



LION'S ROAR

Annual Report FY18



From the Board President

Brucemore is many things to many people, but at its core, it is a home. For the people who lived here and those who visit today,

Brucemore is a place to share with friends and family in making lasting memories.

Brucemore draws thousands of visitors to the area annually, with over one million guests to the estate since 1981. We're proud that Brucemore serves as the community's home. It is a place where people of all ages gather to enjoy exceptional events and programming.

Since April 1, more than 45,000 friends connected with Brucemore through on-site programming or off-site outreach. Staff welcomed families for self-guided exploration and joined a collegiate history class to discuss servant life at the turn of the century. Visitors explored the mansion and enjoyed music under the stars. Every interaction creates memories centered around this well-loved site. I'm proud to share the impact numbers highlighted on this page.

Many of these experiences bring visitors into the community, sometimes for the first time. These programs result in business for other local companies, and generate important revenue for our city, county, and state.

I truly believe the community would not be the same without this home, Brucemore. The experiences you have here are irreplaceable. Preserving your memories through preservation of the site is vital.

As you care for your own home, consider the ongoing investment in maintenance and care that you make. For Brucemore—a historic home with seven structures, 26 acres of landscape, and thousands of artifacts—the need is great.

Thank you for your involvement with Brucemore in this past year. I hope you will join us in the new year for new experiences and stories that enliven the community and our hearts.

Thomas P. Pepper
President, Board of Trustees



FY18 Impact

45,000 people reached

64 days of concerts, theatrical performances, and events

220 days of history-based tours

70 class field trips

38 outreach activities

250 hours working with community high school students in the Iowa Big program on real-world museum experiences

Above: Brucemore staff facilitate Orchestra Iowa's season-opening concert annually on the First Avenue lawn. Right: An elementary school group exploring the grounds and learning about life in the early 1900s.



From the Director

The perspicacity to adapt over time has been central to Brucemore's success. Since its inception as a non-profit in 1981, Brucemore's staff and Board

of Trustees have consistently embraced change as a strategy to strengthen the organization. Most visibly, that has meant having the pioneering courage to try innovative programs and the business discipline to retire events in decline. However, the philosophy of adapting proactively is also relevant to the overarching sustainability of the organization.

Brucemore has a deceptively ambitious mission. Preserving this site at the highest professional level, expanding its impact in creative ways, and finding sufficient revenue to do both is an enormous challenge. As our historic resources age, and competition for audiences intensifies, the need to expand our financial base grows.

Within the last five years, Brucemore has completed nine independent preservation, marketing, and funding studies to help define the investment necessary to ensure the site remains a valued part of the community into the future. More than 1,100 pages outline the areas we need to focus on across the entire estate and provide us with the estimated costs of this work.

Our Trustees and staff have arrived at the same conclusion: preserving and sharing Brucemore will require more revenue than is available from current sources. Early investment by foundations

and individuals—Hall-Perrine Foundation, Joseph G. Bradley Foundation, McIntyre Foundation, and the Myron F. and Esther S. Wilson Donor-Advised Fund of the Greater Cedar Rapids Community Foundation—helped us raise \$2.1 million to begin work on initial preservation projects.

Before the conclusion of 2018, we will complete two major projects with this initial funding that are highlighted on the following page:

- Phase one of the Mansion Envelope Restoration project to address the severe deterioration of the Service Porch
- Restoration of the 1929 Skinner player pipe organ

These are exciting first steps in addressing the preservation needs of the site; however, they are only the early phases. The broader, critical need is clear. We must accelerate our preservation work to forestall a looming crisis. Additional sources of funding will be required to continue the preservation and maintenance of this living landmark.

Brucemore charts the history and legacy of Cedar Rapids, providing a lens to the past and reminding us of the people, events, and drive that shaped who we are and who we strive to become. The buildings and grounds are vital to this legacy.

We invite you to join us for another year as we write the next chapter of our story.

