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Form **990**Department of the Treasury
Internal Revenue Service**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

OMB No 1545-0047

2012**Open to Public Inspection**

A For the 2012 calendar year, or tax year beginning <u>10/1/2012</u> , and ending <u>9/30/2013</u>																
B Check if applicable: ☐ Address change ☐ Name change ☐ Initial return ☐ Terminated ☐ Amended return ☐ Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2">C Name of organization <u>Upper Housatonic Valley National Heritage Area</u></td> <td>D Employer identification number <u>06-1613798</u></td> </tr> <tr> <td colspan="2">Doing Business As</td> <td>E Telephone number <u>860-435-9505</u></td> </tr> <tr> <td colspan="2">Number and street (or PO box if mail is not delivered to street address) Room/suite <u>24 Main Street PO Box 493</u></td> <td>G Gross receipts \$ <u>236,921</u></td> </tr> <tr> <td colspan="2">City, town or post office, state, and ZIP code <u>Salisbury CT 06068</u></td> <td></td> </tr> <tr> <td colspan="2">F Name and address of principal officer <u>Steve McMahon 7 Pomeroy Street, West Stockbridge, MA 01222</u></td> <td> H(a) Is this a group return for affiliates? ☐ Yes ☒ No H(b) Are all affiliates included? ☐ Yes ☐ No If "No," attach a list (see instructions) H(c) Group exemption number ▶ </td> </tr> </table>	C Name of organization <u>Upper Housatonic Valley National Heritage Area</u>		D Employer identification number <u>06-1613798</u>	Doing Business As		E Telephone number <u>860-435-9505</u>	Number and street (or PO box if mail is not delivered to street address) Room/suite <u>24 Main Street PO Box 493</u>		G Gross receipts \$ <u>236,921</u>	City, town or post office, state, and ZIP code <u>Salisbury CT 06068</u>			F Name and address of principal officer <u>Steve McMahon 7 Pomeroy Street, West Stockbridge, MA 01222</u>		H(a) Is this a group return for affiliates? ☐ Yes ☒ No H(b) Are all affiliates included? ☐ Yes ☐ No If "No," attach a list (see instructions) H(c) Group exemption number ▶
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I Tax-exempt status ☒ 501(c)(3) ☐ 501(c) () ◀ (insert no) ☐ 4947(a)(1) or ☐ 527																
J Website: ▶ <u>upperhousatonicheritage.org</u>																
K Form of organization ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶	L Year of formation <u>2000</u> M State of legal domicile <u>CT</u>															

