

Visitor Centers of the Future Initiative  
**Multidiscipline Field Team**  
**Charter**

A. Background: The Corps Vision Statement includes “revolutionizing effectiveness” as a goal. Specifically the goal statement is: “dramatic improvement in performance and customer satisfaction will be achieved through best business practices, bold process reengineering and innovative use of technology”. This goal will be applied to the Corps system of visitor centers.

Sixty type A and B visitor centers and some of the 242 type C centers will be significantly modified to improve the delivery of the Corps message with modern interactive exhibits. (There are 7 type A regional centers, 53 type B project centers, and 242 type C centers ranging from brochure racks to centers with full exhibits.) At selected key visitor centers, a “Command Brief” exhibit will be placed that dynamically describes the Corps contribution to the Nation. Regional and local project exhibits will be developed locally and replace current outdated exhibits. The focus of the message to be delivered to the visiting public is the Corps role in improving the lives of American citizens. This message will be delivered appropriately and in an interactive mode. New exhibits will not just be installed, but rather the Corps should provide attractive exhibits that will provide “hands on” interactive learning experiences that are both entertaining and educational.

A Steering Committee composed of HQUSACE staff from PAO, IM, CECW-ON, and CECW-B will provide oversight and direction to the Multidiscipline Field Team (MFT). The steering committee will be chaired by the representative from CECW-ON and will report through the chain of command to the Deputy Chief.

A MFT will be established and will operate under the direction of Visitor Center Initiative Manager (VCIM). It will be led by a project manager (selected from nominees submitted by the divisions) and will use qualified contractors as needed. The MFT will be a multidiscipline field team with expertise in Interpretation, Public Affairs, Information Management, and Budget and Finance. Field team members will be selected for their creativity and on the ground successes in related activities.

B. Mission: The mission of the MFT is to evaluate selected major Corps visitor centers as compared to those outside the Corps and recommend improvements in the Corps program that deliver appropriate messages in an interactive mode. The focus of the evaluation is to determine the current conditions of Corps facilities, messages, and displays as compared to others outside the Corps. The MFT will make specific recommendations for improvements to the Corps national visitor center program, recommend future directions for the program and provide additional guidance to be included in Corps ERs and EPs.

C: Functions. The MFT will perform the following functions:

1. A Chair will be named (by HQUSACE) to represent the Team in dealing with the Steering Committee and others.
2. Develop an overall time line (schedule) and cost estimate for the work outlined below for the approval of the Steering Committee.
3. Develop specific criteria to be used for the analysis and evaluation outlined below for the approval of the VCIM and the Steering Committee.
4. Analyze and evaluate selected (selections made by the Steering Committee) major Corps visitor centers as compared to similar facilities outside the Corps. The focus of the evaluation will be to determine the current conditions of Corps facilities, messages, and displays as compared to others outside the Corps.
5. Recommend changes to the current guidance on the Corps Visitor Center Program to the VCIM and the Steering Committee.
6. Recommend an overall focus or direction for the Corps Visitor Center Program for the approval of the VCIM and the Steering Committee.
7. Develop an overall estimated cost to implement recommended changes in guidance, introduction of the recommended focus or direction, and needed on-the-ground improvements to the Corps visitor centers for the approval of the VCIM and the Steering Committee.
8. Develop a team of Corps employees who can act as "consultants" for renovation of Corps on-the-ground visitor centers for the use of districts that lack or have limited expertise in this area. These "consultants" will perform work for districts on a reimbursable basis.
9. Recommend (to Headquarters Public Affairs Office through the VCIM and the Steering Committee) specific criteria (to include visitation levels) for selection of visitor centers to receive the "command brief" exhibits.
10. Coordinate with Headquarters Public Affairs Office through the VCIM and the Steering Committee and recommend sites for installation of "command brief" exhibits.
11. Following the installation of the initial "command brief" exhibit, evaluate the exhibit, its effectiveness, and recommend "lessons learned" to the Headquarters Public Affairs Office through the VCIM and the Steering Committee for use in later exhibit fabrications and installations.

D. Funding. Funding for travel and per diem costs will be provided by HQUSACE.

Tabb/Revised 19 April 2000