

# Ribbons of the Year ~

2008 - 2009 THE YEAR IN REVIEW

## *From the Chair of the Board of Governors*

The Emily Dickinson Museum came through the financial hurricane of the last year with its fiscal integrity intact and only minor adjustments to an extraordinarily robust program. This would not have been possible without a growing constituency of supportive friends, the prudent stewardship of its staff, and a small reserve.

Most of us toiling for the Museum are engaged because of a unique commitment to the permanent resources of our society. Financial booms and busts, like most writers, come and go; they are temporarily amusing or annoying, but they do not have the impact of an Emily Dickinson – each will not be around 100 years from now.

The Board of Governors is grateful to have both an extraordinary staff committed to the same cause, and an ever-expanding list of fellow-travelers who, through their own ups and downs, have been willing, year after year, to vote with their support to keep this legacy alive.

So, thanks to all those on the accompanying list who so generously helped us continue to build this exciting enterprise. This unpredictable world, so full of distracting ephemera, needs Emily Dickinson's legacy, and these friends have helped us preserve it.



Kent W. Faerber  
Chair, Board of Governors

## *From the Executive Director*

The Emily Dickinson Museum's fiscal year began with a rousing fifth anniversary celebration and marathon poetry reading and ended with a dramatic restoration of the historic hedge and fence along its Main Street frontage. Between these two massive undertakings came a multitude of guided tours and a series of lively, engaging programs under the umbrella of *The Big Read: The Poetry of Emily Dickinson*. Part of a pilot initiative created by the National Endowment for the Arts in partnership with the Poetry Foundation, *The Big Read's* emphasis on community-based programming coincided perfectly with the sense of place vital to Dickinson's work and this year's 250th anniversary of the Amherst's establishment.

The list of our Big Read programs is dizzying: an opening address by John Barr, president of the Poetry Foundation, and poetry reading by Marilyn Nelson; a performance of Gordon Getty's "The White Election" with the composer in attendance; introductory workshops with the Jones Library for readers new to Dickinson; an original biographical ballet developed with Amherst Ballet Theatre Company; a lecture by artist Lesley Dill to mark an exhibition of her work at Smith College Museum of Art; and a poetry picnic to wrap up these special events. All this in addition to our standard roster of annual programs.

More than 12,000 visitors took part in these programs, confirming that interest in Emily Dickinson's poetry and history is alive, well, and deeply meaningful in the midst of tumultuous times. The museum's newsletters and website ([www.emilydickinsonmuseum.org](http://www.emilydickinsonmuseum.org)) describe more fully the "Ribbons" of this past year.

It is only through the support of many friends that the Emily Dickinson Museum can sustain and expand its work as a touchstone to the words of a poet who knew expressed so perfectly the sublime and pain, the confidence and doubt, the amusement and gravity of life in this world. Our world needs her legacy. We are grateful for dedicated support that helps this museum fill that need.



Jane H. Wald  
Executive Director

## Report of Gifts

The Emily Dickinson Museum gratefully accepted \$126,000 in gifts to the Annual Fund during the 2008-2009 fiscal year (July 1, 2008 to June 30, 2009). Gifts to the Annual Fund support the Museum's operations, tours, and program expenses throughout the year. During the last fiscal year, the Museum also received gifts and grants to support "Person, Poetry, and Place," an immersion workshop for K-12 teachers, "The Big Read," a celebration of Emily Dickinson's poetry in the Amherst community, and the restoration of the hedge and fence in front of the Homestead and The Evergreens. We value your contributions and thank you for giving generously to support the mission of the Emily Dickinson Museum. We apologize for unintentional omissions or misspellings.

### Cupola Society

#### Gifts of \$2,500 and more

Elizabeth S. and John Armstrong  
Penny G. and John W. Barr  
Lucy Wilson Benson  
Jayusia P. and Alan S. Bernstein  
Karen S. and Brian J. Conway  
Diana and James C. Fraser  
Janet and William P. Gorth  
Ann H. and Robert Kline  
*in memory of Doris Abramson*  
Polly and Charles R. Longworth  
Anna Marie and Cullen Murphy  
Dorothy H. and Edward Oberhaus  
RaeLynne P. Rein  
Lydia Rogers and Burt A. Adelman  
Kenneth Rosenthal  
Robin and Ethan Tarasov  
William McC. Vickery  
Patricia L. Walker  
Patricia D. and Philip S. Winterer  
An Anonymous Donor