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities <u>Preservation of historical, natural, cultural and artistic resources in the region</u>		
	2	Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	10
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	0
	5	Total number of individuals employed in calendar year 2012 (Part V, line 2a)	5	2
	6	Total number of volunteers (estimate if necessary)	6	4
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, line 34	7b	0	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	198,985	233,792
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0	1,927
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	1,202
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	198,985	236,921
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	81,956
14		Benefits paid to or for members (Part IX, column (A), line 4)	0	0
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	15,158	64,905
16a		Professional fundraising fees (Part IX, column (A), line 11e)	0	0
b		Total fundraising expenses (Part IX, column (D), line 25) ▶	0	0
17		Other expenses (Part IX, column (A), lines 11a–11d, 11f–11g, 11h–11i, 11j–11k, 11l–11m, 11n–11o, 11p–11q, 11r–11s, 11t–11u, 11v–11w, 11x–11y, 11z–11aa, 11ab–11ac, 11ad–11ae, 11af–11ag, 11ah–11ai, 11aj–11ak, 11al–11am, 11an–11ao, 11ap–11aq, 11ar–11as, 11at–11au, 11av–11aw, 11ax–11ay, 11az–11ba, 11bb–11bc, 11bd–11be, 11bf–11bg, 11bh–11bi, 11bj–11bk, 11bl–11bm, 11bn–11bo, 11bp–11bq, 11br–11bs, 11bt–11bu, 11bv–11bw, 11bx–11by, 11bz–11ca, 11cb–11cc, 11cd–11ce, 11cf–11cg, 11ch–11ci, 11cj–11ck, 11cl–11cm, 11cn–11co, 11cp–11cq, 11cr–11cs, 11ct–11cu, 11cv–11cw, 11cx–11cy, 11cz–11da, 11db–11dc, 11dd–11de, 11df–11dg, 11dh–11di, 11dj–11dk, 11dl–11dm, 11dn–11do, 11dp–11dq, 11dr–11ds, 11dt–11du, 11dv–11dw, 11dx–11dy, 11dz–11ea, 11eb–11ec, 11ed–11ee, 11ef–11eg, 11eh–11ei, 11ej–11ek, 11el–11em, 11en–11eo, 11ep–11eq, 11er–11es, 11et–11eu, 11ev–11ew, 11ex–11ey, 11ez–11fa, 11fb–11fc, 11fd–11fe, 11ff–11fg, 11fh–11fi, 11fj–11fk, 11fl–11fm, 11fn–11fo, 11fp–11fq, 11fr–11fs, 11ft–11fu, 11fv–11fw, 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11ev–11ev, 11ew–11ew, 11ex–11ex, 11ey–11ey, 11fz–11fz, 11ga–11ga, 11gb–11gb, 11gc–11gc, 11gd–11gd, 11ge–11ge, 11gf–11gf, 11gg–11gg, 11gh–11gh, 11gi–11gi, 11gj–11gj, 11gk–11gk, 11gl–11gl, 11gm–11gm, 11gn–11gn, 11go–11go, 11gp–11gp, 11gq–11gq, 11gr–11gr, 11gs–11gs, 11gt–11gt, 11gu–11gu, 11gv–11gv, 11gw–11gw, 11gx–11gx, 11gy–11gy, 11hz–11hz, 11ia–11ia, 11ib–11ib, 11ic–11ic, 11id–11id, 11ie–11ie, 11if–11if, 11ig–11ig, 11ih–11ih, 11ii–11ii, 11ij–11ij, 11ik–11ik, 11il–11il, 11im–11im, 11in–11in, 11io–11io, 11ip–11ip, 11iq–11iq, 11ir–11ir, 11is–11is, 11it–11it, 11iu–11iu, 11iv–11iv, 11iw–11iw, 11ix–11ix, 11jz–11jz, 11ka–11ka, 11kb–11kb, 11kc–11kc, 11kd–11kd, 11ke–11ke, 11kf–11kf, 11kg–11kg, 11kh–11kh, 11ki–11ki, 11kj–11kj, 11kl–11kl, 11km–11km, 11kn–11kn, 11ko–11ko, 11kp–11kp, 11kq–11kq, 11kr–11kr, 11ks–11ks, 11kt–11kt, 11ku–11ku, 11kv–11kv, 11kw–11kw, 11kx–11kx, 11ky–11ky, 11kz–11kz, 11la–11la, 11lb–11lb, 11lc–11lc, 11ld–11ld, 11le–11le, 11lf–11lf, 11lg–11lg, 11lh–11lh, 11li–11li, 11lj–11lj, 11lk–11lk, 11lm–11lm, 11ln–11ln, 11lo–11lo, 11lp–11lp, 11lp–11lp, 11lr–11lr, 11lt–11lt, 11lv–11lv, 11lx–11lx, 11ly–11ly, 11lz–11lz, 11za–11za, 11zb–11zb, 11zc–11zc, 11zd–11zd, 11ze–11ze, 11zf–11zf, 11zg–11zg, 11zh–11zh, 11zi–11zi, 11zj–11zj, 11zk–11zk, 11zl–11zl, 11zm–11zm, 11zn–11zn, 11zo–11zo, 11zp–11zp, 11zq–11zq, 11zr–11zr, 11zs–11zs, 11zt–11zt, 11zu–11zu, 11zv–11zv, 11zw–11zw, 11zx–11zx, 11zy–11zy, 11zz–11zz, 11aa–11aa, 11ab–11ab, 11ac–11ac, 11ad–11ad, 11ae–11ae, 11af–11af, 11ag–11ag, 11ah–11ah, 11ai–11ai, 11aj–11aj, 11ak–11ak, 11al–11al, 11am–11am, 11an–11an, 11ao–11ao, 11ap–11ap, 11aq–11aq, 11ar–11ar, 11as–11as, 11at–11at, 11au–11au, 11av–11av, 11aw–11aw, 11ax–11ax, 11ay–11ay, 11az–11az, 11ba–11ba, 11bb–11bb, 11bc–11bc, 11bd–11bd, 11be–11be, 11bf–11bf, 11bg–11bg, 11bh–11bh, 11bi–11bi, 11bj–11bj, 11bk–11bk, 11bl–11bl, 11bm–11bm, 11bn–11bn, 11bo–11bo, 11bp–11bp, 11bq–11bq, 11br–11br, 11bs–11bs, 11bt–11bt, 11bu–11bu, 11bv–11bv, 11bw–11bw, 11bx–11bx, 11by–11by, 11bz–11bz, 11ca–11ca, 11cb–11cb, 11cc–11cc, 11cd–11cd, 11ce–11ce, 11cf–11cf, 11cg–11cg, 11ch–11ch, 11ci–11ci, 11cj–11cj, 11ck–11ck, 11cl–11cl, 11cm–11cm, 11cn–11cn, 11co–11co, 11cp–11cp, 11cq–11cq, 11cr–11cr, 11cs–11cs, 11ct–11ct, 11cu–11cu, 11cv–11cv, 11cw–11cw, 11cx–11cx, 11cy–11cy, 11cz–11cz, 11da–11da, 11db–11db, 11dc–11dc, 11dd–11dd, 11de–11de, 11df–11df, 11dg–11dg, 11dh–11dh, 11di–11di, 11dj–11dj, 11dk–11dk, 11dl–11dl, 11dm–11dm, 11dn–11dn, 11do–11do, 11dp–11dp, 11dq–11dq, 11dr–11dr, 11ds–11ds, 11dt–11dt, 11du–11du, 11dv–11dv, 11dw–11dw, 11dx–11dx, 11dy–11dy, 11dz–11dz, 11ea–11ea, 11eb–11eb, 11ec–11ec, 11ed–11ed, 1		

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response to any question in this Part III. ☒ **X**

