

ENGAGE

TEACH

INSPIRE

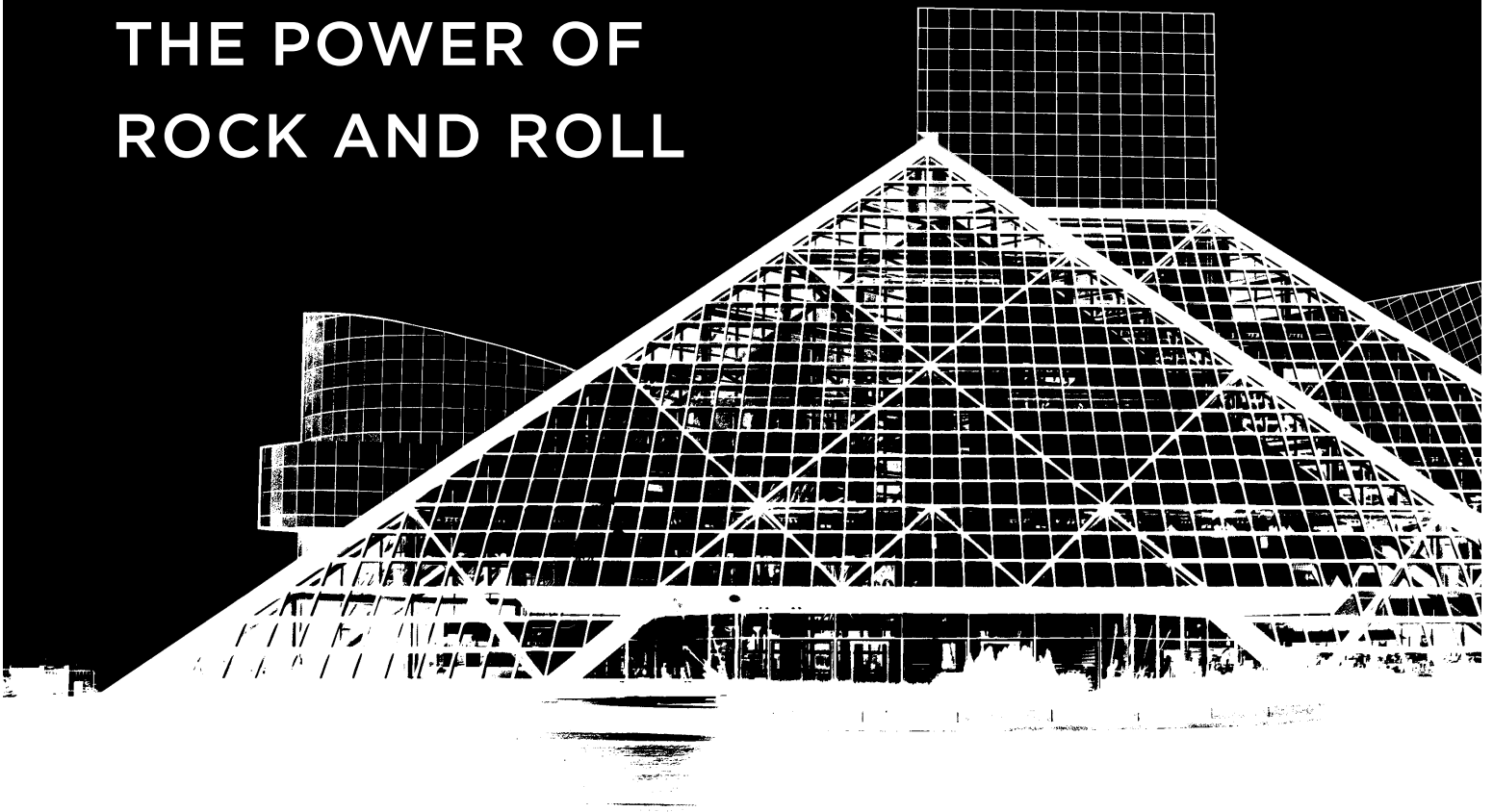
THE FUTURE
IS NOW



ROCK AND ROLL
HALL OF FAME + MUSEUM™

OUR MISSION

TO ENGAGE,
TEACH AND
INSPIRE THROUGH
THE POWER OF
ROCK AND ROLL



OUR EXHIBITS, PROGRAMS AND OUTREACH REMAIN

AT THE CENTER OF OUR MISSION

PRESIDENT'S LETTER

To engage, teach and inspire through the power of rock and roll. That mission drives our team every day and those words are our rallying cry.

At the Museum, we are charting a bold new path that challenges our thinking and broadens our reach through meaningful connections with fans, artists, partners and our staff. Improved visitor experience is at the heart of these connections. Recent interpretative exhibits such as *Rolling Stones: 50 Years of Satisfaction* and *Common Ground: The Music Festival Experience* are grounded in an engaging experience for the fans and a deeper dive into the music's impact. These changes and our renewed emphasis on the customer experience are manifesting as improved ratings from our fans and visitors.