### Indian Pipe Society

#### Gifts of \$1,000 and more

Martha A. Ackmann and  
Ann Romberger  
Gigi Bradford and Jim Stanford  
Theodore L. Cross  
Scottie B. and Kent W. Faerber  
George Gleason  
Estate of Elizabeth M. Guest  
Jane and Robert E. Keiter  
Sara Jane Moss and  
Howell D. Chickering, Jr.  
Nancy Reisig  
*in memory of Joseph H. Hennigar*  
Karen J. and Benigno R. Sanchez-Eppler  
Vicki and Ralph S. Tate  
Jide J. Zeitlin

### Humming Bird Society

#### Gifts of \$500 and more

Carol D. Andrews  
Phyllis O. and George E. Dickinson  
Douglas Evans  
Sally and Alfred L. Griggs  
Marta A. McDowell and Kirke Bent\*  
Reiko Nagumo  
Stephanie C. and Hervey Parke III  
Candace and Jack Ridington  
Penny Bender Sebring and  
Charles A. Lewis  
Hiroko Uno  
Jane H. and James J. Wald  
Harold L. Warner, Jr.  
*in memory of Winifred I. Warner*  
Jennifer T. Waugh

### Other Gifts

#### Of up to \$499

Mary Ann B. and James Ahearn  
Elizabeth A. Aidicon  
Adelaide Aitken  
Terry Y. Allen  
Anita M. Arguello  
Martha and Alan W. Armstrong  
K. Frank Austen\*  
Judith Averill  
Margaret and Robert Ayres  
Theodore S. Bacon, Jr.  
The Reverend Lynn Baker-Dooley  
Jean M. and David C. Balderston  
Geraldine Barbeau  
Nancy Barnett  
David A. Spector and Magda S. Bechar  
Mary Lou and George B. Beitzel  
Tina and Mike Berins  
Mary Elizabeth K. and  
Winifred E. A. Bernhard  
Linda D. Best  
Gilbert W. Bolduc  
Pamela J. Brandin  
*in honor of Polly Longworth*  
Nathalie J. and Willis E. Bridegam, Jr.  
F. Gorham Brigham, Jr.  
Nancy H. and Carlton C. Brose  
Michael J. Brosonski  
Edith I. and Frederick W. Byron  
Marilyn B. and Robert J. Callander  
Anne G. and Michael A. Cann  
Marie and Brig. Gen. (Ret.) Jack Capps  
*in memory of Thomas H. Johnson*  
Joyce Carr  
Bob Carterette  
Sharon S. Carty  
Brenda and Robert Cattell  
Dolores Chamberlain  
Jane Chang  
Tara Gleason and Jason S. Chicirda  
Ruth B. Childs  
Laurie and Hugh Clark  
*in memory of Margaret and Orton Clark*  
Casey Clark and Richard Clark+  
Mary Anne Coffrin  
Anne S. and Richard B. Collins  
Debra Conner  
Frank Corso  
Jane F. Crosthwaite  
Marilyn C. Dahl  
Peggy Dailey  
Barbara Dana  
Daria D'Arienzo and John Lancaster  
Honoré S. David and Donald J. David  
Sheryl and Thomas De Conna  
Cynthia S. Dickinson and  
William C. Garrison  
Jean Dickinson  
Betsy and Alan C. Dickinson  
Donald S. Dickinson  
Calvin Dickinson  
Victoria Dickson  
Jeannine Disviscour  
Karen A. Donnelly  
Elaine J. and John Donoghue  
Rebecca Bayreuther Donohue  
Catherine Donovan\*  
*in memory of Charles L. Vieyra*  
Francena R. Dwyer  
Sarah and Dean Easton  
Jane D. and Robert Eberwein  
Joan and Jim Edzwald  
Richard S. Ellis  
Joyce and Klaus Eppler  
Catherine and John C. Esty, Jr.  
*in honor of Polly Longworth*  
Christine and Nicholas M. Evans  
Judith B. and George Farr  
Farnoosh Fathi  
Joy P. and Rudy Favretti  
Ruth E. Feldberg  
Cheryl L. Ferrante  
Nan Fischlein  
Anne G. Flick  
Margaret H. and Donald C. Freeman  
Sarah W. French  
Leslie Fuller  
*in honor of Flanery Fuller*  
David Gallup  
Robert J. Galvin  
Marianne Gambaro  
Maryanne Garbowski  
David F. Garnes  
Kenneth P. Gebhardt  
Kathleen A. and Stephen A. George  
Tom Germain  
Constance and William V. Gillen  
Jane Gilliland  
Amy Givler  
Miriam and Steven M. Glassman  
Juel Goldstock  
Shelley Gotterer  
Alexandra L. Green  
Hilda and Louis Greenbaum  
*in honor of their grandchildren*  
Jonnie G. Guerra  
Allen Guttmann  
Peggy C. Hall  
Emily Harrison  
Linda O. Healy  
Eleanor F. and Erland Heginbotham  
Sirikka Heiskanen-Makela  
Carolyn T. Herzig  
Susan Hess  
Robin Heyden  
Dorothy G. Hmieleski  
Roxanne R. and Sean R. Hoare  
Janet S. and Kenneth R. Hoffman  
Cynthia A. Hogue  
Carolyn Holstein  
Ann T. and Richard W. Holt  
Rhoda S. Honigberg