- 1** Briefly describe the organization's mission:
 Preservation of historical, natural, cultural and artistic resources in the region
- 2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☒ **X** Yes ☐ No
 If "Yes," describe these new services on Schedule O
- 3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ **X** No
 If "Yes," describe these changes on Schedule O
- 4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 161,475 including grants of \$) (Revenue \$ 236,921)
 See Attached.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services. (Describe in Schedule O.)
 (Expenses \$ 0 including grants of \$ 0) (Revenue \$ 0)

4e Total program service expenses ▶ 161,475

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1 X	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	2	X
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V	10	X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a	X
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b	X
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d X	
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a	X
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Parts II and IV	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Parts III and IV	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions).	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	X
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	

Part IV Checklist of Required Schedules (continued)

	Yes	No
21 Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X
22 Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		X
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		X
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		X
25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	X	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response to any question in this Part V. ☐

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a 1	
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b 0	
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c X	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.	2a 2	
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	2b X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.	3b	X
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	X
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	X
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	X
d	If "Yes," indicate the number of Forms 8282 filed during the year.	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	X
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	X
8	Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8	X
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the organization make any taxable distributions under section 4966?	9a	X
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b	X
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12.	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders.	11a	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.	13b	
c	Enter the amount of reserves on hand.	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.	14b	

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response to any question in this Part VI. ☐

Section A. Governing Body and Management

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year 1a 10 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
b Enter the number of voting members included in line 1a, above, who are independent 1b 0		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?	3	X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5	X
6 Did the organization have members or stockholders?	6	X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
a The governing body?	8a X	
b Each committee with authority to act on behalf of the governing body?	8b X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a	X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a X	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c X	
13 Did the organization have a written whistleblower policy?	13 X	
14 Did the organization have a written document retention and destruction policy?	14 X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official.	15a X	
b Other officers or key employees of the organization	15b	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ▶ CT

18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization. ▶ Dan Bolognani 860-435-9505
 24 Main Street PO Box 493, Salisbury, CT 06068-0493

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

 Check if Schedule O contains a response to any question in this Part VII ☐
Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☒ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) William L. Crow III Trustee	1.00 0.00	X						0	0	0
(2) Rachel Fletcher Trustee	1.00 0.00	X						0	0	0
(3) Beryl Jolly Trustee	1.00 0.00	X						0	0	0
(4) Edward Kirby Trustee	1.00 0.00	X						0	0	0
(5) Raymond B. Murray III Trustee	1.00 0.00	X						0	0	0
(6) Kathy Orlando Trustee	1.00 0.00	X						0	0	0
(7) Dennis Regan Trustee	1.00 0.00	X						0	0	0
(8) Stephen A. Sears Trustee	1.00 0.00	X						0	0	0
(9) Philip Smith Trustee	1.00 0.00	X						0	0	0
(10) Talbott Smith Trustee	1.00 0.00	X						0	0	0
(11) Christine Ward Trustee	1.00 0.00	X						0	0	0
(12) Steve McMahon Chairman	5.00 0.00			X				0	0	0
(13) Paul W. Ivory Secretary	5.00 0.00			X				0	0	0
(14) Ronald D. Jones Treasurer	5.00 0.00			X				0	0	0

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15)										
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Sub-total								0	0	0
c Total from continuation sheets to Part VII, Section A								0	0	0
d Total (add lines 1b and 1c)								0	0	0

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
		0
		0
		0
		0
		0

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**

Part VIII Statement of RevenueCheck if Schedule O contains a response to any question in this Part VIII. ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a	0			
	b	Membership dues	1b	0			
	c	Fundraising events	1c	0			
	d	Related organizations	1d	0			
	e	Government grants (contributions)	1e	214,066			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	19,726			
	g	Noncash contributions included in lines 1a-1f:		\$ 0			
	h	Total. Add lines 1a-1f		233,792			
Program Service Revenue	Business Code						
	2a			0			
	b			0			
	c			0			
	d			0			
	e			0			
	f	All other program service revenue		0			
g	Total. Add lines 2a-2f		0				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		1,927	1,194		
	4	Income from investment of tax-exempt bond proceeds		0			
	5	Royalties		0			
	6a	Gross rents	(i) Real				
		Less: rental expenses	(ii) Personal				
	c	Rental income or (loss)		0	0		
	d	Net rental income or (loss)		0			
	7a	Gross amount from sales of assets other than inventory	(i) Securities				
		Less: cost or other basis and sales expenses	(ii) Other				
	c	Gain or (loss)		0	0		
	d	Net gain or (loss)		0			
	8a	Gross income from fundraising events (not including \$ 0 of contributions reported on line 1c) See Part IV, line 18	a	0			
	b	Less: direct expenses	b	0			
	c	Net income or (loss) from fundraising events		0			
	9a	Gross income from gaming activities See Part IV, line 19	a	0			
	b	Less: direct expenses	b	0			
	c	Net income or (loss) from gaming activities		0			
	10a	Gross sales of inventory, less returns and allowances	a	50			
	b	Less: cost of goods sold	b	0			
c	Net income or (loss) from sales of inventory		50	50			
Miscellaneous Revenue							
11a	Refunds	Business Code	900099	1,152	1,152		
b				0			
c				0			
d	All other revenue			0			
e	Total. Add lines 11a-11d			1,152			
12	Total revenue. See instructions			236,921	2,396	0	0

