

LION'S ROAR

Annual Report FY16/17



From the Director: Looking Back

"Management is doing things right. Leadership is doing the right things." — Peter Drucker

This has been a pivotal year in a transformative era in Brucemore's history. The staff and Board of Trustees continued to fulfill the extensive program menu with one of the highest annual attendance figures on record. Simultaneously,

efforts over the last several years to ensure the organization's permanence reached an encouraging tipping point. Preparing Brucemore for the future requires looking forward, but a quick glance back at the last 12 to 18 months reveals important progress.

Maintaining the impact of the organization is part of building momentum, and there is solid evidence of that impact in Fiscal Year 2017. The preservation of the irreplaceable historic resources in our care is fundamental to Brucemore's mission.

Last year, the staff led projects to inventory the archival collection, restore the landscape around the bookbindery, and restore the arch on the formal garden fence. Throughout the winter, staff oversaw the replacement of over 10,000 feet of outdated and potentially hazardous electrical wiring in the mansion. Brucemore's role as a history attraction and cultural center continued with over 45,000 people attending ten months of tours, 12 major events, and over 36 evening events and programs. That impact leveraged collaborations with five cultural partners, scores of vendors, and a series of individual artists and performers. The new permanent exhibition in the mansion to provide context for the Grant Wood Porch included the first use of an interactive touchscreen featuring video and archival content. The exhibit successfully included high tech and no-tech elements to re-shape the way visitors understand and experience the porch. This project afforded staff an opportunity to assess audience

reaction and build capacity for a broader approach to interpretive enhancements.

While much of this success relied on our proven ability to do things right, Brucemore's leadership team also focused on doing the right things. That included making changes—a process that is always necessary and often difficult. The most visible adjustment was re-working the philosophy and business model for retail services—the Cutting Gardens Flower Shop and the Museum Store. Based on decades of data, trends, competition, and analysis, staff re-defined the shop as an orientation space and amenity for Brucemore visitors rather than a destination shop. A series of behind-the-scenes studies by independent contractors focused on Brucemore's sustainable target markets, site security, and early work on a funding campaign. We continued to grow our fundraising capabilities, which led to a successful push for donations to the Fourth Family Fund at the Greater Cedar Rapids Community Foundation.

For the last few years, the work to sustain and grow Brucemore has been illustrated by this analogy: we need to keep the trains running on time, but we also need to lay new track. Managing the site while also leading change has been thrilling, exhausting, and promising, but the progress is evident. All of that work is made possible by the support, encouragement, and investment of members, donors, sponsors, and participants in our mission. With your help, we are moving Brucemore in exciting directions.

David A. Janssen
Executive Director



From the Board President: Looking Forward

In many ways, Brucemore is about our history. It also makes a significant impact in our community today.

At the end of my first year as the president of Brucemore's Board of Trustees, I am happy to say that we are equally proud of our future. Our work is

to ensure Brucemore's permanence is encapsulated in our "Way Forward" plan. In broad strokes, we will be focusing on three fundamental strategies in the years ahead.

First, we will continue to create a positive community impact through Brucemore's spectacular program and event menu. In the coming year, visitors will enjoy nine programs, including our most popular and longest running events such as the *Classics at Brucemore*, *Cabaret in the Courtyard*, *Outdoor Children's Theater*, and *A Modern Salon*. There will also be new opportunities to enjoy the site through a start-up partnership with The Hook, providing spoken-word performances in the mansion and youth writing workshops on the grounds. Staff will continue to experiment with ways to enhance tours of the mansion and grounds, building on the success of the interactive Grant Wood Exhibit. We will do all of this with an eye toward managing costs and efficiently aligning the time of our hard-working staff.

Second, we will ramp up our efforts in the never-ending responsibility to preserve this site. While much has been accomplished over the last 35 years, we know now better than ever before the true costs of preserving the estate in perpetuity. As importantly, we are mindful of the costs of not keeping up with that responsibility. The work this year will include much-needed projects to restore the woodwork on the mansion's exterior and roofs, important repairs to the servants' duplex, and critical improvements to some of the HVAC and site electrical services. We will also be preparing for restoration of the north terrace of the mansion, the Skinner player pipe organ, and the pond.

Finally, we will be building momentum in our efforts to share our funding needs, looking to define a financial model and

campaign to sustain our mission into the 21st Century.