Our exhibits, programs and outreach remain at the center of our mission. We are strategically integrating our award-winning education programs and bringing the insight, stories and information from those programs to our larger Museum audience. Web-based classroom pilot programs with Google and others expand the reach of our digital education initiatives. These innovations permeate all that we do – for fans in the Museum exhibits here in Cleveland, as well as for those connecting with us virtually from a classroom in Venezuela.

As we approach 2015, we're excited about the return of the Rock and Roll Hall of Fame Induction Ceremony to Cleveland. In addition to celebrating the 30th Anniversary of the Inductions, we'll also commemorate the Museum's 20th Anniversary in Cleveland.

The future is now. We continue to drive economic impact in our region, inspire fans from around the world and connect our audiences through the power of rock and roll. Our staff, artists and supporters like you help us advance this mission even further.

We hope this report on our recent performance gives you a deeper understanding of all our efforts to fulfill our mission and inspires you as we press forward.

Your continued support is invaluable.

To our future,



Greg Harris, President and Chief Executive Officer
The Rock and Roll Hall of Fame and Museum, Inc.

ENHANCED LEARNING

THROUGH EXHIBITS, PROGRAMS AND OUTREACH

Over the past year, nearly 500,000 people have experienced American culture through the Rock and Roll Hall of Fame and Museum's exhibits and programs. Another 5 million learned about the impact of music through digital outreach. The Museum tells the incredible, evolving story of modern music through special displays, films, interviews, classes, a library catalog, performances and more.

IN 2013, the Museum presented *Rolling Stones: 50 Years of Satisfaction*, an exclusive exhibit in honor of the "World's Greatest Rock and Roll Band." As the Museum's first major exhibition capturing the band's legendary career, *Rolling Stones: 50 Years of Satisfaction* revealed personal items and extraordinary collections that have never been seen before by the public.

The annual Music Masters® Series paid further tribute to the band with a one-of-a-kind rock event featuring Grammy Award-winning drummer Steve Jordan as musical director. He assembled critically acclaimed musicians to perform live, including Rock and Roll Hall of Fame Inductee Ian McLagan, along with Merry Clayton, Sarah Dash, Bernard Fowler, Bobby Keys, Trevor Lawrence, Steve Madaio, Waddy Wachtel, Willie Weeks and others.

The Museum opened its latest featured exhibit in 2014, *Common Ground: The Music Festival Experience*. The exhibition is an immersive and engaging look at the music festival as more than just an outdoor concert, but as a community experience. Whether it's forging human bonds, building a sense of community, or providing broad exposure for musical artists – both old and new, the story of the music festival is inextricably linked with music's powerful cultural impact around the globe.

Additionally, the groundbreaking *Women Who Rock: Vision, Passion, Power* exhibit showcased the powerful role women have played in rock and roll, toured coast-to-coast from Washington D.C. to

Seattle earning rave reviews from the media and music fans alike.

Closer to home, educators at the Museum taught classes in finance, science, history and political science through music to nearly 30,000 Northeast Ohio students and via innovative distance learning programming to more than 4,000 digital classrooms. "On the Road," the Museum's award-winning distance learning program, earned its sixth consecutive Teachers' Choice Award sponsored by Polycom in the Best Music and Performing Arts Museums and Organizations category, as well as its fifth Pinnacle Award from the Center for Interactive Learning and Collaboration.

The Museum's distance learning offerings entered a new era in 2013 and expanded to include "on demand" classes. These were offered first as a live stream and then archived at rockhall.com. The classes – designed primarily for high school students – cover The Rolling Stones and their adaptation of American roots music, and an exploration of The Beatles' use of American music at the time of their arrival in the U.S.

A pilot program with Google® Connected Classrooms provided an opportunity to reach more classrooms through digital learning. To date, an estimated 18,000 students have taken part in these classes. The Museum is developing a range of new programs – live streams, digital teacher development, and project-based initiatives – that students and teachers will be able to access from a distance.

Since 1995, the Rock and Roll Hall of Fame and Museum has collected more than **\$8 MILLION IN ADMISSION TAXES** that have gone directly to support the Cleveland Metropolitan School District.

BY THE NUMBERS

2013 OVERALL ATTENDANCE

441,290

MLK DAY 2013

7,836

FREE COMMUNITY DAY PARTICIPANTS

MLK DAY 2014

8,265

FREE COMMUNITY DAY PARTICIPANTS

CLEVELAND FOUNDATION
DAY 2014

7,997

FREE COMMUNITY DAY PARTICIPANTS

Since opening its doors in 2012, **the Library and Archives has welcomed over 6,700 visitors** and received more than 1,600 reference queries from researchers around the world.

DISTANCE LEARNING

(STATES AND COUNTRIES)

45 STATES

U.S. CONNECTIONS

(TO DATE)



Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, Idaho, Illinois, Indiana, Florida, Georgia, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Montana, Nebraska, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, South Carolina, Tennessee, Texas, Vermont, Virginia, Washington, West Virginia, Wisconsin and Wyoming

8 COUNTRIES

INTERNATIONAL CONNECTIONS

(TO DATE - PLUS AMERICAN SAMOA & PUERTO RICO)

Pago Pago (American Samoa), Alberta (Canada), British Columbia (Canada), Ontario (Canada), Saskatchewan (Canada), Paris (France), Guatemala City (Guatemala), Jalisco (Mexico), Tyabb (Victoria, Australia), London (England, UK), Torfaen (Wales, UK) and San Juan (Puerto Rico)

TEACHER TESTIMONIAL FROM THE “ON THE ROAD” DISTANCE LEARNING PROGRAM:

“It is an excellent way to get students involved in learning and understand that **learning does not have to be dry and dull**, but rather something that they should show interest in and engage themselves into the learning process rather than just be a spectator.”