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response to any question in this Part IX. ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States. See Part IV, line 21	92,129	92,129		
2	Grants and other assistance to individuals in the United States. See Part IV, line 22	0			
3	Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16	0			
4	Benefits paid to or for members	0			
5	Compensation of current officers, directors, trustees, and key employees	0			
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7	Other salaries and wages	64,905	14,010	50,895	
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	0			
9	Other employee benefits	0			
10	Payroll taxes	0			
11	Fees for services (non-employees):				
a	Management	0			
b	Legal	0			
c	Accounting	0			
d	Lobbying	0			
e	Professional fundraising services. See Part IV, line 17	0			
f	Investment management fees	1,054	1,054		
g	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	0			
12	Advertising and promotion	12,895	12,895		
13	Office expenses	15,622	12,599	3,023	
14	Information technology	2,580		2,580	
15	Royalties	0			
16	Occupancy	0			
17	Travel	5,851	3,063	2,788	
18	Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19	Conferences, conventions, and meetings	0			
20	Interest	0			
21	Payments to affiliates	0			
22	Depreciation, depletion, and amortization	0	0	0	0
23	Insurance	1,329		1,329	
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a	Penalties and Interest	528		528	
b	Dues	843		843	
c	Outside Services	24,530	24,530		
d	Miscellaneous	1,195	1,195		
e	All other expenses	0			
25	Total functional expenses. Add lines 1 through 24e	223,461	161,475	61,986	0
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response to any question in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	52,116	1	74,181
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net	0	3	0
	4 Accounts receivable, net	0	4	0
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net	0	7	0
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 0		
	b Less: accumulated depreciation	10b 0	10c	0
	11 Investments—publicly traded securities	0	11	0
	12 Investments—other securities. See Part IV, line 11	0	12	0
	13 Investments—program-related. See Part IV, line 11	0	13	0
	14 Intangible assets	0	14	0
	15 Other assets. See Part IV, line 11	0	15	76,854
16 Total assets. Add lines 1 through 15 (must equal line 34)	52,116	16	151,035	
Liabilities	17 Accounts payable and accrued expenses		17	
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties	0	23	0
	24 Unsecured notes and loans payable to unrelated third parties	0	24	0
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	1,741	25	6,029
	26 Total liabilities. Add lines 17 through 25	1,741	26	6,029
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here ☐ and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets		27	
	28 Temporarily restricted net assets		28	
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here ☒ and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds	50,375	32	145,006
33 Total net assets or fund balances	50,375	33	145,006	
34 Total liabilities and net assets/fund balances	52,116	34	151,035	

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response to any question in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	236,921
2	Total expenses (must equal Part IX, column (A), line 25)	2	223,461
3	Revenue less expenses Subtract line 2 from line 1	3	13,460
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	50,375
5	Net unrealized gains (losses) on investments	5	4,938
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	76,233
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	145,006

Part XII Financial Statements and ReportingCheck if Schedule O contains a response to any question in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990. ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		X
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2012

**Open to Public
Inspection**

Name of the organization

Upper Housatonic Valley National Heritage Area

Employer identification number

06-1613798

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state. _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II)
- 9 ☐ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2)**. (Complete Part III)
- 10 ☐ An organization organized and operated exclusively to test for public safety See **section 509(a)(4)**.
- 11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See **section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h
- a ☐ Type I b ☐ Type II c ☐ Type III—Functionally integrated d ☐ Type III—Non-functionally integrated
- e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).
- f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box ☐
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

- (i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?
- (ii) A family member of a person described in (i) above?
- (iii) A 35% controlled entity of a person described in (i) or (ii) above?

	Yes	No
11g(i)		
11g(ii)		X
11g(iii)		X

h Provide the following information about the supported organization(s)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–9 above or IRC section (see Instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of monetary support
			Yes	No	Yes	No	Yes	No	
(A)									
(B)									
(C)									
(D)									
(E)									
Total									0

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants")	175,158	295,238	291,424	160,789	233,792	1,156,401
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf	0	0	0	0	0	0
3 The value of services or facilities furnished by a governmental unit to the organization without charge	0	0	0	0	0	0
4 Total. Add lines 1 through 3	175,158	295,238	291,424	160,789	233,792	1,156,401
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						1,156,401

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
7 Amounts from line 4	175,158	295,238	291,424	160,789	233,792	1,156,401
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	0	0	0	0	1,927	1,927
9 Net income from unrelated business activities, whether or not the business is regularly carried on	0	0	0	0	0	0
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV)	2,614	644	446	358	1,202	5,264
11 Total support. Add lines 7 through 10						1,163,592
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ► ☐						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2012 (line 6, column (f) divided by line 11, column (f))	14	99.38%
15 Public support percentage from 2011 Schedule A, Part II, line 14	15	0.00%
16a 33 1/3% support test—2012. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization. ► ☒		
b 33 1/3% support test—2011. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization. ► ☐		
17a 10%-facts-and-circumstances test—2012. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization. ► ☐		
b 10%-facts-and-circumstances test—2011. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization. ► ☐		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions. ► ☐		

