TABLE of CONTENTS

Executive Summary ........................................................................................................................................ ii

MANAGEMENT PLAN

Background ............................................................................................................................................... 1
Themes and Resource Inventory .............................................................................................................. 3
Policies, Goals and Strategies ................................................................................................................... 8
Program for Management Plan Implementation .................................................................................. 11
Coordination with Federal, State, Tribal and Local Programs .............................................................. 14
Conclusions and Recommendations ...................................................................................................... 16

APPENDICES

Appendix A: Legislation .......................................................................................................................... 18
Appendix B: Northern Plains National Heritage Area Public Involvement Plan ................................. 22
Appendix C: Public Comments ............................................................................................................... 26
Appendix D: Natural, Cultural and Historic Resources of the NPNHA .................................................. 31
Appendix E: Cooperative Agreement .................................................................................................... 36
Appendix F: Northern Plains Heritage Foundation By-Laws and Conflict of Interest Policy ................. 42
EXECUTIVE SUMMARY

The legislation creating the Northern Plains National Heritage Area (Public Law 111-11 Section 8004), as amended (Appendix A), contains no specific mission statement for the Heritage Area, except that a management plan will describe how to proceed with “telling the story of the heritage of the area covered by the Heritage Area and encouraging long-term resource protection, enhancement, interpretation, funding, management and development of the Heritage Area.” What is lacking in that statement is the description of which story is to be told. But the process for determining which story is outlined in legislation and subsequently, in a Cooperative Agreement between the National Park Service (NPS) and the Northern Plains Heritage Foundation (NPHF), (Appendix B). The Cooperative Agreement also provides some specifics about the story or stories to be told, assuring “preservation and conservation of the “National Heritage Area’s nationally important stories, including the culture and legacies of the Three Affiliated Tribes and other tribes as appropriate.” Additionally, the feasibility study for the Northern Plains National Heritage Area, conducted by the NPHF in 2005-07, and presented to Congress for its consideration prior to its designation of the Northern Plains National Heritage Area, contains a Vision Statement, describes interpretive themes, recommends management alternatives, and natural, scenic, recreational, cultural and historic places and events within the proposed Heritage Area.

This draft management plan is the result of a process which required that the NPHF “afford adequate opportunity for public and Federal, State, tribal, and local governmental involvement in the preparation of the management plan.” This was done in accordance with a public involvement plan (Appendix A) through public meetings in each of the five counties mentioned in the legislation, and through meetings with representatives of state agencies and other potential partner organizations in the Heritage Area. Appendix C summarizes comments received during those meetings, which were carefully considered in developing this draft management plan.

Beginning even before a well-attended first public meeting at the Veteran’s Memorial Library in Bismarck, October 12, 2009, public comment focused on the potential effects of the Heritage Area on private property. Concerns about zoning or regulatory authority because of the designation were widespread, along with some fear that being in the Heritage Area would limit the rights of landowners to sell their land, allow wind generators or affect the rights of inheritance. Landowners were reassured by amended legislation that removed all private property from the Heritage Area and required written application by the landowner to participate in any Heritage Area projects (Appendix A). As that provision was explained and understood, the focus of the public meetings shifted to how to achieve positive results from the Heritage Area. Still, private property rights were still a concern of many and comments were solicited to find language and provisions for the management plan that would further assure private landowners. But the public and partner meetings also generated comments about how the Heritage Area management plan could best meet its goals and meet unmet needs of heritage tourism organizations in the Heritage Area, as well as protecting, enhancing, interpreting, funding, managing and developing the Heritage Area.

The draft management plan that follows is based on that public input, the authorizing language of the Congressional Act, the Cooperative Agreement between the NPS and the NPHF, and the feasibility study presented to Congress upon which designation of the National Heritage Area was based, indicating legislative intent.

THEMES and RESOURCE INVENTORY: Stories to be Told

While specifying the culture and heritage of the Three Affiliated Tribes (Mandan, Hidatsa and Arikara), the Cooperative Agreement indicates that other nationally-important stories should be told as well. The stories of Lewis and Clark at Fort Mandan and George Custer’s 7th Cavalry at Fort Lincoln certainly rank as nationally-important. Beyond those are numerous sites and events, both public and private, heritage or commercially based, with tangential relationships to the major stories, or with compelling stories of their own that individually may not rise to the level of “nationally important,” but which collectively, or by basis of their placement within a national heritage area, add to the tapestry of heritage in the Heritage Area. More than that, these other sites and events fit within the legislative charge “to protect, enhance, interpret, fund, manage and develop the natural, historical, cultural, educational, scenic and recreational resources of the Heritage Area.”

Therefore this management plan provides the maximum flexibility to the NPHF to be inclusive in support of projects that contribute to the natural, historical, educational, scenic and recreational resources of the Area.

PROGRAM for IMPLEMENTING the MANAGEMENT PLAN: Use of Funds

The legislative authority is to use funds for making “grants to political jurisdictions, nonprofit organizations, and other parties within the Heritage Area.” The NPHF is also authorized to enter into cooperative agreements with political jurisdictions, nonprofit organizations and other parties within the Heritage Area other than through grant programs.
The management plan lays out four ways that funds may be used:

1. Grant making will be the major item in the annual budgets of the NPHF, leveraging federal funds with locally-generated matching funds to accomplish the goals of the Heritage Area. Grants will support sites, events and projects that enhance heritage tourism and education within the Heritage Area.

2. Cooperative Agreements may also be employed between the NPHF and agencies and organizations within the Heritage Area to further the goals of the Heritage Area. These could be in joint projects or in the provision of technical assistance. The distinction between grant making and cooperative agreements will largely be a function of the level of involvement of the NPHF in formulation and direction of the project and the type and duration of the project. A cooperative agreement is appropriate in regard to long-term cooperation on general goals, or over a series of sites or events. The main objectives of the NPHF technical assistance will be to assist partner entities within the Heritage Area in making use of new media to tell their stories and promote their sites and events, and to provide assistance in accessing and implementing grant programs.

3. Technical Assistance may be offered to people and organizations in furtherance of the goals of the Heritage Area. Assistance may include facilitating conversations between partner organizations in heritage tourism, as well as assistance with seeking grants through the NPHF and working with grant applicants and through cooperative agreements to meet guidelines set by Congress and the National Park Service in achieving the goals of the Heritage Area.

4. Staffing, office space and equipment, and administrative services will be provided, at least initially, by contract with the Fort Abraham Lincoln Foundation. The contract is for a 29-month term through September 30, 2012 subject to cancellation with 90 days notice by either party. The NPHF will periodically review its needs for administrative services. It may hire an executive director and other staff, or continue to contract for those services.

RESOURCE MANAGEMENT POLICIES and STRATEGIES: Property Rights Assured
While P.L. 111-11, as amended, provides absolute protections for private property owners within the Heritage Area, some local citizens still express concerns. The most tangible concern expressed was that the NPHF would use the promise of federal funds to influence zoning authorities to restrict development of wind farms, implement viewshed restrictions, or otherwise follow a preservationist agenda affecting private landowner rights.

The management plan expresses the commitment of the NPHF to respect the letter and the spirit of the legislation and cooperative agreement in regard to property rights, to “assure that all residents who work with them are doing so by choice, applying the property rights mandate for opt in, opt out as required by the enabling legislation in regards to property owners.”

CONCLUSION and RECOMMENDATIONS
The management plan which follows answers the key questions and contains the assurances required by legislation including providing the Criteria for Approval by the Secretary of the Interior for the management plan.

The Northern Plains National Heritage Area provides an important aid to preservation, development and maintenance of sites significant to the story of America. It provides encouragement and coordination to link Heritage Area “story-tellers,” that is the agencies, organizations and individuals involved in ownership, management and support of the sites and stories of the NHA, that will improve their collective capabilities.

The goals of the Northern Plains National Heritage Area are to increase public awareness of local history and associated landscapes, the national significance of elements of that history and sites, and the need for preservation; to encourage research on local history in order to incorporate relevant culture into the educational curriculum; and to enhance the quality of community character, promoting greater sense of place, and strengthening the region’s identity.

Through 2024, the principle activity of the management of the NHA through the coordination of the NPHF with the NPS will be to provide matching funds to encourage and improve the work of the story-tellers. At conclusion of the 15-year authorization, the goal is for the NPHF to be sustained by local support because it has proven to provide useful service not just in bringing federal funds to match local efforts, but because it has provided a framework linking the various partners and the principles and importance of preservation, interpretation, development and maintenance of the nationally-significant sites widely recognized and supported within the Heritage Area.
Fort Abraham Lincoln State Park
Mandan, ND
March 30, 2009, President Barack Obama signed Public Law 111-11 (Appendix A), creating the Northern Plains National Heritage Area, consisting of "a core area of resources in Burleigh, McLean, Mercer, Morton and Oliver Counties" in North Dakota, and, "any sites, buildings, and districts within the core area recommended by the management plan for inclusion in the Heritage Area." This document is the proposed management plan.

The designation resulted from a Congressionally-sponsored feasibility study for the Northern Plains National Heritage Area, conducted 2005-2007, at the instigation of U.S. Senator Byron Dorgan with the support of Senator Kent Conrad and Representative Earl Pomeroy of North Dakota. The feasibility study evaluated the proposed area according to 10 interim criteria suggested by the National Park Service (NPS). The criteria have not been adopted by Congress as definitive in the heritage area process, but they provided a framework for the study.

Beyond looking at the study area through the lens of the NPS criteria, the feasibility study process included providing background information to the public in the area through presentations to potential partner organizations, local service clubs, and in public meetings before city and county commissions. Each county commission in the area was asked to provide a letter of support for the feasibility study, which they did. In the end, the 2007 Feasibility Study reported that, "based on information collected throughout this study process, the Northern Plains Heritage Foundation concludes that the Northern Plains National Heritage Area meets all criteria recommended for heritage area designation." It concluded with a Vision Statement:

With the mission of the Northern Plains Heritage Foundation and the proposed National Heritage Area to "preserve, promote and develop the culture, natural and scenic resources of the Northern Plains region of central North Dakota along the Missouri River," the vision 15 years out is a grand one.

Visionary people of this region have laid the groundwork that will make the work of the National Heritage Area popular and successful. The recently-concluded national commemoration of the Lewis and Clark Bicentennial helped increase public awareness of the uniqueness of the cultures and the special sense of place along the Missouri River Valley.

The National Heritage Area designation will amplify this awareness, and draw additional people into the dialogue of how best to enhance and promote the cultural resources of the area. Critical to meeting the ambitious goals that will be set out are two historical non-profit organizations, the Fort Abraham Lincoln Foundation of Mandan and the Lewis & Clark Fort Mandan Foundation of Washburn. These two "bookends" of the Northern Plains National Heritage Area will provide a valuable infrastructure of support for the work of the Area.

Fifteen years from now, the work of the Northern Plains NHA will have elevated the status of the many historic and cultural sites in the corridor, among local residents and visitors from around the world. A new generation of North Dakotans will come to appreciate their special sense of place through enhancements to the sites along with the communities and organizations which support them.

Bismarck/Mandan and the smaller, rural communities along the NHA corridor will benefit from economic development opportunities presented by pass-through grants provided by the NHA. Businesses will be able to remodel their storefronts to match the cultural aspects of their setting. For example, Washburn, which was established as a riverboat town 125 years ago, may choose to follow a Missouri River steamboat theme throughout its historic downtown district. Bismarck and Mandan have started this trend in various areas, particularly through their Parks and Recreation Departments, and the NHA will be able to augment and enhance those efforts.

World-class interpretive centers and historic sites will be able to offer new facilities and services to their visitors, woven together by the thread of the NHA. Greater insights into the depths of the many cultures that have inhabited this corridor will be available to those centers and sites, enhancing their interpretive component.

It is anticipated that old, historic buildings will find new lives with matching grants that will entice their owners into dramatic improvements to benefit residents and visitors. Formerly neglected areas will be revitalized by this surge of opportunity.
As the work of the Northern Plains National Heritage Area takes root, the results will be noticeable and dramatic. The end result will be a stronger sense of place appreciated by those who choose to make the Missouri River Valley their home and also the visitors who are attracted to come. The world will know that this is a very special place, with cultures that date back thousands of years, and a thriving, vibrant culture today with an exciting future.

The feasibility study was presented to Congress through the North Dakota Congressional Delegation in March, 2007. Legislation, Senate Bill 2098, was introduced in the Senate in 2007, and a hearing held in the Subcommittee on National Parks of the United States Senate Energy and Natural Resources Committee, November 8, 2007. The President of the Northern Plains Heritage Foundation, State Senator Tracy Potter, was called to testify, as was Katherine H. Stevenson, Acting Assistant Director, Business Services, National Park Service.

The NPS, while recognizing “the historic, cultural and natural features of the area,” did not support Senate Bill 2098, citing what they perceived to be a lack of “significant levels of public involvement and the local commitments necessary for successful planning and implementation of a heritage area.” Ms. Stevenson suggested that broader public engagement, particularly with the Three Affiliated Tribes, would ensure widespread public involvement. The NPS testimony focused on supporting language preservation, specifically beginning with the Mandan language. It also recommended further examination of the boundaries of the Area “to include the current Mandan-Hidatsa homeland,” by which she was referencing the Fort Berthold Indian Reservation, located north and west of the study area.

Senator Dorgan asked Ms. Stevenson, if, beyond suggesting expanded public involvement, if the area otherwise qualified as a National Heritage Area based on its natural, cultural and historic properties. She agreed that it did.

In answer to questioning from Subcommittee Chairman Senator Akaka, Senator Potter answered the NPS question about public involvement by pointing out that county commission meetings in North Dakota are open to the public, are held after public notice, and with a published agenda. At those meetings, Senator Potter testified, there were questions raised about private property rights, but when the public and commissioners were assured that the heritage area program has no regulatory component or effect on property rights, commissioners unanimously supported the feasibility study.

The Subcommittee and full Committee recommended the bill for passage, but it did not reach the floor of the Senate until it was combined into an omnibus package, passed and signed by the President on March 30, 2009.

To enhance public involvement, the NPHF board of directors was expanded to include broader constituencies. Invitations were extended to the North Dakota Farmers Union, North Dakota Farm Bureau and North Dakota Stockmen’s Association to suggest candidates for the board. The Farmers Union and Stockmen’s Association did so and members from each group were appointed to the board. A Burleigh County Commissioner known as a property rights advocate was also added.

In July, 2009, the board approved a process for public input on the management plan (Appendix B). That plan called for public meetings in each of the five counties to provide information and take comments with a public hearing to be held to present a draft management plan based on public input. Public input would also be solicited through meetings with state and local heritage tourism agencies and potential partner organizations.

Subsequently the authorizing legislation was amended to limit properties to be included in the Heritage Area to public property and only those private holdings for which the private landowner provided written application to be included in the Heritage Area (Appendix A).

Public meetings in each of the five counties, held between October, 2009, and December, 2010, demonstrated the value of that amendment in reassuring the public that private property rights were not impacted by the Heritage Area. The major concern of landowners in the area was taken off the table without any requirement for action on the part of the landowner to opt-out. Summaries of meetings and all written comments are provided in Appendix C.

Following the last public meeting, December 16, 2010, at Fort Abraham Lincoln State Park in Morton County, construction of this management plan began.
There are at least three themes clearly of national significance within the Heritage Area which are part of broader stories in the Area. Appendix D lists resources in the Heritage Area that could be included. The major themes are:

1. Homeland of the Mandan and Hidatsa
2. Lewis and Clark, Sacagawea and the Corps of Northwest Discovery
3. George Custer and the 7th Cavalry

Those all have a number of sub-themes, and are all represented by sites of national and international significance, including the reconstructed Fort Mandan, Fort Abraham Lincoln and On-a-Slant Mandan Indian Village, and, the Knife River Indian Villages National Historic Site, as well as interpreted state historic sites like Huff, Fort Clark and Double Ditch.

