
Davidson, Nan and Otto
Dimaggio, Joseph
Duling, Joe
Ford, Lynn W
Gray, Jeffrey L
Guth, Gerald R
Hughes, Cody
Jackson, John Wayne
Kaplan, Bernice
Labadie, Laura
Lambert, Barnell
Lawrence, Monika
Lovell, Joe
Maillet, Chris and Louie
Miskie, Adel
Peters, Nancy
Posorske, Margaret
Sites, Bonnie L
Tappy, Susan
Wallace, James
Washington State Parks Blue
Mountain Area
Webb, David
Yeager, Della

Notes:

Fiscal year includes total donations for each individual, couple, or entity (195 in all) booked from Oct. 1, 2018 through September 30, 2019.

Totals do not include purchase of administrative history or picture books, or donations or purchases at the annual meeting auctions. We apologize for any errors or omissions. Please let us know if you feel there has been an error.

Contributory Memberships for 2018-2019

Lifetime (President)

Baria, Eleanor
Payne, Margaret Anne
Strodtman, Mike
Weller, Nelson

Lifetime (Captain)

Bauer, Della M
Boswell, Bryant
Holton, Eddie
Lingo, David and Patty
National Park Service (Lewis and Clark NHT)

Lifetime (Steward)

Allen, John
Amiet, Don
Anderson, Jerome L
Asker, Kevin
Babcock, Edward
Baker, Bartlett
Beattie, Donald
Betty Ford Adventureland Camp
Branom, Hank and Sara MacGilvra
Bronson, Carol
Bronson, William O
Buckley, Brian and Susan
Buckley, Jay
Chandler, Sr, Glenn
Cirincione, Dominick
Clark, Wade
Cleary, John and Rita
Cray, Bud
DaRosa, Alison and Jim Miller
Davis, Kenneth
Diamandis, Sharon
Downs, Phil and Charlene
Dukes, Deborah
Dunn, Robert
Dwyer, Bonnie
Eggers, Fred
Falvo, Ed
Fichtler, Dick and Katherine
Forrest, Stephen
Foss, Jeffrey
Frick, Patti
Garnett, Betty
Gatten, Florence
Goering, Karen and Lawrence
Gordon, Phillip
Gorski, Margaret
Gucciardo, L Suzanne
Hagstrom, Lorna Jean
Hainesworth, Lorna
Hall, Gary and Pat
Hansell, William
Headley, Helene
Hole, Donald
Hunt, Patricia
Jackson, John R
Johnson, Matthew L
Knox, Jane and James

Kubik, Barbara and Rennie
Laycock, Ron
Lee, Steven G
Lewis, Beverly
Ludwig, Gary K and Constance
Mattson, John
McCammon, George E and Lillian A
McClure, Larry and Eleanor
McKenzie, Mark
Miller, Eugene M
Miller, Gerald
Mitchell, Davy J
Mitchell, Jean M
Mitchell, Sam
Mohler, Jimmy
Mordy, James and Marjory
Nelezen, Cindy
Newfield, Philippa
Nici, James
Nottingham, Jack and Betty
Obdam, Anthony
Osborne, Joseph
Paducah, KY Convention and Visitors Bureau

Pakula, Lawrence
Papp, Stan
Patterson, Paul
Pollak, Dorothy
Raney, Wendy
Ritten, Louis N and Carolyn
Rogers, Brian C
Rosenberger, James and Mary
Schulze, Mark
Seaberg, Karen
Simmons, Jerry and Gail
Slosberg, Gloria
Smith, Mark S
Smith, Robert
Sorgel, David and Collette
Sturdevant, Dan
Townsend, Kris and JoAnn
Trogdon, William
Tubbs, John and Stephenie Ambrose
Truppi, George
Ward, Robert E
Welch, Patricia
Yeager, Phyllis and Ray

Discovery

Barney, Philip L
Epstein, Larry and Callie
Hammerness, Virginia
Hurd, Richard and Wanda
Laverty, Michael
Nell, Barbara

Jefferson

Bodenstedt, Joseph and Patricia
Bourbeau, Melissa
Brooks, Austin
Fernandez, Roland and Sini

Hamingson, Daniel and Karen
Henley, Jane and Page
Hobbs, Ken L and Terry A
Jenkinson, Clay
Koss, James and Virginia
Kraft, Dana
Leer, Beverly
Margolis, Sam A
Parsons, Bruce
Roehm, David and Claire
Schiefelbein, Richard and Marilyn
Skold, Mary
Tackett, Paul
Wallenborn, Ken and Lucy
Young, John L