David A. Janssen
Executive Director

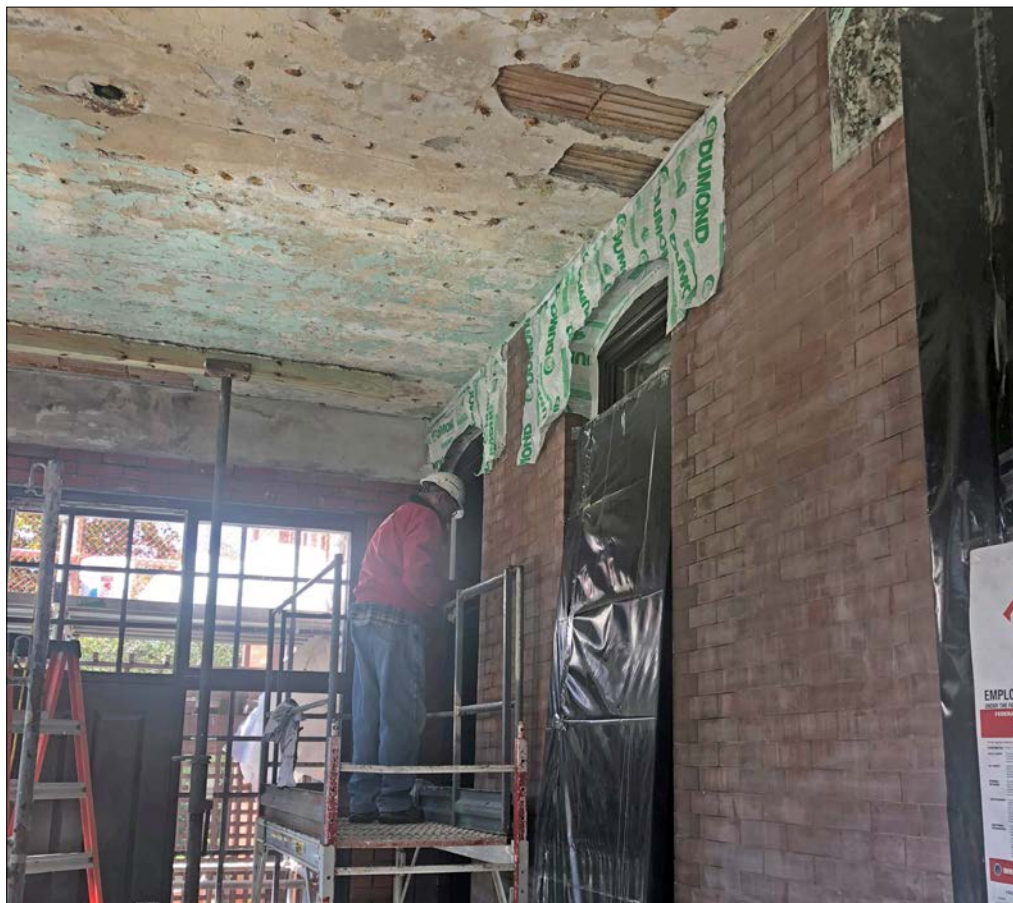
Priorities

Preserve the organization's assets, including seven historic structures, 26-acres, and thousands of artifacts, furnishings, and works of art. The estate and buildings are a complex puzzle of brick, stone, metal, glass, and slate that requires specialized solutions.

Invest in capital infrastructure. The families who lived at Brucemore enjoyed an electrical, plumbing, and HVAC infrastructure suitable for residential needs. Those systems are woefully inadequate to sustain the modern use of the estate as a destination and venue for thousands of people. A design study funded by Diamond V Corporate Fund of the Greater Cedar Rapids Community Foundation is underway to inform necessary upgrades.

Address important safety, security, and fire concerns. There are deficiencies in these areas across the estate. The replacement of the perimeter fencing that began in the summer of 2018 was an early investment in this effort. Additional plans are underway to improve outdoor lighting and add fire suppression to the historic structures.

Above: A crane outside the mansion as contractors worked on the Service Porch at the beginning of the restoration project in July.



Mansion Envelope Restoration Phase 1: *The Service Porch*

The southeast corner of the mansion has been hidden by fencing and scaffolding since July when Brucemore kicked off a five-month preservation project of the service porch. This project is a part of a larger effort to preserve the mansion envelope and accelerate preservation efforts across the site's seven historic structures, 26-acre landscape, and infrastructure over the next five years.