Sub-themes, for example, for Custer and the 7th Cavalry involve the site of Fort Abraham Lincoln, the Northern Pacific Railroad, and the Lakota people with leaders like Rain-in-the-Face, Sitting Bull, Gall, Running Antelope and others. Also related are Camp Hancock, the early days of Bismarck, Whisky Point, Bloody 4th Street and other stories.

The Lewis and Clark story is deepened and widened by Fort Mandan, Sacagawea, Charbonneau, Sheheke-shote, Black Cat, Le Borgne and the Northwest Company.

The Mandan and Hidatsa Homeland “umbrella” includes stories of pioneering agriculture farther north along the Missouri than any other people, building cities that became centers of inter-tribal trade and trade with European nations, La Verendrye family explorations, and the environment of Mandan-Hidatsa culture, centered as it was on the Missouri River.

While the cooperative agreement specifies the Three Affiliated Tribes, it mentions the NHA’s “nationally important stories.” These certainly include the stores of Custer’s 7th Cavalry at Fort Lincoln, and the Lewis and Clark expedition and its winter quarters at Fort Mandan. These are stories of recognized significance not only nationally, but internationally.

The state of North Dakota’s Tourism Division has used the word “legendary” to describe the historical attractions of North Dakota. The legends the state markets include Custer, Lewis and Clark, Sacagawea, Sitting Bull and Theodore Roosevelt. Of those, only Roosevelt’s story is not tied substantially to this stretch of the Missouri River.

Each of the stories, of course, is part of some larger themes of American history. The visits of Lewis and Clark are painted on a broader canvas that places them in perspective. Their Corps of Northwest Discovery was “discovering” a centuries-old farming and hunting culture central to a centuries-old inter-tribal trade network that had dealt in European goods for furs for 200 years, and directly with Canadians of European descent for 66 years before Lewis and Clark arrived on the scene. After Lewis and Clark, the fur trade shifted to St. Louis and the United States. It was an era of mostly peaceful coexistence and mutually-profitable commerce. While that trade continued upstream for several decades more, within the Heritage Area the fur trade era effectively ended in 1837 when smallpox devastated the Knife River Indian Villages, prompting a relocation of the Mandan and Hidatsa north and west of the designated area.

Steamboats ran the river between St. Louis and Fort Union and points farther up the Missouri River in the years before the Civil War. That conflict spilled over onto the Northern Plains after the Dakota Uprising in Minnesota in 1862. Some Dakota bands fled Minnesota into North Dakota and were pursued by punitive expeditions under Generals Sully and Sibley. During the 1860s, military posts were placed on the outskirts of the Heritage Area at Fort Rice, Fort Stevenson and Fort Buford. These were followed by Fort McKeen, an infantry post established in June, 1872, on a high bluff overlooking the Missouri River. Across the river and a little north, the Northern Pacific Railroad had reached the east bank of the Missouri at the little town of Edwinton, about to be renamed Bismarck. Camp Hancock was established there, also in 1872.

The Northern Pacific’s arrival meant that Bismarck would be a major town, a place where steamboats and rails met. Camp Hancock and Fort McKeen were there to protect civilians and to assist the Northern Pacific as it continued west of the Missouri, eventually leading to another transcontinental link. Fort McKeen was renamed Fort Abraham Lincoln in November, 1872, and the 7th Cavalry, commanded by Lt. Col. George Armstrong Custer, was posted there in 1873. From Fort Lincoln, Custer’s 7th rode to its destiny at the Little Big Horn.
Native agriculture influenced its replacement as homesteaders and other settlers took up farming and ranching in the area in the 1870s through the 1890s. The early pioneers also found and mined lignite coal, which has become a major contributor to national energy production, and a major part of the region's economy.

The stories weave and overlap. Small stories are threads of much larger national epics. Some, listed below, are clearly the major historical themes of national significance. Others are the stories that personalize and illustrate the larger themes.

SITES in the NORTHERN PLAINS NATIONAL HERITAGE AREA

The Northern Plains National Heritage Area is anchored by four world-class historical interpretive sites:

1. Knife River Indian Villages National Historic Site
2. North Dakota Heritage Center
3. Lewis and Clark Interpretive Center and the reconstructed Fort Mandan
4. Fort Abraham Lincoln State Park

The four sites overlay a rich history of the way people have adapted to, and shaped, the region. There are many other significant public sites within the area, and all are now linked within the Northern Plains National Heritage Area.

There are many nationally-significant sites within the NPNHA, and many stories. In a time-sequence, the sites with a story to show, as well as to tell, begin with the Woodland Era and the Mound Builders. The Woodland Era is a designation by anthropologists and historians describing the culture of a period some 2,000 to 1,000 years before present. There were people in the area even 100 centuries before that, but their footprints are hard to see. In the Woodland Era, however, people constructed large, linear mounds on the bench land away from and above the Missouri River floodplain. Some of these are still discernable today, notably in the Cross Ranch - Nature Conservancy area.

From the Woodland Era, residents of the area evolved what is known as the Plains Village lifestyle. As opposed to the stereotypical image of nomadic Plains Indians, the Village Indians set down roots in more-or-less permanent communities. The Awatixa Hidatsa did that in the region near Painted Woods Creek, around 1100 A.D. The people who became known to history as the Mandan may have started gardening a little farther south in the area about the same time. The Menoken State Historic Site, once incorrectly identified as the village likely visited by La Verendrye in 1738, seems to be associated with this time period.

The two groups of Siouan-speakers, Mandan and Hidatsa, shared similar cultural expressions. They were so close, in fact, that outsiders didn't distinguish between them, until David Thompson noted the distinction in 1797. Both peoples built earthlodges, sod-covered homes built on a framework of cottonwood logs and woven willow branches. Both grew corn, squash, beans, sunflowers and tobacco in the fertile bottomlands along the Missouri River. The men successfully hunted buffalo and other animals. The river was a source of fish, shellfish and water. Its annual floods rejuvenated the gardens. With productive agriculture practiced by the women and successful hunting by the men, food surpluses led to both population growth and inter-tribal trade. Obsidian from the Rocky Mountains and sea shells from both coasts can be found in what remains of the Mandan and Hidatsa villages, attesting to their involvement in far-reaching and ancient inter-tribal trade networks.

For hundreds of years, the earthlodge people thrived in the region. Their house-types evolved, starting as long houses, the remains of which can be seen at sites like the Huff Indian Villages State Historic Site, which is also a National Landmark, Double Ditch State Historic Site, and Chief Looking’s Village in the City of Bismarck. The rectangular lodges evolved into round lodges around 1500 A.D., a style that required less wood for construction and less fuel to heat. Where villages had lasted perhaps 50 years in the earlier stages, after the shift to round lodges, villages became virtually permanent, some lasting for two or three centuries and showing no signs of impending abandonment before smallpox devastated the region in 1781. Preserved village sites representing the era up to 1781, a golden age for the earthlodge peoples, include Double Ditch, which seems to be the longest-occupied Mandan site, and On-a-Slant Village at Fort Abraham Lincoln State Park, with six reconstructed lodges and a wing of the Visitors Center dedicated to the Mandan culture.

Even after the epidemic, which had perhaps 80% mortality among the sedentary Mandan and Hidatsa, the earthlodge villages which remained continued to be centers of productive agriculture and commerce. Beginning as early as 1738, with the visit of Pierre Gaultier, Sieur de la Verendrye, French-Canadian visitors established a direct trading relationship in the area, which outlasted French political presence in Canada. Fur traders Rene Jessaume and Toussaint Charbonneau were there to greet Lewis and Clark, for instance. By that time, 1804, the number of Mandan and Hidatsa villages was down to five, all clustered near the confluence of the Knife and Missouri Rivers. Two of those are preserved within the Knife River Indian Villages National Historic Site.
After Lewis and Clark's expedition, visits to the Mandan and Hidatsa villages from the United States became a regular occurrence. Fur trade giants like Manuel Lisa and Pierre Chouteau came early in the 19th century. A couple of decades later, artists Karl Bodmer, George Catlin and James J. Audubon visited the Mandan and Hidatsa on the eve of another deadly bout with smallpox. Bodmer traveled with Prince Maximilian du Weid. While Bodmer captured the details of clothing and other cultural features with his brush, Maximilian did it with his pen. Catlin did both, predictably doing neither as well as the specialists. The 1837 epidemic ended the Knife River villages era for the Mandan and Hidatsa forcing them to abandon their Knife River villages and merge into a single village farther upriver. The departure of the Mandan and Hidatsa from the Heritage Area marked the end of the fur trade era in the region, but also opened their old villages to the Arikara, who moved into Mitutanka, one of the former Mandan villages in the Knife River region.

The American Civil War set in motion events that rippled through the Heritage Area. Conflict in Minnesota between white settlers and Dakota Indians spilled over into North Dakota as Generals Sibley and Sully launched punitive expeditions that resulted in the establishment of Fort Rice, 1864, and Fort Stevenson, 1867, both just beyond the edges of the Heritage Area suggested in the feasibility study. Those sites and the battles of the Killdeer Mountains and Whitestone Hill, both well outside the Area, marked a change from a relatively peaceful coexistence between the Native nations and the United States. The military occupation of the area continued with the building of Camp Hancock and Fort Abraham Lincoln (Fort McKeen) in 1872.

The Northern Pacific Railroad reached the Missouri River in 1872 at the town of Edwinton, about to be renamed Bismarck in hopes of attracting German investment and immigrants. The 7th Cavalry conducted expeditions to the Yellowstone, 1873, the Black Hills, 1874, and the Little Big Horn in 1876. The Arikara Indians, more than any other Indian nation, provided scouts to Custer and the soldiers at Fort Abraham Lincoln. The 7th participated in the campaign to capture Chief Joseph and the Nez Perce in 1877. Chief Joseph himself was brought to Fort Lincoln and Bismarck in 1877.

The 7th Cavalry left Fort Abraham Lincoln in 1882, being redeployed to Fort Meade in South Dakota. The infantry occupied the abandoned buildings, turning stables into workshops and not replacing buildings that burned or were otherwise demolished. In 1891, the infantry left as well, and Fort Abraham Lincoln was quickly dismantled by local residents.

The year 1890 is somewhat of a watershed for historians. Beyond the killing of Sitting Bull and the massacre at Wounded Knee (the last significant battle on the Northern Plains) the 1890 Census report prompted influential historian Frederick Jackson Turner to declare the end of the frontier in America. But, while the frontier may have ended, history did not end in the Heritage Area.

Successive waves of immigration brought people from the East and from Europe. Many of those who came in the 1880s and 1890s were Germans from Russia, also known as Black Sea Germans. They were descendants of farmers from near Strasbourg, France, who had been lured to help settle Russian territory by Catherine the Great. Special privileges extended to the settlers by Catherine were not continued by later Czars and the Germans left Russia, many eventually settling in south central North Dakota. North Dakota has been described as more of an ethnic salad bowl than as the traditional American melting pot. Other items in the salad of the Heritage Area include communities founded by Norwegian immigrants. Beyond growing their own farms and the nearby towns, the new residents also began exploiting resources like lignite coal, known to be in the area since the time of Lewis and Clark.

North Dakota's most colorful political era spilled over into surrounding states and even Canadian provinces. A populist fervor expressed through the Grange and the Populist Party had largely played out when a Socialist Party organizer, A.C. Townley came up with a big idea. After unsuccessfully attempting to enlist farmers in North Dakota in the Socialist Party, Townley's conclusion was that a social democratic platform was acceptable to farmers in the one-party Republican state, but socialism had a negative and European connotation. The NonPartisan League (NPL) formed with a socialist or state capitalist platform and identified enemies - the railroads, grain millers in Minneapolis and bankers. The NPL's solution to their problems was to create their own state bank to provide credit on fair terms and a state mill to buy their grain at fair prices. Those creations of the 1919 legislature are unique in the United States, but continue as successful state businesses today.

The NonPartisan League served as inspiration and as an organizing nexus for the Farm-Labor Party in Minnesota, and other farmer-based popular movements in surrounding jurisdictions. The Heritage Area, containing the State Capitol, was central to the political upheavals for the life of the NPL, 1915-1956.

Lignite coal production and conversion of lignite to electricity became big business in the 1960s and 1970s. Strip-mining, also known as surface mining, for coal became controversial as pace of development stepped up. Strong reclamation laws requiring replacement of the productive soil after mining resolved the concerns.
Both the coal mining and the electrical generating facilities are in the northern end of the Heritage Area in Mercer, Oliver and McLean Counties. The nation's only coal-to-natural gas facility, the Dakota Gasification plant near the city of Beulah in McLean County, represents one attempt to move towards energy independence for the United States. While the feasibility study area and this management plan's definition of the Heritage Area does not extend to Beulah, coal plants and mining are part of the Heritage Area near Stanton and Washburn.

The story of energy production in the area continues to be written as the coal facilities adapt to concerns about CO2 emissions with innovative techniques like dry-finishing and carbon capture.

KEY SITES OPEN to the PUBLIC:
- Knife River Indian Villages National Historic Site and Big Hidatsa National Landmark
- North Dakota State Capitol Building
- Fort Abraham Lincoln State Park
- North Dakota Heritage Center
- Lewis & Clark Interpretive Center
- Fort Mandan Reconstruction
- Huff Indian Village National Landmark and State Historic Site
- Double Ditch State Historic Site
- Buckstop Junction
- North Dakota State Railroad Museum
- Chief Looking’s Village State Historic Site
- Former Governor’s Mansion State Historic Site
- Camp Hancock State Historic Site
- Scattered Village Exhibit at Mandan Public Library
- Cross Ranch State Park

See Appendix D for expanded list of cultural, natural, scenic and recreational sites and districts.

*Inclusion by mention within this document does not indicate the opted-in or opted-out status of either public or private property.*
CULTURAL and HISTORIC EVENTS

Cultural and historic events related to the major themes take place regularly within the Heritage Area. The largest annual event is the United Tribes International Pow-Wow, which attracts several thousand American Indian dancers and tens of thousands of visitors ever September. The Pow-Wow is a celebration of Native culture held on the campus of the United Tribes Technical College, which is the former Fort Lincoln military post (as opposed to Fort Abraham Lincoln across the river) and WWII internment camp for Japanese Americans.

Other major cultural or historic annual events related to the major themes of the Heritage Area include:

- Lewis & Clark Days in Washburn
- Frontier Army Days at Fort Abraham Lincoln State Park
- PRCA Rodeo in Mandan
- Northern Plains Culture Fest at Knife River
- Old Settler’s Day at Buckstop Junction

Additional special events:

- The Dickens Festival in Garrison
- Capitol A'Fair at the ND State Capitol
- Buggies N' Blues in Mandan
- Father’s Day at the State Railroad Museum
- Fahlgren Pioneer Days
- Missouri River Music Festival
- Sam McQuade Sr. Budweiser Charity Softball Tournament
- Fourth of July Spectacular in Mandan
- Art in the Park in Mandan
- Spirit of the West “Grill Fest” in Mandan
- Papa's Pumpkin Festival in Mandan
- Captial Quiltfest in Bismarck

See Appendix D for expanded list of cultural events.

*Inclusion by mention within this document does not indicate the opted-in or opted-out status of either public or private property.*
The mission of the Northern Plains Heritage Foundation is to preserve, promote and develop the cultural, natural and scenic resources of the Northern Plains region of central North Dakota along the Missouri River. To that end, it conducted the feasibility study which led to Congressional designation of the Northern Plains National Heritage Area.