Jane H. Hovde  
Mary L. Hunt  
Polly Ingraham  
Howard Isenberg  
Bonnie J. Isman  
Gayle E. and James L. Jocks  
Willard M. Johnson  
Ruth O. and Paul C. Jones  
Suzanne Juhasz  
Jeanne and Norton Juster  
Junko Kanazawa  
Barbara and George Kelly  
Carol and James R. Kelly  
Cheryl and David B. Kesterson  
Patricia Keyes and J. W. Fiegenbaum  
Carol Solomon and Michael C. Kiefer  
Arthur F. Kinney  
Carol Kinsley  
Ann Kirschner and Thomas F. Korman  
Dorothea A. Kissam  
Niels Kjaer  
Alice B. Klayman  
Patty Klein  
*in memory of Vicki Pagano*  
Sheila F. and Charles Klem, Jr.  
Nancy M. Kline  
Wendy M. and Walter H. Kohler  
Pat and Jerry Kolacny  
Marilyn R. Kozodoy  
Sandra and Christopher Krein  
Alison F. Kriviskey  
Ilene Lacey  
Helen Landalf  
Joan E. and Kenneth H. Langley  
Linda and Julian L. Lapidés  
Kaye and John Lindauer  
Michele Litant\*  
Elizabeth L. Loughran  
Susan C. and Mason Lowance  
Janet Lukeheart  
Jane A. and Richard M. Lundy  
Paddy Lynn  
James B. Lyon  
Joseph P. Mack  
Margaret and Daniel F. MacKinnon  
Edith N. MacMullen  
Janet E. Mahler  
Ann L. and John H. Martin  
Kathleen Woods Masalski  
Mary K. Mattiace  
Phyllis L. Mayberg  
Polly S. Mayer-Ammirati  
Hannah and Michael Mazer  
Diane Mazzocco  
*in memory of Catherine Moore*  
E. Eugene McCammon  
Karen E. and W. Drake McFeely  
Susan R. McGowan and  
Charles C. Titus  
Betsy and G. Bruce McInnis  
Sally A. and Robert J. McKean, Jr.  
R. M. Menegaz-Bock

David W. Mesker  
Cristanne Miller  
Mary R. Miller  
Amy Mittelman and Aaron Berman  
Jeffrey H. Morgan  
Leslie A. Morris  
Suzanne E. Morris  
Jean M. Mudge and Lewis Mudge+  
Brenda Murphy and George Monteiro  
Margaret A. and James J. Murray  
Ann and Peter A. Nelson  
Rose A. Nelson  
*in memory of Jack Nelson*  
Phyllis Neves  
Charlotte J. and Victor S. Noerdlinger  
*in memory of Robert L. Leeds, Jr.*  
Collier Nogues  
Rebecca Nordstrom and Jerome Liebling  
Joan Nothern  
Margaret and John Nunnally  
Elizabeth Oakes  
Sharon O'Leary and Ed Garcia  
Van Doorn Ooms  
Lindsey and David G. Ormsby  
*in honor of Polly Longworth*  
JoAnn M. Orr  
James R. Owens  
Clara I. and John W. Pasko  
*in memory of Joseph H. Hennigar*  
George C. Pendleton, Jr.  
Arthur M. Petersen  
Lorna M. and Dale E. Peterson  
*in honor of Karen Sánchez-Eppler*  
Mary and Vincent F. Petronella  
Electra Petropoulos  
Carol L. Phelps  
Barbara Piekarski  
Christopher B. Pile  
Vivian Pollak  
Carol K. Pope  
Rosalie and David T. Porter  
Walter L. Powell  
Jane W. Price  
Toni B. and Gregory S. Prince, Jr.  
Stanley J. Rabinowitz  
Licia M. and Joseph D. Rando  
Dana Raphael  
Glenda Rauscher  
Warren Raymond  
Kristin V. Rehder  
Carol T. Robertson  
Tim Rodgers  
Robert H. Romer  
Joanna H. Rosenthal  
Diana L. Roy  
Robert M. Russell  
Adrienne E. Saint-Pierre  
Don A. Sanderlin  
Pat and Peter F. Schneider  
Jane Schulman  
Charlene Scott  
Adreana M. Scussel\*  
Marian Seldes  
*in honor of Julie Harris*  
Elizabeth M. Sharpe  
David F. Sheldon  
Lawrence B. Siddall  
Maxine Silverman  
Linda F. and Hubbard M. Smith  
*in honor of Jane H. Wald*  
Susan R. Snively  
Janet Sowmick  
*in honor of Joseph H. Hennigar*  
Scott M. Stearns, Jr.  
Diana and Otto Stein