Today, Brucemore is recognized nationally as an example of what a National Trust Historic Site should be. Far more than a house museum, the leaders of Brucemore have made sure that community engagement is Brucemore's polestar. Brucemore serves eastern Iowa as an economic driver in the community, working with partner organizations as a hub of social, cultural, philanthropic, and educational activities.

Our preservation mission is expensive and our basic operations are both specialized and labor-intensive. Meanwhile the need is growing. The staff size remained practically flat for two decades despite tripling the programming offerings between 2001 and 2012. The need for annual investment in the aging structures continues to mount. At the same time, we know the limits of the current endowment and earned revenue sources. Concerts, theater, and events on site produce ticket sales, vendor fees, and sponsorship money, but these activities generate less than ten percent of our annual need.

Although Brucemore is fortunate enough to have endowment funding, it is necessary that the endowment funds continue to grow forever. The amount of money that can be responsibly withdrawn is insufficient to pay for ongoing maintenance, preservation, and operations.

Brucemore, Inc., is in a pivotal organizational moment. Thirty-five years from now, there is no guaranty that Brucemore will exist at all, much less be the cultural hub it is today if we don't protect and preserve what we have.

Brucemore makes an unparalleled impact—as a tangible connection to our history, a source of pride, and a community asset. As we work to re-align our resources and engage audiences, your ongoing support will be crucial.

Thomas P. Pfeffer
President, Board of Trustees

> Above: The Peggy Boyle Whitworth Amphitheater sets the stage for the *Classics at Brucemore* every July, marking the 22nd year of outdoor theater on the Brucemore estate this summer. Photo courtesy of Struttman Photo.

Brucemore Financial Statement

FY 2016 & FY2017

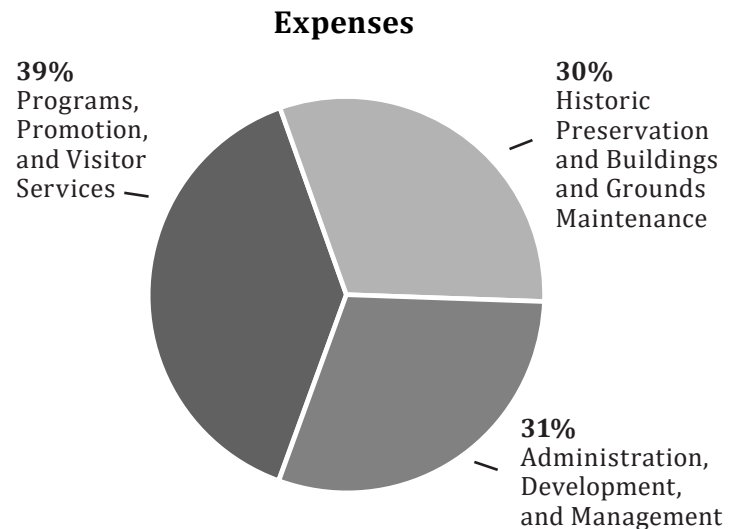
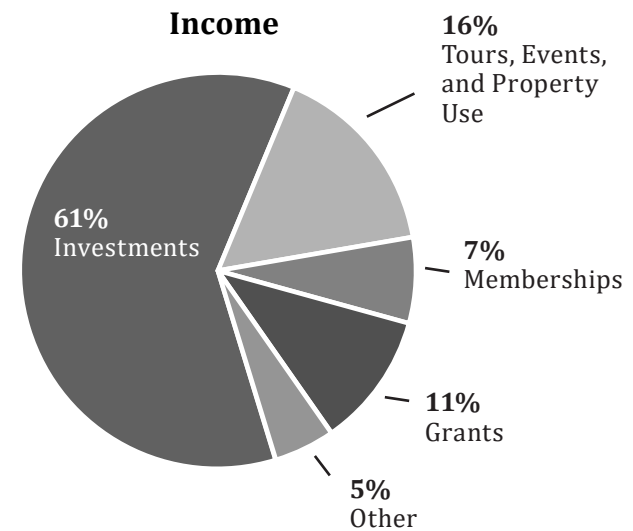
(October 1, 2015 - March 30, 2017)

Brucemore's financial stability depends on diversified support. The organization derives a significant portion of its current revenue from two endowments. The first—the Howard and Margaret Hall Endowment—accompanied Margaret Hall's bequest of her home to the National Trust for Historic Preservation in 1981. The second—the Brucemore-Perrine Endowment Fund— was established by a gift from the estates of Beahl T. and Irene (Hall) Perrine. While the endowments do not themselves ensure organizational permanence, the philanthropic leadership of the Halls and Perrines provides Brucemore with a measure of stability on which to build long-term sustainability.