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						0
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						0
3 Gross receipts from activities that are not an unrelated trade or business under section 513						0
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
5 The value of services or facilities furnished by a governmental unit to the organization without charge						0
6 Total. Add lines 1 through 5	0	0	0	0	0	0
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						0
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						0
c Add lines 7a and 7b	0	0	0	0	0	0
8 Public support (Subtract line 7c from line 6)						0

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
9 Amounts from line 6	0	0	0	0	0	0
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						0
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						0
c Add lines 10a and 10b	0	0	0	0	0	0
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						0
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV)						0
13 Total support. (Add lines 9, 10c, 11, and 12)	0	0	0	0	0	0
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ► ☐						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2012 (line 8, column (f) divided by line 13, column (f))	15	0.00%
16 Public support percentage from 2011 Schedule A, Part III, line 15	16	0.00%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2012 (line 10c, column (f) divided by line 13, column (f))	17	0.00%
18 Investment income percentage from 2011 Schedule A, Part III, line 17	18	0.00%

- 19a** **33 1/3% support tests—2012.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ► ☐
- b** **33 1/3% support tests—2011.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ► ☐
- 20** **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► ☐

Part IV

Supplemental Information. Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

2012

**Open to Public
Inspection**

Name of the organization

Upper Housatonic Valley National Heritage Area

Employer identification number

06-1613798

Form 990 Part III Line 2 During the fiscal year, a program related to W E B Du Bois was added

and additional donations and program expenses were accounted for

Name of the organization

Employer identification number

Upper Housatonic Valley National Heritage Area

06-1613798

Area with horizontal dashed lines for supplemental information.

BUDGET SUMMARY			
Category	NPS Funds	Cooperator/Recipient Match/Cost Share	Total
Personnel	29,290	29,290	58,580
Fringe Benefits	4,210	4,210	8,420
Travel	5,090	5,090	10,180
Equipment	1,200	1,200	2,400
Supplies and Materials	7,770	7,770	15,540
Contractual Services	18,750	18,750	37,500
Construction	0	0	0
Other *	11,690	11,690	23,380
Total Direct Charges	78,000	78,000	156,000
Indirect Charges	0	0	0
TOTAL COSTS	78,000	78,000	156,000

* Other includes:

Planning and development, including research of public records, surveys and historic documents, for the creation of a public non-motorized trail through CT State Forest in cooperation with CT Dept. of Energy and Environmental Protection. The proposed trail abuts private lands, and questions of accessibility have been raised as the town road that previously connected these assets has been previously abandoned, and rights-of-way are being questioned. Several egress options have been articulated through public scoping, and regional natural-resource protection organizations have been engaged as the proposed trail and some of these egress options are in close proximity to the Housatonic River.

Research Native American Heritage as it relates to one section of the proposed HouBike Trail from West Cornwall to Cornwall Bridge. This section of trail is along or part of what was a major Native American trail, known by colonists as the Paugussett or Berkshire Path (Spiess, 1934). It traversed from present Norwalk to Canaan in Connecticut then up to Stockbridge Massachusetts, following the east bank of the Housatonic from New Milford at least as far as Sheffield. It was part of a network of major and minor paths (see Maps) connecting Native American communities and a number of distinct tribes. While preliminary, we hope to engage the Institute of American Indian Studies and the Berkshire Museums we prepare a program of interpretation for this particular segment of the trail.

In partnership with the City of Pittsfield's Office of Cultural Development and dozens of programming partners (primarily under the guidance of the Lift Ev'ry Voice African-American Culture and Heritage Festival Committee) we will reprise the successful 2012 festival for the summer of 2013, in tandem with the grand opening of the Samuel Harrison House and the 150th anniversary of the 54th Regiment - Massachusetts Volunteer Infantry. The Berkshire Historical Society is especially interested in the historic elements and we already have the Dance Theatre of Harlem at Jacob's Pillow to kick off the festival.

Note on Personnel costs and contractual services:

Personnel costs in the 2013 Work Plan and Budget are primarily attributed to the "Heighten Appreciation for Our Heritage" portion of the plan. In some cases this work is research-intensive and consumes staff time in writing, verifying and publishing data. For instance – the annual Heritage Walks requires months of staff time to prepare and promote, and are extremely labor-intensive. Also - the proposed Sharon-Salisbury bike route project will require riding the routes, logging every detail of turns and distances, relevant heritage sites (and associated research), photography and proofreading. The CT American Revolution digital guidebook) statewide biking and driving routes) is anticipated to consume in excess of 800 hours of manpower to create. Creation of the new interpretive program "Literary Heritage" is anticipated to involve extensive organizational time. Much of the expense is attributable to project-scoping, developing advisory and working committees, public outreach, etc. The water-power research project will eventually be a multi-year research project.

Contractual Services costs are primarily associated with the Masters' level teachers course (Heritage Educational & Stewardship Development Initiatives section), and the costs associated with the needed faculty and an accredited educational institution that administers the core components of the course, evaluates teachers' lesson plans and grants credits at the conclusion. Additional contract costs are associated with professional water guides and equipment for the free / public interpretive paddling excursions

(Heighten Appreciation for Our Heritage section). The use of these professional guides and the services of Housatonic Valley Association considerably increases our on-the-water interpretive capability, reduces our liability exposure, and allows us to create this unique program. The services of a professional development company will serve to move the WEB Du Bois NHS project rapidly toward becoming self-sufficient (Preserve & Enhance Our Heritage section). Our intent is to raise the visibility of this project (and the broad support that we need) and to 'spin it off' as its own non-profit as soon as possible.