A. Thomas Storace  
Ellen Story  
Suzanne Strauss  
Georgiana W. Strickland  
Masako Takeda  
Mark J. Tassinari  
Margaret J. Taylor  
Mary Thatcher  
Jean L. and Perry A. Thompson+  
Lorraine and John P. Tinger  
Janice Titiev  
Elizabeth and Vincent Tornabene  
Caroline E. and Ray W. Tripp III  
Tracy P. and Edwin M. Truman  
Richard K. Tryon, Jr.  
Elinor P. Tucker  
Jacqueline K. Tuthill  
Emily Valli  
Audrey Vanderhoof  
Diana M. Wagner  
Gerda Wald  
Fran Wall and Byron H. Koh  
Eunice M. and Robert C. Watt  
Emily S. Watts  
Marvin E. Weaver and Julia E. Stearns  
Gail and Richard Weinberg  
Susan Wheeler  
Timothy J. Wiles  
Megan Williams  
Judith Williams and Lawrence Jackson  
Sharon E. and Douglas L. Wilson  
*in honor of Cullen Murphy*  
Cheryl B. Wilson  
April T. and Stephen M. Winhusen  
Sally A. Wittenberg  
Carole R. and Richard G. Wolfe  
Nan Wolverton and Ed Hood  
Hope and George Wright  
Laura J. Yerkovich and  
John K. Winkler III\*  
Jane Yolen  
Mary and Roger W. Zimmerman  
Catharine G. and Timm M. Zolkos

### Corporate and In-Kind Support

Abbott Laboratories  
Aetna, Inc.  
Deutsche Bank  
Houghton Mifflin Harcourt  
Humana  
John Wiley & Sons, Inc. Publishers  
Prudential Insurance Company  
of America

### Emily Dickinson Birthday Celebration

#### Contributors

Martha Ackmann and Ann Romberger  
Elizabeth S. and John A. Armstrong  
Lucy Wilson Benson  
Edith and Fred Byron  
Sharon Carty and Stephen Warner  
Casey Clark  
Barbara Dana  
Lois Kackley  
Arthur Kinney  
John and Kaye Lindauer  
Edith N. MacMullen  
Kenneth Rosenthal  
Lawrence Siddall

#### Patrons

Diana and James C. Fraser  
Janet and William P. Gorth  
Jonnie Guerra

Wendy M. and Walter H. Kohler  
Polly and Charles R. Longworth  
Mary Kaye Mattiace  
William McC. Vickery

### 178th Birthday Donors

Diane K. Busker  
Daria D'Arienzo and John Lancaster  
Victoria Dickson  
Leslie Fuller  
Pat and Jerry Kolacny  
Janet E. Mahler

### Corporate Underwriters

Amherst College  
Florence Savings Bank  
Blair, Cutting, & Smith Insurance  
PeoplesBank  
Teagno Construction, Inc.  
Tiger Press  
Valley Advocate/Preview Massachusetts