"Two independent studies, and a series of initial projects, define a backlog of preservation work and capital improvements in excess of \$7 million," said Executive Director David Janssen. "The service porch restoration is the first in a series of projects meant to address that need."

The service porch was identified as the most critical component to complete due to significant water infiltration and progressive loss of historic material. Rinderknecht Associates, Inc. and OPN Architects, addressed these systemic issues by removing the existing roof and replacing it with roof pavers on a pedestal system.

The service porch restoration project was funded through generous support of grants and donations from the Hall-Perrine Foundation, McIntyre Foundation, and Historic Sites Fund of the National Trust for Historic Preservation. All preservation work completed at Brucemore, one of 26 National Trust Historic Sites in the country, is done in accordance with the U.S. Secretary of the Interior Standards.

Since its completion in 1886, the mansion has had a service porch. Initially, a wooden porch on the southern side provided access for servants and deliveries. When Brucemore's second owners oriented the entrance to the southern side in 1916, they also adjusted the service and delivery entrance. By enclosing the Sinclair era wooden porch and erecting a brick wall (that was later removed) to screen a courtyard, staff could work and run errands undetected by the family and guests. Today, the porch continues to be used in the same way as its intended purpose—to provide access for the behind-the-scenes work of staff, volunteers, and vendors.

Above: Preservation work on the interior of the service porch. Right: A volunteer playing the Skinner pipe organ.



Restoring the Voice of the Mansion

Brucemore completed a five-year project to restore the 1929 Skinner player pipe organ in November of 2018 thanks to generous support from the Hall-Perrine Foundation, Joseph G. Bradley Charitable Foundation, and Myron F. and Esther S. Wilson Donor-Advised Fund.

The Skinner Organ Company designed, built, and installed Opus 754 for the second matriarch of Brucemore, Irene Douglas. She joined Andrew Carnegie, Louis Comfort Tiffany, and John D. Rockefeller as owners of residential organs. Brucemore's organ is one of only 92 residential organs ever constructed by the Skinner Organ Company and one of only six that remain unaltered and in situ.

Pipe organs should be restored every 60 years; however, Brucemore's had not been conserved since the initial installation in 1929. In 2013, Brucemore hired J.L. Weiler, Inc., to survey the instrument's condition and develop a recommendation for conservation. The work was completed through two phases:

- Phase I (2014): Restore the motor, direct current generator, blower room reservoir, and player system and pedal relays
- Phase II (2017-18): Remove and clean all 715 pipes; restore the organ console and player system; install digital player system

The organ will be played live during Music in the Mansion Tours on Sunday afternoons and Thursday evenings this holiday season.



Coollest Place to Work

Brucemore is proud to announce that the organization has been honored as the #2 "Coolest Place to Work" amongst small employers in the *Corridor Business Journal's* annual competition. The award identifies and honors local companies in a seven-county region including the Iowa City and Cedar Rapids corridor that have created the most engaging and rewarding work environments. Companies are selected based on a worker satisfaction survey.

Brucemore's Executive Director David Janssen said, "The staff at Brucemore take great pride in our mission to serve and preserve. What makes this a cool place to work is not the beautiful grounds, the exciting programs, or the historic buildings. Rather, it is the passion, dedication, and talent of the people who shape the grounds, deliver the programs, and care for the buildings that is so inspiring."

Brucemore is a living landmark that charts the history of Cedar Rapids and dates back to the 1880s. The site's story is a lens to the past and a reminder of the people, the events, and the drive that shaped the Cedar Rapids community. Since 1981, the independent non-profit has preserved and shared the estate with more than one million visitors through innovative, collaborative programming. Eleven full-time staff annually work with more than 500 artists, contractors, and partners.

Museum Program Manager Melissa Porter said, "I spent the last few years pursuing a master's degree in Washington, DC. While there, I worked with some of the leading museums in the field, including the Smithsonian National Museum of American History. My experiences with those museums helped me understand that Brucemore is an excellent organization. I am happy for the opportunity to work with such an enthusiastic and dedicated group of people."