The National Heritage Area was designated because of the national significance of Heritage Area stories regarding the Mandan, Hidatsaand Arikara nations, and their peaceful interaction with the Lewis and Clark expedition, and the stories related to the military occupation of the Northern Plains personified by George Custer and the 7th Cavalry at Fort Abraham Lincoln. Like a rising tide lifts all boats, those nationally-significant stories provide heritage tourism opportunities for perhaps less significant sites and events within the NHA.

Policies to implement the goals of the Heritage Area start with the goals. The goals of the Northern Plains National Heritage Area are to aid in the continued improvement of key sites and events; to increase public awareness of local history and associated landscapes, along with increasing awareness of the national significance of elements of that history and sites, and the need for preservation; to encourage research of local history in order to incorporate relevant culture into the educational curriculum; and to enhance the quality of community character, promoting greater sense of place, and strengthening the region's identity.

An essential part of the Heritage Area program is that local people define and direct the program under NPS guidelines. That includes the initial public input stage, but is also a continuing, non-static feature. In practical terms, this means that policies of the Northern Plains Heritage Foundation should remain as open to public initiative as possible in terms of review of requests for cooperation from Heritage Area residents. Opportunities for public involvement will include, but not be limited to, semi-annual public meetings sponsored by the NPHF. So, this management plan proposes that the list of events, attractions and stories potentially supported within the area will include those illustrating or in someway enhancing or highlighting the major themes, but also stories of national significance currently overlooked but subsequently proposed by residents.

One of the management tasks of the NPHF will be to maintain and help distribute information on current and upcoming heritage tourism activities within the Heritage Area. It will also seek to aid in the coordination of scheduling between partner organizations to enhance attendance at and attention to the various events.

**NORTHERN PLAINS HERITAGE FOUNDATION BUSINESS PLAN**

In the feasibility study preceding designation by Congress, there were four management alternatives considered in regard to “the purposes of protecting and interpreting the nationally significant resources in the areas.” The four alternatives considered were a “no-action” alternative; designation by Congress as a National Heritage Area, which is what transpired; a private non-profit management alternative without the federal designation or annual funding; and, state heritage area management.

The conclusion of the feasibility study to this question was that action was entirely appropriate and that the best course of action was designation by Congress of a National Heritage Area. The private non-profit alternative had none of the advantages of national designation, though non-profits would play an essential role in the success of the NHA. A private non-profit heritage organization would have substantially less prestige than an NHA and would be less likely than a nationally-recognized entity to attract financial support, participation and sponsorship of special initiatives, and would be less likely to attract new visitors to the area.

The idea of a state heritage area management organization was rejected as the state had no such organization at the time of the feasibility study. Subsequently, the 2011 Legislative Session defeated HB 1290, which would have established such an organization.

The stated goal of the Heritage Area under the designation alternative included:

1. increasing awareness of local history, associated landscapes, and the need for preservation;
2. encouraging research on local history in order to incorporate relevant culture into educational curriculum; and
3. enhancing the quality of community character, promoting greater sense of place, and strengthening the region's identity.
Within the alternative which was chosen, designation by Congress of a National Heritage Area, the Northern Plains Heritage Foundation was named “the primary candidate to be designated as the management entity for the proposed heritage area.” It was to represent a cross-section of public and private interests, including representatives of state and local governments, municipalities, historic, cultural and environmental organizations, educational institutions, economic development organizations and private citizens.

The NPHF was envisioned to have between three and five employees, including an executive director, a finance and office manager, and a marketing and research assistant. Key partners were to be invited to offer advice and support to the volunteer board and employed staff.

With the Feasibility Study completed and submitted to Congress and awaiting action, due to budget limitations, NPHF board decided to contract with a non-profit organization, the Fort Abraham Lincoln Foundation to provide administrative services. In January 2010, after designation, the NPHF let a Request for Proposal for administrative services. The Fort Abraham Lincoln Foundation responded to the request and in a competitive process was awarded a contract to continue to provide administrative services.

The NPHF board retains the right to chose other administrative agents, including hiring staff as originally envisioned.

The NPHF will submit an annual report to the Secretary for each fiscal year for which it receives Federal funds under this section, including:

1. the specific performance goals and accomplishments of the NPHF;
2. the expenses and income of the NPHF;
3. the amounts and sources of matching funds;
4. the amounts leveraged with Federal funds and sources of the leveraged funds; and
5. grants made to any other entities during the fiscal year.

The NPHF will make available for audit for each fiscal year for which it receives Federal funds under this section, all information pertaining to the expenditure of the funds and any matching funds.

The NPHF will encourage economic viability and sustainability that is consistent with the purposes of the Heritage Area.

The NPHF will ensure that all sub-grantees and cooperating partners invest federal funds properly for the purposes for which they have been given, provide appropriate match and comply with relevant federal regulations.

PARTNER ORGANIZATION ACTIONS, COMMITMENTS and COORDINATION

Throughout the process of creating the Northern Plains Heritage Foundation and obtaining designation of the Northern Plains National Heritage Area, representatives of several private nonprofit organizations and public agencies have been important participants. The Fort Abraham Lincoln Foundation took the lead of organizing an initial meeting of potential board members and drafting by-laws for the NPHF, which named several state agencies (State Historical Society of North Dakota, North Dakota Tourism Division, and North Dakota Parks and Recreation Department) as ex-officio members of the board. North Dakota Indian Affairs was later added as a fourth ex-officio member. The NPHF recruited representatives of the Lewis & Clark Fort Mandan Foundation, and the Bismarck-Mandan Chamber of Commerce. Regular conversations continue with the Bismarck-Mandan Convention and Visitors Bureau, and representatives of the Sacagawea Chapter of the Lewis and Clark Trail Heritage Foundation, State Railroad Museum, Mandan Progress Organization and others.

A pilot grant program announced August 1, 2011, attracted widespread interest from potential partners. Thirteen applications from 12 organizations were received. The organizations wishing to participate in the NHA and offering to match federal funds were:

- Bismarck Parks and Recreation District
- Dakota Legacy
- Dakota Zoo
- Fort Abraham Lincoln Foundation
- Fort Lincoln Trolley Company
- Knife River Indian Heritage Foundation
- Lewis and Clark Fort Mandan Foundation
- Makoche Recording Company
- Missouri Riverboat, Inc.
- Missouri Valley Historical Society
- North Dakota State Railroad Museum
- State Historical Society of North Dakota
The organizations mentioned in this section form a core group of working partners to fulfill the Congressional mandate. Through a series of dialogues with these groups and continuing public input, projects, sites and events will seek to leverage federal support through cooperative efforts bringing service providers, sites and others together.

Those cooperative efforts may include technical assistance, grant programs and/or cooperative agreements.

**FUNDING SOURCES and ECONOMIC DEVELOPMENT STRATEGIES**
The leading economic development strategy for the NHA is to increase visitation to the Heritage Area. Attracting visitors is a function of the quality of the interpretation offered at heritage tourism sites and events and the marketing of the Heritage Area.

The Northern Plains Heritage Foundation will identify federal and local resources able to assist entities within the area as potential funding sources for projects meeting the Congressional mandate and as sources of technical assistance and historical and cultural consultation.

The NPHF will assist local entities in accessing grant programs, as requested. It will also encourage and participate in strategic planning for the local entities and attempt to bring together various groups for planning purposes and joint projects.

One of the main objectives of the NPHF technical assistance will be to assist partner entities within the Area in making use of electronic media, particularly social media to tell their stories and promote their sites and events.

The NPHF will also conduct fund raising projects to provide itself with funds to match federal appropriations and to build an organization that can sustain itself at the conclusion of federal funding as required by the enabling legislation.

The Act requires the management plan to specify existing and potential sources of funding to manage and develop the Heritage Area. As the focus of the NPHF is to act as a facilitator of projects and coordinator of activities primarily directed by local residents and organizations, the matching funds will primarily come from those residents and organizations applying for grants or through cooperative agreements. Administrative costs of the NPHF for coordination and technical assistance will be limited, with the match for those expenses coming from fund raising efforts and reasonable fees for grants administration.
The Northern Plains Heritage Foundation will work with its local partners and the National Park Service to implement this management plan. It will seek to coordinate with heritage tourism organizations within the Area and continue to take public input about implementation. The three major methods of implementation are 1) grant programs; 2) cooperative agreements; and 3) technical assistance.

**GRANT PROGRAMS**
Grant making will be in the annual budgets of the NPHF, leveraging federal funds with locally-generated matching funds to accomplish the goals of the Heritage Area. Grants will support sites, events and projects that enhance heritage tourism and education within the Heritage Area, and, projects that market the Heritage Area and the heritage found within its sites and events.

Qualifying organizations or businesses need not be resident within the Heritage Area to apply for grants. The NPHF may consider location and opt-in/opt-out status of grant applicants in its decisions on grant awards.

Grants will be awarded by majority vote of a regular or special meeting of the board of directors of the NPHF, acting upon recommendation of a grants committee. Members of the committee as well as members of the board of directors are obliged to follow the conflict of interest clause in the NPHF By-Laws which include a duty by staff and board members to disclose potential financial conflicts of interest. The board as a whole then determines if a conflict exists and, if so, the conflicted party must abstain from participation in decisions affected by the conflict. Violation of the conflict of interest policy is cause for dismissal from the board, the committee or from employment with the NPHF.

Grants review committees will consist of qualified members of the community who have been vetted with the NPS regional office. Grant application forms will indicate the goals of the grant round and the elements of the applications that will be scored by reviewers.

All grant applications will indicate the source of the match being offered to leverage the federal funds. All grant applicants will agree in writing to follow applicable federal guidelines for use of federal funds.

**COOPERATIVE AGREEMENTS**
Cooperative Agreements may also be employed between the NPHF and agencies and organizations within the Heritage Area to further the goals of the Heritage Area. The distinction between grant making and cooperative agreements will largely be a function of the level of involvement of the NPHF in formulation and direction of the project and the type and duration of the project. A cooperative agreement is appropriate in regard to long-term cooperation on general goals, or over a series of sites or events.

Any Cooperative Agreement must serve to further the goals of the NHA, must indicate the source of the match being offered to leverage the federal funds.

**TECHNICAL ASSISTANCE**
The NPHF will offer technical assistance to people and organizations in furtherance of the goals of the Heritage Area. Assistance will include facilitating conversations between partner organizations in heritage tourism, as well as assistance with seeking grants through the NPHF and working with grant applicants and through cooperative agreements to meet guidelines set by Congress and the National Park Service in achieving the goals of the Heritage Area.

**RESOURCE MANAGEMENT POLICIES and STRATEGIES**
While P.L. 111-11, as amended, provides absolute protections for private property owners in the Heritage Area, some local citizens still express concerns. The most tangible concern expressed was that the NPHF would use the promise of federal funds to influence zoning authorities to restrict development of wind farms, implement viewshed restrictions, or otherwise follow a preservationist agenda affecting private landowner rights.
The management plan expresses the commitment of the NPHF to respect the letter and the spirit of the legislation in and cooperative agreement in regard to property rights, to “assure that all residents who work with them [NPHF] are doing so by choice, applying the property rights mandate for opt in, opt out as required by the enabling legislation in regards to property owners.”

While the focus of the National Heritage Area is on telling the stories of the area and the enabling legislation creating the NHA has no regulatory component, it is a goal of the NPHF to be helpful to state agencies and other public entities who wish to preserve public lands for the use and enjoyment of the public. Similarly, the NPHF stands ready to assist and advise private landowners who voluntarily wish to preserve historic and cultural features on their own land.

The NPHF will establish a central clearinghouse of information on programs to assist Heritage Area entities, public and private, who wish to voluntarily engage in preservation of sites and stories important to the heritage of the Heritage Area.

The most important preservation strategy in any community is to recognize and enhance the economic benefits of preservation which most manifest themselves in heritage tourism within the area. The educational benefits are generally understood, but the economic benefits are sometimes overlooked, being spread among restaurants, hotels, retail shops and gas stations, as well as the historic and cultural sites. When an area recognizes that its business interests are tied to its historic sites, museums, and natural areas, the public appetite for preservation and transmission of culture to future generations is assured. Public support is the most critical element in a place retaining its historic character.

Enhancing the economic benefits can mean supporting individual heritage tourism sites or businesses, as well as promoting the entire area as a tourism attraction. The NPHF will leverage funds to encourage a sense of community in the NHA and a wide partnership between existing heritage tourism sites and emerging ones.

The NPHF will support efforts promoting heritage tourism sites and events which define the National Heritage Area.

The NPHF will support development of heritage tourism sites and events which define the National Heritage Area.

The NPHF will facilitate Area-wide discussions and meetings with organizations involved in heritage tourism about the presentation of the Area’s history.

The NPHF will work with public and private property owners who ask for advice or assistance in preservation of significant historical or cultural site.

The NPHF will market the NHA to local residents and potential visitors to encourage interest in the heritage of the area through a program of public relations and marketing.

The NPHF Board of Directors will meet quarterly.

The NPHF Board of Directors will annually hold elections for officers.

The NPHF will, at least annually, re-evaluate the provision of its administrative services.

The By-Laws of the NPHF are included in Appendix G.

The NPHF will seek to facilitate and coordinate conversations between and amongst heritage tourism organizations and individuals interested in preserving, promoting and developing heritage tourism sites and stories in the Heritage Area.

The NPHF will aid the preservation, promotion and development of the Heritage Area.

The NPHF will market the attractions and events of the Heritage Area.

The NPHF will consult regularly with tribal authorities and the administration of the Knife River Indian Villages National Historic Site on means and methods of telling the stories of the Three Affiliated Tribes.

The NPHF will report annually to the Chairman of the Three Affiliated Tribes on all Heritage Area projects related to the history, culture, sites and interpretation of the heritage of the Mandan, Hidatsa and Arikara nations.

(12)
The NPHF will report annually to the Chairman of the Standing Rock Lakota on all Heritage Area projects related to the history, culture, sites and interpretation of the heritage of the Lakota and Dakota peoples.

Performance goals must relate to the uncertain amount of federal funding available. Measurement of the success of the NPHF will be of its ability to encourage a sense of community in the NHA and a wide partnership between existing heritage tourism sites and emerging ones. The annual reports to the Secretary will provide the measurement.

All plans for resource protection involve the voluntary participation of local organizations and individuals. Grant funds will be made available to match local resources committed to resource protection, as well as enhancement, interpretation and development of significant Heritage Area sites and events.

Specific commitments of local resources were made in regard to the pilot grant program initiated in 2011, demonstrating a need and a willingness to participate. Similar and additional commitments may be safely anticipated.
The NPHF established close coordination with federal, state and local entities involved in heritage tourism upon its inception. Representatives of the State Historical Society of North Dakota, the Tourism Division of the North Dakota Department of Commerce and the North Dakota Department of Parks and Recreation were all granted ex-officio status on the NPHF Board of Directors and each were among the most active participants on the board from the time of its creation in 2004. The North Dakota Indian Affairs Director was added as another ex-officio member in 2009.

The By-Laws of the NPHF add the mayors of Washburn, Mandan and Bismarck as ex-officio members; however they have not been active in participation.

North Dakota’s tourism division has focused its marketing message on the state’s Western history for 40 years, promoting the state as Roughrider Country in the 1970s and as Legendary, currently. The Legendary tag begins with the identification of legendary figures who lived in the state in the 19th century: Sacagawea, Sitting Bull, Custer, Lewis and Clark, and Teddy Roosevelt.

The Northern Plains National Heritage Area contains sites closely related to the first five of those six historic figures. It contains multiple sites important to the culture of the Mandan and Hidatsa, particularly, and other American Indian peoples. Federal programs are at work at the Knife River Indian Villages National Historic Site, and represented at Huff National Landmark and State Historic Site, and federal program investments have been essential to historical interpretation at Fort Abraham Lincoln State Park since the 1930s and in helping to develop the Lewis and Clark Interpretive Center and Fort Mandan.