### Other Corporate and In-Kind Support

Amherst Regional School District  
Atkins Farms Country Market  
Monsein, Monsein & MacConnell, P.C.  
Bacon Wilson Attorneys at Law  
Bank of Western Massachusetts  
Bulkeley, Richardson and Gelinas, LLP  
Boyden & Perron, Inc.  
Center for Extended Care at Amherst  
DiBenedetto Electric  
Dickinson Family Association  
Greenfield Savings Bank  
Hickory Ridge Country Club  
Jones Group Realtors  
The Loomis Communities  
Northampton Cooperative Bank  
Massachusetts Center for  
Renaissance Studies  
Cindy McNeilly  
Potter's Auto and Truck Rental  
Prudential Sawicki Real Estate  
Schoen Books  
Shumway and Sons Tree and  
Landscaping Corp.  
Singer Potito Associates, Inc.  
Smith College Department of Music  
Spirit Haus, Inc.  
Valley Light Opera  
Gregory Wardlaw  
Whole Foods Market  
Robert L. Stern Financial Services  
Wunderarts

### Replenishing the Shelves

Heather Gilreath and Lance Klosterman  
Jan Jenson  
Polly and Charles R. Longworth  
Sharon E. and Douglas L. Wilson

### Gifts to the Collection

Walter L. Powell  
Barton L. St. Armand

### Gifts for Special Purposes

Elizabeth S. and John A. Armstrong

### Gifts for Restoration

**Hedge and Fence Restoration**  
Elizabeth S. and John Armstrong  
Gigi Bradford and Jim Stanford  
Scottie and Kent W. Faerber

Diana and James C. Fraser  
Margaret H. and Donald C. Freeman  
Janet and William P. Gorth  
Polly and Charles R. Longworth  
Betsy and G. Bruce McInnis  
Leslie A. Morris  
Anna Marie and Cullen Murphy  
Kenneth Rosenthal  
Karen J. and Benigno R. Sánchez-Eppler  
Barbara Stiffler  
Robin and Ethan Tarasov  
William McC. Vickery  
Jane H. and James J. Wald  
Patricia D. and Philip S. Winterer

### Capital Restoration and Infrastructure

Barbara and Eric Carle  
Scottie B. and Kent W. Faerber  
Diana and James C. Fraser  
Hazel F. Kreinheder

### Grants for Project Support

Massachusetts Cultural Council  
*Organizational Support*  
Institute of Museum & Library Services  
*Furnishings Plan and Audio Tour*  
National Endowment for the Arts and  
The Poetry Foundation  
*The Big Read: The Poetry of  
Emily Dickinson*  
National Endowment for the Humanities  
*Faculty Humanities Workshop*  
Massachusetts Cultural Facilities Fund  
*Historic Structure Report and  
Cultural Landscape Report*

### Board of Governors

Julie Harris, Honorary Chair  
West Chatham, MA

Elizabeth S. Armstrong  
Amherst, MA

John A. Armstrong  
VP (retired), Science and Technology,  
International Business Machines  
Amherst, MA

Gigi Bradford  
President, Folger Shakespeare Library  
Poetry Board  
Washington, D.C.

Kent W. Faerber  
Chair, Board of Governors  
President (retired), Community  
Foundation of Western Massachusetts  
Amherst, MA

James C. Fraser  
Senior Scientist, Utah State University  
Research Foundation  
Acton, MA

William P. Gorth  
President, National Evaluation Systems  
Amherst, MA

Polly Longworth  
Secretary, Board of Governors  
Independent Dickinson Biographer  
Royalston, MA

Betsy McInnis  
Amherst, MA

Leslie A. Morris  
Curator of Modern Manuscripts &  
Rare Books, Houghton Library,  
Harvard University  
Cambridge, MA

Cullen Murphy  
Editor at Large, Vanity Fair  
Medfield, MA

Kenneth Rosenthal  
President (retired), The Seeing Eye, Inc.  
Amherst, MA

Karen Sánchez-Eppler  
Professor of English and American  
Studies, Amherst College  
Amherst, MA

William McC. Vickery  
Asst. Treasurer (retired), Amherst College  
Amherst, MA

Philip S. Winterer, Esq.  
Partner (retired), Debevoise & Plimpton  
New York, NY