Brucemore's Development Manager, Katie Benedix, and Historic Landscape Manager, David Morton, accepted the award on behalf of the organization during a ceremony at the Coralville Marriott on August 23, 2018. Brucemore received #6 in the small business category in 2014.



Volunteers Honored by Governor

Brucemore volunteers—Mark Bornemann, Melissa Chapman, Mary Campbell, and June Silliman—received a Governor's Volunteer Award from Governor Kim Reynolds during a special recognition ceremony held August 30 at Linn-Mar High School in Marion. The volunteers were honored with an individual award by Brucemore for extraordinary service to the organization.

"As an independent non-profit, Brucemore relies on the support of more than 200 volunteers to inspire 45,000 patrons annually," said Director of Community Engagement Tara Richards.

"Volunteers play a critical role in giving guided tours of the 1886 mansion, facilitating a variety of family and cultural events, and supporting the organization's mission to preserve and share the estate."

Coordinated by Volunteer Iowa, the Governor's Volunteer Award program—now in its 35th year—recognizes the dedicated people who volunteer their time and talent to help fulfill the missions of Iowa non-profits, charitable organizations, and government entities. The program provides a way for these organizations to honor their volunteers with a prestigious, state-level award.

More than 500 awards were presented this year during ceremonies held at several locations around the state. It is estimated that more than 20,000 hours of service, with an economic impact of nearly \$500,000, were served by this year's honorees during the past twelve months.

Volunteer Iowa (Iowa Commission on Volunteer Service) and its partner agencies work with organizations and individuals on three main fronts. The first is to help agencies develop quality programs that use service as a strategy to fulfill their missions and address Iowa's greatest areas of need. The second is to help engage Iowans in their communities by promoting service and expanding the volunteer base. Finally, the third area of work is to connect individuals with appropriate service opportunities by building the volunteer infrastructure. More information is available at www.volunteeriowa.org.

Interested in volunteering at Brucemore? Email volunteers@brucemore.org or speak with a member of the Community Engagement Team at (319) 362-7375.

Left: Development Manager Katie Benedix and Historic Landscape Manager David Morton at the Coolest Places to Work banquet.

Right: Museum Program Manager Jessica Peel-Austin, volunteer Melissa Chapman, volunteer Mark Bornemann, and Museum Program Manager Melissa Porter at the Governor's Volunteer Award ceremony.



Brucemore Serves as Learning Laboratory

Since September of 2017, 15 students from Washington and Linn-Mar High Schools have been working alongside Brucemore staff on two projects as part of the Iowa Big program.

Iowa Big, a nationally recognized educational partnership between Cedar Rapids area high schools, utilizes the community as a learning laboratory. Area organizations present real-world problems and opportunities to students who form teams with other interested students. The students are granted time and academic credit through their schools to work closely with the organizations for a semester, academic year, or more.

Project 1: Digitization of Iowa Manufacturing Collection

Founded in 1923 by Howard Hall, Iowa Manufacturing Company was a driver of industrial growth in Cedar Rapids and of the Interstate Highway system. The company played an important role in WWII, producing 80% of the rock crushing equipment that was used by Allied forces across the globe to create roads, air strips, and military bases. Iowa Manufacturing changed its name to Cedar Rapids, Inc., in 1985 before being purchased by Terex, Inc., in 1999.

Brucemore received a donation of photographs, documents, advertisements, scrapbooks, films, and other materials

related to the company's history when Terex, Inc. was downsizing its Cedar Rapids operation in 2009.

The digitization project aims to create a complete, searchable inventory of the Iowa Manufacturing items in Brucemore's possession. The students are working under the guidance of Museum Program Manager, Jessica Peel-Austin. They have completed the digitization of nearly 1,000 pieces of the 10,000 piece collection.

Brucemore received a Linn County Historic Preservation Grant to fund rehousing materials for this collection and a grant from the Rick and Donna Flynn Fund of the Greater Cedar Rapids Community Foundation to purchase a high resolution scanner and other collections processing materials.

Project 2: Video Project

Since 1997, visitors to Brucemore who were unable to make their way up or down the stairs have been able to watch a short video about the estate.