Linking, improving and promoting visitation to these heritage sites clearly fits and assists the programs of the federal and state governments, as does the focus of attention on American Indian sites and culture with consultation with tribal authorities. Local coordination within the NHA is demonstrated in a number of ways, notably by Bismarck Parks and Recreation’s application for a grant from the NPHF for improved interpretation at Chief Looking’s Village, a 16th century Mandan village. The cities of Bismarck and Mandan have both demonstrated a commitment to projects enhancing the heritage tourism potential of their communities: renovation of Mandan’s 1929 railroad depot into an American Indian art gallery; a series of historical recreations along Bismarck’s riverside walking path; investments of both cities’ tax dollars into the Circle of Cultures, a Lewis and Clark Bicentennial Signature Event highlighting Mandan, Hidatsa and Arikara culture, along with support for new museum exhibits and reconstructions.

Tribal governments represent no physical property within the Heritage Area. Only the northwest corner of Mercer County is part of the Fort Berthold Indian Reservation, and that area was not included in the study area for the Feasibility Study. But the themes of the Heritage Area relate closely to the Indian nations and their sites and culture expressed within the Heritage Area over the millennia.

The commitment to heritage tourism within the area that has been shown by the commitment of financial and human resources by federal, state, and local entities within the National Heritage Area demonstrate that it has been placed in fertile soil.

Continued coordination with Federal, State, Tribal and local programs will be maintained through regularly scheduled dialogues with representatives of Federal, State, Tribal and local heritage tourism programs. As committed above in Resource Management Policies and Strategies, the NPHF will provide coordination of meetings and conversations in the Heritage Area and provide regular reporting to local, Tribal, State and Federal agencies on activities taking place within the NHA.

**CRITERIA for APPROVAL by SECRETARY of INTERIOR**

The Federal legislation [P.L. 111-11] requires the Secretary of the Interior to consider as criteria for approval to consider whether:

(B)(i) the local coordinating entity represents the diverse interests of the Heritage Area, including Federal, State, tribal, and local governments, natural, and historic resource protection organizations, educational institutions, businesses, recreational organizations, community residents, and private property owners;

Membership on the Board of the Northern Plains Heritage Foundation is, of course, dynamic, with members serving two-year terms, and some staying, some leaving and some being replaced. A single snapshot of Board membership may not reflect the totality of Board diversity over time. Ex-officio membership guarantees a seat at the table for federal, state, tribal and local government involvement (see By-Laws, Appendix G.) Board membership includes officers or volunteers from the
leading non-profit heritage tourism organizations in the Area – the Fort Abraham Lincoln Foundation; the Lewis & Clark Fort Mandan Foundation; and the Knife River Indian Heritage Foundation. The Board includes a county commissioner; private property owners; a representative of the North Dakota Farmers Union and the North Dakota Stockmen’s Association.

(B)(ii) the local coordinating entity --
(I) has afforded adequate opportunity for public and Federal, State, tribal and local government (including through workshops and hearings) in the preparation of the management plan; and

Both through ex-officio Board membership and by regular meetings with agencies and by a series of five public meetings, one held in each county designated in the legislation.

(II) provides for at least semiannual public meetings to ensure adequate implementation of the management plan;

This management plan contains a guarantee of at least semi-annual public meeting as a commitment by the Northern Plains Heritage Foundation.

(iii) the resource protection, enhancement, interpretation, funding, management, and development strategies identified in the management plan, if implemented, would adequately protect, enhance, interpret, fund, manage, and develop the natural, historic, cultural, educational, scenic, and recreational resources of the Heritage Area;

As there is no regulatory component to an NHA, it is impossible to guarantee adequate protection of historic or cultural resources in private ownership and this plan does not purport to do so, however, this plan gives residents and organizations in the Area the best opportunity to build on their locally-generated efforts to preserve, enhance, interpret, fund manage and develop the heritage resources of the Heritage Area.

The operative strategy throughout the plan is two-fold: to provide matching financial incentives for projects that meet those goals and to build awareness of the value and importance of the preservation, enhancement and interpretation of heritage sites.

(iv) the management plan would not adversely affect any activities authorized on Federal land under public land laws or land use plans;

Avoiding adverse effects is guaranteed as a continuing commitment of the NPHF, working in consultation with federal agencies.

(v) the local coordinating entity has demonstrated the financial capability, in partnership with others, to carry out the plan;

Local support from area non-profit foundations engaged in heritage tourism, along with the demonstrated willingness of other entities to provide matching funds for NHA projects guarantees the financial capability of the NPHF.

(vi) the Secretary has received adequate assurances from the appropriate State, tribal, and local officials whose support is needed to ensure the effective implementation of the State, tribal, and local elements of the management plan; and

(vii) the management plan demonstrates partnerships among the local coordinating entity, Federal, State, tribal and local governments, regional planning organizations, nonprofit organizations or private sector parties for implementation of the management plan.

Partnerships between the NPHF (which represents on its Board as ex-officio members, the leadership of the Knife River Indian Villages National Historic Site; the State Historical Society of North Dakota; the North Dakota Department of Commerce Tourism Division; the North Dakota Parks and Recreation Department and local officials) and agencies and non-profit foundations in the Area has been clearly demonstrated in the run-up to designation of the NPNHA by Congress and in the development of this management plan. Interest in participation has been shown through the pilot grant program and partnerships will continue to develop into the future.
The Northern Plains National Heritage Area provides an important aid to preservation, development and maintenance of sites significant to the story of America. By providing encouragement and coordination to link Heritage Area “story-tellers,” that is the agencies, organizations and individuals involved in ownership, management and support of the sites and stories of the NHA will come together to improve their collective capabilities.

The goals of the Northern Plains National Heritage Area are to increase public awareness of local history and associated landscapes, the national significance of elements of that history and sites, and the need for preservation; to encourage research on local history in order to incorporate relevant culture into the educational curriculum; and to enhance the quality of community character, promoting greater sense of place, and strengthening the region’s identity.

Through 2024, the principle activity of the management of the NHA through the coordination of the NPHF with the NPS will be to provide matching funds to encourage and improve the work of the story-tellers. At conclusion of the 15-year authorization, the goal is for the NPHF to be sustained by local support because it has proven to provide useful service not just in bringing federal funds to match local efforts, but because it has provided a framework linking the various partners and the principles and importance of preservation, interpretation, development and maintenance of the nationally-significant sites are widely recognized and supported within the Heritage Area.

It is recommended that the NPHF serve three important functions during the period of authorization and beyond. These are:

1. Coordinating and spreading the message of what the Northern Plains National Heritage Area is and why it is important. This involves adhering to the Congressional mandate, the cooperative agreement with the NPS, and the requirement for continuing local public input. It is recommended that the NPHF seek continued public input about what is important to local residents, and also lead in establishing a coherent message about what is of national significance within the Heritage Area as established by Congress.

2. Serving as the entity to take and review applications for federal assistance through the NPS regarding the National Heritage Area and to work with applicants to meet federal guidelines.

The NPHF will, as budgets allow, re-grant federal funds to leverage local efforts in meeting the goals of the NHA. Grant programs and cooperative agreements will be utilized. The NPHF will also obtain and maintain information on other federal programs, state grant programs and private sector support for heritage tourism projects within the NHA.

3. Facilitating cooperation between federal, state and local agencies and local residents in achieving the goals of the National Heritage Area.

The NPHF and its partners will host an annual conference, open to the public, to discuss, review, analyze and plan development of the NHA’s heritage tourism sites and events telling the nationally-important stories.

The NPHF will produce a web-based newsletter, distributed to federal, state and local agencies and local residents who request it, reviewing heritage tourism activities taking place in the NHA.

The NPHF staff or administrative entity will meet regularly with partner organizations and federal, state and local agencies to maintain lines of communication and a spirit of cooperation in building the National Heritage Area.
Knife River Indian Villages National Historic Site
Stanton, ND
An Act

To designate certain land as components of the National Wilderness Preservation System, to authorize certain programs and activities in the Department of the Interior and the Department of Agriculture, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.—This Act may be cited as the “Omnibus Public Land Management Act of 2009”

TITLE VIII—NATIONAL HERITAGE AREAS

Subtitle A—Designation of National Heritage Areas

Sec. 8001. Sangre de Cristo National Heritage Area, Colorado.

Sec. 8002. Cache La Poudre River National Heritage Area, Colorado.

Sec. 8003. South Park National Heritage Area, Colorado.

Sec. 8004. Northern Plains National Heritage Area, North Dakota.

Sec. 8005. Baltimore National Heritage Area, Maryland.

Sec. 8006. Freedom’s Way National Heritage Area, Massachusetts and New Hampshire.

Sec. 8007. Mississippi Hills National Heritage Area.

Sec. 8008. Mississippi Delta National Heritage Area.

Sec. 8009. Muscle Shoals National Heritage Area, Alabama.

Sec. 8010. Kenai Mountains-Turnagain Arm National Heritage Area, Alaska.

Subtitle B—Studies

Sec. 8101. Chattahoochee Trace, Alabama and Georgia.


Subtitle C—Amendments Relating to National Heritage Corridors

Sec. 8201. Quinebaug and Shetucket Rivers Valley National Heritage Corridor.

Sec. 8202. Delaware And Lehigh National Heritage Corridor.

Sec. 8203. Erie Canalway National Heritage Corridor.

Sec. 8204. John H. Chafee Blackstone River Valley National Heritage Corridor

SEC. 8004. NORTHERN PLAINS NATIONAL HERITAGE AREA

(a) DEFINITIONS.—In this section: PUBLIC LAW 111–11—MAR. 30, 2009 123 STAT. 1241

(1) HERITAGE AREA.—The term “Heritage Area” means the Northern Plains National Heritage Area established by subsection (b) (1).

(2) LOCAL COORDINATING ENTITY.—The term “local coordinating entity” means the Northern Plains Heritage Foundation, the local coordinating entity for the Heritage Area designated by subsection (c) (1).

(3) MANAGEMENT PLAN.—The term “management plan” means the management plan for the Heritage Area required under subsection (d).

(4) SECRETARY.—The term “Secretary” means the Secretary of the Interior.

(5) STATE.—The term “State” means the State of North Dakota.
(b) ESTABLISHMENT.—
(1) IN GENERAL.—There is established the Northern Plains National Heritage Area in the State of North Dakota.

(2) BOUNDARIES.—The Heritage Area shall consist of—
(A) a core area of resources in Burleigh, McLean, Mercer, Morton, and Oliver Counties in the State; and
(B) any sites, buildings, and districts within the core area recommended by the management plan for inclusion in the Heritage Area.

(3) MAP.—A map of the Heritage Area shall be—
(A) included in the management plan; and
(B) on file and available for public inspection in the appropriate offices of the local coordinating entity and the National Park Service.

(c) LOCAL COORDINATING ENTITY.—
(1) IN GENERAL.—The local coordinating entity for the Heritage Area shall be the Northern Plains Heritage Foundation, a nonprofit corporation established under the laws of the State.

(2) DUTIES.—To further the purposes of the Heritage Area, the Northern Plains Heritage Foundation, as the local coordinating entity, shall—
(A) prepare a management plan for the Heritage Area, Management and submit the management plan to the Secretary, in plan. accordance with this section;
(B) submit an annual report to the Secretary for each fiscal year for which the local coordinating entity receives Federal funds under this section, specifying—
(i) the specific performance goals and accomplishments of the local coordinating entity;
(ii) the expenses and income of the local coordinating entity;
(iii) the amounts and sources of matching funds;
(iv) the amounts leveraged with Federal funds and sources of the leveraged funds; and
(v) grants made to any other entities during the fiscal year;
(C) make available for audit for each fiscal year for which the local coordinating entity receives Federal funds under this section, all information pertaining to the expenditure of the funds and any matching funds; and
(D) encourage economic viability and sustainability that is consistent with the purposes of the Heritage Area.

(3) AUTHORITIES.—For the purposes of preparing and implementing the approved management plan for the Heritage Area, the local coordinating entity may use Federal funds made available under this section to—
(A) make grants to political jurisdictions, nonprofit organizations, and other parties within the Heritage Area;
(B) enter into cooperative agreements with or provide technical assistance to political jurisdictions, nonprofit organizations, Federal agencies, and other interested parties;
(C) hire and compensate staff, including individuals with expertise in—
(i) natural, historical, cultural, educational, scenic, and recreational resource conservation;
(ii) economic and community development; and
(iii) heritage planning;
(D) obtain funds or services from any source, including other Federal programs;
(E) contract for goods or services; and
(F) support activities of partners and any other activities that further the purposes of the Heritage Area and are consistent with the approved management plan.
(4) PROHIBITION ON ACQUISITION OF REAL PROPERTY.—The local coordinating entity may not use Federal funds authorized to be appropriated under this section to acquire any interest in real property.

(5) OTHER SOURCES.—Nothing in this section precludes the local coordinating entity from using Federal funds from other sources for authorized purposes.

(d) MANAGEMENT PLAN.—
(1) IN GENERAL.—Not later than 3 years after the date of enactment of this Act, the local coordinating entity shall submit to the Secretary for approval a proposed management plan for the Heritage Area.

(2) REQUIREMENTS.—The management plan for the Heritage Area shall—
(A) describe comprehensive policies, goals, strategies, and recommendations for telling the story of the heritage of the area covered by the Heritage Area and encouraging long term resource protection, enhancement, interpretation, funding, management, and development of the Heritage Area;

(B) include a description of actions and commitments that Federal, State, tribal, and local governments, private organizations, and citizens will take to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area;

(C) specify existing and potential sources of funding or economic development strategies to protect, enhance, interpret, fund, manage, and develop the Heritage Area;

(D) include an inventory of the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area relating to the national importance and themes of the Heritage Area that should be protected, enhanced, interpreted, managed, funded, and developed;

(E) recommend policies and strategies for resource management, including the development of intergovernmental and interagency agreements to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area;

(F) describe a program for implementation for the management plan, including—
   (i) performance goals;
   (ii) plans for resource protection, enhancement, interpretation, funding, management, and development; and
   (iii) specific commitments for implementation that have been made by the local coordinating entity or any Federal, State, tribal, or local government agency, organization, business, or individual;

(G) include an analysis of, and recommendations for, means by which Federal, State, tribal and local programs may best be coordinated (including the role of the National Park Service and other Federal agencies associated with the Heritage Area) to further the purposes of this section; and

(H) include a business plan that—
   (i) describes the role, operation, financing, and functions of the local coordinating entity and of each of the major activities described in the management plan; and
   (ii) provides adequate assurances that the local coordinating entity has the partnerships and financial and other resources necessary to implement the management plan for the Heritage Area.

(3) DEADLINE.—
(A) IN GENERAL.—Not later than 3 years after the date on which funds are first made available to develop the management plan after designation of the Heritage Area, the local coordinating entity shall submit the management plan to the Secretary for approval.