**Committees of the Board of  
Governors**

**Collections and Physical Plant**

**Committee**

John Armstrong, chair

Linda Best

William V. Gillen

William Gorth

Mark Tassinari

**Finance Committee**

Kenneth Rosenthal, chair

**Governance Committee**

Leslie A. Morris, chair

Philip S. Winterer

Polly Longworth

**Development Committee**

William McC. Vickery, chair

Elizabeth S. Armstrong

Kent W. Faerber

Polly Longworth

Michael C. Kiefer

Betsy McInnis

Linda F. Smith

**Finance Committee**

Kenneth Rosenthal, chair

**Interpretation, Education and Program  
Committee**

Karen Sánchez-Eppler, chair

Elizabeth S. Armstrong

Daria D'Arienzo

Bruce Penniman

Amanda Rivera-Lopez

Elizabeth M. Sharpe

**Marketing and Public Relations  
Committee**

Betsy McInnis, chair

Susan Bain Bellak

Ruah Donnelly

Polly Longworth

Susan C. Lowance

Cullen Murphy

Baer Tierkel

**Ad Hoc Advisory Committees**

Martha Ackmann

Nina Antonetti

Elizabeth S. Armstrong

Casey Clark

Daria D'Arienzo

Katie George

William V. Gillen

Caroline M. Hanna

Sheila Klem

Wendy Kohler

Betsy McInnis

Elizabeth M. Sharpe

Linda F. Smith

Mark Tassinari

Sue Thrasher

Nan Wolverton

**Staff**

Jane Wald, Executive Director

Cindy Dickinson, Director of

Interpretation and Programming

Donna M. Abelli, Development and

Marketing Manager

Dottie L. Case, Gift Shop Manager

Nan Fischlein, Program Coordinator

Aaron Blodgett, Caretaker

Lindsey VanDoren, Administrative

Assistant

**Guides and Museum Assistants**

Elizabeth Aidicon

Terry Allen

Danielle Austin

Christopher Benning

Mary Elizabeth K. Bernhard

Nonny Burack

Elizabeth Burke

Dottie Case

Casey Clark

Katherine Cole, intern

Joni Denn

Alan Dickinson

Nan Fischlein

Starr Florio, House Manager

Ann Garner

David Garnes, House Manager

Sara Gehrdes

Emily Gibson

Valerie Gramling, House Manager

Barbara Hoadley

Michelle Hogan

Ruth Hooke

Jane Hovde

Ruth Owen Jones

Elaine Kachavos

Claire Kiechel

Sheila Klem

Laura Krauss

Joan Langley

Patricia J. Lutz, House Manager

Ann Martin

Edie MacMullen

Sasha Margolina

Sandy Perot

Jane Price

Esther Roth-Katz

Lori Satter

Charlene Scott

Christopher Setzer

Jeanne Shumway

Linda Smith

Brooke Steinhauser

Mary Talbot

Lindsey VanDoren

Roger Zimmerman

**Volunteers**

Cathy Abrams

Judith Averill

Cynthia Bramon

Victoria Dickson

Stephen Fratoni

Katie George

Lois Kackley

Gregg Mattingly

Burleigh Muten

Alice Parker

+ deceased

\* secured matching gift

**Statement of Resources and Expenses**

For fiscal years July 1, 2008 - June 30, 2009 and July 1, 2007 - June 30, 2008

	FY 2008-2009			FY 2007-2008		
	Unrestricted	Restricted & Capital	Total	Unrestricted	Restricted & Capital	Total
Income						
Distribution from endowment	\$ 32,714	\$ 16,161	\$ 48,875	\$ 31,472	\$ 15,548	\$ 47,020
Gifts and grants	138,359	340,653	479,012	120,970	\$ 32,477	153,447
Royalties	15,459		15,459	12,436		12,436
Admissions-related income	136,037		136,037	130,144		130,144
Other	85,484		85,484	81,614		81,614
Restricted funds availed of (net)		32,641	32,641		138,550	138,550
Subtotal Income	<u>408,053</u>	<u>389,455</u>	<u>797,508</u>	<u>392,184</u>	<u>186,575</u>	<u>563,211</u>
Expenses						
Administration and general	\$ 182,413	\$ 14,353	\$ 196,766	\$ 149,012		\$ 149,012
Tours and museum programs	149,507	47,733	197,240	155,524	\$ 20,230	175,754
Marketing and merchandising	58,797		58,797	58,019		58,019
Fund-raising	9,887		9,887	13,708		13,708
Facilities	21,809	14,359	36,168	28,050	15,548	43,598
Restoration		313,010	313,010		150,797	150,797
Subtotal Expenses	<u>422,413</u>	<u>389,455</u>	<u>811,868</u>	<u>419,861</u>	<u>186,575</u>	<u>590,888</u>
Subtotal of revenues and expenses	(14,360)		(14,360)	(27,677)		(27,677)
Transfer to/from operating contingency	<u>14,360</u>		<u>14,360</u>	<u>27,677</u>		<u>27,677</u>
Net of income and expenses	0		0	0		0