BRETT MONTGOMERY

NEWARK DIGITAL ACADEMY
(NEWARK, OH)

The Museum's Library and Archives – the world's preeminent research center for rock and roll – celebrated its second anniversary in 2014. Part of Ahmet M. Ertegun's original vision, the Library and Archives further solidifies Cleveland as the place to travel for the celebration and study of popular music.

Since opening its doors in 2012, the Library and Archives has welcomed over 6,700 visitors and received more than 1,600 reference queries from researchers around the world. Additionally, nearly 400 archival collections and more than 13,000 library items are available to visitors. The Museum is truly the center for the preservation of rock and roll history, now and in the future.

Annual community events continue to grow, from free admission on Dr. Martin Luther King, Jr. Day, to the Rock Your World: All-City Arts Festival in partnership with the Cleveland Metropolitan School District's Department of Arts Education

and the Community Festivals series sponsored by KeyBank.

These special events bring together thousands of people each year to foster an understanding of the power of rock music; and to unite and add appreciation to the range of cultures and musical styles that the Museum celebrates. In addition to celebrating the community, the Museum gives back to the community with in-kind charitable contributions and partnerships with local nonprofit organizations.

The Museum also hosted its annual Summer in the City Concert Series, a free live concert series that highlights the most buzzed-about bands of the moment and sponsored by Fender Premium Auto, KeyBank and Yuengling Light Lager. The series featured Phosphorescent with Strand of Oaks, Father John Misty with Night Moves, Coliseum with Above this Fire, and the Lottery League Summer Grand Finale with Queen of Hell, Douglas Adam's Family, Dinosaur Coffin and Psychic Thrills.



CLOCKWISE FROM TOP

Hall of Fame inductee Chuck Berry and his wife, Themetta, at the Library and Archives.

Louisville, Ky.-based rock band @mymorningjacket tweeted about the *Common Ground* exhibit "stoked to be featured in the Rock and Roll Hall of Fame!"

Thousands of pictures taken by visitors, including Hall of Fame inductee Alice Cooper, were posted on Twitter and Instagram with the #rockhallsatisfaction hashtag and featured in the *Rolling Stones: 50 Years of Satisfaction* exhibit.

Students enjoy the Museum's Rockin' the Schools program.

Social media shares, including this one on The Rolling Stones Facebook page, helped create awareness and excitement over the *Rolling Stones: 50 Years of Satisfaction* exhibit.

APPRECIABLE IDENTITY

The Rock and Roll Hall of Fame and Museum's brand is recognized all over the world. The Museum continues to be a marquee attraction for the Northeast Ohio community and a beacon for fans globally.

Each year, the Museum draws hundreds of thousands of visitors to Cleveland and has a connection with 5 million visitors via digital outreach. The Museum generates billions of media impressions each year and in the ever-changing world of social media and digital communication, the staff continues to look for new ways to spread the Museum's mission, engage with fans and grow the Museum brand worldwide.

SPREADING THE WORD

“The Rock and Roll Hall of Fame and Museum has generated more than **\$2 BILLION IN ECONOMIC IMPACT** for Northeast Ohio since opening in 1995.”

75%
UNIQUE WEB VISITORS

75% of visitors to the Museum's website in 2013 were new

LEFT US SPEECHLESS, SEVERAL TIMES!!! CONGRATULATIONS TO CLEVELAND FOR DOING SUCH A PHENOMENAL JOB OF BRINGING TOGETHER SO MANY MUSICIAN TRIBUTES IN ONE PLACE, IT WAS TRULY WORTH THE TRIP.

5 OF 5 STARS!

5 OF 5 STARS!

“ROCK ON WITH YOUR OWN BAD SELF” IN CLEVELAND...

WE SPENT THE ENTIRE DAY AT THE ROCK AND ROLL HALL OF FAME IN DOWNTOWN CLEVELAND. THIS WAS OUR THIRD VISIT IN THE PAST 15 YEARS, AND IT WAS STILL FRESH WITH NEW DISPLAYS.