(B) TERMINATION OF FUNDING.—If the management plan is not submitted to the Secretary in accordance with subparagraph (A), the local coordinating entity shall not qualify for any additional financial assistance under this section until such time as the management plan is submitted to and approved by the Secretary.
(4) APPROVAL OF MANAGEMENT PLAN.—

(A) REVIEW.—Not later than 180 days after receiving Deadline. the plan, the Secretary shall review and approve or disapprove the management plan for the Heritage Area on the basis of the criteria established under subparagraph

(B) CRITERIA FOR APPROVAL.—In determining whether to approve a management plan for the Heritage Area, the Secretary shall consider whether—

(i) the local coordinating entity represents the diverse interests of the Heritage Area, including Federal, State, tribal, and local governments, natural, and historic resource protection organizations, educational institutions, businesses, recreational organizations, community residents, and private property owners;

(ii) the local coordinating entity—

(I) has afforded adequate opportunity for public and Federal, State, tribal, and local governmental involvement (including through workshops and hearings) in the preparation of the management plan; and

(II) provides for at least semiannual public meetings to ensure adequate implementation of the management plan;

(iii) the resource protection, enhancement, interpretation, funding, management, and development strategies described in the management plan, if implemented, would adequately protect, enhance, interpret, fund, manage, and develop the natural, historic, cultural, educational, scenic, and recreational resources of the Heritage Area;

(iv) the management plan would not adversely affect any activities authorized on Federal land under public land laws or land use plans;

(v) the local coordinating entity has demonstrated the financial capability, in partnership with others, to carry out the plan;

(vi) the Secretary has received adequate assurances from the appropriate State, tribal, and local officials whose support is needed to ensure the effective implementation of the State, tribal, and local elements of the management plan; and

(vii) the management plan demonstrates partnerships among the local coordinating entity, Federal, State, tribal and local governments, regional planning organizations, nonprofit organizations or private sector parties for implementation of the management plan.

(C) DISAPPROVAL.—

(i) IN GENERAL.—If the Secretary disapproves the management plan, the Secretary—

(I) shall advise the local coordinating entity in writing of the reasons for the disapproval; and

(II) may make recommendations to the local coordinating entity for revisions to the management plan.

(ii) DEADLINE.—Not later than 180 days after receiving a revised management plan, the Secretary shall approve or disapprove the revised management plan.

(D) AMENDMENTS.—

(i) IN GENERAL.—An amendment to the management plan that substantially alters the purposes of the Heritage Area shall be reviewed by the Secretary and approved or disapproved in the same manner as the original management plan.

(ii) IMPLEMENTATION.—The local coordinating entity shall not use Federal funds authorized to be appropriated by this section to implement an amendment to the management plan until the Secretary approves the amendment.

(E) AUTHORITIES.—The Secretary may—

(i) provide technical assistance under this section for the development and implementation of the management plan; and

(ii) enter into cooperative agreements with interested parties to carry out this section.

(e) RELATIONSHIP TO OTHER FEDERAL AGENCIES.—

(1) IN GENERAL.—Nothing in this section affects the authority of a Federal agency to provide technical or financial assistance under any other law.

(2) TECHNICAL AND FINANCIAL ASSISTANCE.—

(A) IN GENERAL.—On the request of the local coordinating entity, the Secretary may provide financial assistance and, on a reimbursable or nonreimbursable basis, technical assistance to the local coordinating entity to develop and implement the management plan.

(B) COOPERATIVE AGREEMENTS.—The Secretary may enter into cooperative agreements with the local coordinating entity and other public or private entities to provide technical or financial assistance under subparagraph (A).
(C) PRIORITY.—In assisting the Heritage Area, the Secretary shall give priority to actions that assist in—
(i) conserving the significant natural, historic, cultural, and scenic resources of the Heritage Area; and
(ii) providing educational, interpretive, and recreational opportunities consistent with the purposes of the Heritage Area.

(3) CONSULTATION AND COORDINATION.—To the maximum extent practicable, the head of any Federal agency planning to conduct activities that may have an impact on the Heritage Area is encouraged to consult and coordinate the activities with the Secretary and the local coordinating entity.

(4) OTHER FEDERAL AGENCIES.—Nothing in this section—
(A) modifies or alters any laws (including regulations) authorizing a Federal agency to manage Federal land under the jurisdiction of the Federal agency;

(B) limits the discretion of a Federal land manager to implement an approved land use plan within the boundaries of the Heritage Area; or

(C) modifies, alters, or amends any authorized use of Federal land under the jurisdiction of a Federal agency.

(f) PRIVATE PROPERTY AND REGULATORY PROTECTIONS.—
Nothing in this section—
(1) abridges the rights of any owner of public or private property, including the right to refrain from participating in any plan, project, program, or activity conducted within the Heritage Area;

(2) requires any property owner to—
(A) permit public access (including access by Federal, State, or local agencies) to the property of the property owner; or

(B) modify public access to, or use of, the property of the property owner under any other Federal, State, or local law;

(3) alters any duly adopted land use regulation, approved land use plan, or other regulatory authority of any Federal, State, tribal, or local agency;

(4) conveys any land use or other regulatory authority to the local coordinating entity;

(5) authorizes or implies the reservation or appropriation of water or water rights;

(6) diminishes the authority of the State to manage fish and wildlife, including the regulation of fishing and hunting within the Heritage Area; or

(7) creates any liability, or affects any liability under any other law, of any private property owner with respect to any person injured on the private property.

(g) EVALUATION; REPORT.—
(1) IN GENERAL.—Not later than 3 years before the date on which authority for Federal funding terminates for the Heritage Area under subsection (i), the Secretary shall—
(A) conduct an evaluation of the accomplishments of the Heritage Area; and

(B) prepare a report in accordance with paragraph (3).

(2) EVALUATION.—An evaluation conducted under paragraph (1) (A) shall—
(A) assess the progress of the local coordinating entity with respect to—
(i) accomplishing the purposes of this section for the Heritage Area; and

(ii) achieving the goals and objectives of the approved management plan for the Heritage Area;

(B) analyze the Federal, State, local, and private investments in the Heritage Area to determine the leverage and impact of the investments; and

(C) review the management structure, partnership relationships, and funding of the Heritage Area for purposes of identifying the critical components for sustainability of the Heritage Area.
(3) REPORT.—
(A) IN GENERAL.—Based on the evaluation conducted under paragraph (1) (A), the Secretary shall prepare a report that includes recommendations for the future role of the National Park Service, if any, with respect to the Heritage Area.

(B) REQUIRED ANALYSIS.—If the report prepared under subparagraph (A) recommends that Federal funding for the Heritage Area be reauthorized, the report shall include an analysis of—
   (i) ways in which Federal funding for the Heritage Area may be reduced or eliminated; and
   (ii) the appropriate time period necessary to achieve the recommended reduction or elimination.

(C) SUBMISSION TO CONGRESS.—On completion of the report, the Secretary shall submit the report to—
   (i) the Committee on Energy and Natural Resources of the Senate; and
   (ii) the Committee on Natural Resources of the House of Representatives.

(h) AUTHORIZATION OF APPROPRIATIONS.—
(1) IN GENERAL.—There is authorized to be appropriated to carry out this section $10,000,000, of which not more than $1,000,000 may be made available for any fiscal year.

(2) COST-SHARING REQUIREMENT.—
   (A) IN GENERAL.—The Federal share of the total cost of any activity under this section shall be not more than 50 percent.

   (B) FORM.—The non-Federal contribution may be in the form of in-kind contributions of goods or services fairly valued.

(i) TERMINATION OF AUTHORITY.—The authority of the Secretary to provide assistance under this section terminates on the date that is 15 years after the date of enactment of this Act.
INTRODUCTION
This plan describes the process for involving the public in development of a Northern Plains Heritage Area Management Plan (Management Plan) by the Northern Plains Heritage Foundation (Foundation). Involving people, agencies, and organizations as early as possible in the planning process is the key to success. This includes pro-active efforts to find and involve the public. Public involvement ensures public review of the proposed Management Plan and that the Foundation carefully considers public concerns before decisions are made or actions are implemented. Public involvement includes public notice of meetings and making documents readily available to inform those persons and agencies that may be interested or affected by the proposed Management Plan.

NATIONAL PARK SERVICE’S PUBLIC ENGAGEMENT PRINCIPLES
According to the National Park Service’s “Public Engagement Principles Project” there are five standards for civic engagement and public involvement (Standards section in DO 75A):

1. **Match the tools to the job.**
   We respect and respond to a community’s or public’s unique interests, capacities and civic culture. At the beginning of a public involvement and outreach process, we test and refine engagement strategies to respond to the public’s diversity of experiences and perspectives. We explain the public involvement process and help the public define how they would like to participate. We clarify visions, goals and values early, and explain how they will influence decision-making.

2. **Ensure that all voices are heard, but none dominate.**
   We actively and meaningfully seek to listen to the voices of all interests. We solicit and hear the diversity of experiences and perspectives. We actively engage those members of the public who may not have been previously or traditionally involved, and keep updated contact lists (especially phone and email) of interested parties.

3. **Maintain ongoing relationships.**
   In the parks and programs, our day-to-day, ongoing relationships provide the foundation for effective public involvement among park superintendents, managers, and staff with their neighbors, fellow agencies, tribes and indigenous communities, local and state governments, and others. We will work with national, state, and local partners, and with park “friends” groups to sustain public engagement in parks, programs, and decision-making. We do not rely merely upon written correspondence or other notification methods to get people involved, but make the necessary phone calls and try to meet in person. Whenever key matters are under consideration, to the greatest extent possible, we call major partners and follow up with written communication. Beyond striving for quality and personal commitment to these critically important relationships, we also find ways to document and share them with succeeding superintendents and managers throughout the NPS, as appropriate, for the good of the Service.

4. **Build trust and understanding first, then ownership.**
   We include the public, project sponsors and policy makers in a collaborative exploration of the conditions and trends, precedents and possibilities, and key factors that will shape the future. That common knowledge base fosters working relationships, helps build support, and sets the stage for implementation.

5. **Follow a “no surprises” ethic.**
   As a public involvement process moves toward conclusion, we seek to ensure that no one is surprised by new information or controversy. We keep the channels of communication open among all participants.

MANAGEMENT PLAN
According to the authorizing legislation, not later than 3 years after the date of enactment of the Omnibus Public Land Management Act of 2009, the Northern Plains Heritage Foundation must transmit at proposed Management Plan for the Heritage Area to the Secretary of the Interior for approval. Development of this plan must include the public.

PUBLIC SCOPING
Scoping is “an early and open process for determining the scope of issues to be addressed and for identifying the significant issues related to a proposed action.” Public involvement begins with scoping. Announcements of public meetings should be
made through all available formal and informal channels, which may include (but are not limited to) direct mailings, newspapers, public service announcements, discussions at community gatherings, a website, and direct invitations sent to agencies and interested parties. The invitation letter includes a scoping package that describes the proposed action (development of a Management Plan).

Basic Elements of Public Scoping

- Hold public meetings to collect comments and input
- Issue periodic news releases to inform the public of issues and alternatives
- Use local partnerships, facilitated meetings, collaborative workgroups, and other methods to continue receiving public input
- Create and maintain a website that posts current information and facilities, requests for information, and additions to the distribution mailing list
- Develop a mailing list for distributions of the scoping package. Add to that list and use it for distribution of the Draft Management Plan

NEWS RELEASES

News releases will be prepared to announce scheduled meetings and other significant developments throughout the planning process. This may include planning milestones, new or altered plans, new or altered legislation, or any other information in the public domain.

SCOPING PACKAGE

The scoping package should be sent to state and federal agencies and tribes with an interest in the Management Plan, local government officials, county government, historical and cultural groups, legislators, Congressional delegation, city government, chambers of commerce, recreation organizations, educational institutions, private property owners, and the public. The package should include a map of the Heritage area, legislation, and an invitation to participate in public scoping to develop the Management Plan.

PUBLIC SCOPING MEETINGS

At least one meeting should be held in the counties in the Heritage Area: Burleigh, McLean, Mercer, Morton, and Oliver. In addition, the Standing Rock Sioux Tribe and the Three Affiliated Tribes should be offered an opportunity for a meeting on each of their reservations.

This public scoping process will help identify the following:

- Recommendations for telling the story of the Heritage Area, protecting its resources, enhancing, interpreting, funding, managing, and developing the area
- Actions and commitments that people, organizations, agencies, and other entities can make to and for the Heritage Area
- Potential sources of funding
- Inventory of natural, historical, cultural, educational, scenic and recreational resources to be included in the plan
- Policies and strategies for resource management in the Heritage Area
- Program for implementation of the plan
- Business plan elements

Public Meeting Format

The meetings will be held in accessible buildings and light refreshments will be provided. Information will be presented at the beginning of the public scoping meetings with a brief (15-20 minute) Power Point presentation that explains the National Heritage Area Program, Northern Heritage Foundation, map of the Northern Plains Heritage Area, proposed Management Plan, authorizing legislation, background information, website, and timeline. Information displays will be posted for viewing before and after the meeting.

After the presentation the audience will break into small groups. Each group will sit in a separate area with a flipchart. A member of the public involvement team will facilitate discussion of a Management Plan topic and record all comments on the flipchart. The notes will be transcribed after the meeting for incorporation into a scoping report.

Participants also will be encouraged to make comments through several mechanisms – written comment cards, letters, e-mails, or oral comments at the scoping meetings. After the public scoping meetings conclude, the public involvement team will prepare a public scoping document summarizing comments.
OTHER PUBLIC MEETINGS
As requested, other public meetings will be held with Federal, State, and local agencies, along with affected Indian tribes, stakeholders, cooperating agencies and other interested persons. All formal meetings should be open to the public and minutes should be recorded for the administrative record.

DISTRIBUTION of INFORMATION
Communicating effectively and delivering clear and accurate information about the proposed Management Plan is critical. This information must be correct and be presented in a way the public can understand, following these principles:

• No decision has been made on the outcome nor will one be made until the end of the planning process
• This is an open and public process with full disclosure
• All public information will be available to the public
• Target issues, not audiences
• Public input and agency consultation is essential
• Public will have an opportunity to comment on the Draft Management Plan
• All substantive comments will be carefully considered in developing the Final Management Plan

Web Site
There will be a website for the Northern Plains Heritage Foundation that posts the following:

• Locations and times of public scoping meetings
• Description and location of the Heritage Area
• Authorizing legislation
• Links to other Heritage Area websites and the National Park Service
• Frequently asked questions
• Draft public documents
• News releases
• E-mail links to the requests for information and add names/addresses to the mailing list

TRIBAL CONSULATION
Federally recognized tribes are to be respected as sovereign governments, and we must respect this sovereignty by protecting and maintaining rights reserved by or granted to tribes or individual Indians by treaties, statutes, and executive orders. The sovereignty of tribes and this trust relationship have been affirmed through treaties, court decisions, legislation, regulations, and policies.

DRAFT MANAGEMENT PLAN
The release of the Draft Management Plan must be announced along with the public review period and dates, times, and locations of public meetings.

Notice of Draft Plan Availability and Media Notice
The Draft Management Plan will be sent to libraries and all entities on the distribution list. An electronic copy will be posted on the website. Paid advertisements will be placed in local newspapers listing the locations and times of public meetings. News releases, formal public notices, and public service announcements will be distributed to a media list approved by both agencies.

Public Hearings
A least one public hearing with a court reporter and a hearing officer must be held during the public review period. The public hearing(s) should be held after publication of the notice that the draft Management Plan is available and 10 days before the end of the public review period.

The meetings will be held in accessible buildings and light refreshments will be provided. A pre-meeting question-and-answer session will include a brief (15-20 minute) Power Point presentation that explains the proposed Management Plan. Displays will summarize the major sections of the Management Plan.

After the pre-hearing presentation, the formal public hearing will be called to order by the hearing officer. The hearing officer will read from a pre-approved script explaining the public hearing process and inviting comments on the Draft Management Plan. All commenters will be asked to fill out a speaker registration form, which will be given to the hearing officer. The hearing officer will invite each speaker to present verbal comments for 5 minutes. Written comments may also be submitted. The court reporter will record all comments.
Participants also will be encouraged to make comments through several mechanisms – written comment cards, letters, e-mails, or oral comments at the hearings. All comments received on the Draft Management Plan and hearing transcripts will be posted on the website.

**FINAL MANAGEMENT PLAN**
The Northern Plains Heritage Foundation will carefully consider comments and respond to these by making changes in the Management Plan, as appropriate. The Foundation will carefully consider each substantive comment and prepare responses. The comments and responses will be posted on the website.