In the 20 years since, the video has become outdated as rooms have been restored, research has uncovered new information about the collection, and the site's interpretation and tour program have been enhanced.

Students are working under the guidance of Museum Program Manager,



Melissa Porter, on gathering interior and exterior video footage, generating a script for a tour of these spaces, and producing an updated video. The students utilized drone technology to capture the exterior footage.

The project's completion will improve Brucemore's ability to serve constituents and offer a way to view the upper floors for constituents with limited mobility.

Above: Photograph of Iowa Manufacturing—employees from Brucemore's collection.

Right: Screenshot from twitter shared by Iowa Big of the students working on plans for the video project.



Upcoming Tours & Events

*Tickets are on sale for each of the following tours and events by visiting www.brucemore.org or calling (319) 362-7375. (*Sold Out)*

Holiday Mansion Tours

**Wed. – Sat., 10:00 am – 3:00 pm
Through Dec. 31**

Bring family and friends to experience the seasonal splendor of 13 trees and holiday décor throughout the home. Admission is free to Brucemore members, \$12 per adult, or \$5 per student (ages 6-18).

**Music in the Mansion Holiday Tours
Dec. 2, 9, 16, 23, and 30, 1:00 - 3:20 pm
Dec. 6*, 13, 20, and 27, 5:30 pm**

Listen to live music on the recently restored 1929 Skinner pipe organ while strolling through the mansion's softly lit rooms. Admission is \$10 per Brucemore member or student, or \$15 per adult.

Santa, Snacks, and Stories

Dec. 9*, 10, 16*, & 17, 5:30 – 7:30 pm

Children are invited to Brucemore for a festive and memorable evening of holiday tradition, including participating in a craft, listening to holiday stories, and giving Santa their wish-lists. Advance admission is \$7 per child of a Brucemore member, \$10 per child of a non-member, or \$5 per an adult. If available, tickets at the door will be \$10 per child and \$5 per adult.

A Modern Salon: Perspective

Jan. 11*, 12*, 18*, 19, 25, & 26, 7:30 pm

Spend an evening enjoying storytelling and music with SPT Theatre and special guest, Jason Alberty. Enjoy wine tasting from First Avenue Wine House and appetizers from the Wright Touch Bake Shoppe and Catering from 7:00 to 7:30 pm; and champagne, coffee, and desserts during intermission. Admission is \$40 per Brucemore member or \$45 per person in advance. If available, tickets at the door will be \$50 per person.

Brucemore will be closed for the holidays on December 24, 25, and 31, and January 1. The visitor center exhibits and gift shop, as well as mansion tours, will be closed in January and February to allow for annual deep-cleaning and maintenance.

Purchasing tickets online?

Brucemore completed the transition to Altru by Blackbaud earlier this year thanks to the generous support of the Organizational Development Fund from the Greater Cedar Rapids Community Foundation and donations from Brucemore's Board of Trustees.

This constituent database allows staff to better serve patrons and grow as an organization. Most visibly, the software features upgrades to the organization's point of sale system and online ticketing capabilities.

Please register before making any purchases online to take advantage of member discounts. For help setting this up, call (319) 362-7375.

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Brucemore Financial Statement

FY2018 (April 1, 2017 - March 31, 2018)