Annual membership gifts are fundamental to the ongoing preservation and programming at Brucemore, representing both revenue and participation in the site's mission. Membership support allows Brucemore to keep usage fees for tours, events, and programs low. Grants from foundations and government entities, sponsorships from corporations, and donations from individuals and companies support preservation, events, and special projects.

The preservation and maintenance of Brucemore's historic resources—its buildings, grounds, artifacts, and art—is accomplished with a small but proficient staff. The development and execution of the site's ambitious program, tour, and event schedule are similarly labor intensive. Personnel costs are tracked by category and allocated to the appropriate activity.

Brucemore is the grateful beneficiary of volunteered services and goods, which are an integral part of the preservation and operation of the estate.



Contributions and Partnerships

(October 1, 2015 - March 30, 2017)

Grants

City of Cedar Rapids Hotel/Motel Tax Fund
Hall-Perrine Foundation
Iowa Department of Cultural Affairs, Cultural Leadership Program Grant
National Trust for Historic Preservation Joanne and Stanley Marder Fund for Innovation
National Trust for Historic Preservation Historic Sites Fund
Schwab Charitable Fund from Ken and Lynn DeKock
Schwab Charitable Fund from Vaughn and Lori Klopfenstein

Grants of the Greater Cedar Rapids Community Foundation

CRST International Donor-Advised Fund
Dandekar Fund
Discern Endowed Fund
Rick and Donna Flynn Fund
GreatAmerica Financial Services Corp Donor-Advised Fund
Brucemore John and Kay Hegarty Fourth Family Fund
Kolln Family Endowed Donor-Advised Fund
Thea and Roger Leslie Endowed Fund V

Lil' Drug Store Products Corporate Donor-Advised Fund
Organizational Development Grant
Peggy Boyle Whitworth Endowed Fund for Brucemore
Peggy Boyle Whitworth Friends Fund for Brucemore
James F. Plumb Jr. and Jewel M. Plumb Endowed Fund Program Grant Fund

Gifts to the Collection

Frances Martin
Two pieces of clothing and six books that belonged to the Douglas family.
Ernie and Joanne Buresh
Collection of correspondence, photos, and scrapbooks belonging to the Hall family.

In-Kind Goods and Services

Mark and Marilyn Beebe
Cedar Memorial Flower Shop
Cedar Rapids Metro Economic Alliance
CliftonLarsonAllen LLP
Corridor Business Journal
John and Kay Hegarty
KCRG-TV9
Jim Kern
M.C. Ginsberg

Mercy Medical Center
Paulson Electric Company
The Gazette Companies
Tropical Steel
Winifred's Catering

Partnerships and Collaborations

1st Avenue Winehouse
Benz Beverage Depot
Go Cedar Rapids
Cedar Rapids Freedom Festival
Cedar Rapids/Linn County Solid Waste Agency
Cedar Rapids Metro Economic Alliance
Cedar Rapids Opera Theatre
Cedar Rapids Public Library
Ceramics Center
Iowa Geocachers Organization
Iowa Museum Association
Iowa Public Radio
Johnson Steam Academy
Linn County Master Gardeners
New Pioneer Cooperative Society
Orchestra Iowa
SPT Theatre
Theatre Cedar Rapids



Volunteers

Brucemore recognizes volunteers who have collectively contributed over 4,035 hours between October 1, 2015 and March 30, 2017. Volunteers serve by giving tours and helping at events.