The Final Management Plan must be submitted to the Secretary of the Interior for approval. It should be posted on the website and distributed to the mailing list after the Secretary has signed the document.
APPENDIX C: PUBLIC COMMENTS

Public comments have come through public meetings, through interviews with principals in partner organizations, through mail, email, and comments on the website.

Comments from potential partners have been universally positive about the possibilities of working with the NPHF.

Comments from public meetings can be grouped in two general categories: Outright Opposition and Suggestions for Implementation.

For some in the Outright Opposition group, the issue was personal. Someone, or some organization created and distributed an “opt-out” form, which was used by ___ landowners to indicate their unwillingness to participate in heritage area programs.

For others, the opposition was more broadly philosophical, characterized by comments about reducing the national debt or a general rejection of federal involvement in North Dakota. Still others expressed distrust of the board of the NPHF or concern that environmental organizations or the federal government would use the designation to somehow control private landowners’ use of property.

Some were opposed to tourism.

Among those with suggestions for implementation, some were very positive about the heritage area and some were not. For instance, one respondent indicated that he was “leery of viewshed protections” that might be written into the management plan and believes and such viewshed issues should be excluded. The Chairman of the Burleigh County Commission suggested that the heritage area should restrict its focus to only public sites. The Grand Forks Herald editorialized the same suggestion (July 18, 2009.)

The North Dakota Farm Bureau presented a written position paper arguing that private landowners should be restricted in their ability to opt-in to heritage area programs, limiting any contracts with the NPHF to ten-year terms. Also suggested that the management plan explicitly state that it prohibits any land in the NHA from being designated as part of the National Park system.

Several respondents expressed their belief that the NPHF should not be involved in zoning issues.

Alongside comments about what the NPHF should not do, were comments about what it should, including paving state Highway 1806 in Oliver County, as it is already paved in Morton County. It was suggested that the heritage area take an interest in preserving for public use the land of the Missouri River Correctional Center. Another comment suggested that the area should include the Audubon National Wildlife Refuge in McLean County, making new grant possibilities available for natural resource education.

PUBLIC MEETINGS

122 people signed in, the crowd was estimated at 140-160 by The Bismarck Tribune. 20 people made comments or asked questions. The entire event was video recorded and the video retained for the record.

NPHF President Sarah Vogel and Past President Tracy Potter presented a PowerPoint presentation and answered questions.

The tone of the evening is summed up by two emails received by Tracy Potter in the ten days following the meeting.

> “Standing up before last night’s mostly hostile audience and supporting the Northern Plains Heritage Area would have been only adding gasoline to the fire. The attendees mostly have a mistrust of the federal government, the Park Service and the Corps, Ducks Unlimited and the Sierra Club, taxes, and a belief that rural landowners alone should make all the decisions that affect North Dakota. Supporters of the project would have been shouted down and criticized for not being landowners.”
>  
> - Mike McEnroe, Bismarck
“I want to apologize for not speaking up then with my strong support in favor of the heritage areas proposal .... The major reason I did not speak out in the meeting was I was completely intimidated by the hostile and angry behavior of the majority of the people in attendance. I am not proud of being so cowardly, but it was indeed difficult to collect my thoughts in such a threatening environment. I have the highest admiration for both of you for the way you kept calm and answered all questions – no matter how ridiculous or outrageous some comments were.”

- Marie D. Hoff, Bismarck

Comments that were received were perceived by these writers and others in attendance as negative to the heritage area concept, but were not. For instance, the chairman of the Burleigh County Commission suggested that the heritage area should focus on public property, which is precisely what the law, as amended, does.

Several felt that the heritage area process had not received sufficient publicity and that landowners should have been individually consulted before designation was requested. Others attacked the supposed motivations of the foundation and spun conspiracy theories about illegal lobbying. At this and subsequent meetings there were comments that county commission written support for the heritage area feasibility study should have been re-ratified after completion of the feasibility study.

2. McLean County, Washburn Memorial Building - Nov. 17, 2009

80 people signed in. Several of the same people who had made comments at the Burleigh County meeting also attended this one, and attempted to interrupt the information presentation and objected to breaking the group up into smaller working groups to make recommendations. A comment sheet was also handed out posing several questions. Ten people signed their comments and two made anonymous comments.

One anonymous writer suggested that no grants be made to cities or counties, apparently out of concern that the grants would influence zoning or land use. Another respondent said that the stories that should be told of the area would be about “how hard our granddads worked and all the generations following to pay for this land.” Another made the comment about paving 1806.

The others were opposed to federal spending and/or tourism.

The groups listed some comments. Some felt that the process was backwards, that public meetings like this should have been held before designation, not after.

3. Mercer County, Mercer County Courthouse, Stanton - Nov. 30, 2010

Twenty-eight people signed in, crowd estimate of 35-40, a few had attended one or two previous meetings. The meeting was video recorded. The Hazen Star editor attended and wrote an extensive story on the evening.

Meeting opened with power point presentation, followed by question and answer period. Many good questions, largely centering on property rights.

At one point, a member involved in the Knife River Indian Heritage Foundation (KRIHF) questioned a Farm Bureau director who was being negative about the heritage area. The KRIHF member outlined the projects he’d been involved in, teaching children about earthlodge construction and life and said that he could see the benefits of the heritage area.

It became clear that it would be advantageous to divide the meeting into two groups, one to propose methods and language to protect property rights and one to discuss needs and programs to advance the heritage area goals and objectives.

Both groups came up with suggestions for the management plan, some of them new. Technical assistance with project development and grant writing was seen as critical to the KRIHF. A suggestion was made that in-kind contributions should perhaps be defined and limited. Also that the NPHF be prohibited from lobbying.

One discussion topic was how to ensure that grant funds were distributed widely, as opposed to only to one or two organizations with experienced grant writers. An idea suggested was that individual grants or total grants to a single organization be limited to some percentage of the total grant pool.

4. Oliver County, Hagel Community Center, Center - Dec. 1, 2010

Eleven people signed in, 16 were in attendance. At least six had attended previous meetings.

The primary concern from the audience was the protection of property rights and the guarantee that private land wouldn’t be subject to restrictive zoning and viewshed issues because of the national heritage area designation. Several people cited other alleged federal land-grab attempts they said had been thwarted, and were concerned that the NPNHA was another attempt.
Tracy Potter and Brian Bitner assured the audience that the NPHF had absolutely no authority to affect property rights and no interest in doing so. Brian explained that his reason for being on the NPHF board of directors is that he is a strong property-rights advocate and wanted to make sure that the NPNHA doesn’t have a negative effect on landowners.

One audience member asked what the benefits of the NPNHA designation were. Tracy explained that benefits include marketing and the credibility that Congressional recognition brings, and improving the ability of sites in the area to educate local residents and to attract tourists, stimulating economic growth in the area.

Several questions were asked regarding the ability of a landowner to opt-in or opt-out. Someone asked: what would happen if a landowner opts-in, but when his son inherits the land he wants to opt-out? Would he be allowed to opt-out?

There was general agreement that Oliver County should have a member on the Board of the NPHF. County Commissioner Charles Staigle, who was in attendance, was suggested.

There was discussion on what should happen if a landowner opts-in, receives a grant, and then immediately wants to opt-out? Should there be a set period of time that a landowner is in once he/she opts-in? (The language of the 2009 amendment makes clear that when a landowner who has opted in chooses to opt-out, the effect is immediate.) Or, should they have to repay the grant if they opt-out before a certain period of time had elapsed? Most of the people in attendance agreed that either the grant would need to be repaid, or at least a portion of it, depending on how long it’d been since the landowner received the grant.

5. Morton County, Fort Abraham Lincoln State Park Commissary, Mandan - Dec. 16, 2010

Thirty-eight people were in attendance, 24 signed in. Several had attended previous meetings.

Meeting was originally set for November 29, but was postponed due to dangerous weather. The Bismarck Tribune online edition, announcing the postponement, reported that the meeting was rescheduled for December 14. That date was changed by the Board on December 3, with the new date of December 16 placed on the website, and a news release with the corrected date was sent to the Mandan News and New Salem Journal on December 6. The Mandan News published it on December 10. Some people, unfortunately, tried to attend the meeting on the 14th, and were unhappy with the lack of notification.

The lack of clarity and publicity on the meeting time was criticized by two individuals during the question and answer session. One commented that while the private property concerns seem to have been addressed by the Dorgan amendment, that the project was still unnecessary. However, he said, if there is a need for the historic attractions of the area to be jointly marketed, they should just do that together without the heritage area and the federal money should go to the state Parks Department or Tourism office.

One person asked how the grant structure would work. He indicated that the process should be transparent, without conflict of interest and that grants should be widely distributed, not just to one or two entities. He wondered if there would be an upper limit on grant awards. Another speaker wanted to make sure that private entities and individuals doing traditional crafts or starting a small heritage tourism business would be able to apply for grants.

A representative of the State Railroad Museum, a private, non-profit located in Mandan, urged the NPHF to accelerate its grant-making process.

After the question and answer and general comment period, the group was divided into two working groups: one to work on language to put into the management plan to reassure private property owners; and one to discuss the stories that should be told in the heritage area and where grants could be used to tell the stories.

The property rights group had comments that included that cost-benefit analysis to the public be identified in the management plan and that depending on the goals, funding priorities should relate to goals.

Questions were raised about the products of the plan, and the qualifications to be in the heritage area. It was suggested that the management plan to 2015 remain dynamic and open to change, although it should be stable for a certain period and then perhaps require a 2/3rds vote to amend (presumably a vote of the board.) A question was raised about whether or not the management plan was at all subject to change and if that required NPS approval.

It was suggested that as both a part of the management plan and of grant applications, that maintenance of projects be considered, and questions posed about how they will become self-sustaining. Those that show an ability to wean themselves from government dollars should be given priority.
The impacts on non-participants’ land and rights should be considered when funds are spent on a specific site, so that neighbors’ land is not affected in terms of viewshed, noise, dust, etc.

Stories can be told without impact on other lands or sites. Find elders stories. Ask, is it logical, practical, cost effective, affordable and acceptable, about each proposed project.
Enhance public notice as part of a formal communications plan for the organization. Enhance public notice as part of a formal communications plan for the organization.

The stories and grants group felt that the appropriate main theme was the story of the first farmers of the area, the Mandan and Hidatsa, and their interactions with Lewis and Clark and the heritage that comes down from the Native people. Added to that were suggestions that the geology of the area is interesting and that “line of view” sites are important places to observe the Missouri Valley. Informed that many comments from prior meetings suggested the NPHF have nothing to do with zoning and viewshed issues, discussion centered on how to achieve goals through incentives rather than regulation. That brought up the two topics of conservation easements serving as incentives and the development of bird watching guides to the area.

Much of the discussion centered on the needs of the State Railroad Museum, an all-volunteer attraction with several projects in mind, but a very small annual budget. It was agreed that the rail enthusiasts had the ability to provide in-kind support for projects and a small cash match available for matching grants.

A video producer discussed his company’s work with regional Indian tribes and that led to the railroad museum people and the video producer proposing a framework where the two would seek third-party sponsorship for a video about the importance of the railroad to the area’s development, including stories about the Lakota Indians who used to dance at the rail platform in Mandan for tips from the passengers. One participant said, “The steam engine is just the horse, but the story is what the rails did for this land.”

The Morton County Auditor wondered if heritage area grants may be appropriate for a particular situation where a subdivision developer was informed that a certain lot was non-buildable. Would the developer be able to apply for a grant to beautify that lot? Perhaps in some way that preserved natural landscapes or prairie grasses?

It was remembered that at one time there was an effort to identify centennial farms and it was suggested that a way to show the positive and harmless nature of the heritage area might be to participate in placement of some symbol recognizing farms more than 100 years old in the area.

WRITTEN COMMENTS RECEIVED at PUBLIC MEETINGS

Stories to Tell
- “Many to choose from”
- “To lower the need for a large amount of money, it makes sense to use the money in well-established story lines.
- “Peripheral stories that support a few major stories, i.e. Lewis and Clark, Native American culture life ways.”
- “There is no need to do more that story-tell - leave the land and scenery and everything else untouched.”
- “A place to tell stories is already in place (this setting) round circle meetings, etc. No need to “develop” in the present low funding environment/ where 40¢ out of every $1.00 we spend is borrowed.”

Grant Projects
- “Grant process must be transparent and fair.”
- “Criteria must be published and available to public.”
- “Should fit with ‘chosen story.’”
- “Should be self-sustaining, meaning grant entity not a source of prolonged or life-time funding.”
- “Outside panel review applicants and chooses based on a matrix of eligibility.”
"Those with inside knowledge or who develop the criteria cannot apply. Consider major and minor grants. The person/entity chooses the type to apply for."

**Most important ‘Key Words’**
- education about history
- interpret history
- recreational activity related to history and culture

**Least important ‘Key Words’**
- protect
- fund
- manage

**Goals for the year 2025**
- “Be totally financially independent and rely on no government funding.”
- “Rely on income from fees, donations, volunteers.”
- “Need to wean these types of programs off federal funding.”
The last stretch of the free-flowing Missouri River in North Dakota is the centerpiece of the Northern Plains National Heritage Area. Its natural qualities, beyond its scenic beauty, have sustained the cultures drawn to its banks for a millennia. Annual floods made fertile the land on which Mandan and Hidatsa peoples planted gardens – and villages – beginning at least 900 years ago.

Many sites of the Mandan and Hidatsa dot the Heritage Area, several preserved as state or national historic sites, and other in various conditions on private land.

The sites most important to telling the nationally-significant stories of the NHA include the Knife River Indian Villages National Historic Site near Stanton; Fort Abraham Lincoln State Park near Mandan; Fort Mandan and the Lewis & Clark Interpretive Center by Washburn; and, the state museum – the North Dakota Heritage Center on the Capitol Grounds in Bismarck.

Following is the survey of sites noted in the Feasibility Study presented to Congress in 2007. Annual visitation numbers are approximate.