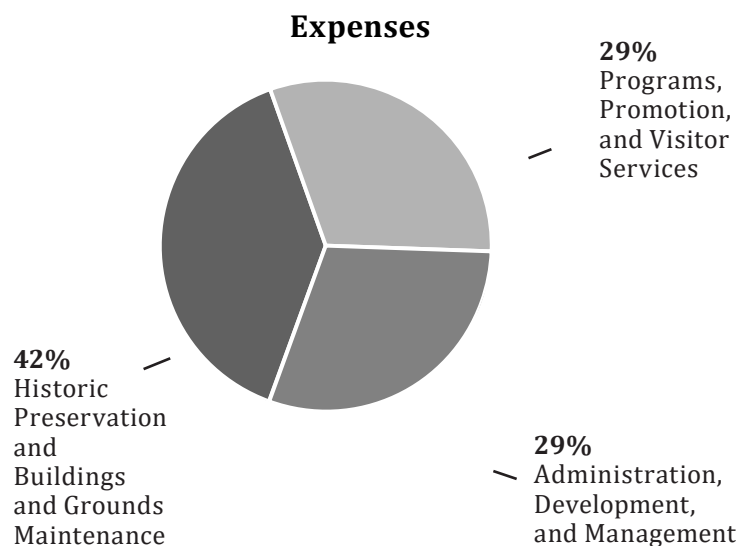
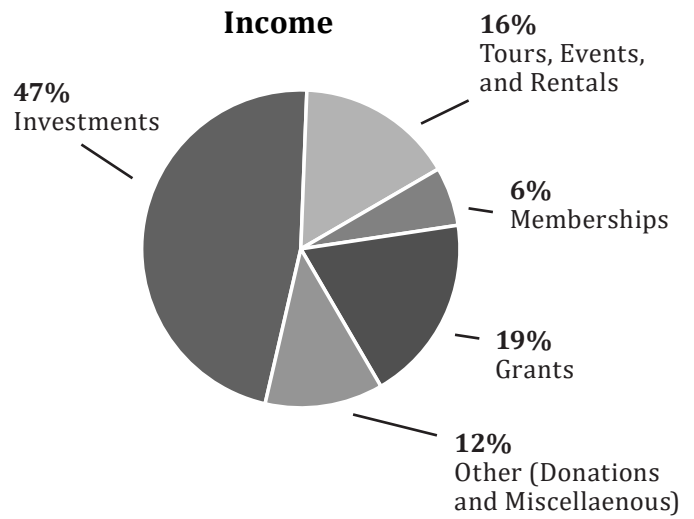
The organization derives a significant portion of its current revenue from two endowments. The first—the Howard and Margaret Hall Endowment—accompanied Margaret Hall's bequest of her home to the National Trust for Historic Preservation in 1981. The second—the Brucemore-Perrine Endowment Fund—was established by a gift from the estates of Beahl T. and Irene (Hall) Perrine. The endowments do not themselves ensure organizational permanence. Daily operations are reliant on earned revenue and fundraising.

Brucemore's financial stability depends on diversified support. Annual community gifts are fundamental to the ongoing preservation and programming at Brucemore.

- Membership gifts represent revenue and participation in the site's mission while allowing Brucemore to keep usage fees for tours, events, and programs low.
- Grants from foundations and government entities, and donations from individuals and companies support ongoing preservation efforts and special projects.
- Cultural events, community programs, and heritage tours are vital to telling the stories of Brucemore to local, state, and national audiences each year. Sponsorships from corporations support these efforts.

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.



Shop for Local, Unique Finds

Brucemore's gift shop offers a mix of souvenirs and gifts, including adult and youth t-shirts, notecards, prints, jewelry, tote bags, Leo stuffed animals, coffee mugs, Brucemore history booklets, and more!



Brucemore has discontinued the sale of gift cards. If you have a gift card with a balance remaining, stop in and check out our selection of merchandise. Gift cards can also be applied to tour and event tickets and membership dues.



Volunteers (April 1, 2017 - March 31, 2018)

Volunteers collectively contributed over 2,500 hours throughout FY2018 (April 1 - 2017, March 31, 2018) by giving tours, helping at events, and gardening.