Harriet Aarhus	Gerard Estella	Jim Kern	Ann Reihmann
Kathleen Aller	Tiffany Evans	Elizabeth Kimmel	Paula Rhea
Morris Anderson	Louis and Sally Fairchild ^{TG}	Susan and Will Kirkland	Shirley Ries
Robert Assink	Audrey Fashimpaur	Elisabeth Kissling	Jessica Rilling
Andrew Austin	Karen Fashimpaur ^{TG}	Vicki Klemm	Barbara Ritchie
Lynn Barnes and Rick Snedden	Grace Ferreter ^{TG}	Nancy Klopp	Ryan Russell ^{TG}
Violeth Barrera Zniga	Eileen Forbes	Rachel Klug	Eileen Schmidt
Mark Baumann	Elaine Fox ^{TG}	Jessica Komisar	Ali Schneekloth
Jennifer Beall	Friends of the Cedar Rapids Public Library	Mary Komisar	Shelley Schryba
Mark and Marilyn Beebe	Sue Gerth	Peg and Wayne Kreutner ^{TG}	Katherine Severson
Rod and Becky Benedix	Bob ^{TG} and Alo Geuder	Mary Ann Kucera ^{TG}	Lisa Shelstad
Cheryl Berger	Cindy Gewecke ^{TG}	Kathleen Kun	June Silliman
Greg and Angela Billman	Ann Ghoske	Larry and Jan Lacy ^{TG}	Saveennraj Singh
Charles Blades	Megan Ginsberg ^{TG}	Kellie Lala	Amanda Smith ^{TG}
Lawrence and Judith Blum ^{TG}	Katie Giorgio	Dick and Sondra Lamb	Kristie and Caleb Solomon
Mark Bornemann	Richard and Barbara Goings ^{TG}	Sarah Larson	Dean and Debra Spina
Randy and Nadine Borngraeber	Goodwill Day Habilitation	Jim LeMaster ^{TG}	Hannah Spina ^{TG}
Rosalee Briner	Elizabeth Gotlund	Daniel Levetzow ^{TG}	Jennah Stark
Judy Brown ^{TG}	Suzanne Griggs	Michael Malone	Aggie and Ken Sullivan
Scott Brown	Melissa Grunder ^{TG}	Rachel Maly	Carolyn and James Taylor
Keith Buckman	Dawn Hagerman	Sharon Martensen	Hannah Tesar ^{TG}
Deborah Cain	Cheryl and Warren Hall	Jackie and Rick Mason	Joan Tesdahl
Maria Camarotti	Julie Hamilton	Tom McCullough	Cherryl ^{TG} and Ron Thomason
Mary Campbell ^{TG}	Alexandra Harder	Allie Mersch ^{TG}	Doug and Susan Thompson
Paty Carlson	Michael Harker	Joy and Neil Mick	Sylvia and Aaron Thompson
Gay and Brad Carpenter	Barb and Dave Hartle	Amelia Miller	Shirley Thornton
Christine Cassidy	Cliff Haverkamp ^{TG}	Margaret Miller	Maria Tyson
Erin and Dusten Chaplin	Diana ^{TG} and Bill Heinemann	Elizabeth Mitchell	Ron Tyson
Melissa Chapman ^{TG}	Katie Heinemann	Liz Mitchell	Marjorie Walter
Marybess and Ivan Chester	Pamela Henkel	Doris Montag	Washington High School Swim Team
Kay and Bill Clark	Tina Hill	Larissa Moreland	Ron and Traci Weber and family
Rose Clark ^{TG}	Nancy Hoffman	Tony Moreland ^{TG}	Norma Westbrook and Ron Neyens
Marjorie Clemens ^{TG}	Mark Howland	Melanie Moseley ^{TG}	Brian Westphalen
Barb Colehour ^{TG}	Tracy and Dave Huk	Pat Myers	Karalee Williams
Kayt Conrad ^{TG}	Erica and Zach Huk	Suzanne Myers	Paula Wilson
Shirley Coon	Gingie Hunstad	Lan and Long Nguyen	Joye Winey ^{TG}
Bill and Lynn Cooper	Debra Hutton	Joyce Niebuhr	Michael Wojcik
Joe Costello	Connor Jacobmeyer	Don and Marty Norton ^{TG}	Kelly Wood
Bruce Crowther	Kristin Janssen and family	Sheryl Ochs	Paul and Dorothea Wood
Ginny Davis ^{TG}	Rose Ann Jensen	Lynn and Bob Ocken	Shannon Woods
Kayla Davis	Dijjean Johnson	Pearson Employees	Janet Wuest ^{TG}
Betty Debban	Dorothy Johnson	Janyce Pech	Genny Yarne ^{TG}
Richard and Mary Doyle ^{TG}	Jody Jones	Tamra Pierce	Mary Young ^{TG}
Ann Drahos ^{TG}	Jay and Kathy Kacena	Richard and Dee Pitner	
Kylene and Ashleigh Dunham	Terry Kemme ^{TG}	Sara Reasner	
Cindy Dvorak ^{TG} and J.D. Combellick		Katheryn Reed	

> Above: A group of visitors near the mansion following a guided tour, July 2016.

FY16/17 Board of Trustees & Committees

Brucemore, Inc. is operated locally by a 16-member Board of Trustees. Six advisory committees comprised of Trustees and volunteers guide decision-making.