### SITES in the NORTHERN PLAINS NATIONAL HERITAGE AREA

<table>
<thead>
<tr>
<th>National Sites</th>
<th>2006 Visitation</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knife River Indian Villages National Historic Site</td>
<td>27,704</td>
<td>Mercer</td>
</tr>
<tr>
<td>Big Hidatsa Village National Historic Landmark</td>
<td>NA</td>
<td>Mercer</td>
</tr>
<tr>
<td>Huff Indian Village National Historic Landmark</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Bismarck Cathedral District</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Bismarck Civic Auditorium</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Bismarck Tribune Building</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Brandt House</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Burleigh County Courthouse</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Camp Hancock State Historic Site</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Chief Looking's Village State Historic Site</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Double Ditch Indian Village State Historic Site</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Downtown Bismarck Historic District</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Former North Dakota Governor’s Mansion</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Northern Pacific Railway Depot</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Patterson Hotel</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Patterson, E.G. Building</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Soo Hotel</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Towne-Williams Building</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>US Post Office and Courthouse</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Van Horn Hotel</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Webb Brothers Block</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Yegen House and Pioneer Grocery</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Former McLean County Courthouse</td>
<td>NA</td>
<td>McLean</td>
</tr>
<tr>
<td>Site Description</td>
<td>Visitation</td>
<td>County</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td>McLean County Courthouse</td>
<td>NA</td>
<td>McLean</td>
</tr>
<tr>
<td>Big Hidatsa Village Site</td>
<td>NA</td>
<td>Mercer</td>
</tr>
<tr>
<td>Fort Clark Archaeological District</td>
<td>NA</td>
<td>Mercer</td>
</tr>
<tr>
<td>Knife River Bridge, near Stanton</td>
<td>NA</td>
<td>Mercer</td>
</tr>
<tr>
<td>Knife River Indian Villages Archaeological District</td>
<td>NA</td>
<td>Mercer</td>
</tr>
<tr>
<td>Dunlap, Stuart House</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>German Evangelical St. John’s Church</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Huff State Historic Site</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Lewis and Clark Hotel</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Mandan Commercial Historic District</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>State Training School Historic District</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Sunnyside Farm Barn</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Welsh House</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Cross Ranch Archaeological District</td>
<td>NA</td>
<td>Oliver</td>
</tr>
<tr>
<td><strong>State Park Units</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fort Abraham Lincoln State Park</td>
<td>123,587</td>
<td>Morton</td>
</tr>
<tr>
<td>Cross Ranch State Park</td>
<td>17,062</td>
<td>Oliver</td>
</tr>
<tr>
<td><strong>State Historic Sites</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Camp Hancock State Historic Site</td>
<td>1,104</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Chief Looking’s Village State Historic Site</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Double Ditch Indian Village State Historic Site</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Former Governor’s Mansion State Historic Site</td>
<td>2,508</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Steamboat Warehouse State Historic Site</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Fort Mandan Overlook State Historic Site</td>
<td>NA</td>
<td>McLean</td>
</tr>
<tr>
<td>Huff Mandan Indian Village State Historic Site</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Fort Clark State Historic Site</td>
<td>7,126</td>
<td>Oliver</td>
</tr>
<tr>
<td>Molander Indian Village State Historic Site</td>
<td>NA</td>
<td>Oliver</td>
</tr>
<tr>
<td>Pulver Mounds State Historic Site</td>
<td>NA</td>
<td>Oliver</td>
</tr>
<tr>
<td><strong>Other Sites &amp; Attractions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bismarck/Mandan Convention and Visitor’s Bureau</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Buckstop Junction</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Dakota Zoo</td>
<td>99,036</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Keelboat Park</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Lewis &amp; Clark Riverboat</td>
<td>15,00 (approx.)</td>
<td>Burleigh</td>
</tr>
<tr>
<td>North Dakota Game &amp; Fish Wildlife Museum</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>North Dakota Heritage Center</td>
<td>90,267</td>
<td>Burleigh</td>
</tr>
<tr>
<td>North Dakota State Capitol Complex</td>
<td>11,815</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Old Fort Lincoln (UTTC)</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>St. Mary’s Cemetery</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Sakakawea Statue (located on Capitol grounds)</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>United Tribes Cultural Art Center</td>
<td>NA</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Fort Mandan Visitor Center</td>
<td>30,000 (approx.)</td>
<td>McLean</td>
</tr>
</tbody>
</table>
Other Sites & Attractions - Cont.

<table>
<thead>
<tr>
<th>Site</th>
<th>2006 Visitation</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lewis &amp; Clark Interpretive Center</td>
<td>30,000 (approx.)</td>
<td>McLean</td>
</tr>
<tr>
<td>Crying Hill</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Five Nations Arts Gallery &amp; Gifts</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>North Dakota State Railroad Museum</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>North Dakota State Veteran's Cemetery</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>On-A-Slant Mandan Indian Village</td>
<td>NA</td>
<td>Morton</td>
</tr>
<tr>
<td>Scattered Village Exhibit (Mandan Public Library)</td>
<td>NA</td>
<td>Morton</td>
</tr>
</tbody>
</table>

National Wildlife Refuges

<table>
<thead>
<tr>
<th>Refuge</th>
<th>Size</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lost Lake</td>
<td>960 acres</td>
<td>McLean</td>
</tr>
</tbody>
</table>

Wildlife Management Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Size</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oahe Wildlife Management Area</td>
<td>7,188 acres</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Painted Woods Wildlife Management Area</td>
<td>586 acres</td>
<td>McLean</td>
</tr>
<tr>
<td>Riverdale Wildlife Management Area</td>
<td>2,252 acres</td>
<td>McLean</td>
</tr>
<tr>
<td>Missouri Breaks Wildlife Management Area</td>
<td>480 acres</td>
<td>Mercer</td>
</tr>
<tr>
<td>Morton County Wildlife Management Area</td>
<td>642 acres</td>
<td>Morton</td>
</tr>
<tr>
<td>Oahe Wildlife Management Area</td>
<td>5,586 acres</td>
<td>Morton</td>
</tr>
<tr>
<td>Arroda Wildlife Management Area</td>
<td>384 acres</td>
<td>Oliver</td>
</tr>
<tr>
<td>Lewis and Clark Wildlife Management Area</td>
<td>121 acres</td>
<td>Oliver</td>
</tr>
<tr>
<td>Smith Grove Wildlife Management Area</td>
<td>24 acres</td>
<td>Oliver</td>
</tr>
<tr>
<td>Square Butte Wildlife Management Area</td>
<td>38 acres</td>
<td>Oliver</td>
</tr>
</tbody>
</table>

State Nature Preserve

<table>
<thead>
<tr>
<th>Preserve</th>
<th>Size</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross Ranch</td>
<td>6,000 acres</td>
<td>Oliver</td>
</tr>
</tbody>
</table>

Scenic Byways

<table>
<thead>
<tr>
<th>Byway</th>
<th>Length</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sacagawea Scenic Byway</td>
<td>23 miles</td>
<td>McLean/Mercer</td>
</tr>
</tbody>
</table>

Missouri River Boat Access/Launch Areas

<table>
<thead>
<tr>
<th>Access/Launch Area</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fox Island Park</td>
<td>Burleigh</td>
</tr>
<tr>
<td>General Sibley Park</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Grant Marsh Bridge</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Kimball Bottoms</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Kniefel Landing</td>
<td>Burleigh</td>
</tr>
<tr>
<td>McLean Bottoms</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Steckel Landing</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Washburn Boat Landing</td>
<td>McLean</td>
</tr>
<tr>
<td>Great River Energy Station</td>
<td>Mercer</td>
</tr>
<tr>
<td>Sanger (Cross Ranch)</td>
<td>Mercer</td>
</tr>
<tr>
<td>Graner Bottoms</td>
<td>Morton</td>
</tr>
<tr>
<td>Little Heart Bottoms</td>
<td>Morton</td>
</tr>
</tbody>
</table>

Fishing Waters (other than Missouri River)

<table>
<thead>
<tr>
<th>Fishing Waters</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cottonwood Park Pond</td>
<td>Burleigh</td>
</tr>
<tr>
<td>Camp Loop Pond</td>
<td>McLean</td>
</tr>
<tr>
<td>Painted Woods Creek</td>
<td>McLean</td>
</tr>
<tr>
<td>Riverdale City Pond</td>
<td>McLean</td>
</tr>
</tbody>
</table>
Fishing Waters - Cont.
Riverdale Spillway Lake
West Arroda Dam

Frisbee Golf Courses
General Sibley Park
Lions Hillside Park
Riverside Park
Sunset Disc Golf Course

Golf Courses
Apple Creek Country Club Golf Course
Pebble Creek Municipal Golf Course
Riverwood Municipal Golf Course
Hawktree Golf Course
Tom O’Leary Municipal Golf Course
Painted Woods Golf Club
Mandan Municipal Golf Course
Prairie West Golf Course

Skiing
Knife River Indian Villages National Historic Site - cross country
Fort Abraham Lincoln State Park - cross country
Huff Hills - downhill
Cross Ranch State Park - cross country

Trails
City of Bismarck Trail System
Roughrider Trail
Fort Mandan History and Nature Trail
Lewis & Clark National Historic Trail
Washburn Discovery Trail
Knife River Indian Villages National Historic Site
City of Mandan Trail System
Fort Abraham Lincoln State Park
Cross Ranch State Park

Annual Events & Celebrations

<table>
<thead>
<tr>
<th>Event</th>
<th>County</th>
<th>Visitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital A'Fair</td>
<td>Burleigh</td>
<td>10,000 - 15,000</td>
</tr>
<tr>
<td>Folkfest</td>
<td>Burleigh</td>
<td>NA</td>
</tr>
<tr>
<td>United Tribes International Pow-Wow</td>
<td>Burleigh</td>
<td>12,000 - 15,000</td>
</tr>
<tr>
<td>Fahlgren Pioneer Days</td>
<td>McLean</td>
<td>NA</td>
</tr>
<tr>
<td>Northern Plains Culture Fest</td>
<td>Mercer</td>
<td>NA</td>
</tr>
<tr>
<td>Mandan Art in the Park Festival</td>
<td>Morton</td>
<td>4,000</td>
</tr>
<tr>
<td>Mandan Rodeo Days</td>
<td>Morton</td>
<td>NA</td>
</tr>
<tr>
<td>Lewis &amp; Clark Riverboat Days</td>
<td>McLean</td>
<td>NA</td>
</tr>
<tr>
<td>Frontier Army Days</td>
<td>Morton</td>
<td>NA</td>
</tr>
<tr>
<td>Nu’Eta Corn Festival</td>
<td>Morton</td>
<td>NA</td>
</tr>
<tr>
<td>Event</td>
<td>Location</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>Mandan PRCA Rodeo</td>
<td>Morton</td>
<td></td>
</tr>
<tr>
<td>Old Settler's Day at Buckstop Junction</td>
<td>Burleigh</td>
<td></td>
</tr>
<tr>
<td>Dickens Festival</td>
<td>Mercer</td>
<td></td>
</tr>
<tr>
<td>Buggies and Blues</td>
<td>Morton</td>
<td></td>
</tr>
<tr>
<td>Father’s Day at the State Railroad Museum</td>
<td>Morton</td>
<td></td>
</tr>
<tr>
<td>Watermelon Days</td>
<td>Morton</td>
<td></td>
</tr>
<tr>
<td>Rhubarb Festival</td>
<td>McLean</td>
<td></td>
</tr>
<tr>
<td>Missouri River Music Festival</td>
<td>Oliver</td>
<td></td>
</tr>
<tr>
<td>Sam McQuade Sr. Budweiser Charity Softball Tournament</td>
<td>Burleigh</td>
<td></td>
</tr>
<tr>
<td>Fourth of July Spectacular</td>
<td>Burleigh</td>
<td></td>
</tr>
<tr>
<td>Spirit of the West “Grill Fest”</td>
<td>Morton</td>
<td></td>
</tr>
<tr>
<td>Papa’s Pumpkin Festival</td>
<td>Morton</td>
<td></td>
</tr>
<tr>
<td>Capital Quiltfest</td>
<td>Burleigh</td>
<td></td>
</tr>
</tbody>
</table>
This Agreement is entered into by and between the Northern Plains Heritage Foundation, Inc. (NPHF) and the United States of America, U.S. Department of the Interior, National Park Service (NPS).

ARTICLE I – BACKGROUND and OBJECTIVES
The United States Congress, through P.L. 109-338, 120 STAT.1807, established the Northern Plains Heritage Foundation, Inc. (NPHF) as the management entity for the Northern Plains National Heritage Area (NOPL) with a 15-year authority. P.L. 111-11, Title IX, Section 8004 states: “The authority of the Secretary to provide assistance under this section terminates on the date that is 15 years after the date of enactment of this Act.”

NPHF is responsible for the legal documentation and disbursement of federal funds and their match. They are also charged with developing and implementing a National Heritage Area management plan that achieves the purpose defined in the same legislation that established the Northern Plains National Heritage Area (NOPL).

The National Park Service is charged with oversight responsibilities, assuring that the federal accountability and transparency requirements are fulfilled. The agency is also charged with providing technical assistance as appropriate and available. The Secretary of the Interior is required to approve the plan, assuring it is designed to achieve the legislative mandate of the enabling legislation.

NPHF and NPS work together to assure that public monies are properly expended. They also work together to assure that the requirements within the public law are met.

ARTICLE II - AUTHORITY
16 U.S.C. §1g provides that the NPS may enter cooperative agreements that involve the transfer of NPS-appropriated funds to non-profit organizations for the public purpose of carrying out NPS programs pursuant to 31 U.S.C. 6305;

16 U.S.C. §461, Title IX, March 30, 200, establishes NPHF as the coordinating agency for the NOPL with authority to manage the federal funds allotted to implement National Heritage Area sanctioned actions. It is authorized to make loans and grants and to enter into contracts for goods and services that achieve the legislated purpose of the National Heritage Area. The heritage area is authorized to receive up to $10,000,000 through the Department of the Interior, with no more than $1,000,000 appropriated in any one year. The Federal allotment shall not exceed 50 percent of the costs of actions taken that achieve the legislated mandate.

The NPHF has the authority pursuant to Public Law 111-11, 123 Stat. 1242, to enter into agreements providing for it to perform projects with federal agencies that are concerned with the objectives of the TKHA as defined in the management plan and follow the requirements found in the enabling legislation.

ARTICLE III – STATEMENT of WORK
A. NPS agrees to:
   1. Provide financial and technical assistance as provided for in Article IX.
2. Work with NPHF in developing and implementing a management plan involving local residents, municipalities, educational institutions, non-governmental organizations and government agencies in cooperative efforts identified in 123 STAT. 1241 PUBLIC LAW 111-11-Mar. 30, 2009, which requires development and implementation of a plan to “protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area.”

3. Assist NPHF in the legal use of federal funds, acceptable matches through local investments, required recordkeeping and required compliance requirements.

4. Assist NPHF in locating and developing resources, capacity building tools and successful heritage development prototypes.

5. Provide NPHF with technical assistance that supplements and strengthens grassroots efforts to preserve, conserve, educate, interpret and promote their story.

6. Assist NPHF in assuring respect for property rights throughout planning and implementation efforts in the name of the heritage area.

B. NPHF agrees to:

1. Work directly with the National Park Service to legally address fiscal requirements. Also, maintain records that meet requirements identified in Office of Management and Budget circulars A-133, A-122, and A-110 as well as any other guidelines and requirements that may be addressed throughout the life of this cooperative agreement.

2. Develop, coordinate, facilitate and implement a management plan together with local residents that meets the requirements of the enabling legislation. Assure that all federal funds and their match are expended toward National Heritage Area initiatives throughout development and implementation of the Management Plan that directly achieve the legislative requirements.

3. Assure preservation and conservation of the NHA's nationally important stories, including the culture and legacies of the Three Affiliated Tribes and other tribes as appropriate. Define and apply criteria for selecting places offered by willing partners to contribute to the nationally significant story, meeting criteria and requirements defined for the plan.

4. Provide the National Park Service with an annual report that adequately describes how the federal investments and their match move the heritage area forward in achieving long term sustainable impacts.

5. Assure that all residents who work with them are doing so by choice, applying the property right mandate for opt in, opt out as required by the enabling legislation in regards to property owners. All National Heritage Area associated activity with property owners as partners are to move forward in achieving the legislated mandate.

6. Acquires individual approvals for use of the National Park Service name and logotype each time they might be used.

7. Assure that all NHA sanctioned activities and investments which include federal funds/resources hold the federal government harmless from the results of any actions, activities, outcomes, impacts and/or other deliverables.

C. NPS and NPHF agree to:

1. Cooperate in proper and effective use and management of any federal funds.

2. Cooperate together to assure federal laws pertaining to preservation and conservation are properly applied, such as the National Environment Protection Act, Archeological Resource Protection Act, National Environmental Policy Act, Native American Graves Protection and Repatriation Act and the National Historic Preservation Act.

3. Cooperate in linking the nationally important story of the region to the National Park Service for education, enjoyment and recreational opportunities the general public expects from their national landscapes.

4. Work together to position the region to conserve, preserve and share a nationally important story in perpetuity.
ARTICLE IV - TERM of AGREEMENT
This Agreement will become effective upon signature of both parties and extend through 2024 on the same date as this document is signed, unless terminated earlier in accordance with Article XI.