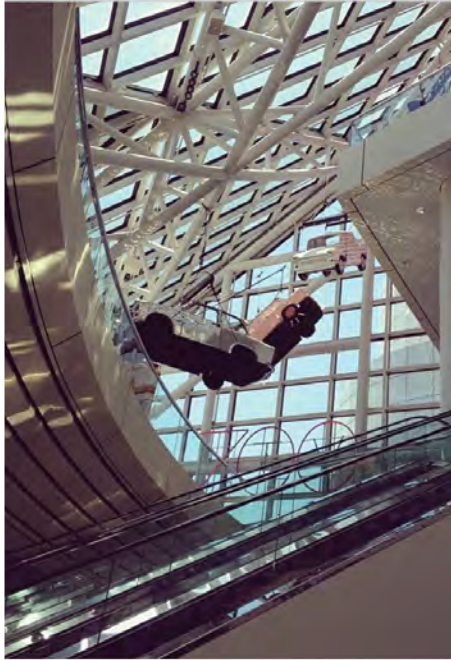
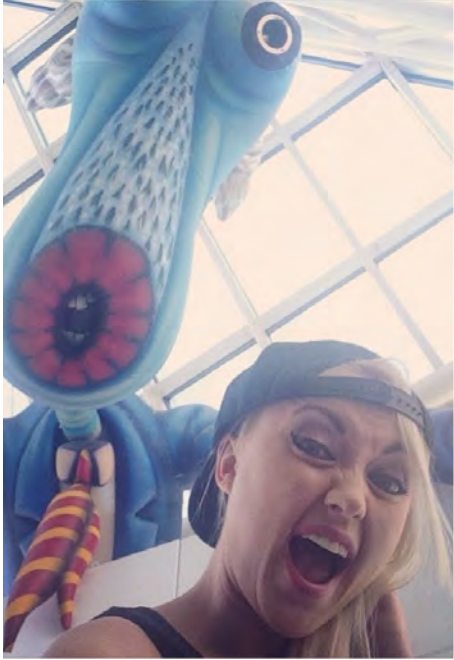
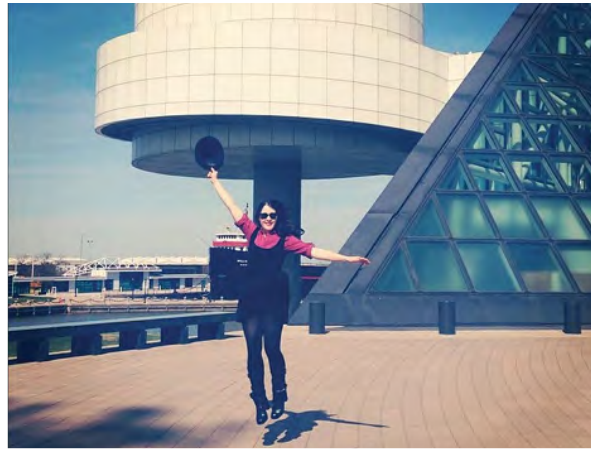
ROCKER'S PARADISE! I LOVE THE ROCK HALL AND FEEL SO PRIVILEGED TO LIVE WITHIN 30 MINUTES OF IT. **IT IS EVER-CHANGING, AS IS ROCK MUSIC.**

5 OF 5 STARS!

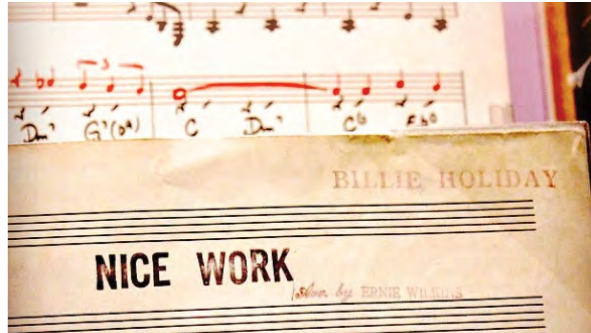
ROCKERS' PARADISE



40%
 INCREASE IN TWITTER
 FOLLOWERS IN 2013
 COMPARED TO 2012



MORE THAN
1.4
MILLION
 2014 ROCK HALL NOMINEE
 ONLINE FAN VOTES



THE ROCK AND ROLL HALL OF FAME AND MUSEUM'S BRAND

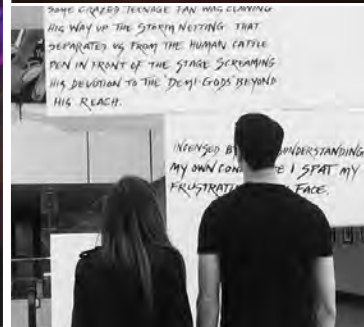
IS RECOGNIZED ALL OVER THE WORLD.





**13
MILLION**
YOUTUBE VIEWS IN 2013

THE MUSEUM'S DIGITAL CONTENT GENERATES BILLIONS OF IMPRESSIONS SHARING THE MUSEUM'S MISSION, GROWING FOLLOWERS AND GARNERING SUPPORT FROM ARTISTS SUCH AS THE ROLLING STONES, PETER GABRIEL, LADY GAGA, RAGE AGAINST THE MACHINE, JOHN MAYER AND OTHERS.



EACH YEAR, THE MUSEUM DRAWS

HUNDREDS OF THOUSANDS OF VISITORS TO CLEVELAND.



THROUGH IMMERSIVE TECHNOLOGY

The Rock and Roll Hall of Fame and Museum had a banner year on social media in 2013, connecting with and engaging diverse audiences around the world. Interacting with and garnering feedback from rock and roll fans via social media is truly a sign of a new era. By exploring immersive technology and experiences through exhibits, along with leveraging the power of social media to spread the word, fans essentially have helped generate the content they seek.