ATTACHMENT - A
2013 Work Plan and Budget
Upper Housatonic Valley National Heritage Area

Project Name:

Heritage Educational & Stewardship Development Initiatives

Project Costs:

Federal: \$ 18, 030 **Non-federal:** \$ 18,030 **Project Total:** \$ 36,060

Project Description:

Provide educational programming for historic, cultural and natural resource preservation and stewardship, including the development of classroom curricula, field trips, professional development for teachers and immersion courses for residents, teachers and students. Portions of this programming may be broadened and adapted as the Management Plan is finalized and adopted.

These initiatives were identified in the (draft) Management Plan as methods to increase stewardship of heritage resources, build capacity among history organizations, and increase awareness of the region's rich heritage by residents and visitors.

- Upper Housatonic Valley Experience is a part of the core educational programming, and is delivered through various means, including a partnership with Massachusetts College of Liberal Arts (Masters' level credit-granting institution), Berkshire Community College (provides logistical support and evaluates lesson plans) and numerous heritage-based organizations that host events.
- Alliance of History Organizations is an ongoing Housatonic Heritage program that provides education, expertise and other means to assist in the developmental capacity of area history organizations. Additional partnerships and contracted services are provided through the New England Museum Association and the Connecticut League of History Organizations (both institutions provide educational content) for the purpose of delivering high-quality materials to area non-profits for the purpose of building audience, increasing interpretive collaborations, institutional development, public outreach and more. Public (free and open to) presentations are provided at historic Bascom Lodge atop Mount Greylock (Appalachian Trail) by trusted institutions and heritage organizations.
- The Writer-in-Residence project for the spring – Jana Laiz going to a couple of Pittsfield schools – is in hand, and we're fine with the Cultural Council funding. However, Jana and I have discussed a writing workshop for adults. A summer or fall writing series - "Writers-in-Residence"? – would be a fun way for a small group of people, led by Jana, to be inspired to write about the Berkshires/Housatonic River Valley.

Project Partners:

- Massachusetts College of Liberal Arts (Credit-granting institution)
- Berkshire Community College (Provides faculty support, evaluates lesson plans)
- Bascom Lodge (host facility for public presentations atop Mount Greylock)
- Connecticut League of History Organizations (provides faculty and educational materials)
- New England Museum Association (provides educational materials)
- Berkshire Historical Society (provides writer-in-residence site, programming)
- Pittsfield Public Schools (provides faculty time)

Projected Timetable:

The Upper Housatonic Valley Experience (teachers' course) runs throughout the summer months, culminating in final presentations by the teachers, and grading / awarding of credit. Educational programming for area schools will begin with the fall semester – on or about September 3, with full implementation to occur in the classroom during the fall and spring semesters (and ongoing). Public seminar series at Bascom Lodge runs from May 31 to October 12 (weekly). History organization educational series typically runs through Memorial Day Weekend, then begins again after Columbus Day Weekend.

Breakdown of Project Costs by Category:

Heritage Educational & Stewardship Development Initiatives			
	Non-federal	Federal	Totals
Personnel	\$4,710	\$4,710	\$9,420
Fringe Benefits	\$900	\$900	\$1,800
Travel	\$1,100	\$1,100	\$2,200
Equipment	\$320	\$320	\$640
Supplies	\$3,650	\$3,650	\$7,300
Contractual	\$4,550	\$4,550	\$9,100
Construction	\$0	\$0	\$0
Other*	\$2,800	\$2,800	\$5,600
Total Direct Costs	\$18,030	\$18,030	\$36,060
Indirect Costs	\$0	\$0	\$0
Total Project Costs	\$18,030	\$18,030	\$36,060

*Other: Design & printing costs that are outsourced.

Project Name:

Management Plan

Project Costs:

Federal: \$ 8,150

Non-federal: \$ 8,150

Project Total: \$ 16,300

Project Description:

Finalize and adopt the Management Plan, to describe, in detail, the work plan for the next 5- and 10-year period. Ongoing tasks include working with the consulting services of a qualified consultant and work with same to finalize and submit to DOI a final draft Management Plan. Additional expenses will be incurred through the publication, public comment, design and printing, and final dissemination of the completed management action plan.

Additional expenses to be incurred as the Management Plan is distributed to partner organizations, and implementation of the actions described therein are coordinated with those other organizations, agencies and municipalities.

Housatonic Heritage will use several instances of contracted services:

- Elizabeth Sharpe, consultant to the management planning process
- Design and printing and distribution services

Project Partners:

No project partners are anticipated, other than the consultant noted above.

Projected Timetable:

It is anticipated that the draft plan will be completed and submitted for review by June 30, 2013. Public comment, design, printing will be completed by September 30, 2013. Distribution and implementation meetings will be held during the fall, 2013.