Executive Committee

Tom Pepper, President
Kay Hegarty, Vice President
Larry Helling, Secretary
Chad Brandmeyer, Treasurer
Echo Batson, Past President

Trustees

Kathleen Aller (term end Dec. 2016)
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Craig DeWulf (term end Dec. 2016)
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Brian Fagan
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Kim Lehrman
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Todd McNall
Phil Peterson
Charlie Rohde
Kyle Wilcox (term end Dec. 2016)

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Sue Pence
Tom Amosson
Kay Baty
David Bolt
Gerard Estella
Steve Ginsberg
Jill Gustin
Cherryl Thomason
Ann Collins-Hattery

Key

^{TG} Tour Guide



Fourth Family Fund (July 1, 2014 and May 31, 2017)

The Brucemore Fourth Family Fund endowment challenge grant from the Greater Cedar Rapids Community Foundation has raised nearly 95% of the \$75,000 goal thanks to generous donations from the contributors listed below. The endowed grant will support Brucemore in perpetuity.

Anonymous (2)
Tom and Kathleen Aller
Jenifer Angerer and Paul Sueppel
Ron and Kay Baty
John and Cynthia Bloomhall
Dr. and Mrs. Beamer Breiling
Scot Brown and Julie Lammers
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Mike and Lynda Burgess
Patrice and Thomas Carroll
Brucemore Marguerite Sinclair Carson
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*in honor of Susanna Louise Kiehling,
David Sinclair Carson, Jr., Douglas
Arthur Carson, Katharine Marguerite
Carson, Arthur Carson Jessen,
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Gertrude Jessen, James I. McNelis
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Anne Eleanor Alden McNelis-Warden;
donated by Susanne Carson Jessen
and Howard Ellsworth Jessen*
Ben Charles
Marjorie Clemens
J.D. Combellick and Cindy Dvorak
Robert and Kathleen Cook
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Companies providing matching gifts:

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> Above: Margaret Douglas Hall, Margaret Lamey Hall, Margaret Lamey Hall, Irene Hall Perrine, and Beahl Perrine were philanthropic leaders in Cedar Rapids. Their support shaped modern Cedar Rapids.

Brucemore *membership supports:*

HISTORIC PRESERVATION

Brucemore carefully preserves seven irreplaceable historic structures, extensive gardens, and thousands of artifacts that tell the story of Eastern Iowa.

OUR CULTURAL ECONOMY

Each year, Brucemore collaborates with other non-profit organizations and engages hundreds of artists, musicians, actors, carpenters, contractors, electricians, light designers, and sound technicians for program productions.

EASTERN IOWA TOURISM

With over 45,000 annual visitors, Brucemore ranks as a top destination for travelers who stay in hotels, eat at local restaurants, and shop in community businesses.

OUR HERITAGE

In 10 months of tours Brucemore shares the history of industry, immigration, arts and culture, and philanthropy in Cedar Rapids during a century of innovation.

*Thank you for your support
of our mission!
-the Brucemore staff*

Learn more @

brucemore.org or by visiting us on social media



Contributors to Brucemore

Financial contributions are fundamental to the success of ongoing preservation and programming at Brucemore, representing both revenue and participation in the site’s mission. The list recognizes annual membership support, donations, and sponsorships to Brucemore between October 1, 2015 and March 30, 2017. Every effort has been made to ensure this report is accurate. If your name has been ommitted, misspelled, or misplaced, we sincerely apologize. Please contact us with any questions or corrections.

\$25,000+

The estate of Charlotte Bonaventure

\$10,000+

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∞	Fourth Family Fund Level does not include gifts to the Community Foundation
*	Builders for Brucemore Corporate membership program for architects, builders, engineers, craftspeople, and tradespeople in the buildings trade

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> Above: Brucemore welcomed over 21,000 people to the Cedar Rapids Freedom Festival Balloon Glow in June of 2016. Photo courtesy of CalCam Ap.

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Homecoming

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Lion's Roar newsletter

MISSION: To engage the public in the history, traditions, resources, and ongoing preservation of Brucemore for the enrichment of the community.

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 Roger Johnson, Buildings and Grounds Superintendent
 Brett Lobello, Deputy Director
 Taylor Manley, Buildings and Grounds Specialist
 David Morton, Head Gardener
 Jessica Peel-Austin, Museum Program Manager
 Tara Richards, Director of Community Engagement
 Kaycie Schatz, Museum Program Manager
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