THROUGH social sharing platforms such as Facebook, Twitter, YouTube, Instagram and Google+, the Museum's digital content generates billions of impressions sharing the Museum's mission, growing followers and garnering support from artists such as The Rolling Stones, Peter Gabriel, Lady Gaga, Rage Against the Machine, John Mayer and others. On facebook alone, the museum gained more than 60,000 new followers in 2013, and by early 2014 the total was approaching 250,000.

In 2013, for the first time, fans worldwide were invited to become part of a featured major exhibit. Using the hashtag **#rockhallsatisfaction**, Stones fans – and fans of rock and roll, in general – shared thousands of images illustrating their rock moments in and outside of the Museum.

Those snapshots were captured in a real-time feed on a monitor inside the Museum, showcasing that no two Museum experiences are alike and how the music defies cultural boundaries. This move not only highlighted a change in the Museum's photo policy, but also provided new ways to connect and engage younger audiences.

Also in 2013, the Museum collaborated with *USA Today* to offer fans the opportunity to participate in the induction process. The public casted votes online for individuals they saw as most worthy of induction into the Rock and Roll Hall of Fame. More than 1.4 million votes were cast and tallied into a top five list. Three of the top five artists from that "fan ballot" were inducted in 2014.

The Museum's education department developed iPad® stations for the *Rolling Stones: 50 Years of Satisfaction* exhibit that helped visitors explore the band's musical innovations. Drawing on historic photos and videos, musical samples, and animated musical charts, the digital installations traced the band's key musical landmarks: their roots in the blues; their development as songwriters; and their constant drive to create new musical sounds.

The iPad® app used for this exhibit won a CINDY (Cinema in Industry) Award from the Industry Film Producers Association. This Los Angeles-based organization honors theatrical, broadcast, non-broadcast and interactive media professionals.

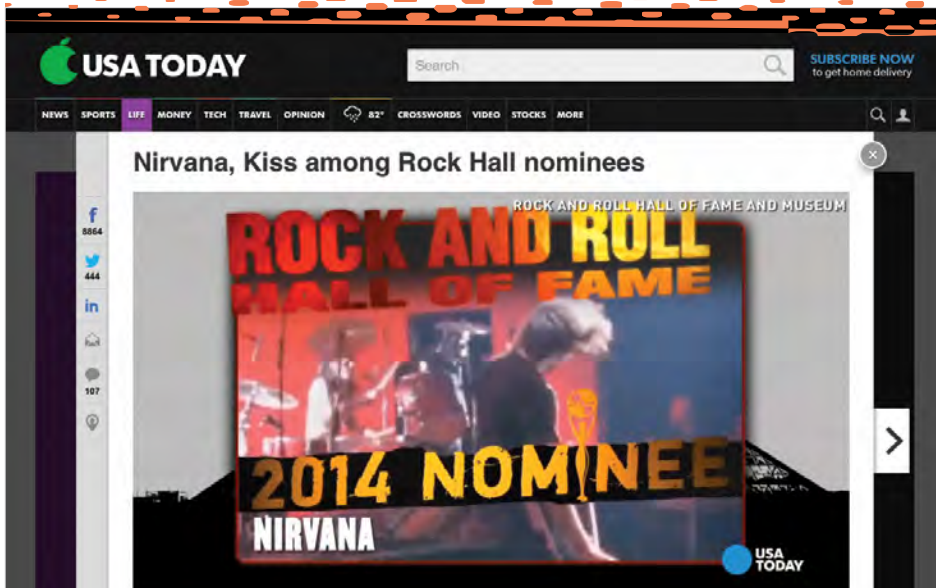
ON FACEBOOK ALONE, THE MUSEUM GAINED MORE THAN 60,000 NEW FOLLOWERS IN 2013, AND BY EARLY 2014 THE TOTAL WAS APPROACHING 250,000.

In anticipation of the opening of *Common Ground: The Music Festival Experience*, fans were asked to vote for the 10 greatest festival moments in rock and roll history via a special voting app featured on rockhall.com and usatoday.com (the media partner for the exhibit launch). The vote spurred online conversation, garnered thousands of votes and resulted in a fan-curated "Top 10 Highlight Reel" that helped launch the exhibit online.

This same highlight reel was also featured on a monitor at the exhibit's entrance, helping to set the stage for a narrative that's as much about the fans

as it is the artists. A specially designed app pulls fans' social media images taken at this year's biggest festivals and then projects them on another entrance monitor. These vivid real-world photos present a colorful collage capturing the vibrancy of the festival experience from the vantage of those who are living it now – the real fan experience.

These apps and fan-engaging experiences were designed to enhance Museum-based learning as part of a broader collaboration between education and curatorial that will only continue to grow in the coming years.