Breakdown of Project Costs by Category:

Management Plan			
	Non-federal	Federal	Totals
Personnel	\$2,100	\$2,100	\$4,200
Fringe Benefits	\$700	\$700	\$1,400
Travel	\$1,250	\$1,250	\$2,500
Equipment	\$0	\$0	\$0
Supplies	\$900	\$900	\$1,800
Contractual	\$1,800	\$1,800	\$3,600
Construction	\$0	\$0	\$0
Other*	\$1,400	\$1,400	\$2,800
Total Direct Costs	\$8,150	\$8,150	\$16,300
Indirect Costs	\$0	\$0	\$0
Total Project Costs	\$8,150	\$8,150	\$16,300

*Other: Design & printing costs that are outsourced.

Project Name:

Heighten Appreciation for Our Heritage

Project Costs:

Federal: \$ 37,750

Non-federal: \$ 37,750

Project Total: \$ 75,500

Project Description:

Heighten appreciation for the natural, cultural, and historic assets of the region through research and interpretive materials, signage and accessibility. Portions of this programming may be broadened and adapted as the Management Plan is finalized and adopted. This program is outlined within the Management Plan and was identified as a primary objective of the heritage area during public scoping sessions.

- For the 2013 opening season here, we plan to work with Michael Melle (sculptor), creating straw sculptures in the fields at Arrowhead to represent and honor the men of 54th Mass. A likely approach is to show recruitment, which is what happened in the Berkshires. Related to this installation will be a series of interpretive panels in the field, each about a different soldier. An ad hoc interpretive trail, so to speak.
- Collaborate with The Cultural Landscape Foundation to expand and broaden the diversity of Heritage Walks Weekends in Autumn, a collaboration of dozens of organizations and individuals.
- Publish the Sharon-Salisbury cycling route map that includes five loop trails off of the central HouBike Trail. It will be a companion piece to the Kent Bike Routes and the HouBike Trail brochures that were published recently. The www.HouBikeWalk.org website will be updated to include these new cycling routes.
- Working with David Levinson (author, anthropological researcher and historian), staff from the Massachusetts Historical Society, and others, to create a symposium to explore themes inspired by the Civil War and the 54th. Again, the idea is to discuss recruitment – why did men sign up? Get drafted? How is this similar or different to/from other wars (particularly the Vietnam War).
- Literary Heritage Trail – build upon the work that the new Advisory Council has started – exploring the concept of a regional literary heritage interpretive program. The Council includes representation from Edith Wharton's *The Mount* and Herman Melville's *Arrowhead*, plus representatives of interested local libraries (including the Hotchkiss Library in Sharon, and the Scoville Library in Salisbury is the country's oldest public library). Additional representatives may be included from the English or American Literature Departments from the local high schools and colleges (such as Williams), as well as interested Language Arts Coordinators for elementary schools and middle schools so that we can encourage young people to love their literary heritage.
- Partner with Housatonic Valley Association (HVA) to offer interpretive Paddle Trips on the Housatonic River. The partnership will organize and promote a series of five easy, flat water canoe trips that are free and open to the public throughout Summer 2013. Themes may include birding on the Housatonic, flora and fauna of the river valley, geologic features, industrial history (paper, iron, etc.) and other heritage sites that may best be observed from the river. The program will utilize trained, professional canoe guides, and contract with naturalists and historians for interpretive presentations.
- Continue working with history partners to promote capacity-building and to knit together a better understanding of the region's history through collections-cataloguing and sharing, interpretive projects, public outreach.
- In partnership with the Bicycle Tour Company, Central CT State University and an advisory panel of history organizations, develop a 100 page digital guide book of American Revolution. The digitally published book will contain themed bicycling and driving tours, including storied locations throughout the Upper Housatonic River Valley. The guide will contain seven routes; each section will include a narrative overview, three short biographies of relevant Revolutionary-era figures, detailed route notes for drivers and bicyclists, and original maps which will identify bicycle-friendly sections of the road tours.
- Continue work on mapping, publishing and advocating for the creation of the Western New England Greenway (WNEG), a regionally significant, contiguous network of over-the-road bike routes that will connect New York City to Montreal, linking with the East Coast Greenway at Norwalk, CT and the Route Verte in Quebec Province, Canada. The WNEG is being created to

enhance sustainable transportation and recreation opportunities by linking the communities along the route in the states of Connecticut, Massachusetts and Vermont.

- Begin a two-year study of 18th and 19th century waterpower in the Housatonic River Valley. The survey will methodically look at every dam site on the river from Hinsdale, Mass., to Long Island Sound. It will look at the growth of water-powered industry from wood-related mills (saw, shingle) to agrarian and small rural industry (grist, plaster, fulling, potash, cider) to specialized mills (marble saws, distilleries, tanneries) to iron-related shops (bloomery forges, iron furnaces) to the advent of large-scale industry (paper, textile). It would discuss the mechanics of dam construction and the dynamics of water wheel installation and mill operation). Finally, it would look at the advent of steam and electric power.

The survey will examine some 33 dam sites on the Housatonic River, plus take a large sampling of small industries on tributary streams. It will include expanded profiles of particularly interesting industrialists such as Zenas Crane of Dalton or Horatio Ames of Salisbury. It will look at scoundrels such as Horace C. Day, who used Charles Goodyear's rubber patent without paying royalty. It will also look at inventive genius William Stanley, who developed the first practical means of transmitting alternating-current electric power.