ARTICLE V - KEY OFFICIALS
A. Key officials are essential to ensure maximum coordination and communications between the parties and the work being performed. They are:

1. For the NPS:
   (a) Local/Coordinating Agreements Technical Representative (ATR)
   Sue Pridemore, Heritage Area Partnership Coordinator
   Midwest Region of the National Park Service
   601 Riverfront Drive
   Omaha, Nebraska 68102
   sue_pridemore@nps.gov
   phone: 402.661.1566
   fax: 402.661.1567

   (b) Signatory/Administrative Contracting Officer
   Theora McVay, Contract Specialist
   Midwest Region of the National Park Service
   601 Riverfront Drive
   Omaha, Nebraska 68102
   theora_mcvay@nps.gov
   phone: 402.661.1662
   fax: 402.661.1663

2. For the NPHF:
   (a) Treasurer of the Foundation
   Northern Plains Heritage Foundation Board Treasurer
   Paul Trauger
   401 West Main Street
   Mandan, ND 58554
   paul.trauger@mortonnd.org
   phone: 701.663.4758
   fax: 701.663.4751

   (b) Chair of the Board
   Northern Plains Heritage Foundation Board Treasurer
   David Borlaug
   PO Box 697
   Washburn, ND 58577
   dborlaug@fortmandan.org
   phone: 701.462.8535
   fax: 701.663.4751

B. COMMUNICATIONS
The NPHF will address any communication regarding this Agreement to the Agreements Technical Representative (ATR) with a copy to the Contracting Officer (CO). Communications that relate solely to routine operational matters described in the current work plan or other annual reporting instrument is to be sent only to the Regional ATR, the Heritage Partnership Coordinator.

C. CHANGES in KEY OFFICIALS
Neither the NPS nor the NPHF may make any key official changes without written notice to the other party reasonably in advance of the proposed change. The notice will include a justification with sufficient detail to permit evaluation of the impact of such a change on the scope of work specified within this Agreement. Any permanent change in key officials will be made only by modification to this Agreement.
ARTICLE VI - AWARD and PAYMENT
A. The commitment of funds in furtherance of this Agreement will be authorized by acceptance of the annual work plan, task agreement or other approved process issued against this Cooperative Agreement identifying each project or group of projects, how each one addresses the purpose of the enabling legislation and management plan requirements, the amount of financial assistance, the financial and in-kind match, and any other special terms or conditions applicable to that project. Modifications to the Cooperative Agreement will specify required changes to the annual reporting requirements.

B. Requests for Reimbursement and Advance of Funds (SF-270) will be submitted to the NPS Contracting Officer. Payment will be made no more frequently than quarterly and will be paid by Electronic Funds Transfer directly into NPHF's account.

C. In order to ensure proper payment, NPHF will register annually with the Central Contractor Registration (CCR), accessed at http://www.ccr.gov. Failure to register can impact payments under this Agreement and/or any other financial assistance or procurements documents [cooperator] may have with the federal government.

D. Annual awards are subject to availability of funds and will require a modification to this cooperative agreement.

ARTICLE VII - PRIOR APPROVAL
The NPHF shall obtain prior approval for budget and program revisions that could be interpreted to be outside the development and implementation of the management plan in accordance with OMB circular A-110 as codified by 43 CFR §12.925.

ARTICLE VIII - LIABILITY
A. NPF agrees:

1. To indemnify, save and hold harmless, and defend the United States against all fines, claims, damages, losses, judgments, and expenses arising out of, or from, any act or omission of the National Heritage Area, its officers, employees, or (members, participants, agents, representatives, agents as appropriate) arising out of or in any way connected to activities authorized pursuant to this Agreement. This obligation shall survive the termination of this Agreement.

2. To pay the United States the full value for all damage to the lands or other property of the United States caused by NPHF, its officers, employees, or representatives.

3. To provide workers’ compensation protection to NPHF officers, employees, and representatives.

4. To cooperate with the NPS in the investigation and defense of any claims that may be filed with the NPS arising out of the activities of the NPHF, its agents, and employees.

ARTICLE IX - REPORTS and/or DELIVERABLES
A. Specific projects or activities for which funds are advanced will be tracked and reported by submittal of SF-272, Federal Transaction Report and quarterly submittal of SF-269, Financial Status Report, as outlined in 43 CFR §12.952.

B. NPHF will provide an annual written evaluation of the program activity prior to October 15 of the following year, to the key officials identified in Article V above. The evaluation will include descriptive information of program activity, a summary of park unit participation, and recommendations for future program activity.

C. The Secretary of the Interior and the Comptroller General of the United States, or their duly authorized representatives, will have access for the purpose of financial or programmatic review and examination to any books, documents, papers, and records that are pertinent to the Agreement at all reasonable times during the period of retention in accordance with 43 CFR §12.953.

ARTICLE X - MODIFICATION and TERMINATION
This Agreement may be modified only by a written instrument executed by the parties.

A. Either party may terminate this Agreement by providing the other party with thirty (30) days advance written notice. In the event that one party provides the other party with notice of its intention to terminate, the parties will meet promptly to discuss the reasons for the notice and to try to resolve their differences.
ARTICLE XI - GENERAL and SPECIAL PROVISIONS

A. General Provisions

1. OMB Circulars and Other Regulations - The following OMB Circulars and other regulations are incorporated by reference into this Agreement:

   (a) OMB Circular A-110, as codified by 43 CFR Part 12, Subpart F, “Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and other Non-Profit Organizations.”
   (b) OMB Circular A-122, “Cost Principles for Non-Profit Organizations.”
   (c) OMB Circular A-133, “Audits of States, Local Governments, and Non-Profit Organizations.”
   (d) 43 CFR Part 12, Subpart D, (Reserved).
   (e) 43 CFR Part 12, Subpart E, “Buy American Requirements for Assistance Programs.” FAR Clause 52.203-12, Paragraphs (a) and (b), “Limitation on Payments to Influence Certain Federal Transactions.”

2. Non-Discrimination

   All activities pursuant to this Agreement shall be in compliance with the requirements of Executive Order 11246, as amended; Title VI of the Civil Rights Act of 1964, as amended, (78 Stat. 252; 42 U.S.C. §§2000d et seq.); Title V, Section 504 of the Rehabilitation Act of 1973, as amended, (87 Stat. 394: 29 U.S.C. §794); the Age Discrimination Act of 1975 (89 Stat. 728; 42 U.S.C. §6101 et seq.); and with all other federal laws and regulations prohibiting discrimination on grounds of race, color, sexual orientation, national origin, disabilities, religion, age, or sex.

3. Lobbying Prohibition

   18 U.S.C. §1913 - Lobbying with Appropriated Moneys, as amended by Public Law 107-273, Nov. 2, 2002 - No part of the money appropriated by any enactment of Congress shall, in the absence of express authorization by Congress, be used directly or indirectly to pay for any personal service, advertisement, telegram, telephone, letter, printed or written matter, or other device, intended or designed to influence in any manner a Member of Congress, a jurisdiction, or an official of any government, to favor, adopt, or oppose, by vote or otherwise, any legislation, law, ratification, policy, or appropriation, whether before or after the introduction of any bill, measure, or resolution proposing such legislation, law, ratification, policy, or appropriation; but this shall not prevent officers or employees of the United States or of its departments or agencies from communicating to any such Members or official, at his request, or to Congress or such official, through the proper official channels, requests for legislation, law, ratification, policy, or appropriations which they deem necessary for the efficient conduct of the public business, or from making any communication whose prohibition by this section might, in the opinion of the Attorney General, violate the Constitution or interfere with the conduct of foreign policy, counter-intelligence, intelligence, or national security activities. Violations of this section shall constitute violations of section 1352(a) of title 31.

4. Anti-Deficiency Act

   31 U.S.C. §1341 - Nothing contained in this Agreement shall be construed as binding the NPS to expend in any one fiscal year any sum in excess of appropriations made by Congress for the purposes of this Agreement for that fiscal year, or other obligation for the further expenditure of money in excess of such appropriations.

5. Minority Business Enterprise Development

   Executive Order 12432 - It is national policy to award a fair share of contracts to small and minority firms. The NPS is strongly committed to the objectives of this policy and encourages all recipients of its Cooperative Agreements to take affirmative steps to ensure such fairness by ensuring procurement procedures are carried out in accordance with 43 CFR §12.944 for Institutions of Higher Education; Hospitals and other Non-Profit Organizations, and 43 CFR §12.76 for State and Local Governments.

B. Special Provisions

1. Public Information

   (a) The NPHF will not publicize or otherwise circulate promotional material (such as advertisements, sales brochures, press releases, speeches, pictures, still and motion pictures, articles, manuscripts or other publications) which states or implies Governmental, Departmental, bureau, or Government employee endorsement of a product, service, or position which the NPHF represents. No release of information relating to this Agreement may state or imply that the Government approves of the work product of the NPHF or considers the NPHF’s work product to be superior to other products or services.
(b) The NPHF will ensure that all information submitted for publication or other public releases of information regarding this project will carry the following disclaimer:

“The views and conclusions contained in this document are those of the authors and should not be interpreted as representing the opinions or policies of the U.S. Government. Mention of trade names or commercial products does not constitute their endorsement by the U.S. Government.”

(c) The NPHF will obtain prior NPS approval from the regional public affairs office for any public information release which refers to the Department of the Interior, any bureau or employee (by name or title), or to this Agreement. The specific text, layout, photographs, etc., of the proposed release must be submitted to the agreements technical representative who will forward such materials to the public affairs office, along with the request for approval.

(d) The NPHF agrees to include the above provisions of this Article in any sub-award to any sub-recipient, except for a sub-award to a state government, a local government, or to a federally recognized Indian tribal government.

2. Publications of Results of Studies
No party will unilaterally publish a joint publication without consulting the other party. This restriction does not apply to popular publication of previously published technical matter. Publications pursuant to this Agreement may be produced independently or in collaboration with others; however, in all cases proper credit will be given to the efforts of those parties contribution to the publication. In the event no agreement is reached concerning the manner of publication or interpretation of results, either party may publish data after due notice and submission of the proposed manuscripts to the other. In such instances, the party publishing the data will give due credit to the cooperation but assume full responsibility for any statements on which there is a difference of opinion.

3. Certifications
The following certification is required in accordance with the above provisions and made a part of this Agreement:


ARTICLE XII - ATTACHMENTS
The following documents are attached to and made a part of this Agreement:

A. Annual NOPL Work Plan and Budget (incorporated and tracked annually as part of the MOD)

B. Annual reporting requirements through a signed modification and required tracking documents

C. Annual audit when required

D. Annual close-out report

E. SF-LLL or other current lobbying assurance

ARTICLE XIII - SIGNATURES
IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date(s) set forth below.

NORTHERN PLAINS HERITAGE FOUNDATION, INC.

DAVID BORLAUG
Key Official’s Name: David Borlaug
Key Official’s Title: President

APRIL 15, 2010
Date

FOR THE NATIONAL PARK SERVICE

THEORA McVAY
Theora McVay, Contracting Officer
Midwest Region, National Park Service

JUNE 4, 2010
Date
MISSION
The mission of the Northern Plains Heritage Foundation (NPHF) is to preserve, promote and develop the cultural, natural and scenic resources of the Northern Plains region of central North Dakota along the Missouri River.

METHODS of OPERATION
The NPHF is organized as a non-profit corporation licensed in the State of North Dakota. The NPHF shall conduct fund raising solicitations and seek to marshal support from federal, state, county and municipal governments to secure financial resources with which to carry out its mission. It may also own and/or operate businesses and services either to provide financial support for NPHF or directly in support of its mission.

The NPHF may grant or re-grant funds in support of its mission to other non-profit organizations.

BOARD of DIRECTORS
The Board of Directors (Board) is the governing board of the NPHF and may consist of between seven and twenty-one voting Members of the Board (Member). Terms on the Board are for three years (though in the initial organization of the Board some terms will be for one or 2 two years). There is no limit on the number of terms a Member may serve.

Proxy Voting
A member of the Board of Directors may appoint a temporary proxy to act on the member’s behalf, including but not limited to the right to vote on issues before the Board of Directors.

- Appointment of a proxy by a member may be by written instrument or by timely notification by email or personal communication by the member to an officer of the Board of Directors or to the administrative offices of the Foundation. Such notification is to indicate the duration of the appointment of the proxy.

New Members may join the Board upon nomination by the President of NPHF agreed to by a majority vote of Members present at a regular or special meeting of the Board. Members may be removed from the Board during a term of service by resignation, or by a vote of Members requiring a two-thirds majority of Members present at a regular or special meeting of the Board.

Initial organization of the board is the responsibility of the six incorporators who will elect officers on December 22, 2004.

Ex –oficio Members of the Board (ex-officio) are non-voting positions. The Mayors of Bismarck, Mandan, and Washburn; the Superintendent of the Knife River Indian Villages National Historic Site; the Director of the State Historical Society of North Dakota; the Director of the North Dakota Parks and Recreation Department; the Director of the North Dakota Tourism Division of the North Dakota Department of Commerce; and the Director of the ND Indian Affairs Commission; or their representatives, are Ex-officio Members.

The Board shall meet quarterly in regular meetings. Special meetings may be called by the President of the Board of three other Officers.

The Board shall approve, at its Winter Quarter meeting, an annual budget for revenue and expense for NPHF, employ and supervise an Executive Director, approve accounting and auditing procedures and establish general corporate policies.

OFFICERS
The Members shall elect annually from their numbers, at the Winter Quarter meeting, a President, Vice-President, Secretary and Treasurer. The immediate Past President of the NPHF is also an officer and voting Member of the Board of Directors.

EXECUTIVE COMMITTEE
The Board shall employ an Executive Director who will be responsible to the Board for implementing the mission of the NPHF and the policies of the Board. The Executive Director may employ other staff as required.
BY-LAWS
By-laws, with one exception, may be amended by a two-thirds vote of the Members attending a regularly scheduled quarterly meeting of the Board. A vote on an amendment to the By-laws may take place only after the amendment has been submitted, discussed and approved for submission for final passage at a previous regular meeting of the Board. Under no circumstance may the Dissolution section of these By-laws be amended.

QUORUM
Those attending a duly called meeting of the NPHF constitute a quorum.

CONFLICT of INTEREST POLICY
Purpose
The purpose of the conflict of interest policy is to protect the integrity of the NPHF, its staff, Board of Directors (Board) and supporters from even the appearance of a conflict of interest in its financial transactions, contracts and arrangements. This policy is intended to supplement but not replace any applicable state or federal laws governing the conflict of interest in non-profit organizations.

Procedures
1. Duty to disclose
   Board members involved in decisions, whether of a committee or of the Board, which might have an impact on their own financial situation are required to disclose the existence of the potential conflict of interest as soon as they are aware of the potential conflict. Any staff member faced with a potential conflict of interest in regard to NPHF contracts, arrangements or other financial decisions must alert the President of the Board about the existence of the potential conflict, prior to committing the NPHF to the decision.

2. Determining if a conflict exists
   After disclosure of potential conflict of interest, the Board shall immediately review the matter and determine by majority vote of the members not facing a conflict of interest, whether or not a conflict does exist which should preclude the disclosing member from voting or otherwise participating in the decision-making which could involve the conflict of interest. In the case of staff having potential conflicts of interest, the President will make the determination, subject to subsequent review by the Board.

3. Addressing a Conflict of Interest
   If a conflict of interest is determined to exist, the conflicted party must abstain from participation in decisions affecting the conflict.

4. Violations of the Conflict of Interest Policy
   Failure to disclose conflict of interest is cause for dismissal from Board or from employment with the NPHF.

DISSOLUTION
Should the NPHF dissolve or for any reason cease to exist as an organization, all assets must be distributed for an exempt purpose recognized under section 501(c) (3) of the Internal Revenue Service code, or to the federal government or government of North Dakota for a public purpose.