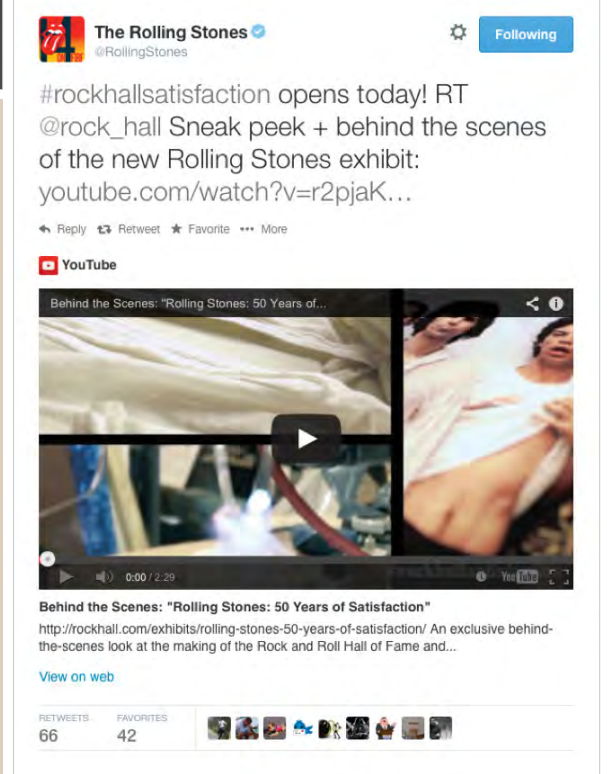
CLOCKWISE FROM TOP

USA Today partnered with the Museum to allow fans to participate in the 2014 Induction vote.

Real-world photos capturing the festival experience of today (1) and a fan-curated "Top 10 Highlight Reel" are presented at the beginning of *Common Ground*.

The Museum's social sharing efforts were supported by the likes of The Rolling Stones and Graceland.

Instagram user, @wbrianwatkins, captures the real-time feed of fan images tagged with #rockhallsatisfaction.



DONOR SUPPORT

AN ACTIVE DONOR COMMUNITY

Thanks to the commitment and philanthropy of these donors, the Museum continues to expand its award-winning educational initiatives and acclaimed programs while remaining on a rock-solid, sustainable financial footing. The Museum's Donor Circle and Corporate Donor programs continue to grow significantly. In fact, the Donor Circle Program has doubled in individual supporters over the past four years alone.

MUSEUM SPONSORS



\$100,000+

Collection Auto Group
Cuyahoga Arts and Culture
Whitehouse Consulting, LLC
Medical Mutual of Ohio
PNC Foundation
Ohio Arts Council
The Rock and Roll Hall
of Fame Foundation
United Airlines

\$50,000+

The Cleveland Foundation
John and Eleanor Lemak
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\$25,000+

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\$10,000+

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\$5,000+

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The Arts Federation
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\$2,500+

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CHARTER DONOR CIRCLE MEMBER, DR. CAROL A. CUNNINGHAM



ROCK AND ROLL HALL OF FAME
INDUCTEE MARY WILSON AND
DR. CUNNINGHAM

"The Rock and Roll Hall of Fame and Museum, which was created with and thrives on charitable donations from the artists and the public, has a breadth of outreach that has no geographic boundaries."

"I was a flight physician for seven years and have practiced emergency medicine for 24 years. I have transported many critically ill or injured children who were not expected to survive. While delivering ongoing medical care en route via helicopter or ambulance, I always sing to them in the hopes that if their unconsciousness can be penetrated, they will know that they are not alone and will feel some glimmer of comfort. There were two children that I met months to years after I transported them whom I assumed, at the time, had not survived. When I first spoke to them, both of them looked at me with an instant and sharp sense of recognition and started singing the song that I sang to them... a song that no one else heard but the two of us! It served as undeniable evidence to me that music has the power to penetrate through a comatose state and provide healing and comfort beyond the capacity of traditional medicine."

It is with that belief in music as an all-encompassing force that Carol chooses to support the Museum and its mission to engage, teach and inspire through the power of rock and roll. She knows that in today's world, music programs are considered luxuries some cannot afford.

"Unfortunately, today, the resources of active participation are significantly reduced or have been completely eliminated in the majority of schools. The Rock and Roll Hall of Fame and Museum's mission is phenomenal because they are willing and able to teach everyone regardless of age or economic status. Their lessons are also not limited to rock and roll as they share the impact that the message of music can have in our society. Multiple research studies have demonstrated that exposure and engagement with the arts improves one's intellectual thought-processing and provides balance on multiple levels of social interaction."

"WHEN THE ROCK HALL GENERATES A SPARK OF CREATIVITY IN A CHILD, OUR ENTIRE SOCIETY WILL REAP THE BENEFITS NOW AND IN THE FUTURE."

Carol remains impressed by the Museum's ever-expanding outreach, and was ecstatic when the Legacy Society provided a formal avenue to incorporate the Rock and Roll Hall of Fame and Museum into her estate planning.

"I supported the Museum with a clipboard of petitions before the shovel entered the ground. **I WILL BE A DONOR CIRCLE MEMBER UNTIL MY HEART STOPS BEATING.** My Legacy Society membership completes the circle to ensure that my chain of support to engage, teach and inspire will remain unbroken long after I am on the wrong side of the grass."