- Rekindle the Paper Heritage Trail. After a series of public events and interpretive exhibits in 2011, the Trail has not made significant progress toward fulfilling its mission. A meeting of stakeholders will be held in September 2013 to revisit the purposes and goals of the Trail, identify priorities for the year ahead, and develop MOUs to lay the groundwork for new work.

Housatonic Heritage will use several instances of contracted services:

- Design services for physical trails (not yet chosen)
- Brochure Design by Ames Working Designs
- Brochure printing by US Press
- Website design by Manning Design
- Paddling guides and interpretive materials by Housatonic Valley Association
- Route mapping, photography and narrative for CT American Revolution Guide by the Bicycle Tour Company and Central CT State University
- Research and narrative for Water Power by Bernie Drew

Project Partners:

Primary partners on these projects will provide expertise, research and narrative for interpretive projects described above.

- Champlain Valley National Heritage Partnership
- Berkshire Regional Planning Commission
- Northwest CT Council of Governments
- New Milford, Town of
- Central CT State University
- Housatonic Valley Association
- Bicycle Tour Company
- Crane Museum of Papermaking
- Berkshire Museum
- City of Pittsfield, Office of Cultural Development

Projected Timetable:

Projects described here (except for the Western New England Greenway and the Water Power projects) are anticipated to be well underway and / or completed by December 31, 2013. Western New England Greenway is a multi-year collaboration with the partners described above. The Water Power project is a two-year research project, anticipated to be completed by December 31, 2104. The Paper Heritage Trail is a multi-year / ongoing program of interpretation.

Breakdown of Project Costs by Category:

Heighten Appreciation for Our Heritage			
	Non-federal	Federal	Totals
Personnel	\$19,300	\$19,300	\$38,600
Fringe Benefits	\$2,140	\$2,140	\$4,280
Travel	\$1,800	\$1,800	\$3,600
Equipment	\$200	\$200	\$400
Supplies	\$2,410	\$2,410	\$4,820
Contractual	\$7,100	\$7,100	\$14,200
Construction	\$0	\$0	\$0
Other*	\$4,800	\$4,800	\$9,600
Total Direct Costs	\$37,750	\$37,750	\$75,500
Indirect Costs	\$0	\$0	\$0
Total Project Costs	\$37,750	\$37,750	\$75,500

*Other: Mapping / GIS, interpretive materials design & printing costs that are outsourced.

Project Name:

Preserve & Enhance Our Heritage

Project Costs:

Federal: \$ 14,070

Non-federal: \$ 14,070

Project Total: \$ 28,140

Project Description:

Preserve and enhance the region's history and historical resources, natural resources, cultural and artistic resources. Such preservation and enhancement projects may be augmented to support implementation of the Management Plan, and are expressly authorized within the Plan as implementation strategies identified through the public scoping process.

Projects include:

- Continue work on the WEB Du Bois National Historic Site program. The 2013 advocacy and public outreach effort will include creation of Niagara Circle, several events at national academic conferences to increase visibility and solicit funds, and develop a local / regional appeal campaign including the creation of the Berkshire Circle gifts of \$500. The proposed NHS will be a national and international destination in Great Barrington, MA that commemorates W.E.B. Du Bois's remarkable scholarship and his example as an activist, leader and educator. In 2013 there are planned events for the new trail interpretation which may be tied to the 50th anniversary of Du Bois's death August 28th in collaboration with the African American Heritage Trail.

- Provide interpretive signage at the boyhood Homesite of WEB Du Bois. In cooperation with UMass Amherst, research, design and install wayfinder-styled signage / interpretive panels (non-construction) at the Homesite in Great Barrington.
- Design a safe pedestrian pathway in Stockbridge, MA, from Church Street, connecting with Pine Woods and the Berkshire Botanical Garden in Stockbridge. The trail will provide vistas and scenic overlooks of the Housatonic River and Larrywaug Brook, provide a recreational walking path, and provide educational experiences of the natural habitat and historic aspects of the area. The trail will also connect cultural sites with the center of Stockbridge. (Construction activities are limited to the installation of informational kiosks.)

Housatonic Heritage will use contracted design services for interpretive markers (The Jackson Design Group), and for the Stockbridge pathway (Peter Jensen & Associates).

Project Partners:

Primary partners on these project will provide expertise, research and narrative for interpretive projects described above.

- University of Massachusetts - Amherst
- Monterey Preservation Land Trust
- Friends of Du Bois Homesite
- Stockbridge Land Trust

Projected Timetable:

Breakdown of Project Costs by Category:

Project Title			
	Non-federal	Federal	Totals
Personnel	\$3,180	\$3,180	\$6,360
Fringe Benefits	\$470	\$470	\$940
Travel	\$940	\$940	\$1,880
Equipment	\$680	\$680	\$1,360
Supplies	\$810	\$810	\$1,620
Contractual	\$5,300	\$5,300	\$10,600
Construction	\$0	\$0	\$0
Other*	\$2,690	\$2,690	\$5,380
Total Direct Costs	\$14,070	\$14,070	\$28,140
Indirect Costs	\$0	\$0	\$0
Total Project Costs	\$14,070	\$14,070	\$28,140

*Other: Mapping / GIS, trail design, brochure design & printing costs that are outsourced.