Alicia Aguiar	Steve and Megan Ginsberg TM	Margaret Miller
Jan Anderson	Richard and Barbara Goings TM	Seth Moore
Robert Assink	Goodwill Day Habilitation	Tony Moreland TM
Andrew Austin	Laura Gregory	Melanie Moseley TM
Vivian Baier	Suzanne Griggs	Pat Myers
Lynn Barnes and Rick Snedden	Sherry Grunder	Suzanne Myers
Mark and Marilyn Beebe	Cheryl and Warren Hall	Melanie Nanke
Cheryl Berger	Michael Harker	Lan and Long Nguyen
Lawrence and Judith Blum TM	Barb and Dave Hartle	Joyce Niebuhr
Mark TM and Jeanne Bornemann	Diana Heinemann TM	Don Norton
Randy and Nadine Borngraeber	Pamela Henkel	Sheryl Ochs
John Brandt	Iowa Big students	Pearson Employees
Rosalee Briner	Ben Janssen	Richard and Dee Pitner
Scott Brown	Kristin Janssen	Joe Porter
Maria Camarotti	Rose Ann Jensen	Sarah Poyer
Mary Campbell TM	Stephanie Johnson	Katheryn Reed
Gay and Brad Carpenter	Terry Kemme TM	Shirley Ries
Christine Cassidy	Susan and Will Kirkland	Ryan Russell TM
Erin and Dusten Chaplin	Elisabeth Kissling	Melanie Schweiss
Melissa Chapman TM	Nancy Klopp	Katherine Severson
Kay and Bill Clark	Janelle Knight	June Silliman
Rose Clark TM	Jeffrey Knowingl	Hannah Spina TM
Barb Colehour TM	Jessica Komisar	Fred Stieglitz
Kayt Conrad TM	Mary Komisar	Aggie and Ken Sullivan
Shirley Coon	Brett Koranda	Cherryl TM and Ron Thomason
Bill and Lynn Cooper	Peg and Wayne Kreutner TM	Doug and Susan Thompson
Joe Costello	Mary Ann Kucera TM	Sarah Thompson
Bruce Crowther	Larry and Jan Lacy TM	Shirley Thornton
Ginny Davis TM	Lisa Ladwig	Ron and Traci Weber and family
Kayla Davis	Kellie Lala	Norma Westbrook and Ron
Betty Debban	Dick and Sondra Lamb	Neyens
Richard and Mary Doyle TM	Ryan Larson	Brian Westphalen
Ann Drahos TM	Sarah Larson	Kyle Wilson
Carolyn Elliott	Jim LeMaster TM	Joye Winey TM
Linda Engel	Daniel Levetzow TM	Bailey Winter
Gerard Estella	Debra and David Liljedahl	Paul and Dorothea Wood
Sally Fairchild TM	Tom Listebarger	Shannon Woods
Karen Fashimpaur TM	Michael Malone	Janet Wuest TM
Grace Ferreter TM	Erik Manley	Genny TM and Andrew Yarne
Joe Forman	Sharon Martensen	Annie Zeets
Elaine Fox TM	Allie Mersch TM	
Bob TM and Alo Geuder	Joy and Neil Mick	
Cindy Gewecke TM	Amelia Miller	

Key

TM Tour Guide



FY18 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.

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Kay Hegarty, Vice President
Brian Fagan, Secretary
Kimberly Hillyard, Treasurer

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Natalie Clouse
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Aaron McCreight
(term end Oct. 2018)
Todd McNall
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Phil Peterson
(term end Dec. 2017)
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Steve Ginsberg
Cathy Gullickson
Jill Gustin
Mike Hattery
Mark Zimmerman
Tracy Zimmerman

Contributors to Brucemore (April 1, 2017 - March 31, 2018)

This list recognizes membership support, donations, and sponsorships to Brucemore during FY2018 (April 1, 2017 - March 31, 2018). Every effort has been made to ensure this report is accurate. If your name has been omitted, misspelled, or misplaced, we sincerely apologize. Please contact us with any questions or corrections.

\$15,000+

David Maier and Matthew McGrane
McIntyre Foundation
UFG Insurance *

\$7,500 - \$14,999

Cedar Rapids Bank & Trust Company *
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US Bank *

\$5,000 - \$7,499

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^	Gift matched by employer Includes Alliant Energy; Crystal - Dexter Apache Cares; GoDaddy; Pepsico; Rockwell Collins; Ryan Companies US, Inc.; Schneider Electric/Square D Foundation.
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+	Builders for Brucemore Corporate membership program for architects, builders, engineers, craftspeople, and people in the buildings trade.
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(April 1, 2017 - March 31, 2018)

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Above: Leo the Lion with Poppy at the Brucemore Outdoor Children's Theater, a partnership with Playtime Poppy Children's Theatre.



Mission:

To engage the public in the history, traditions, resources, and on-going preservation of Brucemore for the enrichment of the community.

Connect:

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Lion's Roar newsletter

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