And if you were to ask her one thing she would like other donors and members to know, Carol replies:

"A membership to the Rock and Roll Hall of Fame and Museum is the best bargain on the planet and it is a charitable contribution that benefits the lives of an infinite number of people. In the words of my timeless quote, "With a Donor Circle membership, who needs a country club?"

DONORS

LEE & LARYSA GIBSON

“We are proud Clevelanders and the Rock Hall is one of our city’s iconic institutions. As our city continues to shine on, the Rock Hall will also.”

Lee and Larysa Gibson love Cleveland, and they love music. One of the many reasons they have been married for 37 years is that mutual love. It is something they agree on always. Lee says that when they were younger it was Larysa who helped broaden his musical horizons, and introduced him to new artists like Roy Orbison, Elvis Presley and others. “I was in a rock band that played Uriah Heep, and she convinced me that all artists of the rock and roll genre were important and mean something to its history and evolution.”

Their appreciation of music’s past and how it shapes the future is what compels the Gibsons to champion the Museum. Both native Clevelanders, the Gibsons supported the effort to bring the Rock and Roll Hall of Fame and Museum to the city from the very beginning. “We went to all the parties and concerts that were promoting the museum being here, and we went to the Inaugural Concert which was quite an experience.” Fourteen years later, the Gibsons attended the 25th Anniversary Concert held at Madison Square Garden and much like at the Inaugural Concert, were mesmerized by the depth and breadth of talent presented.

“It took several weeks to fully digest everything we saw and heard. A definite rock and roll highlight which we will remember and talk about dearly for the rest of our lives!”

The Rock and Roll Hall of Fame and Museum provides the outlet for memories to be made and recalled. Walking through the exhibits at the Museum, one is transported back to a place and time - a significant moment in his or her life.

“It is remarkable how time flies when looking at the exhibits. To actually see the artists’ instruments, clothing, cars, set lists, hand written lyrics (and much, much more) provides a glimpse into their lives and perhaps what was behind the music. The sound system at the Hall of Fame is top notch, so while you’re looking, you could also be dancing.”

Of course, the Rock and Roll Hall of Fame and Museum couldn’t provide such a moving experience without first, the compelling subject matter to present; and second, the capacity to do so. Donors like the Gibsons play a major part in the latter, and the Museum’s mission resonates strongly:

“IT IS EXTREMELY IMPORTANT TO PRESERVE AND DOCUMENT THIS THING CALLED ROCK ‘N ROLL MUSIC FOR FUTURE GENERATIONS; TO HAVE A RESOURCE WHERE ONE IS ABLE TO LISTEN AND SEARCH OUT INFORMATION. WE CANNOT IMAGINE A WORLD WITHOUT MUSIC!”

Jared P. Chaney
The George W. Codrington
Charitable Foundation
Cleveland Convention Center
Cohen & Company
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James and Mary Conway
Creative Apparel Concepts, Inc.
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THANK YOU

2013 FINANCIAL OVERVIEW

ON ROCK SOLID FINANCIAL FOOTING

Financially, the Rock and Roll Hall of Fame and Museum is as strong as ever. Operating results in 2013 were profitable. The Museum's financial statements for the last year show a "loss," based on the impact of expenses that are funded from revenue raised previously and recognized in earlier years. These expenses include operating expenses of the Library and Archives, along with depreciation from capital investments in the Library and Archives and Museum redesign.

Today the Museum's cash position is healthier than ever. The Museum team continues to generate resources for investments by growing contributed revenue and fully maximizing earned income opportunities. Today, more than ever in the past, the Museum is positioned for continued growth.

STATEMENT OF ACTIVITIES

OPERATING ACTIVITIES Year ended December 31	2013	2012
REVENUES		
Earned (a)	\$13,224	\$13,174
Contributed - Operating	4,863	3,992
Contributed - Capital Campaign and Board Endowment	1,132	620
Contributed - Induction Ceremony	33	3,404
	\$19,252	\$21,190
EXPENSES (b)	17,103	22,792
Increase in Net Assets before Interest and Depreciation	2,149	(1,602)
Depreciation and Interest	3,551	3,512
Increase in net assets	(\$1,402)	(\$5,114)