Explorer

Aungst, David and Audrey
Barg, Robert M
Bond, Christy Hawes
Danielson, Bob and Barb
Eide, Richard
Ellis, G Corson and Constance
Flannes, Martin A
Gramentine, James and Sarah
Hamilton, Susan
Jordan, Mark
Kean, Yvonne J
Kemper, Lawrence
Kimsey, Gary
Kopseng, Loren
Mariani, Mitchell and Dolores
McCullough, Al and Jean
McKenna, Dennis
Moulton, Gary E
Schwab, Oliver and Ana
Swanson, Cynthia R
Toenniessen, Carla and Bob
Van Berkom, Trevor

Heritage

American Philosophical Society
Anderson, Ders
Ashcraft, Lee and Ann
Barr, M James
Bear, Mark
Bielski, Mark
Borges, Kent H
Boyd, David and Joyce
Brunn, Joe and Fran
Burningham Foundation
Calvert, Christopher K
Carrick, Michael and Beverly
Condon, John and Frances
Connor, Paul
Douglas Wilson and Company PC
Findlay, Andrew and Yong Hui
Fischer, William V
Fischer, Karl
Fort Pierre Development Corp
Fritz, Charles
Gaitley, Barbara J
Gallela, Francis

Gary, Dale
Gaston, George
Guard, Robert P
Hall-Reppen, Deb and Rich
Hardee, Jim
Hubel, Kenneth and Janis
Hulen, Annie
James, George F
Jengo, John W
Johnson, Mark
Johnstone, Richard
Julich, Gordon
Kearns, Bill and Anita
Kvenvolden, Keith and Mary Ann
Lawrence, Francis McQ and Edith Catlin
Lewis and Clark National Park Association
Lewis and Clark College Library
Lewis and Clark Foundation
Liesveld, Kerry
Mahon, Linda
McVey, Judith
Meade, Jim and Phyllis D
Medvec, Stephen and Alexandra
Merritt, John I
Mihelish, Bruce and Pam
Morin, William and Lolly
Myrland, John
Nelson, Sharlene
Olsen, Beatrice and Kevin
Palmer, Theodore W
Pierre/Ft Pierre Historic Preservation Commission
Ratzlaff, Neal and Deb
Remley, Dan K
Risseuw, Hugh
Ritten, Mary and Peter
Robledo, Robert and Elizabeth
Romig, Pete
Scribner, Kent
Stoxen Library
Swenson, Jim and Linda
Thomas, Sally and George
Toyama, Roy
University of Idaho Library
University of Utah Marriott Library
University of Wyoming Library
Verhoeven, Wouter
Vermillion, Louis
Wallach, Lori
Wang, Steve and Katherine Hamilton
Weaver, Willard R and Nancy
Welch, Richard
Wendlick, Roger D
Whitley, Kenneth
Wright, John
York, Wayne J
Young, John

We Walk in the Footsteps of Lewis and Clark



Photo by Randy Rumelhart

Sergeant Floyd Reburial

The reburial was conducted by the Sgt. Floyd Honor Guard, Sioux City, IA August 17, 2019, Sgt. Floyd Tri-State Chapter.



Photo by Thomas Elpel

Belladonna Beaver Canoe

The dugout canoe was carved in 2018 by Churchill Clark, great-great-great-great grandson of Captain William Clark in partnership with Thomas Elpel. In 2019, Elpel, President of the Jefferson River Chapter, led a "Missouri River Corps of Rediscovery" expedition and paddled Belladonna the entire Missouri River from Three Forks, Montana to St. Louis, Missouri. Along the route, he and his crew presented interactive programs about the Lewis and Clark Expedition.



Photos by Kristen Schulte, Wildy Self, and Ragan Webb

LCTHF partially funded the Missouri River Relief's Project, Missouri River Days

Half-Day Field trips at Eagle Bluffs Conservation Area, Boone County, MO involved 940 students, 142 teachers and parents and 54 volunteers. These educational programs reflected the importance of nature journaling and learning about the resources of the Missouri River.



Photo by Catherine Bouvier

Mouth of the Platte Chapter Educational Project: Funded in part by a LCTHF Grant

The Chapter sponsored an educational Missouri River Journey during FY 2019. Living history educators with a white pirogue replica gave nine presentations to students along the Missouri River.

On the voyage from Ft. Randall Dam in SD to Ponca State Park in NE, the story was shared with over 1200 people and students were reminded that the Lewis and Clark story happened on ground they walk every day.

Thanks to Everyone for a Great Year!



PO Box 3434
Great Falls, MT 59403