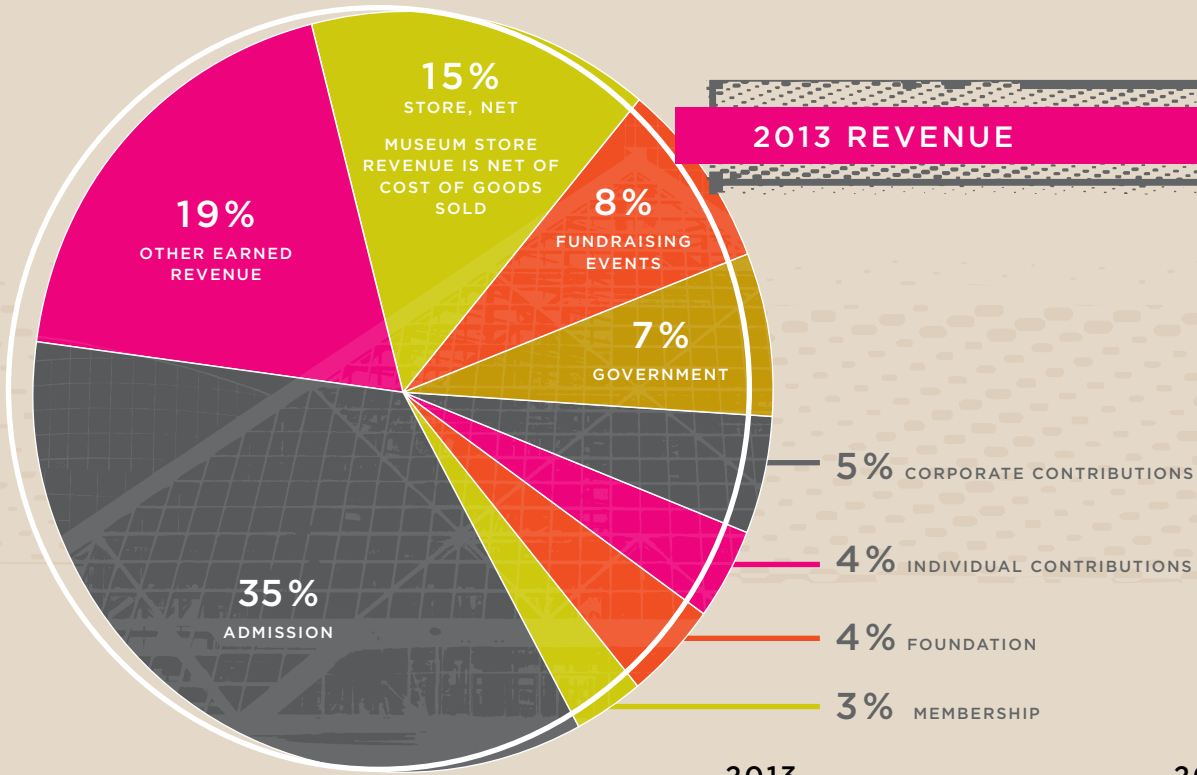
(a) - Net of Museum store product costs
(b) - Excludes depreciation and interest

STATEMENT OF FINANCIAL POSITION

ASSETS As of December 31	2013	2012
Cash and Equivalents	\$3,599	\$3,031
Funds Designated for Induction Ceremony	1,127	1,365
Funds Restricted for Capital Campaign	12,224	11,673
Board Designated Endowment Fund	7,379	6,476
Fixed Assets, Net	64,493	67,462
Other Assets	3,510	3,617
Total Assets	\$92,332	\$93,624
LIABILITIES & NET ASSETS		
Debt	1,000	1,000
Other Liabilities	3,147	3,037
Net Assets : Unrestricted	28,617	28,293
Net Assets : Temporarily Restricted	59,568	61,294
Total Liabilities & Net Assets	\$92,332	\$93,624

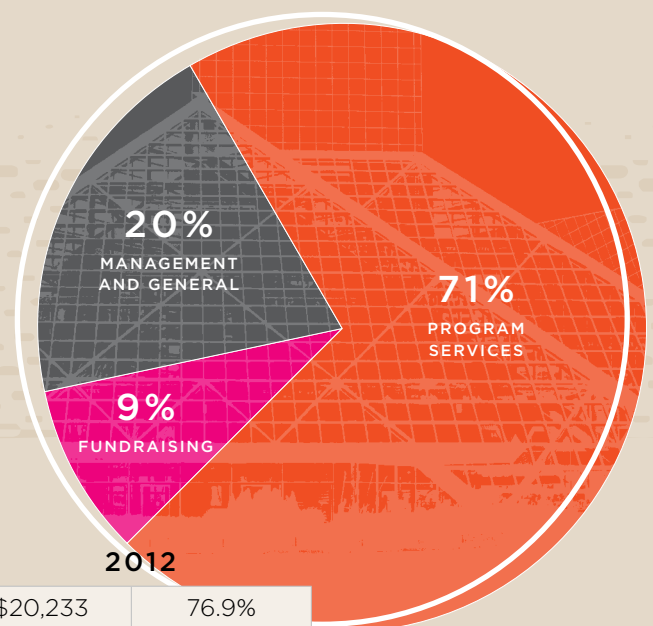


2013 REVENUE



	2013		2012	
Admission	\$6,643	34.5%	\$6,762	31.9%
Other Earned Revenue	3,663	19.0%	3,292	15.6%
Store, Net	2,918	15.2%	3,120	14.7%
Fundraising Events	1,528	7.9%	1,953	9.2%
Government	1,251	6.5%	2,229	10.5%
Corporate Contributions	912	4.7%	964	4.6%
Foundation	844	4.4%	1,020	4.8%
Individual Contributions	820	4.3%	1,142	5.4%
Membership	673	3.5%	708	3.3%
	\$19,252	100.0%	\$21,190	100.0%

2013 EXPENSES



	2013		2012	
Program Services	\$14,734	71.4%	\$20,233	76.9%
Management and General	4,119	19.9%	3,925	14.9%
Fundraising	1,801	8.7%	2,146	8.2%
	\$20,654	100.0%	\$26,304	100.0%

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